



Shinhan
Bank

20
24

Laporan Tahunan
Annual Report

A man in a black suit and white shirt is jumping over a city skyline. He is holding a briefcase and has a red arrow pointing upwards from his right hand. The background features a blue sky with white clouds and a network of pink lines connecting various financial icons: a bank building, a money bag, a credit card, a lightbulb, a gear, and a bar chart. The overall theme is financial growth and optimism.

Strong and Optimistic Leap

Tentang Laporan Tahunan

About the Annual Report

Penyusunan Laporan Tahunan PT Bank Shinhan Indonesia tahun 2024 merujuk pada ketentuan-ketentuan yang berlaku mengenai penyajian keterbukaan informasi yang harus disampaikan dalam Laporan Tahunan dan tidak menutup kemungkinan untuk mengungkapkan informasi penting terkait kinerja Bank. Laporan Tahunan ini diterbitkan sesuai dengan Peraturan Otoritas Jasa Keuangan Nomor Nomor 37/POJK.03/2019 tentang Transparansi dan Publikasi Laporan Bank serta Surat Edaran Otoritas Jasa Keuangan Nomor 9/SEOJK.03/2020 tentang Transparansi dan Publikasi Laporan Bank Umum Konvensional.

Laporan Tahunan ini juga bertujuan untuk membangun pemahaman dan kepercayaan para pemegang saham dan pemangku kepentingan lainnya tentang Perseroan, melalui penyediaan informasi yang tepat, seimbang, dan relevan. Di dalam laporan memuat kata “Bank” atau “Bank Shinhan” yang didefinisikan sebagai PT Bank Shinhan Indonesia yang menjalankan kegiatan usaha dalam bidang perbankan. Adakalanya kata “Perusahaan” dan “Perseroan” juga digunakan atas dasar kemudahan untuk menyebut PT Bank Shinhan Indonesia secara umum. Semua informasi keuangan disajikan dalam mata uang Rupiah. Penyebutan satuan mata uang “Rupiah”, “Rp” atau “IDR” merujuk pada mata uang resmi Republik Indonesia.

Laporan tahunan PT Bank Shinhan tahun buku 2024 mengusung tema “Shinhan SOL: Strong and Optimistic Leap”, disajikan dalam dua bahasa, yaitu Bahasa Indonesia dan Bahasa Inggris dengan menggunakan jenis dan ukuran huruf yang mudah dibaca dan dicetak dengan kualitas yang baik. Laporan Tahunan ini dapat dilihat dan diunduh di situs web resmi Perseroan yaitu www.bankshinhan.co.id.

Laporan Tahunan ini dapat berisi beberapa pernyataan yang merupakan proyeksi dan pandangan masa depan yang menggambarkan cara pandang Bank terhadap kejadian-kejadian dan kinerja keuangan di masa depan, serta kondisi keuangan, hasil operasi dan hasil usaha, kondisi ekonomi, dan kondisi industri perbankan. Pandangan-pandangan ini didasarkan pada beberapa estimasi dan asumsi saat ini, yang dapat berubah seiring dengan ketidakpastian, kontinjensi dan berbagai risiko bisnis, ekonomi yang dapat berubah sewaktu-waktu.

The preparation of the 2024 Annual Report of PT Bank Shinhan Indonesia adheres to the prevailing regulations on the disclosure of information that must be presented in the Annual Report while not ruling out the possibility of disclosing important information related to the Bank’s performance. This Annual Report is published in compliance with Financial Services Authority (OJK) Regulation No. 37/POJK.03/2019 on Transparency and Publication of Bank Reports and OJK Circular Letter No. 9/SEOJK.03/2020 on Transparency and Publication of Conventional Commercial Bank Reports.

This Annual Report is designed to foster a clear understanding and to build trust among shareholders and other stakeholders by providing accurate, balanced, and relevant information. Throughout the report, the terms “Bank” or “Bank Shinhan” refer to PT Bank Shinhan Indonesia, which operates in the banking sector. Additionally, the terms “Company” or “Corporation” may also be used interchangeably to refer to PT Bank Shinhan Indonesia for ease of reference. All financial information is presented in Indonesian Rupiah (IDR), with the terms “Rupiah,” “Rp,” or “IDR” referring to the official currency of the Republic of Indonesia.

The 2024 Annual Report of PT Bank Shinhan Indonesia carries the theme “Shinhan SOL: Strong and Optimistic Leap” and is presented in both Indonesian and English. It is formatted with readable typography and printed with high-quality standards. The Annual Report is available for viewing and downloading on the Company’s official website: www.bankshinhan.co.id.

This Annual Report may include forward-looking statements and projections that reflect the Bank’s perspective on future events, financial performance, financial condition, operating results, business outcomes, economic conditions, and the banking industry. These views are based on current estimates and assumptions, which may be subject to change due to uncertainties, contingencies, and various business risk, as well as the economy that is subject to change at any time.

Tema dan Penjelasan Tema

Theme and Theme Explanation



2024 **Laporan Tahunan**
Annual Report

Strong and Optimistic Leap

Di tengah tantangan ekonomi global dan perubahan kebutuhan nasabah, Bank Shinhan berhasil melalui tahun 2024 dengan hasil yang optimal. Melalui pengembangan dan penguatan bisnis dalam semua aspek baik internal maupun eksternal, mulai dari pengembangan produk, jasa hingga pelayanan yang diberikan semua direncanakan dengan perencanaan strategis demi tercapainya pertumbuhan yang berkualitas dan berkelanjutan yang lebih baik dengan tetap berorientasi pada kebutuhan nasabah untuk menciptakan kepuasan dan loyalitas yang lebih tinggi.

Dengan profesionalisme dan keunggulan yang dimiliki, Bank Shinhan siap menghadapi tantangan di masa depan dengan optimisme sambil mengusung misi Bank untuk membangun dunia yang lebih baik melalui kekuatan Finansial.

Amid global economic challenges and evolving customer needs, Bank Shinhan successfully navigated 2024 with optimal results. Through business development and strengthening across all aspects, both internal and external—including product innovation, service enhancement, and strategic planning—the Bank remains committed to achieving higher-quality, sustainable growth. This approach ensures a strong customer focus, enhancing customer satisfaction and loyalty.

With its professionalism and competitive advantages, Bank Shinhan is prepared to embrace future challenges with confidence and optimism, while upholding its mission to build a better world through financial strength.

Daftar Isi

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08

Laporan Keuangan Financial Report

Visi, Misi dan Budaya Perusahaan

Vision, Mission and Corporate Culture

“Shinhan WAY” adalah sistem nilai dan prinsip panduan untuk semua pemikiran dan tindakan karyawan Shinhan.

“Shinhan WAY” is the value system and guiding principle for all Shinhan employees thoughts and actions

BENAR / Right

Kami menghargai untuk melakukan apa yang BENAR bagi nasabah kami dan untuk generasi mendatang.

We value doing what is RIGHT for our customers and for the future generations.



CEPAT / Nimble

Kami menghargai menjadi CEPAT—mengeksekusi dengan fleksibilitas dan efisiensi, tidak pernah berhenti belajar dan terus bergerak maju.

We value being NIMBLE-executing with flexibility and efficiency, never stop learning and keep moving forward.

BERBEDA / Different

Kami menghargai PERBEDAAN individu dan menghargai hasil yang BERBEDA.

We respect individual DIFFERENCES and value having DIFFERENTIATED outcomes.



Vision



Kami percaya industri Keuangan harus Lebih Ramah, Lebih Aman, Lebih Kreatif

We believe finance should be More Friendly, More Secure, More Creative.

Lebih Ramah:

Mudah, Dapat Diakses dan Nyaman.

Bank Shinhan akan terus mengembangkan layanan keuangan *offline* dan *online* agar nasabah dapat lebih mudah dan lebih nyaman memanfaatkan jasa keuangan Shinhan yang dapat terkoneksi secara dekat dengan kehidupan sehari-hari nasabah melalui ekosistem digital.

More Friendly

Easy, Accessible, and Convenient

Is about connecting finance more closely to customers' daily lives through innovative digital services that cover both online and offline channels so that customers can use them more easily and conveniently.

Lebih Aman:

Aman dan Dapat diandalkan.

Kita akan menyediakan layanan keuangan dan dukungan nasabah yang aman, dapat diandalkan dan aman untuk mewujudkan impian nasabah.

More Secure

Safe and Reliable

Shinhan means a promise to make customers feel more comfortable in heart by providing safe, reliable, and right finance.

Lebih Kreatif:

Orisinal dan Inovatif.

Kami akan memberikan nilai baru kepada nasabah kami melalui layanan keuangan inovatif dan orisinal yang secara kreatif menggabungkan ciri khas Shinhan dan teknologi digital inovatif.

More Creative

Original and Innovative

Is a promise to provide better value to customers through novel and creative first-class financial services that creatively connect innovative digital technologies.

Mission



A better world through Finance

Membangun dunia yang lebih baik melalui kekuatan Finansial

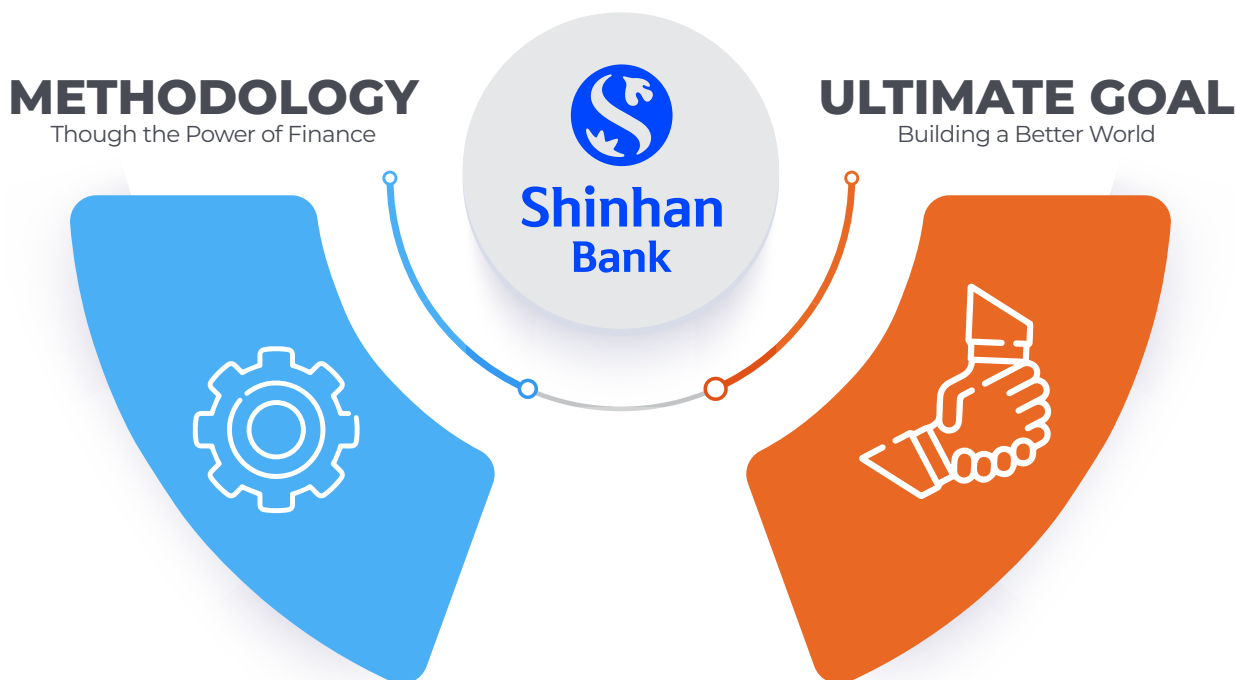
Building a better world through the power of Finance.

Makna dari *compassionate finance*:

Kami berusaha untuk menjunjung tinggi siklus kemakmuran bersama yang baik yang akan menciptakan nilai yang lebih besar bagi klien kami, Shinhan, dan seluruh masyarakat. Untuk mencapai tujuan ini, kami mencari metode baru dan pendekatan baru sehingga kami dapat memberikan produk dan layanan serta mengelola uang dengan cara yang sejalan dengan perubahan lingkungan.

The meaning of *compassionate finance*:

We strive to uphold a virtuous cycle of shared prosperity that will create greater value for our clients, Shinhan, and all of society. To this end, we seek new methods and new approaches so that we can deliver products and services and manage money in ways that keep pace with changes in the environment.



Inti dari Bisnis Keuangan:

The Core of Financial Business:

kami membantu klien mencapai targetnya dengan menyediakan produk dan layanan keuangan yang memenuhi tren terbaru, dan memberikan keuntungan yang tinggi terhadap dana yang dipercayakan kepada kami

We help clients achieve their goals by providing financial products and services that meet the latest trends, and delivering high returns on the funds entrusted to us.

Keuangan Kreatif:

Creative Finance:

Produk dan layanan keuangan, dan pengelolaan uang harus turut berevolusi mengikuti perubahan waktu dan lingkungan bisnis agar bisnis inti kita dapat berhasil. Berangkat dari kebiasaan masa lalu, kami mencari solusi baru yang inovatif dengan menggunakan metodologi yang kami sebut sebagai keuangan kreatif

Financial products, services and money management must evolve along with the changing times and business environment in order for our core business to succeed. Departing from past conventions, we seek innovative new solutions using a methodology we call creative finance.

Siklus Kebaikan dari Kemakmuran Bersama:

Virtuous Cycle of Shared Prosperity:

Dengan menawarkan nilai yang lebih, keuangan kreatif akan menarik lebih banyak klien, dan meningkatkan nilai perusahaan Shinhan sebagai gantinya. Ketika Shinhan membantu lebih banyak klien berhasil dan memenuhi peran dasar keuangan, yaitu alokasi sumber daya yang efisien, akan terjadi peningkatan nilai bagi seluruh masyarakat. Keterikatan nilai antara klien, Shinhan, dan masyarakat akan tumbuh bersama dan mengarah pada kemajuan dalam siklus kebaikan dari kemakmuran bersama

By offering greater value, creative finance will attract more clients, which in turn will increase Shinhan's corporate value. As Shinhan helps more clients succeed and fulfills the fundamental role of finance, that is, the efficient allocation of resources, value will increase for the whole of society. The interlinked value of the client, Shinhan and society will grow together and lead to progress in a virtuous cycle of shared prosperity.



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Jejak Langkah Milestones

**1967
SEPTEMBER**

Pendirian PT Central Sumatera Djawa Bank Ltd, dan perseroan dimulai setelah mendapat pengesahan dari Departemen Kehakiman tertanggal 28 April 1970.

**1991
JULI**

PT Bank Metro Ekspres (BME) berubah nama menjadi PT Bank Metro Express.

**1995
MARET**

Penunjukan PT Bank Metro Express (BME) sebagai Bank Devisa.

**1976
JULI**

PT Central Sumatera Djawa Bank Ltd berubah nama menjadi PT Bank Metro Ekspres (BME).

DESEMBER

Bank melakukan merger dengan PT Bank Umum Persatuan Tenaga Ekonomi.

**1993
JANUARI**

Penunjukan PT Bank Metro Ekspres (BME) sebagai Bank Persepsi.

**2003
FEBRUARI**

Penunjukan PT Bank Metro Ekspres (BME) sebagai Bank Persepsi On-Line.

**2007
APRIL**

PT Bank Metro Express (BME) memulai proses M&A di Indonesia.

**2015
AGUSTUS**

Mengakuisisi 40% saham BME.

NOVEMBER

Mengakuisisi 50% lebih saham BME dan Penambahan Modal sebesar Rp800 miliar dari Shinhan Bank Co. Ltd.

DESEMBER

Mengakuisisi 75% saham PT Centratama Nasional Bank (CNB).

**2016
MARET**

BME berubah nama menjadi PT Bank Shinhan Indonesia (BSI), dan 4 Maret 2016 adalah tanggal berdirinya BSI.

DESEMBER

Mengakuisisi 100% saham CNB dan menyelesaikan proses M&A.

**2017
MEI**

- Layanan ATM secara resmi beroperasi di beberapa cabang.
- Pembukaan Kantor Cabang Pembantu Cibubur.

JULI

Penambahan modal dan perubahan struktur pemegang saham.

AGUSTUS

Pembukaan Kantor Cabang Pembantu Cikarang.

OKTOBER

- PT Bank Shinhan Indonesia meluncurkan produk KTA kepada nasabah korporasi.
- Internet & Mobile Banking diluncurkan ke nasabah.



2018

JANUARI

Pembukaan Kantor Cabang Pembantu Panglima Sudirman Surabaya.

FEBRUARI

- Implementasi program Gerbang Pembayaran Nasional.
- Pembayaran pajak MPN Gen2 tersedia di Internet & Mobile Banking.

MEI

Bergabung dengan jaringan Asia Payment Network (APN).

JUNI

Bergabung dengan jaringan ATM Bersama.

DESEMBER

Pembukaan Kantor Cabang Gresik.

2020

JANUARI

Relokasi Kantor Cabang Pembantu Rungkut ke Kantor Cabang Pembantu Jemursari.

AGUSTUS

Tersedianya Fitur Pembukaan Rekening secara Online bagi nasabah baru melalui Mobile Banking

NOVEMBER

- Peningkatan status Kantor Cabang Pembantu menjadi Kantor Cabang : Wahid Hasyim dan Pinangsia.
- PT Fitch Ratings Indonesia mengafirmasi Peringkat Nasional Jangka Panjang BSI di 'AAA (idn)'; Outlook Stabil.

DESEMBER

- Peningkatan status Kantor Cabang Pembantu menjadi Kantor Cabang : Cikarang dan Jemursari.
- Tersedianya fasilitas transaksi FX Cross Currency dan Interest Rate Swap.

2022

JUNI

- Peluncuran Fitur Pembayaran QRIS dan BPJS Ketenagakerjaan melalui Mobile Banking.
- Afirmasi Peringkat Nasional Jangka Panjang BSI di 'AAA (idn)'; Stable Outlook di Fitch Ratings.

JULI

Peluncuran fitur Dealer Financing Online melalui Internet Banking.

2024

FEBRUARI

Relokasi Kantor Cabang Bibis ke Kantor Cabang Ir. Soekarno.

MARET

Relokasi Kantor Cabang Pembantu Tanjung Priok ke Kantor Cabang Pembantu Cilegon.

APRIL

Fitch Ratings Indonesia telah mengafirmasi Peringkat Nasional Jangka Panjang PT Bank Shinhan Indonesia (BSI) di 'AAA(idn)'; Stable Outlook.

JUNI

Penerimaan sertifikasi ISO/IEC 27001:2022 untuk Aplikasi Internet Banking, Mobile Banking, E-KYC, dan Host to Host ke Dukcapil.

JULI

Launching produk Deposito IDR ESG.

OKTOBER

Launching produk Giro Shinhan Prime USD.

DESEMBER

Launching produk Giro Shinhan KRW.

2019

JULI

Relokasi Kantor Cabang Melawai ke Kantor Cabang Darmawangsa.

DESEMBER

- Pembukaan Kantor Kas Amartapura.
- PT Fitch Ratings Indonesia mengafirmasi Peringkat Nasional Jangka Panjang BSI di 'AAA (idn)'; Outlook Stabil.

2021

APRIL

Tersedianya Network Remittance mata uang KRW dan USD ke Korea Selatan dalam Internet dan Mobile Banking.

JUNI

Relokasi Kantor Cabang Karawang PT Fitch Ratings Indonesia mengafirmasi Peringkat Nasional Jangka Panjang BSI di 'AAA (idn)'; Outlook Stabil.

NOVEMBER

Peluncuran produk My Car Loan.

DESEMBER

Pembukaan Kantor Cabang Tegal.

2023

MARET

Peluncuran fitur transfer BI-FAST.

MEI

- Afirmasi Peringkat Nasional Jangka Panjang BSI di 'AAA (idn)'; Stable Outlook oleh Fitch Ratings.
- Pembukaan Nostro Account USD dengan JP Morgan Chase New York Stabil.

SEPTEMBER

Peluncuran fitur pembukaan rekening tabungan online bagi Nasabah existing.

OKTOBER

Peluncuran fitur Digital KTA.

DESEMBER

- Peluncuran fitur pembukaan rekening online menggunakan verifikasi biometrik bagi Nasabah baru.
- Relokasi Kantor Cabang Pembantu Tanah Abang ke Kantor Cabang Pembantu Tomang.

Peristiwa-Peristiwa Penting Significant Events



26 Januari 2024 | January 26, 2024

Strategy Conference 2024

26 Januari 2024 - Bank Shinhan Indonesia mengadakan Strategy Conference bertempat di Grand Sahid Jaya Jakarta, yang dihadiri oleh Direksi, Dewan Komisaris, Pejabat Eksekutif Bank dan seluruh Pimpinan Cabang. Strategy Conference membahas mengenai Rencana Strategis Bank di 2024, Arahan dari setiap Departemen, Pemberian Penghargaan atas Kinerja Cabang serta pemaparan Economic Outlook oleh Sdr. David Sumual - Chief Economist Bank BCA.

Strategy Conference 2024

January 26, 2024 - Bank Shinhan Indonesia held a Strategy Conference at Grand Sahid Jaya Jakarta, attended by the Board of Directors, Board of Commissioners, Executive Officers and all Branch Managers. The Strategy Conference discussed about the Bank's Strategic Plan in 2024, Directions from each Department, Awarding for Branch Performance and Economic Outlook presentation by Mr. David Sumual - Chief Economist of BCA Bank.



6 Mei 2024 | May 6, 2024

Penandatanganan Nota Kesepahaman

6 Mei 2024 - Bank Shinhan Indonesia melakukan penandatanganan Nota Kesepahaman dengan Construction Guarantee Cooperative, guna memberikan dukungan keuangan untuk proyek-proyek konstruksi di Indonesia. Penandatanganan bertempat di Kantor Pusat Bank Shinhan Indonesia.

Signing of Memorandum of Understanding

May 6, 2024 - Bank Shinhan Indonesia signed a Memorandum of Understanding with Construction Guarantee Cooperative, to provide financial support for construction projects in Indonesia. The signing took place at the Head Office of Bank Shinhan Indonesia.



28 Juni 2024 | June 28, 2024

Penandatanganan Kerja Sama Channeling

28 Juni 2024 - Bank Shinhan Indonesia mengukuhkan kerja sama channeling dengan Indodana Fintech (PT Artha Dana Teknologi) untuk mendukung penyaluran kredit kepada masyarakat underbanked dalam memenuhi kebutuhan keuangan dan memperkuat pengaturan arus kas pribadi. Penandatanganan bertempat di Kantor Pusat Bank Shinhan Indonesia.

Signing of Channeling Cooperation

June 28, 2024 - Bank Shinhan Indonesia inaugurated channeling cooperation with Indodana Fintech (PT Artha Dana Teknologi) to support lending to underbanked people to meet their financial needs and strengthen personal cash flow management. The signing took place at the Head Office of Bank Shinhan Indonesia.



12 Juli 2024 | July 12, 2024

Sertifikasi ISO 27001

12 Juli 2024 – Bank Shinhan Indonesia mendapatkan sertifikasi ISO 27001, sebagai pembuktian komitmen dalam menjaga keamanan informasi.

ISO 27001 Certification

July 12, 2024 – Bank Shinhan Indonesia obtained ISO 27001 certification, as a proof of commitment in maintaining information security.



13 Agustus 2024 | August 13, 2024

Penandatanganan Kerja Sama Channeling

13 Agustus 2024 – Bank Shinhan Indonesia meningkatkan limit fasilitas channeling menjadi Rp800 miliar kepada Kredivo, untuk memperkuat penetrasi akses kredit kepada masyarakat. Penandatanganan kerja sama bertempat di Kantor Pusat Bank Shinhan Indonesia.

Signing of Channeling Cooperation

August 13, 2024 – Bank Shinhan Indonesia increased the channeling facility limit become Rp800 billion to Kredivo, to strengthen the penetration of credit access to the community. The signing of the cooperation took place at the Head Office of Bank Shinhan Indonesia.



9-10 November 2024 | 9-10 November 2024

Annual Workshop & Team Building 2024

9–10 November 2024 – Bank Shinhan Indonesia menyelenggarakan Annual Workshop & Team Building 2024 bertempat di Aston Bogor Hotel & Resort, yang dihadiri oleh Direksi dan Pejabat Eksekutif Kantor Pusat. Kegiatan terdiri dari pembahasan rencana kerja dari masing-masing departemen, internal training dan team building activities.

Annual Workshop & Team Building 2024

9 – 10 November 2024 – Bank Shinhan Indonesia held the Annual Workshop & Team Building 2024 at Aston Bogor Hotel & Resort, attended by the Board of Directors and Executive Officers from the Head Office. The event featured discussions on each department's work plan, internal training sessions, and team-building activities.



IKHTISAR KEUANGAN

Financial Highlights



Ikhtisar Data Keuangan

Financial Highlight

Laporan Posisi Keuangan

Statement of Financial Position

dalam jutaan Rupiah | in millions of Rupiah

Uraian Description	2024	2023	2022	2021	2020
Laporan Posisi Keuangan Statement of Financial Position					
Jumlah Aset Total Assets	24.920.534	23.342.421	22.693.047	17.543.629	16.812.579
Kredit yang Diberikan Loans	20.295.631	17.220.313	16.313.621	13.586.106	12.867.682
CKPN Allowance for Impairment Losses	(597.544)	(354.023)	(336.660)	(255.177)	(283.453)
Kredit yang Diberikan – Bersih Loan – Net	19.698.087	16.866.290	15.976.961	13.330.929	12.584.230
Dana Pihak Ketiga Third Party Funds	12.874.955	11.851.862	11.233.223	8.233.311	6.824.119
Giro Current Accounts	2.806.695	2.823.493	1.916.510	1.057.157	1.052.659
Tabungan Saving Account	2.993.367	2.470.263	1.797.505	1.355.900	1.127.161
Deposito Time Deposits	7.074.893	6.558.106	7.519.208	5.820.254	4.644.299
Pinjaman Diterima Borrowing	5.874.675	6.004.830	5.604.300	3.662.892	2.936.450
Jumlah Liabilitas Total Liabilities	19.917.886	18.378.347	17.880.620	12.857.315	12.249.582
Ekuitas Equity	5.002.648	4.964.074	4.812.427	4.686.314	4.562.997

Laporan Arus Kas

Statement of Cash Flow

dalam jutaan Rupiah | in millions of Rupiah

Uraian Description	2024	2023	2022	2021	2020
Laporan Arus Kas					
Arus Kas dari Aktivitas Operasi Cash Flow from Operating Activities	(820.480)	720.117	885.710	(1.445.370)	(1.896.677)
Arus Kas dari Aktivitas Investasi Cash Flow from Investing Activities	(729.783)	197.348	(119.638)	8.200	391.584
Arus Kas dari Aktivitas Pendanaan Cash Flow from Financing Activities	(394.809)	442.862	1.596.790	667.813	2.101.326
Kenaikan (Penurunan) Neto Kas dan Setara Kas Net Increase (Decrease) in Cash and Cash Equivalents	(1.945.073)	474.603	2.362.862	(769.358)	596.233
Kas dan Setara Kas Awal Tahun Cash and Cash Equivalents at Beginning of Year	3.359.922	3.847.918	1.409.409	2.173.275	1.573.798

dalam jutaan Rupiah | in millions of Rupiah

Uraian Description	2024	2023	2022	2021	2020
Kas dan Setara Kas Akhir Tahun Cash and Cash Equivalents at Year End	1.436.265	3.359.922	3.847.918	1.409.409	2.173.275

Laporan Laba (Rugi) dan Penghasilan Komprehensif Lain Statement of Profit (Loss) and Other Comprehensive Income

dalam jutaan Rupiah | in millions of Rupiah

Uraian Description	2024	2023	2022	2021	2020
Laporan Laba (Rugi) dan Penghasilan Komprehensif Lain Statement of Profit (Loss) and Other Comprehensive Incomes					
Pendapatan Bunga Interest Incomes	1.610.980	1.462.688	948.420	779.560	857.101
Beban Bunga Interest Expenses	(961.430)	(855.069)	(416.388)	(291.665)	(409.242)
Pendapatan Bunga – Bersih Interest Incomes – Net	649.550	607.618	532.032	487.895	447.859
Pendapatan Operasional Lainnya Other Operating Incomes	89.844	130.811	99.688	102.434	85.022
Cadangan Kerugian Penurunan Nilai Allowance for Impairment Losses	(281.926)	(127.339)	(82.502)	(124.108)	(111.353)
Beban Operasional Lainnya Other Operating Expenses	(391.987)	(403.887)	(347.180)	(331.165)	(335.616)
Beban Operasional Lainnya – Bersih Other Operating Expenses – Net	-	-	-	-	-
Laba (Rugi) Operasional Operating Income (Loss)	65.481	207.203	202.038	135.056	85.913
Laba (Rugi) Sebelum Pajak Income (Loss) Before Tax	80.326	208.147	210.622	136.767	148.944
Beban Pajak (Bersih) Tax Expense (Net)	(31.846)	(51.616)	(51.117)	(37.266)	(43.566)
Laba (Rugi) Bersih Net Income (Loss)	48.480	156.531	159.446	99.501	105.377
Jumlah Penghasilan (Rugi) Komprehensif Lain Tahun Berjalan Setelah Pajak Total Other Comprehensive Income (Loss) for the Year After Tax	(9.906)	(4.884)	(33.333)	(23.816)	(25.056)
Jumlah Laba (Rugi) Komprehensif Lain Tahun Berjalan Total Other Comprehensive Income (Loss) for the Year	38.573	151.647	126.113	123.317	130.434
Laba Bersih per Saham (Rp Penuh) Earnings per Share (IDR Full)	-	-	-	-	-

*) Per posisi 31 Desember 2024, Bank Shinhan Indonesia tidak memiliki entitas anak, dengan demikian Laporan Keuangan Bank tidak menyajikan Laba (Rugi) Bersih Tahun Berjalan serta Jumlah Laba (Rugi) Komprehensif Tahun Berjalan Konsolidasi Entitas Induk yang diatribusikan baik kepada pemilik entitas pengendali maupun kepentingan nonpengendali.
As of December 31, 2024, Bank Shinhan Indonesia does not have any subsidiaries, thus the Bank's Financial Report does not present Net Profit (Loss) for the Current Year and Total Comprehensive Profit (Loss) for the Current Year of the Parent Entity Consolidation attributable to both controlling entity owners and non-controlling interests.

Rasio-Rasio Keuangan Penting

Key Financial Ratios

dalam persen (%) | in percent (%)

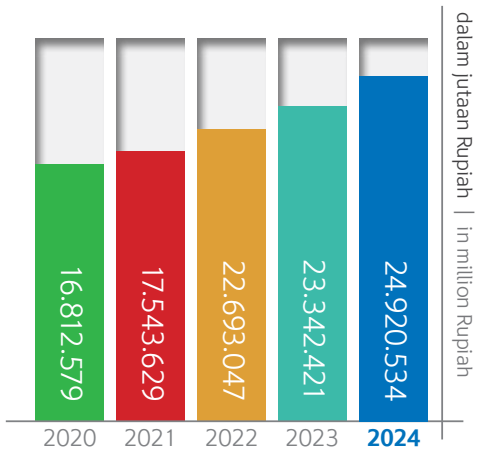
Uraian Description	2024	2023	2022	2021	2020
Rasio Kinerja Keuangan Financial Performance Ratios					
Laba Bersih terhadap Rata-rata Aset (ROA) Return on Assets (ROA)	0,33	0,91	1,03	0,76	0,86
Laba Bersih terhadap Rata-rata Modal (ROE) Return on Equity (ROE)	1,02	3,39	3,50	2,23	2,48
Laba Bersih terhadap Pendapatan Bunga Bersih Net Profit to Net Interest Income	7,46	25,76	29,97	20,39	23,53
Pendapatan Bunga Bersih (NIM) Net Interest Margin (NIM)	2,21	2,22	2,23	2,32	2,42
Kredit terhadap Dana Pihak Ketiga (LDR) Loan to Deposit Ratio(LDR)	157,63	145,13	140,24	160,21	188,56
Pendanaan Stabil Bersih Net Stable Funding Ratio	122,72	117,30	124,28	114,77	115,18
Kewajiban Penyediaan Modal Minimum (KPMM) Capital Adequacy Requirement (CAR)	21,95	23,28	26,14	29,91	30,18
Beban Operasional terhadap Pendapatan Operasional (BOPO) Operating Expenses to Operating Income (BOPO)	96,25	87,73	81,70	87,93	92,27
Cost to Income Ratio (CIR) Cost to Income Ratio (CIR)	55,42	61,01	58,37	59,38	66,94
Kredit Bermasalah terhadap Total Kredit (NPL – Gross) Non-Performing Loans to Total Loans (NPL – Gross)	3,55	2,97	3,37	3,97	5,77
Kredit Bermasalah terhadap Total Kredit Bersih (NPL – Net) Non-Performing Loans to Total Net Loans (NPL – Net)	1,34	1,93	1,91	2,95	4,24
Posisi Devisa Netto (PDN) Net Open Position (NOP)	9,08	12,63	5,54	7,25	14,06

dalam persen (%) | in percent (%)

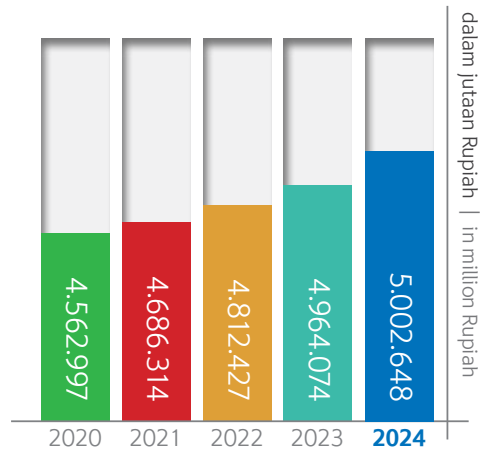
Uraian Description	2024	2023	2022	2021	2020
Rasio Kepatuhan Compliance Ratio					
Persentase Pelampauan BMPK Percentage of LL Exceedance					
Pihak Terkait Related Party	-	-	-	-	-
Pihak Tidak Terkait Non-Related Party	-	-	-	-	-
Giro Wajib Minimum (GWM) Statutory Reserves					
GWM Utama Rupiah Rupiah Statutory Reserves Overall Net Foreign Exchange Position (PDN)	6,85	7,78	8,43	3,77	3,81
GWM Valuta Asing Foreign Currency Statutory Reserves	4,35	5,47	4,06	7,35	5,47
Posisi Devisa Neto (PDN) secara keseluruhan Overall Net Open Position	9,08	12,63	5,54	7,25	14,06

Grafik Ikhtisar Keuangan Financial Overview Chart

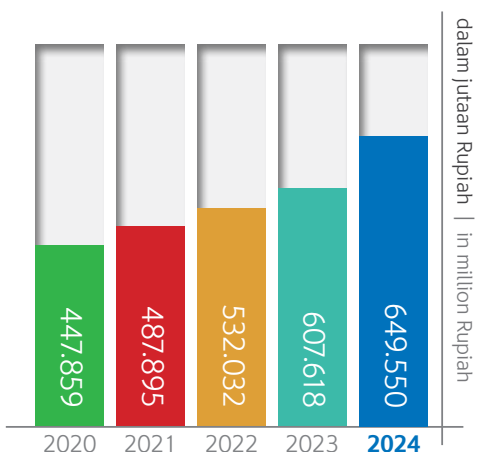
Jumlah Aset
Total Assets



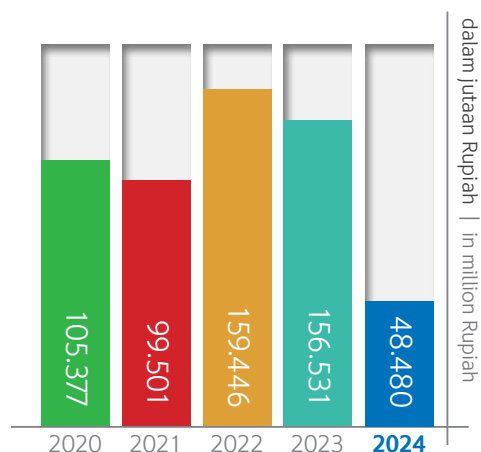
Ekuitas
Equity



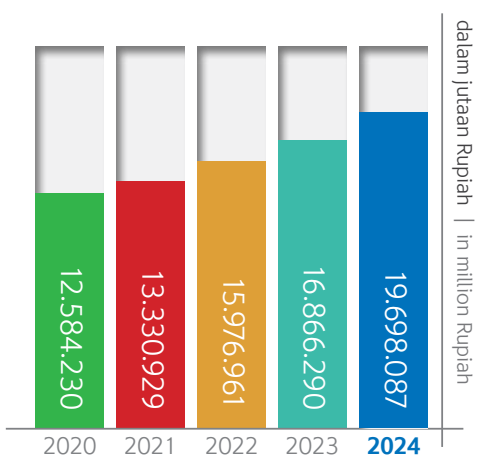
Pendapatan Bunga – Bersih
Interest Incomes – Net



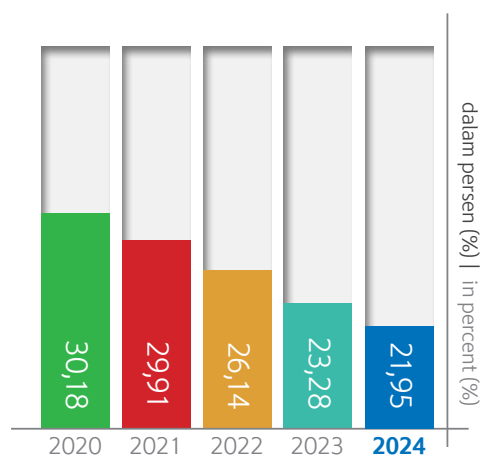
Labanya (Rugi) Bersih
Net Income (Loss)



Kredit yang diberikan – Bersih
Loans – Net

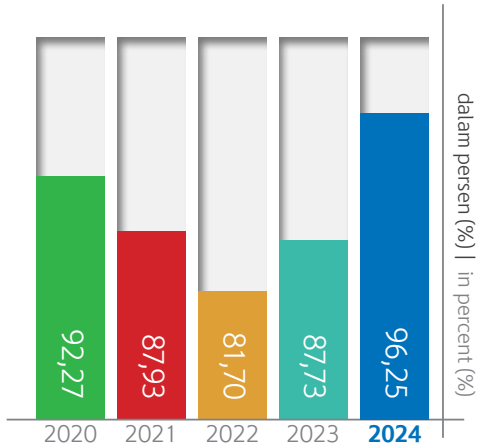


Kewajiban Penyediaan Modal Minimum (KPMM)
Capital Adequacy Requirement (CAR)



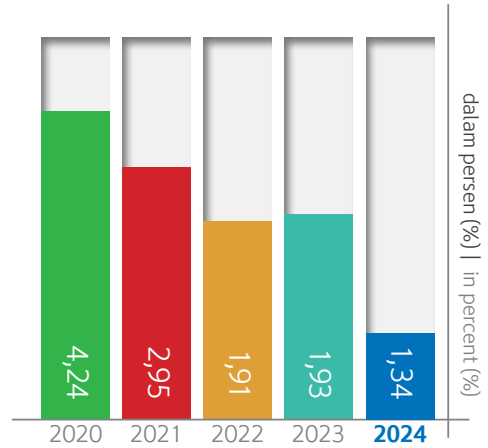
Beban Operasional terhadap Pendapatan Operasional (BOPO)

Operating Expenses to Operating Income (BOPO)



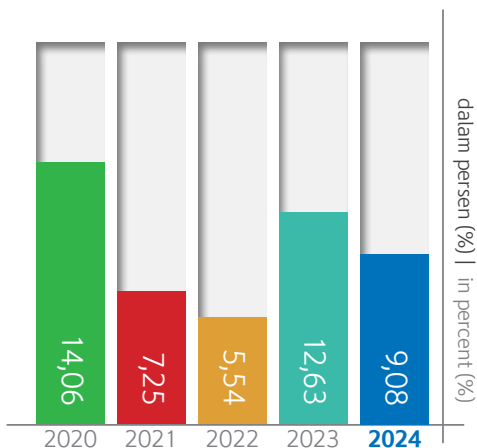
Kredit Bermasalah terhadap Total Kredit Bersih (NPL – Net)

Non-Performing Loans to Total Net Loans (NPL – Net)



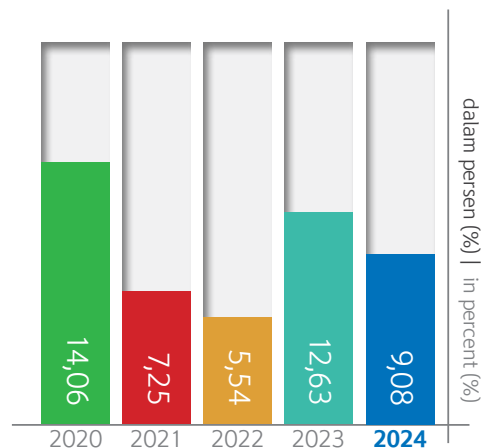
Posisi Devisa Neto (PDN) secara keseluruhan

Overall Net Open Position



Posisi Devisa Netto (PDN)

Net Open Position (NOP)



Tingkat Suku Bunga Interest Rate

Tingkat Suku Bunga Per 31 Desember 2024

Interest Rate as of 31 December 2024

Nama Produk Product name	Mata Uang Currency	Kondisi Condition	Suku Bunga Interest rate
Giro Shinhan Shinhan Current Account	IDR	-	0,75%
Giro Prime Prime Current Account	USD	$n \leq \text{USD } 500.000$	1,00%
		$\text{USD } 500.000 < n \leq \text{USD } 1.000.000$	1,50%
		$\text{USD } 1.000.000 < n \leq 5.000.000$	2,00%
		$\text{USD } 5.000.000 < n \leq 10.000.000$	3,00%

Tingkat Suku Bunga Per 31 Desember 2024

Interest Rate as of 31 December 2024

Nama Produk Product name	Mata Uang Currency	Kondisi Condition	Suku Bunga Interest rate
		USD 10.000.000 < n ≤ 20.000.000	3,50%
		USD 20.000.000 > n	4,00%
Giro Shinhan Shinhan Current Account	EUR	-	0,05%
Giro Prime Prime Current Account	IDR	n ≤ 100 juta/mio	0,75%
		100 juta/mio < n ≤ 1.000 juta/mio	1,25%
		1.000 juta/mio < n ≤ 5.000 juta/mio	1,75%
		5.000 juta/mio < n ≤ 10.000 juta/mio	2,25%
		10.000 juta/mio < n ≤ 30.000 juta/mio	2,75%
		30.000 juta/mio < n ≤ 50.000 juta/mio	3,25%
		50.000 juta/mio < n ≤ 100.000 juta/mio	3,70%
		100.000 juta/mio < n ≤ 300.000 juta/mio	4,00%
		300.000 juta/mio < n	4,50%
Tabungan Shinhan Shinhan Saving	IDR	-	0,75%
Tabungan Shinhan Shinhan Saving	USD	-	1,00%
Tabungan Shinhan Junior Shinhan Saving Junior	IDR	-	0,75%
Tabungan Shinhan Plus Shinhan Saving Plus	IDR	-	0,75%
Tabungan Mapan Mapan Saving	IDR	-	0,75%
Tabungan Mapan Bebas Mapan Bebas Saving	IDR	-	0,25%
Tabungan Mapan Prima Mapan Prima Saving	IDR	-	0,25%
Tabungan Shinhan Employee Shinhan Employee Saving	IDR	-	0,75%
Tabungan Shinhan Prime Shinhan Prime Saving	IDR	n ≤ 100 juta/mio	0,75%
		100 juta/mio < n ≤ 500 juta/mio	1,00%
		500 juta/mio < n	1,25%
Tabungan Shinhan SOL Shinhan SOL Saving	IDR	n ≤ 10 juta/mio	4,00%
		10 juta/mio < n ≤ 30 juta/mio	3,50%
		30 juta/mio < n ≤ 50 juta/mio	3,00%
		50 juta/mio < n	2,25%

Mata Uang Currency	Jenis Produk Types of products	Jangka Waktu (Bulan) Time period (Month)	Suku Bunga Interest rate
IDR	ESG Deposito	6	5,10%
		12	5,20%
IDR	Time Deposit	1	5,00%
		3	5,10%
		6	5,20%
		12	5,30%
USD	Time Deposit	1	3,35%
		3	3,45%
		6	3,55%
		12	3,65%
IDR	Installment Deposit	6	5,00%
		12	5,10%
		18	5,20%
		24	5,30%
USD	Installment Deposit	6	3,35%
		12	3,45%
		18	3,55%
		24	3,65%
IDR		1	5,10%
		3	5,20%
		6	5,30%
		12	5,40%
USD	Time Deposit SOL*	1	3,40%
		3	3,50%
		6	3,60%
		12	3,70%

Suku Bunga Dasar

Prime Lending Rate

Suku Bunga Dasar Kredit Prime Lending Rate							
Berdasarkan Segmen Kredit by Credit Segment							
Corporate		Retail		Micro		Consumer	
IDR	USD	IDR	USD	IDR	USD	Housing	Non-Housing
7,56%	8,41%	8,06%	3,86%	8,68%	4,11%	8,22%	8,26%



LAPORAN MANAJEMEN

Management Report





Laporan Dewan Komisaris

Message from the Board of Commissioners



Timoty E. Marnandus

Komisaris Utama
President Commissioner's

Para Pemegang Saham dan Pemangku Kepentingan yang kami hormati,

Pertama-tama, mari kita panjatkan puji dan syukur kepada Tuhan Yang Maha Esa, atas segala penyertaan dan karunia-nya, sehingga PT Bank Shinhan Indonesia ("Bank") dapat melalui tahun 2024 dengan baik.

Pertumbuhan ekonomi global 2024 secara keseluruhan diperkirakan sedikit melambat, dikarenakan pelemahan pertumbuhan ekonomi negara-negara berkembang, terutama Tiongkok dan India. Perekonomian global diwarnai oleh tingkat suku bunga yang masih berada di level tinggi, berlanjutnya proses disinflasi, dan tingginya tensi geopolitik. Pertumbuhan ekonomi global 2024 diperkirakan sedikit melambat menjadi 3,2% dari 3,3% pada 2023. Ekonomi Indonesia tahun 2024 tumbuh sebesar 5,03 persen, melambat dibanding capaian tahun 2023 yang mengalami pertumbuhan sebesar 5,05 persen (c-to-c). Pertumbuhan ekonomi ini didominasi oleh lapangan usaha Industri Pengolahan, diikuti oleh Perdagangan Besar dan Eceran, Reparasi Mobil dan Sepeda Motor dan dilanjutkan dengan Pertanian, Kehutanan, dan Perikanan

Untuk sektor perbankan di Indonesia, selama tahun 2024 kembali menunjukkan daya tahan di tengah ketidakpastian global dan tantangan ekonomi domestik. Berdasarkan data Oktober 2024 terdapat pertumbuhan kredit untuk bank umum yang dipengaruhi oleh meningkatnya permintaan dari segmen korporasi, dengan risiko kredit yang tetap terjaga baik. Di sisi Dana Pihak Ketiga juga menunjukkan adanya pertumbuhan sehingga menjadi salah satu faktor pendorong terjaganya likuiditas perbankan. Kondisi ini mendukung Bank Shinhan Indonesia (Bank) dalam menjalankan kegiatan usahanya.

Penilaian terhadap Kinerja Direksi mengenai Pengelolaan Bank

Dewan Komisaris menilai Direksi telah menjalankan tugas dan tanggung jawabnya dengan baik selama 2024, hal ini tercermin dari ketahanan Bank dalam menjalankan usahanya di tengah tantangan ketidakpastian perekonomian global dan perlambatan pertumbuhan ekonomi nasional dibandingkan tahun sebelumnya.

Esteemed Shareholders and Stakeholders,

First and foremost, let us extend our gratitude and praise to God Almighty for His continued guidance and blessings, which have enabled PT Bank Shinhan Indonesia ("the Bank") to navigate the year 2024 successfully.

Global economic growth in 2024 is projected to experience a slight deceleration, primarily due to the weakening performance of emerging economies, particularly China and India. The global economic landscape remained characterized by persistently high interest rates, ongoing disinflationary trends, and elevated geopolitical tensions. Global GDP growth in 2024 is expected to moderate slightly to 3.2%, down from 3.3% in 2023. Meanwhile, Indonesia's economy grew by 5.03% in 2024, a marginal slowdown from the 5.05% growth recorded in 2023 (c-to-c). This economic growth was primarily driven by the Manufacturing Industry sector, followed by Wholesale and Retail Trade, Repair of Motor Vehicles and Motorcycles, and subsequently by the Agriculture, Forestry, and Fisheries sectors.

In the Indonesian banking sector, resilience remained evident throughout 2024 despite global uncertainties and domestic economic challenges. As of October 2024, commercial banks recorded positive credit growth, driven largely by increased demand from the corporate segment, while maintaining sound credit risk profiles. Furthermore, growth in Third-Party Funds contributed positively to the banking sector's liquidity conditions. These favorable developments have supported Bank Shinhan Indonesia in its business activities throughout the year.

Assessment of the Board of Director's Performance regarding Bank Management

The Board of Commissioners assessed that the Board of Directors has carried out its duties and responsibilities commendably throughout 2024, as reflected in the Bank's resilience in sustaining its business operations amidst global economic uncertainties and the slowdown in national economic growth compared to the previous year.

Pada tahun 2024 selain tetap berfokus pada penyaluran kredit di segmen Korporasi dan *Korean Link Business*, Bank juga menyalurkan kredit di segmen ritel. Realisasi Kredit yang Diberikan sebesar Rp20.295.631 juta, tercapai 99,17% dari target yang ditetapkan, dimana realisasi penyaluran kredit dalam valuta asing tercapai 104,77% sedangkan untuk kredit dalam mata uang Rupiah hanya mencapai 93,62% dari target. Bila dibandingkan dengan posisi tahun 2023 maka Kredit yang Diberikan Bank bertumbuh sebesar 17,86%.

Untuk realisasi penghimpunan Dana Pihak Ketiga (DPK) pada tahun 2024 masih belum memenuhi target, yaitu terealisasi sebesar Rp12.874.955 juta, atau hanya mencapai 89,56% dari target yang telah ditetapkan, dan mengalami pertumbuhan sebesar 8,63% dibandingkan dengan tahun 2023. Deviasi realisasi target ini dikarenakan adanya pola penarikan DPK yang bersifat siklikal dari beberapa nasabah korporasi yang melakukan penarikan DPK dalam jumlah besar untuk keperluan operasional, dan setelah keperluannya terpenuhi dana akan ditempatkan kembali. Selain itu terdapat kompetisi dengan berbagai bank digital yang mampu menawarkan suku bunga simpanan lebih besar dari yang ditawarkan Bank. Adapun DPK dalam Rupiah mencapai 79,82% dari target, sementara persentase pencapaian DPK valuta asing sebesar 117,12% dari target. Untuk komposisi CASA terhadap total DPK berada pada porsi sekitar 45,05%.

Pencapaian ini berdampak pada rasio-rasio keuangan perusahaan yang juga belum dapat memenuhi target yang ditetapkan, seperti ROE, ROA, BOPO, dan NPL, namun Direksi tetap memperkuat pengelolaan terhadap pinjaman NPL dan pra NPL, melakukan pemantauan secara ketat terhadap pinjaman yang menunggak, termasuk memaksimalkan upaya penyelesaiannya. Rasio NPL gross Bank sebesar 3,55% lebih tinggi dari target sebesar 2,61%, dan NPL netto sebesar 1,34%, tercapai lebih baik dari target yang ditetapkan yaitu sebesar 1,44%.

Secara umum, perkembangan bank terefleksi pada hasil akhir penilaian Tingkat Kesehatan Bank periode semester II 2024, yang berada pada peringkat 2 (dua) / PK 2. Peringkat yang mencerminkan kondisi Bank yang secara umum sehat sehingga dinilai mampu menghadapi pengaruh negatif yang signifikan dari perubahan kondisi bisnis dan faktor eksternal lainnya.

In 2024, the Bank maintained its focus on lending activities in the Corporate and Korean Link Business segments, while also expanding credit distribution in the retail segment. Total Loans Disbursed amounted to IDR 20,295,631 million, representing 99.17% of the set target. Disbursement of foreign currency loans reached 104.77% of the target, whereas loans in Rupiah achieved 93.62%. Compared to 2023, the Bank's total loans grew by 17.86%.

In terms of Third-Party Funds (TPF) collection, the Bank fell short of its 2024 target, realizing IDR 12,874,955 million or 89.56% of the established target. Nevertheless, this represented an 8.63% increase from 2023. The underachievement was primarily due to the cyclical withdrawal patterns of several corporate clients who withdrew large funds for operational needs, with the expectation of redepositing the funds once those needs were met. Additionally, competition from digital banks offering higher deposit interest rates also impacted performance. Rupiah-denominated TPF achieved 79.82% of the target, while foreign currency TPF exceeded the target with a realization of 117.12%. The CASA (Current Account and Savings Account) ratio stood at approximately 45.05% of total TPF.

This performance influenced several of the Bank's financial ratios, which did not meet the targeted levels, including Return on Equity (ROE), Return on Assets (ROA), Operating Expenses to Operating Income (BOPO), and Non-Performing Loans (NPL). However, the Board of Directors continued to strengthen the management of NPL and pre-NPL loans, enforce rigorous monitoring of delinquent loans, and maximize recovery efforts. The Bank's gross NPL ratio stood at 3.55%, exceeding the target of 2.61%, while the net NPL ratio reached 1.34%, outperforming the target of 1.44%.

Overall, the Bank's progress was reflected in its composite rating in the Bank Soundness Assessment for the second semester of 2024, where it achieved a rating of 2 (PK-2). This rating indicates that the Bank is generally in sound condition and is considered capable of withstanding significant negative impacts from changes in business conditions and other external factors.

Pencapaian kinerja Bank di tahun 2024 adalah perwujudan dari konsistensi Direksi dalam mengimplementasikan strategi pengembangan bisnis untuk mencapai volume bisnis yang optimal. Dewan Komisaris sangat mengapresiasi semua upaya Direksi untuk pencapaian kinerja Bank di tahun 2024 di tengah perlambatan pertumbuhan ekonomi nasional maupun global.

Pengawasan terhadap Implementasi Strategi Bank

Strategi pengembangan bisnis Bank telah diimplementasikan secara optimal di tahun 2024, untuk dapat merealisasikan rencana bisnis Bank.

Adapun strategi Bank sebagai berikut :

- 1) Pinjaman/ Kredit yang diberikan
 - Meningkatkan penetrasi produk pinjaman diantaranya pinjaman kendaraan bermotor (mobil), *dealer financing*, KTA, *channeling*, *supply chain financing* dan digital KTA;
 - Menerapkan SME *lending guideline* sebagai standarisasi proses kredit, memberikan pelatihan internal untuk petugas yang terkait sehingga proses seleksi calon debitur dapat lebih efektif dan kredit UMKM dapat bertumbuh;
 - Meningkatkan kecepatan proses persetujuan pinjaman melalui komunikasi antara unit analisis kredit dengan unit bisnis secara proaktif, peningkatan proses penilaian jaminan, serta penyesuaian format proposal kredit UMKM untuk mendukung keputusan kredit UMKM;
 - Menerapkan konsep struktur organisasi Area Head (AH) selaku koordinator sejumlah kantor cabang dalam mencapai kinerjanya dan memastikan seluruh aspek bisnis dan operasional kantor cabang terlaksana dengan baik;
 - Menetapkan dan mencapai target Rasio Pembiayaan Inklusif Makroprudensial (RPIM) serta alternatif pemenuhannya melalui modalitas 1, 2 atau 3;
 - Melakukan tinjauan dan penyempurnaan SOP Kredit secara berkala sesuai dengan kebutuhan operasional;
 - Memperkuat pengelolaan NPL, melakukan pemantauan terhadap pinjaman yang menunggak termasuk memaksimalkan penyelesaiannya;

The Bank's performance achievements in 2024 are a testament to the Board of Directors' consistent execution of business development strategies aimed at optimizing business volume. The Board of Commissioners highly appreciates the efforts of the Board of Directors in delivering the Bank's performance amidst the deceleration of both national and global economic growth.

Supervision of Bank Strategy Implementation

The Bank's business development strategies were optimally implemented in 2024 to support the realization of its Business Plan.

These strategies are outlined as follows:

- 1) Loan Disbursed
 - Expanding the penetration of loan products, including auto loans, dealer financing, unsecured loans (KTA), channeling, supply chain financing, and digital KTA.
 - Implementing SME Lending Guidelines as a standardized credit process, supported by internal training for relevant staff to enhance the effectiveness of borrower selection and foster MSME loan growth.
 - Enhancing loan approval processes through proactive communication between credit analysts and business units, improving collateral valuation processes, and adjusting MSME credit proposal formats to facilitate lending decisions.
 - Implementing the Area Head (AH) organizational structure to coordinate multiple branches in achieving performance targets while ensuring effective execution of all business and operational functions at the branch level.
 - Determine and achieve the Macroprudential Inclusive Financing Ratio (RPIM) target and alternatives for fulfilling it through modalities 1, 2 or 3;
 - Conducting periodic reviews and enhancements of Credit SOPs in line with operational needs.
 - Strengthening the management of Non-Performing Loans (NPLs), with focused monitoring and resolution of delinquent loans.

- Berupaya mendukung pembiayaan pada kegiatan/sektor ramah lingkungan atau dikenal sebagai Kategori Kegiatan Usaha Berkelanjutan dan UMKM secara bertahap;
- Mengembangkan portofolio kredit korporasi baik dari debitur eksisting maupun baru.
- Memperhatikan kajian dan analisa terhadap sektor usaha yang berpotensi memiliki kegagalan tinggi atau memiliki data histori cukup berisiko sebagai pertimbangan dalam memberikan keputusan kredit.
- Mengembangkan kredit ritel, antara lain produk ritel konsumsi dengan penawaran dan fitur yang lebih menarik dan aman bagi Bank dan nasabah, menambah kerjasama dengan lembaga keuangan non bank untuk *channeling* serta menambah kerjasama dengan perusahaan asuransi guna memberikan pilihan bagi kenyamanan dan keamanan nasabah dan Bank;
- Gradually supporting financing for environmentally friendly activities/sectors under the Sustainable Business Activities Category (KKUB), alongside MSME financing.
- Developing the corporate loan portfolio by expanding relationships with both existing and new clients.
- Conducting in-depth assessments and risk analyses of high-failure-potential business sectors or those with a historically high-risk profile as key considerations in credit decision-making.
- Expanding the retail loan segment, including the development of attractive and secure consumer loan products, enhancing cooperation with non-bank financial institutions for channeling, and establishing partnerships with insurance companies to improve customer and Bank security and convenience.

2) Aktivitas Penghimpunan Dana

- Bank telah memiliki personil yang bertanggung jawab terhadap pertumbuhan DPK dan terus mengembangkannya sesuai dengan kebutuhan organisasi;
- Bank berupaya untuk meningkatkan dana murah antara lain:
 - a. Menghimbau nasabah untuk memanfaatkan Bank sebagai Bank transaksi (terutama nasabah korporasi dan/atau besar), agar endapan dana pencairan pinjaman relatif stabil tersimpan pada rekening CASA;
 - b. Mengupayakan vendor (pemasok dan penyalur) dari nasabah korporasi juga membuka rekening (CASA) pada Bank;
 - c. Meluncurkan produk dengan gimmick atau product bundling tertentu pada suatu event, yang berpotensi menekan biaya bunga namun tetap menarik;
 - d. Pemanfaatan platform *electronic banking*, dengan penambahan fitur berbasis teknologi pada beberapa produk simpanan bagi nasabah pengguna sehingga dapat meningkatkan kenyamanan, menghemat waktu dan dapat diakses setiap saat, misalkan: *e-KYC*, *online time deposit*, dan sejenisnya;
- Melakukan sosialisasi *product knowledge*

2) Fundraising Activities

- The Bank appointed personnel in charge of DPK growth and to continue developing it according to the needs of the organization.
- The Bank are trying to increase low-cost funds, including by:
 - a. Encouraging customers, especially corporate and large-scale clients, to use the Bank as their primary transactional bank so that the deposit of loan disbursement funds is relatively stable and is stored in the CASA account.
 - b. Persuading suppliers and distributors of corporate clients to open accounts (CASA) with the Bank.
 - c. Launching products with certain gimmicks or product bundling at an event, which has the potential to reduce interest costs but remains attractive;
 - d. Utilizing electronic banking platforms, with the addition of technology-based features to several savings products for customer users so that they can increase convenience, save time and can be accessed at any time, for example: *e-KYC*, *online time deposit*, and the like;
- Continuously socialize product knowledge to



kepada karyawan Bank secara terus-menerus.

- Meningkatkan kontribusi Kantor Cabang dalam mencapai pertumbuhan bisnis dan laba Bank.

3) Meningkatkan pendapatan baik pendapatan bunga maupun pendapatan selain bunga (*fee-based income*) dari transaksi *international trade*, *remittance*, dan *foreign exchange*, serta mengupayakan strategi pemasaran dengan menghimbau debitur atau nasabah korporasi untuk menggunakan Bank sebagai Bank transaksi

4) Sistem Informasi

Bank melakukan evaluasi secara berkala untuk lebih mengoptimalkan dukungan Teknologi Informasi terhadap proses pengembangan bisnis serta aktivitas pendukungnya.

Pada tahun 2024, capaian Teknologi Informasi untuk menunjang bisnis Bank yang sudah diimplementasikan adalah:

- **API Management**

Menyediakan portal web pengembangan API dan sebagai jembatan penghubung terintegrasi dengan pihak penyedia layanan yang bekerja sama dengan Bank dan sesama sistem internal Bank, dengan memperhatikan tingkat kinerja dan keamanannya.

- **Supply Chain Financing**

Pengembangan pada aplikasi utama Bank dan aplikasi website untuk mendukung transaksi online dalam pembiayaan modal kerja untuk pemilik usaha dengan cara membeli stok baru maupun jasa kepada *supplier*.

- **Dealer Financing – Sparepart**

Pengembangan pada aplikasi utama Bank dan aplikasi *website* untuk mendukung transaksi online dalam pengajuan pembiayaan pembelian sparepart mobil.

- **Digital MCL**

Pengembangan pada aplikasi utama Bank berbasis website untuk mendukung transaksi *online* dalam pengajuan pembiayaan pembelian mobil.

- **Deposito IDR – ESG**

Bank dan Nasabah masing-masing akan menyisihkan dana untuk diberikan kepada lembaga, institusi, yayasan, atau proyek-proyek atau pihak lainnya yang mendukung aktivitas

Bank employees.

- Increase the contribution of Branch Offices in achieving business growth and Bank profits.

3) Increasing both interest and non-interest income (*fee-based income*) through international trade transactions, remittances, and foreign exchange. Implementing marketing strategies by encouraging corporate borrowers and clients to utilize the Bank for their daily banking transactions.

4) Information Technology

The Bank conducts periodic evaluations to optimize the role of Information Technology (IT) in supporting business development and other activities.

In 2024, the Information Technology achievements implemented to support the Bank's business were as follows:

- **API Management**

Providing a web portal for API development and as an integrated bridge with service providers cooperating with the Bank and the Bank's internal systems, taking into account the level of performance and security.

- **Supply Chain Financing**

Development of the Bank's main application and website application to support online transactions in financing working capital for business owners by purchasing new stock or services from suppliers.

- **Dealer Financing – Spare Parts**

Development of the Bank's main application and website application to support online transactions in submitting financing for purchasing car spare parts.

- **Digital MCL**

Development of the Bank's main website-based application to support online transactions in submitting car purchase financing applications.

- **ESG-based IDR Deposits**

A portion of Bank and customer funds is allocated to support institutions, foundations, or projects that align with Environmental,

Environmental, Social & Governance (ESG).

- 5) Pengembangan Sumber Daya Manusia dan Kebijakan Remunerasi
- Bank menerapkan nilai-nilai (values) perusahaan (*SHINHAN WAY 2.0*) dalam upaya mengembangkan karyawan untuk mendukung kemajuan Bank;
 - Peningkatan evaluasi performa karyawan yang berdampak pada kompensasi dan manfaat yang diterima karyawan;
 - Penyempurnaan struktur kompensasi yang diberikan kepada karyawan berdasarkan pada kinerja dihasilkan.
 - Meningkatkan kemampuan dan keahlian karyawan secara berkesinambungan melalui pelatihan, salah satunya melalui *e-learning system*;
 - Meningkatkan efisiensi manajemen tenaga kerja.

Pengawasan terhadap implementasi strategi Bank juga dituangkan dalam Laporan Pengawasan Dewan Komisaris terhadap Pelaksanaan Rencana Bisnis Bank yang disampaikan kepada Otoritas Jasa Keuangan untuk periode laporan semesteran.

Pandangan atas Prospek Usaha Bank yang Disusun oleh Direksi

Berbagai dinamika global akan terus menjadi faktor yang turut memengaruhi perkembangan perekonomian global 2025, dimana Dana Moneter Internasional (IMF) memproyeksikan pertumbuhan ekonomi global di angka 3,3 persen pada 2025 dan 2026. Di tengah tantangan perekonomian global tersebut, BI memprediksikan pertumbuhan ekonomi Indonesia ke depan akan terus tumbuh, yakni pada 2025 akan mencapai 4,7%-5,5% dan pada 2026 meningkat menjadi kisaran 4,8%-5,5%.

Meskipun Indonesia menghadapi ketidakpastian ekonomi global yang mempengaruhi beberapa negara, tetapi sektor perbankan di Indonesia tetap kuat dalam mendukung perekonomian nasional, sehingga Direksi telah menyusun Rencana Bisnis Bank yang mencerminkan prospek usaha mendatang dengan menetapkan target pertumbuhan bisnis, rencana penerbitan produk dan aktivitas baru, serta perubahan pada jaringan kantor. Rencana

Social & Governance (ESG) principles.

- 5) Human Resource Development and Remuneration Policy
- Embracing the Bank's corporate values under SHINHAN WAY 2.0 as a foundation for employee development.
 - Enhancing performance evaluation mechanisms that directly impact employee compensation and benefits.
 - Refining the employees compensation structure to be performance-based.
 - Continuously improve employee skills and expertise through training, one of which is through e-learning system;
 - Improve efficiency of workforce management.

The implementation of these strategies is closely monitored and documented in the Board of Commissioners' Supervisory Report on the Execution of the Bank's Business Plan, which is submitted to the Financial Services Authority (OJK) on a semiannual basis.

Views on Bank Business Prospects Prepared by the Board of Directors

Various global dynamics are expected to remain key factors influencing the trajectory of the global economy in 2025. The International Monetary Fund (IMF) projects global economic growth to reach 3.3 percent in both 2025 and 2026. Amid ongoing global economic headwinds, Bank Indonesia (BI) projects that Indonesia's economic growth will remain on a positive trajectory, with GDP growth forecasted at 4.7% to 5.5% in 2025, and further strengthening to a range of 4.8% to 5.5% in 2026.

Despite the ongoing global economic uncertainties affecting various countries, Indonesia's banking sector remains resilient and continues to play a vital role in supporting the national economy. In response, the Board of Directors has formulated a Bank Business Plan that outlines the Bank's strategic direction, incorporating growth targets, the introduction of new products and services, and adjustments to the branch network. For 2025, the Bank's business growth

pertumbuhan bisnis Bank pada tahun 2025 diproyeksikan lebih konservatif dengan mempertimbangkan kondisi pasar dalam negeri yang diperkirakan mengambil sikap wait-and-see dari era pemerintahan baru. Pertumbuhan kredit untuk tahun 2025 diproyeksikan di kisaran 10,36% YoY, dan pertumbuhan Dana Pihak Ketiga diproyeksikan di kisaran 17,13%,

Manajemen melaksanakan tiga pilar utama untuk mencapai pertumbuhan tahun 2025 yaitu:

1. Mencapai Pertumbuhan Bisnis yang Sehat dan Seimbang (*Sound business growth*)
 - a. Mengakselerasi pertumbuhan portofolio dan melakukan diversifikasi terhadap debitur/nasabah dengan tujuan memperoleh portofolio yang granular dan stabil.
 - b. Mengoptimalisasi jaringan kantor cabang dengan penetapan *Key Performance Indicator* (KPI) yang berfokus dan berbasis pada kekuatan dan peluang di masing-masing kantor cabang.
 - c. Meningkatkan pertumbuhan porsi kredit ritel konsumsi dan UMKM melalui:
 - Optimalisasi peranan jaringan kantor cabang;
 - Pengembangan produk Bank yang sesuai dengan kapasitas Bank dan kebutuhan nasabah;
 - d. Menjalankan mekanisme timbal balik antara layanan konvensional dengan layanan online melalui Transformasi Digital:
 - i. Terus mengembangkan dan menyempurnakan produk digital Bank SOL, diantaranya melalui e-KYC, yaitu layanan membuka rekening bagi nasabah baru (sama sekali belum menjadi nasabah Bank) dan menambah kerjasama/partnership untuk pengembangan dan penyempurnaan aplikasi SOL;
 - ii. Mengembangkan model bisnis Transformasi Digital terkini, yaitu penyediaan layanan dimana seluruh proses dari awal sampai akhir dilakukan secara elektronik;
 - iii. Kolaborasi digital dan konvensional untuk meningkatkan jumlah rekening nasabah (*number of account*) pengguna produk dan jasa Bank.
 - e. Mengembangkan bisnis dan inisiatif yang berkaitan dengan keuangan dan proses kerja yang ramah lingkungan (berkaitan dengan ESG).
 - f. Membangun *Brand Awareness* Bank Shinhan

outlook adopts a more conservative stance, taking into account domestic market dynamics and a wait-and-see sentiment expected during the transition to a new government administration. Credit growth is projected to reach approximately 10.36% year-on-year (YoY), while Third Party Funds (TPF) are expected to grow by around 17.13%.

The Board of Management implements three main pillars to achieve growth in 2025, namely:

1. Achieving Sound and Balanced Business Growth
 - a. Accelerating portfolio growth and diversifying debtors/customers with the aim of obtaining a granular and stable portfolio.
 - b. Optimizing the branch office network by setting Key Performance Indicators (KPIs) that focus on and are based on the strengths and opportunities in each branch office.
 - c. Increasing the growth of the portion of retail consumer and MSME credit through:
 - Optimizing the role of the branch office network;
 - Developing Bank products that are in accordance with the Bank's capacity and customer needs;
 - d. Implementing a reciprocal mechanism between conventional services and online services through Digital Transformation:
 - i. Continue to develop and improve Bank SOL's digital products, including through e-KYC, which is a service for opening accounts for new customers (who are not yet Bank customers) and increasing cooperation/partnerships for the development and improvement of SOL applications;
 - ii. Develop the latest Digital Transformation business model, which is the provision of services where the entire process from start to finish is carried out electronically;
 - iii. Digital and conventional collaboration to increase the number of customer accounts (*number of accounts*) for users of Bank products and services.
 - e. Develop businesses and initiatives related to finance and environmentally friendly work processes (related to ESG).
 - f. Building our brand awareness among the

Indonesia kepada masyarakat, melalui implementasi strategi *marketing communication* dan standar *service quality*.

public through the implementation of marketing communication strategies and service quality standards..

2. Memperoleh Laba yang Berkesinambungan (*Sustainable profitability management*)

- a) Mengelola *Cost of Fund* yang efisien melalui:
 - i. Peningkatan bisnis dengan penggunaan QRIS;
 - ii. Meningkatkan pendanaan dalam mata uang USD dengan beban bunga yang lebih rendah, yang diharapkan menjadi sumber pemberian kredit dalam mata uang USD.
 - iii. Menghimpun dana murah dalam bentuk CASA.
 - iv. Simplifikasi proses bisnis yang bersifat manual dengan digitalisasi.
 - v. Meningkatkan infrastruktur IT untuk mempercepat proses bisnis.
- b) Meningkatkan pendapatan berbasis bunga melalui kredit korporasi dan ritel konsumsi, penempatan pada BI, pembelian surat berharga, pendapatan berbasis fee melalui transaksi forex, international dan kredit.
- c) Meningkatkan kinerja jaringan Kantor Cabang untuk memperoleh laba melalui pendayagunaan *Regional Head (RH)* yang memiliki peran dan tanggung jawab:
 - i. Meningkatkan kualitas pengajuan pinjaman kantor cabang melalui penelitian dan analisa awal (*screening*) dengan peranan RH beserta tim di bawah koordinasinya;
 - ii. Meminta Cabang melakukan pemasaran kepada nasabah korporasi yang direferensikan oleh unit bisnis kantor pusat, yang lokasinya berdekatan dengan Cabang;
 - iii. Mengupayakan kantor cabang dapat mencapai target bisnis yang telah dialokasikan dari kantor pusat, dan memonitor pencapaiannya secara berkala;
 - iv. Memantau dan mengevaluasi kinerja kantor cabang secara berkala baik dalam hal pengembangan bisnis melalui rapat berkala, pembahasan proposal kredit yang diajukan, maupun pengelolaan kredit yang menunggak sampai dengan pemulihannya.

2. Achieving Sustainable Profitability Management

- a) Manage efficient Cost of Funds through:
 - i. Increase business by using QRIS;
 - ii. Increase funding in USD with lower interest rates, which is expected to be a source of credit in USD.
 - iii. Collect low-cost funds in the form of CASA.
 - iv. Simplification of manual business processes with digitalization.
 - v. Improving IT infrastructure to accelerate business processes.
- b) Increasing interest-based income through corporate and retail consumer credit, placement at BI, purchase of securities, fee-based income through forex, international and credit transactions.
- c) Improving the performance of the Branch Office network to obtain profits through the utilization of Regional Heads (RH) who have the following roles and responsibilities:
 - i. Improving the quality of branch office loan applications through research and initial analysis (*screening*) with the role of RH and the team under his coordination;
 - ii. Request Branches to market their corporate customers referred by the head office business unit, which are located close to the Branch;
 - iii. Striving for branch offices to achieve business targets that have been allocated from the head office, and monitoring their achievements periodically;
 - iv. Monitoring and evaluating branch office performance periodically both in terms of business development through regular meetings, discussion of submitted credit proposals, and management of overdue credit until its recovery.

3. Memperkuat Pengendalian Internal (*Strong internal control*)

- a) Pelaksanaan inspeksi dan pengawasan yang mendalam atas setiap transaksi dan aktivitas Bank dengan cara:

3. Strengthening Internal Control

- a) Implementing in-depth inspection and supervision of every transaction and activity of the Bank by:

i. Mengembangkan budaya <i>risk awareness</i> dan kepatuhan melalui sosialisasi berkala atas kebijakan dan prosedur Bank yang berlaku; ii. Menerapkan <i>zero-tolerance</i> atas pelanggaran atau fraud yang terjadi; iii. Meningkatkan pengendalian internal dan kepatuhan; iv. Meningkatkan kompetensi karyawan; v. Meningkatkan fungsi litigasi dalam penyelesaian kasus hukum yang ada; vi. Meningkatkan kualitas dan akurasi pelaporan; b) Melaksanakan konsep <i>Operation Service Manager</i> (OSM) pada kantor cabang guna meningkatkan produktivitas dan efisiensi operasional cabang dan memitigasi risiko operasional. c) Meningkatkan kualitas aset & pengelolaan tunggakan pinjaman/NPL: i. Pengelolaan strategis untuk restrukturisasi pinjaman dan memaksimalkan pemulihan NPL dan pinjaman yang dihapus buku; ii. Analisa kredit yang berorientasi pada pasar; d) Peningkatan kompetensi Sumber Daya Manusia i. Meningkatkan evaluasi Sumber Daya Manusia dan pemberian kompensasi berbasis kinerja; ii. Pembentukan budaya Bank (<i>Shinhan Way 2.0</i>); iii. Pengembangan karyawan melalui pelatihan-pelatihan yang tepat. iv. Mengimplementasikan konsep <i>Community of Practice</i> (COP) yang melibatkan seluruh karyawan untuk berpartisipasi dalam kelompok belajar guna meningkatkan pengetahuan dan pemahaman baik yang berkaitan secara langsung maupun tidak langsung dengan pekerjaannya.	i. Developing a culture of risk awareness and compliance through periodic socialization of applicable Bank policies and procedures; ii. Implementing zero-tolerance for violations or fraud that occur; iii. Improving internal control and compliance; iv. Improving employee competence; v. Improving the litigation function in resolving existing legal cases; vi. Improve the quality and accuracy of reporting b) Implementing the Operation Service Manager (OSM) concept at branch offices to improve productivity and efficiency of branch operations and mitigate operational risks. c) Improving asset quality & management of loan arrears/NPLs: i. Strategic management for loan restructuring and maximizing recovery of NPLs and written-off loans; ii. Market-oriented credit analysis; d) Improving Human Resources competency i. Improving Human Resources evaluation and performance-based compensation; ii. Establishing the Bank's culture (<i>Shinhan Way 2.0</i>); iii. Employee development through appropriate trainings. iv. Implementing the Community of Practice (COP) concept that involves all employees to participate in study groups to improve knowledge and understanding both directly and indirectly related to their work.

Prospek usaha Bank berfokus pada pertumbuhan usaha, kesinambungan perolehan laba dan peningkatan pengendalian internal termasuk pengembangan di sisi sumber daya manusia. Dewan Komisaris dapat menerima prospek usaha yang telah disusun oleh Direksi ini beserta kebijakan manajemen dan strategi pencapaiannya. Dewan Komisaris memberikan dukungan penuh kepada Direksi dalam upaya meningkatkan pertumbuhan usaha Bank yang berkelanjutan dengan mengutamakan prinsip kehati-hatian dan penerapan tata kelola yang baik.

The Bank's business outlook emphasizes sustainable growth, consistent profitability, and the strengthening of internal controls, including human capital development initiatives. The Board of Commissioners has reviewed and is in agreement with the business prospects formulated by the Board of Directors, as well as the accompanying management strategies and policies to achieve these objectives. Furthermore, the Board of Commissioners fully supports the Board of Directors in its efforts to drive long-term, sustainable business expansion, with a strong emphasis on prudential principles and adherence to sound corporate governance practices.

Pandangan atas Penerapan Tata Kelola Bank

Penerapan Tata Kelola yang baik pada Bank paling sedikit mencakup prinsip keterbukaan, akuntabilitas, tanggung jawab, independensi dan kewajaran. Berdasarkan Peraturan Otoritas Jasa Keuangan Republik Indonesia Nomor 17 Tahun 2023, tentang Penerapan Tata Kelola bagi Bank Umum, menyatakan bahwa penerapan Tata Kelola yang baik pada Bank paling sedikit diwujudkan dalam:

- a. pelaksanaan tugas, tanggung jawab, dan wewenang Direksi;
- b. pelaksanaan tugas, tanggung jawab, dan wewenang Dewan Komisaris;
- c. kelengkapan dan pelaksanaan tugas komite;
- d. penanganan benturan kepentingan;
- e. penerapan fungsi kepatuhan;
- f. penerapan fungsi audit intern;
- g. penerapan fungsi audit ekstern;
- h. penerapan manajemen risiko termasuk sistem pengendalian intern;
- i. pemberian remunerasi;
- j. penyediaan dana kepada pihak terkait dan penyediaan dana besar;
- k. integritas pelaporan dan sistem teknologi informasi;
- l. rencana strategis Bank;
- m. aspek pemegang saham;
- n. penerapan strategi anti fraud, termasuk anti penyuapan;
- o. penerapan keuangan berkelanjutan, termasuk penerapan tanggung jawab sosial dan lingkungan; dan
- p. penerapan tata kelola dalam kelompok usaha Bank.

Bank telah melakukan penilaian sendiri (self-assessment) Tata Kelola secara individu dengan mengacu pada Surat Edaran Otoritas Jasa Keuangan nomor 13/SEOJK.03/2017 tentang Penerapan Tata Kelola Bagi Bank Umum, dari hasil penilaian sendiri (self-assessment) tersebut, pada semester I dan semester II 2024 Bank memperoleh hasil peringkat 2 (dua). Hal ini mencerminkan manajemen Bank telah melakukan penerapan Tata Kelola yang secara umum baik, artinya Bank telah melaksanakan pemenuhan yang memadai atas prinsip Tata Kelola. Dalam hal terdapat kelemahan penerapan prinsip Tata Kelola,

Views on the Implementation of Bank Governance

The implementation of Good Corporate Governance (GCG) in banks must, at a minimum, embody the principles of transparency, accountability, responsibility, independence, and fairness. Pursuant to the provisions of the Financial Services Authority Regulation of the Republic of Indonesia Number 17 of 2023 concerning the Implementation of Governance for Commercial Banks, good governance must be reflected, at a minimum, in the following areas:

- a. execution of the duties, responsibilities, and authorities of the Board of Directors;
- b. execution of the duties, responsibilities, and authorities of the Board of Commissioners;
- c. adequacy and performance of committee functions;
- d. management of conflicts of interest;
- e. implementation of the compliance function;
- f. implementation of the internal audit function;
- g. implementation of the external audit function;
- h. implementation of risk management, including internal control systems;
- i. remuneration practices;
- j. provision of funds to related parties and large exposures;
- k. integrity of reporting and information technology systems;
- l. the Bank's strategic planning;
- m. shareholder aspects;
- n. implementation of anti-fraud strategies, including anti-bribery;
- o. implementation of sustainable finance, including social and environmental responsibility; and
- p. implementation of governance within the Bank's business group.

The Bank has conducted an individual self-assessment of its governance practices in accordance with the Financial Services Authority Circular Letter No. 13/SEOJK.03/2017 concerning the Implementation of Governance for Commercial Banks. Based on the self-assessment results for the first and second semesters of 2024, the Bank achieved a governance rating of 2 (two). This rating reflects that the Bank's management has generally implemented good governance practices, indicating that the Bank has adequately fulfilled the principles of Good Corporate Governance. Any weaknesses identified in the

secara umum kelemahan tersebut kurang signifikan dan dapat diselesaikan dengan tindakan normal oleh manajemen Bank.

Kinerja Komite di Bawah Dewan Komisaris

Dewan Komisaris telah membentuk komite-komite untuk membantu dan mendukung pelaksanaan tugas dan tanggung jawab Dewan Komisaris. Komite Dewan Komisaris terdiri dari Komite Audit, Komite Pemantau Risiko dan Komite Remunerasi dan Nominasi. Selama tahun 2024, komite-komite telah melaksanakan tugas maupun tanggung jawabnya sesuai dengan rencana kerja yang telah dibuat, dan Dewan Komisaris menilai bahwa kinerja komite-komite adalah baik

Komite audit bertugas dan bertanggung jawab melakukan pemantauan dan evaluasi atas perencanaan dan pelaksanaan audit oleh Internal Audit Department, kesesuaian laporan keuangan dengan standar akuntansi keuangan, dan pelaksanaan tindak lanjut oleh Direksi atas hasil temuan Internal Audit Department, auditor eksternal, hasil pengawasan Otoritas Jasa Keuangan, dan/atau otoritas dan lembaga lain. Sepanjang tahun 2024 Komite Audit telah menyelenggarakan rapat sebanyak 16 kali, dimana rapat dilakukan bersama dengan Internal Audit Department, Finance and Accounting Department, Compliance Department dan Kantor Akuntan Publik (KAP). Rapat Komite Audit antara lain terkait dengan:

- Memantau dan mengevaluasi perkembangan rencana audit Internal Audit Department tahun 2024 dan memantau tindak lanjut hasil audit untuk menilai kecukupan pengendalian internal termasuk kecukupan proses laporan keuangan.
- Menelaah laporan-laporan keuangan yang telah diaudit sebelum diterbitkan dan dikirim ke OJK
- Menelaah kepatuhan Bank termasuk denda yang dikenakan oleh regulator (jika ada).
- Memberikan rekomendasi kepada Dewan Komisaris mengenai penunjukan Akuntan Publik dan/atau Kantor Akuntan Publik sesuai dengan ketentuan POJK dan SE OJK yang berlaku
- Mengevaluasi kinerja Akuntan Publik

application of governance principles were not material in nature and could be addressed through the Bank's normal management actions.

Performance of Committees under the Board of Commissioners

The Board of Commissioners has established committees to support the execution of its duties and responsibilities. These committees comprise the Audit Committee, the Risk Monitoring Committee, and the Remuneration and Nomination Committee. Throughout 2024, the committees have carried out their respective duties and responsibilities in accordance with their approved work plans. The Board of Commissioners assessed the performance of each committee as satisfactory.

The Audit Committee is tasked with monitoring and evaluating the audit planning and implementation conducted by the Internal Audit Department, assessing the conformity of financial statements with applicable financial accounting standards, and overseeing the follow-up actions taken by the Board of Directors on findings issued by the Internal Audit Department, external auditors, the Financial Services Authority (OJK), and/or other regulatory bodies. In 2024, the Audit Committee convened 16 meetings, involving representatives from the Internal Audit Department, Finance and Accounting Department, Compliance Department, and Public Accounting Firm (KAP). The key topics of discussion included:

- Monitoring and evaluating the progress of the 2024 Internal Audit Plan and the follow-up actions taken to address audit findings to assess the adequacy of internal controls, including the financial reporting process.
- Reviewing audited financial statements prior to issuance and submission to OJK.
- Reviewing the Bank's regulatory compliance, including any penalties imposed by regulators (if any).
- Providing recommendations to the Board of Commissioners on the appointment of Public Accountants and/or Public Accounting Firms in accordance with applicable POJK and OJK Circular regulations.
- Evaluating the performance of the Public Accountant.

Komite Pemantau Risiko bertugas dan bertanggung jawab dalam mengevaluasi kesesuaian antara kebijakan manajemen risiko dengan pelaksanaan kebijakan Bank, serta memantau dan mengevaluasi pelaksanaan tugas Komite Manajemen Risiko dan Risk Management Department. Pada tahun 2024 Komite Pemantau Risiko telah mengadakan 12 kali rapat, yang diselenggarakan bersama *Risk Management Department, Compliance Department, Credit Policy & Control Department, IT Department, Finance & Accounting Department, Retail Business Department, Wholesale Business Department, Strategy Planning Department, Treasury & Capital Department, Operation, Control & Improvement Department, International Department, E-Banking Department, Internal Audit Department*. Rapat Komite Pemantau Risiko terkait dengan :

- Risiko yang dihadapi sampai dengan tahun 2024 – RMD
- Rencana kerja dan progress dari Risk Management Department
- Update metodologi pengukuran krisis manajemen – RMD
- Ringkasan pemaparan agenda Risk Management Committee selama tahun 2024
- Pengkajian ulang Risk Appetite & Risk Tolerance
- Strategi dari *Business Department* untuk mencapai target 2024 dan penerapan manajemen risiko sebagai *1st line of defense*
- Progress pencapaian Rencana Bisnis Bank
- Agenda-agenda lain yang disampaikan oleh departemen-departemen yang ada di Bank

Komite Remunerasi dan Nominasi bertanggung jawab melaksanakan kebijakan remunerasi dan kebijakan nominasi Bank. Selama tahun 2024 Komite Remunerasi dan Nominasi mengadakan 5 kali pertemuan antara lain terkait dengan:

- Evaluasi remunerasi untuk Dewan Komisaris, Direksi dan karyawan
- Usulan pencalonan Direktur Bisnis
- Penundaan penyesuaian grading
- Perubahan Struktur Organisasi
- Rekomendasi dan penggantian anggota Komite Remunerasi dan Nominasi
- *Turn Over, benchmark* dengan bank lain, tindak lanjut grading – Willis Towers Watson melalui Perjanjian Kerja Bersama
- Perjanjian Kerja Bersama untuk penilaian pemenuhan & penyesuaian gaji

The Risk Monitoring Committee is responsible for evaluating the alignment of risk management policies with the Bank's implementation thereof, and for overseeing the activities of the Risk Management Committee and the Risk Management Department. In 2024, the Committee held 12 meetings with participation from multiple departments including *Risk Management Department, Compliance Department, Credit Policy & Control Department, IT Department, Finance & Accounting Department, Retail Business Department, Wholesale Business Department, Strategy Planning Department, Treasury & Capital Department, Operations Control & Improvement Department, International Department, Internal Audit Department, and E-Banking Department*. Risk Monitoring Committee Meeting Agenda are related to:

- Risk exposures up to 2024 – RMD
- Risk Management Department's work plan and progress updates
- Updates on crisis management measurement methodology – RMD
- Summary of Risk Management Committee agendas throughout 2024
- Review of the Bank's Risk Appetite and Risk Tolerance
- Business Department strategies for achieving 2024 targets and implementation of risk management as the first line of defense
- Progress on the Bank's Business Plan achievements
- Other relevant agendas raised by respective departments within the Bank

The Remuneration and Nomination Committee is responsible for implementing the Bank's remuneration and nomination policies. During 2024, the Committee held five meetings, which addressed, among others:

- Evaluation of remuneration for the Board of Commissioners, Board of Directors, and employees
- Nomination proposal for the Business Director position
- Postponement of grading adjustment
- Organizational structure changes
- Recommendations and replacement of Committee members
- Turnover, benchmarking with peer banks, and follow-up on grading – Willis Towers Watson under the Collective Labor Agreement
- Collective Labor Agreement for salary fulfillment assessment & adjustment

Dewan Komisaris menilai ketiga Komite Dewan Komisaris telah melaksanakan tugas dan fungsinya dengan baik, sesuai dengan rencana kerja masing-masing Komite di tahun 2024. Seluruh rekomendasi dari masing-masing komite juga telah diterima oleh Dewan Komisaris dan menjadi bahan pertimbangan dalam proses pengambilan keputusan, maupun dalam penyusunan arahan dan rekomendasi yang disampaikan kepada Direksi. Dewan Komisaris menilai laporan dan rekomendasi dari komite-komite telah disusun berdasarkan pendalaman yang memadai untuk setiap topik yang dibahas, dan komite-komite telah menjalin komunikasi yang baik dengan para pihak terkait dalam membahas isu-isu yang berkembang di Bank.

Pada kesempatan ini Dewan Komisaris menyampaikan apresiasi dan terima kasih atas kinerja baik dari Komite Dewan Komisaris atas kontribusinya dalam membantu tugas dan tanggung jawab Dewan Komisaris di sepanjang tahun 2024.

Perubahan Komposisi Anggota Dewan Komisaris

Pada tahun 2024 tidak terdapat perubahan susunan anggota Dewan Komisaris Bank, dimana susunan Dewan Komisaris sebagai berikut :

Komisaris Utama/Independen	: Sdr. Timoty E. Marnandus
President/Independent Commissioner	: Mr. Timoty E. Marnandus
Komisaris	: Sdr. Kim Jihyung
Independent Commissioner	: Mr. Kim Jihyung
Komisaris Independen	: Sdr. Ananda Barata
Independent Commissioner	: Mr. Ananda Barata

Frekuensi dan Cara Pemberian Nasihat kepada Anggota Direksi

Dewan Komisaris bertugas melakukan pengawasan untuk kepentingan Bank atas kebijakan dan jalannya pengurusan oleh Direksi, serta memberikan nasihat kepada Direksi. Pelaksanaan pengawasan dan pemberian nasihat tersebut dijalankan dengan dukungan dari Komite-komite Dewan Komisaris. Mekanisme pengawasan dan pemberian nasihat

The Board of Commissioners concluded that all three committees effectively discharged their respective functions in accordance with their 2024 work plans. All recommendations submitted by the committees were accepted by the Board of Commissioners and served as important considerations in the decision-making process, as well as in the formulation of directives and recommendations to the Board of Directors. The Board of Commissioners also noted that reports and recommendations from the committees were developed with adequate depth and analysis for each topic and that the committees maintained constructive communication with relevant parties in discussing emerging issues at the Bank.

On this occasion, the Board of Commissioners would like to express its appreciation and gratitude to the committees for their commendable performance and valuable contributions in supporting the oversight duties and responsibilities of the Board of Commissioners throughout 2024.

Changes in the Composition of the Members of the Board of Commissioners

In 2024 there will be no changes to the composition of the Bank's Board of Commissioners, where the composition of the Board of Commissioners is as follows:

Frequency and Method of Providing Advice to Members of the Board of Directors

The Board of Commissioners is tasked with overseeing the policies and management activities of the Board of Directors in the best interest of the Bank, while also providing guidance and advice to the Board of Directors. The implementation of supervision and provision of advice is carried out with the support of the Board of Commissioners Committees. The

dilakukan melalui rapat-rapat yang diselenggarakan Dewan Komisaris maupun Rapat Dewan Komisaris bersama Direksi. Pemberian nasihat dari Dewan Komisaris kepada Direksi selama tahun 2024 adalah melalui rapat internal sebanyak 19 kali yang diantaranya juga termasuk rapat bersama Direksi, rapat Komite Audit sebanyak 16 kali, rapat Komite Pemantau Risiko sebanyak 12 kali dan Rapat Komite Remunerasi dan Nominasi sebanyak 5 kali. Pemberian nasihat kepada Direksi disampaikan dalam bentuk rekomendasi tertulis maupun tanggapan atas usulan Direksi seperti persetujuan untuk penyediaan dana kepada Pihak Terkait, Rencana Bisnis Bank, Laporan Berkelanjutan serta persetujuan lain yang menjadi wewenang kami sebagaimana diatur dalam Anggaran Dasar Bank.

Rekomendasi dan persetujuan yang diberikan Dewan Komisaris diantaranya sebagai berikut:

1. Memperhatikan tindak lanjut temuan pemeriksaan OJK agar dapat disampaikan sesuai dengan target waktu yang telah ditentukan, untuk menurunkan potensi temuan.
2. Fokus terhadap risiko kredit, risiko operasional, dan risiko strategi (risiko inheren, eksternal & internal, dan pengendalian). Untuk mitigasi risiko kredit agar melakukan analisis tiga pilar, untuk melihat latar belakang debitur, kinerja keuangan, dan kapasitas pembayaran kembali. Selain itu Bank perlu memperkuat infrastruktur, pola pikir, kompetensi SDM, penerapan SOP dan melakukan peninjauan kembali terhadap SOP.
3. Melakukan man power planning untuk meminimalisir turnover karyawan, termasuk didalamnya kebijakan remunerasi, membuat proses rekrutmen yang menarik serta mempertahankan karyawan-karyawan existing yang baik.
4. Mengimplementasikan model pertahanan tiga lini dalam pelaksanaan proses pengendalian internal, audit internal, dan manajemen risiko.
5. Mempersiapkan Bank dalam menghadapi dampak terburuk dari ekonomi makro dan geopolitik (suku bunga, valuta asing dan pengangguran).
6. Menyusun Rencana Bisnis Bank dengan mempertimbangkan ketidakpastian perekonomian global.
7. Usulan pengangkatan anggota Direksi Bank
8. Penunjukan Kantor Akuntan Publik untuk tahun buku 2024, sesuai dengan pendelegasian kewenangan kepada Dewan Komisaris berdasarkan Keputusan Sirkuler Pemegang Saham Di Luar dan

mechanism for supervision and provision of advice is carried out through meetings held by the Board of Commissioners or Joint Board of Commissioners Meetings with the Board of Directors. The provision of advice from the Board of Commissioners to the Board of Directors during 2024 was through 19 internal meetings, including joint meetings with the Board of Directors, 16 Audit Committee meetings, 12 Risk Monitoring Committee meetings and 5 Remuneration and Nomination Committee Meetings. Advice to the Board of Directors is provided in the form of written recommendations and responses to proposals from the Board of Directors, such as approvals for funding to Related Parties, the Bank's Business Plan, the Sustainability Report, and other approvals within our authority as stipulated in the Bank's Articles of Association.

The recommendations and approvals provided by the Board of Commissioners include the following:

1. Paying attention to the follow-up to the OJK audit findings so that they can be submitted according to the specified time target, to reduce the potential for findings.
2. Focus on credit risk, operational risk, and strategic risk (inherent, external & internal risk, and control). To mitigate credit risk, conduct a three-pillar analysis, to see the debtor's background, financial performance, and repayment capacity. In addition, the Bank needs to strengthen infrastructure, mindset, HR competency, SOP implementation and review the SOP.
3. Conduct manpower planning to minimize employee turnover, including remuneration policies, create an attractive recruitment process and retain good existing employees.
4. Implement a three-line defense model in the implementation of internal control processes, internal audits, and risk management.
5. Prepare the Bank to face the worst impacts of macroeconomics and geopolitics (interest rates, foreign exchange and unemployment).
6. Compose a Bank Business Plan by considering global economic uncertainty.
7. Proposal for the appointment of members of the Bank's Board of Directors
8. Appointment of a Public Accounting Firm for the 2024 financial year, in accordance with the delegation of authority to the Board of

Sebagai Pengganti Rapat Umum Pemegang Saham.

9. Pemberian persetujuan untuk pemberian maupun perpanjangan kredit kepada pihak terkait.
10. Perubahan susunan keanggotaan Komite Remunerasi dan Nominasi.
11. Persetujuan atas perubahan ketentuan pada Kebijakan Perkreditan Bank.
12. Penilaian terhadap independensi Komisaris Independen.
13. Persetujuan laporan kepada regulator seperti Rencana Bisnis Bank dan Laporan Berkelanjutan.

Apresiasi

Dewan Komisaris menyampaikan apresiasi dan terima kasih kepada jajaran Direksi dan seluruh karyawan atas dedikasi, loyalitas dan kerja keras dalam menjalankan tugasnya selama tahun 2024 sehingga Bank tetap dapat menjalankan usaha dengan baik di tengah pelemahan pertumbuhan ekonomi nasional dan ketidakpastian ekonomi global.

Apresiasi juga disampaikan kepada seluruh Pemegang Saham, mitra usaha, nasabah, dan pemangku kepentingan yang terus memberikan kepercayaan dan dukungan kepada Bank, dan kami juga menghaturkan terima kasih kepada Otoritas Jasa Keuangan dan Bank Indonesia atas peran pengawasan, arahan serta dukungan yang diberikan kepada Bank.

Akhir kata, Dewan Komisaris tetap optimis bahwa Direksi dapat memperkuat fondasi Bank guna meraih setiap peluang yang ada agar dapat mencatatkan kinerja terbaik di masa mendatang, dan hal ini memotivasi Dewan Komisaris untuk memberikan yang terbaik dalam menjalankan tugas dan tanggung jawab demi kemajuan Bank.

Commissioners based on the Circular Decision of Shareholders Outside and in Lieu of the General Meeting of Shareholders.

9. Granting approval for the granting or extension of credit to related parties.
10. Changes to the composition of the Remuneration and Nomination Committee.
11. Approval of changes to the provisions of the Bank's Credit Policy.
12. Assessment of the independence of the Independent Commissioners.
13. Approval of reports to regulators such as the Bank's Business Plan and Sustainability Report.

Appreciation

The Board of Commissioners wishes to express its sincere appreciation and gratitude to the Board of Directors and all employees for their dedication, loyalty, and diligent efforts in fulfilling their responsibilities throughout 2024, which have enabled the Bank to maintain effective operations despite the challenges posed by the slowdown in national economic growth and global economic uncertainties.

We would also like to extend our appreciation to all Shareholders, business partners, customers, and stakeholders for their continued trust and support of the Bank. Additionally, we express our gratitude to the Financial Services Authority (OJK) and Bank Indonesia for their oversight, guidance, and ongoing support provided to the Bank.

In conclusion, the Board of Commissioners remains confident that the Board of Directors will further strengthen the Bank's foundation to capitalize on future opportunities and deliver exceptional performance in the years ahead. This commitment drives the Board of Commissioners to consistently fulfill its duties and responsibilities with the utmost dedication, ensuring the continued progress of the Bank.

Atas Nama Dewan Komisaris
On behalf of the Board of Commissioners



Timoty E. Marnandus
Komisaris Utama
President Commissioner

Laporan Direksi

Report from the Board of Directors



Koo Hyunghoe
Direktur Utama
President Director

Para Pemegang Saham yang terhormat,

Pertama-tama kami haturkan puji syukur ke hadirat Tuhan Yang Maha Esa, atas penyertaan dan berkat-Nya sehingga PT Bank Shinhan Indonesia ("Bank") dapat menjalankan usahanya dengan baik di tahun 2024. Perekonomian Indonesia pada tahun 2024 masih dihadapkan pada tantangan melemahnya pertumbuhan ekonomi global, namun perekonomian Indonesia tetap tangguh dan tetap melanjutkan tren pertumbuhan jangka panjang di kisaran 5%. Ekonomi Indonesia bertumbuh sebesar 5,03% lebih rendah dibandingkan pertumbuhan tahun 2023 yang sebesar 5,05%.

Strategi dan Kebijakan

Strategi

Bank telah melaksanakan langkah-langkah strategis untuk mewujudkan pertumbuhan usaha yang berkelanjutan serta perwujudan kinerja Bank baik di sisi transaksi pendanaan, di sisi penyaluran kredit, peningkatan pendapatan selain bunga yang berasal dari layanan jasa Bank, melakukan strategi pemasaran *cross selling*, juga peningkatan kualitas layanan kepada nasabah atau masyarakat, serta strategi pendukung lainnya.

Langkah-langkah strategis yang dilakukan Bank di antaranya:

1. Penghimpunan Dana

Penghimpunan dana Bank fokus pada dana murah melalui aktivitas *cross selling*. Bank telah memiliki personil yang bertanggung jawab atas pertumbuhan Dana Pihak Ketiga dan terus mengembangkannya sesuai dengan kebutuhan organisasi serta memperhatikan potensi pasar di masing-masing daerah. Disamping itu sosialisasi product knowledge dilakukan secara terus menerus kepada karyawan terutama pada personil pemasaran dan frontliner.

Strategi Bank dalam meningkatkan dana murah diantaranya dengan menghimbau debitur korporasi dan/atau debitur besar untuk memanfaatkan Bank sebagai Bank transaksi, sehingga endapan dana pencairan pinjaman dapat relatif stabil tersimpan pada rekening CASA. Selain itu pemasok atau penyalur dari nasabah korporasi juga diharapkan membuka rekening CASA pada Bank.

Dear Esteemed Shareholders,

First and foremost, we express our gratitude to God Almighty for His guidance and blessings, which have allowed PT Bank Shinhan Indonesia ("the Bank") to successfully carry out its operations in 2024. In 2024, Indonesia's economy continued to face challenges stemming from the weakening of global economic growth; however, Indonesia's economy remains resilient and continues its long-term growth trend at around 5%. The Indonesian economy grew by 5.03%, slightly lower than the 5.05% growth recorded in 2023.

Strategy and Policy

Strategy

The Bank has undertaken strategic initiatives aimed at fostering sustainable business growth and enhancing its performance across various areas, including funding transactions, credit distribution, increasing non-interest income from banking services, implementing cross-selling marketing strategies, improving customer service quality, and other supporting actions.

The strategic measures undertaken by the Bank include the following:

1. Fund Raising

The Bank's fund-raising efforts focus on low-cost funds through cross-selling activities. The Bank has assigned dedicated personnel responsible for the growth of Third-Party Funds (TPF) and continues to develop this in line with organizational needs while considering market potential in each region. Additionally, product knowledge dissemination is continuously carried out, particularly for marketing personnel and frontliners.

The Bank's strategy to increase low-cost funds includes encouraging corporate debtors and/or large debtors to utilize the Bank as their transaction bank, thereby ensuring stable deposits of loan disbursements in CASA accounts. Moreover, suppliers or distributors from corporate clients are also expected to open CASA accounts at the Bank. Currently, funds managed by principals of

Saat ini dana yang dikelola oleh principal dari produk dealer financing ditempatkan dalam bentuk CASA sehingga memberikan peningkatan dana murah Bank. Bank juga meluncurkan produk dengan gimmick atau product bundling tertentu pada suatu event, yang berpotensi menekan biaya bunga namun tetap diminati masyarakat.

Untuk meningkatkan kenyamanan nasabah pengguna (*user experience*), Bank memanfaatkan platform electronic banking dengan cara penambahan fitur berbasis teknologi pada beberapa produk simpanan, sehingga dapat menghemat waktu bagi nasabah dalam bertransaksi serta dapat diakses setiap saat, seperti online time deposit dan e-KYC.

2. Penyaluran Kredit

Strategi Bank untuk menumbuhkan aset kredit secara keseluruhan adalah:

- Meningkatkan porsi pertumbuhan yang lebih tinggi pada kredit ritel konsumsi
- Meningkatkan kredit kepada UMKM
- Menumbuhkan porsi kredit korporasi dan komersial secara granular sesuai dengan pengalaman dan kemampuan Bank.

Untuk kredit ritel konsumsi, Bank melanjutkan peningkatan penetrasi beberapa produk pinjaman diantaranya pinjaman kendaraan bermotor (*mobil*), *dealer financing*, Kredit Tanpa Agunan, *channeling*, maupun produk pinjaman yang akan dikembangkan dan diimplementasikan seperti *supply chain financing* dan Digital KTA. Upaya peningkatan kredit kepada UMKM dilakukan melalui produk Supply Chain Financing dan menerapkan SME Lending Guideline yaitu standarisasi dalam memproses kredit UMKM sehingga dapat mengefektifkan proses seleksi calon debitur UMKM oleh cabang.

Selain itu Bank memberikan dukungan pembiayaan pada kegiatan/sektor ramah lingkungan atau dikenal sebagai Kategori Kegiatan Usaha Berkelanjutan (KKUB) secara bertahap, salah satunya dengan meningkatkan portofolio kredit korporasi kepada perusahaan Korea baik yang termasuk dalam KKUB maupun tidak.

3. Pengelolaan Kredit

Bank terus menerus melakukan rewiu dan penyempurnaan SOP Kredit sesuai dengan

dealer financing products are placed in CASA, thus contributing to an increase in the Bank's low-cost funds. The Bank also launches products with specific gimmicks or product bundling during events, which can reduce interest costs while remaining attractive to the public.

To enhance customer experience, the Bank leverages electronic banking platforms by adding technology-based features to several deposit products, enabling customers to save time during transactions and access services anytime, such as online time deposits and e-KYC.

2. Credit Distribution

The Bank's strategy to grow its total credit assets includes:

- Increasing the proportion of higher growth in retail consumption credit.
- Expanding credit to MSMEs
- Growing corporate and commercial credit portfolios in a granular manner, based on the Bank's experience and capability.

For retail consumption credit, the Bank continues to increase penetration of various loan products, including motor vehicle loans (*cars*), dealer financing, unsecured loans, channeling, as well as developing and implementing new loan products such as supply chain financing and Digital KTA. Efforts to increase credit to MSMEs are made through Supply Chain Financing products and implementing the SME Lending Guideline, which standardizes the credit process for MSMEs, thereby improving the selection process for potential MSME debtors by branches.

Furthermore, the Bank provides financing support for environmentally friendly activities/sectors, known as Sustainable Business Activities (KKUB), gradually increasing its corporate credit portfolio for Korean companies, both within and outside KKUB.

3. Credit Management

The Bank continuously reviews and refines its Credit Standard Operating Procedures (SOP) in

kebutuhan, melakukan perbaikan dalam proses pengajuan hingga keputusan kredit dengan meningkatkan kecepatan proses persetujuan pinjaman, melakukan penyesuaian format proposal kredit untuk UMKM, meningkatkan proses penilaian jaminan yang wajar, serta melakukan analisa mendalam untuk memberikan keputusan kredit dengan memperhatikan kajian terhadap potensi atau *outlook* sektor usaha.

Untuk pinjaman bermasalah, Bank memperkuat pengelolaannya dengan memaksimalkan upaya *recovery* diantaranya melalui penagihan, penjualan jaminan, *cessie*, eksekusi Personal/Corporate Guarantee (PG/CG), dan litigasi.

4. Melakukan Penyelarasan pada Struktur Organisasi Bank

Selama tahun 2024 Bank melanjutkan penerapan struktur organisasi Area Head (AH), yang mewakili kantor pusat dalam melakukan pengawasan kepada cabang. AH melakukan supervisi secara langsung dan lebih seksama terhadap kinerja dan aktivitas harian di kantor cabang, baik dari aspek bisnis, operasional maupun pengendalian internal, dimana AH bertanggung jawab melakukan koordinasi atas sejumlah kantor cabang dan kantor cabang pembantu dalam mencapai target yang ditetapkan. Struktur organisasi ini dibentuk untuk meningkatkan kolaborasi Kantor Pusat dan Cabang sehingga Kantor Cabang dapat berkontribusi lebih maksimal dalam mencapai pertumbuhan bisnis dan laba Bank.

Khusus aspek bisnis, kolaborasi ini menitikberatkan pada pertumbuhan kredit dan pendanaan, pencapaian laba serta peningkatan efisiensi. Selain itu juga untuk meningkatkan layanan kepada nasabah secara langsung sehingga dapat berkontribusi pada pertumbuhan bisnis Bank dan peningkatan *brand awareness* Bank di masyarakat.

5. Peningkatan Pendapatan selain Bunga

Peningkatan pendapatan selain bunga (*fee based income*) ditingkatkan melalui transaksi valuta asing, remittance, penerbitan *Letter of Credit* dan *fee* kredit. Selain itu, strategi pemasaran Bank yang menghimbau nasabah korporasi atau debitur besar menggunakan Bank sebagai Bank transaksi, juga mampu meningkatkan pendapatan selain bunga.

line with evolving needs, making improvements throughout the application process up to the credit decision stage. This includes enhancing the speed of loan approval processes, adjusting credit proposal formats for MSMEs, improving the collateral valuation process, and conducting in-depth analyses to ensure well-informed credit decisions that take into account the potential or outlook of the relevant business sector.

Regarding non-performing loans, the Bank strengthens management through maximized recovery efforts, including collection, collateral sales, *cessie*, execution of Personal/Corporate Guarantees (PG/CG), and litigation.

4. Alignment of the Bank's Organizational Structure

Throughout 2024, the Bank continued the implementation of the Area Head (AH) organizational structure, which represents the head office in supervising branches. The AH directly supervises and closely monitors the performance and daily activities at branch offices, including business, operational, and internal control aspects. The AH is responsible for coordinating a number of branch offices and sub-branches to achieve the set targets. This structure aims to improve collaboration between the Head Office and Branches, allowing Branch Offices to contribute more effectively to the Bank's business and profit growth.

Specifically, in the business aspect, this collaboration focuses on credit and funding growth, profit achievement, and increased efficiency, while also enhancing customer service, contributing to business growth and increasing the Bank's brand awareness in the community.

5. Increase in Non-Interest Income

Non-interest income is enhanced through foreign exchange transactions, remittances, issuance of Letters of Credit, and credit fees. Furthermore, the Bank's marketing strategy, which encourages corporate clients or large debtors to use the Bank as their transaction bank, also contributes to an increase in non-interest income.

6. Pengembangan Sistem Teknologi Informasi

Bank selalu berupaya mengembangkan sistem teknologi informasi untuk mendukung layanan, aktivitas operasional, aktivitas transaksi serta untuk meningkatkan performa infrastruktur sistem teknologi bank.

Saat ini perbankan berada pada era digitalisasi yang tentunya membutuhkan keamanan siber sebagai perlindungan transaksi perbankan. Untuk mengakomodir hal tersebut, Bank berupaya meningkatkan sistem keamanan teknologi informasi dengan membuat roadmap pada Rencana Strategis Teknologi Informasi (RSTI) 2021–2025 dengan beberapa inisiatif antara lain:

- Menambahkan *cyber security platform*
- Mengubah *VPN Device* di cabang
- Meluncurkan *server* untuk manajemen log
- Meluncurkan *PenTest & Vulnerability tools* untuk mendukung tes keamanan internal

7. Sumber Daya Manusia

Strategi pengembangan Sumber Daya Manusia dilakukan melalui:

- Penerapan nilai-nilai (*values*) perusahaan (*SHINHAN WAY 2.0*) secara berkesinambungan dalam upaya mengembangkan karyawan untuk mendukung kemajuan Bank.
- Peningkatan evaluasi performa karyawan melalui target *setting* dan evaluasi yang berdampak pada kompensasi dan manfaat yang diterima karyawan.
- Penyempurnaan struktur kompensasi yang diberikan kepada karyawan berdasarkan kinerja yang dihasilkan.
- Peningkatan kemampuan dan keahlian karyawan secara berkesinambungan, melalui pelatihan baik secara tatap muka maupun *online*, salah satunya melalui *e-learning system* yang dimiliki Bank.
- Peningkatan efisiensi manajemen tenaga kerja, yang bertujuan untuk menempatkan jumlah personil yang tepat sesuai dengan bidang keahliannya.

Kebijakan

Kebijakan untuk mewujudkan strategi Bank ditetapkan melalui tiga pilar utama yaitu:

1. Mencapai Pertumbuhan Bisnis yang Sehat dan Seimbang (Sound business growth)

6. Information Technology System Development

The Bank continually strives to develop its information technology system to support services, operational activities, transactions, and improve the performance of the Bank's technological infrastructure systems.

In the current era of digital banking, cyber security is crucial to protect banking transactions. To address this, the Bank is enhancing its IT security system by developing a roadmap for its Information Technology Strategic Plan (RSTI) 2021–2025, with several initiatives, including:

- Adding a *cybersecurity platform*
- Upgrading *VPN devices* at branches
- Launching a *server* for log management
- Launching *PenTest & Vulnerability tools* to support internal security testing.

7. Human Resources

The strategy for developing Human Resources includes:

- Continuously applying the company's values (*SHINHAN WAY 2.0*) to develop employees and support the Bank's progress.
- Improving employee performance evaluations through target setting and evaluations that impact compensation and benefits.
- Refining the compensation structure provided to employees based on performance.
- Continuously enhancing employee skills through training, both in-person and online, such as through the Bank's *e-learning system*.
- Improving labor management efficiency, aiming to place the right personnel in the appropriate roles according to their expertise.

Policy

The policies to realize the Bank's strategy are established through three main pillars, namely:

1. Achieving Sound and Balanced Business Growth



a. Mengakselerasi pertumbuhan portofolio dan melakukan diversifikasi nasabah untuk memperoleh portofolio yang granular dan stabil. b. Meningkatkan pertumbuhan porsi kredit ritel konsumsi dan UMKM melalui optimalisasi peranan jaringan kantor cabang, dan pengembangan produk Bank yang sesuai dengan kapasitas Bank dan kebutuhan nasabah. c. Menjalankan mekanisme timbal balik antara layanan konvensional (tatap muka melalui konter atau petugas cabang) dan layanan <i>online</i> melalui Transformasi Digital. d. Mengembangkan bisnis dan inisiatif yang berkaitan dengan keuangan dan proses kerja yang ramah lingkungan, melalui pemberian kredit kepada usaha-usaha yang mendukung program ramah lingkungan, mengembangkan produk yang berkaitan dengan ESG, serta meningkatkan kapasitas dan pemahaman karyawan Bank atas program ESG. e. Membangun Brand Bank Shinhan Indonesia kepada masyarakat agar lebih mengenal dan memahami nilai-nilai dalam produk dan layanan yang dimiliki Bank, melalui: i. Implementasi strategi marketing communication melalui kanal-kanal yang telah ada maupun yang akan diimplementasikan. ii. Implementasi standar service quality dalam rangka menyediakan layanan dan solusi kepada nasabah untuk meningkatkan kepuasan dan loyalitas nasabah. 2. Memperoleh Laba yang Berkesinambungan (Sustainable profitability) a. Mengelola Cost of Fund yang efisien melalui: i. Peningkatan bisnis dengan penggunaan QRIS. ii. Meningkatkan pendanaan dalam mata uang USD dengan beban bunga yang lebih rendah. b. Meningkatkan pendapatan berbasis fee melalui transaksi forex, international dan kredit. c. Meningkatkan kinerja jaringan Kantor Cabang untuk memperoleh laba. 3. Pengendalian Internal (Strong internal control) a. Pelaksanaan inspeksi dan pengawasan yang mendalam atas setiap transaksi dan aktivitas Bank dengan cara:	a. Accelerating portfolio growth and diversifying debtors/customers with the aim of obtaining a granular and stable portfolio. b. Increasing the growth of the portion of retail consumer and MSME credit through optimizing the role of the branch office network, and developing Bank products that are in accordance with the Bank's capacity and customer needs. c. Implementing a reciprocal mechanism between conventional services (face-to-face through counters or branch officers) and online services through Digital Transformation. d. Developing businesses and initiatives related to finance and environmentally friendly work processes, by providing credit to businesses that support environmentally friendly programs, developing products related to ESG, and increasing the capacity and understanding of Bank employees regarding ESG programs. e. Building the Bank Shinhan Indonesia Brand to the public so that they are more familiar with and understand the values in the Bank's products and services, through: I. Implementation of marketing communication strategies through existing channels and those to be implemented. II. Implementation of service quality standards in order to provide services and solutions to customers to increase customer satisfaction and loyalty. 2. Achieving Sustainable Profitability Management a. Manage efficient Cost of Funds through: i. Increase business by using QRIS; ii. Increase funding in USD currency with lower interest expenses b. Increase fee-based income through forex, international and credit transactions. c. Improve the performance of the Branch Office network to gain profit. 3. Strong internal control a. Implementation of in-depth inspection and supervision of every transaction and activity of the Bank by:

- i. Mengembangkan budaya risk awareness dan kepatuhan melalui sosialisasi berkala atas kebijakan dan prosedur Bank yang berlaku.
- ii. Menerapkan zero-tolerance atas pelanggaran atau fraud yang terjadi.
- iii. Meningkatkan pengendalian internal dan kepatuhan.
- iv. Meningkatkan kompetensi karyawan.
- v. Meningkatkan fungsi litigasi dalam penyelesaian kasus hukum yang ada.
- vi. Meningkatkan kualitas dan akurasi pelaporan.
- b. Meningkatkan kualitas aset & pengelolaan tunggakan pinjaman/ NPL:
 - i. Pengelolaan strategis untuk pinjaman bermasalah, memaksimalkan pemulihan NPL dan pinjaman yang dihapus buku.
 - ii. Analisa kredit yang berorientasi pada pasar untuk mendukung proses pengajuan kredit.
- c. Peningkatan kompetensi Sumber Daya Manusia
 - i. Meningkatkan evaluasi Sumber Daya Manusia dan pemberian kompensasi berbasis kinerja.
 - ii. Pembentukan budaya Bank (*Shinhan Way 2.0*).
 - iii. Pengembangan karyawan melalui pelatihan-pelatihan yang tepat dan mendukung kinerja karyawan baik yang dilakukan secara tatap muka, *online*, maupun melalui sistem pembelajaran elektronik.

Manajemen Bank juga telah menerapkan Kebijakan Manajemen Risiko dan Kepatuhan, diantaranya melalui aktivitas :

- a. Evaluasi dan review terhadap Kebijakan, Pedoman, dan SOP sesuai perkembangan regulasi dan tingkat kompleksitas kegiatan usaha Bank.
- b. Memberikan review dan opini terhadap:
 - i. Usulan pembuatan atau perubahan Kebijakan, Pedoman, Standard Operating Procedure (SOP).
 - ii. Rencana produk dan aktivitas baru.
- c. Mengevaluasi risk appetite, risk tolerance, parameter risiko terhadap penilaian profil risiko dan tingkat kesehatan Bank.
- d. Melakukan penilaian berkala terhadap profil risiko, Tingkat Kesehatan Bank, Kewajiban Pemenuhan Modal Minimum, dan Interest Rate Risk in the Banking Book.

- i. Developing a culture of risk awareness and compliance through periodic socialization of applicable Bank policies and procedures.
- ii. Implementing zero-tolerance for violations or fraud that occur.
- iii. Improving internal control and compliance.
- iv. Improving employee competence.
- v. Improving the litigation function in resolving existing legal cases.
- vi. Improving the quality and accuracy of reporting.
- b. Improving asset quality & management of loan arrears/NPL:
 - i. Strategic management for problem loans, maximizing NPL recovery and written-off loans.
 - ii. Market-oriented credit analysis to support the credit application process.
- c. Improving Human Resources competence
 - i. Improving Human Resources evaluation and performance-based compensation.
 - ii. Formation of Bank culture (*Shinhan Way 2.0*).
 - iii. Employee development through appropriate training and supporting employee performance, whether conducted face-to-face, online, or through an electronic learning system.

Bank Management has also implemented Risk Management and Compliance Policies, including through the following activities:

- a. Evaluation and review of Policies, Guidelines, and SOPs in accordance with regulatory developments and the level of complexity of the Bank's business activities.
- b. Providing reviews and opinions on:
 - i. Proposals for the creation or changes to Policies, Guidelines, Standard Operating Procedures (SOPs).
 - ii. Plans for new products and activities.
- c. Evaluating risk appetite, risk tolerance, risk parameters against the assessment of the Bank's risk profile and health level.
- d. Conducting periodic assessments of the risk profile, Bank Health Level, Minimum Capital Requirement, and Interest Rate Risk in the Banking Book.

- e. Melakukan komunikasi berkala antara Departemen Kepatuhan dengan Risk Taking Unit, Departemen Manajemen Risiko, dan Departemen Audit Internal agar terdapat single view atas suatu permasalahan Risk Taking/Risk Owner.
- f. Mengikuti seminar/ sosialisasi/ training/ workshop baik yang dilakukan oleh regulator (BI atau OJK) maupun instansi terkait lainnya.
- g. Departemen Manajemen Risiko juga melaksanakan:
 - i. Pertemuan berkala dengan Komite Manajemen Risiko dan Komite Pemantau Risiko.
 - ii. Stress testing guna mengetahui dampak dari implementasi kebijakan dan strategi Manajemen Risiko terhadap profitabilitas dan permodalan bank.
- h. Departemen Kepatuhan melaksanakan:
 - i. Perencanaan kegiatan untuk mendorong dan/atau memelihara budaya kepatuhan.
 - ii. Compliance check list atas:
 - Setiap rencana perubahan jaringan kantor (pembukaan, relokasi, penutupan dll).
 - Setiap rencana Perubahan Manajemen (Direksi dan Dewan Komisaris).
 - iii. Pemberian opini kepatuhan terhadap pemberian kredit sesuai dengan batas limit yang telah ditentukan.
 - iv. Sosialisasi ketentuan-ketentuan regulator yang wajib dipatuhi jajaran Bank.
 - v. Training / sosialisasi/ edukasi/ sharing terkait penerapan budaya kepatuhan bersama Departemen Know Your Customer (KYC) di Kantor Cabang/ Kantor Cabang Pembantu.
- i. Departemen KYC melaksanakan penerapan Anti Pencucian Uang, Pencegahan Pendanaan Terorisme dan Pencegahan Pendanaan Proliferasi Senjata Pemusnah Massal (APU, PPT dan PPPSPM), melalui aktivitas:
 - i. Reviu berkala terhadap ketentuan APU, PPT dan PPPSPM.
 - ii. Melakukan Penilaian Risiko Tindak Pidana Pencucian Uang, Tindak Pidana Pendanaan Terorisme dan Tindak Pidana Pendanaan Proliferasi Senjata Pemusnah Massal (TPPU, TPPT dan TPPPSPM) secara individual Bank.
- e. Conducting periodic communication between the Compliance Department and the Risk Taking Unit, Risk Management Department, and Internal Audit Department so that there is a single view on a Risk Taking/Risk Owner problem.
- f. Attending seminars/socialization/training/ workshops conducted by regulators (BI or OJK) or other related agencies.
- g. The Risk Management Department also conducts:
 - i. Periodic meetings with the Risk Management Committee and Risk Monitoring Committee.
 - ii. Stress testing to determine the impact of the implementation of Risk Management policies and strategies on bank profitability and capital.
- h. The Compliance Department carries out:
 - i. Planning activities to encourage and/or maintain a culture of compliance.
 - ii. Compliance checklist for:
 - Every plan for changing the office network (opening, relocation, closing, etc.).
 - Every plan for changing Management (Board of Directors and Board of Commissioners).
 - iii. Providing compliance opinions on the provision of credit in accordance with the specified limit.
 - iv. Socialization of regulatory provisions that must be complied with by the Bank's ranks.
 - v. Training / socialization / education / sharing related to the implementation of a culture of compliance with the Know Your Customer (KYC) Department at Branch Offices / Assistant Branch Offices.
- i. The KYC Department implements the implementation of Anti-Money Laundering, Prevention of Terrorism Funding and Prevention of Proliferation of Weapons of Mass Destruction Funding (APU, PPT and PPPSPM), through the following activities:
 - i. Periodic review of APU, PPT and PPPSPM provisions.
 - ii. Conducting Risk Assessment of Money Laundering, Terrorism Financing and Weapons of Mass Destruction Proliferation Financing (TPPU, TPPT and TPPPSPM) individually at the Bank.

- iii. Bekerja sama dengan Departemen Teknologi Informasi melakukan pengembangan sistem, seperti: sistem identifikasi nasabah, sistem pemantauan transaksi dan sistem pelaporan kepada regulator.
- iv. Mengkoordinasikan kegiatan Pengkinian Data di seluruh Kantor Cabang/ Kantor Cabang Pembantu serta melaporkan Rencana Kegiatan Pengkinian Data dan realisasinya kepada Otoritas Jasa Keuangan (OJK).
- v. Melakukan pelaporan Transaksi Keuangan Tunai, Transaksi Keuangan Mencurigakan dan Transaksi Keuangan Transfer Dana Dari dan Ke Luar Negeri kepada Pusat Pelaporan dan Analisis Transaksi Keuangan (PPATK).
- vi. Melakukan Update Database Watch list di Core Banking System (CBS) berdasarkan data yang diperoleh dari regulator.
- vii. Departemen KYC, secara berkesinambungan memberikan Training dan Sosialisasi di seluruh Kantor Cabang/ Kantor Cabang Pembantu.
- viii. Mengkoordinasikan dan memantau implementasi kebijakan APU PPT dan PPPSPM oleh unit kerja terkait dan Pejabat di Kantor Pusat/ Kantor Cabang/ Kantor Cabang Pembantu.

- iii. Collaborating with the Information Technology Department to develop systems, such as: customer identification systems, transaction monitoring systems and reporting systems to regulators.
- iv. Coordinating Data Update activities in all Branch Offices/Auxiliary Branch Offices and reporting the Data Update Activity Plan and its realization to the Financial Services Authority (OJK).
- v. Reporting Cash Financial Transactions, Suspicious Financial Transactions and Overseas Fund Transfer Transactions to the Financial Transaction Reports and Analysis Center (PPATK).
- vi. Updating the Watch List Database in the Core Banking System (CBS) based on data obtained from regulators.
- vii. KYC Department, continuously provides Training and Socialization in all Branch Offices/ Sub-Branch Offices.
- viii. Coordinate and monitor the implementation of APU PPT and PPPSPM policies by related work units and Officials at the Head Office/ Branch Offices/ Sub-Branch Offices.

Perbandingan antara Hasil yang Dicapai dengan Target yang Ditetapkan

Pada tahun 2024 Bank mencatatkan pencapaian Kredit yang Diberikan sebesar 99,17% dari target yang telah ditetapkan yaitu senilai Rp20,30 triliun, dan bertumbuh sebesar 17,86% bila dibandingkan dengan tahun sebelumnya.

Dana Pihak Ketiga (DPK) Bank bertumbuh sebesar 8,63% bila dibandingkan tahun 2023, yaitu terealisasi sebesar sebesar Rp12,87 triliun, atau mencapai 89,56% dari target yang telah ditetapkan. Komposisi dana murah terhadap total DPK berada pada porsi sekitar 45,05% dimana giro mencapai 113,53% dari target yang ditetapkan yaitu sebesar Rp2,81 triliun berkontraksi sebesar 0,59% dari tahun sebelumnya, dan tabungan mencapai 77,71% dari target yaitu sebesar Rp2,99 triliun yang bertumbuh sebesar 21,18% dibanding tahun sebelumnya.

Comparison between Achieved Results and Set Targets

In 2024, the Bank recorded Loans Disbursed at 99.17% of the established target, amounting to IDR 20.30 trillion, reflecting a growth of 17.86% compared to the previous year.

Third-Party Funds (TPF) grew by 8.63% year-on-year, reaching IDR 12.87 trillion, or 89.56% of the target. The composition of low-cost funds accounted for approximately 45.05% of total TPF, with current accounts reaching 113.53% of the target (IDR 2.81 trillion), although slightly contracting by 0.59% compared to the previous year. Savings accounts reached 77.71% of the target (IDR 2.99 trillion), representing a significant growth of 21.18% year-on-year.

Untuk laba yang dibukukan Bank pada tahun 2024 terdampak oleh pembentukan Cadangan Kerugian Penurunan Nilai (CKPN) atas kredit debitur yang dinyatakan pailit yaitu PT Sri Rejeki Isman Tbk atau Sritex. Sepanjang tahun 2024 Bank menambah pembentukan CKPN untuk Sritex sebesar Rp281 miliar, dimana CKPN ini mengurangi laba tahun berjalan Bank, sehingga laba tahun berjalan yang dibukukan menjadi sebesar Rp48,48 miliar.

Rasio Kewajiban Penyediaan Modal Minimum mencapai 21,95% lebih rendah jika dibandingkan dengan target sebesar 22,41%, dinilai masih memadai dan diatas ketentuan yang ditetapkan. Sementara ROA dan ROE juga belum memenuhi target, masing-masing sebesar 0,33% dan 1,02%. Untuk rasio NPL gross sebesar 3,55% masih lebih tinggi dari target sebesar 2,61%, dan NPL netto sebesar 1,34% sudah lebih baik dari target sebesar 1,44%.

Kendala yang Dihadapi

Di tahun 2024 perekonomian menghadapi beberapa tantangan, dari sisi global tantangan berasal dari ketidakpastian geopolitik yang masih tinggi. Mulai dari tingginya tingkat inflasi di Amerika Serikat (AS), stagflasi di Eropa, hingga melambatnya pertumbuhan ekonomi Cina. Dari sisi domestik, tantangan berasal dari kinerja ekspor yang tertekan akibat penurunan harga komoditas dan permintaan dunia yang landai. Penurunan suku bunga acuan yang terbatas di berbagai negara besar, penguatan nilai tukar dolar AS, serta bertahannya suku bunga acuan (BI-Rate) berdampak pada ketatnya kondisi likuiditas di industri perbankan nasional.

Dalam menjalankan usahanya di tahun 2024 Bank menghadapi beberapa kendala, yaitu dari sisi DPK adanya pola penarikan DPK yang bersifat siklikal dari nasabah-nasabah korporasi untuk keperluan operasional, lalu kembali menyimpan dana setelah keperluannya terpenuhi, yang mengakibatkan penurunan simpanan. Selain itu terdapat tawaran suku bunga simpanan yang lebih besar dari berbagai bank digital, dibandingkan dengan yang ditawarkan Bank.

Dari sisi kredit, terdapat kecenderungan debitur segera melunasi outstanding pinjamannya bila memiliki kelebihan dana, sehingga menyebabkan sejumlah pelunasan pinjaman dipercepat (sebelum

The Bank's net profit in 2024 was affected by the establishment of Allowance for Impairment Losses (CKPN) related to the bankruptcy of a debtor, PT Sri Rejeki Isman Tbk (Sritex). Throughout 2024, the Bank allocated an additional CKPN for Sritex totaling IDR 281 billion, which reduced the Bank's net income for the year to IDR 48.48 billion.

The Capital Adequacy Ratio (CAR) stood at 21.95%, slightly below the target of 22.41%, but still considered adequate and above the regulatory requirement. Meanwhile, ROA and ROE were below target, recorded at 0.33% and 1.02% respectively. The gross NPL ratio was 3.55%, exceeding the target of 2.61%, while the net NPL ratio improved to 1.34%, better than the targeted 1.44%.

Obstacles Faced

In 2024, the economy faced several challenges. On the global front, high geopolitical uncertainty remained a major concern. This included elevated inflation in the United States, stagflation in Europe, and slowing economic growth in China. Domestically, challenges stemmed from weakened export performance due to declining commodity prices and subdued global demand. Limited reductions in benchmark interest rates in major economies, the strengthening of the US dollar, and the continued high BI Rate also contributed to tight liquidity conditions within the national banking industry.

In carrying out its operations in 2024, the Bank encountered several obstacles. On the funding side, there was a cyclical pattern of withdrawals from corporate clients for operational purposes, with funds being redeposited once needs were met, causing fluctuations in deposits. Additionally, digital banks offered higher deposit interest rates than those provided by the Bank, posing a competitive challenge.

On the lending side, many borrowers tended to repay their loans early whenever they had surplus funds, leading to accelerated loan settlements before maturity. For macroprudential inclusive financing,

jatuh tempo). Untuk pembiayaan inklusif makroprudensial, Bank masih menghadapi tantangan dalam hal keterbatasan sumber daya dan infrastruktur yang masih harus disiapkan secara memadai, untuk memasarkan dan menyalurkan kredit UMKM secara langsung dalam jumlah besar, mengingat Bank memiliki pengalaman lebih banyak dalam menyalurkan pinjaman ke segmen Korporasi dan Retail Konsumsi, sehingga masih dibutuhkan waktu dan proses secara bertahap untuk dapat meraih pelaku usaha UMKM dalam jumlah yang lebih besar.

Permasalahan lain yang dihadapi Bank adalah adanya beberapa faktor pengurang laba seperti kenaikan pembentukan CKPN dalam jumlah besar akibat dari adanya debitur yang pailit. Namun demikian Bank senantiasa mengupayakan penyelesaian kredit bermasalah termasuk upaya penjualan aset jaminan dari debitur.

Penerapan Tata Kelola Bank

Bank berkomitmen menerapkan Tata Kelola yang Baik (Good Corporate Governance atau GCG) dalam rangka membangun kondisi perusahaan yang tangguh sehingga dapat menciptakan suatu sistem dan struktur perusahaan yang kuat dengan memberi manfaat dan nilai tambah bagi para Pemegang Saham (Shareholder) dan para Pemangku Kepentingan (Stakeholder).

Pelaksanaan Tata Kelola senantiasa berlandaskan prinsip-prinsip Tata Kelola yang terdiri dari Keterbukaan, Akuntabilitas, Pertanggungjawaban, Independen, dan Kewajaran. Prinsip-prinsip tersebut diterapkan dalam setiap aspek dan di setiap jenjang organisasi. Bila diperlukan bank akan melakukan penyesuaian kebijakan dan prosedur operasional untuk mematuhi peraturan yang berlaku dan pelaksanaan praktik yang baik dalam industri perbankan.

Dalam rangka untuk melakukan perbaikan secara terus menerus atas pelaksanaan tata Kelola dan meningkatkan penerapan GCG secara berkelanjutan, Bank melakukan penilaian sendiri (self assessment) setiap semester. Hasil penilaian sendiri atas penerapan tata kelola Bank pada semester I maupun semester II tahun 2024 secara umum adalah Baik (Peringkat 2), dengan definisi mencerminkan bahwa manajemen Bank telah melakukan penerapan tata kelola yang baik.

the Bank continued to face challenges related to limited resources and infrastructure, which need to be adequately developed in order to directly market and disburse large-scale MSME loans. The Bank's stronger experience lies in corporate and retail consumer lending, so expanding into the MSME segment will require time and a gradual transition process.

Another issue affecting the Bank's performance was the impact of profit-reducing factors, such as a substantial increase in the allowance for impairment losses (CKPN), particularly due to bankrupt debtors. Nevertheless, the Bank remains committed to resolving non-performing loans, including through efforts to sell collateral assets held from defaulting borrowers.

Implementation of Corporate Governance

The Bank is fully committed to implementing Good Corporate Governance (GCG) as part of its efforts to build a resilient organization and establish a robust corporate system and structure that delivers benefits and added value for both Shareholders and Stakeholders.

The implementation of governance is consistently based on the principles of Transparency, Accountability, Responsibility, Independence, and Fairness. These principles are applied across all aspects and levels of the organization. Where necessary, the Bank will adjust its policies and operational procedures to comply with prevailing regulations and adopt best practices in the banking industry.

As part of its commitment to continuous improvement and to enhance sustainable GCG implementation, the Bank conducts a self-assessment every semester. The results of the self-assessment for both the first and second semesters of 2024 indicated an overall rating of "Good" (Rank 2), which reflects that the Bank's management has implemented good governance practices.

Hal ini tercermin dari pemenuhan yang memadai atas prinsip-prinsip Tata Kelola. Dalam hal terdapat kelemahan penerapan prinsip-prinsip Tata Kelola, secara umum kelemahan tersebut kurang signifikan dan dapat diselesaikan dengan tindakan normal oleh manajemen Bank.

Selain itu Bank juga menerapkan tata kelola Teknologi Informasi (TI) yang merupakan bagian dari penerapan tata kelola Bank secara umum. Tata kelola TI diterapkan pada seluruh kegiatan yang berkaitan dengan penyelenggaraan TI antara lain manajemen risiko, ketahanan dan keamanan TI termasuk siber, pengelolaan data, penggunaan pihak penyedia jasa TI, penyediaan jasa TI oleh Bank, pengendalian intern, serta pengembangan dan perubahan TI.

Kinerja Komite di bawah Jajaran Direksi

Dalam melaksanakan tugas kepengurusan, Direksi dibantu oleh 6 Komite Direksi, yaitu Komite Manajemen Risiko, Komite Persetujuan Kredit, Komite Kebijakan Kredit, Komite Pengarah Teknologi Informasi, Komite Asset & Liabilities, dan Komite Sanksi.

Direksi menilai Komite-Komite di bawah Direksi tersebut selama 2024 telah menjalankan tugas dan tanggung jawabnya dengan baik, menyelenggarakan rapat berkala untuk membahas perkembangan bisnis, tantangan internal yang dihadapi Bank hingga menghasilkan solusi terbaik untuk mendukung Bank dalam menanggapi kondisi perekonomian terkini dan mengikuti regulasi yang berlaku. Oleh karena itu pada kesempatan ini Direksi menyampaikan apresiasi serta terima kasih kepada komite-komite untuk komitmen dan kerja keras yang sudah diberikan selama tahun 2024.

Perubahan Komposisi Anggota Direksi

Pada tahun 2024, terdapat beberapa perubahan pada komposisi Direksi Bank yaitu:

1. Pengangkatan Bapak Lasmintono sebagai Direktur Operasional, melalui Keputusan Sirkuler Para Pemegang Saham Di Luar Rapat Dan Sebagai Pengganti Rapat Umum Pemegang Saham Luar Biasa PT Bank Shinhan Indonesia tanggal 30 Januari 2024.

This assessment demonstrates adequate compliance with governance principles. Where weaknesses were identified in the application of these principles, they were generally not significant and could be addressed through the Bank's normal course of management actions.

In addition, the Bank has also implemented Information Technology (IT) governance as an integral part of its overall governance framework. IT governance is applied to all activities related to IT operations, including risk management, IT resilience and cybersecurity, data management, outsourcing of IT services, IT service provision by the Bank, internal controls, as well as IT development and change management.

Performance of Committees under the Board of Directors

In carrying out its management duties, the Board of Directors is supported by six Director-Level Committees: the Risk Management Committee, Credit Approval Committee, Credit Policy Committee, Information Technology Steering Committee, Asset & Liability Committee, and the Sanctions Committee.

The Board of Directors evaluates that these Committees effectively carried out their duties and responsibilities throughout 2024. They held regular meetings to discuss business developments, address internal challenges, and formulate optimal solutions to help the Bank respond to current economic conditions and comply with applicable regulations. The Board of Directors extends its appreciation and gratitude to the committees for their dedication and hard work during 2024.

Changes in the Composition of the Board of Directors

In 2024, there were several changes in the composition of the Bank's Board of Directors, namely:

1. The appointment of Mr. Lasmintono as Director of Operations, based on the Circular Resolution of the Shareholders in lieu of the Extraordinary General Meeting of Shareholders of PT Bank Shinhan Indonesia dated January 30, 2024.

2. Pengangkatan Ibu Rita Gosal (disebut juga Fransisca Rita Gosal) sebagai Direktur Bisnis melalui Keputusan Sirkuler Para Pemegang Saham Di Luar Rapat Dan Sebagai Pengganti Rapat Umum Pemegang Saham Luar Biasa PT Bank Shinhan Indonesia tanggal 7 Juni 2024.

Dengan demikian, jumlah Direksi menjadi 6 (enam) orang yang terdiri dari satu orang Direktur Utama, dan 5 orang Direktur, dengan komposisi anggota Direksi per 31 Desember 2024 sebagai berikut:

1. Sdr. Koo Hyunghoe – Direktur Utama;
2. Sdr. Kim Seong Won – Direktur;
3. Sdr. Tony Tanusaputra – Direktur yang Membawahkan Fungsi Kepatuhan Bank;
4. Sdr. Leonard Auly – Direktur;
5. Sdr. Lasmintono – Direktur;
6. Sdri. Rita Gosal (disebut juga Fransisca Rita Gosal) – Direktur.

Aktivitas Utama

Sesuai dengan Pasal 3 Anggaran Dasar, Bank melakukan usaha di bidang Bank Umum, sesuai dengan ketentuan dan peraturan perundang-undangan yang berlaku.

Sampai dengan akhir tahun 2024, Bank memiliki 30 jaringan kantor dan 32 unit ATM yang tersebar di provinsi DKI Jakarta, Banten, Jawa Barat, Jawa Tengah, DI Yogyakarta, Jawa Timur, Bali, Sulawesi dan Sumatera. Jaringan kantor Bank terdiri dari Kantor Pusat, Kantor Cabang, dan Kantor Cabang Pembantu.

Perkembangan Perekonomian dan Prospek Usaha

Berdasarkan data dari Badan Pusat Statistik, pertumbuhan ekonomi Indonesia tahun 2024 mengalami perlambatan bila dibandingkan tahun 2023, yaitu hanya tumbuh sebesar 5,03%, melambat dibanding capaian tahun 2023 yang mengalami pertumbuhan sebesar 5,05 persen (c-to-c). Tingkat inflasi Indonesia bulan Desember 2024 masih tetap terkendali dalam rentang target sasaran nasional $2,5\% \pm 1\%$. Inflasi Desember 2024 tercatat sebesar 1,57% (YoY), lebih rendah dibandingkan inflasi Desember 2023 (2,61%). *Purchasing Managers' Index* (PMI) Manufaktur Indonesia pada Desember 2024 berhasil rebound dan kembali mencatatkan level

2. The appointment of Ms. Rita Gosal (also known as Fransisca Rita Gosal) as Director of Business, based on the Circular Resolution of the Shareholders in lieu of the Extraordinary General Meeting of Shareholders of PT Bank Shinhan Indonesia dated June 7, 2024.

As a result, the total number of Directors as of December 31, 2024, is six (6), consisting of one President Director and five Directors, with the composition as follows:

1. Mr. Koo Hyunghoe – President Director
2. Mr. Kim Seong Won – Director
3. Mr. Tony Tanusaputra – Director in Charge of the Bank's Compliance Function
4. Mr. Leonard Auly – Director
5. Mr. Lasmintono – Director
6. Ms. Rita Gosal (also known as Fransisca Rita Gosal) – Director.

Main Activities

In accordance with Article 3 of its Articles of Association, the Bank conducts business as a Commercial Bank, in compliance with applicable laws and regulations.

As of the end of 2024, the Bank operated 30 branch office networks and 32 ATM units located across the provinces of DKI Jakarta, Banten, West Java, Central Java, Yogyakarta Special Region, East Java, Bali, Sulawesi, and Sumatra. The Bank's office network consists of the Head Office, Branch Offices, and Sub-Branch Offices.

Economic Developments and Business Outlook

According to data from the Central Statistics Agency (BPS), Indonesia's economic growth in 2024 experienced a slight slowdown compared to 2023, recording growth of 5.03%, down from 5.05% in 2023 (c-to-c). As of December 2024, Indonesia's inflation remained within the national target range of $2.5\% \pm 1\%$, with year-on-year inflation at 1.57%, lower than the 2.61% recorded in December 2023. Indonesia's Manufacturing Purchasing Managers' Index (PMI) rebounded in December 2024, returning to the expansionary zone at 51.2 after previously falling into contraction. This improvement was driven by a surge in new orders—both domestic and export—

ekspansif di angka 51,2, setelah sebelumnya sempat berada di level kontraktif. Peningkatan ini didorong oleh kenaikan pesanan baru, baik domestik maupun ekspor, serta peningkatan aktivitas pembelian bahan baku oleh perusahaan.

Pada tahun 2024, kinerja intermediasi perbankan nasional tumbuh positif dengan profil risiko yang terjaga. Pertumbuhan kredit sebesar 10,39% secara tahunan (YoY) yang didorong pertumbuhan kredit investasi yang tinggi sebesar 13,62%, kredit konsumsi 10,61%, dan kredit modal kerja 8,35%. Dana pihak ketiga perbankan hanya tumbuh sebesar 4,48% (YoY). Terkait rasio kinerja, kualitas kredit bank tetap terjaga dengan rasio kredit macet alias *non-performing loan* (NPL) gross pada Desember 2024 sebesar 2,08% dan NPL net sebesar 0,74%.

Sementara itu, likuiditas perbankan dinilai masih memadai dengan rasio alat likuid/*non-core* deposit (AL/NCD) dan alat likuid/dana pihak ketiga (AL/DPK) masing-masing sebesar 112,87% dan 25,59%, masih di atas threshold sebesar 50% dan 10%. Tidak hanya itu, ketahanan perbankan disebut kuat dengan rasio permodalan atau *capital adequacy ratio* (CAR) per Desember 2024 tercatat sebesar 26,68%.

Inflasi nasional yang terkendali dan PMI yang ekspansif menunjukkan dunia usaha tetap optimis dengan kondisi perekonomian nasional ke depan. Hal ini juga tercermin dari *outlook* World Bank yang memproyeksikan perekonomian Indonesia akan tumbuh 5,1% pada tahun 2025.

Untuk menghadapi tantangan yang dihadapi Indonesia pada 2025 Manajemen Bank telah menyusun rancangan bisnis dengan memanfaatkan potensi yang ada secara optimal dan dapat mengelola risiko. Manajemen Bank tetap optimis akan prospek usaha tahun 2025, dengan memproyeksikan pertumbuhan kredit di kisaran 10,36%, dan pertumbuhan Dana Pihak Ketiga di kisaran 17,13%.

Bank telah menentukan fokus utama di tahun 2025 melalui 4 agenda strategis diantaranya adalah :

1. Meningkatkan Marjin Bunga Bersih (NIM)

- Meningkatkan porsi pertumbuhan pada kredit ritel konsumsi.
- Menumbuhkan porsi kredit korporasi dan komersial secara granular sesuai dengan pengalaman dan kemampuan Bank.

as well as an increase in raw material purchases by companies.

In 2024, the national banking intermediation performance showed positive growth with a well-maintained risk profile. Credit grew by 10.39% year-on-year (YoY), supported by strong growth in investment credit (13.62%), consumption credit (10.61%), and working capital loans (8.35%). Third-party funds grew more modestly at 4.48% (YoY). In terms of performance indicators, credit quality remained sound, with gross non-performing loan (NPL) ratio at 2.08% and net NPL at 0.74% as of December 2024.

Banking liquidity was deemed adequate, with the liquidity coverage ratios—liquid assets to non-core deposits (AL/NCD) and liquid assets to third-party funds (AL/DPK)—standing at 112.87% and 25.59% respectively, well above the minimum thresholds of 50% and 10%. Moreover, the banking sector remained resilient, with a strong capital adequacy ratio (CAR) of 26.68% as of December 2024.

The controlled inflation and expansionary PMI reflect continued optimism in the business sector regarding Indonesia's economic prospects. This is further supported by the World Bank's projection that Indonesia's economy will grow by 5.1% in 2025.

To anticipate the challenges that lie ahead in 2025, the Bank's management has formulated a business plan that leverages available potential while managing risks effectively. The Bank remains optimistic about its 2025 business prospects, projecting credit growth of around 10.36% and third-party fund growth of approximately 17.13%.

The Bank has outlined four key strategic agendas for 2025:

1. Enhancing Net Interest Margin (NIM)

- Increasing the portion of retail consumption credit.
- Expanding corporate and commercial loans in a granular manner aligned with the Bank's experience and capabilities.



- c. Mengelola penempatan pada Bank Indonesia (BI) dan pembelian surat berharga yang dapat mendukung peningkatan pendapatan bunga Bank.
- d. Mendukung pembiayaan pada kegiatan/sektor ramah lingkungan atau dikenal sebagai Kategori Kegiatan Usaha Berkelanjutan (KKUB) secara bertahap.
- e. Mendukung perjanjian bersama antara Bank Indonesia dan Bank Sentral Korea Selatan terkait transaksi perdagangan dan investasi dengan mata uang lokal masing-masing.
- f. Meningkatkan pendapatan selain bunga (fee based income) transaksi terutama melalui transaksi valuta asing, remittance, penerbitan L/C dan fee kredit
- g. Penghimpunan dana pihak ketiga yang difokuskan ke dana murah melalui aktivitas cross selling.
- h. Meningkatkan hubungan kerjasama dan melakukan pendekatan kepada nasabah-nasabah yang bergerak di bidang ekspor-impor untuk meningkatkan simpanan USD nasabah terkait pada Bank.
- i. Melanjutkan dan memperluas kerjasama dengan pihak ketiga seperti channeling dan/atau joint financing untuk menyediakan fasilitas pinjaman kepada masyarakat.

2. Efisiensi Biaya Tenaga Kerja dan Administrasi – SG&A Efficiency

- a. Melakukan efisiensi biaya overhead melalui beberapa campaign yang mendukung ramah lingkungan seperti penghematan energi, penggunaan kertas, dan air.
- b. Simplifikasi proses bisnis dengan mengoptimalkan layanan perbankan elektronik melalui penawaran produk dan jasa yang menarik dan kompetitif dan melakukan pengembangan berkesinambungan.
- c. Meningkatkan produktivitas dalam bekerja, dengan fokus pada penyempurnaan proses dan SOP untuk mendukung layanan dan aktivitas operasional.
- d. Sosialisasi aktif terkait risk awareness, compliance awareness, dan fraud kepada seluruh karyawan untuk meningkatkan awareness terhadap ketentuan yang berlaku dan potensi risiko.

3. Optimalisasi Kinerja Cabang – Branch Optimization

- a. Meningkatkan peranan dan kontribusi kantor cabang pada pertumbuhan bisnis dan laba Bank.

- c. Managing placements at Bank Indonesia (BI) and purchasing securities that can support increasing the Bank's interest income.
- d. Supporting financing activities in environmentally friendly sectors (Sustainable Business Activity Categories/KKUB).
- e. Supporting the bilateral agreement between Bank Indonesia and the Bank of Korea for trade and investment transactions in local currencies.
- f. Increasing non-interest income (fee-based income) from foreign exchange transactions, remittances, L/C issuance, and credit-related fees.
- g. Focusing third-party fund collection on low-cost funds through cross-selling activities.
- h. Improving cooperative relations and approaching customers engaged in the export-import sector to increase the USD savings of related customers at the Bank.
- i. Continuing and expanding partnerships with third parties through channeling or joint financing schemes to provide loan facilities to the public.

2. Efficiency in Labor and Administrative Costs (SG&A Efficiency)

- a. Reducing overhead costs through environmentally friendly campaigns, including energy, paper, and water savings.
- b. Simplifying business processes by optimizing electronic banking services and offering attractive, competitive products and services with continuous development.
- c. Enhancing productivity by refining internal processes and SOPs to support services and operations.
- d. Actively promoting awareness of risk, compliance, and fraud to all employees to strengthen adherence to regulations and mitigate risk.

3. Branch Performance Optimization

- a. Increasing the role and contribution of branches in driving business growth and profitability.



- b. Melakukan analisa terhadap karakteristik wilayah di cabang dengan mempertimbangkan kekuatan dan peluang untuk dapat memaksimalkan potensi pasar.
- c. Menyesuaikan bobot pada indikator lending dan funding berdasarkan kekuatan dan peluang pada masing-masing cabang.
- d. Memaksimalkan tenaga kerja di cabang untuk meningkatkan brand awareness Bank sekaligus memasarkan produk dan layanan Bank.
- e. Meningkatkan produktivitas karyawan cabang, dengan fokus pada penyempurnaan proses untuk mendukung layanan, aktivitas operasional, aktivitas transaksi yang dimonitor dan dianalisis secara berkala.
- f. Memperkuat peran jaringan kantor, dengan melakukan relokasi maupun pembukaan kantor cabang.

4. Implementasi Konsep Komunitas Praktek (Community of Practice Concept)

- a. Fokus dalam memperkuat pengembangan kapasitas dan pengetahuan seluruh karyawan untuk dapat meningkatkan kinerja dan meminimalkan risiko.
- b. Membentuk kelompok belajar yang melibatkan seluruh karyawan dengan membahas diantaranya produk, SOP dan lainnya yang berhubungan dengan pekerjaan sehari-hari serta pengetahuan lainnya seperti transformasi digital, kinerja perbankan atau peers.
- c. Diharapkan dari kelompok belajar ini, Bank juga memperoleh usulan-usulan yang mendukung pengkinian SOP Bank dan peningkatan kinerja karyawan yang pada gilirannya mendukung pencapaian target Bank.

- b. Analyzing branch-specific characteristics to identify strengths and opportunities to maximize market potential.
- c. Adjusting the weight of lending and funding indicators according to each branch's capabilities and market dynamics.
- d. Leveraging branch personnel to raise the Bank's brand awareness while actively marketing products and services.
- e. Enhancing branch employee productivity by refining processes that support services, operations, and transaction activities, which are regularly monitored and analyzed.
- f. Strengthening the branch network through relocation or opening of new branches.

4. Implementation of the Community of Practice Concept

- a. Focusing on strengthening employee knowledge and capabilities to improve performance and reduce risk.
- b. Establishing learning groups involving all employees to discuss topics such as products, SOPs, daily work tasks, as well as broader knowledge areas like digital transformation and banking/peer performance.
- c. These learning groups are expected to generate proposals that contribute to the Bank's SOP updates and employee performance improvements, ultimately supporting the Bank's target achievements.

Apresiasi

Pada kesempatan ini Direksi menyampaikan penghargaan yang setinggi-tingginya kepada para nasabah dan mitra kerja Bank atas kepercayaan dan dukungan yang diberikan sepanjang tahun 2024 sehingga Bank tetap dapat bertumbuh dengan baik.

Ucapan terima kasih kami sampaikan kepada Dewan Komisaris atas dukungan, arahan, dan nasihat yang sangat bermanfaat bagi pengelolaan Bank. Kami juga mengapresiasi dan berterima kasih kepada seluruh karyawan atas etos kerja dan kontribusi yang diberikan kepada Bank dalam melayani seluruh nasabah.

Sekali lagi kami ingin mengakhiri laporan ini dengan menyampaikan terima kasih kepada seluruh pemangku kepentingan, terutama kepada Otoritas Jasa Keuangan dan Bank Indonesia, atas semua dukungan dan kepercayaan yang kami terima.

Appreciation

On this occasion, the Board of Directors would like to extend its deepest gratitude to the Bank's valued customers and business partners for their unwavering trust and support throughout 2024, which has been instrumental in the Bank's sustained growth and success.

We also wish to acknowledge the Board of Commissioners for their invaluable guidance, support, and counsel, which have greatly contributed to the effective management of the Bank. Additionally, we sincerely appreciate the dedication and hard work of all employees, whose commitment to excellence has been pivotal in delivering exceptional service to our customers.

In closing, we would like to reiterate our profound appreciation to all stakeholders, particularly the Financial Services Authority and Bank Indonesia, for their continued trust and support.

Atas Nama Direksi
On behalf of the Board of Directors



Koo Hyunghoe
Direktur Utama
President Director





SHINHAN BANK



PROFIL PERUSAHAAN

Company Profile





Identitas Perusahaan

Corporate Identity

Nama Perusahaan Company Name	PT Bank Shinhan Indonesia
Nama Branding Brand Name	Bank Shinhan
Status Bank Bank Status	Bank Umum Devisa Foreign Exchange Commercial Bank
Jenis/Badan Hukum Pendirian Type/Legal Entity of Establishment	Perseroan Terbatas Limited Liability Company
Tanggal Pendirian Date of Establishment	28 April 1970
Bidang Usaha Line of Business	Perbankan Banking
Jumlah Karyawan Number of Employees	671 karyawan/employees
Dasar Hukum Pendirian Legal Basis of Establishment	Akta No. 6 dari wakil Notaris Julizar di Jakarta, tanggal 8 September 1967, yang kemudian diperbaiki dengan Akta No. 10 tanggal 6 Juli 1968 dan Akta No. 4 tanggal 3 Oktober 1968 dari notaris yang sama. Akta tersebut telah mendapat pengesahan dari Menteri Kehakiman Republik Indonesia dalam Surat Keputusan No. J.A.5/60/16 tanggal 28 April 1970 serta diumumkan dalam Berita Negara Republik Indonesia No. 47 tambahan No. 173 tanggal 12 Juni 1970. Deed No. 6 from the Deputy Notary Julizar in Jakarta, dated September 8 1967, later revised by Deed No. 10 dated July 6, 1968 and Deed no. 4 dated October 3, 1968 from the same notary. This deed has received approval from the Minister of Justice of the Republic of Indonesia in Decree No. J.A.5/60/16 dated April 28,1970 and published in the State Gazette of the Republic of Indonesia No. 47 additional No. 173 dated June 12, 1970.
Akta Badan Hukum Legal Entity Deed	Anggaran Dasar Bank telah mengalami beberapa kali perubahan, terakhir diubah dengan Akta No. 03 tanggal 7 Juni 2021 yang dibuat di hadapan Hermin Budisetyasih, S.H., M.Kn., notaris di Jakarta Timur yang telah memperoleh persetujuan dari Menteri Hukum dan Hak Asasi Manusia Republik Indonesia dalam Surat Keputusan No. AHU-0032533.AH.01.02.Tahun 2021 tanggal 07 Juni 2021 dan telah dicatat dalam Penerimaan Pemberitahuan Perubahan Anggaran Dasar dan Penerimaan Pemberitahuan Perubahan Data Perseroan PT Bank Shinhan Indonesia dari Menteri Hukum dan Hak Asasi Manusia Republik Indonesia No. AHU-AH.01.03-0356279 dan No. AHU-AH.01.03-0356286 tanggal 07 Juni 2021, dan terakhir pada Akta No. 04 tanggal 11 Juni 2024 yang dibuat di hadapan Hermin Budisetyasih, S.H., M.Kn. notaris di Jakarta Timur dan telah dicatat dalam Penerimaan Pemberitahuan Perubahan Data Perseroan Menteri Hukum dan Hak Asasi Manusia Republik Indonesia No. AHU-AH.01.09-0212625 tanggal 11 Juni 2024. The Bank's Articles of Association have undergone several amendments, with the most recent amendment made through Deed No. 03 dated June 7, 2021, drawn up before Hermin Budisetyasih, S.H., M.Kn., a notary in East Jakarta. This amendment was approved by the Minister of Law and Human Rights of the Republic of Indonesia through Decree No. AHU-0032533.AH.01.02. of 2021 dated June 7, 2021, and recorded in the Receipt of Notification of Amendment to the Articles of Association and the Receipt of Notification of Company Data Changes for PT Bank Shinhan Indonesia from the Minister of Law and Human Rights of the Republic of Indonesia under No. AHU-AH.01.03-0356279 and No. AHU-AH.01.03-0356286 dated June 7, 2021. The latest amendment was made through Deed No. 04 dated June 11, 2024, drawn up before Hermin Budisetyasih, S.H., M.Kn., a notary in East Jakarta, and has been recorded in the Receipt of Notification of Company Data Changes from the Minister of Law and Human Rights of the Republic of Indonesia under No. AHU-AH.01.09-0212625 dated June 11, 2024.
Modal Dasar Authorized Capital	Rp3.700.000.000.000

Modal Ditempatkan dan Disetor Penuh Issued and Fully Paid-up Capital	Rp944.278.000.000
Informasi Perubahan Nama Name Change Information	1967 – PT Central Sumatra Djawa Bank Ltd 1976 – PT Bank Metro Ekspres 1991 – PT Bank Metro Express 2015 – PT Bank Shinhan Indonesia
Alamat Kantor/Alamat Korespondensi Office Address/Correspondence Address	Kantor Pusat Head Office International Financial Centre Tower 2 Ground Floor, 30th–32nd floor Jl. Jend. Sudirman Kav. 22-23 Jakarta Selatan 12920 Telepon : 021-29751500 Faksimili : 021-29880346 E-mail : shinhanid@shinhan.com
Data Jaringan Kantor Office Network Data	1 Kantor Pusat 1 Head Office 21 Kantor Cabang 21 Branches 8 Kantor Cabang Pembantu 8 Sub-Branched
Website Perusahaan Company Website	www.shinhan.co.id

Riwayat Singkat Perusahaan

Brief History of the Company

PT Bank Shinhan Indonesia (selanjutnya disebut “Bank”), didirikan berdasarkan Akta No. 6 dari wakil Notaris Julizar di Jakarta, tanggal 8 September 1967, yang kemudian diubah dengan Akta No. 10 tanggal 6 Juli 1968 dan Akta No. 4 tanggal 3 Oktober 1968 dari wakil notaris yang sama, dengan nama PT Central Sumatera Djawa Bank Ltd. Akta tersebut telah mendapat pengesahan dari Menteri Kehakiman Republik Indonesia dalam Surat Keputusan No. J.A.5/60/16 tanggal 28 April 1970, serta diumumkan dalam Berita Negara Republik Indonesia No. 47 tambahan No. 173 tanggal 12 Juni 1970.

Pada tanggal 4 April 1968, Bank mendapat izin usaha sebagai bank umum dari Menteri Keuangan Republik Indonesia dengan Keputusan Menteri Keuangan No. D.15.6.2.23.

Pada tanggal 22 Juli 1976, Bank melakukan perubahan nama menjadi PT Bank Metro Ekspres sesuai dengan Akta Notaris Didi Sudjadi, S.H., No. 93 yang mendapatkan pengesahan Menteri Kehakiman Republik Indonesia No. Y.A.5/508/6 tanggal 3 November 1976. Kemudian, pada tanggal 21 Desember 1976, Bank melakukan penggabungan usaha (merger) dengan PT Bank Umum Persatuan Tenaga Ekonomi yang berdomisili di Yogyakarta. Keputusan merger ini dituangkan dalam Akta Notaris Ridwan Suselo, S.H., No. 234 notaris di Jakarta tanggal 21 Desember 1976. Akta tersebut telah mendapat pengesahan dari Menteri Kehakiman Republik Indonesia dalam keputusannya No. Y.A.5/138/7 tanggal 6 Juni 1978 serta diumumkan dalam Berita Negara Republik Indonesia No. 56, tambahan No. 431, tanggal 14 Juli 1978.

Pada 25 Juli 1991, Bank kembali melakukan perubahan nama menjadi PT Bank Metro Express berdasarkan Akta Notaris Sinta Setiawaty Widjaja, S.H. No. 103 dengan pengesahan Menteri Kehakiman Republik Indonesia No. C2-3885 HT.01.04.TH.91 tanggal 14 Agustus 1991. Bank ditunjuk sebagai Bank Persepsi berdasarkan Keputusan Menteri Keuangan Republik Indonesia No. S-37/MK.03/1993 tanggal 6 Januari 1993, kemudian tanggal 22 Maret 1995, Bank Indonesia menunjuk Bank sebagai Bank Devisa dengan Surat Keputusan No. 27/155/KEP/DIR. Pada 31 Juli 1995, Bank ditunjuk sebagai Bank Devisa Persepsi Kas Negara sesuai dengan surat dari Menteri Keuangan Republik Indonesia No. S-466/MK.03/1995, dan pada 25 Februari 2003 Bank ditunjuk sebagai

PT Bank Shinhan Indonesia (hereinafter referred to as the “Bank”) was established based on Notarial Deed No. 6 of Julizar, Notary in Jakarta, on September 8, 1967. This was later amended by Deed No. 10 on July 6, 1968, and Deed No. 4 on October 3, 1968, by the same Deputy Notary, under the name PT Central Sumatera Djawa Bank Ltd. The deed was approved by the Minister of Justice of the Republic of Indonesia through Decree No. J.A.5/60/16 dated April 28, 1970. This approval was subsequently published in the State Gazette of the Republic of Indonesia No. 47, Supplement No. 173, on June 12, 1970.

On April 4, 1968, the Bank obtained its license to operate as a commercial bank from the Minister of Finance of the Republic of Indonesia through Ministerial Decree No. D.15.6.2.23.

On July 22, 1976, the Bank changed its name to PT Bank Metro Ekspres as stipulated in Notarial Deed No. 93 by Notary Didi Sudjadi, S.H., which was approved by the Minister of Justice of the Republic of Indonesia under Decree No. Y.A.5/508/6 dated November 3, 1976. Subsequently, on December 21, 1976, the Bank merged with PT Bank Umum Persatuan Tenaga Ekonomi, which was domiciled in Yogyakarta. This merger decision was formalized in Notarial Deed No. 234 by Notary Ridwan Suselo, S.H., in Jakarta on December 21, 1976. The deed was approved by the Minister of Justice of the Republic of Indonesia through Decree No. Y.A.5/138/7 dated June 6, 1978, and published in the State Gazette of the Republic of Indonesia No. 56, Supplement No. 431, on July 14, 1978.

On July 25, 1991, the Bank once again changed its name to PT Bank Metro Express based on Notarial Deed No. 103 by Sinta Setiawaty Widjaja, S.H., which was approved by the Minister of Justice of the Republic of Indonesia under Decree No. C2-3885 HT.01.04.TH.91 dated August 14, 1991. The Bank was designated as a Perception Bank based on the Decree of the Minister of Finance of the Republic of Indonesia No. S-37/MK.03/1993 dated January 6, 1993. Subsequently, on March 22, 1995, Bank Indonesia appointed the Bank as a Foreign Exchange Bank through Decree No. 27/155/KEP/DIR. On July 31, 1995, the Bank was designated as a Foreign Exchange Perception Bank following the letter from the Minister of Finance of the Republic of Indonesia No. S-466/MK.03/1995,

Bank Persepsi On-Line berdasarkan Surat Menteri Keuangan Republik Indonesia No. S-75/MK.02/2003.

Bank secara resmi beroperasi dan berubah nama menjadi PT Bank Shinhan Indonesia dari sebelumnya bernama PT Bank Metro Express pada tanggal 30 November 2015 sebagaimana dinyatakan dalam Akta Pernyataan Keputusan Di Luar Rapat Perseroan Terbatas PT Bank Metro Express nomor 31, dibuat di hadapan Hermin Budisetyasih, S.H., M.Kn., notaris di Jakarta Timur dan telah mendapat persetujuan melalui Keputusan Menteri Hukum dan Hak Asasi Manusia Republik Indonesia No. AHU-0946955.AH.01.02.Tahun 2015.

Perubahan nama dimaksud telah mendapat persetujuan melalui Keputusan Dewan Komisiner Otoritas Jasa Keuangan No. 6/KDK.03/2016 tanggal 1 Maret 2016, tentang Penetapan Penggunaan Izin Usaha atas Nama PT Bank Metro Express menjadi Izin Usaha atas nama PT Bank Shinhan Indonesia.

Untuk meningkatkan layanan kepada masyarakat, dilakukan pemindahan kantor pusat Bank, yang sebelumnya beralamat di Jl. Hayam Wuruk No. 19-20, Jakarta Pusat menjadi beralamat di International Financial Centre Tower 2, Jl. Jend. Sudirman Kav. 22-23, Jakarta Selatan 12920 sesuai persetujuan Otoritas Jasa Keuangan No. S-17/PB.1/2016 tanggal 14 Maret 2016.

Dalam rangka memperkuat posisinya di Indonesia, pada tanggal 6 Desember 2016, Bank melakukan penggabungan usaha (merger) dengan PT Centratama Nasional Bank (CNB) yang berdomisili di Surabaya. Keputusan Merger ini dituangkan dalam Akta No. 1 tanggal 1 Desember 2016 yang dibuat dihadapan Hermin Budisetyasih, S.H., M.Kn., notaris di Jakarta Timur, dan telah mendapat persetujuan melalui Keputusan Anggota Dewan Komisiner Otoritas Jasa Keuangan No. KEP-88/D.03/2016 tanggal 24 November 2016, tentang Pemberian Izin Penggabungan Usaha (Merger) PT Centratama Nasional Bank ke dalam PT Bank Shinhan Indonesia.

Anggaran Dasar Bank telah mengalami beberapa kali perubahan, terakhir diubah dengan Akta No. 03 tanggal 7 Juni 2021 yang dibuat di hadapan Hermin Budisetyasih, S.H., M.Kn., notaris di Jakarta Timur

and on February 25, 2003, the Bank was appointed as an Online Perception Bank based on a letter from the Minister of Finance of the Republic of Indonesia No. S-75/MK.02/2003.

The Bank officially commenced operations under the name PT Bank Shinhan Indonesia, previously known as PT Bank Metro Express, on November 30, 2015, as stated in the Deed of Statement of Resolution Outside the General Meeting of Shareholders of PT Bank Metro Express No. 31, drawn up before Hermin Budisetyasih, S.H., M.Kn., a notary in East Jakarta. The name change was approved through the Decree of the Minister of Law and Human Rights of the Republic of Indonesia No. AHU-0946955.AH.01.02. of 2015.

The name change was officially approved through the Decision of the Board of Commissioners of the Financial Services Authority (Otoritas Jasa Keuangan/OJK) No. 6/KDK.03/2016 dated March 1, 2016, regarding the Conversion of the Business License under the name PT Bank Metro Express to a Business License under the name PT Bank Shinhan Indonesia.

To enhance its services to the public, the Bank relocated its headquarters from Jl. Hayam Wuruk No. 19-20, Central Jakarta, to the International Financial Centre Tower 2, Jl. Jend. Sudirman Kav. 22-23, South Jakarta 12920, as approved by the Financial Services Authority under Letter No. S-17/PB.1/2016 dated March 14, 2016.

To strengthen its position in Indonesia, on December 6, 2016, the Bank merged with PT Centratama Nasional Bank (CNB), domiciled in Surabaya. This merger decision was formalized in Deed No. 1 dated December 1, 2016, drawn up before Hermin Budisetyasih, S.H., M.Kn., a notary in East Jakarta, and was approved through the Decision of the Board of Commissioners of the Financial Services Authority No. KEP-88/D.03/2016 dated November 24, 2016, regarding the Granting of Merger Approval for PT Centratama Nasional Bank into PT Bank Shinhan Indonesia.

The Bank's Articles of Association have undergone several amendments, with the most recent amendment made through Deed No. 03 dated June 7, 2021, drawn up before Hermin Budisetyasih, S.H., M.Kn.,

yang telah memperoleh persetujuan dari Menteri Hukum dan Hak Asasi Manusia Republik Indonesia dalam Surat Keputusan No. AHU-0032533.AH.01.02.TAHUN 2021 tanggal 7 Juni 2021 dan telah dicatat dalam Penerimaan Pemberitahuan Perubahan Anggaran Dasar dan Penerimaan Pemberitahuan Perubahan Data Perseroan PT Bank Shinhan Indonesia dari Menteri Hukum dan Hak Asasi Manusia Republik Indonesia No. AHU-AH.01.03-0356279 dan No. AHU-AH.01.03-0356286 tanggal 7 Juni 2021, dan terakhir pada Akta No. 04 tanggal 11 Juni 2024 yang dibuat di hadapan Hermin Budisetyasih, S.H., M.Kn. notaris di Jakarta Timur dan telah dicatat dalam Penerimaan Pemberitahuan Perubahan Data Perseroan Menteri Hukum dan Hak Asasi Manusia Republik Indonesia No. AHU-AH.01.09-0212625 tanggal 11 Juni 2024.

Sesuai dengan pasal 3 Anggaran Dasar Bank, ruang lingkup kegiatan Bank Shinhan adalah melakukan usaha di bidang Bank Umum serta optimalisasi pemanfaatan sumber daya yang dimiliki Bank Shinhan untuk menghasilkan jasa yang bermutu tinggi dan berdaya saing kuat untuk mendapat keuntungan guna meningkatkan nilai perusahaan dengan menerapkan prinsip-prinsip Perseroan Terbatas. Bank Shinhan dimiliki oleh Shinhan Bank Co. Ltd selaku pemegang saham mayoritas.

Kantor Pusat Bank berlokasi di International Financial Centre Tower 2, lantai 30–32, Jl. Jenderal Sudirman Kav. 22–23, Jakarta Selatan. Pada tanggal 31 Desember 2024, Bank memiliki 1 Kantor Pusat, 21 Kantor Cabang, dan 8 Kantor Cabang Pembantu.

a notary in East Jakarta, which received approval from the Minister of Law and Human Rights of the Republic of Indonesia under Decree No. AHU-0032533.AH.01.02. of 2021 dated June 7, 2021. This amendment was recorded in the Notification Receipt of Amendment to the Articles of Association and the Notification Receipt of Corporate Data Changes for PT Bank Shinhan Indonesia under Minister of Law and Human Rights Notification No. AHU-AH.01.03-0356279 and No. AHU-AH.01.03-0356286, dated June 7, 2021. The latest amendment was made through Deed No. 04 dated June 11, 2024, drawn up before Hermin Budisetyasih, S.H., M.Kn., a notary in East Jakarta, and recorded in the Notification Receipt of Corporate Data Changes under the Minister of Law and Human Rights Notification No. AHU-AH.01.09-0212625 dated June 11, 2024.

In accordance with Article 3 of the Bank's Articles of Association, the scope of activities of Bank Shinhan includes conducting business as a Commercial Bank and optimizing the utilization of its resources to provide high-quality and competitive financial services. The objective is to generate profits and enhance corporate value while adhering to the principles of a Limited Liability Company. Bank Shinhan as the majority shareholder owned by Shinhan Bank Co. Ltd.

The Bank's Head Office is located at International Financial Centre Tower 2, 30th–32nd floors, Jl. Jenderal Sudirman Kav. 22–23, South Jakarta. As of December 31, 2024, the Bank operates 1 Head Office, 21 Branches, and 8 Sub-Branches.

Kegiatan Usaha

Line of Business

Kegiatan usaha PT Bank Shinhan Indonesia di tahun 2024 dijalankan sesuai dengan anggaran dasar Bank yang perubahan terakhirnya tertuang dalam akta notaris No. 03 tanggal 7 Juni 2021 yang dibuat di hadapan Hermin Budisetyasih, S.H., M.Kn., notaris di Jakarta Timur yang telah memperoleh persetujuan dari Menteri Hukum dan Hak Asasi Manusia Republik Indonesia dalam Surat Keputusan No. AHU-0032533.AH.01.02.TAHUN 2021 tanggal 7 Juni 2021 dan telah dicatat dalam Penerimaan Pemberitahuan Perubahan Anggaran Dasar dan Penerimaan

The business activities of PT Bank Shinhan Indonesia in 2024 were carried out in accordance with the Bank's Articles of Association, as last amended by Notarial Deed No. 03 dated June 7, 2021, drawn up before Hermin Budisetyasih, S.H., M.Kn., a notary in East Jakarta. This amendment was approved by the Minister of Law and Human Rights of the Republic of Indonesia through Decree No. AHU-0032533.AH.01.02.of 2021 dated June 7, 2021, and recorded in the Receipt of Notification of Amendments to the Articles of Association and the Receipt of Notification

Pemberitahuan Perubahan Data Perseroan PT Bank Shinhan Indonesia dari Menteri Hukum dan Hak Asasi Manusia Republik Indonesia No. AHU-AH.01.03-0356279 dan No. AHU-AH.01.03-0356286 tanggal 7 Juni 2021, dan terakhir pada Akta No. 04 tanggal 11 Juni 2024 yang dibuat di hadapan Hermin Budisetyasih, S.H., M.Kn. notaris di Jakarta Timur dan telah dicatat dalam Penerimaan Pemberitahuan Perubahan Data Perseroan Menteri Hukum dan Hak Asasi Manusia Republik Indonesia No. AHU-AH.01.09-0212625 tanggal 11 Juni 2024.

Maksud dan tujuan Bank ialah untuk melakukan usaha di bidang Bank Umum, di samping memanfaatkan sumber daya yang dimiliki guna menghasilkan jasa berkualitas dan berdaya saing tinggi, sehingga dapat meningkatkan nilai Bank dengan penerapan prinsip-prinsip tata kelola yang baik.

Dalam mencapai tujuannya, Bank melaksanakan kegiatan usaha sebagai berikut:

1. Bank Umum Swasta Devisa

Kelompok ini mencakup kegiatan bank yang dimiliki oleh swasta yang memperoleh surat penunjukan dari Bank Indonesia untuk dapat melakukan kegiatan usaha perbankan dalam valuta asing dan atau melakukan transaksi perbankan dengan pihak luar negeri;
2. Menghimpun dana dari masyarakat dalam bentuk simpanan berupa giro, deposito berjangka, sertifikat deposito, tabungan dan/atau bentuk lainnya yang disamakan dengan itu;
3. Memberikan kredit atau pinjaman;
4. Menerbitkan surat pengakuan hutang;
5. Membeli, menjual atau menjamin atas risiko sendiri maupun untuk kepentingan dan atas perintah nasabahnya atas benda-benda sebagai berikut:
 - a. Surat-surat wesel termasuk wesel yang diakseptasi oleh bank yang masa berlakunya tidak lebih lama daripada kebiasaan umum dalam perdagangan surat-surat wesel yang dimaksud;
 - b. Surat pengakuan hutang dan kertas dagang lainnya yang masa berlakunya tidak lebih lama dari kebiasaan umum dalam perdagangan surat-surat yang dimaksud;
 - c. Kertas perbendaharaan negara dan surat jaminan pemerintah;
 - d. Sertifikat Bank Indonesia (SBI);
 - e. Obligasi-obligasi;

of Changes in Company Data of PT Bank Shinhan Indonesia under No. AHU-AH.01.03-0356279 and No. AHU-AH.01.03-0356286, both dated June 7, 2021. The latest amendment was made through Notarial Deed No. 04 dated June 11, 2024, before the same notary and recorded in the Receipt of Notification of Changes in Company Data by the Minister of Law and Human Rights of the Republic of Indonesia under No. AHU-AH.01.09-0212625 dated June 11, 2024.

The Bank's purpose and objectives are to conduct business as a Commercial Bank while optimizing its resources to provide high-quality and competitive financial services so as to enhance the Bank's value through the implementation of well corporate governance principles.

In achieving its objectives, the Bank carries out the following business activities:

1. Private Foreign Exchange Commercial Banks

This group includes the activities of banks owned by private parties that have obtained a letter of appointment from Bank Indonesia to be able to carry out banking business activities in foreign currency and/or carry out banking transactions with foreign parties;
2. Collecting funds from the public in the form of current account, time deposits, certificates of time deposit, savings and/or other order similar forms;
3. Providing credit or loans;
4. Issuing promissory notes;
5. Buying, selling or guaranteeing at its own risk or for the benefit and on the orders of its customers for the following objects:
 - a. Bills of exchange including bills of exchange accepted by the bank whose validity period is not longer than the general practice in the trade of the said bills of exchange;
 - b. Promissory notes and other commercial papers whose validity period is not longer than the general practice in the trade of the said documents;
 - c. State treasury paper and government guarantee instruments;
 - d. Bank Indonesia Certificates (SBI);
 - e. Bonds;

f. Surat dagang berjangka waktu sampai dengan 1 (satu) tahun; g. Instrumen surat berharga lain yang berjangka waktu sampai dengan 1 (satu) tahun. 6. Memindahkan uang baik untuk kepentingan sendiri maupun untuk kepentingan nasabah; 7. Menempatkan dana pada, meminjamkan dana dari, atau meminjamkan dana kepada bank lain, baik dengan menggunakan surat, sarana telekomunikasi maupun dengan wesel unjuk, cek atau sarana lainnya; 8. Menerima pembayaran dari tagihan atas surat berharga dan melakukan perhitungan dengan atau antar pihak ketiga; 9. Menyediakan tempat untuk menyimpan barang dan surat berharga; 10. Melakukan kegiatan penitipan untuk kepentingan pihak lain berdasarkan surat kontrak; 11. Melakukan penempatan dana dari nasabah kepada nasabah lainnya dalam bentuk surat berharga yang tidak tercatat di bursa efek; 12. Membeli melalui pelelangan agunan baik semua maupun sebagian dalam hal debitur tidak memenuhi kewajibannya kepada Bank, dengan ketentuan agunan yang dibeli tersebut wajib dicairkan secepatnya; 13. Melakukan kegiatan anjak piutang, usaha kartu kredit, dan kegiatan wali amanat; 14. Melakukan kegiatan dalam valuta asing dengan memenuhi ketentuan yang ditetapkan oleh Otoritas Jasa Keuangan (OJK); 15. Melakukan kegiatan penyertaan modal pada Bank atau perusahaan lain di bidang keuangan, seperti sewa guna usaha, modal ventura, perusahaan efek, asuransi serta lembaga kliring penyelesaian dan penyimpanan, dengan memenuhi ketentuan yang ditetapkan oleh Otoritas Jasa Keuangan (OJK); 16. Bertindak sebagai pendiri dana pensiun dan pengurus dana pensiun sesuai dengan ketentuan dalam peraturan perundang-undangan dana pensiun yang berlaku.	f. Commercial paper with a term of up to 1 (one) year; g. Other securities instruments with a term of up to 1 (one) year. 6. Funds transfer or remittance, either for internal purpose or customers purpose; 7. Placing funds in, lending funds from, or lending funds to other banks, either by using letters, telecommunications facilities or with bearer bills of exchange, checks or other means; 8. Receiving payments from bills on securities and making calculations with or between third parties; 9. Providing a place to store goods and securities; 10. Carrying out custodial activities for the interest of other parties based on a contract letter; 11. Placing funds from customers to other customers in the form of securities that are not listed on the stock exchange; 12. Purchasing through an auction of collateral, either all or part of it, in the event that the debtor does not fulfill its obligations to the Bank, with the provision that the collateral purchased must be disbursed as soon as possible; 13. Carrying out factoring activities, credit card business, and trustee activities; 14. Carrying out activities in foreign currency by fulfilling the provisions stipulated by the Financial Services Authority (OJK); 15. Carrying out capital participation activities in Banks or other companies in the financial sector, such as leasing, venture capital, securities companies, settlement and deposit clearing institutions by fulfilling the provisions stipulated by the Financial Services Authority (OJK); 16. Acting as the founder of a pension fund and manager of a pension fund in accordance with the provisions of the applicable pension fund laws and regulations.

Di samping kegiatan usaha utama sebagaimana dijelaskan di atas, Bank dapat melakukan kegiatan usaha pendukung/penunjang untuk mengoptimalkan pemanfaatan sumber daya dalam rangka mendukung/menunjang kegiatan usaha utama selama tidak bertentangan dengan kekuatan dan peraturan perundang-undangan yang berlaku.

In addition to its core business activities as described above, the Bank may engage in supporting activities to optimize the utilization of its resources, provided that such activities serve to reinforce and complement its main operations and do not contravene prevailing laws and regulations.

Produk dan Layanan Products and Services

Bank Shinhan Indonesia selalu mengutamakan kepuasan nasabah, dengan melakukan evaluasi terhadap produk dan jasa Bank, dan terus melakukan perbaikan. Bank juga berupaya menyediakan produk dan jasa yang sesuai dengan kebutuhan nasabah, mudah diakses, serta cepat dalam penyelesaian transaksi sehingga dapat mengikuti perkembangan kondisi perbankan terkini.

Bank melakukan optimalisasi pemenuhan kebutuhan masyarakat melalui beragam produk dan jasa Bank, yaitu :

Produk Simpanan

1. Tabungan Shinhan (IDR & USD)
2. Tabungan Shinhan Plus (IDR)
3. Tabungan Shinhan Prime (IDR)
4. Tabungan Shinhan Junior (IDR)
5. Tabungan Berjangka Shinhan (IDR & USD)
6. Tabungan Mapan (Payroll - IDR)
7. Tabungan SOL (IDR & USD)
8. Giro Shinhan (IDR, USD, EUR, KRW)
9. Giro Shinhan Prime (IDR & USD)
10. Deposito Berjangka (IDR & USD)
11. Deposito *Online* (IDR & USD)
12. Deposito ESG (IDR)

Layanan

1. *Safe Deposit Box*
2. *Payroll*
3. Pembayaran Tagihan (*Bill Payment*)
4. *Virtual Account*
5. *Foreign Exchange*
6. Mobil Kas Keliling
7. Surat Referensi Bank
8. Pembayaran Pajak

Layanan (Internasional)

1. *Trade Services*
 - a. *L/C (SKBDN)*
 - b. *Documentary Collection*
2. *Trade Finance*
 - a. *L/C Negotiation*
 - b. *L/C Forfeiting*
 - c. *L/C (SKBDN) Issuance*
 - d. *Demand Loan for SKBDN Payment*
 - e. *T/R (Trust Receipt) for L/C Payment*
 - f. *SBLC (Standby Letter of Credit) & Demand Guarantee*
 - g. *Local Bank Guarantee (BG)*
3. *Remittance*
 - a. *Outward Remittance (Overseas & Domestic)*
 - b. *Incoming Remittance (Overseas & Domestic)*

Bank Shinhan Indonesia prioritizes customer satisfaction by continuously evaluating and improving its products and services. The Bank strives to offer solutions that align with customer needs, ensuring accessibility and efficiency in transaction processing to keep pace with the latest developments in the banking industry.

To optimize the fulfillment of public needs, the Bank offers a wide range of financial products and services, including:

Savings Products

1. Shinhan Savings (IDR & USD)
2. Shinhan Plus Savings (IDR)
3. Shinhan Prime Savings (IDR)
4. Shinhan Junior Savings (IDR)
5. Shinhan Installment Savings (IDR & USD)
6. Mapan Savings (Payroll - IDR)
7. SOL Savings (IDR & USD)
8. Shinhan Current Account (IDR, USD, EUR, KRW)
9. Shinhan Prime Current Account (IDR & USD)
10. Time Deposit (IDR & USD)
11. Online Deposit (IDR & USD)
12. ESG Deposit (IDR)

Services

1. *Safe Deposit Box*
2. *Payroll*
3. *Bill Payment*
4. *Virtual Account*
5. *Foreign Exchange*
6. *Mobile Cash Car*
7. *Bank Reference Letter*
8. *Tax Payment*

Services (International)

1. *Trade Services*
 - a. *L/C (SKBDN)*
 - b. *Documentary Collection*
2. *Trade Finance*
 - a. *L/C Negotiation*
 - b. *L/C Forfeiting*
 - c. *L/C (SKBDN) Issuance*
 - d. *Demand Loan for SKBDN Payment*
 - e. *T/R (Trust Receipt) for L/C Payment*
 - f. *SBLC (Standby Letter of Credit) & Demand Guarantee*
 - g. *Local Bank Guarantee (BG)*
3. *Remittances*
 - a. *Outward Remittances (Overseas & Domestic)*
 - b. *Incoming Remittances (Overseas & Domestic)*

E-Banking

1. Mobile Banking
2. Internet Banking
3. ATM
4. Firm Banking (Host-to-Host Banking)

Produk Pinjaman / Credit Products

1. Kredit Korporasi / Corporation Loan
 - a. Pinjaman Rekening Koran (PRK)
 - b. Pinjaman Akseptasi / Demand Loan
 - c. Pinjaman Korporasi Modal Kerja
 - d. Pinjaman Korporasi Investasi
 - e. Channeling Korporasi
 - f. Joint Financing Korporasi
2. Forward Line
3. Omnibus Line
4. Kredit Konsumsi
 - a. Pinjaman Personal
 - b. Kredit Pemilikan Rumah (KPR)
 - c. My Car Loan
 - d. Channeling Konsumsi
 - e. Joint Financing Konsumsi
 - f. Kredit Tanpa Agunan (KTA)

E-Banking

1. Mobile Banking
2. Internet Banking
3. ATMs
4. Firm Banking (Host-to-Host Banking)

Loan Products / Credit Products

1. Corporation Loan
 - a. Current Account Loan (PRK)
 - b. Demand Loans
 - c. Loan Working Capital
 - d. Loan Investment
 - e. Commercial Channeling
 - f. Joint Financing
2. Forward Line
3. Omnibus Line
4. Consumer Loan
 - a. Personal Loan
 - b. Housing Loan (Mortgage)
 - c. My Car Loan
 - d. Consumer Channeling
 - e. Consumer Joint Financing
 - f. Unsecured Loan

Dalam menjalankan kegiatan usahanya, Bank juga menjalin kerja sama dengan beberapa mitra usaha, seperti :

In carrying out its business activities, the Bank also collaborates with several business partners, such as:

Teknologi Informasi (IT) & E-Banking Information Technology (IT) & E-Banking	Bancassurance	Channeling	Others
1. PT Datindo Infonet Prima 2. PT SNET Indonesia 3. PT NTT Indonesia 4. PT Telkom 5. PT Metalogic Infomitra 6. PT iForte Solusi Infotek 7. PT Aplikasi Lintasarta 8. PT Mitracomm Ekasarana 9. PT Hypernet Technology 10. PT Jasuindo Tiga Perkasa 11. Techdata Global Ltd 12. PT System Tree Technology 13. PT Prodata Sistem Teknologi 14. PT Supra Primatama Nusantara 15. PT Link Net Tbk 16. PT NTT Indonesia Technology 17. PT Intikom Berlian Mustika 18. PT Argenta Parakrama Artha 19. PT Arthatech Selaras 20. PT. Steal Alien Indonesia 21. PT Plana Networks Indonesia 22. PT Advance Intelligence Indonesia 23. PT Infomedia Nusantara 24. PT Asli Rancangan Indonesia (ASLI RI) 25. PT Prisma Teknologi Informatika 26. PT. Privy Identitas Digital 27. PT. Pilar Utama Solusindo	1. PT Equity Life Indonesia 2. PT Panin Dai-Ichi Life 3. PT Prudential Life Assurance Indonesia 4. PT Asuransi Jiwa Central Asia Raya 5. PT Asuransi Jiwa Reliance Indonesia 6. PT Meritz Korindo Insurance 7. PT Asuransi Sinar Mas 8. PT Asuransi Tokio Marine Indonesia 9. PT Asuransi Samsung Tugu 10. PT Kookmin Best Insurance Indonesia 11. PT Asuransi Wahana Tata 12. PT Sampo Insurance Indonesia 13. PT Asuransi Central Asia 14. PT Asuransi Umum BCA 15. PT Asuransi Mitra Pelindung Mustika 16. PT Sunday Insurance Indonesia (d/h PT KSK Insurance Indonesia) 17. PT Asuransi Dayin Mitra Tbk. 18. PT Asuransi Total Bersama 19. PT Asuransi MSIG Indonesia	1. Kredivo (PT Kredivo Finance Indonesia & PT Finacel Digital Indonesia)	1. PT BPRS Harta Insan Karimah Parahyangan

Teknologi Informasi (IT) & E-Banking Information Technology (IT) & E-Banking	Bancassurance	Channeling	Others
28. PT. Sinergi Solusi Sekawan 29. PT Finnet Indonesia 30. PT Rintis Sejahtera 31. Pefindo 32. PT Artajasa (Jaringan ATM Bersama) 33. PT Swift Indonesia (SWIFT APAC) 34. LG Uplus Corp 35. SK Broadband Inc. 36. PT Cyberindo Aditama (CBN) 37. PT Web Architect Technology 38. PT Telkom Sigma 39. PT Artha Telekomindo 40. PT Citra Sentosa Solusindo 41. PT Jarindo Triya Multidata 42. PT Asia Megantara Sejati			

Kerjasama Pemasaran KTA KTA Marketing Collaboration	Kerjasama Pemasaran KPM My Car Loan Marketing Collaboration
1. PT Pratama Abadi Industri 2. PT Pratama Abadi Industri JX 3. PT Wintextile 4. PT Changsin Indonesia 5. PT Yongjin Javasuka Garment 6. PT Hwaseung Indonesia 7. PT Sumber Masanda Jaya 8. PT Muara Tunggal 9. PT Shinhan Indo Finance 10. PT Hyundai Motor Manufacturing Indonesia	
	• 101 Jaringan Dealer Resmi Hyundai Nasional • 35 Jaringan Dealer Resmi KIA • 84 Jaringan Dealer Resmi Mitsubishi • 101 National Hyundai Authorized Dealer Networks • 35 KIA Authorized Dealer Networks • 84 Mitsubishi Authorized Dealer Networks

Jaringan Kantor Office Network

Hingga 31 Desember 2024, Bank memiliki 30 jaringan kantor, yang terdiri dari 1 kantor pusat, 21 kantor cabang, dan 8 kantor cabang pembantu yang tersebar di berbagai wilayah Indonesia. Berikut rincian wilayah operasional Bank Shinhan.

As of December 31, 2024, the Bank has 30 office networks, consisting of 1 head office, 21 branches, and 8 sub-branches spread across various regions in Indonesia. The following is a breakdown of Bank Shinhan's operational areas.

Kantor Pusat | Head Office

International Financial Centre Tower 2,

Lt. Dasar, Mezzanine, 30-32

Jl. Jend. Sudirman Kav. 22-23, Jakarta Selatan 12920

Telp. 021-29751500 / 021-29751623 / 021-29751632

Fax. 021-29880346 / 021-22512479

DKI Jakarta

KC Darmawangsa

Ruko Darmawangsa Square
Jl. Darmawangsa VI No. 47
Jakarta Selatan 12160
Telp. 021-2700426
Fax. 021-2700425

KC Mangga Dua

Komp. Pertokoan Mangga Dua Mall
Kav. 39
Jl. Arteri Mangga Dua Raya
Jakarta Pusat 10730
Telp. 021-6122871
Fax. 021-62203740

KC Wahid Hasyim

Tamansari Parama Office
Jl. K.H Wahid Hasyim No. 84-86
Jakarta Pusat 10350
Telp. 021-3102525
021-3102500
021-3102527
Fax. 021-3106144

KCP Kelapa Gading

Jl. Boulevard Raya Blok FX I/13-14
Jakarta Utara 14240
Telp. 021-4535823
Fax. 021-4535824

KCP Tomang

Ruko Tomang Raya Blok B No 10B,
Jakarta Barat 11430
Telp. 021-38789056
021-38789058
021-38789053
Fax. 021-38789069

KCP Jembatan Lima

Jl. K.H. Moch Mansyur No. 73A
Jakarta Barat 11260
Telp. 021-63851947
021-63851949
Fax. 021-6314087

KCP Kebon Jeruk

Jl. Pesanggrahan Raya No. 2D
Jakarta Barat 11620
Telp. 021-5866365
Fax. 021-5868981

Banten

KC Pinangisia

Ruko Pinangisia Blok A-32
Karawaci Office Park
Tangerang 15811
Telp. 021-50813021
021-50813022
021-50813023
Fax. 021-50813025

KCP Amartapura

Apartemen Amartapura Tower B Unit
1/F Tangerang 15810
Telp. 021-55681929
021-29506835
021-22224306
Fax. 021-55680910

KCP CILEGON

Jl. Lingkar Selatan Ruko No. 13
Cilegon Banten 42422
Telp. 0254-5022005
0254-5021019
0254-5021025
Fax. 0254-5021029

Jawa Barat

KC Cikarang

Ruko Thamrin Blok B No. 10
Jl. M.H. Thamrin, Lippo
Cikarang, Cikarang Selatan,
Bekasi, 17530
Telp 021-22104126
Fax 021-89913845

KC Karawang

Jl. Tuparev No. 94
Karawang 41312
Telp. 0267-8422257
0267-8422625
Fax. 0267-8421427

KCP Cibubur

Ruko Cibubur Times
Square Blok B1 No. 2 Jl.
Alternatif Cibubur Jati
Karya, Bekasi 17435
Telp. 021-28672944
021-28672911
Fax. 021-28672410

KC Bandung

Jl. Cihampelas No. 29
Bandung 40116
Telp. 022-4209992
Fax. 022-4233617

Jawa Tengah

KC Semarang

Kompl. Pertokoan Bangkong Plaza C1
Jl. MT. Haryono, Semarang 50242
Telp. 024-8442777
Fax. 024-8311677

KC Solo

Jl. Honggowongso No. 12A
Solo 57153
Telp. 0271-630980
0271-630981
0271-630982
Fax. 0271-634167

KC Tegal

Jl. Jendral Sudirman No. 29
Tegal 52131
Telp. 0283-4538800
0283-4538176
0283-4538723
Fax. 0283-4536563

KC NGALIYAN

Jl. Prof. Dr. Hamka No. 11G,
Purwoyoso, Kec. Ngaliyan,
Semarang 50184
Telp. 024-35320060
024-35320069
024-35320075
Fax. 024-35320078

KC Kudus

Ruko Ahmad Yani No. 11
Jl. Ahmad Yani
Kudus 59317
Telp. 0291-446455
Fax 0291-446457

Jawa Timur

KC IR SOEKARNO

Jl. Dr. Ir. H. Soekarno
Komplek Ruko Icon 21 Blok
S-28/212-B
Surabaya 60117
Telp. 031-35954030
031-35954043
031-35954049
Fax. 031-35954052

KC Bukit Darmo

Jl. Bukit Darmo Boulevard
Blok B2-31
CBD Office Park 2
Surabaya 60226
Telp. 031-99142444
031-99146142
031-99147636
Fax. 031-99142578

KC Pucang Anom

Jl. Pucang Anom No. 60
Surabaya 60282
Telp. 031-5024390
031-5024391
Fax. 031-5024393

KC Gresik

Jl. RA. Kartini No. 106A
Gresik 61122
Telp. 031-39925163
031-39925462
031-39925565
Fax. 031-39925277

KC Malang

Jl. KH Zainul Arifin No. 100
Malang 65118
Telp. 0341-352020
Fax. 0341-362804

KCP Panglima Sudirman

Intiland Tower Surabaya Lt. 1,
Suite 11
Jl. Panglima Sudirman 101-103
Surabaya 60271
Telp. 031-52403042
031-52403342
031-52403442
Fax. 031-52403064

D.I. Yogyakarta

KC Yogyakarta

Jl. Hos Cokroaminoto
No. 104
Yogyakarta 55244
Telp. 0274-619808
Fax. 0274-619708

Bali

KC Bali

Jl. Boulevard Sunset Road
No. 18
Badung, Bali 80361
Telp. 0361-4754684
Fax. 0361-4726566

Sulawesi

KC Makassar

Jl. Wahidin Sudirohusodo
No. 52
Makassar 90174
Telp. 0411-3624209
0411-3621048
Fax. 0411-3624562

Sumatera

KC Medan

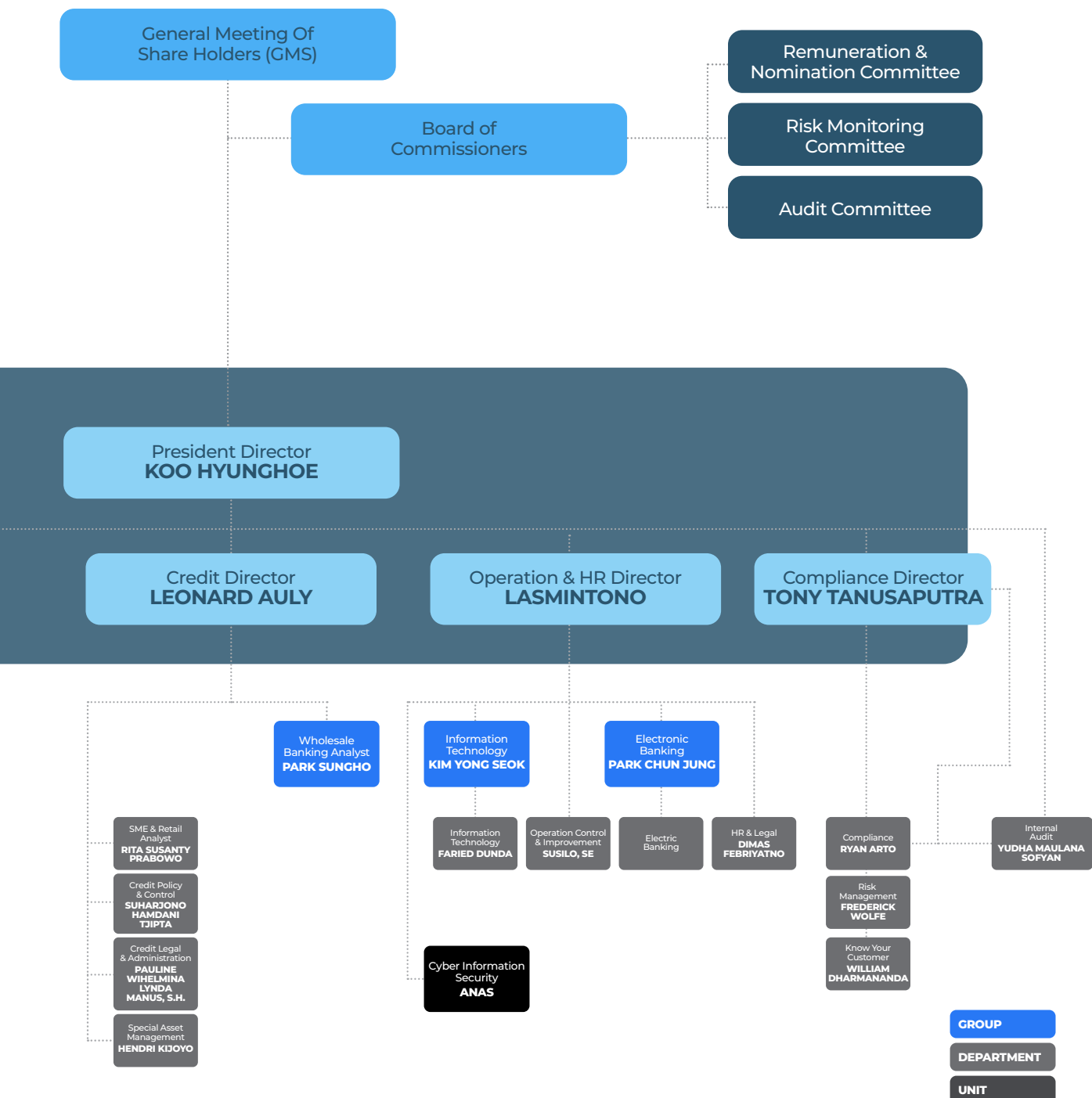
Kompleks The Crown
Centre, Jl. S. Parman
Blok A No. 10-11
Medan 20153
Telp. 061-42008431
061-42009326
061-42009817
Fax. 061-42007648

Struktur Organisasi Organizational Structure

Hingga 31 Desember 2024, struktur organisasi Bank telah ditetapkan melalui Surat Keputusan No. 007/BSI-SKDIR/IX/2024 tentang Struktur Organisasi PT Bank Shinhan Indonesia. Berikut rincian struktur organisasi Bank di tahun 2024.

As of December 31, 2024, the Bank's organizational structure has been determined through Decree No. 007/BSI-SKDIR/IX/2024 concerning the Organizational Structure of PT Bank Shinhan Indonesia. The following are details of the Bank's organizational structure in 2024.





Profil Dewan Komisaris Board of Commissioners Profile

Timoty E. Marnandus

Komisaris Utama

President Commissioner

Kewarganegaraan Indonesia
Citizenship

Domisili Indonesia
Domicile

Usia 78 tahun
Age 78 years old



Dasar Penunjukan Basis of Appointment

Setelah mendapatkan persetujuan Otoritas Jasa Keuangan No. KEP-90/D.03/2016 tanggal 24 November 2016 berdasarkan Keputusan Sirkuler Para Pemegang Saham Di luar dan Sebagai Pengganti Rapat Umum Pemegang Saham Luar Biasa PT Bank Shinhan Indonesia, beliau diangkat sebagai Komisaris Utama Bank Shinhan Indonesia pada tahun 2016, dan terakhir diangkat kembali sebagai Komisaris Utama pada tahun 2024 untuk masa jabatan selama satu tahun.

After obtaining approval from the Financial Services Authority No. KEP-90/D.03/2016 dated November 24, 2016 based on the Circular Decision of Shareholders Outside and in Lieu of the Extraordinary General Meeting of Shareholders of PT Bank Shinhan Indonesia, he was appointed as President Commissioner of Bank Shinhan Indonesia in 2016, and was most recently reappointed as President Commissioner in 2024 for a term of one year.

Riwayat Pendidikan Educational background

- *Master of Business Administration* dari University of Southern California, Los Angeles (1988)
- Sarjana Ekonomi jurusan Akuntansi dari Universitas Indonesia (1972)
- Master of Business Administration from University of Southern California, Los Angeles (1988)
- Bachelor of Economics majoring in Accounting from University of Indonesia (1972)

Riwayat Jabatan Job History

- Komisaris PT Arta Karya Adhiguna (2013-sekarang)
- Komisaris Utama di PT Bank Index Selindo (2010-2015)
- Senior Partner di BDO Tanubrata Accountants & Advisors (2009-2010)
- Komisaris Utama di PT Bank Rabobank International Indonesia (2007-2009)
- Komisaris Utama di PT Bank Haga dan PT Bank Hagakita (2000-2008)
- Komisaris di PT Fajar Surya Perkasa (1994-2001)
- Komisaris di PT Arta Karya Adhiguna (1993-2001)
- Dosen Program Pascasarjana Magister Akuntansi di Universitas Indonesia (1990-Sekarang)
- Direktur Utama di PT Bank Haga (1989-2000)
- Komisaris PT Bank Hagakita (1989-2000)
- Komisaris di PT Penta Adi Samudera dan PT Reka Adi Samudera (1988-2001)
- Dosen Program Master of Management di Universitas Indonesia (1988-2003)
- Dosen Fakultas Pasca Sarjana di Universitas Indonesia (1988-1994)
- Direktur dan Presiden Direktur di PT Bank Arta Pusara (1987-1989)
- Trainer di PLKP LPPI (1982-1992)

	• <i>Managing Director</i> PT Bank Danamon (1976-1987) • <i>Direktur</i> PT Rope Mfg. Co. (1975-1976) • Dosen di Program Ekstensi Fakultas Ekonomi Universitas Indonesia (1973-1998) • <i>Consultant & Trainer</i> Lembaga Manajemen Fakultas Ekonomi Universitas Indonesia (1972-2001) • <i>Controller</i> di PT Kali Raya Sari (1972-1976) • Staf Pengajar Fakultas Ekonomi Universitas Indonesia (1972-Sekarang) • Commissioner of PT Arta Karya Adhiguna (2013-present) • President Commissioner at PT Bank Index Selindo (2010-2015) • Senior Partner at BDO Tanubrata Accountants & Advisors (2009-2010) • President Commissioner at PT Bank Rabobank International Indonesia (2007-2009) • President Commissioner at PT Bank Haka and PT Bank Hagakita (2000-2008) • Commissioner at PT Fajar Surya Perkasa (1994-2001) • Commissioner at PT Arta Karya Adhiguna (1993-2001) • Lecturer in the Master of Accounting Postgraduate Program at the University of Indonesia (1990-Present) • President Director at PT Bank Haka (1989-2000) • Commissioner at PT Bank Hagakita (1989-2000) • Commissioner of PT Penta Adi Samudera and PT Reka Adi Samudera (1988-2001) • Lecturer in Master of Management Program at the University of Indonesia (1988-2003) • Lecturer at the Graduate Faculty at the University of Indonesia (1988-1994) • Director and President Director at PT Bank Arta Pusara (1987-1989) • Trainer at PLKP LPPI (1982-1992) • Managing Director of PT Bank Danamon (1976-1987) • Director of PT Rope Mfg. Co. (1975-1976) • Lecturer at the University of Indonesia Faculty of Economics Extension Program (1973-1998) • Consultant & Trainer at Institute of Management, Faculty of Economics, University of Indonesia (1972-2001) • Controller at PT Kali Raya Sari (1972-1976) • Lecturer at Faculty of Economics, University of Indonesia (1972-Present)
Rangkap Jabatan Concurrent Position	Komisaris di PT Artha Karya Adiguna (2013-Sekarang) Commissioner at PT Artha Karya Adiguna (2013-Present)
Hubungan Afiliasi Affiliation Relationship	Tidak memiliki hubungan afiliasi apapun dengan anggota Direksi lain, Dewan Komisaris, maupun dengan pemegang saham utama atau pengendali. Does not have any affiliation with other members of the Board of Directors, Board of Commissioners, nor with the ultimate or controlling shareholder.
Kepemilikan Saham Share Ownership	Tidak memiliki kepemilikan saham di Bank. No shareholding in the Bank.
Pelatihan Training	• <i>Strategic Conference</i> 2024 oleh PT. Bank Shinhan Indonesia • <i>Risk Management Refreshment</i> Jenjang 6 oleh PT. Arfaidhams Secret • <i>Penyelarasan Risk Management</i> Jenjang 6 oleh BARA Risk Management • <i>AML Training for Executive</i> oleh PT. Business First • Strategic Conference 2024 by PT Bank Shinhan Indonesia • Risk Management Refreshment Level 6 by PT Arfaidhams Secret • Risk Management Alignment Level 6 by BARA Risk Management • AML Training for Executive by PT. Business First

Ananda Barata

Komisaris Independen Independent Commissioner

Kewarganegaraan Indonesia
Citizenship

Domisili Indonesia
Domicile

Usia 64 tahun
Age 64 years old



Dasar Penunjukan Basis of Appointment

Setelah mendapatkan persetujuan Otoritas Jasa Keuangan No. KEP-136/D.03/2020 tanggal 15 September 2020, berdasarkan Keputusan Sirkuler Para Pemegang Saham Diluar dan Sebagai Pengganti Rapat Umum Pemegang Saham Luar Biasa PT Bank Shinhan Indonesia, beliau diangkat sebagai Komisaris Independen Bank Shinhan Indonesia pada tahun 2020 dan diangkat kembali pada tahun 2024 untuk masa jabatan selama satu tahun.

After obtaining approval from the Financial Services Authority No. KEP-136/D.03/2020 dated September 15, 2020, based on the Circular Decision of Shareholders Outside and in Lieu of the Extraordinary General Meeting of Shareholders of PT Bank Shinhan Indonesia, he was appointed as Independent Commissioner of Bank Shinhan Indonesia in 2020 and reappointed in 2024 for a term of one year.

Riwayat Pendidikan Educational background

Sarjana bidang Administrasi Bisnis dari The American University, Washington D.C. (1984)
Bachelor of Business Administration from The American University, Washington D.C. (1984)

Riwayat Jabatan Job History

- Anggota Komite Pemantau Risiko dan Komite Audit Bank Shinhan Indonesia (2018-sekarang)
- Asesor di Lembaga Sertifikasi Profesi Perbankan (LSPP) (2012-Sekarang)
- Anggota Komite Pemantau Risiko dan Anggota Komite Remunerasi dan Nominasi PT Bank CIMB Niaga, Tbk (2013-2016)
- Komisaris Independen PT Bank CIMB Niaga, Tbk (2008-2013)
- Direktur Pengelola Aset Saham di PT Perusahaan Pengelolaan Aset (Persero) (2004-2007)
- Komisaris Independen dan Direktur Operasi & Teknologi Informasi di PT Bank Niaga (2003-2008)
- Anggota Tim Pengawas PT Bank Universal (2002)
- Kepala Divisi Resolusi Bank & Divestasi di Badan Penyehatan Perbankan Nasional (BPPN) (2000-2004)
- Co-leader Tim Merger di PT Bank Nusa Nasional (1998-2000)
- Kepala Departemen Consumer Banking di PT Bank Nusa International (1997-1998)
- Relationship Manager di The Chase Manhattan Bank, NA (1984-1996)



	- Member of the Risk Monitoring Committee and Audit Committee of Bank Shinhan Indonesia (2018-present) - Assessor at the Banking Professional Certification Institute (LSPP) (2012-present) - Member of the Risk Monitoring Committee and Member of the Remuneration and Nomination Committee of PT Bank CIMB Niaga, Tbk (2013-2016) - Independent Commissioner of PT Bank CIMB Niaga, Tbk (2008-2013) - Director of Stock Asset Management at PT Perusahaan Pengelolaan Aset (Persero) (2004-2007) - Independent Commissioner and Director of Operations & Information Technology at PT Bank Niaga (2003-2008) - Member of the Supervisory Team of PT Bank Universal (2002) - Head of the Bank Resolution & Divestment Division at the Indonesian Bank Restructuring Agency (IBRA) (2000-2004) - Co-leader of Merger Team at PT Bank Nusa Nasional (1998-2000) - Head of Consumer Banking Department at PT Bank Nusa International (1997-1998) - Relationship Manager at The Chase Manhattan Bank, NA (1984-1996)
Rangkap Jabatan Concurrent Position	Tidak memiliki rangkap jabatan pada bank, perusahaan, atau institusi lainnya. Does not hold concurrent positions at other banks, companies, or institutions.
Hubungan Afiliasi Affiliation Relationship	Tidak memiliki hubungan afiliasi apapun dengan anggota Direksi lain, Dewan Komisaris, maupun dengan pemegang saham utama atau pengendali. Has no affiliation with other members of the Board of Directors, Board of Commissioners, or with the major or controlling shareholders.
Kepemilikan Saham Share Ownership	Tidak memiliki kepemilikan saham di Bank. Has no share ownership in the Bank.
Pelatihan Training	<i>Strategic Conference 2024</i> oleh PT. Bank Shinhan Indonesia <i>Refreshment Risk Management</i> Jenjang 6 oleh PT. Arfaidhams Secret <i>Penyelarasan Risk Management</i> Jenjang 6 oleh BARa Risk Management <i>AML Training for Executive</i> oleh PT. Business First - Strategic Conference 2024 by PT. Bank Shinhan Indonesia - Refreshment Risk Management Level 6 by PT. Arfaidhams Secret - Alignment Risk Management Level 6 by BARa Risk Management - AML Training for Executive by PT. Business First



Kim Jihyung

Komisaris

Commissioner

Kewarganegaraan

Citizenship

Korea Selatan

South Korea

Domisili

Domicile

Korea Selatan

South Korea

Usia

Age

53 tahun

53 years old



Dasar Penunjukan

Basis of Appointment

Setelah mendapatkan persetujuan Otoritas Jasa Keuangan No. KEP-92/D.03/2016 tanggal 24 November 2016, berdasarkan Keputusan Sirkuler Para Pemegang Saham Diluar dan Sebagai Pengganti Rapat Umum Pemegang Saham Luar Biasa PT Bank Shinhan Indonesia, beliau diangkat sebagai Komisaris Bank Shinhan Indonesia pada tahun 2016, dan terakhir diangkat kembali sebagai Komisaris pada tahun 2024 untuk masa jabatan selama satu tahun.

After obtaining approval from the Financial Services Authority No. KEP-92/D.03/2016 dated November 24, 2016, based on the Circular Decision of Shareholders Outside and in Lieu of the Extraordinary General Meeting of Shareholders of PT Bank Shinhan Indonesia, he was appointed as Commissioner of Bank Shinhan Indonesia in 2016, and was last reappointed as Commissioner in 2024 for a term of one year.

Riwayat Pendidikan

Educational background

- J.D. dari State University of New York - School of Law (2006)
- Sarjana Ekonomi dari Universitas Yonsei (1998)
- J.D. from State University of New York - School of Law (2006)
- Bachelor of Economics from Yonsei University (1998)



Riwayat Jabatan

Job History

- *General Manager Global Business Strategy Department* di Shinhan Bank Korea (2024)
 - *General Manager Global Business Planning Office* di Shinhan Bank Korea (2017-2024)
 - *Deputy General Manager Global Business Department* di Shinhan Bank Korea (2013-2017)
 - Konsultan Internal Hukum di Samsung Life Insurance (2012-2013)
 - *Deputy General Manager Global Business Department* di Shinhan Bank Korea (2011)
 - Manajer Senior di Korea Telecom (2006-2007)
 - *Summer Intern* di Kantor Majelis Negara Bagian New York (2004)
 - *Chief Section Director* di Nara Credit Information (2000 -2002)
 - Konsultan Senior di Deloitte (1998-2000)
-
- General Manager of Global Business Strategy Department at Shinhan Bank Korea (2024)
 - General Manager of Global Business Planning Office at Shinhan Bank Korea (2017-2024)
 - Deputy General Manager of Global Business Department at Shinhan Bank Korea (2013-2017)
 - Legal Internal Consultant at Samsung Life Insurance (2012-2013)
 - Deputy General Manager of Global Business Department at Shinhan Bank Korea (2011)
 - Senior Manager at Korea Telecom (2006-2007)
 - Summer Intern at New York State Assembly Office (2004)
 - Chief Section Director at Nara Credit Information (2000-2002)
 - Senior Consultant at Deloitte (1998-2000)

Rangkap Jabatan

Concurrent Position

Merangkap sebagai *General Manager Global Business Strategy Department* di Shinhan Bank Korea (2024)
Concurrently Serving as General Manager Global Business Strategy Department at Shinhan Bank Korea (2024)

Hubungan Afiliasi

Affiliation Relationship

Tidak memiliki hubungan afiliasi apapun dengan anggota Direksi lain, Dewan Komisaris, maupun dengan pemegang saham utama atau pengendali.

Has no affiliation with other members of the Board of Directors, the Board of Commissioners, or with the main or controlling shareholders.

Kepemilikan Saham

Share Ownership

Tidak memiliki kepemilikan saham di Bank.
Has no share ownership in the Bank.

Pelatihan

Training

- *Risk Management Refreshment* Jenjang 6 oleh PT. Arfaidhams Secret
 - *Penyelarasan Risk Management* Jenjang 6 oleh BARa Risk Management
 - *AML Training for Executive* oleh PT. Business First
-
- Risk Management Refreshment Level 6 by PT. Arfaidhams Secret
 - Risk Management Alignment Level 6 by BARa Risk Management
 - AML Training for Executive by PT. Business First

Profil Direksi Board of Directors Profile

Koo Hyunghoe

Direktur Utama
President Director

Kewarganegaraan
Citizenship

Domisili
Domicile

Usia
Age

Korea Selatan
South Korea

Indonesia

56 tahun
56 years old



Dasar Penunjukan Basis of Appointment

Setelah mendapatkan persetujuan Otoritas Jasa Keuangan Nomor KEPR-47/D.03/2023 tanggal 12 Juni 2023, berdasarkan Keputusan Sirkuler Para Pemegang Saham Diluar dan Sebagai Pengganti Rapat Umum Pemegang Saham Luar Biasa PT Bank Shinhan Indonesia, beliau diangkat sebagai Direktur Utama Bank Shinhan Indonesia pada tahun 2023.

After obtaining approval from the Financial Services Authority Number KEPR-47/D.03/2023 dated June 12, 2023, based on the Circular Decision of the Shareholders Outside and in Lieu of the Extraordinary General Meeting of Shareholders of PT Bank Shinhan Indonesia, he was appointed as President Director of Bank Shinhan Indonesia in 2023.

Riwayat Pendidikan Educational background

Sarjana di bidang Bahasa Inggris dan Literatur/Administrasi Bisnis dari Seogang University, Seoul (1993)

Bachelor's degree in English and Literature/Business Administration from Seogang University, Seoul (1993)

Riwayat Jabatan Job History

- Head of Global Business Division di Shinhan Bank Korea (2022-2023)
- Head of Large Corporate Banking and Financial Institution Business Division di Shinhan Bank Korea (2021-2022)
- General Manager dan Relationship Manager Gangnam Corporate Business Banking Centre (2020-2021)
- Direktur Utama Shinhan Bank Mexico (2016-2020)
- General Manager Financial Planning Department, Yeongdeungpo Financial Centre, Cabang Gangneung (2009-2016)
- Deputy General Manager and Relationship Manager of Gangnam Corporate Business Banking Centre (2008-2009)
- Deputy General Manager di Bank Shinhan Cabang New York (2004-2008)
- Manager Strategic & Financial Planning Department di Shinhan Bank Korea (1999-2004)
- Associate di Shinhan Bank Korea (1993-1999)
- Head of Global Business Division at Shinhan Bank Korea (2022-2023)
- Head of Large Corporate Banking and Financial Institution Business Division at Shinhan Bank Korea (2021-2022)



	- General Manager and Relationship Manager of Gangnam Corporate Business Banking Center (2020-2021) - President Director of Shinhan Bank Mexico (2016-2020) - General Manager of Financial Planning Department, Yeongdeungpo Financial Center, Gangneung Branch (2009-2016) - Deputy General Manager and Relationship Manager of Gangnam Corporate Business Banking Center (2008-2009) - Deputy General Manager of Shinhan Bank New York Branch (2004-2008) - Manager of Strategic & Financial Planning Department at Shinhan Bank Korea (1999-2004) - Associate at Shinhan Bank Korea (1993-1999)
Rangkap Jabatan Concurrent Position	Tidak memiliki rangkap jabatan pada bank, perusahaan, atau institusi lainnya. Does not hold concurrent positions at other banks, companies, or institutions.
Hubungan Afiliasi Affiliation Relationship	Tidak memiliki hubungan afiliasi apapun dengan anggota Direksi lain, Dewan Komisaris, maupun dengan pemegang saham utama atau pengendali. Has no affiliation with other members of the Board of Directors, Board of Commissioners, or with the major or controlling shareholders.
Kepemilikan Saham Share Ownership	Tidak memiliki kepemilikan saham di Bank. Has no share ownership in the Bank.
Pelatihan Training	<i>Strategic Conference 2024</i> oleh PT. Bank Shinhan Indonesia <i>Penyelarasan Risk Management Jenjang 7</i> oleh BARa Risk Management <i>BSI Workshop, Leadership Training, and Team Building 2024</i> oleh PT. Bank Shinhan Indonesia <i>AML Training for Executive</i> oleh PT. Business First - Strategic Conference 2024 by PT. Bank Shinhan Indonesia - Alignment of Risk Management Level 7 by BARa Risk Management - BSI Workshop, Leadership Training, and Team Building 2024 by PT. Bank Shinhan Indonesia - AML Training for Executive by PT. Business First

Tony Tanusaputra

Direktur yang Membawahkan Fungsi Kepatuhan
Director in Charge of Compliance Function

Kewarganegaraan Indonesia
Citizenship

Domisili Indonesia
Domicile

Usia 63 tahun
Age 63 years old



Dasar Penunjukan Basis of Appointment

Setelah mendapatkan persetujuan Otoritas Jasa Keuangan Nomor KEP-94/D.03/2016 tanggal 24 November 2016, berdasarkan Keputusan Sirkuler Para Pemegang Saham Diluar dan Sebagai Pengganti Rapat Umum Pemegang Saham Luar Biasa PT Bank Shinhan Indonesia, beliau diangkat sebagai Direktur yang Membawahi Fungsi Kepatuhan Bank Shinhan Indonesia sejak tahun 2015.

After obtaining approval from the Financial Services Authority Number KEP-94/D.03/2016 dated November 24, 2016, based on the Circular Decision of Shareholders Outside and in Lieu of the Extraordinary General Meeting of Shareholders of PT Bank Shinhan Indonesia, he was appointed as Director in Charge of the Compliance Function of Bank Shinhan Indonesia since 2015.

Riwayat Pendidikan Educational background

Magister Manajemen dari IBii di bidang Ekonomi (1999)
Sarjana Ekonomi dari Universitas Jayabaya (1986)

Master of Management from IBii in Economics (1999)
Bachelor of Economics from Jayabaya University (1986)

Riwayat Jabatan Job History

- Asesor Sistem Pembayaran dan Pengelolaan Uang Rupiah (SPPUR)
- Tenaga Pengajar di Lembaga Perbankan (IBI/LPPI, dsb)
- Pembicara di beberapa Seminar dan Pelatihan Perbankan
- Anggota pengurus Forum Komunikasi Direktur Kepatuhan Perbankan (FKDKP) Bidang Pendidikan (2018-Sekarang)
- Asesor Bidang Manajemen Risiko Level Eksekutif dan Bidang Kepatuhan (2015-sekarang)
- Pengajar/pembicara di APPI dan Asesor dan pengajar Lembaga Sertifikasi Pendidikan Perbankan & IBI (2015)
- Anggota Komite Edukasi dan Literasi OJK (2013)
- Anggota Ahli Senior Honoris IBI/LPPI (2002)
- Wakil Ketua Forkamas Bank di Bank Indonesia (2001-2006)
- Sekjen *Marketing & Legal Club* Perbanas (2000-2006)
- Dosen tidak tetap di beberapa perguruan tinggi/universitas (1999-sekarang)



	- Account Officer, Branch Manager dan Auditor di berbagai bidang seperti kredit, operasional, manajemen risiko, dan kepatuhan dengan jabatan dari officer hingga direktur di berbagai bank devisa di Indonesia - Payment System and Rupiah Money Management (SPPUR) Assessor - Lecturer at Banking Institutions (IBI/LPPI, etc.) - Speaker at several Banking Seminars and Training - Member of the Banking Compliance Director Communication Forum (FKDKP) for Education (2018-present) - Assessor for Executive Level Risk Management and Compliance (2015-present) - Lecturer/speaker at APPI and Assessor and lecturer of Banking Education Certification Institute & IBI (2015) - Member of OJK Education and Literacy Committee (2013) - Honorary Senior Expert Member of IBI/LPPI (2002) - Deputy Chairperson of Forkamas Bank at Bank Indonesia (2001-2006) - Secretary General of Marketing & Legal Club Perbanas (2000-2006) - Non-permanent lecturer at several colleges/universities (1999-present) - Account Officer, Branch Manager and Auditor in various fields such as credit, operations, risk management, and compliance with positions from officer to director in various foreign exchange banks in Indonesia.
Rangkap Jabatan Concurrent Position	Tidak memiliki rangkap jabatan pada bank, perusahaan, atau institusi lainnya. Does not hold concurrent positions in other banks, companies, or institutions.
Hubungan Afiliasi Affiliation Relationship	Tidak memiliki hubungan afiliasi apapun dengan anggota Direksi lain, Dewan Komisaris, maupun dengan pemegang saham utama atau pengendali. Has no affiliation with other members of the Board of Directors, Board of Commissioners, or with the major or controlling shareholders.
Kepemilikan Saham Share Ownership	Tidak memiliki kepemilikan saham di Bank. Has no share ownership in the Bank.
Pelatihan Training	- Strategic Conference 2024 oleh PT. Bank Shinhan Indonesia - Sosialisasi "Pelaksanaan Byelaws" oleh Perbanas - Penyelarasan Risk Management Jenjang 7 oleh BARa Risk Management - Seminar "Menopang Keberlanjutan Perekonomian Melalui Transisi EBT dan UMKM Naik Kelas" oleh Perbanas - Webinar "How to Prevent Accounting Fraud in Financial Sector" oleh OJK Institute - Webinar "How to Prevent Greenwashing in Sustainable Finance" oleh OJK Institute - Pelatihan "How to Mitigate Transition and Physical Risk in Financial Sector" oleh OJK Institute - Course from the "Legal Compliance and Ethics Center : Preventing Financial Crime" oleh LRN - Course from the "Legal Compliance and Ethics Center : Global Sanctions" oleh LRN - Course from the "Legal Compliance and Ethics Center : Anti Money Laundering " oleh LRN - Course from the "Legal Compliance and Ethics Center : Anti Money Laundering – Trade Based" oleh LRN - Course from the "Legal Compliance and Ethics Center : Trade Controls – Classifying Product for Export" oleh LRN - BSI Workshop, Leadership Training, and Team Building 2024 oleh PT. Bank Shinhan Indonesia - AML Training for Executive oleh PT. Business First - Strategic Conference 2024 by PT. Bank Shinhan Indonesia - Socialization of "Implementation of Byelaws" by Perbanas - Alignment of Risk Management Level 7 by BARa Risk Management - Seminar "Supporting Economic Sustainability through EBT Transition and Upgrading of MSMEs" by Perbanas - Webinar "How to Prevent Accounting Fraud in Financial Sector" by OJK Institute - Course from the "Legal Compliance and Ethics Center : Global Sanctions" by LRN



- Webinar “How to Prevent Greenwashing in Sustainable Finance” by OJK Institute
- Training “How to Mitigate Transition and Physical Risk in Financial Sector” by OJK Institute
- Course from the “Legal Compliance and Ethics Center : Preventing Financial Crime” by LRN
- Course from the “Legal Compliance and Ethics Center : Anti Money Laundering ” by LRN
- Course from the “Legal Compliance and Ethics Center : Anti Money Laundering – Trade Based” by LRN
- Course from the “Legal Compliance and Ethics Center : Trade Controls – Classifying Product for Export” by LRN
- BSI Workshop, Leadership Training, and Team Building 2024 by PT. Bank Shinhan Indonesia
- AML Training for Executive by PT. Business First

Leonard Auly

Direktur Kredit
Credit Director

Kewarganegaraan Indonesia
Citizenship

Domisili Indonesia
Domicile

Usia 57 tahun
Age 57 years old



Dasar Penunjukan
Basis of Appointment

Setelah mendapatkan persetujuan Otoritas Jasa Keuangan Nomor KEP-16/D.03/2020 tanggal 23 Januari 2020, berdasarkan Keputusan Sirkuler Para Pemegang Saham Diluar dan Sebagai Pengganti Rapat Umum Pemegang Saham Luar Biasa PT Bank Shinhan Indonesia, beliau diangkat sebagai Direktur Bank Shinhan Indonesia pada tahun 2020 dan diangkat kembali pada tahun 2023 untuk masa jabatan tiga tahun.

After obtaining approval from the Financial Services Authority Number KEP-16/D.03/2020 dated January 23, 2020, based on the Circular Resolution of the Shareholders Outside and in Lieu of the Extraordinary General Meeting of Shareholders of PT Bank Shinhan Indonesia, he was appointed as Director of Bank Shinhan Indonesia in 2020 and reappointed in 2023 for a three-year term.

Riwayat Pendidikan
Educational background

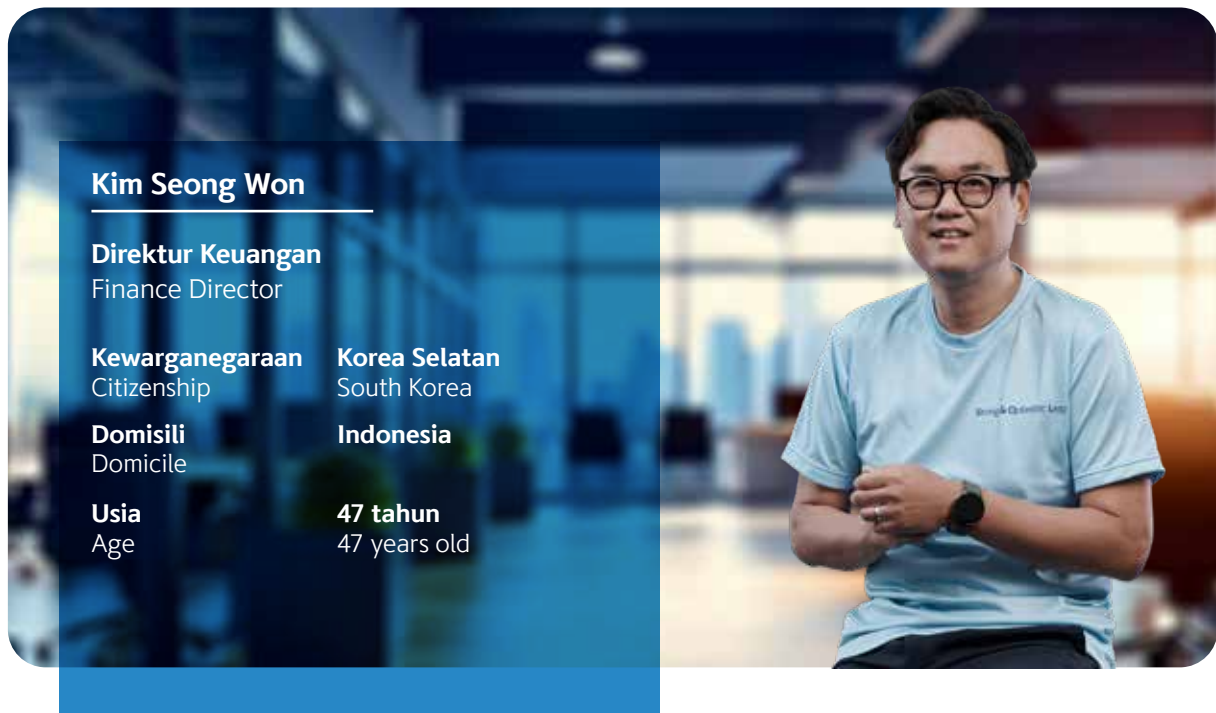
- Sarjana jurusan Teknik Elektro dari Universitas Trisakti
- Magister Bisnis Administrasi jurusan Keuangan dari Missouri State University (d/h. Southwest Missouri State University)
- Bachelor's degree in Electrical Engineering from Trisakti University
- Master of Business Administration in Finance from Missouri State University (formerly Southwest Missouri State University)

Riwayat Jabatan
Job History

- *Chief Financial Officer* PT Central Cipta Murdaya Holding
- *Direktur Kredit* di PT Bank ICBC Indonesia
- *Senior Credit Manager* di PT Bank DBS Indonesia
- *Senior Credit Approval* di Citibank NA
- *Senior Risk Manager* di PT Bank International Indonesia, Tbk
- *Senior Manager Risk Management Credit Review* di Badan Penyelesaian Perbankan Nasional
- *Kepala Urusan* di Divisi *Corporate Banking* di PT Bank Central Asia
- Chief Financial Officer at PT Central Cipta Murdaya Holding
- Credit Director at PT Bank ICBC Indonesia
- Senior Credit Manager at PT Bank DBS Indonesia
- Senior Credit Approval at Citibank NA
- Senior Risk Manager at PT Bank International Indonesia, Tbk
- Senior Manager Risk Management Credit Review at the Indonesian Bank Restructuring Agency
- Head of Affairs at the Corporate Banking Division at PT Bank Central Asia



Rangkap Jabatan Concurrent Position	Tidak memiliki rangkap jabatan pada bank, perusahaan, atau institusi lainnya. Does not hold concurrent positions at other banks, companies, or institutions.
Hubungan Afiliasi Affiliation Relationship	Tidak memiliki hubungan afiliasi apapun dengan anggota Direksi lain, Dewan Komisaris, maupun dengan pemegang saham utama atau pengendali. Has no affiliation with other members of the Board of Directors, Board of Commissioners, or with the major or controlling shareholders.
Kepemilikan Saham Share Ownership	Tidak memiliki kepemilikan saham di Bank. Has no share ownership in the Bank.
Pelatihan Training	• <i>Risk Management Refreshment</i> Jenjang 7 oleh LSPP • <i>Strategic Conference 2024</i> oleh PT. Bank Shinhan Indonesia • <i>Penyelarasan Risk Management</i> Jenjang 7 oleh BARa Risk Management • Webinar “Peluang dan Tantangan <i>Open Finance di Indonesia</i>” oleh OJK Institute • <i>BSI Workshop, Leadership Training, and Team Building 2024</i> oleh PT. Bank Shinhan Indonesia • <i>AML Training for Executive</i> oleh PT. Business First • Risk Management Refreshment Level 7 by LSPP • Strategic Conference 2024 by PT. Bank Shinhan Indonesia • Risk Management Alignment Level 7 by BARa Risk Management • Webinar “Opportunities and Challenges of Open Finance in Indonesia” by OJK Institute • BSI Workshop, Leadership Training, and Team Building 2024 by PT. Bank Shinhan Indonesia • AML Training for Executive by PT. Business First



Dasar Penunjukan

Basis of Appointment

Setelah mendapatkan persetujuan Otoritas Jasa Keuangan Nomor KEP-1/D.03/2022 tanggal 3 Januari 2022, berdasarkan Keputusan Sirkuler Para Pemegang Saham Diluar dan Sebagai Pengganti Rapat Umum Pemegang Saham Luar Biasa PT Bank Shinhan Indonesia, beliau diangkat sebagai Direktur Keuangan Bank Shinhan Indonesia pada tahun 2022 dan diangkat kembali pada tahun 2023 untuk masa jabatan tiga tahun.

After obtaining the approval of the Financial Services Authority Number KEP-1/D.03/2022 dated January 3, 2022, based on the Circular Resolution of the Shareholders Outside and in Lieu of the Extraordinary General Meeting of Shareholders of PT Bank Shinhan Indonesia, he was appointed as Finance Director of Bank Shinhan Indonesia in 2022 and reappointed in 2023 for a three-year term.

Riwayat Pendidikan

Educational background

- Sarjana dari Hankuk University of Foreign Studies (2003)
- Magister Administrasi Manajemen dari Kenan-Flagler Business School di The University of North Carolina, Amerika Serikat (2014)
- Bachelor's degree from Hankuk University of Foreign Studies (2003)
- Master of Management Administration from Kenan-Flagler Business School at The University of North Carolina, USA (2014)

Riwayat Jabatan

Job History

- *Business Executive Vice President* di PT Bank Shinhan Indonesia (2019-2022)
- *Vice President* di Shinhan Bank Cabang Singapura (2017-2019)
- *Corporate Banking* di Shinhan Bank Co.,Ltd. (2003-2017)
- Business Executive Vice President at PT Bank Shinhan Indonesia (2019-2022)
- Vice President at Shinhan Bank Singapore Branch (2017-2019)
- Corporate Banking at Shinhan Bank Co., Ltd. (2003-2017)

Rangkap Jabatan

Concurrent Position

Tidak memiliki rangkap jabatan pada bank, perusahaan, atau institusi lainnya.
Does not hold concurrent positions at other banks, companies, or institutions.

Hubungan Afiliasi

Affiliation Relationship

Tidak memiliki hubungan afiliasi apapun dengan anggota Direksi lain, Dewan Komisaris, maupun dengan pemegang saham utama atau pengendali.
Has no affiliation with other members of the Board of Directors, the Board of Commissioners, or with the major or controlling shareholders..

Kepemilikan Saham

Share Ownership

Tidak memiliki kepemilikan saham di Bank.
Has no share ownership in the Bank



Pelatihan

Training

- *Strategic Conference 2024* oleh PT. Bank Shinhan Indonesia
- *Penyelarasan Risk Management Jenjang 7* oleh BARa Risk Management
- *Risk Management Refreshment Jenjang 7 – Direksi* oleh LPPi
- *BSI Workshop, Leadership Training, and Team Building 2024* oleh PT. Bank Shinhan Indonesia
- *AML Training for Executive* oleh PT. Business First
- *Strategic Conference 2024* by PT. Bank Shinhan Indonesia
- *Risk Management Level 7 Alignment* by BARa Risk Management
- *Risk Management Refreshment Level 7 – Board of Directors* by LPPi
- *BSI Workshop, Leadership Training, and Team Building 2024* by PT. Bank Shinhan Indonesia
- *AML Training for Executive* by PT. Business First

Lasmintono

Direktur Operasional dan Sumber Daya Manusia
Operations and Human Resources Director

Kewarganegaraan Indonesia
Citizenship

Domisili Indonesia
Domicile

Usia 51 tahun
Age 51 years old



Dasar Penunjukan

Basis of Appointment

Setelah mendapatkan persetujuan Otoritas Jasa Keuangan Nomor KEPR-166/D.03/2023 tanggal 22 Desember 2023, berdasarkan Keputusan Sirkuler Para Pemegang Saham Diluar dan Sebagai Pengganti Rapat Umum Pemegang Saham Luar Biasa PT Bank Shinhan Indonesia, beliau diangkat sebagai Direktur Bank Shinhan Indonesia pada tahun 2024.

After obtaining approval from the Financial Services Authority Number KEPR-166/D.03/2023 dated December 22, 2023, based on the Circular Resolution of the Shareholders Outside and in Lieu of the Extraordinary General Meeting of Shareholders of PT Bank Shinhan Indonesia, he was appointed as Director of Bank Shinhan Indonesia in 2024.

Riwayat Pendidikan

Educational background

- Sarjana Teknik Universitas Gadjah Mada (1996)
- Magister Manajemen Institut Bisnis dan Informatika Kwik Kian Gie (2004)
- Bachelor of Engineering, Gadjah Mada University (1996)
- Master of Management, Kwik Kian Gie Institute of Business and Informatics (2004)

Riwayat Jabatan

Job History

- *Chief Operating Officer* di PT Asuransi Allianz Life Indonesia
- *Director of Technology & Operations* di PT Bank CTBC Indonesia
- *Head of Wholesale Banking Operations* di PT Bank Permata, Tbk
- *Head of Client Loyalty – Consumer Banking* di The Royal Bank of Scotland – ABN Amro Bank N.V.
- *Head of Service Quality Banking & Credit Card* di PT Bank International Indonesia Tbk
- Perusahaan non-bank (1996-2006)
- Chief Operating Officer at PT Asuransi Allianz Life Indonesia
- Director of Technology & Operations at PT Bank CTBC Indonesia
- Head of Wholesale Banking Operations at PT Bank Permata, Tbk
- Head of Client Loyalty – Consumer Banking at The Royal Bank of Scotland – ABN Amro Bank N.V.
- Head of Service Quality Banking & Credit Card at PT Bank International Indonesia Tbk.
- Non-bank companies (1996-2006)

Rangkap Jabatan

Concurrent Position

Tidak memiliki rangkap jabatan pada bank, perusahaan, atau institusi lainnya.
Does not hold concurrent positions at other banks, companies, or institutions.



Hubungan Afiliasi Affiliation Relationship	Tidak memiliki hubungan afiliasi apapun dengan anggota Direksi lain, Dewan Komisaris, maupun dengan pemegang saham utama atau pengendali. Has no affiliation with other members of the Board of Directors, the Board of Commissioners, or with the major or controlling shareholders.
Kepemilikan Saham Share Ownership	Tidak memiliki kepemilikan saham di Bank. Has no share ownership in the Bank.
Pelatihan Training	• <i>Risk Management Refreshment</i> Jenjang 7 – Direksi oleh LSPP • <i>Strategic Conference</i> 2024 oleh PT. Bank Shinhan Indonesia • Seminar “Menopang Keberlanjutan Perekonomian Melalui Transisi EBT dan UMKM Naik Kelas” oleh Perbanas • “Konsinyering Implementasi dan Tata Kelola AI dalam rangka Meningkatkan Resiliensi Digital di Sektor Perbankan” oleh OJK Institute • <i>BSI Workshop, Leadership Training, and Team Building</i> 2024 oleh PT. Bank Shinhan Indonesia • Seminar Nasional Ketahanan dan Keamanan Siber Sektor Keuangan oleh OJK • <i>AML Training for Executive</i> oleh PT. Business First • <i>HR Training for Executive</i> oleh Sedya Abiwara Inggil • Risk Management Refreshment Level 7 – Board of Directors by LSPP • Strategic Conference 2024 by PT. Bank Shinhan Indonesia • Seminar “Supporting Economic Sustainability Through EBT Transition and Upgrading of MSMEs” by Perbanas • “Consignment on Implementation and Governance of AI to Increase Digital Resilience in the Banking Sector” by OJK Institute • BSI Workshop, Leadership Training, and Team Building 2024 by PT. Bank Shinhan Indonesia • National Seminar on Cyber Resilience and Security in the Financial Sector by OJK • AML Training for Executive by PT. Business First • HR Training for Executive by Sedya Abiwara Inggil

Fransisca Rita Gosal

Direktur Bisnis
Business Director

Kewarganegaraan Indonesia
Citizenship

Domisili Indonesia
Domicile

Usia 58 tahun
Age 58 years old



Dasar Penunjukan Basis of Appointment

Setelah mendapatkan persetujuan Otoritas Jasa Keuangan Nomor KEPR-29/D.03/2024 tanggal 31 Mei 2024, berdasarkan Keputusan Sirkuler Para Pemegang Saham Diluar dan Sebagai Pengganti Rapat Umum Pemegang Saham Luar Biasa PT Bank Shinhan Indonesia, beliau diangkat sebagai Direktur Bisnis Bank Shinhan Indonesia pada tahun 2024.

After obtaining approval from the Financial Services Authority Number KEPR-29/D.03/2024 dated May 31, 2024, based on the Circular Resolution of the Shareholders Outside and in Lieu of the Extraordinary General Meeting of Shareholders of PT Bank Shinhan Indonesia, she was appointed as Business Director of Bank Shinhan Indonesia in 2024.

Riwayat Pendidikan Educational background

- Sarjana Ekonomi, Universitas Atmajaya (1989)
- Magister Manajemen, Universitas Pelita Harapan (2003)

- Bachelor of Economics, Atmajaya University (1989)
- Master of Management, Pelita Harapan University (2003)

Riwayat Jabatan Job History

- Direktur Kredit di Bank Resona Perdania (2021-2024)
- *Managing Director Business* PT Bank JTrust Indonesia, Tbk (2020-2021)
- Wakil Presiden Direktur PT Bank National Nobu Tbk (2018-2020)
- Direktur Bisnis PT Bank Victoria International Tbk (2016-2018)
- *Executive Director Commercial Banking Head* UOB Indonesia (2013-2016)
- Komisaris PT Bali Securities dan PT Asuransi Permata Nippon KOA (2007-2009)
- *Senior Vice President* di PT Bank Permata Tbk (2006-2013)
- *Associate Director & Managing Director* di perusahaan yang bergerak di bidang pasar modal (2001-2006)
- *Assistant Vice President Special Asset Management* di PT Bank Bali Tbk (2000)
- Credit Director at Bank Resona Perdania (2021-2024)
- Managing Director Business of PT Bank JTrust Indonesia, Tbk (2020-2021)
- Vice President Director of PT Bank National Nobu Tbk (2018-2020)
- Business Director of PT Bank Victoria International Tbk (2016-2018)
- Executive Director Commercial Banking Head UOB Indonesia (2013-2016)
- Commissioner of PT Bali Securities and PT Permata Nippon KOA Insurance (2007-2009)
- Senior Vice President at PT Bank Permata Tbk (2006-2013)

	- Associate Director & Managing Director in a capital market company (2001–2006) - Assistant Vice President Special Asset Management at PT Bank Bali Tbk (2000)
Rangkap Jabatan Concurrent Position	Tidak memiliki rangkap jabatan pada bank, perusahaan, atau institusi lainnya. Does not hold concurrent positions at other banks, companies, or institutions.
Hubungan Afiliasi Affiliation Relationship	Tidak memiliki hubungan afiliasi apapun dengan anggota Direksi lain, Dewan Komisaris, maupun dengan pemegang saham utama atau pengendali. Does not have any affiliated relationships with other members of the Board of Directors, the Board of Commissioners, or with major or controlling shareholders.
Kepemilikan Saham Share Ownership	Tidak memiliki kepemilikan saham di Bank. Does not have share ownership in the Bank.
Pelatihan Training	- Webinar “Navigating the Half Year: Roadmap to Success” oleh OJK Institute - Pelatihan “POJK no. 22 Tahun 2023 tentang Perlindungan Konsumen & Masyarakat di Sektor Keuangan” oleh Risiko Manajemen Gagas (RMG) - Pelatihan “Strategi Implementasi Market Conduct: Membangun Kepercayaan dan Meningkatkan Kinerja Industri Keuangan” oleh OJK Institute - Risk Management Refreshment Jenjang 7 oleh LPPI - Webinar “The Future of Data Analytics in the Financial Industry: Trends and Innovation” oleh OJK Institute - BSI Workshop, Leadership Training, and Team Building 2024 oleh PT. Bank Shinhan Indonesia - AML Training for Executive oleh PT. Business First - Webinar “Navigating the Half Year: Roadmap to Success” by OJK Institute - Training “POJK no. 22 of 2023 concerning Consumer & Community Protection in the Financial Sector” by Gagas Management Risk (RMG) - Training “Market Conduct Implementation Strategy: Building Trust and Improving Financial Industry Performance” by OJK Institute - Risk Management Refreshment Level 7 by LPPI - Webinar “The Future of Data Analytics in the Financial Industry: Trends and Innovation” by OJK Institute - BSI Workshop, Leadership Training, and Team Building 2024 by PT. Bank Shinhan Indonesia - AML Training for Executive by PT. Business First

Profil Pejabat Eksekutif Profile of Executive Officers



Cho Myonghyon
Executive RM

Warga Negara Korea Selatan, lahir di Seoul pada tanggal 10 Desember 1970.

Memperoleh gelar Sarjana Ekonomi di Sungkyunkwan University pada tahun 1995.

Memulai karir di Shinhan Bank Co., Ltd., sejak tahun 1995 sebagai Manager of Corporate Banking Branch. Setelah itu, menjabat beberapa posisi strategis di beberapa departemen. Di awal tahun 2023 menjabat sebagai Head of Global Business Department, sebelum pindah ke PT Bank Shinhan Indonesia sebagai Executive RM

South Korean citizen, born in Seoul on December 10, 1970.

Obtained a Bachelor of Economics degree from Sungkyunkwan University in 1995.

Started his career at Shinhan Bank Co., Ltd., since 1995 as Manager of Corporate Banking Branch. After that, he held several strategic positions in several departments. In early 2023, he served as Head of Global Business Department, before moving to PT Bank Shinhan Indonesia as Executive RM



Kim Yong Seok
Group Head of Information
Technology

Warga Negara Korea Selatan, lahir di Seoul pada tanggal 27 Februari 1976. Memperoleh gelar Sarjana Manajemen Digital dari The Korea Cyber University pada tahun 2007.

Dari tahun 2002 hingga 2012, beliau bekerja di beberapa IT Department di Shinhan Bank Korea. Posisi terakhirnya adalah di Global Development Department dari tahun 2012 hingga 2016. Setelah itu, beliau bekerja di Digital Development Department selama 6 tahun sebelum mengambil posisi sebagai Group Head of Information Technology di PT Bank Shinhan Indonesia pada tahun 2023.

South Korean citizen, born in Seoul on February 27, 1976.

Obtained a Bachelor's degree in Digital Management from The Korea Cyber University in 2007.

From 2002 to 2012, he worked in several IT Departments at Shinhan Bank Korea. His last position was in the Global Development Department from 2012 to 2016. After that, he worked in the Digital Development Department for 6 years before taking the position as Group Head of Information Technology at PT Bank Shinhan Indonesia in 2023.



Park Chun Jung
Group Head of Electronic Banking

Warga Negara Korea Selatan, lahir di Kota Nonsan pada tanggal 12 Juli 1980.

Memperoleh gelar Sarjana dari University of Seoul, Korea Selatan pada tahun 2007, dan memperoleh gelar Pascasarjana di Korea University, Seoul, Korea Selatan pada tahun 2019.

Memulai karir di Shinhan Bank Cabang Mapo pada tahun 2007 hingga tahun 2009. Selanjutnya, pindah ke Cabang Seokchon Station di tahun 2010 hingga tahun 2013, dan posisi terakhir menjabat di Retail Banking Department hingga tahun 2021. Kemudian pindah ke PT Bank Shinhan Indonesia pada tahun 2022 sebagai Group Head of Electronic Banking.

South Korean citizen, born in Nonsan City on July 12, 1980.

Obtained a Bachelor's degree from the University of Seoul, South Korea in 2007, and obtained a postgraduate degree from Korea University, Seoul, South Korea in 2019.

Started his career at Shinhan Bank Mapo Branch in 2007 to 2009. Then, moved to Seokchon Station Branch in 2010 to 2013, and his last position was in the Retail Banking Department until 2021. Then moved to PT Bank Shinhan Indonesia in 2022 as Group Head of Electronic Banking.



Yudha Maulana Sofyan
Head of Internal Audit Department

Warga Negara Indonesia, lahir di Ciamis tanggal 15 Agustus 1980.

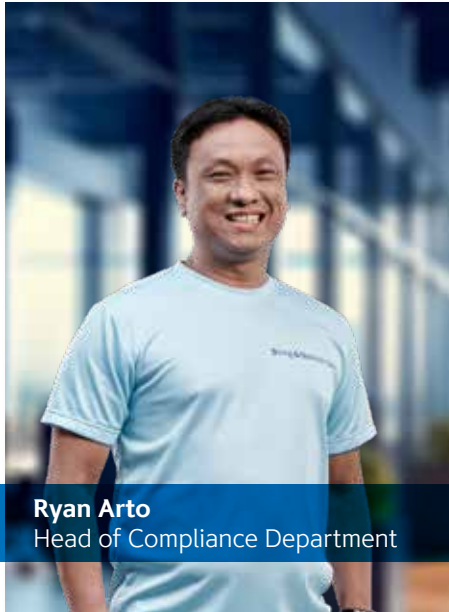
Memperoleh gelar Sarjana Ilmu Komputer, Jurusan Ilmu Komputer pada Universitas Ahmad Dahlan Yogyakarta pada tahun 2005.

Memulai karir di PT Aplikasi Perangkat Lunak Yogyakarta sejak 2005, sebagai Staf Program Implementor, dan pada akhir tahun 2005 berkarir di Bank Hagakita sebagai Internal Audit IT sampai dengan 2008. Kemudian menjabat sebagai Supervisor Operasional sampai dengan tahun 2010 di Rabobank International Indonesia, dilanjutkan sebagai Supervisor Security Risk Management sampai dengan tahun 2011. Sampai tahun 2012 berkarir di Bank Windu Kentjana sebagai Internal Audit IT. Pada tahun 2012 sampai tahun 2016 berkarir di beberapa multifinance. Kemudian, memulai karir di PT Bank Shinhan Indonesia pada tahun 2016 dengan posisi saat ini adalah Head of Internal Audit Department.

Indonesian citizen, born in Ciamis on August 15, 1980.

Obtained a Bachelor of Computer Science degree, Department of Computer Science at Ahmad Dahlan University Yogyakarta in 2005.

Started his career at PT Aplikasi Perangkat Lunak Yogyakarta since 2005, as a Program Implementor Staff, and at the end of 2005 he worked at Bank Hagakita as an Internal Audit IT until 2008. He then served as Operational Supervisor until 2010 at Rabobank International Indonesia, continued as Security Risk Management Supervisor until 2011. In 2012 he worked at Bank Windu Kentjana as an Internal Audit IT. From 2012 to 2016, he worked in several finance companies, before starting his career at PT Bank Shinhan Indonesia in 2016 with his current position as Head of Internal Audit Department.



Ryan Arto
Head of Compliance Department

Warga Negara Indonesia, lahir di Jakarta pada tanggal 28 April 1982.

Memperoleh gelar Sarjana Komputer, Jurusan Komputer Akuntansi pada Universitas Bina Nusantara pada tahun 2004.

Memulai karir tahun 2002, menjabat sebagai Direct Sales Citibank. Tahun 2004, menjabat sebagai Telesales Supervisor di Standard Chartered Bank. Tahun 2010 menjadi Senior Auditor di Divisi Internal Audit PT Bank Windu Kentjana International Tbk. Tahun 2015 menjabat sebagai General Manager di beberapa perusahaan multifinance, sebelum bergabung pertama kali di PT Bank Shinhan Indonesia di tahun 2016 dan saat ini menjabat sebagai Head of Compliance Department.

Indonesian citizen, born in Jakarta on April 28, 1982.

Obtained a Bachelor of Computer Science degree, majoring in Computer Accounting at Bina Nusantara University in 2004.

Started his career in 2002, serving as Direct Sales at Citibank. In 2004, he served as Telesales Supervisor at Standard Chartered Bank. In 2010 he became a Senior Auditor in the Internal Audit Division of PT Bank Windu Kentjana International Tbk. In 2015 he served as General Manager at several multifinance companies, before joining PT Bank Shinhan Indonesia for the first time in 2016 and currently serves as Head of Compliance Department.



Frederick Wolfe
Head of Risk Management Department

Warga Negara Indonesia, lahir di Jakarta pada tanggal 31 Mei 1984.

Memperoleh gelar Sarjana Ekonomi, Jurusan Manajemen pada Universitas Tarumanagara pada tahun 2006.

Kemudian, memperoleh gelar Master di Prasetya Mulya Business School pada tahun 2013. Memulai karir di Bank Panin sejak 2007, masuk dalam program ODP (Office Development Program) kemudian sebagai staf di unit Credit Risk pada Divisi Manajemen Risiko sampai dengan tahun 2010. Setelah itu, berkarir di Bangkok Bank Jakarta Branch sebagai Risk Management Officer di tahun 2010 dan di tahun 2012 diangkat menjadi Head of Risk Management. Kemudian, di tahun 2015, berkarir di Bank Hana Indonesia sebagai Head of Risk Management. Selanjutnya sejak Agustus 2022 menjabat sebagai Head of Risk Management Department di PT Bank Shinhan Indonesia.

Indonesian citizen, born in Jakarta on May 31, 1984.

Obtained a Bachelor of Economics degree, majoring in Management at Tarumanagara University in 2006.

Then, obtained a Master's degree at Prasetya Mulya Business School in 2013. Started his career at Bank Panin since 2007, entered the ODP (Office Development Program) program then as staff in the Credit Risk unit in the Risk Management Division until 2010. After that, he had a career at Bangkok Bank Jakarta Branch as a Risk Management Officer in 2010 and in 2012 was appointed Head of Risk Management. Then, in 2015, he had a career at Bank Hana Indonesia as Head of Risk Management. Furthermore, since August 2022 he has served as Head of Risk Management Department at PT Bank Shinhan Indonesia.



William Dharmananda
Head of Know Your Customer
Department

Warga Negara Indonesia, lahir di Jakarta pada tanggal 14 Juli 1987.

Memperoleh gelar Sarjana Ekonomi dari Fakultas Ekonomi dan Bisnis, Program Studi Akuntansi, Universitas Mercu Buana, Jakarta pada tahun 2012.

Memulai karir melalui Program Bakti BCA di PT Bank Central Asia, Tbk pada tahun 2005-2008. Melanjutkan karir beliau di beberapa bank dan perusahaan pembiayaan, antara lain di PT Bank Metro Express sebagai Back Office pada tahun 2008-2010, lalu di PT Bank Windu Kentjana International Tbk untuk menjalankan fungsi sebagai Operational Compliance dan KYC di Cabang selama 2010-2012, dan berkarir di PT Aditama Finance sejak 2012 sampai 2017 dengan penugasan sebagai Risk Credit dan juga Compliance Credit. Akhirnya, pada tahun 2017, bergabung ke PT Bank Shinhan Indonesia sebagai Deputy General Manager of Compliance, dan mulai bertugas sebagai Head of Know Your Customer Department pada tahun 2018. Telah mengikuti berbagai seminar, pelatihan dan sertifikasi di Bidang Perbankan, Perusahaan Pembiayaan, Risk Management dan Kepatuhan.

Indonesian citizen, born in Jakarta on July 14, 1987.

Obtained a Bachelor's degree in Economics from the Faculty of Economics and Business, Accounting Study Program, Mercu Buana University, Jakarta in 2012.

Started his career through the Bakti BCA Program at PT Bank Central Asia, Tbk in 2005-2008. Continued his career in several banks and finance companies, including at PT Bank Metro Express as Back Office in 2008-2010, then at PT Bank Windu Kentjana International Tbk to carry out the function as Operational Compliance and KYC at the Branch during 2010-2012, and had a career at PT Aditama Finance from 2012 to 2017 with assignments as Risk Credit and also Compliance Credit. Finally, in 2017, he joined PT Bank Shinhan Indonesia as Deputy General Manager of Compliance, and started serving as Head of Know Your Customer Department in 2018. He has attended various seminars, trainings and certifications in the fields of Banking, Finance Companies, Risk Management and Compliance.



Suharjono Hamdani Tjipta
Head of Credit Policy and Control
Department

Warga Negara Indonesia, lahir di Jakarta pada tanggal 06 Mei 1968.

Memperoleh gelar Sarjana Ekonomi, Jurusan Manajemen pada Universitas Parahyangan pada tahun 1992 dan MBA dari Oregon State University pada tahun 1995.

Memulai karir Perbankan di Bank Danamon Indonesia sejak 1996 sebagai Manajer pada Divisi Corporate Banking. Di tahun 2004 berkarir di Bank International Indonesia (sekarang Maybank) sebagai Commercial Head Jakarta. Pada tahun 2006, berkarir di Citibank sebagai Business Team Leader/AVP sampai dengan 2019 dengan jabatan terakhir Sales Head/SVP. Tahun 2021 di J-Trust Bank sebagai Kepala Divisi Special Asset Management. Sejak Maret 2022 menjabat sebagai Head of Credit Policy and Control Department di PT Bank Shinhan Indonesia.

Indonesian citizen, born in Jakarta on May 6, 1968.

Obtained a Bachelor of Economics, majoring in Management from Parahyangan University in 1992 and an MBA from Oregon State University in 1995.

Started his banking career at Bank Danamon Indonesia since 1996 as a Manager in the Corporate Banking Division. In 2004, he worked at Bank International Indonesia (now Maybank) as Commercial Head Jakarta. In 2006, he worked at Citibank as Business Team Leader/AVP until 2019 with his last position as Sales Head/SVP. In 2021 at J-Trust Bank as Head of the Special Asset Management Division. And since March 2022, he has served as Head of Credit Policy and Control Department at PT Bank Shinhan Indonesia.



Rita Susanty Prabowo
Head of SME & Retail Analyst
Department

Warga Negara Indonesia, lahir di Pekalongan pada tanggal 29 Desember 1969.

Memperoleh gelar Sarjana Ekonomi pada tahun 1992 dari Universitas Atmajaya di Yogyakarta.

Memulai karir di bidang perbankan sejak tahun 1993 di PT Bank Umum Nasional sebagai Senior Account Officer sampai dengan tahun 1998. Kemudian bekerja di BPPN sebagai Loan Workout hingga tahun 2004. Di tahun 2005 melanjutkan karir di PT Bank Hana sebagai Senior Credit Reviewer, kemudian tahun 2008 bergabung dengan PT Bank Rabobank International Indonesia sampai dengan 2018 dengan posisi terakhir sebagai Business Banking Credit Reviewer Division Head. Bekerja di PT Bank Shinhan Indonesia sebagai Credit Analyst Staff hingga menjabat sebagai Credit Analysis Unit Head di tahun 2022 dan terakhir diangkat menjadi Head of SME & Retail Analyst Department di tahun 2023.

Indonesian citizen, born in Pekalongan on December 29, 1969.

Obtained a Bachelor of Economics degree in 1992 from Atmajaya University in Yogyakarta.

Started her career in banking since 1993 at PT Bank Umum Nasional as a Senior Account Officer until 1998. Then worked at BPPN as a Loan Workout until 2004. In 2005, she continued her career at PT Bank Hana as a Senior Credit Reviewer, then in 2008 she joined PT Bank Rabobank International Indonesia until 2018 with her last position as Business Banking Credit Reviewer Division Head. She had a career at PT Bank Shinhan Indonesia as a Credit Analyst Staff until appointed as Credit Analysis Unit Head in 2022 and finally appointed as Head of SME & Retail Analyst Department in 2023.



Pauline Wilhelmina Lynda Manus
Head of Credit Legal & Administration
Department

Warga Negara Indonesia, lahir di Jakarta 20 September 1968.

Memperoleh gelar Sarjana Hukum dari Universitas Sam Ratulangi, Manado jurusan Hukum Perdata dan telah menyelesaikan Program Studi Notariat di Fakultas Hukum Universitas Airlangga, Surabaya.

Memulai karir di bidang perbankan sejak tahun 1996 sebagai Legal Officer di PT Bank Danamon Indonesia, Tbk selama 15 (lima belas) tahun. Kemudian melanjutkan karirnya sebagai Legal Business Manager di PT Bank Pembangunan Daerah Banten Tbk (sebelumnya bernama PT Bank Pundi Indonesia Tbk). Sejak 2016, bergabung di PT Bank Shinhan Indonesia sebagai Head of Credit Legal & Administration Department sampai dengan sekarang.

Indonesian citizen, born in Jakarta on September 20, 1968.

Obtained a Bachelor of Law degree from Sam Ratulangi University, Manado majoring in Civil Law and has completed the Notary Study Program at the Faculty of Law, Airlangga University, Surabaya.

Started her career in banking since 1996 as a Legal Officer at PT Bank Danamon Indonesia, Tbk for 15 (fifteen) years. Then continued her career as a Legal Business Manager at PT Bank Pembangunan Daerah Banten Tbk (formerly known as PT Bank Pundi Indonesia Tbk). Since 2016, she joined PT Bank Shinhan Indonesia as the Head of Credit Legal & Administration Department until now.



Meiliana
Head of Finance and Accounting
Department

Warga Negara Indonesia, lahir di Surabaya 18 Mei 1973.

Lulus jurusan Akuntansi di Universitas Surabaya tahun 1996.

Memulai karir tahun 1996 sebagai Purchasing-Retail di Papaya Fresh Gallery. Sejak 1997, bergabung dengan PT Centratama Nasional Bank dengan posisi terakhir sebagai Kepala Satuan Financial, Accounting, dan Settlement sebelum bergabung dengan sebelum bergabung dengan PT Bank Shinhan Indonesia sebagai Head of Finance and Accounting Department sejak tahun 2016 hingga saat ini.

Indonesian citizen, born in Surabaya on May 18, 1973.

Graduated from the University of Surabaya in 1996 majoring in Accounting.

Started her career in 1996 as Purchasing-Retail at Papaya Fresh Gallery. Since 1997, she joined PT Centratama Nasional Bank with her last position as Head of Financial, Accounting, and Settlement Unit before joining PT Bank Shinhan Indonesia as Head of Finance and Accounting Department since 2016 until now.



Ji Yong Soo
Executive RM

Warga Negara Korea Selatan, lahir di Kota Seoul, Republik Korea pada tanggal 18 Maret 1977.

Memperoleh gelar Sarjana Teknik Sipil-Arsitektur dari Seoul National University, Korea Selatan pada tahun 2001.

Memulai karir di Shinhan Bank Co., Ltd., Seoul, sejak tahun 2003. Pada tahun 2023, pernah menjabat sebagai Head of Global Business Promotion Department. Selanjutnya, sejak April 2024, resmi menjabat sebagai Executive RM.

South Korean citizen, born in Seoul City, Republic of Korea on 18th March 1977.

Obtained a Bachelor's Degree from Seoul University, South Korea in 2001.

Embarking his career at Shinhan Bank Co., Ltd., Seoul since 2003 and has served in several strategic positions such as Head of Human Resources Development and Head of Global Business Promotion. Also in 2016, has served as a Corporate Finance Speciality Course at the

Korea Banking Institute. Furthermore, in April 2024, he officially served as Executive RM.



Antonius Mintarya
Branch Manager of KPO

Warga Negara Indonesia, lahir di Pontianak pada tanggal 20 Februari 1974.

Memperoleh gelar sarjananya pada tahun 1998 dari Universitas Tarumanagara di Jakarta.

Telah berkarir selama lebih dari 23 tahun di bidang perbankan dengan menduduki berbagai posisi strategis di beberapa bank di Indonesia. Memulai karir di bidang perbankan sejak tahun 2000 di Bank Ekonomi Raharja sebagai Account Officer sampai dengan tahun 2005. Kemudian, menjabat sebagai Team Leader sampai dengan tahun 2007 dan setelah itu menjabat sebagai Branch Manager di Cabang Cikarang sampai dengan tahun 2010. Pada tahun 2009, Group HSBC mengakuisisi Bank Ekonomi Raharja dan pada tahun 2010 menjabat sebagai Senior Relationship Manager Corporate Banking di Bank Ekonomi member HSBC Group. Pada tahun 2017, Bank Ekonomi member HSBC Group merger dengan Bank HSBC menjadi Bank HSBC Indonesia dan menjabat sebagai Senior Relationship Manager Corporate Banking. Pada tahun 2023, melanjutkan karirnya di PT Bank Shinhan Indonesia sebagai Branch Manager KPO (Kantor Pusat Operasional) Jakarta.

Indonesian citizen, born in Pontianak on February 20, 1974.

Obtained his bachelor's degree in 1998 from Tarumanagara University in Jakarta.

He has been working for more than 23 years in banking, holding various strategic positions in several banks in Indonesia. Started his career in banking since 2000 at Bank Ekonomi Raharja as an Account Officer until 2005. Then, served as Team Leader until 2007 and after that served as Branch Manager at Cikarang Branch until 2010. In 2009, HSBC Group acquired Bank Ekonomi Raharja and in 2010 served as Senior Relationship Manager Corporate Banking at Bank Ekonomi, a member of HSBC Group. In 2017, Bank Ekonomi, a member of HSBC Group merged with Bank HSBC to become Bank HSBC Indonesia and served as Senior Relationship Manager Corporate Banking. In 2023, he continued his career at PT Bank Shinhan Indonesia as Branch Manager of KPO (Head Office Operations) Jakarta.



Muhammad Lutfi
Pjs. Head of International Banking
Department

Warga Negara Indonesia, lahir di Jakarta pada tanggal 31 Januari 1987.

Memperoleh gelar sarjananya pada tahun 2010 dari Universitas Syarif Hidayatullah di Tangerang Selatan.

Telah berkarir selama lebih dari 13 tahun di bidang perbankan dengan menduduki berbagai posisi di beberapa bank di Indonesia. Memulai karir di bidang perbankan sejak tahun 2010 di Bank Danamon sebagai Export Processing Staff sampai dengan tahun 2011. Tahun 2011 melanjutkan karirnya di Bank Woori Saudara sebagai Export Import Unit Head, kemudian tahun 2022 bergabung dengan Bank IBK Indonesia sebagai Trade Finance Section Head. Bergabung dengan PT Bank Shinhan Indonesia di tahun 2023 sebagai Kepala Unit Trade Operation dan menjabat sebagai Pjs. Head of International Banking Department di tahun 2024.

Indonesian citizen, born in Jakarta on January 31, 1987.

Obtained his bachelor's degree in 2010 from Syarif Hidayatullah University in South Tangerang.

He has been working for more than 13 years in banking, holding various positions in several banks in Indonesia. Started his career in banking since 2010 at Bank Danamon as Export Processing Staff until 2011. In 2011 he continued his career at Bank Woori Saudara as Export Import Unit Head, then in 2022 joined Bank IBK Indonesia as Trade Finance Section Head. He joined PT Bank Shinhan Indonesia in 2023 as Head of Trade Operation Unit and served as Pjs. Head of International Banking Department in 2024.



Davitra Risyana
Area Head 1

Warga Negara Indonesia, lahir di Jakarta pada tanggal 10 September 1978.

Memperoleh gelar sarjananya pada tahun 2002 dari Universitas Widyatama di Bandung, kemudian melanjutkan studi pasca sarjana di Universitas Bina Nusantara dan lulus pada tahun 2006.

Telah berkarir selama lebih dari 22 tahun di bidang perbankan dengan menduduki berbagai posisi di beberapa bank di Indonesia. Memulai karir di bidang perbankan sejak tahun 2002 di Bank Woori Saudara (d.h Bank Saudara) sebagai Internal Audit Unit Head sampai dengan tahun 2010 kemudian sebagai Consumer Credit Supervisor, Commercial Credit and SMEs Supervisor, Trade Finance Unit Supervisor, Head of Trade Finance Department, Head of Custody Service Department, dan Head of State Owned Enterprise Department (Corporate Banking) sampai dengan tahun 2018. Bergabung dengan PT Bank Shinhan Indonesia di tahun 2018 sebagai Branch Manager KPO dan menjabat sebagai Area Head 1 di tahun 2023.

Indonesian citizen, born in Jakarta on September 10, 1978.

Obtained his bachelor's degree in 2002 from Widyatama University in Bandung, then continued his postgraduate studies at Bina Nusantara University and graduated in 2006.

He has been working for more than 22 years in banking, holding various positions in several banks in Indonesia. He started his career in banking in 2002 at Bank Woori Saudara (formerly Bank Saudara) as Internal Audit Unit Head until 2010, then as Consumer Credit Supervisor, Commercial Credit and SMEs Supervisor, Trade Finance Unit Supervisor, Head of Trade Finance Department, Head of Custody Service Department, and Head of State Owned Enterprise Department (Corporate Banking) until 2018. He joined PT Bank Shinhan Indonesia in 2018 as Branch Manager KPO and served as Area Head 1 in 2023.



Gan Gan Darajat
Area Head 2

Warga Negara Indonesia, lahir di Bandung pada tanggal 4 Juli 1975.

Memperoleh gelar sarjananya pada tahun 1996 dari Universitas YKPN di Yogyakarta.

Telah berkarir selama lebih dari 28 tahun di bidang perbankan dengan menduduki berbagai posisi di beberapa bank di Indonesia. Memulai karir di bidang perbankan sejak tahun 1996 di Bank Danamon sebagai Accounting, Credit Admin & Support sampai dengan tahun 2001. Tahun 2001, melanjutkan karirnya di Bank Bumiputera (sekarang MNC Bank) sebagai Account Officer, mengikuti Officer Development Program di tahun 2008, kemudian tahun 2012 bergabung dengan State Bank Of India sebagai Branch Manager dan pada tahun 2015 melanjutkan karirnya di Centratama Nasional Bank sebagai Branch Manager sebelum bergabung dengan PT Bank Shinhan Indonesia pada tahun 2016 sebagai Branch Manager Kantor Cabang Bandung dan menjabat sebagai Area Head 2 di tahun 2023.

Indonesian citizen, born in Bandung on July 4, 1975.

Obtained his bachelor's degree in 1996 from YKPN University in Yogyakarta.

Has had a career for more than 28 years in banking, holding various positions in several banks in Indonesia. Started his career in banking since 1996 at Bank Danamon as Accounting, Credit Admin & Support until 2001. In 2001, continued his career at Bank Bumiputera (now MNC Bank) as Account Officer, participated in the Officer Development Program in 2008, then in 2012 joined State Bank Of India as Branch Manager and in 2015 continued his career at Centratama Nasional Bank as Branch Manager before joining PT Bank Shinhan Indonesia in 2016 as Branch Manager of the Bandung Branch Office and served as Area Head 2 in 2023.



Lukman Deddy Sutanto
Area Head 3

Warga Negara Indonesia, lahir di Semarang pada tanggal 20 Mei 1982.

Memperoleh gelar sarjananya pada tahun 2005 dari Universitas Katolik Soegijapranata Semarang.

Telah berkarir selama lebih dari 15 tahun di bidang perbankan dan memulai karir di bidang perbankan sejak tahun 2007 di Bank NISP dan Bank Permata sebagai Marketing Officer sampai dengan tahun 2011. Tahun 2011 melanjutkan karirnya di Bank Windu sebagai Branch Manager, kemudian tahun 2015 bergabung dengan Bank KEB Hana sebagai Branch Manager, kemudian tahun 2018 bergabung dengan Rabobank sebagai Branch Manager dan pada tahun 2020 melanjutkan karirnya di Bank PT Bank Shinhan Indonesia sebagai Branch Manager, hingga pada tahun 2024 menjabat sebagai Area Head 3.

Indonesian citizen, born in Semarang on May 20, 1982.

Obtained his bachelor's degree in 2005 from Soegijapranata Catholic University Semarang.

He has been working for for more than 15 years in banking and started his career in banking since 2007 at Bank NISP and Bank Permata as a Marketing Officer until 2011. In 2011 he continued his career at Bank Windu as a Branch Manager, then in 2015 joined Bank KEB Hana as a Branch Manager, then in 2018 joined Rabobank as a Branch Manager and in 2020 continued his career at Bank PT Bank Shinhan Indonesia as a Branch Manager, until in 2024 he served as Area Head 3.



Park Sungho
Group Head of Wholesale Banking Analyst

Warga Negara Korea Selatan, lahir di Seoul pada tanggal 10 November 1978.

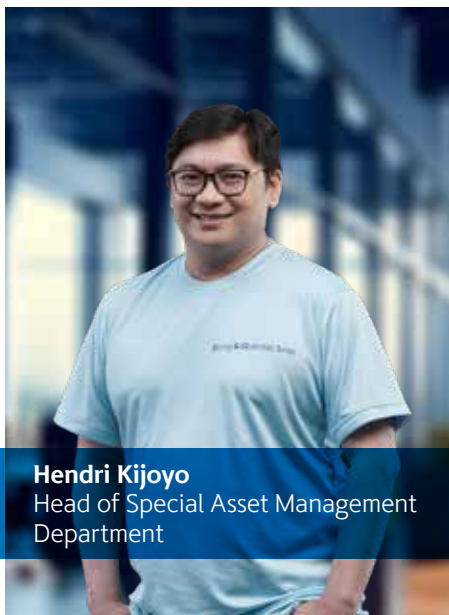
Memperoleh gelar Sarjana Administrasi dan Manajemen di Sungkyunkwan University pada tahun 2002.

Memulai karir di Shinhan Bank Co., Ltd., sejak tahun 2002 hingga tahun 2015 sebagai officer di beberapa departemen. Setelah itu, selama 6 tahun berkarir di Corporate Credit Analysis & Assessment Department, sebelum pindah ke PT Bank Shinhan Indonesia di tahun 2023 sebagai Group Head of Wholesale Banking Analyst.

South Korean citizen, born in Seoul on November 10, 1978.

Obtained a Bachelor's degree in Administration and Management from Sungkyunkwan University in 2002.

Started his career at Shinhan Bank Co., Ltd., from 2002 to 2015 as an officer in several departments. After that, for 6 years he had a career in the Corporate Credit Analysis & Assessment Department, before moving to PT Bank Shinhan Indonesia in 2023 as Group Head of Wholesale Banking Analyst.



Hendri Kijoyo
Head of Special Asset Management Department

Warga Negara Indonesia, lahir di Jakarta pada tanggal 4 Agustus 1984.

Memperoleh gelar Sarjana Teknik, Jurusan Teknik Elektro pada Institut Teknologi Sepuluh November pada tahun 2010.

Memulai karir di PT Bank Negara Indonesia (Persero) Tbk sejak Mei 2011 melalui ODP Training Program selama satu tahun, berlanjut di Divisi Remedial and Recovery Middle sampai dengan Januari 2014 dengan posisi Small Remedial & Recovery Analyst. Setelah itu, masih terus berkarir di PT Bank Negara Indonesia (Persero) Tbk di Business and Risk Division sebagai Corporate Credit Analyst sampai dengan April 2016. Selanjutnya berkarir di PT Bank Amar Indonesia di Risk Division sebagai Credit Risk Division Head sampai dengan September 2017. Kemudian berkarir di Bank Permata di Special Asset Management Division sebagai Specialist Loan Workout Wholesale Banking sampai dengan September 2021 dan melanjutkan di Divisi Corporate Banking 1 sebagai Corporate Credit Analyst sampai dengan Oktober 2022. Selanjutnya, sejak Oktober 2022, menjabat sebagai Head of Special Asset Management Department di PT Bank Shinhan Indonesia.

Indonesian citizen, born in Jakarta on August 4, 1984.

Obtained a Bachelor of Engineering degree, Department of Electrical Engineering at the Sepuluh November Institute of Technology in 2010.

Started his career at PT Bank Negara Indonesia (Persero) Tbk since May 2011 through the ODP Training Program for one year, continuing in the Middle Remedial and Recovery Division until January 2014 with the position of Small Remedial & Recovery Analyst. After that, he continued his career at PT Bank Negara Indonesia (Persero) Tbk in the Business and Risk Division as a Corporate Credit Analyst until April 2016. Then he had a career at PT Bank Amar Indonesia in the Risk Division as Credit Risk Division Head until September 2017. Then he had a career at Bank Permata in the Special Asset Management Division as a Specialist Loan Workout Wholesale Banking until September 2021 and continued in the Corporate Banking Division 1 as a Corporate Credit Analyst until October 2022. Furthermore, since October 2022, he has served as Head of Special Asset Management Department at PT Bank Shinhan Indonesia.



Yose Yamani
Group Head of Strategy Planning
and Corporate Secretary

Warga Negara Indonesia, lahir di Bogor pada tanggal 9 Oktober 1976.

Memperoleh gelar sarjananya pada tahun 2001 dari Universitas Padjadjaran di Bandung, kemudian melanjutkan studi pasca sarjana di Universitas Indonesia dan lulus pada tahun 2011.

Telah berkarir selama lebih dari 19 tahun di bidang perbankan dengan menduduki berbagai posisi strategis di beberapa bank di Indonesia. Memulai karir di bidang perbankan sejak tahun 2001 di Bank BCA sebagai Credit Policy Supervisor sampai dengan tahun 2005. Tahun 2006 melanjutkan karirnya di Citibank N.A. sebagai Portfolio Manager, kemudian tahun 2008 bergabung dengan Bank Maybank Indonesia sebagai Head of WB Portfolio Management dan pada tahun 2010 melanjutkan karirnya di Bank ICBC Indonesia sebagai Deputy Head of Credit Management. Sebelum bergabung dengan PT Bank Shinhan Indonesia, pernah berkarir di Bank UOB Indonesia sebagai WB Business Assurance Head dan di Bank Ganesha dengan jabatan terakhir sebagai Head of Risk Management and System & Procedure. Bergabung dengan PT Bank Shinhan Indonesia di tahun 2020 sebagai Kepala Departemen Credit Policy & Control dan menjabat sebagai Head of Strategy Planning Department di tahun 2022. Kemudian, pada tahun 2024, mulai menjabat sebagai Group Head of Strategy Planning and Corporate Secretary.

Indonesian citizen, born in Bogor on October 9, 1976.

Obtained his bachelor's degree in 2001 from Padjadjaran University in Bandung, then continued his postgraduate studies at the University of Indonesia and graduated in 2011.

He has had a career for more than 19 years in banking, holding various strategic positions in several banks in Indonesia. He started his career in banking since 2001 at Bank BCA as Credit Policy Supervisor until 2005. In 2006 he continued his career at Citibank N.A. as Portfolio Manager, then in 2008 he joined Bank Maybank Indonesia as Head of WB Portfolio Management and in 2010 he continued his career at Bank ICBC Indonesia as Deputy Head of Credit Management. Before joining PT Bank Shinhan Indonesia, he had a career at Bank UOB Indonesia as WB Business Assurance Head and at Bank Ganesha with his last position as Head of Risk Management and System & Procedure. He joined PT Bank Shinhan Indonesia in 2020 as Head of Credit Policy & Control Department and served as Head of Strategy Planning Department in 2022. Then, in 2024, he started serving as Group Head of Strategy Planning and Corporate Secretary.



Levence Musa Gosal
Head of General Affair Department

Warga Negara Indonesia, lahir di Jakarta pada tanggal 11 Agustus 1973.

Memperoleh gelar Sarjana Ekonomi dari Universitas Gunadarma Jakarta pada tahun 1995 dan Sarjana Administrasi Umum dari STIE Kalbe pada tahun 2004.

Memulai karir di dunia perbankan ketika bergabung dalam program Management Trainee Banking Basic Operation pada tahun 1995 di Bank Danamon Indonesia. Setelah menempati beberapa posisi sebagai Pimpinan Kantor Kas dan Kantor Cabang Pembantu pada periode 1997-2004, kemudian bergabung dengan Divisi General Affair Kantor Pusat dengan berbagai posisi mulai dari Kepala Departemen General Affair Kantor Wilayah Jakarta dan kemudian Divisi Procurement Kantor Pusat sampai dengan tahun 2013. Pada tahun 2013, bergabung dengan HSBC Co Ltd di Global Procurement Unit sampai dengan tahun 2015. Bergabung bersama Sampoerna Financial Group pada tahun 2015 sebagai Procurement & General Affair Group Head sampai dengan tahun 2017 dan kemudian pada tahun 2017 bergabung di PT Bank Shinhan Indonesia sebagai Head of General Affair Department. Selama berkarir sebagai General Affair telah mengikuti beberapa pelatihan di AT Kearney Singapura, HSBC Global Hongkong dan Shinhan Global Seoul.

Indonesian citizen, born in Jakarta on August 11, 1973.

Obtained a Bachelor of Economics from Gunadarma University Jakarta in 1995 and a Bachelor of General Administration from STIE Kalbe in 2004.

Started his career in banking when he joined the Management Trainee Banking Basic Operation program in 1995 at Bank Danamon Indonesia. After holding several positions as Head of Cash Office and Branch Office Assistant in the period 1997-2004, then joined the General Affair Division of the Head Office with various positions starting from Head of the General Affair Department of the Jakarta Regional Office and then the Procurement Division of the Head Office until 2013. In 2013, joined HSBC Co Ltd in the Global Procurement Unit until 2015. Joined Sampoerna Financial Group in 2015 as Procurement & General Affair Group Head until 2017 and then in 2017 joined PT Bank Shinhan Indonesia as Head of General Affair Department. During his career as a General Affair, he has attended several trainings at AT Kearney Singapore, HSBC Global Hongkong and Shinhan Global Seoul.



Dimas Febriyatno
Head of HR & Legal Department

Warga Negara Indonesia, lahir di Jakarta pada tanggal 25 Februari 1986.

Memperoleh gelar Sarjana Hukum pada Universitas Trisakti pada tahun 2009 dan Magister Hukum Bisnis pada Universitas Gadjah Mada pada tahun 2012.

Memulai karir di PT Bank Danamon Indonesia Tbk sejak Juni 2009 dengan berbagai posisi mulai dari Legal Business, Legal Counsel dan terakhir Litigation Counsel. Setelah itu berkarir di PT Bank Permata Tbk, dari tahun 2014 di Legal Litigation Team sampai dengan Juni 2017. Kemudian berkarir di PT Central Omega Resources Tbk hingga tahun 2020 sebagai Head HR & Legal Corporate. Lalu berkarir pada PT Bank Maybank Indonesia Tbk sebagai Head Litigation di April 2020 hingga Juli 2023. Selanjutnya sejak Agustus 2023 menjabat sebagai Head of Legal & Corporate Secretary Department di PT Bank Shinhan Indonesia. Selain itu, aktif sebagai Advokat Peradi sejak 2018 dan anggota Asosiasi Pengurus dan Kurator Indonesia (AKPI) sejak 2022. Pada tahun 2024 mulai menjabat sebagai Head of HR & Legal Department.

Indonesian citizen, born in Jakarta on February 25, 1986.

Obtained a Bachelor of Law degree from Trisakti University in 2009 and a Master of Business Law from Gadjah Mada University in 2012.

Started his career at PT Bank Danamon Indonesia Tbk since June 2009 with various positions ranging from Legal Business, Legal Counsel and finally Litigation Counsel. After that, he had a career at PT Bank Permata Tbk from 2014 in the Legal Litigation Team until June 2017. Then he had a career at PT Central Omega Resources Tbk until 2020 as Head of HR & Legal Corporate. Then he had a career at PT Bank Maybank Indonesia Tbk as Head of Litigation from April 2020 to July 2023. Furthermore, since August 2023 he has served as Head of Legal & Corporate Secretary Department at PT Bank Shinhan Indonesia. In addition, he has been active as a Peradi Advocate since 2018 and a member of the Indonesian Managers and Curators Association (AKPI) since 2022. In 2024, he began serving as Head of HR & Legal Department.



Susilo
Head of Operation Control & Improvement Department

Warga Negara Indonesia, lahir di Sukoharjo pada tanggal 15 April 1978.

Memperoleh gelar sarjananya pada tahun 2007 dari Sekolah Tinggi Ilmu Ekonomi Penguji di Sukabumi, kemudian melanjutkan studi pasca sarjana di Perbanas Institute Jurusan Manajemen dan lulus pada tahun 2023.

Telah berkarir selama lebih dari 19 tahun di bidang perbankan dengan menduduki berbagai posisi strategis di beberapa bank di Indonesia. Memulai karir di bidang perbankan sejak tahun 2005 di PT Bank Niaga sebagai Back office staff sampai dengan tahun 2008. Tahun 2008 mengikuti Program Pendidikan Eksekutif (PPE) General Banking di PT Bank CIMB Niaga Tbk. Selama berkarir di PT Bank CIMB Niaga Tbk, pernah menduduki berbagai posisi Operation Transformation Manager (2009), Business Process Improvement Manager (2010), Credit & Administration Quality Development Department Head sampai dengan 2014. Kemudian tahun 2014 bergabung dengan PT Bank BTPN Tbk sebagai Process Development & Business Partner dan pada tahun 2018 bergabung dengan PT Bank CTBC Indonesia sebagai Process Development, Control & Monitoring Department Head. Bergabung dengan PT Bank Shinhan Indonesia di tahun 2024 sebagai Head of Operation Control & Improvement.

Indonesian citizen, born in Sukoharjo on April 15, 1978.

Obtained his bachelor's degree in 2007 from the Penguji College of Economics in Sukabumi, then continued his postgraduate studies at the Perbanas Institute majoring in Management and graduated in 2023.

He has been working for more than 19 years in banking by holding various strategic positions in several banks in Indonesia. Started his career in banking since 2005 at PT Bank Niaga as Back office staff until 2008. In 2008 he participated in the General Banking Executive Education Program (PPE) at PT Bank CIMB Niaga Tbk. During his career at PT Bank CIMB Niaga Tbk, he has held various positions as Operation Transformation Manager (2009), Business Process Improvement Manager (2010), Credit & Administration Quality Development Department Head until 2014. Then in 2014 he joined PT Bank BTPN Tbk as Process Development & Business Partner and in 2018 joined PT Bank CTBC Indonesia as Process Development, Control & Monitoring Department Head. Joined PT Bank Shinhan Indonesia in 2024 as Head of Operation Control & Improvement.



Lee Sang Hoon
Group Head of Treasury and Capital

Warga Negara Korea Selatan, lahir di Kota Muju pada tanggal 4 Juli 1981.

Memperoleh gelar Sarjana Ekonomi dari Korea University, Seoul, Korea Selatan pada tahun 2008.

Memulai karir di Shinhan Bank Co., Ltd., sejak tahun 2008 hingga tahun 2013 sebagai Officer di beberapa Departemen. Setelah itu, menjabat posisi di Sales & Trading Department selama 9 tahun, sebelum pindah ke PT Bank Shinhan Indonesia di tahun 2022 sebagai Head of Treasury and Capital Department.

South Korean citizen, born in Muju City on July 4, 1981.

Obtained a Bachelor of Economics degree from Korea University, Seoul, South Korea in 2008.

Started his career at Shinhan Bank Co., Ltd., from 2008 to 2013 as an Officer in several Departments. After that, he held a position in the Sales & Trading Department for 9 years, before moving to PT Bank Shinhan Indonesia in 2022 as Head of Treasury and Capital Department.



Anas
Head of Cyber Information Security Unit

Warga Negara Indonesia, lahir di Jakarta pada tanggal 29 September 1977.

Memperoleh gelar sarjananya pada tahun 2001 dari Universitas Budi Luhur di Jakarta jurusan Teknik Informatika.

Telah berkarir selama lebih dari 22 tahun di bidang perbankan di Indonesia dengan menduduki berbagai posisi Information Technology. Memulai karir di perbankan sejak tahun 2002 sebagai IT Staff di Bank Index sampai tahun 2011 dan melanjutkan di Bank Metro Express dari tahun 2013. Kemudian, bergabung dengan Bank Shinhan Indonesia pada tahun 2016 sebagai IT Staff. Setelah bergabung di PT Bank Shinhan Indonesia, memperoleh berbagai promosi yaitu pada tahun 2017 menjadi IT Support Manager, tahun 2020 menjadi IT Security Unit Head, dan tahun 2024 menjadi Cyber Information Security Unit Head.

Indonesian citizen, born in Jakarta on September 29, 1977.

Obtained his bachelor's degree in 2001 from Budi Luhur University in Jakarta majoring in Informatics Engineering.

Has had a career for more than 22 years in banking in Indonesia by holding various Information Technology positions. Started his career in banking since 2002 as IT Staff at Bank Index until 2011 and continued at Bank Metro Express from 2013. Then, joined PT Bank Shinhan Indonesia in 2016 as IT Staff. After joining Shinhan Bank, received various promotions, namely in 2017 becoming IT Support Manager, in 2020 becoming IT Security Unit Head, and in 2024 becoming Cyber Information Security Unit Head.



Yoon Changmin
Executive RM

Warga Negara Korea Selatan, lahir di Busan pada tanggal 27 Agustus 1977.

Memperoleh gelar Sarjana Administrasi dan Manajemen di Korea University pada tahun 2001.

Memulai karir di Shinhan Bank Co., Ltd., sejak tahun 2004 hingga tahun 2019 di beberapa Departemen Bisnis. Setelah itu, menjabat posisi di Seoyeouido Corporate Business Banking Center selama 4 tahun, sebelum pindah ke PT Bank Shinhan Indonesia di tahun 2023 sebagai Executive RM.

South Korean citizen, born in Busan on August 27, 1977.

Obtained a Bachelor's degree in Administration and Management from Korea University in 2001.

Started his career at Shinhan Bank Co., Ltd., from 2004 to 2019 in several Business Departments. After that, he held a position at Seoyeouido Corporate Business Banking Center for 4 years, before moving to PT Bank Shinhan Indonesia in 2023 as Executive RM.



William Kosasi
Group Head of Corporate Banking

Warga Negara Indonesia, lahir di Medan pada tanggal 28 Oktober 1984.

Memperoleh gelar Sarjana Ekonomi pada Institut Bisnis dan Informatika Indonesia pada tahun 2006.

Memulai karir di PT Bank Danamon Indonesia sebagai Senior Relation Manager hingga tahun 2014. Setelah itu berkarir di PT UOB Indonesia hingga tahun 2016. Kemudian berkarir di Bank OCBC NISP sebagai Commercial Banking Cluster Head dari Oktober 2016 hingga November 2018. Bergabung dengan PT Bank Shinhan Indonesia menjadi Relation Manager di Account Representative Manager Lending hingga terakhir diangkat menjadi Executive Wholesale Banking RM di Agustus 2023. Tahun 2024 mulai menjabat menjadi Group Head of Corporate Banking.

Indonesian citizen, born in Medan on October 28, 1984.

Obtained a Bachelor of Economics degree from the Indonesian Institute of Business and Informatics in 2006.

Started his career at PT Bank Danamon Indonesia as Senior Relation Manager until 2014. After that, he worked at PT UOB Indonesia until 2016. Then he worked at Bank OCBC NISP as Commercial Banking Cluster Head from October 2016 to November 2018. Joined PT Bank Shinhan Indonesia as Relation Manager at Account Representative Manager Lending until he was finally appointed as Executive Wholesale Banking RM in August 2023. In 2024, he started serving as Group Head of Corporate Banking.



Candra Wijaya
Group Head of Retail Banking

Warga Negara Indonesia, lahir di Jakarta pada tanggal 3 Maret 1980.

Memperoleh gelar sarjananya pada tahun 2003 dari Universitas Bina Darma di Palembang, kemudian memperoleh gelar Master of Business Administration (MBA) Jurusan Strategic Management di Universitas Gadjah Mada dan lulus pada tahun 2019.

Memulai karir di bidang perbankan sejak tahun 2003 di Bank Danamon Indonesia dengan posisi akhir sebagai Early Warning Officer sampai dengan tahun 2006. Melanjutkan karirnya selama 17 tahun di Bank Central Asia pada Divisi Consumer Banking dan telah bertugas di kota Batam, Medan, Pekanbaru, Surabaya dengan posisi terakhir sebagai Assistant Vice President Divisi Transaction Banking di Kantor Pusat Jakarta sampai dengan 2023. Selama karir di perbankan, selalu fokus pada bidang retail dan consumer banking. Bergabung dengan PT Bank Shinhan Indonesia di tahun 2023 sebagai Group Head of Retail Banking.

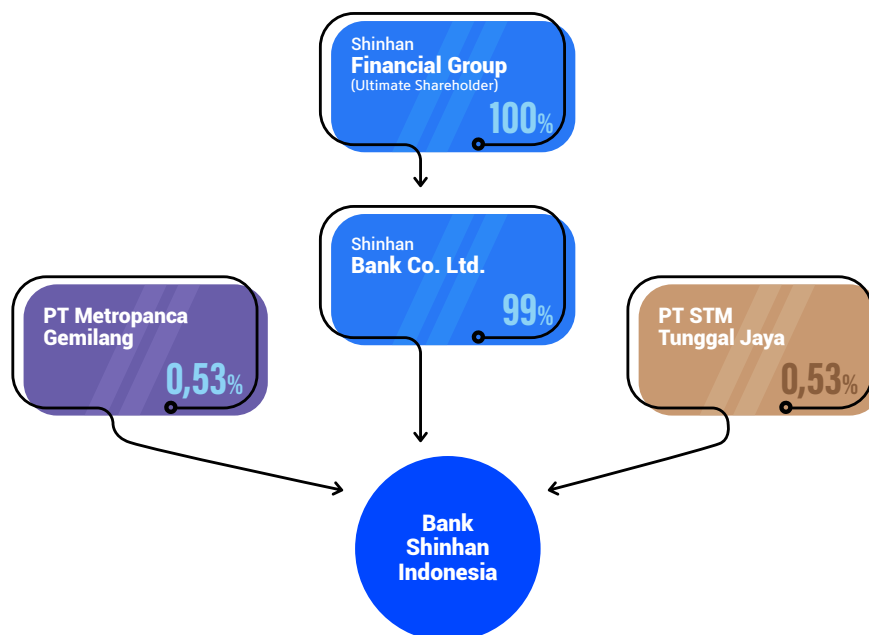
Indonesian citizen, born in Jakarta on March 3, 1980.

Obtained his bachelor's degree in 2003 from Bina Darma University in Palembang, then obtained a Master of Business Administration (MBA) majoring in Strategic Management at Gadjah Mada University and graduated in 2019.

Started his career in banking since 2003 at Bank Danamon Indonesia with his final position as Early Warning Officer until 2006. Continued his career for 17 years at Bank Central Asia in the Consumer Banking Division and has served in the cities of Batam, Medan, Pekanbaru, Surabaya with his last position as Assistant Vice President of the Transaction Banking Division at the Jakarta Head Office until 2023. During his career in banking, he always focused on retail and consumer banking. Joined PT Bank Shinhan Indonesia in 2023 as Group Head of Retail Banking.

Komposisi Pemegang Saham

Shareholders Composition



Rincian Pemegang Saham

Shareholder Details

Pemegang Saham Shareholder	1 Januari 2024		31 Desember 2024	
	Jumlah Saham Number of Share	%	Jumlah Saham Number of Share	%
Pemegang Saham yang memiliki 5% atau lebih saham Shareholders who own 5% or more of the shares				
Shinhan Bank Co Ltd.	934.828	99	934.828	99
PT Metropanca Gemilang	5.000	0,53	5.000	0,53
PT STM Tunggal Jaya	4.450	0,47	4.450	0,47
Total	944.278	100	944.278	100

Rincian Pemegang Saham dengan Kepemilikan Saham lebih dari 5%

Per 31 Desember 2024, tidak terdapat pemegang saham dengan jumlah kepemilikan saham lebih dari 5%, kecuali Shinhan Bank Co.Ltd

Persentase Kepemilikan Saham Anggota Dewan Komisaris dan Direksi

Per 31 Desember 2024, Dewan Komisaris dan Dewan Direksi tidak memiliki saham PT. Bank Shinhan Indonesia.

Details of Shareholders with Share Ownership of More than 5%

As of December 31, 2024, there are no shareholders with share ownership of more than 5%, except for Shinhan Bank Co. Ltd.

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

As of December 31, 2024, the Board of Commissioners and Board of Directors do not own shares in PT. Bank Shinhan Indonesia.

Informasi Pemegang Saham Utama/ Pengendali

Major/Controlling Shareholder Information

Shinhan Bank Co., Ltd.

Bank Shinhan Indonesia merupakan salah satu perusahaan yang dimiliki oleh Shinhan Bank Co., Ltd. (SHB), dan SHB merupakan Pemegang Saham Pengendali Bank.

SHB merupakan bank pertama yang didirikan sekaligus bank umum komersial terbesar di Korea Selatan yang melayani seluruh segmen pasar, yakni korporasi, komersial, ritel dan individual, dengan ratusan jaringan kantor yang tersebar di Korea Selatan dan 20 negara di dunia, termasuk di Indonesia.

Informasi per tanggal 31 Desember 2024:

- Total aset SHB mencapai 671,418 triliun Won Korea
- Pengelolaan kredit sebesar 338,240 triliun Won Korea
- Simpanan sekitar 368,948 triliun Won Korea
- Pre-Provision Operating Income sebesar 5,155 triliun Won Korea
- Laba Bersih sebesar 3,695 triliun Won Korea
- Return on Assets (ROA) sebesar 0,68%
- Return on Equity (ROE) sebesar 10,50%

Shinhan Financial Group (SFG)

Shinhan Financial Group (SFG) merupakan kelompok usaha yang menaungi SHB. SHB memiliki peran penting dalam kelompok usaha ini, yakni selaku perusahaan anak yang memiliki kontribusi terbesar terhadap SFG, dan dengan demikian SFG merupakan pemegang saham pengendali terakhir bagi Bank Shinhan Indonesia.

Shinhan Bank Co., Ltd.

Bank Shinhan Indonesia is one of the companies owned by Shinhan Bank Co., Ltd. (SHB), and SHB is the Bank's Controlling Shareholder.

SHB is the first bank established and the largest commercial bank in South Korea that serves all market segments, namely corporate, commercial, retail and individual, with hundreds of office networks spread across South Korea and 20 countries in the world, including Indonesia.

Information as of December 31, 2024:

- SHB's total assets reached 671.418 trillion Korean Won
- Credit management of 338.240 trillion Korean Won
- Deposits of around 368.948 trillion Korean Won
- Pre-Provision Operating Income of 5.155 trillion Korean Won
- Net Profit of 3.695 trillion Korean Won
- Return on Assets (ROA) of 0.68%
- Return on Equity (ROE) of 10.50%

Shinhan Financial Group (SFG)

Shinhan Financial Group (SFG) is a business group that houses SHB. SHB has an important role in this business group, namely as a subsidiary that has the largest contribution to SFG, and thus SFG is the ultimate controlling shareholder of Bank Shinhan Indonesia.





Tinjauan Pendukung Bisnis

Business Support Overview





Sumber Daya Manusia (SDM)

Human Resources (HR)

Pada akhir tahun 2024, jumlah karyawan yang bekerja pada Bank Shinhan Indonesia berjumlah 671 orang dan jumlah tersebut turun dibandingkan tahun 2023 yang berjumlah 686 orang. Dari jumlah keseluruhan karyawan Bank di tahun 2024 tersebut, terdapat 607 orang karyawan tetap dan 64 orang karyawan kontrak.

As of the end of 2024, the total number of employees at Bank Shinhan Indonesia stood at 671, reflecting a decrease from 686 employees in 2023. Of the total workforce in 2024, 607 were permanent employees, while 64 were contract employees.

Komposisi Karyawan berdasarkan Jabatan (orang)

Employee Composition by Position (person)

Level Jabatan Level of Position	2024	2023
Direksi Board of Directors	6	4
Manajer Manager	205	214
Staf Staff	460	468
Non Staf Non Staff	0	0
Jumlah Total	671	686

Komposisi Karyawan berdasarkan Jenjang Pendidikan (orang)

Employee Composition by Education (person)

Jenjang Pendidikan Education Level	2024	2023
Strata 3 Doctorate	0	0
Strata 2 Master's Degree	34	29
Strata 1 Bachelor's Degree	530	512
Diploma III Diploma III	56	70
Diploma II Diploma II	0	0
Diploma I Diploma I	2	3
SMA Senior High School	49	72
SMP Junior High School	0	0
Jumlah Total	671	686

Komposisi Karyawan berdasarkan Jenjang Usia (orang)

Employee Composition by Age (person)

Jenjang Usia Age	2024	2023
17 s.d. 20 tahun 17 to 20 years old	0	0
21 s.d. 30 tahun 21 to 30 years old	185	177
31 s.d. 40 tahun 31 to 40 years old	252	238
41 s.d. 50 tahun 41 to 50 years old	175	201
> 50 tahun > 50 years old	59	70
Jumlah Total	671	686

Komposisi Karyawan berdasarkan Status Kepegawaian (orang)

Employee Composition by Employment Status (person)

Status Kepegawaian Employment Status	2024	2023
Pegawai Tetap Permanent employee	607	653
Pegawai Kontrak Contract employees	64	33
Jumlah Total	671	686

Komposisi Karyawan berdasarkan Gender/Jenis Kelamin (orang)

Employee Composition by Gender (person)

Jenis Kelamin Gender	2024		2023	
	Jumlah	Komposisi (%)	Jumlah	Komposisi (%)
Laki-laki Male	347	51,71%	346	50,44%
Perempuan Female	324	48,29%	340	49,56%
Jumlah Number	671	100,00%	686	100,00%

Pengembangan Kompetensi Karyawan

Dalam rangka mengembangkan kompetensi dan kualitas sumber daya manusia, Bank mengadakan berbagai program pembelajaran dalam bentuk training bagi karyawan yang sesuai dengan bidangnya masing-masing. Selain itu Bank juga memberikan dukungan untuk berbagai kegiatan yang bertujuan untuk meningkatkan kebersamaan dan kerja sama yang baik antar sesama karyawan.

Sepanjang tahun 2024 Bank mengadakan dan/atau mengikut sertakan karyawan ke dalam berbagai program training dan peningkatan kompetensi karyawan, baik *training* yang bersifat *mandatory*, *technical*, *non-technical*, maupun *leadership*.

Berikut adalah program pelatihan yang sudah dilakukan sepanjang tahun 2024.

Employee Competency Development

To enhance the competence and quality of its human resources, the Bank conducts various learning programs, including specialized training tailored to employees' respective fields. Additionally, the Bank supports various initiatives designed to foster camaraderie and strengthen collaboration among employees.

Throughout 2024, the Bank held and/or included employees in various training programs and competency improvement, such as mandatory, technical and non-technical, as well as in leadership training.

The following are the training programs that have been carried out throughout 2024.

No.	Bulan/ Klasifikasi Program Diklat>Nama Program Diklat Month/ Classification of Training Program/Name of Training Program	Jumlah Peserta Number of Participants	Tanggal Pelatihan Date of Training
Januari January			
1	Shinhan Heroes	5	02 Januari 2024 January 02, 2024
2	Refreshment Risk Management Jenjang 7 – Direksi Risk Management Refreshment Level 7 – Directors	2	15 Januari 2024 January 15, 2024
3	Uji Sertifikasi Risk Management Jenjang 7 – Direksi Risk Management Certification Test Level 7 – Directors	1	18 Januari 2024 January 18, 2024
4	Sosialisasi Renewal Certificate SSL & HSM BIFAST Socialization of SSL & HSM BIFAST Renewal Certificate	1	19 Januari 2024 January 19, 2024
5	Monthly Training KYC Januari 2024 Monthly KYC Training January 2024	357	22 Januari 2024 January 22, 2024
6	Strategic Conference 2024	72	26 Januari 2024 January 26, 2024
7	Undangan Rapat Koordinasi Penyusunan WKU dan Persiapan Ramadhan 2024 Perbankan DIY Invitation to Coordination Meeting for Preparation of WKU and Preparation of Ramadhan 2024 DIY Banking	1	28 Januari 2024 January 28, 2024
8	Branch Training : Solusi Customer Menggunakan QRIS Branch Training: Customer Solutions Using QRIS	222	31 Januari 2024 January 31, 2024
Februari February			
1	Sosialisasi Penjelasan Pajak PP no 58 Socialization of Tax Explanation PP no 58	32	02 Februari 2024 February 02, 2024
2	Refreshment Sertifikasi Treasury Refreshment of Treasury Certification	1	03 Februari 2024 February 03, 2024
3	Training SK SP – Pengelolaan Transfer Dana Jenjang 4 SK SP Training – Fund Transfer Management Level 4	3	05 Februari 2024 February 05, 2024
4	Sosialisasi Operasional Cabang dan Internal Control (Anti Fraud) Branch Operational and Internal Control (Anti Fraud) Socialization	365	12 Februari 2024 February 12, 2024

No.	Bulan/ Klasifikasi Program Diklat/Nama Program Diklat Month/ Classification of Training Program/Name of Training Program	Jumlah Peserta Number of Participants	Tanggal Pelatihan Date of Training
5	Memahami Akar Pembawa Permasalahan dari Temuan Audit Internal ke tujuan logis untuk memperbaiki penyebab permasalahan Understanding the Root Cause of Problems from Internal Audit Findings to logical objectives to fix the cause of the problem	17	12 Februari 2024 February 12, 2024
6	Re-Sertifikasi <i>Risk Management</i> Jenjang 5 Risk Management Re-Certification Level 5	25	12 Februari 2024 February 12, 2024
7	<i>Training</i> SK SP - Pengelolaan Transfer Dana Jenjang 5 SK SP Training - Fund Transfer Management Level 5	3	12 Februari 2024 February 12, 2024
8	<i>Training</i> SK SP - Pengelolaan Uang Tunai Jenjang 4 SK SP Training - Cash Management Level 4	3	12 Februari 2024 February 12, 2024
9	<i>Training</i> SK SP - Penukaran Valuta Asing dan Pembawaan Uang Kertas Asing (UKA) Jenjang 5 SK SP Training - Foreign Exchange and Carrying of Foreign Banknotes (UKA) Level 5	2	13 Februari 2024 February 13, 2024
10	Sosialisasi Kesehatan Diri Asuransi MSIG Life MSIG Life Insurance Personal Health Socialization	126	15 Februari 2024 February 15, 2024
11	<i>Training</i> SK SP - Pemrosesan Transaksi Pembayaran SK SP Training - Payment Transaction Processing	3	15 Februari 2024 February 15, 2024
12	<i>Training</i> SK SP - Penukaran Valuta Asing dan Pembawaan Uang Kertas Asing (UKA) Jenjang 4 SK SP Training - Foreign Exchange and Carrying of Foreign Banknotes (UKA) Level 4	1	15 Februari 2024 February 15, 2024
13	Estimasi Kebutuhan Uang (EKU) tahun anggaran 2024 Wilayah Jawa Tengah Estimation of Cash Needs (EKU) for the 2024 Central Java Region	1	16 Februari 2024 February 16, 2024
14	<i>Training</i> KTA Branch Cikarang KTA Branch Cikarang Training	4	16 Februari 2024 February 16, 2024
15	Keterampilan Bernegosiasi Bagi Pelaku Hubungan Industrial Negotiation Skills for Relationship Actors Industrial	1	21 Februari 2024 February 21, 2024
16	Koordinasi Pegawai Perbankan Provinsi Bali Bali Province Banking Employee Coordination	1	24 Februari 2024 February 24, 2024
17	Penerapan Manajemen Risiko Operasional dan Pemaparan ORCSA Implementation of Operational Risk Management and ORCSA Exposure	34	26 Februari 2024 February 26, 2024
18	<i>Treasury Market Update & Treasury Product</i> Treasury Market Update & Treasury Product	98	28 Februari 2024 February 28, 2024
19	<i>Training of Derivative Spot Report</i> Training of Derivative Spot Report	77	28 Februari 2024 February 28, 2024
20	<i>Monthly Training</i> KYC February 2024 Monthly KYC Training February 2024	312	29 Februari 2024 February 29, 2024
Maret March			
1	<i>Trade & Remittance Product and Sales</i>	89	05 Maret 2024 March 05, 2024
2	<i>On The Job Training</i> New Employee - Cilegon	2	13 Maret 2024 March 13, 2024
3	Re-Sertifikasi <i>Risk Management</i> Jenjang 5 Risk Management Re-Certification Level 5	26	14 Maret 2024 March 14, 2024
4	<i>Induction Batch I - March 2024</i>	22	19 Maret 2024 March 19, 2024

No.	Bulan/ Klasifikasi Program Diklat>Nama Program Diklat Month/ Classification of Training Program/Name of Training Program	Jumlah Peserta Number of Participants	Tanggal Pelatihan Date of Training
5	General Affair Payment Refreshment	86	19 Maret 2024 March 19, 2024
6	Penyelarasan Risk Management Jenjang 7 Risk Management Alignment Level 7	1	19 Maret 2024 March 19, 2024
7	E-Learning Anti-Fraud	164	20 Maret 2024 March 20, 2024
8	E-Learning Whistle Blowing	156	20 Maret 2024 March 20, 2024
9	E-Learning Self Inspection	127	20 Maret 2024 March 20, 2024
10	Treasury Market Update & Treasury Product	9	27 Maret 2024 March 27, 2024
11	Monthly Training KYC Maret 2024 Monthly KYC Training March 2024	359	31 Maret 2024 March 31, 2024
April			
1	Re-Sertifikasi Risk Management Jenjang 5 Re-Certification of Risk Management Level 5	26	02 April 2024 April 02, 2024
2	ISO 27001:2022	29	02 April 2024 April 02, 2024
3	Sosialisasi Pemeriksaan Mandiri Self-Examination Socialization	49	04 April 2024 April 04, 2024
4	Risk Management Jenjang 4 Risk Management Level 4	6	05 April 2024 April 05, 2024
5	Risk Management Jenjang 4 – TKA Risk Management Level 4 – TKA	6	17 April 2024 April 17, 2024
6	Trade Product and Operation Socialization	48	24 April 2024 April 24, 2024
7	Wholesale Transaction Banking	3	25 April 2024 April 25, 2024
8	Retail Product : Kredit Pemilikan Rumah Retail Product : Home Ownership Credit	51	26 April 2024 April 26, 2024
9	Individual Risk Assessment Reporting POJK 8	12	27 April 2024 April 27, 2024
10	Refreshment Sertifikasi Treasury Treasury Certification Refreshment	1	27 April 2024 April 27, 2024
11	Training PSAK Standard	27	27 April 2024 April 27, 2024
12	Compliance Awareness	277	29 April 2024 April 29, 2024
13	Monthly Training KYC April 2024 Monthly KYC Training April 2024	311	30 April 2024 April 30, 2024
Mei May			
1	Compliance Awareness	533	08 Mei 2024 May 08, 2024
2	Security Awareness	425	15 Mei 2024 May 15, 2024
3	How to Prevent Greenwashing in Sustainable Finance	3	16 Mei 2024 May 16, 2024

No.	Bulan/ Klasifikasi Program Diklat/Nama Program Diklat Month/ Classification of Training Program/Name of Training Program	Jumlah Peserta Number of Participants	Tanggal Pelatihan Date of Training
4	<i>Refreshment</i> CHCM CHCM Refreshment	1	28 Mei 2024 May 28, 2024
5	<i>Monthly Training</i> KYC May 2024 Monthly KYC Training May 2024	308	31 Mei 2024 May 31, 2024
Juni June			
1	Uji Sertikasi <i>Risk Management</i> Jenjang 7 – Direksi Risk Management Certification Test Level 7 – Directors	1	03 Juni 2024 June 03, 2024
2	<i>Training</i> SPPUR – Pengelolaan Transfer Dana Jenjang 4 SPPUR Training – Fund Transfer Management Level 4	1	03 Juni 2024 June 03, 2024
3	Penyelarasan <i>Risk Management</i> Jenjang 7 Risk Management Alignment Level 7	2	05 Juni 2024 June 05, 2024
4	<i>Training</i> SK SP – Pengelolaan Transfer Dana Jenjang 4 SK SP Training – Fund Transfer Management Level 4	1	10 Juni 2024 June 10, 2024
5	<i>Training</i> SK SP – Pemrosesan Transaksi Pembayaran Jenjang 4 SK SP Training – Payment Transaction Processing Level 4	1	10 Juni 2024 June 10, 2024
6	<i>Refreshment</i> <i>Risk Management</i> Jenjang 6 Risk Management Refreshment Level 6	7	14 Juni 2024 June 14, 2024
7	Penyelarasan <i>Risk Management</i> Jenjang 7 Risk Management Alignment Level 7	2	19 Juni 2024 June 19, 2024
8	<i>Training</i> SK SP – Pemrosesan Transaksi Pembayaran Jenjang 4 SK SP Training – Payment Transaction Processing Level 4	1	19 Juni 2024 June 19, 2024
9	<i>Induction Batch II – June 2024</i>	38	25 Juni 2024 June 25, 2024
10	<i>Out of Court Restructuring in Emerging Economies: Best Practices and Major Challenges</i>	1	26 Juni 2024 June 26, 2024
11	Ujian Sertifikasi penilai (USP) Appraiser Certification Exam (USP)	1	28 Juni 2024 June 28, 2024
12	<i>Treasury Market Update & Treasury Product</i>	8	28 Juni 2024 June 28, 2024
13	<i>Monthly Training</i> KYC June 2024 Monthly KYC Training June 2024	323	30 Juni 2024 June 30, 2024
Juli July			
1	<i>KPR Product Knowledge Training & Mentoring</i>	10	05 Juli 2024 July 05, 2024
2	<i>Retail KPR Socialization to Branch</i>	73	11 Juli 2024 July 11, 2024
3	<i>Training</i> Penyusunan Laporan Data Penjamin Simpanan Berbasis Nasabah Bank Umum (Penggunaan Aplikasi SCV) Training on Preparing Customer-Based Deposit Insurance Data Reports for Commercial Banks (Using the SCV Application)	13	11 Juli 2024 July 11, 2024
4	<i>Refreshment</i> <i>Risk Management</i> Jenjang 4 Risk Management Refreshment Level 4	24	11 Juli 2024 July 11, 2024
5	<i>Refreshment</i> <i>Risk Management</i> Jenjang 4 Risk Management Refreshment Level 4	26	16 Juli 2024 July 16, 2024
6	<i>Training</i> Bahasa Korea Hangeul A Korean Language Training Hangeul A	13	16 Juli 2024 July 16, 2024
7	<i>Training</i> Bahasa Korea Level 1 Korean Language Training Level 1	4	16 Juli 2024 July 16, 2024

No.	Bulan/ Klasifikasi Program Diklat>Nama Program Diklat Month/ Classification of Training Program/Name of Training Program	Jumlah Peserta Number of Participants	Tanggal Pelatihan Date of Training
8	Training Bahasa Korea Level 2 Korean Language Training Level 2	4	16 Juli 2024 July 16, 2024
9	Training POJK 22 Tahun 2023 tentang Perlindungan Konsumen & Masyarakat di Sektor Keuangan Training on POJK 22 of 2023 concerning Consumer & Community Protection in the Financial Sector	1	17 Juli 2024 July 17, 2024
10	Sosialisasi Pembukaan Rekening Online & E-KYC Socialization of Online Account Opening & E-KYC	62	17 Juli 2024 July 17, 2024
11	Training Bahasa Korea Hangeul B Korean Language Training Hangeul B	8	19 Juli 2024 July 19, 2024
12	Training Bahasa Korea Level 4 Korean Language Training Level 4	3	19 Juli 2024 July 19, 2024
13	Training Pengadaan Barang (Procurement) Procurement Training	3	24 Juli 2024 July 24, 2024
14	Refreshment Risk Management Jenjang 5 Risk Management Refreshment Level 5	29	25 Juli 2024 July 25, 2024
15	Workshop How to Improve Branch Performance	34	26 Juli 2024 July 26, 2024
16	Refreshment Risk Management Jenjang 6 Risk Management Refreshment Level 6	8	26 Juli 2024 July 26, 2024
17	Training Bahasa Inggris Level 6 English Training Level 6	15	29 Juli 2024 July 29, 2024
18	Refreshment Risk Management Jenjang 5 Risk Management Refreshment Level 5	31	29 Juli 2024 July 29, 2024
19	Training Bahasa Inggris Level 4 English Training Level 4	22	30 Juli 2024 July 30, 2024
20	Refreshment Risk Management Jenjang 5 Risk Management Refreshment Level 5	31	30 Juli 2024 July 30, 2024
21	Monthly Training KYC July 2024 Monthly KYC Training July 2024	317	31 Juli 2024 July 31, 2024
22	Training Bahasa Inggris Level 3 English Training Level 3	25	31 Juli 2024 July 31, 2024
Agustus August			
1	Training Service Quality Management Batch 1	20	03 Agustus 2024 August 03, 2024
2	Tutorial for Certified Documentary Credit Specialist (CDCS)	1	03 Agustus 2024 August 03, 2024
3	Uji Sertifikasi Risk Management Jenjang 4 Risk Management Certification Test Level 4	16	06 Agustus 2024 August 06, 2024
4	Uji Sertifikasi Risk Management Jenjang 4 Risk Management Certification Test Level 4	21	07 Agustus 2024 August 07, 2024
5	Training Refreshment SK SP - Pengelolaan Uang Tunai Jenjang 4 Refreshment of SK SP - Cash Management Training Level 4	1	08 Agustus 2024 August 08, 2024
6	Refreshment Risk Management Jenjang 6 – TKA Risk Management Refreshment Level 6 – TKA	1	09 Agustus 2024 August 09, 2024
7	Aither Technical Training Part I	130	12 Agustus 2024 August 12, 2024
8	Uji Re-Sertifikasi Risk Management Jenjang 4 – Kelas Publik Risk Management Re-Certification Test Level 4 – Public Class	10	14 Agustus 2024 August 14, 2024

No.	Bulan/ Klasifikasi Program Diklat/Nama Program Diklat Month/ Classification of Training Program/Name of Training Program	Jumlah Peserta Number of Participants	Tanggal Pelatihan Date of Training
9	Uji Re-Sertifikasi <i>Risk Management</i> Jenjang 5 – Kelas Publik Risk Management Re-Certification Test Level 5 – Public Class	2	14 Agustus 2024 August 14, 2024
10	<i>Training on Trade & Remittance Transaction</i>	33	15 Agustus 2024 August 15, 2024
11	<i>Refreshment Risk Management</i> Jenjang 5 Risk Management Refreshment Level 5	35	19 Agustus 2024 August 19, 2024
12	<i>Company Strategic Planning</i>	10	19 Agustus 2024 August 19, 2024
13	<i>Refreshment Risk Management</i> Jenjang 6 Risk Management Refreshment Level 6	11	21 Agustus 2024 August 21, 2024
14	<i>Refreshment Risk Management</i> Jenjang 4 Risk Management Refreshment Level 4	19	20 Agustus 2024 August 20, 2024
15	<i>Refreshment Risk Management</i> Jenjang 4 Risk Management Refreshment Level 4	62	22 Agustus 2024 August 22, 2024
16	<i>Training Refreshment</i> SK SP – Penukaran Valuta Asing dan Pembawaan Uang Kertas Asing Refreshment of SK SP – Foreign Exchange and Carrying Foreign Banknotes Training	1	21 Agustus 2024 August 21, 2024
17	<i>Training Aither Technical Training Part 2</i> Training Aither Technical Training Part 2	112	23 Agustus 2024 August 23, 2024
18	<i>Refreshment Risk Management</i> Jenjang 4 Risk Management Refreshment Level 4	60	23 Agustus 2024 August 23, 2024
19	<i>Refreshment Risk Management</i> Jenjang 7 Risk Management Refreshment Level 7	1	23 Agustus 2024 August 23, 2024
20	<i>Workshop KPR: Dokumen Kredit</i> KPR Workshop: Credit Documents	48	26 Agustus 2024 August 26, 2024
21	Sosialisasi <i>Remittance Inward</i> DHE SDA Socialization of DHE SDA Inward Remittance	91	26 Agustus 2024 August 26, 2024
22	<i>Training Basic Understanding for Manufacturing Industry</i> Training of Basic Understanding for Manufacturing Industry	12	27 Agustus 2024 August 27, 2024
23	Uji Sertikasi <i>Risk Management</i> Jenjang 6 Risk Management Certification Test Level 6	10	27 Agustus 2024 August 27, 2024
24	<i>Refreshment Risk Management</i> Jenjang 4 Risk Management Refreshment Level 4	22	27 Agustus 2024 August 27, 2024
25	<i>Refreshment Risk Management</i> Jenjang 4 Risk Management Refreshment Level 4	27	29 Agustus 2024 August 29, 2024
26	<i>Training Sosialisasi Kelengkapan CDD, EDD dan BO</i> CDD, EDD and BO Completeness Socialization Training	79	30 Agustus 2024 August 30, 2024
27	<i>Training Service Quality Management Batch 2</i>	20	31 Agustus 2024 August 31, 2024
28	<i>Tutorial for Certified International Trade Finance (CITF)</i>	1	31 Agustus 2024 August 31, 2024
September September			
1	<i>Training Pembekalan dan Refreshment Sertifikasi Auditor Level Dasar</i> Basic Level Auditor Certification Debriefing and Refreshment Training	7	02 September 2024 September 02, 2024
2	<i>Treasury Market Update</i> Agustus 2024 Treasury Market Update August 2024	11	03 September 2024 September 03, 2024
3	<i>Refreshment Digital KTA dan SOL</i> KTA and SOL Digital Refreshment	76	04 September 2024 September 04, 2024

No.	Bulan/ Klasifikasi Program Diklat>Nama Program Diklat Month/ Classification of Training Program/Name of Training Program	Jumlah Peserta Number of Participants	Tanggal Pelatihan Date of Training
4	Sosialisasi Kode Etik Bankir Socialization of Banker Code of Ethics	545	06 September 2024 September 06, 2024
5	Uji Sertifikasi <i>Risk Management</i> Jenjang 4 Risk Management Certification Test Level 4	17	10 September 2024 September 10, 2024
6	<i>Refreshment Firm Banking and Internet Banking</i> Firm Banking and Internet Banking Refreshment	85	10 September 2024 September 10, 2024
7	Uji Sertifikasi <i>Risk Management</i> Jenjang 4 Level 4 Risk Management Certification Test	22	11 September 2024 September 11, 2024
8	Bimbingan Teknis Penyusunan Struktur dan Skala Upah Technical Guidance on Wage Structure and Scale Preparation	1	12 September 2024 September 12, 2024
9	Uji Sertifikasi <i>Risk Management</i> Jenjang 6 Level 6 Risk Management Certification Test	2	13 September 2024 September 13, 2024
10	Uji Sertifikasi Audit Jenjang 4 Level Auditor (Dasar) Auditor Level 4 Audit Certification Test (Basic)	6	17 September 2024 September 17, 2024
11	<i>Training Intermediate Credit</i>	24	17 September 2024 September 17, 2024
12	<i>Training Credit Analyst for Mini Hydro Power Plant</i>	18	18 September 2024 September 18, 2024
13	<i>Training Quality Assurance for Auditor</i>	5	19 September 2024 September 19, 2024
14	Sosialisasi <i>Whistle Blowing System</i> Socialization of Whistle Blowing System	561	19 September 2024 September 19, 2024
15	<i>Induction Batch III - September 2024</i>	35	24 September 2024 September 24, 2024
16	<i>Training Tax Planning</i>	1	25 September 2024 September 25, 2024
17	<i>Refreshment Risk Management</i> Jenjang 6 – Komisaris Risk Management Refreshment Level 6 – Commissioner	1	25 September 2024 September 25, 2024
18	Uji <i>Risk Management</i> Jenjang 6 – Komisaris Risk Management Test Level 6 – Commissioner	1	26 September 2024 September 26, 2024
19	<i>Managing Personal Finance</i>	534	27 September 2024 September 27, 2024
20	Sosialisasi SOP <i>Time Deposit Online</i> Socialization of Online Time Deposit SOP	69	30 September 2024 September 30, 2024
Oktober October			
1	<i>Training Penyusunan Perjanjian Kerja Bersama (PKB)</i> Training on Collective Labor Agreement Drafting (PKB)	17	04 Oktober 2024 October 04, 2024
2	Uji Sertifikasi <i>Risk Management</i> Jenjang 4 – Publik Risk Management Certification Test Level 4 – Public	1	05 Oktober 2024 October 05, 2024
3	<i>Compliance Awareness : Ownership</i>	552	08 Oktober 2024 October 08, 2024
4	<i>Training SK SP - Pengelolaan Transfer Dana Jenjang 4</i> Training on SK SP - Fund Transfer Management Level 4	11	10 Oktober 2024 October 10, 2024
5	<i>Refreshment Risk Management</i> Jenjang 7 – Direksi Risk Management Refreshment Level 7 – Board of Directors	1	11 Oktober 2024 October 11, 2024
6	<i>Training SK SP - Pengelolaan Transfer Dana Jenjang 5</i> Training SK SP - Fund Transfer Management Level 5	7	14 Oktober 2024 October 14, 2024
7	<i>Internal Training Awareness Pelindungan Data Pribadi</i> Internal Training Awareness of Personal Data Protection	43	15 Oktober 2024 October 15, 2024

No.	Bulan/ Klasifikasi Program Diklat>Nama Program Diklat Month/ Classification of Training Program/Name of Training Program	Jumlah Peserta Number of Participants	Tanggal Pelatihan Date of Training
8	Uji <i>Risk Management</i> Jenjang 7 – Direksi Risk Management Test Level 7 – Board of Directors	1	15 Oktober 2024 October 15, 2024
9	<i>Training</i> SK SP – Penukaran Valuta Asing dan Pembawaan Uang Kertas Asing (UKA) Jenjang 4 Training on SK SP – Foreign Exchange and Carriage of Foreign Banknotes (UKA) Level 4	8	17 Oktober 2024 October 17, 2024
10	Kredit Pemilikan Rumah : Part 3 Home Ownership Loan: Part 3	45	18 Oktober 2024 October 18, 2024
11	<i>Training Compliance Awareness: Increasing Productivity in Work</i>	548	21 Oktober 2024 October 21, 2024
12	<i>Training Credit Analyst for Palm oil Sector</i>	11	22 Oktober 2024 October 22, 2024
13	<i>On The Job Training New Employee</i> – Tegal	1	22 Oktober 2024 October 22, 2024
14	<i>Petty Cash & Budget Code Management</i>	115	23 Oktober 2024 October 23, 2024
15	Partisipasi <i>Fun Competition</i> dalam Acara Symphony Rupiah Fun Competition Participation in Symphony Rupiah Event	5	23 Oktober 2024 October 23, 2024
16	Training Pelindungan Konsumen dan Strategi Penyelesaian Pengaduan Nasabah Berbasis pada <i>Service Excellent</i> Training on Consumer Protection and Customer Complaint Resolution Strategy Based on Service Excellent	1	24 Oktober 2024 October 24, 2024
17	<i>Training GA: Asset & Infrastructure</i> GA Training: Asset & Infrastructure	61	24 Oktober 2024 October 24, 2024
18	<i>Training</i> SK SP – Pengelolaan Uang Tunai Jenjang 4 Training on SK SP – Cash Management Level 4	3	24 Oktober 2024 October 24, 2024
19	Koordinasi Bank Indonesia Wilayah Malang Tahun 2024 Coordination of Bank Indonesia Malang Region 2024	1	25 Oktober 2024 October 25, 2024
20	<i>Training Service Quality Management Batch 3</i>	20	26 Oktober 2024 October 26, 2024
21	Symphony Rupiah dan Student Summit Jawa Timur 2024 Symphony Rupiah and Student Summit East Java 2024	1	26 Oktober 2024 October 26, 2024
22	<i>Training</i> SK SP – Pemrosesan Transaksi Pembayaran SK SP Training – Payment Transaction Processing	2	28 Oktober 2024 October 28, 2024
23	<i>Preliminary</i> Aktivitas Implementasi <i>Marketing Desk Call</i> Preliminary Marketing Desk Call Implementation Activity	114	30 Oktober 2024 October 30, 2024
24	<i>Annual Training AML for Branch</i>	192	31 Oktober 2024 October 31, 2024
November			
1	<i>Sharing Session Trade Transaction & E-Banking in Branch</i>	71	01 November 2024 November 01, 2024
2	Strategi Koordinasi Pemenuhan Uang Rupiah Di Masyarakat Serta Sosialisasi Penggunaan Aplikasi Bisik Gen.2 Coordination Strategy for Fulfillment of Rupiah in the Community and Socialization of the Use of Bisik Gen.2 Application	1	01 November 2024 November 01, 2024
3	<i>Workshop</i> Layanan Perkasan Bersama Perbankan Solo Raya Tahun 2024 Workshop on Perkasan Services with Greater Solo Banking in 2024	1	01 November 2024 November 01, 2024

No.	Bulan/ Klasifikasi Program Diklat>Nama Program Diklat Month/ Classification of Training Program/Name of Training Program	Jumlah Peserta Number of Participants	Tanggal Pelatihan Date of Training
4	<i>Capacity Building</i> Pengelolaan uang Rupiah (CB PUR) Bagi Perbankan di Wilayah Kerja KPW BI Provinsi Jawa Timur Tahun 2024 Capacity Building for Rupiah Money Management (CB PUR) for Banks in the KPW BI Work Area of East Java Province in 2024	2	01 November 2024 November 01, 2024
5	<i>Training</i> SK SP - Pengelolaan Transfer Dana Jenjang 4 Training on SK SP - Fund Transfer Management Level 4	1	04 November 2024 November 04, 2024
6	<i>Fresh Graduate Program Training</i>	21	04 November 2024 November 04, 2024
7	<i>Compliance Awareness : Code of Ethics (Team Work)</i>	540	05 November 2024 November 05, 2024
8	<i>Training</i> SK SP - Pengelolaan Uang Tunai Jenjang 4 Training on SK SP - Cash Management Level 4	1	07 November 2024 November 07, 2024
9	<i>Training Uji Risk Management</i> Jenjang 5 – TKA Risk Management Test Training Level 5 – TKA	1	08 November 2024 November 08, 2024
10	<i>Training</i> SK SP - Penukaran Valuta Asing dan Pembawaan Uang Kertas Asing Jenjang 5 Training on SK SP - Foreign Exchange and Carrying Foreign Banknotes Level 5	3	08 November 2024 November 08, 2024
11	<i>BSI Workshop, Leadership Training and Team Building 2024</i>	46	09 November 2024 November 09, 2024
12	<i>Training</i> SK SP - Penukaran Valuta Asing dan Pembawaan Uang Kertas Asing Jenjang 4 Training on SK SP - Foreign Exchange and Carrying Foreign Banknotes Level 4	4	11 November 2024 November 11, 2024
13	Sosialisasi SOL KRW KRW SOL Socialization	140	12 November 2024 November 12, 2024
14	<i>Training Customer Protection</i>	230	14 November 2024 November 14, 2024
15	<i>Capacity Building</i> , Kesiapan Pemenuhan Uang untuk Natal dan Akhir Tahun 2024 serta Proyeksi Kebutuhan Uang Perbankan Wilayah Kerja KPwBI Sumatera Utara tahun 2025 Capacity Building, Readiness of Money Fulfillment for Christmas and End of Year 2024 and Projection of Banking Money Needs for KPwBI North Sumatra Working Area in 2025	1	15 November 2024 November 15, 2024
16	Refreshment Ketentuan Bank Indonesia Kepada Petugas Kliring BI Tegal Refreshment of Bank Indonesia Provisions to Tegal BI Clearing Officer	1	16 November 2024 November 16, 2024
17	User Group SP, dan FMI BI (BI-RTGS, BI-SSSS, BI-ETP, SKNBI, dan BI-FAST) Tahun 2025 User Group SP, and FMI BI (BI-RTGS, BI-SSSS, BI-ETP, SKNBI, and BI-FAST) in 2025	3	16 November 2024 November 16, 2024
18	<i>Training</i> SK SP - Pengelolaan Uang Tunai Jenjang 5 Training on SK SP - Cash Management Level 5	6	18 November 2024 November 18, 2024
19	<i>Sosialisasi Service Awareness for Frontliner</i> Socialization of Service Awareness for Frontliners	149	19 November 2024 November 19, 2024
20	<i>Workshop</i> Pelaporan Data SCV LPS kepada Bank Umum 2024 Workshop on SCV LPS Data Reporting to Commercial Banks 2024	2	21 November 2024 November 21, 2024
21	Komunikasi Perlindungan Konsumen (FKPK) Surabaya di Wilayah KPW BI Provinsi Jawa Timur Tahun 2024 Consumer Protection Communication (FKPK) Surabaya in the KPW BI East Java Province Region in 2024	1	23 November 2024 November 23, 2024

No.	Bulan/ Klasifikasi Program Diklat>Nama Program Diklat Month/ Classification of Training Program/Name of Training Program	Jumlah Peserta Number of Participants	Tanggal Pelatihan Date of Training
22	<i>Training</i> SK SP – Pengelolaan Transfer Dana Jenjang 5 Training on SK SP – Fund Transfer Management Level 5	2	21 November 2024 November 21, 2024
23	Uji Sertifikasi Manajemen Risiko Jenjang 5 – TKA Management Certification Test Level 5 Risk – TKA	1	29 November 2024 November 29, 2024
24	<i>Monthly Training</i> KYC November 2024 Monthly KYC Training November 2024	289	30 November 2024 November 30, 2024
Desember December			
1	Sosialisasi SOP Digital KTA v1.3 Socialization of SOP Digital KTA v1.3	66	01 Desember 2024 December 01, 2024
2	<i>Training</i> SK SP – Pengelolaan Transfer Dana Jenjang 6 Training on SK SP – Fund Transfer Management Level 6	1	05 Desember 2024 December 05, 2024
3	<i>Training</i> AML for Executive	41	05 Desember 2024 December 05, 2024
4	<i>Training</i> SK SP – Pengelolaan Uang Tunai Training on SK SP – Cash Management	1	05 Desember 2024 December 05, 2024
5	<i>Training</i> HR for Executive	2	05 Desember 2024 December 05, 2024
6	<i>Refreshment</i> Layangan Penanganan Pengaduan Refreshment of Complaint Handling Layouts	102	06 Desember 2024 December 06, 2024
7	<i>Training</i> Compliance Awareness	538	10 Desember 2024 December 10, 2024
8	<i>Induction Training</i> Batch IV – Desember 2024 Induction Training Batch IV – December 2024	31	12 Desember 2024 December 12, 2024
9	<i>Training</i> SK SP – Pemrosesan Transaksi Pembayaran Jenjang 4 Training SK SP – Payment Transaction Processing Level 4	3	12 Desember 2024 December 12, 2024
10	<i>GYF New Member Training</i>	6	12 Desember 2024 December 12, 2024
11	<i>Training</i> Pembekalan Sertifikasi <i>Treasury</i> Jenjang 7 Treasury Certification Debriefing Training Batch 7	1	13 Desember 2024 December 13, 2024
12	<i>Refreshment</i> Banking Product Batch 1 Refreshment Banking Product Batch 1	174	13 Desember 2024 December 13, 2024
13	<i>Training</i> SK SP – Pengelolaan Transfer Dana Jenjang 5 Training on SK SP – Fund Transfer Management Batch 5	1	16 Desember 2024 December 16, 2024
14	<i>Refreshment</i> Banking Product Batch 2 Refreshment Banking Product Batch 2	169	17 Desember 2024 December 17, 2024
15	<i>Refreshment</i> Banking Product Batch 3 Refreshment Banking Product Batch 3	157	19 Desember 2024 December 19, 2024
16	Sosialisasi <i>Performance Evaluation</i> 2024, <i>Goal Setting</i> 2025 & Implementasi COP Socialization of Performance Evaluation 2024, Goal Setting 2025 & COP Implementation	37	20 Desember 2024 December 20, 2024
17	BOOST: Proses Pengelolaan Nomor Kombinasi BOOST: Combination Number Management Process	113	23 Desember 2024 December 23, 2024
18	<i>Training</i> SK SP – Pengelolaan Uang Tunai Jenjang 5 SK SP Training – Cash Management Level 5	6	23 Desember 2024 December 23, 2024
19.	<i>LMS: Annual Training</i> AML	432	31 Desember 2024 December 31, 2024

Teknologi Informasi

Information Technology

Seiring dengan perkembangan teknologi yang semakin masif, hampir seluruh pelaku bisnis berinisiatif untuk mengembangkan Sistem Teknologi Informasi (TI) yang profesional dalam proses bisnisnya. Sebagai Perbankan, Bank Shinhan tidak hanya dituntut untuk dapat beradaptasi dengan perkembangan zaman, namun hal tersebut menjadi sebuah kebutuhan agar pengelolaan operasional dapat berjalan efektif dan efisien serta meningkatkan produktivitas.

Teknologi Informasi merupakan aset strategis yang dapat menjadi keunggulan kompetitif bagi Perbankan. Infrastruktur TI yang kuat dan efektif dapat membantu Bank meningkatkan efisiensi, meningkatkan kualitas layanan, dan meningkatkan kemampuan bersaing. Oleh karena itu, Bank memprioritaskan pengelolaan TI dengan memiliki program tersendiri untuk mengoptimalkan penggunaan TI dan meningkatkan keamanan serta kualitas layanan.

Sistem Teknologi Informasi

Teknologi informasi memiliki peran kunci dalam menjaga kelangsungan bisnis saat ini, dimana tuntutan atas layanan digital perbankan yang cepat, nyaman, dan aman serta mampu memenuhi permintaan nasabah menjadi salah satu dasar transformasi digitalisasi perbankan. Dengan demikian, keberadaan Teknologi Informasi (TI) yang berkualitas dan berkapasitas yang semakin berkembang menjadi salah satu hal yang wajib dimiliki bank untuk bersaing di era digital saat ini. Teknologi merupakan kunci utama yang memungkinkan Bank menyediakan produk dan jasa, mengukur dan menelusuri kinerja bisnis, serta mengambil keputusan-keputusan manajemen yang tepat untuk kelangsungan usaha.

Bank Shinhan Indonesia akan terus berupaya mengoptimalkan keunggulan infrastruktur dan produk-produk layanan berbasis teknologi informasi. Bank dengan gencar membentuk ekosistem bisnis berbasis digital teknologi, yang memungkinkan seluruh nasabah pelaku bisnis terkoneksi dengan para konsumennya di seluruh pelosok negeri, bahkan hingga ke berbagai manca negara. Bank telah mengubah kesulitan menjadi peluang mengembangkan usaha dan menjadikan kreativitas dalam mengoptimalkan ekosistem digital sebagai ajang unjuk ketangguhan dalam mengatasi seluruh tantangan berusaha.

With the rapid advancement of technology, nearly all business entities are taking the initiative to develop a professional Information Technology (IT) system within their business processes. As a banking institution, Bank Shinhan is not only required to adapt to these evolving trends but also recognizes IT as a necessity to ensure effective and efficient operational management while enhancing productivity.

Information Technology serves as a strategic asset that can provide a competitive advantage in the banking sector. A robust and efficient IT infrastructure enables banks to enhance operational efficiency, elevate service quality, and strengthen their market competitiveness. Therefore, the Bank places a high priority on IT management by implementing dedicated programs to optimize IT utilization, enhance security, and improve service excellence.

Information Technology System

Information technology plays a vital role in ensuring business continuity in today's landscape, where the demand for fast, convenient, and secure digital banking services—along with the ability to meet customer expectations—serves as a fundamental driver of digital transformation in the banking sector. Thus, the existence of quality Information Technology (IT) with increasingly growing capacity is one of the things that banks must have to compete in today's digital era. Technology is a key enabler that allows the Bank to provide products and services, measure and track business performance, and make well-informed management decisions to ensure business sustainability.

Bank Shinhan Indonesia will continue to strive to optimize the advantages of infrastructure and information technology-based service products. The Bank is aggressively forming a digital technology-based business ecosystem, which allows all business customers to connect with their consumers throughout the country, even to various foreign countries. The Bank has turned difficulties into opportunities to develop businesses and made creativity in optimizing the digital ecosystem a place to show resilience in overcoming all business challenges.

Pengembangan TI Tahun 2024

Pada tahun 2024, capaian Teknologi Informasi untuk menunjang bisnis Bank yang sudah diimplementasikan yaitu sebagai berikut:

1. API Management

Pengembangan *API Management* untuk menyediakan portal web pengembangan API dan gerbang untuk jembatan penghubung agar dapat memudahkan berintegrasi dengan berbagai pihak penyedia layanan yang bekerja sama dengan Bank dan juga dikembangkan untuk jembatan penghubung integrasi dengan sesama sistem internal Bank dengan memperhatikan tingkat kinerja dan keamanannya.

2. Supply Chain Financing

Pengembangan pada aplikasi utama Bank dan aplikasi *website* untuk mendukung transaksi *online* dalam Pembiayaan modal kerja untuk pemilik usaha dengan cara membeli stok baru maupun jasa kepada *supplier*. Dengan demikian para pemilik usaha bisa menjalankan bisnisnya. Pembiayaan ini melibatkan pemasok, pembeli dan bank, yang menjadi perantara antara pemasok dan pembeli.

3. Dealer Financing – Sparepart

Pengembangan pada aplikasi utama Bank dan aplikasi *website* untuk mendukung transaksi *online* dalam pengajuan pembiayaan pembelian *sparepart* mobil.

4. Digital MCL

Pengembangan pada aplikasi utama Bank berbasis *website* untuk mendukung transaksi *online* dalam pengajuan pembiayaan pembelian mobil. Nasabah akan mengakses *website* milik Hyundai untuk memilih mobil yang akan dibeli melalui pinjaman, dari data tersebut melalui API akan dikirimkan ke Pihak Bank yang bekerja sama, lalu Bank akan mengirimkan hasil simulasi angsuran, apabila ingin proses lebih lanjut, nasabah bisa memilih ingin mengajukan pinjaman ke pihak Bank.

5. Deposito IDR – ESG

Program Pengembangan TI untuk produk yang digunakan adalah produk Deposito dengan denominasi mata uang Rupiah. Bank dan Nasabah masing-masing akan menyisihkan dana dan akan diberikan kepada lembaga atau institusi atau

IT Development in 2024

In 2024, the achievements of Information Technology to support the Bank's business that have been implemented are as follows:

1. API Management

API Management development to provide an API development web portal and a gateway for a connecting bridge to facilitate integration with various service providers who work with the Bank and also developed for a connecting bridge for integration with fellow Bank internal systems by considering the level of performance and security.

2. Supply Chain Financing

Development of the Bank's main application and website application to support online transactions in working capital financing for business owners by purchasing new stock or services from suppliers. Thus, business owners can run their businesses. This financing involves suppliers, buyers and banks, which act as intermediaries between suppliers and buyers.

3. Dealer Financing – Sparepart

Development of the Bank's main application and website application to support online transactions in submitting financing for purchasing car spare parts.

4. Digital MCL

Development of the Bank's main website-based application to support online transactions in submitting financing for purchasing cars. Customers will access Hyundai's website to select the car to be purchased through a loan, from which data via API will be sent to the collaborating Bank, then the Bank will send the installment simulation results, if they want further processing, customers can choose to apply for a loan to the Bank.

5. IDR Deposit – ESG

The IT Development Program for the products used is a Deposit product with a Rupiah currency denomination. The Bank and Customer will each set aside funds and will be given to institutions or foundations or projects or other parties that



yayasan atau proyek-proyek atau pihak lainnya yang mendukung aktivitas *Environmental, Social & Governance* (ESG).

support Environmental, Social & Governance (ESG) activities.

Program Pengembangan TI ke Depan

Berikut merupakan aplikasi Teknologi Informasi yang akan dikembangkan lebih lanjut untuk menunjang bisnis di Bank pada tahun 2025:

- **Fraud Detection System/Transaction Monitoring System**
Pengembangan aplikasi untuk mendeteksi, mencegah, dan mengidentifikasi aktivitas atau transaksi yang mencurigakan dan berpotensi sebagai penipuan.
- **Swing Portal**
Pengembangan sistem intranet yang digunakan untuk komunikasi internal.
- **Feature updates on Internet Banking & Mobile Banking**
 - Tabungan USD *online* pada SOL
 - Tabungan Shinhan prime *online* pada SOL
 - Tabungan Berjangka
 - BI-FAST *transfer screen*
 - *Remittance* mata uang Won Korea FX ke Bank lain melalui kerangka LCT
 - *Top-up card-based e-money*
 - *Referral Code*.

Future IT Development Program

The following are Information Technology applications that will be further developed to support business at the Bank in 2025:

- **Fraud Detection System/Transaction Monitoring System**
Application development to detect, prevent, and identify suspicious and potentially fraudulent activities or transactions.
- **Swing Portal**
Development of an intranet system used for internal communication.
- **Feature updates on Internet Banking & Mobile Banking**
 - Online USD savings on SOL
 - Online Shinhan prime savings on SOL
 - Term Savings
 - BI-FAST transfer screen
 - Korean Won FX currency remittance to other Banks through the LCT framework
 - Top-up card-based e-money
 - Referral Code.





Analisa dan Pembahasan Manajemen

Management Discussion and Analysis

TINGGALKAN ATM
Kartu / Uang / Bukti Transaksi
Selah Anda Terima



Rp 100

Analisis Perekonomian Global dan Nasional

Analysis of Global and National Economic Conditions

Perekonomian global pada tahun 2024 menunjukkan tanda-tanda pemulihan yang bertahap, meskipun masih ada berbagai risiko makroekonomi yang harus dihadapi. Ketidakpastian geopolitik yang terus berlangsung, terutama di kawasan Eropa Timur dan Timur Tengah, menjadi faktor yang memberikan tekanan terhadap prospek perdagangan internasional. Selain itu, ketegangan dalam rantai pasok global juga berkontribusi pada tantangan yang dihadapi oleh banyak negara.

Penyesuaian kebijakan moneter oleh bank-bank sentral di negara maju, seperti Federal Reserve di Amerika Serikat dan Bank Sentral Eropa, memiliki dampak signifikan terhadap stabilitas pasar keuangan global. Kebijakan ini dapat memicu volatilitas nilai tukar dan arus modal, yang pada gilirannya mempengaruhi investasi dan pertumbuhan ekonomi di negara-negara berkembang. Oleh karena itu, meskipun ada harapan untuk pemulihan, ketidakpastian tetap menjadi hal yang harus diwaspadai oleh para pelaku pasar dan pembuat kebijakan.

Dana Moneter Internasional (IMF) memproyeksikan pertumbuhan ekonomi global pada tahun 2024 dan 2025 sebesar 3,2%. Proyeksi ini naik dibandingkan perkiraan sebelumnya yang dipatok 3,1% pada Januari 2024. Hal ini didorong oleh pemulihan aktivitas di sektor manufaktur, investasi, serta sektor jasa. Meskipun ada tanda-tanda pemulihan, tantangan utama yang dihadapi adalah tekanan inflasi yang persisten di beberapa negara besar. Inflasi yang tinggi dapat mempengaruhi daya beli masyarakat dan keputusan investasi, sehingga menjadi perhatian utama bagi para pembuat kebijakan.

Di tengah tekanan global tersebut, ekonomi Indonesia menunjukkan ketahanan yang cukup baik. Indonesia merupakan salah satu negara dengan kinerja yang terbaik di Emerging Market Economies (EMEs), dengan stabilitas yang terjaga dan pertumbuhan ekonomi yang cukup tinggi. Pada tahun 2024, Badan Pusat Statistik (BPS) merilis bahwa perekonomian nasional tumbuh 5,03%, dengan dukungan dari konsumsi domestik, dan ekspor komoditas unggulan. Pemerintah terus memperkuat perekonomian melalui pembangunan infrastruktur, hilirisasi sumber daya alam, serta percepatan transformasi digital.

The global economy in 2024 is showing signs of gradual recovery, although it continues to face a range of macroeconomic risks. Ongoing geopolitical uncertainties, particularly in Eastern Europe and the Middle East, remain key factors exerting pressure on the outlook for international trade. In addition, tensions within global supply chains continue to pose significant challenges for many countries.

Monetary policy adjustments by central banks in advanced economies, such as the Federal Reserve in the United States and the European Central Bank, have had a substantial impact on global financial market stability. These policies can trigger exchange rate volatility and capital flow fluctuations, which in turn affect investment and economic growth in emerging markets. Accordingly, despite growing optimism for recovery, uncertainty remains a crucial consideration for market participants and policymakers alike.

The International Monetary Fund (IMF) has projected global economic growth of 3.2% for both 2024 and 2025, a slight increase from its earlier forecast of 3.1% issued in January 2024. This upward revision is supported by a rebound in manufacturing activity, investment, and the services sector. Nonetheless, a major challenge persists in the form of sustained inflationary pressures in several major economies. Elevated inflation can erode household purchasing power and influence investment decisions, making it a central focus for economic policymakers.

Amidst global pressures, the Indonesian economy has demonstrated notable resilience. Indonesia stands out as one of the best-performing countries among Emerging Market Economies (EMEs), maintaining macroeconomic stability alongside robust economic growth. In 2024, Statistics Indonesia (BPS) reported that the national economy expanded by 5.03%, driven by strong domestic consumption and exports of key commodities. The government continues to strengthen the economy through infrastructure development, natural resource downstreaming, and the acceleration of digital transformation.



Kebijakan fiskal yang ekspansif, melalui alokasi anggaran pembangunan strategis dan program sosial, menjadi salah satu faktor pendorong pertumbuhan. Namun demikian, tantangan berupa fluktuasi harga komoditas, risiko eksternal akibat pengetatan kebijakan moneter global, serta potensi perlambatan ekspor tetap perlu diantisipasi. Pemerintah dan Bank Indonesia terus mengupayakan stabilitas makroekonomi dengan menjaga inflasi dalam kisaran target 2% hingga 4%, serta mengelola nilai tukar rupiah agar tetap stabil. Inflasi menurun dan terjaga dalam kisaran sasaran $2,5 \pm 1\%$ serta stabilitas nilai tukar Rupiah terjaga sejalan komitmen Bank Indonesia. Stabilitas sistem keuangan juga tetap baik dengan kecukupan permodalan perbankan dan pertumbuhan kredit yang tinggi sehingga berkontribusi penting dalam pembiayaan ekonomi. Digitalisasi sistem pembayaran meningkat pesat sehingga menopang ekosistem ekonomi-keuangan digital nasional dan secara keseluruhan mampu mendukung pertumbuhan ekonomi Indonesia tetap baik pada tahun 2024.

Analisis Industri

Dalam siaran persnya, Otoritas Jasa Keuangan (OJK) menilai stabilitas sektor jasa keuangan terjaga stabil di tengah meningkatnya risiko geopolitik dan melemahnya aktivitas perekonomian global. Kinerja intermediasi perbankan tumbuh positif dengan profil risiko yang terjaga dengan pertumbuhan kredit sebesar 10,85% (yoy). Berdasarkan jenis penggunaan, Kredit Investasi tumbuh tertinggi yaitu sebesar 12,26%, diikuti oleh Kredit Konsumsi 10,88%, sedangkan Kredit Modal Kerja 10,01%. Ditinjau dari kepemilikan bank, bank BUMN menjadi pendorong utama pertumbuhan kredit yaitu sebesar 12,80% (yoy).

An expansionary fiscal policy, through budget allocations for strategic development and social programs, has served as one of the key drivers of economic growth. Nevertheless, several challenges remain, including commodity price fluctuations, external risks stemming from the tightening of global monetary policy, and the potential for an export slowdown. The Government of Indonesia and Bank Indonesia continue to strive for macroeconomic stability by maintaining inflation within the target range of 2% to 4% and managing the Rupiah exchange rate to ensure stability. Inflation has declined and remains within the targeted range of $2.5\% \pm 1\%$, while Rupiah stability has been preserved in line with Bank Indonesia's commitment. Financial system stability also remains sound, supported by strong capital adequacy within the banking sector and robust credit growth, which continues to play an important role in financing the economy. The rapid growth of digital payment systems has further strengthened the national digital financial and economic ecosystem, thereby supporting Indonesia's overall economic growth in 2024.

Industry Analysis

In its press release, the Financial Services Authority (OJK) stated that the stability of the financial services sector has been maintained despite heightened geopolitical risks and a weakening global economy. Banking intermediation performance continued to grow positively with manageable risk profiles, reflected in a credit growth of 10.85% year-on-year (yoy). By credit type, Investment Loans posted the highest growth at 12.26%, followed by Consumer Loans at 10.88%, and Working Capital Loans at 10.01%. In terms of bank ownership, State-Owned Banks (BUMN) were the primary drivers of credit

Berdasarkan kategori debitur, kredit korporasi tumbuh sebesar 15,43%, sementara kredit UMKM juga tetap tumbuh sebesar 5,04%.

Di sisi lain, Dana Pihak Ketiga (DPK) perbankan tercatat tumbuh sebesar 7,04% (yoy) menjadi Rp8.720,78 triliun, dengan giro, tabungan, dan deposito masing-masing tumbuh sebesar 9,38%, 7,30%, dan 4,95% (yoy). Pertumbuhan DPK seiring dengan meningkatnya kepercayaan masyarakat terhadap sistem perbankan. Bank-bank perlu menawarkan produk yang menarik untuk menarik lebih banyak simpanan, terutama di tengah persaingan yang ketat. Pertumbuhan DPK yang sehat akan mendukung kemampuan bank dalam menyalurkan kredit dan menjaga likuiditas.

Likuiditas industri perbankan pada September 2024 tetap memadai, dengan rasio Alat Likuid/Non-Core Deposit (AL/NCD) dan Alat Likuid/Dana Pihak Ketiga (AL/DPK) masing-masing sebesar 112,66% dan 25,40% dan masih di atas threshold masing-masing sebesar 50% dan 10%. Adapun Liquidity Coverage Ratio (LCR) berada di level 222,64% dan Net Stable Funding Ratio (NSFR) di level 129,50%, mengindikasikan ketahanan likuiditas jangka pendek dan pendanaan jangka panjang industri perbankan ke depan yang solid.

Sementara itu, kualitas kredit tetap terjaga dengan rasio NPL gross sebesar 2,21% dan NPL net sebesar 0,78%. Tingkat NPL di industri keuangan mungkin akan meningkat jika pemulihan ekonomi tidak merata atau jika inflasi terus berlanjut. Bank-bank harus lebih proaktif dalam mengelola portofolio kredit mereka untuk meminimalkan risiko gagal bayar. Secara umum, tingkat profitabilitas bank (ROA) meningkat ke 2,73%, menunjukkan kinerja industri perbankan tetap resilien dan stabil. Ketahanan perbankan juga tetap kuat tecermin dari permodalan (CAR) yang berada di level tinggi dan meningkat yaitu sebesar 26,85% dan menjadi bantalan mitigasi risiko yang kuat di tengah kondisi ketidakpastian global.

Bank Shinhan Indonesia mencatatkan kinerja yang baik sepanjang tahun 2024, sejalan dengan tren positif dalam industri perbankan. Dengan memiliki 4 (empat) segmen usaha: korporasi, ritel, komersial, dan individual, Bank Shinhan Indonesia mampu mendiversifikasi portofolio layanannya dan menjangkau berbagai segmen pasar. Keberagaman

growth, recording a 12.80% increase (yoy). From the perspective of borrower categories, corporate loans grew by 15.43%, while MSME loans also recorded a positive growth of 5.04%.

On the funding side, Third-Party Funds (DPK) in the banking sector grew by 7.04% (yoy), reaching IDR 8,720.78 trillion. This was driven by increases in demand deposits, savings, and time deposits, which rose by 9.38%, 7.30%, and 4.95%, respectively. The growth in DPK reflects increased public confidence in the banking system. Banks are encouraged to offer more attractive products to compete for deposits amid an increasingly competitive landscape. A healthy DPK growth supports banks' capacity to extend credit and maintain adequate liquidity.

Banking industry liquidity as of September 2024 remained sufficient, with the Liquidity Coverage Ratio (LCR) and Net Stable Funding Ratio (NSFR) standing at 222.64% and 129.50%, respectively—well above their respective thresholds of 100%. Meanwhile, the ratios of Liquid Assets to Non-Core Deposits (AL/NCD) and Liquid Assets to DPK (AL/DPK) were recorded at 112.66% and 25.40%, also exceeding the respective thresholds of 50% and 10%. These indicators reflect the banking industry's solid short-term liquidity and long-term funding resilience going forward.

Credit quality has been maintained, with gross Non-Performing Loan (NPL) ratio at 2.21% and net NPL at 0.78%. However, NPLs may rise if economic recovery is uneven or if inflationary pressures persist. Banks must adopt proactive strategies in managing their loan portfolios to mitigate default risks. In general, banking profitability, as reflected in Return on Assets (ROA), improved to 2.73%, underscoring the sector's continued resilience and stability. The industry's capital strength also remains robust, with a Capital Adequacy Ratio (CAR) rising to 26.85%, providing a substantial buffer to absorb potential risks amid global uncertainty.

Bank Shinhan Indonesia recorded strong performance throughout 2024, in line with the positive trends in the banking industry. With four main business segments—corporate, retail, commercial, and individual—Bank Shinhan Indonesia has effectively diversified its service portfolio and expanded its market reach. This business segmentation has enabled



segmen usaha yang dimiliki Bank Shinhan Indonesia memungkinkan bank ini untuk berkontribusi secara signifikan terhadap pencapaian pertumbuhan perbankan dalam negeri secara berkesinambungan. Dengan strategi yang tepat dan pemahaman yang mendalam tentang pasar, Bank Shinhan Indonesia berada dalam posisi yang baik untuk terus tumbuh dan beradaptasi dengan dinamika ekonomi yang berkembang.

the Bank to contribute meaningfully to the sustainable growth of Indonesia's banking sector. Supported by sound strategy and a deep understanding of market dynamics, Bank Shinhan Indonesia is well-positioned to sustain its growth and adapt to the evolving economic landscape.

Tinjauan Kinerja per Segmen Usaha Business Segment Performance Overview

Per 31 Desember 2024, Bank beroperasi sebagai bank umum yang terbagi menjadi 4 (empat) segmen usaha, yakni:

1. Segmen korporasi

Bank melayani pembiayaan secara bilateral kepada korporasi dengan sasaran perusahaan.

2. Segmen komersial

Bank menyediakan layanan pembiayaan, penghimpunan dana dan jasa kepada masyarakat.

3. Segmen ritel

Bank memfasilitasi kredit pada ritel di berbagai sektor.

Untuk tahun 2024, Bank berfokus pada segmen Ritel Konsumsi yang sejalan dengan Rencana Bisnis Bank dan dengan mempertimbangkan peningkatan porsi ritel konsumsi terhadap total portofolio kredit Bank.

Bank menerapkan sejumlah langkah strategis untuk mengoptimalkan kinerja bisnis Bank, yakni:

1. Bank akan meningkatkan porsi pertumbuhan yang lebih tinggi pada kredit ritel konsumsi yang pada gilirannya akan meningkatkan porsi portofolio kredit ritel konsumsi terhadap total portofolio kredit Bank.
2. Bank akan menumbuhkan porsi kredit korporasi dan komersial sesuai dengan pengalaman dan kemampuan Bank selama ini sebagai upaya menumbuhkan aset kredit secara keseluruhan.
3. Bank berupaya mendukung pembiayaan pada kegiatan sektor ramah lingkungan atau dikenal sebagai kategori kegiatan usaha berkelanjutan (KKUB) secara bertahap pada tahun 2024 sebesar Rp11.546 miliar, salah satunya adalah

As of December 31, 2024, the Bank operated as a commercial bank segmented into four (4) business segments, namely:

1. Corporate Segment

The Bank provides bilateral financing services targeted at corporate clients.

2. Commercial Segment

The Bank offers financing, fund collection, and service products to the general public.

3. Retail Segment

The Bank facilitates lending to the retail sector across various industries.

In 2024, the Bank focused on expanding the Retail Consumption segment, in line with its Business Plan and the strategy to increase the proportion of retail consumption in the Bank's total loan portfolio.

To optimize business performance, the Bank has implemented several strategic initiatives, including:

1. Prioritizing higher growth in retail consumption loans to ultimately increase the share of retail consumption in the Bank's total loan portfolio.
2. Driving growth in corporate and commercial loans, leveraging the Bank's expertise and longstanding experience, as part of the overall strategy to expand total credit assets.
3. Supporting financing activities in environmentally friendly sectors, categorized under Sustainable Business Activities (KKUB), with a gradual financing target of IDR11,546 billion in 2024, including the expansion of the corporate loan portfolio to

meningkatkan portofolio kredit korporasi kepada perusahaan Korea (*Korean desk business*) baik termasuk dalam Kategori Kegiatan Usaha Berkelanjutan (KKUB) maupun tidak.

4. Meningkatkan peranan dan kontribusi kantor cabang pada pertumbuhan bisnis dan laba Bank dengan memberikan target bisnis secara spesifik kepada seluruh kantor cabang.
5. Meningkatkan pendapatan selain bunga (*fee based income*) melalui transaksi terutama transaksi valuta asing, remittance, dan penerbitan L/C.
6. Penghimpunan Dana Pihak Ketiga yang difokuskan ke dana murah melalui aktivitas *cross-selling*.
7. Meningkatkan *brand awareness* Bank Shinhan di masyarakat melalui produk dan layanan yang dimiliki dan dipasarkan oleh Bank.
8. Mengoptimalkan layanan perbankan elektronik melalui penawaran produk dan jasa yang menarik dan kompetitif dan pengembangan produk dan jasa berbasis perbankan elektronik secara berkesinambungan.
9. Mengakomodasi rencana pengembangan usaha Bank dengan melakukan penyesuaian pada struktur organisasi Bank.
10. Pengembangan sistem teknologi informasi untuk mendukung layanan, aktivitas operasional, aktivitas transaksi serta untuk meningkatkan performa infrastruktur sistem teknologi bank.
11. Persiapan dalam mendukung beberapa pengembangan sistem pembayaran nasional yang akan diberlakukan mulai tahun 2024 dan sistem pelaporan yang dikembangkan oleh Otoritas perbankan di Indonesia.
12. Melanjutkan dan memperluas kerjasama dengan pihak ketiga dalam rangka menyediakan fasilitas pinjaman kepada masyarakat.
13. Dalam rangka memperkuat peran jaringan kantor, dengan:
 - a. Melakukan penggabungan kantor dan diikuti penutupan kantor.
 - b. Melakukan relokasi kantor.
 - c. Revitalisasi beberapa gedung kantor berikut peningkatan fasilitasnya.

Korean desk businesses, whether classified as KKUB or not.

4. Strengthening the role and contribution of branch offices in business growth and profitability by assigning specific business targets to each branch.
5. Increasing non-interest income (fee-based income) through transactions, particularly in foreign exchange, remittance services, and the issuance of Letters of Credit (L/C).
6. Growing third-party funds by focusing on low-cost funds through enhanced cross-selling activities.
7. Enhancing Bank Shinhan's brand awareness in the market by promoting and distributing the Bank's products and services.
8. Optimizing electronic banking services by offering attractive and competitive digital products and services, alongside continuous development of electronic banking solutions.
9. Supporting business expansion plans by realigning the Bank's organizational structure.
10. Developing information technology systems to support services, operational activities, transactions, and to improve the Bank's overall IT infrastructure performance.
11. Preparing for the implementation of new national payment system initiatives and reporting systems introduced by financial authorities starting in 2024.
12. Expanding partnerships with third parties to provide broader loan facilities to the public.
13. Strengthening the role of the Bank's branch network through:
 - a. Merging and closing selected branch offices;
 - b. Relocating branch offices;
 - c. Revitalizing several branch office buildings and upgrading related facilities.



Tinjauan Kinerja Keuangan 2024

Review on the Financial Performance in 2024

Analisis dan pembahasan tinjauan kinerja keuangan Bank dalam Laporan Tahunan mengacu pada Laporan Keuangan PT Bank Shinhan Indonesia untuk tahun-tahun yang berakhir pada 31 Desember 2024 dan 2023, yang telah diaudit oleh Kantor Akuntan Publik Suharli, Sugiharto & Rekan dengan opini wajar dalam semua hal yang material. Penyajian dan pengungkapan Laporan Keuangan Bank disusun sesuai dengan Standar Akuntansi Keuangan (SAK) di Indonesia, yang mencakup Pernyataan Standar Akuntansi Keuangan (PSAK) dan Interpretasi Standar Akuntansi Keuangan (ISAK) yang dikeluarkan oleh Dewan Standar Akuntansi Keuangan-Ikatan Akuntan Indonesia (DSAK-IAI).

The analysis and discussion of the Bank's financial performance in this Annual Report refers to the Financial Statements of PT Bank Shinhan Indonesia for the years ended December 31, 2024, and 2023, audited by the Public Accounting Firm Suharli, Sugiharto & Partners with an unqualified opinion in all material respects. The presentation and disclosure of the Bank's Financial Statements are prepared in accordance with Indonesian Financial Accounting Standards (SAK), which include the Statements of Financial Accounting Standards (PSAK) and the Interpretations of Financial Accounting Standards (ISAK) issued by the Financial Accounting Standards Board of the Indonesian Institute of Accountants (DSAK-IAI).

Laporan Posisi Keuangan

Statement of Financial Position

Uraian Description	2024	2023	Kenaikan (Penurunan) Increase (Decrease)	
			Nominal	Persentase Percentage (%)
Aset Assets	24.920.534	23.342.421	1.578.113	6,76%
Liabilitas Liabilities	19.917.886	18.378.347	1.539.539	8,38%
Ekuitas Equity	5.002.648	4.964.074	38.574	0,78%

Aset

Jumlah aset Bank pada tahun 2024, tercatat sebesar Rp24,92 triliun, mengalami peningkatan Rp1,58 triliun atau 6,76% dibandingkan dengan tahun 2023 yang sebesar Rp23,34 triliun. Peningkatan tersebut sebagian besar didorong oleh segmen korporasi dan korean link business sebagai volume driver total kredit bank.

Assets

The Bank's total assets in 2024 were recorded at Rp24.92 trillion, an increase of Rp1.58 trillion or 6.76% compared to 2023 which amounted to IDR23.34 trillion. The increase was largely driven by the corporate segment and korean link business as the volume driver of the bank's total loans.

Liabilitas

Pada tahun 2024, Liabilitas Bank tercatat sebesar Rp19,92 triliun dengan peningkatan 8,38% dari tahun sebelumnya Rp18,38 triliun. Kenaikan ini disebabkan oleh kenaikan DPK Bank Rp 1,02 triliun dan liabilitas kepada Bank lain Rp789 miliar.

Liabilities

In 2024, the Bank's Liabilities were recorded at IDR19.92 trillion, an increase of 8.38% from the previous year of IDR18.38 trillion. This increase was due to an increase in Bank deposits of IDR1.02 trillion and liabilities to other banks of IDR789 billion.

Ekuitas

Ekuitas Bank di tahun 2024 adalah sebesar Rp5,00 triliun, mengalami sedikit peningkatan dibanding tahun 2023 yang sebesar Rp4,96 triliun. Peningkatan tersebut didorong oleh peningkatan dari laba tahun lalu yang belum ditentukan penggunaannya.

Equity

The Bank's equity in 2024 was IDR5.00 trillion, a slight increase compared to 2023 which was IDR4.96 trillion. The increase was driven by an increase in last year's profit whose use has not been determined.

Dana Pihak Ketiga dan Sumber Pendanaan Lain

Dana Pihak Ketiga (DPK) Bank mencapai Rp12,87 triliun, meningkat Rp1,03 triliun atau 8,63% dibandingkan tahun 2023 yang sebesar Rp11,85 triliun atau 99,27% sedangkan dari pihak berelasi sebesar Rp93,65 miliar atau setara 0,73%.

Third Party Funds and Other Funding Sources

The Bank's Third Party Funds (TPF) reached IDR12.87 trillion, an increase of IDR1.03 trillion or 8,63% compared to 2023 which was IDR11.85 trillion or 99.27% while from related parties amounted to IDR93.65 billion or equivalent to 0.73%.

Pendapatan, Beban, Laba (Rugi), Penghasilan Komprehensif Lainnya, dan Total Laba (Rugi) Komprehensif

Revenue, Expenses, Profit (Loss), Other Comprehensive Income, And Total Comprehensive Income (Loss)

Uraian Description	2024	2023	Kenaikan (Penurunan) Increase (Decrease)	
			Nominal	Persentase Percentage (%)
Pendapatan Bunga Interest Income	1.610.980	1.462.688	148.292	10,14%
Beban Bunga Interest Expense	-961.430	855.069	-1.816.499	-212,44%
Pendapatan Bunga – Bersih Interest Income – Net	649.550	607.618	41.932	6,90%
Pendapatan Operasional Lainnya Other Operating Income	89.844	130.811	-40.967	-31,32%
Cadangan Kerugian Penurunan Nilai Allowance for Impairment Losses	-281.926	-127.339	-154.587	121,40%
Beban Operasional Lainnya Other Operating Expenses	-391.987	403.887	-795.874	-197,05%
Laba (Rugi) Operasional Operating Income (Loss)	65.482	207.203	-141.721	-68,40%
Laba (Rugi) Sebelum Pajak Income (Loss) Before Tax	80.326	208.147	-127.821	-61,41%
Beban Pajak (Bersih) Tax Expense (Net)	-31.846	-51.616	19.770	-38,30%
Laba (Rugi) Bersih Net Income (Loss)	48.480	156.531	-108.051	-69,03%



Uraian Description	2024	2023	Kenaikan (Penurunan) Increase (Decrease)	
			Nominal	Persentase Percentage (%)
Jumlah Penghasilan (Rugi) Komprehensif Lain Tahun Berjalan Setelah Pajak Total Other Comprehensive Income (Loss) for the Year After Tax	-9.906	-4.884	-5.022	102,83%
Jumlah Laba (Rugi) Komprehensif Lain Tahun Berjalan Total Other Comprehensive Income (Loss) for the Year	38.573	151.647	-113.074	-74,56%

Pendapatan Bunga

Di tahun 2024, Bank mencatatkan pendapatan bunga sebesar Rp1,61 triliun, bertumbuh 10,14% atau Rp148,29 miliar. dibandingkan tahun 2023 yang sebesar Rp1,46 triliun. Pertumbuhan tersebut disebabkan oleh peningkatan pada kredit korporasi dan kredit ritel konsumsi.

Interest Income

In 2024, the Bank recorded interest income of IDR1.61 trillion, growing by 10.14% or IDR148.29 billion. compared to 2023 which was IDR1.46 trillion. This growth was due to an increase in corporate credit and consumer retail credit.

Beban Bunga

Beban bunga Bank tahun 2024 tercatat sebesar Rp937,58 miliar meningkat 12,79% dibandingkan tahun 2023 yang sebesar Rp831,25 miliar. Hal tersebut disebabkan oleh.meningkatnya porsi deposito berjangka.

Interest Expense

The Bank's interest expense in 2024 was recorded at (IDR961.43 billion) an increase of 212.44% compared to 2023 which was IDR855.07 billion. This was due to the increase in the amount of time deposits.

Laba Bersih

Laba bersih Bank tercatat sebesar Rp48,48 miliar, turun 69,03% dibandingkan dengan laba tahun 2023 sebesar Rp156,53 miliar. Penurunan ini dikarenakan peningkatan CKPN atas Sritex group.

Net Profit

The Bank's net profit was recorded at IDR48.48 billion, down 69.03% compared to 2023's profit of IDR156.53 billion. This decrease is due to This decrease was due to an increase in CKPN on Sritex group.

Penghasilan Komprehensif Lain Tahun Berjalan

Sementara penghasilan komprehensif lain tahun berjalan pada 2024 mengalami penurunan 102,83% menjadi Rp9,91 miliar dibandingkan dengan tahun 2023 karena terdapat peningkatan kerugian yang berasal dari penurunan nilai wajar atas surat berharga dan aset penyertaan yang diukur melalui penghasilan komprehensif lain.

Other Comprehensive Income for the Current Year

Meanwhile, other comprehensive income for the current year in 2024 decreased by 102.83% to IDR9.91 billion compared to 2023 due to the increase in loss from decrease in the fair value of securities and investment assets measured through other comprehensive income.

Laba Komprehensif Tahun Berjalan

Laba komprehensif tahun berjalan mencapai Rp38,57 miliar di tahun 2024, menurun 74,56% dibandingkan tahun 2023, yakni sebesar Rp151,65 miliar. Penurunan ini didorong oleh turunnya laba bersih perusahaan serta turunnya penghasilan komprehensif lain sepanjang tahun berjalan.

Comprehensive Income for the Current Year

Comprehensive income for the current year reached Rp38.57 billion in 2024, down 74.56% compared to 2023, which was Rp151.65 billion. This decrease was driven by the decrease in the company's net profit and decrease in other comprehensive income throughout the current year.

Arus Kas Cash Flow

dalam jutaan Rupiah | in millions of Rupiah

Arus Kas Cash Flow	2024	2023	Kenaikan (Penurunan) Increase (Decrease)	
			Nominal	Persentase Percentage (%)
Arus Kas dari Aktivitas Operasi Cash Flow from Operating Activities	(820.480)	(720.117)	-100.363	13,94%
Arus Kas dari Aktivitas Investasi Cash Flow from Investing Activities	(729.783)	(197.348)	-532.435	269,79%
Arus Kas dari Aktivitas Pendanaan Cash Flow from Financing Activities	(394.809)	442.862	-837.671	-189,15%
Kenaikan (Penurunan) Neto Kas dan Setara Kas Net Increase (Decrease) in Cash and Cash Equivalents	(1.945.073)	(474.603)	-1.470.470	309,83%
Kas dan Setara Kas Awal Tahun Cash and Cash Equivalents at Beginning of Year	3.359.922	3.847.918	-487.996	-12,68%
Kas dan Setara Kas Akhir Tahun Cash and Cash Equivalents at End of Year	1.436.265	3.359.922	-1.923.657	-57,25%
Pengungkapan Tambahan Additional Disclosures				
Kas dan setara kas terdiri dari Cash and cash equivalents consist of:				
Kas Cash	56.067	58.707	-2.640	-4,50%
Giro pada Bank Indonesia Current accounts with Bank Indonesia	858.791	907.255	-48.464	-5,34%
Giro pada bank lain Current accounts with other banks	275.444	355.614	-80.170	-22,54%

dalam jutaan Rupiah | in millions of Rupiah

Arus Kas Cash Flow	2024	2023	Kenaikan (Penurunan) Increase (Decrease)	
			Nominal	Persentase Percentage (%)
Penempatan pada Bank Indonesia dan bank lain-jangka waktu jatuh tempo tiga bulan atau kurang sejak tanggal perolehan Placements with Bank Indonesia and other banks-maturity of three months or less from the date of acquisition	245.964	1.207.592	-961.628	-79,63%

Kas dan Setara Kas Akhir Tahun pada tahun 2024 adalah sebesar Rp1,44 triliun, menurun 57,25% dibandingkan tahun 2023 yang sebesar Rp3,36 triliun.

Cash and Cash Equivalents at the End of the Year in 2024 were IDR1.44 trillion, down 57.25% compared to 2023 which was IDR3.36 trillion.

dalam jutaan Rupiah | in millions of Rupiah

Arus Kas dari Aktivitas Operasi Cash Flow from Operating Activities	2024	2023	Kenaikan (Penurunan) Increase (Decrease)	
			Nominal	Persentase Percentage (%)
Penerimaan pendapatan bunga, provisi & komisi Interest income, fees & commissions	1.613.013	1.493.420	119.593	8,01%
Pembayaran beban bunga Payment of interest expenses	(950.784)	(836.421)	-114.363	13,67%
Pembayaran beban karyawan Payment of employee expenses	(186.431)	(188.674)	2.243	-1,19%
Beban umum dan administrasi General and administrative expenses	(1.153.506)	(163.723)	-989.783	604,55%
Pendapatan operasional lainnya Other operating income	303.711	49.583	254.128	512,53%
Pendapatan (beban) non-operasional Non-operating income (expenses)	5.157	(16)	5.173	-32331,25%
Pembayaran pajak penghasilan badan Payment of corporate income tax	(106.842)	(47.875)	-58.967	123,17%
Arus kas operasi sebelum perubahan dalam aset dan liabilitas operasi Operating cash flow before changes in operating assets and liabilities	571.749	306.293	265.456	86,67%
Penurunan (kenaikan) dalam aset operasi Decrease (increase) in operating assets:				
Tagihan akseptasi Acceptance receivables	52.050	18.933	33.117	174,92%
Efek-efek Securities	(51.847)	(81.361)	29.514	-36,28%
Tagihan derivatif Derivative receivables	47.059	14.372	32.687	227,44%
Kredit Credits	(3.120.765)	(1.008.159)	-2.112.606	209,55%

dalam jutaan Rupiah | in millions of Rupiah

Arus Kas dari Aktivitas Operasi Cash Flow from Operating Activities	2024	2023	Kenaikan (Penurunan) Increase (Decrease)	
			Nominal	Persentase Percentage (%)
Aset lain-lain Other assets	(27.151)	4.695	-31.846	-678,30%
Kenaikan (penurunan) dalam liabilitas operasi Increase (decrease) in operating liabilities:				
Liabilitas segera Current Liabilities	7.681	7.695	-14	-0,18%
Simpanan Deposits	1.023.093	618.639	404.454	65,38%
Simpanan dari bank lain Deposits from other banks	789.023	(579.334)	1.368.357	-236,19%
Liabilitas akseptasi Acceptance liabilities	(52.050)	(18.933)	-33.117	174,92%
Liabilitas derivatif Derivative liabilities	(45.654)	(16.088)	-29.566	183,78%
Utang pajak dan liabilitas lain-lain Taxes payable and other liabilities	(13.667)	13.131	-26.798	-204,08%
Kas Neto Diperoleh dari (Digunakan untuk) Aktivitas Operasi Net Cash Provided by (Used in) Operating Activities	(820.480)	(720.117)	-100.363	13,94%

Arus Kas dari Aktivitas Investasi Cash Flows from Investing Activities	2024	2023	Kenaikan (Penurunan) Increase (Decrease)	
			Nominal	Persentase Percentage (%)
Perolehan efek-efek biaya diamortisasi Acquisition of amortized cost securities	(760.000)	(265.000)	-495.000	186,79%
Penerimaan efek-efek pada biaya diamortisasi Receipt of securities at amortized cost	75.000	90.000	-15.000	-16,67%
Perolehan penyertaan saham Acquisition of equity participation	(39.700)	0	-39.700	-100,00%
Pembelian aset tetap, aset tak berwujud dan aset hak-guna Purchase of fixed assets, intangible assets and right-of-use assets	(47.123)	(33.485)	-13.638	40,73%
Hasil penjualan aset yang diambil alih Proceeds from sale of acquired assets	28.094	8.121	19.973	245,94%
Hasil penjualan aset tetap Proceeds from sale of fixed assets	13.947	3.016	10.931	362,43%



Arus Kas dari Aktivitas Investasi Cash Flows from Investing Activities	2024	2023	Kenaikan (Penurunan) Increase (Decrease)	
			Nominal	Persentase Percentage (%)
Kas Neto Digunakan untuk Aktivitas Investasi Net Cash Used in Investing Activities	(729.783)	(197.348)	-532.435	269,79%

Arus Kas dari Aktivitas Pendanaan Cash Flows from Financing Activities	2024	2023	Kenaikan (Penurunan) Increase (Decrease)	
			Nominal	Persentase Percentage (%)
Pembayaran pinjaman Loan payments	(4.247.505)	(1.717.575)	-2.529.930	147,30%
Penerimaan pinjaman Loan receipts	3.864.480	2.171.338	1.693.142	77,98%
Pembayaran utang sewa Lease liability payment	(11.784)	(10.901)	-883	8,10%
Kas Neto Diperoleh dari Aktivitas Pendanaan Net Cash Provided by Financing Activities	(394.809)	442.862	-837.671	-189,15%
Kenaikan (Penurunan) Neto Kas dan Setara Kas Net Increase (Decrease) in Cash and Cash Equivalents	(1.945.073)	(474.603)	-1.470.470	309,83%
Kas dan Setara Kas Awal Tahun Cash and Cash Equivalents at Beginning of Year	3.359.922	3.847.918	-487.996	-12,68%
Pengaruh Perubahan Kurs Valuta Asing Effect of Changes in Foreign Exchange Rates	21.416	-13.393	34.809	-259,90%
Kas dan Setara Kas Akhir Tahun Cash and Cash Equivalents at End of Year	14.366.265	3.359.922	11.006.343	327,58%

Pengungkapan Tambahan | Additional Disclosures

Kas dan setara kas terdiri dari | Cash and cash equivalents consist of:

Kas Cash	56.067	58.707	-2.640	-4,50%
Giro pada Bank Indonesia Current accounts with Bank Indonesia	858.791	907.255	-48.464	-5,34%
Giro pada bank lain Current accounts with other banks	275.444	355.614	-80.170	-22,54%

Arus Kas dari Aktivitas Pendanaan Cash Flows from Financing Activities	2024	2023	Kenaikan (Penurunan) Increase (Decrease)	
			Nominal	Persentase Percentage (%)
Penempatan pada Bank Indonesia dan bank lain-jangka waktu jatuh tempo tiga bulan atau kurang sejak tanggal perolehan Placements with Bank Indonesia and other banks-maturity of three months or less from the date of acquisition	245.964	1.207.592	-961.628	-79,63%
Efek yang dibeli dengan janji untuk dijual kembali Securities purchased under agreements to resell	0	830.754	-830.754	-100,00%
Jumlah Total	1.436.265	3.359.922	-1.923.657	-57,25%

Suku Bunga Dasar Kredit Prime Lending Rate

Bank Shinhan telah mengimplementasikan transparansi Suku Bunga Dasar Kredit (SBDK) kepada publik melalui publikasi situs web dan Laporan Tahunan. Implementasi tersebut mengacu pada peraturan yang berlaku, yaitu:

- Peraturan Otoritas Jasa Keuangan No. 37/POJK.03/2019: Peraturan ini mengatur tentang transparansi dan publikasi laporan bank.
- Surat Edaran Otoritas Jasa Keuangan No. 09/SEOJK.03/2020: Surat edaran ini mengatur tentang transparansi dan publikasi laporan bank umum konvensional.

Dengan adanya publikasi SBDK, praktik tata kelola Bank dapat terus dioptimalkan selain mendorong terciptanya persaingan sehat dalam industri perbankan. Perhitungan SBDK didasarkan pada 3 (tiga) komponen berikut:

- Harga Pokok Dana untuk Kredit (HPDK)
- Biaya *overhead* yang dikeluarkan Bank dalam proses pemberian kredit
- Marjin keuntungan (*profit margin*) yang ditetapkan untuk aktivitas perkreditan.

Bank Shinhan has implemented transparency regarding its Prime Lending Rate (PLR) to the public through publications on its official website and in its Annual Report. This implementation is in accordance with prevailing regulations, namely:

- Financial Services Authority Regulation No. 37/POJK.03/2019: This regulation governs the transparency and publication of bank reports.
- Financial Services Authority Circular Letter No. 09/SEOJK.03/2020: This circular letter provides guidance on the transparency and publication of conventional commercial bank reports.

The publication of the PLR serves to enhance the Bank's governance practices while promoting fair competition within the banking industry. The calculation of the PLR is based on the following three components:

- Cost of Funds for Lending (HPDK)
- Overhead costs incurred by the Bank in the lending process
- Profit margin determined for lending activities



Suku Bunga Dasar Kredit* Basic Credit Interest Rate*	2024	2023
Kredit Korporasi Corporate Credit	7.40%	8,52%
Kredit Ritel Retail Kredit	10.11%	8,69%
Kredit Mikro Micro Credit	9.05%	8,72%
Kredit Konsumsi Consumer Credit		
KPR* Mortgage*	8.02%	8,75%
Non KPR** Non Mortgage**	10.82%	8,42%

Catatan: *Suku Bunga Dasar Kredit (SBDK) digunakan sebagai dasar penetapan suku bunga kredit yang akan dikenakan oleh Bank kepada nasabah. **Kredit konsumsi - Non KPR tidak termasuk penyaluran dana melalui kartu kredit dan kredit tanpa agunan.

Note: *The Basic Credit Interest Rate (SBDK) is used as the basis for determining the credit interest rate that will be charged by the Bank to customers. **Consumer credit - Non-KPR does not include the distribution of funds through credit cards and unsecured credit.

Analisis Kualitas Aset Produktif dan Rasio Keuangan yang Relevan

Analysis of Productive Asset Quality and Relevant Financial Ratios

Rasio Kinerja Performance Ratios	2024	2023
Kewajiban Penyediaan Modal Minimum Minimum Capital Adequacy Requirement	21.95%	23,28%
Aset produktif bermasalah dan aset non produktif bermasalah terhadap total aset produktif dan aset non produktif Non-performing productive assets and non-performing non-productive assets to total productive assets and non-productive assets	3.29%	2,89%
Aset produktif bermasalah terhadap total aset produktif Non-performing productive assets to total productive assets	3.03%	2,33%
Cadangan Kerugian Penurunan Nilai (CKPN) aset keuangan terhadap aset produktif Provision for Impairment Losses (CKPN) of financial assets to productive assets	2.53%	1,63%
NPL <i>gross</i> Gross NPL	3.55%	2,97%
NPL <i>net</i> Net NPL	1.34%	1,93%
Return on Asset (ROA)	0.33%	0,91%
Return on Equity (ROE)	1.02%	3,39%
Net Interest Margin (NIM)	2.21%	2,22%
Biaya Operasional terhadap Pendapatan Operasional (BOPO) Operating Costs to Operating Income (BOPO)	96.25%	87,73%
Loan to Deposit Ratio (LDR)	157.63%	145,13%
Net Stable Funding Ratio (NSFR) – Individu	–	117,34%
Liquidity Coverage Ratio (LCR) – Individu	–	384,99%

Kewajiban Penyediaan Modal Minimum

KPMM Bank di tahun 2024 ialah sebesar 21,95%, mengalami penurunan sebesar 1,33% dibanding tahun 2023 yang mencapai 23,28%. Hal ini disebabkan adanya pertumbuhan jumlah kredit di tahun 2024 yang menyebabkan kenaikan aset tertimbang menurut risiko kredit dan pasar.

Rasio Kredit Bermasalah

Pada tahun 2024, rasio NPL bruto tercatat meningkat, yakni sebesar 3,55%. Di sisi lain, rasio NPL neto berada di angka 1,34%.

Rasio Pengembalian atas Aset dan Ekuitas

Pada 2024, rasio pengembalian atas aset dan ekuitas masing-masing tercatat sebesar 0,33% dan 1,02% atau mengalami penurunan dari tahun sebelumnya yang sebesar 0,91% dan 3,39%. Hal tersebut disebabkan oleh penurunan laba sebelum pajak menjadi sebesar Rp80,33 miliar dan penurunan laba bersih menjadi Rp48,48 miliar di tahun 2024.

Marjin Bunga Bersih

Per 31 Desember 2024, rasio NIM Bank tercatat menurun dari angka 2,22% di tahun 2023 menjadi 2,21% di tahun 2024. Hal ini dikarenakan kenaikan pendapatan bunga bersih belum sejalan dengan kenaikan rata-rata aset produktif tahun 2024.

Beban Operasional terhadap Pendapatan Operasional

Rasio BOPO Bank di tahun 2024 ialah sebesar 96,25% atau lebih 8,52% dari tahun 2023 yang sebesar 87,73%. Hal ini terutama disebabkan meningkatnya biaya CKPN di tahun 2024.

Rasio Kredit terhadap Dana Pihak Ketiga

Rasio LDR Bank di tahun 2024 tercatat meningkat dari 157,63% di tahun 2023 menjadi sebesar 140,24%.

Minimum Capital Adequacy Requirement

The Bank's KPMM in 2024 was 21.95%, experiencing decrease 1.33% compared to 2023 which reached 23.28%. This was due This is due to the growth in the number of loans in 2024 which will cause an increase in assets weighted according to credit and market risk.

Non-Performing Loan Ratio

In 2024, the gross NPL ratio was recorded to be increasing, at 3.55%. On the other hand, the net NPL ratio stands at 1.34%.

Return on Assets and Equity Ratio

In 2024, the return on assets and equity ratios were recorded at 0.33% and 1.02%, respectively, a decrease from the previous year of 0.91% and 3.39%. This was due to a decrease in profit before tax to IDR80.33 billion and a decrease in net profit to IDR48.48 billion in 2024.

Net Interest Margin

As of December 31, 2024, the Bank's NIM ratio was recorded to decrease from 2.22% in 2023 to 2.21% in 2024. This is because the increase in net interest income has not been in line with the increase in average earning assets in 2024.

Operating Expenses to Operating Income

The Bank's BOPO ratio in 2024 is 96.25% or more 8.52% from 2023 which was 87.73%. This is mainly due to the increase in CKPN costs in 2024.

Credit Ratio to Third Party Funds

The Bank's LDR ratio in 2024 was recorded to increase from 157.63% in 2023 to 140.24%.



Struktur Permodalan Bank Bank Capital Structure

Mengacu pada Akta No. 15 tanggal 21 Juli 2017 yang dibuat oleh Notaris Hermin Budisetyasih, S.H., M.Kn., notaris di Jakarta Timur, para pemegang saham sepakat untuk melaksanakan peningkatan modal dasar dari Rp800 miliar menjadi Rp3,7 Triliun dan modal disetor Bank dari Rp490,087 miliar menjadi Rp944,278 miliar, Akta tersebut telah disetujui oleh Menteri Hukum dan Hak Asasi Manusia Republik Indonesia dalam Surat Keputusan No. AHU0015084.AH.01.02.Tahun 2017 pada tanggal 24 Juli 2017. Adapun struktur permodalan Bank tahun 2024 adalah sebagai berikut:

Referring to Deed No. 15 dated July 21, 2017 made by Notary Hermin Budisetyasih, S.H., M.Kn., a notary in East Jakarta, the shareholders agreed to increase the authorized capital from IDR800 billion to IDR3.7 trillion and the Bank's paid-up capital from IDR490.087 billion to IDR944.278 billion. The Deed has been approved by the Minister of Law and Human Rights of the Republic of Indonesia in Decree No. AHU0015084.AH.01.02.Year 2017 on July 24, 2017. The Bank's capital structure in 2024 is as follows:

dalam jutaan Rupiah | In million Rupiah

Deskripsi Description	2024	2023
Modal ditempatkan dan disetor Issued and paid-in capital	944.278	944.278
Tambahan modal disetor Additional paid-in capital	3.026.001	3.026.001
Kerugian yang belum direalisasi atas aset keuangan yang diukur pada nilai wajar melalui penghasilan komprehensif lain Unrealized losses on financial assets at fair value through other comprehensive income	(23.931)	(12.903)
Keuntungan pengukuran kembali kewajiban imbalan pasca kerja Gain on remeasurement of post-employment benefit obligations	32.486	31.364
Saldo laba Retained earnings		
Ditentukan penggunaannya Appropriated	20.600	20.600
Belum ditentukan penggunaannya Unappropriated	1.003.214	954.734
Jumlah Ekuitas Total Equity	5.002.648	4.964.074

Informasi dan Fakta Material yang Terjadi setelah Tanggal Laporan Akuntan Material Information and Facts that Occurred After the Accountant's Report Date

Tidak terdapat informasi maupun fakta material yang terjadi antara akhir periode pelaporan 31 Desember 2024 hingga tanggal laporan akuntan diterbitkan.

There is no material information or facts that occurred between the end of the reporting period of December 31, 2024 until the date of issuance of the accountant's report.

Aspek Pemasaran Atas Produk Bank

Marketing Aspects of Bank Products

Strategi pemasaran yang dilakukan Bank di antaranya adalah:

- Meningkatkan porsi pertumbuhan pada kredit ritel konsumsi, seperti peningkatan kredit kendaraan bermotor dengan memperluas merek kendaraan yang dibiayai, peningkatan KTA dan Digital KTA.
- Menumbuhkan porsi kredit korporasi dan komersial secara granular.
- Mendukung pembiayaan pada kegiatan/sektor ramah lingkungan atau dikenal sebagai Kategori Kegiatan Usaha Berkelanjutan (KKUB) secara bertahap salah satunya adalah dengan meningkatkan portofolio kredit korporasi kepada perusahaan Korea (Korean desk business).
- Meningkatkan pendapatan selain bunga (fee based income) melalui transaksi terutama transaksi valuta asing, remittance, penerbitan L/C dan fee kredit
- Menghimpun dana pihak ketiga dengan fokus ke dana murah melalui aktivitas cross selling.
- Meningkatkan hubungan kerjasama dan melakukan pendekatan kepada nasabah-nasabah yang bergerak di bidang ekspor-impor untuk meningkatkan simpanan USD nasabah terkait pada Bank.
- Melanjutkan dan memperluas kerjasama dengan pihak ketiga seperti channeling dan/atau joint financing dalam rangka menyediakan fasilitas pinjaman kepada masyarakat.

The Bank's marketing strategies include:

- Increasing the portion of growth in consumer retail loans, such as increasing motor vehicle loans by expanding the brand of vehicles financed, increasing KTA and Digital KTA.
- Growing the portion of corporate and commercial loans on a granular basis.
- Supporting financing in environmentally friendly activities/sectors or known as Sustainable Business Activity Categories (KKUB) gradually, one of which is by increasing the portfolio of corporate loans to Korean companies (Korean desk business).
- Increase fee-based income through transactions, especially foreign exchange transactions, remittances, L/C issuance and credit fees.
- Raising third party funds with a focus on low cost funds through cross selling activities.
- Enhance cooperation and approach customers engaged in export-import business to increase USD deposits of related customers in the Bank.
- Continue and expand cooperation with third parties such as channeling and/or joint financing in order to provide loan facilities to the public.

Eksposur Risiko dan Permodalan

Risk Exposure And Capital

Ketentuan Eksternal yang Menjadi Dasar Penetapan Manajemen Risiko

Bank mengimplementasikan Manajemen Risiko dengan mengacu pada Peraturan Otoritas Jasa Keuangan (POJK) No. 18/POJK.03/2016 dan Surat Edaran Otoritas Jasa Keuangan (SEOJK) No. 34 / SEOJK.03/2016 tentang Penerapan Manajemen Risiko bagi Bank Umum. Manajemen Risiko yang diterapkan oleh Bank meliputi pengawasan aktif Direksi dan Dewan Komisaris, kecukupan kebijakan dan prosedur Manajemen Risiko serta penetapan limit risiko, kecukupan proses identifikasi, pengukuran, pemantauan, dan pengendalian risiko, serta sistem informasi manajemen risiko dan sistem pengendalian intern yang menyeluruh.

External Provisions that are the Basis for Determining Risk Management

The Bank implements Risk Management in accordance with Financial Services Authority Regulation (POJK) No. 18/POJK.03/2016 and Financial Services Authority Circular Letter (SEOJK) No. 34/SEOJK.03/2016 concerning the Implementation of Risk Management for Commercial Banks. The Bank's Risk Management encompasses active oversight by the Board of Directors and the Board of Commissioners, the adequacy of Risk Management policies and procedures including the establishment of risk limits, the adequacy of risk identification, measurement, monitoring, and control processes, as well as a comprehensive risk management information system and internal control system.



1. Umum-Ukuran Utama (Key Metrics) (KM1)

1. General - Key Figures

(dalam jutaan rupiah) | in millions of Rupiah

No.	Deskripsi Description	a	b	c	d
		31 Desember 2024 December 31, 2024	30 September 2024 September 30, 2024	30 Juni 2024 June 30, 2024	31 Maret 2024 March 31, 2024
Modal yang Tersedia (nilai) Available Capital (value)					
1	Modal Inti Utama (CET1) Common Equity Tier 1 (CET1)	4.778.424	4.833.762	4.750.335	4.783.786
2	Modal Inti (Tier 1) Tier 1 Capital	4.778.424	4.833.762	4.750.335	4.783.786
3	Total Modal Total Capital	5.003.461	5.051.326	4.971.342	5.001.882
Aset Tertimbang Menurut Risiko (Nilai) Risk-Weighted Assets (Value)					
4	Total Aset Tertimbang Menurut Risiko (ATMR) Total Risk-Weighted Assets (TRWA)	22.717.147	21.493.562	20.923.052	20.664.769
	Rasio Modal berbasis Risiko dalam bentuk persentase dari ATMR Risk-based Capital Ratio as a percentage of TRWA				
5	Rasio CET1 (%) Common Equity Tier 1 Ratio	21,03%	22,49%	22,70%	23,15%
6	Rasio Tier 1 (%) Tier 1 Ratio (%)	21,03%	22,49%	22,70%	23,15%
7	Rasio Total Modal (%) Total Capital Ratio (%)	22,03%	23,50%	23,76%	24,20%
Tambahan CET1 yang berfungsi sebagai buffer dalam bentuk persentase dari ATMR Additional CET1 as a buffer as a percentage of TRWA					
8	Capital conservation buffer (2.5% dari ATMR) (%) Capital conservation buffer (2.5% of RWA/TRWA) (%)	-	-	-	-
9	Countercyclical Buffer (0 - 2.5% dari ATMR) (%) Countercyclical Buffer (0 - 2.5% of RWA/TRWA) (%)	-	-	-	-
10	Capital Surcharge untuk Bank Sistemik (1% - 2.5%) (%) Capital Surcharge for Systemic Bank (1% - 2.5%) (%)	-	-	-	-
11	Total CET1 sebagai buffer (Baris 8 + Baris 9 + Baris 10) Total CET1 as a buffer (Line 8 + Line 9 + Line 10)	-	-	-	-
12	Komponen CET1 untuk buffer Components of CET1 for the buffer	12,56%	14,03%	14,35%	14,79%
Rasio pengungkit sesuai Basel III Leverage Ratio as per Basel III					
13	Total Eksposur Total Exposure	27.365.921	25.954.673	25.853.673	24.190.419

(dalam jutaan rupiah) | in millions of Rupiah

No.	Deskripsi Description	a	b	c	d
		31 Desember 2024 December 31, 2024	30 September 2024 September 30, 2024	30 Juni 2024 June 30, 2024	31 Maret 2024 March 31, 2024
14	Nilai Rasio Pengungkit, termasuk dampak dari penyesuaian terhadap pengecualian sementara atas penempatan giro pada Bank Indonesia dalam rangka memenuhi ketentuan GWM (jika ada) Value of the Leverage Ratio, including the impact of adjustments for temporary exemptions on current accounts placed with Bank Indonesia to comply with GWM provisions (if any)	17,46%	18,62%	18,37%	19,78%
14a	Nilai Rasio pengungkit sesuai dengan Basel III dengan adanya Model Kerugian Kredit Ekspektasian sesuai PSAK 71 secara Penuh. (%) (baris 2a / baris 13) Value of the Leverage Ratio according to Basel III with the inclusion of Expected Credit Loss (ECL) Model as per PSAK 71 in full. (%) (line 2a / line 13)	-	-	-	-
14b	Nilai Rasio Pengungkit, tidak termasuk dampak dari penyesuaian terhadap pengecualian sementara atas penempatan giro pada Bank Indonesia dalam rangka memenuhi ketentuan GWM (jika ada) Value of the Leverage Ratio, excluding the impact of adjustments for temporary exemptions on current accounts placed with Bank Indonesia to comply with GWM provisions (if any)	17,46%	18,62%	18,37%	19,78%
14c	Nilai Rasio Pengungkit, termasuk dampak dari penyesuaian terhadap pengecualian sementara atas penempatan giro pada Bank Indonesia dalam rangka memenuhi ketentuan GWM (jika ada), yang telah memasukkan nilai rata-rata dari nilai tercatat aset Securities Financing Transaction (SFT) secara gross Value of the Leverage Ratio, including the impact of adjustments for temporary exemptions on current accounts placed with Bank Indonesia to comply with GWM provisions (if any), which has incorporated the average value of the gross outstanding amount of Securities Financing Transactions (SFT) assets	17,46%	18,62%	18,37%	19,78%

(dalam jutaan rupiah) | in millions of Rupiah

No.	Deskripsi Description	a	b	c	d
		31 Desember 2024 December 31, 2024	30 September 2024 September 30, 2024	30 Juni 2024 June 30, 2024	31 Maret 2024 March 31, 2024
14d	Nilai Rasio Pengungkit, tidak termasuk dampak dari penyesuaian terhadap pengecualian sementara atas penempatan giro pada Bank Indonesia dalam rangka memenuhi ketentuan GWM (jika ada), yang telah memasukkan nilai rata-rata dari nilai tercatat aset SFT secara gross Value of the Leverage Ratio, excluding the impact of adjustments for temporary exemptions on current accounts placed with Bank Indonesia to comply with GWM provisions (if any), which has incorporated the average value of the gross outstanding amount of Securities Financing Transactions (SFT) assets	17,46%	18,62%	18,37%	19,78%
	Rasio Kecukupan Likuiditas (LCR) Liquidity Coverage Ratio (LCR)				
15	Total Aset Likuid Berkualitas Tinggi (HQLA) Total High-Quality Liquid Assets (HQLA)	3.054.845	2.997.799	2.471.764	2.884.226
16	Total Arus Kas Keluar Bersih (net cash outflow) Total Net Cash Outflow	2.501.545	932.017	1.169.196	868.797
17	LCR (%) LCR (%)	122,12%	321,65%	211,41%	331,98%
	Rasio Pendanaan Stabil Bersih (NSFR) Net Stable Funding Ratio (NSFR)				
18	Total Pendanaan Stabil yang Tersedia (ASF) Available Stable Funding (ASF)	17.731.389	15.726.960	15.585.939	14.619.594
19	Total Pendanaan Stabil yang Diperlukan (RSF) Required Stable Funding (RSF)	14.448.182	14.326.160	13.984.015	13.521.873
20	NSFR (%) NSFR (%)	122,72%	109,78%	111,46%	108,12%

Analisis Kualitatif Qualitative Analysis

Rasio CAR :

Capital Adequacy Ratio (CAR) PT Bank Shinhan Indonesia pada 31 Desember 2024 adalah sebesar 22,03% cenderung sedikit menurun sebesar 0,95% dari posisi 30 September 2024 . Hal tersebut disebabkan oleh adanya kenaikan ATMR Risiko Kredit yang naik sebesar Rp. 637,27 Milyar dan ATMR Risiko Pasar yang naik sebesar Rp. 586,31 Milyar

Rasio Total Modal PT. Bank Shinhan Indonesia berdasarkan historikal data selalu berada di atas ketentuan OJK yaitu paling rendah sebesar 8%.

Capital Adequacy Ratio (CAR) :

The Capital Adequacy Ratio (CAR) of PT Bank Shinhan Indonesia on December 31, 2024 was 22.03%, tending to decrease slightly by 0.95% from the position on September 30, 2024. This was due to an increase in Credit Risk ATMR which increased by IDR 637.27 billion and Market Risk ATMR which increased by IDR 586.31 billion

The Total Capital Ratio of PT. Bank Shinhan Indonesia based on historical data has always been above the OJK provisions, which is the lowest at 8%.



Analisis Kualitatif Qualitative Analysis

Rasio Pengungkit:

Rasio pengungkit PT Bank Shinhan Indonesia pada 31 Desember 2024 sebesar 17,46% cenderung menurun sebesar 1,16% yang berasal dari adanya kenaikan Eksposur aset dalam laporan posisi keuangan termasuk aset jaminan, namun tidak termasuk eksposur transaksi derivatif dan eksposur SFT (Nilai gross sebelum dikurangi CKPN) sebesar Rp. 1.785,86 Miliar.

Rasio pengungkit tersebut masih berada diatas ketentuan OJK yaitu paling rendah sebesar 3%.

Leverage Ratio:

PT Bank Shinhan Indonesia's leverage ratio as of December 31, 2024, was 17.46%, tending to decrease by 1.16%, which came from an increase in Asset Exposure in the financial position report including collateral assets, but excluding derivative transaction exposure and SFT exposure (Gross value before deducting CKPN) of IDR 1,785.86 billion.

The leverage ratio is still above the OJK regulation, which is at least 3%.

LCR:

Rasio LCR Posisi 31 Desember 2024 sebesar 122,12% cenderung menurun sebesar 199,53% jika dibandingkan dari posisi 30 September 2024. Penurunan tersebut disebabkan oleh adanya peningkatan Net Cash Flow sebesar IDR. 1.569,53 miliar atas Penurunan Arus Kas Masuk yang berasal dari Tagihan Berdasarkan Pihak Lawan sebesar Rp. 698,25 miliar serta adanya kenaikan Arus Kas Keluar yang berasal dari Penarikan Pendanaan dari Nasabah Korporasi sebesar Rp. 561,85 miliar dan Arus Kas Keluar Lainnya (Additional Requirement) sebesar Rp. 462,72 miliar.

Rasio LCR tersebut masih berada diatas ketentuan OJK yaitu paling rendah sebesar 100%.

LCR:

LCR ratio as of December 31, 2024, was 122.12%, tending to decrease by 199.53% when compared to the position as of September 30, 2024. The decrease was due to an increase in Net Cash Flow of IDR. 1,569.53 billion due to a decrease in Cash Inflow from Counterparty Receivables of IDR. 698.25 billion and an increase in Cash Outflow from Funding Withdrawals from Corporate Customers of IDR. 561.85 billion and Other Cash Outflow (Additional Requirement) of IDR. 462.72 billion.

The LCR ratio is still above the OJK provisions, which is a minimum of 100%.

NSFR:

Rasio NSFR PT Bank Shinhan Indonesia Posisi 31 Desember 2024 sebesar 122,72% cenderung meningkat sebesar 12,94% yang berasal dari adanya kenaikan Total ASF yang berasal dari Pendanaan yang berasal dari Nasabah Korporasi sebesar IDR. 2 triliun.

Namun demikian, rasio tersebut masih berada diatas ketentuan OJK yaitu paling rendah sebesar 100%.

NSFR:

PT Bank Shinhan Indonesia's NSFR ratio as of December 31, 2024, was 122.72%, tending to increase by 12.94%, which came from an increase in Total ASF from Funding from Corporate Customers of IDR. 2 trillion.

However, this ratio is still above the OJK provisions, which is a minimum of 100%.

2. Umum-Perbedaan antara Cakupan Konsolidasi dan Mapping pada Laporan Keuangan sesuai Standar Akuntansi Keuangan dengan Kategori Risiko dengan Ketentuan Otoritas Jasa Keuangan Kategori Risiko (LI1)

2. General-Difference between Consolidation Scope and Mapping in Financial Statements according to Financial Accounting Standards with Risk Categories in accordance with Financial Services Authority Risk Categories (LI1)

	a	b	c	
	Nilai tercatat sebagaimana tercantum dalam publikasi laporan keuangan The carrying amount as stated in the financial statements publication	Nilai tercatat berdasarkan prinsip kehati-hatian Carrying value based on prudent principle	Sesuai kerangka risiko kredit According to the credit risk framework	
Kas Cash	56.067	56.067	33.937	
Penempatan pada Bank Indonesia Placement with Bank Indonesia	1.104.755	1.104.755	860.111	
Penempatan pada bank lain Placement with other Banks	275.444	275.444	22.351	
Tagihan spot dan derivatif/forward Spot and Derivative/Forward Billings	48.363	48.363	6.420	
Surat berharga yang dimiliki Securities Owned	2.913.459	2.913.459	2.913.459	
Surat berharga yang dijual dengan janji dibeli kembali (repo) Securities sold with agreements to repurchase (repo)	-	-	-	
Tagihan atas surat berharga yang dibeli dengan janji dijual kembali (reverse repo) Bills for securities purchased with agreements to resell (reverse repo)	-	-	-	
Tagihan akseptasi Acceptance bills	-	-	-	
Kredit yang diberikan Loans Granted	20.295.631	20.295.631	9.623.690	
Pembiayaan syariah1) Sharia Financing1)	-	-	-	
Penyertaan modal Capital Participation	34.221	34.221	34.221	
Aset keuangan lainnya Other financial assets	148.094	148.094	92.533	
Cadangan kerugian penurunan nilai aset keuangan -/- Provision for impairment loss on financial assets -/-	-602.033	-602.033	-227.425	
Aset tidak berwujud Intangible assets	116.480	116.480	116.480	
Akumulasi amortisasi aset tidak berwujud -/- Accumulated amortization of intangible assets -/-	-76.674	-76.674	-76.674	
Aset tetap dan inventaris Fixed assets and inventory	343.575	343.575	343.575	
Akumulasi penyusutan aset tetap dan inventaris -/- Accumulated depreciation of fixed assets and inventory -/-	-219.392	-219.392	-219.392	
Aset non produktif Non-productive assets	319.947	319.947	319.947	
Aset lainnya Other assets	162.598	162.598	162.598	



	d	e	f	g
Nilai tercatat masing-masing risiko / The carrying amount of each risk				
	Sesuai kerangka <i>counterparty credit risk</i> According to the counterparty credit risk framework	Sesuai kerangka sekuritisasi According to the securitization framework	Sesuai kerangka risiko pasar According to the market risk framework	Tidak mengacu pada persyaratan permodalan atau berdasarkan pengurangan modal Not subject to capital requirements or based on capital reductions
	-	-	22.130	-
	-	-	244.644	-
	-	-	253.093	-
	-	-	41.943	-
	-	-	-	-
	-	-	-	-
	-	-	-	-
	-	-	-	-
	-	-	10.671.941	-
	-	-	-	-
	-	-	-	-
	-	-	55.561	-
	-	-	-374.608	-
	-	-	-	-
	-	-	-	-
	-	-	-	-
	-	-	-	-
	-	-	-	-
	-	-	-	-

	a	b	c	
	Nilai tercatat sebagaimana tercantum dalam publikasi laporan keuangan The carrying amount as stated in the financial statements publication	Nilai tercatat berdasarkan prinsip kehati-hatian Carrying value based on prudent principle	Sesuai kerangka risiko kredit According to the credit risk framework	
Total aset Total assets	24.920.535	24.920.535	14.005.831	
Kewajiban Liabilities				
Giro Current Accounts	2.806.695	2.806.695	-	
Tabungan Savings	2.993.367	2.993.367	-	
Deposito Deposits	7.074.893	7.074.893	-	
Uang Elektronik Electronic Money	-	-	-	
Liabilitas kepada Bank Indonesia Liabilities to Bank Indonesia	-	-	-	
Liabilitas kepada bank lain Liabilities to other banks	892.173	892.173	-	
Liabilitas spot dan derivatif/forward Spot and derivative/forward liabilities	46.854	46.854	-	
Liabilitas atas surat berharga yang dijual dengan janji dibeli kembali (repo) Liabilities for securities sold with agreements to repurchase (repo)	-	-	-	
Liabilitas akseptasi Acceptance liabilities	-	-	-	
Surat berharga yang diterbitkan Issued securities	-	-	-	
Pinjaman/Pembiayaan yang diterima Loans/Financing Received	5.874.675	5.874.675	-	
Setoran jaminan Security Deposits	770	770	-	
Liabilitas antarkantor 2) Interbank liabilities	-	-	-	
Liabilitas lainnya Other liabilities	228.460	228.460	-	
Kepentingan minoritas (minority interest) Minority interest	-	-	-	
Total liabilitas Total liabilities	19.917.887	19.917.887	-	

Analisis Kualitatif Qualitative Analysis

Bank tidak memiliki anak usaha sehingga nilai tercatat sesuai dengan nilai tercatat secara individual. Bank tidak memiliki eksposur sekritisasi

The bank does not have any subsidiaries, therefore the carrying amount is in line with individual carrying amounts. The bank does not have any securitization exposure.



	d	e	f	g
Nilai tercatat masing-masing risiko / The carrying amount of each risk				
	Sesuai kerangka <i>counterparty credit risk</i> According to the counterparty credit risk framework	Sesuai kerangka sekuritisasi According to the securitization framework	Sesuai kerangka risiko pasar According to the market risk framework	Tidak mengacu pada persyaratan permodalan atau berdasarkan pengurangan modal Not subject to capital requirements or based on capital reductions
	-	-	10.914.704	-
	-	-	1.043.544	1.763.151
	-	-	2.062.740	930.627
	-	-	1.292.032	5.782.861
	-	-	-	-
	-	-	-	-
	-	-	820.845	71.328
	-	-	46.854	-
	-	-	-	-
	-	-	-	-
	-	-	-	-
	-	-	5.874.676	- 1
	-	-	-	770
	-	-	-	-
	-	-	55.891	172.569
	-	-	-	-
	-	-	11.196.582	8.721.305

3. Umum – Perbedaan Utama antara Nilai Tercatat sesuai Standar Akuntansi Keuangan dengan Nilai Eksposur sesuai dengan Ketentuan OJK (LI2)

3. General – Main Differences between Carrying Amount per Financial Accounting Standards and Exposure Value per Financial Services Authority (OJK) Regulations (LI2)

	a	b	c	d	e
	Total	Item sesuai/Item Description:			
		Kerangka risiko kredit Credit risk framework	Kerangka sekuritisasi Securitization framework	Kerangka Counterparty credit risk Counterparty credit risk framework	Kerangka risiko pasar Market risk framework
Nilai tercatat aset sesuai dengan cakupan konsolidasi ketentuan kehati-hatian (sebagaimana dilaporkan pada tabel LI1) Carrying amount of assets according to the consolidation coverage of prudential regulations (as reported in table LI1)	24.920.535	14.005.831	-	-	10.914.704
Nilai tercatat liabilitas sesuai dengan cakupan konsolidasi ketentuan kehati-hatian (sebagaimana dilaporkan pada tabel LI1) Carrying amount of liabilities according to the consolidation coverage of prudential regulations (as reported in table LI1)	11.196.582	-	-	-	11.196.582
Total nilai bersih sesuai dengan cakupan konsolidasi ketentuan kehati-hatian Total net worth according to the consolidation coverage of prudential regulations	-	-	-	-	-
Nilai rekening administratif Administrative account value	6.240.826	2.217.300	-	-	-
Perbedaan valuasi Valuation difference					
Perbedaan karena <i>netting rules</i> , selain dari yang termasuk pada baris 2. Difference due to netting rules, other than those included in line 2.	-	-	-		
Perbedaan provisi Provision difference	-	-	-	-	-
Perbedaan karena adanya prudential filters Difference due to prudential filters	-				
Nilai eksposur yang dipertimbangkan, sesuai dengan cakupan konsolidasi ketentuan kehati-hatian Exposure value considered, according to the consolidation coverage of prudential regulations	-				

Analisis Kualitatif Qualitative Analysis

Total nilai bersih total merujuk pada ketentuan standar akuntansi keuangan sedangkan nilai eksposur kerangka risiko kredit, *counterparty credit risk* dan risiko pasar merujuk pada pedoman perhitungan ATMR untuk risiko kredit dan pedoman ATMR bank umum dengan memperhitungkan risiko pasar.
Total net worth refers to the financial accounting standards while exposure value for credit risk, counterparty credit risk, and market risk frameworks refer to the calculation guidelines of RWA for credit risk and the RWA guidelines for commercial banks, taking into account market risk.

4. Umum - Penjelasan mengenai Perbedaan antara Nilai Eksposur sesuai dengan Standar Akuntansi Keuangan dengan Ketentuan OJK (LIA)

4. General-Explanation regarding the Difference between Exposure Value according to Financial Accounting Standards and Financial Services Authority (OJK) Regulations (LIA)

Analisis Kualitatif Qualitative Analysis

Bank tidak memiliki anak usaha sehingga nilai tercatat sebagaimana tercantum dalam publikasi laporan keuangan sesuai dengan nilai tercatat sesuai prinsip kehati-hatian Bank tidak memiliki ekposur sekuritisasi. Total nilai bersih pada kolom a sesuai dengan ketentuan standar akuntansi keuangan, sedangkan nilai ekposur kerangka risiko kredit, *counterparty credit risk* dan risiko pasar merujuk pada ketentuan Otoritas Jasa Keuangan mengenai pedoman perhitungan aset tertimbang menurut risiko untuk risiko kredit dengan menggunakan pendekatan standar dan pedoman penggunaan metode standar dalam perhitungan kewajiban penyediaan modal minimum bank umum dengan memperhitungkan risiko pasar.

The bank doesn't have subsidiaries, so the recorded value in financial statement publications aligns with the principle of prudence. The bank doesn't have securitization exposure. Total net worth in column A complies with financial accounting standards, while the exposure value for credit risk, counterparty credit risk, and market risk frameworks refers to the Financial Services Authority's guidelines on the calculation of risk-weighted assets for credit risk using the standard approach, and the guidelines on the use of the standard method in calculating minimum capital requirements for commercial banks, taking into account market risk.

5. Komposisi Permodalan (CC1)

5. Capital Composition (CC1)

(dalam jutaan rupiah) | (in millions rupiah)

	Komponen (Bahasa Indonesia) Components (English)	Jumlah (Dalam Jutaan Rupiah) Total (In Millions Rupiah)	No. Ref. yang berasal dari Neraca Konsolidasi 1) Ref. No. derived from the Consolidated Balance Sheet
CET 1: Instrumen dan Tambahan Modal Disetor CET 1: Instruments and Additional Paid-in Capital			
1	Saham biasa (termasuk <i>stock surplus</i>) Common Shares (including stock surplus)	944.278	-
2	Laba ditahan Retained Earnings	954.734	-
3	Akumulasi penghasilan komprehensif lain (dan cadangan lain) Accumulated Other Comprehensive Income (and Other Reserves)	21.657	-
4	Modal yang termasuk <i>phase out</i> dari CET1 Capital that is phased out from CET1	N/A	-
5	Kepentingan Non Pengendali yang dapat diperhitungkan Non-controlling interests that can be included	-	-
6	CET1 sebelum <i>regulatory adjustment</i> CET1 before regulatory adjustments	N/A	-
CET 1: Faktor Pengurang (<i>Regulatory Adjustment</i>) CET1: Regulatory Adjustment Factors			
7	Selisih kurang jumlah penyesuaian nilai wajar dari instrumen keuangan dalam <i>trading book</i> The difference less the amount of fair value adjustments for financial instruments in the trading book	-	-
8	<i>Goodwill</i> Goodwill	-	-

(dalam jutaan rupiah) | (in millions rupiah)

	Komponen (Bahasa Indonesia) Components (English)	Jumlah (Dalam Jutaan Rupiah) Total (In Millions Rupiah)	No. Ref. yang berasal dari Neraca Konsolidasi 1) Ref. No. derived from the Consolidated Balance Sheet
9	Aset tidak berwujud lainnya (selain <i>Mortgage-Servicing Rights</i>) Other intangible assets (excluding Mortgage-Servicing Rights)	(36.849)	-
10	Aset pajak tangguhan yang berasal dari <i>future profitability</i> Deferred tax assets from future profitability	N/A	-
11	<i>Cash-flow hedge reserve</i> Cash-flow hedge reserve	N/A	-
12	<i>Shortfall on provisions to expected losses</i> Shortfall on provisions to expected losses	N/A	-
13	Keuntungan penjualan aset dalam transaksi sekuritisasi Gain on sale of assets in securitization transactions	-	-
14	Peningkatan/ penurunan nilai wajar atas kewajiban keuangan (DVA) Increase/Decrease in fair value of financial liabilities (DVA)	-	-
15	Aset pensiun manfaat pasti Defined benefit pension assets	N/A	-
16	Investasi pada saham sendiri (jika belum di net dalam modal di Laporan Posisi Keuangan) Investment in own shares (if not already netted in equity in the Statement of Financial Position)	N/A	-
17	Kepemilikan silang pada instrumen CET 1 pada entitas lain Cross-holding of CET 1 instruments in other entities	-	-
18	Investasi pada modal bank, entitas keuangan dan asuransi diluar cakupan konsolidasi secara ketentuan, <i>net</i> posisi <i>short</i> yang diperkenankan, dimana Bank tidak memiliki lebih dari 10% modal saham yang diterbitkan (jumlah di atas batasan 10%) Investment in bank capital, financial entities, and insurance outside the scope of consolidation per regulation, net short position allowed, where the Bank does not hold more than 10% of issued share capital (amount exceeding the 10% limit).	N/A	-
19	Investasi signifikan pada saham biasa Bank, entitas keuangan dan asuransi diluar cakupan konsolidasi secara ketentuan, <i>net</i> posisi <i>short</i> yang diperkenankan (jumlah di atas batasan 10%) Significant investment in ordinary shares of banks, financial entities, and insurance outside the scope of consolidation per regulation, net short position allowed (amount exceeding the 10% limit).	N/A	-
20	<i>Mortgage servicing rights</i> Mortgage servicing rights	-	-

(dalam jutaan rupiah) | (in millions rupiah)

	Komponen (Bahasa Indonesia) Components (English)	Jumlah (Dalam Jutaan Rupiah) Total (In Millions Rupiah)	No. Ref. yang berasal dari Neraca Konsolidasi 1) Ref. No. derived from the Consolidated Balance Sheet
21	Aset pajak tangguhan yang berasal dari perbedaan temporer (jumlah di atas batasan 10%, net dari kewajiban pajak) Deferred tax assets arising from temporary differences (amount exceeding the 10% limit, net of tax liabilities).	N/A	-
22	Jumlah melebihi batasan 15% dari: The amount exceeds the 15% limit of:	N/A	-
23	Investasi signifikan pada saham biasa <i>financials</i> Significant investment in equity securities of financials	N/A	-
24	<i>Mortgage servicing rights</i> Mortgage servicing rights	N/A	-
25	Pajak tangguhan dari perbedaan temporer Deferred tax from temporary differences	N/A	-
26	Penyesuaian berdasarkan ketentuan spesifik nasional Adjustments based on specific national provisions	-	-
26a.	Selisih PPKA dan CKPN Difference between PPKA and CKPN	-	-
26b.	PPKA non produktif Non-performing PPKA	(190.154)	-
26c.	Aset Pajak Tangguhan Deferred tax assets	-	-
26d.	Penyertaan Equity investments	-	-
26e.	Kekurangan modal pada perusahaan anak asuransi Deficiency in capital in subsidiary insurance company	-	-
26f.	Eksposur sekuritisasi Securitization exposure	-	-
26g.	Lainnya Other	-	-
27	Penyesuaian pada CET 1 akibat AT 1 dan Tier 2 lebih kecil daripada faktor pengurangnya The adjustments to CET 1 due to AT 1 and Tier 2 are smaller than the deductions.	-	-
28	Jumlah pengurang (<i>regulatory adjustment</i>) terhadap CET 1 The total deductions (regulatory adjustments) to CET 1.	N/A	-
29	Jumlah CET 1 setelah faktor pengurang Jumlah CET 1 setelah faktor pengurang	N/A	-
Modal Inti Tambahan (AT 1): Instrumen Additional Tier 1 Capital (AT 1): Instruments			
30	Instrumen AT 1 yang diterbitkan oleh Bank (termasuk <i>stock surplus</i>) AT 1 instruments issued by the Bank (including stock surplus)	-	-
31	Yang diklasifikasikan sebagai ekuitas berdasarkan standar akuntansi Those classified as equity under accounting standards	-	-

(dalam jutaan rupiah) | (in millions rupiah)

	Komponen (Bahasa Indonesia) Components (English)	Jumlah (Dalam Jutaan Rupiah) Total (In Millions Rupiah)	No. Ref. yang berasal dari Neraca Konsolidasi 1) Ref. No. derived from the Consolidated Balance Sheet
32	Yang diklasifikasikan sebagai liabilitas berdasarkan standar akuntansi Those classified as liabilities under accounting standards	-	-
33	Modal yang termasuk phase out dari AT 1 Capital included in the phase out of AT 1	N/A	-
34	Instrumen AT 1 yang diterbitkan oleh Entitas Anak yang diakui dalam perhitungan KPMM secara konsolidasi Instruments AT 1 issued by Subsidiaries recognized in the calculation of CAR on a consolidated basis	-	-
35	Instrumen yang diterbitkan Entitas Anak yang termasuk phase out Instruments issued by Subsidiaries that are included in the phase-out	N/A	-
36	Jumlah AT 1 sebelum <i>regulatory adjustment</i> The total amount of AT 1 before regulatory adjustment. Modal Inti Tambahan: Faktor Pengurang (<i>Regulatory Adjustment</i>) Additional Tier 1 Capital: Regulatory Adjustment Factors		
37	Investasi pada instrumen AT 1 sendiri Investment in own AT1 instruments.	N/A	-
38	Kepemilikan silang pada instrumen AT 1 pada entitas lain Cross-Holding of Additional Tier 1 Instruments in Other Entities	-	-
39	Investasi pada modal bank, entitas keuangan dan asuransi diluar cakupan konsolidasi secara ketentuan, <i>net</i> posisi <i>short</i> yang diperkenankan, dimana Bank tidak memiliki lebih dari 10% modal saham yang diterbitkan (jumlah di atas batasan 10%) Investment in bank capital, financial entities, and insurance outside the scope of consolidation, subject to net short position permitted, where the Bank does not hold more than 10% of the issued share capital (amount exceeding 10% limit)	N/A	-
40	Investasi signifikan pada modal Bank, entitas keuangan dan asuransi di luar cakupan konsolidasi secara ketentuan (<i>net</i> posisi <i>short</i> yang diperkenankan) Significant investment in the capital of banks, financial entities, and insurance outside the scope of consolidation, subject to regulations (permissible net short position)	N/A	-
41	Penyesuaian berdasarkan ketentuan spesifik nasional Adjustments based on specific national regulations	N/A	-
41a.	Penempatan dana pada instrumen AT 1 pada Bank lain Placement of funds in AT 1 instruments in other banks	-	-
42	Penyesuaian pada AT 1 akibat Tier 2 lebih kecil daripada faktor pengurangnya Adjustments based on specific national regulations	-	-

(dalam jutaan rupiah) | (in millions rupiah)

	Komponen (Bahasa Indonesia) Components (English)	Jumlah (Dalam Jutaan Rupiah) Total (In Millions Rupiah)	No. Ref. yang berasal dari Neraca Konsolidasi 1) Ref. No. derived from the Consolidated Balance Sheet
43	Jumlah faktor pengurang (<i>regulatory adjustment</i>) terhadap AT 1 The total deduction factors (<i>regulatory adjustments</i>) to AT 1	N/A	-
44	Jumlah AT 1 setelah faktor pengurang The total AT 1 after deduction factors	N/A	-
45	Jumlah Modal Inti (Tier 1) (CET 1 + AT 1) The total Core Tier 1 Capital (CET 1 + AT 1)	N/A	-
Modal Pelengkap (Tier 2): Instrumen dan cadangan Supplementary Capital (Tier 2): Instruments and reserves			
46	Instrumen Tier 2 yang diterbitkan oleh Bank (termasuk <i>stock surplus</i>) Tier 2 instruments issued by the Bank (including <i>stock</i> <i>surplus</i>)	-	-
47	Modal yang termasuk <i>phase out</i> dari Tier 2 Capital included in Tier 2 that is phased out	N/A	-
48	Instrumen Tier 2 yang diterbitkan oleh Entitas Anak yang diakui dalam perhitungan KPMM secara konsolidasi Tier 2 instruments issued by subsidiary entities recognized in the consolidated CAR calculation	-	-
49	Modal yang diterbitkan Entitas Anak yang termasuk <i>phase out</i> The capital issued by subsidiary entities that is phased out	N/A	-
50	Cadangan umum PPKA atas aset produktif yang wajib dihitung dengan jumlah paling tinggi sebesar 1,25% dari ATMR untuk Risiko Kredit The general provision for credit risk on productive assets, which must be calculated at the highest amount of 1.25% of RWA for Credit Risk	225.037	-
51	Jumlah Modal Pelengkap (Tier 2) sebelum faktor pengurang The total amount of Supplementary Capital (Tier 2) before regulatory adjustments	N/A	-
Modal Pelengkap (Tier 2): Faktor Pengurang (<i>Regulatory Adjustment</i>) The deductions (<i>regulatory adjustments</i>) from Supplementary Capital (Tier 2)			
52	Investasi pada instrumen Tier 2 sendiri Investments in Tier 2 instruments by the bank itself	N/A	-
53	Kepemilikan silang pada instrumen Tier 2 pada entitas lain Cross-ownership of Tier 2 instruments in other entities	-	-

(dalam jutaan rupiah) | (in millions rupiah)

	Komponen (Bahasa Indonesia) Components (English)	Jumlah (Dalam Jutaan Rupiah) Total (In Millions Rupiah)	No. Ref. yang berasal dari Neraca Konsolidasi 1) Ref. No. derived from the Consolidated Balance Sheet
54	Investasi pada kewajiban TLAC modal bank, entitas keuangan dan asuransi diluar cakupan konsolidasi secara ketentuan, <i>net</i> posisi <i>short</i> yang diperkenankan, dimana Bank tidak memiliki lebih dari 10% modal saham yang diterbitkan; nilai sebelumnya ditetapkan dengan <i>threshold</i> 5% namun tidak lagi memenuhi kriteria (untuk bank Sistemik) Investments in TLAC (Total Loss-Absorbing Capacity) obligations of banks, financial entities, and insurance entities outside the scope of consolidation are subject to net short position restrictions, where the Bank does not hold more than 10% of the issued share capital. The previous threshold was set at 5%, but it no longer meets the criteria (for Systemic Banks).	N/A	-
	Investasi pada kewajiban TLAC lainnya dari entitas perbankan, keuangan, dan asuransi yang berada di luar lingkup konsolidasi peraturan dan, yang mana bank tidak memiliki lebih dari 10% dari saham biasa entitas yang dikeluarkan: jumlah yang sebelumnya ditunjuk untuk batas 5% tetapi yang tidak lagi memenuhi syarat (hanya untuk Bank Sistemik) Investments in other TLAC obligations from banking, financial, and insurance entities outside the regulatory consolidation scope, where the bank does not hold more than 10% of the entity's issued common shares: previously designated for a 5% limit but no longer meeting the criteria (only for Systemic Banks).	N/A	-
55	Investasi signifikan pada modal atau instrumen TLAC Bank, entitas keuangan dan asuransi di luar cakupan konsolidasi secara ketentuan (<i>net</i> posisi <i>short</i> yang diperkenankan) Significant investments in the capital or TLAC instruments of banks, financial entities, and insurance companies outside the scope of regulatory consolidation (subject to permissible net short positions)	N/A	-
56	Penyesuaian berdasarkan ketentuan spesifik nasional Adjustments based on specific national regulations.	-	-
56a.	<i>Sinking fund</i> Sinking fund	-	-
56b.	Penempatan dana pada instrumen Tier 2 pada Bank lain Placement of funds in Tier 2 instruments in other banks.	-	-
57	Jumlah faktor pengurang (<i>regulatory adjustment</i>) Modal Pelengkap The total number of regulatory adjustment factors for Supplementary Capital.	N/A	-
58	Jumlah Modal Pelengkap (Tier 2) setelah <i>regulatory adjustment</i> The total amount of Supplementary Capital (Tier 2) after regulatory adjustment.	N/A	-

(dalam jutaan rupiah) | (in millions rupiah)

	Komponen (Bahasa Indonesia) Components (English)	Jumlah (Dalam Jutaan Rupiah) Total (In Millions Rupiah)	No. Ref. yang berasal dari Neraca Konsolidasi 1) Ref. No. derived from the Consolidated Balance Sheet
59	Total Modal (Modal Inti + Modal Pelengkap) Total Capital (Tier 1 + Tier 2)	5.003.461	-
60	Total Aset Tertimbang Menurut Risiko (ATMR) Total Risk-Weighted Assets (RWA)	22.717.147	-
Rasio Kecukupan Pemenuhan Modal Minimum (KPMM) dan Tambahan Modal (Capital Buffer) Capital Adequacy Ratio (CAR) and Capital Buffer Ratio			
61	Rasio CET 1 (persentase terhadap ATMR) CET 1 Ratio (as a percentage of RWA)	21,03%	-
62	Rasio Modal Inti Tier 1 (persentase terhadap ATMR) Tier 1 Core Capital Ratio (as a percentage of RWA)	21,03%	-
63	Rasio Total Modal (persentase terhadap ATMR) Total Capital Ratio (as a percentage of RWA)	22,03%	-
64	Buffer (persentase terhadap ATMR) Buffer (as a percentage of RWA)	12,56%	-
65	Capital Conservation Buffer Capital Conservation Buffer	-	-
66	Countercyclical Buffer Countercyclical Buffer	-	-
67	Higher loss absorbency requirement Higher loss absorbency requirement	-	-
68	Untuk bank umum konvensional: CET 1 yang tersedia untuk memenuhi Buffer (persentase terhadap ATMR) Untuk kantor cabang dari Bank yang berkedudukan di luar negeri: Bagian Dana Usaha yang ditempatkan dalam CEMA (diungkapkan sebagai persentase dari ATMR) yang tersedia untuk memenuhi Buffer. For conventional commercial banks: Available CET 1 to meet the Buffer (as a percentage of RWA) For branches of foreign banks: Business Fund portion placed in CEMA (disclosed as a percentage of RWA) available to meet the Buffer	9,47%	-
National minimal (jika berbeda dari Basel 3) National minimum (if different from Basel 3)			
69	Rasio terendah CET 1 nasional (jika berbeda dengan Basel 3) National minimum CET 1 ratio (if different from Basel 3)	N/A	-
70	Rasio terendah Tier 1 nasional (jika berbeda dengan Basel 3) National minimum Tier 1 ratio (if different from Basel 3)	N/A	-
71	Rasio terendah total modal nasional (jika berbeda dengan Basel 3) National minimum total capital ratio (if different from Basel 3)	N/A	-
Jumlah di bawah batasan pengurangan (sebelum pembobotan risiko) Amount below the deduction threshold (before risk weighting)			

(dalam jutaan rupiah) | (in millions rupiah)

	Komponen (Bahasa Indonesia) Components (English)	Jumlah (Dalam Jutaan Rupiah) Total (In Millions Rupiah)	No. Ref. yang berasal dari Neraca Konsolidasi 1) Ref. No. derived from the Consolidated Balance Sheet
72	Investasi non-signifikan pada modal atau kewajiban TLAC lainnya pada entitas keuangan lain Non-significant investments in other TLAC capital or liabilities in other financial entities	N/A	-
73	Investasi signifikan pada saham biasa entitas keuangan Significant investments in the common stock of financial entities	N/A	-
74	<i>Mortgage servicing rights</i> (net dari kewajiban pajak) Mortgage servicing rights (net of tax liabilities)	N/A	-
75	Aset pajak tangguhan yang berasal dari perbedaan temporer (<i>net</i> dari kewajiban pajak) Deferred tax assets from temporary differences (net of tax liabilities)	N/A	-
	<i>Cap</i> yang dikenakan untuk provisi pada Tier 2 The provision cap imposed on Tier 2		
76	Provisi yang dapat diakui sebagai Tier 2 sesuai dengan eksposur berdasarkan pendekatan standar (sebelum dikenakan <i>cap</i>) The provisions eligible for recognition as Tier 2, in accordance with exposure based on standard approach (prior to the application of the cap).	N/A	-
77	<i>Cap</i> atas provisi yang diakui sebagai Tier 2 berdasarkan pendekatan standar The cap on provisions recognized as Tier 2 under the standard approach	N/A	-
78	Provisi yang dapat diakui sebagai Tier 2 sesuai dengan eksposur berdasarkan pendekatan IRB (sebelum dikenakan <i>cap</i>) The provisions eligible for recognition as Tier 2, in accordance with exposure based on standard approach (prior to the application of the cap).	N/A	-
79	<i>Cap</i> atas provisi yang diakui sebagai Tier 2 berdasarkan pendekatan IRB The cap on provisions recognized as Tier 2 under the standard approach.	N/A	-
	Instrumen Modal yang termasuk <i>phase out</i> (hanya berlaku antara 1 Jan 2018 s.d. 1 Jan 2022) Instruments of capital subject to phase-out (only applicable between January 1, 2018, and January 1, 2022).		
80	<i>Cap</i> pada CET 1 yang termasuk <i>phase out</i> The cap on CET 1 including phase-out.	N/A	-
81	Jumlah yang dikecualikan dari CET 1 karena adanya <i>cap</i> (kelebihan di atas <i>cap</i> setelah <i>redemptions</i> dan <i>maturities</i>) The amount excluded from CET 1 due to the cap (excess above the cap after redemptions and maturities).	N/A	-
82	<i>Cap</i> pada AT 1 yang termasuk <i>phase out</i> The cap on AT 1 including phase-out.	N/A	-



(dalam jutaan rupiah) | (in millions rupiah)

	Komponen (Bahasa Indonesia) Components (English)	Jumlah (Dalam Jutaan Rupiah) Total (In Millions Rupiah)	No. Ref. yang berasal dari Neraca Konsolidasi 1) Ref. No. derived from the Consolidated Balance Sheet
83	Jumlah yang dikecualikan dari AT 1 karena adanya <i>cap</i> (kelebihan di atas <i>cap</i> setelah <i>redemptions</i> dan <i>maturities</i>) The amount excluded from AT1 due to the cap (excess above the cap after redemptions and maturities).	N/A	-
84	<i>Cap</i> pada Tier 2 yang termasuk <i>phase out</i> The cap on Tier 2 including phase-out.	N/A	-
85	Jumlah yang dikecualikan dari Tier 2 karena adanya <i>cap</i> (kelebihan di atas <i>cap</i> setelah <i>redemptions</i> dan <i>maturities</i>) The amount excluded from Tier 2 due to the cap (excess above the cap after redemptions and maturities).	N/A	-

6. Permodalan – Rekonsiliasi Permodalan (CC2)

6. Capital – Capital Reconciliation (CC2)

(dalam jutaan rupiah) | (in million rupiahs)

No	Pos-pos Items	Neraca Publikasi Published Balance Sheet	Neraca Konsolidasi dengan cakupan konsolidasi berdasarkan ketentuan kehati-hatian Consolidated Balance Sheet with consolidation scope based on prudential regulations
		Posisi Desember 2024 Position as of December 2024	Posisi Desember 2024 Position as of December 2024
ASET ASSETS			
1	Kas Cash	56.066.884.552	-
2	Penempatan pada Bank Indonesia Placement with Bank Indonesia	1.130.375.762.274	-
3	Penempatan pada Bank Lain Placement with Other Banks	270.180.312.447	-
4	Tagihan spot dan derivatif/ <i>forward</i> Spot and derivative/forward liabilities	47.132.037.695	-
5	Surat Berharga yang dimiliki Securities Held	2.913.459.380.793	-
6	Surat Berharga yang dijual dengan janji dibeli kembali (<i>repo</i>) Surat Berharga yang dijual dengan janji dibeli kembali (<i>repo</i>)		-
7	Tagihan atas surat berharga yang dibeli dengan janji dijual kembali (<i>reverse repo</i>) Securities Sold with Agreements to Repurchase (<i>Repo</i>)		-
8	Tagihan Akseptasi Acceptance Receivables		-
9	Kredit yang diberikan Loan	20.295.630.916.526	-
10	Pembiayaan syariah Sharia Financing		-
11	Penyertaan Modal Equity Participation	39.700.000.000	-
12	Aset Keuangan Lainnya Other Financial Assets	148.093.990.480	-
13	Cadangan kerugian penurunan nilai aset keuangan Provisions for Impairment Losses on Financial Assets		-
a	Surat berharga yang dimiliki Held Securities	174.440.000	-
b	Kredit yang diberikan dan pembiayaan syariah Loans Granted and Sharia Financing	467.103.582.278	-
c	Lainnya Others	4.315.429.679	-

(dalam jutaan rupiah) | (in million rupiahs)

No	Pos-pos Items	Neraca Publikasi Published Balance Sheet	Neraca Konsolidasi dengan cakupan konsolidasi berdasarkan ketentuan kehati-hatian Consolidated Balance Sheet with consolidation scope based on prudential regulations
		Posisi Desember 2024 Position as of December 2024	Posisi Desember 2024 Position as of December 2024
14	Aset tidak berwujud Intangible Assets	113.522.766.158	-
	Akumulasi amortisasi aset tidak berwujud -/- Accumulated Amortization of Intangible Assets -/-	76.673.537.676	-
15	Aset tetap dan inventaris Fixed Assets and Inventory	346.303.566.135	-
	Akumulasi penyusutan aset tetap dan inventaris -/- Accumulated Depreciation of Fixed Assets and Inventory -/-	221.195.885.441	-
16	Aset Non Produktif Non-Earning Assets		-
a	Properti terbengkalai Abandoned Property	6.599.281.380	-
b	Agunan yang diambil alih Foreclosed Collateral	313.347.937.035	-
c	Rekening tunda Suspense Account		-
d	Aset antar kantor Inter-Office Assets		-
17	Aset Lainnya Other Assets	166.029.168.479	-
TOTAL ASET TOTAL ASSET		25.076.979.128.880	-
LIABILITAS DAN EKUITAS LIABILITIES AND EQUITY			
LIABILITAS LIABILITIES			
1	Giro Current Accounts	2.806.694.681.648	-
2	Tabungan Savings Accounts	2.993.366.947.588	-
3	Deposito Time Deposits	7.074.893.325.909	-
4	Uang Elektronik Electronic Money		-
5	Liabilitas kepada Bank Indonesia Liabilities to Bank Indonesia		-
6	Liabilitas kepada Bank Lain Liabilities to Other Banks	892.172.818.582	-
7	Liabilitas spot dan derivatif/forward Spot and derivative/forward liabilities	45.623.068.739	-

(dalam jutaan rupiah) | (in million rupiahs)

No	Pos-pos Items	Neraca Publikasi Published Balance Sheet	Neraca Konsolidasi dengan cakupan konsolidasi berdasarkan ketentuan kehati-hatian Consolidated Balance Sheet with consolidation scope based on prudential regulations
		Posisi Desember 2024 Position as of December 2024	Posisi Desember 2024 Position as of December 2024
8	Liabilitas atas surat berharga yang dijual dengan janji dibeli kembali (<i>Repo</i>) Liabilities from Securities Sold with Agreements to Repurchase (<i>Repo</i>)		-
9	Liabilitas akseptasi Acceptance Liabilities		-
10	Surat berharga yang diterbitkan Issued Securities		-
11	Pinjaman/pembiayaan yang diterima Loans/Financing Received	5.874.675.000.000	-
12	Setoran jaminan Security Deposits	770.243.806	-
13	Liabilitas antar kantor Inter-Office Liabilities		-
14	Liabilitas lainnya Other Liabilities	266.573.202.294	-
TOTAL LIABILITAS TOTAL LIABILITIES		19.954.769.288.566	-
EKUITAS EQUITY			
15	Modal disetor Paid-in Capital		-
a	Modal dasar Authorized Capital	3.700.000.000.000	-
b	Modal yang belum disetor -/- Unpaid Capital	2.755.722.000.000	-
c	Saham yang dibeli kembali (<i>Treasury Stock</i>) Repurchased Shares (<i>Treasury Stock</i>)		-
16	Tambahan modal disetor Additional Paid-in Capital		-
a	Agio Premium on Capital	3.026.001.139.245	-
b	Disagio Discount on Capital		-
c	Dana setoran modal Capital Deposit Fund		-
d	lainnya Others		-
17	Penghasilan Komprehensif lain Other Comprehensive Income		-
a	keuntungan Profit	31.364.415.730	-

(dalam jutaan rupiah) | (in million rupiahs)

No	Pos-pos Items	Neraca Publikasi Published Balance Sheet	Neraca Konsolidasi dengan cakupan konsolidasi berdasarkan ketentuan kehati-hatian Consolidated Balance Sheet with consolidation scope based on prudential regulations
		Posisi Desember 2024 Position as of December 2024	Posisi Desember 2024 Position as of December 2024
b	kerugian +/- Loss	21.562.460.469	-
18	Cadangan Reserves		-
a	Cadangan Umum General Reserve	20.600.000.000	-
b	Cadangan tujuan Specific Reserve		-
19	Laba/Rugi Income/Loss		-
a	Tahun - Tahun lalu a Previous Years	954.734.200.663	-
b	Tahun berjalan Current Year	166.794.545.145	-
c	Dividen yang dibayarkan +/- Dividends Paid	-	-
TOTAL EKUITAS		5.122.209.840.314	-
TOTAL EQUITY			
TOTAL LIABILITAS DAN EKUITAS		25.076.979.128.880	-
TOTAL LIABILITIES AND EQUITY			
Analisis Kualitatif Qualitative Analysis			

Laporan Keuangan Posisi 31 Desember 2024 disajikan secara individual. Bank tidak memiliki anak perusahaan sehingga tidak memiliki laporan keuangan Konsolidasi.

The Financial Position Statement as of December 31, 2024 is presented on an individual basis. The Bank does not have any subsidiaries, thus it does not have Consolidated Financial Statements.

7. Permodalan – Fitur Utama Instrumen Permodalan dan Instrumen TLAC –Eligible (CCA)

7. Capital-Key Features of Capital Instruments and TLAC-Eligible Instruments (CCA)

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	Informasi Kuantitatif Kualitatif Quantitative/ Qualitative Information	Pedoman Pengisian Guidelines for Completion
1 Penerbit Penerbit	N/A	Diisi dengan penerbit dari instrumen. Filled in with the issuer of the instrument.
2 Nomor identifikasi Identification Number	N/A	Diisi dengan nomor unik identifikasi atas penerbitan instrumen tersebut (misalnya no. yang tercatat di bursa, ISIN, dll) Filled in with the unique identification number of the issuance of the instrument (for example, the number recorded in the exchange, ISIN, etc).
3 Hukum yang digunakan Applicable Law	N/A	Diisi dengan hukum yang digunakan, misalnya: hukum Indonesia Filled in with the applicable law, for example: Indonesian law.
3a Sarana yang memungkinkan kewajiban pelaksanaan pada Bagian 13 dari Lembar Istilah TLAC tercapai (untuk instrumen TLAC sah lainnya yang diatur oleh hukum asing) The means by which the obligation of compliance under Part 13 of the TLAC Term Sheet is achieved (for other eligible TLAC instruments governed by foreign law).	N/A	Ketentuan OJK tidak mengadopsi TLAC. OJK regulations do not adopt TLAC.
Perlakuan Instrumen berdasarkan ketentuan KPMM Treatment of Instruments based on CAR provisions	N/A	
4 Pada saat masa transisi During the transition period	N/A	Ketentuan OJK mengenai KPMM tidak mengadopsi masa transisi OJK regulations on CAR do not adopt a transition period.
5 Setelah masa transisi After the transition period	N/A	Diisi dengan pilihan: CET 1, AT 1, Tier 2, atau Tidak Eligible Filled in with the option: CET 1, AT 1, Tier 2, or Not Eligible.
6 Apakah instrumen eligible untuk Individu/Konsolidasi atau Konsolidasi dan Individu Are the instruments eligible for Individual/ Consolidated or Consolidated and Individual	N/A	Diisi dengan pilihan: Individu; Konsolidasi; atau Konsolidasi dan Individu Filled in with the option: Individual; Consolidated; or Consolidated and Individual.



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	Informasi Kuantitatif Kualitatif Quantitative/ Qualitative Information	Pedoman Pengisian Guidelines for Completion
7 Jenis Instrumen Type of Instrument	N/A	Diisi dengan jenis instrumen dengan pilihan: Saham Biasa, Saham Preferen, Surat berharga subordinasi, Pinjaman Subordinasi, Surat berharga, atau pinjaman lainnya Filled in with the type of instrument with the option: Common Stock, Preferred Stock, Subordinated Debt Securities, Subordinated Loans, Securities, or other loans
8 Jumlah yang diakui dalam perhitungan KPMM The amount recognized in CAR calculations	N/A	Diisi dalam Jutaan Rupiah Filled in in Millions of Rupiah
9 Nilai par dari instrumen Par value of the instrument	N/A	Diisi dalam Jutaan Rupiah Filled in in Millions of Rupiah
10 Klasifikasi sesuai standar akuntansi keuangan Classification according to financial accounting standards	N/A	Diisi dengan pilihan: Ekuitas; Liabilitas –Biaya perolehan amortisasi; Liabilitas – Opsi Nilai Wajar; Non-Pengendali Filled in with the option: Equity; Liabilities – Amortized Acquisition Cost; Liabilities – Fair Value Options; Non-Controlling
11 Tanggal penerbitan Issuing Date	N/A	Diisi: dd/mm/yyyy Filled in: dd/mm/yyyy
12 Tidak ada jatuh tempo (perpetual) atau dengan jatuh tempo No maturity date (perpetual) or with maturity date	N/A	Diisi dengan pilihan: Perpetual atau Dengan Jatuh Tempo Filled in with the option: Perpetual or With Maturity
13 Tanggal jatuh tempo Maturity Date	N/A	Untuk instrumen dengan jatuh tempo, diisi tanggal jatuh tempo: dd/mm/yyyy. Untuk instrumen perpetual diisi: Tidak ada tanggal jatuh tempo For instruments with maturity, fill in the maturity date: dd/mm/yyyy. For perpetual instruments, fill in: No maturity date
14 Eksekusi <i>call option</i> atas persetujuan Otoritas Jasa Keuangan Execution of call option upon approval of the Financial Services Authority	N/A	Diisi dengan pilihan: Ya; Tidak Filled in with the option: Yes; No

		a	
		Informasi Kuantitatif Kualitatif Quantitative/ Qualitative Information	Pedoman Pengisian Guidelines for Completion
15	Tanggal <i>call option</i> , jumlah penarikan dan persyaratan <i>call option</i> lainnya (bila ada) Call option date, withdrawal amount, and other call option requirements (if any)	N/A	Diisi dengan tanggal <i>call option</i> (dd/mm/yyyy), persyaratan Call Option lainnya dan jumlah penarikan (dalam jutaan rupiah) Filled in with the call option date (dd/mm/yyyy), other call option requirements, and withdrawal amount (in millions rupiah)
16	<i>Subsequent call option</i> Subsequent call option	N/A	Diisi bila ada fitur jumlah <i>subsequent call option</i> (berapa kali Call Option dapat dilakukan). Filled in if there is a subsequent call option feature (how many times the Call Option can be exercised).
	Kupon / dividen Coupon/Dividend N/A	N/A	
17	Dividen/ kupon dengan bunga tetap atau <i>floating</i> Fixed or Floating Dividend/ Coupon	N/A	Diisi dengan pilihan: - <i>Fixed</i> : bila kupon atau dividen adalah <i>fixed</i> selama jangka waktu instrumen; - <i>Floating</i> : bila kupon atau dividen adalah <i>floating</i> selama jangka waktu instrumen; - <i>Fixed to floating</i> : bila kupon/dividen saat ini adalah <i>fixed</i> , namun bisa berubah menjadi <i>floating</i> di masa mendatang; atau - <i>Floating to fixed</i> : bila kupon/dividen saat ini adalah <i>floating</i> , namun bisa berubah menjadi <i>fixed</i> di masa mendatang Filled in with the option: · Fixed: if the coupon or dividend is fixed for the instrument's term; · Floating: if the coupon or dividend is floating for the instrument's term; · Fixed to floating: if the current coupon/dividend is fixed, but can change to floating in the future; · Floating to fixed: if the current coupon/dividend is floating, but can be change to fixed in the future.
18	Tingkat dari <i>coupon rate</i> atau indeks lain yang menjadi acuan The rate of the coupon rate or other reference index	N/A	Diisi dengan tingkat dari kupon atau indeks yang menjadi acuan dari tingkat kupon atau dividen. Fill in with the coupon rate or index that is the reference of the coupon or dividend rate.
19	Ada atau tidaknya <i>dividend stopper</i> The presence or absence of a dividend stopper	N/A	Diisi dengan pilihan: Ya atau Tidak Filled in with the option: Yes or No

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	Informasi Kuantitatif Kualitatif Quantitative/ Qualitative Information	Pedoman Pengisian Guidelines for Completion
20 <i>Fully discretionary, partial atau mandatory</i> Fully discretionary; partial or mandatory	N/A	Apakah Bank memiliki hak penuh atau partial untuk membatalkan kupon atau dividen, atau tidak dapat membatalkan kupon/dividen. Diisi dengan pilihan: <i>Fully discretionary, Partially Discretionary, atau Mandatory</i> Does the Bank have full or partial rights to cancel coupons or dividends, or cannot cancel coupons/ dividends? Filled in with the option: Fully discretionary, Partially Discretionary, or Mandatory
21 Apakah terdapat fitur <i>step up</i> atau insentif lain Whether there are step-up features or other incentives	N/A	Diisi dengan pilihan: Ya atau Tidak Filled in with the option: Yes or No
22 Non-kumulatif atau kumulatif Non-cumulative or Cumulative	N/A	Diisi dengan pilihan: Non-kumulatif atau kumulatif Filled in with the option: Non-cumulative or Cumulative
23 Dapat dikonversi atau tidak dapat dikonversi Convertible or Non-convertible N/A	N/A	Diisi dengan pilihan: dapat dikonversi atau tidak dapat dikonversi Filled in with the option: convertible or nonconvertible
24 Jika dapat dikonversi, sebutkan <i>trigger point</i> -nya If convertible, specify the trigger point	N/A	Diisi dengan kondisi (<i>trigger point</i>) kapan instrumen dikonversi, termasuk <i>point of non-viability</i> . Filled in with the condition (trigger point) when the instrument is converted, including the point of nonviability.
25 Jika dapat dikonversi, apakah seluruh atau sebagian If convertible, is it entire or partial conversion	N/A	Diisi dengan penjelasan untuk setiap trigger point apakah instrumen akan: (i) pasti dikonversi secara penuh; (ii) kemungkinan dikonversi secara penuh atau sebagian; atau (iii) pasti dikonversi sebagian. Filled in with an explanation for each trigger point whether the instrument will: (i) be fully converted for certain; (ii) possibly be fully or partially converted; or (iii) be partially converted for certain.
26 Jika dapat dikonversi, bagaimana rate konversinya If convertible, what is the conversion rate	N/A	Diisi dengan penjelasan <i>rate</i> konversi atas instrumen. Filled in with an explanation of the conversion rate for the instrument.
27 Jika dapat dikonversi; apakah <i>mandatory</i> atau <i>optional</i> If convertible; is it mandatory or optional	N/A	Diisi dengan pilihan: <i>Mandatory, Optional, atau N/A</i> Filled in with the option: Mandatory, Optional, or N/A

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		Informasi Kuantitatif Kualitatif Quantitative/ Qualitative Information	Pedoman Pengisian Guidelines for Completion
28	Jika dapat dikonversi, sebutkan jenis instrumen konversinya If convertible, specify the type of conversion instrument	N/A	Diisi dengan pilihan: CET 1, AT 1, Tier 2, atau N/A Filled in with the option: CET 1, AT 1, Tier 2, or N/A
29	Jika dapat dikonversi, sebutkan <i>issuer of instrument it converts into</i> If convertible, specify the issuer of the instrument it converts into	N/A	Diisi dengan penjelasan <i>issuer of instrument it converts into</i> Filled in with an explanation of the issuer of the instrument it converts into.
30	Fitur <i>write-down</i> Write-down feature	N/A	Diisi dengan pilihan: Ya atau Tidak Filled in with the option: Yes or No
31	Jika terjadi <i>write-down</i> , sebutkan <i>trigger-nya</i> If a write-down occurs, specify the trigger	N/A	Diisi dengan penjelasan kondisi atau <i>trigger point</i> fitur <i>write-down</i> , termasuk <i>point of non-viability</i> . Filled in with an explanation of the conditions or trigger points for the write-down feature, including the point of non-viability.
32	Jika terjadi <i>write-down</i> , apakah penuh atau sebagian If a write-down occurs, is it full or partial	N/A	Untuk setiap <i>trigger point</i> untuk fitur <i>write down</i> , jelaskan apakah instrumen akan di <i>write down</i> : (i) akan selalu di <i>write down</i> penuh; (ii) kemungkinan di <i>write down</i> sebagian; (iii) akan selalu di <i>write down</i> sebagian. For each trigger point for the write-down feature, explain whether the instrument will be written down: (i) will always be fully written down; (ii) possibly be partially written down; (iii) will always be partially written down.
33	Jika terjadi <i>write down</i> ; permanen atau temporer If a write-down occurs; permanent or temporary	N/A	Diisi dengan pilihan: Permanen atau Temporer Filled in with the option: Permanent or Temporary
34	Jika terjadi <i>write down</i> temporer, jelaskan mekanisme <i>write-up</i> If a temporary write-down occurs, explain the write-up mechanism	N/A	Diisi dengan penjelasan mekanisme <i>write-up</i> . Filled in with an explanation of the write-up mechanism.
34a	Tipe subordinasi Type of subordination.	N/A	Diisi dengan tipe subordinasi Filled in with the type of subordination.
35	Hierarki instrumen pada saat likuidasi Instrument hierarchy upon liquidation.	N/A	Diisi dengan penjelasan hirarki instrumen pada saat likuidasi. Filled in with an explanation of the instrument hierarchy upon liquidation

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	Informasi Kuantitatif Kualitatif Quantitative/ Qualitative Information	Pedoman Pengisian Guidelines for Completion	
36 Apakah terdapat fitur yang <i>non-compliant</i> Are there any non-compliant features?	N/A	Diisi dengan pilihan: Ya atau Tidak	Filled in with the option: Yes or No
37 Jika Ya, jelaskan fitur yang <i>non-compliant</i> If yes, please explain the non-compliant features	N/A	Diisi dengan penjelasan fitur yang <i>non-compliant</i> .	Filled in with an explanation of the non-compliant features.
Analisis Kualitatif Qualitative Analysis			
Bank Shinhan Indonesia saat ini belum menerbitkan Surat Berharga untuk permodalan Bank Shinhan Indonesia currently has not issued securities for capitalization.			
Instruksi Instructions			
Setiap instrumen permodalan yang diterbitkan Bank harus diungkapkan dalam Pengungkapan Rincian Fitur Instrumen Permodalan. Every capital instrument issued by the Bank must be disclosed in the Disclosure of Detailed Features of Capital Instruments.			
Pengungkapan tersebut menggunakan format yang disediakan oleh Basel, dan merupakan standar minimum. Bank dapat menambahkan fitur-fitur penting lain dalam hal berdasarkan penilaian Bank atau pengawas Bank fitur tersebut penting untuk diungkapkan. The disclosure uses the format provided by Basel, and is the minimum standard. The Bank may add other important features based on the Bank's assessment or Banking supervisory authorities' assessment of the importance of those features to be disclosed.			
Bank diminta untuk mengkinikan pengungkapan tersebut bila terdapat perubahan fitur dari instrumen permodalan, misalnya bila terdapat penerbitan instrumen baru, pembayaran, penarikan atau konversi atau <i>write down</i> , atau perubahan lain yang material dari instrumen permodalan yang ada. The Bank is required to update the disclosure if there are changes to the features of the capital instrument, such as the issuance of new instruments, payments, withdrawals or conversions, or write-downs, or other material changes to existing capital instruments.			
Penjelasan definisi pos-pos dalam Pengungkapan Rincian Fitur Instrumen Permodalan dapat dilihat pada <i>disclosure requirements</i> yang dikeluarkan oleh <i>Basel Committee on Banking Supervision</i> . Explanations of the definitions of items in the Disclosure of Detailed Features of Capital Instruments can be found in the disclosure requirements issued by the Basel Committee on Banking Supervision.			

8. Permodalan – Pengungkapan Kualitatif Mengenai Struktur Permodalan dan Kecukupan Permodalan

8. Capital – Qualitative Disclosure on Capital Structure and Capital Adequacy

Analisa Kualitatif Qualitative Analysis

Sumber permodalan di Bank Shinhan Indonesia seperti yang tercantum dalam RBB terdiri dari modal disetor dari pemegang saham dan laba operasional. Pada tahun 2024 ini, Bank tidak memiliki rencana untuk melakukan perubahan pemegang saham sehingga struktur permodalan masih sebagai berikut :

The capital sources at Bank Shinhan Indonesia as stated in the RBB consist of paid-in capital from shareholders and operational profits. In 2024, the Bank does not have plans to change its shareholders, so the capital structure remains as follows:

*)dalam jutaan rupiah | *)in million rupiah

Modal Capital	Jumlah Saham *) Total Shares*)	Total Nominal *) Total Nominal*)
Modal Dasar	3.700.000	3.700.000
Modal ditempatkan dan disetor	944.278	944.278

Adapun komposisi kepemilikan saham-saham tersebut diatas adalah :

The composition of ownership of these shares is as follows:

Modal Capital	Jumlah Saham *) Total Shares*)	Total Nominal *)	Persentase Kepemilikan Percentage of Ownership
Shinhan Bank Co. Ltd.,	934.828	934.828	99,00%
PT Metropanca Gemilang	5.000	5.000	0,53%
PT STM Tunggal Jaya	4.450	4.450	0,47%

Modal Bank Shinhan Indonesia posisi Des-2024 sebesar Rp. 5.003.461 Juta, sedikit meningkat sebesar 0,65% jika dibandingkan dengan posisi semester sebelumnya dimana secara komposisi didominasi oleh modal inti (Tier 1) sebesar Rp. 4.778.424 Juta (95,50%) dimana komponen terbesar dari cadangan tambahan modal dan terdapat modal pelengkap (Tier 2) sebesar Rp. 225.037 Juta (4,50%).

Bank Shinhan Indonesia's capital as of Dec-2024 was IDR 5,003,461 million, a slight increase of 0.65% compared to the previous semester's position where the composition was dominated by core capital (Tier 1) of IDR 4,778,424 million (95.50%) where the largest component was additional capital reserves and there was supplementary capital (Tier 2) of IDR 225,037 million (4.50%).

9. Pendekatan Manajemen Risiko Bank (T-OVA)

9. Bank Risk Management Approach (T-OVA)

Analisa Kualitatif Qualitative Analysis

Berdasarkan Peraturan Otoritas Jasa Keuangan No.18/POJK.03/2016, terdapat 8 risiko yang dihadapi oleh Bank antara lain: Risiko Kredit, Risiko Pasar, Risiko Likuiditas, Risiko Operasional, Risiko Strategi, Risiko Hukum, Risiko Kepatuhan dan Risiko Reputasi.

Dalam menetapkan Tingkat Risiko yang akan Diambil (*Risk Appetite*) dan Toleransi Risiko (*Risk Tolerance*) berdasarkan Strategi dan tujuan Bisnis Bank serta kemampuan Bank dalam mengambil Risiko (*Risk Bearing Capacity*) sesuai dengan Rencana Bisnis Bank (RBB) yang telah ditetapkan.

In accordance with Financial Services Authority Regulation No. 18/POJK.03/2016, there are 8 risks faced by the Bank, namely: Credit Risk, Market Risk, Liquidity Risk, Operational Risk, Strategic Risk, Legal Risk, Compliance Risk, and Reputation Risk.

In determining the Risk Appetite and Risk Tolerance based on the Bank's Strategy and Business objectives as well as the Bank's capacity to assume Risk (*Risk Bearing Capacity*) in accordance with the Bank's Business Plan (RBB) that has been established.

Direksi dalam melaksanakan wewenang dan tanggungjawabnya dalam mengelola risiko dibantu oleh Komite Manajemen Risiko yang beranggotakan Mayoritas Direksi dan Pejabat Eksekutif terkait.

Dewan Komisaris dalam memantau dan mengawasi terhadap pelaksanaan tugas dan tanggungjawab Direksi serta memberikan nasihat kepada Direksi dibantu oleh Komite Pemantau Risiko yang beranggotakan sebagai berikut: 1 Komisaris Independen, 1 orang Pihak Independen yang memiliki keahlian dibidang keuangan dan 1 orang Independen yang memiliki keahlian dibidang manajemen risiko. *Risk Management Department* bertanggungjawab langsung kepada direktur yang membawahi fungsi Manajemen Risiko dan Kepatuhan.

Risk Management Department harus independen terhadap Satuan Kerja Operasional (*Risk Taking Unit*) dan terhadap satuan kerja yang melaksanakan fungsi pengendalian intern Bank dilakukan oleh *Internal Audit Department*.

Compliance Department bertugas memastikan kepatuhan terhadap peraturan perundang - undangan Otoritas Jasa Keuangan dan Peraturan Perundang - Undangan lain. *Compliance Department* dalam menjalankan tugasnya independen terhadap satuan kerja operasional.

The Board of Directors, in carrying out its authority and responsibilities in managing risks, is assisted by the Risk Management Committee, which consists of a Majority of Directors and related Executive Officers.

The Board of Commissioners, in monitoring and overseeing the implementation of tasks and responsibilities of the Board of Directors and providing advice to the Directors, is assisted by the Risk Monitoring Committee, which comprises the following members: 1 Independent Commissioner, 1 Independent Party with expertise in finance, and 1 Independent Party with expertise in risk management.

The Risk Management Department reports directly to the director overseeing the Risk Management and Compliance functions. The Risk Management Department must operate independently from the Operational Risk Taking Unit and from units responsible for the Bank's internal control functions conducted by the Internal Audit Department.

The Compliance Department is tasked with ensuring compliance with financial regulations issued by the Financial Services Authority and other relevant regulations. The Compliance Department operates independently from operational units in carrying out its duties.

Dalam memantau risiko yang timbul dari aktivitas operasional Bank *Risk Management Department* berdasarkan profil risiko Bank dan ketentuan *risk appetite* dan *risk tolerance* yang telah ditetapkan Bank.

Hasil dari identifikasi *Risk Management Department* melalui profil risiko Bank dan ketentuan *risk appetite* dan *risk tolerance* disampaikan kepada Komite Manajemen Risiko dan Satuan Kerja Operasional (*Risk Taking Unit*)

In monitoring risks arising from the Bank's operational activities, the Risk Management Department relies on the Bank's risk profile and the established risk appetite and risk tolerance criteria.

The results of the Risk Management Department's risk identification through the Bank's risk profile and the established risk appetite and risk tolerance criteria are communicated to the Risk Management Committee and the Operational Risk Taking Unit.

Pengukuran risiko berdasarkan Laporan Profil Risiko Bank yang terdiri dari 8 risiko seperti yang tercantum dalam Surat Edaran Otoritas Jasa Keuangan No. 14/SEOJK.03/2017

Risk measurement is based on the Bank's Risk Profile Report, which consists of 8 risks as outlined in Financial Services Authority Circular Letter No. 14/SEOJK.03/2017.

Hasil Laporan Profil Risiko disampaikan Risk Management Department kepada Direksi melalui Komite Manajemen Risiko dan Kepada Komisaris melalui rapat Komite Pemantau Risiko untuk memberikan rekomendasi kepada direksi atas risiko yang timbul dari aktivitas operasional Bank.

The Risk Management Department communicates the results of the Risk Profile Report to the Board of Directors through the Risk Management Committee and to the Commissioners through the Risk Monitoring Committee meetings, providing recommendations to the Board of Directors on risks arising from the Bank's operational activities.

Dalam melakukan *stress testing* untuk exposure yang mengandung risiko tertentu, Bank menggunakan data historis atau serangkaian parameter dan asumsi yang disusun oleh bank sendiri dan asumsi yang diminta oleh Otoritas Jasa Keuangan. *Stress Testing* yang dilakukan bank meliputi *stress test* kredit, likuiditas dan pasar.

In conducting stress testing for exposures containing specific risks, the Bank utilizes historical data or a series of parameters and assumptions developed internally by the bank, as well as assumptions requested by the Financial Services Authority. The stress testing conducted by the bank includes credit, liquidity, and market stress tests.

Bank belum terdapat transaksi yang dilakukan *hedging*, *hedging* akan dilakukan bank jika terdapat kebutuhan pendanaan dan disesuaikan dengan kondisi likuiditas bank dan pasar.

The Bank has not engaged in hedging transactions yet. Hedging will be conducted by the bank if there is a funding need and will be adjusted according to the bank's liquidity and market conditions.

10. Rasio Pengungkit - Laporan Kewajiban Pemenuhan Rasio Pengungkit dan Laporan Perhitungan Rasio Pengungkit

10. Leverage Ratio - Report on Leverage Ratio Compliance and Leverage Ratio Calculation Report

(dalam jutaan rupiah) | (in millions rupiah)

No	Keterangan Description	Tahun 2024 Year 2024			
		Triwulan I Quarter I	Triwulan II Quarter II	Triwulan III Quarter III	Triwulan IV Quarter IV
1	Total aset di neraca pada laporan keuangan publikasi (nilai gross sebelum dikurangi CKPN). Total assets on the balance sheet in the published financial statements (gross value before deduction of CKPN).	24.378.287	23.835.233	23.819.440	25.548.573
2	Penyesuaian untuk nilai penyertaan pada bank, lembaga keuangan, perusahaan asuransi, dan/atau entitas lain yang berdasarkan standar akuntansi keuangan harus dikonsolidasikan namun diluar cakupan konsolidasi berdasarkan ketentuan Otoritas Jasa Keuangan. Adjustment for the value of investments in banks, financial institutions, insurance companies, and/or other entities that, according to financial accounting standards, must be consolidated but are outside the scope of consolidation according to the Financial Services Authority regulations.	N/A	N/A	N/A	N/A
3	Penyesuaian untuk nilai kumpulan aset keuangan atau aset syariah yang mendasari yang telah dialihkan dalam sekuritisasi aset yang memenuhi persyaratan jual putus sebagaimana diatur dalam peraturan perundang-undangan OJK mengenai Prinsip Kehati-hatian dalam Aktivitas Sekuritisasi Aset bagi Bank Umum. Dalam hal aset keuangan yang mendasari dimaksud telah dikurangkan dari total aset pada laporan posisi keuangan maka baris ini adalah 0 (nol). Adjustment for the value of financial asset pools or underlying Shariah assets that have been transferred in asset securitization transactions meeting the criteria for sale, as regulated in the Financial Services Authority (OJK) regulations on Prudential Principles in Asset Securitization Activities for Commercial Banks. If the financial assets underlying have been deducted from the total assets in the financial position statement, then this line item is 0 (zero).	-	-	-	-
4	Penyesuaian terhadap pengecualian sementara atas penempatan giro pada Bank Indonesia dalam rangka memenuhi ketentuan giro wajib minimum (jika ada). Adjustment for the temporary exemption from placing demand deposits with Bank Indonesia to meet the minimum mandatory legal reserve requirement (if any).	N/A	N/A	N/A	N/A



(dalam jutaan rupiah) | (in millions rupiah)

No	Keterangan Description	Tahun 2024 Year 2024			
		Triwulan I Quarter I	Triwulan II Quarter II	Triwulan III Quarter III	Triwulan IV Quarter IV
5	Penyesuaian untuk aset fidusia yang diakui sebagai komponen laporan posisi keuangan berdasarkan standar akuntansi keuangan namun dikeluarkan dari perhitungan total eksposur dalam Rasio Pengungkit. Adjustments for fiduciary assets recognized as a component of the statement of financial position under financial accounting standards but excluded from the calculation of total exposure in the Leverage Ratio.	-	-	-	-
6	Penyesuaian untuk nilai pembelian atau penjualan aset keuangan secara reguler dengan menggunakan metode akuntansi tanggal perdagangan. Adjustment for the value of purchases or sales of financial assets regularly traded using the trade date accounting method.	-	-	-	-
7	Penyesuaian untuk nilai transaksi <i>cash pooling</i> yang memenuhi persyaratan sebagaimana diatur dalam Peraturan Otoritas Jasa Keuangan ini. Adjustment for the value of cash pooling transactions that meet the requirements as regulated by this Financial Services Authority Regulation.	-	-	-	-
8	Penyesuaian untuk nilai eksposur transaksi derivatif. Adjustment for the value of derivative transaction exposures.	183.606	177.189	134.835	114.862
9	Penyesuaian untuk nilai eksposur Securities Financing Transaction (SFT) sebagai contoh transaksi <i>reverse repo</i> . Adjustment for the value of Securities Financing Transaction (SFT) exposures, such as reverse repo transactions.	-	-	-	-
10	Penyesuaian untuk nilai eksposur Transaksi Rekening Administratif (TRA) yang telah dikalikan dengan Faktor Konversi Kredit (FKK). Adjustment for the value of Administrative Account Transactions (TRA) exposure that has been multiplied by the Credit Conversion Factor (CCF).	36.310	2.264.465	2.424.804	2.210.929
11	Penyesuaian penilaian prudensial berupa faktor pengurang modal dan Cadangan Kerugian Penurunan Nilai (CKPN). Adjustments for prudential valuation consist of capital reduction factors and Impairment Loss Reserve (CKPN).	(407.784)	(423.214)	(424.406)	(508.443)
12	Penyesuaian lainnya. Other adjustments.	-	-	-	-
13	Total Eksposur dalam Perhitungan Rasio Leverage. Total Exposure in Leverage Ratio Calculation.	24.190.419	25.853.673	25.954.673	27.365.921

Analisa Kualitatif Qualitative Analysis

Berdasarkan Unaudited Laporan Keuangan, Laporan Perhitungan Rasio Pengungkit posisi 31 Desember 2024 Bank Shinhan Indonesia memiliki rasio leverage sebesar 17.46%, masih berada diatas ketentuan Otoritas Jasa Keuangan yaitu paling rendah 3%.

Based on the Unaudited Financial Report, Leverage Ratio Calculation Report as of December 31, 2024, Bank Shinhan Indonesia has a leverage ratio of 17.46%, still above the Financial Services Authority's stipulation of a minimum of 3%.

(dalam jutaan rupiah) | (in millions rupiah)

Keterangan Description	Tahun 2024 Year 2024			
	Triwulan I Quarter I	Triwulan II Quarter II	Triwulan III Quarter III	Triwulan IV Quarter IV
Eksposur Aset dalam Laporan Posisi Keuangan (Neraca) Asset Exposure in the Financial Position Statement (Balance Sheet)				
1 Eksposur Aset dalam Laporan Posisi Keuangan termasuk aset jaminan, namun tidak termasuk eksposur transaksi derivatif dan eksposur SFT. (Nilai gross sebelum dikurangi CKPN). Asset Exposure in the Financial Position Statement includes collateral assets but excludes derivative transactions and SFT exposure. (Gross value before deduction of CKPN).	24.286.578	23.749.785	23.715.582	25.501.440
2 Nilai penambahan kembali untuk agunan derivatif yang diserahkan kepada pihak lawan yang mengakibatkan penurunan total eksposur aset dalam neraca karena adanya penerapan standar akuntansi keuangan. The value of re-collateralization for derivative collateral provided to counterparties resulting in a decrease in total asset exposure on the balance sheet due to the application of financial accounting standards.	-	-	-	-
3 (Pengurangan atas piutang terkait <i>cash variation margin</i> yang diberikan dalam transaksi derivatif). (The reduction in receivables related to cash variation margin provided in derivative transactions.)	-	-	-	-
4 (Penyesuaian untuk nilai tercatat surat berharga yang diterima dalam eksposur SFT yang diakui sebagai aset). (Adjustment for the carrying amount of securities received in Securities Financing Transactions (SFT) recognized as assets).	-	-	-	-
5 (Cadangan Kerugian Penurunan Nilai (CKPN) atas aset tersebut sesuai standar akuntansi keuangan). (Provision for Impairment Loss (CKPN) on those assets in accordance with financial accounting standards).	-378.383	-384.459	-385.245	-471.593
6 (Aset yang telah diperhitungkan sebagai faktor pengurang Modal Inti sebagaimana dimaksud dalam Peraturan Otoritas Jasa Keuangan yang mengatur mengenai kewajiban penyediaan modal minimum bank umum). (Assets accounted for as a deduction factor from Core Capital as stipulated in the Financial Services Authority Regulation governing the minimum capital adequacy requirement for commercial banks).	-29.401	-38.756	-39.160	-36.849
7 Total Eksposur Aset dalam Laporan Posisi Keuangan (Penjumlahan dari baris 1 sampai dengan baris 6). Total Asset Exposure in the Statement of Financial Position (Sum of lines 1 to 6).	23.878.794	23.326.570	23.291.177	24.992.998

(dalam jutaan rupiah) | (in millions rupiah)

Keterangan Description	Tahun 2024 Year 2024			
	Triwulan I Quarter I	Triwulan II Quarter II	Triwulan III Quarter III	Triwulan IV Quarter IV
Eksposur Transaksi Derivatif Exposure to Derivative Transactions				
8 Nilai <i>Replacement Cost</i> (RC) untuk seluruh transaksi derivatif baik dalam hal terdapat <i>variation margin</i> yang memenuhi syarat ataupun terdapat perjanjian saling hapus yang memenuhi persyaratan tertentu. The Replacement Cost (RC) value for all derivative transactions, whether there is eligible variation margin or there are bilateral netting agreements that meet certain criteria.	128.178	119.160	145.365	65.502
9 Nilai penambahan yang merupakan <i>Potential Futures Exposures</i> (PFE) untuk seluruh transaksi derivatif. The additional value, which represents the Potential Future Exposures (PFE) for all derivative transactions.	147.137	143.477	93.327	96.492
10 (Pengecualian atas eksposur transaksi derivatif yang diselesaikan melalui <i>central clearing counterparty</i> (CCP)) Exception for derivative transaction exposures settled through a central clearing counterparty (CCP).	N/A	N/A	N/A	N/A
11 Penyesuaian untuk nilai nosional efektif dari derivatif kredit. Adjustment for the effective notional value of credit derivatives.	-	-	-	-
12 (Penyesuaian untuk nilai nosional efektif yang dilakukan saling hapus dan pengurangan <i>add-on</i> untuk transaksi penjualan derivatif kredit). (Adjustment for the effective notional value resulting from netting and reduction of add-ons for credit derivatives sales transactions).	-	-	-	-
13 Total Eksposur Transaksi Derivatif (Penjumlahan baris 8 sampai dengan baris 12). Total Derivative Transaction Exposure (Sum of rows 8 to 12).	275.315	262.637	238.692	161.994
Eksposur Securities Financing Transaction (SFT)				
14 Nilai tercatat aset SFT secara <i>gross</i> . The gross carrying amount of SFT assets.	-	-	-	-
15 (Nilai bersih antara liabilitas kas dan tagihan kas). (The net amount between cash liabilities and cash receivables).	-	-	-	-
16 Risiko Kredit akibat kegagalan pihak lawan terkait aset SFT yang mengacu perhitungan <i>Current Exposure</i> sebagaimana diatur dalam Lampiran I Peraturan Otoritas Jasa Keuangan ini. Credit risk due to counterparty failure related to SFT assets, based on the calculation of Current Exposure as stipulated in Annex I of this Financial Services Authority Regulation.	-	-	-	-
17 Eksposur sebagai agen SFT. Exposure as an agent in SFTs.	-	-	-	-
18 Total Eksposur SFT (Penjumlahan baris 14 sampai dengan baris 17). Total SFT Exposure (Sum of rows 14 to 17).	-	-	-	-

(dalam jutaan rupiah) | (in millions rupiah)

Keterangan Description	Tahun 2024 Year 2024			
	Triwulan I Quarter I	Triwulan II Quarter II	Triwulan III Quarter III	Triwulan IV Quarter IV
Eksposur Transaksi Rekening Administratif (TRA) Exposure from Administrative Account Transactions (TRA)				
19 Nilai seluruh kewajiban komitmen atau kewajiban kontijensi. Nilai <i>gross</i> sebelum dikurangi CKPN The total value of all committed liabilities or contingent liabilities. Gross value before deducting CKPN	8.558.076	9.262.179	9.059.184	8.472.342
20 (Penyesuaian terhadap hasil perkalian antara nilai kewajiban komitmen atau kewajiban kontijensi dan Faktor Konversi Kredit (FKK) kemudian dikurangi CKPN). (Adjustment for the result of multiplying the value of committed liabilities or contingent liabilities by the Credit).	-8.513.358	-6.987.544	-6.624.988	-6.254.657
21 (Cadangan Kerugian Penurunan Nilai (CKPN) atas TRA tersebut sesuai standar akuntansi yang berlaku). The Allowance for Impairment Losses (CKPN) on the Restructured Financial Assets (TRA) is in accordance with applicable accounting standards.	-8.408	-10.169	-9.392	-6.756
22 Total Eksposur Transaksi Rekening Administratif (TRA) Penjumlahan dari baris 19 sampai dengan baris 21 Total Exposure of Administrative Account Transactions (TRA) (Sum of rows 19 to 21)	36.310	2.264.466	2.424.804	2.210.929
Modal dan Total Eksposur Capital and Total Exposure				
23 Modal Inti (Tier 1) Tier 1 Capital	4.783.786	4.750.335	4.833.762	4.778.424
24 Total Eksposur (Penjumlahan baris 7, 13, 18, dan 22) Total Exposure (Summation of rows 7, 13, 18, and 22)	24.190.419	25.853.673	25.954.673	27.365.921
Rasio Pengungkit (Leverage) Leverage Ratio				
25 Nilai Rasio Pengungkit, termasuk dampak dari penyesuaian terhadap pengecualian sementara atas penempatan giro pada Bank Indonesia dalam rangka memenuhi ketentuan giro wajib minimum (jika ada). The Leverage Ratio value, including the impact of the adjustment for the temporary exemption on placements at Bank Indonesia for meeting the legal reserve requirement (if any).	19,78%	18,37%	18,62%	17,46%
25a Nilai Rasio Pengungkit, tidak termasuk dampak dari penyesuaian terhadap pengecualian sementara atas penempatan giro pada Bank Indonesia dalam rangka memenuhi ketentuan giro wajib minimum (jika ada). The Leverage Ratio value, excluding the impact of the adjustment for the temporary exemption on placements at Bank Indonesia for meeting the legal reserve requirement (if any).	19,78%	18,37%	18,62%	17,46%
26 Nilai Minimum Rasio Pengungkit The Minimum Leverage Ratio value	3,00%	3,00%	3,00%	3,00%
27 Bantalan terhadap nilai Rasio <i>Leverage</i> The Cushion against the Leverage Ratio value	N/A	N/A	N/A	N/A



(dalam jutaan rupiah) | (in millions rupiah)

Keterangan Description	Tahun 2024 Year 2024			
	Triwulan I Quarter I	Triwulan II Quarter II	Triwulan III Quarter III	Triwulan IV Quarter IV
Pengungkapan Nilai Rata-Rata Disclosure of Average Value				
28 Nilai rata-rata dari nilai tercatat aset SFT secara gross, setelah penyesuaian untuk transaksi akuntansi penjualan (sale accounting transaction) yang dihitung secara bersih (nett) dengan liabilitas kas dalam SFT dan tagihan kas dalam SFT. The average value of the gross carrying amount of SFT assets, after adjustment for netting of sale accounting transactions with cash liabilities in SFT and cash receivables in SFT.	-	-	-	-
29 Nilai akhir triwulan laporan dari nilai tercatat aset SFT secara gross, setelah penyesuaian untuk transaksi akuntansi penjualan (sale accounting transaction) yang dihitung secara bersih (nett) dengan liabilitas kas dalam SFT dan tagihan kas dalam SFT. The end-of-quarter value in the report of the gross carrying amount of SFT assets, after adjustment for netting of sale accounting transactions with cash liabilities in SFT and cash receivables in SFT.	-	-	-	-
30 Total Eksposur, termasuk dampak dari penyesuaian terhadap pengecualian sementara atas penempatan giro pada Bank Indonesia dalam rangka memenuhi ketentuan giro wajib minimum (jika ada), yang telah memasukkan nilai rata-rata dari nilai tercatat aset SFT secara gross sebagaimana dimaksud dalam baris 28. Total exposure, including the impact of adjustments for the temporary exemption on placements with Bank Indonesia to meet the legal reserve requirements (if any), which has included the average value of the gross carrying amount of SFT assets as referred to in line 28.	24.190.419	25.853.674	25.954.673	27.365.920
30a Total Eksposur, tidak termasuk dampak dari penyesuaian terhadap pengecualian sementara atas penempatan giro pada Bank Indonesia dalam rangka memenuhi ketentuan giro wajib minimum (jika ada), yang telah memasukkan nilai rata-rata dari nilai tercatat aset SFT secara gross sebagaimana dimaksud dalam baris 28. Total exposure, excluding the impact of adjustments for the temporary exemption on placements with Bank Indonesia to meet the legal reserve requirements (if any), which has included the average value of the gross carrying amount of SFT assets as referred to in line 28.	24.190.419	25.853.674	25.954.673	27.365.920

(dalam jutaan rupiah) | (in millions rupiah)

Keterangan Description	Tahun 2024 Year 2024			
	Triwulan I Quarter I	Triwulan II Quarter II	Triwulan III Quarter III	Triwulan IV Quarter IV
31 Nilai Rasio Pengungkit, termasuk dampak dari penyesuaian terhadap pengecualian sementara atas penempatan giro pada Bank Indonesia dalam rangka memenuhi ketentuan giro wajib minimum (jika ada), yang telah memasukkan nilai rata-rata dari nilai tercatat aset SFT secara <i>gross</i> sebagaimana dimaksud dalam baris 28. Leverage ratio value, including the impact of adjustments for the temporary exemption on placements with Bank Indonesia to meet the legal reserve requirements (if any), which has included the average value of the gross carrying amount of SFT assets as referred to in line 28.	19,78%	18,37%	18,62%	17,46%
31a Nilai Rasio Pengungkit, tidak termasuk dampak dari penyesuaian terhadap pengecualian sementara atas penempatan giro pada Bank Indonesia dalam rangka memenuhi ketentuan giro wajib minimum (jika ada), yang telah memasukkan nilai rata-rata dari nilai tercatat aset SFT secara <i>gross</i> sebagaimana dimaksud dalam baris 28. Leverage ratio value, excluding the impact of adjustments for the temporary exemption on placements with Bank Indonesia to meet the legal reserve requirements (if any), which has included the average value of the gross carrying amount of SFT assets as referred to in line 28.	19,78%	18,37%	18,62%	17,46%

Analisis Kualitatif Qualitative Analysis

Berdasarkan *Unaudited* Laporan Keuangan, Laporan Perhitungan Rasio Pengungkit posisi 31 Desember 2024 Bank Shinhan Indonesia memiliki rasio leverage sebesar 17.46%, masih berada diatas ketentuan Otoritas Jasa Keuangan yaitu paling rendah 3%.

Based on the Unaudited Financial Report, Leverage Ratio Calculation Report as of December 31, 2024, Bank Shinhan Indonesia has a leverage ratio of 17.46%, still above the Financial Services Authority's stipulation of a minimum of 3%.



11. Pengungkapan Informasi Kualitatif Terkait Risiko Kredit Secara Umum (CRA)

11. Disclosure of Qualitative Information Regarding Credit Risk in General (CRA)

Analisa Analysis

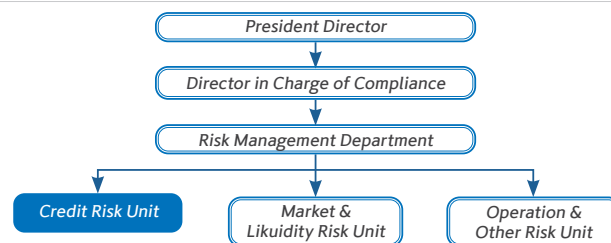
1. Bagaimana Model Bisnis tercermin dalam komponen profil risiko kredit bank
1. How business model is reflected in the components of the bank's credit risk profile.

Model bisnis bank menyeimbangkan antara proporsi kredit korporasi dengan kredit ritel
The bank's business model balances the proportion of corporate lending with retail lending.

2. Kriteria dan pendekatan yang digunakan untuk menetapkan kebijakan manajemen risiko kredit dan menetapkan limit kredit
2. The criteria and approach used to establish credit risk management policies and set credit limits.

Dalam melakukan monitoring exposure kredit berdasarkan *risk appetite* dan *risk tolerance* yang telah ditetapkan bank.
In monitoring credit exposure based on the risk appetite and risk tolerance set by the bank

3. Struktur dan Organisasi Manajemen Risiko Kredit serta fungsi kontrol
3. Structure and Organization of Credit Risk Management as well as Control Functions



Risk Management Department dalam menjalankan tugasnya bertindak secara independen, tercermin dari tidak ada keterlibatan dalam kegiatan kredit maupun bisnis. Selain itu, bertugas dalam memberikan masukan kepada Direksi dalam menyusun kebijakan, strategi dan kerangka Manajemen Risiko terkait Implementasi Manajemen Risiko Kredit.
The Risk Management Department operates independently, as evidenced by its lack of involvement in credit activities or business. Additionally, it is tasked with providing input to the Board of Directors in formulating policies, strategies, and frameworks related to Credit Risk Management implementation.

4. Hubungan antara fungsi manajemen Risiko Kredit, pengendalian risiko, kepatuhan dan audit internal.
4. The relationship between the Credit Risk Management function, risk control, compliance, and internal audit.

- *Risk Management Department* (RMD) melakukan pemantauan secara berkala (*Bank wide*) terhadap perkembangan outstanding dan rasio-rasio terkait risiko kredit serta secara individual terutama debitur-debitur besar yang dapat berpengaruh signifikan terhadap performa keuangan Bank.
- Compliance Department yang telah melakukan proses *review* terhadap risiko yang ditimbulkan dari aktivitas bisnis dan kecukupan Kebijakan, Pedoman dan Prosedur Internal yang dimiliki Bank untuk memastikan kesesuaiannya terhadap peraturan dan perundang-undangan yang berlaku.
- The Risk Management Department (RMD) conducts regular monitoring (bank-wide) of the development of outstanding loans and related credit risk ratios, as well as individual assessments, particularly for significant borrowers that could have a significant impact on the bank's financial performance.
- The Compliance Department conducts reviews of the risks arising from business activities and the adequacy of the Bank's Policies, Guidelines, and Internal Procedures to ensure compliance with applicable laws and regulations.
- *Internal Audit Department* secara berkala melakukan pemeriksaan pada bidang Operasional, Kredit dan IT baik di Kantor Pusat dan Kantor Cabang Bank untuk memastikan bahwa Bank telah melakukan prosedur sesuai dengan peraturan yang berlaku baik peraturan internal maupun eksternal bank.
- Dalam mengimplementasikan proses Pengendalian Intern, Bank melalui Departemen masing-masing selalu menindaklanjuti temuan atas hasil pemeriksaan kredit sesuai target penyelesaiannya, hal ini telah dilakukan *Credit Policy Department*, *Credit Analyst Department*, *Retail Business Group Department* dan Departemen lainnya.
- The Internal Audit Department periodically conducts examinations in the areas of Operations, Credit, and IT, both at the Head Office and Bank Branches, to ensure that the Bank has followed procedures in accordance with applicable regulations, both internal and external.
- In implementing the Internal Control process, the Bank through its respective Departments always follows up on findings from credit examination results according to their resolution targets. This has been carried out by the Credit Policy Department, Credit Analyst Department, Retail Business Group Department, and other relevant Departments.

5. Cakupan dan informasi utama dari pelaporan tentang exposure Risiko Kredit dan Fungsi Manajemen Risiko Kredit kepada Direksi dan Dewan Komisaris.
5. The coverage and key information of reporting on Credit Risk Exposure and the Credit Risk Management Function to the Board of Directors and the Board of Commissioners.

Dalam melaporkan exposure Risiko Kredit kepada Direksi dan Dewan Komisaris melalui Komite yang telah dibentuk Bank yaitu Komite Pemantau Risiko yang berada dibawah Dewan Komisaris dan Komite Manajemen Risiko yang berada dibawah Direksi.

In reporting credit risk exposure to the Board of Directors and the Board of Commissioners through the established Committees, namely the Risk Monitoring Committee under the Board of Commissioners and the Risk Management Committee under the Board of Directors.

12. Kualitas Kredit atas Aset (CR1)

12. Credit Quality of Assets (CR1)

12.1. Bank secara Individu | 12.1. Bank Individually

(dalam jutaan rupiah) | (in million rupiah)

		Nilai Tercatat Bruto Gross Book Value		CKPN	CKPN		CKPN (Pendekatan IRB) CKPN (IRB Approach)	Nilai Bersih (a+b+c) Net Value (a+b+c)
		Tagihan yang Telah Jatuh Tempo Overdue Loans	Tagihan yang Belum Jatuh Tempo Loans Not Yet Due		Stage 2 dan Stage 3 Stage 2 and Stage 3	Stage 1 Stage 1		
		a	b		d	e		
1	Kredit Credit	1.212.219	19.083.412	467.104	436.913	30.190	-	20.762.734
2	Surat Berharga Securities		2.913.459	174		174	-	2.913.634
3	Transaksi Rekening Administratif Administrative Account Transactions	344	7.492.895	6.756	5,16	6.751	-	7.499.995
Total		1.212.563	29.489.766	474.034	436.918	37.116	-	31.176.363

12.2. Bank secara Konsolidasi dengan Entitas Anak | 12.2. Consolidation of Bank with Subsidiaries

(dalam jutaan rupiah) | (in million rupiah)

		Nilai Tercatat Bruto Gross Book Value		CKPN	CKPN		CKPN (Pendekatan IRB) CKPN (IRB Approach)	Nilai Bersih (a+b+c) Net Value (a+b+c)
		Tagihan yang Telah Jatuh Tempo Overdue Loans	Tagihan yang Belum Jatuh Tempo Loans Not Yet Due		Stage 2 dan Stage 3 Stage 2 and Stage 3	Stage 1 Stage 1		
		a	b		d	e		
1	Kredit Credit	-	-	-	-	-	-	-
2	Surat Berharga Securities	-	-	-	-	-	-	-
3	Transaksi Rekening Administratif Administrative Account Transactions	-	-	-	-	-	-	-
Total		-	-	-	-	-	-	-

12.3. Pengungkapan Tambahan | 12.3. Additional Disclosures

Bank Shinhan Indonesia tidak memiliki anak perusahaan dalam hal ini laporan posisi Desember 2024 ini disajikan secara individu.

Bank Shinhan Indonesia does not have any subsidiaries, in this case the December 2024 position report is presented individually.

13. Mutasi Kredit dan Surat Berharga yang Telah Jatuh Tempo (CR2)

13. Mutation of Matured Credits and Securities (CR2)

13.1. Bank secara Individu | 13.1. Individual Bank

(dalam jutaan rupiah) | (in million rupiah)

	a
1 Kredit dan Surat Berharga yang Telah Jatuh Tempo pada periode pelaporan terakhir Matured Credits and Securities in the Last Reporting Period	22.359.089
2 Kredit dan Surat Berharga yang Telah Jatuh Tempo sejak periode pelaporan terakhir Matured Credits and Securities Since the Last Reporting Period	332.063
3 Kredit dan Surat Berharga yang kembali menjadi tagihan yang belum jatuh Tempo Credits and Securities Reverting to Outstanding Debts	855.854
4 Nilai hapus buku Write-off value	45.447
5 Perubahan lain Other Changes	-1.430
6 Kredit dan Surat Berharga yang telah Jatuh Tempo pada Akhir Periode Pelaporan (1+2-3-4+5) Credits and Securities Matured at the End of the Reporting Period (1+2-3-4+5)	21.788.420

13.2. Bank secara Konsolidasi dengan Entitas Anak | 13.2. Consolidated Bank with Subsidiaries

(dalam jutaan rupiah) | (in million rupiah)

	a
1 Kredit dan Surat Berharga yang Telah Jatuh Tempo pada periode pelaporan terakhir Matured Credits and Securities in the Last Reporting Period	-
2 Kredit dan Surat Berharga yang Telah Jatuh Tempo sejak periode pelaporan terakhir Matured Credits and Securities Since the Last Reporting Period	-
3 Kredit dan Surat Berharga yang kembali menjadi tagihan yang belum jatuh Tempo Credits and Securities Reverting to Outstanding Debts	-
4 Nilai hapus buku Write-off value	-
5 Perubahan lain Other Changes	-
6 Kredit dan Surat Berharga yang telah Jatuh Tempo pada Akhir Periode Pelaporan (1+2-3-4+5) Credits and Securities Matured at the End of the Reporting	-

13.3. Pengungkapan Tambahan | 13.3. Additional Disclosures

Bank Shinhan Indonesia tidak memiliki anak perusahaan dalam hal ini laporan posisi Desember 2024 ini disajikan secara individu

Bank Shinhan Indonesia does not have any subsidiaries in this case the December 2024 position report is presented individually

14.a. Pengungkapan Tagihan Bersih Berdasarkan Wilayah – Bank secara Individual

14.a. Disclosure of Net Receivables by Region – Individual Bank

No.	Kategori Portofolio Portfolio Categories	Posisi 31 Desember 2024 Position as of December 31, 2024 Tagihan Bersih Berdasarkan Wilayah Net Receivables by Region				
		Sumatera	Jawa	Kalimantan	Sulawesi	
(1)	(2)	(3)	(4)	(5)	(6)	
1	Tagihan Kepada Pemerintah Debts to the Government	-	4.029.921	-	-	
2	Tagihan Kepada Entitas Sektor Publik Debts to Public Sector Entities	-	331.372	-	-	
3	Tagihan Kepada Bank Pembangunan Multilateral dan Lembaga Internasional Debts to Multilateral Development Banks and International Institutions	-	-	-	-	
4	Tagihan Kepada Bank Debts to Banks	-	421.782	-	-	
5	Kredit Beragun Rumah Tinggal Residential Mortgage Loans	-	19.885	-	511	
6	Kredit Beragun Properti Komersial Commercial Real Estate Loans	-	-	-	-	
7	Kredit Pegawai/Pensiunan Employee/Retiree Loans	-	1.194	-	7.618	
8	Tagihan Kepada Usaha Mikro, Usaha Kecil dan Portofolio Ritel Debts to Micro, Small Businesses, and Retail Portfolio	5.247	2.059.478	-	12.836	
9	Tagihan kepada Korporasi Debts to Corporations	192.203	19.113.170	-	45.753	
10	Tagihan yang Telah Jatuh Tempo Matured Debts	-	783.436	-	16.758	
11	Aset Lainnya Other Assets	-	651.915	-	-	
TOTAL		197.450	27.412.153	-	83.475	



	Posisi 31 Desember 2023 Position as of December 31, 2023 Tagihan Bersih Berdasarkan Wilayah Net Receivables by Region									
	Bali	Nusa Tenggara Barat	Total	Sumatera	Jawa	Kalimantan	Sulawesi	Bali	Nusa Tenggara Barat	Total
	(7)	(8)	(9)	(10)	(11)	(12)	(13)	(14)	(15)	(16)
	-	-	4.029.921	-	4.606.318	-	-	-	-	4.606.318
	-	-	331.372	-	618.425	-	-	-	-	618.425
	-	-	-	-	-	-	-	-	-	-
	-	-	421.782	-	891.809	-	-	9.428	-	901.238
	939	-	21.335	-	27.371	-	-	-	-	27.371
	-	-	-	-	5.300	-	-	-	-	5.300
	-	-	8.812	-	1.747	-	9.632	-	-	11.379
	15.754	-	2.093.314	6.712	1.528.328	-	12.503	17.822	-	1.565.365
	-	-	19.351.126	91.313	16.391.435	-	49.025	66.189	-	16.597.963
	55.661	-	855.854	-	286.278	-	20.268	25.516	-	332.063
	-	-	651.915	-	740.564	-	-	-	-	740.564
	72.354	-	27.765.432	98.025	25.097.575	-	91.428	118.956	-	25.405.985

14.b. Pengungkapan Tagihan Bersih Berdasarkan Wilayah – Bank secara Konsolidasi dengan Perusahaan Anak

14.b. Disclosure of Net Receivables by Region – Consolidated Bank with Subsidiaries

No.	Kategori Portofolio Portfolio Categories	Posisi 31 Desember 2024 Position as of December 31, 2024 Tagihan Bersih Berdasarkan Wilayah Net Receivables by Region			
		Sumatera	Jawa	Kalimantan	Sulawesi
(1)	(2)	(3)	(4)	(5)	(6)
1	Tagihan Kepada Pemerintah Debts to the Government	-	-	-	-
2	Tagihan Kepada Entitas Sektor Publik Debts to Public Sector Entities	-	-	-	-
3	Tagihan Kepada Bank Pembangunan Multilateral dan Lembaga Internasional Debts to Multilateral Development Banks and International Institutions	-	-	-	-
4	Tagihan Kepada Bank Debts to Banks	-	-	-	-
5	Kredit Beragun Rumah Tinggal Residential Mortgage Loans	-	-	-	-
6	Kredit Beragun Properti Komersial Commercial Real Estate Loans	-	-	-	-
7	Kredit Pegawai/Pensiunan Employee/Retiree Loans	-	-	-	-
8	Tagihan Kepada Usaha Mikro, Usaha Kecil dan Portofolio Ritel Debts to Micro, Small Businesses, and Retail Portfolio	-	-	-	-
9	Tagihan kepada Korporasi Debts to Corporations	-	-	-	-
10	Tagihan yang Telah Jatuh Tempo Matured Debts	-	-	-	-
11	Aset Lainnya Other Assets	-	-	-	-
TOTAL		-	-	-	-

15.a. Pengungkapan Tagihan Bersih Berdasarkan Sektor Ekonomi – Bank secara Individual

15.a.Disclosure of Net Receivables by Economic Sector – Individual Bank

No.	Sektor Ekonomi Economic Sectors	Tagihan Kepada Pemerintah Receivables to the Government	Tagihan Kepada Entitas Sektor Publik Receivables to Public Sector Entities	
(1)	(2)	(3)	(4)	
Posisi 31 Desember 2024 Position as December 31, 2024				
1	Pertanian, Kehutanan, dan Perikanan Agriculture, Forestry, and Fisheries	-	-	
2	Pertambangan dan Penggalan Mining and Quarrying	-	-	
3	Industri pengolahan Manufacturing Industry	-	-	
4	Pengadaan Listrik, Gas, Uap/Air Panas dan Udara Dingin Electricity, Gas, Steam/Hot Water Supply, and Air Conditioning Supply	-	15.092	
5	Pengelolaan Air, Pengelolaan Air Limbah, Pengelolaan dan Daur Ulang Sampah Water Supply, Waste Water Management, Waste Management, and Recycling	-	-	
6	Konstruksi Construction	-	316.280	
7	Perdagangan besar dan eceran; Reparasi dan Perawatan Mobil dan Sepeda Motor Wholesale and Retail Trade; Repair of Motor Vehicles and Motorcycles	-	-	
8	Pengangkutan dan Pergudangan Transportation and Warehousing	-	-	
9	Penyediaan Akomodasi dan Penyediaan Makan Minum Accommodation and Food Services	-	-	
10	Informasi dan Komunikasi Information and Communication	-	-	
11	Aktivitas Keuangan dan Asuransi Financial and Insurance Activities	4.029.921	-	
12	Real Estat Real Estate	-	-	
13	Aktivitas Profesi, Ilmiah, dan Teknis Professional, Scientific, and Technical Activities	-	-	
14	Aktivitas Penyewaan dan Sewa Guna Usaha Tanpa Hak Opsi, Ketenagakerjaan, Agen Perjalanan, dan Penunjang Usaha Lainnya Rental and Leasing Activities without Option Rights, Employment Activities, Travel Agency Activities, and Other Business Support Activities	-	-	
15	Administrasi Pemerintahan, Pertahanan, dan Jaminan Sosial Wajib Public Administration, Defense, and Compulsory Social Security	-	-	
16	Pendidikan Education	-	-	



dalam Jutaan Rupiah / in million Rupiah

	Tagihan Kepada Bank Pembangunan Multilateral dan Lembaga Internasional Receivables to Multilateral Development Banks and International Institutions	Tagihan Kepada Bank Receivables to Banks	Kredit Beragun Rumah Tinggal Residential Mortgage Loans	Kredit Beragun Properti Komersial Commercial Real Estate Loans	Kredit Pegawai/ Pensiunan Employee/ Retiree Loans	Tagihan Kepada Usaha Kecil dan Portofolio Ritel Receivables to Micro, Small Businesses, and Retail Portfolio	Tagihan kepada Korporasi Receivables to Cor- porations	Tagihan yang Telah Jatuh Tempo Matured Receivables	Aset Lainnya Other Assets
	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)
	-	-	-	-	-	4.740	1.047.237	227	-
	-	-	-	-	-	-	314.269	19.285	-
	-	-	-	-	-	13.721	12.155.085	535.844	-
	-	-	-	-	-	-	402.118	-	-
	-	-	-	-	-	-	-	-	-
	-	-	-	-	-	2.736	252.768	19.608	-
	-	-	-	-	-	36.372	1.387.271	217.118	-
	-	-	-	-	-	1.702	71.201	-	-
	-	-	-	-	-	5.983	63.760	-	-
	-	-	-	-	-	-	295.036	-	-
	-	421.782	-	-	-	507.914	2.856.134	19.555	-
	-	-	-	-	-	5.162	50.903	19.860	-
	-	-	-	-	-	-	17.057	14.785	-
	-	-	-	-	-	124	377.915	2.583	-
	-	-	-	-	-	-	-	-	-
	-	-	-	-	-	10	-	-	-

No.	Sektor Ekonomi Economic Sectors	Tagihan Kepada Pemerintah Receivables to the Government	Tagihan Kepada Entitas Sektor Publik Receivables to Public Sector Entities	
(1)	(2)	(3)	(4)	
17	Aktivitas Kesehatan Manusia dan Aktivitas Sosial Human Health and Social Work Activities	-	-	
18	Kesenian, Hiburan, dan Rekreasi Arts, Entertainment, and Recreation	-	-	
19	Aktivitas Jasa Lainnya Other Service Activities	-	-	
20	Aktivitas Rumah Tangga sebagai Pemberi Kerja Activities of Households as Employers	-	-	
21	Aktivitas Badan Internasional dan Badan Ekstra Internasional Lainnya Activities of International Organizations and Other Extra-Territorial Bodies	-	-	
22	Bukan Lapangan Usaha Non-Business Sector	-	-	
23	Lainnya Other	-	-	
TOTAL		4.029.921	331.372	
Posisi 31 Desember 2023 Position as December 31, 2023				
1	Pertanian, Kehutanan, dan Perikanan Agriculture, Forestry, and Fisheries	-	-	
2	Pertambangan dan Penggalian Mining and Quarrying	-	-	
3	Industri pengolahan Manufacturing Industry	-	-	
4	Pengadaan Listrik, Gas, Uap/Air Panas dan Udara Dingin Electricity, Gas, Steam/Hot Water Supply, and Air Conditioning Supply	-	22.637	
5	Pengelolaan Air, Pengelolaan Air Limbah, Pengelolaan dan Daur Ulang Sampah Water Supply, Waste Water Management, Waste Management, and Recycling	-	-	
6	Konstruksi Construction	-	238.064	
7	Perdagangan besar dan eceran; Reparasi dan Perawatan Mobil dan Sepeda Motor Wholesale and Retail Trade; Repair of Motor Vehicles and Motorcycles	-	-	
8	Pengangkutan dan Pergudangan Transportation and Warehousing	-	284.344	
9	Penyediaan Akomodasi dan Penyediaan Makan Minum Accommodation and Food Services	-	-	
10	Informasi dan Komunikasi Information and Communication	-	-	
11	Aktivitas Keuangan dan Asuransi Financial and Insurance Activities	4.606.318	73.379	



dalam Jutaan Rupiah / in million Rupiah

	Tagihan Kepada Bank Pembangunan Multilateral dan Lembaga Internasional Receivables to Multilateral Development Banks and International Institutions	Tagihan Kepada Bank Receivables to Banks	Kredit Beragun Rumah Tinggal Residential Mortgage Loans	Kredit Beragun Properti Komersial Commercial Real Estate Loans	Kredit Pegawai/ Pensiunan Employee/ Retiree Loans	Tagihan Kepada Usaha Mikro, Usaha Kecil dan Portofolio Ritel Receivables to Micro, Small Businesses, and Retail Portfolio	Tagihan kepada Korporasi Receivables to Cor- porations	Tagihan yang Telah Jatuh Tempo Matured Receivables	Aset Lainnya Other Assets
	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)
	-	-	-	-	-	59	6.765	4.286	-
	-	-	-	-	-	-	40.587	-	-
	-	-	-	-	-	-	-	929	-
	-	-	21.335	-	8.812	1.514.790	13.019	1.773	-
	-	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-	651.915
	-	421.782	21.335	-	8.812	2.093.315	19.351.126	855.855	651.915
	-	-	-	-	-	81	1.214.941	232	-
	-	-	-	-	-	-	161.170	19.285	-
	-	-	-	-	-	147.103	10.445.407	123.803	-
	-	-	-	-	-	-	500.514	-	-
	-	-	-	-	-	81	-	-	-
	-	-	-	-	-	12.610	134.866	6.300	-
	-	-	-	-	-	27.743	1.563.521	120.104	-
	-	-	-	-	-	2.138	71.136	-	-
	-	-	-	5.300	-	6.832	134.429	-	-
	-	-	-	-	-	-	125.570	15.000	-
	-	901.238	-	-	-	404.943	1.960.766	15.545	-

No.	Sektor Ekonomi Economic Sectors	Tagihan Kepada Pemerintah Receivables to the Government	Tagihan Kepada Entitas Sektor Publik Receivables to Public Sector Entities	
(1)	(2)	(3)	(4)	
12	Real Estat Real Estate	-	-	
13	Aktivitas Profesi, Ilmiah, dan Teknis Professional, Scientific, and Technical Activities	-	-	
14	Aktivitas Penyewaan dan Sewa Guna Usaha Tanpa Hak Opsi, Ketenagakerjaan, Agen Perjalanan, dan Penunjang Usaha Lainnya Rental and Leasing Activities without Option Rights, Employment Activities, Travel Agency Activities, and Other Business Support Activities	-	-	
15	Administrasi Pemerintahan, Pertahanan, dan Jaminan Sosial Wajib Public Administration, Defense, and Compulsory Social Security	-	-	
16	Pendidikan Education	-	-	
17	Aktivitas Kesehatan Manusia dan Aktivitas Sosial Human Health and Social Work Activities	-	-	
18	Kesenian, Hiburan, dan Rekreasi Arts, Entertainment, and Recreation	-	-	
19	Aktivitas Jasa Lainnya Other Service Activities	-	-	
20	Aktivitas Rumah Tangga sebagai Pemberi Kerja Activities of Households as Employers	-	-	
21	Aktivitas Badan Internasional dan Badan Ekstra Internasional Lainnya Activities of International Organizations and Other Extra-Territorial Bodies	-	-	
22	Bukan Lapangan Usaha Non-Business Sector	-	-	
23	Lainnya Other	-	-	
TOTAL		4.606.318	618.425	



dalam Jutaan Rupiah / in million Rupiah

	Tagihan Kepada Bank Pembangunan Multilateral dan Lembaga Internasional Receivables to Multilateral Development Banks and International Institutions	Tagihan Kepada Bank Receivables to Banks	Kredit Beragun Rumah Tinggal Residential Mortgage Loans	Kredit Beragun Properti Komersial Commercial Real Estate Loans	Kredit Pegawai/ Pensiunan Employee/ Retiree Loans	Tagihan Kepada Usaha Mikro, Usaha Kecil dan Portofolio Ritel Receivables to Micro, Small Businesses, and Retail Portfolio	Tagihan kepada Korporasi Receivables to Cor- porations	Tagihan yang Telah Jatuh Tempo Matured Receivables	Aset Lainnya Other Assets
	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)
	-	-	-	-	-	5.408	104.411	9.860	-
	-	-	-	-	-	-	23.680	14.785	-
	-	-	-	-	-	-	92.428	-	-
	-	-	-	-	-	-	-	-	-
	-	-	-	-	-	29	-	-	-
	-	-	-	-	-	133	6.719	4.286	-
	-	-	-	-	-	-	43.190	-	-
	-	-	-	-	-	100	-	929	-
	-	-	27.371	-	11.379	958.164	15.217	1.933	-
	-	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-	740.564
	-	901.238	27.371	5.300	11.379	1.565.365	16.597.963	332.063	740.564

15.b. Pengungkapan Tagihan Bersih Berdasarkan Sektor Ekonomi – Bank secara Konsolidasi dengan Perusahaan Anak

15.b. Disclosure of Net Receivables by Economic Sector – Consolidated Bank with Subsidiaries

No.	Sektor Ekonomi Economic Sectors	Tagihan Kepada Pemerintah Receivables to the Government	Tagihan Kepada Entitas Sektor Publik Receivables to Public Sector Entities	
(1)	(2)	(3)	(4)	
Posisi 31 Desember 2024		Position as December 31, 2024		
1	Pertanian, Kehutanan, dan Perikanan	Agriculture, Forestry, and Fisheries	-	-
2	Pertambangan dan Penggalian	Mining and Quarrying	-	-
3	Industri pengolahan	Manufacturing Industry	-	-
4	Pengadaan Listrik, Gas, Uap/Air Panas dan Udara Dingin	Electricity, Gas, Steam/Hot Water Supply, and Air Conditioning Supply	-	-
5	Pengelolaan Air, Pengelolaan Air Limbah, Pengelolaan dan Daur Ulang Sampah	Water Supply, Waste Water Management, Waste Management, and Recycling	-	-
6	Konstruksi	Construction	-	-
7	Perdagangan besar dan eceran; Reparasi dan Perawatan Mobil dan Sepeda Motor	Wholesale and Retail Trade; Repair of Motor Vehicles and Motorcycles	-	-
8	Pengangkutan dan Pergudangan	Transportation and Warehousing	-	-
9	Penyediaan Akomodasi dan Penyediaan Makan Minum	Accommodation and Food Services	-	-
10	Informasi dan Komunikasi	Information and Communication	-	-
11	Aktivitas Keuangan dan Asuransi	Financial and Insurance Activities	-	-
12	Real Estat	Real Estate	-	-
13	Aktivitas Profesi, Ilmiah, dan Teknis	Professional, Scientific, and Technical Activities	-	-
14	Aktivitas Penyewaan dan Sewa Guna Usaha Tanpa Hak Opsi, Ketenagakerjaan, Agen Perjalanan, dan Penunjang Usaha Lainnya	Rental and Leasing Activities without Option Rights, Employment Activities, Travel Agency Activities, and Other Business Support Activities	-	-
15	Administrasi Pemerintahan, Pertahanan, dan Jaminan Sosial Wajib	Public Administration, Defense, and Compulsory Social Security	-	-
16	Pendidikan	Education	-	-

No.	Sektor Ekonomi Economic Sectors		Tagihan Kepada Pemerintah Receivables to the Government	Tagihan Kepada Entitas Sektor Publik Receivables to Public Sector Entities	
(1)	(2)		(3)	(4)	
17	Aktivitas Kesehatan Manusia dan Aktivitas Sosial	Human Health and Social Work Activities	-	-	
18	Kesenian, Hiburan, dan Rekreasi	Arts, Entertainment, and Recreation	-	-	
19	Aktivitas Jasa Lainnya	Other Service Activities	-	-	
20	Aktivitas Rumah Tangga sebagai Pemberi Kerja	Activities of Households as Employers	-	-	
21	Aktivitas Badan Internasional dan Badan Ekstra Internasional Lainnya	Activities of International Organizations and Other Extra-Territorial Bodies	-	-	
22	Bukan Lapangan Usaha	Non-Business Sector	-	-	
23	Lainnya	Other	-	-	
TOTAL			-	-	
Posisi 31 Desember 2023			Position as December 31, 2023	-	-
1	Pertanian, Kehutanan, dan Perikanan	Agriculture, Forestry, and Fisheries	-	-	
2	Pertambangan dan Penggalian	Mining and Quarrying	-	-	
3	Industri pengolahan	Manufacturing Industry	-	-	
4	Pengadaan Listrik, Gas, Uap/Air Panas dan Udara Dingin	Electricity, Gas, Steam/Hot Water Supply, and Air Conditioning Supply	-	-	
5	Pengelolaan Air, Pengelolaan Air Limbah, Pengelolaan dan Daur Ulang Sampah	Water Supply, Waste Water Management, Waste Management, and Recycling	-	-	
6	Konstruksi	Construction	-	-	
7	Perdagangan besar dan eceran; Reparasi dan Perawatan Mobil dan Sepeda Motor	Wholesale and Retail Trade; Repair of Motor Vehicles and Motorcycles	-	-	
8	Pengangkutan dan Pergudangan	Transportation and Warehousing	-	-	
9	Penyediaan Akomodasi dan Penyediaan Makan Minum	Accommodation and Food Services	-	-	
10	Informasi dan Komunikasi	Information and Communication	-	-	
11	Aktivitas Keuangan dan Asuransi	Financial and Insurance Activities	-	-	
12	Real Estat	Real Estate	-	-	
13	Aktivitas Profesi, Ilmiah, dan Teknis	Professional, Scientific, and Technical Activities	-	-	

No.	Sektor Ekonomi Economic Sectors		Tagihan Kepada Pemerintah Receivables to the Government	Tagihan Kepada Entitas Sektor Publik Receivables to Public Sector Entities	
(1)	(2)		(3)	(4)	
14	Aktivitas Penyewaan dan Sewa Guna Usaha Tanpa Hak Opsi, Ketenagakerjaan, Agen Perjalanan, dan Penunjang Usaha Lainnya	Rental and Leasing Activities without Option Rights, Employment Activities, Travel Agency Activities, and Other Business Support Activities	-	-	
15	Administrasi Pemerintahan, Pertahanan, dan Jaminan Sosial Wajib	Public Administration, Defense, and Compulsory Social Security	-	-	
16	Pendidikan	Education	-	-	
17	Aktivitas Kesehatan Manusia dan Aktivitas Sosial	Human Health and Social Work Activities	-	-	
18	Kesenian, Hiburan, dan Rekreasi	Arts, Entertainment, and Recreation	-	-	
19	Aktivitas Jasa Lainnya	Other Service Activities	-	-	
20	Aktivitas Rumah Tangga sebagai Pemberi Kerja	Activities of Households as Employers	-	-	
21	Aktivitas Badan Internasional dan Badan Ekstra Internasional Lainnya	Activities of International Organizations and Other Extra-Territorial Bodies	-	-	
22	Bukan Lapangan Usaha	Non-Business Sector	-	-	
23	Lainnya	Other	-	-	
TOTAL			-	-	
			-	-	



	Tagihan Kepada Bank Pembangunan dan Lembaga Internasional Receivables to Multilateral Development Banks and International Institutions	Tagihan Kepada Bank Receivables to Banks	Kredit Beragun Rumah Tinggal Residential Mortgage Loans	Kredit Beragun Properti Komersial Commercial Real Estate Loans	Kredit Pegawai/ Pensiunan Employee/ Retiree Loans	Tagihan Kepada Usaha Mikro, Usaha Kecil dan Portofolio Ritel Receivables to Micro, Small Businesses, and Retail Portfolio	Tagihan kepada Korporasi Receivables to Cor- porations	Tagihan yang Telah Jatuh Tempo Matured Receivables	Aset Lainnya Other Assets
	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)
	-	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-	-

16.a. Pengungkapan Tagihan Bersih Berdasarkan Sisa Jangka Waktu Kontrak – Bank secara Individual

16.a. Disclosure of Net Receivables by Remaining Contract Term – Individual Bank

No.	Kategori Portofolio Portfolio Categories	Posisi 31 Desember 2024 Position of 31 December 2024					
		Tagihan bersih berdasarkan sisa jangka waktu kontrak Net receivables based on remaining contract term					
		≤ 1 tahun ≤ 1 year	> 1 thn s.d. 3 thn > 1 year to 3 year	> 3 thn s.d. 5 thn > 3 year to 5 year	> 5 thn > 5 year	Non Kontraktual Non- Contractual	
(1)	(2)	(3)	(4)	(5)	(6)	(7)	
1	Tagihan Kepada Pemerintah Debts to the Government	2.297.682	841.173	680.570	210.497	-	
2	Tagihan Kepada Entitas Sektor Publik Debts to Public Sector Entities	-	15.092	36.991	279.290	-	
3	Tagihan Kepada Bank Pembangunan Multilateral dan Lembaga Internasional Debts to Multilateral Development Banks and International Institutions	-	-	-	-	-	
4	Tagihan Kepada Bank Debts to Banks	85.782	261.000	75.000	-	-	
5	Kredit Beragun Rumah Tinggal Residential Mortgage Loans	528	2.165	4.070	14.572	-	
6	Kredit Beragun Properti Komersial Commercial Real Estate Loans	-	-	-	-	-	
7	Kredit Pegawai/Pensiunan Employee/Retiree Loans	-	347	538	7.927	-	
8	Tagihan Kepada Usaha Mikro, Usaha Kecil dan Portofolio Ritel Debts to Micro, Small Businesses, and Retail Portfolio	1.518.518	557.261	-	17.536	-	
9	Tagihan kepada Korporasi Debts to Corporations	11.810.351	3.319.808	2.999.019	1.221.948	-	
10	Tagihan yang Telah Jatuh Tempo Matured Debts	550.661	21.896	7.843	275.455	-	
11	Aset Lainnya Other Assets	-	-	-	-	651.915	
TOTAL		16.263.523	5.018.741	3.804.030	2.027.225	651.915	



		Posisi 31 Desember 2023 Position of 31 December 2023					
		Tagihan bersih berdasarkan sisa jangka waktu kontrak Net receivables based on remaining contract term					
	Total	≤ 1 tahun ≤ 1 year	> 1 thn s.d. 3 thn > 1 year to 3 year	> 3 thn s.d. 5 thn > 3 year to 5 year	> 5 thn > 5 year	Non Kontraktual Non- Contractual	Total
	(8)						
	4.029.922	2.948.732	1.050.489	350.753	256.344	-	4.606.318
	331.372	98.038	117.855	-	402.532	-	618.425
	-	-	-	-	-	-	-
	421.782	15.323	4.620	881.295	-	-	901.238
	21.335	176	1.851	5.195	20.149	-	27.371
	-	-	-	5.300	-	-	5.300
	8.812	7	248	692	10.433	-	11.379
	2.093.314	868.379	395.158	145.732	156.096	-	1.565.365
	19.351.126	9.575.037	2.053.179	1.216.383	3.753.363	-	16.597.963
	855.855	238.105	20.487	25.708	47.762	-	332.063
	651.915	-	-	-	-	740.564	740.564
	27.765.433	13.743.796	3.643.888	2.631.058	4.646.679	740.564	25.405.984

16.b. Pengungkapan Tagihan Bersih Berdasarkan Sisa Jangka Waktu Kontrak – Bank secara Konsolidasi dengan Perusahaan Anak

16.b. Disclosure of Net Receivables by Remaining Contract Term – Consolidated Bank with Subsidiaries

No.	Kategori Portofolio Portfolio Categories	Posisi 31 Desember 2024 Position of 31 December 2024					
		Tagihan bersih berdasarkan sisa jangka waktu kontrak Net receivables based on remaining contract term					
		≤ 1 tahun ≤ 1 year	> 1 thn s.d. 3 thn > 1 year to 3 year	> 3 thn s.d. 5 thn > 3 year to 5 year	> 5 thn > 5 year	Non Kontraktual Non-Contractual	
(1)	(2)	(3)	(4)	(5)	(6)	(7)	
1	Tagihan Kepada Pemerintah Debts to the Government	-	-	-	-	-	
2	Tagihan Kepada Entitas Sektor Publik Debts to Public Sector Entities	-	-	-	-	-	
3	Tagihan Kepada Bank Pembangunan Multilateral dan Lembaga Internasional Debts to Multilateral Development Banks and International Institutions	-	-	-	-	-	
4	Tagihan Kepada Bank Debts to Banks	-	-	-	-	-	
5	Kredit Beragun Rumah Tinggal Residential Mortgage Loans	-	-	-	-	-	
6	Kredit Beragun Properti Komersial Commercial Real Estate Loans	-	-	-	-	-	
7	Kredit Pegawai/Pensiunan Employee/Retiree Loans	-	-	-	-	-	
8	Tagihan Kepada Usaha Mikro, Usaha Kecil dan Portofolio Ritel Debts to Micro, Small Businesses, and Retail Portfolio	-	-	-	-	-	
9	Tagihan kepada Korporasi Debts to Corporations	-	-	-	-	-	
10	Tagihan yang Telah Jatuh Tempo Matured Debts	-	-	-	-	-	
11	Aset Lainnya Other Assets	-	-	-	-	-	
TOTAL		-	-	-	-	-	

17.a. Pengungkapan Tagihan dan Pencadangan Berdasarkan Wilayah – Bank secara Individual

17.a. Disclosure of Net Receivables and Provisions by Region – Individual Bank

No.	Keterangan Description	Posisi 31 Desember 2024 Position as of December 31, 2024					
		Wilayah Area					
		Sumatera	Jawa	Kalimantan	Sulawesi	Bali	
(1)	(2)	(3)	(4)	(5)	(7)	(8)	
1	Tagihan Receivables	197.450	27.412.153	-	83.475	72.354	
2	Tagihan yang mengalami peningkatan dan pemburukan risiko kredit (Stage 2 dan Stage 3) Receivables with increased and deteriorated credit risk (Stage 2 dan Stage 3)	44.099	7.832.393	-	29.978	55.661	
	a. Belum jatuh tempo a. Not yet due	44.099	6.826.836	-	8.291	-	
	b. Telah jatuh tempo b. Past due	-	1.005.557	-	21.686	55.661	
3	CKPN – Stage 1 CKPN – Stage 1	349	29.659	-	165	17	
4	CKPN – Stage 2 CKPN – Stage 2	116	104.599	-	478	-	
5	CKPN – Stage 3 CKPN – Stage 3	-	310.302	-	5.189	16.229	
6	Tagihan yang dihapus buku Receivables written off	-	43.832	-	1.608	8	



dalam Jutaan Rupiah / in million Rupiah

			Posisi 31 Desember 2023 Position as of December 31, 2023						
			Wilayah Area						
	Nusa Tenggara Barat	Total	Sumatera	Jawa	Kalimantan	Sulawesi	Bali	Nusa Tenggara Barat	Total
	(9)	(10)	(3)	(4)	(5)	(7)	(8)	(9)	(10)
-	27.765.432		98.025	25.097.575	-	91.428	118.956	-	25.405.984
-	7.962.131		42.998	4.497.156	-	64.227	52.510	40.038	4.696.929
-	6.879.227		42.998	4.033.070	-	23.020	52.510	18.811	4.170.409
-	1.082.904		-	464.086	-	41.206	-	21.227	526.520
-	30.190		120	22.087	-	169	15	106	22.497
-	105.193		85	42.524	-	123	1.868	214	44.814
-	331.720		-	195.533	-	19.549	-	5.192	220.274
-	45.447		-	10.518	-	-	-	-	10.518

17.b. Pengungkapan Tagihan dan Pencadangan Berdasarkan Wilayah – Bank secara Konsolidasi dengan Perusahaan Anak

17.b. Disclosure of Net Receivables and Provisions by Region – Consolidated Bank with Subsidiaries

No.	Keterangan Description	Posisi 31 Desember 2024 Position as of December 31, 2024					
		Wilayah Area					
		Sumatera	Jawa	Kalimantan	Sulawesi	Bali	
(1)	(2)	(3)	(4)	(5)	(7)	(8)	
1	Tagihan Receivables	-	-	-	-	-	
2	Tagihan yang mengalami peningkatan dan pemburukan risiko kredit (<i>Stage 2</i> dan <i>Stage 3</i>) Receivables with increased and deteriorated credit risk (<i>Stage 2</i> dan <i>Stage 3</i>)	-	-	-	-	-	
	a. Belum jatuh tempo a. not yet due	-	-	-	-	-	
	b. Telah jatuh tempo b. past due	-	-	-	-	-	
3	CKPN – <i>Stage 1</i> CKPN – Stage 1	-	-	-	-	-	
4	CKPN – <i>Stage 2</i> CKPN – Stage 2	-	-	-	-	-	
5	CKPN – <i>Stage 3</i> CKPN – Stage 3	-	-	-	-	-	
6	Tagihan yang dihapus buku Receivables written off	-	-	-	-	-	



			Posisi 31 Desember 2023 Position as of December 31, 2023						
			Wilayah Area						
	Nusa Tenggara Barat	Total	Sumatera	Jawa	Kalimantan	Sulawesi	Bali	Nusa Tenggara Barat	Total
	(9)	(10)	(3)	(4)	(5)	(7)	(8)	(9)	(10)
	-	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-	-

18.a. Pengungkapan Tagihan dan Pencadangan Berdasarkan Sektor Ekonomi – Bank secara Individual

18.a. Disclosure of Receivables and Provisions by Economic Sector – Bank Individually

No.	Sektor Ekonomi Economic Sector	
(1)	(2)	
	Posisi 31 Desember 2024	As of December 31, 2024
1	Pertanian, Kehutanan, dan Perikanan	Agriculture, Forestry, and Fisheries
2	Pertambangan dan Penggalian	Mining and Quarrying
3	Industri pengolahan	Manufacturing Industry
4	Pengadaan Listrik, Gas, Uap/Air Panas dan Udara Dingin	Electricity, Gas, Steam/Hot Water Supply, and Air Conditioning Supply
5	Pengelolaan Air, Pengelolaan Air Limbah, Pengelolaan dan Daur Ulang Sampah	Water Supply, Waste Water Management, Waste Management, and Recycling
6	Konstruksi	Construction
7	Perdagangan besar dan eceran; Reparasi dan Perawatan Mobil dan Sepeda Motor	Wholesale and Retail Trade; Repair of Motor Vehicles and Motorcycles
8	Pengangkutan dan Pergudangan	Transportation and Warehousing
9	Penyediaan Akomodasi dan Penyediaan Makan Minum	Accommodation and Food Services
10	Informasi dan Komunikasi	Information and Communication
11	Aktivitas Keuangan dan Asuransi	Financial and Insurance Activities
12	Real Estat	Real Estate
13	Aktivitas Profesi, Ilmiah, dan Teknis	Professional, Scientific, and Technical Activities
14	Aktivitas Penyewaan dan Sewa Guna Usaha Tanpa Hak Opsi, Ketenagakerjaan, Agen Perjalanan, dan Penunjang Usaha Lainnya	Rental and Leasing Activities without Option Rights, Employment Activities, Travel Agency Activities, and Other Business Support Activities
15	Administrasi Pemerintahan, Pertahanan, dan Jaminan Sosial Wajib	Public Administration, Defense, and Compulsory Social Security
16	Pendidikan	Education
17	Aktivitas Kesehatan Manusia dan Aktivitas Sosial	Human Health and Social Work Activities
18	Kesenian, Hiburan, dan Rekreasi	Arts, Entertainment, and Recreation
19	Aktivitas Jasa Lainnya	Other Service Activities
20	Aktivitas Rumah Tangga sebagai Pemberi Kerja	Activities of Households as Employers
21	Aktivitas Badan Internasional dan Badan Ekstra Internasional Lainnya	Activities of International Organizations and Other Extra-Territorial Bodies
22	Bukan Lapangan Usaha	Non-Business Sector
23	Lainnya	Other
	Total	

dalam Jutaan Rupiah / in million Rupiah

	Tagihan Receivables	Tagihan yang Mengalami Penurunan Nilai Impaired Receivables		Cadangan kerugian penurunan nilai (CKPN) - Stage 1 Allowance for Impairment Losses (AIL) - Stage 1	Cadangan kerugian penurunan nilai (CKPN) - Stage 2 Allowance for Impairment Losses (AIL) - Stage 2	Cadangan kerugian penurunan nilai (CKPN) - Stage 3 Allowance for Impairment Losses (AIL) - Stage 3	Tagihan yang dihapus buku Written-off Receivables
		Belum Jatuh Tempo Not yet due	Telah jatuh tempo Past due				
	(3)	(4)	(5)	(6)	(7)		(8)
	1.052.204	94.942	227	2.085	419	64	-
	333.553	72.844	19.285	679	3.640	5.099	-
	12.704.650	3.136.269	652.524	18.315	30.354	228.805	19.816
	417.210	-	-	1.115	-	-	-
	-	-	-	-	-	-	-
	591.393	238.004	25.847	663	47.224	4.348	-
	1.640.761	78.140	241.425	4.219	-	72.453	6.391
	72.903	1.369	41.065	28	7.395	-	-
	69.743	6.954	600	144	141	-	-
	295.036	290	-	809	0	-	-
	7.835.307	3.200.735	19.555	460	12.932	5.522	15.428
	75.925	31.841	23.235	75	80	8.881	-
	31.842	363	14.785	31	1	3.958	-
	380.622	16.791	2.583	940	96	505	-
	-	-	-	-	-	-	-
	10	-	-	0	-	-	-
	11.111	-	9.712	5	1.102	833	-
	40.587	-	-	115	864	-	-
	929	-	929	-	-	224	-
	1.559.730	686	31.131	505	942	1.027	3.812
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	651.915	-	-	-	-	-	-
	27.765.432	6.879.227	1.082.904	30.190	105.193	331.720	45.447

18.b. Pengungkapan Tagihan dan Pencadangan Berdasarkan Sektor Ekonomi – Bank secara Konsolidasi dengan Perusahaan Anak

18.b. Disclosure of Receivables and Provisions by Economic Sector – Bank on a Consolidated Basis with Subsidiaries

No.	Sektor Ekonomi Economic Sector		
(1)	(2)		
Posisi 31 Desember 2024		As of December 31, 2024	
1	Pertanian, Kehutanan, dan Perikanan	Agriculture, Forestry, and Fisheries	
2	Pertambangan dan Penggalian	Mining and Quarrying	
3	Industri pengolahan	Manufacturing Industry	
4	Pengadaan Listrik, Gas, Uap/Air Panas dan Udara Dingin	Electricity, Gas, Steam/Hot Water Supply, and Air Conditioning Supply	
5	Pengelolaan Air, Pengelolaan Air Limbah, Pengelolaan dan Daur Ulang Sampah	Water Supply, Waste Water Management, Waste Management, and Recycling	
6	Konstruksi	Construction	
7	Perdagangan besar dan eceran; Reparasi dan Perawatan Mobil dan Sepeda Motor	Wholesale and Retail Trade; Repair of Motor Vehicles and Motorcycles	
8	Pengangkutan dan Pergudangan	Transportation and Warehousing	
9	Penyediaan Akomodasi dan Penyediaan Makan Minum	Accommodation and Food Services	
10	Informasi dan Komunikasi	Information and Communication	
11	Aktivitas Keuangan dan Asuransi	Financial and Insurance Activities	
12	Real Estat	Real Estate	
13	Aktivitas Profesi, Ilmiah, dan Teknis	Professional, Scientific, and Technical Activities	
14	Aktivitas Penyewaan dan Sewa Guna Usaha Tanpa Hak Opsi, Ketenagakerjaan, Agen Perjalanan, dan Penunjang Usaha Lainnya	Rental and Leasing Activities without Option Rights, Employment Activities, Travel Agency Activities, and Other Business Support Activities	
15	Administrasi Pemerintahan, Pertahanan, dan Jaminan Sosial Wajib	Public Administration, Defense, and Compulsory Social Security	
16	Pendidikan	Education	
17	Aktivitas Kesehatan Manusia dan Aktivitas Sosial	Human Health and Social Work Activities	
18	Kesenian, Hiburan, dan Rekreasi	Arts, Entertainment, and Recreation –	
19	Aktivitas Jasa Lainnya	Other Service Activities	
20	Aktivitas Rumah Tangga sebagai Pemberi Kerja	Activities of Households as Employers	
21	Aktivitas Badan Internasional dan Badan Ekstra Internasional Lainnya	Activities of International Organizations and Other Extra-Territorial Bodies	
22	Bukan Lapangan Usaha	Non-Business Sector	
23	Lainnya	Other	
Total			

19. Pengungkapan Tagihan Berdasarkan Hari Tunggakan

19. Disclosure of Receivables by Days Past Due

19.1 Bank secara individu | 19.1 Individual Bank

No.	Jenis Eksposur Types of Exposure		
	a	b	
1	Kredit yang termasuk dalam tagihan yang telah jatuh tempo	The credit included in the overdue bills	
2	Surat berharga yang termasuk dalam tagihan yang telah jatuh tempo	The securities included in the overdue bills	
Total			

19.2 Bank secara Konsolidasi dengan entitas anak | 19.2 Consolidated Banks with Subsidiary Entities

No.	Jenis Eksposur Types of Exposure		
	a	b	
1	Kredit yang termasuk dalam tagihan yang telah jatuh tempo	The credit included in the overdue bills	
2	Surat berharga yang termasuk dalam tagihan yang telah jatuh tempo	The securities included in the overdue bills	
Total			

dalam Jutaan Rupiah / in million Rupiah

	Posisi 31 Desember 2024 As of December 31, 2024			
	Tagihan berdasarkan Hari Tunggakan Receivables Based on Days Past Due			
	>90 hari sd 120 hari 90 to 120 days	>120 hari sd 180 hari 120 to 180 days	>180 hari Over 180 days	Total
	c	d	e	f
	366.776	23.092	465.987	855.855
	-	-	-	-
	366.775,77	23.091,67	465.987,07	855.855

	Posisi 31 Desember 2024 As of December 31, 2024			
	Tagihan berdasarkan Hari Tunggakan Receivables Based on Days Past Due			
	>90 hari sd 120 hari 90 to 120 days	>120 hari sd 180 hari 120 to 180 days	>180 hari Over 180 days	Total
	c	d	e	f
	-	-	-	-
	-	-	-	-
	-	-	-	-

20. Pengungkapan Aset Performing dan Non Performing

20.Disclosure of Performing and Non-Performing Assets

20.1. Bank secara Individu | 20.1. Individual Banks

			Performing (Kualitas L dan DPK) Performing (Col. 1 and 2)		
			Nilai Tercatat Bruto Gross Book Value	CKPN	
1	Surat Berharga	Securities	2.913.459	174	
2	Kredit	Credit	19.575.160	148.552	
	a. Korporasi	a. Corporate	18.017.162	145.360	
	b. Ritel	b. Retail	1.557.998	3.192	
3	Transaksi Rekening Administratif	Administrative Account Transaction	7.493.239	6.756	

20.2 Bank secara Konsolidasi dengan entitas anak | 20.2 Consolidation of Bank with Subsidiaries

			Performing (Kualitas L dan DPK) Performing (Col. 1 and 2)		
			Nilai Tercatat Bruto Gross Book Value	CKPN	
a	b				
1	Surat Berharga	Securities	-	-	
2	Kredit	Credit	-	-	
	a. Korporasi	a. Corporate	-	-	
	b. Ritel	b. Retail	-	-	
3	Transaksi Rekening Administratif	Administrative Account Transaction	-	-	

dalam Jutaan Rupiah / in million Rupiah

	Non Performing (Kualitas KL, D, M)					
	Tagihan yang Mengalami Penurunan Nilai Receivables with Impairment		Tagihan yang Tidak Mengalami Penurunan Nilai Receivables without Impairment			
			Memiliki Tunggalan >90 Hari Having Arrears >90 Days		Memiliki Tunggalan <90 Hari Having Arrears <90 Days	
	Nilai Tercatat Bruto Gross Book Value	CKPN	Nilai Tercatat Bruto Gross Book Value	CKPN	Nilai Tercatat Bruto Gross Book Value	CKPN
	a	b	a	b	a	b
	-	-	-	-	-	-
	720.471	318.551	-	-	-	-
	657.486	301.008	-	-	-	-
	62.984	17.543	-	-	-	-
	-	-	-	-	-	-

	Non Performing (Kualitas KL, D, M)					
	Tagihan yang Mengalami Penurunan Nilai Receivables with Impairment		Tagihan yang Tidak Mengalami Penurunan Nilai Receivables without Impairment			
			Memiliki Tunggalan >90 Hari Having Arrears >90 Days		Memiliki Tunggalan <90 Hari Having Arrears <90 Days	
	Nilai Tercatat Bruto Gross Book Value	CKPN	Nilai Tercatat Bruto Gross Book Value	CKPN	Nilai Tercatat Bruto Gross Book Value	CKPN
	a	b	a	b	a	b
	-	-	-	-	-	-
	-	-	-	-	-	-
	-	-	-	-	-	-
	-	-	-	-	-	-
	-	-	-	-	-	-

21. Pengungkapan Aset Restrukturisasi *Performing* dan *Non-Performing*

21. Disclosure of Restructured Assets – *Performing* and *Non-Performing*

21.1. Bank secara Individu | 21.1.Individual Bank

			<i>Performing</i> (Kualitas L dan DPK) (Quality of L and DPK)		<i>Performing</i> (Kualitas KL, D dan M) (Quality of KL, D, and M)		
			Nilai Tercatat Bruto Gross Carrying Amount	CKPN	Nilai Tercatat Bruto Gross Carrying Amount	CKPN	
			a	b	a	b	
1	Surat Berharga	Securities	2.913.459	174	-	-	
2	Kredit	Credit	19.575.160	148.552	720.471	318.551	
	a. Korporasi	a. Corporate	18.017.162	145.360	657.486	301.008	
	b. Ritel	b. Retail	1.557.998	3.192	62.984	17.543	
3	Transaksi Rekening Administratif	Administrative Account Transaction	7.493.239	6.756	-	-	

21.2. Bank secara Konsolidasi dengan Entitas Anak | 21.2.Consolidated Bank with Subsidiary Entity

			<i>Performing</i> (Kualitas L dan DPK) (Quality of L and DPK)		<i>Performing</i> (Kualitas KL, D dan M) (Quality of KL, D, and M)		
			Nilai Tercatat Bruto Gross Carrying Amount	CKPN	Nilai Tercatat Bruto Gross Carrying Amount	CKPN	
			a	b	a	b	
1	Surat Berharga	Securities	-	-	-	-	
2	Kredit	Credit	-	-	-	-	
	a. Korporasi	a. Corporate	-	-	-	-	
	b. Ritel	b. Retail	-	-	-	-	
3	Transaksi Rekening Administratif	Administrative Account Transaction	-	-	-	-	

dalam Jutaan Rupiah / in million Rupiah

	Stage 1		Stage 2		Stage 3	
	Nilai Tercatat Bruto Gross Carrying Amount	CKPN	Nilai Tercatat Bruto Gross Carrying Amount	CKPN	Nilai Tercatat Bruto Gross Carrying Amount	CKPN
	a	b	a	b	a	b
	2.913.459	174	-	-	-	-
	12.333.500	30.190	7.112.088	105.193	850.043	331.720
	10.829.263	29.193	7.058.793	103.256	786.592	313.919
	1.504.237	998	53.295	1.937	63.451	17.801
	7.492.895	6.751	344	5	-	-

	Stage 1		Stage 2		Stage 3	
	Nilai Tercatat Bruto Gross Carrying Amount	CKPN	Nilai Tercatat Bruto Gross Carrying Amount	CKPN	Nilai Tercatat Bruto Gross Carrying Amount	CKPN
	a	b	a	b	a	b
	-	-	-	-	-	-
	-	-	-	-	-	-
	-	-	-	-	-	-
	-	-	-	-	-	-
	-	-	-	-	-	-

22. Pengungkapan Kualitatif terkait Teknik MRK (CRC)

22. Qualitative Disclosure on the CRM (CRC) Technique

Analisa Analysis

1. Fitur Utama dari kebijakan dan proses terkait evaluasi dan manajemen agunan.
1. Key Features of Policies and Processes Related to Collateral Evaluation and Management.

Perubahan kebijakan, ketentuan mengenai agunan yang ditempatkan di Korea yang sebelumnya dianggap sebagai agunan *regular* menjadi agunan *irregular*, Perubahan RCVR agunan tunai yang sebelumnya sebesar 95% menjadi 100%, penambahan CG dari *mother company* yang berasal dari Korea Selatan sebagai ketersediaan jaminan yang dapat dimasukkan ke dalam perhitungan CKPN Individual.

Changes in policies regarding collateral placed in Korea, which were previously classified as regular collateral, are now considered irregular collateral. Additionally, there has been an adjustment in the Cash Collateral Valuation Ratio (RCVR), increasing from 95% to 100%. Furthermore, a new Credit Guarantee (CG) from the parent company in South Korea has been introduced as available collateral, which can now be included in the calculation of individual loan loss provisions (CKPN).

2. Informasi terkait konsentrasi risiko pasar atau risiko kredit atas instrumen yang digunakan sebagai teknik MRK, yang mencakup jenis dan pihak pemberi agunan, garasi, dan/atau jaminan atau asuransi kredit.
2. Information on Market Risk or Credit Risk Concentration on Instruments Used as MRK Techniques, Including Types and Parties Providing Collateral, Guarantees, and/or Credit Insurance.

Dalam penetapan konsentrasi risiko pasar atau risiko kredit instrumen yang digunakan untuk penetapan teknik MRK menggunakan agunan yang diberikan oleh debitur.

In determining the concentration of market risk or credit risk of instruments used for MRK techniques, collateral provided by the debtor is utilized.

23. Teknik MRK (CR3)

23. CRM Technique (CR3)

23.1. Bank secara Individu | 23.1. Bank individually

dalam Jutaan Rupiah / in million Rupiah

		Tagihan yang tidak dijamin dengan teknik MRK Receivables Not Secured by CRM Techniques	Tagihan yang dijamin dengan teknik MRK Receivables Secured by CRM Techniques	Tagihan yang dijamin dengan Agunan Receivables Secured by Collateral	Tagihan yang dijamin dengan Garansi, Penjaminan dan/atau Asuransi Kredit Receivables Secured by Guarantees, Sureties, and/or Credit Insurance	Tagihan yang dijamin dengan Derivatif Kredit Receivables Secured by Credit Derivatives
		a	b	c	d	e
1	Kredit Credit	17.419.708	2.881.938	-	-	-
2	Surat Berharga Securities	2.913.459	-	-	-	-
3	Total Total	20.333.168	2.881.938	-	-	-
4	Kredit dan Surat Berharga yang telah Jatuh Tempo Matured Credits and Securities	855.854	-	-	-	-

23.2. Bank secara Konsolidasi dengan Entitas Anak | 23.2. Bank on a Consolidated Basis with Subsidiaries

dalam Jutaan Rupiah / in million Rupiah

		Tagihan yang tidak dijamin dengan teknik MRK Receivables Not Secured by CRM Techniques	Tagihan yang dijamin dengan teknik MRK Receivables Secured by CRM Techniques	Tagihan yang dijamin dengan Agunan Receivables Secured by Collateral	Tagihan yang dijamin dengan Garansi, Penjaminan dan/atau Asuransi Kredit Receivables Secured by Guarantees, Sureties, and/or Credit Insurance	Tagihan yang dijamin dengan Derivatif Kredit Receivables Secured by Credit Derivatives
		a	b	c	d	e
1	Kredit Credit	-	-	-	-	-
2	Surat Berharga Securities	-	-	-	-	-
3	Total Total	-	-	-	-	-
4	Kredit dan Surat Berharga yang telah Jatuh Tempo Matured Credits and Securities	-	-	-	-	-

23.3. Pengungkapan Tambahan

Bank Shinhan Indonesia tidak memiliki anak perusahaan dalam hal ini laporan posisi 31 Desember 2024 ini disajikan secara individu

23.3. Additional Disclosures

Bank Shinhan Indonesia does not have any subsidiaries, therefore this report as of December 31, 2024 is presented individually.

24. Eksposur Risiko Kredit dan Dampak Teknik MRK (CR4)

24. Credit Risk Exposure and Impact of CRM Techniques (CR4)

24.1. Bank secara Individu | 24.1. Bank Individually

Kategori Portofolio Portfolio Categories		
1	Tagihan Kepada Pemerintah	Receivables on Sovereigns
2	Tagihan Kepada Entitas Sektor Publik	Receivables on Public Sector Entities
3	Tagihan kepada Bank Pembangunan Multilateral dan Lembaga International	Receivables on Multilateral Development Banks and International Institutions
4	Tagihan kepada Bank	Receivables on Banks
	Tagihan kepada Perusahaan Efek dan Lembaga Jasa Keuangan Lain	Receivables from Securities Companies and Other Financial Institutions
5	Tagihan berupa Covered Bond	Covered Bond Receivables
6	Tagihan kepada Korporasi - Eksposur Korporasi Umum	Receivables On Corporates - General Corporate Exposure
	Tagihan kepada Perusahaan Efek dan Lembaga Jasa Keuangan Lain	Receivables from Securities Companies and Other Financial Institutions
	Eksposur Pembiayaan Khusus	Special Financing Exposure
7	Tagihan berupa Surat Berharga/Piutang Subordinasi, ekuitas dan Instrumen Modal Lainnya	Receivables in the form of Subordinated Securities/ Debt, Equity, and Other Capital Instruments
8	Tagihan kepada Usaha Mikro, Usaha Kecil dan Portofolio Ritel	Receivables from Micro, Small and Retail Portfolio Businesses
9	Kredit Beragun Properti	Property-Backed Loans
	Kredit Beragun Properti Rumah Tinggal yang Pembayaranannya Tidak Bergantung Secara Material pada Arus Kas Properti	Residential Property-Backed Loans with Payments Not Materially Dependent on Property Cash Flows
	Kredit Beragun Properti Rumah Tinggal yang Pembayaranannya Bergantung Secara Material pada Arus Kas Properti	Residential Property-Backed Loans with Payments Materially Dependent on Property Cash Flows
	Kredit Beragun Properti Komersial yang Pembayaranannya tidak Bergantung Secara Material pada Arus Kas Properti	Commercial Property-Backed Loans with Payments Not Materially Dependent on Property Cash Flows

dalam Jutaan Rupiah / in million Rupiah

	Tagihan Bersih Sebelum Penerapan FKK dan Teknik MRK Net Receivables Before Application of FKK and CRM Techniques		Tagihan Bersih Setelah Penerapan FKK dan Teknik MRK Net Receivables After Application of FKK and CRM Techniques		ATMR dan Rata-Rata Bobot Risiko RWA and Weighted Average Risk	
	Laporan Posisi Keuangan Statement of Financial Position	TRA	Laporan Posisi Keuangan Statement of Financial Position	TRA	ATMR	Rata-Rata Bobot Risiko (e/ (c+d)) Weighted Average Risk (e/(c+d))
	a	b	c	d	e	f
	4.029.921	-	-	-	-	-
	251.372	80.000	125.686	40.000	165.686	1
	-	-	-	-	-	-
	311.269	110.513	95.124	27.154	122.279	1
	-	-	-	-	-	-
	-	-	-	-	-	-
	17.242.320	2.108.806	15.298.506	1.993.602	17.292.108	1
	-	-	-	-	-	-
	8.813	-	4.406	-	4.406	1
	-	-	-	-	-	-
	2.012.955	80.359	1.552.784	67.309	1.620.093	1
	-	-	-	-	-	-
	21.335	-	10.545	-	10.545	1
	-	-	-	-	-	-
	-	-	-	-	-	-



Kategori Portofolio Portfolio Categories		
	Kredit Beragun Properti Komersial yang Pembayarannya Bergantung Secara Material pada Arus Kas Properti	Commercial Property-Backed Loans with Payments Materially Dependent on Property Cash Flows
	Kredit Pengadaan Tanah, Pengolahan Tanah, dan Konstruksi	Land Acquisition, Land Development, and Construction Loans
10	Tagihan yang Telah Jatuh Tempo	Outstanding Receivables (Past Due)
11	Aset Lainnya	Other Assets
12	Total	

dalam Jutaan Rupiah / in million Rupiah

	Tagihan Bersih Sebelum Penerapan FKK dan Teknik MRK Net Receivables Before Application of FKK and CRM Techniques		Tagihan Bersih Setelah Penerapan FKK dan Teknik MRK Net Receivables After Application of FKK and CRM Techniques		ATMR dan Rata-Rata Bobot Risiko RWA and Weighted Average Risk	
	Laporan Posisi Keuangan Statement of Financial Position	TRA	Laporan Posisi Keuangan Statement of Financial Position	TRA	ATMR	Rata-Rata Bobot Risiko (e/ (c+d)) Weighted Average Risk (e/(c+d))
	a	b	c	d	e	f
	-	-	-	-	-	-
	-	-	-	-	-	-
	855.854	-	1.134.256	-	1.134.256	1
	651.915	-	752.522	-	752.522	1
	25.385.754	2.379.678	18.973.830	2.128.065	21.101.894	1

24.2. Bank secara Konsolidasi dengan Entitas Anak | 24.2. Bank on Consolidated Basis with Subsidiaries

Kategori Portofolio Portfolio Categories		
1	Tagihan Kepada Pemerintah	Receivables on Sovereigns
2	Tagihan Kepada Entitas Sektor Publik	Receivables on Public Sector Entities
3	Tagihan kepada Bank Pembangunan Multilateral dan Lembaga International	Receivables on Multilateral Development Banks and International Institutions
4	Tagihan kepada Bank	Receivables on Banks
	Tagihan kepada Perusahaan Efek dan Lembaga Jasa Keuangan Lain	Receivables from Securities Companies and Other Financial Institutions
5	Tagihan berupa Covered Bond	Covered Bond Receivables
6	Tagihan kepada Korporasi – Eksposur Korporasi Umum	Receivables On Corporates – General Corporate Exposure
	Tagihan kepada Perusahaan Efek dan Lembaga Jasa Keuangan Lain	Receivables from Securities Companies and Other Financial Institutions
	Eksposur Pembiayaan Khusus	Special Financing Exposure
7	Tagihan berupa Surat Berharga/Piutang Subordinasi, ekuitas dan Instrumen Modal Lainnya	Receivables in the form of Subordinated Securities/ Debt, Equity, and Other Capital Instruments
8	Tagihan kepada Usaha Mikro, Usaha Kecil dan Portofolio Ritel	Receivables from Micro, Small and Retail Portfolio Businesses
9	Kredit Beragun Properti	Property-Backed Loans
	Kredit Beragun Properti Rumah Tinggal yang Pembayaranannya Tidak Bergantung Secara Material pada Arus Kas Properti	Residential Property-Backed Loans with Payments Not Materially Dependent on Property Cash Flows
	Kredit Beragun Properti Rumah Tinggal yang Pembayaranannya Bergantung Secara Material pada Arus Kas Properti	Residential Property-Backed Loans with Payments Materially Dependent on Property Cash Flows
	Kredit Beragun Properti Komersial yang Pembayaranannya tidak Bergantung Secara Material pada Arus Kas Properti	Commercial Property-Backed Loans with Payments Not Materially Dependent on Property Cash Flows
	Kredit Beragun Properti Komersial yang Pembayaranannya Bergantung Secara Material pada Arus Kas Properti	Commercial Property-Backed Loans with Payments Materially Dependent on Property Cash Flows



Kategori Portofolio Portfolio Categories		
	Kredit Pengadaan Tanah, Pengolahan Tanah, dan Konstruksi	Land Acquisition, Land Development, and Construction Loans
10	Tagihan yang Telah Jatuh Tempo	Outstanding Receivables (Past Due)
11	Aset Lainnya	Other Assets
12	Total	

24.3. Pengungkapan Tambahan | 24.3. Additional Disclosures

Bank Shinhan Indonesia tidak memiliki anak perusahaan dalam hal ini laporan posisi 31 Desember 2024 ini disajikan secara individu

Shinhan Bank Indonesia does not have any subsidiaries, therefore this statement of position as of December 31, 2024 is presented individually.



	Tagihan Bersih Sebelum Penerapan FKK dan Teknik MRK Net Receivables Before Application of FKK and CRM Techniques		Tagihan Bersih Setelah Penerapan FKK dan Teknik MRK Net Receivables After Application of FKK and CRM Techniques		ATMR dan Rata-Rata Bobot Risiko RWA and Weighted Average Risk	
	Laporan Posisi Keuangan Statement of Financial Position	TRA	Laporan Posisi Keuangan Statement of Financial Position	TRA	ATMR	Rata-Rata Bobot Risiko (e/(c+d)) Weighted Average Risk (e/(c+d))
	a	b	c	d	e	f
	-	-	-	-	-	-
	-	-	-	-	-	-
	-	-	-	-	-	-
	-	-	-	-	-	-

25. Eksposur Berdasarkan Kelas Aset dan Bobot (CR5)

25. Exposure by Asset Class and Weight (CR5)

25.1. Bank secara Individu | 25.1. Bank Individually

dalam Jutaan Rupiah / in million Rupiah

Kategori Portofolio Portfolio Categories	Tagihan Bersih Setelah FKK dan Teknik MRK Net Receivables After FKK and MRK Techniques
1 Tagihan Kepada Pemerintah Receivables on Sovereigns	-
Kategori Portofolio Portfolio Categories	Tagihan Bersih Setelah FKK dan Teknik MRK Net Receivables After FKK and MRK Techniques
2 Tagihan Kepada Entitas Sektor Publik Receivables on Public Sector Entities	165.686
Kategori Portofolio Portfolio Categories	Tagihan Bersih Setelah FKK dan Teknik MRK Net Receivables After FKK and MRK Techniques
3 Tagihan Kepada Bank Pembangunan dan Lembaga Internasional Receivables on Multilateral Development Banks and International Institutions Multilateral	-
Kategori Portofolio Portfolio Categories	Tagihan Bersih Setelah FKK dan Teknik MRK Net Receivables After FKK and MRK Techniques
4 Tagihan kepada perusahaan efek dan lembaga jasa keuangan lain Receivables from securities companies and other financial service institutions	122.279
Kategori Portofolio Portfolio Categories	Tagihan Bersih Setelah FKK dan Teknik MRK Net Receivables After FKK and MRK Techniques
5 Tagihan berupa <i>Covered Bond</i> Covered Bond Receivables	-
Kategori Portofolio Portfolio Categories	Tagihan Bersih Setelah FKK dan Teknik MRK Net Receivables After FKK and MRK Techniques
6 Tagihan Kepada Korporasi Umum Receivables from General Corporates	17.281.450
Tagihan kepada perusahaan efek dan lembaga jasa keuangan lain Receivables from Securities Companies and Other Financial Institutions	
Ekspose Pembiaya Khusus Special Financing Exposure	4.406
Kategori Portofolio Portfolio Categories	Tagihan Bersih Setelah FKK dan Teknik MRK Net Receivables After FKK and MRK Techniques
7 Tagihan berupa Surat Berharga/Piutang Subordinasi, Ekuitas dan Instrumen Modal Lainnya Receivables from Micro, Small and Retail Portfolio Businesses	-



Kategori Portofolio Portfolio Categories		Tagihan Bersih Setelah FKK dan Teknik MRK Net Receivables After FKK and MRK Techniques
8	Tagihan kepada Usaha Mikro, Usaha Kecil dan Portofolio Ritel Receivables from Micro, Small and Retail Portfolio Businesses	1.630.751

Kategori Portofolio Portfolio Categories		Tagihan Bersih Setelah FKK dan Teknik MRK Net Receivables After FKK and MRK Techniques
9	Kredit Beragunan Properti Property-Backed Loans	
	Kredit Beragunan Properti Rumah Tinggal yang pembayarannya tidak bergantung secara material pada arus kas properti Residential Property-Backed Loans with Payments Not Materially Dependent on Property Cash Flows	10.545
	Tanpa pendekatan pembagian kredit Without credit segmentation approach	
	dengan menggunakan pendekatan pembagian kredit (dijamin) with credit segmentation (secured) approach	
	dengan menggunakan pendekatan pembagian kredit (dijamin) with credit segmentation (secured) approach	
	Kredit Beragunan Properti Rumah Tinggal yang pembayarannya bergantung secara material pada arus kas properti Residential Property-Backed Loans with Payments Materially Dependent on Property Cash Flows	
	Kredit Beragunan Properti komersial yang pembayarannya tidak bergantung secara material pada arus kas properti Residential Property-Backed Loans with Payments Not Materially Dependent on Property Cash Flows	
	Tanpa pendekatan pembagian kredit Without credit segmentation approach	
	dengan menggunakan pendekatan pembagian kredit (dijamin) with credit segmentation (secured) approach	
	dengan menggunakan pendekatan pembagian kredit (dijamin) with credit segmentation (secured) approach	
	Kredit Beragunan Properti komersial yang pembayarannya bergantung secara material pada arus kas properti Commercial Property-Backed Loans with Payments Materially Dependent on Property Cash Flows	
	Kredit Pengadaan Tanah, Pengolahan tanah, dan kontruksi Land Acquisition, Land Development, and Construction Loans	-

Kategori Portofolio Portfolio Categories		Tagihan Bersih Setelah FKK dan Teknik MRK Net Receivables After FKK and MRK Techniques
10	Tagihan yang Telah Jatuh Tempo Past Due Receivables	1.134.256
Kategori Portofolio Portfolio Categories		Tagihan Bersih Setelah FKK dan Teknik MRK Net Receivables After FKK and MRK Techniques
11	Aset Lainnya Other Assets	752.521,86

dalam Jutaan Rupiah / in million Rupiah

No.	Bobot Risiko Risk Weight	Tagihan Bersih Laporan Posisi Keuangan Statement of Net Receivables in the Financial Position	Tagihan Bersih TRA (sebelum Penaan FKK) Net Receivables TRA (before FKK Application)	Rata-rata FKK FKK Average	Tagihan Bersih (Setelah penenaan FKK dan Teknik MRK) Net Receivables (After FKK and CRM Techniques Application)
1	<40%	4.408.538	153.319	77.853	77.853
2	40% - 70%	446.709	235.140	229.247	229.247
3	75%	1.489.485	1.117.114	1.114.936	1.114.936
4	85%	1.113.436	946.420	896.779	896.779
5	90% - 100%	18.651.894	18.651.894	16.732.099	16.732.099
6	105% - 130%	328.061	426.480	304.245	304.245
7	150%	663.609	994.213	994.213	994.213
8	250%				-
9	400%				-
10	1250%				-
11	Lain-2	651.915		752.522	752.522
	Total Tagihan Bersih Total Net Receivables	27.753.646	22.524.580	21.101.895	21.101.895

25.2. Pengungkapan Tambahan | 25.2. Additional Disclosures

Bank Shinhan Indonesia tidak memiliki anak perusahaan dalam hal ini laporan posisi Desember 2024 ini disajikan secara individu

Bank Shinhan Indonesia does not have any subsidiaries; therefore, the financial statement as of December 31, 2024, is presented on an individual basis.



26. Eksposur Berdasarkan Kelas Aset dan Bobot (CR5)

26. Exposure by Asset Class and Weight (CR5)

26.1. Bank secara Konsolidasi dengan Entitas Anak | 26.1. Banks on a Consolidated Basis with Subsidiaries

No.	Kategori Portofolio Portfolio Categories	0%	20%			
1	Tagihan Kepada Pemerintah Receivables on Sovereigns	-	-			
	Kategori Portofolio Portfolio Categories	20%	50%			
2	Tagihan Kepada Entitas Sektor Publik Receivables on Public Sector Entities	-	-			
	Kategori Portofolio Portfolio Categories	0%	20%	30%		
3	Tagihan Kepada Bank Pembangunan Multilateral dan Lembaga Internasional Receivables on Multilateral Development Banks and International Institutions	-	-	-		
	Kategori Portofolio Portfolio Categories	20%	30%	40%	50%	
4	Tagihan kepada Bank Receivables on Banks	-	-	-	-	
	Kategori Portofolio Portfolio Categories	10%	15%	20%	25%	
5	Tagihan berupa Covered Bond Covered Bond Receivables	-	-	-	-	
	Kategori Portofolio Portfolio Categories	20%	50%	65%	75%	80%
6	Tagihan Kepada Korporasi Umum Receivables from General Corporates	-	-	-	-	
	Tagihan kepada perusahaan efek dan lembaga jasa keuangan lain Receivables from Securities Companies and Other Financial Institutions	-	-	-	-	
	Ekspose Pembiaya Khusus Special Financing Exposure	-	-	-	-	
	Kategori Portofolio Portfolio Categories	100%	150%			
7	Tagihan berupa Surat Berharga/Piutang Subordinasi, Ekuitas dan Instrumen Modal Lainnya Receivables in the form of Subordinated Securities/Debt, Equity, and Other Capital Instruments	-	-	-	-	



dalam Jutaan Rupiah / in million Rupiah

50%	100%	150%	Lainnya	Tagihan Bersih Setelah FKK dan Teknik MRK Net Receivables After FKK and MRK Techniques		
-	-	-	-	-		
100%		150%	Lainnya	Tagihan Bersih Setelah FKK dan Teknik MRK Net Receivables After FKK and MRK Techniques		
-		-	-	-		
50%	100%	150%	Lainnya	Tagihan Bersih Setelah FKK dan Teknik MRK Net Receivables After FKK and MRK Techniques		
-	-	-	-	-		
75%	100%	150%	Lainnya	Tagihan Bersih Setelah FKK dan Teknik MRK Net Receivables After FKK and MRK Techniques		
-	-	-	-	-		
35%	100%	150%	Lainnya	Tagihan Bersih Setelah FKK dan Teknik MRK Net Receivables After FKK and MRK Techniques		
-	-	-	-	-		
	85%	100%	130%	150%	Lainnya	Tagihan Bersih Setelah FKK dan Teknik MRK Net Receivables After FKK and MRK Techniques
-	-	-	-	-	-	-
-	-	-	-	-	-	-
-	-	-	-	-	-	-
250%		400%	Lainnya	Tagihan Bersih Setelah FKK dan Teknik MRK Net Receivables After FKK and MRK Techniques		

	Kategori Portofolio Portfolio Categories	45%			75%				
8	Tagihan kepada Usaha Mikro, Usaha Kecil dan Portofolio Ritel Receivables from Micro, Small and Retail Portfolio Businesses	-			-				
	Kategori Portofolio Portfolio Categories	0%	20%	25%	30%	35%	40%	45%	50%
9	Kredit Beragunan Properti Property-Backed Loans	-	-	-	-	-	-	-	-
	Kredit Beragunan Properti Rumah Tinggal yang pembayarannya tidak bergantung secara material pada arus kas properti Residential Property-Backed Loans with Payments Not Materially Dependent on Property Cash Flows	-	-	-	-	-	-	-	-
	Tanpa pendekatan pembagian kredit Without credit segmentation approach	-	-	-	-	-	-	-	-
	dengan menggunakan pendekatan pembagian kredit (dijamin) with credit segmentation (secured) approach	-	-	-	-	-	-	-	-
	dengan menggunakan pendekatan pembagian kredit (dijamin) with credit segmentation (secured) approach	-	-	-	-	-	-	-	-
	Kredit Beragunan Properti Rumah Tinggal yang pembayarannya bergantung secara material pada arus kas properti Residential Property-Backed Loans with Payments Materially Dependent on Property Cash Flows	-	-	-	-	-	-	-	-
	Kredit Beragunan Properti komersial yang pembayarannya tidak bergantung secara material pada arus kas properti Commercial Property-Backed Loans with Payments Not Materially Dependent on Property Cash Flows	-	-	-	-	-	-	-	-
	Tanpa pendekatan pembagian kredit Without credit segmentation approach	-	-	-	-	-	-	-	-
	dengan menggunakan pendekatan pembagian kredit (dijamin) with credit segmentation (secured) approach	-	-	-	-	-	-	-	-
	dengan menggunakan pendekatan pembagian kredit (dijamin) with credit segmentation (secured) approach	-	-	-	-	-	-	-	-
	Kredit Beragunan Properti komersial yang pembayarannya bergantung secara material pada arus kas properti Commercial Property-Backed Loans with Payments Materially Dependent on Property Cash Flows	-	-	-	-	-	-	-	-
	Kredit Pengadaan Tanah, Pengolahan tanah, dan konstruksi Land Acquisition, Land Development, and Construction Loans	-	-	-	-	-	-	-	-
	Kategori Portofolio Portfolio Categories	50%				100%			
10	Tagihan yang Telah Jatuh Tempo Outstanding Receivables (Past Due)	-							

	Kategori Portofolio Portfolio Categories	0%	20%	
11	Aset Lainnya Other Assets	-	-	

No.	Bobot Risiko Risk Weight	Tagihan Bersih Laporan Posisi Keuangan Statement of Net Receivables in the Financial Position	Tagihan Bersih TRA (sebelum Pengenaan FKK) Net Receivables TRA (before FKK Application)	
1	<40%	-	-	
2	40% - 70%	-	-	
3	75%	-	-	
4	85%	-	-	
5	90% - 100%	-	-	
6	105% - 130%	-	-	
7	150%	-	-	
8	250%	-	-	
9	400%	-	-	
10	1250%	-	-	
Total Tagihan Bersih Total Net Receivables		-	-	

26.2. Pengungkapan Tambahan | 26.2. Additional Disclosures

Bank Shinhan Indonesia tidak memiliki anak perusahaan dalam hal ini laporan posisi 31 Desember 2024 ini disajikan secara individu

Bank Shinhan Indonesia does not have any subsidiaries; therefore, the financial statement as of December 31, 2024, is presented on an individual basis.



100%	150%	1250%	Lainnya	Tagihan Bersih Setelah FKK dan Teknik MRK Net Receivables After FKK and MRK Techniques

- - - - -

	Rata-rata FKK FKK Average	Tagihan Bersih (Setelah pengenaan FKK dan Teknik MRK) Net Receivables (After FKK and CRM Techniques Application)
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-

27. Pengungkapan kualitatif mengenai Counterparty Credit Risk (CCRA)

27. Qualitative Disclosure on Counterparty Credit Risk (CCRA)

Analisis Kualitatif Qualitative Analysis

Dalam kerjasama Bank Shinhan Indonesia dengan Counterparty berdasarkan *money market line* dalam pemberian pinjaman antar bank. *Money Market Line* Bank selalu dilakukan review secara berkala.

In the collaboration between Bank Shinhan Indonesia and its counterparties under the money market line for interbank lending. The Bank's Money Market Line is regularly reviewed on a periodic basis.

28. Analisa Eksposur Counterparty Credit Risk (CCR 1)

28. Analysis of Counterparty Credit Risk Exposure (CCR 1)

(dalam jutaan rupiah) | (in million rupiah)

		Biaya penggantian (RC) Replace-ment cost (RC)	Potensi eksposur di masa depan (PFE) Potential future exposure (PFE)	EEPE	Alpha digunakan untuk perhitungan regulatory EAD Alpha is used for the calculation of regulatory EAD	Tagihan Bersih Net Receivables	ATMR RWA
1	SA-CCR (untuk derivatif) SA-CCR (for derivatives)	46.787	68.923		1,4	161.994	81.835
2	Metode Internal Model (untuk derivatif dan SFT) Internal Model Method (for derivatives and SFTs)					N/A	N/A
3	Pendekatan sederhana untuk mitigasi risiko kredit (untuk SFT) Simple Approach for credit risk mitigation (for SFTs)					N/A	N/A
4	Pendekatan komprehensif untuk mitigasi risiko kredit (untuk SFT) Comprehensive Approach for credit risk mitigation (for SFTs)					-	-
5	VaR untuk SFT VaR for SFTs					N/A	N/A
6	Total Total						81.835

Analisis Kualitatif Qualitative Analysis

Pada Posisi 31 Desember 2024 Tagihan Bersih Risiko Kredit akibat kegagalan pihak lawan berdasarkan pendekatan standar sesuai SEOJK No. 48/SEOJK.03/2017 yang berasal dari adanya tagihan bersih transaksi derivatif dengan variabel yang mendasari berupa suku bunga sebesar Rp. 117.581 juta dan tagihan bersih transaksi derivatif dengan variabel yang mendasari berupa nilai tukar sebesar Rp. 44.575 juta.

As of December 31, 2024, the Net Credit Risk Receivables due to counterparty default, based on the standardized approach in accordance with SEOJK No. 48/SEOJK.03/2017, stemmed from net receivables from derivative transactions. These include a net receivable from interest rate-based derivative transactions amounting to IDR 117,581 million, and a net receivable from exchange rate-based derivative transactions amounting to IDR 44,575 million.

29. Capital Charge untuk Credit Valuation Adjustment (CCR2)

29. Capital Charge for Credit Valuation Adjustment (CCR2)

(dalam jutaan rupiah) | (in million rupiah)

		a	b
		Tagihan bersih Net Receivables	ATMR RWA
	Total portfolios berdasarkan <i>Advanced CVA capital charge</i> Total Portfolios under the Advanced CVA Capital Charge	N/A	N/A
1	(i) Komponen VaR (termasuk 3× multiplier) (i) VaR Component (including 3× multiplier)		N/A
2	(ii) Komponen Stressed VaR (termasuk 3× multiplier) (ii) Stressed VaR Component (including 3× multiplier)		N/A
3	Semua Portfolio sesuai Standardised CVA Capital Charge All Portfolios under the Standardised CVA Capital Charge	81.835	81.835
4	Total sesuai CVA Capital Charge Total under CVA Capital Charge	81.835	81.835

Analisis Kualitatif Qualitative Analysis

Peningkatan CVA sejalan dengan kenaikan eksposur dari transaksi derivatif yang dihitung dengan Pendekatan Standar
The increase in CVA is in line with the rise in exposure from derivative transactions calculated using the Standardized Approach.

30. Eksposur CCR berdasarkan Kategori Portofolio dan Bobot Risiko (CCR3)

30. CCR Exposure by Portfolio Category and Risk Weight (CCR3)

(dalam jutaan rupiah) | (in million rupiah)

No.	Bobot Risiko Kategori Portofolio Risk Weight Portfolio Category	a	b	c	d	e	f	g	h	i
		0%	20%	30%	40%	50%	100%	150%	Lainnya Others	Total Tagihan Bersih Total Net Receivables
1	Tagihan kepada Pemerintah dan Bank Sentral Receivables from Government and Central Bank	-	-	-	-	-	-	-	-	-
2	Tagihan kepada Entitas Sektor Publik Receivables from Public Sector Entities	-	-	-	-	-	-	-	-	-
3	Tagihan kepada Bank Pembangunan Multilateral dan Lembaga Internasional Receivables from Multilateral Development Banks and International Institutions	-	-	-	-	-	-	-	-	-
4	Tagihan kepada Bank Lain Receivables from Other Banks	-	85.167	8.760	-	11.786	-	-	-	25.554
5	Tagihan kepada perusahaan sekuritas Receivables from Securities Companies	-	-	-	-	-	-	-	-	-
6	Tagihan kepada Korporasi Receivables from Corporates	-	-	-	-	-	56.280	-	-	56.280
7	Tagihan Kepada Usaha Mikro, Usaha Kecil, dan Portofolio Ritel Receivables from Micro, Small Enterprises, and Retail Portfolio	-	-	-	-	-	-	-	-	-
8	Aset lainnya Other Assets	-	-	-	-	-	-	-	-	-
Total		-	-	-	-	-	-	-	-	81.835

Analisis Kualitatif Qualitative Analysis

Peningkatan Tagihan Bersih disebabkan kenaikan dari Kategori Portofolio Tagihan Kepada Korporasi yang tidak memiliki peringkat (bobot 100%).

The increase in Net Receivables was driven by a rise in the Portfolio Category of Receivables from Unrated Corporates (risk weight: 100%).

31. Tagihan Bersih Derivatif Kredit (CCR 6)

31. Net Derivative Credit Receivables (CCR 6)

(dalam jutaan rupiah) | (in million rupiah)

	a	b
	Proteksi yang dibeli (Protection bought)	Proteksi yang dijual (Protection sold)
Nilai <i>Notional</i> Notional Value		
<i>Single-name credit default swaps</i> Single-name credit default swaps	-	-
<i>Index credit default swaps</i> Index credit default swaps	-	-
<i>Total return swaps</i> Total return swaps	-	-
<i>Credit options</i> Credit options	-	-
Derivatif kredit lainnya Other derivative loans	650.072	651.180
Total Nilai <i>Notional</i> Total Notional Value	650.072	651.180
Nilai wajar Fair Value		
Nilai wajar positif (aset) Positive Fair Value (Assets)	5.780,18	7.327,21
Nilai wajar negatif (kewajiban) Negative Fair Value (Liabilities)	6.767,77	4.740,65

Analisis Kualitatif Qualitative Analysis

Pada 31 Desember 2024 Tagihan Bersih Derivatif Kredit (CCR) sebesar Rp.81.835 juta.
As of December 31, 2024, Net Credit Derivative Receivables (CCR) amounted to Rp.81,835 million.

32. Pengungkapan kualitatif mengenai eksposur sekuritisasi (SECA)

32. Qualitative Disclosure Regarding Securitization Exposure (SECA)

Pengungkapan Kualitatif Qualitative Disclosure

Bank Shinhan Indonesia tidak memiliki eksposur sekuritisasi
Bank Shinhan Indonesia has no securitization exposure

33. Eksposur Sekuritisasi pada *Banking Book* (SEC1)

33. Securitization Exposure in *Banking Book* (SEC1)

		a	b	c	
		Bank sebagai <i>Originator</i> Bank as Originator			
		Traditional Traditional	Sintetis Synthetic	Sub-total	
1	Retail (total) – antara lain Retail (total) – including	-	-	-	
2	Kredit perumahan Housing Loans	-	-	-	
3	Kartu kredit Credit Cards	-	-	-	
4	Eksposur ritel lainnya Other Retail Exposures	-	-	-	
5	Re-sekuritisasi Re-securitization	-	-	-	
6	Non-retail (total) – antara lain Non-retail (total) - including	-	-	-	
7	Kredit korporasi Corporate Loans	-	-	-	
8	Kredit komersil Commercial Loans	-	-	-	
9	Sewa dan piutang Leases and Receivables	-	-	-	
10	Non-retail lainnya Other Non-retail Exposures	-	-	-	
11	Re-sekuritisasi Re-securitization	-	-	-	

Analisis Kualitatif

Qualitative Analysis

Bank Shinhan Indonesia tidak memiliki Eksposur Sekuritisasi pada *Banking Book*
Bank Shinhan Indonesia has no Securitization Exposure in the *Banking Book*

34. Eksposur Sekuritisasi pada *Trading Book*

34. Securitization Exposure in Trading Book

		a	b	c	
		Bank sebagai <i>originator</i> Bank as originator			
		Tradisional Traditional	Sintetis Synthetic	Subtotal	
1	Retail (total) – Antara Lain Retail (total) – Including	–	–	–	
2	Pinjaman Perumahan Housing Loans	–	–	–	
3	Kartu Kredit Credit Cards	–	–	–	
4	Eksposur Ritel Lainnya Other Retail Exposures	–	–	–	
5	Re-Sekuritisasi Re-Securitization	–	–	–	
6	Non-Retail (total) – Antara Lain Non-Retail (total) – Including	–	–	–	
7	Kredit Korporasi Corporate Loans	–	–	–	
8	Kredit Komersil Commercial Loans	–	–	–	
9	Sewa Dan Piutang Rents And Receivables	–	–	–	
10	Non-Retail Lainnya Other Non-Retail	–	–	–	
11	Re-Sekuritisasi Re-Securitization	–	–	–	

Analisis Kualitatif Qualitative Analysis

Bank Shinhan Indonesia tidak memiliki Eksposur Sekuritisasi pada *Trading Book*
Bank Shinhan Indonesia has no Securitization Exposure in Trading Book

35. Eksposur Sekuritisasi pada Banking Book dan terkait Persyaratan Modalnya – Bank yang bertindak Sebagai *Originator* atau Sponsor (SEC3)

35. Securitization Exposure in the Banking Book and Related Capital Requirements – Bank Acting as Originator or Sponsor (SEC 3)

		a	b	c	d	e	
		Nilai eksposur (berdasarkan Bobot Risiko) Exposure Value (based on Risk Weight)					
		≤20% Bobot Risiko ≤20% Risk Weight	>20% to 50% Bobot Risiko >20% to 50% Risk Weight	>50% to 100% Bobot Risiko >50% to 100% Risk Weight	>100% to <1250% Bobot Risiko >100% to <1250% Risk Weight	1250% Bobot Risiko 1250% Risk Weight	
1	Total eksposur Total Exposure	-	-	-	-	-	
2	Sekuritisasi tradisional Traditional Securitization	-	-	-	-	-	
3	Dimana underlying sekuritisasi Where the securitization underlying is located	-	-	-	-	-	
4	Ritel Retail	-	-	-	-	-	
5	Non-Ritel Non-retail	-	-	-	-	-	
6	Dimana re-sekuritisasi Where the resecuritization is located	-	-	-	-	-	
7	Senior Senior	-	-	-	-	-	
8	Non-senior Non-senior	-	-	-	-	-	
9	Sekuritisasi sintetis Synthetic Securitization	-	-	-	-	-	
10	Dimana underlying sekuritisasi Where the synthetic securitization underlying is located	-	-	-	-	-	
11	Ritel Retail	-	-	-	-	-	
12	Non-Ritel Non-retail	-	-	-	-	-	
13	Dimana re-sekuritisasi Where the resecuritization is located	-	-	-	-	-	
14	Senior Senior	-	-	-	-	-	
15	Non-senior Non-senior	-	-	-	-	-	

Analisis Kualitatif Qualitative Analysis

Bank Shinhan Indonesia tidak memiliki Eksposur Sekuritisasi pada *Banking Book*
Risk Weight Bank Shinhan Indonesia has no Securitization Exposure in the Banking Book

(dalam jutaan rupiah) | (in million rupiah)

[illegible]

36. Eksposur Sekuritisasi pada *Banking Book* dan Persyaratan Modalnya – Bank Bertindak Sebagai Investor (SEC 4)

36. Securitization Exposure in the Banking Book and Related Capital Requirements – Bank Acting as Investor (SEC 4)

			a	b	c	d	e	
			Nilai eksposur (berdasarkan Bobot Risiko) Exposure Value (based on Risk Weight)					
		≤20% Bobot Risiko Risk Weight	>20% to 50% Bobot Risiko Risk Weight	>50% to 100% Bobot Risiko Risk Weight	>100% to <1250% Bobot Risiko Risk Weight	1250% Bobot Risiko Risk Weight	IRB RBA	
1	Total Eksposur Total Exposure	-	-	-	-	-	-	
2	Sekuritisasi Tradisional Traditional Securitization	-	-	-	-	-	-	
3	Dimana <i>underlying</i> sekuritisasi berada Where the securitization underlying is located	-	-	-	-	-	-	
4	Ritel Retail	-	-	-	-	-	-	
5	Non-Retail Non-Retail	-	-	-	-	-	-	
6	Dimana re-sekuritisasi berada Where the resecuritization is located	-	-	-	-	-	-	
7	Senior Senior	-	-	-	-	-	-	
8	Non-Senior Non-Senior	-	-	-	-	-	-	
9	Sekuritisasi Sintetis Synthetic Securitization	-	-	-	-	-	-	
10	Dimana <i>underlying</i> sekuritisasi berada Where the synthetic securitization underlying is located	-	-	-	-	-	-	
11	Ritel Retail	-	-	-	-	-	-	
12	Non-Retail Non-Retail	-	-	-	-	-	-	
13	Dimana re-sekuritisasi berada Where the resecuritization is located	-	-	-	-	-	-	
14	Senior Senior	-	-	-	-	-	-	
15	Non-Senior Non-Senior	-	-	-	-	-	-	

Analisis Kualitatif Qualitative Analysis

Bank Shinhan Indonesia tidak memiliki Eksposur Sekuritisasi pada *Banking Book*
Bank Shinhan Indonesia has no Securitization Exposure in the Banking Book

37. Risiko Kredit – Pengungkapan Kualitatif Umum

37. Credit Risk – General Qualitative Disclosures

Lampiran B SEOJK No. 24/SEOJK.03/2021 Tanggal 07 Oktober 2021 Tentang Perhitungan Aset Tertimbang Menurut Risiko Untuk Risiko Kredit Dengan Menggunakan Pendekatan Standar Bagi Bank Umum
Appendix B SEOJK 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

LAPORAN PENERAPAN MANAJEMEN RISIKO UNTUK RISIKO KREDIT REPORT ON IMPLEMENTATION OF RISK MANAGEMENT FOR CREDIT RISK

Nama Bank/Bank Name : PT. Bank Shinhan Indonesia
Laporan Tahun/Report of the year : Desember 2024

Analisis Kualitatif Qualitative Analysis

- 1 Penjelasan peraturan, kebijakan, dan/atau pedoman terkait manajemen risiko untuk risiko Kredit.
Explanation of regulations, policies and/or guidelines related to risk management for Credit risk.

Berdasarkan:

1. POJK No.17/POJK.03/2023 perihal Penerapan Tatakelola Bagi Bank Umum.
2. POJK No.18/POJK.03/2016 dan SEOJK No.34/SEOJK.03/2016 Tentang Penerapan Manajemen Risiko Bagi Bank Umum.
3. POJK No.4/POJK.03/2016 dan SEOJK No.14/SEOJK.03/2017 Tentang Penilaian Tingkat Kesehatan Bank Umum.
4. SEOJK No.24/SEOJK.03/2021 Tentang Perhitungan Aset Tertimbang Menurut Risiko Untuk Risiko Kredit Dengan Menggunakan Pendekatan Standar Bagi Bank Umum.
5. Kebijakan Manajemen Risiko Versi 3.0 Tanggal 16 Januari 2024
6. SOP Manajemen Krisis Versi 3.0 Tanggal 30 September 2024
7. SOP Manajemen Risiko Versi 3.1 Tanggal 28 Juni 2024
8. SOP Kredit versi 2.2 Tanggal 23 September 2024
9. Kebijakan dan Prosedur Perkreditan Bank versi 9.4 Tanggal 28 November 2024.

Based on:

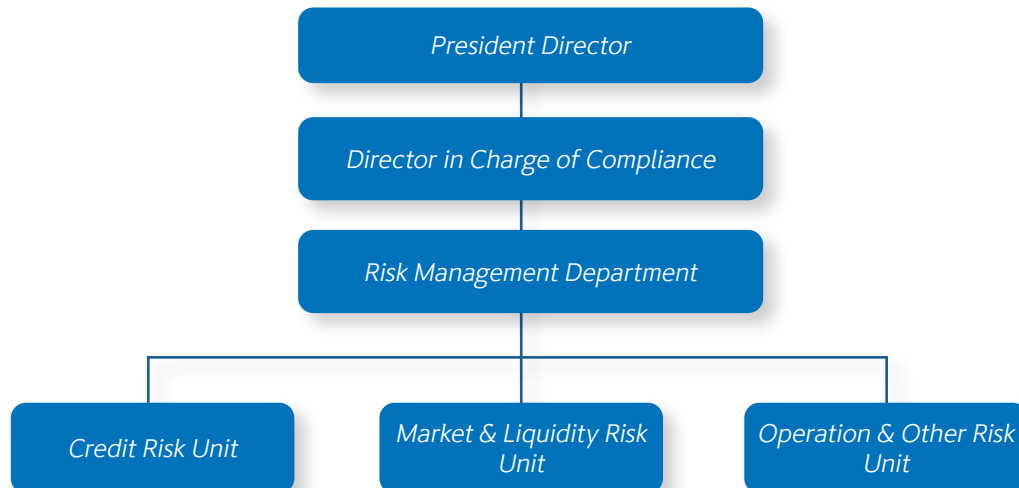
1. POJK No.17/POJK.03/2023 concerning Implementation of Governance for Commercial Banks.
2. POJK No.18/POJK.03/2016 and SEOJK No.34/SEOJK.03/2016 concerning Implementation of Risk Management for Commercial Banks.
3. POJK No.4/POJK.03/2016 and SEOJK No.14/SEOJK.03/2017 concerning Assessment of the Health Level of Commercial Banks.
4. SEOJK No.24/SEOJK.03/2021 concerning Calculation of Risk-Weighted Assets for Credit Risk Using the Standard Approach for Commercial Banks.
5. Risk Management Policy Version 3.0 Dated January 16, 2024
6. Crisis Management SOP Version 3.0 Dated September 30, 2024
7. Risk Management SOP Version 3.1 Dated June 28 2024
8. Credit SOP version 2.2 Dated September 23, 2024
9. Bank Credit Policy and Procedures version 9.4 Dated November 28, 2024.

- 2 Penjelasan struktur dan organisasi atas manajemen dan fungsi kontrol terkait Risiko Kredit.
Explanation of the structure and organization of management and control functions related to Credit Risk.



Analisis Kualitatif Qualitative Analysis

STRUKTUR ORGANISASI DEPARTEMEN MANAJEMEN RISIKO ORGANIZATIONAL STRUCTURE OF THE RISK MANAGEMENT DEPARTMENT



Risk Management Department dalam menjalankan tugasnya bertindak secara independen, tercermin dari tidak ada keterlibatan dalam kegiatan kredit maupun bisnis. Selain itu, bertugas dalam memberikan masukan kepada Direksi dalam menyusun kebijakan, strategi dan kerangka Manajemen Risiko terkait Implementasi Manajemen Risiko Kredit.

The Risk Management Department in carrying out its duties acts independently, reflected in no involvement in credit or business activities. In addition, it is tasked with providing input to the Board of Directors in preparing policies, strategies and Risk Management frameworks related to the Implementation of Credit Risk Management.

Analisis Kualitatif Qualitative Analysis

- 3 Penjelasan sistem pengukuran untuk Risiko Kredit (mencakup sistem dan data yang digunakan) untuk menghitung Risiko Kredit, beberapa diantaranya:
- Menggunakan metode standar Basel III *reform* untuk menghitung perkiraan beban modal untuk Risiko Kredit.
 - Untuk penilaian risiko kredit dilakukan dengan menggunakan sistem yang tersedia di *core banking* yaitu *Early warning system*. Hal ini dilakukan untuk melakukan penilaian terhadap *rating* debitur dalam kategori Normal, *Observation*, *Precaution*, *Early Warning* dan *Problematic*.
 - Melengkapi *Loan Review Report* yang dilakukan untuk mengetahui potensi risiko kredit secara individual terhadap debitur dengan kriteria tertentu seperti terhadap 25 dari *Bank Top Debtors*, Debitur baru dengan *plafond* diatas IDR 100 miliar atau ekuivalennya atau kriteria lain yang ditentukan manajemen.
 - Melakukan pemantauan perkembangan data terkait risiko kredit secara *Bank Wide* baik secara harian maupun bulanan seperti ratio NPL, Analisa Tren jumlah pinjaman debitur, Tunggalan, CKPN, Penetapan harga berdasarkan risiko.
 - Berkaitan dengan berlakunya POJK 17 tahun 2023 perihal Penerapan Tatakelola Bagi Bank Umum, dalam penilaian profil risiko kredit, Bank melakukan penilaian terhadap *Country Risk*, *Transfer Risk* serta *Climate Risk* dimana Bank telah terlebih dahulu menyesuaikan Kebijakan Manajemen Risiko dan SOP Manajemen Risiko dengan ketentuan tersebut.

Explanation of the measurement system for Credit Risk (including the system and data used) to calculate Credit Risk, some of which are:

- Using the Basel III reform standard method to calculate the estimated capital burden for Credit Risk.
- For credit risk assessment, the system available in core banking is used, namely the Early warning system. This is done to assess the debtor's rating in the Normal, Observation, Precaution, Early Warning and Problematic categories.
- Completing the Loan Review Report which is carried out to determine the potential credit risk individually for debtors with certain criteria such as for 25 of the Bank's Top Debtors, New Debtors with a ceiling above IDR 100 billion or its equivalent or other criteria determined by management.
- Monitoring the development of data related to credit risk Bank Wide both daily and monthly such as the NPL ratio, Analysis of the trend of the number of debtor loans, Arrears, CKPN, Pricing based on risk.
- In relation to the enactment of POJK 17 of 2023 concerning the Implementation of Governance for Commercial Banks, in assessing credit risk profiles, the Bank carries out assessments of Country Risk, Transfer Risk and Climate Risk where the Bank has first adjusted the Risk Management Policy and Risk Management SOP with these provisions.

Dalam menghitung perkiraan beban modal untuk Risiko Kredit Bank menggunakan pendekatan standar Basel III *Reform* untuk menghitung risiko kredit termasuk akibat kegagalan Debitur yang dipengaruhi kegagalan pihak lawan (*counterparty credit risk*) dan akibat kegagalan penyelesaian (*settlement risk*). Pada perhitungan beban modal risiko kredit dengan menggunakan metode standar Basel III *Reform* dihitung berdasarkan jenis kategori portofolio dan bobot risiko selanjutnya disebut ATMR Risiko Kredit pendekatan standar. Bobot Risiko ditetapkan berdasarkan kategori sesuai dengan POJK.

In calculating the estimated capital burden for Credit Risk, the Bank uses the Basel III Reform standard approach to calculate credit risk including the consequences of Debtor failure influenced by counterparty credit risk and the consequences of settlement risk. In calculating the credit risk capital burden using the Basel III Reform standard method, it is calculated based on the type of portfolio category and risk weight, hereinafter referred to as the RWA Credit Risk standard approach. Risk Weight is determined based on the category in accordance with POJK.



Analisis Kualitatif Qualitative Analysis

Selain itu Bank sudah melakukan simulasi *stress test* khususnya untuk debitur restrukturisasi dan Debitur Pra NPL dimana skenario *stress test* yang digunakan adalah adanya penurunan kualitas debitur restrukturisasi dan Debitur pra NPL. Nilai *outstanding* Debitur yang direstrukturisasi secara langsung maupun tidak langsung pada posisi Desember-24 adalah sebagai berikut:

In addition, the Bank has conducted a stress test simulation specifically for restructured debtors and Pre-NPL Debtors where the stress test scenario used is a decrease in the quality of restructured debtors and pre-NPL Debtors. The outstanding value of Debtors that were restructured directly or indirectly in the position of December-24 is as follows:

(Dalam Jutaan Rupiah) | (In Millions Rupiah)

Kol	Semester II - 2024	Semester I - 2024	+/-
1	310.976	450.219	-94.243
2	329.556	679.536	-349.98
3	366.441	83.621	282.82
4	-	763	-763
5	245.369	281.448	-36.079
Total	1.252.342	1.450.287	-198.25

Berdasarkan hasil simulasi *stress test* dengan pendekatan 3 skenario terjadi penurunan laba sebesar IDR 748,5 miliar, dalam hal ini rasio CAR menjadi sebesar 19,46% dari sebelumnya sebesar 22,03%, sehingga dapat disimpulkan Bank masih mampu menghadapi risiko penurunan kualitas kredit debitur restrukturisasi dan pra NPL.

Based on the results of the stress test simulation with a 3 scenario approach, there was a decrease in profit of IDR 748.5 billion, in this case the CAR ratio became 19.46% from the previous 22.03%, so it can be concluded that the Bank is still able to face the risk of a decrease in the credit quality of restructured debtors and pre-NPL.

- 4 Penjelasan ruang lingkup dan cakupan utama dari kerangka laporan untuk risiko kredit untuk pejabat eksekutif dan direksi Bank.

Explanation of the scope and main coverage of the reporting framework for credit risk for executive officers and directors of the Bank.

Ruang Lingkup dan Cakupan Utama dari kerangka Laporan untuk Risiko Kredit meliputi:

1. Pengawasan aktif Direksi dan Dewan Komisaris dalam memantau risiko yang timbul dari adanya aktivitas kredit Bank;
2. Kecukupan Kebijakan dan prosedur Manajemen Risiko Kredit serta penetapan Limit Risiko Kredit yang tercakup dan merupakan bagian dari SOP Manajemen Risiko serta Pedoman Kebijakan Perkreditan yang diimplementasikan Bank;
3. Kecukupan proses identifikasi, pengukuran, pemantauan dan pengendalian Risiko serta sistem informasi Manajemen Risiko Kredit dan;
4. Sistem pengendalian intern yang menyeluruh untuk Risiko Kredit.

The Main Scope and Coverage of the Reporting Framework for Credit Risk includes:

1. Active supervision of the Board of Directors and Board of Commissioners in monitoring risks arising from the Bank's credit activities.
2. Adequacy of Credit Risk Management Policies and procedures and the determination of Credit Risk Limits that are included and are part of the Risk Management SOP and Credit Policy Guidelines implemented by the Bank.
3. Adequacy of the process of identification, measurement, monitoring and control of Risk and the Credit Risk Management information system and
4. A comprehensive internal control system for Credit Risk

Analisis Kualitatif Qualitative Analysis

- 5 Penjelasan mitigasi risiko dan transfer risiko yang digunakan dalam manajemen Risiko kredit. Hal tersebut mencakup mitigasi dengan penerbitan kebijakan Perkreditan yang meliputi prinsip-prinsip kegiatan kredit, organisasi kredit, ruang lingkup kredit, batasan dan jenis-jenis kredit, fungsi-fungsi Departemen yang merupakan bagian dari proses *end to end* kredit. Kebijakan ini juga mencakup kriteria suku bunga dan biaya, ketentuan agunan kredit termasuk prosedur penilaian dan pelaporannya.

Explanation of risk mitigation and risk transfer used in credit risk management. This includes mitigation by issuing credit policies that cover the principles of credit activities, credit organizations, credit scope, credit limits and types, Department functions that are part of the end-to-end credit process. This policy also includes interest rate and fee criteria, credit collateral provisions including assessment and reporting procedures.

Mitigasi risiko yang dilakukan dalam meminimalisasi kerugian yang timbul dari kegiatan perkreditan bank dengan cara sebagai berikut:

1. Membuat kebijakan dan Prosedur dalam mengatur kegiatan perkreditan Bank.
2. Menetapkan tingkat Risiko yang akan diambil (*risk appetite*) dan toleransi Risiko (*risk tolerance*) yang sejalan dengan sasaran strategis dan strategi bisnis secara keseluruhan.
3. Melaksanakan kaji ulang independen dan evaluasi yang dilakukan secara berkala terhadap kebijakan dan prosedur oleh *Risk Management Department*, *Compliance Department* dan *Internal Audit Department* atas kegiatan perkreditan Bank termasuk kepatuhan terhadap ketentuan BMPK serta konsentrasi kredit sesuai *Risk Appetite* dan *Risk Tolerance* yang ditetapkan.
4. Menerapkan *4 eyes principles* yaitu *checker*, *maker* dan *approval* dalam setiap transaksi yang dilakukan.
5. Melindungi agunan/jaminan dan aset – aset yang dikuasai Bank dengan Asuransi.
6. Memberikan pelatihan – pelatihan kepada karyawan untuk meningkatkan pengetahuan dan keahliannya dalam bidang perkreditan, termasuk terhadap Produk Baru Bank yang akan dipasarkan kepada *front liner* dan *marketing*.
7. Memberikan edukasi secara berkala terkait bidang perkreditan kepada seluruh karyawan Bank.
8. Memberikan edukasi secara berkala melalui notifikasi *Goldwing System* kepada karyawan terkait ketentuan baru internal maupun dari pihak regulator terkait perkreditan.
9. Senantiasa memberikan informasi – informasi terkait peraturan – peraturan yang berlaku kepada seluruh karyawan terkait perkreditan

Risk mitigation carried out to minimize losses arising from bank credit activities in the following ways:

1. Create policies and procedures in regulating bank credit activities.
2. Determine the level of risk to be taken (*risk appetite*) and risk tolerance in line with strategic objectives and overall business strategy.
3. Conduct independent reviews and evaluations carried out periodically on policies and procedures by the Risk Management Department, Compliance Department and Internal Audit Department on bank credit activities including compliance with BMPK provisions and credit concentration according to the established Risk Appetite and Risk Tolerance.
4. Implement 4 eyes principles, namely checker, maker and approval in every transaction carried out.
5. Protect collateral/guarantee and assets controlled by the Bank with insurance.
6. Provide training to employees to improve their knowledge and expertise in the field of credit, including the Bank's New Products that will be marketed to front liners and marketing.
7. Provide regular education related to the credit field to all Bank employees.
8. Provide regular education through Goldwing System notifications to employees regarding new internal provisions and from regulators related to credit.
9. Always provide information related to applicable regulations to all employees related to credit



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38. Pengungkapan Risiko Pasar Menggunakan Metode Standar

38. Market Risk Disclosure Using Standard Method

No.	Jenis Risiko Risk Type	Posisi 31 Desember 2024 Position 31 December 2024				
		Individual Individual		Konsolidasian Consolidated		
		Beban Modal Capital Expense	ATMR RWA	Beban Modal Capital Expense	ATMR RWA	
(1)	(2)	(3)	(4)	(5)	(6)	
1	Risiko Suku Bunga Interest Rate Risk	-	-	-	-	
	a. Risiko Spesifik a. Specific Risk	-	-	-	-	
	b. Risiko Umum b. General Risk	-	-	-	-	
2	Risiko Nilai Tukar Exchange Rate Risk	55.020	687.756	-	-	
3	Risiko Ekuitas *) Equity Risk *)	-	-	-	-	
4	Risiko Komoditas *) Commodity Risk *)	-	-	-	-	
5	Risiko Option Option Risk	-	-	-	-	
Total		55.020	687.756	-	-	



	Posisi 31 Desember 2023 Position 31 December 2023			
	Individual Individual		Konsolidasian Consolidated	
	Beban Modal Capital Expense	ATMR RWA	Beban Modal Capital Expense	ATMR RWA
	(7)	(8)	(9)	(10)
	-	-	-	-
	-	-	-	-
	-	-	-	-
	50.762	634.528	-	-
	-	-	-	-
	-	-	-	-
	-	-	-	-
	50.762	634.528	-	-

39. Risiko Pasar – Pengungkapan Kualitatif Umum

39. Market Risk – General Qualitative Disclosure

SEOJK No. 23/SEOJK.03/2022 Tentang Perhitungan Aset Tertimbang Menurut Risiko Untuk Risiko Pasar Bagi Bank Umum Tanggal 07 Desember 2022
SEOJK No. 23/SEOJK.03/2022 Concerning the Calculation of Risk-Weighted Assets for Market Risk for Commercial Banks dated December 7, 2022

LAPORAN PENERAPAN MANAJEMEN RISIKO UNTUK RISIKO PASAR

Report of Risk Management Implementation for Market Risk

Nama Bank/Bank Name : PT. Bank Shinhan Indonesia
Laporan Tahun/Report of the year : Desember 2024

Analisis Kualitatif

Qualitative Analysis

1. Penjelasan peraturan, kebijakan, dan/atau pedoman terkait manajemen risiko untuk risiko Pasar.
Explanation of regulations, policies and/or guidelines related to risk management for Market risk.

Berdasarkan:

1. POJK No.18/POJK.03/2016 dan SEOJK No.34/SEOJK.03/2016 Tentang Penerapan Manajemen Risiko Bagi Bank Umum.
2. POJK No.4/POJK.03/2016 dan SEOJK No.14/SEOJK.03/2017 Tentang Penilaian Tingkat Kesehatan Bank Umum.
3. POJK No.27 Tahun 2022 Tentang Perubahan Kedua Atas POJK No. 11/POJK.03/2016 Tentang Kewajiban Penyediaan Modal Minimum Bank Umum.
4. SEOJK No.23/SEOJK.03/2022 Tentang Perhitungan Aset Tertimbang Menurut Risiko Untuk Risiko Pasar Bagi Bank Umum.
5. SEOJK No.12/SEOJK.03/2018 Tentang Penerapan Manajemen Risiko dan Pengukuran Risiko Pendekatan Standar Untuk Risiko Suku Bunga Dalam *Banking Book (Interest Rate Risk in The Banking Book)* Bagi Bank Umum.
6. SEOJK No.48/SEOJK.03/2017 Tentang Pedoman Perhitungan Tagihan Bersih Transaksi Derivatif Dalam Perhitungan Aset Tertimbang Menurut Risiko Kredit dengan menggunakan Pendekatan Standar Tanggal 15 September 2017.
7. Kebijakan Manajemen Risiko Versi 3.0 Tanggal 16 Januari 2024
8. SOP Manajemen Risiko Versi 3.1 Tanggal 28 Juni 2024

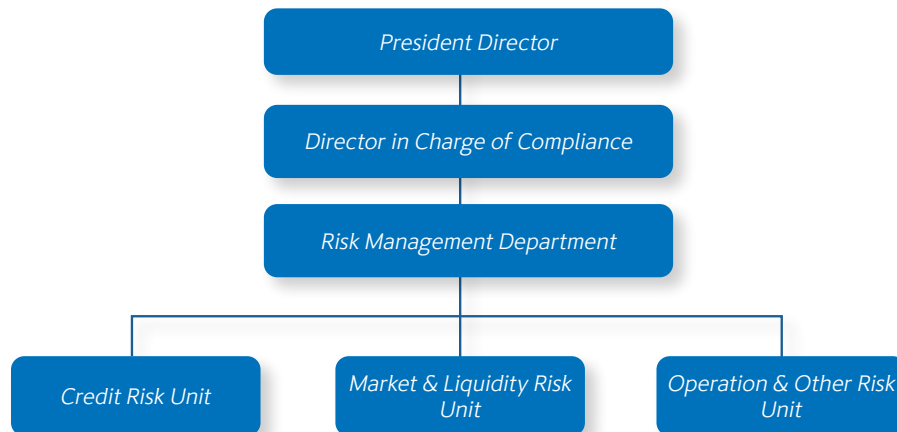
Based on:

1. POJK No.18/POJK.03/2016 and SEOJK No.34/SEOJK.03/2016 Concerning the Implementation of Risk Management for Commercial Banks
2. POJK No.4/POJK.03/2016 and SEOJK No.14/SEOJK.03/2017 Concerning the Assessment of the Health Level of Commercial Banks.
3. POJK No.27 of 2022 Concerning the Second Amendment to POJK No. 11/POJK.03/2016 Concerning the Minimum Capital Requirement for Commercial Banks.
4. SEOJK No.23/SEOJK.03/2022 Concerning the Calculation of Risk-Weighted Assets for Market Risk for Commercial Banks.
5. SEOJK No.12/SEOJK.03/2018 Concerning the Implementation of Risk Management and Risk Measurement of the Standard Approach for Interest Rate Risk in the Banking Book (Interest Rate Risk in The Banking Book) For Commercial Banks.
6. SEOJK No.48/SEOJK.03/2017 Concerning Guidelines for Calculating Net Derivative Transaction Claims in Calculating Weighted Assets According to Credit Risk Using the Standard Approach dated September 15, 2017.
7. Risk Management Policy Version 3.0 January 16, 2024
8. Risk Management SOP Version 3.1 June 28, 2024

Analisis Kualitatif Qualitative Analysis

- 2 Penjelasan struktur dan organisasi atas manajemen dan fungsi kontrol terkait Risiko Kredit.
Explanation of the structure and organization of management and control functions related to Credit Risk.

STRUKTUR ORGANISASI DEPARTEMEN MANAJEMEN RISIKO ORGANIZATIONAL STRUCTURE OF THE RISK MANAGEMENT DEPARTMENT



Bank telah memiliki Struktur Organisasi berdasarkan Surat Keputusan Direksi No. 007/BSI-SKDIR/IX/2024 tanggal 2 Sep 24 perihal Struktur Organisasi dimana *Treasury & Capital Department* yang bertugas mengelola risiko pasar dan likuiditas Bank dan memastikan aktivitas bisnis Bank berjalan dengan lancar. The Bank has an Organizational Structure based on the Decree of the Board of Directors No. 007/BSI-SKDIR/IX/2024 dated 2 Sep 24 concerning the Organizational Structure where the Treasury & Capital Department is tasked with managing the Bank's market and liquidity risks and ensuring that the Bank's business activities run smoothly.

Selain itu, bank juga telah membentuk Unit kerja *Market & Liquidity Risk* yang berada dibawah *Risk Management Department* yang bertugas melakukan *monitoring* atas risiko pasar dan risiko likuiditas yang ditimbulkan dari kegiatan bisnis bank terutama yang berada di *Treasury & Capital Department*. *Risk Management Department* dalam menjalankan tugasnya selalu independen, tercermin dari tidak ada keterlibatan dalam kegiatan operasional maupun bisnis.

Bank telah membentuk Komite ALCO yang membantu Direksi dalam mengelola *Asset* dan *Liability* secara terpadu, serta dalam membantu menentukan *lending* dan *funding rate* yang baik untuk mendukung kegiatan operasional bank.

Dalam rangka memantau atas risiko Pasar, Dewan Komisaris dibantu oleh:

- 1) Komite Pemantau Risiko sesuai dengan SK Direksi No. 013/BSI-SKDIR/X/2023 tanggal 10 Okt 2023 tentang Pengangkatan Kembali Anggota Komite Pemantau Risiko Bank.
- 2) Komite Audit berdasarkan SK Direksi No. 012/BSI-SKDIR/X/2023 tanggal 10 Okt 2023 tentang Pengangkatan Kembali Anggota Komite Audit.

"In addition, the bank has also formed a Market & Liquidity Risk work unit under the Risk Management Department which is tasked with monitoring market risk and liquidity risk arising from the bank's business activities, especially those in the Treasury & Capital Department. The Risk Management Department is always independent in carrying out its duties, as reflected in the absence of involvement in operational or business activities.

The bank has formed an ALCO Committee that assists the Board of Directors in managing Assets and Liabilities in an integrated manner, as well as in helping to determine good lending and funding rates to support the bank's operational activities.

In order to monitor Market risk, the Board of Commissioners is assisted by:

- 1) Risk Monitoring Committee in accordance with Board of Directors Decree No. 013/BSI-SKDIR/X/2023 dated 10 October 2023 concerning Reappointment of Members of the Bank's Risk Monitoring Committee.
- 2) Audit Committee based on Board of Directors Decree No. 012/BSI-SKDIR/X/2023 dated 10 October 2023 concerning Reappointment of Members of the Audit Committee."

Analisis Kualitatif Qualitative Analysis

Dalam rangka memantau atas risiko Pasar, Direksi dibantu oleh:

- 1) Komite Manajemen Risiko sesuai SK No. 004/BSI – SKDIR/VIII/2022 tanggal 16 Agt 2022.
- 2) Komite ALCO (*Asset Liability Committee*) SK No. 006/BSI-SKDIR/VII/2024 tanggal 22 Jul 2024.

In order to monitor Market risk, the Board of Directors is assisted by:

- 1) Risk Management Committee in accordance with Decree No. 004/BSI – SKDIR/VIII/2022 dated 16 Aug 2022.
- 2) ALCO Committee (*Asset Liability Committee*) Decree No. 006/BSI-SKDIR/VII/2024 dated 22 Jul 2024."

3 Bagaimana Pengelolaan *Portofolio Trading Book* dan *Banking Book*, serta metodologi valuasi yang digunakan

How to Manage Trading Book and Banking Book Portfolios, and the valuation methodology used

Sejauh ini Bank Shinhan Indonesia tidak mempunyai portofolio *Trading Book*, melainkan Bank memiliki portofolio *Banking Book* yaitu kategori AFS dan HTM. Sedangkan untuk risiko nilai tukar, *Treasury & Capital Department* dalam upaya memitigasi risiko tersebut hanya melayani kebutuhan nasabah sehingga setiap open posisi senantiasa diupayakan untuk selalu posisi *square*. Hal ini tercermin dari *trend* Posisi Devisa Neto dari aktivitas treasuri yang cenderung rendah.

Sedangkan *Risk Management Department* berperan dalam melakukan pengukuran dan pemantauan secara berkala melalui *Mark to Market* atas Transaksi Derivatif dan surat berharga, rasio PDN, rasio PLNB dan rasio lainnya.

Dalam melakukan valuasi atas transaksi *Banking Book* dengan *Mark to Market* dilakukan setiap harinya atas transaksi surat berharga dan transaksi derivatif *Forward* dan derivatif *Interest Rate Swap* berdasarkan pergerakan harga dan suku bunga yang ada di pasar sesuai data posisi akhir hari.

So far, Bank Shinhan Indonesia does not have a Trading Book portfolio, but the Bank has a Banking Book portfolio, namely the AFS and HTM categories. As for exchange rate risk, the Treasury & Capital Department in an effort to mitigate this risk only serves the needs of customers so that every open position is always attempted to always be in a square position. This is reflected in the trend of the Net Foreign Exchange Position from treasury activities which tends to be low.

While the Risk Management Department plays a role in conducting periodic measurements and monitoring through Mark to Market for Derivative Transactions and securities, PDN ratio, PLNB ratio and other ratios.

In conducting valuations of Banking Book transactions with Mark to Market, it is carried out every day for securities transactions and Forward derivative transactions and Interest Rate Swap derivatives based on price movements and interest rates in the market according to end-of-day position data.

Selain itu Bank juga melakukan perhitungan *Interest Rate Risk In The Banking Book (IRRBB)* setiap triwulan sebagaimana yang tercantum dalam SEOJK No. 12/SEOJK.03/2018 tentang Penerapan Manajemen Risiko dan Pengukuran Risiko Pendekatan Standar Untuk Risiko Suku Bunga Dalam *Banking Book* Bagi Bank Umum yang pengukurannya menggunakan 2 metode yaitu Pengukuran berdasarkan perubahan pada nilai ekonomis dari ekuitas (EVE) dan Pengukuran berdasarkan perubahan pada pendapatan bunga bersih (NII).

Kecukupan sistem pengendalian intern telah dilakukan secara efektif terlihat dari pengelolaan terhadap suku bunga dan nilai tukar yang dilakukan oleh *Internal Audit Department*.

In addition, the Bank also calculates Interest Rate Risk In The Banking Book (IRRBB) every quarter as stated in SEOJK No. 12/SEOJK.03/2018 concerning the Implementation of Risk Management and Risk Measurement Standard Approach for Interest Rate Risk in the Banking Book for Commercial Banks, the measurement of which uses 2 methods, namely Measurement based on changes in the economic value of equity (EVE) and Measurement based on changes in net interest income (NII). The adequacy of the internal control system has been carried out effectively as seen from the management of interest rates and exchange rates carried out by the Internal Audit Department.



Analisis Kualitatif Qualitative Analysis

Kecukupan kaji ulang oleh satuan kerja yang independen dilakukan dengan cukup efektif dan memadai ditandai adanya peran *Risk Management Department* dan *Compliance Department* yang telah melakukan proses *review* terhadap kecukupan Kebijakan, Pedoman dan Prosedur Internal yang dimiliki Bank untuk memastikan kesesuaiannya terhadap peraturan dan perundang – undangan yang berlaku serta *Internal Audit Department* telah melakukan pemeriksaan pada bidang Operasional, Kredit dan IT baik di Kantor Pusat dan Kantor Cabang Bank untuk memastikan bahwa Bank telah melakukan prosedur sesuai dengan peraturan yang berlaku baik peraturan internal maupun eksternal bank.

The adequacy of the review by the independent work unit is carried out quite effectively and adequately, indicated by the role of the Risk Management Department and Compliance Department which have conducted a review process on the adequacy of the Bank's Policies, Guidelines and Internal Procedures to ensure their compliance with applicable laws and regulations, and the Internal Audit Department has conducted inspections in the Operational, Credit and IT areas both at the Head Office and the Bank's Branch Offices to ensure that the Bank has carried out procedures in accordance with applicable regulations, both internal and external bank regulations.

- 4 Portofolio *trading book* dan *banking book* yang diperhitungkan dalam KPMM
Trading book and banking book portfolios are taken into account in CAR

Bank tidak memiliki posisi eksposur yang masuk dalam kategori *trading book*, sehingga yang diperhitungkan adalah risiko nilai tukar. Dengan demikian, mempertimbangkan eksposur Bank tersebut, dalam pemilihan metode perhitungan KPMM pada 31 Desember 2023 sudah menggunakan Basel III Reform sesuai SEOJK No. 23/SEOJK.03/2022 Tentang Perhitungan Aset Tertimbang Menurut Risiko Untuk Risiko Pasar Bagi Bank Umum dengan menggunakan Pendekatan Standar yang Disederhanakan (*Simplified Standardized Approach*).

The Bank does not have any exposure positions that fall into the trading book category, so what is calculated is the exchange rate risk. Thus, considering the Bank's exposure, in selecting the CAR calculation method on December 31, 2023, it has used Basel III Reform in accordance with SEOJK No. 23/SEOJK.03/2022 Concerning the Calculation of Risk-Weighted Assets for Market Risk for Commercial Banks using the Simplified Standardized Approach.

- 5 Langkah – Langkah dan rencana dalam mengantisipasi risiko pasar atas transaksi valuta asing baik karena perubahan kurs maupun fluktuasi suku bunga.

Steps and plans to anticipate market risks in foreign exchange transactions due to changes in exchange rates and interest rate fluctuations.

1. Bank melakukan MTM pada portofolio yang berdampak terhadap perubahan suku bunga dan kurs secara harian.
2. Bank telah memiliki prosedur dalam pemberian special rate sesuai Surat Edaran No. 003/BSI-SEDIR/V/2023 semua persetujuan suku bunga disetujui oleh Pimpinan Cabang dan diketahui oleh *Treasury & Capital Department* dan *Operational Department*, E-approval tersebut dibuat oleh *Customer Service* (CS).
3. Penetapan suku bunga bank sudah menyesuaikan dengan *trend* pasar yang ada dan bank telah melakukan transparansi terkait suku bunga yang ditetapkan oleh Lembaga Penjamin Simpanan (LPS).
4. Departemen *Treasury* senantiasa berupaya melakukan lidung nilai atas setiap transaksi – transaksinya.
5. Melakukan *monitoring* terhadap kecukupan permodalan bank dalam meminimalisir risiko yang terjadi akibat perubahan suku bunga dan kurs.

1. The Bank performs MTM on portfolios that have an impact on daily changes in interest rates and exchange rates.
2. The Bank has a procedure for providing special rates in accordance with Circular Letter No. 003/BSI-SEDIR/V/2023, all interest rate approvals are approved by the Branch Manager and are known to the Treasury & Capital Department and Operational Department, the E-approval is made by Customer Service (CS).
3. The determination of bank interest rates has been adjusted to existing market trends and the bank has carried out transparency regarding the interest rates set by the Deposit Insurance Corporation (LPS).
4. The Treasury Department always strives to hedge each of its transactions.
5. Monitoring the adequacy of bank capital in minimizing the risks that occur due to changes in interest rates and exchange rates.

40.1. Interest Rate Risk In Banking Book - Laporan Penerapan Manajemen Risiko Untuk IRRBB

40.1. Interest Rate Risk In Banking Book - Report on the Implementation of Risk Management for IRRBB

Analisis Kualitatif Qualitative Analysis

- 1 Dalam rangka mengukur IRRBB, Bank menggunakan 2 (dua) metode yang saling melengkapi, yaitu:
 - a) Pengukuran berdasarkan perubahan pada EVE yaitu metode yang mengukur dampak perubahan suku bunga terhadap nilai ekonomis dari ekuitas Bank.
 - b) Pengukuran berdasarkan perubahan pada NII adalah metode yang mengukur dampak perubahan suku bunga terhadap rentabilitas (*earnings*) Bank.

"In order to measure IRRBB, the Bank uses 2 (two) complementary methods, namely:

- a) Measurement based on changes in EVE, which is a method that measures the impact of changes in interest rates on the economic value of the Bank's equity.
- b) Measurement based on changes in NII is a method that measures the impact of changes in interest rates on the Bank's profitability (*earnings*)."

- 2 Strategi yang dilakukan terhadap IRRBB adalah dengan melakukan identifikasi, pengukuran, pemantauan, dan pengendalian risiko IRRBB. Identifikasi dan pengukuran dilakukan dengan pembuatan dan analisa laporan IRRBB secara Triwulan yang dilaporkan melalui Komite Manajemen Risiko dan atau ALCO. Komite melakukan evaluasi / monitoring dan memberikan masukan dan atau keputusan berupa langkah strategik dalam mitigasi risiko. Hal tersebut tercermin dalam strategi *repricing gap* berupa penentuan suku bunga deposito, penentuan strategi jangka waktu penempatan deposito, dan keputusan terkait pemberian suku bunga kredit, dll, sehingga dapat meminimalisir terhadap dampak negative terhadap *Net Interest Income*(NII) dan *Economic Value of Equity* (EVE).

The strategy implemented for IRRBB is to identify, measure, monitor, and control IRRBB risks. Identification and measurement are carried out by creating and analyzing quarterly IRRBB reports reported through the Risk Management Committee and/or ALCO. The Committee evaluates/monitors and provides input and/or decisions in the form of strategic steps in risk mitigation. This is reflected in the repricing gap strategy in the form of determining deposit interest rates, determining deposit placement period strategies, and decisions related to providing credit interest rates, etc., so as to minimize the negative impact on Net Interest Income (NII) and Economic Value of Equity (EVE).

- 3 Perhitungan IRRBB Bank dilakukan setiap Triwulan, dan dilaporkan secara berkala melalui Laporan Profil Risiko.

The Bank's IRRBB calculation is carried out every quarter, and is reported periodically through the Risk Profile Report.

Pertama kali dilakukan oleh Bank yaitu dengan melakukan pengelompokan atas kategori posisi Trading Book dan Banking Book yang sensitif terhadap suku bunga (*interest rate-sensitive*) yang terdapat pada laporan posisi keuangan (*neraca*) dan Laporan Komitmen Kontijensi (*off balance sheet*) yang masuk dalam kategori *amenable*, *less amenable*, dan *not amenable* penetapannya dilakukan berdasarkan kemungkinan untuk standarisasi (*feasibility for standardization*), terkait hal tersebut maka bank menetapkan menggunakan pendekatan standar (*amenable to standardization*) dikarenakan semua arus kas yang dimiliki bank berdasarkan jangka waktu kontraktual dalam penyesuaian suku bunganya.

The first time it was done by the Bank was by grouping the categories of Trading Book and Banking Book positions that were sensitive to interest rates (*interest rate-sensitive*) contained in the financial position report (balance sheet) and the Contingency Commitment Report (*off balance sheet*) which were included in the *amenable*, *less amenable*, and *not amenable* categories. The determination was based on the feasibility for standardization. In relation to this, the bank determined to use a standard approach (*amenable to standardization*) because all cash flows owned by the bank were based on the contractual period in adjusting its interest rates.



Analisis Kualitatif

Qualitative Analysis

Seluruh arus kas nasional yang mengalami penyesuaian suku bunga (*national repricing cash flow*) dialokasikan ke dalam 19 skala waktu. Setelah itu, Arus kas nasional yang mengalami penyesuaian suku bunga (*national repricing cash flow*) yang telah dilakukan saling hapus pada setiap skala waktu dikalikan dengan faktor diskonto berdasarkan suku bunga untuk IDR menggunakan Jibor dan USD menggunakan SOFR periode laporan. Seluruh perubahan nilai EVE (Δ EVE) untuk setiap mata uang berasal dari pengurangan nilai EVE dari Skenario Shock Suku Bunga (berdasarkan SEOJK No.12/SEOJK.03/2018) dengan nilai EVE pada term structure bunga saat ini.

All national cash flows that experience interest rate adjustments (*national repricing cash flow*) are allocated into 19 time scales. After that, the national cash flows that experience interest rate adjustments (*national repricing cash flow*) that have been canceled out at each time scale are multiplied by a discount factor based on the interest rate for IDR using Jibor and USD using SOFR for the reporting period. All changes in EVE value (Δ EVE) for each currency come from subtracting the EVE value from the Interest Rate Shock Scenario (based on SEOJK No.12/SEOJK.03/2018) with the EVE value at the current interest term structure.

Untuk perhitungan NII (Δ NII) dilakukan dengan cara arus kas nasional yang mengalami penyesuaian suku bunga (*national repricing cash flow*) dialokasikan ke dalam 12 skala waktu. Setelah itu, Arus kas nasional yang mengalami penyesuaian suku bunga (*national repricing cash flow*) yang telah dilakukan saling hapus pada setiap skala waktu dikalikan dengan Midpoint skala waktu setelah itu dikalikan dengan Skenario *Shock* Suku Bunga (berdasarkan SEOJK No. 12/SEOJK.03/2018).

For the calculation of NII (Δ NII) is done by the way the national cash flow that has been adjusted for interest rates (*national repricing cash flow*) is allocated into 12 time scales. After that, the national cash flow that has been adjusted for interest rates (*national repricing cash flow*) that has been done is mutually canceled on each time scale multiplied by the Midpoint of the time scale after that multiplied by the Interest Rate Shock Scenario (based on SEOJK No. 12 / SEOJK.03 / 2018).

- 4 Dalam pengukuran Δ EVE, Bank menggunakan 6 skenario shock sesuai pendekatan standar yaitu *parallel shock up, parallel shock down, steepener shock, flattener shock, short rate shock up, dan short rate shock down*, sedangkan dalam pengukuran terhadap Δ NII menggunakan 2 skenario yaitu *parallel shock up, dan parallel shock down*.

In measuring Δ EVE, the Bank uses 6 shock scenarios according to the standard approach, namely *parallel shock up, parallel shock down, steepener shock, flattener shock, short rate shock up, and short rate shock down*, while in measuring Δ NII using 2 scenarios, namely *parallel shock up, and parallel shock down*.

- 5 Dalam perhitungan Δ EVE dan Δ NII, Bank menggunakan metode perhitungan sesuai standar SEOJK IRRBB.

In calculating Δ EVE and Δ NII, the Bank uses the calculation method according to the SEOJK IRRBB standard.

- 6 Saat ini, Bank belum melakukan lindung nilai (*hedging*) terhadap IRRBB

Currently, the Bank has not hedged IRRBB

Analisis Kualitatif Qualitative Analysis

- 7 a) Dalam menghitung diskonto arus kas dalam metode EVE, margin komersial dan *spread components* lainnya telah diperhitungkan dalam arus kas hingga jatuh tempo.
- a) In calculating discounted cash flows under the EVE method, commercial margins and other spread components have been taken into account in the cash flows to maturity.
- b) NMD (*Non-Maturity Deposits*) mencakup produk Giro dan Tabungan dimana Bank menggunakan perhitungan secara behavioral nasabah dengan data historis selama 2 tahun untuk masing-masing mata uang yang dibagi berdasarkan jenis NMD menjadi Ritel Transaksional, Ritel Non-Transaksional dan *Wholesale* dengan caps yang telah ditentukan regulator untuk menentukan persentase Core dan Non-Core NMD. Untuk Core NMD diletakan sesuai dengan Time Bucket berdasarkan jenis yang telah disebutkan, sedangkan Non-Core NMD ditempatkan pada time bucket "*Overnight*".
- b) NMD (*Non-Maturity Deposits*) includes Giro and Savings products where the Bank uses behavioral calculations of customers with historical data for 2 years for each currency divided by type of NMD into Transactional Retail, Non-Transactional Retail and Wholesale with caps determined by the regulator to determine the percentage of Core and Non-Core NMD. For Core NMD is placed according to the Time Bucket based on the type mentioned, while Non-Core NMD is placed in the "Overnight" time bucket.
- c) Untuk pinjaman yang pelunasan dipercepat Bank telah memperhitungkan biaya ekonomis atas pelunasan dipercepat tersebut yang dibebankan kepada debitur tanpa batas nominal dan untuk deposito yang memiliki suku bunga fix penyesuaian suku bunganya dilakukan hingga jatuh tempo kontraktual deposito tersebut. Jika ada nasabah yang melakukan pelunasan dipercepat akan dikenakan penalty sesuai ketentuan Bank. Nasabah yang memiliki Deposito pada Bank yang mengalami jatuh tempo sebagian besar selalu dilakukan *Automatic Roll Over* (ARO).
- c) For loans with accelerated repayment, the Bank has calculated the economic costs of the accelerated repayment charged to the debtor without a nominal limit and for deposits with fixed interest rates, the interest rate adjustment is made until the contractual maturity of the deposit. If there are customers who make accelerated repayment, they will be subject to a penalty according to the Bank's provisions. Customers who have deposits at the Bank that have matured are mostly always subject to Automatic Roll Over (ARO).
- d) Bank tidak memiliki *instrument Option*, sehingga tidak menghitung opsi perilaku (*behaviour options*).
- d) Bank tidak memiliki instrument Option, sehingga tidak menghitung opsi perilaku (*behaviour options*).
- e) Bank belum menggunakan metodologi agregasi antar mata uang dan korelasi suku bunga antar mata uang.
- e) The Bank has not used the methodology of cross-currency aggregation and cross-currency interest rate correlation.



Analisis Kualitatif Qualitative Analysis

- 8 Dari hasil analisa tersebut pada posisi 31 Desember 2024 Nilai Maksimum Negatif (absolut):
From the results of the analysis at the position of December 31, 2024, the Maximum Negative Value (absolute):

Keterangan Information	IDR		USD	
Δ EVE	23,72%	High	6,63%	Low
Δ NII	19,51%	Moderate to High	3,60%	Low

Untuk Δ EVE IDR berada di posisi "*High*" (>20%) artinya kemungkinan kerugian yang dihadapi Bank dari IRRBB tergolong sangat tinggi selama periode waktu tertentu yang menandakan struktur aset dan liabilitas sensitif terhadap perubahan suku bunga, hal ini tercermin dari perhitungan EVE yang minimal dampaknya terhadap modal;

For Δ EVE IDR is in the "*High*" position (>20%) meaning the possibility of losses faced by the Bank from IRRBB is classified as very high during a certain period of time which indicates that the asset and liability structure is sensitive to changes in interest rates, this is reflected in the calculation of EVE which has a minimal impact on capital;

Untuk Δ EVE USD berada di posisi "*Low*" (<11%) artinya kemungkinan kerugian yang dihadapi Bank dari IRRBB tergolong sangat rendah selama periode waktu tertentu yang menandakan struktur aset dan liabilitas tidak sensitif terhadap perubahan suku bunga, hal ini tercermin dari perhitungan EVE yang sangat minimal dampaknya terhadap modal;

For Δ EVE USD is in the "*Low*" position (<11%) meaning the possibility of losses faced by the Bank from IRRBB is very low during a certain period of time which indicates that the asset and liability structure is not sensitive to changes in interest rates, this is reflected in the calculation of EVE which has a very minimal impact on capital;

Untuk Δ NII IDR berada di posisi "*Moderate To High*" (>15% - <20%) artinya kemungkinan kerugian yang dihadapi Bank dari IRRBB tergolong tinggi selama periode waktu 12 bulan yang menandakan adanya perubahan pada pendapatan bunga dan beban bunga yang sensitif terhadap perubahan suku bunga.

For Δ NII IDR is in the "*Moderate To High*" position (>15% - <20%) meaning that the possibility of losses faced by the Bank from IRRBB is relatively high during a 12-month period, indicating changes in interest income and interest expenses that are sensitive to changes in interest rates.

Untuk Δ NII USD berada di posisi "*Low*" (<11%) artinya kemungkinan kerugian yang dihadapi Bank dari IRRBB tergolong sangat rendah selama periode waktu 12 bulan yang menandakan adanya perubahan pada pendapatan bunga dan beban bunga yang tidak sensitif terhadap perubahan suku bunga.

For Δ NII USD is in the "*Low*" position (<11%) meaning that the possibility of losses faced by the Bank from IRRBB is very low during the 12-month period, indicating changes in interest income and interest expenses that are not sensitive to changes in interest rates.

Direksi dan Departemen terkait selalu melakukan pengawasan terhadap perubahan suku bunga sesuai dengan yang berlaku dipasaran. Dalam pemberian suku bunga bank menetapkan melalui rapat ALCO yang diadakan secara berkala sesuai dengan kebutuhan bank.

The Board of Directors and related departments always supervise changes in interest rates in accordance with those prevailing in the market. In providing interest rates, banks determine them through ALCO meetings held periodically according to the bank's needs.

Analisis Kualitatif Qualitative Analysis

Berdasarkan analisa NMD (*Non Maturity Deposit*) terlihat simpanan stabil yang dimiliki bank posisi 31 Desember 2024 dari data LCR (*liquidity coverage ratio*) ada pada Retail/Non-transaksional sebesar 100% dengan jangka waktu Rata-rata penyesuaian suku bunga (*repricing maturity*) selama 1 bulan dan jangka waktu penyesuaian suku bunga (*repricing maturity*) terlama yang diterapkan untuk NMD selama 2 tahun dengan data sebagai berikut:

Based on the NMD (*Non Maturity Deposit*) analysis, it can be seen that the stable deposits owned by the bank as of December 31, 2024 from the LCR (*liquidity coverage ratio*) data are in Retail/Non-transactional at 100% with an average interest rate adjustment period (*repricing maturity*) of 1 month and the longest interest rate adjustment period (*repricing maturity*) applied to NMD for 2 years with the following data:

Keterangan Information	Total Simpanan Stabil Total Stable Deposits	Rata-rata jangka waktu penyesuaian suku bunga Average interest rate adjustment period	Jangka waktu terlama Longest term	Persentase Percentage
Retail/ Transaksional	-	-	-	-
Retail/Non- Transaksional	3,302	1 Bulan/month	2 Tahun/year	100%
Wholesale	-	-	-	-

40.2. Interest Rate Risk In Banking Book - Laporan Perhitungan IRRBB

40.2. Interest Rate Risk In Banking Book - Calculation Report IRRBB

40.2.1. Interest Rate Risk In Banking Book - Laporan Perhitungan IRRBB EVE Rupiah

40.2.1. Interest Rate Risk In Banking Book - Calculation Report IRRBB EVE Rupiah

(dalam jutaan rupiah) | (in million rupiah)

No	Mata Uang IDR IDR Currency	Tahun 2024 Year 2024			
		Δ EVE			
		Triwulan I Quarter I	Triwulan II Quarter II	Triwulan III Quarter III	Triwulan IV Quarter IV
1	Parallel up Parallel up	-769.848	-828.547	-898.230	-865.040
2	Parallel down Parallel down	-1.058.778	-1.132.339	-1.223.774	-1.133.306
3	Steepener Steepener	-845.479	-906.253	-980.137	-928.005
4	Flattener Flattener	-949.041	-1.020.545	-1.107.134	-1.049.527
5	Short rate up Short rate up	-855.391	-922.200	-1.001.647	-961.712
6	Short rate down Short rate down	-909.787	-973.082	-1.051.008	-983.480
Nilai Maksimum Negatif (absolut) Maximum Negative Value (absolute)		1.058.778	1.132.339	1.223.774	1.133.306
Modal Tier 1 (untuk Δ EVE) Tier 1 Capital (for Δ EVE)		5.001.882	4.750.335	4.833.762	4.778.424
Nilai Maksimum dibagi Modal Tier 1 (untuk Δ EVE) Maximum Value divided by Tier 1 Capital (for Δ EVE)		21,17%	23,84%	25,32%	23,72%

40.2.2. Interest Rate Risk In Banking Book - Laporan Perhitungan IRRBB NII Rupiah

40.2.2. Interest Rate Risk In Banking Book - Calculation Report IRRBB NII Rupiah

(dalam jutaan rupiah) | (in million rupiah)

No	Mata Uang IDR IDR Currency	Tahun 2024 Year 2024			
		Δ NII			
		Triwulan I Quarter I	Triwulan II Quarter II	Triwulan III Quarter III	Triwulan IV Quarter IV
1	Parallel up Parallel up	-97.964	-95.582	-109.041	-136.004
2	Parallel down Parallel down	97.964	95.582	109.041	136.004
	Nilai Maksimum Negatif (absolut) Maximum Negative Value (absolute)	97.964	95.582	109.041	136.004,00
	Projected Income (untuk Δ NII) Projected Income (for Δ NII)	174.312	352.017	532.853,00	697.088,00
	Nilai Maksimum dibagi projected Income (untuk Δ NII) Maximum Value divided by Tier 1 Capital (for Δ NII)	56,20%	27,15%	20,46%	19,51%

40.2.3. Interest Rate Risk In Banking Book - Laporan Perhitungan IRRBB EVE Valas

40.2.3. Interest Rate Risk In Banking Book - Calculation Report IRRBB EVE Forex

(dalam jutaan rupiah) | (in million rupiah)

No	Mata Uang Valas Foreign Exchange Currency	Tahun 2024 Year 2024			
		Δ EVE			
		Triwulan I Quarter I	Triwulan II Quarter II	Triwulan III Quarter III	Triwulan IV Quarter IV
1	Parallel up Parallel up	-227.887	-168.492	-216.036	-232.220,00
2	Parallel down Parallel down	-306.548	-241.220	-288.765	-316.719,00
3	Steepener Steepener	-256.318	-196.538	-241.827	-263.089,00
4	Flattener Flattener	-271.169	-206.435	-256.920	-278.785,00
5	Short rate up Short rate up	-246.315	-183.317	-233.888	-251.890,00
6	Short rate down Short rate down	-273.378	-212.518	-257.483	-281.344,00
	Nilai Maksimum Negatif (absolut) Maximum Negative Value (absolute)	306.548	241.220	288.765	316.719
	Modal Tier 1 (untuk Δ EVE) Tier 1 Capital (for Δ EVE)	5.001.882	4.750.335	4.833.762	4.778.424
	Nilai Maksimum dibagi Modal Tier 1 (untuk Δ EVE) Maximum Value divided by Tier 1 Capital (for Δ EVE)	6,13%	5,08%	5,97%	6,63%

40.2.4. Interest Rate Risk In Banking Book - Laporan Perhitungan IRRBB NII Valas

40.2.4. Interest Rate Risk In Banking Book - Calculation Report IRRBB NII Forex

(dalam jutaan rupiah) | (in million rupiah)

No	Mata Uang IDR IDR Currency	Tahun 2024 Year 2024			
		Δ NII			
		Triwulan I Quarter I	Triwulan II Quarter II	Triwulan III Quarter III	Triwulan IV Quarter IV
1	Parallel up Parallel up	-35.211	-21.584	-40.667	-25.062
2	Parallel down Parallel down	35.211	21.584	40.667,00	25.062
Nilai Maksimum Negatif (absolut) Maximum Negative Value (absolute)		35.211	21.584	40.667,00	25.062
Projected Income (untuk Δ NII) Projected Income (for Δ NII)		174.312	352.017	532.853,00	697.088
Nilai Maksimum dibagi projected Income (untuk Δ NII) Maximum Value divided by projected Income (for Δ NII)		20,20%	6,13%	7,63%	3,60%

41. Liquidity Coverage Ratio (LCR)

41. Liquidity Coverage Ratio (LCR)

(dalam jutaan rupiah) | (in million rupiah)

No	Komponen Component	Posisi 30 September 2024 Position on September 30, 2024		Posisi 31 Desember 2024 Position on December 30, 2024	
		Nilai <i>Outstanding</i> atau Nilai Pasar Outstanding Amount or Market Value	Nilai setelah <i>Haircut</i> atau <i>Run off rate</i> atau <i>inflow rate</i> Value after Haircut or Run- off Rate or Inflow Rate	Nilai <i>Outstanding</i> atau Nilai Pasar Outstanding Amount or Market Value	Nilai setelah <i>Haircut</i> atau <i>Run off rate</i> atau <i>inflow rate</i> Value after Haircut or Run-off Rate or Inflow Rate
HIGH QUALITY LIQUID ASSET (HQLA)					
1	Total High Quality Liquid Asset (HQLA) Total High Quality Liquid Asset (HQLA)		2.997.799		3.054.845
ARUS KAS KELUAR (CASH OUTFLOW) ARUS KAS KELUAR (CASH OUTFLOW)					
2	Simpanan nasabah perorangan dan Pendanaan yang berasal dari nasabah Usaha Mikro dan Usaha Kecil, terdiri dari : Deposits from individual customers and funding from Micro and Small Business customers consist of:				
	a. Simpanan/Pendanaan stabil a. Stable deposits/funding	90.274	4.514	88.429	4.421
	b. Simpanan/Pendanaan kurang stabil b. Less stable deposits/funding	4.705.519	470.552	3.252.275	325.228



(dalam jutaan rupiah) | (in million rupiah)

No	Komponen Component	Posisi 30 September 2024 Position on September 30, 2024		Posisi 31 Desember 2024 Position on December 30, 2024	
		Nilai <i>Outstanding</i> atau Nilai Pasar Outstanding Amount or Market Value	Nilai setelah <i>Haircut</i> atau <i>Run off rate</i> atau <i>inflow rate</i> Value after Haircut or Run- off Rate or Inflow Rate	Nilai <i>Outstanding</i> atau Nilai Pasar Outstanding Amount or Market Value	Nilai setelah <i>Haircut</i> atau <i>Run off rate</i> atau <i>inflow rate</i> Value after Haircut or Run-off Rate or Inflow Rate
3	Pendanaan yang berasal dari nasabah korporasi, terdiri dari : Funding originating from corporate clients, consisting of:				
	a. Simpanan operasional a. Operational Deposits	1.890.043	422.096	2.802.204	649.836
	b. Simpanan non operasional dan/atau kewajiban lainnya yang bersifat non-operasional b. Non-operational deposits and/ or other non-operational liabilities	4.708.765	1.845.667	5.545.556	2.179.774
4	Pendanaan dengan agunan (<i>secured funding</i>) Funding with collateral (secured funding)				-
5	Arus kas keluar lainnya (<i>additional requirement</i>), terdiri dari : Other cash outflows (additional requirements), consisting of:				
	a. Arus kas keluar atas transaksi derivatif a. Cash outflow from derivative transactions	273.186	273.186	115.025	115.025
	b. Arus kas keluar atas peningkatan kebutuhan likuiditas b. cash outflow due to increased liquidity needs	-	-	-	-
	c. Arus kas keluar atas kehilangan pendanaan c. cash outflow due to loss of funding	-	-	-	-
	d. Arus kas keluar atas penarikan komitmen fasilitas kredit dan fasilitas likuiditas d. Cash outflow due to the withdrawal of credit and liquidity facility commitments	2.196.995	219.421	1.749.083	171.034
	e. Arus kas keluar atas kewajiban kontraktual lainnya terkait penyaluran dana e. Cash outflow due to other contractual obligations related to fund disbursement	123.651	123.651	665.945	665.945
	f. Arus kas keluar atas kewajiban kontijensi pendanaan lainnya f. Cash outflows for other contingent funding liabilities	1.248.804	390.896	1.240.696	38.997

(dalam jutaan rupiah) | (in million rupiah)

No	Komponen Component	Posisi 30 September 2024 Position on September 30, 2024		Posisi 31 Desember 2024 Position on December 30, 2024	
		Nilai <i>Outstanding</i> atau Nilai Pasar Outstanding Amount or Market Value	Nilai setelah <i>Haircut</i> atau <i>Run off rate</i> atau <i>inflow rate</i> Value after Haircut or Run- off Rate or Inflow Rate	Nilai <i>Outstanding</i> atau Nilai Pasar Outstanding Amount or Market Value	Nilai setelah <i>Haircut</i> atau <i>Run off rate</i> atau <i>inflow rate</i> Value after Haircut or Run-off Rate or Inflow Rate
	g. Arus kas keluar kontraktual lainnya g. Other contractual cash outflows		329.896	456.961	456.961
	TOTAL ARUS KELUAR (CASH OUTFLOW) CASH OUTFLOW		3.728.069		4.607.221
	ARUS KAS MASUK (CASH INFLOW)				
6	Pinjaman dengan <i>secured lending</i> Secured lending loans	-	-	-	-
7	Tagihan berasal dari pihak lawan (<i>counterparty</i>) Bills receivable from counterparties	-	2.633.572	-	1.935.327
8	Arus kas masuk lainnya Other cash inflows		346.119	-	170.349
	TOTAL ARUS KAS MASUK TOTAL CASH INFLOW		2.979.691		2.105.676
	TOTAL HQLA		2.997.799		3.054.845
	TOTAL ARUS KAS KELUAR BERSIH (<i>NET CASH OUTFLOWS</i>) TOTAL NET CASH OUTFLOWS		932.017		2.501.545
	LCR (%)		321,65%		122,12%

Analisis Kualitatif Qualitative Analysis

Rasio LCR Posisi 31 Desember 2024 sebesar 384,99% cenderung menurun sebesar 199.53% jika dibandingkan dari posisi 30 September 2024. Penurunan tersebut disebabkan oleh adanya peningkatan *Net Cash Flow* sebesar IDR. 1.569,53 Milyar atas Penurunan arus kas masuk yang berasal dari Tagihan berdasarkan Pihak Lawan sebesar Rp. 698,25 miliar serta adanya kenaikan arus kas keluar yang berasal dari Penarikan Pendanaan dari Nasabah Korporasi sebesar Rp. 561,85 Milyar dan Arus Kas Keluar Lainnya (*Additional Requirement*) sebesar Rp. 462,72 Milyar.

Rasio LCR tersebut masih berada diatas ketentuan OJK yaitu paling rendah sebesar 100%.

LCR Ratio as of December 31, 2024, of 384.99% tends to decrease by 199.53% when compared to the position as of September 30, 2024. The decrease was due to an increase in *Net Cash Flow* of IDR. 1,569.53 billion due to a decrease in cash inflows from Counterparty Receivables of IDR. 698.25 billion and an increase in cash outflows from Funding Withdrawals from Corporate Customers of IDR. 561.85 billion and Other Cash Outflows (*Additional Requirement*) of IDR. 462.72 billion.

The LCR ratio is still above the OJK provisions, which is a minimum of 100%.



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42. NET STABLE FUNDING RATIO (NSFR)

42. NET STABLE FUNDING RATIO (NSFR)

No	Komponen ASF ASF Component	Posisi 30 September 2024 Position as of 30th September 2024				
		Nilai Tercatat Berdasarkan Sisa Jangka Waktu (Dalam Juta Rupiah) Carrying Value by Residual Maturity (in IDR million)				Total Nilai Tertimbang Total Weighted Value
		Tanpa Jangka Waktu No Period	< 6 bulan < 6 month	≥ 6 bulan - < 1 tahun ≥ 6 month - < 1 year	≥ 1 tahun ≥ 1 year	
		Nilai Tercatat Carrying Value	Nilai Tercatat Carrying Value	Nilai Tercatat Carrying Value	Nilai Tercatat Carrying Value	
1	Modal: Capital:	5.367.998	-	-	-	5.367.998
2	Modal sesuai POJK KPMM Regulatory Capital as per POJK CAR	5.367.998	-	-	-	5.367.998
3	Instrumen modal lainnya Other capital instruments	-	-	-	-	-
4	Simpanan yang berasal dari nasabah perorangan dan Pendanaan yang berasal dari nasabah usaha mikro dan usaha kecil Deposits originating from individual customers and Funding from micro and small business customers:	657.307	2.384.939	350.181	2.908	3.060.329
5	Simpanan dan Pendanaan stabil Stable Deposits and Funding	84.743	-	-	-	80.506
6	Simpanan dan Pendanaan kurang stabil Less Stable Deposits and Funding	572.564	2.384.939	350.181	2.908	2.979.823
7	Pendanaan yang berasal dari nasabah korporasi: Funding from corporate customers:	3.825.742	5.839.605	503.937	4.314.950	7.273.624
8	Simpanan operasional Operational deposits	1.593.140	-	-	-	796.570
9	Pendanaan lainnya yang berasal dari nasabah korporasi Other funding from corporate customers	2.232.601	5.839.605	503.937	4.314.950	6.477.054
10	Liabilitas yang memiliki pasangan aset yang saling bergantung Liabilities with interdependent asset pairs	-	-	-	-	-
11	Liabilitas dan ekuitas lainnya: Other liabilities and equity	239.227	224.555	-	25.009	25.009
12	NSFR liabilitas derivatif NSFR of derivative liabilities		-	-	-	
13	Ekuitas dan liabilitas lainnya yang tidak masuk dalam kategori di atas Equities and other liabilities that are not included in the above categories	239.227	224.555	-	25.009	25.009
14	Total ASF Total ASF					15.726.960
15	Total HQLA dalam rangka perhitungan NSFR Total HQLA in calculating NSFR					79.952

	Posisi 31 Desember 2024 Position as of 30th December 2024				
	Nilai Tercatat Berdasarkan Sisa Jangka Waktu (Dalam Juta Rupiah) Carrying Value by Residual Maturity (in IDR million)				Total Nilai Tertimbang Total Weighted Value
	Tanpa Jangka Waktu No Period	< 6 bulan < 6 month	≥ 6 bulan - < 1 tahun ≥ 6 month - < 1 year	≥ 1 tahun ≥ 1 year	
	Nilai Tercatat Carrying Value	Nilai Tercatat Carrying Value	Nilai Tercatat Carrying Value	Nilai Tercatat Carrying Value	
	5.337.540	-	-	-	5.337.540
	5.337.540	-	-	-	5.337.540
	-	-	-	-	-
	564.564	2.463.166	324.242	807	3.021.708
	82.528	-	-	-	78.401
	482.037	2.463.166	324.242	807	2.943.307
	5.234.941	4.916.920	262.487	5.874.675	9.335.930
	2.616.900	-	-	-	1.308.450
	2.618.041	4.916.920	262.487	5.874.675	8.027.480
	-	-	-	-	-
	269.892	174.397	-	36.212	36.212
		-	-	-	
	269.892	174.397	-	36.212	36.212
					17.731.389
					112.452

No	Komponen ASF ASF Component	Posisi 30 September 2024 Position as of 30th September 2024					Total Nilai Tertimbang Total Weighted Value
		Nilai Tercatat Berdasarkan Sisa Jangka Waktu (Dalam Juta Rupiah) Carrying Value by Residual Maturity (in IDR million)					
		Tanpa Jangka Waktu No Period	< 6 bulan < 6 month	≥ 6 bulan - < 1 tahun ≥ 6 month - < 1 year	≥ 1 tahun ≥ 1 year		
		Nilai Tercatat Carrying Value	Nilai Tercatat Carrying Value	Nilai Tercatat Carrying Value	Nilai Tercatat Carrying Value		
16	Simpanan pada lembaga keuangan lain untuk tujuan operasional Deposits with other financial institutions for operational purposes	202.842	-	-	-	101.421	
17	Pinjaman dengan kategori Lancar dan Dalam Perhatian Khusus (<i>performing</i>) dan surat berharga Loans classified as Current and Special Mention (performing) and marketable securities	-	6.970.778	4.694.412	7.751.387	12.413.869	
18	Kepada lembaga keuangan yang dijamin dengan HQLA Level 1 to financial institutions secured by non-Level 1 HQLA	-	-	-	-	-	
19	Kepada lembaga keuangan yang dijamin bukan dengan HQLA Level 1 dan pinjaman kepada lembaga keuangan tanpa jaminan To financial institutions secured by non-Level 1 HQLA and unsecured performing loans to financial institutions	-	14.567	-	-	2.185	
20	Nasabah perorangan dan nasabah usaha mikro dan usaha kecil, Pemerintah Indonesia, pemerintah negara lain, Bank Indonesia, bank sentral negara lain dan entitas sektor publik, yang diantaranya: To non-financial companies, individual customers and customers of micro and small businesses, the Government of Indonesia, governments of other countries, Bank Indonesia, central banks of other countries and public sector entities, including:	-	6.907.912	4.523.063	7.243.846	11.872.757	
21	Memenuhi kualifikasi untuk mendapat bobot risiko 35% atau kurang, sesuai SE OJK ATMR untuk Risiko Kredit Meet the qualifications to get a risk weight of 35% or less, according to the SE OJK RWA for Credit Risk	-	8.095	4.219	10.393	12.912	
22	Kredit beragun rumah tinggal yang tidak sedang dijaminkan, yang diantaranya: Credit secured by a residential home that is not being used as collateral, including:	-	97	102	633	637	

Posisi 31 Desember 2024 Position as of 30th December 2024					
	Nilai Tercatat Berdasarkan Sisa Jangka Waktu (Dalam Juta Rupiah) Carrying Value by Residual Maturity (in IDR million)				Total Nilai Tertimbang Total Weighted Value
	Tanpa Jangka Waktu No Period	< 6 bulan < 6 month	≥ 6 bulan - < 1 tahun ≥ 6 month - < 1 year	≥ 1 tahun ≥ 1 year	
	Nilai Tercatat Carrying Value	Nilai Tercatat Carrying Value	Nilai Tercatat Carrying Value	Nilai Tercatat Carrying Value	
	270.007	-	-	-	135.003
	-	6.737.332	6.285.608	7.007.450	12.465.936
	-	-	-	-	-
	-	719	0	0	108
	-	6.601.067	6.151.882	6.553.377	11.946.845
	-	10.390	1.565	6.996	10.525
	-	99	104	580	595

No	Komponen ASF ASF Component	Posisi 30 September 2024 Position as of 30th September 2024				Total Nilai Tertimbang Total Weighted Value
		Nilai Tercatat Berdasarkan Sisa Jangka Waktu (Dalam Juta Rupiah) Carrying Value by Residual Maturity (in IDR million)				
		Tanpa Jangka Waktu No Period	< 6 bulan < 6 month	≥ 6 bulan - < 1 tahun ≥ 6 month - < 1 year	≥ 1 tahun ≥ 1 year	
		Nilai Tercatat Carrying Value	Nilai Tercatat Carrying Value	Nilai Tercatat Carrying Value	Nilai Tercatat Carrying Value	
23	Memenuhi kualifikasi untuk mendapat bobot risiko 35% atau kurang, sesuai SE OJK ATMR untuk Risiko Kredit meet the qualifications to receive a risk weight of 35% or less, in accordance with SE OJK RWA for Credit Risk	-	133	138	1.143	878
24	Surat Berharga yang tidak sedang dijaminkan, tidak gagal bayar , dan tidak masuk sebagai HQLA, termasuk saham yang diperdagangkan di bursa Securities that are not being pledged, are not in default, and are not included as HQLA, including shares traded on the stock exchange.	-	39.974	166.890	495.373	524.499
25	Aset yang memiliki pasangan liabilitas yang saling bergantung Assets with interdependent liabilities pairs	-	-	-	-	-
26	Aset lainnya: Other Assets:	128.039	414.289	3.714	944.401	1.272.438
27	Komoditas fisik yang diperdagangkan, termasuk emas Komoditas fisik yang diperdagangkan, termasuk emas	-				-
28	Kas, surat berharga dan aset lainnya yang dicatat sebagai initial margin untuk kontrak derivatif dan kas atau aset lain yang diserahkan sebagai default fund pada <i>central counterparty</i> (CCP) Cash, securities and other assets recorded as initial margin for derivative contracts and cash or other assets submitted as default funds to the central counterparty (CCP)		-	-	-	-
29	NSFR aset derivatif NSFR derivative assets:		1.887	1.887	1.887	1.887
30	NSFR liabilitas derivatif sebelum dikurangi dengan variation margin NSFR derivative liabilities before deduction of variation margin		20.389	20.389	20.389	20.389

Posisi 31 Desember 2024 Position as of 30th December 2024					
	Nilai Tercatat Berdasarkan Sisa Jangka Waktu (Dalam Juta Rupiah) Carrying Value by Residual Maturity (in IDR million)				Total Nilai Tertimbang Total Weighted Value
	Tanpa Jangka Waktu No Period	< 6 bulan < 6 month	≥ 6 bulan - < 1 tahun ≥ 6 month - < 1 year	≥ 1 tahun ≥ 1 year	
	Nilai Tercatat Carrying Value	Nilai Tercatat Carrying Value	Nilai Tercatat Carrying Value	Nilai Tercatat Carrying Value	
	-	134	140	1.074	835
	-	124.923	131.918	445.422	507.029
	-	-	-	-	-
	130.136	276.103	63.596	1.029.954	1.325.619
	-				-
		-	-	-	-
		1.599	1.599	1.599	1.599
		9.038	9.038	9.038	9.038

No	Komponen ASF ASF Component	Posisi 30 September 2024 Position as of 30th September 2024				
		Nilai Tercatat Berdasarkan Sisa Jangka Waktu (Dalam Juta Rupiah) Carrying Value by Residual Maturity (in IDR million)				Total Nilai Tertimbang Total Weighted Value
		Tanpa Jangka Waktu No Period	< 6 bulan < 6 month	≥ 6 bulan - < 1 tahun ≥ 6 month - < 1 year	≥ 1 tahun ≥ 1 year	
		Nilai Tercatat Carrying Value	Nilai Tercatat Carrying Value	Nilai Tercatat Carrying Value	Nilai Tercatat Carrying Value	
31	Seluruh aset lainnya yang tidak masuk dalam kategori di atas**) All other assets not included in the above categories**)	128.039	414.289	3.714	922.125	1.250.162
32	Rekening Administratif Off-balance sheet accounts		9.928.563	9.928.563	9.928.563	458.480
33	Total RSF Total RSF					14.326.160
34	Rasio Pendanaan Stabil Bersih (Net Stable Funding Ratio (%)) Net Stable Funding Ratio (%)					109,78%

Analisis Kualitatif Qualitative Analysis

1. *Net Stable Funding Ratio* (NSFR) Bank Shinhan Indonesia secara Individual Q4-2024 sebesar 122,72%, masih berada diatas ketentuan sesuai POJK No. 50/POJK.03/2017 Tentang Kewajiban Pemenuhan Rasio Pendanaan Stabil Bersih (*Net Stable Funding Ratio*) yang ditetapkan paling rendah 100%. *Net Stable Funding Ratio* (NSFR) Bank pada Triwulan IV - 2024 mengalami kenaikan sebesar 12,95%, jika dibanding posisi laporan triwulan sebelumnya Triwulan IV - 2024 yaitu sebesar 109,78%. Kenaikan tersebut berasal dari adanya kenaikan Total ASF atas Pendanaan yang berasal dari nasabah korporasi naik sebesar Rp. 2 Triliun.
2. Sedangkan komposisi *Available Stable Funding* (ASF) yang terbesar masih didominasi oleh Pendanaan lainnya yang berasal dari nasabah korporasi sebesar 45,27% cenderung meningkat jika dibandingkan periode kuartal sebelumnya sebesar 41,18% dan Modal sebesar 30,10%, cenderung menurun jika dibandingkan periode kuartal sebelumnya sebesar 34,13%.
3. Komposisi *Required Stable Funding* (RSF) masih didominasi oleh aktivitas perkreditan yaitu Pinjaman dengan kategori Lancar dan Dalam Perhatian Khusus (*performing*) kepada korporasi non-keuangan, nasabah retail dan nasabah usaha mikro dan kecil, pemerintah pusat, pemerintah negara lain, Bank Indonesia, bank sentral negara lain dan entitas sektor publik sebesar 82,69%, cenderung stabil jika dibandingkan periode kuartal sebelumnya sebesar 82,87%.

	Posisi 31 Desember 2024 Position as of 30th December 2024				
	Nilai Tercatat Berdasarkan Sisa Jangka Waktu (Dalam Juta Rupiah) Carrying Value by Residual Maturity (in IDR million)				Total Nilai Tertimbang Total Weighted Value
	Tanpa Jangka Waktu No Period	< 6 bulan < 6 month	≥ 6 bulan - < 1 tahun ≥ 6 month - < 1 year	≥ 1 tahun ≥ 1 year	
	Nilai Tercatat Carrying Value	Nilai Tercatat Carrying Value	Nilai Tercatat Carrying Value	Nilai Tercatat Carrying Value	
	130.136	276.103	63.596	1.019.317	1.314.982
		8.961.486	8.961.486	8.961.486	409.171
					14.448.182
					122,72%

Analisis Kualitatif Qualitative Analysis

1. Net Stable Funding Ratio (NSFR) of Bank Shinhan Indonesia individually in Q4-2024 was 122.72%, still above the provisions according to POJK No. 50/POJK.03/2017 concerning the Obligation to Fulfill the Net Stable Funding Ratio (Net Stable Funding Ratio) which is set at a minimum of 100%. The Bank's Net Stable Funding Ratio (NSFR) in Quarter IV - 2024 increased by 12.95%, compared to the position of the previous quarterly report in Quarter IV - 2024, which was 109.78%. The increase came from an increase in Total ASF for Funding from corporate customers by IDR 2 trillion.
2. Meanwhile, the largest composition of Available Stable Funding (ASF) is still dominated by Other Funding from corporate customers at 45.27%, tending to increase compared to the previous quarter period of 41.18% and Capital at 30.10%, tending to decrease compared to the previous quarter period of 34.13%.
3. The composition of Required Stable Funding (RSF) is still dominated by credit activities, namely Loans in the Current and Special Mention (performing) categories to non-financial corporations, retail customers and micro and small business customers, the central government, other countries' governments, Bank Indonesia, other countries' central banks and public sector entities at 82.69%, tending to be stable compared to the previous quarter period of 82.87%.

43. Aset Terikat (*Encumbrance*)

43. Encumbrance Assets

(dalam jutaan rupiah) | (in million rupiah)

	Posisi 31 Desember 2024 Position as December 31, 2024			
	a	b	c	d
	Aset Terikat (<i>Encumbered</i>) Encumbered Assets	Aset yang disimpan atau diperjanjikan dengan bank sentral namun belum digunakan untuk menghasilkan likuiditas Assets held or agreed with the Central Bank but not yet used to generate liquidity	Aset tidak terikat (<i>Unencumbered</i>) Unencumbered Assets	Total
Kas dan Setara Kas Cash and Cash Equivalent	-	-	-	-
Penempatan pada Bank Indonesia Placement with Bank Indonesia	-	-	-	-
Surat Berharga (HQLA Level 1) Securities (HQLA Level 1)	-	-	-	-
Surat Berharga Korporasi (HQLA Level 2a dan 2b) Corporate Securities (HQLA Level 2a and 2b)	-	-	-	-

Analisis Kualitatif Qualitative Analysis

Bank Shinhan Indonesia tidak memiliki Eksposure Aset Terikat ENC (*Encumbrance*)
Bank Shinhan Indonesia does not have ENC Encumbrance Exposure



44. Manajemen Risiko Likuiditas (LIQA)

44. Liquidity Risk Management (LIQA)

Pengungkapan kualitatif Qualitative disclosure

Tata Kelola Risiko (*Risk Governance*)

Bank telah memiliki Struktur Organisasi berdasarkan berdasarkan Surat Keputusan Direksi No.007/BSI-SKDIR/IX/2024 tanggal 2 Sep 2024 perihal Struktur Organisasi dimana *Treasury & Capital Department* yang bertugas mengelola risiko pasar dan likuiditas Bank dan memastikan aktivitas bisnis Bank berjalan dengan lancar.

"Risk Governance

The Bank has an Organizational Structure based on the Decree of the Board of Directors No. 007/BSI-SKDIR/IX/2024 dated 2 September 2024 concerning the Organizational Structure where the Treasury & Capital Department is tasked with managing the Bank's market and liquidity risks and ensuring that the Bank's business activities run smoothly."

Bank juga telah membentuk Komite ALCO (*Asset Liability Committee*) SK No. 006/BSI-SKDIR/VII/2024 tanggal 22 Jul 24. Bank telah menyelenggarakan rapat Komite ALCO selama Tahun 2024 sampai dengan Q4/2024 sebanyak 12 (dua belas) kali.

The Bank has also formed an ALCO (Asset Liability Committee) SK No. 006/BSI-SKDIR/VII/2024 dated 22 Jul 2024. The Bank has held 12 (twelve) ALCO Committee meetings during 2024 up to Q4/2024.

Kebijakan dan prosedur pengelolaan risiko likuiditas diatur dalam kebijakan *Treasury & Capital* Versi 2.2 Tanggal 22 Sep 22 dan SOP *Treasury & Capital* Versi 01.04 Tanggal 21 Nov 23. Direksi dan Departemen Terkait sudah melakukan pemantauan likuiditas secara harian atas kondisi likuiditas bank dan telah disampaikan kepada pegawai bank.

Departemen *Treasury & Capital* Sebagai 1st *line of defense*, melakukan upaya mitigasi risiko likuiditas sesuai dengan ketentuan standar operasional prosedur internal dan sesuai dengan kebijakan regulasi yang berlaku.

Dalam menjaga stabilitas rasio penting likuiditas, diantaranya adalah rasio LCR dan NSFR, Bank melakukan mitigasi melalui pinjaman jangka panjang ke regulator maupun melakukan kerjasama dengan *counterparty*. Di samping itu terkait *money market line*, *counterparty* yang akan diberikan fasilitas tersebut selalu dilakukan *review* secara berkala, melakukan koordinasi dengan Departemen terkait atas lalu lintas dana keluar atau dana masuk secara harian dan dilakukan pemantauan rasio GWM baik rupiah maupun valas.

"Liquidity risk management policies and procedures are regulated in the Treasury & Capital Policy Version 2.2 dated 22 Sep 22 and the Treasury & Capital SOP Version 01.04 dated 21 Nov 23. The Board of Directors and Related Departments have conducted daily liquidity monitoring of the bank's liquidity conditions and have submitted it to the bank's supervisor.

The Treasury & Capital Department as the 1st line of defense, carries out liquidity risk mitigation efforts in accordance with the provisions of internal standard operating procedures and in accordance with applicable regulatory policies.

In maintaining the stability of important liquidity ratios, including the LCR and NSFR ratios, the Bank carries out mitigation through long-term loans to regulators or by collaborating with counterparties. In addition, related to the money market line, counterparties that will be given the facility are always reviewed periodically, Coordinating with related Departments on daily outflow or inflow of funds and monitoring the GWM ratio for both rupiah and foreign exchange."

45. Perhitungan Risiko Operasional Bank secara Individu

45. Calculation of Bank Operational Risk individually

45.1. Laporan Data Kerugian Historis

45.1. Historical Loss Data Report

(dalam jutaan rupiah) | (in million rupiah)

No.	Indikator Bisnis (IB) dan komponen IB Business Indicators (BI) and its components	A	B	C	D	E	F	G	H	I	J	K
		2024	2023	2022	2021	2020	2019	2018	2017	T-8	T-9	"RATA-RATA 10 TAHUN AVERAGE 10 YEARS"
1	Batasan minimum untuk suatu kejadian kerugian operasional (<i>loss event</i>) sebesar Rp300.000.000,00 (tiga ratus juta rupiah) atau lebih The minimum threshold for an operational loss event is IDR 300,000,000.00 (three hundred million rupiah) or more.											
2	Jumlah kerugian operasional bersih setelah memperhitungkan nilai pemulihan (tanpa pengecualian). Net operational losses after considering recovery value (without exceptions).	-	633	-	-	-	-	-	-	-	-	63,30
3	Jumlah terjadinya kerugian risiko operasional. The total occurrence of operational risk losses.	-	1	-	-	-	-	-	-	-	-	0,10
4	Jumlah kerugian risiko operasional yang dikecualikan. The amount of operational risk losses exempted.	-	-	-	-	-	-	-	-	-	-	-
5	Jumlah terjadinya kerugian risiko operasional yang dikecualikan. The number of operational risk loss events exempted.	-	-	-	-	-	-	-	-	-	-	-
6	Jumlah kerugian operasional bersih setelah memperhitungkan nilai pemulihan dan kerugian risiko operasional yang dikecualikan. The net operational loss after considering recovery value and exempted operational risk losses.	-	633,03	-	-	-	-	-	-	-	-	63,30
7	Batasan minimum untuk suatu kejadian kerugian operasional (<i>loss event</i>) sebesar Rp1.500.000.000,00 (satu milyar lima ratus juta rupiah) atau lebih. The minimum threshold for an operational loss event is Rp1,500,000,000.00 (one billion five hundred million Indonesian Rupiah) or more.											
8	Jumlah kerugian operasional bersih setelah memperhitungkan nilai pemulihan (tanpa pengecualian). The net operational loss after considering the recovery value (without exceptions).	-	-	-	-	-	-	-	-	-	-	-
9	Jumlah terjadinya kerugian risiko operasional. The total occurrence of operational risk losses.	-	-	-	-	-	-	-	-	-	-	-



(dalam jutaan rupiah) | (in million rupiah)

No.	Indikator Bisnis (IB) dan komponen IB Business Indicators (BI) and its components	A	B	C	D	E	F	G	H	I	J	K
		2024	2023	2022	2021	2020	2019	2018	2017	T-8	T-9	"RATA-RATA 10 TAHUN AVERAGE 10 YEARS"
10	Jumlah kerugian risiko operasional yang dikecualikan. The total operational risk losses excluded.	-	-	-	-	-	-	-	-	-	-	-
11	Jumlah terjadinya kerugian risiko operasional yang dikecualikan. The total number of operational risk losses that are excluded.	-	-	-	-	-	-	-	-	-	-	-
12	Jumlah kerugian operasional bersih setelah memperhitungkan nilai pemulihan dan kerugian risiko operasional yang dikecualikan. The total net operational losses after accounting for recovery value and operational risk losses that are excluded.	-	-	-	-	-	-	-	-	-	-	-
13	Rincian perhitungan modal untuk risiko operasional. Details of the capital calculation for operational risk.											
14	Apakah kerugian digunakan dalam perhitungan FPKI? (Ya/Tidak). Is the loss used in the FPKI calculation? (Yes/No).	Y										
15	Dalam hal baris 11 diisi "Tidak", apakah tidak digunakannya data kerugian intern tersebut disebabkan ketidaksesuaian standar minimum untuk data kerugian? (Ya/Tidak). If line 11 is filled with "No," is the non-use of internal loss data due to non-compliance with minimum standards for loss data? (Yes/No).	0										
16	Threshold yg digunakan dalam perhitungan modal untuk risiko operasional (dalam satuan rupiah penuh). The threshold used in the calculation of operational risk capital (in full rupiah).	300,00										
17	Keterangan Tambahan (jika ada). Additional Information (if available).	Optional										

45.2. Laporan Rincian Indikator Bisnis

45.2. Business Indicator Detailed Report

No	Indikator Bisnis (IB) dan komponen IB Business Indicators (BI) and BI components	A	B	C
		2024 (Unaudited)	2023(Audited)	2022 (Audited)
1	Komponen Bunga, Sewa, dan Dividen (KBSD). Interest, Rent, and Dividend Components (IRDC).	537.493		
2	Pendapatan Bunga. Interest Income.	1.633.761	1.735.488	2.164.535
3	Beban Bunga. Interest Expense.	979.130	1.143.958	572.719
4	Aset Produktif. Productive Assets.	25.363.504	23.470.666	22.831.545
5	Pendapatan Dividen. Dividend Income.	-	-	-
6	Komponen Jasa (KJ). Service Components (SC).	114.242		
7	Pendapatan Jasa dan Komisi. Service and Commission Income.	99.243	112.880	95.132
8	Beban Jasa dan Komisi. Service and Commission Expenses.	28.322	30.775	25.465
9	Pendapatan operasional lainnya. Other Operating Revenue.	811	683	33.979
10	Beban operasional lainnya. Other Operating Expenses.	12.096	10.080	10.097
11	Komponen Keuangan (KK). Financial Components.	28.811		
12	Laba Rugi Bersih Trading Book. Net Trading Book Profit/Loss.	-	-	-
13	Laba Rugi Bersih Banking Book. Net Banking Book Profit/Loss.	869	72.363	13.202
14	IB. BI.	680.546		
15	Komponen Indikator Bisnis (KIB). Business Indicator Components.	81.666		
16	Pengungkapan IB. BI Disclosure.			
17	IB total termasuk aktivitas yang didivestasi. The total BI includes divested activities.	680.546		
18	Pengurangan IB dikarenakan pengecualian atas aktivitas yang didivestasi. IB reduction due to exclusion of divested activities.	-		
19	Keterangan Tambahan. Additional Information.	Optional		



45.3. Laporan Perhitungan ATMR untuk Risiko Operasional dengan Menggunakan Pendekatan Standar

45.3. Calculation Report of RWA for Operational Risk Using the Standardized Approach

No	Rincian Details	ATMR Risiko Operasional RWA Operational Risk
1	Komponen Indikator Bisnis (KIB). Business Indicator Components (BIC).	81.666
2	Faktor Pengali Kerugian Internal (FPKI). Internal Loss Multiplier Factor.	1,00
3	Modal Minimum Risiko Operasional (MMRO). Minimum Operational Risk Capital (MMRO).	81.666
4	ATMR untuk Risiko Operasional. RWA for Operational Risk.	1.020.820

46. Risiko Operasional - Pengungkapan Kualitatif Umum

46. Operational Risk - General Qualitative Disclosures

Lampiran C Surat Edaran Otoritas Jasa Keuangan 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.

Appendix C Circular Letter of the Financial Services Authority No. 6/SEOJK.03/2020 Dated April 29, 2020 Concerning Calculation of Risk-Weighted Assets for Operational Risk Using the Standard Approach for Commercial Banks.

LAPORAN PENERAPAN MANAJEMEN RISIKO UNTUK RISIKO OPERASIONAL REPORT ON IMPLEMENTATION OF RISK MANAGEMENT FOR OPERATIONAL RISK

Nama Bank/Bank Name : PT. Bank Shinhan Indonesia
Laporan Tahun/Annual Report : Desember/December 2024

	Analisis Kualitatif Qualitative Analysis
1.	Penjelasan peraturan, kebijakan, dan/atau pedoman terkait manajemen risiko untuk risiko operasional Explanation of regulations, policies and/or guidelines related to risk management for operational risks - POJK No.18/POJK.03/2016 dan SEOJK No.34/SEOJK.03/2016 Tentang Penerapan Manajemen Risiko Bagi Bank Umum. - POJK No.4/POJK.03/2016 dan SEOJK No.14/SEOJK.03/2017 Tentang Penilaian Tingkat Kesehatan Bank Umum. - SEOJK No.6/SEOJK.03/2020 Tentang Perhitungan Aset Tertimbang Menurut Risiko Untuk Risiko Operasional Dengan Menggunakan Pendekatan Standar Bagi Bank Umum Tanggal 29 April 2020. - POJK No.9/POJK.03/2016 Tentang Prinsip Kehatian-Hatian Bagi Bank Umum Yang Melakukan Penyerahan Sebagian Pelaksanaan Pekerjaan Kepada Pihak Lain. - SEOJK No.29/SEOJK.03/2022 Tentang Ketahanan Dan Keamanan Siber Bagi Bank Umum. - Kebijakan Manajemen Risiko Versi 3.0 Tanggal 16 Januari 2024. - SOP Manajemen Risiko Versi 3.1 Tanggal 28 Juni 2024. - SOP Pengukuran Risiko Operasional versi 2.0 Juni 2024, untuk pengukuran Risiko Operasional Bank. telah mengimplementasikan tools <i>Loss Event Data</i>, tools <i>Key Operational Risk Indicator</i>, tools <i>Operational Risk Control Self Assessment</i>. - SOP Penilaian Risiko Informasi Teknologi versi 1.0 1 April 2022. - SOP <i>Business Continuity Plan</i> (BCP) versi 3.1 tanggal 26 November 2024. - SOP Manajemen Krisis versi 3.0 tanggal 30 September 2024. - Pedoman Penyelenggaraan Produk Bank versi 1.0 1 April 2022. - SOP Penilaian Risiko PJP versi 1.0 2 April 2022.

Analisis Kualitatif Qualitative Analysis

14. Pedoman Penerapan Strategi Anti-Fraud BSI tanggal 4 Oktober 2024.
15. Kebijakan *IT Planning*.
16. SOP *IT Governance Document Management*.
17. SOP *IT Strategic Plan Management*.
18. SOP *IT Architecture Management*.
19. SOP *IT Risk Management*.
20. SOP *IT Asset Management*.
21. SOP *IT Procurement Management*.
22. SOP *IT Service Provider Management*.
23. Kebijakan *IT Solution Development*.
24. SOP *IT Project Management*.
25. SOP *System Development Life Cycle Management*.
26. SOP *IT Change Management*.
27. SOP *Development, Changes and Maintenance of Payment API Systems*.
28. Kebijakan *IT Operation*.
29. SOP *IT Service Desk Management*.
30. SOP *IT Capacity Management*.
31. SOP *IT Maintenance Management*.
32. SOP *IT Data Center Management*.
33. SOP *IT Network and Communication Management*.
34. SOP *IT Backup & Restore Management*.
35. Kebijakan *IT Disaster Recovery Plan*.
36. SOP *IT DRP Management*.

1. POJK No.18/POJK.03/2016 and SEOJK No.34/SEOJK.03/2016 Concerning the Implementation of Risk Management for Commercial Banks.
2. POJK No.4/POJK.03/2016 and SEOJK No.14/SEOJK.03/2017 Concerning the Assessment of the Health Level of Commercial Banks.
3. SEOJK No.6/SEOJK.03/2020 Concerning the Calculation of Risk-Weighted Assets for Operational Risk Using the Standard Approach for Commercial Banks Dated April 29, 2020.
4. POJK No.9/POJK.03/2016 Concerning the Prudential Principle for Commercial Banks That Outsource Part of the Implementation of Work to Other Parties.
5. SEOJK No.29/SEOJK.03/2022 Concerning Cyber Resilience and Security for Commercial Banks.
6. Risk Management Policy Version 3.0 Date January 16, 2024.
7. Risk Management SOP Version 3.1 Date June 28, 2024.
8. Operational Risk Measurement SOP version 2.0 June 2024, for measuring Operational Risk, the Bank has implemented the Loss Event Data tools, Key Operational Risk Indicator tools, Operational Risk Control Self Assessment tools.
9. Information Technology Risk Assessment SOP version 1.0 April 1, 2022.
10. Business Continuity Plan (BCP) SOP version 3.1 dated November 26, 2024.
11. Crisis Management SOP version 3.0 dated September 30, 2024.
12. Bank Product Implementation Guidelines version 1.0 April 1, 2022.
13. PJP Risk Assessment SOP version 1.0 April 2, 2022.
14. BSI Anti-Fraud Strategy Implementation Guidelines October 4, 2024.
15. IT Planning Policy.
16. IT SOP Governance Document Management.
17. SOP IT Strategic Plan Management.
18. IT Architecture Management SOPs.
19. IT Risk Management SOPs.
20. IT Asset Management SOPs.
21. IT Procurement Management SOP.
22. IT Service Provider Management SOP.
23. IT Solution Development Policy.
24. IT Project Management SOPs.
25. SOP System Development Life Cycle Management.
26. IT Change Management SOPs.
27. SOP Development, Changes and Maintenance of Payment API Systems.
28. IT Operation Policy.
29. SOP IT Service Desk Management.



Analisis Kualitatif Qualitative Analysis

30. IT Capacity Management SOPs.
31. IT Maintenance Management SOP.
32. IT Data Center Management SOP.
33. SOP IT Network and Communication Management.
34. SOP IT Backup & Restore Management.
35. IT Disaster Recovery Plan Policy.
36. IT DRP Management SOPs.

- 2 Penjelasan struktur dan organisasi atas manajemen dan fungsi kontrol terkait Risiko Operasional.
Explanation of the structure and organization of management and control functions related to Operational Risk.

STRUKTUR ORGANISASI DEPARTEMEN MANAJEMEN RISIKO ORGANIZATIONAL STRUCTURE OF THE RISK MANAGEMENT DEPARTMENT



Risk Management Department dalam menjalankan tugasnya selalu independen, tercermin dari tidak ada keterlibatan dalam kegiatan operasional maupun bisnis.

Risk Management Department bertugas dalam memberikan masukan kepada Direksi dalam menyusun kebijakan, strategi dan kerangka Manajemen Risiko terkait Implementasi Manajemen Risiko Operasional dan Risiko Lainnya.

The Risk Management Department in carrying out its duties is always independent, reflected in the absence of involvement in operational or business activities.

The Risk Management Department is tasked with providing input to the Board of Directors in formulating policies, strategies and Risk Management frameworks related to the Implementation of Operational Risk Management and Other Risks.

- 3 Penjelasan sistem pengukuran untuk Risiko Operasional (mencakup sistem dan data yang digunakan) untuk menghitung Risiko Operasional, diantaranya:
 - Menggunakan pendekatan metode standar untuk menghitung perkiraan beban modal untuk Risiko Operasional.
 - Menggunakan *tools Loss Event Database* (LED) untuk mengetahui perkembangan proses implementasi manajemen risiko operasional melalui data kerugian ataupun potensi kerugian baik di kantor pusat maupun cabang termasuk terhadap potensi atau *event fraud* yang terjadi.
 - Menggunakan *tools Key Operational Risk Indicators* (KORI), untuk mengetahui perkembangan proses implementasi manajemen risiko operasional melalui *self assesment* terkait data SDM, potensi dan kejadian *fraud*, manajemen kontrol, dan kejadian operasional IT.
 - Menggunakan *tools Operational Risk & Control Self Assesment* (ORCSA), untuk mengetahui proses implementasi manajemen risiko operasional melalui *self assesment* terkait perkembangan data struktur organisasi, pelaksanaan *system* prosedur, faktor Sumber Daya Manusia, proses pelaporan, kondisi pekerjaan, perencanaan, infrastruktur dan keamanan area kerja, lebih peka atau sensitif terhadap kejadian atau risiko-risiko yang ada pada masing-masing unit kerja di Cabang dari pimpinan cabang, *operation service manager*, *head service*, *teller*, *customer service*, *relationship manager* maupun *assistant relationship manager*.
 - Menggunakan *tools IT Risk Register* secara *self-assessment* untuk meyakinkan pengelolaan risiko dalam pemanfaatan teknologi informasi telah berjalan dengan efektif dan apabila terdapat potensi kegagalan proses/sistem dapat segera diantisipasi.



Analisis Kualitatif Qualitative Analysis

Dalam menghitung perkiraan beban modal untuk Risiko Operasional dengan melihat dari data historis kerugian selama 7 tahun dari Tahun 2017 s.d. Tahun 2024 yang berasal dari :

- Fraud Intern,
- Fraud Ekstern,
- Praktik Ketenagakerjaan dan Keamanan tempat Kerja,
- Klien, Produk dan Praktik Bisnis,
- Kerusakan pada Aset Fisik,
- Gangguan Aktivitas Bisnis dan Kegagalan Sistem,
- Manajemen Pelaksanaan, pengiriman dan pemrosesan.

Dengan mengalikan Komponen Indikator Bisnis (KIB) dan Faktor Pengali Kerugian Internal (FPKI) serta mengkonversi ATMR untuk Risiko Operasional sesuai Pilar 1.

Explanation of the measurement system for Operational Risk (including the system and data used) to calculate Operational Risk, including:

- Using a standard method approach to calculate the estimated capital burden for Operational Risk.
- Using the Loss Event Database (LED) tool to find out the development of the operational risk management implementation process through loss data or potential losses both at the head office and branches including the potential or fraud events that occur.
- Using the Key Operational Risk Indicators (KORI) tool, to find out the development of the operational risk management implementation process through self-assessment related to HR data, potential and incidents of fraud, control management, and IT operational incidents.
- Using the Operational Risk & Control Self Assessment (ORCSA) tool, to find out the operational risk management implementation process through self-assessment related to the development of organizational structure data, implementation of system procedures, Human Resources factors, reporting processes, work conditions, planning, infrastructure and work area security, more sensitive to incidents or risks that exist in each work unit in the Branch from the branch manager, operation service manager, head service, teller, customer service, relationship manager or assistant relationship manager.
- Using the IT Risk Register tool for self-assessment to ensure that risk management in the use of information technology has been running effectively and if there is a potential for process/system failure, it can be anticipated immediately.

In calculating the estimated capital burden for Operational Risk by looking at historical data of losses for 7 years from 2017 to 2024 originating from:

- Internal Fraud,
- External Fraud,
- Employment Practices and Workplace Safety,
- Clients, Products and Business Practices,
- Damage to Physical Assets,
- Business Activity Disruption and System Failure,
- Management of Implementation, Delivery and Processing.

By multiplying the Business Indicator Components (KIB) and Internal Loss Multiplier Factor (FPKI) and converting ATMR for Operational Risk according to Pillar 1.

4 Penjelasan ruang lingkup dan cakupan utama dari kerangka laporan untuk risiko operasional untuk pejabat eksekutif dan direksi Bank.

Explanation of the scope and main coverage of the reporting framework for operational risk for executive officers and directors of the Bank.

Ruang Lingkup dan Cakupan Utama dari kerangka Laporan untuk Risiko Operasional meliputi:

1. Pengawasan aktif Direksi dan Dewan Komisaris dalam memantau risiko yang timbul dari adanya aktivitas operasional Bank;
2. Kecukupan Kebijakan dan prosedur Manajemen Risiko Operasional serta penetapan Limit Risiko Operasional;
3. Kecukupan proses identifikasi, pengukuran, pemantauan dan pengendalian Risiko serta sistem informasi Manajemen Risiko Operasional dan;
4. Sistem pengendalian intern yang menyeluruh untuk Risiko Operasional.



Analisis Kualitatif Qualitative Analysis

The main scope and coverage of the Reporting framework for Operational Risk include:

1. Active supervision of the Board of Directors and Board of Commissioners in monitoring risks arising from the Bank's operational activities;
2. Adequacy of Operational Risk Management Policies and procedures and determination of Operational Risk Limits;
3. Adequacy of the process of identifying, measuring, monitoring and controlling Risks and the Operational Risk Management information system and;
4. A comprehensive internal control system for Operational Risk.

Penjelasan mitigasi risiko dan transfer risiko yang digunakan dalam manajemen untuk Risiko Operasional. Hal tersebut mencakup mitigasi dengan penerbitan kebijakan (seperti kebijakan untuk budaya risiko, risiko yang dapat diterima, dan alih daya). Sisa eksposur dapat diserap oleh Bank atau untuk dilakukan transfer risiko. Sebagai contoh, dampak dari kerugian operasional dapat dimitigasi dengan asuransi.

Explanation of risk mitigation and risk transfer used in management for Operational Risk. This includes mitigation through policy issuance (such as policies for risk culture, acceptable risks, and outsourcing). Any remaining exposure can be absorbed by the Bank or transferred. For example, the impact of operational losses can be mitigated through insurance.

- 5 Mitigasi risiko yang dilakukan dalam meminimalisasi kerugian yang timbul dari kegiatan operasional Bank dengan cara sebagai berikut:
 1. Membuat Kebijakan dan Prosedur bagi setiap unit kerja dalam mengatur kegiatan operasional Bank.
 2. Seluruh Kebijakan dan Prosedur Bank didokumentasikan di dalam *Goldwing System* dan dapat diakses oleh setiap karyawan Bank Shinhan Indonesia.
 3. Menetapkan tingkat Risiko yang akan diambil (*risk appetite*) dan toleransi Risiko (*risk tolerance*) yang sejalan dengan sasaran strategis strategi bisnis secara keseluruhan dan dikaji ulang secara berkala.
 4. Bank telah memiliki Kebijakan dan Prosedur terkait *Business Continuity Plan* (BCP) dan rencana pengujian dilakukan minimal 1 tahun 1 kali.
 5. Melaksanakan kaji ulang independen dan evaluasi yang dilakukan secara berkala oleh *Risk Management Department*, *Compliance Department* dan *Internal Audit Department* atas perubahan kebijakan dan prosedur dari setiap unit kerja.
 6. Menerapkan 4 *eyes principle* yaitu *checker and maker* dalam setiap transaksi yang dilakukan.
 7. Melakukan transfer risiko terhadap aset-aset yang dimiliki Bank terutama dari faktor eksternal dengan Asuransi.
 8. Memberikan pelatihan – pelatihan kepada karyawan untuk meningkatkan pengetahuan dan keahliannya dan juga memberikan pelatihan *risk awareness* secara berkala.
 9. Melakukan Sosialisasi dan Implementasi *Risk Awareness* dan *Operational Risk Management* (ORM) Tools yang meliputi *Operational Risk & Control Self Assessment* (ORCSA), *Loss Event Database* (LED), dan *Key Operational Risk Indicators* (KORI) kepada seluruh Kantor Cabang di seluruh Area.
 10. Memberikan edukasi secara berkala melalui notifikasi *Swing Chat* dan *Goldwing System* kepada karyawan untuk selalu menjaga data pada sistem, email serta data pada aplikasi internal lainnya dari serangan virus dan *hacker* (kejahatan siber) serta juga menghimbau karyawan agar tetap menjaga *password* email, *Core Banking System* dan komputer dari pihak – pihak yang tidak berwenang.
 11. Menghimbau kepada karyawan cara mengidentifikasi dan mencegah atas potensi kasus *fraud* terhadap transaksi – transaksi yang ada di Bank Shinhan Indonesia sehingga dapat dimitigasi untuk meminimalkan potensi kemungkinan terjadinya *fraud*, diantaranya yaitu dengan melalui implementasi *whistle blowing system*, *refreshment* terkait *risk awareness* dan *risk culture* di lingkungan Bank.
 12. Senantiasa memberikan informasi – informasi terkait peraturan – peraturan yang berlaku kepada seluruh level organisasi di Bank.
 13. Melakukan *review* terhadap kebijakan dan SOP terkait Perlindungan Data Pribadi di Bank Shinhan Indonesia.
 14. Dalam pelaksanaan alihdaya, Bank mengimplementasikannya sesuai ketentuan yang berlaku seperti pemanfaatan tenaga kerja dilakukan untuk posisi resepsionis, *messenger*, *cleaning*, supir dan tenaga pengamanan dimana komposisi dibandingkan jumlah karyawan Bank pada Desember 2024 adalah sebesar 19,16%. Selain hal tersebut dari sisi Teknologi Informasi dalam pelaksanaannya Bank mengatur dalam Prosedur Penggunaan Pihak Ketiga Penyedia Jasa Teknologi Informasi.



Analisis Kualitatif Qualitative Analysis

Risk mitigation is carried out to minimize losses arising from the Bank's operational activities in the following ways:

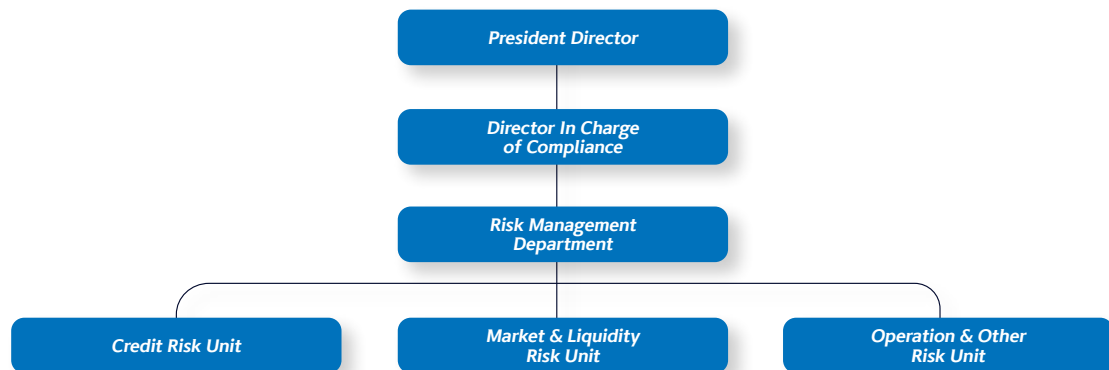
1. Creating Policies and Procedures for each work unit in managing the Bank's operational activities.
2. All Bank Policies and Procedures are documented in the Goldwing System and can be accessed by every employee of Bank Shinhan Indonesia.
3. Determining the level of Risk to be taken (risk appetite) and Risk tolerance that is in line with the strategic objectives of the overall business strategy and is reviewed periodically.
4. The Bank has Policies and Procedures related to the Business Continuity Plan (BCP) and a testing plan is carried out at least once a year.
5. Carrying out independent reviews and evaluations carried out periodically by the Risk Management Department, Compliance Department and Internal Audit Department on changes in policies and procedures of each work unit.
6. Implementing the 4 eyes principle, namely checker and maker in every transaction carried out.
7. Transferring risk to assets owned by the Bank, especially from external factors with Insurance.
8. Provide training to employees to improve their knowledge and skills and also provide regular risk awareness training.
9. Conduct Socialization and Implementation of Risk Awareness and Operational Risk Management (ORM) Tools including Operational Risk & Control Self Assessment (ORCSA), Loss Event Database (LED), and Key Operational Risk Indicators (KORI) to all Branch Offices throughout the Area.
10. Provide regular education through Swing Chat and Goldwing System notifications to employees to always protect data on the system, email and data on other internal applications from virus and hacker attacks (cybercrime) and also urge employees to keep email passwords, Core Banking System and computers from unauthorized parties.
11. Appeal to employees how to identify and prevent potential fraud cases against transactions at Bank Shinhan Indonesia so that they can be mitigated to minimize the potential for fraud, including through the implementation of a whistle blowing system, refreshment related to risk awareness and risk culture in the Bank environment.
12. Always provide information related to applicable regulations to all levels of the Bank's organization.
13. Review policies and SOPs related to Personal Data Protection at Bank Shinhan Indonesia.
14. In implementing outsourcing, the Bank implements it in accordance with applicable provisions such as the use of manpower for receptionist, messenger, cleaning, driver and security positions where the composition compared to the number of Bank employees in December 2024 is 19.16%. In addition, from the Information Technology side, in its implementation, the Bank regulates it in the Procedure for Using Third Party Information Technology Service Providers.

47. Risiko Hukum – Pengungkapan Kualitatif Umum

47. Legal Risk – General Qualitative Disclosures

ANALISIS KUALITATIF QUALITATIVE ANALYSIS	
1	Penjelasan struktur dan organisasi atas manajemen dan fungsi kontrol terkait Risiko Hukum Explanation of the structure and organization of management and control functions related to Legal Risk

STRUKTUR ORGANISASI DEPARTEMEN MANAJEMEN RISIKO ORGANIZATIONAL STRUCTURE OF THE RISK MANAGEMENT DEPARTMENT



Risk Management Department dalam menjalankan tugasnya selalu independen, tercermin dari tidak ada keterlibatan dalam kegiatan operasional maupun bisnis.

Risk Management Department bertugas dalam memberikan masukan kepada Direksi dalam menyusun kebijakan, strategi dan kerangka Manajemen Risiko terkait Implementasi Manajemen Risiko Operasional dan Risiko Lainnya.

The Risk Management Department is always independent in carrying out its duties, as reflected in the absence of involvement in operational or business activities. The Risk Management Department is tasked with providing input to the Board of Directors in formulating policies, strategies and Risk Management frameworks related to the Implementation of Operational Risk Management and Other Risks.

Berdasarkan Struktur Organisasi melalui berdasarkan Surat Keputusan Direksi No. 007/BSI-SKDIR/IX/2024 tanggal 2 Sep 24 perihal Struktur Organisasi, dalam mengelola risiko hukum Bank telah membentuk *Legal & Loan Administration Department* dan *Corporate Legal* yang selalu memastikan Pengikatan Perjanjian Kerjasama Bank dengan Pihak Eksternal Bank telah sesuai dengan peraturan perundang - undangan yang berlaku dan memastikan Bank tidak cacat hukum. Bank juga telah membentuk *Loan Work-Out & Remedial Department* untuk menyelesaikan permasalahan hukum terkait penyaluran kredit bank

Based on the Organizational Structure through the Decree of the Board of Directors No. 007/BSI-SKDIR/IX/2024 dated 2 Sep 24 concerning the Organizational Structure, in managing legal risks the Bank has formed a Legal & Loan Administration Department and Corporate Legal which always ensures that the Bank's Cooperation Agreement with External Parties is in accordance with applicable laws and regulations and ensures that the Bank is not legally flawed. The Bank has also formed a Loan Work-Out & Remedial Department to resolve legal issues related to the distribution of bank credit

ANALISIS KUALITATIF QUALITATIVE ANALYSIS

2 Mekanisme Pengendalian Risiko Hukum Legal Risk Control Mechanism

HR & Legal Department bertugas dalam memitigasi risiko hukum Bank dengan melakukan pengawasan menyeluruh atas aspek legalitas yang terdapat di Bank dengan koordinasi dengan Departemen terkait. Selain itu, *HR & Legal Department* secara aktif melaksanakan pemantauan melalui laporan yang secara bulanan yang disampaikan kepada Manajemen, di mana Manajemen senantiasa mendorong percepatan penyelesaian perkara hukum tersebut dan memberikan bimbingan, panduan dan arahan kepada Kantor Cabang untuk merespon dan menyelesaikan permasalahan litigasi. Selain itu, *HR & Legal Department* juga turut melakukan upaya mitigasi risiko hukum Bank dalam hal terdapat perkara hukum yang timbul dari karyawan, di mana koordinasi akan dilakukan dengan *Internal Audit Department* untuk melakukan investigasi dan hasilnya akan dibawa ke Komite Sanksi untuk diputuskan terkait penyelesaian perkara hukum yang tertuang pada Bab XV Sanksi di Kebijakan dan Prosedur HR versi 1.5 tahun 2024.

SAM Department bertugas untuk memitigasi risiko Hukum Bank dengan melakukan penagihan dan penjualan aset jaminan debitur dilakukan secara persuasif dan sesuai dengan ketentuan yang berlaku. *SAM Department* melakukan Review atas pedoman penagihan, penjualan aset jaminan dan pelaksanaan lelang dilakukan secara terus-menerus dan berkala. *SAM Department* membentuk unit kerja *Loan Workout 1* dan *Loan Workout 2* yang menangani perkara hukum yang terjadi dan beserta *HR & Legal Department* mengikuti setiap tahapan sidang yang diadakan oleh PN, serta melakukan monitoring perkembangan perkara hukum melalui Sistem Informasi Penelusuran Perkara (SIPP). Dalam hal menghadapi perkara hukum yang bersifat kompleks, maka Bank akan melakukan koordinasi dengan *HR & Legal Department* serta melakukan kerjasama dengan *Law Firm* untuk menyelesaikan hal tersebut.

Credit Legal & Administration Department senantiasa memperhatikan kelengkapan aspek hukum terutama yang berkaitan dengan aktivitas perikatan perjanjian dengan debitur dan kelengkapan dokumen legalitas sebagai bentuk pengendalian risiko. Selain itu, Dalam menghadapi ketentuan keuangan berkelanjutan, *green financing* maupun *climate risk*, *Credit Legal & Administration Department* akan mempersiapkan penambahan klausul baru dalam pengikatan kredit sesuai diberlakukannya ketentuan keuangan berkelanjutan, *green financing* maupun *climate risk*.

General Affair Department juga melakukan mitigasi risiko Hukum dengan cara berkoordinasi dengan *HR & Legal Department* untuk meminta review terkait isi perjanjian/dokumen kerjasama dengan pihak ketiga sebelum terjadinya kesepakatan.

HR & Legal Department is tasked with mitigating the Bank's legal risk by conducting comprehensive supervision of the legal aspects in the Bank in coordination with related departments. In addition, *HR & Legal Department* actively monitors through monthly reports submitted to Management, where Management always encourages the acceleration of the resolution of these legal cases and provides guidance, direction and direction to Branch Offices to respond to and resolve litigation problems. In addition, *HR & Legal Department* also participates in mitigating the Bank's legal risk in the event of a legal case arising from employees, where coordination will be carried out with the *Internal Audit Department* to conduct an investigation and the results will be brought to the Sanctions Committee to be decided regarding the resolution of the legal case as stated in Chapter XV Sanctions in HR Policies and Procedures version 1.5 of 2024.

SAM Department is tasked with mitigating the Bank's legal risk by collecting and selling debtor collateral assets persuasively and in accordance with applicable provisions. *SAM Department* reviews the guidelines for collection, sale of collateral assets and auctions carried out continuously and periodically. *SAM Department* forms *Loan Workout 1* and *Loan Workout 2* work units that handle legal cases that occur and together with *HR & Legal Department* follow every stage of the trial held by the District Court, and monitor the development of legal cases through the Case Tracking Information System (SIPP). In the case of facing complex legal cases, the Bank will coordinate with *HR & Legal Department* and cooperate with *Law Firms* to resolve the matter.

The *Credit Legal & Administration Department* always pays attention to the completeness of legal aspects, especially those related to the activities of binding agreements with debtors and the completeness of legal documents as a form of risk control. In addition, in dealing with sustainable finance provisions, *green financing* and *climate risk*, the *Credit Legal & Administration Department* will prepare the addition of new clauses in credit binding in accordance with the implementation of sustainable finance provisions, *green financing* and *climate risk*.

The *General Affairs Department* also mitigates legal risks by coordinating with *HR & Legal Department* to request a review of the contents of the agreement/cooperation document with a third party before the agreement is made.

48. Risiko Reputasi – Pengungkapan Kualitatif Umum

48. Reputation Risk – General Qualitative Disclosure

ANALISIS KUALITATIF QUALITATIVE ANALYSIS	
1	Penjelasan struktur dan organisasi atas manajemen dan fungsi kontrol terkait Risiko Reputasi Explanation of the structure and organization of management and control functions related to Reputation Risk.

STRUKTUR ORGANISASI DEPARTEMEN MANAJEMEN RISIKO ORGANIZATIONAL STRUCTURE OF THE RISK MANAGEMENT DEPARTMENT



Risk Management Department dalam menjalankan tugasnya selalu independen, tercermin dari tidak ada keterlibatan dalam kegiatan operasional maupun bisnis.

Risk Management Department bertugas dalam memberikan masukan kepada Direksi dalam menyusun kebijakan, strategi dan kerangka Manajemen Risiko terkait Implementasi Manajemen Risiko Operasional dan Risiko Lainnya.

"The Risk Management Department is always independent in carrying out its duties, as reflected in the absence of involvement in operational or business activities. The Risk Management Department is tasked with providing input to the Board of Directors in formulating policies, strategies and Risk Management frameworks related to the Implementation of Operational Risk Management and Other Risks."

Bank telah memiliki Struktur Organisasi berdasarkan Surat Keputusan Direksi No. 007/BSI-SKDIR/IX/2024 tanggal 2 Sep 24 perihal Struktur Organisasi, Bank telah memiliki Unit Kerja Khusus untuk melakukan pencatatan pengaduan nasabah yang telah masuk dari *Call Center* dan Kantor Cabang serta melakukan eskalasi ke Departemen terkait perihal pengaduan tersebut untuk dapat ditindaklanjuti. Semua pengaduan yang masuk akan segera ditindaklanjuti oleh Bank Shinhan Indonesia sesuai Kebijakan dan Prosedur pengaduan nasabah yang tercantum dalam SOP Penanganan Pengaduan Konsumen. Terkait perjanjian kerjasama dengan pihak ketiga, Bank telah menunjuk *HR & Legal Department* yang memiliki tugas untuk melakukan review atas perjanjian– perjanjian kerjasama Bank dengan pihak ketiga.

The Bank has an Organizational Structure based on the Decree of the Board of Directors No. 007/BSI-SKDIR/IX/2024 dated 2 Sep 24 concerning the Organizational Structure, the Bank has a Special Work Unit to record customer complaints that have been received from the Call Center and Branch Offices and to escalate to the relevant Department regarding the complaint for follow-up. All complaints received will be immediately followed up by Bank Shinhan Indonesia in accordance with the Customer Complaint Policy and Procedures stated in the Consumer Complaint Handling SOP. Regarding cooperation agreements with third parties, the Bank has appointed the HR & Legal Department which has the task of reviewing the Bank's cooperation agreements with third parties.

ANALISIS KUALITATIF QUALITATIVE ANALYSIS

- 2 Kebijakan dan mekanisme dalam rangka meningkatkan kualitas pelayanan kepada nasabah dan pemangku kepentingan lainnya untuk mengendalikan risiko reputasi.
Policies and mechanisms to improve the quality of service to customers and other stakeholders to control reputational risk.

Dalam penanganan pengaduan nasabah yang berhubungan dengan Pihak Ketiga, *Operation Control & Improvement Department* berperan dalam membuat dan mengirimkan klaim kepada vendor-vendor yang bekerja sama dengan Bank agar dapat menindaklanjuti pengaduan nasabah tersebut.

Tindak lanjut dan penyelesaian atas pengaduan nasabah tersebut dari Departemen terkait akan dilakukan sesuai dengan SLA yang telah tercantum dalam SOP Penanganan Pengaduan Konsumen adalah sebagai berikut:

- Pengaduan secara Lisan (*Call Center*) max. 5 hari kerja sejak pengaduan tersebut diterima oleh Bank.
- Pengaduan secara Tertulis (Kantor Cabang/Email) max. hingga 20 hari kerja semenjak dokumen pengaduan tersebut diterima secara lengkap oleh Bank. Dalam hal tertentu Bank dapat melakukan perpanjangan penyelesaian pengaduan tersebut apabila pengaduan tersebut memerlukan tindak lanjut oleh pihak lain.

Contact Center tidak hanya menanggapi keluhan/pengaduan nasabah namun juga memberikan layanan informasi perbankan baik terkait produk maupun layanan bank. Selain *Contact Center*, petugas Bank di Kantor Cabang juga dapat memberikan informasi kepada nasabah produk maupun layanan Bank.

Bank telah mentransparansikan tata cara penanganan pengaduan nasabah dan penyelesaiannya kepada Kantor Cabang/Departemen/Unit Kerja terkait sesuai dengan peraturan maupun standar yang berlaku.

Transparansi produk yang ditawarkan kepada nasabah sesuai dengan POJK No. 18/POJK.07/2018 tentang Layanan Pengaduan Konsumen di Sektor Jasa Keuangan, POJK 22 Tahun 2023 tentang Perlindungan Konsumen dan Masyarakat di Sektor Jasa Keuangan dan SEOJK No.17/SEOJK.07/2018 tentang Pedoman Pelaksanaan Layanan Pengaduan Konsumen di Sektor Jasa Keuangan. Bank telah berupaya meningkatkan standar layanan nasabah dengan melakukan *training Service Excellence* kepada petugas bank.

In handling customer complaints related to Third Parties, the Operation Control & Improvement Department plays a role in creating and sending claims to vendors who work with the Bank so that they can follow up on the customer's complaint.

Follow-up and resolution of the customer's complaint from the relevant Department will be carried out in accordance with the SLA that has been stated in the SOP for Handling Consumer Complaints as follows:

- Verbal Complaints (*Call Center*) max. 5 working days since the complaint was received by the Bank.
- Written Complaints (Branch Office/Email) max. up to 20 working days since the complaint document was received in full by the Bank. In certain cases, the Bank can extend the resolution of the complaint if the complaint requires follow-up by another party.

The Contact Center not only responds to customer complaints/grievances but also provides banking information services related to both bank products and services. In addition to the Contact Center, Bank officers at Branch Offices can also provide information to customers about Bank products and services.

The Bank has made transparent the procedures for handling customer complaints and their resolution to the relevant Branch Offices/Departments/Work Units in accordance with applicable regulations and standards.

Transparency of products offered to customers in accordance with POJK No. 18/POJK.07/2018 concerning Consumer Complaint Services in the Financial Services Sector, POJK 22 of 2023 concerning Consumer and Community Protection in the Financial Services Sector and SEOJK No.17/SEOJK.07/2018 concerning Guidelines for the Implementation of Consumer Complaint Services in the Financial Services Sector. The Bank has endeavored to improve customer service standards by conducting Service Excellence training for bank officers.



ANALISIS KUALITATIF QUALITATIVE ANALYSIS

Bank senantiasa berupaya memberikan edukasi ke nasabah untuk menjaga kerahasiaan data pribadi nasabah dengan tidak memberitahukan ID, Kata Sandi, Informasi Pribadi Lainnya serta M-OTP kepada siapapun melalui pemberitahuan Pop Up yang ada pada *Internet Banking* dan M-Banking SOL, pemberitahuan melalui SMS ke Nasabah secara berkala dan pemberitahuan dari *Customer Service* di Kantor Cabang BSI kepada nasabah yang membuka rekening di Kantor Cabang. Bank juga telah mengimplementasikan UU Perlindungan Data Pribadi dan memiliki kebijakan dan prosedur terkait Perlindungan Data Pribadi.

Bank juga memanfaatkan Pengaduan Nasabah melalui sistem Antasena, *Help Desk Ticketing* yang ditangani *Retail Banking Group* (RBG) dan *E-Banking Department* yang juga memantau pertanyaan maupun pengaduan melalui *social media Instagram*. Bank telah menunjuk RBG sebagai PIC Pengaduan Nasabah yang akan menanggapi pengaduan yang masuk ke Regulator melalui Aplikasi Portal Perlindungan Konsumen (APPK) dan email yang ditujukan ke Regulator.

HR & Legal Department menangani proses penanganan pengaduan yang bersumber dari karyawan dan akan dilakukan penilaian per kasus inti dari pengaduan yang masuk dari karyawan. Penanganan ini perlu dilakukan mengingat dampaknya pada Risiko Reputasi Bank apabila tidak ditangani dengan baik.

The Bank always strives to provide education to customers to maintain the confidentiality of their personal data by not disclosing their ID, Password, Other Personal Information and M-OTP to anyone through Pop Up notifications on Internet Banking and M-Banking SOL, periodic notifications via SMS to Customers and notifications from Customer Service at BSI Branch Offices to customers who open accounts at Branch Offices. The Bank has also implemented the Personal Data Protection Act and has policies and procedures related to Personal Data Protection.

The Bank also utilizes Customer Complaints through the Antasena system, Help Desk Ticketing handled by the Retail Banking Group (RBG) and the E-Banking Department which also monitors questions and complaints via Instagram social media. The Bank has appointed RBG as the PIC for Customer Complaints who will respond to complaints received by the Regulator through the Consumer Protection Portal Application (APPK) and emails addressed to the Regulator.

The HR & Legal Department handles the complaint handling process originating from employees and will carry out an assessment per core case of complaints received from employees. This handling needs to be done considering the impact on the Bank's Reputation Risk if not handled properly.

49. Risiko Strategik – Pengungkapan Kualitatif Umum

49.Strategic Risk – General Qualitative Disclosure

ANALISIS KUALITATIF QUALITATIVE ANALYSIS

- 1 Penjelasan struktur dan organisasi atas manajemen dan fungsi kontrol terkait Risiko Strategik
Explanation of the structure and organization of management and control functions related to Strategic Risk.

STRUKTUR ORGANISASI DEPARTEMEN MANAJEMEN RISIKO ORGANIZATIONAL STRUCTURE OF THE RISK MANAGEMENT DEPARTMENT



Risk Management Department dalam menjalankan tugasnya selalu independen, tercermin dari tidak ada keterlibatan dalam kegiatan operasional maupun bisnis.

Risk Management Department bertugas dalam memberikan masukan kepada Direksi dalam menyusun kebijakan, strategi dan kerangka Manajemen Risiko terkait Implementasi Manajemen Risiko Operasional dan Risiko Lainnya.

The Risk Management Department functions independently, as reflected in its non-involvement in operational or business activities.

The Risk Management Department is responsible for providing input to the Board of Directors in formulating policies, strategies, and the framework of risk management related to the implementation of operational risk management and other risks.

Bank telah memiliki Struktur Organisasi berdasarkan Surat Keputusan Direksi 007/BSI-SKDIR/IX/2024 tanggal 2 Sep 24 perihal Struktur Organisasi, dimana dalam mengelola risiko strategik telah dibentuk *Strategy Planning Department* yang bertugas dalam membuat Rencana Bisnis Bank (RBB) dan memastikan penerapan bisnis bank telah sesuai dengan Rencana Bisnis Bank yang telah ditetapkan.

The Bank has established an Organizational Structure based on Board of Directors Decision No. 003/BSI – SKDIR/VI/2023 dated June 5, 2023, regarding the Organizational Structure. Within the framework of managing strategic risks, the Strategy Planning Department has been formed. This department is responsible for creating the Bank's Business Plan (RBB) and ensuring that the implementation of the bank's business aligns with the established Business Plan.



ANALISIS KUALITATIF QUALITATIVE ANALYSIS

- 2 Kebijakan yang memungkinkan bank untuk dapat mengidentifikasi dan merespon perubahan lingkungan bisnis, baik eksternal maupun internal
Policies enabling the bank to identify and respond to changes in the business environment, both external and internal.

Sebagai langkah memitigasi terjadinya potensi risiko strategik, Bank telah melengkapi Rencana Aksi Keuangan Berkelanjutan (RAKB), Rencana Penyelenggaraan Produk Bank (RPPB) dan Rencana Bisnis Bank (RBB) Bank Shinhan Indonesia yang sudah disampaikan melalui Surat No. 602/BSI-DIR/XI/2024 Tanggal 26 Nov 24 Perihal Penyampaian Rencana Aksi Keuangan Berkelanjutan (RAKB) Tahun 2025 – 2029 PT. Bank Shinhan Indonesia, Surat No. 608/BSI-DIR/XI/2024 Tanggal 28 Nov 2024 Perihal Penyampaian Rencana Penyelenggaraan Produk Bank (RPPB) Tahun 2025 PT. Bank Shinhan Indonesia, dan juga Surat No. 600/BSI-DIR/XI/2024 Tanggal 26 Nov 24 Perihal Penyampaian Rencana Bisnis Bank (RBB) Tahun 2025-2027 PT Bank Shinhan Indonesia. Penyampaian Rencana Bisnis Bank (RBB) dan Rencana Aksi Keuangan Berkelanjutan (RAKB) tersebut telah disetujui Dewan Komisaris melalui Surat No. 006/BSI-KOM/XI/2024 Tanggal 26 Nov 2024 perihal Penyampaian Rencana Bisnis Bank (RBB) Tahun 2025 – 2027 PT. Bank Shinhan Indonesia dan Surat No.007/BSI-KOM/XI/2024 Tanggal 26 Nov 24 perihal Penyampaian Rencana Aksi Keuangan Berkelanjutan (RAKB) Tahun 2025 – 2029 PT. Bank Shinhan Indonesia.

As a step to mitigate potential strategic risks, the Bank has completed the Corporate Plan, Sustainable Financial Action Plan (SFAP), Bank Product Management Plan (BPMP), and Bank Business Plan (BBP) of Bank Shinhan Indonesia, which have been submitted through Letter No. 635/BSI-DIR/XI/2023 dated November 30, 2023 regarding the Submission of Corporate Plan (CP) for 2021 – 2025, Letter No. 633/BSI-DIR/XI/2023 dated November 30, 2023 regarding the Sustainable Financial Action Plan (SFAP) for 2024 – 2028, Letter No. 638/BSI-DIR/XI/2023 dated November 30, 2023 Regarding the Submission of the Bank Product Management Plan (BPMP) for 2024 of PT. Bank Shinhan Indonesia, and also No. 634/BSI-DIR/XI/2023 dated November 30, 2023 Regarding the Submission of the Bank Business Plan (BBP) of Bank Shinhan Indonesia for 2024 – 2026. The submission of the Bank Business Plan (BBP) has been approved by the Board of Commissioners through Letter No. 008/BSI-KOM/XI/2023 dated November 30, 2023.

- 3 Mekanisme untuk mengukur kemajuan yang dicapai dari rencana bisnis yang ditetapkan
Policies enabling the bank to identify and respond to changes in the business environment, both external and internal.

Pengukuran kinerja Bank dilakukan dengan melakukan monitoring secara berkala melalui laporan-laporan yang ditujukan kepada Direksi serta kantor cabang/unit bisnis. Agar proses monitoring kinerja dapat dilakukan dengan lebih efisien (untuk hal terkait dengan pencapaian Bisnis Bank), maka telah dibuat system untuk memantau pencapaian kinerja Kantor Cabang maupun Departemen terkait dengan melalui *Goldwing System* yang memberikan informasi kinerja setiap Kantor Cabang secara bulanan dan memberikan informasi peringkat terbaik Kantor Cabang.

Strategic Planning Department (SPD) melakukan monitoring pencapaian Bank dalam hal keuangan, portofolio, jaringan dan kinerja kantor cabang serta menyampaikan realisasi dan rekomendasi kepada manajemen. Namun demikian, masih terdapat beberapa kelemahan dalam monitoring realisasi pencapaian target RBB Q4/2024 sehingga beberapa target belum terpenuhi yaitu target Laba tahun berjalan, rasio ROA, rasio ROE, rasio LDR, rasio CAR, rasio BOPO, rasio RPIM, penyaluran kredit UMKM, dan rasio NIM. Bank terus berupaya untuk meningkatkan realisasi pencapaian RBB dan meningkatkan upaya monitoring pencapaian realisasi tersebut melalui pelaksanaan monthly meeting rutin baik antara Kepala Departemen dan Direksi termasuk dengan Pimpinan Cabang yang diantaranya untuk memitigasi risiko strategik. Realisasi dari tiap Departemen dan Cabang dapat dipantau melalui forum ini. Selama Q4/2024, dalam rangka meningkatkan bisnis Bank, SPD juga telah melakukan kerjasama dengan *influencer* dalam memasarkan produk Bank Shinhan Indonesia.

SPD dalam mengoptimalkan implementasi manajemen risiko strategik juga melaksanakan:



ANALISIS KUALITATIF QUALITATIVE ANALYSIS

- Melakukan monitoring pencapaian penyaluran Kredit terutama di sektor unggulan, melakukan perbaikan struktur dana DPK dengan tidak lagi berkonsentrasi pada Deposito dan lebih berfokus kepada CASA. Kedua hal tersebut dapat meningkatkan *Interest Income* dan menurunkan *Cost of Fund*, serta melakukan optimalisasi layanan transaksional bank untuk meningkatkan *fee-based income* Bank.
- Koordinasi dengan *General Affair Department* (GA) untuk memberikan himbauan terkait penghematan kertas, printer, air dan listrik.
- Dalam mengembangkan potensi Bank melalui lokasi bisnis, produk Bank, aktivitas baru, SPD Melakukan analisa pasar dan *benchmarking* serta berkoordinasi dengan Departemen Bisnis terkait seperti WBG, RBG, EBG, *International*, *Credit*, IT serta *Compliance* dan *Risk Management* mengenai produk baru yang sesuai untuk meningkatkan pertumbuhan Bank dan sesuai dengan ketentuan yang berlaku.

The Bank's performance measurement is carried out by conducting periodic monitoring through reports addressed to the Board of Directors and branch offices/business units. In order for the performance monitoring process to be carried out more efficiently (for matters related to the Bank's Business achievements), a system has been created to monitor the performance achievements of Branch Offices and related Departments through the Goldwing System which provides information on the performance of each Branch Office on a monthly basis and provides information on the best Branch Office rankings.

The Strategic Planning Department (SPD) monitors the Bank's achievements in terms of finance, portfolio, network and branch office performance and conveys the realization and recommendations to management. However, there are still several weaknesses in monitoring the realization of the achievement of the RBB Q4/2024 target so that several targets have not been met, namely the current year's Profit target, ROA ratio, ROE ratio, LDR ratio, CAR ratio, BOPO ratio, RPIM ratio, MSME credit distribution, and NIM ratio. The Bank continues to strive to improve the realization of RBB achievements and increase efforts to monitor the achievement of these realizations through the implementation of routine monthly meetings between the Head of Department and the Board of Directors including with Branch Managers, including to mitigate strategic risks. The realization of each Department and Branch can be monitored through this forum. During Q4/2024, in order to improve the Bank's business, SPD has also collaborated with influencers in marketing Bank Shinhan Indonesia products.

SPD in optimizing the implementation of strategic risk management also carries out:

- Monitoring the achievement of Credit distribution, especially in the leading sector, improving the structure of DPK funds by no longer concentrating on Deposits and focusing more on CASA. Both of these things can increase Interest Income and reduce Cost of Fund, as well as optimizing bank transactional services to increase the Bank's fee-based income.
- Coordinating with the General Affairs Department (GA) to provide advice regarding saving paper, printers, water and electricity.
- In developing the Bank's potential through business locations, Bank products, new activities, SPD Conducts market analysis and benchmarking and coordinates with related Business Departments such as WBG, RBG, EBG, *International*, *Credit*, IT and *Compliance* and *Risk Management* regarding new products that are appropriate to increase the Bank's growth and in accordance with applicable regulations.

50. Risiko Kepatuhan – Pengungkapan Kualitatif Umum

50. Compliance Risk – General Qualitative Disclosure

ANALISIS KUALITATIF QUALITATIVE ANALYSIS	
1	Penjelasan struktur dan organisasi atas manajemen dan fungsi kontrol terkait Risiko Kepatuhan. Explanation of the structure and organization regarding the management and control functions related to Compliance Risk.

STRUKTUR ORGANISASI DEPARTEMEN MANAJEMEN RISIKO ORGANIZATIONAL STRUCTURE OF THE RISK MANAGEMENT DEPARTMENT



Risk Management Department dalam menjalankan tugasnya selalu independen, tercermin dari tidak ada keterlibatan dalam kegiatan operasional maupun bisnis. *Risk Management Department* bertugas dalam memberikan masukan kepada Direksi dalam menyusun kebijakan, strategi dan kerangka Manajemen Risiko terkait Implementasi Manajemen Risiko Operasional dan Risiko Lainnya.

The Risk Management Department is always independent in carrying out its duties, as reflected in the absence of involvement in operational or business activities. The Risk Management Department is tasked with providing input to the Board of Directors in formulating policies, strategies and Risk Management frameworks related to the Implementation of Operational Risk Management and Other Risks.

Bank telah memiliki Struktur Organisasi berdasarkan Surat Keputusan Direksi 007/BSI-SKDIR/IX/2024 tanggal 2 Sep 24 perihal Struktur Organisasi, Departemen Kepatuhan (*Compliance Department*) adalah Departemen yang independen terhadap unit bisnis maupun operasional. Hal ini tercermin dari tidak adanya keterlibatan dalam kegiatan pada unit bisnis maupun operasional yang dilakukan.

The Bank has an Organizational Structure based on the Decree of the Board of Directors 007/BSI-SKDIR/IX/2024 dated 2 Sep 24 concerning the Organizational Structure, the Compliance Department is a Department that is independent of business and operational units. This is reflected in the absence of involvement in activities in business and operational units carried out.

2	Strategi manajemen risiko dan efektivitas penerapan manajemen risiko untuk risiko kepatuhan, terutama dalam rangka memastikan penyusunan kebijakan dan prosedur telah sesuai dengan standar yang berlaku secara umum, ketentuan dan/atau peraturan perundang-undangan yang berlaku. Risk management strategy and effectiveness of risk management implementation for compliance risk, especially in order to ensure that the preparation of policies and procedures is in accordance with generally applicable standards, provisions and/or applicable laws and regulations.



ANALISIS KUALITATIF QUALITATIVE ANALYSIS

Compliance Department proaktif melakukan sosialisasi terkait dengan pemberlakuan peraturan - peraturan dari Regulator yaitu baik dalam bentuk sosialisasi langsung, maupun dengan memberikan informasi melalui media internal Bank (*Board Goldwing System*) terkait sosialisasi ketentuan baru dan juga menambahkan rangkuman berupa *Compliance News* dari ketentuan tersebut. Kecukupan kaji ulang oleh Pihak Independen dilakukan dengan cukup efektif dan memadai ditandai adanya peran Departemen Kepatuhan telah melakukan proses review terhadap Kebijakan, Pedoman dan Prosedur Internal yang dimiliki Bank untuk memastikan kesesuaiannya terhadap peraturan dan perundang - undangan yang berlaku.

The Compliance Department proactively conducts socialization related to the implementation of regulations from the Regulator, namely in the form of direct socialization, or by providing information through the Bank's internal media (*Board Goldwing System*) related to the socialization of new provisions and also adding a summary in the form of *Compliance News* from these provisions. The adequacy of the review by the Independent Party is carried out quite effectively and adequately, indicated by the role of the Compliance Department in conducting a review process of the Bank's Internal Policies, Guidelines and Procedures to ensure their compliance with applicable regulations and laws.

3 Mekanisme dan pemantauan dan pengendalian risiko kepatuhan Compliance risk monitoring and control mechanisms and procedures

Direktorat Kepatuhan senantiasa berupaya untuk meningkatkan budaya kepatuhan secara berkesinambungan di Bank Shinhan Indonesia, diantaranya adalah sebagai berikut:

- Mengingatkan seluruh unit kerja melalui email tentang hal-hal yang menjadi kewajiban kepada regulator seperti pelaporan dan komitmen yang harus dipenuhi yang dilakukan secara rutin baik harian, mingguan, bulanan, semesteran maupun tahunan sesuai dengan kebutuhan yang sudah ditetapkan oleh regulator.
- Melakukan training baik secara langsung maupun tidak langsung (*e-learning*) dengan materi budaya kepatuhan, AML-KYC, maupun sosialisasi terhadap peraturan baru maupun perubahan.
- Melakukan *branch assessment* melalui *compliance assessment working paper* yang isinya mengenai kepatuhan cabang atas ketentuan internal yang ada.

Di samping itu, *Compliance Department* pada Tahun 2024 terkait implementasi Manajemen Risiko Kepatuhan juga melaksanakan:

- Melakukan review terhadap ketentuan internal berdasarkan permintaan dari masing-masing Departemen.
- Dalam memenuhi kepatuhan terhadap pengawasan regulator, *Compliance Department* melakukan monitoring dan reminder kepada Departemen dan Cabang untuk memenuhi temuan OJK.
- Compliance Self Assessment*

Selain itu, dalam rangka implementasi Perlindungan Data Pribadi (PDP) sesuai amanat UU No. 27 Tahun 2022 tentang Perlindungan Data Pribadi, maka Bank Shinhan Indonesia telah melakukan berbagai persiapan terkait implementasi PDP yaitu antara lain telah menyusun kebijakan terkait PDP yaitu pembentukan *Data Protection Officer* (DPO) PDP dan *Team Task Force* Persiapan Implementasi PDP, penyusunan kebijakan terkait PDP yaitu *Data Privacy Protection Policy* dan *Personal Data Protection Governance Policy*, penyusunan *Privacy Consent*, serta telah melakukan identifikasi *Record of Processing Activities* (ROPA) dan *Data Protection Impact Analysis* (DPIA) atas seluruh proses di seluruh unit kerja terkait.



ANALISIS KUALITATIF QUALITATIVE ANALYSIS

The Compliance Directorate always strives to continuously improve the culture of compliance at Bank Shinhan Indonesia, including the following:

- Reminding all work units via email about matters that are mandatory to regulators such as reporting and commitments that must be fulfilled which are carried out routinely, either daily, weekly, monthly, semi-annually or annually according to the needs set by the regulator.
- Conducting training both directly and indirectly (e-learning) with compliance culture material, AML-KYC, and socialization of new regulations or changes.
- Conducting branch assessments through compliance assessment working papers whose contents concern branch compliance with existing internal provisions.

In addition, the Compliance Department in 2024 related to the implementation of Compliance Risk Management also carries out:

- Conducting a review of internal provisions based on requests from each Department.
- In fulfilling compliance with regulatory supervision, the Compliance Department monitors and reminds Departments and Branches to comply with OJK findings.
- Compliance Self Assessment

In addition, in the context of implementing Personal Data Protection (PDP) in accordance with the mandate of Law No. 27 of 2022 concerning Personal Data Protection, Bank Shinhan Indonesia has made various preparations related to the implementation of PDP, including compiling policies related to PDP, namely the establishment of a PDP Data Protection Officer (DPO) and a PDP Implementation Preparation Task Force Team, compiling policies related to PDP, namely the Data Privacy Protection Policy and Personal Data Protection Governance Policy, compiling Privacy Consent, and has identified Record of Processing Activities (ROPA) and Data Protection Impact Analysis (DPIA) for all processes in all related work units.

KYC Department telah menyelenggarakan pelatihan seperti:

- Pelatihan terkait *Toronto-Dominion Bank*
- Pelatihan terkait *Vietnam Beverage Company Limited (VBCL)*
- Pelatihan terkait Aiotec GmbH (Perusahaan Industri Sektor Energi)
- Pelatihan KYC terkait Kolaborasi Pencegahan dan Pemberantasan *Green Financial Crime* guna Mewujudkan Ekonomi Hijau
- Pelatihan KYC terkait *Fight Against Financial Crimes*
- Pelatihan KYC terkait Mitigasi Risiko Judi *Online* dalam Industri Perbankan

Selain itu, *KYC Department* senantiasa melakukan *monitoring* dan *reminder* kepada Kantor Cabang untuk melakukan pengkinian data terkait data yang tidak lengkap pada *System AITHER*.

KYC Department has conducted training such as:

- Training related to Toronto-Dominion Bank
- Training related to Vietnam Beverage Company Limited (VBCL)
- Training related to Aiotec GmbH (Energy Sector Industrial Company)
- KYC training related to Collaboration in Prevention and Eradication of Green Financial Crime to Realize Green Economy
- KYC training related to Fight Against Financial Crimes
- KYC training related to Mitigating Online Gambling Risks in the Banking Industry

In addition, KYC Department continuously monitors and reminds Branch Offices to update data related to incomplete data in the AITHER System.



ANALISIS KUALITATIF QUALITATIVE ANALYSIS

Risk Management Department secara rutin melakukan *reminder* dan *monitoring* terhadap pemenuhan laporan manajemen risiko, membuat kajian risiko atas produk/aktivitas baru, memberikan pelatihan *risk awareness* untuk seluruh Kantor Cabang dan memberikan *induction training* untuk seluruh karyawan baru.

Selain itu, dalam rangka implementasi Perlindungan Data Pribadi (PDP) sesuai amanat UU No. 27 Tahun 2022 tentang Perlindungan Data Pribadi, maka Bank Shinhan Indonesia telah melakukan berbagai inisiatif strategis terkait implementasi PDP yaitu antara lain pembentukan *Data Protection Officer* (DPO) PDP dan *Team Task Force* Persiapan Implementasi PDP, penyusunan kebijakan dan prosedur terkait PDP, serta melakukan identifikasi *Report of Processing Activities* (ROPA) dan *Data Protection Impact Assessment* (DPIA) atas seluruh proses di seluruh unit kerja terkait. *Compliance Department* dan *Risk Management Department* juga telah mendukung implementasi UU No. 27 Tahun 2022 tentang Perlindungan Data Pribadi dengan melakukan *review* terhadap kebijakan dan SOP terkait Perlindungan Data Pribadi di Bank Shinhan Indonesia.

The Risk Management Department routinely provides reminders and monitoring of the fulfillment of risk management reports, conducts risk assessments on new products/activities, provides risk awareness training for all Branch Offices and provides induction training for all new employees.

In addition, in order to implement Personal Data Protection (PDP) in accordance with the mandate of Law No. 27 of 2022 concerning Personal Data Protection, Bank Shinhan Indonesia has carried out various strategic initiatives related to the implementation of PDP, including the establishment of a PDP Data Protection Officer (DPO) and a PDP Implementation Preparation Task Force Team, preparation of policies and procedures related to PDP, and identification of Report of Processing Activities (ROPA) and Data Protection Impact Assessment (DPIA) for all processes in all related work units. The Compliance Department and Risk Management Department have also supported the implementation of Law No. 27 of 2022 concerning Personal Data Protection by reviewing policies and SOPs related to Personal Data Protection at Bank Shinhan Indonesia.

Compliance Department sudah melakukan *reminder* dan *monitoring* terhadap pemenuhan laporan-laporan berkala (harian, bulanan, triwulanan, semesteran, tahunan) maupun laporan insidentil melalui *Goldwing System*.

Kecukupan kaji ulang oleh Pihak Independen dilakukan dengan cukup efektif dan memadai ditandai adanya peran *Risk Management Department* yang telah melakukan proses review terhadap Kebijakan, Pedoman dan Prosedur Internal serta kajian risiko atas produk/aktivitas baru yang dimiliki Bank untuk memastikan kesesuaiannya terhadap peraturan dan perundang-undangan yang berlaku. Untuk memastikan bahwa Bank telah melakukan prosedur sesuai dengan peraturan yang berlaku baik peraturan internal maupun eksternal Bank, *Internal Audit Department* juga telah berperan dalam melakukan pemeriksaan pada bidang Operasional, Kredit dan IT baik di Kantor Pusat dan Kantor Cabang Bank.

The Compliance Department has conducted reminders and monitoring of the fulfillment of periodic reports (daily, monthly, quarterly, semi-annually, annually) as well as incidental reports through the Goldwing System.

The adequacy of the review by the Independent Party was carried out quite effectively and adequately, marked by the role of the Risk Management Department which has conducted a review process of the Internal Policies, Guidelines and Procedures as well as risk assessments of new products/activities owned by the Bank to ensure their compliance with applicable regulations and laws. To ensure that the Bank has carried out procedures in accordance with applicable regulations, both internal and external regulations of the Bank, the Internal Audit Department has also played a role in conducting inspections in the Operational, Credit and IT fields both at the Head Office and Branch Offices of the Bank.

51. Tata Kelola - Laporan Remunerasi yang didapatkan pada Tahun Buku

51. Corporate Governance - Remuneration Report Obtained in the Fiscal Year

Analisis Kualitatif Qualitative Analysis

1 Komite Remunerasi dan Nominasi Remuneration and Nomination Committee

Berdasarkan Surat Keputusan Direksi No. 011/BSI-SKDIR/X/2023 Tanggal 10 Okt 2023 Tentang Perubahan Susunan Anggota Komite Remunerasi dan Nominasi.

Anggota Komite Remunerasi dan Nominasi:

Based on Board of Directors Decision Letter No. 011/BSI-SKDIR/X/2023 dated October 10, 2023 Regarding Changes in the Composition of the Remuneration and Nomination Committee.

Members of the Remuneration and Nomination Committee:

No.	Nama Name	Jabatan Position	Status Status
1	Timoty E. Marnandus	Ketua Chairman	Komisaris Utama President Commissioner
2	Kim Ji Hyung	Anggota Member	Anggota Member
3	Fransisca Lilia Noviani Lukito	Anggota Member	Pejabat Eksekutif Executive Officer

Tugas dan Tanggung Jawab Komite Remunerasi dan Nominasi:

Terkait dengan kebijakan Remunerasi sebagai berikut:

1. Melakukan evaluasi terhadap kebijakan remunerasi yang didasarkan atas kinerja, risiko, kewajaran dengan *peer group*, sasaran, dan strategi jangka panjang Bank, pemenuhan cadangan sebagaimana diatur dalam peraturan perundang-undangan dan potensi pendapatan Bank di masa yang akan datang.
2. Menyampaikan hasil evaluasi dan rekomendasi kepada Dewan Komisaris mengenai:
 - a. Kebijakan Remunerasi bagi Direksi dan Dewan Komisaris untuk disampaikan kepada Rapat Umum Pemegang Saham (RUPS).
 - b. Kebijakan Remunerasi bagi Pegawai secara keseluruhan untuk disampaikan kepada Direksi.
3. Memastikan bahwa Kebijakan remunerasi telah sesuai dengan ketentuan yang berlaku.
4. Melakukan evaluasi secara berkala terhadap penerapan kebijakan remunerasi.

Terkait dengan kebijakan Nominasi sebagai berikut:

1. Menyusun dan memberikan rekomendasi mengenai sistem serta prosedur pemilihan dan/atau penggantian anggota Direksi dan anggota Dewan komisaris untuk disampaikan kepada RUPS.
2. Mengidentifikasi dan memberikan rekomendasi mengenai calon anggota Direksi dan/atau anggota Dewan Komisaris untuk disampaikan kepada RUPS.
3. Memberikan rekomendasi kepada Dewan Komisaris mengenai pihak independen yang akan menjadi Komite Audit serta anggota Komite Pemantau Risiko.
4. Menyusun mekanisme dan melakukan penilaian kinerja Direksi dan Dewan Komisaris.

Responsibilities and Duties of the Remuneration and Nomination Committee:

Regarding Remuneration policies as follows:

1. Evaluate the remuneration policy based on performance, risk, fairness, peer group comparison, long-term goals and strategies of the Bank, compliance with regulatory requirements, and the Bank's future income potential.
2. Present evaluation results and recommendations to the Board of Commissioners regarding:
 - a. Remuneration policies for the Board of Directors and the Board of Commissioners to be presented at the General Meeting of Shareholders (GMS).
 - b. Remuneration policies for employees as a whole to be presented to the Board of Directors.
3. Ensure that the remuneration policy complies with applicable regulations.
4. Conduct periodic evaluations of the implementation of the remuneration policy.

Regarding Nomination policies as follows:

1. Develop and recommend systems and procedures for the selection and/or replacement of Directors and members of the Board of Commissioners to be presented at the GMS.
2. Identify and recommend candidates for Directors and/or members of the Board of Commissioners to the Board of Commissioners to be presented at the GMS.
3. Provide recommendations to the Board of Commissioners regarding Independent Parties who will become members of the Audit Committee and Risk Monitoring Committee.
4. Develop mechanisms and conduct performance evaluations of the Board of Directors and the Board of Commissioners

Analisis Kualitatif

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2	Jumlah rapat yang dilakukan	The number of meetings held
	Rapat Komite Remunerasi dan Nominasi (<i>Remuneration & Nominations Committee</i>) diselenggarakan jika dihadiri oleh 51% atau lebih anggota komite termasuk Komisaris Independen dan pejabat Eksekutif atau perwakilan pegawainya.	The Remuneration & Nominations Committee meeting is held if attended by 51% or more of the committee members including Independent Commissioners and Executive officers or their employee representatives.
	Selama Tahun 2024 Komite Remunerasi dan Nominasi (<i>Remuneration & Nominations Committee</i>) telah melakukan 5 (lima) kali rapat yakni dengan rincian sebagai berikut:	During 2024, the Remuneration & Nominations Committee has held 5 (five) meetings, with the following details:
	1. Tanggal 23 Februari 2024; 2. Tanggal 21 Maret 2024 ; 3. Tanggal 12 Juni 2024; 4. Tanggal 26 September 2024; 5. Tanggal 18 Desember 2024	1. February 23, 2024; 2. March 21, 2024; 3. June 12, 2024; 4. September 26, 2024; 5. December 18, 2024
3	Remunerasi yang telah dibayarkan kepada anggota Komite Remunerasi dan Nominasi selama 1 (satu) tahun	Remuneration that has been paid to members of the Remuneration and Nomination Committee for 1 (one) year
	Pada tahun 2024 jumlah remunerasi yang telah dibayarkan kepada anggota Komite Remunerasi dan Nominasi selama 1 (satu) tahun adalah sebesar Rp. 1.211.132.682,-	In 2024, the amount of remuneration paid to members of the Remuneration and Nomination Committee for 1 (one) year is Rp. 1,211,132,682,-
4	Proses Penyusunan Kebijakan Remunerasi	Remuneration Policy Preparation Process
	Bank secara berkesinambungan melakukan upaya untuk menerapkan tata kelola perusahaan yang baik serta melakukan perubahan yang didasarkan pada ketentuan baru yang berlaku. Penerapan tata kelola yang baik bertujuan sebagai berikut:	The Bank continuously makes efforts to implement good corporate governance and make changes based on new applicable provisions. The implementation of good governance aims to:
	1. Pelanggan, selalu berusaha untuk dapat menjadi Bank Korea nomor 1 di Indonesia yang dicintai dan memberikan impian masa depan yang lebih baik bersama pelanggannya. 2. Pasar, melakukan tren baru perbankan dengan menembus batas industri perbankan saat ini melalui berbagai macam inovasi dan perubahan.	1. Customers, always strive to be the number 1 Korean Bank in Indonesia that is loved and provides dreams of a better future with its customers. 2. Market, implementing new banking trends by breaking through the boundaries of the current banking industry through various innovations and changes.
	Pegawai, menciptakan lingkungan kerja dimana karyawan dapat bekerja dengan harmonis dan memiliki kebanggaan menjadi bagian dari sebuah Bank yang terkemuka di Korea.	Employees, creating a work environment where employees can work harmoniously and have pride in being part of a leading Bank in Korea.
5	Pelaksanaan kaji ulang atas kebijakan remunerasi pada tahun sebelumnya, beserta perbaikannya	Reviewing the implementation of the remuneration policy in the previous year, along with improvements



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Sesuai dengan ketentuan Peraturan Otoritas Jasa Keuangan No. 45/POJK.03/2015 & POJK No.55/POJK.03/2016 tentang Penerapan Tata Kelola dalam Pemberian Remunerasi bagi Bank Umum, maka Bank melakukan upaya untuk senantiasa melakukan keselarasan atas kaji ulang kebijakan remunerasi yang ada saat ini, misalnya perihal penyesuaian kenaikan gaji minimum karyawan dan Direksi.

In accordance with the provisions of the Financial Services Authority Regulation No. 45/POJK.03/2015 & POJK No.55/POJK.03/2016 concerning the Implementation of Governance in the Provision of Remuneration for Commercial Banks, the Bank makes efforts to continuously align the review of the current remuneration policy, for example regarding the adjustment of the increase in the minimum salary of employees and Directors.

- 6 Mekanisme untuk memastikan bahwa Remunerasi bagi pegawai unit kontrol bersifat independen dari unit kerja yang diawasinya

The mechanism to ensure that the remuneration for employees of the control unit is independent of the unit they supervise.

Penilaian kinerja di Unit Kontrol tidak dikaitkan dengan pencapaian target bisnis/kinerja dari unit kerja yang diawasi, dan hal ini dilakukan dengan cara sebagai berikut :

Performance assessment in the Control Unit is not linked to the achievement of business targets/performance of the supervised work unit, and this is done in the following manner:

1. Dalam Struktur Organisasi Bank, unit kontrol berdiri sendiri dan bersifat independen.

1. In the Bank's Organizational Structure, the control unit stands alone and is independent.

Penetapan Target dan sasaran bisnis melalui persetujuan sesuai dengan jenjang dan hirarki yang ada pada struktur organisasi Direktorat Bisnis.

Determination of business targets and objectives through approval in accordance with the levels and hierarchies in the organizational structure of the Business Directorate.

52. Tata Kelola – Remunerasi yang Bersifat Variabel

52. Governance – Variable-Based Remuneration

Analisis Kualitatif Qualitative Analysis

- 1 Bentuk Remunerasi yang bersifat variabel beserta alasan pemilihan bentuk tersebut.
The form of Variable Remuneration along with the reasons for choosing that form.

Remunerasi yang bersifat variabel terdiri dari bentuk Tunai.
Variable remuneration consists of cash form.

- 2 Penjelasan dalam hal terdapat perbedaan pemberian Remunerasi yang bersifat variabel di antara pada Direksi, Dewan Komisaris dan/ atau pegawai, termasuk penjelasan faktor – faktor yang menentukan perbedaan tersebut beserta pertimbangan yang mendasarinya.

Explanation in case there are differences in the provision of variable remuneration among the Board of Directors, Board of Commissioners, and/or employees, including explanations of the factors determining these differences along with the underlying considerations.

Pemberian bonus berdasarkan kinerja atau *performance* dari masing-masing karyawan. Namun demikian yang menjadi pembeda adalah skema perhitungan bonus yang diaplikasikan kepada Direksi dan RM *Corporate* terhadap target tahunan.

The difference in providing variable remuneration lies in the Budget Bonus (cash), which is differentiated based on the Performance Appraisal for employees as follows: 2% – 190% of the basic salary as of December 2022.

- 3 Jumlah Direksi, Dewan Komisaris, dan Pegawai yang menerima Remunerasi yang Bersifat Variabel selama 1 (satu) tahun dan total nominal.

The number of Directors, Board of Commissioners, and Employees receiving Variable Remuneration over one (1) year and the total amount in nominal terms.

Jumlah Direksi, Dewan Komisaris, dan Pegawai yang menerima Remunerasi yang Bersifat Variabel selama 1 (satu) tahun dan total nominal, sebagaimana tabel dibawah ini:

The number of Directors, Commissioners, and Employees who received Variable Remuneration for 1 (one) year and the total amount, as stated in the table below:

Remunerasi yang Bersifat Variabel Variable Remuneration	Jumlah Diterima dalam 1 (satu) Tahun Amount Received in 1 (one) Year					
	Direksi Directors		Dewan Komisaris Commissioner		Pegawai Employee	
	Orang Person	Juta Rp Million Rp	Orang Person	Juta Rp Million Rp	Orang Person	Juta Rp Million Rp
Total	6	1.594	3	47	568	16.299

- 4 Jabatan dan jumlah pihak yang menjadi MRT
Position and number of parties serving as MRT

Jabatan dan jumlah pihak yang menjadi Material Risk Taker (MRT) adalah:

1. Presiden Direktur.
2. Direktur Kredit dan Sumber Daya Manusia.
3. Direktur Operasional.
4. Direktur Keuangan.
5. Direktur Bisnis.
6. Direktur yang membawahi Fungsi Kepatuhan.
7. *Group Head of Wholesale Banking Analyst.*
8. Kepala Departemen *Credit Policy & Control.*
9. Kepala Departemen Internasional.
10. *Group Head of IT.*
11. *Group Head of Retail.*
12. *Executive Relationship Manager.*
13. Kepala Departemen *Credit Wholesale Analyst.*
14. Kepala Departemen *SME & Retail Analyst.*
15. Kepala *Treasury & Capital.*



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The positions and the number of parties serving as Material Risk Takers (MRT) are as follows:

1. President Director.
2. Director of Credit and Human Resources.
3. Director of Operations.
4. Chief Financial Officer.
5. Business Director.
6. Director overseeing Compliance Function.
7. Group Head of Wholesale Banking Analyst.
8. Head of Credit Policy & Control Department.
9. Head of International Department.
10. Group Head of IT.
11. Group Head of Retail.
12. Executive Relationship Manager.
13. Head of Credit Wholesale Analyst Department.
14. Head of SME & Retail Analyst Department.
15. Head of Treasury & Capital Department.

- 5 Jumlah penerima dan jumlah total Remunerasi yang Bersifat Variabel yang dijamin tanpa syarat akan diberikan oleh Bank kepada calon Direksi, calon Dewan Komisaris, dan/atau calon Pegawai selama 1 (satu) tahun pertama bekerja.

The number of recipients and the total amount of Variable Remuneration guaranteed without conditions to be provided by the Bank to prospective Directors, prospective Board of Commissioners, and/or prospective Employees during their first year of employment.

Tidak ada remunerasi yang bersifat *variable* yang diberikan tanpa syarat baik untuk calon Direksi, calon Komisaris ataupun calon pegawai.

No variable remuneration is provided without conditions for prospective Directors, prospective Commissioners, or prospective employees.

- 6 Jumlah Pegawai yang terkena pemutusan hubungan kerja dan total nominal pesangon yang dibayarkan. The number of employees affected by termination of employment and the total nominal severance pay disbursed.

Jumlah Nominal Pesangon yang dibayarkan per Orang dalam 1 (satu) Tahun
The total severance pay amount paid per person in 1 (one) year

Jumlah Pegawai
The total number of employees

Di atas Rp 1 miliar
Over Rp 1 billion

0

Di atas Rp 500 juta s.d. Rp 1 miliar
Above Rp 500 million to Rp 1 billion

1

Rp 500 juta ke bawah
Below Rp 500 million

78



53. Tata Kelola – Remunerasi yang Bersifat Variabel yang Ditangguhkan

53. Governance – Deferred Variable Remuneration

Analisis Kualitatif Qualitative Analysis

- Jumlah total Remunerasi yang bersifat *variable* dengan ditangguhkan, yang terdiri dari tunai dan/atau saham atau instrument yang berbasis saham yang diterbitkan Bank.
The total amount of Deferred Variable Remuneration, consisting of cash and/or shares or share-based instruments issued by the Bank.

Tidak ada remunerasi yang bersifat *variable* yang diberikan tanpa syarat baik untuk calon Direksi, calon Komisaris ataupun calon pegawai.
No variable remuneration is provided without conditions for prospective Directors, prospective Commissioners, or prospective employees.
- Jumlah total Remunerasi yang bersifat *variable* yang ditangguhkan yang dibayarkan selama 1 (satu) tahun.
The total amount of Deferred Variable Remuneration paid out during one (1) year.

Tidak ada remunerasi yang bersifat *variable* yang diberikan tanpa syarat baik untuk calon Direksi, calon Komisaris ataupun calon pegawai.
No unconditional variable remuneration is provided for prospective Directors, prospective Commissioners, or prospective employees.
- Rincian jumlah Remunerasi yang diberikan dalam 1 (satu) tahun.
The breakdown of the amount of remuneration provided within one (1) year.

Remunerasi yang Bersifat Tetap*) Fixed Remuneration*)

Tunai Cash		20,612
Saham/ <i>instrument</i> yang berbasis saham yang diterbitkan Bank Shares/equity-based instruments issued by the Bank	Tidak ditangguhkan Not deferred	Ditangguhkan Deferred

Remunerasi yang Bersifat Variabel*) Variable Remuneration*)

Tunai Cash	3,823
Saham/ <i>instrumen</i> yang berbasis saham yang diterbitkan Bank Shares/equity-based instruments issued by the Bank	

*) Hanya untuk MRT dan diungkapkan dalam jutaan rupiah

*) Only for MRT and disclosed in millions of rupiah



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Tata Kelola Perusahaan

Corporate Governance







Bank Shinhan memiliki komitmen yang kuat untuk menyempurnakan penerapan praktik-praktik terbaik GCG pada seluruh tingkatan organisasi secara berkelanjutan. Penerapan GCG menjadi elemen kunci dalam menjalankan segala kegiatan usaha di industri perbankan di Indonesia sekaligus berperan penting sebagai salah satu komponen penting Bank dalam upaya meningkatkan kinerja, melindungi kepentingan *stakeholders*, dan meningkatkan kepatuhan terhadap peraturan perundang-undangan yang berlaku, serta nilai-nilai etika yang berlaku umum di industri perbankan nasional.

Bank Shinhan is strongly committed to continuously enhancing the implementation of Good Corporate Governance (GCG) best practices across all levels of the organization. The application of GCG serves as a key element in conducting all business activities within Indonesia's banking industry. It also plays a vital role as one of the Bank's core components in efforts to improve performance, protect stakeholder interests, strengthen compliance with prevailing laws and regulations, and uphold ethical values commonly observed in the national banking industry.

Landasan Hukum Penerapan Tata Kelola Perusahaan Legal Basis for the Implementation of Corporate Governance

Penerapan GCG di Bank senantiasa mengacu pada ketentuan dan perundang-undangan yang berlaku bagi perbankan, antara lain:

Undang - Undang

- Undang – Undang Republik Indonesia No.10 Tahun 1998 tentang perubahan atas Undang – Undang Republik Indonesia No. 7 Tahun 1992 tentang perbankan.
- Undang – Undang Republik Indonesia No. 40 Tahun 2007 tentang Perseroan Terbatas.
- Undang – Undang No. 4 Tahun 2023 tentang Pengembangan dan Penguatan Sektor Keuangan.
- Peraturan Otoritas Jasa Keuangan No. 45/POJK.03/2015 tanggal 23 Desember 2015 tentang Penerapan Tata Kelola dalam Pemberian Remunerasi Bagi Bank Umum.

The implementation of GCG in the Bank always refers to the provisions and laws applicable to banking, including:

Laws

- Law of the Republic of Indonesia No. 10 of 1998 concerning amendments to Law of the Republic of Indonesia No. 7 of 1992 concerning banking.
- Law of the Republic of Indonesia No. 40 of 2007 concerning Limited Liability Companies.
- Law No. 4 of 2023 concerning the Development and Strengthening of the Financial Sector.
- Financial Services Authority Regulation No. 45/POJK.03/2015 dated December 23, 2015 concerning the Implementation of Governance in the Provision of Remuneration for Commercial Banks.

- Peraturan Otoritas Jasa Keuangan Nomor 17 Tahun 2023 tanggal 14 September 2023 tentang Penerapan Tata Kelola Bagi Bank Umum.
- Surat Edaran Otoritas Jasa Keuangan No. 40/SEOJK.03/2016 tanggal 26 Desember 2016 tentang Penerapan Tata Kelola dalam Pemberian Remunerasi bagi Bank Umum.
- Surat Edaran Otoritas Jasa Keuangan No. 13/SEOJK.03/2017 tanggal 17 Maret 2017 tentang Penerapan Tata Kelola Bagi Bank Umum.
- Peraturan Otoritas Jasa Keuangan No.37/POJK.03/2019 tanggal 19 Desember 2019 tentang Transparansi dan Publikasi Laporan Bank.
- Surat Edaran Otoritas Jasa Keuangan No.9/SEOJK.03/2020 tanggal 30 Juni 2020 tentang Transparansi dan Publikasi Laporan Bank Umum Konvensional.
- Financial Services Authority Regulation Number 17 of 2023 dated September 14, 2023 concerning the Implementation of Governance for Commercial Banks.
- Financial Services Authority Circular No. 40/SEOJK.03/2016 dated December 26, 2016 concerning the Implementation of Governance in the Provision of Remuneration for Commercial Banks.
- Financial Services Authority Circular No. 13/SEOJK.03/2017 dated March 17, 2017 concerning the Implementation of Governance for Commercial Banks.
- Financial Services Authority Regulation No.37/POJK.03/2019 dated December 19, 2019 concerning Transparency and Publication of Bank Reports.
- Financial Services Authority Circular No.9/SEOJK.03/2020 dated June 30, 2020 concerning Transparency and Publication of Conventional Commercial Bank Reports.

Laporan Penilaian Sendiri (*Self Assessment*) Penerapan Tata Kelola Tahun 2024

Self Assessment Report on the Implementation of Governance In 2024

Sebagai wujud komitmen penerapan tata kelola Bank Umum, Bank telah melakukan penilaian sendiri (*self-assessment*) atas penerapan Tata Kelola (GCG) Bank untuk periode semester I dan II tahun 2024. Hasil penilaian sendiri ini merupakan bagian yang tidak terpisahkan dari laporan pelaksanaan tata kelola. Penilaian Pelaksanaan GCG Bank mengacu pada Peraturan Otoritas Jasa Keuangan Nomor 17 Tahun 2023 tanggal 14 September 2023 tentang Penerapan Tata Kelola Bagi Bank Umum dan Surat Edaran Otoritas Jasa Keuangan No. 13/SEOJK.03/2017 tanggal 17 Maret 2017 tentang Penerapan Tata Kelola bagi Bank Umum, dengan 11 aspek yang terdapat di dalamnya sebagai berikut:

1. Pelaksanaan Tugas dan Tanggung jawab Direksi;
2. Pelaksanaan Tugas dan Tanggung jawab Dewan Komisaris;
3. Kelengkapan dan Pelaksanaan Tugas Komite;
4. Penanganan Benturan Kepentingan;
5. Penerapan Fungsi Kepatuhan Bank;

As part of its commitment to sound corporate governance, the Bank has conducted self-assessments of its Good Corporate Governance (GCG) implementation for the first and second semesters of 2024. The results of these self-assessments are an integral component of the Bank's overall governance implementation report. The assessment process refers to the Financial Services Authority Regulation No. 17 of 2023 dated September 14, 2023, regarding Governance Implementation for Commercial Banks, as well as the Financial Services Authority Circular Letter No. 13/SEOJK.03/2017 dated March 17, 2017, concerning the same matter. The evaluation covers 11 key aspects, as outlined below:

1. Implementation of Duties and Responsibilities of the Board of Directors;
2. Implementation of Duties and Responsibilities of the Board of Commissioners;
3. Completeness and Implementation of Committee Duties;
4. Handling Conflict of Interest;
5. Implementation of Bank Compliance Function;



6. Penerapan Fungsi Audit Intern;
7. Penerapan Fungsi Audit Ekstern;
8. Penerapan Manajemen Risiko Termasuk Sistem Pengendalian Intern;
9. Penyediaan Dana Kepada Pihak Terkait (*related party*) dan Penyediaan Dana Besar (*large exposure*);
10. Transparansi Kondisi Keuangan dan Non Keuangan, Laporan Pelaksanaan Tata Kelola dan Pelaporan Internal;
11. Rencana Strategis Bank.

Secara Umum, Bank telah melaksanakan Tata kelola dengan baik sesuai dengan Laporan Penerapan Tata Kelola (*Self Assessment*) Semester I & Semester II Tahun 2024 yang telah dilaporkan ke Otoritas Jasa Keuangan melalui Surat:

- Semester I Tahun 2024 dengan Surat Nomor 397/BSI-DIR/VII/2024 tanggal 30 Juli 2024;
- Semester II Tahun 2024 dengan Surat Nomor 044/BSI-DIR/I/2025 tanggal 24 Januari 2025.

6. Implementation of Internal Audit Function;
7. Implementation of External Audit Function;
8. Implementation of Risk Management Including Internal Control System;
9. Provision of Funds to Related Parties and Provision of Large Exposure Funds;
10. Transparency of Financial and Non-Financial Conditions, Governance Implementation Report and Internal Reporting;
11. Bank's Strategic Plan.

In general, the Bank has implemented good governance in accordance with the Governance Implementation Report (Self Assessment) Semester I & Semester II of 2024 which has been reported to the Financial Services Authority through the following Letters:

- Semester I of 2024 with Letter Number 397/BSI-DIR/VII/2024 dated July 30, 2024;
- Semester II of 2024 with Letter Number 044/BSI-DIR/I/2025 dated January 24, 2025.

Hasil Penilaian Sendiri (*Self-Assessment*)

Berikut merupakan Hasil Penilaian Sendiri (*Self-Assessment*) Penerapan Tata Kelola posisi Semester I (Juni 2024) dan Semester II (Desember 2024).

Self-Assessment Results

The following are the Self-Assessment Results of the Implementation of Governance for Semester I (June 2024) and Semester II (December 2024).

Hasil Penilaian Sendiri (*Self-Assessment*) Penerapan Tata Kelola posisi Semester I (Juni 2024) dan Semester II (Desember 2024)

Self-Assessment Results of Governance Implementation Semester I (June 2024) and Semester II (December 2024)

	Peringkat Rating	Definisi Peringkat Rating Definition
Individu Individual	2	Mencerminkan manajemen Bank telah melakukan penerapan Tata Kelola yang secara umum baik. Hal ini tercermin dari pemenuhan yang memadai atas prinsip Tata Kelola. Dalam hal terdapat kelemahan penerapan prinsip Tata Kelola, secara umum kelemahan tersebut kurang signifikan dan dapat diselesaikan dengan tindakan normal oleh manajemen Bank. Reflects that the Bank's management has implemented Governance that is generally good. This is reflected in the adequate fulfillment of Governance principles. In the event of weaknesses in the implementation of Governance principles, these weaknesses are generally less significant and can be resolved with normal actions by the Bank's management.
Konsolidasi Consolidated	-	-

Analisis

Merujuk pada hasil analisis sebagaimana diungkapkan pada kertas kerja *Self Assessment* Tata Kelola, Penerapan Tata Kelola di PT Bank Shinhan Indonesia untuk tahun 2024 baik Semester I maupun Semester II tahun 2024 secara umum adalah **Baik** (Peringkat 2).

1. Pelaksanaan tugas dan Tanggung Jawab Direksi sebagai berikut:
 - a. Jumlah anggota Direksi (*Board of Director*) PT Bank Shinhan Indonesia sampai dengan Semester II – Tahun 2024 berjumlah 6 (Enam) orang berdasarkan Akta Pernyataan Keputusan Diluar Rapat PT Bank Shinhan yang dibuat dihadapan Notaris Hermin Budisetyasih, SH., Mkn. Nomor 4 tanggal 11 Juni 2024 dan seluruhnya telah menjabat efektif.
 - b. Seluruh anggota Direksi telah lulus *fit & proper test* OJK.
 - c. Aspek *transparency* Direksi dijalankan dengan baik sesuai dengan peraturan yang berlaku dan tidak pernah melanggar larangan-larangan yang ditetapkan dalam peraturan yang berlaku.
 - d. Pelaksanaan tugas dan tanggung jawab Direksi (*Board of Director*) memenuhi prinsip-prinsip Tata Kelola berupa *responsibility & transparency* kondisi keuangan (laporan publikasi), tanggung jawab yang jelas tiap bagian (*accountability*) sesuai struktur organisasi, Direktur Utama (*President Director*) berasal dari pihak yang independen serta aktivitas Bank dijalankan sesuai dengan peraturan yang berlaku, pada setiap kegiatan usaha Bank & seluruh tingkatan/ jenjang organisasi (*fairness*).
2. Pelaksanaan Tugas dan Tanggung Jawab Dewan Komisaris sebagai berikut :
 - a. Jumlah anggota Komisaris (*Board of Commissioner*) PT Bank Shinhan Indonesia sampai dengan Semester II – Tahun 2024 berjumlah 3 (Tiga) orang dan tidak melampaui jumlah anggota Direksi berdasarkan Akta Pernyataan Keputusan Diluar Rapat PT Bank Shinhan yang dibuat dihadapan Notaris Hermin Budisetyasih, SH., Mkn. Nomor 4 tanggal 11 Juni 2024 seluruhnya telah menjabat secara efektif.
 - b. Seluruh Dewan Komisaris telah lulus *Fit & Proper test*;

Analysis

Referring to the results of the analysis as disclosed in the Governance Self Assessment working paper, the Implementation of Governance at PT Bank Shinhan Indonesia for 2024, both Semester I and Semester II of 2024, is generally Good (Rank 2).

1. Implementation of the duties and responsibilities of the Board of Directors as follows:
 - a. The number of members of the Board of Directors of PT Bank Shinhan Indonesia up to Semester II – 2024 is 6 (six) people based on the Deed of Statement of Decisions Outside of the Meeting of PT Bank Shinhan made before Notary Hermin Budisetyasih, SH., Mkn. Number 4 dated June 11, 2024 and all of them have served effectively.
 - b. All members of the Board of Directors have passed the OJK fit & proper test.
 - c. The transparency aspect of the Board of Directors is carried out properly in accordance with applicable regulations and has never violated the prohibitions stipulated in applicable regulations.
 - d. The implementation of the duties and responsibilities of the Board of Directors meets the principles of Governance in the form of responsibility & transparency of financial conditions (publication reports), clear responsibilities for each section (accountability) according to the organizational structure, the President Director comes from an independent party and the Bank's activities are carried out in accordance with applicable regulations, in every business activity of the Bank & all levels/ levels of the organization (fairness).
2. Implementation of the Duties and Responsibilities of the Board of Commissioners as follows:
 - a. The number of members of the Board of Commissioners of PT Bank Shinhan Indonesia until Semester II – 2024 is 3 (Three) people and does not exceed the number of members of the Board of Directors based on the Deed of Statement of Decisions Outside the Meeting of PT Bank Shinhan made before Notary Hermin Budisetyasih, SH., Mkn. Number 4 dated June 11, 2024, all of whom have served effectively.
 - b. The entire Board of Commissioners has passed the Fit & Proper test;

- c. Pengangkatan anggota Komite-komite telah dilakukan Direksi berdasarkan keputusan rapat Dewan Komisaris.
 - d. Seluruh Dewan Komisaris memiliki Integritas, Kompetensi dan reputasi keuangan yang baik dan memenuhi ketentuan yang berlaku sesuai dengan ukuran dan kompleksitas usaha bank.
 - e. Rangkap Jabatan oleh Komisaris Independen telah mematuhi sesuai dengan ketentuan yang berlaku.
 - f. Seluruh anggota Dewan Komisaris mampu bertindak dan mengambil keputusan secara independen.
 - g. Dewan Komisaris memiliki pedoman dan tata tertib kerja Dewan Komisaris dan sesuai dengan kebutuhan Bank.
 - h. Peningkatan pengetahuan, keahlian, dan kemampuan dari anggota Dewan Komisaris (*Board of Commissioner*) dalam pengawasan Bank yang ditunjukkan antara lain dengan peningkatan kinerja Bank, penyelesaian permasalahan yang dihadapi Bank dan pencapaian hasil sesuai ekspektasi Pemangku Kepentingan, yakni dengan training dan seminar/*workshop* tentang masalah yang sedang dihadapi Bank, atau yang berhubungan dengan bidang tugas masing-masing, guna peningkatan kinerja individu sesuai tugas dan tanggung jawab.
 3. Kelengkapan dan Pelaksanaan Tugas Komite sebagai berikut:
 - a. Komposisi dan kompetensi anggota Komite-komite cukup sesuai dengan ukuran dan kompleksitas usaha Bank serta telah memenuhi ketentuan yang berlaku;
 - b. Terdapat Pembaharuan Surat Keputusan Komite, antara lain:
 - Komite Audit (*Audit Committee*) berdasarkan SK Komite Komite Audit (*Audit Committee*) yang telah diangkat oleh Direksi (*Board of Director*) sesuai dengan Surat Keputusan Direksi No. 012/BSI-SKDIR/X/2023 tanggal 10 Oktober 2023 tentang Pengangkatan Kembali Anggota Komite Audit PT Bank Shinhan Indonesia.
 - Komite Pemantau Risiko (*Risk Monitoring Committee*) Risiko berdasarkan SK Komite Pemantau Risiko (*Risk Monitoring Committee*) yang telah diangkat oleh Direksi (*Board of Director*) sesuai dengan Surat
- c. The appointment of members of the Committees has been carried out by the Board of Directors based on the decision of the Board of Commissioners meeting.
 - d. All Board of Commissioners have integrity, competence and good financial reputation and meet the applicable provisions according to the size and complexity of the bank's business.
 - e. Concurrent Positions by Independent Commissioners have complied with the applicable provisions.
 - f. All members of the Board of Commissioners are able to act and make decisions independently.
 - g. The Board of Commissioners has guidelines and work procedures for the Board of Commissioners and are in accordance with the needs of the Bank.
 - h. Increasing the knowledge, expertise and abilities of members of the Board of Commissioners in supervising the Bank, which is demonstrated by, among others, improving the Bank's performance, resolving problems faced by the Bank and achieving results according to Stakeholder expectations, namely through training and seminars/workshops on problems currently being faced by the Bank, or those related to their respective fields of duty, in order to improve individual performance according to duties and responsibilities.
 3. Completeness and Implementation of Committee Duties as follows:
 - a. The composition and competence of members of the Committees are in accordance with the size and complexity of the Bank's business and have complied with the applicable provisions;
 - b. There are Updates to the Committee's Decree, including:
 - Audit Committee based on the Decree of the Audit Committee which has been appointed by the Board of Directors in accordance with the Decree of the Board of Directors No. 012/BSI-SKDIR/X/2023 dated October 10, 2023 concerning the Reappointment of Members of the Audit Committee of PT Bank Shinhan Indonesia.
 - Risk Monitoring Committee based on the Decree of the Risk Monitoring Committee which has been appointed by the Board of Directors in accordance with the Decree of the Board of Directors No. 013/BSI-

- Keputusan Direksi No.013/BSI-SKDIR/X/2023 tanggal 10 Oktober 2023 tentang Pengangkatan Kembali Anggota Komite Pemantau Risiko PT Bank Shinhan Indonesia.
- Komite Remunerasi dan Nominasi (*Remunerations & Nominations Committee*) berdasarkan SK Komite Remunerasi dan Nominasi (*Remunerations & Nominations Committee*) yang telah diangkat oleh Direksi (Board of Director) sesuai dengan Surat Keputusan Direksi No. SK No. 005/BSI-SKDIR/VI/2024 pada tanggal 24 Juni 2024 dilakukan Perubahan Susunan Anggota Komite Remunerasi dan Nominasi (*Remunerations & Nominations Committee*) PT Bank Shinhan Indonesia.
 - c. Pelaksanaan tugas Komite-komite berjalan dengan baik dan efektif. Keputusan rapat diambil berdasarkan musyawarah mufakat. Rekomendasi Komite-komite bermanfaat dan dapat dipergunakan sebagai bahan acuan keputusan Dewan Komisaris. Penyelenggaraan rapat Komite-komite telah berjalan sesuai dengan Pedoman & Tata Tertib Kerja.
 - d. Masing – masing Komite telah melaksanakan fungsinya sesuai ketentuan yang berlaku.
4. Penanganan Benturan Kepentingan sebagai berikut:
- a. Bank telah memiliki Pedoman Benturan Kepentingan yang mengikat setiap pengurus dan pegawai Bank;
 - b. Selama periode penilaian ini tidak terjadi benturan kepentingan;
 - c. Anggota Dewan Komisaris (*Board of Commissioner*), anggota Direksi (*Board of Director*) dan Pejabat Eksekutif dilarang mengambil tindakan yang dapat merugikan keuntungan Bank atau mengurangi keuntungan Bank dan wajib mengungkapkan benturan kepentingan dimaksud dalam setiap keputusan serta selama ini tidak terdapat benturan kepentingan apapun.
 - d. Jika ada benturan kepentingan akan diungkapkan dalam setiap keputusan.
5. Penerapan Fungsi Kepatuhan Bank sebagai berikut:
- a. Direktur yang Membawahkan Fungsi Kepatuhan Bank telah lulus *fit & proper test*;
 - b. Bank telah menetapkan langkah-langkah yang diperlukan dengan memperhatikan prinsip kehati-hatian;
- SKDIR/X/2023 dated October 10, 2023 concerning the Reappointment of Members of the Risk Monitoring Committee of PT Bank Shinhan Indonesia.
- Remuneration and Nomination Committee based on the Decree of the Remuneration and Nomination Committee which has been appointed by the Board of Directors in accordance with the Decree of the Board of Directors No. SK No. 005/BSI-SKDIR/VI/2024 on June 24, 2024, a Change was made to the Composition of the Members of the Remuneration and Nomination Committee of PT Bank Shinhan Indonesia.
 - c. The implementation of the duties of the Committees is running well and effectively. Meeting decisions are taken based on consensus. The recommendations of the Committees are useful and can be used as reference material for decisions of the Board of Commissioners. The implementation of Committee meetings has been carried out in accordance with the Guidelines & Work Rules.
 - d. Each Committee has carried out its functions in accordance with applicable provisions.
4. Handling of Conflicts of Interest as follows:
- a. The Bank has a Conflict of Interest Guideline that binds every manager and employee of the Bank;
 - b. During this assessment period there was no conflict of interest;
 - c. Members of the Board of Commissioners, members of the Board of Directors and Executive Officers are prohibited from taking actions that may harm the Bank's profits or reduce the Bank's profits and are required to disclose the conflict of interest in question in every decision and so far there has been no conflict of interest whatsoever.
 - d. If there is a conflict of interest, it will be disclosed in every decision.
5. Implementation of the Bank's Compliance Function as follows:
- a. The Director in Charge of the Bank's Compliance Function has passed the fit & proper test;
 - b. The Bank has determined the necessary steps by taking into account the principle of prudence;

- c. Selama Semester I & II-Tahun 2023 Departemen telah memberikan informasi / sosialisasi peraturan-peraturan Regulator melalui media internal bank.
- d. Departemen Kepatuhan (*Compliance Department*) Mengingatkan seluruh Unit Kerja melalui email tentang hal – hal yang menjadi kewajiban kepada regulator seperti pelaporan dan komitmen yang harus dipenuhi yang dilakukan secara rutin baik harian, mingguan, bulanan, triwulanan, semesteran maupun tahunan sesuai dengan kebutuhan yang sudah ditetapkan oleh regulator salah satunya melalui media *Company Board (Goldwing System)*.
- e. Pada Semester I & II-Tahun 2024 telah disampaikan Komitmen Kepada OJK atas Tindak Lanjut Temuan OJK.
- f. Seluruh pegawai Departemen Kepatuhan & Departemen KYC telah mengikuti beberapa training, baik internal maupun eksternal.
- g. Departemen Kepatuhan (*Compliance Department*) telah membuat Banner yang wajib dipasang di Kantor Pusat dan seluruh Kantor Cabang PT Bank Shinhan Indonesia. Didalam Banner tersebut berisikan informasi terkait pentingnya membangun budaya kepatuhan dan manajemen risiko yang dimulai dari masing – masing individu sebagai pegawai PT Bank Shinhan Indonesia.

- c. During Semester I & II-Year 2023, the Department has provided information / socialization of Regulatory regulations through the bank's internal media.
- d. The Compliance Department reminds all Work Units via email about matters that are mandatory to the regulator such as reporting and commitments that must be fulfilled which are carried out routinely, either daily, weekly, monthly, quarterly, semi-annually or annually according to the needs that have been set by the regulator, one of which is through the Company Board (Goldwing System) media.
- e. In Semester I & II-Year 2024, a Commitment to OJK regarding Follow-up to OJK Findings has been submitted.
- f. All employees of the Compliance Department & KYC Department have attended several trainings, both internal and external.
- g. The Compliance Department has created a Banner that must be installed at the Head Office and all Branch Offices of PT Bank Shinhan Indonesia. The Banner contains information regarding the importance of building a culture of compliance and risk management starting from each individual as an employee of PT Bank Shinhan Indonesia.

6. Penerapan Fungsi Audit Intern sebagai berikut:

- a. Departemen Audit Internal bertanggung jawab langsung kepada Direktur Utama;
- b. Departemen Audit Internal telah menjalankan fungsinya secara independen dan objektif;
- c. Departemen Audit Internal independen terhadap Satuan Kerja Operasional seperti (Departemen Operasional), Satuan Kerja Kepatuhan yaitu (Departemen Kepatuhan) dan Satuan Kerja Manajemen Risiko (Departemen Manajemen Risiko);
- d. Bank telah merencanakan dan merealisasikan peningkatan mutu keterampilan sumber daya manusia secara berkala dan berkelanjutan dengan mengikuti training / seminar / *workshop* baik internal maupun eksternal.
- e. Temuan pemeriksaan Departemen Audit Internal (*Internal Audit Department*) telah ditindaklanjuti agar tidak terjadi temuan yang berulang.

6. Implementation of the Internal Audit Function as follows:

- a. The Internal Audit Department is directly responsible to the President Director;
- b. The Internal Audit Department has carried out its functions independently and objectively;
- c. The Internal Audit Department is independent of the Operational Work Unit such as (Operational Department), Compliance Work Unit, namely (Compliance Department) and Risk Management Work Unit (Risk Management Department);
- d. The Bank has planned and realized the improvement of the quality of human resource skills periodically and continuously by attending training / seminars / workshops both internally and externally.
- e. The findings of the Internal Audit Department have been followed up to avoid repeated findings.

7. Penerapan Fungsi Audit Ekstern sebagai berikut:
 - a. Dalam pelaksanaan audit Laporan keuangan Bank tahun 2024, Bank telah menunjuk Akuntan Publik dan Kantor Akuntan Publik "KAP Suharli Sugiharto & Rekan (ShineWing)" yang terdaftar di OJK;
 - b. Bank dalam penunjukan Akuntan Publik dan Kantor Akuntan Publik yang sama tidak lebih dari 3 (tiga) tahun buku berturut-turut sesuai dengan ketentuan OJK;
 - c. Untuk Akuntan Publik dan Kantor Akuntan Publik untuk tahun buku 2024 telah sesuai dengan ketentuan dan peraturan perundang – undangan;
 - d. Selama melakukan pemeriksaan Auditor bertindak obyektif dalam melakukan audit.
 8. Penerapan Manajemen Risiko Termasuk Sistem Pengendalian Intern sebagai berikut:
 - a. Bank telah memiliki struktur organisasi yang cukup memadai untuk mendukung penerapan manajemen risiko dan pengendalian intern yang baik, antara lain Departemen Audit Internal, Departemen Manajemen Risiko dan Komite Manajemen Risiko serta Departemen Kepatuhan;
 - b. Bank telah menerapkan sistem pengendalian intern yang dijalankan oleh Departemen Audit Internal secara rutin menyeluruh dan andal;
 - c. Ketentuan Manajemen efektif dan optimal dalam mengidentifikasi dan mengendalikan seluruh risiko Bank termasuk yang berasal dari produk dan aktivitas baru serta akibat perubahan kondisi pasar;
 - d. Manajemen secara aktif dan cukup berpengalaman dalam mengelola risiko dan memastikan tersedianya kebijakan dan penetapan limit yang didukung oleh prosedur (Pedoman Kerja), laporan, dan sistem informasi yang cukup memadai menyediakan informasi dan analisis secara akurat dan tepat waktu kepada manajemen termasuk langkah menghadapi perubahan kondisi pasar, dan memelihara kondisi internal Bank yang sehat;
 - e. Manajemen secara efektif dalam memantau kesesuaian kondisi Bank dengan prinsip pengelolaan Bank yang sehat dan ketentuan yang berlaku serta kebijakan dan prosedur intern Bank;
7. Implementation of the External Audit Function as follows:
 - a. In implementing the audit of the Bank's Financial Statements in 2024, the Bank has appointed a Public Accountant and Public Accounting Firm "KAP Suharli Sugiharto & Rekan (ShineWing)" registered with the OJK;
 - b. The Bank in appointing the same Public Accountant and Public Accounting Firm for no more than 3 (three) consecutive financial years in accordance with OJK provisions;
 - c. For Public Accountants and Public Accounting Firms for the 2024 financial year, they have complied with the provisions and regulations;
 - d. During the audit, the Auditor acts objectively in conducting the audit.
 8. Implementation of Risk Management Including the Internal Control System as follows:
 - a. The Bank has an organizational structure that is adequate enough to support the implementation of good risk management and internal control, including the Internal Audit Department, Risk Management Department and Risk Management Committee and Compliance Department;
 - b. The Bank has implemented an internal control system run by the Internal Audit Department routinely, comprehensively and reliably;
 - c. Management provisions are effective and optimal in identifying and controlling all Bank risks including those originating from new products and activities and due to changes in market conditions;
 - d. Management is active and experienced enough in managing risks and ensuring the availability of policies and limit determination supported by procedures (Work Guidelines), reports, and information systems that are adequate enough to provide accurate and timely information and analysis to management including steps to deal with changes in market conditions, and maintain a healthy internal condition of the Bank;
 - e. Management is effective in monitoring the conformity of the Bank's condition with the principles of healthy Bank management and applicable provisions and the Bank's internal policies and procedures;



f. Bank dalam menjalankan aktivitas bisnis selalu berpedoman kepada Batas Minimum Pemberian Kredit (BMPK) sehingga sampai saat ini tidak terdapat aktivitas bisnis Bank yang melampaui kemampuan permodalan untuk menyerap risiko kerugian.

9. Penyediaan Dana Kepada Pihak Terkait (*related party*) dan Penyediaan Dana Besar (*large exposure*) sebagai berikut:

- Bank telah memiliki kebijakan, sistem, dan prosedur yang tertulis dan jelas untuk (*related party*) dan (*large exposure*);
- Terdapat proses yang memadai untuk memastikan penyediaan dana kepada pihak terkait (*related party*) dan penyediaan dana dalam jumlah besar (*large exposure*) telah sesuai dengan prinsip kehati-hatian yang tercantum dalam Kebijakan Perkreditan;
- Pengambilan keputusan telah berdasarkan prinsip pemberian kredit yang baik;
- PT Bank Shinhan Indonesia telah menyampaikan laporan penyediaan dana kepada pihak terkait secara berkala dan tepat waktu kepada OJK aplikasi APOLO.

10. Transparansi Kondisi Keuangan dan Non Keuangan, Laporan Pelaksanaan Tata Kelola dan Pelaporan Internal sebagai berikut:

- Laporan Keuangan termasuk kondisi keuangan/non keuangan PT Bank Shinhan Indonesia telah dipublikasikan kepada Pemangku Kepentingan;
- Bank telah mentransparankan kondisi keuangan dan non-keuangan kepada Pemangku Kepentingan (*stakeholder*) termasuk mengumumkan laporan keuangan publikasi triwulanan melalui website (<https://shinhan.co.id>) dan melaporkannya kepada melalui Aplikasi Pelaporan Online OJK (APOLO) sesuai dengan ketentuan yang berlaku;
- Cakupan informasi keuangan dan non keuangan tersedia secara tepat waktu, lengkap, akurat, kini dan utuh;
- Bank transparan dalam menyampaikan informasi produk dan jasa, menerapkan pengelolaan penyelesaian pengaduan nasabah dengan efektif serta memelihara data dan informasi pribadi nasabah secara memadai.

f. The Bank in carrying out business activities always refers to the Minimum Credit Limit (BMPK) so that until now there has been no Bank business activity that exceeds the capital capacity to absorb the risk of loss.

9. Provision of Funds to Related Parties and Provision of Large Exposures as follows:

- The Bank has written and clear policies, systems, and procedures for (*related parties*) and (*large exposure*);
- There is an adequate process to ensure that the provision of funds to related parties and the provision of large amounts of funds (*large exposure*) are in accordance with the prudent principles stated in the Credit Policy;
- Decision making has been based on good credit principles;
- PT Bank Shinhan Indonesia has submitted reports on the provision of funds to related parties periodically and on time to the OJK APOLO application.

10. Transparency of Financial and Non-Financial Conditions, Governance Implementation Reports and Internal Reporting as follows:

- Financial Reports including the financial/non-financial conditions of PT Bank Shinhan Indonesia have been published to Stakeholders;
- The Bank has made its financial and non-financial conditions transparent to Stakeholders, including announcing quarterly published financial reports via the website (<https://shinhan.co.id>) and reporting them to the OJK Online Reporting Application (APOLO) in accordance with applicable regulations;
- The scope of financial and non-financial information is available in a timely, complete, accurate, current and complete manner;
- The Bank is transparent in conveying product and service information, implementing effective customer complaint resolution management and maintaining customer data and personal information adequately.

11. Rencana Strategis Bank sebagai berikut:

- a. Bank telah memiliki Rencana Strategis Bank dalam bentuk Rencana Korporasi (*Corporate Plan*) dan Rencana Bisnis (*Business Plan*) sesuai dengan Visi dan Misi PT Bank Shinhan Indonesia;
- b. Rencana Korporasi (*Corporate Plan*) dan Rencana Bisnis PT Bank Shinhan Indonesia telah disusun oleh Direksi dan disetujui oleh Dewan Komisaris;
- c. Rencana Penyelenggaraan Produk Bank (RPPB) Tahun 2025 PT Bank Shinhan Indonesia;
- d. Laporan Rencana Strategis Teknologi Informasi (RSTI) Tahun 2021 – 2025;
- e. Laporan Rencana Pengembangan Teknologi Informasi (RPTI) Tahun 2025
- f. Direksi telah melaksanakan RBB secara optimal. Tercermin dalam Laporan Realisasi RBB secara Triwulanan;
- g. Dewan Komisaris telah melaksanakan pengawasan terhadap pelaksanaan Rencana Bisnis (*Business Plan*) hal ini tercermin dari Laporan Pengawasan Dewan Komisaris yang dilaporkan secara semesteran.

11. The Bank's Strategic Plan is as follows:

- a. The Bank has a Bank Strategic Plan in the form of a Corporate Plan and Business Plan in accordance with the Vision and Mission of PT Bank Shinhan Indonesia;
- b. The Corporate Plan and Business Plan of PT Bank Shinhan Indonesia have been prepared by the Board of Directors and approved by the Board of Commissioners;
- c. The Bank Product Implementation Plan (RPPB) for 2025 of PT Bank Shinhan Indonesia;
- d. Information Technology Strategic Plan Report (RSTI) 2021 – 2025;
- e. Information Technology Development Plan Report (RPTI) 2025
- f. The Board of Directors has implemented the RBB optimally. Reflected in the Quarterly RBB Realization Report;
- g. The Board of Commissioners has carried out supervision of the implementation of the Business Plan, this is reflected in the Board of Commissioners' Supervision Report which is reported semi-annually.

Pelaksanaan Tugas dan Tanggung Jawab Direksi

Implementation of Duties and Responsibilities of the Board of Directors

Direksi adalah organ Bank yang berwenang dan bertanggung jawab penuh atas pengurusan Bank untuk kepentingan Bank, sesuai dengan maksud dan tujuan Bank serta mewakili Bank, baik di dalam maupun di luar pengadilan sesuai dengan ketentuan anggaran dasar, serta mempertanggungjawabkan pelaksanaan tugas kepada pemegang melalui Rapat Umum Pemegang Saham (RUPS).

Pada tahun 2024, susunan dan komposisi anggota Direksi Bank Shinhan mengalami perubahan berdasarkan Akta Pernyataan Keputusan Diluar Rapat PT Bank Shinhan Nomor 4 tanggal 11 Juni 2024 sehingga per 31 Desember 2024, susunan dan komposisi anggota Direksi adalah sebagai berikut:

The Board of Directors is the Bank's organ that has the authority and full responsibility for managing the Bank for the interests of the Bank, in accordance with the Bank's intent and objectives and representing the Bank, both inside and outside the court in accordance with the provisions of the articles of association, and be accountable for the implementation of duties to the shareholders through the General Meeting of Shareholders (GMS).

In 2024, the composition and composition of the members of the Board of Directors of Bank Shinhan will change based on the Deed of Decision Statement Outside the Meeting of PT Bank Shinhan Number 4 dated June 11, 2024, so that as of December 31, 2024, the composition and composition of the members of the Board of Directors will be as follows:

No.	Nama Name	Jabatan Positions	Fit and Proper OJK
1	Koo Hyunghoe	Direktur Utama President Director	Surat Nomor KERP-47/D.03/2023 tanggal 12 Juni 2023 Letter Number KERP-47/D.03/2023 dated June 12, 2023
2	Tony Tanusaputra	Direktur Kepatuhan Compliance Director	Surat Nomor KEP-94/D.03/2016 tanggal 24 November 2016 Letter Number KEP-94/D.03/2016 dated November 24, 2016
3	Leonard Auly	Direktur Kredit Director of Credit	Surat Nomor KEP-16/D.03/2020 tanggal 23 Januari 2020 Letter Number KEP-16/D.03/2020 dated January 23, 2020
4	Kim Seong Won	Direktur Keuangan Director of Finance	Surat Nomor KEP-1/D.03/2022 tanggal 3 Januari 2022 Letter Number KEP-1/D.03/2022 dated January 3, 2022
5	Lasmintono	Direktur Operasional dan HR Director of Operations and HR	Surat Nomor KEP-166/D.03/2023 tanggal 22 Desember 2023 Letter Number KEP-166/D.03/2023 dated December 22, 2023
6	Fransisca Rita Gosal	Direktur Bisnis Director of Business	Surat Nomor KEPR-29/D.03/2024 tanggal 31 Mei 2024 Letter Number KEPR-29/D.03/2024 dated May 31, 2024

Bank juga memastikan seluruh anggota Direksi telah memenuhi ketentuan dan peraturan yang berlaku. Seluruh anggota Direksi berdomisili di Indonesia serta tidak saling memiliki hubungan kepemilikan, hubungan kepengurusan, hubungan keuangan, dan hubungan keluarga dengan pemegang saham. Selain itu, seluruh anggota Direksi Bank juga tidak memiliki rangkap jabatan sebagai anggota Dewan Komisaris maupun Pejabat Eksekutif pada bank, perusahaan dan/atau lembaga lain.

The Bank also ensures that all members of the Board of Directors have complied with the applicable provisions and regulations. All members of the Board of Directors are domiciled in Indonesia and do not have any ownership, managerial, financial, or familial relationships with shareholders. In addition, none of the Bank's Directors hold concurrent positions as members of the Board of Commissioners or Executive Officers in any other banks, companies, and/or institutions.

Tugas dan tanggung Jawab Direksi

Adapun tugas dan tanggung jawab Direksi, antara lain:

1. Direksi bertanggung jawab penuh sesuai bidangnya atas pelaksanaan kepengurusan Bank.
2. Direksi wajib mengelola Bank sesuai dengan kewenangan dan tanggung jawabnya sebagaimana diatur dalam Anggaran Dasar dan peraturan perundang-undangan yang berlaku.
3. Direksi melaksanakan tugas dan wewenang sesuai dengan Anggaran Dasar Perseroan yang berlaku.
4. Direksi tidak mengurangi ketentuan dalam Anggaran Dasar Perseroan Direksi berhak mengambil keputusan untuk:
 - a. Penyusunan dan perubahan Kebijakan manajemen (termasuk struktur organisasi).
 - b. Pembukaan, penutupan, pemindahan, peningkatan status, penurunan status Jaringan Kantor Bank.

Duties and Responsibilities of the Board of Directors

The duties and responsibilities of the Board of Directors include:

1. The Board of Directors is fully responsible according to its field for the implementation of the Bank's management.
2. The Board of Directors is required to manage the Bank in accordance with its authority and responsibility as stipulated in the Articles of Association and applicable laws and regulations.
3. The Board of Directors carries out its duties and authorities in accordance with the applicable Articles of Association of the Company.
4. The Board of Directors does not reduce the provisions in the Articles of Association of the Company. The Board of Directors has the right to make decisions to:
 - a. Preparation and changes to Management Policies (including organizational structure).
 - b. Opening, closing, transferring, increasing status, decreasing status of the Bank's Office Network.

c. Mengangkat anggota Komite di bawah Direksi dan di bawah Dewan Komisaris. d. Penyusunan dan Pelaporan Rencana Aksi Keuangan Berkelanjutan dan Laporan Berkelanjutan. e. Mengangkat seorang atau lebih sebagai kuasanya dengan wewenang dan syarat – syarat yang ditentukan oleh Direksi dalam suatu surat kuasa khusus. 5. Direksi wajib melaksanakan prinsip – prinsip tata kelola yang baik dalam setiap kegiatan usaha Bank pada seluruh tingkatan atau jenjang organisasi; 6. Direksi wajib menindaklanjuti temuan audit dan rekomendasi dari satuan kerja audit intern Bank, auditor eksternal, hasil pengawasan Otoritas Jasa Keuangan dan/atau hasil pengawasan otoritas lain; 7. Dalam rangka melaksanakan prinsip-prinsip tata kelola yang baik, Direksi paling kurang wajib membentuk: a. Satuan Kerja Audit Intern; b. Satuan Kerja Manajemen Risiko dan Komite Manajemen Risiko; dan c. Satuan Kerja Kepatuhan. 8. Direksi wajib mempertanggungjawabkan pelaksanaan tugas sesuai bidangnya kepada pemegang saham melalui Rapat Umum Pemegang Saham; 9. Direksi wajib menyediakan data dan informasi yang akurat, relevan dan tepat waktu kepada Dewan Komisaris.	c. Appointing members of the Committee under the Board of Directors and under the Board of Commissioners. d. Preparation and Reporting of Sustainable Finance Action Plan and Sustainability Report. e. Appoint one or more persons as their proxies with the authority and conditions determined by the Board of Directors in a special power of attorney. 5. The Board of Directors is required to implement the principles of good governance in every business activity of the Bank at all levels or levels of the organization; 6. The Board of Directors is required to follow up on audit findings and recommendations from 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; 7. In order to implement the principles of good governance, the Board of Directors is required to form at least: a. Internal Audit Work Unit; b. Risk Management Work Unit and Risk Management Committee; and c. Compliance Work Unit. 8. The Board of Directors is required to be accountable for the implementation of tasks according to their fields to shareholders through the General Meeting of Shareholders; 9. The Board of Directors is required to provide accurate, relevant and timely data and information to the Board of Commissioners.

Pelaksanaan Tugas dan Tanggung Jawab Dewan Komisaris

Implementation of Duties and Responsibilities of the Board of Commissioners

Dewan Komisaris adalah organ Bank yang bertugas melakukan pengawasan secara umum dan/atau khusus sesuai dengan anggaran dasar serta memberi nasihat kepada Direksi. Dewan Komisaris melakukan pengawasan dan bertanggung jawab atas pengawasan terhadap kebijakan pengurusan, jalannya pengurusan pada umumnya dan memberi nasihat kepada Direksi serta melakukan pemantauan terhadap efektivitas implementasi GCG yang dilakukan sesuai dengan Anggaran Dasar.

The Board of Commissioners is a Bank organ tasked with carrying out general and/or specific supervision in accordance with the articles of association and providing advice to the Board of Directors. The Board of Commissioners supervises and is responsible for supervising management policies, the course of management in general and providing advice to the Board of Directors and monitoring the effectiveness of GCG implementation carried out in accordance with the Articles of Association.

Berdasarkan Akta Pernyataan Keputusan diluar rapat perseroan terbatas PT Bank Shinhan Indonesia Nomor 04 tanggal 11 Juni 2024, Anggota Dewan Komisaris berjumlah 3 (tiga) orang dengan komposisi pada akhir tahun 2024 terdiri dari:

Based on the Deed of Resolution outside the limited liability company meeting of PT Bank Shinhan Indonesia Number 04 dated June 11, 2024, the Board of Commissioners members amounted to 3 (three) people with the composition at the end of 2024 consisting of:

No.	Nama Name	Jabatan Positions	Fit and Proper OJK
1	Timoty E. Marnandus (WNI)	Komisaris Utama/ Komisaris Independen President Commissioner/ Independent Commissioner	Surat No. KEP-90/D.03/2016 tanggal 24 November 2016 Letter No. KEP-90/D.03/2016 dated November 24, 2016
2	Ananda Barata (WNI)	Komisaris/ Komisaris Independen Commissioner/ Independent Commissioner	Surat No. KEP-136/D.03/2020 tanggal 15 September 2020 Letter No. KEP-136/D.03/2020 dated September 15, 2020
3	Kim Jihyung (WNA)	Komisaris Commissioner	Surat No. KEP-92/D.03/2016 tanggal 24 November 2016 Letter No. KEP-92/D.03/2016 dated November 24, 2016

Komposisi Dewan Komisaris tidak melebihi jumlah Direksi selain itu kedua Komisaris berasal dari pihak Independen terhadap Pemegang Saham Pengendali dan telah memperoleh persetujuan Otoritas Jasa Keuangan Seluruh anggota Dewan Komisaris telah lulus fit & proper test sesuai dengan ketentuan Otoritas Jasa Keuangan.

The composition of the Board of Commissioners does not exceed the number of Directors, in addition, both Commissioners come from parties independent of the Controlling Shareholders and have obtained approval from the Financial Services Authority All members of the Board of Commissioners have passed the fit & proper test in accordance with the provisions of the Financial Services Authority.

Komisaris Utama (*President Commissioner*) PT Bank Shinhan Indonesia yaitu Timoty E. Marnandus memiliki rangkap jabatan pada perusahaan lain yaitu sebagai komisaris pada PT. Artha Karya Adiguna. Kim Ji Hyung selaku Komisaris PT Bank Shinhan Indonesia juga menjabat sebagai Deputy General Manager bagian *Global Business Department* di Bank Shinhan Seoul, Korea Selatan.

President Commissioner of PT Bank Shinhan Indonesia, Timothy E. Marnandus, has concurrent positions in other companies, namely as commissioner of PT Artha Karya Adiguna. Kim Ji Hyung as Commissioner of PT Bank Shinhan Indonesia also serves as Deputy General Manager of Global Business Department at Shinhan Bank Seoul, South Korea.

Anggota Dewan Komisaris dan Direksi, tidak saling memiliki hubungan kepemilikan, hubungan kepengurusan, hubungan keuangan, dan hubungan keluarga dengan Pemegang Saham Pengendali.

Members of the Board of Commissioners and Board of Directors do not have ownership, management, financial, and family relationships with the Controlling Shareholders.

Berdasarkan ketentuan dalam Anggaran Dasar, Dewan Komisaris bertugas melakukan pengawasan atas kebijakan Direksi dalam menjalankan tugas-

Based on the provisions in the Articles of Association, the Board of Commissioners is tasked with supervising the policies of the Board of Directors in carrying out

tugas Bank. Uraian tugas dan tanggung jawab Dewan Komisaris sebagai berikut:

1. Dewan Komisaris wajib melaksanakan tugas dan tanggung jawabnya secara independen.
2. Dewan Komisaris mengadakan rapat sesuai jadwal yang ditetapkan.
3. Dewan Komisaris wajib memastikan Penerapan Tata Kelola yang baik terselenggara dalam setiap kegiatan usaha Bank pada seluruh tingkat atau jenjang organisasi.
4. Dewan Komisaris wajib melaksanakan pengawasan terhadap pelaksanaan tugas dan tanggung jawab Direksi, serta memberikan nasihat kepada Direksi.
5. Dalam melaksanakan pengawasan, Dewan Komisaris wajib mengarahkan, memantau, dan mengevaluasi pelaksanaan kebijakan strategis Bank.
6. Dalam melaksanakan pengawasan, Dewan Komisaris dilarang ikut serta dalam pengambilan keputusan kegiatan operasional Bank, kecuali:
 - a. Penyediaan dana kepada pihak terkait sebagaimana diatur dalam ketentuan mengenai Batas Maksimum Pemberian Kredit Bank Umum; dan
 - b. Hal-hal ini yang ditetapkan dalam Anggaran Dasar Bank atau peraturan perundang-undangan.
7. Pengambilan keputusan kegiatan operasional Bank oleh Dewan Komisaris pada butir 6 merupakan bagian tugas pengawasan oleh Dewan Komisaris, sehingga tidak meniadakan tanggung jawab Direksi atas pelaksanaan kepengurusan Bank.
8. Dewan Komisaris wajib memastikan bahwa Direksi telah menindaklanjuti temuan audit dan rekomendasi dari Satuan Kerja Audit Intern Bank, Auditor Ekstern, hasil Pengawasan Otoritas Jasa Keuangan dan/atau hasil pengawasan otoritas lain.
9. Dewan Komisaris wajib memberitahukan kepada Otoritas Jasa Keuangan paling lama 7 (tujuh) hari sejak ditemukan:
 - a. Pelanggaran peraturan perundang-undangan di bidang keuangan dan perbankan; dan/atau
 - b. Keadaan atau perkiraan keadaan yang dapat membahayakan kelangsungan usaha Bank.
10. Dalam rangka mendukung efektivitas pelaksanaan tugas dan tanggung jawabnya, Dewan Komisaris wajib membentuk paling sedikit:
 - a. Komite Audit;

the duties of the Bank. The description of the duties and responsibilities of the Board of Commissioners is as follows:

1. The Board of Commissioners must perform its duties and responsibilities independently.
2. The Board of Commissioners shall hold meetings according to a pre-established schedule.
3. The Board of Commissioners is required to ensure the effective implementation of Good Corporate Governance in every business activity of the Bank at all levels of the organization.
4. The Board of Commissioners is responsible for overseeing the duties and responsibilities carried out by the Board of Directors and providing advice to the Board of Directors.
5. In exercising its supervisory function, the Board of Commissioners must guide, monitor, and evaluate the implementation of the Bank's strategic policies.
6. The Board of Commissioners is prohibited from participating in operational decision-making of the Bank, except in the following cases:
 - a. Provision of funds to related parties as regulated under the provisions on the Legal Lending Limit for Commercial Banks; and
 - b. Other matters as stipulated in the Bank's Articles of Association or applicable laws and regulations.
7. Any operational decision-making activities carried out by the Board of Commissioners as stated in point 6 fall within the scope of its supervisory duties and do not negate the responsibilities of the Board of Directors in managing the Bank.
8. The Board of Commissioners must ensure that the Board of Directors has followed up on audit findings and recommendations issued by the Bank's Internal Audit Unit, External Auditors, the Financial Services Authority (OJK), and/or other regulatory bodies.
9. The Board of Commissioners is required to report to the Financial Services Authority within a maximum of 7 (seven) days upon discovering:
 - a. Any violations of laws and regulations in the financial and banking sectors; and/or
 - b. Any conditions or potential conditions that may threaten the Bank's business continuity.
10. To support the effective execution of its duties and responsibilities, the Board of Commissioners is required to establish at least the following committees:
 - a. Audit Committee;

- b. Komite Pemantau Risiko;
- c. Komite Remunerasi & Nominasi.

11. Dewan Komisaris dapat membentuk Komite Remunerasi dan Nominasi secara terpisah.
12. Pengangkatan anggota Komite pada butir 10 wajib dilakukan oleh Direksi berdasarkan keputusan rapat Dewan Komisaris.
13. Dewan Komisaris wajib memastikan bahwa Komite yang telah dibentuk pada butir 10 menjalankan tugasnya secara efektif.
14. Dewan Komisaris wajib menjaga segala data dan informasi terkait Bank yang disampaikan oleh Direksi dan sesuai dengan ketentuan perundang-undangan.

Komposisi dan Kompetensi anggota Dewan Komisaris sudah sesuai dengan peraturan Otoritas Jasa Keuangan tentang Penerapan Tata Kelola yang berlaku. Seluruh anggota Dewan Komisaris mampu bertindak dan mengambil keputusan secara independen. Sebagaimana fungsinya sebagai pengawas Bank, pelaksanaan tugas dan tanggung jawab Dewan Komisaris telah memenuhi prinsip-prinsip Tata Kelola. Rapat Dewan Komisaris terselenggara secara efektif dan efisien sesuai dengan pedoman dan tata tertib kerja Dewan Komisaris dan sesuai dengan kebutuhan Bank. Aspek transparansi anggota Dewan Komisaris sangat baik dan tidak pernah melanggar ketentuan/peraturan yang berlaku.

- b. Risk Monitoring Committee;
- c. Remuneration and Nomination Committee.

11. The Board of Commissioners may form separate Remuneration and Nomination Committees.
12. The appointment of committee members as mentioned in point 10 must be carried out by the Board of Directors based on the decision of the Board of Commissioners' meeting.
13. The Board of Commissioners must ensure that the established committees as mentioned in point 10 perform their duties effectively.
14. The Board of Commissioners is obliged to maintain all data and information related to the Bank submitted by the Board of Directors and in accordance with statutory provisions.

The composition and competence of members of the Board of Commissioners are in accordance with the regulations of the Financial Services Authority regarding the Implementation of Good Governance. All members of the Board of Commissioners are able to act and make decisions independently. As it functions as a Bank supervisor, the implementation of the duties and responsibilities of the Board of Commissioners has fulfilled the Governance principles. Meetings of the Board of Commissioners are held effectively and efficiently in accordance with the guidelines and work rules of the Board of Commissioners and in accordance with the needs of the Bank. The transparency aspect of the members of the Board of Commissioners is very good and has never violated the applicable rules/regulations.

Kelengkapan dan Pelaksanaan Tugas Komite Committee Structure and Implementation of Duties

PT Bank Shinhan Indonesia telah membentuk 3 (Tiga) Komite dibawah Dewan Komisaris dalam rangka menjalankan tugasnya untuk mendukung efektivitas tugas dan tanggung jawabnya, yaitu:

1. Komite Audit
2. Komite Pemantau Risiko
3. Komite Remunerasi dan Nominasi

PT Bank Shinhan Indonesia telah memiliki Pedoman dan Tata Tertib Anggota Komite dibawah Dewan Komisaris.

Seluruh anggota Komite berasal dari pihak independen yang memenuhi kriteria independensi, yaitu tidak memiliki hubungan keuangan, kepengurusan,

PT Bank Shinhan Indonesia has established 3 (Three) Committees under the Board of Commissioners in order to carry out its duties to support the effectiveness of its duties and responsibilities, namely:

1. Audit Committee
2. Risk Monitoring Committee
3. Remuneration and Nomination Committee

PT Bank Shinhan Indonesia has a Charter of Committee Members under the Board of Commissioners.

All committee members are independent and meet the independence criteria, meaning they do not have any financial, managerial, shareholding, and/

kepemilikan saham, dan/atau hubungan keluarga dengan Direksi, Dewan Komisaris, dan/atau Pemegang Saham Pengendali atau hubungan dengan Bank, yang dapat mempengaruhi kemampuan bertindak independen.

or familial relationships with the Board of Directors, the Board of Commissioners, the Controlling Shareholders, or the bank. This is intended to maintain the Committees' ability to act independently.

Komite Audit Audit Committee

Komite Audit memiliki tanggung jawab untuk memantau dan mengevaluasi perencanaan dan pelaksanaan hal-hal yang terkait dengan laporan keuangan, sistem pengendalian internal, pelaksanaan fungsi audit internal dan eksternal, serta memantau tindak lanjut hasil audit.

The Audit Committee is responsible for monitoring and evaluating matters related to financial reporting, internal control systems, the implementation of internal and external audit functions, and follow-up on audit results.

Susunan terakhir Komite Audit Bank terdiri dari 3 (tiga) orang anggota yaitu 1 (satu) orang Komisaris Independen selaku ketua dan 2 (dua) orang anggota Komite Audit dari Pihak Independen. Komposisi Komite Audit berdasarkan SK Direksi No. 012/BSI-SKDIR/X/2023 tanggal 10 Oktober 2023 tentang Pengangkatan Kembali Anggota Komite Audit, dengan susunan sebagai berikut:

The most recent composition of the Bank's Audit Committee consists of three (3) members: one (1) Independent Commissioner serving as Chair and two (2) members from independent parties. The composition of the Audit Committee is based on the Board of Directors Decree No. 012/BSI-SKDIR/X/2023 dated October 10, 2023, concerning the Reappointment of Members of the Audit Committee, with the following structure:

No.	Nama Name	Jabatan Position	Status
1	Ananda Barata	Ketua Chairman	Komisaris Independen Independent Commissioner
2	Richard Steven Dompas	Anggota Member	Pihak Independen Independent Party
3	Rusli Simanjuntak	Anggota Member	Pihak Independen Independent Party

Seluruh anggota Komite Audit merupakan pihak independen, tidak ada yang berasal dari anggota Direksi Bank maupun bank lain, tidak memiliki hubungan keuangan, kepengurusan, kepemilikan saham dan/atau hubungan keluarga dengan Direksi, Dewan Komisaris, dan/atau Pemegang Saham pengendali maupun hubungan dengan Bank.

All members of the Audit Committee are independent parties, none of whom come from members of the Board of Directors of the Bank or other banks, do not have financial, management, share ownership and/or family relationships with the Board of Directors, Board of Commissioners, and/or Controlling Shareholders or relationships with the Bank.

Tugas dan Tanggung Jawab Komite Audit

Duties and Responsibilities of the Audit Committee

Komite Audit memiliki tugas dan tanggung jawab, antara lain meliputi:

The Audit Committee is assigned with the following duties and responsibilities, among others:

1. Wajib bertugas dan bertanggung jawab melakukan pemantauan dan evaluasi atas:
 - a. Perencanaan dan pelaksanaan audit; dan

1. Responsible for Monitoring and Evaluation Activities, which include:
 - a. The planning and implementation of audits; and

- b. Pemantauan tindak lanjut hasil audit yang dilakukan oleh *Internal Audit Department*.

Untuk menilai kecukupan pengendalian intern termasuk kecukupan proses pelaporan keuangan.

2. Wajib melakukan pemantauan dan evaluasi paling sedikit terhadap:
 - a. Pelaksanaan tugas *Internal Audit Department*;
 - b. Kesesuaian Laporan Keuangan dengan standar Akuntansi keuangan; dan
 - c. Pelaksanaan tindak lanjut oleh Direksi atas hasil temuan *Internal Audit Department* Bank, Auditor Ekstern hasil pengawasan Otoritas Jasa Keuangan dan/atau hasil pengawasan Otoritas dan lembaga lainnya.

Digunakan untuk memberikan rekomendasi kepada Dewan Komisaris.

3. Berperan dan melaksanakan tugas serta tanggung jawab sesuai dengan Peraturan Otoritas Jasa Keuangan mengenai penggunaan jasa akuntan publik dan kantor akuntan publik dalam kegiatan jasa keuangan;
4. Wajib menjaga rahasia dokumen, data dan informasi Bank;
5. Anggota Komite Audit dari Pihak Independen wajib melaksanakan tugas, tanggung jawab dan wewenang dalam berintegritas independen, memiliki kompetensi serta menjaga reputasi.

- b. The monitoring of follow-up actions on audit findings conducted by the Internal Audit Department,

In order to assess the adequacy of internal control, including the sufficiency of the financial reporting process.

2. Required to conduct regular monitoring and evaluation, at a minimum, of the following:
 - a. The performance of duties by the Internal Audit Department;
 - b. The conformity of financial statements with applicable financial accounting standards; and
 - c. The implementation of follow-up actions by the Board of Directors in response to audit findings from the Bank's Internal Audit Department, External Auditors, and/or oversight results from the Financial Services Authority or other relevant regulatory bodies.

These evaluations serve as the basis for providing recommendations to the Board of Commissioners.

3. Plays a role and carries out duties and responsibilities in accordance with regulations issued by the Financial Services Authority (OJK) concerning the use of public accounting firms and public accountants in financial service activities.
4. Obligated to maintain the confidentiality of the Bank's documents, data, and information;
5. Independent Committee Audit members are required to carry out their duties, responsibilities, and authorities with integrity, independence, competency, and in a manner that upholds professional reputation.

Program Kerja dan Realisasi Komite Audit

Sepanjang tahun 2024, Komite Audit telah melaksanakan tugas sesuai dengan agenda dan pembahasan sebagaimana tercantum dalam notulen rapat, antara lain:

1. Menerima Laporan *Finance & Accounting Department* terkait:
 - a) Pembahasan Hasil Evaluasi/Pemeriksaan Kantor Akuntan Publik Suharli, Sugiharto & Rekan (KAP Shine Wing Indonesia) untuk proses audit keuangan tahun buku 2023, terkait Pemaparan Hasil Pemeriksaan tahun buku 2023, yaitu Rekonsiliasi Pendapatan Bersih per Buku vs Laba Bersih yang Diaudit, Ringkasan Salah

Audit Committee Work Program and Realization

Throughout 2024, the Audit Committee has carried out its duties in accordance with the agenda and discussions as stated in the minutes of the meeting, including: please provide information:

1. Received the Finance & Accounting Department Report related to:
 - a) Discussion of the Evaluation/Audit Results of the Public Accounting Firm Suharli, Sugiharto & Rekan (KAP Shine Wing Indonesia) for the financial audit process for the 2023 financial year, related to the Presentation of the Audit Results for the 2023 financial year, namely Reconciliation of Net Income per Book vs.

- Saji yang Tidak Dikoreksi, dan *Management Letter Points*;
- b) Pemilihan Kantor Akuntan Publik untuk pemeriksaan tahun buku 2024, dan disetujui penggunaan kembali Kantor Akuntan Publik Shine Wing Indonesia untuk pemeriksaan tahun buku 2024;
 - c) Pembahasan pemeriksaan Bank Shinhan Indonesia untuk periode tahun berakhir 2024 oleh Kantor Akuntan Publik Suharli, Sugiharto & Rekan (Shine Wing Indonesia), terkait Pendekatan Audit & Metodologi, Rencana Linimasa, dan Pembaruan Teknis;
2. Menerima Laporan *Internal Audit Department* terkait:
 - a) Update *summary* temuan dari pemeriksaan Otoritas Jasa Keuangan (OJK) tahun 2024 di tiga kantor cabang dan kantor pusat;
 - b) Aktivitas *internal audit* pada kuartal ke-4 2023 dan aktivitas *internal audit* sepanjang tahun 2024 terkait realisasi terhadap rencana pemeriksaan audit *on-site*, *off-site*, pemeriksaan mandiri, *ordinary audit*, dan alokasi *budget* pemeriksaan untuk tahun 2024;
 - c) Penambahan pemeriksaan di luar audit plan;
 - d) Temuan-temuan audit yang signifikan (*major findings*), temuan berulang, *follow-up* temuan, rating hasil audit dan sistem pengendalian intern secara reguler setiap bulan;
 - e) Kasus-kasus yang terjadi di kantor cabang, seperti *financial accident (fraud)* dan/atau temuan-temuan yang bersifat *high risk findings*;
 - f) Perubahan struktur organisasi audit yang baru;
 - g) Perubahan parameter rating hasil audit;
 - h) Training staf auditor dari internal dan eksternal;
 - i) Sertifikasi Manajemen Risiko dan Sertifikasi Auditor untuk staf auditor;
 - j) Rencana Pemeriksaan Audit *on-site*, *off-site*, pemeriksaan mandiri dan *ordinary audit*, dan alokasi budget untuk pemeriksaan tahun 2025 pada akhir tahun 2024 serta *man power planning*;
 - k) Pembahasan *Internal Audit Business Plan* 2025 dan *Annual Workshop* 2025.
 3. Menerima Laporan *Compliance Department* terkait:
 - a. Jika ada, denda/sanksi dari regulator pada kuartal ke-4 2023 dan tahun 2024
 - b. Rencana dan progres *Compliance Self Assessment* Cabang 2024;
- Audited Net Income, Summary of Uncorrected Misstatements, and Management Letter Points;
- b) Selection of a Public Accounting Firm for the 2024 financial year audit, and approval of the reuse of the Shine Wing Indonesia Public Accounting Firm for the 2024 financial year audit;
 - c) Discussion of Bank Shinhan Indonesia's audit for the period ending 2024 by Public Accounting Firm Suharli, Sugiharto & Rekan (Shine Wing Indonesia), related to Audit Approach & Methodology, Timeline Plan, and Technical Updates;
2. Receive Internal Audit Department Report related to:
 - a) Update summary findings from the Financial Services Authority (OJK) audit in 2024 at three branch offices and the head office;
 - b) Internal audit activities in the 4th quarter of 2023 and internal audit activities throughout 2024 related to the realization of the audit plan for on-site, off-site, independent audits, ordinary audits, and audit budget allocation for 2024;
 - c) Additional audits outside the audit plan;
 - d) Significant audit findings (major findings), recurring findings, follow-up findings, audit result ratings and internal control systems regularly every month;
 - e) Cases that occur at branch offices, such as financial accidents (fraud) and/or high risk findings;
 - f) Changes to the new audit organizational structure;
 - g) Changes to the audit result rating parameters;
 - h) Training for internal and external auditor staff;
 - i) Risk Management Certification and Auditor Certification for auditor staff;
 - j) Audit Examination Plan for on-site, off-site, independent audits and ordinary audits, and budget allocation for the 2025 audit at the end of 2024 as well as manpower planning;
 - k) Discussion of the 2025 Internal Audit Business Plan and the 2025 Annual Workshop.
 3. Receive Compliance Department Reports related to:
 - a. If any, fines/sanctions from regulators in the 4th quarter of 2023 and 2024
 - b. Plan and progress of the 2024 Branch Compliance Self Assessment;

- c. Progres audit OJK tahun 2022, 2023, dan 2024;
- d. Training terkait *compliance awareness*;
- e. Sosialisasi via e-mail ke seluruh karyawan terkait judi online, virus ransomware, pemblokiran USB pada PC, dan Blue Screen of Death;
- f. Update progres Perlindungan Data Pribadi (PDP);
- g. POJK No. 15 tahun 2024 tentang Integritas Pelaporan Keuangan Bank;
- h. Pembahasan perubahan struktur organisasi audit yang baru;
- i. RPOJK Perusahaan Induk Konglomerasi Keuangan.

- c. Progress of OJK audits in 2022, 2023, and 2024;
- d. Training related to compliance awareness;
- e. Socialization via e-mail to all employees regarding online gambling, ransomware viruses, USB blocking on PCs, and Blue Screen of Death;
- f. Update on the progress of Personal Data Protection (PDP);
- g. POJK No. 15 of 2024 concerning the Integrity of Bank Financial Reporting;
- h. Discussion of changes to the new audit organizational structure;
- i. RPOJK for Financial Conglomerate Holding Companies.

Komite Pemantau Risiko Risk Monitoring Committee

Bank telah membentuk Komite Pemantau Risiko SK Direksi No. 013/BSI-SKDIR/X/2023 tanggal 10 Oktober 2023 tentang Pengangkatan Kembali Anggota Komite Pemantau Risiko. Komite Pemantau Risiko dibentuk Dewan Komisaris untuk membantu melakukan pengawasan dan pemantauan dalam pelaksanaan penerapan manajemen risiko Bank, serta menilai efektivitas manajemen risiko termasuk menilai toleransi risiko yang diambil oleh Bank.

The Bank has formed a Risk Monitoring Committee by Decree of the Board of Directors No. 013/BSI-SKDIR/X/2023 dated 10 October 2023 concerning the Reappointment of Members of the Risk Monitoring Committee. The Risk Monitoring Committee was formed by the Board of Commissioners to assist in supervising and monitoring the implementation of the Bank's risk management, as well as assessing the effectiveness of risk management including assessing the risk tolerance taken by the Bank.

Susunan dan komposisi Anggota Komite Pemantau Risiko terdiri dari 3 (tiga) orang yaitu 1 (satu) orang Komisaris Independen sebagai ketua dan 2 (dua) orang anggota Komite Pemantau Risiko dari Pihak Independen. Seluruh anggota Komite Audit merupakan pihak independen, tidak ada yang berasal dari anggota Direksi Bank maupun bank lain, tidak memiliki hubungan keuangan, kepengurusan, kepemilikan saham dan/atau hubungan keluarga dengan Direksi, Dewan Komisaris, dan/atau Pemegang Saham pengendali maupun hubungan dengan Bank.

The composition and composition of the Risk Monitoring Committee members consist of 3 (three) people, namely 1 (one) Independent Commissioner as chairman and 2 (two) members of the Risk Monitoring Committee from Independent Parties. All members of the Audit Committee are independent parties, none of whom are members of the Board of Directors of the Bank or other banks, and do not have any financial, management, share ownership and/or family relationships with the Board of Directors, Board of Commissioners and/or controlling shareholders or relationships with the Bank.

No.	Nama Name	Jabatan Position	Status
1	Ananda Barata	Ketua Chairman	Komisaris Independen Independent Commissioner
2	Lando Simatupang	Anggota Member	Pihak Independen Independent Party
3	Rusli Simanjuntak	Anggota Member	Pihak Independen Independent Party

Tugas dan Tanggung Jawab Komite Pemantau Risiko

Dalam melaksanakan tugasnya untuk memberikan rekomendasi kepada Dewan Komisaris, Komite Pemantau Risiko wajib menjaga kerahasiaan terkait informasi Bank. Selain itu, tugas dan tanggung jawab Komite Pemantau Risiko, meliputi:

1. Melakukan evaluasi tentang kesesuaian antara kebijakan manajemen risiko dengan pelaksanaan kebijakan bank;
2. Melakukan pemantauan dan evaluasi pelaksanaan tugas komite Manajemen Risiko;
3. Melakukan pemantauan dan evaluasi pelaksanaan tugas Departemen Manajemen Risiko.

Program Kerja dan Realisasi Komite Pemantau Risiko

Program Kerja selama tahun 2024 Komite Pemantau Risiko melakukan memantau dan mengevaluasi pelaksanaan tugas Komite Manajemen Risiko dan Departemen Manajemen Risiko yang berjalan sesuai dengan kebijakan dan Pelaksanaan Manajemen Risiko. Pemantauan yang dilakukan Komite Pemantau Risiko berdasarkan hasil laporan profil risiko yang mencakup 8 (delapan) jenis risiko yang disampaikan kepada Otoritas Jasa Keuangan setiap Triwulan. Komite Pemantau risiko selalu memberikan rekomendasinya yang dituangkan dalam Notulen Rapat Komite Pemantau Risiko.

Duties and Responsibilities of the Risk Monitoring Committee

In carrying out its duties to provide recommendations to the Board of Commissioners, the Risk Monitoring Committee is required to maintain confidentiality regarding Bank information. In addition, the duties and responsibilities of the Risk Monitoring Committee include:

1. Evaluating the suitability of risk management policies with the implementation of the bank's policies;
2. Monitoring and evaluating the implementation of the Risk Management Committee's duties;
3. Monitoring and evaluating the implementation of the Risk Management Department's duties.

Risk Monitoring Committee Work Program and Realization

Work Program during 2024 The Risk Monitoring Committee monitors and evaluates the implementation of the duties of the Risk Management Committee and the Risk Management Department which are running in accordance with the policies and Implementation of Risk Management. The monitoring carried out by the Risk Monitoring Committee is based on the results of the risk profile report covering 8 (eight) types of risks submitted to the Financial Services Authority every Quarter. The Risk Monitoring Committee always provides its recommendations which are stated in the Minutes of the Risk Monitoring Committee Meeting.

Komite Remunerasi dan Nominasi

Remuneration and Nomination Committee

Komite Remunerasi dan Nominasi merupakan organ pendukung yang dibentuk oleh Dewan Komisaris untuk mengevaluasi kebijakan remunerasi dan nominasi di Bank. Komite Remunerasi dan Nominasi dibentuk berdasarkan SK DIR No. 005/BSI-SKDIR/VI/2024 tanggal 24 Juni 2024 tentang Perubahan Susunan Anggota Komite Remunerasi dan Nominasi.

The Remuneration and Nomination Committee is a supporting organ formed by the Board of Commissioners to evaluate the remuneration and nomination policies at the Bank. The Remuneration and Nomination Committee was formed based on DIR Decree No. 005/BSI-SKDIR/VI/2024 dated June 24, 2024 concerning Changes in the Composition of the Remuneration and Nomination Committee Members.

Di tahun 2024, Komite Remunerasi dan Nominasi beranggotakan 3 (tiga) orang yang terdiri dari 1 (satu) orang Komisaris Independen sebagai ketua, 1 (satu) orang Komisaris sebagai anggota, dan 1 (satu) orang Pejabat Eksekutif yang membawahkan fungsi sumber daya manusia, sebagai berikut.

In 2024, the Remuneration and Nomination Committee consists of 3 (three) members consisting of 1 (one) Independent Commissioner as chairman, 1 (one) Commissioner as member, and 1 (one) Executive Officer in charge of human resources functions, as follows.

No.	Nama Independent	Jabatan Independent	Status
1	Timoty E. Marnandus	Ketua Chairman	Komisaris Independen Independent Commissioner
2	Kim Jihyung	Anggota Member	Komisaris Commissioner
3	Dimas Febriyatno	Anggota Member	Pejabat Eksekutif yang Membawahkan Fungsi Sumber Daya Manusia Executive Officer in Charge of Human Resources Function

Tugas dan Tanggung Jawab Komite Remunerasi dan Nominasi

Terkait dengan kebijakan Remunerasi sebagai berikut:

- Melakukan evaluasi terhadap kebijakan Remunerasi yang didasarkan kepada kinerja, risiko, kewajaran *peer group*, sasaran, dan strategi jangka panjang Bank, pemenuhan cadangan sebagaimana diatur dalam peraturan perundang-undangan dan potensi pendapatan Bank di masa yang akan datang.
- Menyampaikan hasil evaluasi dan rekomendasi kepada Dewan Komisaris sebagai berikut:
 - Kebijakan Remunerasi bagi Direksi dan Dewan Komisaris untuk disampaikan kepada Rapat Umum Pemegang Saham (RUPS);
 - Kebijakan Remunerasi bagi Pejabat Eksekutif dan Pegawai secara keseluruhan untuk disampaikan kepada Direksi.
- Memastikan bahwa Kebijakan Remunerasi telah sesuai dengan ketentuan yang berlaku; dan
- Melakukan evaluasi secara berkala terhadap penerapan Kebijakan Remunerasi.

Duties and Responsibilities of the Remuneration and Nomination Committee

Related to the Remuneration policy as follows:

- Conducting an evaluation of the Remuneration policy based on the Bank's performance, risk, peer group fairness, targets, and long-term strategy, fulfillment of reserves as stipulated in laws and regulations and the Bank's potential income in the future.
- Submitting the evaluation results and recommendations to the Board of Commissioners as follows:
 - Remuneration Policy for the Board of Directors and Board of Commissioners to be submitted to the General Meeting of Shareholders (GMS);
 - Remuneration Policy for Executive Officers and Employees as a whole to be submitted to the Board of Directors.
- Ensuring that the Remuneration Policy is in accordance with applicable provisions; and
- Conducting periodic evaluations of the implementation of the Remuneration Policy.

Terkait dengan kebijakan Nominasi sebagai berikut:

1. Menyusun dan memberikan rekomendasi mengenai pemilihan dan/atau penggantian anggota Direksi dan anggota Dewan Komisaris untuk disampaikan kepada RUPS;
2. Mengidentifikasi dan memberikan rekomendasi mengenai calon anggota Direksi dan/atau calon anggota Dewan Komisaris kepada Dewan Komisaris untuk disampaikan kepada RUPS;
3. Memberikan rekomendasi kepada Dewan Komisaris mengenai Pihak Independen yang akan menjadi Komite Audit serta anggota Komite Pemantau Risiko kepada Dewan Komisaris.
4. Menyusun mekanisme dan melakukan penilaian kinerja Direksi dan Dewan Komisaris.

Program Kerja dan Realisasi Komite Remunerasi dan Nominasi

Selama tahun 2024, Komite Remunerasi dan Nominasi telah menyusun Rencana Kerja dan Jadwal Kegiatan tahun 2024, antara lain: mohon informasi

1. Melaksanakan tugas dan tanggung jawab sebagaimana diatur dalam Pedoman Komite Remunerasi dan Nominasi.
2. Memberikan rekomendasi kepada Dewan Komisaris mengenai usulan terkait perubahan keanggotaan Direksi PT Bank Shinhan Indonesia.
3. Mengevaluasi dan mengupdate Kebijakan Remunerasi Direksi, Dewan Komisaris dan Karyawan Bank.

Related to the Nomination policy as follows:

1. Preparing and providing recommendations regarding the selection and/or replacement of members of the Board of Directors and members of the Board of Commissioners to be submitted to the GMS;
2. Identify and provide recommendations regarding prospective members of the Board of Directors and/or prospective members of the Board of Commissioners to the Board of Commissioners to be submitted to the GMS;
3. Provide recommendations to the Board of Commissioners regarding Independent Parties who will become Audit Committee members and members of the Risk Monitoring Committee to the Board of Commissioners.
4. Prepare mechanisms and conduct performance assessments of the Board of Directors and Board of Commissioners.

Work Program of the Remuneration and Nomination Committee and the Realization

During 2024, the Remuneration and Nomination Committee has prepared a Work Plan and Activity Schedule for 2024, including: please provide information

1. Carry out duties and responsibilities as stipulated in the Remuneration and Nomination Committee Guidelines.
2. Provide recommendations to the Board of Commissioners regarding proposals related to changes in the membership of the Board of Directors of PT Bank Shinhan Indonesia.
3. Evaluate and update the Remuneration Policy for the Board of Directors, Board of Commissioners and Bank Employees.

Pengungkapan Kebijakan Remunerasi **Disclosure of Remuneration Policy**

Sebagaimana tertuang dalam Peraturan Otoritas Jasa Keuangan Nomor 45/POJK.03/2015 Tentang Penerapan Tata Kelola Dalam Pemberian Remunerasi Bagi Bank Umum, Bank wajib mengungkapkan informasi kebijakan Remunerasi mencakup hal-hal berikut ini:

As stated in the Financial Services Authority Regulation Number 45/POJK.03/2015 Concerning the Implementation of Governance in the Provision of Remuneration for Commercial Banks, Banks are required to disclose information on Remuneration policies covering the following:



No.	POJK Remunerasi POJK Remuneration	Detail Detail	Pengungkapan Disclosure																
a.	Komite Remunerasi dan Nominasi (Remunerations & Nominations Committee)	Nama Anggota, komposisi, tugas, dan tanggung jawab Members' names, composition, duties and responsibilities	- Nama anggota dan Komposisi Komite Remunerasi dan Nominasi - Names of members and composition of the Remuneration and Nomination Committee <table> <tr> <th>No</th><th>Nama</th><th>Jabatan Position</th><th>Status</th></tr> <tr> <td>1.</td><td>Timoty E. Marnandus</td><td>Ketua Chairman</td><td>Komisaris Independen Independent Commissioner</td></tr> <tr> <td>2.</td><td>Kim Ji Hyung</td><td>Anggota Member</td><td>Komisaris Commissioner</td></tr> <tr> <td>3.</td><td>Dimas Febriyatno*)</td><td>Anggota Member</td><td>Pejabat Eksekutif Executive Officer</td></tr> </table> Note: Terdapat Perubahan Susunan Anggota Komite Remunerasi dan Nominasi berdasarkan SK No. SK DIR No. 005/BSI-SKDIR/VI/2024 tanggal 24 Juni 2024 Note: There is a change in the composition of the Remuneration and Nomination Committee members based on Decree No. SK DIR No. 005/BSI-SKDIR/VI/2024 dated June 24, 2024 - Tugas dan Tanggung Jawab Komite Remunerasi & Nominasi: - Terkait dengan kebijakan Remunerasi sebagai berikut : - Melakukan evaluasi dan review terhadap kebijakan Remunerasi yang didasarkan kepada kinerja, risiko, kewajaran <i>peer group</i>, sasaran, dan strategi jangka panjang Bank, pemenuhan cadangan sebagaimana diatur dalam peraturan perundang-undangan dan potensi pendapatan Bank di masa yang akan datang. - Menyampaikan hasil evaluasi dan rekomendasi kepada Dewan Komisaris sebagai berikut: - Kebijakan Remunerasi bagi Direksi dan Dewan Komisaris untuk disampaikan kepada Rapat Umum Pemegang Saham (RUPS); - Kebijakan Remunerasi bagi karyawan secara keseluruhan untuk disampaikan kepada Direksi. - Memastikan bahwa kebijakan remunerasi telah sesuai dengan ketentuan yang berlaku; - Melakukan evaluasi secara berkala terhadap penerapan kebijakan remunerasi. - Terkait dengan kebijakan Nominasi sebagai berikut : - Menyusun dan memberikan rekomendasi mengenai sistem serta prosedur pemilihan dan / atau penggantian anggota Direksi dan anggota Dewan Komisaris untuk disampaikan kepada RUPS; - Mengidentifikasi dan memberikan rekomendasi mengenai calon anggota Direksi dan/atau calon anggota Dewan Komisaris kepada Dewan Komisaris untuk disampaikan ke RUPS; - Memberikan rekomendasi kepada Dewan Komisaris mengenai Pihak Independen yang akan menjadi anggota Komite Audit serta anggota Komite Pemantau Risiko; - Menyusun mekanisme dan melakukan penilaian kinerja Direksi dan Dewan Komisaris.	No	Nama	Jabatan Position	Status	1.	Timoty E. Marnandus	Ketua Chairman	Komisaris Independen Independent Commissioner	2.	Kim Ji Hyung	Anggota Member	Komisaris Commissioner	3.	Dimas Febriyatno*)	Anggota Member	Pejabat Eksekutif Executive Officer
No	Nama	Jabatan Position	Status																
1.	Timoty E. Marnandus	Ketua Chairman	Komisaris Independen Independent Commissioner																
2.	Kim Ji Hyung	Anggota Member	Komisaris Commissioner																
3.	Dimas Febriyatno*)	Anggota Member	Pejabat Eksekutif Executive Officer																

No.	POJK Remunerasi POJK Remuneration	Detail Detail	Pengungkapan Disclosure
			- Duties and Responsibilities of the Remuneration & Nomination Committee: · Related to the Remuneration policy as follows: 1. Conducting evaluations and reviews of the Remuneration policy based on performance, risk, peer group fairness, targets, and the Bank's long-term strategy, fulfillment of reserves as stipulated in laws and regulations and the Bank's potential income in the future. 2. Submitting the results of the evaluation and recommendations to the Board of Commissioners as follows: a. Remuneration Policy for the Board of Directors and Board of Commissioners to be submitted to the General Meeting of Shareholders (GMS); b. Remuneration Policy for employees as a whole to be submitted to the Board of Directors. 3. Ensuring that the remuneration policy is in accordance with applicable provisions; 4. Conducting periodic evaluations of the implementation of the remuneration policy. · Related to the Nomination policy as follows: 1. Preparing and providing recommendations regarding the system and procedures for the selection and/or replacement of members of the Board of Directors and members of the Board of Commissioners to be submitted to the GMS; 2. Identify and provide recommendations regarding prospective members of the Board of Directors and/or prospective members of the Board of Commissioners to the Board of Commissioners to be submitted to the GMS; 3. Provide recommendations to the Board of Commissioners regarding Independent Parties who will become members of the Audit Committee and members of the Risk Monitoring Committee; 4. Prepare mechanisms and conduct performance assessments of the Board of Directors and Board of Commissioners.
	Jumlah rapat yang dilakukan Number of meetings held		Selama Tahun 2024 Komite Remunerasi dan Nominasi telah mengadakan rapat sebanyak 5 (lima) kali. During 2024, the Remuneration and Nomination Committee has held 5 (five) meetings.
	Remunerasi yang telah dibayarkan kepada anggota Komite Remunerasi selama 1 (satu) tahun Remuneration paid to members of the Remuneration Committee for 1 (one) year		Pada tahun 2024, jumlah remunerasi yang telah dibayarkan kepada Komite Remunerasi dan Nominasi selama 1 (satu) tahun adalah sebesar Rp 1.211.132.682,- In 2024, the amount of remuneration paid to the Remuneration and Nomination Committee for 1 (one) year was Rp1,211,132,682,-

No.	POJK Remunerasi POJK Remuneration	Detail Detail	Pengungkapan Disclosure
b.	Proses Penyusunan Kebijakan Remunerasi Remuneration Policy Preparation Process	Tinjauan mengenai latar belakang dan tujuan kebijakan remunerasi Overview of the background and objectives of the remuneration policy	Bank secara berkesinambungan melakukan upaya untuk menerapkan tata kelola perusahaan yang baik serta melakukan perubahan yang didasarkan pada ketentuan baru yang berlaku. Penerapan tata kelola perusahaan yang baik bertujuan sebagai berikut: Pelanggan Selalu berusaha untuk dapat menjadi Bank Korea nomor 1 di Indonesia yang dicintai dan memberikan impian masa depan yang lebih baik bersama pelanggannya Pasar Melakukan tren baru perbankan dengan menembus batas industri perbankan saat ini melalui berbagai macam inovasi dan perubahan. Pegawai Menciptakan lingkungan kerja dimana karyawan dapat bekerja dengan harmonis dan memiliki kebanggaan menjadi bagian dari sebuah Bank yang terkemuka di Korea. The Bank continuously makes efforts to implement good corporate governance and make changes based on new applicable provisions. The implementation of good corporate governance aims to: Customers Always strive to be the number 1 Korean Bank in Indonesia that is loved and provides dreams of a better future with its customers Market Carrying out new banking trends by breaking through the boundaries of the current banking industry through various innovations and changes. Employees Creating a work environment where employees can work harmoniously and have pride in being part of a leading Bank in Korea.
		Pelaksanaan kaji ulang atas kebijakan remunerasi pada tahun sebelumnya, beserta perbaikannya Implementation of a review of the remuneration policy in the previous year, along with improvements	Sesuai dengan ketentuan Peraturan Otoritas Jasa Keuangan Nomor 17 Tahun 2023 tanggal 14 September 2023 tentang Penerapan Tata Kelola Bagi Bank Umum dan Peraturan Otoritas Jasa Keuangan Nomor 45/ POJK.03/2015 tentang Penerapan Tata Kelola dalam Pemberian Remunerasi bagi Bank Umum, maka Bank melakukan upaya untuk senantiasa melakukan keselarasan atas kaji ulang Kebijakan Remunerasi yang ada saat ini, misalnya perihal penyesuaian kenaikan gaji minimum Karyawan dan Direksi. In accordance with the provisions of the Financial Services Authority Regulation Number 17 of 2023 dated September 14, 2023 concerning the Implementation of Governance for Commercial Banks and the Financial Services Authority Regulation Number 45/POJK.03/2015 concerning the Implementation of Governance in the Provision of Remuneration for Commercial Banks, the Bank makes efforts to continuously align the review of the current Remuneration Policy, for example regarding the adjustment of the increase in the minimum salary of Employees and Directors.

No.	POJK Remunerasi POJK Remuneration	Detail Detail	Pengungkapan Disclosure
		Mekanisme untuk memastikan bahwa Remunerasi bagi pegawai <i>unit control</i> bersifat independen dari unit kerja yang diawasinya A mechanism to ensure that remuneratizon for control unit employees is independent of the work unit they supervise	Penilaian kinerja di Unit Kontrol tidak dikaitkan dengan pencapaian target bisnis/kinerja dari unit kerja yang diawasi, dan hal ini dilakukan dengan cara sebagai berikut: 1. Dalam Struktur Organisasi Bank, unit kontrol berdiri sendiri dan bersifat independen; 2. Penetapan Target dan sasaran bisnis melalui persetujuan sesuai dengan jenjang dan hirarki yang ada pada struktur organisasi Direktorat Bisnis. Performance assessment in the Control Unit is not linked to the achievement of business/performance targets of the supervised work unit, and this is done in the following manner: 1. In the Bank's Organizational Structure, the control unit stands alone and is independent; 2. Determination of business targets and objectives through approval in accordance with the levels and hierarchies in the organizational structure of the Business Directorate.
c.	Cakupan kebijakan Remunerasi dan implementasinya per unit bisnis, per wilayah, dan pada perusahaan anak atau kantor cabang yang berlokasi diluar negeri Coverage of Remuneration policy and its implementation per business unit, per region, and in subsidiaries or branch offices located abroad		PT Bank Shinhan Indonesia tidak mempunyai cabang diluar negeri PT Bank Shinhan Indonesia does not have branches abroad
d.	Remunerasi dikaitkan dengan risiko Remuneration is linked to risk	Jenis risiko utama (<i>key risk</i>) yang digunakan dalam menerapkan Remunerasi Types of key risks used in implementing Remuneration Kriteria untuk menentukan jenis risiko utama, termasuk untuk risiko yang sulit diukur Criteria for determining the type of key risk, including for risks that are difficult to measure	Risiko Utama Bank di saat ini adalah Risiko Kredit dan Risiko Operasional. The Bank's main risks at present are Credit Risk and Operational Risk. Jenis transaksi yang paling utama secara material yang menghasilkan laba dengan tetap mempertimbangkan minimal risiko yang berdampak signifikan pada bisnis Bank. The most important type of transaction that materially generates profit while still considering minimal risk that has a significant impact on the Bank's business.

No.	POJK Remunerasi POJK Remuneration	Detail Detail	Pengungkapan Disclosure
		Dampak penetapan jenis risiko utama terhadap kebijakan Remunerasi yang Bersifat Variabel. Impact of determining the type of key risk on the Variable Remuneration policy.	Bank telah menetapkan kebijakan remunerasi tetapi untuk proses pelaksanaannya belum berdampak pada pemberian remunerasi yang masih bersifat <i>variable</i> . The bank has established a remuneration policy, but the implementation process has not yet had an impact on the provision of remuneration, which is still variable.
		Perubahan penentuan jenis risiko utama dibandingkan dengan tahun lalu beserta alasannya, apabila ada Changes in determining the type of key risk compared to last year along with the reasons, if any	Belum ada perubahan yang signifikan jika dibandingkan dengan tahun lalu. There have been no significant changes compared to last year.
e.	Pengukuran kinerja dikaitkan dengan Remunerasi Performance measurement linked to Remuneration	Tinjauan mengenai kebijakan Remunerasi yang dikaitkan dengan penilaian kinerja Review of Remuneration policy linked to performance assessment	- Parameter penetapan remunerasi di Bank antara lain sebagai berikut: 1. Pencapaian kerja masing-masing individual 2. Kinerja Keuangan Bank 3. <i>Benchmarking</i> dengan perbankan yang lainnya 4. Risiko yang mungkin timbul sehingga mengakibatkan kerugian bagi Bank. - Sistem <i>Performance Appraisal</i> Bank dilakukan secara obyektif dan bertujuan untuk pengembangan karyawan yaitu: 1. <i>Performance Appraisal</i> didasarkan pada prestasi kerja dan potensi dalam diri pegawai, di mana prestasi pegawai adalah hasil kerja berbanding dengan target /sasaran pekerjaan, sedangkan potensi adalah kemampuan/kompetensi pegawai yang dapat berpengaruh dan mendukung keberhasilan dalam melaksanakan tugas serta tanggung jawabnya. 2. Hasil dari <i>Performance Appraisal</i> masing-masing karyawan menjadi referensi untuk proses pengembangan pegawai. - Parameters for determining remuneration in the Bank include the following: 1. Achievement of each individual's work 2. Bank's Financial Performance 3. Benchmarking with other banks 4. Risks that may arise resulting in losses for the Bank. - The Bank's Performance Appraisal System is carried out objectively and aims to develop employees, namely: 1. Performance Appraisal is based on work performance and potential within employees, where employee performance is the result of work compared to work targets/goals, while potential is the ability/competence of employees that can influence and support success in carrying out their duties and responsibilities. 2. The results of each employee's Performance Appraisal become a reference for the employee development process.

No.	POJK Remunerasi POJK Remuneration	Detail Detail	Pengungkapan Disclosure
		Metode dalam mengaitkan Remunerasi individu dengan kinerja Perseroan, kinerja unit kerja, dan kinerja individu Methods in linking individual Remuneration to the Company's performance, work unit performance, and individual performance	Hasil kinerja Bank akan mempengaruhi besarnya remunerasi khususnya yang bersifat <i>variable</i>, dan adapun proses peninjauan ulang <i>Performance Appraisal</i> ini dilakukan satu tahun sekali. Hasil dari <i>Performance Appraisal</i> menjadi dasar bagi Bank dalam memberikan penghargaan kepada karyawan dalam bentuk promosi, peninjauan pangkat, perluasan tugas dan tanggung jawab serta kenaikan benefit karyawan The Bank's performance results will affect the amount of remuneration, especially the variable ones, and the Performance Appraisal review process is carried out once a year. The results of the Performance Appraisal are the basis for the Bank in providing awards to employees in the form of promotions, rank reviews, expansion of duties and responsibilities, and increases in employee benefits.
		Uraian mengenai metode yang digunakan Perseroan untuk menyatakan bahwa kinerja yang disepakati tidak dapat tercapai sehingga perlu dilakukan penyesuaian atas Remunerasi serta besarnya penyesuaian Remunerasi jika kondisi tersebut terjadi Description of the method used by the Company to state that the agreed performance cannot be achieved so that an adjustment to the Remuneration is needed and the amount of the Remuneration adjustment if such conditions occur	Bilamana kinerja yang disepakati tidak dapat tercapai, tidak terdapat penyesuaian atas remunerasi, namun hal tersebut akan berdampak pada penilaian kerja tahunan karyawan yang angkanya akan berdampak terhadap pemberian bonus dan penyesuaian gaji di tahun berikutnya. If the agreed performance cannot be achieved, there is no adjustment to the remuneration, but this will have an impact on the employee's annual work assessment, the figures of which will have an impact on the provision of bonuses and salary adjustments in the following year.



No.	POJK Remunerasi POJK Remuneration	Detail Detail	Pengungkapan Disclosure
f.	Penyesuaian Remunerasi dikaitkan dengan Kinerja dan Risiko Remuneration Adjustment is linked to Performance and Risk	Kebijakan mengenai Remunerasi yang Bersifat Variabel yang ditangguhkan, besarnya, dan kriteria untuk menetapkan besaran tersebut Policy on Deferred Variable Remuneration, its amount, and the criteria for determining the amount Kebijakan Perseroan mengenai Remunerasi yang Bersifat Variabel yang ditangguhkan yang ditunda pembayarannya (<i>Malus</i>), atau ditarik kedalam hal sudah dibayarkan (<i>Clawback</i>) The Company's Policy on Deferred Variable Remuneration whose payment is postponed (<i>Malus</i>), or withdrawn into cases already paid (<i>Clawback</i>)	Tidak ada remunerasi yang bersifat variabel yang ditangguhkan There is no deferred variable remuneration Tidak ada remunerasi yang bersifat variabel yang ditangguhkan yang ditunda pembayarannya (<i>Malus</i>), atau ditarik ke dalam hal sudah dibayarkan (<i>Clawback</i>). There is no deferred variable remuneration whose payment is postponed (<i>Malus</i>), or withdrawn into cases already paid (<i>Clawback</i>).
g.	Penyesuaian Remunerasi dikaitkan dengan Kinerja dan Risiko Remuneration Adjustment linked to Performance and Risk.	Kebijakan pembayaran (<i>vesting</i>) Payment policy (<i>vesting</i>) Pengungkapan faktor yang menentukan perbedaan Remunerasi yang bersifat variabel yang ditangguhkan diantara pegawai atau kelompok pegawai Disclosure of factors determining differences in deferred variable remuneration between employees or groups of employees	Tidak terdapat remunerasi dikaitkan dengan risiko. There is no remuneration linked to risk Tidak terdapat Pengungkapan faktor yang menentukan perbedaan Remunerasi yang bersifat variabel yang ditangguhkan diantara pegawai atau kelompok pegawai. There is no disclosure of factors determining differences in deferred variable remuneration between employees or groups of employees.
h.	Nama konsultan ekstern dan tugas konsultan terkait kebijakan Remunerasi Name of external consultant and consultant's duties related to Remuneration policy		Tidak terdapat Konsultan Ekstern terkait Kebijakan Remunerasi. There are no External Consultants related to the Remuneration Policy.

No.	POJK Remunerasi POJK Remuneration	Detail Detail	Pengungkapan Disclosure																																
i.	Paket Remunerasi dan fasilitas yang diterima oleh Direksi dan Dewan Komisaris mencakup struktur remunerasi dan rincian jumlah nominal Remuneration package and facilities received by the Board of Directors and Board of Commissioners include remuneration structure and details of nominal amount		Paket Remunerasi dan fasilitas yang diterima oleh Direksi dan Dewan Komisaris mencakup struktur Remunerasi dan rincian jumlah nominal, sebagaimana dalam tabel dibawah ini: 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 as in the table below: <table><tr><th rowspan="3">Jenis Remunerasi dan Fasilitas Types of Remuneration and Facilities.</th><th colspan="4">Jumlah Diterima dalam 1 (satu) Tahun Amount Received in 1 (one) Year</th></tr><tr><th colspan="2">Direksi Board of Directors</th><th colspan="2">Dewan Komisaris Board of Commissioners</th></tr><tr><th>Orang Person</th><th>Juta Rp Million Rp</th><th>Orang Person</th><th>Juta Rp Million Rp</th></tr><tr><td>Gaji, bonus, tunjangan rutin, tantiem, dan fasilitas lainnya dalam bentuk non natura Salary, bonuses, routine allowances, tantiem, and other facilities in the form of non-kind benefits</td><td>6</td><td>18.206</td><td>3</td><td>858</td></tr><tr><td>Fasilitas lain dalam bentuk natura (Perumahan, asuransi kesehatan, dan sebagainya) yang: Dapat dimiliki; Tidak dapat dimiliki. Other facilities in the form of kind benefits (housing, health insurance, etc.) that: a. Can be owned; b. Cannot be owned</td><td>6</td><td>1.770</td><td>3</td><td>-</td></tr><tr><td colspan="2">Total</td><td>19.976</td><td>839</td><td colspan="2"></td></tr></table>				Jenis Remunerasi dan Fasilitas Types of Remuneration and Facilities.	Jumlah Diterima dalam 1 (satu) Tahun Amount Received in 1 (one) Year				Direksi Board of Directors		Dewan Komisaris Board of Commissioners		Orang Person	Juta Rp Million Rp	Orang Person	Juta Rp Million Rp	Gaji, bonus, tunjangan rutin, tantiem, dan fasilitas lainnya dalam bentuk non natura Salary, bonuses, routine allowances, tantiem, and other facilities in the form of non-kind benefits	6	18.206	3	858	Fasilitas lain dalam bentuk natura (Perumahan, asuransi kesehatan, dan sebagainya) yang: Dapat dimiliki; Tidak dapat dimiliki. Other facilities in the form of kind benefits (housing, health insurance, etc.) that: a. Can be owned; b. Cannot be owned	6	1.770	3	-	Total		19.976	839		
Jenis Remunerasi dan Fasilitas Types of Remuneration and Facilities.	Jumlah Diterima dalam 1 (satu) Tahun Amount Received in 1 (one) Year																																		
	Direksi Board of Directors		Dewan Komisaris Board of Commissioners																																
	Orang Person	Juta Rp Million Rp	Orang Person	Juta Rp Million Rp																															
Gaji, bonus, tunjangan rutin, tantiem, dan fasilitas lainnya dalam bentuk non natura Salary, bonuses, routine allowances, tantiem, and other facilities in the form of non-kind benefits	6	18.206	3	858																															
Fasilitas lain dalam bentuk natura (Perumahan, asuransi kesehatan, dan sebagainya) yang: Dapat dimiliki; Tidak dapat dimiliki. Other facilities in the form of kind benefits (housing, health insurance, etc.) that: a. Can be owned; b. Cannot be owned	6	1.770	3	-																															
Total		19.976	839																																



No.	POJK Remunerasi POJK Remuneration	Detail Detail	Pengungkapan Disclosure															
	Paket Remunerasi yang dikelompokkan dalam tingkat penghasilan yang diterima oleh Direksi dan anggota Dewan Komisaris dalam 1 (satu) tahun. Remuneration Packages are grouped according to the level of income received by the Board of Directors and members of the Board of Commissioners in 1 (one) year.		Paket Remunerasi yang dikelompokkan dalam tingkat penghasilan yang diterima oleh Direksi dan anggota Dewan Komisaris dalam 1 (satu) tahun, sebagaimana dalam tabel dibawah ini: Remuneration Packages are grouped according to the income levels received by the Board of Directors and members of the Board of Commissioners in 1 (one) year, as in the table below: <table><tr><th>Jumlah Remunerasi per Orang dalam 1 (satu) Tahun *) Amount of Remuneration per Person in 1 (one) Year *)</th><th>Jumlah Direksi Number of Directors</th><th>Jumlah Dewan Komisaris Number of Commissioners</th></tr><tr><td>Di atas Rp 2 miliar</td><td>4</td><td>-</td></tr><tr><td>Di atas Rp 1 miliar s.d Rp 2 miliar</td><td>2</td><td>-</td></tr><tr><td>Di atas Rp 500 juta s.d Rp 1 miliar Above IDR 500 million to IDR 1 billion</td><td>-</td><td>-</td></tr><tr><td>Rp 500 juta kebawah IDR 500 million and below</td><td>-</td><td>3</td></tr></table> Note: *) Yang diterima secara tunai Note: *) Received in cash	Jumlah Remunerasi per Orang dalam 1 (satu) Tahun *) Amount of Remuneration per Person in 1 (one) Year *)	Jumlah Direksi Number of Directors	Jumlah Dewan Komisaris Number of Commissioners	Di atas Rp 2 miliar	4	-	Di atas Rp 1 miliar s.d Rp 2 miliar	2	-	Di atas Rp 500 juta s.d Rp 1 miliar Above IDR 500 million to IDR 1 billion	-	-	Rp 500 juta kebawah IDR 500 million and below	-	3
Jumlah Remunerasi per Orang dalam 1 (satu) Tahun *) Amount of Remuneration per Person in 1 (one) Year *)	Jumlah Direksi Number of Directors	Jumlah Dewan Komisaris Number of Commissioners																
Di atas Rp 2 miliar	4	-																
Di atas Rp 1 miliar s.d Rp 2 miliar	2	-																
Di atas Rp 500 juta s.d Rp 1 miliar Above IDR 500 million to IDR 1 billion	-	-																
Rp 500 juta kebawah IDR 500 million and below	-	3																

No.	POJK Remunerasi POJK Remuneration	Detail Detail	Pengungkapan Disclosure																										
k.	Remunerasi yang bersifat Variabel Variable Remuneration	Bentuk Remunerasi yang bersifat Variabel beserta alasan pemilihan bentuk tersebut. Variable forms of remuneration and the reasons for choosing these forms. Penjelasan dalam hal terdapat perbedaan pemberian Remunerasi yang bersifat variabel diantara pada Direksi, Dewan Komisaris dan/ atau pegawai, termasuk penjelasan faktor – faktor yang menentukan perbedaan tersebut beserta pertimbangan yang mendasarinya. Explanation in the event of differences in the provision of variable remuneration between the Board of Directors, Board of Commissioners and/ or employees, including an explanation of the factors that determine these differences and the underlying considerations.	Diberikan berupa bonus kinerja sebagai bagian dari apresiasi kinerja karyawan serta memotivasi kinerja karyawan kedepannya. Given in the form of a performance bonus as part of employee performance appreciation and to motivate employee performance in the future. Pemberian bonus berdasarkan kinerja atau performance dari masing-masing karyawan. Namun demikian yang menjadi pembeda adalah skema perhitungan bonus yang diaplikasikan kepada Direksi dan <i>RM Corporate</i> terhadap target tahunan. Bonus distribution is based on individual employee performance, with a distinct calculation scheme applied to the Board of Directors and RMs that is aligned with annual performance targets.																										
l.	Jumlah Direksi, Dewan Komisaris, dan Pegawai yang menerima Remunerasi yang Bersifat Variabel selama 1 (satu) tahun dan total nominal		Jumlah Direksi, Dewan Komisaris, dan Pegawai yang menerima Remunerasi yang Bersifat Variabel selama 1 (satu) tahun dan total nominal, sebagaimana tabel dibawah ini: Number of Directors, Commissioners, and Employees who receive Variable Remuneration for 1 (one) year and the total nominal, as in the table below:																										
	Number of Directors, Board of Commissioners and Employees who receive Variable Remuneration for 1 (one) year and the total nominal amount		<table><tr><th rowspan="3">Remunerasi yang Bersifat Variabel Variable Remuneration</th><th colspan="6">Jumlah Diterima dalam 1 (satu) Tahun Amount Received in 1 (one) Year</th></tr><tr><th colspan="2">Direksi Board of Directors</th><th colspan="2">Dewan Komisaris Board of Commissioners</th><th colspan="2">Pegawai Employees</th></tr><tr><th>Orang Person</th><th>Juta Rp Million Rp</th><th>Orang Person</th><th>Juta Rp Million Rp</th><th>Orang Person</th><th>Juta Rp Million Rp</th></tr><tr><td>Total</td><td>6</td><td>1.594</td><td>3</td><td>47</td><td>568</td><td>16.299</td></tr></table>	Remunerasi yang Bersifat Variabel Variable Remuneration	Jumlah Diterima dalam 1 (satu) Tahun Amount Received in 1 (one) Year						Direksi Board of Directors		Dewan Komisaris Board of Commissioners		Pegawai Employees		Orang Person	Juta Rp Million Rp	Orang Person	Juta Rp Million Rp	Orang Person	Juta Rp Million Rp	Total	6	1.594	3	47	568	16.299
Remunerasi yang Bersifat Variabel Variable Remuneration	Jumlah Diterima dalam 1 (satu) Tahun Amount Received in 1 (one) Year																												
	Direksi Board of Directors		Dewan Komisaris Board of Commissioners		Pegawai Employees																								
	Orang Person	Juta Rp Million Rp	Orang Person	Juta Rp Million Rp	Orang Person	Juta Rp Million Rp																							
Total	6	1.594	3	47	568	16.299																							

No.	POJK Remunerasi POJK Remuneration	Detail Detail	Pengungkapan Disclosure
m.	Jabatan dan jumlah pihak yang menjadi MRT. Position and number of parties who become MRT.		Jabatan dan Jumlah pihak yang menjadi Material Risk Taker (MRT) adalah: 1. Direktur Utama 2. Direktur Kredit dan Sumber Daya Manusia 3. Direktur Operasional 4. Direktur Keuangan 5. Direktur Bisnis 6. Direktur yang membawahkan Fungsi Kepatuhan 7. Group Head of Wholesale Banking Analyst 8. Kepala Departemen Credit Policy & Control 9. Kepala Departemen International 10. Group Head of IT 11. Group Head of Retail 12. Executive Relationship Manager 13. Kepala Departemen Credit Wholesale Analyst 14. Kepala Departemen SME & Retail Analyst 15. Kepala Departemen Treasury & Capital Position and Number of parties who are Material Risk Takers (MRT) are: 1. President Director 2. Director of Credit and Human Resources 3. Director of Operations 4. Director of Finance 5. Director of Business 6. Director in charge of Compliance Function 7. Group Head of Wholesale Banking Analyst 8. Head of Credit Policy & Control Department 9. Head of International Department 10. Group Head of IT 11. Group Head of Retail 12. Executive Relationship Manager 13. Head of Credit Wholesale Analyst Department 14. Head of SME & Retail Analyst Department 15. Head of Treasury & Capital Department

No.	POJK Remunerasi POJK Remuneration	Detail Detail	Pengungkapan Disclosure				
n.	Share Option yang dimiliki Direksi, Dewan Komisaris, dan Pejabat Eksekutif Share Options owned by the Board of Directors, Board of Commissioners, and Executive Officers		Tidak ada <i>Share Option</i> untuk Direksi, Dewan Komisaris dan/atau Pejabat Eksekutif selama tahun 2024. There are no Share Options for the Board of Directors, Board of Commissioners and/or Executive Officers during 2024.				
			Keterangan/ Nama Description / Name Jumlah Saham yang Dimiliki (Lembar Saham) Number of Shares Owned (Shares)	Jumlah Opsi Number Of Options	Harga Opsi (Rp) Waktu Option Price (Rp) Time	Jangka Waktu Term	
			(Rp)				
			Yang diberikan (lembar saham) Given (share certificate)				
Direksi Board of Directors			-	-	-	-	-
Dewan Komisaris Board of Commissioners			-	-	-	-	-
Pejabat Eksekutif Executive Officers			-	-	-	-	-
Total			-	-	-	-	-
o.	Rasio Gaji tertinggi dan terendah Highest and Lowest Salary Ratio		Rasio gaji tertinggi dan terendah, yang mencakup: 1) Rasio gaji pegawai yang tertinggi dan terendah = 38.12 2) Rasio gaji Direksi yang tertinggi dan terendah = 2.42 3) Rasio gaji Dewan Komisaris yang tertinggi dan terendah = 1.74 4) Rasio gaji Direksi tertinggi dan pegawai tertinggi = 2.01 Note: Yang dimaksud dengan “gaji” adalah hak pegawai yang diterima dan dinyatakan dalam bentuk uang sebagai imbalan dari perusahaan atau pemberi kerja kepada pegawai yang ditetapkan dan dibayarkan menurut suatu perjanjian kerja, kesepakatan atau peraturan perundang – undangan, termasuk tunjangan. The ratio of the highest and lowest salaries, which includes: 1) The ratio of the highest and lowest employee salaries = 38.12 2) The ratio of the highest and lowest Directors’ salaries = 2.42 3) The ratio of the highest and lowest Board of Commissioners’ salaries = 1.74 4) The ratio of the highest Directors’ salaries and the highest employees = 2.01 Note: What is meant by “salary” is the employee’s rights received and stated in the form of money as compensation from the company or employer to employees which are determined and paid according to an employment agreement, agreement or statutory regulations, including allowances.				



No.	POJK Remunerasi POJK Remuneration	Detail Detail	Pengungkapan Disclosure								
p.	Jumlah penerima dan jumlah total Remunerasi yang Bersifat Variabel yang dijamin tanpa syarat akan diberikan oleh Bank kepada calon Direksi, calon Dewan Komisaris, dan/atau calon Pegawai selama 1 (satu) tahun pertama bekerja The number of recipients and the total amount of Variable Remuneration that is guaranteed unconditionally will be given by the Bank to prospective Directors, prospective Board of Commissioners, and/or prospective Employees during the first 1 (one) year of work.		Tidak ada remunerasi yang bersifat <i>variable</i> yang diberikan tanpa syarat baik untuk calon Direksi, calon Komisaris maupun calon Pegawai. There is no variable remuneration given unconditionally to prospective Directors, prospective Commissioners or prospective Employees.								
q.	Jumlah Pegawai yang terkena pemutusan hubungan kerja dan total nominal pesangon yang dibayarkan Number of employees affected by termination of employment and the total nominal severance pay paid		Jumlah Pegawai yang terkena pemutusan hubungan kerja dan total nominal pesangon yang dibayarkan sebagaimana dalam tabel dibawah ini: Number of Employees affected by termination of employment and the total nominal severance pay paid as in the table below: <table><tr><th>Jumlah Nominal Pesangon yang dibayarkan per Orang dalam 1 (satu) Tahun Nominal Amount of Severance Pay paid per Person in 1 (one) Year</th><th>Jumlah Pegawai Number of Employees</th></tr><tr><td>Di atas Rp 1 miliar Above IDR 1 billion</td><td>-</td></tr><tr><td>Di atas Rp 500 juta s.d Rp. 1 miliar Above IDR 500 million to IDR 1 billion</td><td>1</td></tr><tr><td>Rp 500 juta ke bawah IDR 500 million and below</td><td>78</td></tr></table>	Jumlah Nominal Pesangon yang dibayarkan per Orang dalam 1 (satu) Tahun Nominal Amount of Severance Pay paid per Person in 1 (one) Year	Jumlah Pegawai Number of Employees	Di atas Rp 1 miliar Above IDR 1 billion	-	Di atas Rp 500 juta s.d Rp. 1 miliar Above IDR 500 million to IDR 1 billion	1	Rp 500 juta ke bawah IDR 500 million and below	78
Jumlah Nominal Pesangon yang dibayarkan per Orang dalam 1 (satu) Tahun Nominal Amount of Severance Pay paid per Person in 1 (one) Year	Jumlah Pegawai Number of Employees										
Di atas Rp 1 miliar Above IDR 1 billion	-										
Di atas Rp 500 juta s.d Rp. 1 miliar Above IDR 500 million to IDR 1 billion	1										
Rp 500 juta ke bawah IDR 500 million and below	78										

No.	POJK Remunerasi POJK Remuneration	Detail Detail	Pengungkapan Disclosure
r.	Jumlah total Remunerasi yang Bersifat Variabel dengan ditangguhkan, yang terdiri dari tunai dan/atau saham atau <i>instrument</i> yang berbasis saham yang diterbitkan Bank. Total amount of deferred Variable Remuneration, consisting of cash and/ or shares or share- based instruments issued by the Bank.		Tidak ada remunerasi yang bersifat variabel yang diberikan tanpa syarat baik untuk calon Direksi, calon Komisaris maupun calon Pegawai. There is no variable remuneration given unconditionally to prospective Directors, prospective Commissioners or prospective Employees.
s.	Jumlah total Remunerasi yang Bersifat Variabel yang ditangguhkan yang dibayarkan selama 1 (satu) tahun. Total amount of deferred Variable Remuneration paid for 1 (one) year.		Tidak ada remunerasi yang bersifat <i>variable</i> yang diberikan tanpa syarat baik untuk calon Direksi, calon Komisaris maupun calon Pegawai. There is no variable remuneration given unconditionally to prospective Directors, prospective Commissioners or prospective Employees.

No.	POJK Remunerasi POJK Remuneration	Detail Detail	Pengungkapan Disclosure																	
t.	Rincian jumlah Remunerasi yang diberikan dalam 1 (satu) tahun Details of the amount of Remuneration given in 1 (one) year	1. Remunerasi yang Bersifat Tetap maupun Remunerasi yang Bersifat Variabel; 2. Remunerasi yang ditangguhkan dan tidak ditangguhkan; dan 3. Bentuk Remunerasi yang diberikan secara tunai dan/atau saham atau <i>instrument</i> yang berbasis saham yang diterbitkan Bank 1. Fixed Remuneration and Variable Remuneration; 2. Deferred and non-deferred Remuneration; and 3. Form of Remuneration given in cash and/or shares or share-based instruments issued by the Bank	Rincian jumlah Remunerasi yang diberikan dalam 1 (satu) tahun meliputi: Details of the amount of Remuneration given in 1 (one) year include: Remunerasi yang Bersifat Tetap*) A. Fixed Remuneration*) <table><tr><td>1. Tunai Cash</td><td>20.612 juta/mio</td><td></td></tr><tr><td>2. Saham / instrumen yang berbasis saham yang diterbitkan Bank Shares / share-based instruments issued by the Bank</td><td>-</td><td></td></tr></table> Remunerasi yang bersifat Variabel*) B. Variable Remuneration*) <table><tr><td></td><td>Tidak Ditangguhkan Not Deferred</td><td>Ditangguhkan Deferred</td></tr><tr><td>1. Tunai Cash</td><td>3.823 juta/mio</td><td>-</td></tr><tr><td>2. Saham / instrumen yang berbasis saham yang diterbitkan Bank Shares / share-based instruments issued by the Bank</td><td>-</td><td>-</td></tr></table> *) Hanya untuk MRT dan diungkapkan dalam jutaan rupiah *) Only for MRT and expressed in millions of rupiah			1. Tunai Cash	20.612 juta/mio		2. Saham / instrumen yang berbasis saham yang diterbitkan Bank Shares / share-based instruments issued by the Bank	-			Tidak Ditangguhkan Not Deferred	Ditangguhkan Deferred	1. Tunai Cash	3.823 juta/mio	-	2. Saham / instrumen yang berbasis saham yang diterbitkan Bank Shares / share-based instruments issued by the Bank	-	-
1. Tunai Cash	20.612 juta/mio																			
2. Saham / instrumen yang berbasis saham yang diterbitkan Bank Shares / share-based instruments issued by the Bank	-																			
	Tidak Ditangguhkan Not Deferred	Ditangguhkan Deferred																		
1. Tunai Cash	3.823 juta/mio	-																		
2. Saham / instrumen yang berbasis saham yang diterbitkan Bank Shares / share-based instruments issued by the Bank	-	-																		

No.	POJK Remunerasi POJK Remuneration	Detail Detail	Pengungkapan Disclosure																		
u.	Informasi kuantitatif Quantitative information	1. Total sisa Remunerasi yang masih ditangguhkan baik yang terekspos penyesuaian implisit maupun eksplisit; 2. Total pengurangan Remunerasi yang disebabkan karena penyesuaian eksplisit selama periode laporan; dan 3. Total pengurangan Remunerasi yang disebabkan karena penyesuaian implisit selama periode laporan 1. Total remaining deferred Remuneration exposed to both implicit and explicit adjustments; 2. Total reduction in Remuneration caused by explicit adjustments during the reporting period; and 3. Total reduction in Remuneration caused by implicit adjustments during the reporting period	Informasi kuantitatif terkait total sisa Remunerasi yang masih ditangguhkan baik yang terekspos penyesuaian implisit maupun eksplisit, total pengurangan Remunerasi yang disebabkan karena penyesuaian eksplisit selama periode laporan, dan total pengurangan Remunerasi yang disebabkan karena penyesuaian implisit selama periode laporan adalah sebagai berikut: Quantitative information related to the total remaining deferred Remuneration exposed to both implicit and explicit adjustments, the total reduction in Remuneration caused by explicit adjustments during the reporting period, and the total reduction in Remuneration caused by implicit adjustments during the reporting period are as follows: <table><tr><th rowspan="2">Jenis Remunerasi yang Bersifat Variabel *) Types of Variable Remuneration *)</th><th rowspan="2">Saham yang Masih Ditangguhkan Suspended Shares</th><th colspan="3">Total pengurangan Selama Periode Pelaporan Total reduction During the Reporting Period</th></tr><tr><th>Disebabkan Penyesuaian Eksplisit (A) Due to Explicit Adjustment (A)</th><th>Disesuaikan Penyesuaian Implisit (B) Adjusted Implicit Adjustment (B)</th><th>Total (A)+(B) Total (A)+(B)</th></tr><tr><td>Tunai (dalam jutaan rupiah) 1. Cash (in millions of rupiah)</td><td>-</td><td>-</td><td>-</td><td>-</td></tr><tr><td>Saham / instrument yang berbasis saham yang diterbitkan Bank (dalam lembar saham dan nominal juta rupiah yang merupakan konversi dari lembar saham tersebut) 2. Shares/ share-based instruments issued by the Bank (in share certificates and nominal millions of rupiah which is the conversion of the share certificates)</td><td>-</td><td>-</td><td>-</td><td>-</td></tr></table> *) Hanya untuk Material Risk Takers *) Only for Material Risk Takers	Jenis Remunerasi yang Bersifat Variabel *) Types of Variable Remuneration *)	Saham yang Masih Ditangguhkan Suspended Shares	Total pengurangan Selama Periode Pelaporan Total reduction During the Reporting Period			Disebabkan Penyesuaian Eksplisit (A) Due to Explicit Adjustment (A)	Disesuaikan Penyesuaian Implisit (B) Adjusted Implicit Adjustment (B)	Total (A)+(B) Total (A)+(B)	Tunai (dalam jutaan rupiah) 1. Cash (in millions of rupiah)	-	-	-	-	Saham / instrument yang berbasis saham yang diterbitkan Bank (dalam lembar saham dan nominal juta rupiah yang merupakan konversi dari lembar saham tersebut) 2. Shares/ share-based instruments issued by the Bank (in share certificates and nominal millions of rupiah which is the conversion of the share certificates)	-	-	-	-
Jenis Remunerasi yang Bersifat Variabel *) Types of Variable Remuneration *)	Saham yang Masih Ditangguhkan Suspended Shares	Total pengurangan Selama Periode Pelaporan Total reduction During the Reporting Period																			
		Disebabkan Penyesuaian Eksplisit (A) Due to Explicit Adjustment (A)	Disesuaikan Penyesuaian Implisit (B) Adjusted Implicit Adjustment (B)	Total (A)+(B) Total (A)+(B)																	
Tunai (dalam jutaan rupiah) 1. Cash (in millions of rupiah)	-	-	-	-																	
Saham / instrument yang berbasis saham yang diterbitkan Bank (dalam lembar saham dan nominal juta rupiah yang merupakan konversi dari lembar saham tersebut) 2. Shares/ share-based instruments issued by the Bank (in share certificates and nominal millions of rupiah which is the conversion of the share certificates)	-	-	-	-																	

Penanganan Benturan Kepentingan

Conflict of Interest Management

Bank memastikan seluruh kegiatan bisnis yang dijalankan bebas dari benturan kepentingan, yang dapat menimbulkan konflik antara kepentingan Bank dengan kepentingan perorangan, baik anggota Dewan Komisaris, Direksi maupun karyawan, sehingga individu tersebut tidak dapat bertindak secara independen dan objektif. Salah satu bentuk komitmen Bank adalah dengan menyusun Pedoman Benturan Kepentingan yang wajib diikuti oleh Dewan Komisaris, Direksi, dan seluruh karyawan Bank. Pedoman Benturan Kepentingan Bank mencakup:

1. Dalam hal terjadi benturan kepentingan antara bank dengan pemilik, anggota Dewan Komisaris, anggota Direksi, Pejabat Eksekutif dan/atau pihak lainnya yang terkait dengan Bank maka anggota Direksi dilarang mengambil tindakan yang dapat merugikan bank atau mengurangi keuntungan bank dan wajib mengungkapkan benturan kepentingan dimaksud dalam setiap Keputusan;
2. Pengungkapan benturan kepentingan apabila ada akan dituangkan dalam risalah rapat yang paling kurang mencakup nama pihak yang memiliki benturan kepentingan, masalah pokok benturan kepentingan dan dasar pertimbangan pengambilan keputusan;
3. Untuk menghindari pengambilan keputusan yang berpotensi merugikan Bank atau mengurangi keuntungan Bank, Bank menerapkan (*enforce*) kebijakan internal mengenai; pencatatan, dokumentasi dan pengungkapan benturan kepentingan dimaksud dalam risalah rapat dan kemudian disampaikan kepada atasan masing-masing (sesuai dengan struktur organisasi yang berlaku)

The Bank ensures that all business activities are conducted free from conflicts of interest that could create a clash between the interests of the Bank and those of individuals—be it members of the Board of Commissioners, the Board of Directors, or employees—which may impair their ability to act independently and objectively. One form of the Bank's commitment is to prepare Conflict of Interest Guidelines that must be followed by the Board of Commissioners, Directors, and all Bank employees. The Bank's Conflict of Interest Guidelines include:

1. In the event of a conflict of interest between the bank and the owner, members of the Board of Commissioners, members of the Board of Directors, Executive Officers and/or other parties related to the Bank, members of the Board of Directors are prohibited from taking actions that may harm the bank or reduce the bank's profits and are required to disclose the conflict of interest in question in every Decision;
2. Disclosure of conflicts of interest, if any, will be stated in the minutes of the meeting which at least includes the name of the party having the conflict of interest, the main issue of the conflict of interest and the basis for consideration of the decision-making;
3. To avoid decision-making that has the potential to harm the Bank or reduce the Bank's profits, the Bank enforces internal policies regarding; recording, documenting and disclosing the conflict of interest in the minutes of the meeting and then submitting it to their respective superiors (in accordance with the applicable organizational structure)

Penerapan Fungsi Kepatuhan Bank

Implementation of Bank Compliance Function

Penerapan fungsi kepatuhan Bank mengacu pada POJK No. 46/POJK.03/2017 tanggal 12 Juli 2017 tentang Pelaksanaan Fungsi Kepatuhan Bank Umum. Fungsi Kepatuhan Bank berperan penting dalam upaya preventif (*ex-ante*) dengan memastikan kebijakan, ketentuan, sistem dan prosedur, serta kegiatan usaha Bank telah sesuai dengan ketentuan Otoritas Jasa Keuangan, Bank Indonesia, Otoritas Pengawas lain, dan peraturan perundang-undangan yang berlaku, dan memastikan Kepatuhan Bank kepada Otoritas Jasa Keuangan, Bank Indonesia dan/atau Otoritas Pengawas lain yang berwenang.

The implementation of the Bank's compliance function refers to POJK No. 46/POJK.03/2017 dated July 12, 2017 concerning the Implementation of the Compliance Function of Commercial Banks. The Bank's Compliance Function plays an important role in preventive efforts (*ex-ante*) by ensuring that the Bank's policies, provisions, systems and procedures, as well as business activities are in accordance with the provisions of the Financial Services Authority, Bank Indonesia, other Supervisory Authorities, and applicable laws and regulations, and ensure the Bank's compliance with the Financial Services Authority, Bank Indonesia and/or other authorized Supervisory Authorities.

Tugas Fungsi Kepatuhan

Fungsi Kepatuhan Bank memiliki beberapa tugas utama, di antaranya:

1. Mewujudkan terlaksananya budaya kepatuhan pada semua tingkatan organisasi dan kegiatan usaha Bank;
2. Mengelola Risiko Kepatuhan yang dihadapi oleh Bank;
3. Memastikan agar Kebijakan, Ketentuan, Sistem dan Prosedur serta kegiatan usaha yang dilakukan oleh Bank telah sesuai dengan ketentuan Otoritas Jasa Keuangan dan ketentuan perundang-undangan;
4. Memastikan Kepatuhan Bank terhadap komitmen yang dibuat oleh Bank kepada Otoritas Jasa Keuangan dan/atau otoritas pengawas lain yang berwenang.

Direktur yang Membawahkan Fungsi Kepatuhan

Bank telah memiliki Direktur yang Membawahkan Fungsi Kepatuhan (*Compliance Director*) yang bertugas untuk memastikan Fungsi Kepatuhan berjalan secara optimal. Di tahun 2024, posisi tersebut dijabat oleh Sdr. Tony Tanusaputra yang telah mendapatkan persetujuan Otoritas Jasa Keuangan melalui Surat No. KEP-94/D.03/2016 tanggal 24 November 2016 dan Pengangkatan Direktur yang Membawahkan Fungsi Kepatuhan telah melalui proses sebagaimana ketentuan Otoritas Jasa Keuangan dan telah memenuhi persyaratan yang berlaku, yakni persyaratan independensi dan tidak membawahi fungsi yang tidak diperkenankan oleh ketentuan yang berlaku.

Tugas dan Tanggung Jawab Direktur yang Membawahkan Fungsi Kepatuhan

Adapun Tugas dan Tanggung Jawab Direktur yang Membawahkan Fungsi Kepatuhan meliputi:

1. Merumuskan Strategi guna mendorong terciptanya Budaya Kepatuhan Bank;
2. Mengusulkan kebijakan kepatuhan atau prinsip-prinsip kepatuhan yang akan ditetapkan oleh Direksi;
3. Menetapkan sistem dan prosedur kepatuhan yang digunakan untuk menyusun ketentuan dan pedoman internal Bank;
4. Memastikan agar Kebijakan, Ketentuan, Sistem dan Prosedur serta kegiatan usaha yang dilakukan oleh Bank telah sesuai dengan ketentuan Otoritas

Compliance Function Duties

The Bank's Compliance Function has several main tasks, including:

1. Realizing the implementation of a culture of compliance at all levels of the Bank's organization and business activities;
2. Managing Compliance Risks faced by the Bank;
3. Ensuring that the Bank's Policies, Provisions, Systems and Procedures and business activities are in accordance with the provisions of the Financial Services Authority and laws and regulations;
4. Ensuring the Bank's Compliance with commitments made by the Bank to the Financial Services Authority and/or other authorized supervisory authorities.

Director in Charge of Compliance Function

The Bank has a Director in Charge of Compliance Function (*Compliance Director*) whose job is to ensure that the Compliance Function runs optimally. In 2024, the position will be held by Mr. Tony Tanusaputra who has received approval from the Financial Services Authority through Letter No. KEP-94/D.03/2016 dated November 24, 2016 and the Appointment of the Director in Charge of Compliance Function has gone through a process as stipulated by the Financial Services Authority and has met the applicable requirements, namely the independence requirement and not in charge of functions that are not permitted by the applicable provisions.

Duties and Responsibilities of the Director in Charge of Compliance Function

The Duties and Responsibilities of the Director in Charge of Compliance Function include:

1. Formulating Strategies to encourage the creation of the Bank's Compliance Culture;
2. Proposing compliance policies or compliance principles to be determined by the Board of Directors;
3. Establishing compliance systems and procedures used to compile the Bank's internal provisions and guidelines;
4. Ensure that the Policies, Provisions, Systems and Procedures as well as business activities carried out by the Bank are in accordance with the

Jasa Keuangan (OJK) dan peraturan perundang-undangan yang berlaku;

5. Meminimalkan Risiko Kepatuhan;
6. Melakukan tindakan pencegahan agar kebijakan dan/atau keputusan yang diambil Direksi bank yang berkedudukan di luar negeri tidak menyimpang dari ketentuan Otoritas Jasa Keuangan (OJK) dan ketentuan perundang-undangan;
7. Melakukan tugas-tugas lainnya yang terkait dengan Fungsi Kepatuhan; dan
8. Menerima laporan khusus dari Departemen Kepatuhan mengenai kebijakan Direksi dan/ atau Dewan Komisaris yang mengandung unsur penyimpangan dan memastikan substansi serta penyampaiannya secara tepat waktu.
9. Memantau dan memastikan pelaksanaan Departemen KYC dalam penerapan program APU /PPT telah dilaksanakan sesuai dengan prosedur tertulis yang telah ditetapkan.
10. Menyampaikan Laporan Pelaksanaan Tugas dan Tanggung Jawab Direktur Yang Membawahkan Fungsi Kepatuhan paling sedikit secara Triwulanan Kepada Direktur Utama dengan tembusan kepada Dewan Komisaris.
11. Menyampaikan Laporan Pelaksanaan Tugas dan Tanggung Jawab Direktur Yang Membawahkan Fungsi Kepatuhan ke Otoritas Jasa Keuangan yang ditandatangani oleh Direktur yang Membawahkan Fungsi Kepatuhan secara Semesteran dengan tembusan kepada Dewan Komisaris dan Direktur Utama.

Direktur yang Membawahkan Fungsi Kepatuhan membentuk satuan kerja yang independen guna mendukung tugas Direktur antara lain:

1. Satuan Kerja Kepatuhan;
2. Satuan Kerja Manajemen Risiko;
3. Satuan Kerja Anti Pencucian Uang dan Pencegahan Pendanaan Terorisme.

Satuan Kerja Kepatuhan Melalui Departemen Kepatuhan

Bank membentuk Departemen Kepatuhan yang bersifat independen dan bertanggung jawab atas pelaksanaan fungsi kepatuhan. Dalam struktur organisasi, Departemen Kepatuhan berada di bawah tanggung jawab Direktur yang Membawahkan Fungsi Kepatuhan (*Compliance Director*).

provisions of the Financial Services Authority (OJK) and applicable laws and regulations;

5. Minimize Compliance Risk;
6. Take preventive measures so that policies and/ or decisions taken by the Board of Directors of banks domiciled abroad do not deviate from the provisions of the Financial Services Authority (OJK) and laws and regulations;
7. Perform other tasks related to the Compliance Function; and
8. Receive special reports from the Compliance Department regarding the policies of the Board of Directors and/or the Board of Commissioners that contain elements of deviation and ensure the substance and delivery are timely.
9. Monitor and ensure that the implementation of the KYC Department in implementing the APU/ PPT program has been carried out in accordance with the established written procedures.
10. Submit a Report on the Implementation of Duties and Responsibilities of the Director in Charge of the Compliance Function at least quarterly to the President Director with a copy to the Board of Commissioners.
11. Submitting the Report on the Implementation of Duties and Responsibilities of the Director in Charge of the Compliance Function to the Financial Services Authority signed by the Director in Charge of the Compliance Function on a Semesterly basis with a copy to the Board of Commissioners and the President Director.

The Director in Charge of the Compliance Function forms an independent work unit to support the Director's duties, including:

1. Compliance Work Unit;
2. Risk Management Work Unit;
3. Anti-Money Laundering and Prevention of Terrorism Financing Work Unit.

Compliance Work Unit Through the Compliance Department

The Bank has established an independent Compliance Department that is responsible for implementing the compliance function. In the organizational structure, the Compliance Department is under the responsibility of the Director in Charge of the Compliance Function (*Compliance Director*).

Tugas dan tanggung jawab Departemen Kepatuhan mencakup:

1. Membuat langkah - langkah dalam rangka mendukung terciptanya Budaya Kepatuhan pada seluruh kegiatan usaha Bank pada setiap jenjang organisasi;
2. Melakukan identifikasi, pengukuran, pemantauan, dan pengendalian terhadap Risiko Kepatuhan dengan mengacu pada ketentuan Otoritas Jasa Keuangan (OJK) mengenai penerapan manajemen risiko bagi bank umum;
3. Menilai dan mengevaluasi efektivitas, kecukupan dan kesesuaian kebijakan, ketentuan, sistem maupun prosedur yang dimiliki oleh Bank dengan ketentuan perundang - undangan;
4. Melakukan Kajian Departemen Kepatuhan dan/ atau merekomendasikan pengkinian dan penyempurnaan kebijakan, ketentuan, sistem maupun prosedur yang dimiliki oleh Bank agar sesuai dengan ketentuan Otoritas Jasa Keuangan (OJK) dan ketentuan perundang - undangan;
5. Melakukan upaya untuk memastikan bahwa kebijakan, ketentuan, sistem dan prosedur, serta kegiatan usaha Bank telah sesuai dengan ketentuan Otoritas Jasa Keuangan (OJK) dan ketentuan perundang-undangan;
6. Melakukan tugas - tugas lainnya yang terkait dengan Fungsi Kepatuhan; dan
7. Melakukan pemantauan atas pelaporan dari masing - masing unit kerja kepada Otoritas Jasa Keuangan (OJK).

Pelaksanaan Kerja Fungsi Kepatuhan PT Bank Shinhan Indonesia 2024

1. Departemen Kepatuhan secara berkala melakukan pemantauan terhadap pemenuhan ketentuan kehati - hatian dalam bentuk parameter utama regulator yaitu rasio KPMM, BMPK, GWM, NPL, PDN dan lain - lain.
2. Pelatihan dan Sosialisasi
Departemen Kepatuhan telah berupaya membangun budaya kepatuhan, yakni dengan menyelenggarakan beberapa pelatihan dan sosialisasi kepada unit kerja terkait.
 - Pelatihan
Selama tahun 2024 Departemen Kepatuhan telah menyelenggarakan 36 (tiga puluh enam) kali pelatihan kepada Karyawan PT Bank Shinhan Indonesia.

The duties and responsibilities of the Compliance Department include:

1. Creating steps to support the creation of a Compliance Culture in all Bank business activities at every level of the organization;
2. Identifying, measuring, monitoring, and controlling Compliance Risks by referring to the provisions of the Financial Services Authority (OJK) regarding the implementation of risk management for commercial banks;
3. Assessing and evaluating the effectiveness, adequacy and suitability of policies, provisions, systems and procedures owned by the Bank with statutory provisions;
4. Conducting a Compliance Department Review and/or recommending updates and improvements to policies, provisions, systems and procedures owned by the Bank to comply with the provisions of the Financial Services Authority (OJK) and statutory provisions;
5. Making efforts to ensure that policies, provisions, systems and procedures, and business activities of the Bank are in accordance with the provisions of the Financial Services Authority (OJK) and statutory provisions;
6. Performing other tasks related to the Compliance Function; and
7. Monitoring the reporting of each work unit to the Financial Services Authority (OJK).

Implementation of Compliance Function Work of PT Bank Shinhan Indonesia 2024

1. The Compliance Department periodically monitors the fulfillment of prudential provisions in the form of the main parameters of the regulator, namely the KPMM ratio, BMPK, GWM, NPL, PDN and others.
2. Training and Socialization
The Compliance Department has endeavored to build a culture of compliance, namely by organizing several trainings and socializations to related work units.
 - Training
During 2024, the Compliance Department has organized 36 (thirty-six) trainings for PT Bank Shinhan Indonesia Employees.



- Sosialisasi:
Selama tahun 2024 Departemen Kepatuhan telah menyelenggarakan sosialisasi melalui metode media internal Bank dan zoom dengan mensosialisasikan 55 (lima puluh lima) peraturan.

3. *Compliance Review*

Selama tahun 2024 Departemen Kepatuhan telah mengkaji sebanyak 129 (seratus dua puluh sembilan) ketentuan internal Bank (Kebijakan, Pedoman, SOP, Perjanjian Kerjasama dengan Pihak Ketiga serta Produk dan Aktivitas Baru). *Compliance Review* dilaksanakan guna memastikan bahwa produk, aktivitas dan ketentuan internal lainnya yang diterbitkan tidak bertentangan dengan ketentuan – ketentuan yang berlaku.

4. Komitmen terhadap Regulator

Departemen Kepatuhan memantau dan memastikan pemenuhan atas tindak lanjut terkait dengan hasil pemeriksaan yang dilakukan oleh regulator secara berkala. Selama tahun 2024 Bank telah menyampaikan Komitmen kepada pihak regulator atas Tindak Lanjut Temuan sesuai *target date* yang disepakati.

5. Aktivitas Terkait Fungsi Kepatuhan Bank selama tahun 2024:

- Telah mengikutsertakan Sumber Daya Manusia Departemen Kepatuhan dalam berbagai pelatihan, sosialisasi peraturan dari regulator, dan juga sertifikasi kepatuhan serta sertifikasi manajemen risiko yang diselenggarakan oleh Lembaga Sertifikasi;
- Melakukan pemantauan terhadap kewajiban penyampaian laporan kepada regulator;
- Melakukan pemantauan terhadap pengenaan sanksi/denda dari regulator;
- Menindaklanjuti surat masuk dari regulator;
- Menyusun laporan *Compliance Monthly Report*;
- Menyusun Laporan Pelaksanaan Tugas dan Tanggung Jawab Direktur Yang Membawahkan Fungsi Kepatuhan secara Triwulanan yang disampaikan ke Manajemen dan Semesteran yang disampaikan ke Regulator.

- Socialization:

During 2024, the Compliance Department has organized socialization through the Bank's internal media and zoom methods by socializing 55 (fifty-five) regulations.

3. *Compliance Review*

During 2024, the Compliance Department has reviewed 129 (one hundred twenty-nine) internal Bank provisions (Policies, Guidelines, SOPs, Cooperation Agreements with Third Parties and New Products and Activities). *Compliance Review* is carried out to ensure that products, activities and other internal provisions issued do not conflict with applicable provisions.

4. Commitment to Regulators

The Compliance Department monitors and ensures compliance with follow-up actions related to the results of inspections carried out by regulators on a regular basis. During 2024, the Bank has submitted a Commitment to the regulator regarding Follow-up on Findings according to the agreed target date.

5. Activities Related to the Bank's Compliance Function during 2024:

- Has involved the Compliance Department's Human Resources in various trainings, socialization of regulations from regulators, and also compliance certification and risk management certification organized by the Certification Institution;
- Monitoring the obligation to submit reports to regulators;
- Monitoring the imposition of sanctions/fines from regulators;
- Following up on incoming letters from regulators;
- Preparing Compliance Monthly Reports;
- Preparing Quarterly Reports on the Implementation of Duties and Responsibilities of the Director in Charge of the Compliance Function which are submitted to Management and Semesterly which are submitted to the Regulator.

Pelatihan Departemen Kepatuhan kepada Karyawan

Compliance Department Training for Employees

No.	Subyek Pelatihan Training Subject	Pelaksanaan Implementation	Metode Method
1.	<i>Training Kepatuhan untuk Karyawan Baru (E-Learning Induction)</i> Compliance Training for New Employees (E-Learning Induction)	22 Januari 2024	Online
2.	<i>Training Kepatuhan untuk Karyawan Baru (E-Learning Induction)</i> Compliance Training for New Employees (E-Learning Induction)	21 Februari 2024	Online
3.	<i>Training Kepatuhan untuk Karyawan Baru (E-Learning Induction)</i> Compliance Training for New Employees (E-Learning Induction)	13 Maret 2024	Online
4.	<i>Training Kepatuhan untuk Karyawan Baru (E-Learning Induction)</i> Compliance Training for New Employees (E-Learning Induction)	19 Maret 2024	Onsite & Zoom Meeting (Hybrid)
5.	<i>Training Kepatuhan untuk Karyawan Baru (E-Learning Induction)</i> Compliance Training for New Employees (E-Learning Induction)	11 April 2024	Online
6.	<i>Training Kepatuhan untuk Karyawan Baru (E-Learning Induction)</i> Compliance Training for New Employees (E-Learning Induction)	13 Mei 2024	Online
7.	<i>Training Kepatuhan untuk Karyawan Baru (E-Learning Induction)</i> Compliance Training for New Employees (E-Learning Induction)	11 Juni 2024	Online
8.	<i>Training Kepatuhan untuk Karyawan Baru (E-Learning Induction)</i> Compliance Training for New Employees (E-Learning Induction)	25 Juni 2024	Onsite & Zoom Meeting (Hybrid)
9.	<i>Training Kepatuhan untuk Karyawan Baru (E-Learning Induction)</i> Compliance Training for New Employees (E-Learning Induction)	11 Juli 2024	Online
10.	<i>Training Kepatuhan untuk Karyawan Baru (E-Learning Induction)</i> Compliance Training for New Employees (E-Learning Induction)	12 Agustus 2024	Online
11.	<i>Training Kepatuhan untuk Karyawan Baru (E-Learning Induction)</i> Compliance Training for New Employees (E-Learning Induction)	13 September 2024	Online

No.	Subyek Pelatihan Training Subject	Pelaksanaan Implementation	Metode Method
12.	<i>Training</i> Kepatuhan untuk Karyawan Baru (<i>E-Learning Induction</i>) Compliance Training for New Employees (E-Learning Induction)	24 September 2024	<i>Onsite & Zoom Meeting (Hybrid)</i>
13.	<i>Training</i> Kepatuhan untuk Karyawan Baru (<i>E-Learning Induction</i>) Compliance Training for New Employees (E-Learning Induction)	9 Oktober 2024	<i>Online</i>
14.	<i>Training</i> Kepatuhan untuk Karyawan Baru (<i>E-Learning Induction</i>) Compliance Training for New Employees (E-Learning Induction)	10 November 2024	<i>Online</i>
15.	<i>Training</i> Kepatuhan untuk Karyawan Baru (<i>E-Learning Induction</i>) Compliance Training for New Employees (E-Learning Induction)	10 Desember 2024	<i>Onsite & Zoom Meeting (Hybrid)</i>
16.	<i>Training</i> Kepatuhan untuk Karyawan Baru (<i>E-Learning Induction</i>) Compliance Training for New Employees (E-Learning Induction)	11 Desember 2024	<i>Online</i>
17.	<i>Training</i> Bulanan Kepatuhan untuk Kantor Cabang/Capem Monthly Compliance Training for Branch Offices/Capem	26 Februari 2024	<i>Online</i>
18.	<i>Training</i> Bulanan Kepatuhan untuk Kantor Cabang/Capem Monthly Compliance Training for Branch Offices/Capem	28 Maret 2024	<i>Online</i>
19.	<i>Training</i> Bulanan Kepatuhan untuk Kantor Cabang/Capem Monthly Compliance Training for Branch Offices/Capem	7 Mei 2024	<i>Onsite</i>
20.	<i>Training</i> Bulanan Kepatuhan untuk Kantor Cabang/Capem Monthly Compliance Training for Branch Offices/Capem	7 Juni 2024	<i>Email / Online</i>
21.	<i>Training</i> Bulanan Kepatuhan untuk Kantor Cabang/Capem Monthly Compliance Training for Branch Offices/Capem	11 Juli 2024	<i>Email / Online</i>
22.	<i>Training</i> Bulanan Kepatuhan untuk Kantor Cabang/Capem Monthly Compliance Training for Branch Offices/Capem	31 Juli 2024	<i>Email / Online</i>
23.	<i>Training</i> Bulanan Kepatuhan untuk Kantor Cabang/Capem Monthly Compliance Training for Branch Offices/Capem	5 September 2024	<i>Email / Online</i>
24.	<i>Training</i> Bulanan Kepatuhan untuk Kantor Cabang/Capem Monthly Compliance Training for Branch Offices/Capem	3 Oktober 2024	<i>Email / Online</i>
25.	<i>Training</i> Bulanan Kepatuhan untuk Kantor Cabang/Capem Monthly Compliance Training for Branch Offices/Capem	10 Oktober 2024	<i>Email / Online</i>
26.	<i>Training</i> Bulanan Kepatuhan untuk Kantor Cabang/Capem Monthly Compliance Training for Branch Offices/Capem	5 November 2024	<i>Email / Online</i>
29.	<i>Training</i> Bulanan Kepatuhan untuk Kantor Cabang/Capem Monthly Compliance Training for Branch Offices/Capem	28 November 2024	<i>Email / Online</i>
30.	<i>Training</i> Bulanan Kepatuhan untuk Kantor Cabang/Capem Monthly Compliance Training for Branch Offices/Capem	19 Desember 2024	<i>Email / Online</i>

Note: Metode *Online* yang dilakukan yakni Departemen Kepatuhan memberikan bahan materi dan selanjutnya masing-masing pimpinan cabang/capem, akan meneruskan atau *transfer knowledge* ke seluruh personil yang dibawahinya.

Note: The online method is that the Compliance Department provides the material and then each branch/premises manager will pass on or transfer knowledge to all personnel under him/her.

Penerapan Ketentuan Anti Pencucian Uang dan Pencegahan Pendanaan Terorisme (APU-PPT) Tahun 2024 Implementation of Anti-Money Laundering and Prevention of Terrorism Financing (APU-PPT) Provisions in 2024

Pelaksanaan Program APU, PPT dan PPPSPM Tahun 2024

PT Bank Shinhan Indonesia (Bank) berkomitmen untuk terus berupaya menerapkan Program Anti Pencucian Uang, Pencegahan Pendanaan Terorisme dan Pencegahan Pendanaan Proliferasi Senjata Pemusnah Massal (APU, PPT dan PPPSPM) sesuai dengan:

- Undang-Undang No. 8 tahun 2010 tentang Pencegahan dan Pemberantasan Tindak Pidana Pencucian Uang (TPPU);
- Undang-Undang No. 9 tahun 2013 tentang Pencegahan dan Pemberantasan Tindak Pidana Pendanaan Terorisme (TPPT);
- POJK No 8 tahun 2023 tentang Penerapan Program Anti Pencucian Uang, Pencegahan Pendanaan Terorisme, dan Pencegahan Pendanaan Proliferasi Senjata Pemusnah Massal di Sektor Jasa Keuangan;
- Surat Edaran Otoritas Jasa Keuangan (SEOJK) No.32/SEOJK.03/2017 tanggal 22 Juni 2017 tentang Penerapan Program Anti Pencucian Uang dan Pencegahan Pendanaan Terorisme di sektor perbankan; dan
- Peraturan-peraturan PPATK serta peraturan terkait lainnya.

Bank menerapkan program APU, PPT dan PPPSPM yang telah ditetapkan dan diawasi secara aktif oleh Direksi dan Dewan Komisaris sebagai berikut:

1. Kebijakan dan Prosedur APU, PPT dan PPPSPM berbasis risiko sesuai dengan kompleksitas usaha Bank, yang mencakup:
 - a. Identifikasi dan verifikasi Nasabah;
 - b. Identifikasi dan verifikasi Pemilik Manfaat (*Beneficial Owner*);
 - c. Penolakan transaksi dan penutupan hubungan usaha;
 - d. Pengelolaan risiko TPPU, TPPT, dan/atau PPPSPM yang berkelanjutan terhadap Nasabah, negara, produk, dan jasa serta jaringan distribusi;
 - e. Pemeliharaan data yang akurat terkait dengan transaksi, penatausahaan proses CDD, serta penatausahaan kebijakan dan prosedur;
 - f. Pengkinian dan pemantauan;

Implementation of AML, CFT and PPPSPM Program in 2024

PT Bank Shinhan Indonesia (Bank) is committed to continuously strive to implement Anti-Money Laundering, Prevention of Financing of Terrorism and Prevention of Financing of Proliferation of Weapons of Mass Destruction (AML, PPT and PPPSPM) Program in accordance with:

- Law No. 8 of 2010 on the Prevention and Eradication of Money Laundering Crime (TPPU);
- Law No. 9 of 2013 on the Prevention and Eradication of the Crime of Financing of Terrorism (TPPT);
- POJK No. 8 of 2023 on the Implementation of Anti-Money Laundering Program, Prevention of Financing of Terrorism, and Prevention of Financing of Proliferation of Weapons of Mass Destruction in the Financial Services Sector;
- Circular Letter of the Financial Services Authority (SEOJK) No.32/SEOJK.03/2017 dated June 22, 2017 on the Implementation of Anti-Money Laundering and Countering the Financing of Terrorism Programs in the banking sector; and
- PPATK regulations and other related regulations.

The Bank implements AML, CFT and PPPSPM programs that have been established and actively supervised by the Board of Directors and Board of Commissioners as follows:

1. Risk-based APU, PPT and PPPSPM policies and procedures in accordance with the complexity of the Bank's business, which include:
 - a. Identification and verification of Customers;
 - b. Identification and verification of Beneficial Owners;
 - c. Transaction rejection and business relationship closure;
 - d. Ongoing TPPU, TPPT, and/or PPPSPM risk management for Customers, countries, products, and services as well as distribution networks;
 - e. Accurate data maintenance related to transactions, CDD process administration, and policy and procedure administration;
 - f. Updating and monitoring;

g. Pelaporan kepada pejabat senior, Direksi, dan Dewan Komisaris terhadap pelaksanaan kebijakan dan prosedur penerapan program APU, PPT, dan PPPSPM; dan

h. Pelaporan kepada regulator (OJK, PPATK, dsb).

2. Sistem Informasi Manajemen dalam rangka penerapan APU, PPT dan PPPSPM

Bank memiliki sistem informasi yang dapat mengidentifikasi, menganalisis, memantau dan menyediakan laporan secara efektif mengenai karakteristik transaksi yang dilakukan oleh nasabah serta selalu berupaya memelihara sistem informasi yang dimiliki agar sesuai kondisi terkini. Selain itu, untuk memudahkan pemantauan dalam rangka menganalisis transaksi keuangan yang mencurigakan, bank memiliki dan memelihara profil nasabah secara terpadu (CIF / *Single Customer Identification File*) yang mencakup seluruh rekening yang dimiliki nasabah (tabungan, deposito, giro, kredit dan lain sebagainya).

3. Pengendalian Intern untuk mengevaluasi kecukupan dan efektivitas dari program APU, PPT dan PPPSPM

Bank telah menerapkan prosedur pemantauan untuk memastikan bahwa penerapan program APU, PPT dan PPPSPM berjalan efektif sesuai dengan kebijakan dan prosedur yang telah ditetapkan. Di samping itu, untuk lebih meningkatkan *awareness* terhadap pelaksanaan implementasi program APU, PPT dan PPPSPM ini, PT Bank Shinhan Indonesia telah menjadikan kegiatan pelaksanaan program APU, PPT dan PPPSPM sebagai salah satu faktor penilaian untuk Kantor Cabang/Kantor Cabang Pembantu.

Kemudian, Departemen Internal Audit maupun auditor eksternal juga secara berkala melakukan audit terhadap implementasi program APU, PPT dan PPPSPM di PT Bank Shinhan Indonesia.

4. Pelatihan APU,PPT dan PPPSPM kepada karyawan

Bank telah melakukan training APU, PPT dan PPPSPM terhadap karyawan terutama *frontliner* dan Cabang secara berkala dan disesuaikan dengan peran, tugas dan tanggung jawab masing-masing karyawan melalui metode pelatihan LMS (*Learning Management Sytem*), *online* (Zoom Meeting), ataupun *offline* (tatap muka).

g. Reporting to senior officials, the Board of Directors, and the Board of Commissioners on the implementation of policies and procedures for implementing APU, PPT, and PPPSPM programs; and

h. Reporting to regulators (OJK, PPATK, etc.).

2. Management Information System for the implementation of APU, PPT and PPPSPM

The Bank has an information system that can identify, analyze, monitor and provide effective reports on the characteristics of transactions carried out by customers and always strives to maintain the information system it has to suit current conditions. In addition, to facilitate monitoring in order to analyze suspicious financial transactions, the bank has and maintains an integrated customer profile (CIF / *Single Customer Identification File*) that includes all accounts owned by customers (savings, deposits, current accounts, credit and so on).

3. Internal Control to evaluate the adequacy and effectiveness of the APU, PPT and PPPSPM programs

The Bank has implemented monitoring procedures to ensure that the implementation of the APU, PPT and PPPSPM programs runs effectively in accordance with established policies and procedures. In addition, to further increase awareness of the implementation of the APU, PPT and PPPSPM programs, PT Bank Shinhan Indonesia has made the implementation of the APU, PPT and PPPSPM programs one of the assessment factors for Branch Offices/Sub-Branch Offices.

Then, the Internal Audit Department and external auditors also periodically audit the implementation of the APU, PPT and PPPSPM programs at PT Bank Shinhan Indonesia.

4. APU, PPT and PPPSPM training for employees

The Bank has conducted APU, PPT and PPPSPM training for employees, especially frontliners and branches, periodically and adjusted to the roles, duties and responsibilities of each employee through the LMS (*Learning Management System*) training method, *online* (Zoom Meeting), or *offline* (face-to-face).

Bagi staf Departemen KYC, diberikan kesempatan mengikuti pelatihan dan sertifikasi APU, PPT dan PPPSPM untuk meningkatkan pengetahuan maupun kemampuan dalam melakukan analisa dan mitigasi risiko pencucian uang, pendanaan terorisme.

For KYC Department staff, the opportunity is given to participate in APU, PPT and PPPSPM training and certification to improve knowledge and skills in analyzing and mitigating money laundering and terrorism financing risks.

Sepanjang tahun 2024 telah dilakukan *training Induction* bagi seluruh karyawan, baik secara *online* (Zoom Meeting) maupun *onsite offline* dengan rincian sebagai berikut:

Throughout 2024, Induction training has been conducted for all employees, both online (Zoom Meeting) and onsite offline with the following details:

No.	Subyek Pelatihan Training Subject	Pelaksanaan Implementation	Metode Methods
1.	<i>Training KYC untuk Karyawan Baru (E-Learning Induction)</i> KYC Training for New Employees (E-Learning Induction)	31 Januari 2024	Online
2.	<i>Training KYC untuk Karyawan Baru (E-Learning Induction)</i> KYC Training for New Employees (E-Learning Induction)	28 Februari 2024	Online
3.	<i>Training KYC untuk Karyawan Baru (E-Learning Induction)</i> KYC Training for New Employees (E-Learning Induction)	19 Maret 2024	Onsite & Zoom Meeting (Hybrid)
4.	<i>Training KYC untuk Karyawan Baru (E-Learning Induction)</i> KYC Training for New Employees (E-Learning Induction)	31 Maret 2024	Online
5.	<i>Training KYC untuk Karyawan Baru (E-Learning Induction)</i> KYC Training for New Employees (E-Learning Induction)	30 April 2024	Online
6.	<i>Training KYC untuk Karyawan Baru (E-Learning Induction)</i> KYC Training for New Employees (E-Learning Induction)	31 Mei 2024	Online
7.	<i>Training KYC untuk Karyawan Baru (E-Learning Induction)</i> KYC Training for New Employees (E-Learning Induction)	26 Juni 2024	Onsite & Zoom Meeting (Hybrid)
8.	<i>Training KYC untuk Karyawan Baru (E-Learning Induction)</i> KYC Training for New Employees (E-Learning Induction)	30 Juni 2024	Online
9.	<i>Training KYC untuk Karyawan Baru (E-Learning Induction)</i> KYC Training for New Employees (E-Learning Induction)	31 Juli 2024	Online
10.	<i>Training KYC untuk Karyawan Baru (E-Learning Induction)</i> KYC Training for New Employees (E-Learning Induction)	31 Agustus 2024	Online

No.	Subyek Pelatihan Training Subject	Pelaksanaan Implementation	Metode Methods
11.	<i>Training</i> KYC untuk Karyawan Baru (<i>E-Learning Induction</i>) KYC Training for New Employees (<i>E-Learning Induction</i>)	25 September 2024	<i>Onsite & Zoom Meeting (Hybrid)</i>
12.	<i>Training</i> KYC untuk Karyawan Baru (<i>E-Learning Induction</i>) KYC Training for New Employees (<i>E-Learning Induction</i>)	30 September 2024	<i>Online</i>
13.	<i>Training</i> KYC untuk Karyawan Baru (<i>E-Learning Induction</i>) KYC Training for New Employees (<i>E-Learning Induction</i>)	31 Oktober 2024	<i>Online</i>
14.	<i>Training</i> KYC untuk Karyawan Baru (<i>E-Learning Induction</i>) KYC Training for New Employees (<i>E-Learning Induction</i>)	30 November 2024	<i>Online</i>
15.	<i>Training</i> KYC untuk Karyawan Baru (<i>E-Learning Induction</i>) KYC Training for New Employees (<i>E-Learning Induction</i>)	11 Desember 2024	<i>Onsite & Zoom Meeting (Hybrid)</i>
16.	<i>Training</i> KYC untuk Karyawan Baru (<i>E-Learning Induction</i>) KYC Training for New Employees (<i>E-Learning Induction</i>)	31 Desember 2024	<i>Online</i>
17.	<i>Training</i> Bulanan APU-PPT dan Kepatuhan untuk Kantor Cabang/Capem Monthly AML/CFT and Compliance Training for Branch/Capem Offices	31 Januari 2024	<i>Email / Online</i>
18.	<i>Training</i> Bulanan APU-PPT dan Kepatuhan untuk Kantor Cabang/Capem Monthly AML/CFT and Compliance Training for Branch/Capem Offices	28 Februari 2024	<i>Email / Online</i>
19.	<i>Training</i> Bulanan APU-PPT dan Kepatuhan untuk Kantor Cabang/Capem Monthly AML/CFT and Compliance Training for Branch/Capem Offices	31 Maret 2024	<i>Email / Online</i>
20.	<i>Training</i> Bulanan APU-PPT dan Kepatuhan untuk Kantor Cabang/Capem Monthly AML/CFT and Compliance Training for Branch/Capem Offices	30 April 2024	<i>Email / Online</i>
21.	<i>Training</i> Bulanan APU-PPT dan Kepatuhan untuk Kantor Cabang/Capem Monthly AML/CFT and Compliance Training for Branch/Capem Offices	31 Mei 2024	<i>Email / Online</i>
22.	<i>Training</i> Bulanan APU-PPT dan Kepatuhan untuk Kantor Cabang/Capem Monthly AML/CFT and Compliance Training for Branch/Capem Offices	30 Juni 2024	<i>Email / Online</i>
23.	<i>Training</i> Bulanan APU-PPT dan Kepatuhan untuk Kantor Cabang/Capem Monthly AML/CFT and Compliance Training for Branch/Capem Offices	31 Juli 2024	<i>Email / Online</i>

No.	Subyek Pelatihan Training Subject	Pelaksanaan Implementation	Metode Methods
24.	Training Bulanan APU-PPT dan Kepatuhan untuk Kantor Cabang/Capem Monthly AML/CFT and Compliance Training for Branch/Capem Offices	31 Agustus 2024	Email / Online
25.	Training Bulanan APU-PPT dan Kepatuhan untuk Kantor Cabang/Capem Monthly AML/CFT and Compliance Training for Branch/Capem Offices	30 September 2024	Email / Online
26.	Training Bulanan APU-PPT dan Kepatuhan untuk Kantor Cabang/Capem Monthly AML/CFT and Compliance Training for Branch/Capem Offices	31 Oktober 2024	Email / Online
27.	Training Bulanan APU-PPT dan Kepatuhan untuk Kantor Cabang/Capem Monthly AML/CFT and Compliance Training for Branch/Capem Offices	30 November 2024	Email / Online
28.	Training Bulanan APU-PPT dan Kepatuhan untuk Kantor Cabang/Capem Monthly AML/CFT and Compliance Training for Branch/Capem Offices	31 Desember 2024	Email / Online
29.	Training Refreshment untuk Kantor Cabang / Cabang Pembantu dan Kantor Pusat Refreshment Training for Branches/Sub-Branches and Head Office	31 Oktober 2024	Onsite & Online LMS (Hybrid)
30.	Annual AML Refreshment Training 2024 (BOC, BOD dan Pejabat Eksekutif) Annual AML Refreshment Training 2024 (BOC, BOD and Executive Officers)	5 Desember 2024	Zoom Meeting

Note: Metode *Online* yang dilakukan yakni Departemen KYC, memberikan bahan materi dan selanjutnya masing-masing pimpinan cabang/capem, akan meneruskan atau *transfer knowledge* ke seluruh personil yang dibawahinya.

Note: The online method carried out is the KYC Department, providing material and then each branch / sub-branch leader, will forward or transfer knowledge to all personnel under it.

5. Pelaporan dan Pemenuhan permintaan data kepada regulator/penegak hukum
Pelaporan ke PPATK yang telah dilakukan oleh Departemen KYC sepanjang tahun 2024 adalah sebagai berikut:
5. Reporting and Fulfillment of data requests to regulators/law enforcers
Reporting to PPATK that has been carried out by the KYC Department throughout 2024 is as follows:

No.	Laporan Report	Jumlah Laporan number of Report
1	Laporan Transaksi Keuangan Mencurigakan Suspicious Financial Transaction Report	60
2	Laporan Transaksi Keuangan Tunai Cash Financial Transaction Report	830
3	Laporan Transaksi Keuangan Luar Negeri Foreign Financial Transaction Report	23.354
4	SIPESAT	457.427 CIF

6. Screening terhadap Watchlist

Bank melakukan *screening* pada setiap pembukaan hubungan usaha baru, pembukaan rekening dan transaksi terhadap *Watchlist* yang diterbitkan oleh otoritas berwenang maupun watchlist yang lazim digunakan dalam *best practice* secara internasional seperti *The Office of Foreign Assets Control (OFAC) List*, *United Nation (UN) List*, *The European Union (EU)*, *Financial Action Task Force (FATF)*, Daftar Terduga Teroris dan Organisasi Teroris (DTTOT) dan Daftar Proliferasi Pendanaan Senjata Pemusnah Massal, daftar *Politically Exposed Person (PEP)* dan pemberitaan negatif (*adverse news*). Pada saat tertentu bank juga melakukan screening ulang atas seluruh nasabah *existing* setiap kali terjadi pembaharuan/penambahan *watchlist*.

7. Penilaian Risiko APU, PPT dan PPPSPM

Bank mengidentifikasi, evaluasi dan memahami risiko Tindak Pidana Pencucian Uang, Pendanaan Terorisme dan/atau Pendanaan Proliferasi Senjata Pemusnah Massal terkait dengan nasabah, Negara atau Area Geografis, produk, jasa, transaksi atau jaringan distribusi (*delivery channels*) dengan pendekatan *Risk Based Approach (RBA)*, termasuk mendokumentasikan penilaian risiko dan mengkinikan penilaian risiko secara berkala.

8. Pengkinian Data Nasabah

Pengkinian data senantiasa dilakukan secara periodik yang tertuang dalam Laporan Rencana Kegiatan Pengkinian Data dan Laporan Realisasi Kegiatan Pengkinian Data yang disampaikan setiap tahun kepada Otoritas Jasa Keuangan (OJK). Untuk Laporan Rencana Pengkinian Data disampaikan setiap tahun paling lambat akhir bulan Desember, sedangkan untuk Laporan Realisasi Pengkinian Data disampaikan setiap tahun paling lambat 1 (satu) bulan setelah periode pengkinian data berakhir.

9. Hubungan Koresponden

Bank telah melakukan pemeriksaan dokumen dan informasi sebelum melakukan pembukaan hubungan koresponden dengan bank-bank di dalam dan luar negeri antara lain meliputi:

- Profil Bank Koresponden;
- Reputasi Bank Koresponden;
- Tingkat penerapan program APU & PPT di negara tempat kedudukan Bank Koresponden

6. Screening against Watchlist

The Bank conducts screening on every opening of new business relationships, opening of accounts and transactions against the Watchlist issued by the competent authorities or watchlists commonly used in international best practices such as The Office of Foreign Assets Control (OFAC) List, United Nation (UN) List, The European Union (EU), Financial Action Task Force (FATF), List of Suspected Terrorists and Terrorist Organizations (DTTOT) and List of Proliferation of Funding for Weapons of Mass Destruction, list of Politically Exposed Persons (PEP) and negative news (*adverse news*). At certain times the bank also re-screens all existing customers every time there is an update/addition to the watchlist.

7. Risk Assessment of AML, PPT and PPPSPM

The Bank identifies, evaluate and understands the risk of Money Laundering, Terrorism Financing and/or Proliferation Financing of Weapons of Mass Destruction related to customers, Countries or Geographical Areas, products, services, transactions or distribution networks (*delivery channels*) using the Risk Based Approach (RBA), including documenting risk assessments and updating risk assessments periodically.

8. Customer Data Updates

Data updates are always carried out periodically as stated in the Data Update Activity Plan Report and the Data Update Activity Realization Report submitted annually to the Financial Services Authority (OJK). The Data Update Plan Report is submitted annually no later than the end of December, while the Data Update Realization Report is submitted annually no later than 1 (one) month after the data update period ends.

9. Correspondent Relationships

The Bank has conducted document and information checks before opening correspondent relationships with banks in Indonesia and abroad, including:

- Correspondent Bank Profile;
- Correspondent Bank Reputation;
- The level of implementation of the AML & CFT program in the country where the

serta kecukupan kualitas pengawasan Bank Koresponden terhadap APU & PPT;

- d. Informasi relevan lainnya yang diperlukan Bank untuk mengetahui profil Bank Koresponden.

Correspondent Bank is domiciled and the adequacy of the quality of the Correspondent Bank's supervision of AML & CFT;

- d. Other relevant information required by the Bank to determine the profile of the Correspondent Bank.

Penerapan Fungsi Audit Intern

Implementation of Internal Audit Function

Bank membentuk Departemen Audit Internal yang menjalankan kegiatan audit internal dan pengendalian internal di lingkungan Bank dan bertanggung jawab secara langsung kepada Direktur Utama. Di samping itu, *Head of Internal Audit Department* juga dapat berkomunikasi langsung dengan Dewan Komisaris melalui Komite Audit guna mendukung independensi dan pemantauan atas implementasi program-program audit intern.

Tugas Pokok

Tugas pokok dan tanggung jawab Departemen Audit Internal, antara lain:

1. Membantu tugas Direktur Utama dan Dewan Komisaris dalam melakukan pengawasan dengan cara menjabarkan secara operasional baik perencanaan, pelaksanaan, maupun pemantauan hasil audit;
2. Membuat analisis dan penilaian di bidang keuangan, akuntansi, operasional, dan kegiatan lain melalui audit;
3. Mengidentifikasi segala kemungkinan untuk memperbaiki dan meningkatkan efisiensi penggunaan sumber daya dan dana; dan
4. Memberikan saran perbaikan dan informasi yang objektif tentang kegiatan yang diperiksa pada semua tingkatan manajemen.

Tanggung Jawab dalam Pelaksanaan Fungsi Audit Intern

1. Dalam pelaksanaan fungsi audit intern, Direksi bertanggung jawab:
 - a. Mengembangkan kerangka pengendalian intern untuk mengidentifikasi, mengukur, memantau, dan mengendalikan semua risiko yang dihadapi Bank;

The Bank has established an Internal Audit Department that carries out internal audit and internal control activities within the Bank and is directly responsible to the President Director. In addition, the Head of Internal Audit Department can also communicate directly with the Board of Commissioners through the Audit Committee to support the independence and monitoring of the implementation of internal audit programs.

Main Tasks

The main tasks and responsibilities of the Internal Audit Department include:

1. Assisting the President Director and the Board of Commissioners in carrying out supervision by operationally explaining the planning, implementation, and monitoring of audit results;
2. Making analysis and assessments in the fields of finance, accounting, operations, and other activities through audits;
3. Identifying all possibilities to improve and increase the efficiency of the use of resources and funds; and
4. Providing suggestions for improvement and objective information on the activities being audited at all levels of management.

Responsibilities in Implementing the Internal Audit Function

1. In implementing the internal audit function, the Board of Directors is responsible for:
 - a. Developing an internal control framework to identify, measure, monitor, and control all risks faced by the Bank;

- b. Memastikan Departemen Audit Internal memperoleh informasi terkait perkembangan yang terjadi, inisiatif, proyek, produk, dan perubahan operasional serta risiko yang telah diidentifikasi dan diantisipasi;
 - c. Memastikan telah dilakukan tindakan perbaikan yang tepat dalam waktu yang cepat terhadap semua temuan dan rekomendasi Departemen Audit Internal; dan
 - d. Memastikan kepala Departemen Audit Internal memiliki sumber daya serta anggaran yang diperlukan untuk menjalankan tugas dan fungsi sesuai dengan rencana audit tahunan.
 2. Dalam pelaksanaan fungsi audit intern, Dewan Komisaris bertanggung jawab:
 - a. Memastikan Direksi menyusun dan memelihara sistem pengendalian intern yang memadai, efektif, dan efisien;
 - b. Mengkaji efektivitas dan efisiensi sistem pengendalian intern berdasarkan informasi yang diperoleh dari Departemen Audit Internal paling sedikit sekali dalam 1 (satu) tahun; dan
 - c. Menunjuk pengendali mutu independen dari pihak ekstern untuk melakukan kaji ulang terhadap kinerja Departemen Audit Internal, dengan mempertimbangkan rekomendasi Komite Audit.
 3. Dalam pelaksanaan fungsi audit intern, Komite Audit bertanggung jawab:
 - a. Memantau dan mengkaji efektivitas pelaksanaan audit intern Bank;
 - b. Mengevaluasi kinerja Departemen Audit Internal;
 - c. Memastikan Departemen Audit Internal melakukan komunikasi dengan Direksi, Dewan Komisaris, auditor ekstern, dan Otoritas Jasa Keuangan;
 - d. Memastikan Departemen Audit Internal bekerja secara independen;
 - e. Memberikan rekomendasi kepada Dewan Komisaris terkait penyusunan rencana audit, ruang lingkup, dan anggaran Departemen Audit Internal;
 - f. Meninjau laporan audit dan memastikan Direksi mengambil tindakan perbaikan yang diperlukan secara cepat untuk mengatasi kelemahan pengendalian, *fraud*, masalah kepatuhan terhadap kebijakan, undang-undang, dan peraturan, atau masalah lain yang diidentifikasi dan dilaporkan oleh Departemen Audit Internal;
- b. Ensuring that the Internal Audit Department obtains information related to developments, initiatives, projects, products, and operational changes as well as risks that have been identified and anticipated;
 - c. Ensuring that appropriate corrective actions have been taken in a timely manner on all findings and recommendations of the Internal Audit Department; and
 - d. Ensure that the Head of the Internal Audit Department has the resources and budget necessary to carry out its duties and functions in accordance with the annual audit plan.
 2. In carrying out the internal audit function, the Board of Commissioners is responsible for:
 - a. Ensuring that the Board of Directors prepares and maintains an adequate, effective, and efficient internal control system;
 - b. Reviewing the effectiveness and efficiency of the internal control system based on information obtained from the Internal Audit Department at least once a year; and
 - c. Appointing an independent quality controller from an external party to conduct a review of the performance of the Internal Audit Department, taking into account the recommendations of the Audit Committee.
 3. In carrying out the internal audit function, the Audit Committee is responsible for:
 - a. Monitor and review the effectiveness of the Bank's internal audit implementation;
 - b. Evaluate the performance of the Internal Audit Department;
 - c. Ensure that the Internal Audit Department communicates with the Board of Directors, Board of Commissioners, external auditors, and the Financial Services Authority;
 - d. Ensure that the Internal Audit Department works independently;
 - e. Provide recommendations to the Board of Commissioners regarding the preparation of the Internal Audit Department's audit plan, scope, and budget;
 - f. Review audit reports and ensure that the Board of Directors takes the necessary corrective actions promptly to address control weaknesses, fraud, compliance issues with policies, laws, and regulations, or other issues identified and reported by the Internal Audit Department;

- g. Memberikan rekomendasi kepada Dewan Komisaris terkait pemberian remunerasi tahunan Departemen Audit Internal secara keseluruhan serta penghargaan kinerja; dan
- h. Memastikan Departemen Audit Internal menjunjung tinggi integritas dalam pelaksanaan tugas.

- g. Provide recommendations to the Board of Commissioners regarding the provision of annual remuneration for the Internal Audit Department as a whole and performance awards; and
- h. Ensure that the Internal Audit Department upholds integrity in carrying out its duties.

Pelaksanaan Tugas Departemen Audit Internal

Departemen Audit Internal telah melaksanakan penerapan fungsi audit intern, di antaranya dengan membuat Rencana Pemeriksaan tahun 2024 sebanyak 56 (lima puluh enam) pemeriksaan dan telah terealisasi sebanyak 53 (lima puluh tiga) pemeriksaan. Terdapat selisih sebanyak 3 (tiga) pemeriksaan, hal tersebut dikarenakan adanya penambahan pada pemeriksaan/ *special* audit dan adanya pembatalan pemeriksaan.

Implementation of Internal Audit Department Duties

The Internal Audit Department has implemented the internal audit function, including by creating a 2024 Audit Plan of 56 (fifty-six) audits and has realized 53 (fifty-three) audits. There is a difference of 3 (three) audits, this is due to the addition of audits / special audits and the cancellation of audits.

Penerapan Fungsi Audit Ekstern Implementation of External Audit Function

PT Bank Shinhan Indonesia telah menerapkan Fungsi Audit Ekstern. Laporan Keuangan PT Bank Shinhan Indonesia setiap tahun diaudit oleh Kantor Akuntan Publik (KAP) yang terdaftar di Otoritas Jasa Keuangan (OJK). Dalam proses penunjukan Kantor Akuntan Publik (KAP) tersebut Bank telah mengikuti seluruh aspek ketentuan yang berlaku dengan memperhatikan rekomendasi Komite Audit melalui Dewan Komisaris yang mengacu pada Surat Edaran Otoritas Jasa Keuangan Nomor 18/SEOJK.03/2023 tanggal 6 November 2023 tentang Tata Cara Penggunaan Jasa Akuntan Publik dan Kantor Akuntan Publik dalam Kegiatan Jasa Keuangan.

PT Bank Shinhan Indonesia has implemented External Audit Function. The Financial Statements of PT Bank Shinhan Indonesia are annually audited by a Public Accounting Firm (KAP) registered with the Financial Services Authority (OJK). In the process of appointing the Public Accounting Firm (KAP), the Bank has followed all aspects of the applicable provisions by taking into account the recommendations of the Audit Committee through the Board of Commissioners which refers to the Circular Letter of the Financial Services Authority Number 18/SEOJK.03/2023 dated November 6, 2023 concerning Procedures for the Use of Public Accountant Services and Public Accounting Firms in Financial Services Activities.

Audit Umum yang dilakukan oleh Kantor Akuntan Publik (KAP) "Suharli Sugiharto dan Rekan (ShineWing)" memberikan pernyataan pendapatnya mengenai kewajaran Laporan Keuangan PT Bank Shinhan Indonesia Tahun 2024 sesuai dengan prinsip akuntansi yang ada di Indonesia dan hal ini mengacu pada Peraturan Otoritas Jasa Keuangan No. 37/POJK.03/2019 tanggal 19 Desember 2019 tentang Transparansi dan Publikasi Laporan Bank.

The General Audit conducted by Public Accounting Firm (KAP) "Suharli Sugiharto dan Rekan (ShineWing)" provides a statement of opinion regarding the fairness of the Financial Statements of PT Bank Shinhan Indonesia Year 2024 in accordance with existing accounting principles in Indonesia and this refers to the Financial Services Authority Regulation No. 37/POJK.03/2019 dated December 19, 2019 concerning Transparency and Publication of Bank Reports.

Manajemen Risiko

Risk Management

Tujuan penerapan manajemen risiko adalah untuk mengidentifikasi dan memitigasi seluruh jenis risiko yang melekat pada aktivitas fungsional yang berpotensi merugikan bank. Hal-hal yang perlu diperhatikan dalam menerapkan identifikasi risiko antara lain:

1. Bersifat proaktif;
2. Mencakup seluruh aktivitas fungsional (kegiatan operasional)
3. Menggabungkan dan menganalisa informasi risiko dari seluruh sumber informasi yang tersedia;
4. Menganalisa probabilitas timbulnya risiko serta konsekuensinya;
5. Melakukan identifikasi risiko secara berkala yang ada di kantor pusat, kantor cabang maupun kantor-kantor cabang pembantu

Tujuan Utama Bank melakukan penerapan manajemen risiko untuk meminimalisir dan memitigasi risiko yang akan ditimbulkan dari aktivitas bisnis bank agar tidak berdampak terhadap rentabilitas dan permodalan bank baik pada masa sekarang maupun pada masa datang.

The implementation of risk management aims to identify and mitigate all types of risks inherent in functional activities that have the potential to harm the bank. Matters that need to be considered in implementing risk identification include:

1. Be proactive;
2. Covers all functional activities (operational activities)
3. Combining and analyzing risk information from all available information sources;
4. Analyze the probability of risk occurrence and its consequences;
5. Conduct periodic risk identification at the head office, branch offices and sub-branch offices.

The main objective of the Bank in implementing risk management is to minimize and mitigate the risks that will arise from the bank's business activities so as not to impact the bank's profitability and capital both now and in the future.

Penerapan Manajemen Risiko

Implementation of Risk Management

Dalam menerapkan manajemen risiko yang efektif harus disesuaikan dengan tujuan dan kebijakan usaha ukuran, dan kompleksitas kegiatan usaha Bank mengacu kepada Peraturan Otoritas Jasa Keuangan Nomor 18/POJK.03/2016 tentang Penerapan Manajemen Risiko Bagi Bank Umum dan Surat Edaran No. 34/SEOJK.03/2016 tanggal 1 September 2016 tentang Penerapan Manajemen Risiko bagi Bank Umum, penerapan manajemen risiko termasuk sistem pengendalian intern meliputi:

1. Pengawasan aktif Direksi dan Dewan Komisaris;
2. Kecukupan Kebijakan dan Prosedur Manajemen Risiko serta penetapan limit Risiko;
3. Kecukupan proses identifikasi, pengukuran, pemantauan, dan pengendalian Risiko, serta sistem informasi Manajemen Risiko; dan
4. Sistem pengendalian intern yang menyeluruh.

In implementing effective risk management, it must be adjusted to the objectives and policies of the business, size, and complexity of the Bank's business activities, referring to the Financial Services Authority Regulation Number 18/POJK.03/2016 concerning the Implementation of Risk Management for Commercial Banks and Circular Letter No. 34/SEOJK.03/2016 dated September 1, 2016 concerning the Implementation of Risk Management for Commercial Banks, the implementation of risk management including the internal control system includes:

1. Active supervision of the Board of Directors and Board of Commissioners;
2. Adequacy of Risk Management Policies and Procedures and determination of Risk limits;
3. Adequacy of the process of identification, measurement, monitoring, and control of Risk, as well as the Risk Management information system; and
4. Comprehensive internal control system.

Organisasi Manajemen Risiko

Dalam rangka pelaksanaan proses dan sistem Manajemen Risiko yang efektif, PT Bank Shinhan Indonesia telah membentuk Komite Manajemen Risiko dan Satuan Kerja Manajemen Risiko (SKMR).

Komite Manajemen Risiko

Komite Manajemen Risiko dibentuk berdasarkan Surat Keputusan Direksi No. 004/BSI-SKDIR/VIII/2022 tanggal 16 Agustus 2022 tentang Susunan Keanggotaan Komite Manajemen Risiko (KMR) dengan susunan sebagai berikut:

Ketua Chairman	:	Direktur Utama President Director
Anggota Member	:	- Seluruh Direktur - Kepala Departemen Internal Audit - Kepala Departemen Kepatuhan - Kepala Departemen Manajemen Risiko - All Directors - Head of Internal Audit Department - Head of Compliance Department - Head of Risk Management Department

Komite Manajemen Risiko memiliki wewenang dan tanggung jawab untuk memberikan rekomendasi kepada Direktur Utama, terkait:

- Penyusunan Kebijakan, strategi, dan pedoman penerapan Manajemen Risiko.
- Perbaikan atau penyempurnaan pelaksanaan Manajemen Risiko berdasarkan hasil evaluasi pelaksanaan Manajemen Risiko.
- Penetapan hal-hal yang terkait dengan keputusan bisnis yang menyimpang dari prosedur normal.
- Pembahasan lainnya (jika diperlukan), terutama yang terkait dengan pengendalian risiko di Kantor Pusat seperti:
 - Melakukan *review* atas tindakan penanggulangan terhadap pengendalian internal seperti kejadian yang berdampak secara finansial;
 - Diskusi tentang major isu terkait risiko pencucian uang dan pendanaan terorisme;
 - Mempertimbangkan hal-hal yang berkaitan dengan pengendalian internal, termasuk progress tindak lanjut terhadap pemenuhan *action plan* atas temuan dari pihak audit internal maupun audit eksternal.

Risk Management Organization

In order to implement an effective Risk Management process and system, PT Bank Shinhan Indonesia has established a Risk Management Committee and a Risk Management Work Unit (SKMR).

Risk Management Committee

The Risk Management Committee was established based on the Decree of the Board of Directors No. 004/BSI-SKDIR/VIII/2022 dated August 16, 2022 concerning the Membership Composition of the Risk Management Committee (KMR) with the following composition:

The Risk Management Committee has the authority and responsibility to provide recommendations to the President Director, regarding:

- Preparation of Risk Management Policies, strategies, and guidelines.
- Improvement or refinement of the implementation of Risk Management based on the results of the evaluation of the implementation of Risk Management.
- Determination of matters related to business decisions that deviate from normal procedures.
- Other discussions (if deemed necessary), especially those related to risk control at the Head Office such as:
 - Reviewing countermeasures against internal control such as events that have a financial impact;
 - Discussion of major issues related to the risk of money laundering and terrorism financing;
 - Considering matters related to internal control, including progress on follow-up actions to fulfill the action plan for findings from internal audit and external audit.

Satuan Kerja Manajemen Risiko (SKMR) melalui Departemen Manajemen Risiko

Struktur Organisasi Departemen Manajemen Risiko PT Bank Shinhan Indonesia disesuaikan dengan ukuran dan kompleksitas usaha Bank serta risiko yang melekat pada Bank.

Departemen Manajemen Risiko PT Bank Shinhan Indonesia berdiri sendiri secara independen dan terpisah dari unit kerja yang melakukan aktivitas operasional (*Risk Taking Unit*) antara lain *Treasury*, kredit, pendanaan, akunting, dan terhadap unit kerja yang melaksanakan fungsi pengendalian intern (*Department Internal Audit*). Departemen Manajemen Risiko bertanggung jawab kepada Direktur yang membawahkan Fungsi Kepatuhan.

Wewenang dan tanggung jawab Departemen Manajemen Risiko, antara lain:

- Memberikan masukan kepada Direksi dalam penyusunan kebijakan, strategi, dan kerangka Manajemen risiko;
- Mengembangkan prosedur dan alat untuk identifikasi, pengukuran, pemantauan dan pengendalian risiko;
- Mendesain dan menerapkan perangkat yang dibutuhkan dalam penerapan Manajemen risiko, misalnya menyusun dan mengembangkan *Operational Risk Management (ORM) Tools* seperti *Operational Risk & Control Self Assessment (ORCSA)*, *Loss Event Database (LED)*, dan *Key Operational Risk Indicators (KORI)*;
- Melakukan sosialisasi secara periodik mengenai tools dan implementasi Manajemen Risiko kepada seluruh Cabang dan Departemen terkait untuk meningkatkan *risk awareness* dan budaya Manajemen Risiko secara *bankwide*.
- Memantau implementasi kebijakan, strategi dan kerangka manajemen risiko yang direkomendasikan oleh Komite Manajemen Risiko dan telah disetujui Direksi Bank Shinhan Indonesia.
- Memantau posisi/eksposur risiko secara keseluruhan (*Composite*), maupun per risiko termasuk pemantauan Kepatuhan terhadap toleransi risiko dan limit yang ditetapkan.
- Melakukan *stress testing* guna mengetahui dampak dari implementasi kebijakan dan strategi Manajemen Risiko terhadap portofolio atau kinerja bank secara keseluruhan.

Risk Management Work Unit (SKMR) through the Risk Management Department

The Organizational Structure of the Risk Management Department of PT Bank Shinhan Indonesia is adjusted to the size and complexity of the Bank's business and the risks inherent in the Bank.

The Risk Management Department of PT Bank Shinhan Indonesia stands alone independently and separately from the work units that carry out operational activities (*Risk Taking Unit*) including *Treasury*, credit, funding, accounting, and to the work units that carry out internal control functions (*Internal Audit Department*). The Risk Management Department is responsible to the Director who is in charge of the Compliance Function.

The authority and responsibilities of the Risk Management Department include:

- Providing input to the Board of Directors in the preparation of policies, strategies, and risk management frameworks;
- Develop procedures and tools for risk identification, measurement, monitoring and control;
- Design and implement tools needed in the implementation of risk management, for example compiling and developing *Operational Risk Management (ORM) Tools* such as *Operational Risk & Control Self Assessment (ORCSA)*, *Loss Event Database (LED)*, and *Key Operational Risk Indicators (KORI)*;
- Conduct periodic socialization regarding Risk Management tools and implementation to all related Branches and Departments to increase risk awareness and Risk Management culture *bankwide*.
- Monitor the implementation of risk management policies, strategies and frameworks recommended by the Risk Management Committee and approved by the Board of Directors of Bank Shinhan Indonesia.
- Monitor the overall risk position/exposure (*Composite*), as well as per risk including monitoring Compliance with risk tolerance and established limits.
- Conduct stress testing to determine the impact of the implementation of Risk Management policies and strategies on the bank's portfolio or performance as a whole.

h. Mengkaji usulan aktivitas dan/atau produk baru yang diajukan atau dikembangkan oleh suatu unit tertentu. Pengkajian difokuskan terutama pada aspek kemampuan bank untuk mengelola aktivitas dan atau produk baru termasuk kelengkapan sistem dan prosedur yang digunakan dan dampaknya terhadap eksposur risiko Bank Shinhan Indonesia secara keseluruhan. i. Memberikan rekomendasi kepada unit kerja Bisnis dan/atau kepada Komite Manajemen Risiko, terkait penerapan Manajemen Risiko antara lain mengenai besaran atau maksimum eksposur Risiko yang wajib dipelihara bank. j. Mengevaluasi akurasi dan validitas data yang digunakan oleh Bank Shinhan Indonesia untuk mengukur risiko Bank. k. Menyusun dan menyampaikan laporan profil/komposisi risiko kepada Direktur Kepatuhan dan Komite Manajemen Risiko secara berkala. l. Pelaksanaan kaji ulang secara berkala dengan frekuensi yang disesuaikan kebutuhan Bank untuk memastikan: · Kecukupan kerangka Manajemen Risiko · Keakuratan metodologi penilaian risiko · Kecukupan implementasi sistem informasi Manajemen Risiko. m. Melakukan pengkinian SOP <i>Business Continuity Plan</i> (BCP) dan memastikan prosedur BCP berjalan dengan baik melalui BCP <i>Testing</i> secara berkala dengan tujuan untuk memitigasi risiko operasional untuk memastikan kelangsungan bisnis dan operasional tetap berjalan pada saat terjadi kejadian bencana.	h. Reviewing proposed new activities and/or products submitted or developed by a particular unit. The review focuses primarily on the bank's ability to manage new activities and/or products including the completeness of the systems and procedures used and their impact on Bank Shinhan Indonesia's overall risk exposure. i. Providing recommendations to the Business work unit and/or to the Risk Management Committee, regarding the implementation of Risk Management, including the amount or maximum Risk exposure that must be maintained by the bank. j. Evaluating the accuracy and validity of data used by Bank Shinhan Indonesia to measure the Bank's risk. k. Preparing and submitting risk profile/composition reports to the Compliance Director and the Risk Management Committee periodically. l. Implementing periodic reviews with a frequency adjusted to the Bank's needs to ensure: · Adequacy of the Risk Management framework · Accuracy of the risk assessment methodology · Adequacy of the implementation of the Risk Management information system. m. Updating the Business Continuity Plan (BCP) SOP and ensuring that the BCP procedure runs well through periodic BCP Testing with the aim of mitigating operational risks to ensure business continuity and operations continue to run when a disaster occurs.

Proses Manajemen Risiko

Setiap elemen proses manajemen risiko Bank secara umum dapat dideskripsikan sebagai berikut:

1. Identifikasi Risiko
Tujuan dilakukannya identifikasi risiko adalah untuk mengidentifikasi seluruh jenis risiko yang melekat pada setiap aktivitas fungsional yang berpotensi merugikan bank.
2. Pengukuran Risiko
 - a. Pendekatan pengukuran risiko digunakan untuk mengukur profil risiko bank guna memperoleh gambaran efektivitas penerapan manajemen risiko.
 - b. Metode pengukuran risiko dapat dilakukan secara kuantitatif maupun kualitatif.

Risk Management Process

Each element of the Bank's risk management process can generally be described as follows:

1. Risk Identification
The purpose of conducting risk identification is to identify all types of risks inherent in each functional activity that have the potential to harm the bank.
2. Risk Measurement
 - a. The risk measurement approach is used to measure the bank's risk profile in order to obtain an overview of the effectiveness of risk management implementation.
 - b. Risk measurement methods can be carried out quantitatively or qualitatively.

- c. Metode yang digunakan dalam pengukuran risiko dikaitkan dengan jenis, skala, dan kompleksitas kegiatan usaha, kemampuan sistem pengumpulan data, serta kemampuan direksi dan pejabat eksekutif terkait memahami keterbatasan dari hasil akhir sistem pengukuran risiko yang digunakan.
- d. Metode pengukuran risiko harus dipahami secara jelas oleh pegawai yang terkait dalam pengendalian risiko, antara lain *department Treasury*, Komite Manajemen Risiko, Departemen Manajemen Risiko, dan Direktur bidang terkait serta Departemen maupun unit kerja terkait lainnya.

- c. The method used in risk measurement is associated with the type, scale, and complexity of business activities, the ability of the data collection system, and the ability of the directors and related executive officers to understand the limitations of the final results of the risk measurement system used.
- d. The risk measurement method must be clearly understood by employees involved in risk control, including the Treasury Department, the Risk Management Committee, the Risk Management Department, and the Director of the related field and other related departments or work units.

3. Pemantauan Risiko

Pemantauan risiko pada Bank Shinhan Indonesia dilakukan berjenjang sesuai dengan ketentuan regulator. Seluruh organisasi Bank melakukan pemantauan paparan risiko seperti Komisaris, jajaran pengurus, pejabat eksekutif dan seluruh karyawan. Dengan adanya pemantauan berjenjang akan menumbuhkan budaya sadar risiko pada setiap jenjang organisasi. Pemantauan yang dilakukan Bank harus meliputi pemantauan terhadap limit secara harian seperti Pemantauan PDN tidak boleh melebihi 20%, GWM IDR Harian tidak boleh melebihi 5%, dan NPL tidak boleh melebihi 5% serta tindak lanjut untuk mengatasi dalam hal terjadi pelampauan.

3. Risk Monitoring

Risk monitoring at Bank Shinhan Indonesia is carried out in stages in accordance with regulatory provisions. The entire Bank organization monitors risk exposure such as Commissioners, management, executive officers and all employees. With tiered monitoring, a risk-aware culture will be fostered at every level of the organization. Monitoring carried out by the Bank must include monitoring of daily limits such as PDN Monitoring must not exceed 20%, Daily IDR GWM must not exceed 5%, and NPL must not exceed 5% as well as follow-up to overcome in the event of an excess.

4. Pengendalian Risiko

Untuk meminimalisir risiko yang terjadi di Bank, Departemen Manajemen Risiko dan Departemen Kepatuhan melakukan kajian terhadap produk dan aktivitas baru yang ada di Bank dan membuat mitigasi agar dapat meminimalisir risiko yang akan menjadi tertuang dalam kajian manajemen risiko dan kajian kepatuhan. Selain itu, Departemen Audit Internal melakukan pemeriksaan secara menyeluruh atas aktivitas bisnis bank sesuai dengan Peraturan Regulator dan Peraturan Internal Bank.

4. Risk Control

To minimize the risks that occur at the Bank, the Risk Management Department and Compliance Department conduct a study of new products and activities at the Bank and create mitigation in order to minimize the risks that will be stated in the risk management study and compliance study. In addition, the Internal Audit Department conducts a comprehensive examination of the bank's business activities in accordance with Regulatory Regulations and the Bank's Internal Regulations.

5. Sistem Informasi Manajemen Risiko

Sistem informasi manajemen risiko yang cepat, tepat dan akurat berperan penting dalam pengambilan keputusan bisnis dan pengembangan strategi usaha. Bank mengadakan dan membangun sistem informasi manajemen secara mandiri. Seluruh kebutuhan informasi dan laporan

5. Risk Management Information System

A fast, precise and accurate risk management information system plays an important role in business decision making and business strategy development. The Bank organizes and builds an independent management information system. All information and reporting needs are provided

disediakan oleh *core banking* yang ada baik untuk kepentingan internal maupun kepentingan pelaporan wajib kepada regulator.

6. Stress Testing

- Dalam melakukan *Stress Testing*, sistem pengukuran risiko harus cukup fleksibel untuk memfasilitasi berbagai macam skenario yang dijalankan.
- Analisis *stress testing* harus dapat mengkuantifikasi besarnya potensi kerugian sehingga memungkinkan bank untuk melihat dampak terburuk dari berbagai perubahan yang terjadi terhadap pendapatan dan modalan bank.
- Dalam *stress testing* ini, harus dilakukan pula analisis kualitatif mengenai tindakan dan keputusan yang akan diambil oleh Direksi atau pejabat terkait guna mengantisipasi kemungkinan yang terburuk.

by the existing core banking for both internal and mandatory reporting purposes to regulators.

6. Stress Testing

- In conducting Stress Testing, the risk measurement system must be flexible enough to facilitate various scenarios that are run.
- Stress testing analysis must be able to quantify the magnitude of potential losses so that banks can see the worst impact of various changes that occur on the bank's income and capital.
- In this stress testing, a qualitative analysis must also be carried out regarding the actions and decisions that will be taken by the Board of Directors or related officials in order to anticipate the worst possibilities.

Profil Risiko

Di tahun 2024, profil risiko Bank tercatat memperoleh nilai komposit 2 Rincian profil risiko Bank dapat dilihat sebagai berikut:

Periode Posisi Tahun 2024 Position Period Year 2024	Profil Risiko Komposit Composite Risk Profile
Triwulan I Quarter I	2
Triwulan II Quarter II	2
Triwulan III Quarter III	2
Triwulan IV Quarter IV	2

Risk Profile

In 2024, the Bank's risk profile was recorded as obtaining a composite value of 2. Details of the Bank's risk profile can be seen as follows:

Manajemen Risiko

Penerapan manajemen risiko yang efektif pada Bank Shinhan Indonesia telah didukung oleh kerangka manajemen risiko, yang mencakup kebijakan manajemen risiko, prosedur manajemen risiko, perangkat (*tools*) manajemen risiko dan limit risiko. Kerangka manajemen risiko tersebut telah ditentukan secara jelas berdasarkan visi, misi dan strategi bisnis Bank.

Risk Management

The implementation of effective risk management at Bank Shinhan Indonesia is supported by a comprehensive risk management framework, which includes risk management policies, procedures, tools, and risk limits. This framework is clearly defined in alignment with the Bank's vision, mission, and business strategy.

Kebijakan manajemen risiko, prosedur manajemen risiko dan limit dikinikan secara berkala dan mengikuti dinamika dan kompleksitas transaksi. Guna efektifitas pengkinian tersebut Bank memiliki organ komite manajemen risiko dan komite pemantau risiko untuk memberikan rekomendasi atas hal-hal yang dikinikan dalam kebijakan dan prosedur manajemen risiko.

Risk management policies, procedures, and limits are updated regularly to reflect the dynamics and complexity of banking transactions. To ensure the effectiveness of these updates, the Bank has established a Risk Management Committee and a Risk Monitoring Committee, which are responsible for providing recommendations on updates to the risk management policies and procedures.

Sistem Pengendalian Internal Internal Control System

Bank memiliki sumber daya pengendalian internal yang memastikan Bank telah bekerja secara aman sesuai dengan kebijakan dan prosedur yang ada. Pengendalian internal dilakukan pertama kali oleh unit bisnis yang menjalankan kegiatan bisnis dan operasional melalui mekanisme kerja *maker*, *checker* dan *approval*. Serta agar tidak banyak terjadi *Human Error* Bank Shinhan Indonesia memberikan pelatihan-pelatihan kepada karyawannya agar dapat bertambah keahlian pada SDM yang dimilikinya. Dengan mekanisme tersebut dapat meminimalisasi kesalahan yang dapat berdampak financial bagi perusahaan. Pengendalian internal selain dilakukan oleh bisnis unit juga diperkuat oleh monitoring yang dilakukan oleh Departemen Manajemen Risiko dan Departemen Kepatuhan sehingga *risk event* yang lepas dari pengendalian internal oleh bisnis unit dapat terungkap di lapis pengendalian kedua yang dilakukan oleh Departemen Manajemen Risiko dan Departemen Kepatuhan. Bank juga memiliki Departemen Internal Audit yang memastikan pengendalian internal Bank secara keseluruhan telah berjalan sesuai dengan kebijakan dan prosedur Bank.

The Bank has internal control resources in place to ensure that operations are conducted safely and in accordance with established policies and procedures. Internal control is primarily carried out by business units through the implementation of a maker-checker-approval mechanism in daily operations. To reduce the risk of human error, Bank Shinhan Indonesia provides continuous training programs to enhance employee skills and strengthen its human capital capabilities. This mechanism is intended to minimize errors that could lead to financial losses for the Bank. In addition to control activities performed by business units (first line of defense), internal control is further reinforced by monitoring functions conducted by the Risk Management Department and the Compliance Department (second line of defense). These departments are responsible for detecting risk events that may not be captured by the initial control layer. The Bank also has an Internal Audit Department (third line of defense), which ensures that the overall internal control framework is functioning effectively and in compliance with the Bank's policies and procedures.

Penyediaan Dana Kepada Pihak Terkait (*Related Party*) dan Penyediaan Dana Besar (*Large Exposures*)

Bank telah memiliki kebijakan, sistem, serta prosedur yang tertulis dan jelas untuk penyediaan dana kepada pihak terkait. Penyediaan dana kepada pihak terkait senantiasa mengacu pada ketentuan OJK tentang Batas Maksimum Pemberian Kredit (BMPK) dan telah memperhatikan prinsip kehati-hatian maupun perundang-undangan yang berlaku.

Provision of Funds to Related Parties and Provision of Large Exposures

The Bank has written and clear policies, systems, and procedures for the provision of funds to related parties. Provision of funds to related parties always refers to the provisions of the OJK concerning the Maximum Credit Limit (BMPK) and has considered the principle of prudence and applicable laws.

Saat ini, tidak ada pelanggaran dan pelampauan BMPK. Pemutus Kredit bertindak hati-hati dan Independen serta tidak pernah ada intervensi dari pihak manapun. Sesuai dengan Rencana Bisnis (*business plan*) target penyediaan dana maupun realisasinya kepada pihak terkait kecil, hal ini untuk mencegah terjadi *conflict of interest*.

As of the reporting period, there were no violations or breaches of the Legal Lending Limit (BMPK). Credit decision-makers act with prudence and independence, and there has been no intervention from any party in the credit approval process. In line with the Bank's Business Plan, both the target and realization of fund provision to related parties remain minimal, as part of the Bank's commitment to preventing any potential conflicts of interest.

dalam jutaan Rupiah per 31 Desember 2024 | in millions of Rupiah as of December 31, 2024

Penyediaan Dana Provision of Funds	Jumlah Total	
	Debitur Debtors	Baki Debet (Rp juta) Outstanding Loan Balance (Rp million)
Kepada Pihak Terkait To Related Parties	6	Rp214.964
Kepada Debitur Inti To Core Debtors		
A. Individu A. Individual	4	Rp2.726.805
B. Grup B. Group	6	Rp5.604.594

Rencana Strategis Bank Bank Strategic Plan

Langkah strategis yang diterapkan oleh Bank pada tahun 2024, antara lain:

1. Bank akan meningkatkan porsi pertumbuhan yang lebih tinggi pada kredit ritel konsumsi yang pada gilirannya akan meningkatkan porsi portofolio kredit ritel konsumsi terhadap total portofolio kredit Bank. Pada tahun 2024, Bank berencana menyalurkan kembali produk KPR.
2. Bank berupaya untuk meningkatkan kredit kepada UMKM terutama melalui jaringan kantor cabang dengan menerapkan *SME Lending Guideline* dan melalui produk *Supply Chain Financing*.
3. Bank masih akan menumbuhkan porsi kredit korporasi dan komersial secara granular sesuai dengan pengalaman dan kemampuan Bank selama ini sebagai upaya menumbuhkan aset kredit secara keseluruhan.
4. Bank berupaya mendukung pembiayaan pada kegiatan / sektor ramah lingkungan atau dikenal sebagai kategori Kegiatan Usaha Berkelanjutan

The strategic steps implemented by the Bank in 2024 include:

1. The Bank will increase the portion of higher growth in consumer retail credit which in turn will increase the portion of the consumer retail credit portfolio to the Bank's total credit portfolio. In 2024, the Bank plans to redistribute KPR products.
2. The Bank seeks to increase credit to MSMEs, especially through the branch office network by implementing the *SME Lending Guideline* and through *Supply Chain Financing* products.
3. The Bank will continue to grow the portion of corporate and commercial credit in a granular manner in accordance with the Bank's experience and capabilities so far as an effort to grow overall credit assets.
4. The Bank seeks to support financing in environmentally friendly activities/sectors or known as the Sustainable Business Activities

(KKUB) secara bertahap salah satunya adalah dengan meningkatkan portofolio kredit korporasi kepada perusahaan Korea (*Korean Desk Business*).

5. Bank juga mendukung perjanjian bersama antara Bank Indonesia dan Bank Sentral Korea Selatan terkait transaksi perdagangan dan investasi dengan mata uang lokal masing – masing, sehingga dapat mengembangkan *FX Business Bank* dengan melayani nasabah yang membutuhkan mata uang IDR/KRW.
6. Meningkatkan peranan dan kontribusi kantor cabang pada pertumbuhan bisnis dan laba Bank dengan memberikan target bisnis secara spesifik kepada seluruh kantor cabang.
7. Meningkatkan pendapatan selain bunga (*fee based income*) melalui transaksi terutama transaksi valuta asing, *remittance*, penerbitan *L/C* and *fee* kredit.
8. Melakukan investasi sebagai bentuk pengembangan bisnis secara inorganik melalui penyertaan modal pada sebuah perusahaan multifinance bersama dengan *partner* terkemuka dengan reputasi yang baik, yang dilaksanakan pada semester 1 tahun 2024 pada PT Paramitra Multifinance yang kemudian berubah nama menjadi PT Hyundai Capital Finance Indonesia
9. Meluncurkan kembali Kredit Kepemilikan Rumah (KPR) yang merupakan produk yang diminati nasabah dalam membeli rumah ditengah *backlog* kebutuhan perumahan yang masih sangat besar.
10. Penghimpunan dana pihak ketiga yang difokuskan ke dana murah melalui aktivitas *cross selling*.
11. Meningkatkan *brand awareness* PT Bank Shinhan Indonesia di masyarakat melalui produk dan layanan yang dimiliki dan dipasarkan oleh Bank.
12. Meningkatkan hubungan kerjasama dan melakukan pendekatan kepada nasabah – nasabah yang bergerak dibidang ekspor – impor untuk meningkatkan simpanan USD nasabah terkait pada Bank. Hal ini juga erat kaitannya dengan penerapan DHE SDA yang dilaksanakan oleh perbankan secara umum.
13. Mengoptimalkan layanan perbankan elektronik melalui penawaran produk dan jasa yang menarik dan kompetitif dan pengembangan produk dan jasa berbasis perbankan elektronik secara berkesinambungan.
14. Mengelola kualitas aset dan memaksimalkan *recovery* khususnya pada kredit restrukturisasi yang terkait dengan Covid – 19 sebagai langkah

(KKUB) category in stages, one of which is by increasing the corporate credit portfolio to Korean companies (*Korean Desk Business*).

5. The Bank also supports a joint agreement between Bank Indonesia and the Central Bank of South Korea regarding trade and investment transactions with their respective local currencies, so that it can develop *FX Business Bank* by serving customers who need IDR/KRW currency.
6. Increasing the role and contribution of branch offices to the Bank's business growth and profits by providing specific business targets to all branch offices.
7. Increasing income other than interest (*fee based income*) through transactions, especially foreign exchange transactions, *remittances*, issuance of *L/Cs* and credit fees.
8. Making investments as a form of inorganic business development through capital participation in a multifinance company together with leading partners with good reputations, which was carried out in the first semester of 2024 at PT Paramitra Multifinance which later changed its name to PT Hyundai Capital Finance Indonesia
9. Relaunching Home Ownership Credit (KPR) which is a product that is in demand by customers in buying a house amidst the still very large backlog of housing needs.
10. Collecting third party funds focused on low-cost funds through cross-selling activities.
11. Increase brand awareness of PT Bank Shinhan Indonesia in the community through products and services owned and marketed by the Bank.
12. Increase cooperation and approach customers engaged in export-import to increase USD savings of related customers at the Bank. This is also closely related to the implementation of DHE SDA carried out by banks in general.
13. Optimize electronic banking services by offering attractive and competitive products and services and developing electronic banking-based products and services on an ongoing basis.
14. Manage asset quality and maximize recovery, especially in restructured credit related to Covid-19 as a follow-up step to adjusting the provisions

lanjutan terhadap penyesuaian ketentuan Otoritas/Regulator.

15. Mengakomodasi rencana pengembangan usaha Bank dengan melakukan penyelarasan pada struktur organisasi Bank.
16. Pengembangan sistem teknologi informasi untuk mendukung layanan, aktivitas operasional, aktivitas transaksi serta untuk meningkatkan performa instruktur sistem teknologi bank.
17. Melanjutkan dan memperluas kerjasama dengan pihak ketiga dalam rangka menyediakan fasilitas pinjaman kepada masyarakat.
18. Dalam rangka memperkuat peran jaringan kantor, Bank merencanakan:
 - a. Telah melakukan penggabungan kantor dan diikuti penutupan kantor sesuai rencana pada Semester I 2024;
 - b. Melakukan relokasi kantor cabang;
 - c. Tidak merencanakan pembukaan kantor baru pada tahun 2024.
19. Melakukan peyesuaian pada struktur organisasi Bank menempatkan struktur Area Head dan jaringan kantor cabang dibawah *supervise* Direktur Bisnis. Hal ini telah diimplementasikan dalam perubahan struktur organisasi Bank per Juni 2024.
20. Implementasi piloting optimalisasi dan peningkatan pengendalian operasional kantor cabang yang dimulai pada semester 2 tahun 2024, dimana untuk area Jakarta dan sekitarnya dimulai pada Juli 2024 dan untuk skala nasional dimulai pada September 2024.
21. Bank mempunyai rencana untuk berpartisipasi dalam *Appointed Cross Currency Dealer* (ACCD) untuk penukaran KRW-IDR.

Jangka Pendek

Sasaran jangka pendek tahun 2024 dilaksanakan melalui tiga pilar utama yaitu mencapai Pertumbuhan Bisnis yang sehat dan Seimbang (*Sound and Balanced Business Growth*), memperoleh Laba yang Pertumbuhan Bisnis yang Berkesinambungan (*Sustainable Profitability*) dan memperkuat Pengendalian Internal (*Strong Internal Control*) yang secara kontinu akan dievaluasi dan dikembangkan pada periode-periode berikutnya.

1. Mencapai Pertumbuhan Bisnis yang Sehat dan Seimbang (*Sound Business Growth*):
 - a. Mengakselerasi pertumbuhan portofolio dan melakukan diversifikasi terhadap debitur/nasabah dengan tujuan memperoleh portofolio

of the Authority / Regulator.

15. Accommodate the Bank's business development plan by aligning the Bank's organizational structure.
16. Develop an information technology system to support services, operational activities, transaction activities and to improve the performance of bank technology system instructors.
17. Continue and expand cooperation with third parties in order to provide loan facilities to the community.
18. In order to strengthen the role of the office network, the Bank plans:
 - a. Have conducted office mergers and followed by office closures as planned in the first semester of 2024.
 - b. Relocating branch offices;
 - c. Not planning to open new offices in 2024.
19. Bank has made adjustments to its organizational structure by placing Area Heads and the branch office network under the supervision of the Director of Business. This change was implemented through an organizational restructuring as of June 2024.
20. Bank has initiated a piloting program for optimizing and strengthening operational controls at branch offices, starting in the second half of 2024. The program was launched in the Greater Jakarta area in July 2024 and is scheduled to expand nationwide by September 2024.
21. Bank has plans to participate in the Appointed Cross Currency Dealer (ACCD) program for KRW-IDR currency exchange transactions.

Short Terms

The short-term goals for 2024 were implemented through three main pillars: achieving Sound and Balanced Business Growth, Sustainable Profitability and Strong Internal Control. All of which are continuously evaluated to be developed in the following periods.

1. Achieving Sound and Balanced Business Growth
 - a. Accelerating portfolio growth and diversifying the customer/debtor base with the aim of building a granular and stable portfolio. This



yang granular dan stabil. Hal ini juga diharapkan dapat mengurangi konsentrasi dan portofolio Bank baik kredit maupun pendanaan;

b. Meningkatkan pertumbuhan porsi kredit ritel konsumsi dan UMKM melalui:

- Optimalisasi peranan jaringan kantor cabang;
- Pengembangan Produk Bank yang sesuai dengan kapasitas Bank dan kebutuhan nasabah, diantaranya Tabungan SOL, Digital KTA dan peluncuran kembali Kredit Pemilikan Rumah (KPR);
- Kredit segmen di atas diharapkan dapat meningkatkan pendapatan bunga Bank.

c. Menjalankan mekanisme timbal balik antara layanan konvensional (tatap muka melalui konter atau petugas cabang) dan layanan online melalui Transformasi Digital:

- Terus mengembangkan dan menyempurnakan produk SOL, di antaranya melalui e-KYC, yaitu layanan membuka rekening bagi nasabah baru (bagi masyarakat yang sama sekali belum menjadi nasabah Bank) dan menambah kerja sama/*partnership* untuk memperkaya fitur dan pilihan fasilitas dalam SOL serta meningkatkan *user-friendliness* aplikasi SOL;
- Mengembangkan model bisnis Transformasi Digital terkini, yaitu penyediaan layanan dimana seluruh proses dari awal sampai akhir dilakukan secara elektronik, seperti diantaranya produk *My Car Loan* (MCL) dan Digital KTA dalam rangka meningkatkan porsi kredit Retail konsumsi dan UMKM;
- Kolaborasi digital dan konvensional untuk meningkatkan jumlah rekening nasabah (*number of account*) pengguna produk dan jasa Bank, yaitu utilisasi nasabah yang didapat melalui kanal digital dan melalui layanan konvensional secara timbal balik dalam membeli produk dan/atau menggunakan jasa layanan/transaksi Bank.

d. Mengembangkan bisnis dan inisiatif yang berkaitan dengan keuangan dan proses kerja yang ramah lingkungan, melalui pemberian kredit kepada usaha-usaha yang mendukung program ramah lingkungan, mengembangkan produk yang berkaitan dengan ESG, serta meningkatkan kapasitas dan pemahaman karyawan Bank atas program ESG.

strategy is also expected to reduce concentration risks in the Bank's credit and funding portfolios.

b. Increasing the growth of retail consumer and MSME lending through:

- Optimizing the role of the branch office network;
- Developing banking products that align with the Bank's capabilities and customer needs, including SOL Saving Account, Digital Unsecured Loans (KTA), and the relaunch of Mortgage Loans (KPR);
- Lending in these segments is expected to contribute positively to the Bank's interest income.

c. Implementing a reciprocal mechanism between conventional services (in-person services via counters or branch staff) and online services through Digital Transformation initiatives:

- Continuously enhancing and refining the SOL product, including the implementation of e-KYC (electronic Know Your Customer), which enables account opening for new customers (particularly those who are not yet Bank customers), and expanding partnerships to enrich features and service options within SOL while improving the application's user-friendliness;
- Developing an up-to-date Digital Transformation business model by offering services where the entire process is conducted electronically, such as the *My Car Loan* (MCL) and Digital Unsecured Loan (KTA), with the goal of increasing the proportion of retail consumer and MSME lending;
- Promoting digital and conventional channel collaboration to increase the number of customer accounts and user of the Bank's products and services, Namely, the reciprocal utilization of customers acquired through digital channels and conventional services in purchasing the Bank's products and/or using its services and transaction facilities.

d. Developing environmentally friendly business and financial related initiatives and work processes by providing loans to businesses that support eco-friendly programs, introducing products aligned with Environmental, Social, and Governance (ESG) principles, and enhancing the Bank's employee capacity and understanding of ESG-related programs.

- e. Membangun *Brand Bank Shinhan Indonesia* kepada masyarakat agar lebih mengenal dan memahami nilai-nilai dalam produk dan layanan yang dimiliki Bank, melalui pengembangan aktivitas berikut ini:
 - Implementasi strategi marketing communication melalui kanal-kanal yang telah ada maupun yang akan diimplementasikan di tahun mendatang;
 - Implementasi standar *service quality* dalam rangka menyediakan layanan dan solusi kepada nasabah yang pada gilirannya diharapkan dapat meningkatkan kepuasan dan kesetiaan nasabah kepada Bank.
 - f. Melakukan penyesuaian pada struktur organisasi Bank dengan menempatkan struktur *Area Head* dan jaringan kantor cabang di bawah supervisi Direktur Bisnis. Hal ini telah diimplementasikan dalam perubahan struktur organisasi Bank per Juni 2024
2. Memperoleh Laba yang Berkesinambungan (*Sustainable Profitability*):
- a. Mengelola *Cost of Fund* yang efisien melalui:
 - Peningkatan bisnis dengan penggunaan QRIS;
 - Meningkatkan pendanaan dalam mata uang USD dengan beban bunga yang lebih rendah, yang diharapkan dapat menjadi sumber pemberian kredit dalam mata USD;
 - Menghimpun dana murah dalam bentuk CASA.
 - b. Meningkatkan pendapatan berbasis fee melalui transaksi forex, international dan kredit;
 - c. Meningkatkan kinerja jaringan Kantor Cabang untuk memperoleh laba melalui pendayagunaan *Area Head* (AH) yang memiliki peran dan tanggung jawab:
 - Agar sumber daya yang ada di kantor cabang memiliki kemampuan dan pengalaman yang sama dan memadai untuk melakukan proses pengajuan pinjaman UMKM, ritel konsumsi dan komersial/korporasi sesuai dengan kriteria dan *risk appetite* Bank; Dalam hal ini pengajuan pinjaman UMKM, komersial atau korporasi dapat disusun dan dianalisis lebih mendalam oleh tim di bawah koordinasi *Area Head* (AH) sebelum diajukan kepada Departemen Analis Kredit di Kantor Pusat
 - Unit bisnis Kantor Pusat dapat memberikan referensi kepada Pemimpin Cabang
- e. Building public awareness and recognition of the Shinhan Bank Indonesia brand to foster a deeper understanding of the values embedded in the Bank's products and services, through the development of the following activities:
- Implementation of marketing communication strategies through existing and upcoming channels to be launched in the coming year;
 - Application of service quality standards to deliver solutions and services to customers, which is expected to lead to improved customer satisfaction and loyalty to the Bank.
- f. Adjusting the Bank's organizational structure by placing the Area Head structure and branch office network under the supervision of the Director of Business. This change has been implemented as part of the Bank's revised organizational structure as of June 2024.
2. Generating Sustainable Profitability:
- a. Managing efficient Cost of Fund by:
 - Increasing business with the use of QRIS;
 - Increasing funding in USD currency with lower interest rates, which is expected to be a source of credit in USD currency;
 - Collecting low-cost funds in the form of CASA.
 - b. Increasing fee-based income through forex, international and credit transactions;
 - c. Improving the performance of the Branch Office network to obtain profit through the utilization of Area Heads (AH) who have the following roles and responsibilities:
 - So that the resources in the branch office have the same and adequate capabilities and experience to carry out the process of applying for MSME loans, retail consumption and commercial/corporate in accordance with the Bank's criteria and risk appetite; In this case, the application for MSME, commercial or corporate loans can be prepared and analyzed in more depth by a team under the coordination of the Area Head (AH) before being submitted to the Credit Analyst Department at the Head Office
 - The Head Office business unit can provide references to Branch Managers regarding

terhadap informasi calon debitur yang berpotensi untuk dapat dibiayai Bank, salah satu contoh adalah meminta adalah Cabang melakukan pemasaran kepada nasabah korporasi yang dilakukan berdekatan dengan Cabang tersebut.

- Meningkatkan kualitas pengajuan pinjaman melalui penelitian dan analisa awal (*screening*) dengan peranan *Area Head* (AH) beserta tim di bawah koordinasinya.
- Mengalokasikan target kredit retail konsumsi yang bertujuan untuk meningkatkan porsi terhadap total portofolio kredit dan diharapkan dapat meningkatkan margin bunga bersih (NIM).
- Bank melakukan monitoring dan evaluasi atas kinerja kantor cabang secara berkala baik dalam hal pengembangan bisnis melalui aplikasi GCRM dan rapat berkala, pembahasan proposal kredit yang diajukan melalui rapat berkala, maupun pengelolaan kredit yang *overdue*/menunggak dengan tujuan memperoleh pembayaran atau *recovery* atas kredit menunggak tersebut.
- Sebagai upaya untuk mencapai target Bank secara keseluruhan, Bank juga menetapkan alokasi target bisnis (KPI) yang spesifik dan sejalan terhadap kantor cabang dan dimonitor pencapaiannya secara berkala. Apabila terdapat kantor cabang yang belum mencapai targetnya, maka akan diberikan arahan/*coaching* oleh departemen terkait dengan tujuan memperbaiki kinerja cabang dimaksud.

3. Memperkuat Pengendalian Internal (*Strong Internal Control*)

- a. Pelaksanaan inspeksi dan pengawasan yang mendalam atas setiap transaksi dan aktivitas Bank dengan cara:
 - Mengembangkan budaya *risk awareness* dan kepatuhan melalui sosialisasi berkala atas kebijakan dan prosedur Bank yang berlaku;
 - Menerapkan *zero-tolerance* atas pelanggaran atau *fraud* yang terjadi;
 - Meningkatkan pengendalian internal dan kepatuhan
 - Meningkatkan kompetensi karyawan;
 - Meningkatkan fungsi litigasi dalam penyelesaian kasus hukum yang ada;
 - Meningkatkan kualitas dan akurasi pelaporan;

information on prospective debtors who have the potential to be financed by the Bank, one example is asking the Branch to conduct marketing to corporate customers that are carried out close to the Branch.

- Improve the quality of loan applications through research and initial analysis (*screening*) with the role of the *Area Head* (AH) and the team under his coordination.
- Allocate consumer retail credit targets that aim to increase the portion of the total credit portfolio and are expected to increase the net interest margin (NIM).
- The Bank monitors and evaluates the performance of branch offices periodically both in terms of business development through the GCRM application and periodic meetings, discussion of credit proposals submitted through periodic meetings, and management of *overdue*/delinquent credit with the aim of obtaining payment or recovery of the delinquent credit.
- As an effort to achieve the Bank's overall target, the Bank also sets specific and aligned business target allocations (KPIs) for branch offices and monitors their achievements periodically. If there is a branch office that has not achieved its target, it will be given direction/*coaching* by the relevant department with the aim of improving the performance of the branch in question.

3. Strengthening Internal Control

- a. Implementing in-depth inspection and supervision of every transaction and activity of the Bank by:
 - Promoting a culture of risk awareness and compliance through regular dissemination of the Bank's applicable policies and procedures;
 - Implementing a zero-tolerance policy toward violations or incidents of fraud;
 - Improving internal control and compliance
 - Improving employee competence;
 - Improving the litigation function in resolving existing legal cases;
 - Improving the quality and accuracy of reporting;

b. Meningkatkan kualitas aset & pengelolaan tunggakan pinjaman/NPL: • Pengelolaan strategis untuk restrukturisasi pinjaman terdampak COVID-19 dan memaksimalkan pemulihan NPL dan pinjaman yang dihapus buku; • Analisa kredit yang berorientasi pada pasar untuk mendukung proses pengajuan kredit; c. Peningkatan Kompetensi Sumber Daya Manusia • Meningkatkan evaluasi Sumber Daya Manusia dan pemberian kompensasi berbasis kinerja; • Pembentukan budaya Bank (<i>Shinhan Way 2.0</i>); • Pengembangan karyawan melalui pelatihan-pelatihan yang tepat dan mendukung kinerja karyawan baik yang dilakukan secara tatap muka, <i>online</i> maupun melalui <i>electronic learning system</i> (sistem pembelajaran elektronik). d. Implementasi <i>Piloting</i> optimalisasi dan peningkatan pengendalian operasional kantor cabang yang dimulai pada semester 2 tahun 2024, dimana untuk area Jakarta dan sekitarnya dimulai pada Juli 2024 dan untuk skala nasional dimulai pada September 2024. Implementasi ini akan dianalisa dan dievaluasi secara berkala untuk menilai efektivitas dan optimalisasinya.	b. Improving asset quality & management of loan arrears/NPLs: • Strategic management for restructuring loans affected by COVID-19 and maximizing the recovery of NPLs and written-off loans; • Market-oriented credit analysis to support the credit application process; c. Improving Human Resource Competence • Improving Human Resource evaluation and performance-based compensation; • Establishing a Bank culture (<i>Shinhan Way 2.0</i>); • Employee development through appropriate training and support for employee performance, whether face-to-face, online or through an electronic learning system. d. Implementation of <i>Piloting</i> optimization and improvement of branch office operational control starting in semester 2 of 2024, where for the Jakarta area and its surroundings starting in July 2024 and for the national scale starting in September 2024. This implementation will be analyzed and evaluated periodically to assess its effectiveness and optimization.

Jangka Menengah

Sesuai dengan arah kebijakan jangka menengah, Bank berupaya untuk dapat mencapai pertumbuhan bisnis yang sehat dan seimbang, pencapaian laba yang berkesinambungan serta pelaksanaan pengendalian internal yang kuat.

Untuk mewujudkan sasaran perusahaan dibutuhkan strategi menuju Bank Shinhan Indonesia yang hebat, kata hebat memiliki makna:

- Sebagai Bank yang dewasa dan stabil dalam mempersiapkan kemampuan finansialnya agar memiliki kekuatan untuk melangkah dan melakukan aksi korporasi selanjutnya;
- Organisasi Bank beserta sumber daya manusia yang mumpuni; serta juga bermakna bagi Bank dan perekonomian Indonesia;
- Sebuah lompatan luar biasa diluar ekspektasi pasar dan kompetitor.

Medium Term

In alignment with its medium-term policy direction, the Bank is committed to achieving sound and balanced business growth, sustainable profitability, and robust internal control implementation.

To accomplish the company's objectives, a comprehensive strategy has been formulated to transform Bank Shinhan Indonesia into a great bank, with the word "great" embodying the following qualities:

- As a mature and stable Bank in preparing its financial capabilities so that it has the strength to step forward and carry out further corporate actions;;
- Bank organization and qualified human resources; and also meaningful for the Bank and the Indonesian economy;
- An extraordinary leap beyond market and competitor expectations.

Untuk mewujudkan strategi Bank selama 3 (tiga) tahun ke depan, Bank merumuskan sasaran jangka pendek dan menengah sebagai berikut:

1. Tahun 2024: Mencapai 3S *Value – Up!*
 - Mencapai pertumbuhan bisnis yang sehat dan seimbang (*Sound Business Growth*)
 - Memperoleh Laba yang berkesinambungan (*Sustainable Profitability*)
 - Memperkuat pengendalian Internal (*Strong Internal Control*)
2. Tahun 2025: Bank dengan Produk Inovatif dan Layanan Prima
 - Menumbuhkan porsi kredit Retail Konsumsi secara bertahap dengan pengembangan produk yang dibutuhkan masyarakat
 - Mengembangkan bisnis yang mendukung keuangan ramah lingkungan yang dimulai sejak tahun 2023 sebagai rintisan awal
 - Meningkatkan *customer experience* dari kanal digital Bank sebagai *brand image Bank*
3. Tahun 2026: Menjadi yang Terbaik
 - Menjadi salah satu bank terbaik dikelasnya
 - Menjadi “*the most preferred Korean Bank*” di Indonesia
 - Mencapai Aset yang sehat di atas

Sasaran tersebut diatas merupakan proses yang bersifat kontinu, yang akan senantiasa diimplementasikan dari waktu ke waktu dengan tujuan mencapai pertumbuhan Bank yang berkesinambungan dan sehat.

Transparansi Kondisi Keuangan dan Non Keuangan, Laporan Penerapan Tata Kelola dan Pelaporan Internal

Bank telah menyampaikan laporan kondisi keuangan dan non keuangan kepada pemangku kepentingan dan publik melalui situs web <https://shinhan.co.id>. Transparansi Laporan Keuangan dengan tata cara dan cakupan sebagaimana diatur dalam Peraturan OJK.

1. Laporan Keuangan Tahunan yang telah diaudit oleh Akuntan Publik dan Kantor Akuntan Publik yang terdaftar di Otoritas Jasa Keuangan;
2. Laporan Publikasi Keuangan Triwulanan;
3. Laporan Publikasi Keuangan Bulanan;
4. Laporan Keuangan lainnya yakni Laporan *Liquid Coverage Ratio (LCR)*, *Net Stable Funding Ratio (NSFR)* dan *Leverage Ratio*.

To realize this vision, the Bank has established short-and medium-term targets over the next three years as follows:

1. 2024: Realizing the 3S *Value – Up!*
 - Driving a Sound Business Growth through balanced and healthy portfolio expansion
 - Generating Sustainable Profitability
 - Reinforcing Internal Controls
2. 2025: A Bank of Innovative Products and Excellent Services
 - Gradually grow the portion of Retail Consumption credit by developing products needed by the community
 - Develop a business that supports environmentally friendly finance starting in 2023 as an initial pioneer
 - Improve customer experience from the Bank's digital channels as the Bank's brand image
3. 2026: Becoming the Best
 - Establishing a position as one of the top-performing bank in its category
 - Becoming the “*most preferred Korean Bank*” in Indonesia
 - Attaining a high-quality asset base as a benchmark of financial health

These targets reflect an ongoing process and strategic commitment, continually pursued to achieve sustainable and healthy growth for Bank Shinhan Indonesia.

Transparency of Financial and Non-Financial Conditions, Reports on The Implementation of Governance And Internal Reporting

The Bank has submitted financial and non-financial condition reports to stakeholders and the public through the website <https://shinhan.co.id>. Transparency of Financial Reports with the procedures and scope as per OJK Regulation.

1. Annual Financial Reports that have been audited by Public Accountants and Public Accounting Firms registered with the Financial Services Authority;
2. Quarterly Financial Publication Report;
3. Monthly Financial Publication Report;
4. Other Financial Reports, namely *Liquid Coverage Ratio (LCR)*, *Net Stable Funding Ratio (NSFR)* and *Leverage Ratio Reports*.

Seluruh laporan kondisi keuangan dan non keuangan disusun dan disajikan dengan tata cara, jenis dan cakupan sebagaimana diatur dalam ketentuan Otoritas Jasa Keuangan yang mengatur Transparansi Kondisi Keuangan Bank melalui sarana media cetak maupun elektronik, termasuk publikasi laporan keuangan di situs web. Bank senantiasa memperkuat kualitas proses pengambilan keputusan dengan memastikan ketersediaan dan kecukupan pelaporan internal yang didukung oleh sistem informasi manajemen yang memadai.

All financial and non-financial condition reports are prepared and presented in accordance with the procedures, types and scopes as stipulated in the provisions of the Financial Services Authority governing the Transparency of Bank Financial Conditions through print and electronic media, including the publication of financial reports on the website. The Bank continues to strengthen the quality of the decision-making process by ensuring the availability and adequacy of internal reporting supported by an adequate management information system.

Kepemilikan Saham Anggota Dewan Komisaris dan Anggota Direksi

Share Ownership of Board of Commissioners and Board of Directors Members

No.	Pemegang Saham Bank Bank Shareholders	Kepemilikan Saham Share Ownership
1	Shinhan Bank Co, Ltd.	99,00%
2	PT Metropanca Gemilang	0,53%
3	PT STM Tunggal Jaya	0,47%

No.	Nama Name	PT Bank Shinhan Indonesia		PT Metropanca Gemilang		PT STM Tunggal Jaya	
		Jabatan Position	Kepemilikan Ownership	Jabatan Position	Kepemilikan Ownership	Jabatan Position	Kepemilikan Ownership
1	Timoty E. Marnandus	Komisaris Utama President Commissioner	-	-	-	-	-
2	Ananda Barata	Komisaris Commissioner	-	-	-	-	-
3	Kim Jihyung	Komisaris Commissioner	-	-	-	-	-
4	Koo Hyunghoe	Direktur Utama President Director	-	-	-	-	-
5	Kim Seong Won	Direktur Keuangan Finance Director	-	-	-	-	-
6	Tony Tanusaputra	Direktur yang Membawahkan Fungsi Kepatuhan Director in Charge of Compliance Function	-	-	-	-	-
7	Leonard Auly	Direktur Kredit Credit Director	-	-	-	-	-
8	Lasmintono	Direktur Operasional dan HR Director of Operations and HR	-	-	-	-	-
9	Fransisca Rita Goal	Direktur Bisnis Business Director	-	-	-	-	-

Hubungan Keuangan dan Hubungan Keluarga Anggota Dewan Komisaris Lain, Anggota Direksi dan/atau Pemegang Saham Bank

Financial Relationships And Family Relationships of other Members of the Board of Commissioners, Members of The Board of Directors and/or Shareholders of the Bank

No.	Nama Name	Jabatan Position	Hubungan Relation	
			Keuangan Financial	Keluarga Family
1	Timoty E. Marnandus	Komisaris Utama President Commissioner	Tidak Ada None	Tidak Ada None
2	Ananda Barata	Komisaris Commissioner	Tidak Ada None	Tidak Ada None
3	Kim Jihyung	Komisaris Commissioner	Tidak Ada None	Tidak Ada None
4	Koo Hyunghoe	Direktur Utama President Director	Tidak Ada None	Tidak Ada None
5	Kim Seong Won	Direktur Keuangan Finance Director	Tidak Ada None	Tidak Ada None
6	Tony Tanusaputra	Direktur yang Membawahkan Fungsi Ketauhan Director in Charge of Compliance Function	Tidak Ada None	Tidak Ada None
7	Leonard Auly	Direktur Kredit Credit Director	Tidak Ada None	Tidak Ada None
8	Lasmintono	Direktur Operasional dan HR Director of Operations and HR	Tidak Ada None	Tidak Ada None
9	Fransisca Rita Goal	Direktur Bisnis Business Director	Tidak Ada None	Tidak Ada None

Frekuensi Rapat Meeting Frequency

Direksi

Sepanjang tahun 2024, Direksi telah mengadakan Rapat Direksi sebanyak 14 (empat belas) kali, dengan rincian sebagai berikut:

Board of Directors

Throughout 2024, the Board of Directors held a total of 14 (fourteen) Board of Directors Meetings, with the following details:

No	Tanggal Date	DIREKSI Board of Directors					
		Koo Hyunghoe	Kim Seong Won	Tony Tanusaputra	Leonard Auly	Lasmintono *	Fransisca Rita Gosal **
1.	12/01/2024	√	√	-	√	-	-
2.	15/02/2024	√	√	√	√	√	-
3.	14/03/2024	√	√	√	√	√	-
4.	19/04/2024	√	√	√	√	√	-

No	Tanggal Date	DIREKSI Board of Directors					
		Koo Hyunghoe	Kim Seong Won	Tony Tanusaputra	Leonard Auly	Lasmintono *	Fransisca Rita Gosal **
5.	15/05/2024	√	√	√	√	√	-
6.	13/06/2024	√	√	√	√	√	√
7.	18/07/2024	√	-	√	√	√	√
8.	12/08/2024	√	√	√	√	√	√
9.	12/09/2024	√	√	√	√	√	√
10.	14/10/2024	√	√	√	√	√	√
11.	14/10/2024	√	√	√	√	√	√
12.	13/11/2024	√	√	√	√	√	√
13.	09/12/2024	√	√	-	√	√	√
14.	10/12/2024	√	√	√	√	√	√

Catatan:

√ Hadir dalam rapat

- Tidak Hadir dalam rapat

*) Bpk. Lasmintono menjabat sebagai Direktur Operasional & HR berdasarkan Akta No. 04 tanggal 31 Januari 2024 dan efektif sebagai Direktur Operasional & HR per tanggal 30 Januari 2024

**) Ibu Fransisca Rita Gosal menjabat sebagai Direktur Bisnis berdasarkan Akta No. 04 tanggal 11 Juni 2024 dan efektif sebagai Direktur Bisnis per tanggal 7 Juni 2024

Notes:

√ Present at the meeting

- Not present in the meeting

*) Mr. Lasmintono serves as Operations & HR Director based on Deed No. 04 dated January 31, 2024 and effective as Operations & HR Director as of January 30, 2024.

**) Ms. Fransisca Rita Gosal serves as Business Director based on Deed No. 04 dated June 11, 2024 and effective as Business Director as of June 7, 2024.

Dewan Komisaris

Hingga 31 Desember 2024, Dewan Komisaris telah melaksanakan Rapat Dewan Komisaris sebanyak 19 (sembilan belas) kali. Berikut rincian Rapat Dewan Komisaris tahun 2024:

Board of Commissioners

As of December 31, 2024, the Board of Commissioners has held 19 (nineteen) Board of Commissioners Meetings. The following are the details of the 2024 Board of Commissioners Meetings:

No	Tanggal Date	DEWAN KOMISARIS Board of Commissioners		
		Timoty E. Marnandus	Kim Jihyung	Ananda Barata
1.	16/02/2024	√	√	√
2.	16/02/2024	√	√	√
3.	08/03/2024	-	√	√
4.	25/03/2024	-	√	√
5.	22/05/2024	√	√	√
6.	22/05/2024	√	√	√
7.	13/06/2024	√	√	√
8.	05/08/2024	√	√	√

No	Tanggal Date	DEWAN KOMISARIS Board of Commissioners		
		Timoty E. Marnandus	Kim Jihyung	Ananda Barata
9.	05/08/2024	√	√	√
10.	27/08/2024	√	√	√
11.	26/09/2024	√	√	√
12.	26/09/2024	√	√	-
13.	07/10/2024	√	√	√
14.	24/10/2024	√	√	√
15.	29/10/2024	√	√	√
16.	29/10/2024	√	√	√
17.	19/11/2024	√	√	√
18.	10/12/2024	√	√	√
19.	18/12/2024	√	√	√

Catatan | Note:

√ Hadir dalam rapat | Present at the meeting

- Tidak Hadir dalam rapat | Not present in the meeting

Komite Audit

Sepanjang tahun 2024, Komite Audit telah melaksanakan Rapat Komite Audit sebanyak 16 (enam belas) kali, dengan rincian sebagai berikut:

Audit Committee

Throughout 2024, the Audit Committee has held Audit Committee Meetings 16 (sixteen) times, with the following details:

No	Tanggal Date	ANGGOTA KOMITE AUDIT Committee Audit Members		
		Ananda Barata	Richard S. Dompas	Rusli Simanjuntak
1.	16/01/2024	√	√	√
2.	29/02/2024	√	√	√
3.	04/03/2024	√	√	√
4.	25/03/2024	√	√	√
5.	29/04/2024	√	√	√
6.	30/05/2024	√	√	√
7.	24/06/2024	√	√	√
8.	25/07/2024	√	√	√
9.	26/08/2024	√	√	√
10.	30/09/2024	√	√	√
11.	18/10/2024	√	√	√
12.	18/10/2024	√	√	√
13.	11/11/2024	√	√	√
14.	29/11/2024	√	√	√
15.	29/11/2024	√	√	√
16.	23/12/2024	√	√	√

Catatan | Note:

√ Hadir dalam rapat | Present at the meeting

- Tidak Hadir dalam rapat | Not present in the meeting

Komite Pemantau Risiko

Sepanjang tahun 2024, Komite Pemantau Risiko telah mengadakan Rapat Komite Pemantau Risiko sebanyak 12 (dua belas) kali, dengan rincian sebagai berikut:

Risk Monitoring Committee

Throughout 2024, the Risk Monitoring Committee held 12 (twelve) Risk Monitoring Committee Meetings, with the following details:

No	Tanggal	ANGGOTA KOMITE PEMANTAU RISIKO		
		Ananda Barata	Lando Simatupang	Rusli Simanjuntak
1.	16/01/2024	√	√	√
2.	29/02/2024	√	√	√
3.	26/03/2024	√	√	√
4.	23/04/2024	√	√	√
5.	30/05/2024	√	√	√
6.	24/06/2024	√	√	√
7.	25/07/2024	√	√	√
8.	26/08/2024	√	√	√
9.	30/09/2024	√	√	√
10.	30/10/2024	√	√	√
11.	29/11/2024	√	√	√
12.	23/12/2024	√	√	√

Catatan | Note:

√ Hadir dalam rapat | Present at the meeting

- Tidak Hadir dalam rapat | Not present in the meeting

Komite Remunerasi & Nominasi

Selama tahun 2024, Komite Remunerasi & Nominasi telah melaksanakan Rapat Komite Remunerasi sebanyak 6 (enam) kali, sebagaimana dirincikan dalam tabel berikut:

Remuneration & Nomination Committee

During 2024, the Remuneration & Nomination Committee has held Remuneration Committee Meetings 6 (six) times, as detailed in the following table:

No	Tanggal Date	ANGGOTA KOMITE REMUNERASI & NOMINASI Remuneration and Nomination Committee Members			
		Timoty E. Marnandus	Kim Ji Hyung	Fransisca Lilia Noviani *	Dimas Febriyatno**
1.	23/02/2024	√	√	√	-
2.	21/03/2024	√	√	√	-
3.	21/03/2024	√	√	√	-
4.	12/06/2024	√	√	√	√
5.	26/09/2024	√	√	√	√
6.	18/12/2024	√	√	√	√

Catatan | Note:

√ Hadir dalam rapat | Present at the meeting

- Tidak Hadir dalam rapat | Not present in the meeting

Penyimpangan Internal Internal Fraud

Penyimpangan internal (*Internal Fraud*) adalah *Fraud* yang dilakukan oleh anggota Direksi, anggota Dewan Komisaris, pegawai tetap, pegawai tidak tetap (*honorer*), dan/atau tenaga kerja alih daya (*Outsourcing*). Adapun pengertian *fraud* mengacu pada ketentuan mengenai penerapan anti strategi *fraud* bagi Bank Umum. Nominal penyimpangan (*Internal Fraud*) yang diungkapkan adalah penyimpangan bernilai lebih dari Rp 100.000.000 (Seratus Juta Rupiah).

Dalam Pedoman Penerapan Strategi Anti *Fraud* Versi 2.0 tanggal 21 Februari 2020 Yang dimaksud dengan penyimpangan (*Internal Fraud*) adalah *Fraud* yang dilakukan oleh anggota Direksi, anggota Dewan Komisaris, Pegawai Tetap, Pegawai tidak tetap (*honorer*), dan/atau tenaga kerja alih daya (*outsourcing*). Adapun pengertian *fraud* mengacu pada ketentuan mengenai penerapan strategi anti *fraud* bagi Bank Umum Nominal penyimpanan (*Internal Fraud*) yang diungkapkan adalah penyimpangan bernilai lebih lebih dari Rp. 100.000.000,-(seratus juta rupiah).

Pada periode Januari sampai dengan Desember 2024, berikut penyimpangan (*Internal Fraud*) selama tahun 2024, antara lain:

1. Selama Semester II - Tahun 2024, 1 (satu) Kejadian yang berdampak Signifikan, Penyimpangan bernilai >Rp. 100.000.000,- yakni pada KC Cikarang dan 1 (satu) kejadian yang tidak berdampak Signifikan, penyimpangan bernilai <Rp. 100.000.000,- yakni pada KC Karawang.

Sepanjang tahun 2024, Bank mencatatkan adanya internal fraud dengan rincian sebagai berikut:

Internal Fraud refers to fraudulent acts committed by members of the Board of Directors, members of the Board of Commissioners, permanent employees, non-permanent (contract) employees, and/or outsourced personnel. The definition of fraud refers to the prevailing provisions concerning the implementation of the Anti-Fraud Strategy for Commercial Banks. Internal Fraud cases disclosed in this report are limited to incidents involving a financial value exceeding IDR 100,000,000 (one hundred million Rupiah).

According to the Anti-Fraud Strategy Implementation Guidelines Version 2.0 dated 21 February 2020, Internal Fraud refers to fraudulent acts committed by members of the Board of Directors, members of the Board of Commissioners, permanent employees, non-permanent (contract) employees, and/or outsourced personnel. The definition of fraud adheres to the prevailing regulations regarding the implementation of the anti-fraud strategy for commercial banks. Internal Fraud cases disclosed in the report are those involving financial losses exceeding IDR 100,000,000 (one hundred million Rupiah).

During the period from January to December 2024, the following Internal Fraud cases were identified:

1. In the second semester of 2024, one significant incident involving a financial loss of more than IDR 100 million occurred at the Cikarang Branch Office (KC Cikarang). In the same period, one non-significant incident involving a financial loss of less than IDR 100 million occurred at the Karawang Branch Office (KC Karawang).

Throughout 2024, the Bank recorded instances of internal fraud with the following details:

Penyimpangan Internal (Internal Fraud) dalam 1 Tahun Internal Fraud in 1 Year	Jumlah Kasus yang Dilakukan Oleh Number of Cases Committed by					
	Anggota Direksi dan Anggota Komisaris Members of the Board of Directors and Commissioners		Pegawai Tetap Permanent Employees		Pegawai Tidak Tetap dan Tenaga Kerja Alih Daya Non-permanent Employees and Outsourced Workers	
	Tahun Sebelumnya (2023) Previous Year (2023)	Tahun Berjalan (2024) Current Year (2024)	Tahun Sebelumnya (2023) Previous Year (2023)	Tahun Berjalan (2024) Current Year (2024)	Tahun Sebelumnya (2023) Previous Year (2023)	Tahun Berjalan (2024) Current Year (2024)
Total Fraud Total Fraud	-	-	2	2	-	-
Telah Diselesaikan Resolved	-	-	1	2	-	-
Dalam Proses Penyelesaian di Internal Bank In the Process of Settlement within the Bank	-	-	-	-	-	-
Belum Diupayakan Penyelesaian Not yet Resolved	-	-	-	-	-	-
Telah Ditindaklanjuti melalui Proses Hukum Followed up through Legal Processes	-	-	1	-	-	-

Catatan:

- Untuk Penyimpangan (Internal Fraud) pada tahun 2023 telah dilaporkan ke Otoritas Jasa Keuangan melalui Surat No. 328/BSI-DIR/VII/2023 tanggal 23 Juli 2023 dan No. 411/BSI-DIR/VIII/2023 tanggal 8 Agustus 2023.
- Untuk Penyimpangan (Internal Fraud) pada tahun 2024 telah dilaporkan ke Otoritas Jasa Keuangan melalui Surat No. 652/BSI-DIR/XII/2024 tanggal 23 Desember 2024 dan No. 031/BSI-DIR/I/2025 tanggal 21 Januari 2025.

Note:

- Internal Fraud cases in 2023 were reported to the Financial Services Authority (Otoritas Jasa Keuangan/OJK) through Letter No. 328/BSI-DIR/VII/2023 dated July 23, 2023 and Letter No. 411/BSI-DIR/VIII/2023 dated August 8, 2023.
- Internal Fraud cases in 2024 were reported to the Financial Services Authority through Letter No. 652/BSI-DIR/XII/2024 dated December 23, 2024 and Letter No. 031/BSI-DIR/I/2025 dated January 21, 2025.

Pengungkapan Permasalahan Hukum Disclosure of Legal Cases

Selama tahun 2024, jumlah permasalahan hukum perdata dan pidana yang dihadapi Bank Shinhan Indonesia beserta upaya penyelesaiannya adalah sebagai berikut:

During 2024, the number of civil and criminal legal cases faced by Bank Shinhan Indonesia and the efforts to resolve them are as follow:

Permasalahan Hukum Legal Issues	Jumlah Kasus Number of Cases	
	Perdata Civil	Pidana Criminal
Telah mendapat putusan yang mempunyai putusan hukum tetap Has received a ruling that has permanent legal force.	5	-
Dalam proses penyelesaian In the process of settlement	13	2
Total	18	2

Berdasarkan pengungkapan di atas, Bank telah menyelesaikan 5 (lima) perkara hukum dan telah mendapat putusan yang mempunyai kekuatan hukum tetap. Adapun rincian mengenai keputusan yang mendapat kekuatan hukum tetap dapat dilihat sebagai berikut:

Based on the disclosure above, the Bank has completed 5 (five) legal case and has received a decision that has permanent legal force. The details regarding decisions that have permanent legal force can be seen as follows:

No.	Nama Debitur/Cabang Name of Debtor/Branch	Nomor Perkara Case Number	Tingkatan/Status Perkara Case Level/Status
1.	Debitur a.n PT PB	149/Pdt.Sus-PKPU/2024/PN.Niaga.Jkt.Pst & 150/Pdt.Sus-PKPU/2024/PN.Niaga.Jkt.Pst	Pengadilan Niaga di Pengadilan Negeri Jakarta Pusat
2.	Debitur a.n AS	1102/Pdt.G/2023/PN.Jkt.Sel	Pengadilan Negeri Jakarta
3.	Debitur a.n M.Z & NK	285/Pdt.Sus-PHI/2023/PN.Jkt.Pst	Pengadilan Hubungan Industrial
4.	Debitur a.n DS	317/Pdt.G/2024/PN.Sby	Pengadilan Negeri Surabaya
5.	Debitur a.n AHN	57/Pdt.G/2024/PN.Jkt.Pst	Pengadilan Negeri Jakarta Pusat

Transaksi yang Memiliki Benturan Kepentingan Transactions with Conflicts of Interest

Sampai dengan 31 Desember 2024, tidak pernah terjadi transaksi yang mengandung Benturan Kepentingan yang merugikan atau mengurangi keuntungan Bank dan kegiatan operasional Bank bebas dari intervensi pemilik/pihak terkait/pihak lainnya yang dapat menimbulkan Benturan Kepentingan yang dapat merugikan atau mengurangi keuntungan Bank sebagai mana tabel di bawah ini:

As of December 31, 2024, there has never been a transaction containing Conflict of Interest that is detrimental or reduces the Bank's profit and the Bank's operational activities are free from the intervention of the owner/related parties/other parties that may lead to Conflict of Interest that may harm or reduce the Bank's profit as shown in the table below:

No.	Nama dan Jabatan Pihak yang memiliki Benturan Kepentingan Name and Position of Party with Conflict of Interest	Nama dan Jabatan Pengambil Keputusan Name and Position of Decision Maker	Jenis Transaksi Type of Transaction	Nilai Transaksi (jutaan rupiah) Transaction Value (million rupiah)	Keterangan Description *)
-	-	-	-	-	-

Catatan| Note :

- Nihil | None

*) tidak sesuai sistem dan prosedur yang berlaku.

*) not in accordance with applicable systems and procedures.

Pembelian Kembali (*Buyback*) Saham dan/atau Obligasi Bank

Buyback of Bank Shares and/or Bonds

Pada tahun 2024, PT Bank Shinhan Indonesia tidak terdapat transaksi buyback saham / obligasi.

In 2024, PT Bank Shinhan Indonesia has no share/ bond buyback transactions.

Pemberian Dana untuk Kegiatan Sosial dan Kegiatan Politik Baik Nominal Maupun Penerimaan Dana

Provision and Receipt of Funds for Social and Political Activities

Di Tahun 2024 ini, Shinhan Bank Co. Ltd melalui PT Bank Shinhan Indonesia telah melakukan beberapa kegiatan sosial dengan rincian sebagai berikut:

In this year 2024, Shinhan Bank Co. Ltd through PT Bank Shinhan Indonesia has conducted several social activities with the following details:

No.	Tanggal Date	Keterangan Description	Jumlah (Rp) Total (Rp)	
			Kegiatan Sosial Social Activity	Kegiatan Politik Political Activity
1.	1 Agustus 2024 August 1, 2024	Donasi ke Yayasan Vogo (<i>Multicultural Youth Exchange Education Support Centre</i>) Tanggal 1 Agustus 2024 sebesar Rp. 35.045.372,- Donation to Vogo Foundation (<i>Multicultural Youth Exchange Education Support Center</i>) on August 1, 2024 amounting to Rp. 35,045,372,-	Rp. 35.045.372	-



Penutup Closing

Berdasarkan Kesimpulan di atas dan berpedoman pada hasil penilaian sendiri (*self-assessment*) penerapan tata kelola mencerminkan manajemen PT Bank Shinhan Indonesia telah melakukan penerapan tata kelola yang secara umum BAIK (Peringkat 2) pada tahun 2024, tercermin dari pemenuhan yang memadai atas prinsip-prinsip Tata Kelola. Apabila terdapat kelemahan dalam penerapan prinsip Tata Kelola, maka secara umum kelemahan tersebut kurang signifikan dan dapat diselesaikan dengan tindakan normal oleh manajemen Bank.

Bank akan terus memperkuat penerapan prinsip transparansi, akuntabilitas, pertanggung jawaban, independensi dan kewajaran di Bank, yang diharapkan dapat berbanding lurus dengan pertumbuhan bisnis dan kinerja keuangan Bank dengan menerapkan Prinsip Tata Kelola secara Konsisten dan Displin.

Komitmen yang disampaikan ke Otoritas Jasa Keuangan akan terus dilaksanakan sesuai target waktu yang telah ditetapkan dan akan terus dimonitoring dan dilaporkan secara berkala kepada Otoritas Jasa Keuangan.

Based on the above conclusions and guided by the results of the self-assessment of the implementation of governance, it reflects that the management of PT Bank Shinhan Indonesia has implemented governance which is generally GOOD (Rating 2) in 2024, reflected in the adequate fulfillment of the principles of governance. If there are weaknesses in the implementation of Governance principles, then in general the weaknesses are less significant and can be resolved with normal actions by the Bank's management.

The Bank will continue to strengthen the implementation of the principles of transparency, accountability, responsibility, independence and fairness in the Bank, which is expected to be directly proportional to the business growth and financial performance of the Bank by applying the Governance Principles Consistently and Discipline.

Commitments submitted to the Financial Services Authority will continue to be implemented according to the target time set and will continue to be monitored and reported regularly to the Financial Services Authority.

Jakarta, 21 April 2024
PT BANK SHINHAN INDONESIA
Direksi,
Board of Directors



KOO HYUNGHOE
Direktur Utama
President Director



TONY TANUSAPUTRA
Direktur Kepatuhan
Compliance Director



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Tanggung Jawab Sosial dan Lingkungan

Environmental and Social Responsibility

SHINHAN BANK



ATM Bank Shinhan

RECEIPT

JANGAN TINGGALKAN ATM



Strategi Keberlanjutan Sustainability Strategy

Tahun 2019 merupakan tahun pertama PT Bank Shinhan Indonesia (selanjutnya disebut “Bank”) mengimplementasikan program Keuangan Berkelanjutan. Dukungan dari pihak internal dalam hal ini pegawai, pimpinan dan Direksi serta dukungan dari pihak eksternal antara lain Regulator, kebijakan, dan kondisi perekonomian, kondisi politik di dalam negeri akan sangat mendukung program ini. Bank selanjutnya akan lebih mengintegrasikan aspek lingkungan hidup, sosial, dan tata kelola ke dalam proses bisnis, kebijakan, program dan produk.

Bank menyusun Visi dan Misi Keberlanjutan sebagai dasar untuk menjalankan proses bisnis yang sesuai dengan prinsip Keuangan Berkelanjutan. Visi dan Misi Keberlanjutan Bank dapat dilihat pada bagian profil singkat dalam laporan ini.

Strategi dalam mewujudkan Visi dan Misi Keberlanjutan adalah dengan penerapan program-program internal yang sejalan dengan prinsip Keberlanjutan. Upaya ini dilakukan dengan tujuan menjadi Bank yang turut serta mencapai tujuan pembangunan Berkelanjutan di Indonesia. Program-program prioritas yang telah disusun untuk memenuhi tujuan tersebut yaitu:

In 2019 is the first year PT Bank Shinhan Indonesia hereinafter referred to as “Bank” implements the Sustainable Finance program. Support from internal parties in this case employees, management and Board of Directors as well as support from external parties including Regulations, policies, economic conditions, and domestic political conditions will greatly support this program. Bank will further integrate environmental, social and governance aspects into business processes, policies, programs and products.

Bank develops a Sustainability Vision and Mission as the basis for carrying out business processes in accordance with the principles of Sustainable Finance. The Vision and Mission of Bank's Sustainability can be found in the brief profile section of this report.

The strategy in realizing the Vision and Mission of Sustainability is the implementation of internal programs that are in line with the Sustainability principles. This effort is carried out with the aim of becoming a Bank that participates in achieving the goals of Sustainable development in Indonesia. Priority programs that have been prepared to meet these objectives are:

Tahun	Aktivitas	Year	Activities
2024	Pengembangan Kapasitas Bank	2024	Bank Capacity Development
2025	Meningkatkan Kredit UMKM	2025	Increasing MSME Credit
2026	Meningkatkan Kapasitas Teknis Bank	2026	Increasing Bank Technical Capacity
2027	Melaksanakan Bisnis Ramah Lingkungan	2027	Implementing Environmentally Friendly Business
2028	Menjalankan Tanggung Jawab Sosial	2028	Executing Social Responsibility

Strategi lainnya untuk meningkatkan portofolio kredit Keuangan Berkelanjutan adalah dengan meningkatkan penyaluran kredit pada sektor Usaha Mikro Kecil dan Menengah (UMKM). Bank Shinhan juga akan menyalurkan kredit kepada usaha-usaha terkait keberlanjutan.

The other strategy for increasing the Sustainable Finance loan portfolio is to increase lending to the Micro, Small and Medium Enterprises sector (SMEs). Bank Shinhan will also increase lending to sustainability related business.

Komitmen pada Keuangan Berkelanjutan

Commitments for Sustainable Finance

Keberlanjutan Bank Shinhan Indonesia merupakan salah satu paradigma tercapainya kinerja keuangan Bank dengan tetap menyeimbangkan kepentingan lingkungan, sosial dan tata kelola yang baik untuk menghasilkan nilai tambah guna memberikan peningkatan daya saing dan daya tahan Bank Shinhan Indonesia sehingga dalam jangka panjang dapat berkontribusi pada kemajuan bangsa serta kelestarian lingkungan.

Komitmen Bank Shinhan Indonesia pada Keuangan Berkelanjutan diwujudkan dalam:

- Penerapan prinsip kehati-hatian dalam menjalankan fungsi dan kegiatan usaha.
- Menjalankan Operasional Bank yang lebih efisien dan ramah lingkungan.
- Pengembangan kompetensi staf pada pemahaman terhadap sosial dan lingkungan serta penerapannya dalam setiap kegiatan usaha yang dijalankan Bank Shinhan Indonesia.
- Menyediakan dukungan akses keuangan bagi seluruh masyarakat, termasuk mereka yang berada di daerah terpencil.
- Berpartisipasi dalam upaya bersama meningkatkan kesejahteraan masyarakat.

Bank Shinhan Indonesia Sustainability is one of the paradigms of achieving Bank financial performance while balancing environmental, social and good governance interests to generate value added in order to provide increased Bank Shinhan Indonesia competitiveness and resilience so that in the long run length can contribute to the progress of the nation as well as environmental Sustainability.

Bank Shinhan Indonesia commitment to Sustainable Finance is implemented through:

- The application of the precautionary principle in carrying out the functions and business activities.
- Running Bank operations that are more efficient and environmentally friendly.
- Development of staff competence in understanding social and environment and its application in every business activity carried out by Bank Shinhan Indonesia.
- Provide financial access support for all communities including those who are in remote areas.
- Participate in joint efforts to improve community welfare.

Ikhtisar Kinerja Aspek Keberlanjutan

Sustainability Aspect Overview

ASPEK EKONOMI

Saat ini Bank Shinhan Indonesia memiliki kredit terkait usaha keberlanjutan sebesar 8.95% dari total portofolio kredit. Bank Shinhan Indonesia akan terus berusaha meningkatkan rasio tersebut dengan mengadopsi pembiayaan inklusif terhadap UMKM dan selanjutnya akan mengidentifikasi nasabah yang sektor usahanya mendukung pelestarian lingkungan dan sesuai dengan *risk appetite* Bank Shinhan Indonesia.

ECONOMY ASPECTS

Currently, Bank Shinhan Indonesia has sustainability re-lated of total 8.95% from total credit portfolio. Bank Shinhan Indonesia will keep on improving this ratio by adopting inclusive RSME financing and further recognize debtor whose business contributes in conserving the environment and matches our risk appetite.

Portofolio Terkait Keuangan Berkelanjutan

Dalam Jutaan Rupiah | In IDR Mio

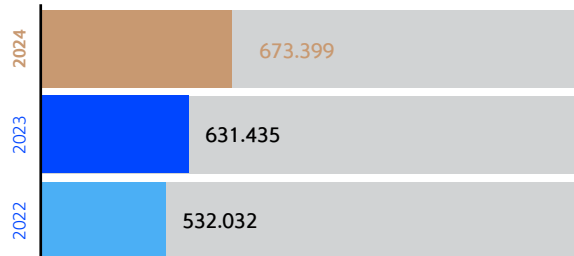
Keterangan Description	2024	2023	2022
Energi Terbarukan Renewable Energy	417,467	261,749	
Transportasi Ramah Lingkungan Environmentally Friendly Transportation	60,279	45,917	7,900
Kegiatan Usaha dan / atau Kegiatan Lain yang Berwawasan Lingkungan Lainnya Other Environmentally Aware Business and/or Activities	561,773	334,238	186,810
Kegiatan Usaha Mikro Kecil dan Menengah (UMKM) Micro, Small and Medium Enterprises (MSMEs) Activities	777,617	889,653	853,350
Total Total	1,817,136	1,531,557	1,048,060
Total terhadap Portofolio Total to Portfolio	8,95%	8.89%	6.44%

Portofolio Terkait Keuangan

Keterangan Description	2024	2023	2022
Pendapatan Bunga Bersih Net Interest Income	673,399	631,435	532,032
Pendapatan Operasional Operating Income	1,744,669	837,297	948,420
Laba Operasional Operating Profit	65,483	207,204	202,038
Laba Bersih Tahun Berjalan Net Profit for the Year	48,480	156,532	159,446

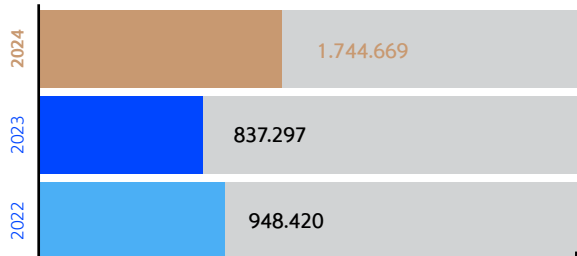
Pendapatan Bunga - Bersih

Interest Income - Net



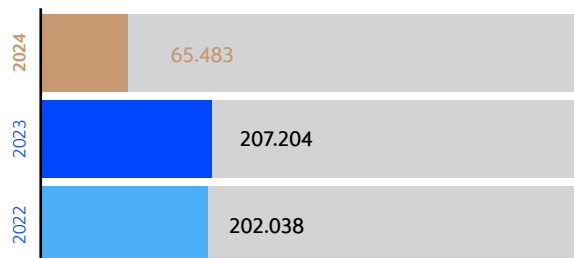
Pendapatan Operasional

Operational Income



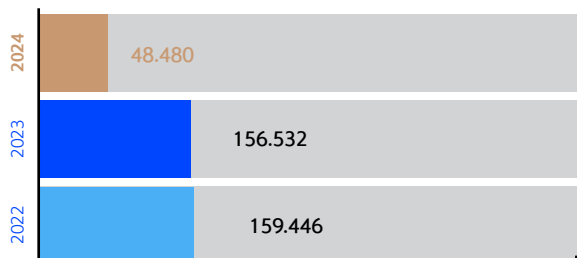
Laba Operasional

Operational Profit



Laba Bersih Tahun Berjalan

Net Profit for the Year



ASPEK LINGKUNGAN

Setiap tahunnya, bank berkomitmen untuk mengimplementasikan langkah-langkah penghematan yang mendukung penjagaan lingkungan. Upaya ini diwujudkan dengan membatasi penggunaan sumber daya penting seperti pemakaian air, konsumsi air mineral botol, penggunaan kertas, serta efisiensi dalam pemakaian listrik dan BBM. Dengan menerapkan strategi pengurangan konsumsi tersebut, bank tidak hanya berperan dalam mengurangi dampak lingkungan, tetapi juga mendukung inisiatif keberlanjutan yang sejalan dengan prinsip pembangunan hijau dan tanggung jawab sosial perusahaan.

ENVIRONMENTAL ASPECTS

Every year, our bank is committed to implementing savings measures that support environmental protection. This effort is realized by limiting the use of important resources such as water consumption, consumption of bottled mineral water, paper use, and efficiency in electricity and fuel consumption. By implementing these consumption reduction strategies, the bank not only plays a role in reducing environmental impacts, but also supports sustainability initiatives that are in line with the principles of green development and corporate social responsibility.

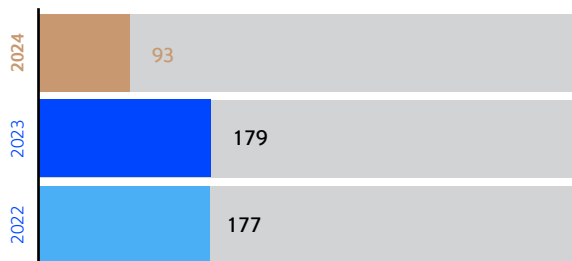


Portofolio Terkait Konsumsi

Keterangan Description	2024	2023	2022
Pemakaian Air Water Usage	93	118	69
Pemakaian Air Mineral Botol Mineral Bottle Usage	34	48	237
Pemakaian Kertas Paper Usage	155	179	177
Pemakaian Listrik Electricity Usage	1,902	2,398	2,428
Pemakaian BBM Gasoline Usage	1,354	1,640	1,487

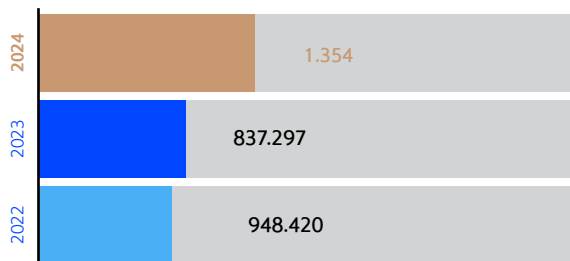
Pemakaian Kertas

Paper Consumption



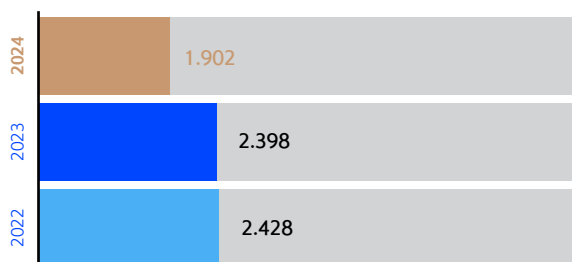
Pemakaian BBM

Fuel Consumption



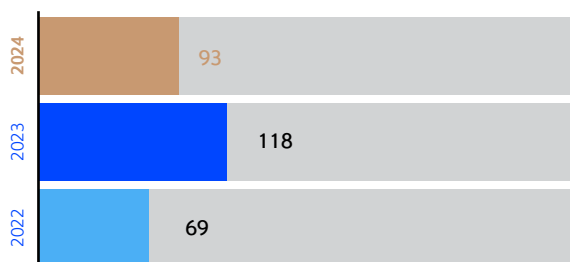
Pemakaian Listrik

Electricity Consumption



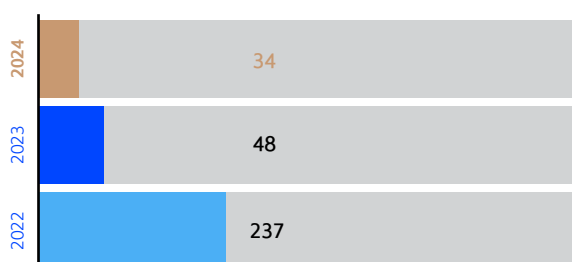
Pemakaian Air

Water Consumption



Pemakaian Air Mineral Botol

Mineral Bottle Water Consumption



ASPEK SOSIAL

Dalam hal kesempatan bekerja, Bank memberikan kesempatan kepada semua warga negara Indonesia untuk bekerja dan berkarir di semua jaringan Bank Shinhan Indonesia terutama masyarakat di sekitar lokasi kantor. Selain itu, Bank Shinhan Indonesia juga menjamin kesetaraan gender di tempat kerja. Semua karyawan di Bank Shinhan Indonesia mendapatkan kesempatan promosi sesuai dengan kompetensi yang dimilikinya. Di samping itu, Bank juga berperan meningkatkan akses keuangan kepada masyarakat melalui program inklusi keuangan.

SOCIAL ASPECTS

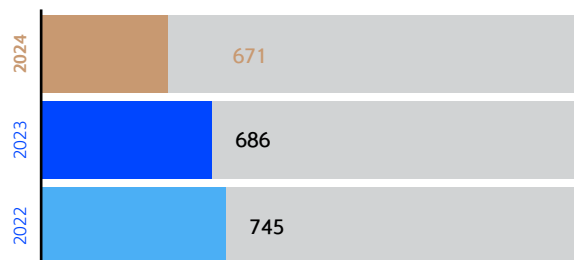
In terms of employment opportunities, Bank provides opportunities for all Indonesian citizens to work and have a career in all of the Bank Shinhan Indonesia networks, especially the community around the office location. Furthermore, Bank Shinhan Indonesia also ensures gender equality in the workplace. Every employee in Bank Shinhan Indonesia get a chance to advance their career according to their competency. In addition, Bank also play a role in increasing financial access to the public through financial inclusion programs.

Uraian Description	Tahun 2024		Tahun 2023		Tahun 2022	
	Wanita Female	Pria Male	Wanita Female	Pria Male	Wanita Female	Wanita Female
Dewan Direksi Board of Director	1	5	-	4	-	-
Pimpinan Cabang Branch Manager	6	15	9	16	9	8
Pimpinan Cabang Pembantu Sub-Branch Manager	4	4	5	3	5	4
Pimpinan Kantor Kas Cash Office Manager	-	-	-	-	-	-

Uraian Description	2024	2023	2022
Karyawan di Kantor Pusat Employees in the Head Office	380	312	295
Karyawan di Jaringan Kantor Employees in the Office Network	291	374	450
Total	671	686	745

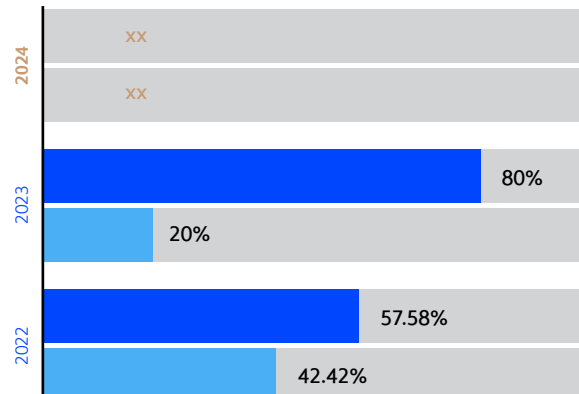
Jumlah Pekerja

Total Employees



Promosi

Promotion



Profil Singkat

Brief Profile

Nama Perusahaan

Company Name

PT Bank Shinhan Indonesia

Kantor Pusat

Head Office

International Financial Center Tower 2,
Ground Floor, 30th-32nd Floor
Jl. Jend. Sudirman Kav. 22-23
Jakarta Selatan 12920

Akses Informasi

Access Information

Telepon / Telephone : 021-29751500
Faksimili / Facsimile : 021-29880346
Situs Web : www.shinhan.co.id
E-mail : shinhanid@shinhan.com

Daftar Asosiasi Perbankan

List of Banking Associate

- Perbanas / Perhimpunan Bank Swasta Nasional
- FKDKP / Forum Komunikasi Direktur Kepatuhan Perbankan
- BMPD / Badan Musyawarah Perbankan Daerah
- ASPI / Asosiasi Sistem Pembayaran Indonesia
- LAPS SJK / Lembaga Alternatif Penyelesaian Sengketa Sektor Jasa Keuangan

Bank Shinhan Indonesia dahulu PT Bank Metro Express, didirikan berdasarkan Akta No.6 dari wakil Notaris Julizar di Jakarta, tanggal 8 September 1967, yang kemudian diubah dengan akta No.10 tanggal 6 Juli 1968 dan akta No.4 tanggal 3 Oktober 1968 dari notaris yang sama. Akta tersebut telah mendapat pengesahan dari Menteri Kehakiman Republik Indonesia dalam Surat Keputusan No.J.A.5/60/16 tanggal 28 April 1970 serta diumumkan dalam Berita Negara Republik Indonesia No.47 tambahan No.173 tanggal 12 Juni 1970.

Pada tanggal 4 April 1968, Bank mendapat izin usaha sebagai Bank Umum dari Menteri Keuangan Republik Indonesia dengan Surat No.D.15.6.2.23.

Pada tanggal 21 Desember 1976, Bank melakukan penggabungan usaha (*Merger*) dengan N.V. Bank Umum Persatuan Ekonomi yang berdomisili di Yogyakarta. Keputusan *Merger* ini dituangkan dalam akta notaris Ridwan Suselo, S.H., No.234 di Jakarta tanggal 21 Desember 1976.

Akta tersebut telah mendapat pengesahan dari Menteri Kehakiman Republik Indonesia dalam keputusannya No.Y.A.5/138/7 tanggal 6 Juni 1978 serta diumumkan dalam Berita Negara Republik Indonesia No. 56, tambahan No. 431, tanggal 14 Juli 1978.

Bank Shinhan Indonesia formerly PT Bank Metro Express, was established based on notarial Deed No.6 of Julizar, notary in Jakarta, dated September 8th, 1967, which was then amended by deed No.10 dated July 6th, 1968 and deed No.4 dated October 3rd, 1968 by the same notary. The deed was approved by the Minister of Justice of the Republic of Indonesia in Decision Letter No.J.A.5/60/16 dated April 28th, 1970 and was published in the State Gazette of the Republic of Indonesia No.47 supplement No.173 dated June 12th 1970.

On April 4th, 1968, the Bank obtained its license to operate as a Commercial Bank from the Minister of Finance of the Republic of Indonesia in Letter No. D.15.6.2.23.

On December 21st, 1976, the Bank merged with N.V. Bank Umum Persatuan Ekonomi domiciled in Yogyakarta by virtue of notarial deed No. 234 dated December 21st, 1976 of Ridwan Suselo, S.H., a notary in Jakarta.

The deed was approved by the Minister of Justice of the Republic of Indonesia in Decision Letter No. Y.A 5/138/7 dated June 6th, 1978 and was published in the State Gazette of the Republic of Indonesia No. 56, supplement No. 431, dated July 14th, 1978.

Pada tanggal 22 Maret 1995, Bank Indonesia menunjuk Bank sebagai Bank Devisa dengan Surat Keputusan No.27/155/KEP/DIR.

Berdasarkan Pernyataan Keputusan Rapat No. 31 yang dibuat dihadapan Notaris Hermin Budisetyasih, S.H., M.Kn., notaris di Jakarta, tanggal 30 November 2015, telah dilakukan perubahan nama dari PT Bank Metro Express menjadi Bank Shinhan Indonesia. Akta perubahan tersebut telah mendapat persetujuan dari Menteri Hukum dan Hak Asasi Manusia Republik Indonesia melalui Surat Keputusan No.AHU-0946955. AH.01.02. Tahun 2015 tanggal 30 November 2015.

Perubahan nama dimaksud telah mendapat persetujuan melalui Keputusan Dewan Komisiner Otoritas Jasa Keuangan nomor 6/KDK.03/2016 tanggal 1 Maret 2016, tentang Penetapan Penggunaan Izin Usaha Atas Nama PT Bank Metro Express menjadi Izin Usaha Atas Nama Bank Shinhan Indonesia.

Pada tanggal 6 Desember 2016, Bank melakukan penggabungan usaha (*Merger*) dengan PT Centratama Nasional Bank (CNB) yang berdomisili di Surabaya. Keputusan *Merger* ini dituangkan dalam Akta No.1 tanggal 1 Desember 2016 yang dibuat dihadapan Hermin Budisetyasih, SH., m.Kn., notaris di Jakarta Timur, dan telah mendapat persetujuan melalui Keputusan Anggota Dewan Komisiner Otoritas Jasa Keuangan nomor: KEP-88/D.03/ 2016 tanggal 24 November 2016, tentang Pemberian izin Penggabungan Usaha (*Merger*) PT Centra-tama Nasional Bank ke dalam Bank Shinhan Indo-nesia.

Anggaran Dasar Bank telah mengalami beberapa perubahan, terakhir diubah dengan Akta No.03 tanggal 7 Juni 2021, dibuat di hadapan Hermin Budisetyasih, S.H., notaris di Jakarta Timur, yang persetujuan dari Menteri Hukum dan Hak Asasi Manusia Republik Indonesia ("Menkumham") berdasarkan Surat Menkumham No.AHU-0032533. AH. 01.02. Tahun 2021 tanggal 7 Juni 2021 dan telah mendapat penerimaan pemberitahuan dari Menteri Hukum dan Hak Asasi Manusia Republik Indonesia berdasarkan Surat Menkumham No.AHU-AH.01.03-0356279 dan No.AHU-AH.01.03-0356286 tanggal 7 Juni 2021

Sesuai dengan pasal 3 Anggaran Dasar Bank, ruang lingkup kegiatan Bank adalah melakukan usaha di bidang Bank umum.

On March 22th, 1995, Bank Indonesia appointed the Bank as a Foreign Exchange Bank in Decision Letter No.27/155/KEP/DIR.

Based on the Statement of the Minutes of No.31 as notarized by Hermin Budisetyasih, S.H.,M.Kn., notary in Jakarta, dated November 30th 2015, the name of the Bank was changed from PT Bank Metro Express, into Bank Shinhan Indonesia. The amendment was approved by the Minister of Law and Human Rights of the Republic of Indonesia in Decision Letter No. AHU-0946955. AH.01.02. Year 2015 dated November 30th 2015.

The name change has been approved by the Decision of the Board of Commissioners of the Financial Services Authority number 6/KDK.03/ 2016 dated March 1st, 2016, concerning the Determination of the Use of a Business License on behalf of PT Bank Metro Express becomes a business license on behalf of Bank Shinhan Indonesia.

On December 6th 2016, the Bank merged its business with PT Centratama Nasional Bank CNB which is domiciled in Surabaya. The Merger decision is stated in Deed No.1 December 1st 2016 made before Hermin Budisetyasih, SH., M.Kn., notary in East Jakarta, and has received approval through the Decree of the Board of Commissioners of the Otoritas Jasa Keuangan number: KEP-88/D.03/2016 dated November 24th, 2016, concerning the Granting of a Business Merger Permit for the Merger of PT Centratama Nasional Bank into Bank Shinhan Indonesia.

The Bank's Articles of Association have undergone several changes, the latest being amended by Deed No.03 June 7th 2021, drawn up before Hermin Budisetyasih, SH, a notary in East Jakarta, with the approval of the Minister of Law and Human Rights of the Republic of Indonesia ("MOLHR") based on the Letter of the Minister of Law and Human Rights No.AHU-0032533.AH.01.02. Year 2021 dated June 7th 2021 and has received notification from the Minister of Law and Human Rights of the Republic of Indonesia based on the Letter of the Minister of Law and Human Rights No.AHU-AH.01.03-0356279 and No.AHU-AH.01.03-0356286 June 7th 2021.

In accordance with article 3 of the Bank's Articles of Association, the scope of the Bank's activities is to conduct business in the field of commercial Banking.

Kantor Pusat Bank berlokasi di International Financial Centre tower 2, lantai 30-32 Jl. Jenderal Sudirman Kav. 22-23, Jakarta Selatan. Pada tanggal 31 Desember 2024, Bank memiliki jumlah Kantor Cabang sebanyak 30.

The Bank's Head Office is located at the International Financial Center tower 2, floors 30th-32nd Jl. General Sudirman Kav. 22-23, South Jakarta. As of December 31st 2024, the Bank has 30 Branch Offices.

Pada tanggal 31 Desember 2024, susunan Dewan Komisaris dan Direksi Bank adalah sebagai berikut:

As of December 31st 2024, the composition of the Bank's Board of Commissioners and Directors is as follows:

Dewan Komisaris

Komisaris utama : Timoty E. Marnandus
Komisaris : Ananda Barata
Kim Ji Hyung

Board of Commissioners

President Commissioner : Timoty E. Marnandus
Commissioner : Ananda Barata
Kim Ji Hyung

Direksi

Direktur utama : Koo Hyunghoe
Direktur : Tony Tanusaputra
Kim Seong Won
Leonard Auly
Lasmintono
Rita Gosal

Board of Directors

President Director : Koo Hyunghoe
Director : Tony Tanusaputra
Kim Seong Won
Leonard Auly
Lasmintono
Rita Gosal

Pada tanggal 31 Desember 2024, Bank memiliki karyawan sebanyak 671 karyawan.

As of December 31st 2024, the Bank has 671 employees.

Shinhan Bank Co., Ltd.

Bank merupakan salah satu perusahaan anak dari Shinhan Bank Co.,Ltd. (SHB). Selain sebagai induk perusahaan, SHB juga berperan sebagai Pemegang Saham Pengendali Bank.

Shinhan bank Co., Ltd.

Bank is one of subsidiary companies of Shinhan Bank Co.,Ltd. (SHB). Besides as a holding company, SHB also acts as the Bank's Ultimate Shareholder.

SHB merupakan Bank Umum komersial terbesar di Korea Selatan, dan telah beroperasi secara global dengan ratusan jaringan kantor yang tersebar di Korea Selatan dan 20 negara di dunia termasuk Indonesia.

SHB is the largest Commercial Bank in South Korea, and has been operating globally with hundreds of office networks spread across South Korea and 20 countries in the world including Indonesia.

Jaringan Global

Global Network



- Vietnam
- Japan
- Canada
- Europe
- India
- Philippines
- Cambodia
- Myanmar
- Uzbekistan
- Kazakhstan
- Singapore
- Indonesia
- China
- UAE
- England
- USA
- Mexico
- Hongkong
- Australia



Visi Misi & Nilai Keberlanjutan Vision Mission & Sustainability Value

Visi
Vision



**Kami percaya industri
Keuangan harus Lebih
Ramah, Lebih Aman,
Lebih Kreatif**

We believe finance should be
More Friendly, More Secure,
More Creative.

Lebih Ramah:

Mudah, Dapat Diakses dan Nyaman.

Bank Shinhan akan terus mengembangkan layanan keuangan *offline* dan *online* agar nasabah dapat lebih mudah dan lebih nyaman memanfaatkan jasa keuangan Shinhan yang dapat terkoneksi secara dekat dengan kehidupan sehari-hari nasabah melalui ekosistem digital.

More Friendly

Easy, Accessible, and Convenient

Is about connecting finance more closely to customers' daily lives through innovative digital services that cover both online and offline channels so that customers can use them more easily and conveniently.

Lebih Aman:

Aman dan Dapat diandalkan.

Kita akan menyediakan layanan keuangan dan dukungan nasabah yang aman, dapat diandalkan dan aman untuk mewujudkan impian nasabah.

More Secure

Safe and Reliable

Shinhan means a promise to make customers feel more comfortable in heart by providing safe, reliable, and right finance.

Lebih Kreatif:

Orisinal dan Inovatif.

Kami akan memberikan nilai baru kepada nasabah kami melalui layanan keuangan inovatif dan orisinal yang secara kreatif menggabungkan ciri khas Shinhan dan teknologi digital inovatif.

More Creative

Original and Innovative

Is a promise to provide better value to customers through novel and creative first-class financial services that creatively connect innovative digital technologies.

Visi Keuangan Berkelanjutan :

Vision of Sustainable Finance :

**Menjadi Bank terbaik dalam menciptakan Keuangan
Berkelanjutan di Indonesia.**

To be the best Bank in creating Sustainable Finance in Indonesia.



Makna dari *compassionate finance*:

Kami berusaha untuk menjunjung tinggi siklus kemakmuran bersama yang baik yang akan menciptakan nilai yang lebih besar bagi klien kami, Shinhan, dan seluruh masyarakat. Untuk mencapai tujuan ini, kami mencari metode baru dan pendekatan baru sehingga kami dapat memberikan produk dan layanan serta mengelola uang dengan cara yang sejalan dengan perubahan lingkungan.

The meaning of *compassionate finance*:

We strive to uphold a virtuous cycle of shared prosperity that will create greater value for our clients, Shinhan, and all of society. To this end, we seek new methods and new approaches so that we can deliver products and services and manage money in ways that keep pace with changes in the environment.

Kuangan kreatif :

- Penyediaan produk, jasa layanan serta pengelolaan keuangan yang dinamis yang mampu mengikuti perubahan waktu dan lingkungan bisnis sedemikian rupa agar bisnis utama nasabah dapat berkembang dengan baik dan optimal.
- Bank berusaha menganalisa kejadian atau kebiasaan di masa lalu, dan mencari solusi yang inovatif.

Creative finance :

- Financial products, services and money management must evolve along with the changing times and business environment in order for our core business to succeed. Departing from past conventions.
- We seek innovative new solutions using a methodlogy we call creative finance.

Siklus kebaikan dari kemakmuran bersama:

- Menawarkan siklus yang saling menguntungkan antara Bank dengan nasabah melalui penyediaan jasa keuangan yang kreatif akan dapat menarik lebih banyak nasabah dan dengan penambahan jumlah nasabah akan dapat meningkatkan nilai perusahaan, sehingga mampu untuk menyediakan layanan baru yang lebih berarti bagi banyak nasabah, demikian seterusnya sehingga tercipta siklus yang positif untuk pertumbuhan bersama dan membawa keuntungan bersama.

Virtuous cycle of shared prosperity:

- By offering greater value, creative finance will attract more clients, which in turn will increase Bank Shinhan Indonesia corporate value. As Bank Shinhan Indonesia helps more clients succeed and fulfills the fundamental role of finance, that is the efficient allocation of resources, value will increase for the whole of society. The interlinked values of the client, Bank Shinhan Indonesia, and society will grow together and lead to progress in a virtuous cycle of shared prosperity.

Misi Keuangan Berkelanjutan:

Peduli terhadap kepentingan masyarakat dan lingkungan hidup.

Mission of Finance Sustainability:

Caring for the interests of the community and the environment.

Nilai Dasar

Benar

"Kami menghargai untuk melakukan apa yang BENAR bagi pelanggan kami dan untuk generasi mendatang."
"Benar" berarti tidak ada pelanggaran norma sosial atau moral; tidak bertentangan dengan kenyataan. Sebelum melakukan sesuatu atau membuat keputusan apa pun, kita perlu bertanya pada diri sendiri apakah ini hal yang benar yang kita lakukan untuk pelanggan kita, atau apakah itu hal yang benar untuk masa depan Shinhan dan semua karyawan kita.

Cepat

"Kami menghargai agar karyawan Bank Shinhan Indonesia menjadi Cepat – mengeksekusi dengan fleksibilitas dan efisiensi, tidak pernah berhenti belajar dan terus bergerak maju".

"Cepat" berarti siap dan mudah beradaptasi dengan perubahan, kita harus terus belajar untuk meningkatkan pengetahuan dan memperbarui tren lebih cepat. Selain memunculkan ide/metode baru, kita perlu terus meningkatkan produk/layanan kami, terus belajar dan berkembang.

Berbeda

"Kami menghargai PERBEDAAN individu dan menghargai hasil yang BERBEDA."
"Berbeda" merupakan istilah yang sering disebutkan ketika membahas "keragaman" dalam budaya perusahaan. Shinhan sangat menghormati perbedaan dan keyakinan setiap karyawan di negara manapun. Selain itu, "Berbeda" juga berarti bahwa kami menghargai hasil yang berbeda dengan memberikan nilai pelanggan yang luar biasa dan pengalaman pelanggan yang unik.

Core Value

Right

"We value doing what is RIGHT for our customers and for generations to come."
"True" means no violation of social or moral norms does not conflict with reality. Before doing anything or making any decision, we need to ask ourselves if this is the right thing we are doing for our customers, or if it is the right thing for the future of Shinhan and all of our employees.

Nimble

"We value Bank Shinhan Indonesia employees to be Nimble – executing with flexibility and efficiency, never stopping learning and constantly moving forward".

"Nimble" means ready and adaptable to change, we must keep learning to increase knowledge and update trends more quickly. Apart from coming up with new ideas/methods, we need to continuously improve our products/services, keep learning and growing.

Different

"We value individual DIFFERENCES and value DIFFERENT outcomes."
"Different" is a term often used when discussing diversity in corporate culture. Shinhan highly respects the differences and beliefs of every employee in any country. In addition, "Different" also means that we value differences by providing exceptional customer value and unique customer experiences.

Jaringan Kantor Office Network

Kantor Pusat Bank berlokasi di International Financial Centre 2, lantai dasar, Jl. Jenderal Sudirman Kav. 22-23, Jakarta Selatan. Pada tahun 2022, adanya perubahan pada jumlah jaringan kantor Bank Shinhan Indonesia.

The Bank's Head Office is located at International Financial Center 2, ground floor, 30-32 Jl. General Sudirman Kav. 22-23, South Jakarta. In 2022, there was a change in the number of Bank Shinhan Indonesia office networks.

Jenis Kantor Office Type	2024	2023	2022
Kantor Cabang Branch Office	22	26	29
Kantor Cabang Pembantu Sub-Branch Office	8	9	10
Kantor Kas Cash Office	-	-	-
Total	30	35	39



as of December 2024

Branch Network Location

1. Darmawangsa
2. Wahid Hasyim
3. Cikarang
4. Karawang
5. Pinangia
6. Cibubur
7. Tomang
8. Amartapura
9. Mangga dua
10. Bandung
11. Medan
12. Jembatan Lima
13. Kebon Jeruk
14. Kelapa Gading
15. Cilegon
16. Semarang
17. Kudus
18. Solo
19. Yogyakarta
20. Tegal
21. Ngaliyan
22. Makassar
23. Bukit Darmo
24. Pucang Anom
25. Ir. Soekarno
26. Gresik
27. Malang
28. Bali
29. Panglima Sudirman

30. KPO



DKI JAKARTA

KC MANGGA DUA
Komp. Pertokoan Mangga Dua
Mall Kav. 39
Jl. Arteri Mangga Dua Raya
Jakarta Pusat 10730
Telp. 021-6122871
Fax. 021-62203740

KC WAHID HASYIM
Tamansari Parama Office
Jl. K.H Wahid Hasyim No. 84-86
Jakarta Pusat 10350
Telp. 021-3102525
021-3102500
021-3102527
Fax. 021-3106144

KC DARMAWANGSA
Ruko Darmawangsa Square
Jl. Darmawangsa VI No. 47
Jakarta Selatan 12160
Telp. 021-2700426
Fax. 021-2700425

KCP KELAPA GADING
Jl. Boulevard Raya Blok FX 1/13-14
Jakarta Utara 14240
Telp. 021-4535823
Fax. 021-4535824

KCP KEBON JERUK
Jl. Pesanggrahan Raya No. 2D
Jakarta Barat 11620
Telp. 021-5890465
Fax. 021-5868981

KCP TOMANG
Ruko Tomang Raya Blok B No. 10b
Rt. 5 /Rw. 1 Jatipulo Kec. Palmerah,
Jakarta Barat 11430
Telp. 021-38789056
021-38789058
021-38789053
Fax. 021-38789069

KCP JEMBATAN LIMA
Jl. K.H. Moch Mansyur No. 73A
Jakarta Barat 11260
Telp. 021-63851948
021-63851947
Fax. 021-6314087

BANTEN

KC PINANGSIA
Ruko Pinangsia Blok A-32
Karawaci Office Park Blok A-32
Tangerang 15811
Telp. 021- 30497210
021- 30497212
Fax. 021-50813025

KCP AMARTAPURA
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KC KUDUS Jl. Ahmad Yani No. 11 Kudus 59317 Telp. 0291-446455 Fax. 0291-446457	KC TEGAL Jl. Jendral Sudirman No. 29 Tegal 52131 Telp. 0283-4538800 Fax. 0283-4536563

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JAWA TIMUR

KC BIBIS Jl. Bibis No. 21-23 Surabaya 60161 Telp. 031-3550894 031-3550897 Fax. 031-99092723	KC BUKIT DARMO Jl. Bukit Darmo Golf Blok B2 No. 31 CBD Office Park 2 Surabaya 60226 Telp. 031-99142444 Fax. 031-99142578	KC PUCANG ANOM Jl. Pucang Anom No. 60 Surabaya 60282 Telp. 031-5024390 031-5024391 Fax. 031-5024393

KC GRESIK Jl. RA. Kartini No. 106A Gresik 61122 Telp. 031-39925163 031-39925462 031-39925565 Fax. 031-39925277	KC JEMBER Jl. Trunojoyo No. 58 Jember 68137 Telp. 0331-429590 Fax. 0331-482865	KC MALANG Jl. Zainul Arifin No. 100 Malang 65118 Telp. 0341-352020 Fax. 0341-362804

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Skala Usaha Bank

Bank Business Scale

Dalam Jutaan Rupiah | In IDR Mio

Skala Usaha Business Scale	Satuan Unit	2024	2023	2022
Total Aset Total Assets	Jutaan Rupiah Million IDR	24,920,534	23,342,422	22,693,047
Biaya Tenaga Kerja Manpower Expenses	Jutaan Rupiah Million IDR	177,198	181,940	158,024
Kewajiban Liabilities	Jutaan Rupiah Million IDR	19,917,887	18,378,346	17,880,620
Modal Equity	Jutaan Rupiah Million IDR	4,887,733	4,964,074	4,812,427
Jumlah Karyawan Total employees	Orang People	671	686	745
Jumlah Kantor Total Offices	Unit	30	35	39

Komposisi Berdasarkan Level Organisasi

Employee composition by Organization Level

Level	2024	2023	2022
Officer	134	91	66
Senior Officer	200	250	321
Assistant Manager	126	127	138
Manager	74	74	71
Senior Manager	49	62	61
Assistant Vice President	43	37	37
Vice President	29	33	37
Executive Vice President	10	8	9
Director	6	4	5
Total	671	686	745

Komposisi Berdasarkan Jenis Kelamin

Employee composition by Gender

Jenis Kelamin Gender	2024	2023	2022
Laki-laki Male	347	346	368
Perempuan Female	324	340	377
Total	671	686	745

Komposisi Karyawan Berdasarkan Usia

Employee composition by Age

Usia Age	2024	2023	2022
< 21 Tahun < 21 Years Old	-	-	-
> 21 - 35 Tahun > 21 - 35 Years Old	328	300	320

Komposisi Karyawan Berdasarkan Usia

Employee composition by Age

Usia Age	2024	2023	2022
> 35 - 45 Tahun > 35 - 45 Years Old	219	236	258
> 45 - 58 Tahun > 45 - 58 Years Old	123	149	165
> 58 Tahun > 58 Years Old	1	1	2
Total	671	686	745

Komposisi Karyawan Berdasarkan Status Ketenagakerjaan

Employee composition by Employment Status

Status	2024	2023	2022
Pegawai Tetap Permanent Employee	583	649	703
Pegawai Tidak Tetap Non-Permanent Employee	88	37	42
Total	671	686	745

Komposisi Karyawan Berdasarkan Jenjang Pendidikan

Employee composition by Education Level

Pendidikan Education	2024	2023	2022
SMP Sederajat	-	-	1
SMA Sederajat	49	72	81
D1	2	3	4
D2	-	-	-
D3	56	70	75
S1	530	512	547
S2	34	29	37
S3	-	-	-
Total	671	686	745

Produk dan Layanan

Products and Services

Produk Simpanan

1. Tabungan
 - a. Tabungan Shinhan IDR
 - b. Tabungan Shinhan USD
 - c. Tabungan Shinhan Plus IDR
 - d. Tabungan Shinhan Prime IDR
 - e. Tabungan Shinhan Junior IDR
 - f. Tabungan Berjangka Shinhan IDR
 - g. Tabungan Berjangka Shinhan USD
 - h. Tabungan SOL
 - i. Tabungan Mapan (Payroll)
 - j. Tabungan Mapan Bebas (Payroll)
 - k. Tabungan Mapan Prima (Payroll)
 - l. Tabungan Rekening Khusus DHE SDA IDR
 - m. Tabungan Rekening Khusus DHE SDA USD
2. Giro
 - a. Giro Shinhan IDR
 - b. Giro Shinhan USD
 - c. Giro Shinhan Prime IDR
 - d. Giro Shinhan Prime USD
 - e. Giro Shinhan EUR
 - f. Giro Shinhan KRW
 - g. Giro Rekening Khusus DHE SDA IDR
 - h. Giro Rekening Khusus DHE SDA USD
3. Deposito
 - a. Deposito Berjangka IDR
 - b. Deposito Berjangka USD
 - c. Deposito Online IDR
 - d. Deposito Online USD
 - e. Deposito IDR ESG

Produk Pinjaman

1. Kredit Korporasi
 - a. Pinjaman Rekening Koran (PRK)
 - b. Pinjaman Akseptasi (Demand Loan)
 - c. Pinjaman Korporasi (Modal Kerja)
 - d. Pinjaman Korporasi (Investasi)
 - e. Plain Vanilla Forward Line & IRS & Cross currency swap
 - f. Dealer Financing
 - g. Joint Finance dengan Shinhan Indo Finance
2. Kredit Konsumsi
 - a. Pinjaman KTA
 - b. Pinjaman Channeling
 - c. Pinjaman Joint Financing
 - d. Kredit Pemilikan Mobil (KPM) / My Car Loan
 - e. Kredit Pemilikan Rumah (KPR)

Saving Products

1. Savings
 - a. Shinhan Savings IDR
 - b. Shinhan Savings USD
 - c. Shinhan Saving Plus IDR
 - d. Shinhan Prime Shinhan IDR
 - e. Shinhan Junior Savings IDR
 - f. Shinhan Term Savings IDR
 - g. Shinhan Term Savings USD
 - h. SOL Savings
 - i. Mapan Savings (Payroll)
 - j. Mapan Bebas Savings (Payroll)
 - k. Mapan Prima Savings (Payroll)
 - l. Special Account for DHE SDA IDR
 - m. Special Account for DHE SDA USD
2. Current Account
 - a. Shinhan Giro IDR
 - b. Shinhan Giro USD
 - c. Shinhan Giro Prime IDR
 - d. Shinhan Giro Prime USD
 - e. Shinhan Giro EUR
 - f. Shinhan Giro KRW
 - g. Shinhan Special Giro Account DHE SDA IDR
 - h. Shinhan Special Giro Account DHE SDA USD
3. Time Deposit
 - a. Time Deposit IDR
 - b. Time Deposit USD
 - c. Online Time Deposit IDR
 - d. Online Time Deposit USD
 - e. ESG Time Deposit

Loan Products

1. Corporate Loans
 - a. Current Account loan
 - b. Demand Loan
 - c. Corporate Loan (Working Capital)
 - d. Corporate Loan (Investment loan)
 - e. Plain Vanilla Forward Line & IRS & Cross currency swap
 - f. Dealer Financing
 - g. Joint Finance with Shinhan Indo Finance
2. Retail Loans
 - a. Unsecured loan
 - b. Channeling loan
 - c. Joint Financing
 - d. My Car Loan
 - e. Mortgage Loan



Layanan

1. Safe deposit box
2. Payroll
3. Pembayaran Tagihan (Bill Payment)
4. Virtual Account
5. Foreign Exchange
6. Mobil Kas Keliling
7. Surat Referensi Bank
8. Pembayaran Pajak

Layanan International

1. Trade Services
 - a. L/C (SKBDN)
 - b. Documentary Collection
2. Trade Finance
 - a. L/C Negotiation
 - b. L/C Forfeiting
 - c. L/C (SKBDN) Issuance
 - d. Demand Loan for SKBDN Payment
 - e. T/R (Trust Receipt) for L/C Payment
 - f. SBLC (Standby Letter of Credit) & Demand Guarantee
 - g. Local Bank Guarantee (BG)
 - h. Omnibus Trade Line (terdiri dari Letter of Credit/ SKBDN, sub limit Trust Receipt/ Demand Loan)
3. Remittance
 - a. Outward Remittance (Overseas & Domestic)
 - b. Incoming Remittance (Overseas & Domestic)

E-Banking

1. Mobile Banking
2. Internet Banking
3. ATM
4. Firm Banking (Host-to-Host Banking)

Services

1. Safe deposit box
2. Payroll
3. Bill Payment
4. Virtual Account
5. Foreign Exchange
6. Mobile Cash Car
7. Bank Reference Letter
8. Tax Payments

International Service

1. Trade Services
 - a. L/C (SKBDN)
 - b. Documentary Collection
2. Trade Finance
 - a. L/C Negotiation
 - b. L/C Forfeiting
 - c. L/C (SKBDN) Issuance
 - d. Demand Loan for SKBDN Payment
 - e. T/R (Trust Receipt) for L/C Payment
 - f. SBLC (Standby Letter of Credit) & Demand Guarantee
 - g. Local Bank Guarantee (BG)
 - h. Omnibus Trade Line (consisting of Letter of Credit/ SKBDN, sub limit Trust Receipt/ Demand Loan)
3. Remittance
 - a. Outward Remittance (Overseas & Domestic)
 - b. Incoming Remittance (Overseas & Domestic)

E-Banking

1. Mobile Banking
2. Internet Banking
3. ATM
4. Firm Banking (Host-to-Host Banking)



Koo Hyunghoe

Direktur Utama
President Director

Penjelasan Direksi

Board of Director Message

Para pemangku kepentingan yang terhormat,
Kami mengucapkan terimakasih atas dukungan para pemangku kepentingan sehingga Bank Shinhan Indonesia dapat melalui tahun 2024 dengan baik terlepas dari berbagai gejolak yang terjadi sehingga laporan keberlanjutan ini dapat kami sampaikan dengan baik.

Pada tahun 2024, Bank Shinhan Indonesia mengikuti roadmap keberlanjutan 5 tahun yang telah disusun sampai 2028. Pada tahun ini, Bank Shinhan telah berhasil meningkatkan portofolio terkait keuangan berkelanjutan yang cukup signifikan dibandingkan tahun sebelumnya.

Nilai Keberlanjutan bagi Bank

Sesuai nilai Keberlanjutan Shinhan Group, nilai Keberlanjutan bagi Bank Shinhan Indonesia adalah *Building a Better World through Finance*. Nilai ini kemudian tertuang dalam usaha terus-menerus Bank Shinhan Indonesia untuk *do the green things, do the brave things, dan do the fair things*.

Melalui *do the green things*, Bank Shinhan Indonesia berusaha untuk memperhatikan aspek lingkungan hidup di wilayah kerja Bank Shinhan dan meminimalisir dampak negatif terhadap lingkungan yang ditimbulkan oleh proses bisnis Bank Shinhan Indonesia.

Melalui *do the brave things*, Bank Shinhan Indonesia selalu berusaha untuk memperluas layanannya ke seluruh lapisan masyarakat di Indonesia dan terus menerus meningkatkan efisiensi layanan.

Terakhir, melalui *do the fair things*, Bank Shinhan Indonesia berkomitmen untuk menjamin tidak adanya tenaga kerja paksa dan tenaga kerja anak-anak di Bank Shinhan Indonesia. Bank Shinhan Indonesia juga menjamin kesetaraan kesempatan bekerja dan kesetaraan gender di tempat kerja.

Respon Terhadap Isu Keberlanjutan

Bank berkomitmen untuk mengimplementasikan berbagai inisiatif terkait keuangan keberlanjutan melalui pengembangan RAKB (Rencana Aksi Keuangan Berkelanjutan) sesuai dengan Peraturan OJK No.51/POJK.03/2017 tanggal 27 Juli 2017 tentang Penerapan Keuangan Berkelanjutan bagi Lembaga Jasa Keuangan (LJK), Emiten dan Perusahaan Publik.

Dear stakeholders,

Let us express our gratitude for your support throughout 2024 so that Bank Shinhan Indonesia can navigate the year despite of the ups and downs and delivered this sustainability report well.

During 2024, Bank Shinhan Indonesia follow the sustainability 5 years' roadmap that we plan until 2028. This year, Bank Shinhan Indonesia has successfully increase significant amount of sustainability related portfolio compared to the previous year.

Bank Sustainability value

According to the Shinhan group's Sustainability value, Sustainability value of Bank Shinhan Indonesia is "Building a better world through finance". This value is then reflected in the bank's relentless effort to do the green things, do the brave things, and do the fair things.

By trying to do the green things, Bank Shinhan Indonesia always pay attention to the green environment in Bank Shinhan Indonesia working area and minimizes negative effects to the environment caused by business processes in Bank Shinhan Indonesia.

By trying to do the brave things, Bank Shinhan Indonesia will always try to expand its services to every layer of Indonesian citizens and improve service efficiency.

Last, by trying to do the fair things, Bank Shinhan Indonesia commits to ensure no forced labor and child labor involved in Bank Shinhan Indonesia. Bank Shinhan Indonesia also ensures fair work opportunities and gender inclusivity in the workplace.

Response to Sustainability Issue

Bank commits to implement various initiatives related to sustainable finance through development of RAKB (Sustainable Finance Action Plan) that complies with OJK Rules No.51/POJK.03/2017 dated 27 July 2017 that covers Sustainable Finance Implementation for Public Financial Institution and Public Company.

Bank juga akan terus meningkatkan penyaluran kredit terkait Kategori Kegiatan Usaha Berkelanjutan (KKUB) seperti UMKM, Energi terbarukan, Pengelolaan sampah, Transportasi ramah lingkungan dan lain sebagainya.

Kegiatan operasional di internal Bank Shinhan Indonesia sudah mendukung kegiatan Keuangan Berkelanjutan diantaranya dengan menghemat penggunaan kertas, air, listrik dan beralih dari penggunaan air minum dalam kemasan plastik ke botol minum pribadi yang lebih ramah lingkungan.

Komitmen Bank Shinhan Indonesia Dalam Menerapkan Keuangan Berkelanjutan

Bank Shinhan Indonesia mendukung penerapan Keuangan Berkelanjutan dengan berkomitmen untuk menyediakan produk pembiayaan yang ditujukan untuk membiayai pembangunan Berkelanjutan, ekonomi yang rendah karbon, dan pertumbuhan ekonomi yang inklusif.

Pencapaian Kinerja Keuangan berkelanjutan

Pada tahun 2024, Bank Shinhan Indonesia telah berhasil menyalurkan kredit sebesar Rp. 20,295,631 Rupiah. Dari total kredit yang disalurkan, Bank Shinhan Indonesia memiliki portofolio terkait keuangan berkelanjutan berupa kredit kepada UMKM sebesar Rp. 778 Milyar serta kredit terkait usaha berkelanjutan sebesar Rp. 1,039 Milyar, semuanya setara 8.95% dari total kredit.

Bank Shinhan Indonesia berhasil membukukan pendapatan operasional sebesar 133 miliar Rupiah Dan laba bersih sebesar 48 miliar Rupiah. Hal ini terutama dipengaruhi oleh pembentukan CKPN sebesar Rp 282 Milyar yang diperlukan untuk menghadapi risiko kredit di masa mendatang.

Pada aspek lingkungan, Bank Shinhan Indonesia telah berhasil mengurangi biaya konsumsi listrik sebesar 496 juta Rupiah, kertas sebanyak 24 juta Rupiah, dan botol air mineral sebesar 10 juta Rupiah, air sebesar 25 juta Rupiah sedangkan pemakaian BBM mengalami penurunan sebesar 286 juta Rupiah.

Bank also has a continuous effort to increase sustainability related credit portfolio that includes credit to SME and credit to business in renewable energy, waste management, environmentally friendly vehicles, and other sustainable sectors.

The operational activities in the internal Bank Shinhan Indonesia have supported Financial Sustainability activities including by saving the use of paper, water, electricity and shift from using drinking water in plastic packages into personal water bottles that are more environmentally friendly.

Bank Shinhan Indonesia Commitment to implementing Sustainable Finance

Bank Shinhan Indonesia supports the implementation of Sustainable Finance by committing to provide financing products aimed at financing Sustainable development, low carbon economy, and inclusive economic growth.

Sustainable Financial Achievement

In 2023, Shinhan Bank Indonesia has successfully disbursed loans amounting to Rp. 20,295,631 trillion Rupiah. Of the total loans disbursed, Shinhan Bank Indonesia has a portfolio related to sustainable finance in the form of loans to MSMEs amounting to Rp. 778 billion and loans related to sustainable businesses amounting to Rp. 1,039 billion, all equivalent to 8.95% of total loans.

Shinhan Bank Indonesia managed to book operating income of IDR 133 billion and net profit of IDR 48 billion. This was mainly influenced by the establishment of provision for credit losses amounting to Rp 282 billion which is necessary to deal with future credit risks.

On the environmental aspect, Shinhan Bank Indonesia has succeeded in reducing the cost of electricity consumption by 496 million Rupiah, paper by 24 million Rupiah, and mineral water bottles by 10 million Rupiah, water by 25 million Rupiah while the use of fuel decreased by 286 million Rupiah.

Tantangan Dalam Penerapan Keuangan Berkelanjutan

Tentunya penerapan keuangan berkelanjutan akan memiliki tantangan tersendiri. Salah satu tantangan yang dihadapi Bank Shinhan Indonesia saat ini adalah menyesuaikan *risk appetite* yang dimiliki bank untuk menyalurkan kredit terkait keuangan berkelanjutan. Usaha terkait keuangan berkelanjutan mengandung risiko yang cukup tinggi dan membutuhkan pembiayaan yang cukup besar, dan risiko tersebut dapat berada di luar toleransi batas risiko yang dimiliki Bank.

Untuk mengatasi hal tersebut, Bank senantiasa melakukan identifikasi dan mitigasi berbagai aspek risiko, sehingga Bank Shinhan Indonesia dapat ikut berkontribusi dalam proyek-proyek berkelanjutan yang sesuai dengan *risk appetite* yang dimiliki bank.

Strategi Dan Pencapaian Target

Bank Shinhan Indonesia memiliki strategi keberlanjutan bagi seluruh sektor nasabah yang ada di Bank. Strategi yang dijalankan adalah dengan menambah eksposur kredit kepada sektor hijau pada kredit korporasi, menambah produk untuk menyalurkan kredit UMKM, serta mendorong penyaluran kendaraan listrik.

Pengelolaan Risiko atas Penerapan Keuangan Berkelanjutan

Bank Shinhan Indonesia menyadari pentingnya melakukan proses manajemen risiko yang bijaksana dalam menerapkan Kinerja Keuangan Berkelanjutan. Bank Shinhan Indonesia memastikan bahwa seluruh karyawan yang ada terus menerapkan budaya kepatuhan serta secara disiplin menerapkan prinsip three line of defense untuk mengelola berbagai risiko yang mungkin terjadi dalam proses bisnis yang dijalankan. Dalam menerapkan penerapan keuangan berkelanjutan, Bank Shinhan Indonesia melibatkan divisi *Corporate Banking*, *Retail Banking* dan *E-Banking* untuk mendorong nasabah bertransaksi secara lebih ramah lingkungan.

Bank secara berkala melakukan pemantauan portofolio kredit dan memastikan diversifikasi yang dilakukan sesuai dengan *risk appetite* bank. Bank Shinhan Indonesia juga terus meningkatkan *credit policy* yang dimiliki Bank Shinhan Indonesia sesuai dengan kebutuhan nasabah. Selain itu, Bank Shinhan Indonesia juga memilih lembaga partner penyaluran kredit dengan reputasi baik.

Challenges in Implementing Sustainable Finance

The implementation of sustainable finance has its own particular set of challenge. One of the challenges faced by Bank Shinhan Indonesia in implementing sustainable finance is adjusting internal risk appetite to channel sustainable credit. Sustainable Finance related business tends to have higher risk and demands high amount of financing and sometimes such perceived risk lays outside of Bank internal risk tolerance.

To face this challenges, Bank continuously identify and mitigate various risk aspects so that Bank Shinhan Indonesia will be able to contribute in certain sustainable projects that fits the Bank risk appetite.

Strategy and Target Achievement

Bank Shinhan Indonesia has sustainable strategies for each customer segment in the Bank. Current strategy is increasing exposure to green credit in corporate banking, increasing products for RSME credit and increasing retail exposure to electric vehicle.

Risk Management in Sustainable Finance

Bank Shinhan Indonesia realizes the importance of prudence risk management in implementing Sustainable Finance. Bank Shinhan Indonesia ensures that every employee in Bank Shinhan Indonesia is implementing a compliance culture and implementing three lines of defense framework in a disciplined manner to manage various kind of risks in our business process. In implementing sustainable finance, Bank Shinhan Indonesia appointed Corporate Banking, Retail Banking, and E-Banking Division to nudge customers to transact in an environmentally friendly manner.

Bank periodically does credit portfolio monitoring and ensures that loan diversification matches with the Bank Risk Appetite. Bank Shinhan Indonesia will keep on improving our credit policy to meet with customers' needs. Bank Shinhan Indonesia will also pick an institutional partner with a good reputation to disburse our credit.

Bank mengerti adanya risiko lingkungan dalam proses yang kami lakukan, salah satunya limbah kertas dan dokumen. Untuk itu Shinhan Indonesia terus mengembangkan *electronic banking* yang aman serta dapat diandalkan agar nasabah dapat bertransaksi dengan lebih praktis secara digital. Bank Shinhan Indonesia juga terus mendorong karyawan untuk berperilaku ramah lingkungan dengan mengurangi pemakaian air, tissue, serta botol kemasan.

Bank understands that there will be risks to the environment caused by our business process, the biggest one is paper waste from documents. To reduce the impact, Shinhan Indonesia will keep improving our electronic banking service to become more secure and reliable so our customers can transact more conveniently and environmentally friendly. Bank Shinhan Indonesia also continues to encourage employees to behave in an environmentally friendly manner by reducing the use of water, tissues, and plastic bottles.

Pemanfaatan Peluang dan Prospek Usaha

Bank Shinhan Indonesia akan memanfaatkan *link* Indonesia-Korea untuk mengembangkan portofolio terkait keberlanjutan melalui eksposur kepada pembiayaan yang terkait dengan pelestarian lingkungan dan sosial serta meningkatkan kredit UMKM dengan memberikan kredit *supply chain* dan *value chain* kepada perusahaan Indonesia yang menjadi rekanan perusahaan di Korea. Bank Shinhan Indonesia juga telah bekerjasama dengan perusahaan pembuat mobil listrik untuk menyalurkan lebih banyak kredit kendaraan bermotor untuk pembelian mobil listrik yang lebih ramah lingkungan. Bank Shinhan Indonesia juga akan terus mengembangkan layanan *electronic banking* untuk dapat melayani nasabah lebih luas secara lebih ramah lingkungan. Bank Shinhan Indonesia juga akan berkontribusi dalam penerapan Keuangan Berkelanjutan secara nasional melalui pembelian *green bonds*.

Utilization of Business Opportunities and Prospects

Shinhan Bank Indonesia will utilize the Indonesia-Korea link to develop its sustainability-related portfolio through exposure to environmental and social preservation-related loans and increase MSME loans by providing supply chain and value chain loans to Indonesian companies that are partners of companies in Korea. Shinhan Bank Indonesia has also cooperated with electric car manufacturers to extend more motor vehicle loans for the purchase of more environmentally friendly electric cars. Shinhan Bank Indonesia will also continue to develop electronic banking services to be able to serve wider customers in a more environmentally friendly manner. Bank Shinhan Indonesia will also contribute in national Sustainable Finance by purchasing green bonds.

Jakarta, April 2025



Koo Hyunghoe
Direktur Utama
President Director

Pengantar Laporan

Foreword

Periode Laporan Keberlanjutan ini adalah 1 Januari 2024 hingga 31 Desember 2024. Laporan ini diterbitkan setiap tahun dan laporan ini merupakan Laporan Keberlanjutan yang ketiga bagi Bank Shinhan Indonesia. Informasi yang disampaikan dalam laporan berasal dari Kantor Pusat Bank Shinhan Indonesia.

Laporan Keberlanjutan ini disusun berdasarkan Peraturan Otoritas Jasa Keuangan (POJK) tentang Keuangan Berkelanjutan.

Informasi terkait dengan laporan ini dapat menghubungi :

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The period of this Sustainability Report is January 1st 2024 to December 31st 2024. This report is published annually and this report is the third Sustainability Report for Bank Shinhan Indonesia. The information submitted in the report came from the Bank Shinhan Indonesia headquarters.

This Sustainable report is prepared based on the Financial Services Authority Regulation (POJK) on Sustainable Finance.

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Proses Penentuan Isi

Content Preparation Process

Laporan Keberlanjutan ini disusun berdasarkan prinsip Laporan Keberlanjutan, yaitu prinsip isi dan kualitas.

Prinsip isi meliputi:

1. Konteks Berkelanjutan: Laporan Berkelanjutan ini disusun sejalan dengan konteks Keuangan Berkelanjutan.
2. Kelengkapan: Informasi disajikan sebagai informasi kualitatif dan kuantitatif untuk memberikan kelengkapan bagi pembaca.

Prinsip kualitas adalah:

1. Keseimbangan: Informasi terkait capaian dan prestasi, serta tantangan disampaikan sesuai dengan kondisi perusahaan.
2. Komparabilitas: Data yang disampaikan dalam laporan disajikan dalam 3 tahun terakhir.
3. Akurasi: Angka dan informasi telah diperiksa secara internal Perusahaan sehingga diyakini akurasi.
4. Ketepatan waktu: Laporan ini disajikan tepat waktu bersama dengan Laporan Tahunan.
5. Kejelasan: Informasi yang disajikan dalam laporan mudah untuk dipahami.

This Sustainability Report was prepared based on Sustainability Report principles, which are content and quality principles.

Content principles cover:

1. Sustainable context: This Sustainability Report was prepared consistent with the context of Sustainable Finance.
2. Comprehensiveness: Information were presented as qualitative and quantitative information to provide clarity for the reader.

Quality principles are:

1. Balance: Information related to achievements and accomplishment, as well as challenges were presented according to the Company's condition.
2. Comparability: Data presented in the report that was prepared for the last 3 years' conditions.
3. Accuracy: Figures and informations were checked by the Company's internals to ensure the accuracy.
4. Punctuality: This report was presented on time along with Annual Report.
5. Clarity: Information presented in this report were easily understandable.

TATA KELOLA KEBERLANJUTAN SUSTAINABILITY GOVERNANCE



Tata Kelola Perusahaan yang baik (GCG) adalah prinsip dasar yang mendasari suatu proses dan mekanisme pengelolaan perusahaan berlandaskan peraturan perundang-undangan dan etika berusaha. Bank Shinhan Indonesia berupaya semaksimal mungkin untuk menerapkan GCG. Penerapan tersebut didorong oleh kesadaran bahwa tata kelola yang baik merupakan kunci penting untuk meningkatkan kinerja dan keunggulan daya saing.

Good Corporate Governance (GCG) are the basic principles that underlie a process and mechanism based on laws and regulations and business ethics. Bank Shinhan Indonesia makes every effort to implement GCG. The application is driven by the awareness that good governance is an important key to improve performance and competitive advantage.

Struktur Tata Kelola

1. Struktur Utama, terdiri dari:
 - a. Rapat Umum Pemegang Saham (RUPS)
 - b. Dewan Komisaris
 - c. Direksi
2. Struktur Pendukung, terdiri dari:
 - a. Komite di bawah Komisaris
 - b. Komite di bawah Direksi
 - c. Departemen dan Unit Kerja

Penetapan GCG merupakan keharusan dalam rangka membangun kondisi perusahaan yang tangguh sehingga dapat menciptakan suatu sistem dan struktur perusahaan yang kuat dengan memberi manfaat dan nilai tambah bagi para Pemegang Saham dan Pemangku Kepentingan.

Governance Structure

1. The Main Structure, consist of:
 - a. General Meeting of Shareholders (GMS)
 - b. Board of Commissioners
 - c. Board of Directors
2. Supporting Structure, consist of:
 - a. Committee under the Commissioner
 - b. Committees under the Directors
 - c. Department and Work Unit

The determination of GCG is a must in order to build strong company conditions so as to create a strong company system and structure by providing benefits and added value to the Shareholders and Stakeholders.

Dalam persaingan industri perbankan yang ketat, kinerja dan citra yang baik merupakan kunci penting untuk mengoptimalkan daya saing sehingga bisa memenangkan persaingan.

Bank Shinhan Indonesia terus berupaya menyempurnakan penerapan GCG dengan menerapkan prinsip keterbukaan, akuntabilitas, pertanggungjawaban, independensi dan kewajaran.

RUPS

RUPS merupakan otoritas dan badan tata kelola tertinggi pada perseroan dimana para pemegang saham dapat menggunakan hak dan otoritasnya pada manajemen perseroan. Pemegang Saham mayoritas adalah Shinhan Bank Co. Ltd. sebagai Pemegang Saham Pengendali Bank Shinhan Indonesia.

RUPS memiliki kewenangan antara lain:

1. Mengangkat dan memberhentikan anggota Dewan Komisaris serta Direksi.
2. Menentukan jumlah remunerasi bagi Dewan Komisaris dan Direksi.
3. Mengesahkan perubahan Anggaran Dasar Perseroan.
4. Memberikan persetujuan atas laporan tahunan dan mengesahkan laporan keuangan.
5. Memutuskan penggunaan laba bersih perseroan.
6. Menunjuk akuntan publik.
7. Mengevaluasi keputusan dan realisasi hasil RUPS tahun sebelumnya.

RUPS sebagai forum pengambilan keputusan tertinggi, Dewan Komisaris sebagai pengawas, dan Direksi yang memimpin jalannya kegiatan operasional perusahaan dan pelaksana keputusan-keputusan RUPS.

Untuk mendukung fungsi pengawasan Dewan Komisaris, Bank membentuk 3 Komite guna mendukung pengawasan Dewan Komisaris, yaitu Komite Audit, Komite Pemantau Risiko, dan Komite Nominasi dan Remunerasi.

Komite Audit merupakan salah satu syarat yang harus dipenuhi dalam struktur tata kelola yang berfungsi untuk membantu pelaksanaan tugas dan fungsi pengawasan oleh Dewan Komisaris dalam memastikan terselenggaranya penerapan Tata Kelola yang baik dalam kegiatan usaha Bank, dan pengawasan terhadap pelaksanaan tugas dan tanggung jawab Direksi.

In the intense competition of the banking industry, good performance and image are important keys to optimizing competitiveness so that they can win the competition.

Bank Shinhan Indonesia continues to strive to perfect the implementation of GCG by applying the principles of transparency, accountability, responsibility, independence and fairness.

GMS

The GMS is the highest authority and governance body in the company where shareholders can exercise their rights and authority on the company's management. The majority Shareholder is Shinhan Bank Co. Ltd. as the Controlling Shareholder of Bank Shinhan Indonesia.

The GMS has authority including:

1. To appoint and dismiss members of the Board of Commissioners and Directors.
2. Determine the amount of remuneration for the Board of Commissioners and Directors.
3. To approve changes to the company's Articles of Association.
4. Give approval to the annual report and authorize the financial statements.
5. Decide on the use of the company's net profit.
6. Appoint a public accountant.
7. Evaluate the decisions and realization of the results of the previous year's GMS.

The GMS as the highest decision making forum, the Board of Commissioners as the supervisor, and the Board of Directors who lead the company's operational activities and implement the GMS decisions.

Bank has formed 3 Committees to support the supervisory function of the Board of Commissioners namely the Audit Committee, the Risk Monitoring Committee, and the Nomination and Remuneration Committee.

The Audit Committee is one of the requirements that must be met in the governance structure that serves to assist the implementation of the duties and functions of supervision by the Board of Commissioners in ensuring the implementation of good governance in the Bank's business activities, and supervision of the implementation of the duties and responsibilities of the Directors.

Komite Pemantau Risiko sangat dibutuhkan dalam struktur tata kelola perusahaan yang baik, yaitu untuk membantu Dewan Komisaris dalam melaksanakan tugas dan fungsi pengawasan dalam Pemantauan Manajemen Risiko.

The Risk Monitoring Committee is highly needed in a good corporate governance structure, which is to assist the Board of Commissioners in carrying out their supervisory duties and functions in Monitoring Risk Management.

Komite Remunerasi dan Nominasi berfungsi untuk membantu Dewan Komisaris dalam penetapan kriteria pemilihan calon anggota Dewan Komisaris dan Direksi beserta sistem remunerasinya.

The Remuneration and Nomination Committee functions as assisting the Board of Commissioners in determining the criteria for selecting candidates for members of the Board of Commissioners and Directors and their remuneration system.

Dewan Komisaris

Dewan Komisaris bertugas dan bertanggung jawab secara kolektif untuk melakukan pengawasan dan memberikan nasihat kepada Direksi serta memastikan pelaksanaan *Good Corporate Governance* (GCG) pada seluruh jenjang organisasi.

Board of Commissioners

The Board of Commissioners has the duty and collective responsibility to supervise and provide advice to the Directors and ensure that implementation of Good Corporate Governance (GCG) at all levels of the organization.

Anggota Dewan Komisaris berjumlah 3 (tiga) orang dengan komposisi sebagai berikut:

Members of the Board of Commissioners are 3 (three) members with the following composition:



Timoty Ekna Marnandus
Komisaris Utama
President Commissioner

Ananda Barata
Komisaris Independen
Independent Commissioner

Kim Jihyung
Komisaris
Commissioner

Tugas dan Tanggung Jawab Dewan Komisaris

Berdasarkan ketentuan dalam Anggaran Dasar, Dewan Komisaris bertugas melakukan pengawasan atas kebijakan Direksi dalam menjalankan tugas-tugas Bank. Uraian tugas dan tanggung jawab Dewan Komisaris sebagai berikut:

1. Dewan Komisaris wajib melaksanakan tugas dan tanggung jawabnya secara independen.
2. Dewan Komisaris mengadakan rapat sesuai jadwal yang ditetapkan.
3. Dewan Komisaris wajib memastikan penerapan Tata Kelola yang baik terselenggara dalam setiap kegiatan usaha Bank pada seluruh jenjang organisasi.
4. Dewan Komisaris wajib melaksanakan pengawasan terhadap pelaksanaan tugas dan tanggung jawab Direksi serta memberikan nasehat kepada Direksi.
5. Dewan Komisaris wajib mengarahkan, memantau, dan mengevaluasi pelaksanaan kebijakan strategis Bank.
6. Dewan Komisaris wajib memastikan bahwa Direksi Bank telah menindaklanjuti temuan audit dan rekomendasi dari Departemen Audit internal, Auditor Eksternal, hasil pengawasan dari Otoritas Jasa Keuangan dan / atau hasil pengawasan Otoritas lain.
7. Dewan Komisaris wajib melaporkan kepada Otoritas Jasa Keuangan paling lambat 7 (tujuh) hari sejak ditemukan:
 - a. Pelanggaran peraturan perundang-undangan di bidang keuangan dan perbankan.
 - b. Keadaan atau perkiraan keadaan yang dapat membahayakan kelangsungan usaha Bank.
8. Dewan Komisaris telah membentuk komite-komite untuk membantu dalam efektivitas tugas dan tanggung jawabnya, sebagai berikut:
 - a. Komite Audit.
 - b. Komite Pemantau Risiko.
 - c. Komite Remunerasi dan Nominasi.
9. Dewan Komisaris dapat membentuk Komite Remunerasi dan Nominasi secara terpisah.
10. Dewan Komisaris wajib memastikan bahwa Komite yang telah dibentuk pada butir 8 menjalankan tugasnya secara efektif.

Board of Commissioners Duties and Responsibilities

Based on the provisions in the Articles of Association, the Board of Commissioners has the duty to supervise the policies of the Board of Directors in carrying out the duties of the Bank. The duties and responsibilities of the Board of Commissioners are as follows:

1. The Board of Commissioners must carry out their duties and responsibilities independently.
2. The Board of Commissioners meeting is set according to the schedule.
3. The Board of Commissioners must ensure the implementation of good governance in all business activities of the Bank at all levels of the organization.
4. The Board of Commissioners must exercise supervision over the implementation of the duties and responsibilities of the Board of Directors and provide advice to the Board of Directors.
5. The Board of Commissioners must direct, monitor and evaluate the implementation of the Bank's strategic policies.
6. The Board of Commissioners must ensure that the Board of Directors of the Bank has followed up on audit findings and recommendations from the Internal Audit Department, External Auditors, the results of supervision from the Financial Services Authority and / or the results of supervision by other Authorities.
7. The Board of Commissioners must report to the Financial Services Authority no later than 7 (seven) days after being discovered:
 - a. Violations of laws and regulations in the financial and banking sector.
 - b. Circumstances or estimates of circumstances that could be dangerous for the Bank's business continuity.
8. The Board of Commissioners has formed committees to assist in the effectiveness of their duties and responsibilities, as follows:
 - a. Audit Committee.
 - b. Risk Monitoring Committee.
 - c. Remuneration and Nomination Committee.
9. The Board of Commissioners may form a Remuneration and Nomination Committee separately.
10. The Board of Commissioners must ensure that the Committee formed in point 8 carries out its duties effectively.

11. Dewan Komisaris wajib menyediakan waktu yang cukup untuk melaksanakan tugas dan tanggung jawab secara optimal.
12. Dewan Komisaris wajib melakukan pengawasan, namun Dewan Komisaris dilarang terlibat dalam pengambilan keputusan kegiatan operasional Bank, kecuali:
 - a. Penyediaan dana kepada pihak terkait sebagaimana diatur dalam ketentuan mengenai Batas Maksimum Pemberian Kredit Bank Umum.
 - b. Hal-hal lain yang ditetapkan dalam Anggaran Dasar Bank atau peraturan perundang-undangan.
13. Pengambilan keputusan pada butir 12 merupakan bagian dari tugas pengawasan oleh Dewan, sehingga tidak meniadakan tanggung jawab Direksi atas pelaksanaan kepengurusan Bank.
14. Melaksanakan tugas-tugas lain sepanjang masih berada dalam ruang lingkup tugas dan fungsi Dewan Komisaris.

Komposisi dan Kompetensi anggota Dewan Komisaris sudah sesuai dengan peraturan Otoritas Jasa Keuangan tentang Penerapan Tata Kelola yang berlaku. Seluruh anggota Dewan Komisaris mampu bertindak dan mengambil keputusan secara independen. Sebagaimana fungsinya sebagai pengawas Bank, pelaksanaan tugas dan tanggung jawab Dewan Komisaris telah memenuhi prinsip-prinsip Tata Kelola. Rapat Dewan Komisaris terselenggara secara efektif dan efisien sesuai dengan pedoman dan tata tertib kerja Dewan Komisaris dan sesuai dengan kebutuhan Bank. Aspek transparansi anggota Dewan Komisaris sangat baik dan tidak pernah melanggar ketentuan / peraturan yang berlaku.

Direksi merupakan organ perseroan yang bertanggung jawab penuh atas pengelolaan perusahaan untuk kepentingan dan tujuan perusahaan serta mewakili perusahaan sesuai Anggaran Dasar, serta mempertanggungjawabkan pelaksanaan tugas kepada Pemegang Saham melalui RUPS.

11. The Board of Commissioners must provide sufficient time to carry out their duties and responsibilities optimally.
12. The Board of Commissioners is obliged to conduct supervision, but the Board of Commissioners is prohibited from being involved in making decisions on the Bank's operational activities, except:
 - a. Provision of funds to related parties as stipulated in the provisions concerning the Legal Lending Limit for Commercial Banks.
 - b. Other matters stipulated in the Bank's Articles of Association or laws and regulations.
13. Decision making in point 12 is part of the oversight task by the Board, so it does not negate the responsibilities of the Board of Directors for the implementation of the management of the Bank.
14. Carry out other tasks as long as they are within the scope of the duties and functions of the Board of Commissioners.

The composition and competence of members of the Board of Commissioners are in accordance with the regulations of the Financial Services Authority regarding the Implementation of Good Governance. All members of the Board of Commissioners are able to act and make decisions independently. As it functions as a Bank supervisor, the implementation of the duties and responsibilities of the Board of Commissioners has fulfilled the Governance principles. Meetings of the Board of Commissioners are held effectively and efficiently in accordance with the guidelines and work rules of the Board of Commissioners and in accordance with the needs of the Bank. The transparency aspect of the members of the Board of Commissioners is very good and has never violated the applicable rules / regulations.

The Board of Directors is the organ of the company that is fully responsible for managing the company for the interests and objectives of the company and representing the company in accordance with the Articles of Association, and is responsible for carrying out its duties to Shareholders through the GMS.

Direksi

Komposisi Direksi pada tahun 2024 adanya perubahan Direktur.

Berdasarkan Akta Pernyataan Keputusan diluar rapat perseroan terbatas PT Bank Shinhan Indonesia Nomor 04 tanggal 11 Juni 2024, anggota Direksi berjumlah 6 (enam) dengan komposisi pada akhir tahun 2024 terdiri dari 6 Direktur.

The Board of Directors

Composition of the Board of Directors in 2024 there was a change in Director.

Based on the Deed of Statement of Decision outside the meeting of the limited liability company PT Bank Shinhan Indonesia Number 04 dated June 11, 2024, The Board of Directors consists of 6 (six) members with a composition at the end of 2024 consisting of 6 Directors.



Tugas dan Tanggung Jawab Direksi

Berdasarkan ketentuan Anggaran Dasar (AD), Direksi bertugas menjalankan tugas-tugas Bank sehari-hari termasuk melaksanakan Rencana Bisnis Bank yang telah disetujui oleh Dewan Komisaris serta kebijakan, mengelola risiko dengan sebaik-baiknya, memonitor, mengelola aset, sumber daya manusia dan menjaga likuiditas dan reputasi Bank secara prudent (kehati-hatian). Uraian Tugas dan Tanggung Jawab Direksi diantaranya yaitu:

1. Direksi wajib mengelola Bank sesuai dengan kewenangan dan tanggung jawabnya sebagaimana diatur dalam AD dan Peraturan Perundang-undangan yang berlaku.
2. Direksi bertanggung jawab penuh sesuai bidangnya atas pelaksanaan kepengurusan Bank.
3. Direksi wajib menerapkan prinsip-prinsip Tata Kelola yang baik dalam setiap kegiatan usaha Bank pada seluruh tingkatan atau jenjang organisasi.
4. Direksi wajib menindaklanjuti temuan Audit dan rekomendasi dari Departemen Audit Internal dan Auditor Eksternal, hasil Pengawasan Otoritas Jasa Keuangan dan / atau hasil pengawasan Otoritas lainnya.
5. Untuk melaksanakan prinsip-prinsip Tata Kelola yang baik Direksi telah membentuk sebagai berikut:
 - a. Departemen Audit Internal.
 - b. Departemen Manajemen Risiko dan Komite Manajemen Risiko.
 - c. Departemen Kepatuhan.
6. Direksi wajib mempertanggungjawabkan pelaksanaan tugas sesuai bidangnya kepada Pemegang Saham melalui RUPS.
7. Direksi wajib menyediakan data dan informasi yang akurat, relevan dan tepat waktu kepada Dewan Komisaris.
8. Direksi menyusun Rencana Bisnis Bank / merevisinya dan menyampaikannya ke OJK dan selanjutnya memantau pelaksanaannya, sebagaimana yang dituangkan dalam Realisasi Rencana Bisnis Bank secara Triwulanan.
9. Direksi melaksanakan tugas-tugas lain sepanjang masih berada dalam ruang lingkup tugas dan fungsi Direksi Bank.

Board of Directors' Duties and Responsibilities

Based on the provisions of the Articles of Association (AoA), the Board of Directors is tasked with carrying out the day-to-day duties of the Bank including implementing the Bank's Business Plan which has been approved by the Board of Commissioners and policies, managing risks as well as possible, monitoring, managing assets, human resources and maintaining the Bank's liquidity and reputation prudently. Description of Duties and Responsibilities of the Directors include:

1. The Board of Directors must manage the Bank in accordance with its authority and responsibilities as stipulated in the AoA and the prevailing laws and regulations.
2. The Board of Directors is fully responsible in accordance with their fields for the management of the Bank.
3. The Board of Directors is required to apply the principles of Good Governance in every business activity of the Bank at all levels or levels of the organization.
4. The Board of Directors is obliged to follow up on Audit findings and recommendations from the Internal Audit Department and External Auditor, the results of the Oversight from the Financial Services Authority and / or other Regulator supervision results.
5. To implement the principles of Good Governance the Directors have formed the following:
 - a. Internal Audit Department.
 - b. Risk Management Department and Risk Management Committee.
 - c. Compliance Department.
6. The Board of Directors is responsible for carrying out its duties in accordance with its area to the Shareholders through the GMS.
7. The Board of Directors must provide accurate, relevant and timely data and information to the Board of Commissioners.
8. The Directors compile the Bank Business Plan / revise it and submit it to the OJK and subsequently monitor its implementation, as outlined in the Quarterly Realization of the Bank's Business Plan.
9. The Board of Directors performs other tasks as long as they are within the scope of the duties and functions of the Board of Directors of the Bank.

Pengembangan Kompetensi

Setiap tahun, Bank Shinhan Indonesia memberikan kesempatan kepada semua jajaran manajemen dan karyawan untuk mengembangkan kompetensi.

Pada tahun 2024 telah terdapat pengembangan kompetensi terkait dengan Keuangan Berkelanjutan sebagai berikut:

Pelatihan Training	Penyelenggara Organizer
Sustainable Finance Taxonomy Seminar	Bloomberg dan Otoritas Jasa Keuangan Bloomberg and Financial Service Authority
Sosialisas Penggunaan Kalkulator Hijau Socialization of the Use of Green Calculators	Bank Indonesia Central Bank of Indonesia

Manajemen Risiko

Sesuai POJK NO.18/ POJK.03/ 2016 tentang Penerapan Manajemen Risiko bagi Bank Umum, SEOJK No.34/ SEOJK.03/ 2016 tentang Penerapan Manajemen Risiko bagi Bank Umum dan SEOJK No.14/ SEOJK.03/ 2016 tentang Penilaian Tingkat Kesehatan Bank Umum yang menyebutkan bahwa Manajemen Risiko adalah serangkaian metodologi dan prosedur yang digunakan untuk mengidentifikasi, mengukur, memantau, dan mengendalikan risiko yang timbul dari seluruh kegiatan usaha Bank. Secara umum masing-masing elemen proses Manajemen Risiko dapat dideskripsikan sebagai berikut:

- Identifikasi
- Pengukuran
- Pemantauan
- Pengendalian Risiko
- Sistem Informasi Manajemen Risiko

Penerapan Manajemen Risiko yang efektif pada Bank Shinhan Indonesia telah didukung oleh kerangka Manajemen Risiko, yang mencakup kebijakan Manajemen Risiko, prosedur Manajemen Risiko dan limit risiko. Kerangka Manajemen Risiko tersebut telah ditentukan secara jelas berdasarkan Visi, Misi dan strategi bisnis Bank.

Kebijakan Manajemen Risiko, prosedur Manajemen Risiko dan limit diperiksa atau/ dikinikan jika diperlukan mengikuti dinamika dan kompleksitas transaksi guna efektivitas pengkinian tersebut Bank memiliki organ Komite Manajemen Risiko dan Komite Pemantau Risiko untuk memberikan rekomendasi atas hal-hal yang dikenakan dalam kebijakan dan prosedur Manajemen Risiko.

Competency Development

Every year, Bank Shinhan Indonesia provides opportunities for all levels of management and employees to develop competence.

In 2024 there has been a development of competencies related to Sustainable Finance as follows:

Risk Management

In accordance POJK NO.18/ POJK.03/ 2016 concerning Application of Risk Management for Commercial Banks, SEOJK No.34/ SEOJK.03/ 2016 concerning Application of Risk Management for Commercial Banks and SEOJK No.14/ SEOJK.03/ 2016 concerning Rating for Commercial Banks which states that Risk Management is a series of methodologies and procedures used to identify, measure, monitor, and control risks arising from all business activities of the Bank. In general, each element of the Risk Management process can be described as follows:¹

- Identification
- Measurement
- Monitoring
- Risk Control
- Risk Management Information System

The implementation of effective Risk Management at Bank Shinhan Indonesia has been supported by a Risk Management framework, which includes Risk Management policies, Risk Management procedures and risk limits. The Risk Management framework has been clearly determined based on the Bank's Vision, Mission and business characteristics.

Risk Management policies, Risk Management procedures and limits are reviewed or/ updated if necessary following the dynamics and complexity of the transaction. For the effectiveness of the update, the Bank has a Risk Management Committee and Risk Monitoring Committee organ to provide recommendations on matters that are updated in the Risk Management policies and procedures.

Pemangku Kepentingan

Keterlibatan para Pemangku Kepentingan mempengaruhi kegiatan usaha dan Keberlanjutan Bank, baik yang berkaitan dengan proses bisnis Keuangan Berkelanjutan secara langsung maupun tidak langsung.

Bank Shinhan Indonesia menjaga hubungan profesional yang harmonis dengan para pemangku kepentingan untuk meningkatkan pelayanan dan kebutuhan Bank.

Tantangan Yang Dihadapi

Tahun 2024 merupakan tahun keenam penerapan Keuangan Berkelanjutan di Bank Shinhan Indonesia. Masih banyak tantangan yang dihadapi oleh Bank Shinhan Indonesia, antara lain sebagai berikut:

1. Kapabilitas internal karyawan yang belum merata terkait keuangan berkelanjutan.
2. Masih terdapat kesulitan untuk penyaluran kredit kepada UMKM akibat profil risiko nasabah yang sering kali kurang sesuai dengan risk profile bank.
3. Tingkat kesiapan proses internal Bank untuk mendukung integrasi keuangan berkelanjutan dalam aktivitas bisnis bank, seperti pengembangan sistem monitoring dan pelaporan terkait Kegiatan Usaha Berkelanjutan (KKUB) dan Taksonomi Hijau Indonesia (THI).
4. Kesadaran nasabah dan Pemangku Kepentingan juga diperlukan untuk mendukung dan menerapkan Keuangan Berkelanjutan. Pengembangan organisasi, produk dan kebijakan internal yang perlu disusun dan dikembangkan memerlukan waktu dan pengetahuan yang cukup terkait Keuangan Berkelanjutan.

Stakeholders

The involvement of the Stakeholders affects the business activities and Sustainability of the Bank, both related to the Sustainable Financial business process directly or indirectly.

Bank Shinhan Indonesia maintains a harmonious professional relationship with Stakeholders to improve Bank services and needs.

Challenges

2024 is the sixth year of the implementation of Sustainable Finance at Bank Shinhan Indonesia. Many challenges faced by Bank Shinhan Indonesia include the following:

1. Uneven internal capabilities of employees related to sustainable finance.
2. There are still difficulties in lending to MSMEs due to customer risk profiles that are often not in line with the bank's risk profile.
3. The level of readiness of the Bank's internal processes to support the integration of sustainable finance in the bank's business activities, such as the development of monitoring and reporting systems related to Sustainable Business Activities (KKUB) and Indonesian Green Taxonomy (THI).
4. Customer and Stakeholder Awareness is also needed to support and implement Sustainable Finance. The development of internal organizations, products and policies that need to be developed and developed requires adequate time and knowledge related to Sustainable Finance.

Tata Kelola Pemangku Kepentingan Stakeholder Governance

Daftar Pemangku Kepentingan Stakeholder	Aspek Kerja sama Collaboration Aspect	Metode Pelibatan & Frekuensi Engaging Method	Departemen Penanggung jawab Department In Charge
Pemegang Saham dan Investor Stakeholders and Investors	- Tata kelola organisasi - Pencapaian kinerja ekonomi - Corporate Governance - Economic Achievement	- Menyediakan informasi pencapaian Bank Shinhan Indonesia melalui laporan <i>Global Conference</i> Shinhan Korea, Laporan Triwulan dan Tahunan - Komunikasi langsung untuk memastikan penyampaian informasi material - Pertemuan sesuai kebutuhan - Providing relevant information about Bank Shinhan Indonesia achievement through Global conference Shinhan Korea, quarterly report, and annual report. - Direct communication to ensure communication of material information - Meetings as necessary	- Direksi - Strategy Planning - Corporate Secretary - Board of Directors - Strategy Planning - Corporate Secretary
Nasabah Customers	- Perlindungan Nasabah - Keamanan data nasabah - Hubungan berkelanjutan - Customer Protection - Customer Data Security - Sustainable Relationship	- Penyediaan produk dan jasa sesuai peraturan yang berlaku - Pemberian informasi produk dan jasa dengan tepat waktu, memadai, jelas dan akurat - Pengembangan layanan berkualitas demi kepuasan nasabah - Selalu berinovasi untuk meningkatkan keamanan data nasabah - Komunikasi melalui media sosial - Pertemuan sesuai kebutuhan - Providing financial product and service and banking solution recording to current rules and regulations - Providing product service information in a timely, accurate, and adequate manner - Continuous service improvement to improve customer satisfaction - Continuous innovation to improve customer data security - Communication through Social Media - Meetings as necessary	- Retail Business Group - E- Banking - Corporate Banking - Retail Business Group - E- Banking - Corporate Banking

Daftar Pemangku Kepentingan Stakeholder	Aspek Kerja sama Collaboration Aspect	Metode Pelibatan & Frekuensi Engaging Method	Departemen Penanggung jawab Department In Charge
Pegawai Employee	- Hubungan berkelanjutan - Perlindungan kondisi kerja - Pengembangan kompetensi - Pengembangan karir dan aktualisasi diri - Sustainable Relationship - Working condition protection - Competency development - Career advancement and self actualization	- Memberikan kesempatan yang sama untuk setiap pegawai Bank Shinhan Indonesia untuk terus berkembang dan meningkatkan diri - Membangun lingkungan kerja kondusif - Terus berinovasi untuk mempertahankan top talent di Bank Shinhan Indonesia - Pertemuan sesuai kebutuhan - Providing equal opportunity to every employee of Bank Shinhan Indonesia to continuously grow and develop their capability - Ensuring conducive work environment - Continuous innovation to retain top talent in Bank Shinhan Indonesia - Meetings as necessary	- Human Resources and Legal - Retail Business Group - Corporate Banking - Human Resources and Legal - Retail Business Group - Corporate Banking
Komunitas Community	- Pendidikan dan inklusi finansial - Kesejahteraan dan pendapatan - Education and financial inclusion - Welfare and income	- Turut serta berkontribusi untuk mensejahterakan masyarakat sekitar melalui berbagai program yang mencakup bidang; pendidikan, pemberdayaan, dan kemanusiaan. - Melaksanakan Literasi Keuangan - Pertemuan sesuai kebutuhan - Contributing in improving the welfare of surrounding community through various program and charity that consist; education, empowerment, and humanity - Periodically conduct financial literacy - Meetings as necessary	- Human Resources and Legal - Corporate Secretary - IT - Finance & Accounting - Retail Business Group - Human Resources and Legal - Corporate Secretary - IT - Finance & Accounting - Retail Business Group
Mitra Kerja/ Pemasok Partnering institution and Vendor	- Hubungan berkelanjutan - Ekonomi - Keadilan dan transparansi - Sustainable relationship - Economy - Fairness and transparency	- Syarat kerja sama dan proses yang jelas - Penilaian kinerja yang transparan - Evaluasi vendor secara rutin - Pertemuan sesuai kebutuhan - Clear partnership requirement and transparent tender process - Transparent vendor evaluation - Periodic vendor evaluation - Meetings as necessary	- General Affair - IT - Finance & Accounting - General Affair - IT - Finance & Accounting



Daftar Pemangku Kepentingan Stakeholder	Aspek Kerja sama Collaboration Aspect	Metode Pelibatan & Frekuensi Engaging Method	Departemen Penanggung jawab Department In Charge
Pemerintah/ Regulator Government / Regulator	· Kepatuhan terhadap peraturan Perundang-undangan · Komitmen terhadap regulasi perbankan · Komunikasi dan pelaporan yang jelas dan akurat, komperhensif, dan tepat waktu · Compliance to current rules and regulation · Commitment on complying with banking regulation · Communication and reporting in a clear, accurate, comprehensive, and timely manner	· Penyempurnaan panduan GCG secara terus menerus · Implementasi GCG di seluruh unit kerja · Pertemuan berkala untuk membahas tingkat kesehatan Bank Shinhan Indonesia · Contributes improvement of GCG guidance · GCG implementation in all working unit of Bank Shinhan Indonesia · Periodic meeting to evaluate health level of Bank Shinhan Indonesia	· Direksi · Seluruh Departemen · Board of Director · All Department
Tokoh Masyarakat/ Pejabat Setempat Local Government	· Pengembangan usaha · Kemajuan daerah setempat · Business development · Development of surrounding area	· Perencanaan pembangunan · Pertemuan berkala sesuai kebutuhan · Contributes in local development · Meetings as necessary	· Retail Business Group · Corporate Banking General Affair · Retail Business Group · Corporate Banking General Affair

Kinerja Keberlanjutan

Sustainability Performance

KINERJA EKONOMI

Keuangan Berkelanjutan merupakan hal baru bagi Bank Shinhan Indonesia sehingga salah satu strategi kinerja ekonomi di tahun 2024 sebagai tahun keenam pelaksanaan Keuangan Berkelanjutan adalah dengan membangun budaya Keberlanjutan kepada seluruh Pemangku Kepentingan. Bank sudah mulai menerapkan prinsip Keuangan Berkelanjutan ke dalam kegiatan operasional sehari-hari. Hal ini merupakan langkah pendekatan manajemen yang dilakukan sebagai upaya peningkatan kesadaran terhadap Keuangan Berkelanjutan.

Adapun bentuk penerapan kinerja aspek Keberlanjutan dalam kegiatan sehari-hari antara lain sebagai berikut:

1. Penghematan penggunaan kertas.
2. Penghematan penggunaan air.
3. Penghematan penggunaan listrik.
4. Mengurangi pemakaian air minum dalam kemasan.

ECONOMIC PERFORMANCE

Sustainable Finance is a new thing for Bank Shinhan Indonesia so that one of the economic performance strategies in 2024 as the sixth year of the implementation of Sustainable Finance is to build a culture of Sustainability for all Stakeholders. Banks have started to apply the principles of Sustainable Finance into daily operations. This is a step in the management approach taken as an effort to increase awareness of Financial Sustainability.

The forms of the implementation of the performance as-pects of Sustainability in everyday activities include the following:

1. Savings in paper usage.
2. Saving in water usage.
3. Saving in electricity usage.
4. Reducing the use of bottled water.

Dalam Jutaan Rupiah | In IDR Mio

Uraian Description	2024	2023	2022
	Realisasi	Realisasi	Realisasi
Total Aset Total Assets	24,920,534	23,342,422	22,693,047
Aset Produktif Productive Assets	31,306,321	29,446,256	28,152,227
Kredit Loan	20,295,631	17,220,313	16,264,545
Dana Pihak Ketiga Third Party Funds	12,874,955	11,851,862	11,223,223
Pendapatan Operasional (IDR) Operating Revenues (IDR)	1,744,669	837,297	948,420
Beban Operasional Operating Expense	1,679,187	630,093	416,388
Laba Bersih Tahun Berjalan (IDR) Net Income For the Year (IDR)	48,480	156,532	159,446

*Audited

Uraian Description	2024	2023	2022
	Realisasi	Realisasi	Realisasi
Rasio Kecukupan Modal Minimum Minimum Capital Adequacy Ratio	21.90	23.28	26.15
Aset produktif bermasalah dan aset non produktif bermasalah terhadap total aset produktif dan aset non produktif Non performing earning assets and non productive assets to total earning and non-productive assets	3.29	2.89	2.11
Aset produktif bermasalah terhadap total aset produktif Non performing earning assets to total productive assets	3.03	2.33	2.47
Cadangan Kerugian Penurunan Nilai (CKPN) Aset Keuangan terhadap Aset Produktif Allowance for impairment losses (AIL) for financial assets to productive assets	2.53	1.63	1.42
NPL Gross	3.55	2.97	3.36
NPL Net	1.34	1.93	2.06
Return on Assets (ROA)	0.33	0.91	1.17
Return on Equity (ROE)	1.02	3.39	4.10
Net Interest Margin (NIM)	2.21	2.22	2.22
Rasio Efisiensi (BOPO)	96.25	87.73	79.23
Loan to Deposit Ratio (LDR)	55.42	145.13	140.37
Net Stable Funding Ratio (NSFR)	157.63	117.34	124.28
Liquidity Coverage Ratio Individu (LCR) Individual LCR	122.12	384.99	212.20
Liquidity Coverage Ratio Konsolidasi (LCR) Consolidated LCR	N/A	N/A	N/A
* : tidak ditarget / not targeted			

Uraian Description	2024	2023	2022
	Realisasi	Realisasi	Realisasi
Jumlah Produk yang Memenuhi Kegiatan Usaha Berkelanjutan Number of products that meet criteria for sustainable business activities			
a. Dana Pihak Ketiga Third Party Fund			
b. Kredit Loan			
c. Total Aset Produktif Kegiatan Usaha Berkelanjutan Total Productive Assets of Sustainable Business Activities			
1. Total kredit/pembiayaan kegiatan usaha berkelanjutan (juta rupiah) Total loan/financing for sustainable business activities (million IDR)	1,817,136	1,531,557	1,048,060
2. Total non-kredit/pembiayaan kegiatan usaha berkelanjutan Total non-loan/financing for sustainable business activities			
Persentase total kredit/pembiayaan kegiatan usaha berkelanjutan terhadap total kredit/pembiayaan Percentage of total loans/financing of sustainable business activities to total credit/financing	8.95%	8.89%	6.44%

KINERJA LINGKUNGAN

Biaya Lingkungan Hidup

Pada tahun 2024 Bank Shinhan Indonesia belum mengeluarkan biaya khusus untuk memperbaiki lingkungan hidup, tetapi Bank Shinhan Indonesia memastikan gedung yang ditempati untuk kegiatan operasional Shinhan memiliki pengelolaan sampah dan limbah yang baik. Bank Shinhan Indonesia juga secara aktif mengurangi limbah kertas yang digunakan dalam kegiatan operasional bank.

Penggunaan Material Ramah Lingkungan

Bank Shinhan Indonesia berkomitmen untuk mengurangi jejak karbon yang ditimbulkan dari proses bisnis bank dengan cara mengurangi pemakaian kertas, air dan bahan bakar minyak serta menggunakan teknologi hemat listrik termasuk lampu hemat energi. Bank Shinhan Indonesia juga memastikan adanya tanaman hijau di setiap ruangan. Kantor pusat Bank Shinhan Indonesia juga menempati gedung yang telah memiliki pemisahan sampah. Kami juga terus mengingatkan karyawan untuk menggunakan air secukupnya.

E-Banking untuk Ujung Tombak Keberlanjutan

Bank Shinhan Indonesia berencana untuk terus memperluas layanan kepada seluruh lapisan masyarakat Indonesia tentunya dengan memperhatikan dampak terhadap lingkungan dan layanan yang mudah dijangkau. Percepatan aspek digital dan teknologi dalam perbankan memungkinkan Bank Shinhan Indonesia memperluas layanan dengan lebih ramah lingkungan. Pada tahun 2024, Bank Shinhan telah mendapatkan 10,640 Account SOL Baru yang mendukung pengembangan Aplikasi dan penggunaan teknologi.

ENVIRONMENTAL PERFORMANCE

Environment Expenses

In 2024, Shinhan Bank Indonesia has not incurred special costs to improve the environment, but Shinhan Bank Indonesia ensures that the building occupied for Shinhan's operational activities for good waste management. Shinhan Bank Indonesia also actively reduces paper waste used in the bank's operational activities.

Usage of Environmentally Friendly Material

Bank Shinhan Indonesia commits to reduce carbon footprint from business processes in the bank by reducing paper usage, water, fuel and using energy saving technology including energy saving light bulbs. Shinhan Indonesia is also ensuring plants in every room. The headquarters of Bank Shinhan Indonesia occupies a building with waste separation management. We also constantly remind employee to use water only as needed.

E-Banking for Sustainability

Bank Shinhan Indonesia intends to widen our service to reach all layer of Indonesian Citizens with environmentally friendly and accessible service. Acceleration in the digital aspect and technology in banking now has allowed Bank Shinhan Indonesia to do that. By 2024, Shinhan Bank has acquired 10,640 New SOL Accounts that support Application development and technology usage.

Jumlah Penggunaan Sumber Daya

Total Resource Usage

Uraian/Tahun Description/ Year	Dec 2024 Dec 2024			Dec 2023 Dec 2023			Dec 2022 Dec 2022		
	Kantor Pusat Head Office	Cabang Branch	TOTAL	Kantor Pusat Head Office	Cabang Branch	TOTAL	Kantor Pusat Head Office	Cabang Branch	TOTAL
Mineral air botol Bottle mineral water	18,636,136	15,502,910	34,139,046	23,302,205	24,749,395	48,051,600	75,282,844	85,483,512	160,766,356
Listrik Electricity	466,972,500	1,435,011,277	1,901,983,777	538,826,255	1,858,874,790	2,397,701,045	602,462,356	1,825,088,902	2,427,551,258
Air Water	9,037,554	84,216,780	93,254,334	10,247,578	107,322,479	117,570,057	10,593,049	109,660,217	120,253,266
BBM Fuel	569,252,898	784,850,188	1,354,103,086	664,524,023	975,865,764	1,640,389,787	585,288,256	901,577,213	1,486,865,469
Kertas Paper	53,564,100	101,771,504	155,335,604	62,774,500	115,798,203	178,572,703	64,166,820	115,402,597	179,569,417
Jumlah Karyawan Total Employees	380	291	671	312	374	686	295	450	745

Uraian Description	2024	2023	2022
Pemakaian Listrik (KwH) Electricity Usage	1,316,947	1,411,243	1,428,366
Jumlah Pekerja Total Employee	671	686	745
Intensitas penggunaan energi/pekerja Energy use intensity/worker	1,963	2,057	1,917

Inisiatif Terkait Lingkungan Hidup Lainnya

Pada tahun 2024, Bank Shinhan Indonesia menerapkan inisiatif penghematan energi dengan mematikan lampu saat jam istirahat serta memastikan perangkat elektronik di ruangan yang tidak digunakan di cabang-cabang dimatikan. Upaya ini dilakukan untuk mengurangi konsumsi listrik dan mendorong praktik operasional yang lebih berkelanjutan.

Selain itu, Bank Shinhan Indonesia juga menerapkan penggunaan kertas untuk mengurangi konsumsi dan limbah kertas. Melalui inisiatif ini, bank berupaya mendorong praktik kerja yang lebih bertanggung jawab terhadap lingkungan.

Bank Shinhan Indonesia juga berkomitmen untuk mengoptimalkan penggunaan air seefisien mungkin dalam operasionalnya. Langkah ini diambil untuk mendukung upaya konservasi air serta memastikan pemanfaatan sumber daya yang lebih berkelanjutan terhadap lingkungan.

Other Environmental Initiatives

In 2024, Bank Shinhan Indonesia implemented an energy saving initiative by turning off lights during break times and ensuring that electronic devices in unused rooms at branches are turned off. This effort was made to reduce electricity consumption and encourage more sustainable operational practices.

In addition, Bank Shinhan Indonesia also implemented the use of paper to reduce paper consumption and waste. Through this initiative, the bank seeks to encourage more environmentally responsible work practices.

Bank Shinhan Indonesia is also committed to optimizing water use as efficiently as possible in its operations. This step was taken to support water conservation efforts and ensure more sustainable use of resources. towards the environment.

KINERJA SOSIAL

Komitmen Bank

Keuangan Berkelanjutan di Bank Shinhan Indonesia telah dimulai pada tahun 2019, maka Bank berkomitmen untuk memberikan layanan yang setara kepada seluruh nasabah dan masyarakat, baik untuk produk dan / atau jasa.

Untuk saat ini, Bank telah memberikan layanan produk kredit untuk kelompok masyarakat yang termasuk dalam sektor UMKM.

Ketenagakerjaan

A. Kesetaraan kesempatan bekerja dan tidak adanya tenaga kerja paksa dan tenaga kerja anak-anak. Bank memiliki komitmen untuk terus berupaya menjamin kesejahteraan karyawan dan memberikan kesempatan kerja yang setara.

Dalam hal kesempatan bekerja, Bank memberikan kesempatan kepada semua warga negara Indonesia untuk bekerja dan berkarir di Bank Shinhan Indonesia.

Proses penerimaan pekerja dilakukan melalui seleksi yang transparan melalui penilaian yang objektif, antara lain wawancara secara langsung dengan user, kecocokan kepribadian, kompetensi pekerjaan, serta adanya proses *know your employee*.

B. Kesetaraan Jenis Kelamin

Dalam hal kesempatan bekerja di Bank Shinhan Indonesia juga menghindari segala bentuk diskriminatif yang berpotensi melanggar hak asasi manusia (HAM). Hal ini diantaranya tercermin dalam jumlah karyawan berdasarkan jenis kelamin dan usia.

SOCIAL PERFORMANCE

Bank Commitments

Sustainable Finance at Bank Shinhan Indonesia has begun in 2019, so the Bank is committed to providing equal services to all customers and the public, both for products and / or services.

For now, the Bank has provided credit product services for community groups included in the MSME sector.

Employment

A. Equality of employment opportunities and absence of forced and child labor. The Bank is committed to continuing to strive to guarantee employee welfare and provide equal employment opportunities.

In terms of employment opportunities, Bank provides opportunities for all Indonesian citizens to work and have a career at Bank Shinhan Indonesia.

The recruitment process is carried out through transparent selection through objective assessments, including direct interviews with users, personality compatibility, job competencies, and the process of know your employee.

B. Gender Inclusivity

In terms of employment opportunities at Bank Shinhan Indonesia also avoids all forms of discrimination that have the potential to violate human rights. This is reflected in the number of employees based on gender and age.

Usia Age	Tahun 2024		Tahun 2023		Tahun 2022	
	Wanita Female	Pria Male	Wanita Female	Pria Male	Wanita Female	Pria Male
Usia dibawah 21 Tahun Age Under 21 Year	-	-	-	-	-	-
Usia 21 Tahun – 35 Tahun Age 21 year to 35 year	198	130	189	111	205	215
Usia diatas 35 Tahun – 45 Tahun Age above 35 year to 45 year	83	136	95	141	111	147
Usia diatas 45 Tahun – Usia Pensiun Age above 45 year until retirement age	42	78	56	92	61	104

Usia Age	Tahun 2024		Tahun 2023		Tahun 2022	
	Wanita Female	Pria Male	Wanita Female	Pria Male	Wanita Female	Pria Male
Diatas usia pensiun Above retirement age	1	3	-	2	-	2
Total	324	347	340	346	377	368

C. Lokasi Penempatan Kerja Karyawan

C. Employee Work Placement Location

Propinsi Province	Tahun 2024		Tahun 2023		Tahun 2022	
	Wanita Female	Pria Male	Wanita Female	Pria Male	Wanita Female	Pria Male
Sumatera Utara	6	3	6	4	4	4
Banten	14	12	11	6	10	8
DKI Jakarta	192	219	194	219	196	202
Jawa Barat	32	22	32	24	33	25
Jawa Tengah	28	26	30	25	35	29
D.I. Yogyakarta	2	7	2	7	2	6
Jawa Timur	42	46	56	49	79	72
Bali	4	5	4	6	7	6
Sulawesi Selatan	4	7	5	6	7	8
Nusa Tenggara Barat	-	-	-	-	5	8
Total	324	347	340	346	377	368

D. Kelompok Level Organisasi

D. Group by Organization Level

Level	2024	2023	2022
Officer	134	91	66
Senior Officer	200	250	321
Assistant Manager	126	127	138
Manager	74	74	71
Senior Manager	49	62	61
Assistant Vice President	43	37	37
Vice President	29	33	37
Executive Vice President	10	8	9
Director	6	4	5
Total	671	686	745

E. Tingkat Perputaran Karyawan

E. Employee Turnover

Uraian Description	Tahun 2024		Tahun 2023		Tahun 2022	
	Pria Male	Wanita Female	Pria Male	Wanita Female	Pria Male	Wanita Female
Karyawan Baru New Employee	95	63	66	35	87	79
Karyawan Berhenti Employee Quits	93	80	108	76	66	57
Total	188	143	174	111	153	136

F. Perputaran Karyawan Berdasarkan Usia

F. Employee Turnover Based On Age

Usia Age	Tahun 2024		Tahun 2023		Tahun 2022	
	Pria Male	Wanita Female	Pria Male	Wanita Female	Pria Male	Wanita Female
Usia dibawah 21 Tahun Age Under 21 Years	-	-	-	-	-	-
Usia 21 Tahun – 35 Tahun Age 21 years to 35 years	33	39	38	35	31	29
Usia diatas 35 Tahun – 45 Tahun Age above 35 years to 45 years	35	21	33	29	18	15
Usia diatas 45 Tahun – Usia Pensiun Age above 45 years until retirement age	23	20	34	12	17	13
Diatas usia pensiun Above retirement age	2	-	3	-	-	-

G. Latar Belakang Karyawan Berhenti

G. Unemployment Background

Uraian Description	Tahun 2024		Tahun 2023		Tahun 2022	
	Pria Male	Wanita Female	Pria Male	Wanita Female	Pria Male	Wanita Female
Pensiun Normal Normal retirement	3	3	2	2	6	6
Pensiun Dini Early retirement	-	-	-	-	-	-
Mengundurkan Diri Resign	43	37	43	35	46	46
Meninggal Dunia Die	-	-	-	-	1	-
Lain-lain	47	40	63	39	13	15

H. Kesejahteraan Karyawan

Bank terus berupaya untuk dapat terus memenuhi kesejahteraan karyawan yang diwujudkan antara lain dengan memberikan remunerasi yang disesuaikan dengan ketentuan perundang-undangan. Tidak ada perbedaan dalam proses pemberian remunerasi bagi karyawan laki-laki maupun karyawan perempuan. Secara umum besaran remunerasi yang diberikan kepada karyawan Bank Shinhan Indonesia pada tingkat jabatan terendah telah memenuhi dengan ketentuan mengenai Upah Minimum Pekerja di wilayah kerja masing-masing karyawan berada.

Komponen remunerasi yang diberikan kepada setiap karyawan tetap dan tidak tetap terdiri atas gaji dan upah, insentif dan tunjangan, upah kerja lembur, jaminan pemeliharaan kesehatan dan pengobatan, bantuan musibah, cuti melahirkan, cuti haid, cuti menjalankan kewajiban beragama, cuti tahunan dan kepesertaan dalam Badan Penyelenggara Jaminan Sosial.

I. Lingkungan Kerja

Untuk menunjang kenyamanan setiap karyawan dalam bekerja, maka Bank Shinhan Indonesia berupaya menciptakan lingkungan kerja yang layak dan aman, untuk menjamin keselamatan dan kesehatan para karyawan.

Sejalan dengan perkembangan bisnis, maka Bank terus melakukan perbaikan gedung kantor sebagai salah satu upaya dalam meningkatkan kenyamanan dan keselamatan setiap karyawan dalam bekerja.

J. Pendidikan dan Pelatihan

Dalam rangka mewujudkan Visi dan Misi Bank Shinhan Indonesia, maka telah disusun program pendidikan dan pelatihan kepada seluruh pekerja di semua lapis jabatan. Pendidikan dan pelatihan dilaksanakan melalui pelatihan internal maupun eksternal dengan pola pembelajaran di kelas atau pun secara *online*. Selain itu, Bank Shinhan juga memastikan adanya transfer *knowledge* dari TKA Korea kepada tenaga kerja lokal dengan rincian sebagai berikut:

H. Employee Benefit

Bank continues to strive to meet employee welfare which is realized, among others, by providing remuneration that are tailored to statutory provisions. There is no difference in the process of providing remuneration for male and female workers. In general, the amount of remuneration provided to Bank Shinhan Indonesia employees at the lowest position level has fulfilled the provisions regarding the Minimum Workers' Wages in the work area of each employee.

The remuneration component given to each permanent and nonpermanent employee consists of salary and wages, incentives and benefits, overtime wages, health care and medical insurance, disaster assistance, maternity leave, menstrual leave, leave to fulfill religious obligations, annual leave and participation in Social Security Administration Agency.

I. Work Environment

To support the comfort of each employee at work, the Bank Shinhan Indonesia strives to create a decent and safe work environment, to ensure the safety and health of employees.

In line with business development, the Bank continues to make improvements to office buildings as an effort to improve the comfort and safety of every employee at work.

J. Education and Training

In order to realize the Vision and Mission of the Bank Shinhan Indonesia, education and training programs have been prepared for all workers in all levels of position. Education and training are carried out through internal and external training with learning patterns in the classroom or online. Furthermore, Bank Shinhan also ensures knowledge transfer from Korean foreign employee to local employee with detail as follow:

Knowledge Transfer Training	2024	2023	2022
Jumlah pelatihan Number of training	28	26	6
Jumlah peserta pelatihan Number of training participant	338	260	78
Jumlah pelatihan internal Internal Training	-	-	6
Jumlah pelatihan eksternal External training	-	-	-

K. Serikat Karyawan

Bank Shinhan Indonesia selalu mengedepankan hubungan industrial antara manajemen dengan karyawan yang tergabung dalam Serikat Pekerja Bank Shinhan Indonesia.

Serikat Pekerja di Bank Shinhan Indonesia memiliki peran sebagai mitra dalam menjalankan aktivitas operasional dengan memberikan pendapat yang konstruktif sehingga menjadi pendamping dalam pemenuhan hak-hak normatif maupun kasus-kasus hubungan industrial.

Suasana kerja yang kondusif, aman, dan nyaman merupakan salah satu strategi Bank dalam membentuk dan membangun kekompakan karyawan dalam usaha pencapaian target kinerja Bank secara keseluruhan.

Aspek penting dalam mewujudkan budaya kerja di Bank Shinhan Indonesia adalah *Core Value & Code and Conduct*.

K. Employee Union

Bank Shinhan Indonesia always establishes industrial relations between management and employees who are members of the Bank Shinhan Indonesia Workers Union.

Trade Unions at Bank Shinhan Indonesia have a role as partners in carrying out operational activities by providing constructive opinions so that they become companions in fulfilling normative rights and industrial relations cases.

A conducive, safe and comfortable work atmosphere is one of the Bank's strategies in forming and building employee cohesiveness in the effort to achieve the overall Bank performance targets.

An important aspect in realizing work culture at Bank Shinhan Indonesia is Core Value & Code and Conduct.



Shinhan WAY^{2.0}

The "Shinhan WAY", which consists of our corporate mission, core values, and vision, is the standard that guides the thoughts and actions of all of us at Shinhan Financial Group

Mission



A better world through Finance

Core Value



Right

We value doing what is Right for our customers and for the future generations.



Nimble

We value being NIMBLE- executing with flexibility and efficiency, never stop learning and keep moving forward



Different

We respect individual DIFFERENCES and value having DIFFERENTIATED outcomes.

Vision

We Believe finance should be
+ More Friendly. More Secure. More Creative



GYF_{1d}
Global Young Force

L. Masyarakat

Bank merupakan hasil merger antara 2 Bank yang sudah beroperasi cukup lama di Indonesia dan tersebar di 9 provinsi.

Di tahun 2024, salah satu rencana Bank adalah membuat jaringan kantor yang *sustainable* sehingga dapat melayani semua lapisan masyarakat dengan lebih baik lagi.

Namun demikian, saat ini masih banyak lokasi yang belum dapat dijangkau oleh jaringan kantor Bank Shinhan Indonesia. Untuk itu, Bank terus mengembangkan dan meningkatkan layanan perbankan dengan memanfaatkan teknologi digital sehingga dapat meningkatkan akses keuangan kepada masyarakat yang belum dapat terlayani oleh jaringan kantor kami.

Salah satu bentuk lain dalam meningkatkan layanan kepada masyarakat adalah dengan menggunakan Kantor Cabang Pembantu Berpindah (*KCP Mobile*), sehingga Bank dapat secara fisik melayani kebutuhan layanan keuangan perbankan.

M. Keamanan Produk dan Produk yang Ditarik Kembali
Bank Shinhan Indonesia memastikan bahwa seluruh produk dan jasa keuangan maupun solusi perbankan yang dimiliki Bank Shinhan Indonesia telah disetujui Bank Indonesia dan OJK. Sampai dengan tahun 2024, belum ada produk/jasa keuangan maupun solusi perbankan dari Bank Shinhan Indonesia yang ditarik kembali ataupun ditangguhkan setelah diluncurkan.

N. Survey Kepuasan Pelanggan

Sampai dengan saat ini, Bank Shinhan Indonesia belum pernah mengadakan *survey* kepuasan pelanggan. Di periode mendatang, Bank Shinhan Indonesia berkomitmen untuk mengadakan survei kepuasan pelanggan untuk meningkatkan layanan Bank Shinhan Indonesia khususnya terkait dengan Keuangan Berkelanjutan

L. Communities

Bank is the result of a merger between 2 Banks that have been operating for a long time in Indonesia and are spread across 9 Provinces.

In 2024, one of the Bank's plans is to create a sustainable office network so that it can better serve all levels of society.

However, currently there are still many locations that cannot be reached by the Bank ShinhanIndonesia office network. For this reason, the Bank continues to develop and improve banking services by utilizing digital technology so as to increase financial access to people who cannot yet be served by our office network.

Another form of improving services to the public is the use of Mobile Sub-Branch Offices, so that the Bank can physically serve the needs of banking financial services.

M. Product Safety and Recalled Products

Bank Shinhan Indonesia ensures that all financial products and services as well as banking solutions owned by Bank Shinhan Indonesia have been approved by Bank Indonesia and OJK. Until 2024, there have been no financial products/services or banking solutions from Bank Shinhan Indonesia that have been withdrawn or suspended after being launched.

N. Customer Satisfaction Survey

Until now, Bank Shinhan Indonesia has not conducted any customer satisfaction surveys. In the future, Bank Shinhan Indonesia commits to conduct customer satisfaction surveys to improve service of Bank Shinhan Indonesia especially related to Sustainable Finance.

Tabel Pengaduan Konsumen Desember 2024
Consumer Complaints Table December 2024

No	Subyek	Jumlah			
		Keluhan Complaint	Dalam Proses In the process	Tidak Selesai Not competed	Selesai Done
1	Kartu ATM / Debit / ATM ATM Card/ Debit Card/ ATM	170	4	-	166
2	Electronic Banking	278	6	-	272
3	Kredit Tanpa Agunan Unsecured Loans	123	3	-	120
4	Safe Deposit Box	1	-	-	1
5	Kredit/Pembiayaan Modal Kerja Credit/Working Capital Financing	17	-	-	17
6	SMS Banking	4	-	-	4
7	Tabungan Saving	5	-	-	5
8	Deposito Deposit	1	-	-	1
9	Kredit/Pembiayaan Kendaraan Bermotor Motor Vehicle Credit/Financing	1	-	-	1
10	Kartu Kredit Credit Card	1	-	-	1
11	Sistem Pembayaran Lainnya Other Payment Systems	2	-	-	2
Total		603	13		590

Dalam Proses :

Jumlah pengaduan yang masih dalam proses tabel diatas adalah posisi di akhir tahun 2024.

In Process :

The number of complaints that are still in process in the table above is the position at the end of the year 2024.

P. Tanggung jawab Pengembangan Produk
Bank Shinhan Indonesia meyakini bahwa kedepannya sistem transaksi keuangan akan bergeser dari transaksi manual yang masih membutuhkan kehadiran fisik kantor Bank ke sistem keuangan digital yang dapat diakses oleh setiap masyarakat dimanapun berada.

Hal ini akan memberikan dampak yang positif terhadap peningkatan dan pemberdayaan sektor UMKM, pariwisata dan sektor lainnya.

Mencermati perkembangan ini, maka Bank Shinhan Indonesia melakukan inovasi layanan dan produk yang sejalan dengan perubahan tersebut.

Saat ini Bank Shinhan Indonesia sudah memberikan layanan bergerak atau Mobil Edukasi (KCP Mobile).

P. Product Development Responsibility
Bank Shinhan Indonesia believes that in the future the financial transaction system will shift from manual transactions that still require the physical presence of a Bank office to a digital financial system that can be accessed by every community wherever they are.

This will have a positive impact on the improvement and empowerment of the MSME sector, tourism and other sectors.

Paying close attention to this development, the Bank Shinhan Indonesia to innovate services and products in line with these changes.

At present, Bank Shinhan Indonesia has provided mobile services or Educational Cars (KCP Mobile).

KCP Mobile merupakan KCP yang dapat berpindah tempat atau yang berlokasi pada suatu tempat dalam waktu sementara untuk melayani nasabah, berupa kas mobil atau kendaraan yang dirancang khusus untuk memenuhi layanan transaksi perbankan nasabah.

KCP Mobile is a KCP that moves from one place to another or is located at one place temporarily to serve customers, in the form of car cash or vehicles specifically designed to fulfill customer banking transaction services.

Untuk meningkatkan inklusi keuangan, Bank juga melakukan inovasi lainnya berupa layanan elektronik perbankan melalui sistem aplikasi yang dapat diakses melalui *mobile phone*, sehingga diharapkan dapat menjangkau masyarakat dimanapun dan kapanpun untuk melakukan transaksi perbankan.

To increase financial inclusion, the Bank also made other innovations in the form of electronic banking services through an application system that can be accessed via mobile phones, so that it is expected to be able to reach the public anywhere and anytime to conduct banking transactions.

Bentuk tanggung jawab utama Bank lainnya adalah memberikan perlindungan kepada nasabah melalui produk dan layanan yang diberikan.

Another major form of Bank responsibility is to provide protection to customers through the products and services provided.

Semua produk yang ditawarkan kepada nasabah telah menerapkan prinsip keterbukaan, keandalan, kerahasiaan dan keamanan data atau/ informasi nasabah, penanganan pengaduan serta Penyelesaian sengketa nasabah secara sederhana, cepat, dan terjangkau.

All products offered to customers have implemented the principles of openness, reliability, confidentiality and security of customer data or/ information, handling complaints and resolving customer disputes in a simple, fast, and affordable manner.

Kami juga menyediakan informasi tertulis dalam Bahasa Indonesia secara lengkap untuk setiap produk dan layanan bank.

We also provide complete written information for every product and service in the bank.

Kami yang bertandatangan di bawah ini menyatakan bahwa informasi dalam Laporan Keberlanjutan tahun 2024 ini telah disampaikan sesuai dengan POJK 51 /POJK.03/2017. Laporan dibuat oleh Direksi dan telah mendapat persetujuan Dewan Komisaris.

We, the undersigned, declare that the information in this 2024 Sustainability Report has been submitted in accordance with POJK 51/ POJK. 03 /2017. The report is prepared by the Board of Directors and has been approved by the Board of Commissioners.

Jakarta, 30 April 2025

DEWAN DIREKSI
BOARD OF DIRECTORS



KOO HYUNGHOE
Direktur Utama
President Director



Lembar Persetujuan Dewan Komisaris Atas Laporan Keberlanjutan 2024 PT Bank Shinhan Indonesia

Approval by the Board of Commissioners for the 2024 Sustainability Report of PT Bank Shinhan Indonesia

Jakarta, April 2025

DEWAN KOMISARIS
BOARD OF COMMISSIONERS

TIMOTY E. MARNANDUS
Komisaris Utama
President Commissioner

Surat Pernyataan Anggota Dewan Komisaris dan Anggota Direksi Tentang Tanggung Jawab Atas Laporan Tahunan 2024 PT Bank Shinhan Indonesia

Statement of Board of Commissioners and Board of Directors Responsibility for the 2024 Annual Report of PT Bank Shinhan Indonesia

Kami yang bertanda tangan di bawah ini menyatakan bahwa semua informasi dalam Laporan Tahunan PT Bank Shinhan Indonesia tahun 2024 telah dimuat secara lengkap dan bertanggung jawab penuh atas kebenaran isi Laporan Tahunan.

We hereby state that all information contained herein has been fully disclosed in this 2024 Annual Report of PT Bank Shinhan Indonesia and we are solely responsible for the accuracy for the accuracy of the content.

Surat pernyataan ini merupakan satu kesatuan dan bagian yang tidak terpisahkan dari Laporan Tahunan PT Bank Shinhan Indonesia tahun 2024.

This statement letter is an integral part of the 2024 Annual Report of PT Bank Shinhan Indonesia.

Demikian pernyataan ini dibuat dengan sebenarnya.

The declaration has been made truthfully.

Jakarta, April 2025

DEWAN KOMISARIS BOARD OF COMMISSIONERS



TIMOTY E. MARNANDUS
Komisaris Utama
President Commissioner



ANANDA BARATA
Komisaris Independen
Independent Commissioner



KIM JIHYUNG
Komisaris
Commissioner

DIREKSI BOARD OF DIRECTORS



KOO HYUNGHOE
Direktur Utama
President Director



KIM SEONG WON
Direktur
Director



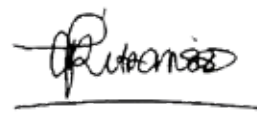
LEONARD AULY
Direktur
Director



TONY TANUSAPUTRA
Direktur Kepatuhan
Compliance Director



LASMINTONO
Direktur
Director



FRANSISCA RITA GOSAL
Direktur
Director



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Laporan Keuangan

Financial Report



Rp 100.000,-



Shinhan
Bank

PT BANK SHINHAN INDONESIA

LAPORAN KEUANGAN/
FINANCIAL STATEMENTS

UNTUK TAHUN YANG BERAKHIR 31 DESEMBER 2024/
FOR THE YEAR ENDED DECEMBER 31, 2024

DAN/*AND*

LAPORAN AUDITOR INDEPENDEN/
INDEPENDENT AUDITORS' REPORT

**PT BANK SHINHAN INDONESIA
LAPORAN KEUANGAN
UNTUK TAHUN YANG BERAKHIR
31 DESEMBER 2024**

**PT BANK SHINHAN INDONESIA
FINANCIAL STATEMENTS
FOR THE YEAR ENDED
DECEMBER 31, 2024**

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This report is originally issued in Indonesian language.

No. : 00096/2.1315/AU.1/07/0995-5/1/III/2025

Laporan Auditor Independen

Pemegang Saham, Dewan Komisaris dan Direksi
PT Bank Shinhan Indonesia

Opini

Kami telah mengaudit laporan keuangan PT Bank Shinhan Indonesia ("Bank") terlampir, yang terdiri dari laporan posisi keuangan tanggal 31 Desember 2024, 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 2024, serta kinerja keuangan dan arus kasnya untuk tahun yang berakhir pada tanggal tersebut, sesuai dengan Standar Akuntansi Keuangan di Indonesia.

Basis Opini

Kami melaksanakan audit kami berdasarkan Standar Audit yang ditetapkan oleh Institut Akuntan Publik Indonesia. Tanggung jawab kami menurut standar tersebut diuraikan lebih lanjut dalam paragraf Tanggung Jawab Auditor terhadap Audit atas Laporan Keuangan pada laporan kami. Kami independen terhadap Bank berdasarkan ketentuan etika yang relevan dalam audit kami atas laporan keuangan di Indonesia, dan kami telah memenuhi tanggung jawab etika lainnya berdasarkan ketentuan tersebut. Kami yakin bahwa bukti audit yang telah kami peroleh adalah cukup dan tepat untuk menyediakan suatu basis bagi opini audit kami.

Informasi Lain

Manajemen bertanggung jawab atas informasi lain. Informasi lain terdiri dari informasi yang tercantum dalam laporan tahunan, tetapi tidak termasuk laporan keuangan dan laporan auditor kami. Laporan tahunan diharapkan akan tersedia bagi kami setelah tanggal laporan auditor ini.

Opini kami atas laporan keuangan tidak mencakup informasi lain, dan oleh karena itu, kami tidak menyatakan bentuk keyakinan apapun atas informasi lain tersebut.

Independent Auditors' Report

The Shareholders, Boards of Commissioners and Directors
PT Bank Shinhan Indonesia

Opinion

We have audited the financial statements of PT Bank Shinhan Indonesia ("the Bank"), which comprise the statement of financial position as at December 31, 2024, and the statement of profit or loss and other comprehensive income, statement of changes in equity and statement of cash flows for the year then ended, and notes to the financial statements, including material accounting policy information.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Bank as at December 31, 2024, and its financial performance and its cash flows for the year then ended, in accordance with Indonesian Financial Accounting Standards.

Basis for Opinion

We conducted our audit in accordance with Standards on Auditing established by the Indonesian Institute of Certified Public Accountants. Our responsibilities under those standards are further described in the Auditors' Responsibilities for the Audit of the Financial Statements paragraph of our report. We are independent of the Bank in accordance with the ethical requirements that are relevant to our audit of the financial statements in Indonesia, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Other Information

Management is responsible for the other information. The other information comprises the information included in the annual report, but does not include the financial statements and our auditors' report thereon. The annual report is expected to be made available to us after the date of this auditors' report.

Our opinion on the financial statements does not cover the other information and we will not express any form of assurance conclusion thereon.

Informasi Lain (Lanjutan)

Sehubungan dengan audit kami atas laporan keuangan, tanggung jawab kami adalah untuk membaca informasi lain yang teridentifikasi di atas, jika tersedia dan, dalam melaksanakannya, mempertimbangkan apakah informasi lain mengandung ketidakkonsistensian material dengan laporan keuangan 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 mengomunikasikan hal tersebut kepada pihak yang bertanggung jawab atas tata kelola dan mengambil tindakan tepat berdasarkan Standar Audit yang ditetapkan oleh Institut Akuntan Publik Indonesia.

Tanggung Jawab Manajemen dan Pihak yang Bertanggung Jawab atas Tata Kelola terhadap Laporan Keuangan

Manajemen bertanggung jawab atas penyusunan dan penyajian wajar laporan keuangan tersebut sesuai dengan Standar Akuntansi Keuangan di Indonesia, dan atas pengendalian internal yang dianggap perlu oleh manajemen untuk memungkinkan penyusunan laporan keuangan yang bebas dari kesalahan penyajian material, baik yang disebabkan oleh kecurangan maupun kesalahan.

Dalam penyusunan laporan keuangan, manajemen bertanggung jawab untuk menilai kemampuan Bank dalam mempertahankan kelangsungan usahanya, mengungkapkan, sesuai dengan kondisinya, hal-hal yang berkaitan dengan kelangsungan usaha, dan menggunakan basis akuntansi kelangsungan usaha, kecuali manajemen memiliki intensi untuk melikuidasi Bank atau menghentikan operasi, atau tidak memiliki alternatif yang realistis selain melaksanakannya.

Pihak yang bertanggung jawab atas tata kelola bertanggung jawab untuk mengawasi proses pelaporan keuangan Bank.

Tanggung Jawab Auditor terhadap Audit atas Laporan Keuangan

Tujuan kami adalah untuk memperoleh keyakinan memadai tentang apakah laporan keuangan secara keseluruhan bebas dari kesalahan penyajian material, baik yang disebabkan oleh kecurangan maupun kesalahan, dan untuk menerbitkan laporan auditor yang mencakup opini kami. Keyakinan memadai merupakan suatu tingkat keyakinan tinggi, namun bukan merupakan suatu jaminan bahwa audit yang dilaksanakan berdasarkan Standar Audit akan selalu mendeteksi kesalahan penyajian material ketika hal tersebut ada. Kesalahan penyajian dapat disebabkan oleh kecurangan maupun kesalahan dan dianggap material jika, baik secara individual maupun secara agregat, dapat diekspektasikan secara wajar akan memengaruhi keputusan ekonomi yang diambil oleh pengguna berdasarkan laporan keuangan tersebut.

Other Information (Continued)

In connection with our audit of the financial statements, our responsibility is to read the other information identified above when it becomes available and, in doing so, consider whether the other information is materially inconsistent with the 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 in accordance with Standards on Auditing established by the Indonesian Institute of Certified Public Accountants.

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.

In preparing the financial statements, management is responsible for assessing the Bank's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Bank or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Bank's financial reporting process.

Auditors' Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Standards on Auditing will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Tanggung Jawab Auditor terhadap Audit atas Laporan Keuangan (Lanjutan)

Sebagai bagian dari suatu audit berdasarkan Standar Audit, kami menerapkan pertimbangan profesional dan mempertahankan skeptisisme profesional selama audit. Kami juga:

- Mengidentifikasi dan menilai risiko kesalahan penyajian material dalam laporan keuangan, baik yang disebabkan oleh kecurangan maupun kesalahan, mendesain dan melaksanakan prosedur audit yang responsif terhadap risiko tersebut, serta memperoleh bukti audit yang cukup dan tepat untuk menyediakan basis bagi opini kami. Risiko tidak terdeteksinya kesalahan penyajian material yang disebabkan oleh kecurangan lebih tinggi dari yang disebabkan oleh kesalahan, karena kecurangan dapat melibatkan kolusi, pemalsuan, penghilangan secara sengaja, pernyataan salah, atau pengabaian pengendalian internal.
- Memperoleh suatu pemahaman tentang pengendalian internal yang relevan dengan audit untuk mendesain prosedur audit yang tepat sesuai dengan kondisinya, tetapi bukan untuk tujuan menyatakan opini atas keefektifitasan pengendalian internal Bank.
- Mengevaluasi ketepatan kebijakan akuntansi yang digunakan serta kewajaran estimasi akuntansi dan pengungkapan terkait yang dibuat oleh manajemen.
- Menyimpulkan ketepatan penggunaan basis akuntansi kelangsungan usaha oleh manajemen dan, berdasarkan bukti audit yang diperoleh, apakah terdapat suatu ketidakpastian material yang terkait dengan peristiwa atau kondisi yang dapat menyebabkan keraguan signifikan atas kemampuan Bank untuk mempertahankan kelangsungan usahanya. Ketika kami menyimpulkan bahwa terdapat suatu ketidakpastian material, kami diharuskan untuk menarik perhatian dalam laporan auditor kami ke pengungkapan terkait dalam laporan keuangan atau, jika pengungkapan tersebut tidak memadai, harus menentukan apakah perlu untuk memodifikasi opini kami. Kesimpulan kami didasarkan pada bukti audit yang diperoleh hingga tanggal laporan auditor kami. Namun, peristiwa atau kondisi masa depan dapat menyebabkan Bank tidak dapat mempertahankan kelangsungan usaha.
- Mengevaluasi penyajian, struktur, dan isi laporan keuangan secara keseluruhan, termasuk pengungkapannya, dan apakah laporan keuangan mencerminkan transaksi dan peristiwa yang mendasarinya dengan suatu cara yang mencapai penyajian wajar.

Auditors' Responsibilities for the Audit of the Financial Statements (Continued)

As part of an audit in accordance with Standards on Auditing, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- *Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.*
- *Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Bank's internal control.*
- *Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.*
- *Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Bank's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditors' report. However, future events or conditions may cause the Bank to cease to continue as a going concern.*
- *Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.*

Tanggung Jawab Auditor terhadap Audit atas Laporan Keuangan (Lanjutan)

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.

Auditors' Responsibilities for the Audit of the Financial Statements (Continued)

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.

Kantor Akuntan Publik/Registered Public Accountants
Suharli, Sugiharto & Rekan



Michell Suharli, CPA

Registrasi Akuntan Publik/Public Accountant Registration No. AP. 0995

26 Maret 2025/March 26, 2025





**SURAT PERNYATAAN DIREKSI
TENTANG TANGGUNG JAWAB ATAS
LAPORAN KEUANGAN
PT BANK SHINHAN INDONESIA
UNTUK TAHUN YANG BERAKHIR
31 DESEMBER 2024**

***DIRECTOR'S STATEMENT LETTER
REGARDING THE RESPONSIBILITY FOR
THE FINANCIAL STATEMENTS
PT BANK SHINHAN INDONESIA
FOR THE YEAR ENDED
DECEMBER 31, 2024***

Kami yang bertanda tangan di bawah ini: *We, the undersigned:*

1. Nama/ <i>Name</i>	:	Koo Hyunghoe
Alamat Kantor/ <i>Office Address</i>	:	International Financial Center Tower 2, Lt. 30-31, Jl. Jenderal Sudirman Kav. 22-23, Jakarta Selatan
Alamat Domisili/ <i>Domicile Address</i>	:	Apartemen Plaza Senayan Unit D#061T Tower D Level Gelora Tanah Abang Jakarta Pusat
Nomor Telepon/ <i>Phone Number</i>	:	021-29751500
Jabatan/ <i>Position</i>	:	Direktur Utama
2. Nama/ <i>Name</i>	:	Kim Seong Won
Alamat Kantor/ <i>Office Address</i>	:	International Financial Center Tower 2, Lt 30-31, Jl. Jenderal Sudirman Kav. 22-23, Jakarta Selatan
Alamat Domisili/ <i>Domicile Address</i>	:	Pakubuwono Residence Tower Sandalwood Unit 05C Jl. Pakubuwono VI No. 68 Kebayoran Baru Jakarta Selatan-12120
Nomor Telepon/ <i>Phone Number</i>	:	021-29751500
Jabatan/ <i>Position</i>	:	Direktur Keuangan

Menyatakan bahwa:

State that:

1. Kami bertanggung jawab atas penyusunan dan penyajian laporan keuangan PT Bank Shinhan Indonesia ("Bank");	1. <i>We are responsible for the preparation and presentation of the financial statements of PT Bank Shinhan Indonesia ("Bank");</i>
2. Laporan keuangan Bank telah disusun dan disajikan sesuai dengan Standar Akuntansi Keuangan di Indonesia;	2. <i>The Bank's financial statements have been prepared and presented in accordance with Indonesian Financial Accounting Standards;</i>
3. a. Semua informasi dalam laporan keuangan Bank telah dimuat secara lengkap dan benar;	3. a. <i>All information contained in the financial statements of Bank have been completely and properly disclosed;</i>
b. Laporan keuangan Bank tidak mengandung informasi atau fakta material yang tidak benar, dan tidak menghilangkan informasi atau fakta material.	b. <i>The financial statements of the Bank do not contain any improper material information or fact, nor do not omit material information or fact.</i>
4. Kami bertanggung jawab atas sistem pengendalian intern Bank.	4. <i>We are responsible for the Bank's internal control system.</i>

Demikian pernyataan ini dibuat dengan sebenarnya.

This statement letter is made truthfully.

Jakarta, 26 Maret 2025 / March 26, 2025



Koo Hyunghoe
Direktur Utama / President Director

Kim Seong Won
Direktur Keuangan / Finance Director

PT BANK SHINHAN INDONESIA
LAPORAN POSISI KEUANGAN
31 DESEMBER 2024
(Disajikan dalam Rupiah, kecuali dinyatakan lain)

PT BANK SHINHAN INDONESIA
STATEMENT OF FINANCIAL POSITION
DECEMBER 31, 2024
(Expressed in Rupiah, unless otherwise stated)

	2024	Catatan/ Notes	2023	
ASET				ASSETS
Kas	56.066.884.552	5	58.706.742.446	Cash
Giro pada Bank Indonesia	858.790.530.706	6	907.255.142.367	Current accounts with Bank Indonesia
Giro pada bank lain	275.443.769.346	7	355.614.165.277	Current accounts with other banks
Dikurangi: cadangan kerugian penurunan nilai	(10.090.806)		(18.528.307)	Less: allowance for impairment losses
Neto	275.433.678.540		355.595.636.970	Net
Penempatan pada Bank Indonesia dan bank lain	246.000.000.000	8	1.207.674.000.000	Placements with Bank Indonesia and other banks
Bunga yang belum diamortisasi	(35.864.540)		(81.764.804)	Unamortized interest
Neto	245.964.135.460		1.207.592.235.196	Net
Efek-efek	2.913.459.380.793	9	2.175.640.106.636	Securities
Dikurangi: cadangan kerugian penurunan nilai	(174.440.000)		(102.510.000)	Less: allowance for impairment losses
Neto	2.913.284.940.793		2.175.537.596.636	Net
Efek-efek yang dibeli dengan janji untuk dijual kembali	-	10	830.753.856.844	Securities purchased under resale agreement
Tagihan derivatif	48.362.791.388	11	95.421.923.064	Derivative receivables
Kredit		12		Loans
Pihak berelasi	75.639.875.354	33	281.137.938.030	Related parties
Pihak ketiga	20.219.991.041.172		16.939.175.385.756	Third parties
Dikurangi: cadangan kerugian penurunan nilai	(597.544.017.464)		(354.023.268.417)	Less: allowance for impairment losses
Neto	19.698.086.899.062		16.866.290.055.369	Net
Tagihan akseptasi	-	13	52.049.760.817	Acceptance receivables
Dikurangi: cadangan kerugian penurunan nilai	-		(192.662.661)	Less: allowance for impairment losses
Neto	-		51.857.098.156	Net
Penyertaan saham	34.221.093.318		-	Investment in shares
Dikurangi: cadangan kerugian penurunan nilai	(11.116.000)		-	Less: allowance for impairment losses
Neto	34.209.977.318		-	Net
Aset tetap - neto	94.904.717.827	14	92.769.835.525	Property and equipment - net
Aset takberwujud - neto	39.806.261.084	15	35.398.708.131	Intangible assets - net
Aset hak-guna - neto	29.278.545.639	16a	38.480.291.917	Right-of-use assets - net
Klaim atas pengembalian pajak	42.095.123.132	32c	47.432.163.575	Claim for tax refund
Aset pajak tangguhan - neto	77.516.471.382	32b	85.418.234.275	Deferred tax asset - net
Aset lain-lain	506.733.342.295	17	493.911.483.208	Other assets - net
JUMLAH ASET	24.920.534.299.178		23.342.421.003.679	TOTAL ASSETS

Catatan atas Laporan Keuangan merupakan bagian yang
tidak terpisahkan dari Laporan Keuangan secara keseluruhan.

Notes to the Financial Statements are an
integral part of the Financial Statements taken as a whole.

PT BANK SHINHAN INDONESIA
LAPORAN POSISI KEUANGAN
31 DESEMBER 2024
(Disajikan dalam Rupiah, kecuali dinyatakan lain)

PT BANK SHINHAN INDONESIA
STATEMENT OF FINANCIAL POSITION
DECEMBER 31, 2024
(Expressed in Rupiah, unless otherwise stated)

	2024	Catatan/ Notes	2023	
LIABILITAS DAN EKUITAS				LIABILITIES AND EQUITY
LIABILITAS				LIABILITIES
Liabilitas segera	26.972.371.877		19.291.710.357	Obligations due immediately
Simpanan		18		Deposits
Pihak berelasi	93.648.110.201	33	93.560.611.176	Related parties
Pihak ketiga	12.781.306.844.753		11.758.301.542.594	Third parties
Jumlah	12.874.954.954.954		11.851.862.153.770	Total
Simpanan dari bank lain		19		Deposits from other banks
Pihak berelasi	30.395.330.936	33	27.651.309.885	Related parties
Pihak ketiga	861.777.487.645		75.498.576.280	Third parties
Jumlah	892.172.818.581		103.149.886.165	Total
Liabilitas derivatif	46.853.822.432	11	92.508.240.215	Derivative liabilities
Liabilitas akseptasi	-	13	52.049.760.817	Acceptance payables
Utang pajak	15.074.396.867	32a	57.891.398.426	Taxes payable
Pinjaman yang diterima	5.874.675.000.000	20	6.004.830.000.000	Borrowings
Liabilitas imbalan kerja	34.687.711.973	31	33.058.323.635	Employment benefit liabilities
Liabilitas sewa	17.861.568.437	16b	28.712.446.277	Lease liabilities
Liabilitas lain-lain	134.633.842.230	21	134.992.770.526	Other liabilities
JUMLAH LIABILITAS	19.917.886.487.351		18.378.346.690.188	TOTAL LIABILITIES

Catatan atas Laporan Keuangan merupakan bagian yang
tidak terpisahkan dari Laporan Keuangan secara keseluruhan.

Notes to the Financial Statements are an
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PT BANK SHINHAN INDONESIA
LAPORAN POSISI KEUANGAN
31 DESEMBER 2024
(Disajikan dalam Rupiah, kecuali dinyatakan lain)

PT BANK SHINHAN INDONESIA
STATEMENT OF FINANCIAL POSITION
DECEMBER 31, 2024
(Expressed in Rupiah, unless otherwise stated)

	2024	Catatan/ Notes	2023	
EKUITAS				EQUITY
Modal saham - nilai nominal Rp1.000.000 per saham				Share capital - par value of Rp1,000,000 per share
Modal dasar 3.700.000 saham pada tanggal 31 Desember 2024 dan 2023				Authorized - 3,700,000 shares at December 31, 2024 and 2023
Modal ditempatkan dan disetor - 944.278 lembar saham pada tanggal 31 Desember 2024 dan 2023	944.278.000.000	22	944.278.000.000	Issued and paid up - 944,278 shares at December 31, 2024 and 2023
Tambahan modal disetor	3.026.001.139.245	23	3.026.001.139.245	Additional paid-in capital
Penghasilan komprehensif lain:		25		Other comprehensive income:
Kerugian yang belum direalisasi atas aset keuangan yang diukur pada nilai wajar melalui penghasilan komprehensif lain - neto	(23.931.023.650)		(12.903.442.147)	Unrealized loss from financial asset measured at fair value through other comprehensive income - net
Keuntungan pengukuran kembali kewajiban imbalan pascakerja - neto	32.485.561.361		31.364.415.730	Gain on remeasurement of post-employment benefits obligation - net
Saldo laba:				Retained earnings:
Ditentukan penggunaannya	20.600.000.000	24	20.600.000.000	Appropriated
Belum ditentukan penggunaannya	1.003.214.134.871		954.734.200.663	Unappropriated
JUMLAH EKUITAS	5.002.647.811.827		4.964.074.313.491	TOTAL EQUITY
JUMLAH LIABILITAS DAN EKUITAS	24.920.534.299.178		23.342.421.003.679	TOTAL LIABILITIES AND EQUITY

Catatan atas Laporan Keuangan merupakan bagian yang
tidak terpisahkan dari Laporan Keuangan secara keseluruhan.

Notes to the Financial Statements are an
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PT BANK SHINHAN INDONESIA
LAPORAN LABA RUGI DAN
PENGHASILAN KOMPREHENSIF LAIN
UNTUK TAHUN YANG BERAKHIR 31 DESEMBER 2024
(Disajikan dalam Rupiah, kecuali dinyatakan lain)

PT BANK SHINHAN INDONESIA
STATEMENT OF PROFIT OR LOSS AND
OTHER COMPREHENSIVE INCOME
FOR THE YEAR ENDED DECEMBER 31, 2024
(Expressed in Rupiah, unless otherwise stated)

	2024	Catatan/ Notes	2023	
Pendapatan dan beban bunga				Interest income and expenses
Pendapatan bunga	1.610.980.449.884	26,33	1.462.687.579.350	Interest income
Beban bunga	(961.430.043.028)	27,33	(855.069.351.960)	Interest expenses
Pendapatan bunga - neto	649.550.406.856		607.618.227.390	Interest income - net
Pendapatan operasional lainnya		28		Other operating income
Provisi dan komisi lainnya	29.935.121.041		40.526.164.746	Other fees and commissions
Laba selisih kurs - neto	30.673.138.245		39.411.580.908	Gain on foreign exchange - net
Lain-lain	29.235.953.776		50.872.807.053	Others
Jumlah pendapatan operasional lainnya	89.844.213.062		130.810.552.707	Total other operating income
Beban kerugian penurunan nilai	(281.925.653.987)		(127.339.089.071)	Provision for impairment losses
Beban operasional lainnya				Other operating expenses
Beban umum dan administrasi	(202.489.736.606)	30	(212.573.409.645)	General and administrative expenses
Beban tenaga kerja	(189.497.655.612)	29	(191.313.529.406)	Personnel expenses
Jumlah beban operasional lainnya	(391.987.392.218)		(403.886.939.051)	Total other operating expenses
PENDAPATAN OPERASIONAL - NETO	65.481.573.713		207.202.751.975	OPERATING REVENUES - NET
Pendapatan (beban) non-operasional				Non-operating income (expenses)
Pendapatan non-operasional	17.731.711.513		2.630.782.385	Non-operating income
Beban non-operasional	(2.886.920.168)		(1.686.540.761)	Non-operating expense
Jumlah pendapatan non-operasional	14.844.791.345		944.241.624	Total non-operating income - net
LABA SEBELUM PAJAK	80.326.365.058		208.146.993.599	PROFIT BEFORE TAX
MANFAAT (BEBAN) PAJAK PENGHASILAN		32b		INCOME TAX BENEFIT (EXPENSE)
Kini	(21.150.545.020)		(94.390.843.800)	Current
Tangguhan	(10.695.885.830)		42.774.621.704	Deferred
BEBAN PAJAK - NETO	(31.846.430.850)		(51.616.222.096)	TAX EXPENSE - NET
LABA NETO TAHUN BERJALAN	48.479.934.208		156.530.771.503	NET INCOME FOR THE YEAR

Catatan atas Laporan Keuangan merupakan bagian yang tidak terpisahkan dari Laporan Keuangan secara keseluruhan.

Notes to Financial Statements are an integral part of the Financial Statements taken as a whole.

PT BANK SHINHAN INDONESIA
LAPORAN LABA RUGI DAN
PENGHASILAN KOMPREHENSIF LAIN
UNTUK TAHUN YANG BERAKHIR 31 DESEMBER 2024
(Disajikan dalam Rupiah, kecuali dinyatakan lain)

PT BANK SHINHAN INDONESIA
STATEMENT OF PROFIT OR LOSS AND
OTHER COMPREHENSIVE INCOME
FOR THE YEAR ENDED DECEMBER 31, 2024
(Expressed in Rupiah, unless otherwise stated)

	2024	Catatan/ Notes	2023	
LABA NETO TAHUN BERJALAN	48.479.934.208		156.530.771.503	NET INCOME FOR THE YEAR
PENGHASILAN KOMPREHENSIF LAIN				OTHER COMPREHENSIVE INCOME
Pos-pos yang tidak akan direklasifikasi ke laba rugi:				Items that will not be reclassified to profit or loss:
Pengukuran kembali kewajiban imbalan pascakerja	1.437.366.194	31	(1.316.974.476)	Remeasurement of post-employment benefit obligation
Pajak penghasilan terkait	(316.220.563)	32b	289.734.385	Related income tax
Subjumlah	<u>1.121.145.631</u>		<u>(1.027.240.091)</u>	Sub-total
Pos-pos yang akan direklasifikasi ke laba rugi:				Items that will be reclassified to profit or loss:
Keuntungan yang belum direalisasi atas aset keuangan yang diukur pada nilai wajar melalui penghasilan komprehensif lain	(14.137.925.004)	9	(4.944.060.918)	Unrealized loss from financial asset measured at fair value through other comprehensive income
Pajak penghasilan terkait	<u>3.110.343.501</u>		<u>1.087.693.402</u>	Related income tax benefit
Subjumlah	<u>(11.027.581.503)</u>		<u>(3.856.367.516)</u>	Sub-total
JUMLAH PENGHASILAN KOMPREHENSIF LAIN TAHUN BERJALAN	(9.906.435.872)		(4.883.607.607)	TOTAL OTHER COMPREHENSIVE INCOME FOR THE YEAR
JUMLAH LABA KOMPREHENSIF TAHUN BERJALAN	38.573.498.336		151.647.163.896	TOTAL COMPREHENSIVE INCOME FOR THE YEAR

Catatan atas Laporan Keuangan merupakan bagian yang tidak terpisahkan dari Laporan Keuangan secara keseluruhan.

Notes to Financial Statements are an integral part of the Financial Statements taken as a whole.

PT BANK SHINHAN INDONESIA
LAPORAN PERUBAHAN EKUITAS
UNTUK TAHUN YANG BERAKHIR 31 DESEMBER 2024
(Disajikan dalam Rupiah, kecuali dinyatakan lain)

PT BANK SHINHAN INDONESIA
STATEMENT OF CHANGES IN EQUITY
FOR THE YEAR ENDED DECEMBER 31, 2024
(Expressed in Rupiah, unless otherwise stated)

	Penghasilan Komprehensif Lain/ Other Comprehensive Income			Saldo Laba/ Retained Earnings		
	Keuntungan (kerugian) yang belum direalisasi atas perubahan nilai aset keuangan pada nilai wajar melalui penghasilan komprehensif lain - neto/Unrealized gain (loss) on changes in value of financial assets at fair value through other comprehensive income - net	Pengukuran kembali kewajiban imbalan pascakerja - neto/ Remeasurement of post- employment benefit obligation - net	Ditentukan penggunaannya/ Appropriated	Belum ditentukan penggunaannya/ Unappropriated	Jumlah ekuitas/ Total equity	
Saldo per 1 Januari 2023	944.278.000.000	3.026.001.139.245	(9.047.074.631)	32.391.655.821	20.600.000.000	Balance as of January 1, 2023 4.812.427.149.595
Laba komprehensif tahun berjalan	-	-	(3.856.367.516)	(1.027.240.091)	-	Comprehensive income for the year 151.647.163.896
Saldo per 31 Desember 2023	944.278.000.000	3.026.001.139.245	(12.903.442.147)	31.364.415.730	20.600.000.000	Balance as of December 31, 2023 4.964.074.313.491
Laba komprehensif tahun berjalan	-	-	(11.027.581.503)	1.121.145.631	-	Comprehensive income for the year 38.573.498.336
Saldo per 31 Desember 2024	944.278.000.000	3.026.001.139.245	(23.931.023.650)	32.485.561.361	20.600.000.000	Balance as of December 31, 2024 5.002.647.811.827

Catatan atas Laporan Keuangan merupakan bagian yang
tidak terpisahkan dari Laporan Keuangan secara keseluruhan.

Notes to the Financial Statements are an
integral part of the Financial Statements taken as a whole.

PT BANK SHINHAN INDONESIA
LAPORAN ARUS KAS
UNTUK TAHUN YANG BERAKHIR 31 DESEMBER 2024
(Disajikan dalam Rupiah, kecuali dinyatakan lain)

PT BANK SHINHAN INDONESIA
STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED DECEMBER 31, 2024
(Expressed in Rupiah, unless otherwise stated)

	2024	Catatan/ Notes	2023	
ARUS KAS DARI AKTIVITAS OPERASI				CASH FLOWS FROM OPERATING ACTIVITIES
Penerimaan pendapatan bunga, provisi dan komisi	1.613.012.823.412		1.493.419.545.413	Interest income, fees and commissions received
Pembayaran beban bunga	(950.784.419.800)		(836.421.307.948)	Interest expenses paid
Pembayaran beban karyawan	(186.430.901.080)		(188.674.479.610)	Employee expense paid
Beban umum dan administrasi	(153.505.704.790)		(163.722.929.993)	General and administrative expenses
Pendapatan operasional lainnya	303.710.794.203		49.582.708.204	Other operating income
Pendapatan (beban) non-operasional	5.157.402.434		(15.907.642)	Non-operating income (expenses)
Pembayaran pajak penghasilan badan	(106.841.714.067)		(47.875.057.560)	Corporate income tax paid
Hasil dari klaim atas pengembalian pajak	47.430.234.782		-	Proceeds from claim for tax refund
Arus kas operasi sebelum perubahan dalam aset dan liabilitas operasi	571.748.515.094		306.292.570.864	Operation cash flows before changes in operating assets and liabilities
Penurunan (kenaikan) dalam aset operasi:				Decrease (increase) in operating assets:
Tagihan akseptasi	52.049.760.817		18.933.127.154	Acceptance receivables
Efek-efek	(51.847.000.000)		(81.360.940.000)	Securities
Tagihan derivatif	47.059.131.675		14.372.327.632	Derivative receivables
Kredit	(3.120.764.741.322)		(1.008.159.151.564)	Loans
Aset lain-lain	(27.151.487.415)		4.694.601.645	Other assets
Kenaikan (penurunan) dalam liabilitas operasi:				Increase (decrease) in operating liabilities:
Liabilitas segera	7.680.661.520		7.694.603.954	Liabilities payable immediately
Simpanan	1.023.092.801.183		618.639.462.582	Deposits
Simpanan dari bank lain	789.022.932.416		(579.333.869.435)	Deposits from other banks
Liabilitas akseptasi	(52.049.760.817)		(18.933.127.154)	Acceptance payable
Liabilitas derivatif	(45.654.417.784)		(16.088.256.509)	Derivative liabilities
Utang pajak dan liabilitas lain-lain	(13.666.631.482)		13.131.314.948	Taxes payables and other liabilities
Kas Neto Digunakan untuk Aktivitas Operasi	(820.480.236.115)		(720.117.335.883)	Net Cash Used in Operating Activities
ARUS KAS DARI AKTIVITAS INVESTASI				CASH FLOWS FROM INVESTING ACTIVITIES
Perolehan efek-efek biaya diamortisasi	(760.000.000.000)		(265.000.000.000)	Purchase of securities at amortized cost
Penerimaan efek-efek pada biaya diamortisasi	75.000.000.000		90.000.000.000	Proceeds from securities at amortized cost
Perolehan penyertaan saham	(39.700.000.000)		-	Purchase of investment in share
Pembelian aset tetap, aset takberwujud dan aset hak-guna	(47.123.412.868)		(33.484.639.355)	Acquisitions of property and equipment, intangible assets and right-of-use assets
Hasil penjualan aset yang diambil alih	28.093.500.000		8.120.985.645	Proceeds from sale of foreclosed assets
Hasil penjualan aset tetap	13.946.666.668	14	3.015.862.889	Proceeds from sale of property and equipment
Kas Neto Digunakan untuk Aktivitas Investasi	(729.783.246.200)		(197.347.790.821)	Net Cash Used in Investing Activities

Catatan atas Laporan Keuangan merupakan bagian yang
tidak terpisahkan dari Laporan Keuangan secara keseluruhan.

Notes to Financial Statements are an
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PT BANK SHINHAN INDONESIA
LAPORAN ARUS KAS
UNTUK TAHUN YANG BERAKHIR 31 DESEMBER 2024
(Disajikan dalam Rupiah, kecuali dinyatakan lain)

PT BANK SHINHAN INDONESIA
STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED DECEMBER 31, 2024
(Expressed in Rupiah, unless otherwise stated)

	2024	Catatan/ Notes	2023	
ARUS KAS DARI				CASH FLOWS FROM
AKTIVITAS PENDANAAN				FINANCING ACTIVITIES
Pembayaran pinjaman	(4.247.505.000.000)		(1.717.575.000.000)	Payment of borrowings
Penerimaan pinjaman	3.864.480.000.000		2.171.337.500.000	Receipt of borrowings
Pembayaran utang sewa	(11.784.056.406)	16b	(10.900.572.278)	Payment for lease liabilities
Kas Neto Diperoleh dari (Digunakan untuk) Aktivitas Pendanaan	(394.809.056.406)		442.861.927.722	Net Cash Provided by (Used in) Financing Activities
KENAIKAN (PENURUNAN) NETO KAS DAN SETARA KAS	(1.945.072.538.721)		(474.603.198.982)	NET INCREASE (DECREASE) IN CASH AND CASH EQUIVALENTS
KAS DAN SETARA KAS AWAL TAHUN	3.359.922.142.130		3.847.917.868.138	CASH AND CASH EQUIVALENTS AT BEGINNING OF THE YEAR
Pengaruh perubahan kurs valuta asing	21.415.716.655		(13.392.528.026)	Effect of foreign exchange rate change
KAS DAN SETARA KAS AKHIR TAHUN	1.436.265.320.064		3.359.922.142.130	CASH AND CASH EQUIVALENTS AT END OF THE YEAR
PENGUNGKAPAN TAMBAHAN				SUPPLEMENTAL DISCLOSURES
Kas dan setara kas terdiri dari:				Cash and cash equivalents consists of:
Kas	56.066.884.552		58.706.742.446	Cash
Giro pada Bank Indonesia	858.790.530.706		907.255.142.367	Current account with Bank Indonesia
Giro pada Bank lain	275.443.769.346		355.614.165.277	Current account with other Banks
Penempatan pada Bank Indonesia dan Bank lain jangka waktu jatuh tempo tiga bulan atau kurang sejak tanggal perolehan	245.964.135.460		1.207.592.235.196	Placements with Bank Indonesia and other Banks maturing within three months or less from acquisition date
Efek yang dibeli dengan janji untuk dijual kembali	-		830.753.856.844	Securities purchased under resale agreement
JUMLAH	1.436.265.320.064		3.359.922.142.130	TOTAL

Catatan atas Laporan Keuangan merupakan bagian yang
tidak terpisahkan dari Laporan Keuangan secara keseluruhan.

Notes to Financial Statements are an
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PT BANK SHINHAN INDONESIA
CATATAN ATAS LAPORAN KEUANGAN
UNTUK TAHUN YANG BERAKHIR 31 DESEMBER 2024
(Disajikan dalam Rupiah, kecuali dinyatakan lain)

PT BANK SHINHAN INDONESIA
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED DECEMBER 31, 2024
(Expressed in Rupiah, unless otherwise stated)

1. UMUM

a. Pendirian Perusahaan dan Informasi Umum

PT Bank Shinhan Indonesia (selanjutnya disebut "Bank"; dahulu PT Bank Metro Express), didirikan berdasarkan Akta Notaris No. 6 dari wakil Notaris Julizar di Jakarta, tanggal 8 September 1967, yang kemudian diubah dengan Akta Notaris No. 10 tanggal 6 Juli 1968 dan Akta Notaris No. 4 tanggal 3 Oktober 1968 dari notaris yang sama. Akta tersebut telah mendapat pengesahan dari Menteri Kehakiman Republik Indonesia dalam Surat Keputusan No. J.A.5/60/16 tanggal 28 April 1970 serta diumumkan dalam Berita Negara Republik Indonesia No. 47, Tambahan No. 173 tanggal 12 Juni 1970.

Pada tanggal 4 April 1968, Bank mendapat izin usaha sebagai bank umum dari Menteri Keuangan Republik Indonesia dengan Surat No. D.15.6.2.23.

Pada tanggal 21 Desember 1976, Bank melakukan penggabungan usaha (merger) dengan N.V. Bank Umum Persatuan Ekonomi yang berdomisili di Yogyakarta. Keputusan merger ini dituangkan dalam Akta Notaris Ridwan Suselo, S.H., No. 234 di Jakarta tanggal 21 Desember 1976. Akta tersebut telah mendapat pengesahan dari Menteri Kehakiman Republik Indonesia dalam Surat Keputusan No. Y.A.5/138/7 tanggal 6 Juni 1978 serta diumumkan dalam Berita Negara Republik Indonesia No. 56, Tambahan No. 431 tanggal 14 Juli 1978.

Pada tanggal 22 Maret 1995, Bank Indonesia menunjuk Bank sebagai Bank Devisa dengan Surat Keputusan No. 27/155/KEP/DIR.

Berdasarkan Akta Pernyataan Keputusan Rapat No. 31 yang dibuat di hadapan Notaris Hermin Budisetyasih, S.H., M.Kn., Notaris di Jakarta Timur, tanggal 30 November 2015, telah dilakukan perubahan nama dari PT Bank Metro Express menjadi PT Bank Shinhan Indonesia. Akta perubahan tersebut telah mendapat persetujuan dari Menteri Hukum dan Hak Asasi Manusia Republik Indonesia melalui Surat Keputusan No. AHU-0946955.AH.01.02.Tahun 2015 tanggal 30 November 2015.

Pada tanggal 6 Desember 2016, Bank melakukan penggabungan usaha (merger) dengan PT Centratama Nasional Bank (CNB) yang berdomisili di Surabaya. Keputusan Merger ini dituangkan dalam Akta Notaris No. 01 tanggal 1 Desember 2016 yang dibuat di hadapan Notaris Hermin Budisetyasih, S.H., M.Kn., Notaris di Jakarta Timur.

1. GENERAL

a. Establishment of the Company and General Information

PT Bank Shinhan Indonesia (the "Bank"; formerly PT Bank Metro Express), was established based on Notarial Deed No. 6 of Julizar, Notary in Jakarta, dated September 8, 1967, which was then amended by Notarial Deed No. 10 dated July 6, 1968 and Notarial Deed No. 4 dated October 3, 1968 by the same notary. The Deed was approved by the Minister of Justice of the Republic of Indonesia in its Decision Letter No. J.A.5/60/16 dated April 28, 1970 and was published in the State Gazette of the Republic of Indonesia No. 47, Supplement No. 173 dated June 12, 1970.

As of April 4, 1968, the Bank obtained its license to operate as a commercial bank from the Minister of Finance of the Republic of Indonesia in its Letter No. D.15.6.2.23.

As of December 21, 1976, the Bank merged with N.V. Bank Umum Persatuan Ekonomi domiciled in Yogyakarta by Notarial Deed No. 234 dated December 21, 1976 of Ridwan Suselo, S.H., Notary in Jakarta. The Deed was approved by the Minister of Justice of the Republic of Indonesia in its Decision Letter No. Y.A 5/138/7 dated June 6, 1978 and was published in the State Gazette of the Republic of Indonesia No. 56, Supplement No. 431 dated July 14, 1978.

As of March 22, 1995, Bank Indonesia appointed the Bank as a Foreign Exchange Bank in its Decision Letter No. 27/155/KEP/DIR.

Based on Resolution Deed of Extraordinary General Meeting of Shareholders No. 31 as notarized by Hermin Budisetyasih, S.H., M.Kn., Notary in East Jakarta, dated November 30, 2015, the name of the Bank was changed from PT Bank Metro Express into PT Bank Shinhan Indonesia. The amendment was approved by the Minister of Law and Human Rights of the Republic of Indonesia in its Decision Letter No. AHU-0946955.AH.01.02.Tahun 2015 dated November 30, 2015.

As of December 6, 2016, the Bank merged with PT Centratama Nasional Bank (CNB) domiciled in Surabaya. This merger decision is stated in the Notarial Deed No. 01 dated December 1, 2016 of Hermin Budisetyasih, S.H., M.Kn., Notary in East Jakarta.

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1. UMUM (Lanjutan)

a. Pendirian Perusahaan dan Informasi Umum (Lanjutan)

Anggaran Dasar Bank telah mengalami beberapa perubahan, terakhir diubah dengan Akta Notaris No. 03 tanggal 7 Juni 2021 yang dibuat di hadapan Notaris Hermin Budisetyasih, S.H., M.Kn., Notaris di Jakarta Timur, menyetujui untuk mengubah ketentuan Pasal 3 Anggaran Dasar Perseroan tentang Maksud dan Tujuan serta Kegiatan Usaha, Pasal 12 Anggaran Dasar Perseroan tentang Tugas dan Wewenang Direksi, mengangkat kembali anggota Dewan Komisaris Perseroan yang ada dan menyusun kembali seluruh Anggaran Dasar. Akta perubahan ini telah memperoleh persetujuan dari Menteri Hukum dan Hak Asasi Manusia Republik Indonesia dalam Surat Keputusan No. AHU-0032533.AH.01.02.Tahun 2021 tanggal 7 Juni 2021 dan dicatat dalam Penerimaan Pemberitahuan Perubahan Anggaran Dasar No. AHU-AH.01.03-0356279 tanggal 7 Juni 2021 dan Penerimaan Pemberitahuan Perubahan Data Perseroan PT Bank Shinhan Indonesia No. AHU-AH.01.03-0356286 tanggal 7 Juni 2021.

Susunan Dewan Komisaris dan Direksi Bank telah mengalami beberapa kali perubahan, terakhir diubah dengan Akta No. 04 tanggal 11 Juni 2024 yang dibuat di hadapan Notaris Hermin Budisetyasih, S.H., M.Kn., Notaris di Jakarta Timur mengenai perubahan Direksi dan Komisaris. Akta perubahan tersebut telah diterima dan dicatat di dalam Sistem Administrasi Badan Hukum Kementerian Hukum dan Hak Asasi Manusia Republik Indonesia dalam Surat Penerimaan Pemberitahuan PT Bank Shinhan Indonesia No. AHU-AH.01.09-0212625 tanggal 11 Juni 2024.

Sesuai dengan Pasal 3 Anggaran Dasar Bank, ruang lingkup kegiatan Bank adalah melakukan usaha di bidang bank umum.

Kantor Pusat Bank berlokasi di International Financial Centre 2, lantai 30 - 32, Jl. Jenderal Sudirman Kav. 22-23, Jakarta Selatan. Pada tanggal 31 Desember 2024 dan 2023, Bank memiliki Kantor Cabang dan Kantor Cabang Pembantu sebagai berikut:

	2024	2023	
Kantor Pusat	1	1	Head Office
Kantor Cabang	21	25	Branch Offices
Kantor Cabang Pembantu	8	8	Sub-branch Office

1. GENERAL (Continued)

a. Establishment of the Company and General Information (Continued)

The Bank's Articles of Association have been amended several times and the latest amendment is based on Notarial Deed No. 03 as notarized by Hermin Budisetyasih, S.H., M.Kn., Notary in East Jakarta dated June 7, 2021, agree to change the content on Article 3 of the Bank's Articles of Association regarding Purpose and Objectives and Business Activities, Article 12 Articles of Association concerning the Duties and Authorities of Director, reappoint the existing members of the Company's Board of Commissioners and rearrange the entire Articles of Association. The changes were approved by the Minister of Law and Human Rights of the Republic of Indonesia in Decision Letter No. AHU-0032533.AH.01.02.Tahun 2021 dated June 7, 2021 and recorded in the Acceptance of Amendment to Article of Association No. AHU-AH.01.03-0356279 dated June 7, 2021 and Acceptance Notification of Change in Company Data of PT Bank Shinhan Indonesia No. AHU-AH.01.03-0356286 dated June 7, 2021.

The composition of the Bank's Boards of Commissioners and Directors has been amended several times, most recently by Notarial Deed No. 04 dated June 11, 2024 made before by Hermin Budisetyasih, S.H., M.Kn., Notary in East Jakarta, regarding changes in Board of Directors and Commissioners. The deed of amendment has been received and registered in the Legal Entity Administration System of the Ministry of Law and Human Rights of the Republic of Indonesia in Notification Acceptance Letter No. AHU-AH.01.09-0212625 dated June 11, 2024.

In accordance with Article 3 of the Bank's Articles of Association, the scope of its activities is to engage in commercial banking.

The Bank's Head Office is located at International Financial Centre 2, 30th - 32th floor, Jl. Jenderal Sudirman Kav. 22-23, Jakarta Selatan. As of December 31, 2024 and 2023, the Bank has Branch Offices and Sub-branch Offices as follows:

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1. UMUM (Lanjutan)

b. Dewan Komisaris dan Direksi, Komite Audit, Komite Pemantau Risiko, Komite Remunerasi dan Nominasi dan Karyawan

Pada tanggal 31 Desember 2024 dan 2023, susunan Dewan Komisaris dan Direksi, Komite Audit, Komite Pemantau Risiko, Komite Remunerasi dan Nominasi adalah sebagai berikut:

	2024
<u>Dewan Komisaris</u>	
Komisaris Utama (Independen)	Drs. Timoty E. Marnandus
Komisaris (Independen)	Ananda Barata
Komisaris	Kim Jihyung
<u>Direksi</u>	
Direktur Utama	Koo Hyunghoe
Direktur	Kim Seong Won
Direktur	Leonard Auly
Direktur Kepatuhan	Tony Tanusaputra
Direktur	Lasmintono
Direktur	Fransisca Rita Gosal
<u>Komite Audit</u>	
Ketua	Ananda Barata
Anggota	Richard Steven Dompas
Anggota	Rusli Simanjuntak
<u>Komite Pemantau Risiko</u>	
Ketua	Ananda Barata
Anggota	Lando Simatupang
Anggota	Rusli Simanjuntak
<u>Komite Remunerasi dan Nominasi</u>	
Ketua	Drs. Timoty E. Marnandus
Anggota	Kim Jihyung
Anggota	Dimas Febriyatno

Pada tanggal 31 Desember 2024 dan 2023, Bank memiliki masing-masing sebanyak 583 dan 616 karyawan tetap (tidak diaudit).

c. Otorisasi Laporan Keuangan

Laporan keuangan ini telah diotorisasi untuk diterbitkan oleh Direksi Bank, selaku pihak yang bertanggung jawab atas penyusunan dan penyelesaian laporan keuangan, pada tanggal 26 Maret 2025.

1. GENERAL (Continued)

b. Boards of Commissioners and Directors, Audit Committee, Risk Monitoring Committee, Remuneration and Nomination and Employees

As of December 31, 2024 and 2023, the structure of the Bank's Boards of Commissioners and Directors, Audit Committee, Risk Monitoring Committee, Remuneration and Nomination Committee are as follows:

	2023	
		<u>Board of Commissioners</u>
Drs. Timoty E. Marnandus		(Independent) President
Ananda Barata		Commissioner
Kim Jihyung		(Independent) Commissioner
		Commissioner
		<u>Board of Directors</u>
Koo Hyunghoe		President Director
Kim Seong Won		Director
Leonard Auly		Director
Tony Tanusaputra		Compliance Director
-		Director
-		Director
		<u>Audit Committee</u>
Ananda Barata		Chairman
Richard Steven Dompas		Member
Rusli Simanjuntak		Member
		<u>Risk Monitoring Committee</u>
Ananda Barata		Chairman
Lando Simatupang		Member
Rusli Simanjuntak		Member
		<u>Remuneration and Nomination Committee</u>
Drs. Timoty E. Marnandus		Chairman
Kim Jihyung		Member
Fransisca Lilia Noviani		Member

As of December 31, 2024 and 2023, the Bank has 583 and 616 permanent employees, respectively (unaudited).

c. Authorization of Financial Statements

The financial statements have been authorized to be issued by the Board of Directors of the Bank, who are responsible for the preparation and completion of the financial statements, on March 26, 2025.

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2. PERUBAHAN PERNYATAAN STANDAR AKUNTANSI KEUANGAN DAN INTERPRETASI STANDAR AKUNTANSI KEUANGAN

Standar dan interpretasi standar akuntansi keuangan yang baru serta amendemen dan penyesuaian terhadap standar akuntansi keuangan yang telah diterbitkan dan berlaku efektif untuk tahun buku yang dimulai pada atau setelah 1 Januari 2024 namun tidak berdampak secara material terhadap pelaporan kinerja ataupun posisi keuangan Bank adalah sebagai berikut:

- Amendemen PSAK No. 201 (sebelumnya PSAK No. 1) tentang "Penyajian Laporan Keuangan - Klasifikasi Liabilitas sebagai Jangka Pendek atau Jangka Panjang";
- Amendemen PSAK No. 201 (sebelumnya PSAK No. 1) tentang "Penyajian Laporan Keuangan - Liabilitas Jangka Panjang dengan Kovenan";
- Amendemen PSAK No. 116 (sebelumnya PSAK No. 73) tentang "Sewa - Liabilitas Sewa dalam Jual dan Sewa-balik"; dan
- Amendemen PSAK No. 207 (sebelumnya PSAK No. 2). "Laporan Arus Kas" dan PSAK No. 107 (sebelumnya PSAK No. 60). "Instrumen Keuangan: Pengungkapan". tentang "PSAK No. 207 dan PSAK No. 107 - Pengaturan Pembiayaan Pemasok".

Pada tanggal penerbitan laporan keuangan ini, terdapat pula beberapa standar dan interpretasi standar akuntansi keuangan yang baru serta amendemen ataupun penyesuaian terhadap standar akuntansi keuangan lainnya yang telah diterbitkan namun belum berlaku efektif, standar, interpretasi, amendemen ataupun penyesuaian tersebut akan berlaku efektif untuk tahun buku yang dimulai pada atau setelah 1 Januari 2025 dan 2026, sebagai berikut:

1 Januari 2025

- PSAK No. 117 (sebelumnya PSAK No. 74) tentang "Kontrak Asuransi";
- Amendemen PSAK No. 117 (sebelumnya PSAK No. 74) tentang "Kontrak Asuransi - Penerapan Awal PSAK No. 117 dan PSAK No. 109 (sebelumnya PSAK No. 71) - Informasi Komparatif"; dan
- Amendemen PSAK No. 221 (sebelumnya PSAK No. 10) tentang "Pengaruh Perubahan Kurs Valuta Asing - Kekurangan Ketertukaran".

1 Januari 2026

- Amendemen PSAK No. 109 (sebelumnya PSAK No. 71). "Instrumen Keuangan" dan PSAK No. 107 (sebelumnya PSAK No. 60). "Instrumen Keuangan: Pengungkapan" tentang "Klasifikasi dan Pengukuran Instrumen Keuangan".

Penerapan dini untuk standar, interpretasi, amendemen ataupun penyesuaian terhadap standar akuntansi keuangan di atas diperkenankan.

Manajemen masih mengevaluasi penerapan dari standar, interpretasi, amendemen ataupun penyesuaian tersebut dan belum dapat menentukan dampak yang mungkin timbul terhadap pelaporan keuangan Bank secara keseluruhan.

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2. CHANGES TO STATEMENTS OF FINANCIAL ACCOUNTING STANDARDS AND INTERPRETATIONS OF FINANCIAL ACCOUNTING STANDARDS

New standards and interpretations of financial accounting standards as well as amendments and improvements on financial accounting standards those issued and effective for the annual reporting period beginning on or after January 1, 2024 which neither have material effect on the reporting of financial performance nor financial position of the Bank are as follows:

- Amendment to PSAK No. 201 (previously PSAK No. 1) on "Presentation of Financial Statements - Classification of Liabilities as Current or Non-current";
- Amendment to PSAK No. 201 (previously PSAK No. 1) on "Presentation of Financial Statements - Non-current Liabilities with Covenants";
- Amendment to PSAK No. 116 (previously PSAK No. 73) on "Leases - Lease Liability in a Sale and Leaseback"; and
- Amendments to PSAK No. 207 (previously PSAK No. 2). "Statement of Cash Flows" and PSAK No. 107 (previously PSAK No. 60). "Financial Instruments: Disclosures" on "PSAK No. 207 and PSAK No. 107 - Supplier Finance Arrangements".

As at the authorization date of the issuance of these financial statements, there are also several new standards, interpretations of financial accounting standards, and amendments or improvements on other financial accounting standards which have been issued but not yet effective, those standards, interpretations, amendments or improvements shall be effective for the annual reporting period beginning on or after January 1, 2025 and 2026, as follows:

January 1, 2025

- PSAK No. 117 (previously PSAK No. 74) on "Insurance Contract";
- Amendments to PSAK No. 117 (previously PSAK No. 74) on "Insurance Contract - Initial Application of PSAK No. 117 and PSAK No. 109 (previously PSAK No. 71) - Comparative Information"; and
- Amendments to PSAK No. 221 (previously PSAK No. 10) on "The Effect of Changes in Foreign Exchange Rates - Lack of Exchangeability".

January 1, 2026

- Amendments to PSAK No. 109 (previously PSAK No. 71). "Financial Instruments" and PSAK No. 107 (previously PSAK No. 60). "Financial Instruments: Disclosure" on "Classification and Measurement of Financial Instruments".

Early adoption of the above new standards, interpretations, and amendments or improvements to financial accounting standards are permitted.

Management is still evaluating the adoption of the above standards, interpretations, and amendments or improvements and unable to determine the impact that might arise toward the financial reporting of the Bank as a whole.

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3. IKHTISAR KEBIJAKAN AKUNTANSI YANG MATERIAL

a. Pernyataan Kepatuhan

Laporan keuangan Bank disusun sesuai dengan Standar Akuntansi Keuangan di Indonesia.

b. Dasar Penyusunan

Laporan keuangan Bank disusun atas dasar biaya historis kecuali untuk instrumen keuangan yang diukur pada nilai wajar pada setiap akhir periode pelaporan, sebagaimana dijelaskan dalam kebijakan akuntansi di bawah ini.

Laporan arus kas Bank disusun dengan menggunakan metode langsung dengan mengelompokkan arus kas dalam aktivitas operasi, investasi dan pendanaan, kas dan setara kas terdiri dari kas, giro pada Bank Indonesia, giro pada bank lain dan penempatan pada Bank Indonesia dan bank lain yang jatuh tempo dalam waktu tiga bulan atau kurang dari tanggal perolehannya dan yang tidak dijaminan serta tidak dibatasi penggunaannya.

Pada tahun 2024, Dewan Standar Akuntansi Keuangan Ikatan Akuntan Publik Indonesia menerbitkan Buletin Implementasi Volume 5 mengenai pengungkapan persyaratan permodalan eksternal dan pengungkapan informasi tambahan dalam catatan atas laporan keuangan (Catatan 40).

c. Transaksi dan Saldo dalam Mata Uang Asing

Laporan keuangan Bank diukur dan disajikan dalam mata uang dari lingkungan ekonomi utama di mana entitas beroperasi (mata uang fungsionalnya). Laporan keuangan Bank disajikan dalam mata uang Rupiah yang merupakan mata uang fungsional dan mata uang penyajian untuk laporan keuangan Bank. Dalam penyusunan laporan keuangan Bank, transaksi dalam mata uang asing selain mata uang fungsional entitas (mata uang asing) diakui pada kurs yang berlaku pada tanggal transaksi. Pada setiap akhir periode pelaporan, pos moneter dalam valuta asing dijabarkan kembali dengan menggunakan kurs laporan (penutupan) yang ditetapkan oleh Bank Indonesia, yaitu kurs spot Reuters pada pukul 3:00 P.M. WIB untuk mencerminkan kurs yang berlaku pada tanggal tersebut (Catatan 35). Pos-pos nonmoneter yang diukur pada nilai wajar dalam valuta asing dijabarkan kembali pada kurs yang berlaku pada tanggal ketika nilai wajar ditentukan. Pos nonmoneter yang diukur dalam biaya historis dalam valuta asing tidak dijabarkan kembali. Selisih kurs atas pos moneter diakui dalam laba rugi pada periode saat terjadinya.

3. SUMMARY OF MATERIAL ACCOUNTING POLICIES

a. Statement of Compliance

The Bank's financial statements have been prepared in accordance with the Indonesian Financial Accounting Standards.

b. Basis of Preparation

The Bank's financial statements have been prepared on the historical cost basis except for financial instruments that are measured at fair values at the end of each reporting period, as explained in the accounting policies below.

The Bank's statement of cash flows is prepared using the direct method with classifications of cash flows into operating, investing and financing activities, cash and cash equivalents consist of cash, demand deposits with Bank Indonesia, demand deposits with other banks, and placements with Bank Indonesia and other banks, with maturities of three months or less from the date of placement and are not pledged or restricted.

In 2024, the Financial Accounting Standards Board of the Indonesian Institute of Certified Public Accountants issued Implementation Bulletin Volume 5 regarding the disclosure of external capital requirements and additional information disclosure in the notes to the financial statements (Note 40).

c. Foreign Currency Transaction and Translation

The Bank's financial statements are measured and presented in the currency of the primary economic environment in which the entity operates (its functional currency). The financial statements of the Bank are presented in Indonesian Rupiah, which is the functional currency of the Bank and the presentation currency for the financial statements. In preparing the financial statements of the Bank, transactions in currencies other than the entity's functional currency (foreign currencies) are recognized at the rates of exchange prevailing at the dates of the transactions. At the end of each reporting period, monetary items denominated in foreign currencies are retranslated using the reporting (closing) rate set by Bank Indonesia, which is Reuters' spot rate at 3:00 P.M. WIB to reflect the rates of exchange prevailing at that date (Note 35). Non-monetary items carried at fair value that are denominated in foreign currencies are retranslated at the rates prevailing at the date when the fair value was determined. Non-monetary items that are measured in terms of historical cost in a foreign currency are not retranslated. Exchange differences in monetary items are recognized in profit or loss in the period in which they arise.

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3. IKHTISAR KEBIJAKAN AKUNTANSI YANG MATERIAL
(Lanjutan)

d. Transaksi Pihak-pihak Berelasi

- a. Orang atau anggota keluarga dekatnya mempunyai relasi dengan entitas pelapor jika orang tersebut:
 - i. Memiliki pengendalian atau pengendalian bersama atas entitas pelapor;
 - ii. Memiliki pengaruh signifikan atas entitas pelapor; atau
 - iii. Merupakan personel manajemen kunci entitas pelapor atau entitas induk dari entitas pelapor.
- b. Suatu entitas berelasi dengan entitas pelapor jika memenuhi salah satu hal berikut:
 - i. Entitas dan entitas pelapor adalah anggota dari kelompok usaha yang sama (artinya entitas induk, entitas anak, dan entitas anak berikutnya saling berelasi dengan entitas lainnya);
 - ii. Satu entitas adalah entitas asosiasi atau ventura bersama dari entitas lain (atau entitas asosiasi atau ventura bersama yang merupakan anggota suatu kelompok usaha, yang mana entitas lain tersebut adalah anggotanya);
 - iii. Kedua entitas tersebut adalah ventura bersama dari pihak ketiga yang sama;
 - iv. Satu entitas adalah ventura bersama dari entitas ketiga dan entitas yang lain adalah entitas asosiasi dari entitas ketiga;
 - v. Entitas tersebut adalah suatu program imbalan pascakerja untuk imbalan kerja dari salah satu entitas pelapor atau entitas yang terkait dengan entitas pelapor. Jika entitas pelapor adalah entitas yang menyelenggarakan program tersebut, maka entitas sponsor juga berelasi dengan entitas pelapor;
 - vi. Entitas yang dikendalikan atau dikendalikan bersama oleh orang yang diidentifikasi dalam huruf (a);
 - vii. Orang yang diidentifikasi dalam huruf (a)(i) memiliki pengaruh signifikan atas entitas atau merupakan personel manajemen kunci entitas (atau entitas induk dari entitas);
 - viii. Entitas, atau anggota dari kelompok yang mana entitas merupakan bagian dari kelompok tersebut, menyediakan jasa personel manajemen kunci kepada entitas pelapor atau kepada entitas induk dari entitas pelapor.

Transaksi signifikan yang dilakukan dengan pihak-pihak berelasi, baik dilakukan dengan kondisi dan persyaratan yang sama dengan pihak ketiga maupun tidak, diungkapkan pada laporan keuangan Bank.

3. SUMMARY OF MATERIAL ACCOUNTING POLICIES
(Continued)

d. Transaction with Related Parties

- a. A person or a close member of that person's family is related to the reporting entity if that person:
 - i. Has control or joint control over the reporting entity;
 - ii. Has significant influence over the reporting entity; or
 - iii. Is a member of the key management personnel of the reporting entity or a parent of the reporting entity.
- b. An entity is related to the reporting entity if any of the following conditions applies:
 - i. The entity, and the reporting entity are members of the same group (which means that each parent, subsidiary and fellow subsidiary is related to the others);
 - ii. One entity is an associate or joint venture of the other entity (or an associate or joint venture of a member of a group of which the other entity is a member);
 - iii. Both entities are joint ventures of the same third party;
 - iv. One entity is a joint venture of a third entity and the other entity is an associate of the third entity;
 - v. The entity is a post-employment benefit plan for the benefit of employees of either the reporting entity, or an entity related to the reporting entity. If the reporting entity is itself such a plan, the sponsoring employers are also related to the reporting entity;
 - vi. The entity is controlled or jointly controlled by a person identified in (a);
 - vii. A person identified in (a)(i) has significant influence over the entity or is a member of the key management personnel of the entity (or a parent of the entity);
 - viii. The entity, or any member of a group of which it is a part, provides key management personnel services to the reporting entity or the parent of the reporting entity.

Significant transactions with related parties, whether or not made at similar terms and conditions as those done with third parties, are disclosed in the Bank's financial statements.

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3. IKHTISAR KEBIJAKAN AKUNTANSI YANG MATERIAL
(Lanjutan)

3. SUMMARY OF MATERIAL ACCOUNTING POLICIES
(Continued)

e. Aset Keuangan

e. Financial Assets

(i) Klasifikasi, pengakuan dan pengukuran

(i) Classification, recognition and measurement

Bank mengakui aset keuangan jika, dan hanya jika, Bank menjadi pihak dalam ketentuan kontraktual instrumen tersebut. Pembelian atau penjualan aset keuangan secara reguler harus diakui dan dihentikan pengakuannya, jika berlaku, menggunakan akuntansi tanggal perdagangan.

The Bank recognizes financial assets when, and only when, the Bank becomes party to the contractual provisions of the instrument. A regular way purchase or sale of financial assets shall be recognized and derecognized, as applicable, using trade date accounting.

Bank mengklasifikasikan aset keuangannya berdasarkan kategori sebagai berikut:

The Bank classifies its financial assets in the following categories:

- Aset keuangan yang diukur pada nilai wajar melalui laba rugi;
- Aset keuangan yang diukur pada nilai wajar melalui penghasilan komprehensif lain;
- Aset keuangan yang diukur pada biaya perolehan diamortisasi.

- *Financial assets at fair value through profit or loss;*
- *Financial assets at fair value through other comprehensive income;*
- *Financial assets at amortized cost.*

Bank mengklasifikasikan aset keuangan atas dasar model bisnis dalam mengelola aset keuangan, dan arus kas kontraktual dari aset keuangan (hanya pembayaran pokok dan bunga [SPPI]).

The Bank classifies its financial assets on the basis of both the business model in managing financial assets, and the contractual cash flows of the financial assets (solely payments of principal and interest [SPPI]).

Penilaian model bisnis

Evaluation of business model

Model bisnis ditentukan pada level yang mencerminkan bagaimana kelompok aset keuangan dikelola bersama-sama untuk mencapai tujuan bisnis tertentu.

The business model is determined at a level that reflects how groups of financial assets are managed together to achieve certain business objectives.

Penilaian model bisnis dilakukan dengan mempertimbangkan, tetapi tidak terbatas pada, hal-hal berikut:

The evaluation of the business model is carried out by considering, but not limited to, the following:

- Bagaimana kinerja dari model bisnis dan aset keuangan yang dimiliki dalam model bisnis dievaluasi dan dilaporkan kepada personel manajemen kunci Bank;
- Apakah risiko yang memengaruhi kinerja dari model bisnis (termasuk aset keuangan yang dimiliki dalam model bisnis) dan khususnya bagaimana cara aset keuangan tersebut dikelola; dan
- Bagaimana penilaian kinerja pengelola aset keuangan (sebagai contoh, apakah penilaian kinerja berdasarkan nilai wajar dari aset yang dikelola atau arus kas kontraktual yang diperoleh).

- *How the performance of the business model and financial assets held in the business model are evaluated and reported to the Bank's key management personnel;*
- *What are the risks that affect the performance of the business model (including financial assets held in the business model) and specifically how the financial assets are managed; and*
- *How to evaluate the performance of managers of financial assets (for example, whether performance appraisals are based on the fair value of the assets being managed or the contractual cash flows obtained).*

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e. Aset Keuangan (Lanjutan)

(i) Klasifikasi, pengakuan dan pengukuran (Lanjutan)

Pengujian SPPI

Pada pengakuan awal pokok didefinisikan sebagai nilai wajar aset keuangan, dan dapat berubah selama umur aset keuangan (misalnya, jika terdapat pembayaran kembali pokok). Bunga terdiri dari pertimbangan untuk nilai waktu uang, untuk risiko kredit yang terkait dengan jumlah pokok terutang selama periode waktu tertentu dan untuk risiko dan biaya pinjaman dasar lainnya, serta margin keuntungan.

Dalam melakukan pengujian SPPI, Bank menerapkan penilaian dan pertimbangan atas faktor-faktor yang relevan seperti mata uang yang mendenominasi aset keuangan, periode tingkat suku bunga ditetapkan, peristiwa kontinjensi yang akan mengubah jumlah dan pengaturan waktu arus kas, fitur leverage, pembayaran di muka dan persyaratan ekstensi, serta fitur lain yang dapat mengubah pertimbangan untuk nilai waktu uang.

Aset keuangan yang diukur pada nilai wajar melalui laporan laba rugi (FVTPL)

Aset keuangan diklasifikasikan dan diukur pada FVTPL kecuali evaluasi atas model bisnis dan uji SPPI menunjukkan aset keuangan diukur pada biaya perolehan diamortisasi atau pada nilai wajar melalui penghasilan komprehensif lain.

Klasifikasi ini dimaksudkan untuk instrumen keuangan yang dimiliki untuk perdagangan atau pada saat pengakuan awal telah ditentukan oleh Bank untuk diukur pada FVTPL.

Aset keuangan dimiliki untuk diperdagangkan jika diperoleh untuk tujuan dijual dalam waktu dekat, atau pada pengakuan awal, aset tersebut merupakan bagian dari portofolio instrumen keuangan teridentifikasi yang dikelola bersama oleh Bank dan terdapat bukti pola sebenarnya dari pengambilan keuntungan jangka pendek.

Derivatif juga diklasifikasikan sebagai FVTPL, kecuali instrumen lindung nilai yang ditunjuk dan efektif.

Bank dapat secara tidak dapat ditarik kembali menetapkan aset keuangan di FVTPL jika hal tersebut menghilangkan atau secara signifikan mengurangi ketidaksesuaian akuntansi yang mungkin timbul.

3. SUMMARY OF MATERIAL ACCOUNTING POLICIES
(Continued)

e. Financial Assets (Continued)

(i) Classification, recognition and measurement
(Continued)

SPPI Test

Principal is defined as the fair value of financial assets at initial recognition, and may change over the life of the financial asset (for example, if there are repayments of principal). Interest consists of consideration for the time value of money, for the credit risk associated with the principal amount outstanding during a particular period of time and for other basic lending risks and costs, as well as a profit margin.

In performing the SPPI test, the Bank applies judgment and considers relevant factors such as the currency in which the financial asset is denominated, the period for which the interest rate is set, contingent events that would change the amount and timing of cash flows, leverage features, prepayment and extension terms and other features that may modify the consideration for the time value of money.

Financial assets at fair value through profit or loss (FVTPL)

Financial assets are classified and measured at FVTPL unless the evaluation of business model and SPPI test shows that financial assets are to be measured at amortized cost or at fair value through other comprehensive income.

This classification is intended for held for trading financial instruments or at the time of initial recognition has been determined by the Bank to be measured at FVTPL.

A financial asset is held for trading if it was acquired principally for the purpose of selling in the near term, or on initial recognition it is a part of a portfolio of identified financial instruments that the Bank manages together and for which there is evidence of recent actual pattern of short-term profit taking.

Derivatives are also classified as at FVTPL, except as designated and effective hedging instrument.

The Bank may irrevocably designate a financial asset at FVTPL if doing so eliminates or significantly reduces an accounting mismatch that would otherwise arise.

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e. Aset Keuangan (Lanjutan)

(i) Klasifikasi, pengakuan dan pengukuran (Lanjutan)

Aset keuangan yang diukur pada nilai wajar melalui laporan laba rugi (FVTPL) (Lanjutan)

Pada pengakuan awal, aset keuangan pada FVTPL diakui pada nilai wajarnya, dan biaya transaksi langsung diakui pada laba rugi. Keuntungan atau kerugian yang timbul dari perubahan nilai wajar dan pendapatan bunga diakui dalam laporan laba rugi.

Perubahan nilai wajar tagihan derivatif diakui sebagai "laba selisih kurs - neto" dalam laporan laba rugi.

Aset keuangan yang diukur pada nilai wajar melalui penghasilan komprehensif lain (FVOCI)

Instrumen utang diklasifikasikan dan diukur pada FVOCI ketika aset keuangan dimiliki dalam model bisnis yang tujuannya dicapai dengan mengumpulkan arus kas kontraktual dan menjual aset keuangan, dan persyaratan kontraktual dari aset keuangan menimbulkan arus kas pada tanggal tertentu yang hanya pembayaran pokok dan bunga.

Bank dapat membuat pemilihan yang tidak dapat dibatalkan pada pengakuan awal atas instrumen ekuitas yang dimiliki untuk diperdagangkan yang akan diukur di FVOCI.

Bank mengklasifikasikan penyertaan saham diukur di FVOCI.

Pada pengakuan awal, aset keuangan pada FVOCI diukur pada nilai wajar ditambah biaya transaksi, dan selanjutnya diukur pada nilai wajar di mana keuntungan atau kerugian dari penilaian wajar dilaporkan sebagai penghasilan komprehensif lain. Bunga dan dividen dari instrumen utang dan ekuitas diakui dalam laporan laba rugi. Kerugian kredit yang diharapkan dari instrumen utang di FVOCI diakui dalam penghasilan komprehensif lain dan tidak mengurangi nilai tercatat aset keuangan yang dicatat.

Aset keuangan pada biaya perolehan diamortisasi

Aset keuangan diklasifikasikan dan diukur pada biaya perolehan diamortisasi ketika aset keuangan dimiliki dalam model bisnis untuk mengumpulkan arus kas kontraktual, dan persyaratan kontraktual dari aset keuangan menimbulkan arus kas pada tanggal tertentu yang hanya merupakan pembayaran pokok dan bunga.

3. SUMMARY OF MATERIAL ACCOUNTING POLICIES
(Continued)

e. Financial Assets (Continued)

(i) Classification, recognition and measurement
(Continued)

Financial assets at fair value through profit or loss (FVTPL) (Continued)

At initial recognition, financial assets at FVTPL are recognized at fair value, and transaction costs are recognized directly in profit or loss. Gain or loss arises from changes in fair value and interest income are recognized in profit or loss.

Changes in fair value of derivative assets are recognized under "gain on foreign exchange - net" in profit or loss.

Financial asset at fair value through other comprehensive income (FVOCI)

Debt instruments are classified and measured at FVOCI when the financial assets are held within a business model whose objective is achieved by both collecting contractual cash flows and selling financial assets, and the contractual terms of the financial assets give rise on specified dates to cash flows that are solely payments of principal and interest.

The Bank may make an irrevocable election at initial recognition for equity instruments held for trading to be measured at FVOCI.

The Bank classify Investment in shares to be measured at FVOCI.

At initial recognition, financial assets at FVOCI are measured at fair value plus transaction cost, and subsequently measured at fair value where gain or loss from fair valuation are reported under other comprehensive income. Interest and dividends from debt and equity instruments are recognized in profit or loss. Expected credit losses from debt instruments at FVOCI are recognized in other comprehensive income and do not reduce the carrying amount of the recorded financial assets.

Financial assets at amortized cost

Financial assets are classified and measured at amortized cost when the financial assets are held within a business model to collect contractual cash flows, and the contractual terms of the financial assets give rise on specified dates to cash flows that are solely payments of principal and interest.

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e. Aset Keuangan (Lanjutan)

(i) Klasifikasi, pengakuan dan pengukuran (Lanjutan)

Aset keuangan pada biaya perolehan diamortisasi
(Lanjutan)

Pada pengakuan awal, aset keuangan yang diukur dengan biaya perolehan diamortisasi diukur pada nilai wajar ditambah biaya transaksi, dan selanjutnya diukur pada biaya perolehan diamortisasi dengan menggunakan metode suku bunga efektif. Bunga dari aset keuangan yang diukur dengan biaya perolehan diamortisasi dicatat sebagai "pendapatan bunga" dalam laporan laba rugi. Kerugian kredit yang diharapkan diakui dalam laporan laba rugi sebagai "cadangan kerugian penurunan nilai" dan mengurangi nilai tercatat aset keuangan melalui akun penyisihan.

(ii) Penghentian pengakuan

Penghentian pengakuan aset keuangan

Bank menghentikan pengakuan aset keuangan jika dan hanya jika hak kontraktual atas arus kas yang berasal dari aset keuangan berakhir, atau bank mentransfer aset keuangan dan secara substansial mentransfer seluruh risiko dan manfaat atas kepemilikan aset kepada entitas lain. Jika bank tidak mentransfer serta tidak memiliki secara substansial atas seluruh risiko dan manfaat kepemilikan serta masih mengendalikan aset yang ditransfer, maka bank mengakui keterlibatan berkelanjutan atas aset yang ditransfer dan liabilitas terkait sebesar jumlah yang mungkin harus dibayar. Jika bank memiliki secara substansial seluruh risiko dan manfaat kepemilikan aset keuangan yang ditransfer, Bank masih mengakui aset keuangan dan juga mengakui pinjaman yang dijamin sebesar pinjaman yang diterima.

Penghentian pengakuan aset keuangan secara keseluruhan, selisih antara jumlah tercatat aset dan jumlah pembayaran dan piutang yang diterima dan keuntungan atau kerugian kumulatif yang telah diakui dalam penghasilan komprehensif lain dan terakumulasi dalam ekuitas diakui dalam laba rugi.

Penghentian pengakuan aset keuangan terhadap satu bagian saja (misalnya ketika Bank masih memiliki hak untuk membeli kembali bagian aset yang ditransfer), Bank mengalokasikan jumlah tercatat sebelumnya dari aset keuangan tersebut pada bagian yang tetap diakui berdasarkan keterlibatan berkelanjutan, dan bagian yang tidak lagi diakui berdasarkan nilai wajar relatif dari kedua bagian tersebut pada tanggal transfer.

3. SUMMARY OF MATERIAL ACCOUNTING POLICIES
(Continued)

e. Financial Assets (Continued)

(i) Classification, recognition and measurement
(Continued)

Financial assets at amortized cost (Continued)

At initial recognition, financial assets at amortized cost are measured at fair value plus transaction cost, and subsequently measured at amortized cost using the effective interest rate method. Interest from financial assets at amortized cost is recorded as "interest income" in profit or loss. Expected credit losses are recognized in profit or loss as a "provision for impairment loss" and reduce the carrying amount of the financial asset through an allowance account.

(ii) Derecognition

Derecognition of financial assets

The Bank derecognizes a financial asset only when the contractual rights to the cash flows from the financial asset expire, or when it transfers the financial asset and substantially all the risks and rewards of ownership of the asset to another entity. If the Bank neither transfers nor retains substantially all the risks and rewards of ownership and continues to control the transferred asset, the Bank recognizes its retained interest in the asset and an associated liability for amounts it may have to pay. If the Bank retains substantially all the risks and rewards of ownership of a transferred financial asset, the Bank continues to recognize the financial asset and also recognizes collateralized borrowing for the proceeds received.

On derecognition of financial asset in its entirety, the difference between the asset's carrying amount and the sum of the consideration received and receivable and the cumulative gain or loss that had been recognized in other comprehensive income and accumulated in equity (if any) is recognized in profit or loss.

On derecognition of financial asset other than its entirety (e.g., when the Bank retains an option to repurchase part of a transferred asset), the Bank allocates the previous carrying amount of the financial asset between the part it continues to recognize under continuing involvement, and the part it no longer recognizes on the basis of the relative fair values of those parts on the date of the transfer.

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e. Aset Keuangan (Lanjutan)

(ii) Penghentian pengakuan (Lanjutan)

Penghentian pengakuan aset keuangan (Lanjutan)

Selisih antara jumlah tercatat yang dialokasikan pada bagian yang tidak lagi diakui dan jumlah dari pembayaran yang diterima untuk bagian yang tidak lagi diakui dan setiap keuntungan atau kerugian kumulatif yang dialokasikan pada bagian yang tidak lagi diakui tersebut yang sebelumnya telah diakui dalam penghasilan komprehensif lain diakui pada laba rugi. Keuntungan dan kerugian kumulatif yang sebelumnya diakui dalam penghasilan komprehensif lain dialokasikan pada bagian yang tetap diakui dan bagian yang dihentikan pengakuannya, berdasarkan nilai wajar relatif kedua bagian tersebut.

Penghapusan

Bank secara langsung mengurangi jumlah tercatat bruto dari aset keuangan dan dibebankan ke akun penyisihan ketika manajemen tidak memiliki ekspektasi yang wajar untuk memulihkan aset keuangan secara keseluruhan atau sebagian. Pemulihan aset keuangan yang sebelumnya telah dihapusbukukan pada tahun-tahun sebelumnya dicatat sebagai pendapatan operasional selama tahun tersebut.

(iii) Reklasifikasi aset keuangan

Bank mereklasifikasi aset keuangan jika, dan hanya jika, model bisnis untuk pengelolaan aset keuangan berubah.

Reklasifikasi aset keuangan dari biaya perolehan diamortisasi ke FVTPL dicatat sebesar nilai wajar. Selisih antara nilai tercatat dan nilai wajar diakui dalam laporan laba rugi.

Reklasifikasi aset keuangan dari biaya perolehan diamortisasi ke FVOCI dicatat sebesar nilai wajar.

Reklasifikasi aset keuangan dari FVOCI ke FVTPL dicatat sebesar nilai wajar. Keuntungan atau kerugian yang belum direalisasi direklasifikasi ke laba rugi.

Reklasifikasi aset keuangan dari FVOCI ke biaya perolehan diamortisasi dicatat sebesar nilai wajar. Keuntungan atau kerugian yang belum direalisasi dihapus dari ekuitas dan disesuaikan dengan nilai wajar.

Reklasifikasi aset keuangan dari FVTPL menjadi FVOCI atau biaya perolehan diamortisasi dicatat sebesar nilai wajar.

3. SUMMARY OF MATERIAL ACCOUNTING POLICIES
(Continued)

e. Financial Assets (Continued)

(ii) Derecognition (Continued)

Derecognition of financial assets (Continued)

The difference between the carrying amount of the part that is no longer recognized and the sum of the consideration received for that part and any cumulative gain or loss allocated to it that had been recognized in other comprehensive income (if any) is recognized in profit or loss. A cumulative gain or loss that had been recognized in other comprehensive income is allocated between the part that continues to be recognized and the part that is no longer recognized on the basis of the relative fair values of those parts.

Write-off

The Bank directly reduces the gross carrying amount of a financial asset and charges to the allowance account when management has no reasonable expectations of recovering a financial asset in its entirety or a portion thereof. Recovery of a financial asset previously written-off in the previous years is recorded as operating income during the year.

(iii) Reclassifications of financial assets

The Bank reclassifies financial assets if, and only if, the business model for managing financial assets changes.

Reclassification of financial assets from amortized cost to FVTPL is recorded at fair value. The difference between the recorded value and fair value is recognized in profit or loss.

Reclassification of financial assets from amortized cost to FVOCI is recorded at fair values.

Reclassification of financial assets from FVOCI to FVTPL is recorded at fair value. Unrealized gains or losses are reclassified to profit or loss.

Reclassification of financial assets from FVOCI to amortized cost is recorded at carrying value. Unrealized gains or losses are removed from equity and are adjusted against the fair value.

Reclassification of financial assets from FVTPL to FVOCI or amortized cost is recorded at fair value.

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e. Aset Keuangan (Lanjutan)

(iv) Cadangan kerugian penurunan nilai aset keuangan

Tinjauan prinsip kerugian kredit yang diharapkan (ECL)

Bank mengakui cadangan kerugian penurunan nilai atas aset keuangan yang tidak diukur pada FVTPL.

Bank mengukur penyisihan kerugian penurunan nilai pada jumlah yang sama dengan ECL seumur hidup jika risiko kredit pada aset keuangan telah meningkat secara signifikan sejak pengakuan awal, atau pada jumlah yang sama dengan ECL 12 bulan jika risiko kredit pada aset keuangan tidak meningkat secara signifikan sejak pengenalan awal.

ECL 12 bulan adalah bagian dari ECL seumur hidup yang mewakili kerugian kredit yang diharapkan yang diakibatkan oleh peristiwa default pada aset keuangan yang mungkin terjadi dalam 12 bulan setelah tanggal pelaporan.

Aset keuangan yang memburuk

Aset keuangan mengalami penurunan nilai kredit ketika satu atau lebih peristiwa yang berdampak merugikan pada estimasi arus kas masa depan dari aset keuangan tersebut telah terjadi. Bukti bahwa aset keuangan mengalami penurunan nilai kredit mencakup data yang dapat diobservasi mengenai peristiwa berikut:

- Kesulitan keuangan signifikan yang dialami penerbit atau pihak peminjam;
- Pelanggaran kontrak, seperti peristiwa gagal bayar atau peristiwa tunggakan;
- Peminjam, karena alasan ekonomi atau kontrak yang berkaitan dengan kesulitan keuangan, telah memberikan konsesi kepada peminjam yang tidak akan dipertimbangkan oleh pemberi pinjaman;
- Terdapat kemungkinan bahwa pihak peminjam akan dinyatakan pailit atau melakukan reorganisasi keuangan lainnya;
- Hilangnya pasar aktif dari aset keuangan tersebut karena kesulitan keuangan; atau
- Pembelian atau asal mula aset keuangan dengan diskon besar yang mencerminkan kerugian kredit yang terjadi.

3. SUMMARY OF MATERIAL ACCOUNTING POLICIES
(Continued)

e. Financial Assets (Continued)

(iv) Allowance for impairment loss on financial assets

Overview of expected credit loss (ECL) principle

The Bank recognizes allowance for impairment loss on financial assets that are not measured at FVTPL.

The Bank measures the allowance for impairment loss at an amount equal to the lifetime ECL if the credit risk on financial assets has increased significantly since initial recognition, or at an amount equal to 12-months ECL if the credit risk on financial assets has not increased significantly since initial recognition.

The 12-months ECL is the portion of lifetime ECL that represents the expected credit loss that results from default events on a financial asset that is possible within the 12 months after the reporting date.

Credit-impaired financial assets

A financial asset is credit-impaired when one or more events that have a detrimental impact on the estimated future cash flows of that financial asset have occurred. Evidence that a financial asset is credit-impaired includes observable data about the following events:

- Significant financial difficulty of the issuer or the borrower;
- A breach of contract, such as a default or past due event;
- The borrower, for economic or contractual reasons relating to the borrower's financial difficulty, having granted to the borrower a concession that the lender would not otherwise consider;
- It is becoming probable that the borrower will enter bankruptcy or other financial reorganization;
- The disappearance of an active market for that financial asset because of financial difficulties; or
- The purchase or origination of a financial asset at a deep discount that reflects the incurred credit losses.

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(Lanjutan)

e. Aset Keuangan (Lanjutan)

(iv) Cadangan kerugian penurunan nilai aset keuangan
(Lanjutan)

Aset keuangan yang dibeli atau yang berasal dari aset keuangan memburuk (POCI)

Aset keuangan POCI adalah aset keuangan yang mengalami penurunan nilai pada saat pembelian. Tidak ada cadangan kerugian penurunan nilai yang diakui pada pengakuan awal karena harga pembelian termasuk estimasi kerugian kredit seumur hidup. Setiap perubahan kerugian kredit seumur hidup diakui dalam laporan laba rugi sebagai bagian dari cadangan kerugian penurunan nilai.

Tahapan penurunan nilai berdasarkan klasifikasi risiko kredit

Bank mengklasifikasikan penurunan nilai aset keuangan dalam tiga tahap berdasarkan evaluasi internal terhadap risiko kredit dan kriteria tambahan untuk menentukan kualitas aset instrumen keuangan sesuai dengan Peraturan Otoritas Jasa Keuangan (POJK) No. 40/POJK.03/2019 tentang Penilaian Kualitas Aset Bank Umum sebagai berikut:

Tahap 1

- Tidak ada tunggakan (Bucket 1)
- Terlambat tidak lebih dari 30 hari (Bucket 2)

Bank akan mengukur cadangan kerugian penurunan nilai sebesar ECL 12 bulan.

Tahap 2

- Terlambat 31 - 60 hari (Bucket 3)
- Terlambat 61 - 90 hari (Bucket 4)
- Memiliki satu dari kriteria
 - Penurunan peringkat kredit internal
 - Peringkat kredit internal kedaluwarsa
 - Early warning
 - Indikasi keuangan mengalami penurunan
- Restrukturisasi

Tahap 3

- Terlambat lebih dari 90 hari (Bucket 5)
- Peringkat kredit internal D1-D3 (untuk perusahaan dan lembaga keuangan)
- Hapus buku

Bank akan mengukur cadangan kerugian penurunan nilai untuk Stage 2 dan Stage 3 seumur hidup ECL.

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3. SUMMARY OF MATERIAL ACCOUNTING POLICIES
(Continued)

e. Financial Assets (Continued)

(iv) Allowance for impairment loss on financial assets
(Continued)

Purchased or originated credit-impaired (POCI) financial assets

POCI financial assets are those that are credit impaired at purchase. No allowance for impairment loss is recognized at initial recognition as the purchase price includes the estimated lifetime credit losses. Any changes in lifetime credit losses are recognized in profit or loss as part of the allowance for impairment losses.

Stages of impairment based on classification of credit risk

The Bank classifies the impairment of financial assets in three stages based on the internal evaluation of credit risk and additional criteria to determine the quality of financial instrument assets in accordance with the Financial Services Authority Regulation (POJK) No. 40/POJK.03/2019 concerning Asset Quality Assessment for Commercial Banks as follows:

Stage 1

- No overdue (Bucket 1)
- Overdue not more than 30 days (Bucket 2)

The Bank will measure allowance for impairment loss at an amount equal to 12-months ECL.

Stage 2

- Overdue 31 - 60 days (Bucket 3)
- Overdue 61 - 90 days (Bucket 4)
- Has one of the following criteria
 - Downgrading of internal credit rating
 - Expired internal credit rating
 - Early warning
 - Downgrading financial indication
- Restructured

Stage 3

- Overdue more than 90 days (Bucket 5)
- Internal credit rating D1-D3 (for company and financial institution)
- Write off

The Bank will measure the allowance for impairment losses for Stage 2 and Stage 3 at equal to lifetime ECL.

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3. IKHTISAR KEBIJAKAN AKUNTANSI YANG MATERIAL
(Lanjutan)

e. Aset Keuangan (Lanjutan)

(iv) Cadangan kerugian penurunan nilai aset keuangan (Lanjutan)

Evaluasi penurunan nilai

Penurunan nilai secara individual

Bank mengevaluasi penurunan nilai secara individual atas aset keuangan dengan kriteria:

- Jumlah total Rp25 miliar ke atas;
- Aset keuangan diklasifikasikan sebagai Tahap 2 atau Tahap 3; dan
- Mendapat persetujuan dari Komite Manajemen Risiko.

Taksiran kerugian didasarkan pada semua informasi yang tersedia dan penilaian kredit yang dialami, dan mempertimbangkan faktor-faktor lain termasuk, tetapi tidak terbatas pada hal-hal berikut:

- Kemampuan pembayaran kembali;
- Jenis dan total agunan;
- Ketersediaan jaminan; dan
- Prospek bisnis rekanan di masa depan.

Estimasi jumlah terpulihkan didasarkan pada nilai kini arus kas masa depan yang diidentifikasi dari pihak lawan. Bank menggunakan teknik yang berbeda untuk mengevaluasi penurunan nilai dan mengukur kerugian penurunan nilai, seperti:

- Metode arus kas yang didiskontokan;
- Nilai wajar agunan, jika nilai terpulihkannya hanya bersumber dari agunan, maka jumlah dan waktu arus kas masa depan dari pokok dan bunganya sulit ditentukan, dan kemungkinan terjadi pengambil alihan agunan dan didukung dengan aspek hukum pengikatan agunan; atau
- Harga pasar yang dapat diamati.

Penurunan nilai secara kolektif

Penurunan nilai kolektif termasuk aset keuangan lain yang tidak dinilai secara individual.

Bank mengklasifikasikan aset keuangan untuk penurunan nilai kolektif berdasarkan karakteristik kredit yang serupa sebagai berikut:

- Ritel - disubklasifikasi menjadi Ritel dan Kantor Kecil/Kantor Rumah (SOHO)
- Nonritel - disubklasifikasi menjadi Perusahaan Luar Negeri, Lembaga Keuangan, dan Pembiayaan Khusus

3. SUMMARY OF MATERIAL ACCOUNTING POLICIES
(Continued)

e. Financial Assets (Continued)

(iv) Allowance for impairment loss on financial assets
(Continued)

Impairment evaluation

Individual impairment

The Bank evaluates impairment individually to financial assets with criteria:

- Total amount of Rp25 billion and above;
- The financial asset is classified as Stage 2 or Stage 3; and
- Obtained approval from the Risk Management Committee.

The estimated losses are based on all available information and experienced credit judgment, and considering other factors including, but not limited to the following:

- Repayment capability;
- Type and total collateral;
- Availability of guarantee; and
- Counterparty's business prospect in the future.

The estimated recoverable amount is based on the present value of future cash flows identified from the counterparty. Bank uses different technique to evaluate impairment and measure impairment losses, such as:

- Discounted cash flow method;
- Fair value of collateral, if the recoverable amount is only sourced from collateral, the amount and timing of future cash flows from principal and interest are difficult to determine, and collateral acquisition is possible to occur and supported with legal aspects of collateral binding; or
- Observable market prices.

Collective impairment

Collective impairment includes other financial assets which are not assessed individually.

The Bank classifies financial assets for collective impairment based on similar credit characteristics as follows:

- Retail - subclassified into Retail and Small Office/Home Office (SOHO)
- Non-retail - subclassified into Overseas Corporate, Financial Institution, and Special Financing

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e. Aset Keuangan (Lanjutan)

(iv) Cadangan kerugian penurunan nilai aset keuangan (Lanjutan)

Penurunan nilai secara kolektif (Lanjutan)

Evaluasi penurunan nilai kolektif didasarkan pada parameter *Probability of Default* (PD), *Loss Given Default* (LGD) dan *Exposure at Default* (EAD), dengan mempertimbangkan informasi historis, terkini dan berwawasan ke depan.

PD ditentukan menggunakan model *Markov Chain* dengan model *Number of Account of Transition Matrix*, dievaluasi dan diamati secara bulanan berdasarkan data historis. PD disesuaikan dengan informasi berwawasan ke depan dengan memasukkan faktor makroekonomi yang berhubungan langsung dengan PD bulanan berdasarkan analisis regresi.

LGD ditentukan berdasarkan tingkat pemulihan dari pembayaran pinjaman, dan eksposur terhadap agunan fisik dan keuangan.

EAD ditentukan sebagai saldo terutang dari aset keuangan pada tanggal penilaian penurunan nilai.

Bank mencerminkan nilai waktu atas uang dengan menggunakan suku bunga efektif sebagai faktor diskonto untuk menentukan kerugian penurunan nilai pada tanggal pelaporan.

Bobot probabilitas dalam perhitungan ECL telah ditentukan oleh Bank yang meliputi persentase skenario normal, terburuk, dan kasus terbaik.

Aset keuangan yang dimodifikasi

Ketika arus kas kontraktual dari aset keuangan dinegosiasi ulang atau dimodifikasi dan negosiasi ulang atau modifikasi tidak mengakibatkan penghentian pengakuan aset keuangan, Bank menghitung ulang jumlah tercatat bruto dari aset keuangan sebagai nilai kini dari renegotiasi atau modifikasi arus kas kontraktual yang didiskontokan dengan suku bunga efektif awal aset keuangan. Selisih antara arus kas kontraktual yang dinegosiasi ulang dan nilai tercatat aset keuangan pada tanggal modifikasi diakui sebagai "rugi penurunan nilai" dalam laporan laba rugi.

3. SUMMARY OF MATERIAL ACCOUNTING POLICIES
(Continued)

e. Financial Assets (Continued)

(iv) Allowance for impairment loss on financial assets
(Continued)

Collective impairment (Continued)

The evaluation of collective impairment is based on the parameters of *Probability of Default* (PD), *Loss Given Default* (LGD) and *Exposure at Default* (EAD), taking into account historical, current and forward-looking information.

PD is determined using *Markov Chain* with *Number of Account of Transition Matrix* model, evaluated and observed on a monthly basis based on historical data. PD is adjusted with forward-looking information by incorporating macroeconomic factor that has direct relationship with the monthly PD based on regression analysis.

LGD is determined based on the historical recovery rate from loan repayments, and exposure to risk-mitigating collaterals.

EAD is determined as the outstanding balance of the financial assets in the event of default.

The Bank reflects the time value of money using the effective interest rate as the discount factor to determine the impairment loss as of reporting date.

The probability weight in the calculation of ECL has been determined by the Bank which includes percentage of normal-, worst-, and best-case scenario.

Modified financial assets

When the contractual cash flows of a financial asset are renegotiated or otherwise modified and the renegotiation or modification does not result in the derecognition of the financial asset, the Bank recalculates the gross carrying amount of the financial asset as the present value of the renegotiated or modified contractual cash flows that are discounted at the financial asset's original effective interest rate. Difference between the renegotiated contractual cash flows and the carrying amount of the financial asset at the date of modification is recognized as an "impairment loss" in profit or loss.

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3. IKHTISAR KEBIJAKAN AKUNTANSI YANG MATERIAL
(Lanjutan)

f. Liabilitas Keuangan

Klasifikasi, pengakuan dan pengukuran

Liabilitas keuangan yang diterbitkan oleh Bank diklasifikasi sesuai dengan substansi perjanjian kontraktual dan definisi liabilitas keuangan dan instrumen ekuitas.

Bank mengklasifikasikan kewajiban keuangannya dalam kategori berikut:

- Kewajiban keuangan pada nilai wajar melalui laba rugi; dan
- Liabilitas keuangan pada biaya perolehan diamortisasi.

Kewajiban keuangan pada nilai wajar melalui laba rugi (FVTPL)

Kategori ini terdiri dari kewajiban keuangan yang diklasifikasikan pada FVTPL, dan kewajiban keuangan yang ditetapkan oleh Bank pada FVTPL.

Liabilitas keuangan diklasifikasikan dan diukur pada FVTPL jika diakuisisi terutama untuk tujuan pembelian kembali dalam waktu dekat, atau pada pengakuan awal, merupakan bagian dari portofolio instrumen keuangan teridentifikasi yang dikelola bersama oleh Bank dan yang terdapat bukti pola aksi ambil untung jangka pendek baru-baru ini. Derivatif juga diklasifikasikan sebagai FVTPL, kecuali instrumen lindung nilai yang ditunjuk dan efektif.

Bank dapat secara tidak dapat ditarik kembali menetapkan liabilitas keuangan pada FVTPL ketika hal itu menghasilkan informasi yang lebih relevan karena menghilangkan atau secara signifikan mengurangi ketidaksesuaian akuntansi yang mungkin timbul, atau sekelompok liabilitas keuangan dikelola dan kinerjanya dievaluasi berdasarkan nilai wajar, berdasarkan manajemen risiko atau strategi investasi yang terdokumentasi dan informasi tentang Bank disediakan secara internal atas dasar itu kepada personel manajemen kunci entitas.

Liabilitas keuangan pada awalnya diakui pada nilai wajar, dan biaya transaksi diakui secara langsung dalam laporan laba rugi. Keuntungan atau kerugian yang timbul dari perubahan nilai wajar dan beban bunga diakui dalam laporan laba rugi.

Perubahan nilai wajar liabilitas derivatif diakui sebagai "laba selisih kurs - neto" dalam laporan laba rugi.

3. SUMMARY OF MATERIAL ACCOUNTING POLICIES
(Continued)

f. Financial Liabilities

Classification, recognition and measurement

Financial liabilities issued by the Bank are classified according to the substance of the contractual arrangements entered into and the definitions of a financial liability and an equity instrument.

The Bank classifies its financial liabilities into the following categories:

- Financial liabilities at fair value through profit or loss; and
- Financial liabilities at amortized cost.

Financial liabilities at fair value through profit or loss (FVTPL)

This category comprises financial liabilities classified at FVTPL, and financial liabilities designated by the Bank at FVTPL.

A financial liability is classified and measured at FVTPL if it was acquired principally for the purpose of repurchasing it in the near term, or on initial recognition it is a part of a portfolio of identified financial instruments that the Bank manages together and for which there is evidence of recent actual pattern of short-term profit taking. Derivatives are also classified as at FVTPL, except a designated and effective hedging instrument.

The Bank may irrevocably designate a financial liability at FVTPL when doing so results in more relevant information because either it eliminates or significantly reduces an accounting mismatch that would otherwise arise, or a group of financial liabilities is managed and its performance is evaluated on a fair value, basis in accordance with a documented risk management or investment strategy and information about the Bank is provided internally on that basis to the entity's key management personnel.

Financial liabilities are initially recognized at fair value, and transaction costs are recognized directly in profit or loss. Gain or loss arising from changes in fair value and interest expense are recognized in profit or loss.

Changes in fair value of derivative liabilities are recognized under "gain on foreign exchange - net" in profit or loss.

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3. IKHTISAR KEBIJAKAN AKUNTANSI YANG MATERIAL
(Lanjutan)

f. Liabilitas Keuangan (Lanjutan)

Liabilitas keuangan yang diukur dengan biaya perolehan diamortisasi

Liabilitas keuangan diklasifikasikan dan diukur pada biaya perolehan diamortisasi, kecuali untuk:

- Kewajiban keuangan pada nilai wajar melalui laba rugi;
- Liabilitas keuangan yang timbul ketika transfer aset keuangan tidak memenuhi syarat untuk penghentian pengakuan atau ketika pendekatan keterlibatan berkelanjutan diterapkan;
- Kontrak jaminan keuangan;
- Komitmen untuk memberikan pinjaman dengan suku bunga di bawah pasar; dan
- Pertimbangan kontinjensi yang diakui oleh pihak pengakuisisi dalam kombinasi bisnis.

Pada pengakuan awal, liabilitas keuangan diakui pada nilai wajar dikurangi biaya transaksi, dan selanjutnya diukur pada biaya perolehan diamortisasi dengan menggunakan metode suku bunga efektif. Bunga dari kewajiban keuangan yang diukur dengan biaya perolehan diamortisasi dicatat sebagai "beban bunga" dalam laporan laba rugi.

Penghentian pengakuan liabilitas keuangan

Bank menghentikan pengakuan liabilitas keuangan, jika dan hanya jika, liabilitas Bank telah dilepaskan, dibatalkan atau kedaluwarsa. Selisih antara jumlah tercatat liabilitas keuangan yang dihentikan pengakuannya dan imbalan yang dibayarkan dan utang diakui dalam laba rugi.

Reklasifikasi liabilitas keuangan

Bank tidak diperbolehkan untuk mereklasifikasi setiap kewajiban keuangan dari atau ke kelompok kewajiban keuangan FVTPL.

Kerugian Kredit yang Diharapkan (ECL)

Bank akan mengakui penyisihan kerugian ECL pada komitmen pinjaman dan kontrak jaminan keuangan yang mana persyaratan penurunan nilai berlaku. Lihat Catatan 3e (iv.) untuk mengukur kerugian kredit ekspektasian.

Untuk komitmen pinjaman yang belum ditarik, ECL diukur pada selisih antara nilai kini dari jumlah arus kas jika komitmen ditarik dan arus kas yang diharapkan diterima oleh Bank.

Untuk kontrak jaminan keuangan, ECL diukur pada selisih antara estimasi pembayaran untuk menggantikan pemilik kerugian kredit yang terjadi dikurangi jumlah yang diperkirakan dapat dipulihkan.

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3. SUMMARY OF MATERIAL ACCOUNTING POLICIES
(Continued)

f. Financial Liabilities (Continued)

Financial liabilities at amortized cost

Financial liabilities are classified and measured at amortized cost, except for:

- Financial liabilities at fair value through profit or loss;
- Financial liabilities that arise when a transfer of financial asset does not qualify for derecognition or when the continuing involvement approach is applied;
- Financial guarantee contracts;
- Commitments to provide loans at below market interest rate; and
- Contingent considerations recognized by the acquirer in the business combination.

At initial recognition, financial liabilities are recognized at fair value minus the transaction costs, and subsequently measured at amortized cost using the effective interest rate method. Interest from financial liabilities at amortized cost is recorded as "interest expense" in profit or loss.

Derecognition of financial liabilities

The Bank derecognizes financial liabilities when, and only when, the Bank's obligations are discharged, cancelled or expired. The difference between the carrying amount of the financial liability derecognized and the consideration paid and payable is recognized in profit or loss.

Reclassification of financial liabilities

The Bank is not allowed to reclassify any financial liabilities from or to a group of FVTPL financial liabilities.

Expected Credit Losses (ECL)

The Bank shall recognize a loss allowance for ECL on a loan commitment and a financial guarantee contract to which the impairment requirements apply. Refer to Note 3e (iv.) for the measurement of expected credit losses.

For undrawn loan commitments, ECL is measured at the difference between the present value of the amount of cash flow if the commitments are withdrawn and the cash flow expected to be received by the Bank.

For financial guarantee contracts, ECL are measured at the difference between the estimated payments to replace the holder for the credit losses incurred less the amount estimated to be recoverable.

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(Lanjutan)

f. Liabilitas Keuangan (Lanjutan)

Kerugian Kredit yang Diharapkan (ECL) (Lanjutan)

ECL yang ditentukan untuk komitmen pinjaman dan kontrak jaminan keuangan diakui sebagai "Provisi untuk penyediaan dana yang belum ditarik" berdasarkan komponen kewajiban Bank.

g. Saling Hapus antar Aset Keuangan dan Liabilitas Keuangan

Aset keuangan dan liabilitas keuangan disalinghapuskan dan nilai netonya disajikan dalam laporan posisi keuangan jika Bank tersebut memiliki hak yang dapat dipaksakan secara hukum untuk melakukan saling hapus atas jumlah yang telah diakui; dan berintens untuk menyelesaikan secara neto atau untuk merealisasikan aset dan menyelesaikan liabilitasnya secara simultan. Hak saling hapus dapat ada pada saat ini dari pada bersifat kontinjen atas terjadinya suatu peristiwa di masa depan dan harus dieksekusi oleh pihak lawan, baik dalam situasi bisnis normal dan dalam peristiwa gagal bayar, peristiwa kepailitan atau kebangkrutan.

h. Metode Suku Bunga Efektif

Metode suku bunga efektif adalah metode yang digunakan untuk menghitung biaya perolehan diamortisasi dari instrumen keuangan dan metode untuk mengalokasikan pendapatan bunga atau biaya selama periode yang relevan. Suku bunga efektif adalah suku bunga yang secara tepat mendiskontokan estimasi penerimaan atau pembayaran kas masa depan (mencakup seluruh komisi dan bentuk lain yang dibayarkan dan diterima oleh para pihak dalam kontrak yang merupakan bagian yang tak terpisahkan dari suku bunga efektif, biaya transaksi dan premium dan diskonto lainnya) selama perkiraan umur instrumen keuangan, atau (jika lebih tepat), digunakan periode yang lebih singkat untuk memperoleh nilai tercatat bersih dari aset keuangan pada saat pengakuan awal.

Pendapatan dan beban diakui berdasarkan suku bunga efektif untuk instrumen keuangan selain dari instrumen keuangan FVTPL.

3. SUMMARY OF MATERIAL ACCOUNTING POLICIES
(Continued)

f. Financial Liabilities (Continued)

Expected Credit Losses (ECL) (Continued)

The ECL determined that loan commitments and financial guarantee contract are recognized as "Provision for unused credit facility" under the Bank's liability component.

g. Netting of Financial Assets and Financial Liabilities

Financial assets and financial liabilities are offset and the net amount is presented in the statement of financial position when the Bank has a legally enforceable right to set off the recognized amounts; and intends either to settle on a net basis, or to realize the asset and settle the liability simultaneously. A right to set-off must be available today rather than being contingent on a future event and must be exercisable by any of the counterparties, both in the normal course of business and in the event of default, insolvency or bankruptcy.

h. Effective Interest Method

The effective interest method is a method of calculating the amortized cost of a financial instrument and of allocating interest income or expense over the relevant period. The effective interest rate is the rate that exactly discounts estimated future cash receipts or payments (including all fees and points paid or received that form an integral part of the effective interest rate, transaction costs and other premiums or discounts) through the expected life of the financial instrument, or (where appropriate), a shorter period to the net carrying amount on initial recognition.

Income and expenses are recognized on an effective interest basis for financial instruments other than those financial instruments at FVTPL.

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3. IKHTISAR KEBIJAKAN AKUNTANSI YANG MATERIAL
(Lanjutan)

i. 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 tanpa memperhatikan apakah harga tersebut dapat diobservasi secara langsung atau diestimasi menggunakan teknik penilaian lain. Dalam mengukur nilai wajar atas suatu aset atau liabilitas pada tanggal pengukuran, Bank memperhitungkan karakteristik suatu aset atau liabilitas jika pelaku pasar akan memperhitungkan karakteristik tersebut ketika menentukan harga aset atau liabilitas pada tanggal pengukuran.

Dalam rangka konsistensi dan perbandingan dalam pengukuran nilai wajar dan pengungkapan terkait, Bank melakukan pengukuran nilai wajar atas instrumen keuangan yang dimiliki dengan hierarki berikut:

- Pengukuran nilai wajar level 1 adalah yang berasal dari harga kuotasian (tanpa penyesuaian) di pasar aktif untuk aset atau liabilitas yang identik di mana Bank dapat mengakses pada tanggal pengukuran;
- Pengukuran nilai wajar level 2 adalah yang berasal dari input selain harga kuotasian yang termasuk dalam level 1 yang dapat diobservasi untuk aset atau liabilitas, baik secara langsung (misalnya harga) atau secara tidak langsung (misalnya deviasi dari harga); dan
- Pengukuran nilai wajar level 3 adalah yang berasal dari teknik penilaian yang mencakup input untuk aset atau liabilitas yang bukan berdasarkan data pasar yang dapat diobservasi (input yang tidak dapat diobservasi).

j. Kas dan Giro pada Bank Indonesia dan Bank Lain

Kas dan giro pada Bank Indonesia dan bank lain tidak dijaminkan atau dibatasi penggunaannya.

Kas dan setara kas diklasifikasikan sebagai biaya perolehan diamortisasi.

Lihat Catatan 3e untuk kebijakan akuntansi terkait klasifikasi, pengakuan, pengukuran, reklasifikasi, penghentian pengakuan, dan penurunan nilai kas dan giro pada Bank Indonesia dan bank lain.

3. SUMMARY OF MATERIAL ACCOUNTING POLICIES
(Continued)

i. Fair Value

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date, regardless of whether that price is directly observable or estimated using another valuation technique. In estimating the fair value of an asset or a liability, the Bank takes into account the characteristics of the asset or a liability if market participants would take those characteristics into account when pricing the asset or liability at the measurement date.

In order to increase consistency and comparability in fair value measurements and related disclosures, the Bank measures the fair value of the financial instruments held based on the following hierarchy:

- *Level 1 fair value measurements are those derived from quoted prices (unadjusted) in active markets for identical assets or liabilities that the Bank can access at the measurement date;*
- *Level 2 fair value measurements are those derived from inputs other than quoted prices included within Level 1 that are observable for the assets or liability, either directly (i.e. as prices) or indirectly (i.e. derived from prices); and*
- *Level 3 fair value measurements are those derived from valuation techniques that include inputs for the asset or liability that are not based on observable market data (unobservable inputs).*

j. Cash and Demand Deposits with Bank Indonesia and Other Banks

Cash and demand deposits with Bank Indonesia and other banks are not pledged or restricted in use.

Cash and cash equivalents are classified as at amortized cost.

Refer to Note 3e for the related accounting policies on classification, recognition, measurement, reclassification, derecognition, and impairment of cash and demand deposits with Bank Indonesia and other banks.

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3. IKHTISAR KEBIJAKAN AKUNTANSI YANG MATERIAL
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k. Penempatan pada Bank Indonesia dan Bank Lain

Penempatan pada Bank Indonesia dan bank lain merupakan penempatan dalam bentuk Deposito Berjangka dan *Deposit Facility* Bank Indonesia.

Lihat Catatan 3e untuk kebijakan akuntansi terkait klasifikasi, pengakuan, pengukuran, reklasifikasi, penghentian pengakuan, dan penurunan nilai penempatan Bank Indonesia dan bank lain.

l. Efek-efek

Efek-efek terdiri dari obligasi Pemerintah dan obligasi korporasi yang diperdagangkan di pasar uang, forfaiting serta wesel ekspor.

Efek-efek diklasifikasikan sebagai FVOCI dan pada biaya perolehan diamortisasi.

Lihat Catatan 3e untuk kebijakan akuntansi terkait klasifikasi, pengakuan, pengukuran, reklasifikasi, penghentian pengakuan, dan penurunan nilai sekuritas.

m. Instrumen Keuangan Derivatif

Bank melakukan transaksi yang melibatkan instrumen keuangan derivatif seperti transaksi spot mata uang asing dan swap suku bunga, untuk mengelola eksposur risiko pasar seperti risiko mata uang dan risiko suku bunga.

Tagihan dan kewajiban derivatif diklasifikasikan sebagai aset dan kewajiban keuangan pada FVTPL.

Lihat Catatan 3e dan 3f untuk kebijakan akuntansi terkait klasifikasi, pengakuan, pengukuran, reklasifikasi, penghentian pengakuan, dan penurunan nilai instrumen keuangan derivatif.

n. Tagihan dan Liabilitas Akseptasi

Tagihan akseptasi diklasifikasikan sebagai biaya perolehan diamortisasi.

Liabilitas akseptasi diklasifikasikan sebagai biaya perolehan diamortisasi.

Lihat Catatan 3e dan 3f untuk kebijakan akuntansi terkait klasifikasi, pengakuan, pengukuran, reklasifikasi, penghentian pengakuan, dan penurunan nilai piutang dan kewajiban akseptasi.

3. SUMMARY OF MATERIAL ACCOUNTING POLICIES
(Continued)

k. Placements with Bank Indonesia and Other Banks

Placements with Bank Indonesia and other banks represent placement in Bank Indonesia Time Deposit and Deposit Facility.

Refer to Note 3e for the related accounting policies on classification, recognition, measurement, reclassification, derecognition, and impairment of placements Bank Indonesia and other banks.

l. Securities

Securities consist of the Government bonds and corporate bonds traded in the money market, forfaiting and export drafts.

Securities are classified as at FVOCI and at amortized cost.

Refer to Note 3e for the related accounting policies on classification, recognition, measurement, reclassification, derecognition, and impairment of securities.

m. Derivative Financial Instruments

The Bank enters into transactions involving derivative financial instruments such as foreign currency spot and forward transactions, and interest rate swaps, to manage exposures to market risks such as currency risk and interest rate risks.

Derivative receivables and payables are classified as financial assets and liabilities at FVTPL.

Refer to Notes 3e and 3f for the related accounting policies on classification, recognition, measurement, reclassification, derecognition, and impairment of derivative financial instruments.

n. Acceptance Receivables and Payables

Acceptance receivables are classified as at amortized cost.

Acceptance payables are classified as at amortized cost.

Refer to Notes 3e and 3f for the related accounting policies on classification, recognition, measurement, reclassification, derecognition, and impairment of acceptance receivables and payables.

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o. Penyertaan Saham

Penyertaan saham merupakan investasi jangka panjang pada perusahaan nonpublik.

Bank memiliki investasi pada saham yang diklasifikasikan sebagai aset keuangan yang diukur pada nilai wajar melalui penghasilan komprehensif lain. Nilai wajar penyertaan saham dihitung menggunakan perhitungan nilai wajar level 2 (Catatan 31).

Bila terjadi penurunan nilai yang bersifat permanen, nilai tercatatnya dikurangi untuk mengakui penurunan tersebut yang ditentukan untuk setiap investasi secara individu dan kerugiannya dibebankan pada laporan laba rugi.

p. Kredit

Kredit merupakan dana yang diberikan berdasarkan perjanjian atau kontrak pembiayaan dengan peminjam, di mana peminjam diharuskan membayar kembali utangnya dengan bunga setelah jangka waktu tertentu.

Kredit diklasifikasikan sebagai biaya perolehan diamortisasi.

Kredit sindikasi dicatat sesuai proporsi risiko yang ditanggung Bank.

Lihat Catatan 3e untuk kebijakan akuntansi terkait klasifikasi, pengakuan, pengukuran, reklasifikasi, penghentian pengakuan, dan penurunan nilai kredit.

Restrukturisasi Kredit

Restrukturisasi kredit dilakukan kepada peminjam yang tidak dapat memenuhi pembayaran pokok atau bunganya sesuai dengan jadwal kontrak.

Kerugian yang timbul dari restrukturisasi kredit terkait dengan perubahan persyaratan kredit diakui jika nilai kini penerimaan kas masa depan yang didiskontokan pada tingkat bunga efektif awal, lebih kecil dari jumlah kredit sebelum restrukturisasi. Lihat Catatan 3e (iv.) untuk kebijakan akuntansi restrukturisasi kredit.

3. SUMMARY OF MATERIAL ACCOUNTING POLICIES
(Continued)

o. Investment in Shares

Investment in shares is a long-term investment in non-public companies.

The Bank has investment in shares which is classified as financial assets at fair value through other comprehensive income. Fair value of investment in shares is calculated using level 2 fair value (Note 31).

The carrying amount of the investments is written down to recognise a permanent decline in value of the individual investments. Any such write-down is charged directly to the profit or loss.

p. Loans

Loans represent funds provided based on agreements or financing contracts with borrowers, where borrowers are required to repay their debts with interest after a specified period.

Loans are classified as at amortized cost.

Syndicated loans are recorded according to the proportion of risks borne by the Bank.

Refer to Note 3e for the related accounting policies on classification, recognition, measurement, reclassification, derecognition, and impairment of loans.

Loan Restructuring

Loan restructuring is made for borrowers who are unable to fulfill their principal or interest payments according to the contractual schedule.

Losses resulting from loan restructuring related to modification of credit terms are recognized if the present value of future cash receipts discounted at the original effective interest rate, is less than the amount of the outstanding loan before the restructuring. Refer to Note 3e (iv.) for the accounting policies on loan restructuring.

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q. Aset Tetap

Aset tetap dicatat berdasarkan biaya perolehan setelah dikurangi akumulasi penyusutan dan akumulasi kerugian penurunan nilai.

Penyusutan diakui untuk menghapuskan biaya perolehan aset dikurangi nilai residu dengan menggunakan metode garis lurus dengan jangka waktu sebagai berikut:

	<u>Tahun/Years</u>
Bangunan	20
Inventaris kantor	5
Kendaraan	5
Perbaikan prasarana	5

Masa manfaat ekonomis, nilai residu dan metode penyusutan dikaji setiap akhir tahun dan pengaruh dari setiap perubahan estimasi tersebut berlaku prospektif.

Tanah dinyatakan berdasarkan biaya perolehan dan tidak disusutkan.

Beban pemeliharaan dan perbaikan dibebankan pada laba rugi pada saat terjadinya. Biaya-biaya lain yang terjadi selanjutnya yang timbul untuk menambah, mengganti atau memperbaiki aset tetap dicatat sebagai biaya perolehan aset jika, dan hanya jika, besar kemungkinan manfaat ekonomis di masa depan berkenaan dengan aset tersebut akan mengalir ke entitas dan biaya perolehan aset dapat diukur secara andal.

Aset tetap yang sudah tidak digunakan lagi atau yang dijual dikeluarkan dari kelompok aset tetap berikut akumulasi penyusutannya. Keuntungan atau kerugian dari penjualan aset tetap tersebut dibukukan dalam laba rugi pada tahun yang bersangkutan.

Aset tetap dihentikan pengakuannya pada saat pelepasan atau ketika tidak ada manfaat ekonomis masa depan yang diharapkan timbul dari penggunaan aset secara berkelanjutan. Keuntungan atau kerugian yang timbul dari pelepasan atau penghentian pengakuan suatu aset tetap ditentukan sebagai selisih antara hasil penjualan dan nilai tercatat aset dan diakui dalam laba rugi.

r. Aset Takberwujud

Aset takberwujud Bank terdiri dari hak atas tanah dan perangkat lunak.

Perangkat lunak yang dibeli oleh Bank dicatat sebesar biaya perolehan dikurangi akumulasi amortisasi dan akumulasi penurunan nilai.

Amortisasi diakui dalam laporan laba rugi dengan menggunakan metode garis lurus berdasarkan taksiran masa manfaat selama 5 tahun.

3. SUMMARY OF MATERIAL ACCOUNTING POLICIES
(Continued)

q. Property and Equipment

Property and equipment are stated at cost, less accumulated depreciation and any accumulated impairment losses.

Depreciation is recognized so as to write-off the cost of assets less residual values using the straight-line method with rates as follows:

	<u>Tahun/Years</u>	
Building	20	Building
Office equipment	5	Office equipment
Vehicles	5	Vehicles
Leasehold improvements	5	Leasehold improvements

The estimated useful lives, residual values and depreciation method are reviewed at each year end, with the effect of any changes in estimate accounted for on a prospective basis.

Land is stated at cost and is not depreciated.

The cost of maintenance and repairs is charged to operations as incurred. Other costs incurred subsequently to add to, replace part of, or service an item of property and equipment, are recognized as asset if, and only if it is probable that future economic benefits associated with the item will flow to the entity and the cost of the item can be measured reliably.

Property and equipment that are no longer used or disposed from property and equipment along with their accumulated depreciation. Gains or losses from the sale of property and equipment are recorded in the profit and loss in the relevant year.

An item of property and equipment is derecognized upon disposal or when no future economic benefits are expected to arise from the continued use of the asset. Any gain or loss arising on the disposal or retirement of an item property and equipment is determined as the difference between the sales proceeds and the carrying amount of the asset and is recognized in profit or loss.

r. Intangible Assets

Intangible assets of the Bank consist of land rights and software.

Software acquired by the Bank is stated at cost less accumulated amortization and accumulated impairment losses.

Amortization is recognized in profit or loss using the straight-line method based on its estimated useful life of 5 years.

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r. Aset Takberwujud (Lanjutan)

Biaya legal pengurusan hak atas tanah pada saat perolehan tanah tersebut diakui sebagai bagian dari biaya perolehan aset takberwujud.

Biaya pembaruan atau pengurusan perpanjangan hak atas tanah diakui sebagai aset takberwujud dan diamortisasi selama periode hak atas tanah sebagaimana tercantum dalam kontrak atau umur ekonomis aset, mana yang lebih pendek.

s. Sewa

Pada awal kontrak, Bank menilai apakah kontrak tersebut adalah, atau memuat, sewa. Suatu kontrak adalah atau memuat sewa jika kontrak tersebut memberikan hak untuk mengendalikan penggunaan aset yang diidentifikasi untuk suatu periode waktu sebagai imbalan untuk imbalan.

Bank mengakui kewajiban sewa sebesar pembayaran sewa yang akan dibayar selama masa sewa, didiskontokan dengan menggunakan suku bunga pinjaman tambahan lessee. Pembayaran sewa mencakup pembayaran tetap, termasuk pembayaran tetap secara substansial, dikurangi piutang insentif sewa, pembayaran sewa variabel yang bergantung pada indeks atau suku bunga, dan jumlah yang diharapkan untuk dibayar dalam jaminan nilai sisa. Pembayaran sewa juga mencakup harga pelaksanaan yang wajar untuk opsi pembelian jika ditentukan untuk dilaksanakan oleh Bank, dan pembayaran denda untuk mengakhiri sewa jika jangka waktu sewa mencerminkan Bank melaksanakan opsi pengakhiran sewa.

Aset hak-guna termasuk jumlah liabilitas sewa yang diakui, biaya langsung awal yang dibayarkan, biaya pemulihan dan pembayaran sewa pada atau sebelum tanggal mulai sewa, dikurangi insentif sewa yang diterima.

Setelah tanggal awal sewa, jumlah kewajiban sewa ditingkatkan untuk mencerminkan beban bunga dan dikurangi pembayaran sewa yang dilakukan. Aset hak-guna disusutkan dengan menggunakan metode garis lurus selama periode yang lebih singkat antara masa sewa dan taksiran masa manfaat aset.

Untuk sewa jangka pendek (dengan jangka waktu kurang atau sama dengan 12 bulan) dan sewa aset bernilai rendah, Bank mengakui pembayaran sewa dengan dasar garis lurus selama periode sewa dalam laba rugi.

Aset hak-guna dan liabilitas sewa disajikan terpisah di laporan posisi keuangan. Penyusutan aset hak-guna dan beban bunga atas liabilitas sewa disajikan dalam laporan laba rugi. Pembayaran tunai untuk liabilitas sewa disajikan secara terpisah di laporan arus kas.

3. SUMMARY OF MATERIAL ACCOUNTING POLICIES
(Continued)

r. Intangible Assets (Continued)

The legal cost of land rights upon acquisition of the land is recognized as part of intangible assets.

The cost of renewal or extension of legal rights on land is recognized as an intangible asset and amortized over the period of land rights as stated in the contract or economic life of the asset, whichever is shorter.

s. Leases

At the inception of a contract, the Bank assesses whether the contract is, or contains, a lease. A contract is or contains a lease if the contract conveys the right to control the use of an identified asset for a period of time in return for consideration.

The Bank recognizes lease liabilities at the amount of lease payments that will be paid over the lease term, discounted using the lessee's incremental borrowing rate. Lease payments include fixed payments, including substantially fixed payments, less lease incentive receivables, variable lease payments that depends on index or interest rate, and the expected amount to be paid in a residual value guarantee. Lease payments also include the reasonable exercise price for purchase option if it is determined to be exercised by the Bank, and the payment of penalty to terminate the lease if the lease term reflects the Bank exercising the lease termination option.

The right-of-use assets include the amount of lease liabilities recognized, initial direct costs paid, restoration costs and lease payments on or before the start date of the lease, less lease incentives received.

After the inception date of the lease, the amount of the lease liabilities is increased to reflect the interest charges and fewer lease payments made. Right-of-use assets are depreciated using the straight-line method over the shorter period between the lease term and the estimated useful life of the asset.

For short-term leases (with terms of less or equal to 12 months) and leases of low-value assets, the Bank recognizes lease payments on a straight-line basis during the lease period in profit or loss.

Right-of-use assets and lease liabilities are presented separately in the statement of financial position. Depreciation of right-of-use assets and interest charges on lease liabilities are presented in profit and loss. Cash payments for lease liabilities are presented separately in the statement of cash flows.

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t. Agunan yang Diambil Alih dan Properti Terbengkalai

Agunan yang diambil alih adalah agunan yang diambil alih oleh Bank.

Properti terbengkalai merupakan aset tetap Bank berupa tanah dan bangunan yang tidak digunakan dalam kegiatan operasional bisnis Bank.

Aset yang diambil alih dan properti terbengkalai disajikan dalam akun "Aset lain-lain".

Selisih antara nilai tercatat agunan yang diambil alih dan properti terbengkalai dengan hasil penjualan properti tersebut dicatat sebagai keuntungan atau kerugian pada saat penjualan.

Agunan yang diambil alih dan properti terbengkalai diukur pada nilai mana yang lebih rendah antara jumlah tercatat dan nilai wajar dikurangi biaya untuk menjual. Manajemen mengevaluasi nilai agunan yang diambil alih dan properti terbengkalai secara berkala. Cadangan kerugian penurunan nilai atas agunan yang diambil alih dan properti terbengkalai dicadangkan pada saat penurunan nilai properti.

u. Penurunan Nilai Aset Nonkeuangan

Pada setiap akhir periode pelaporan, Bank menelaah nilai tercatat aset nonkeuangan untuk menentukan apakah terdapat indikasi bahwa aset tersebut telah mengalami penurunan nilai. Jika terdapat indikasi tersebut, nilai yang dapat diperoleh kembali dari aset diestimasi untuk menentukan tingkat kerugian penurunan nilai (jika ada). Bila tidak memungkinkan untuk mengestimasi nilai yang dapat diperoleh kembali atas suatu aset individu, Bank akan mengestimasi nilai yang dapat diperoleh kembali dari unit penghasil kas atas aset.

Estimasi nilai terpulihkan adalah nilai tertinggi antara nilai wajar dikurangi biaya pelepasan dan nilai pakainya. Dalam menilai nilai pakai, estimasi arus kas masa depan didiskontokan ke nilai kini menggunakan tingkat diskonto sebelum pajak yang menggambarkan penilaian pasar kini dari nilai waktu uang dan risiko spesifik atas aset yang mana estimasi arus kas masa depan belum disesuaikan.

Jika jumlah terpulihkan dari aset nonkeuangan (unit penghasil kas) lebih kecil dari nilai tercatatnya, nilai tercatat aset (unit penghasil kas) diturunkan menjadi sebesar nilai terpulihkan dan rugi penurunan nilai diakui ke laba rugi.

3. SUMMARY OF MATERIAL ACCOUNTING POLICIES
(Continued)

t. Foreclosed Assets and Abandoned Properties

Foreclosed assets are collaterals foreclosed by the Bank.

Abandoned properties represent the Bank's property and equipment in the form of land and building which are not used in the Bank's business operational activities.

Foreclosed assets and abandoned properties are presented under "Other assets" account.

The difference between the carrying amount of foreclosed assets and abandoned properties and the proceeds from the sale of such properties is recorded as gain or loss at the time of sale.

Foreclosed assets and abandoned properties are measured at the lower of carrying amount and fair value less cost to sell. Management evaluates the value of foreclosed assets and abandoned properties periodically. Allowance for impairment losses on foreclosed assets and abandoned properties is reserved on reduction of the properties' value.

u. Impairment of Non-financial Assets

At the end of each reporting period, the Bank reviews the carrying amounts of non-financial assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any). Where it is not possible to estimate the recoverable amount of an individual asset, the Bank estimates the recoverable amount of the cash-generating unit to which the asset belongs.

Estimated recoverable amount is the higher of fair value less cost to sell and value in use. In assessing value in use, the estimated 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 for which the estimates of future cash flows have not been adjusted.

If the recoverable amount of the non-financial asset (cash-generating unit) is less than its carrying amount, the carrying amount of the asset (cash-generating unit) is reduced to its recoverable amount and an impairment loss is recognized in profit or loss.

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v. Liabilitas Segera

Liabilitas segera dicatat pada saat liabilitas kepada masyarakat maupun kepada bank lain timbul.

Kewajiban segera diklasifikasikan sebagai biaya perolehan diamortisasi.

Lihat Catatan 3f untuk kebijakan akuntansi terkait klasifikasi, pengakuan, pengukuran, dan penghentian pengakuan liabilitas segera.

w. Simpanan

Simpanan nasabah adalah dana yang ditempatkan nasabah pada Bank, yang meliputi giro, tabungan, dan deposito berjangka.

Simpanan diklasifikasikan sebagai biaya perolehan diamortisasi.

Lihat Catatan 3f untuk kebijakan akuntansi terkait tentang klasifikasi, pengakuan, pengukuran dan penghentian pengakuan simpanan.

x. Simpanan dari Bank Lain

Simpanan dari bank lain merupakan kewajiban kepada bank dalam dan luar negeri berupa giro, tabungan, deposito berjangka, dan interbank call money.

Simpanan dari bank lain diklasifikasikan dalam kategori liabilitas keuangan diukur pada biaya perolehan diamortisasi.

Lihat Catatan 3f untuk kebijakan akuntansi terkait klasifikasi, pengakuan, pengukuran, dan penghentian pengakuan simpanan dari bank lain.

y. Pinjaman yang Diterima

Pinjaman diterima merupakan dana yang diterima dari bank lain dengan liabilitas pembayaran kembali sesuai dengan persyaratan perjanjian pinjaman.

Pinjaman diklasifikasikan sebagai biaya perolehan diamortisasi.

Lihat Catatan 3f untuk kebijakan akuntansi terkait klasifikasi, pengakuan, pengukuran, dan penghentian pinjaman yang diterima.

z. Pengakuan Pendapatan dan Beban Bunga

Pendapatan dan beban bunga diakui secara akrual menggunakan metode suku bunga efektif (Catatan 3h).

3. SUMMARY OF MATERIAL ACCOUNTING POLICIES
(Continued)

v. Liabilities Payable Immediately

Liabilities payable immediately are recorded at the time obligations to public customers or other banks arise.

Liabilities payable immediately are classified as at amortized cost.

Refer to Note 3f for the related accounting policies on classification, recognition, measurement, and derecognition of liabilities payable immediately.

w. Deposits

Deposits from customers are the funds placed by customers with the Bank, which include demand deposits, saving deposits, time deposits, and other similar deposits.

Deposits are classified as at amortized costs.

Refer to Note 3f for the related accounting policies on classification, recognition, measurement, and derecognition of deposits.

x. Deposits from Other Banks

Deposits from other banks represent liabilities to domestic and overseas banks, in the form of demand deposits, savings deposits, time deposits, and interbank call money.

Deposits from other banks are classified as at amortized costs.

Refer to Note 3f for the related accounting policies on classification, recognition, measurement, and derecognition of deposits from other banks.

y. Borrowings

Borrowings are funds received from other banks, with payment obligation based on loan agreement.

Borrowings are classified as at amortized cost.

Refer to Note 3f for the related accounting policies on classification, recognition, measurement, and derecognition of borrowings.

z. Recognition of Interest Revenues and Expenses

Interest revenue and expenses are recognized on an accrual basis using the effective interest method (Note 3h).

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(Lanjutan)

z. Pengakuan Pendapatan dan Beban Bunga (Lanjutan)

Pendapatan dan beban bunga dari aset dan liabilitas keuangan diakui dalam laba rugi. Pendapatan bunga dari kredit yang mengalami penurunan nilai dihitung menggunakan metode suku bunga efektif berdasarkan jumlah kredit setelah dikurangi cadangan kerugian penurunan nilai.

aa. Pengakuan Pendapatan dan Beban Provisi dan Komisi

Pendapatan komisi dan upah yang terkait dengan aktivitas pinjaman atau persyaratan tertentu dan dalam jumlah yang signifikan diperlakukan sebagai biaya transaksi ditangguhkan yang dapat diatribusikan secara langsung ke instrumen keuangan dan diamortisasi selama periode instrumen keuangan terkait dengan menggunakan metode suku bunga efektif.

Provisi dan komisi yang tidak berkaitan dengan kegiatan perkreditan atau pinjaman dan syarat tertentu atau nilainya tidak material menurut Bank diakui sebagai pendapatan atau beban pada saat terjadinya transaksi.

ab. Perpajakan

Beban pajak penghasilan merupakan jumlah pajak yang terutang dan pajak tangguhan.

Pajak kini terutang berdasarkan laba kena pajak untuk tahun berjalan. Laba kena pajak berbeda dari laba sebelum pajak seperti yang dilaporkan dalam laporan laba rugi dan penghasilan komprehensif lain karena pos pendapatan atau beban yang dikenakan pajak atau dikurangkan pada tahun berbeda dan pos-pos yang tidak pernah dikenakan pajak atau tidak dapat dikurangkan.

Beban pajak kini ditentukan berdasarkan laba kena pajak dalam periode yang bersangkutan yang dihitung berdasarkan tarif pajak yang berlaku.

Pajak tangguhan diakui atas perbedaan temporer antara jumlah tercatat aset dan liabilitas dalam laporan keuangan dengan dasar pengenaan pajak yang digunakan dalam perhitungan laba kena pajak. Liabilitas pajak tangguhan umumnya diakui untuk seluruh perbedaan temporer kena pajak. Aset pajak tangguhan umumnya diakui untuk seluruh perbedaan temporer yang dapat dikurangkan sepanjang kemungkinan besar bahwa laba kena pajak akan tersedia sehingga perbedaan temporer dapat dimanfaatkan.

3. SUMMARY OF MATERIAL ACCOUNTING POLICIES
(Continued)

z. Recognition of Interest Revenues and Expenses
(Continued)

Interest revenues and expenses from financial assets and liabilities are recognized in profit or loss. Interest revenues from impaired loans are computed using the effective interest rate method based on the amount of loan, net of impairment loss.

aa. Recognition of Revenues and Expenses on Commissions and Fees

Commissions and fees income related to loan activities or specific terms and with significant amounts are treated as deferred transaction cost that are directly attributable to the financial instruments and amortized over the periods of the related financial instruments using the effective interest rate method.

Commissions and fees which are not related to loan activities and terms of the loan or whose amount is not material according to the Bank are recognized as revenues or expenses at the time the transactions occur.

ab. Taxation

Income tax expense represents the sum of the tax currently payable and deferred tax.

The tax currently payable is based on taxable profit for the year. Taxable profit differs from profit before tax as reported in the statement of profit or loss and other comprehensive income because of items of income or expense that are taxable or deductible in other years and items that are never taxable or deductible.

Current tax expense is determined based on the taxable income for the year computed using prevailing tax rates.

Deferred tax is recognized on temporary differences between the carrying amounts of assets and liabilities in the financial statements and the corresponding tax bases used in the computation of taxable profit. Deferred tax liabilities are generally recognized for all taxable temporary differences. Deferred tax assets are generally recognized for all deductible temporary differences to the extent that it is probable that taxable profits will be available against which those deductible temporary differences can be utilized.

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3. IKHTISAR KEBIJAKAN AKUNTANSI YANG MATERIAL
(Lanjutan)

ab. Perpajakan (Lanjutan)

Aset dan liabilitas pajak tangguhan tidak diakui jika perbedaan temporer timbul dari pengakuan awal (selain dari kombinasi bisnis) dari aset dan liabilitas suatu transaksi yang tidak memengaruhi laba kena pajak atau laba akuntansi.

Aset dan liabilitas pajak tangguhan diukur dengan menggunakan tarif pajak yang diekspektasikan berlaku dalam periode ketika liabilitas diselesaikan atau aset dipulihkan dengan tarif pajak (dan peraturan pajak) yang telah berlaku atau secara substantif telah berlaku pada akhir periode pelaporan. Pengukuran aset dan liabilitas pajak tangguhan mencerminkan konsekuensi pajak yang sesuai dengan cara yang Bank harapkan, pada akhir periode pelaporan, untuk memulihkan atau menyelesaikan jumlah tercatat aset dan liabilitasnya.

Jumlah tercatat aset pajak tangguhan dikaji ulang pada akhir periode pelaporan dan dikurangi jumlah tercatatnya jika kemungkinan besar laba kena pajak tidak lagi tersedia dalam jumlah yang memadai untuk mengkompensasikan sebagian atau seluruh aset pajak tangguhan tersebut.

Pajak kini dan pajak tangguhan diakui sebagai beban atau pendapatan dalam laporan laba rugi, kecuali jika berkaitan dengan pos-pos yang diakui di luar laba rugi (baik dalam penghasilan komprehensif lain atau langsung dalam ekuitas), dalam hal ini pajak juga diakui di luar laporan laba rugi. Aset dan liabilitas pajak tangguhan dikompensasikan ketika ada hak yang dapat diberlakukan secara hukum untuk menghapus aset pajak kini terhadap liabilitas pajak kini dan ketika mereka berhubungan dengan pajak penghasilan yang dipungut oleh otoritas perpajakan yang sama pada salah satu entitas kena pajak yang sama ketika ada tujuan untuk memulihkan aset pajak kini dan liabilitas pajak kini secara neto, atau untuk merealisasikan aset dan menyelesaikan liabilitas secara bersamaan, di setiap periode mendatang di mana sejumlah besar liabilitas atau aset pajak tangguhan diharapkan dapat diselesaikan atau dipulihkan.

ac. Imbalan Kerja

Imbalan kerja jangka pendek

Imbalan kerja jangka pendek diakui pada saat terutang kepada karyawan berdasarkan metode akrual.

3. SUMMARY OF MATERIAL ACCOUNTING POLICIES
(Continued)

ab. Taxation (Continued)

Such deferred tax assets and liabilities are not recognized if the temporary differences arise from the initial recognition (other than in a business combination) of assets and liabilities in a transaction that affects neither the taxable profit nor the accounting profit.

Deferred tax assets and liabilities are measured at the tax rates that are expected to apply in the period in which the liability is settled or the asset realized, based on the tax rates (and tax laws) that have been enacted, or substantively enacted, by the end of the reporting period. The measurement of deferred tax assets and liabilities reflects the consequences that would follow from the manner in which the Bank expects, at the end of the reporting period, to recover or settle the carrying amount of their assets and liabilities.

The carrying amount of deferred tax assets is reviewed at the end of each reporting period 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 asset to be recovered.

Current and deferred tax are recognized as an expense or income in profit or loss, except when they relate to items that are recognized outside of profit or loss (whether in other comprehensive income or directly in equity), in which case the tax is also recognized outside of profit or loss. Deferred tax assets and liabilities are offset when there is a legally enforceable right to set off current tax assets against current tax liabilities and when they relate to income taxes levied by the same taxation authority on either the same taxable entity when there is an intention to settle its current tax assets and current tax liabilities on a net basis, or to realize the assets and settle the liabilities simultaneously, in each future period in which significant amounts of deferred tax liabilities or assets are expected to be settled or recovered.

ac. Employee Benefits

Short-term employee benefits

Short-term employee benefits are recognized when they accrue to the employees based on accrual method.

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3. IKHTISAR KEBIJAKAN AKUNTANSI YANG MATERIAL
(Lanjutan)

ac. Imbalan Kerja (Lanjutan)

Liabilitas imbalan pascakerja

Bank mengakui liabilitas imbalan pascakerja kepada karyawan sesuai dengan ketentuan minimum di dalam Peraturan Pemerintah No. 35 Tahun 2021 yang mengatur mengenai pelaksanaan dari Undang-Undang No. 11 Tahun 2020 tentang "Cipta Kerja" yang telah diganti dengan Undang-Undang No. 6 Tahun 2023 tentang "Penetapan Peraturan Pemerintah Pengganti Undang-Undang No. 2 Tahun 2022 tentang Cipta Kerja menjadi Undang-Undang".

Biaya penyediaan imbalan ditentukan dengan menggunakan metode *projected unit credit*, dengan penilaian aktuarial dilakukan pada setiap akhir periode pelaporan tahunan. Pengukuran kembali, yang terdiri dari keuntungan dan kerugian aktuarial, segera tercermin dalam laporan posisi keuangan dengan beban atau kredit yang diakui dalam penghasilan komprehensif lain pada periode terjadinya. Pengukuran kembali yang diakui dalam penghasilan komprehensif lain tercermin sebagai pos terpisah pada penghasilan komprehensif lain di ekuitas dan tidak akan direklasifikasi ke laba rugi. Biaya jasa lalu diakui dalam laporan laba rugi pada periode amandemen program. Biaya bunga bersih dihitung dengan mengalihkan tingkat diskonto pada awal periode terhadap liabilitas imbalan pasti. Biaya manfaat pasti dikategorikan sebagai berikut:

- Biaya jasa (termasuk biaya jasa kini, biaya jasa lalu serta keuntungan dan kerugian kurtailmen dan penyelesaian);
- Beban atau pendapatan bunga neto; dan
- Pengukuran kembali.

Bank menyajikan dua komponen pertama dari biaya imbalan pasti di laba rugi. Keuntungan dan kerugian kurtailmen dicatat sebagai biaya jasa lalu.

Liabilitas imbalan pensiun yang diakui pada laporan posisi keuangan merupakan defisit atau surplus aktual dalam program imbalan pasti Bank. Surplus yang dihasilkan dari perhitungan ini terbatas pada nilai kini manfaat ekonomis yang tersedia dalam bentuk pengembalian dana program dan pengurangan iuran masa depan atas program.

Liabilitas untuk pesangon diakui mana yang terjadi lebih dulu ketika entitas tidak dapat lagi menarik penawaran imbalan tersebut dan ketika Bank mengakui biaya restrukturisasi terkait.

Liabilitas imbalan pascakerja jangka panjang lainnya

Bank memberikan cuti kerja selama dua bulan bagi pegawai yang masih aktif selama 6 tahun masa kerja yang akan diberikan pada tahun ke-7 dan ke-8. Bank menyajikan komponen imbalan kerja jangka panjang lainnya dalam laporan laba rugi.

3. SUMMARY OF MATERIAL ACCOUNTING POLICIES
(Continued)

ac. Employee Benefits (Continued)

Post-employment benefits obligation

The Bank recognizes post-employment benefit liabilities to its employees in accordance with the minimum requirement in the Government Regulation No. 35 Year 2021 which regulates the implementation of Law No. 11 Year 2020 on "Job Creation" which has been replaced by Law No. 6 Year 2023 on "Stipulation of Government Regulation in Lieu of Law No. 2 Year 2022 on Job Creation into Law".

The cost of providing benefits is determined using the projected unit credit method, with actuarial valuations being carried out at the end of each annual reporting period. Remeasurement, comprising actuarial gains and losses, is reflected immediately in the statement of financial position with a charge or credit recognized in other comprehensive income in the period in which they occur. Remeasurement recognized in other comprehensive income is reflected as a separate item under other comprehensive income in equity and will not be reclassified to profit or loss. Past service cost is recognized in profit or loss in the period of a plan amendment. Net interest cost is calculated by applying the discount rate at the beginning of the period to the defined benefit liability. Defined benefit costs are categorized as follows:

- Service cost (including current service cost, past service cost, as well as gains and losses on curtailments and settlements);
- Net interest expense; and
- Remeasurement.

The Bank presents the first two components of defined benefit costs in profit or loss. Curtailment gains and losses are accounted for as past service costs.

The retirement benefit obligation recognized in the statement of financial position represents the actual deficit or surplus in the Bank's defined benefit plans. Any surplus resulting from this calculation is limited to the present value of any economic benefits available in the form of refunds from the plans or reductions in future contributions to the plans.

A liability for a termination benefit is recognized at the earliest of when the entity can no longer withdraw the offer of the termination benefit and when the Bank recognizes any related restructuring costs.

Other long-term employee benefits

The Bank provides two months long service leaves for employees who are still active in 6 years of services that will be granted in 7th and 8th year. The Bank presents the components of other long-term employee benefits in profit or loss.

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3. IKHTISAR KEBIJAKAN AKUNTANSI YANG MATERIAL
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ad. Provisi

Penyisihan diakui jika Bank memiliki kewajiban masa kini (baik secara hukum maupun konstruktif) sebagai akibat dari peristiwa masa lalu, kemungkinan besar Bank akan diminta untuk menyelesaikan kewajiban tersebut, dan dapat dibuat estimasi yang andal tentang jumlah kewajiban tersebut.

Jumlah yang diakui sebagai penyisihan merupakan estimasi terbaik dari pertimbangan yang diperlukan untuk menyelesaikan kewajiban ini pada akhir periode pelaporan, dengan mempertimbangkan risiko dan ketidakpastian yang melingkupi kewajiban tersebut. Jika penyisihan diukur dengan menggunakan estimasi arus kas untuk menyelesaikan kewajiban ini, nilai tercatatnya adalah nilai kini dari arus kas tersebut.

Ketika beberapa atau semua manfaat ekonomi yang diperlukan untuk menyelesaikan penyisihan diharapkan dapat dipulihkan dari pihak ketiga, piutang diakui sebagai aset jika secara virtual dipastikan bahwa penggantian akan diterima dan jumlah piutang dapat diukur dengan andal.

Kontinjensi

Kewajiban kontinjensi tidak diakui dalam laporan keuangan tetapi diungkapkan kecuali kemungkinan arus keluar sumber daya yang mengandung manfaat ekonomi kecil. Aset kontinjensi tidak diakui tetapi diungkapkan dalam laporan keuangan jika kemungkinan besar terdapat arus masuk manfaat ekonomi.

4. PENGGUNAAN ESTIMASI DAN PERTIMBANGAN AKUNTANSI YANG SIGNIFIKAN

Dalam penerapan kebijakan akuntansi Bank, yang dijelaskan dalam Catatan 3, manajemen diwajibkan untuk membuat pertimbangan, estimasi dan asumsi tentang jumlah tercatat aset dan liabilitas yang tidak tersedia dari sumber lain. Estimasi dan asumsi yang terkait didasarkan pada pengalaman historis dan faktor-faktor lain yang dianggap relevan. Hasil aktualnya mungkin berbeda dari estimasi tersebut.

Estimasi dan asumsi yang mendasari ditelaah secara berkelanjutan. Revisi estimasi akuntansi diakui dalam periode yang perkiraan tersebut direvisi jika revisi hanya memengaruhi periode itu, atau pada periode revisi dan periode masa depan jika revisi memengaruhi kedua periode tersebut.

Dalam proses penerapan kebijakan akuntansi yang dijelaskan dalam Catatan 3, pertimbangan kritis yang memiliki dampak signifikan pada jumlah yang diakui dalam laporan keuangan selain dari penyajian perkiraan yang diatur di bawah ini.

3. SUMMARY OF MATERIAL ACCOUNTING POLICIES
(Continued)

ad. Provision

Provision is recognized when the Bank has a present obligation (legal or constructive) as a result of a past event, it is probable that the Bank will be required to settle the obligation, and a reliable estimate can be made of the amount of the obligation.

The amount recognized as a provision is the best estimate of the consideration required to settle the present obligation at the end of the reporting period, taking into account the risks and uncertainties surrounding the obligation. Where a provision is measured using the cash flows estimated to settle the present obligation, its carrying amount is the present value of those cash flows.

When some or all of the economic benefits required to settle a provision are expected to be recovered from a third party, a receivable is recognized as an asset if it is virtually certain that reimbursement will be received and the amount of the receivable can be measured reliably.

Contingencies

Contingent liabilities are not recognized in the financial statements but are disclosed unless the possibility of an outflow of resources embodying economic benefits is remote. Contingent assets are not recognized but are disclosed in the financial statements when an inflow of economic benefits is probable.

4. USE OF CRITICAL ACCOUNTING ESTIMATES AND JUDGMENTS

In the application of the Bank's accounting policies, which are described in Note 3, management is required to make judgments, estimates and assumptions about the carrying amounts of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognized in the period in which the estimates are revised if the revision affects only that period, or in the period of the revision and future periods if the revision affects both periods.

In the process of applying the accounting policies described in Note 3, critical judgment has a significant impact on the amounts recognized in the financial statements apart from those involving estimates, which are dealt with below.

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4. PENGGUNAAN ESTIMASI DAN PERTIMBANGAN AKUNTANSI YANG SIGNIFIKAN (Lanjutan)

Klasifikasi Aset dan Liabilitas Keuangan

Bank menetapkan klasifikasi aset dan liabilitas keuangan sesuai dengan kebijakan akuntansi sebagaimana diungkapkan dalam Catatan 3e dan 3f.

Sumber Estimasi Ketidakpastian

Asumsi utama mengenai masa depan dan sumber estimasi ketidakpastian utama lainnya pada akhir periode pelaporan, yang memiliki risiko signifikan yang mengakibatkan penyesuaian material terhadap jumlah tercatat aset dan liabilitas dalam periode pelaporan berikutnya dijelaskan di bawah ini:

Rugi Penurunan Nilai Aset Keuangan

Bank menilai penurunan nilai aset keuangan pada setiap tanggal pelaporan. Dalam menentukan apakah rugi penurunan nilai harus dicatat dalam laba rugi, manajemen membuat penilaian, apakah terdapat bukti objektif bahwa kerugian telah terjadi. Suatu aset keuangan dinyatakan mengalami penurunan nilai bila ada bukti objektif terjadinya peristiwa yang berdampak pada estimasi arus kas atas aset keuangan. Bukti tersebut meliputi data yang dapat diobservasi yang menunjukkan bahwa telah terjadi peristiwa yang merugikan dalam status pembayaran debitur atau kondisi ekonomi nasional atau lokal yang berkorelasi dengan kelalaian pembayaran piutang.

Cadangan kerugian penurunan nilai akan dibentuk untuk mengakui kerugian penurunan nilai yang terjadi dalam portofolio aset keuangan. Manajemen menggunakan perkiraan berdasarkan pengalaman kerugian historis untuk aset dengan karakteristik risiko kredit dan bukti objektif adanya penurunan nilai yang serupa dengan yang ada dalam portofolio pada saat penjadwalan arus kas masa depan.

Manajemen juga membuat penilaian atas metodologi dan asumsi untuk memperkirakan jumlah dan waktu arus kas masa depan yang direvisi secara berkala untuk mengurangi perbedaan antara estimasi kerugian dan kerugian aktualnya. Bank melakukan penilaian terhadap penurunan nilai dalam dua cara, yaitu:

- a. Individual, dilakukan untuk jumlah aset keuangan yang melebihi ambang batas (*threshold*) tertentu dan aset keuangan yang memiliki bukti objektif penurunan nilai yang telah teridentifikasi secara terpisah pada tanggal laporan posisi keuangan. Kerugian penurunan nilai adalah selisih antara nilai tercatat dan nilai kini dari estimasi terbaik atas arus kas masa depan dan realisasi agunan pada tingkat suku bunga efektif awal dari aset keuangan tersebut. Estimasi ini dilakukan dengan mempertimbangkan kapasitas utang dan fleksibilitas keuangan debitur, kualitas pendapatan debitur, jumlah dan sumber arus kas, industri di mana debitur beroperasi dan nilai realisasi agunan.

4. USE OF CRITICAL ACCOUNTING ESTIMATES AND JUDGMENTS (Continued)

Classification of Financial Assets and Liabilities

The Bank determines the classification of financial assets and liabilities in accordance with the accounting policies as disclosed in Notes 3e and 3f.

Key Sources of Estimation Uncertainty

The key assumptions concerning future and other key sources of estimation uncertainty at the end of the reporting period, that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next reporting period are discussed below:

Impairment Loss on Financial Assets

The Bank assesses its financial assets at each reporting date. In determining whether the impairment loss should be recorded in profit or loss, management makes judgment as to whether there is objective evidence that loss event has occurred. Financial assets are considered to be impaired when there is objective evidence that, as a result of one or more events that occurred after the initial recognition of the financial asset, the estimated future cash flows of the financial assets have been affected. The evidence includes observable data which indicates that an adverse event has occurred in the payment status of borrowers or in the national or local economic conditions that correlate with the omission of payment of receivables.

Allowance for loss on impairment will be set up to recognize the impairment loss that occurs in a portfolio of financial assets. Management uses estimates based on historical loss experience for assets with credit risk characteristics and objective evidence of impairment similar to those in the portfolio when scheduling future cash flows.

Management also makes judgments as to the methodology and assumptions for estimating the amount and timing of future cash flows which are reviewed regularly to reduce any difference between loss estimate and actual loss. The Bank performs assessment of the impairment amounts in two ways, namely:

- a. Individually, made to the amount of financial assets that exceed certain threshold and to certain financial assets that have objective evidence that impairment has been identified separately on the date of statement of financial position. Impairment loss is the difference between the carrying amount and the present value of the best estimated future cash flows and realization of collateral at the initial effective interest rates of financial assets. The estimates are made by considering the debt capacity and financial flexibility of the debtor, debtor's earnings quality, quantity and source of cash flows, industry in which the debtor operates and realizable value of collateral.

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Sumber Estimasi Ketidakpastian (Lanjutan)

Rugi Penurunan Nilai Aset Keuangan (Lanjutan)

Estimasi jumlah dan waktu pemulihan masa depan akan membutuhkan banyak pertimbangan. Jumlah penerimaan tergantung pada kinerja debitur pada masa mendatang dan nilai agunan, keduanya akan dipengaruhi oleh kondisi ekonomi di masa depan, di samping itu, agunan mungkin tidak mudah dijual. Nilai aktual arus kas masa depan dan tanggal penerimaan mungkin berbeda dari estimasi tersebut dan akibatnya kerugian aktual yang terjadi mungkin berbeda dengan yang diakui dalam laporan keuangan.

- b. Kolektif, dilakukan untuk jumlah aset keuangan yang tidak melebihi ambang batas (*threshold*) tertentu, tidak memiliki bukti objektif penurunan nilai dan aset keuangan yang memiliki bukti objektif penurunan nilai, namun belum diidentifikasi secara terpisah pada tanggal laporan posisi keuangan. Pembentukan kerugian penurunan nilai dilakukan secara kolektif dengan antara lain memperhitungkan jumlah dan lamanya tunggakan, agunan dan pengalaman kerugian masa lalu. Faktor paling penting dalam pembentukan cadangan adalah *probability of default* dan *loss given default*. Kualitas aset keuangan pada masa mendatang dipengaruhi oleh ketidakpastian yang dapat menyebabkan kerugian aktual aset keuangan dapat berbeda secara material dari cadangan kerugian penurunan nilai yang telah dibentuk. Ketidakpastian ini termasuk lingkungan ekonomi, suku bunga dan pengaruhnya terhadap pembelanjaan debitur, tingkat pengangguran dan perilaku pembayaran.

Penilaian Instrumen Keuangan

Seperti dijelaskan dalam Catatan 36, Bank menggunakan teknik penilaian yang meliputi input yang tidak didasarkan pada data pasar yang dapat diobservasi untuk mengestimasi nilai wajar dari beberapa jenis instrumen keuangan. Catatan 36 memberikan informasi yang rinci mengenai asumsi utama yang digunakan dalam menentukan nilai wajar instrumen keuangan. Manajemen berpendapat bahwa teknik penilaian yang dipilih dan asumsi yang digunakan adalah tepat dalam menentukan nilai wajar dari instrumen keuangan.

Liabilitas Imbalan Kerja

Penentuan liabilitas imbalan kerja tergantung pada pemilihan asumsi tertentu yang diidentifikasi oleh manajemen dalam menghitung jumlah liabilitas tersebut. Asumsi tersebut termasuk antara lain tingkat diskonto dan tingkat kenaikan gaji. Perubahan signifikan dalam asumsi yang digunakan dapat berpengaruh secara signifikan terhadap liabilitas imbalan kerja Bank. Nilai kini liabilitas imbalan kerja diungkapkan dalam Catatan 31.

4. USE OF CRITICAL ACCOUNTING ESTIMATES AND JUDGMENTS (Continued)

Key Sources of Estimation Uncertainty (Continued)

Impairment Loss on Financial Assets (Continued)

Estimating the amount and timing of future recovery will require a lot of considerations. The amount of revenue depends on the performance of the debtor in the future and the value of collateral, both of which will be affected by future economic conditions, in addition, to the fact that the collateral may not be easily sold. The actual value and date of receipt of future cash flows may differ from the estimates and as a result, an actual loss which occurs may be different from the amount recognized in the financial statements.

- b. Collectively, made to the amount of financial assets that do not exceed certain threshold and do not have objective evidence of impairment when assessed individually, and to the financial assets that have objective evidence of impairment but has not been identified separately on the date of statement of financial position. Establishment of collective impairment loss is made by, among others, taking into account the number and duration of arrears, collateral and past loss experience. The most important factors in establishing reserves are the probability of default and the loss given default. The quality of financial assets in the future is affected by uncertainties that could cause actual loss on financial assets, which may differ materially from the impairment loss reserves that have been established. These uncertainties include the economic environment, interest rates and the effect on spending of the debtor, unemployment rate and payment behavior.

Valuation of Financial Instruments

As described in Note 36, the Bank uses valuation techniques that include inputs that are not based on observable market data to estimate the fair value of certain types of financial instruments. Note 36 provides detailed information about the key assumptions used in the determination of the fair value of financial instruments, as well as the detailed sensitivity analysis for these assumptions. The management believes that the chosen valuation techniques and assumptions used are appropriate in determining the fair value of financial instruments.

Employment Benefit Liabilities

Determination of employment benefit liabilities depends on the selection of certain assumptions identified by management in calculating the amount of such liability. These assumptions include, among others, the discount rate and the rate of increase in salaries. Significant changes in the assumptions used can significantly affect the Bank's employment benefit liabilities. The present value of the employment benefit liabilities of the Bank is disclosed in Note 31.

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4. PENGGUNAAN ESTIMASI DAN PERTIMBANGAN AKUNTANSI YANG SIGNIFIKAN (Lanjutan)

Sumber Estimasi Ketidakpastian (Lanjutan)

Taksiran Masa Manfaat Ekonomis Aset Tetap dan Aset Takberwujud

Masa manfaat setiap aset tetap dan aset takberwujud Bank ditentukan berdasarkan kegunaan yang diharapkan dari aset tersebut. Estimasi ini ditentukan berdasarkan evaluasi teknis internal dan pengalaman atas aset sejenis. Masa manfaat setiap aset direviu secara periodik dan disesuaikan apabila perkiraan berbeda dengan estimasi sebelumnya karena keausan, keusangan teknis dan komersial, hukum atau keterbatasan lainnya atas pemakaian aset. Namun terdapat kemungkinan bahwa hasil operasi di masa mendatang dapat dipengaruhi secara signifikan oleh perubahan atas jumlah serta periode pencatatan biaya yang diakibatkan karena perubahan faktor yang disebutkan di atas.

Perubahan masa manfaat aset tetap dan aset takberwujud dapat memengaruhi jumlah biaya penyusutan dan amortisasi yang diakui dan mengurangi nilai tercatat aset tersebut. Nilai tercatat aset tetap dan aset takberwujud diungkapkan masing-masing dalam Catatan 14 dan 15.

Penurunan Nilai Aset Nonkeuangan

Bank mengevaluasi penurunan nilai aset apabila terdapat kejadian atau perubahan keadaan yang mengindikasikan bahwa nilai tercatat aset tidak dapat dipulihkan kembali. Faktor-faktor penting yang dapat menyebabkan penelaahan penurunan nilai adalah sebagai berikut:

- a) performa yang tidak tercapai secara signifikan terhadap ekspektasi historis atau 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. Jumlah terpulihkan adalah nilai yang lebih tinggi antara nilai wajar dikurang biaya untuk menjual 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.

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4. USE OF CRITICAL ACCOUNTING ESTIMATES AND JUDGMENTS (Continued)

Key Sources of Estimation Uncertainty (Continued)

Estimated Useful Lives of Property and Equipment and Intangible Assets

The useful life of each item of the Bank's property and equipment and intangible assets are estimated based on the period over which the asset is expected to be available for use. Such estimation is based on internal technical evaluation and experience with similar assets. The estimated useful life of each asset is reviewed periodically and 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 asset. It is possible, however, that future results of operations could be materially affected by changes in the amounts and timing of recorded expenses brought about by changes in the factors mentioned above.

A change in the estimated useful life of any item of property and equipment and intangible assets would affect the recorded depreciation and amortization expense and decrease the carrying values of these assets. The carrying amounts of property and equipment and intangible assets are disclosed in Notes 14 and 15, respectively.

Impairment of Non-financial Assets

The Bank assesses impairment of assets whenever events or changes in circumstances that would indicate that the carrying amount of an 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. The recoverable amount is the higher of an asset's (or cash-generating unit's) fair value less costs to sell 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.

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4. PENGGUNAAN ESTIMASI DAN PERTIMBANGAN AKUNTANSI YANG SIGNIFIKAN (Lanjutan)

Sumber Estimasi Ketidakpastian (Lanjutan)

Aset Pajak Tangguhan

Bank mengakui aset pajak tangguhan sepanjang kemungkinan besar bahwa laba kena pajak tersedia dalam jumlah yang memadai untuk mengkompensasikan sebagian atau seluruh aset pajak tangguhan yang dapat dimanfaatkan. Penilaian Bank atas pengakuan aset pajak tangguhan dari perbedaan temporer yang dapat dikurangkan didasarkan pada tingkatan dan waktu dari proyeksi laba kena pajak periode pelaporan berikutnya.

Proyeksi didasarkan pada historis dan ekspektasi Bank atas pendapatan dan beban serta strategi perencanaan pajak di masa depan.

Menentukan Jangka Waktu Kontrak dengan Opsi Perpanjangan dan Penghentian Kontrak - Bank sebagai Lessee

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 memengaruhi apakah lessee cukup pasti untuk mengeksekusi opsi memperpanjang atau menghentikan sewa.

5. KAS

Kas terdiri dari:

	2024
Rupiah	33.936.709.000
Mata uang asing:	
Dolar Amerika Serikat	22.083.981.690
Dolar Singapura	46.193.862
Jumlah	56.066.884.552

Kas termasuk kas pada *Automated Teller Machines* masing-masing sebesar Rp1.702.500.000 dan Rp3.048.850.000 pada tanggal 31 Desember 2024 dan 2023.

4. USE OF CRITICAL ACCOUNTING ESTIMATES AND JUDGMENTS (Continued)

Key Sources of Estimation Uncertainty (Continued)

Deferred Tax Assets

The Bank recognizes deferred tax assets to the extent it is probable that sufficient taxable income will be available to allow all or part of the deferred tax assets to be utilized. The Bank's assessment of the recognition of deferred tax assets on deductible temporary differences is based on the level and timing of forecasted taxable income of the subsequent reporting periods.

The forecast is based on the Bank's past results and future expectations on revenues and expenses as well as future tax planning strategies.

Determining the Contract Term with Extension and Contract Termination Options - the Bank as Lessee

The Bank determines the lease term as noncancellable term, together with the period covered by the option to extend the lease if it is determined to be exercised, or any period covered by the option to terminate the lease, if it is reasonably certain not to be exercised.

The Bank has several lease contracts that include extension and contract termination in the lease terms. The Bank applies its judgment in evaluating whether it is certain to exercise the option to extend or terminate the lease. This is done by considering all relevant facts and circumstances that provide economic incentives to extend or terminate the lease. After the commencement date, the Bank reassesses the lease term, if there is a significant event or change in circumstances which are under its control and affect whether the lessee is certain enough to exercise the option to extend or terminate the lease.

5. CASH

Cash consists of:

	2023	
	42.758.738.300	Rupiah
		Foreign currency:
	15.866.269.766	United States Dollar
	81.734.380	Singapore Dollar
	58.706.742.446	Total

Cash includes cash in *Automated Teller Machines* amounting Rp1,702,500,000 to and Rp3,048,850,000 as of December 31, 2024 and 2023, respectively.

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6. GIRO PADA BANK INDONESIA

Giro pada Bank Indonesia ini terdiri dari:

	2024
Rupiah	614.146.530.706
Mata uang asing:	
Dolar Amerika Serikat	244.644.000.000
Jumlah	858.790.530.706

Giro Wajib Minimum (GWM) Bank sesuai dengan Peraturan Bank Indonesia dan Peraturan Anggota Dewan Gubernur (PADG) diungkapkan pada Catatan 40a.

6. CURRENT ACCOUNTS WITH BANK INDONESIA

Current accounts with Bank Indonesia consist of:

	2023	
	737.888.142.367	Rupiah
		Foreign currency:
	169.367.000.000	United States Dollar
	907.255.142.367	Total

The Bank's Minimum Statutory Reserves (GWM) Bank in accordance with Bank Indonesia Regulation and Regulation of Members of The Board of Governors (PADG) are disclosed in Note 40a.

7. GIRO PADA BANK LAIN

Akun ini terdiri dari rekening giro pada bank lain dengan rincian sebagai berikut:

	2024
Pihak Berelasi	
Mata uang asing	
Shinhan Bank Co., Ltd	
Dolar Amerika Serikat	52.810.399.121
Won Korea	819.767.239
Subjumlah	53.630.166.360

Pihak Ketiga	
Rupiah	
PT Bank Central Asia Tbk	4.780.195.013
PT Bank Rakyat Indonesia (Persero) Tbk	8.020.531.917
PT Bank Danamon Indonesia Tbk	5.310.871.615
PT Bank Maybank Indonesia Tbk	33.566.407
PT Bank Negara Indonesia (Persero) Tbk	4.205.770.057
Subjumlah	22.350.935.009

Mata uang asing	
Dolar Amerika Serikat	
Bank of America	130.706.355.474
PT Bank Central Asia Tbk	13.750.766.148
JP Morgan Chase Bank N.A.	36.191.982.156
Citibank, N.A.	14.301.607.704
Subjumlah	194.950.711.482

Dolar Singapura	
Bank of America, Singapore Ltd	1.126.030.820
Dolar Australia	
Bank of America, N.A.	257.488.397
Euro	
Bank of America, Merrill Lynch	2.307.873.823
Yuan China	
Bank of China, Hongkong Ltd	345.893.077
Yen Jepang	
Bank of America, N.A.	443.507.471

7. CURRENT ACCOUNTS WITH OTHER BANKS

This account consists of current accounts with other banks with details as follows:

	2023	Related Parties
	59.682.844.448	Foreign currencies
	345.144.072	Shinhan Bank Co., Ltd
		United States Dollar
		Korean Won
	60.027.988.520	Sub-total

		Third Parties
	50.917.915.264	Rupiah
		PT Bank Central Asia Tbk
	11.211.780.925	PT Bank Rakyat Indonesia (Persero) Tbk
	9.307.205.527	PT Bank Danamon Indonesia Tbk
	33.908.436	PT Bank Maybank Indonesia Tbk
	14.369.126	PT Bank Negara Indonesia (Persero) Tbk
	71.485.179.278	Sub-total

		Foreign currencies
	91.387.592.146	United States Dollar
	49.010.232.734	Bank of America
	43.484.207.708	PT Bank Central Asia Tbk
	38.828.783.106	JP Morgan Chase Bank N.A.
		Citibank, N.A.
	222.710.815.694	Sub-total

		Singapore Dollar
	400.058.264	Bank of America, Singapore Ltd
	317.779.227	Australian Dollar
		Bank of America, N.A.
		Euro
	259.520.875	Bank of America, Merrill Lynch
	208.492.659	Chinese Yuan
		Bank of China, Hongkong Ltd
	150.640.271	Japanese Yen
		Bank of America, N.A.

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7. GIRO PADA BANK LAIN (Lanjutan)

	2024
Pihak Ketiga (Lanjutan)	
Mata uang asing (Lanjutan)	
Dolar Hongkong	
Bank of America, N.A.	31.162.907
Jumlah	275.443.769.346
Dikurangi: cadangan kerugian penurunan nilai	(10.090.806)
Neto	275.433.678.540

Rentang suku bunga efektif per tahun untuk giro pada bank lain dalam mata uang Rupiah dan dalam mata uang asing adalah sebagai berikut:

	2024
Rupiah	0,00% - 1,37%
Mata uang asing	0,00% - 0,00%

Manajemen berpendapat bahwa jumlah cadangan kerugian penurunan nilai telah memadai.

Kolektibilitas giro pada bank lain sesuai dengan Peraturan Otoritas Jasa Keuangan (POJK), diungkapkan pada Catatan 40b.

7. CURRENT ACCOUNTS WITH OTHER BANKS (Continued)

	2023
	53.690.489
	355.614.165.277
	(18.528.307)
	355.595.636.970

Third Parties (Continued)
Foreign currencies (Continued)
Hongkong Dollar
Bank of America, N.A.
Total

Less: allowance for
impairment losses
Net

The annual effective interest range for current accounts with other banks in Rupiah and in foreign currencies are as follows:

	2023
	0,00% - 0,31%
	0,00% - 0,00%

Rupiah
Foreign currencies

Management believes that the allowance for impairment losses is adequate.

The collectibility of current accounts with other banks in accordance with Financial Service Authority Regulation (POJK) is disclosed in Note 40b.

8. PENEMPATAN PADA BANK INDONESIA DAN BANK LAIN

Penempatan pada Bank Indonesia dan bank lain berdasarkan jenis dan mata uangnya adalah sebagai berikut:

8. PLACEMENTS WITH BANK INDONESIA AND OTHER BANKS

Placements with Bank Indonesia and other banks by type and currency are as follows:

	2024	
	Jangka Waktu/ Period Hari/Days	Jumlah/ Total Rp
Pihak Ketiga		
Rupiah		
Fasilitas simpanan		
Bank Indonesia - setelah dikurangi bunga yang belum diamortisasi sebesar		
Rp35.864.540	3 hari/days	245.964.135.460
Mata uang asing		
Dolar Amerika Serikat		
Simpanan berjangka		
Bank Indonesia	-	-
Jumlah		245.964.135.460

Third Parties
Rupiah
Deposit facility

Bank Indonesia - net of
unamortized interest of
Rp35,864,540

Foreign currencies
United States Dollar
Time deposit
Bank Indonesia
Total

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8. PENEMPATAN PADA BANK INDONESIA DAN BANK LAIN
(Lanjutan)

8. PLACEMENTS WITH BANK INDONESIA AND OTHER
BANKS (Continued)

		2023			
		Jangka Waktu/ Period	Jumlah/ Total		
		Hari/Days	Rp		
Pihak Ketiga				Third Parties	
Rupiah				Rupiah	
Fasilitas simpanan				Deposit facility	
Bank Indonesia - setelah				Bank Indonesia - net of	
dikurangi bunga yang belum				unamortized interest of	
diamortisasi sebesar				Rp81,764,804	
Rp81.764.804	4 hari/days		560.918.235.196		
Mata uang asing				Foreign currencies	
Dolar Amerika Serikat				United States Dollar	
Simpanan berjangka				Time deposit	
Bank Indonesia	4 hari/days		646.674.000.000	Bank Indonesia	
Jumlah			1.207.592.235.196	Total	
Rentang suku bunga efektif per tahun untuk penempatan				The annual effective interest range for placements with	
pada Bank Indonesia bank lain dalam mata uang Rupiah				Bank Indonesia and other banks in Rupiah and in foreign	
dan dalam mata uang asing adalah sebagai berikut:				currencies are as follows:	
		2024	2023		
Rupiah	6,15%		5,98%	Rupiah	
Mata uang asing	5,34%		5,10%	Foreign currencies	
Nilai tercatat biaya perolehan diamortisasi dari				The carrying amount of placements with Bank Indonesia	
penempatan pada Bank Indonesia dan bank lain adalah				and other banks at amortized cost are as follows:	
sebagai berikut:					
		2024	2023		
Penempatan pada Bank				Placements with Bank Indonesia	
Indonesia dan bank lain	245.964.135.460		1.207.592.235.196	and other banks	
Pendapatan bunga yang masih				Accrued interest receivable	
akan diterima (Catatan 17)	-		287.769.930	(Note 17)	
Jumlah	245.964.135.460		1.207.880.005.126	Total	
Manajemen berpendapat bahwa tidak diperlukan				Management believes that no allowance for impairment	
cadangan kerugian penurunan nilai penempatan pada				losses on placements with other banks is required as of	
bank lain pada tanggal 31 Desember 2024 dan 2023.				December 31, 2024 and 2023.	
Kolektibilitas penempatan pada Bank Indonesia dan bank				The collectibility of placements with Bank Indonesia and	
lain sesuai dengan Peraturan Otoritas Jasa Keuangan				other banks in accordance with Financial Service Authority	
(POJK), diungkapkan pada Catatan 40c.				Regulation (POJK) is disclosed in Note 40c.	

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9. EFEK-EFEK

Efek-efek berdasarkan klasifikasi, jenis, mata uang dan peringkat obligasi adalah sebagai berikut:

9. SECURITIES

Securities based on classification, type, currencies and rating of bonds are as follows:

	2024		
	Rp	Peringkat/Rating	Third Parties
Pihak Ketiga			At amortized cost
Pada biaya perolehan diamortisasi			Rupiah
Obligasi perusahaan			Corporate bonds
Lembaga Pembiayaan Ekspor			Lembaga Pembiayaan
Indonesia	40.000.000.000	IdAAA	Ekspor Indonesia
PT Bank Negara Indonesia			PT Bank Negara Indonesia
(Persero) Tbk	145.000.000.000	IdAAA	(Persero) Tbk
PT Bank Rakyat Indonesia			PT Bank Rakyat Indonesia
(Persero) Tbk	303.000.000.000	IdAAA	(Persero) Tbk
PT Bank Mandiri (Persero) Tbk	175.000.000.000	IdAAA	PT Bank Mandiri (Persero) Tbk
Sekuritas Rupiah Bank Indonesia -			Bank Indonesia Rupiah Securities -
setelah dikurangi diskon yang			net of unamortized discount of
belum diamortisasi			Rp 10,608,970,000
Rp10.608.970.000	644.277.702.554		Government bonds of the
Obligasi pemerintah Republik			Republic of Indonesia - net of
Indonesia - setelah dikurangi			unamortized discount of
diskon yang belum			Rp851,671,761
diamortisasi Rp851.671.761	29.148.328.239		Sub-total
Subjumlah	<u>1.336.426.030.793</u>		
			At fair value through
Pada nilai wajar melalui			other comprehensive income
penghasilan komprehensif lain			Rupiah
Obligasi Pemerintah Republik			Government Bonds of the
Indonesia	1.577.033.350.000		Republic of Indonesia
Jumlah	<u>2.913.459.380.793</u>		Total
Dikurangi: cadangan kerugian			Less: allowance for
penurunan nilai	(174.440.000)		impairment losses
Neto	<u>2.913.284.940.793</u>		Net

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9. EFEK-EFEK (Lanjutan)

9. SECURITIES (Continued)

	2023		
	Rp	Peringkat/Rating	Third Parties
Pihak Ketiga			At amortized cost
Pada biaya perolehan diamortisasi			Rupiah
Rupiah			Corporate bonds
Obligasi perusahaan			Lembaga Pembiayaan
Lembaga Pembiayaan			Ekspor Indonesia
Ekspor Indonesia	90.000.000.000	IdAAA	PT Bank Negara Indonesia
PT Bank Negara Indonesia			(Persero) Tbk
(Persero) Tbk	145.000.000.000	IdAAA	PT Bank Rakyat Indonesia
PT Bank Rakyat Indonesia			(Persero) Tbk
(Persero) Tbk	193.000.000.000	IdAAA	PT Kereta Api Indonesia (Persero)
PT Kereta Api Indonesia (Persero)	25.000.000.000	IdAAA	PT Bank Mandiri (Persero) Tbk
PT Bank Mandiri (Persero) Tbk	175.000.000.000	IdAAA	Government bonds of the
Obligasi pemerintah Republik			Republic of Indonesia - net of
Indonesia - setelah dikurangi			unamortized discount of
diskon yang belum diamortisasi			Rp1,067,713,364
Rp1.067.713.364	28.932.286.636		Sub-total
Subjumlah	656.932.286.636		
			At fair value through
Pada nilai wajar melalui			other comprehensive income
penghasilan komprehensif lain			Rupiah
Rupiah			Government Bonds of the
Obligasi Pemerintah Republik			Republic of Indonesia
Indonesia	1.518.707.820.000		Total
Jumlah	2.175.640.106.636		Less: allowance for
Dikurangi: cadangan kerugian			impairment losses
penurunan nilai	(102.510.000)		Net
Neto	2.175.537.596.636		

Efek-efek dinilai oleh PT Pemeringkat Efek Indonesia (Pefindo), pihak ketiga yang tidak terkait dengan Bank.

Securities are rated by PT Pemeringkat Efek Indonesia (Pefindo), a third party that is not related to the Bank.

Suku bunga rata-rata per tahun dan jangka waktu adalah sebagai berikut:

Average interest rates per annum and terms are as follows:

	2024		2023		
	Jangka waktu/ Term	Suku bunga rata-rata per tahun/ Average annual interest rate	Jangka waktu/ Term	Suku bunga rata-rata per tahun/ Average annual interest rate	
	Hari/Days		Hari/Days		
Rupiah					Rupiah
Obligasi Perusahaan	730 - 2.557	6,26%	731 - 2.557	6,63%	Corporate Bonds
					Government Bonds of the Republic of Indonesia
Obligasi Pemerintah Republik Indonesia	1.826 - 6.940	7,03%	1.826 - 6.940	5,90%	Bank Indonesia
Sekuritas Rupiah					Rupiah Securities
Bank Indonesia	182 - 364	-	-	-	LC Forfaiting
LC Forfaiting	-	-	105 - 122	7,93%	

Nilai tercatat pada biaya perolehan diamortisasi dari efek-efek adalah sebagai berikut:

Carrying amount at amortized cost of the securities is as follows:

	2024	2023	
Efek-efek	2.913.459.380.793	2.175.640.106.636	Securities
Pendapatan bunga yang masih akan diterima (Catatan 17)	27.856.733.486	28.898.377.076	Accrued interest receivable (Note 17)
Dikurangi: cadangan kerugian penurunan nilai	(174.440.000)	(102.510.000)	Less: allowance for impairment losses
Neto	2.941.141.674.279	2.204.435.973.712	Net

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9. EFEK-EFEK (Lanjutan)

Perubahan rugi yang belum direalisasi dari perubahan nilai wajar aset keuangan pada nilai wajar melalui penghasilan komprehensif lain untuk tahun-tahun yang berakhir pada tanggal 31 Desember 2024 dan 2023 adalah sebagai berikut:

	2024
Saldo awal	(16.542.874.547)
Perubahan nilai wajar efek selama tahun berjalan	(8.659.018.322)
Jumlah sebelum pajak tangguhan	(25.201.892.869)
Pajak penghasilan tangguhan (Catatan 32b)	5.544.416.431
Saldo akhir	(19.657.476.438)

Perubahan nilai tercatat bruto adalah sebagai berikut:

	2024
Saldo awal	2.175.640.106.636
Aset baru	1.252.847.000.000
Aset dihentikan pengakuannya atau dilunasi selama tahun berjalan (kecuali hapus buku)	(516.000.000.000)
Pengukuran kembali	972.274.157
Saldo akhir	2.913.459.380.793

Perubahan cadangan kerugian penurunan nilai atas efek-efek adalah sebagai berikut:

	2024
Saldo awal	102.510.000
Aset baru	30.800.000
Aset dihentikan pengakuannya atau dilunasi selama tahun berjalan (kecuali hapus buku)	(8.500.000)
Pengukuran kembali	49.630.000
Saldo akhir	174.440.000

Manajemen berpendapat bahwa cadangan kerugian penurunan nilai pada tanggal 31 Desember 2024 dan 2023 telah memadai untuk menutup kemungkinan kerugian.

Kolektibilitas efek-efek sesuai dengan Peraturan Otoritas Jasa Keuangan (POJK), diungkapkan pada Catatan 40d.

9. SECURITIES (Continued)

The movements in unrealized losses from changes in fair value of financial assets at fair value through other comprehensive income for the years ended December 31, 2024 and 2023 are as follows:

	2023	
	(11.598.813.629)	Beginning balance
	(4.944.060.918)	Changes in fair value of securities during the year
	(16.542.874.547)	Total before deferred tax
	3.639.432.400	Deferred income tax (Note 32b)
	(12.903.442.147)	Ending balance

The movements in the gross carrying value amount are as follows:

	2023	
	1.943.281.929.304	Beginning balance
	609.490.000.000	New assets originated
	(353.129.060.000)	Assets derecognized or repaid during the year (exclude write off)
	(24.002.762.668)	Remeasurement
	2.175.640.106.636	Ending balance

The movements in the allowance for impairment losses on securities are as follows:

	2023	
	123.826.898	Beginning balance
	45.050.000	New assets originated
	(15.366.898)	Assets derecognized or repaid during the year (exclude write off)
	(51.000.000)	Remeasurement
	102.510.000	Ending balance

Management believes that the allowance for impairment losses is adequate as of December 31, 2024 and 2023 to cover possible losses.

The collectibility of marketable securities in accordance with Financial Service Authority Regulation (POJK) is disclosed in Note 40d.

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10. EFEK-EFEK YANG DIBELI DENGAN JANJI UNTUK DIJUAL KEMBALI

Akun ini terdiri dari:

2023						
Rekanan/ Counterparty	Jenis efek- efek/ Type of securities	Tanggal dimulai/ Starting date	Tanggal jatuh tempo/ Maturity date	Jumlah penjualan kembali/ Resale amount	Bunga yang belum realisasi/ Unrealized Interest	Nilai tercatat/ Carrying amount
Pihak ketiga/ Third Party						
Bank Indonesia	VR0042	29 Desember/ December 2024	5 Januari/ January 2024	831.307.415.969	553.559.125	830.753.856.844
Jumlah/Total				831.307.415.969	553.559.125	830.753.856.844

Tingkat suku bunga rata-rata per tahun atas efek-efek yang dibeli dengan janji dijual kembali (Reverse Repo) pada tanggal 31 Desember 2023 adalah 5,81%.

Pada tanggal 31 Desember 2023, lokasi penyimpanan efek-efek jaminan tanpa warkat (scriptless) dicatat pada sistem BI-SSSS Bank Indonesia, Efek-efek tersebut memiliki rating "Investment Grade".

Manajemen berpendapat bahwa tidak diperlukan adanya cadangan penurunan nilai pada efek-efek yang dibeli dengan janji dijual kembali.

Kolektibilitas efek-efek yang dibeli dengan janji untuk dijual kembali, sesuai dengan Peraturan Otoritas Jasa Keuangan (POJK), diungkapkan pada Catatan 40e.

10. SECURITIES PURCHASED UNDER RESALE AGREEMENT

This account consists of:

The average interest rate per annum of securities purchased under resale agreement (Reverse Repo) as of December 31, 2023 is 5.81%, respectively.

As of December 31, 2023, the scriptless collateral securities were custodied in BI-SSSS system of Bank Indonesia. The securities are rated as "Investment Grade".

Management believes that no allowance for impairment losses is necessary on securities purchased under resale agreement.

The collectability of securities purchased under resale agreement in accordance with Financial Service Authority Regulation (POJK) is disclosed in Note 40e.

11. TAGIHAN DAN LIABILITAS DERIVATIF

Instrumen keuangan derivatif Bank terdiri dari kontrak valuta asing berjangka, swap suku bunga dan transaksi spot.

Transaksi perangkat moneter derivatif di atas menimbulkan risiko pasar dan risiko kredit. Risiko pasar dari transaksi perangkat moneter derivatif timbul sebagai akibat dari adanya fluktuasi dalam tingkat bunga dan nilai tukar mata uang asing. Sedangkan risiko kredit timbul dalam hal pihak lain tidak memenuhi liabilitasnya kepada Bank, Jangka waktu dari instrumen derivatif berkisar lebih kecil dari 1 bulan - 12 bulan untuk transaksi forward dan spot, dan 5 - 8 tahun untuk transaksi swap.

Pada tanggal 31 Desember 2024 dan 2023, tidak ada transaksi derivatif yang diperlakukan sebagai akuntansi lindung nilai. Dengan demikian, seluruh laba/rugi yang berasal dari transaksi derivatif diakui pada laba rugi.

11. DERIVATIVE RECEIVABLES AND LIABILITIES

The Bank's derivative financial instruments consist of forward foreign exchange contracts, interest rate swaps and spot transactions.

The Bank's derivative financial instruments give rise to market and credit risks. The market risk of derivative financial instruments arises from the potential changes in value due to fluctuations in interest and foreign exchange rates. Credit risk is the possibility that a loss may occur due to the failure of a counterparty to fulfill its obligations according to the terms of the contract. The Bank's derivative financial instruments have terms of less than 1 month - 12 months for forward and spot transactions, and 5 - 8 years for swap transaction.

As of December 31, 2024 and 2023, none of the Bank's derivative transactions were designated as hedging instruments for accounting purposes. Accordingly, all gains and losses resulting from the derivative transactions are recognized in profit or loss.

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11. TAGIHAN DAN LIABILITAS DERIVATIF (Lanjutan)

Rincian tagihan dan liabilitas derivatif pada tanggal 31 Desember 2024 dan 2023 adalah sebagai berikut:

11. DERIVATIVE RECEIVABLES AND LIABILITIES (Continued)

The details of derivative receivables and liabilities as of December 31, 2024 and 2023 are as follows:

2024				
	Nilai notional/ Notional amount	Tagihan/ Receivables	Liabilitas/ Liabilities	
Swap atas suku bunga	2.981.796.235.650	34.910.402.603	34.910.402.603	Interest rate swap
Forward contract	953.776.835.778	13.107.388.785	11.508.419.829	Forward contract
Spot	174.261.000.000	345.000.000	435.000.000	Spot
Jumlah		48.362.791.388	46.853.822.432	Total
2023				
	Nilai notional/ Notional amount	Tagihan/ Receivables	Liabilitas/ Liabilities	
Swap atas suku bunga	3.485.933.242.182	73.696.332.795	73.696.332.795	Interest rate swap
Forward contract	1.810.037.561.452	21.647.040.269	18.796.907.420	Forward contract
Spot	66.991.950.000	78.550.000	15.000.000	Spot
Jumlah		95.421.923.064	92.508.240.215	Total

12. KREDIT

Kredit ini terdiri dari:

a. Jenis pinjaman dan mata uang

12. LOANS

Loans consist of:

a. By type of loan and currencies

	2024	2023	Related parties
Pihak berelasi			Rupiah
Rupiah			
Modal kerja	72.282.558.639	276.073.307.431	Working capital
Investasi	2.547.930.958	2.878.929.386	Investment
Konsumsi	809.385.757	2.185.701.213	Consumption
Subjumlah	75.639.875.354	281.137.938.030	Sub-total
Pihak ketiga			Third parties
Rupiah			Rupiah
Modal kerja	7.463.133.617.357	6.760.077.882.054	Working capital
Investasi	615.470.548.523	909.825.335.200	Investment
Konsumsi	1.469.445.996.300	1.021.392.808.922	Consumption
Dolar Amerika Serikat			United States Dollar
Modal kerja	6.900.080.500.662	4.844.357.554.936	Working capital
Investasi	3.771.860.378.330	3.403.521.804.644	Investment
Subjumlah	20.219.991.041.172	16.939.175.385.756	Sub-total
Jumlah	20.295.630.916.526	17.220.313.323.786	Total
Dikurangi: cadangan kerugian penurunan nilai	(597.544.017.464)	(354.023.268.417)	Less: allowance for impairment losses
Neto	19.698.086.899.062	16.866.290.055.369	Net

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12. KREDIT (Lanjutan)

b. Jenis pinjaman dan mata uang

	2024	2023	
Rupiah			Rupiah
Perantara keuangan	3.364.048.650.415	2.374.705.789.845	Financial intermediary
Manufaktur	1.529.647.716.627	1.862.371.965.591	Manufacturing
Perdagangan besar dan eceran	1.503.441.661.084	1.470.825.941.065	Wholesale and retail
Perorangan	1.470.255.382.052	1.023.578.510.130	Individual
Penyediaan akomodasi dan makan minum	69.058.956.951	357.617.202.885	Accommodation and food and beverages
Konstruksi	334.185.083.474	330.252.297.566	Construction
Real estat, usaha persewaan dan perusahaan jasa	232.626.250.809	219.678.391.464	Real estate, leasing services and services companies
Lainnya	1.120.426.336.122	1.333.403.865.660	Others
Subjumlah	9.623.690.037.534	8.972.433.964.206	Sub-total
Dolar Amerika Serikat			United States Dollar
Manufaktur	8.977.736.304.684	6.781.112.953.901	Manufacturing
Perdagangan besar dan eceran	137.319.700.036	319.596.044.644	Wholesale and retail
Konstruksi	177.045.000.000	61.588.000.000	Construction
Real estat, usaha persewaan dan perusahaan jasa	255.762.753.533	52.226.137.609	Real estate, leasing services and services companies
Perantara keuangan	20.275.348.556	26.490.070.738	Financial intermediary
Penyediaan akomodasi dan makan minum	684.009.012	2.513.994.445	Accommodation and food and beverages
Lainnya	1.103.117.763.171	1.004.352.158.243	Others
Subjumlah	10.671.940.878.992	8.247.879.359.580	Sub-total
Jumlah	20.295.630.916.526	17.220.313.323.786	Total
Dikurangi: cadangan kerugian penurunan nilai	(597.544.017.464)	(354.023.268.417)	Less: allowance for impairment losses
Neto	19.698.086.899.062	16.866.290.055.369	Net

c. Jangka waktu

c. By period

	2024			
	Rupiah/ Rupiah	Dolar Amerika Serikat/ United States Dollar	Jumlah/ Total	
≤1 tahun	4.855.751.547.680	5.271.256.633.944	10.127.008.181.624	≤1 year
>1 - 2 tahun	305.480.971.395	588.542.908.831	894.023.880.226	>1 - 2 years
>2 - 5 tahun	3.485.234.262.452	1.508.291.435.164	4.993.525.697.616	>2 - 5 years
>5 tahun	977.223.256.007	3.303.849.901.053	4.281.073.157.060	>5 years
Jumlah	9.623.690.037.534	10.671.940.878.992	20.295.630.916.526	Total
Dikurangi:				Less:
Cadangan kerugian penurunan nilai	(224.009.041.490)	(373.534.975.974)	(597.544.017.464)	Allowance for impairment losses
Kredit - Neto	9.399.680.996.044	10.298.405.903.018	19.698.086.899.062	Loans - Net

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12. KREDIT (Lanjutan)

c. Jangka waktu (Lanjutan)

	2023		
	Rupiah/ Rupiah	Dolar Amerika Serikat/ United States Dollar	Jumlah/ Total
≤1 tahun	4.827.958.391.982	4.834.726.202.704	9.662.684.594.686
>1 - 2 tahun	1.113.851.479.360	308.888.662.289	1.422.740.141.649
>2 - 5 tahun	2.258.307.455.591	1.152.746.584.594	3.411.054.040.185
>5 tahun	772.316.637.273	1.951.517.909.993	2.723.834.547.266
Jumlah	8.972.433.964.206	8.247.879.359.580	17.220.313.323.786
Dikurangi:			
Cadangan			
kerugian			
penurunan nilai	(258.074.073.742)	(95.949.194.675)	(354.023.268.417)
Kredit - Neto	8.714.359.890.464	8.151.930.164.905	16.866.290.055.369

d. Menurut stage

Berikut adalah perubahan jumlah kredit yang diberikan berdasarkan stage selama periode berakhir 31 Desember 2024 dan 2023:

12. LOANS (Continued)

c. By period (Continued)

≤1 year
>1 - 2 years
>2 - 5 years
>5 years
Total
Less:
Allowance for
impairment
losses
Loans - Net

d. By stage

Below is movement of loans based on stage during the period ended December 31, 2024 and 2023:

	2024				
	Stage 1	Stage 2	Stage 3	Jumlah/Total	
Saldo di awal tahun	12.832.928.192.717	3.875.635.302.419	511.749.828.650	17.220.313.323.786	Balance at beginning of the year
Transfer ke:					Transfer to:
Stage 1	284.280.755.115	(283.524.767.607)	(755.987.508)	-	Stage 1
Stage 2	(2.378.887.232.843)	2.378.887.232.843	-	-	Stage 2
Stage 3	(26.365.687.527)	(461.488.378.947)	487.854.066.474	-	Stage 3
Pinjaman tambahan					Additional loans
selama tahun berjalan	5.120.355.857.781	2.342.726.640.549	77.269.032.901	7.540.351.531.231	during the year
Pembayaran kembali pinjaman	(3.499.531.941.029)	(740.148.183.204)	(179.906.665.675)	(4.419.586.789.908)	Repayment of loans
Penghapusan pinjaman	-	-	(45.447.148.583)	(45.447.148.583)	Write-off of loans
Saldo di akhir tahun	12.332.779.944.214	7.112.087.846.053	850.763.126.259	20.295.630.916.526	Balance at end of the year

	2023				
	Stage 1	Stage 2	Stage 3	Jumlah/Total	
Saldo di awal tahun	11.578.946.197.925	4.201.451.014.369	533.224.073.803	16.313.621.286.097	Balance at beginning of the year
Transfer ke:					Transfer to:
Stage 1	696.129.652.299	(695.264.208.382)	(865.443.917)	-	Stage 1
Stage 2	(254.046.187.997)	254.586.396.219	(540.208.222)	-	Stage 2
Stage 3	(361.751.394.956)	(95.758.117.428)	457.509.512.384	-	Stage 3
Pinjaman tambahan					Additional loans
selama tahun berjalan	3.796.812.545.762	1.168.044.740.535	78.098.160.501	5.042.955.446.798	during the year
Pembayaran kembali pinjaman	(2.623.162.620.316)	(957.424.522.894)	(452.231.689.013)	(4.032.818.832.223)	Repayment of loans
Penghapusan pinjaman	-	-	(103.444.576.886)	(103.444.576.886)	Write-off of loans
Saldo di akhir tahun	12.832.928.192.717	3.875.635.302.419	511.749.828.650	17.220.313.323.786	Balance at end of the year

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12. KREDIT (Lanjutan)

d. Menurut stage (Lanjutan)

Perubahan cadangan kerugian penurunan nilai kredit yang diberikan untuk periode berakhir 31 Desember 2024 dan 2023 adalah sebagai berikut:

2024					
	Stage 1	Stage 2	Stage 3	Jumlah/Total	
Saldo di awal tahun	37.135.974.124	137.213.521.750	179.673.772.543	354.023.268.417	Balance at beginning of the year
Transfer ke:					Transfer to:
Stage 1	1.545.545.234	(1.042.370.730)	(503.174.504)	-	Stage 1
Stage 2	(7.307.074.034)	7.307.074.034	-	-	Stage 2
Stage 3	(94.190.741)	(46.531.324.533)	46.625.515.274	-	Stage 3
Penyisihan (pemulihan) sepanjang tahun	7.264.858.848	61.470.008.941	326.821.774.709	395.556.642.498	Provision (recovery) during the year
Pembayaran kembali pinjaman	(9.118.838.852)	(53.275.616.454)	(49.460.039.021)	(111.854.494.327)	Repayment of loans
Penghapusan sepanjang tahun	-	-	(45.447.148.583)	(45.447.148.583)	Write-off during the year
Valuta asing dan pergerakan lainnya	-	-	5.265.749.459	5.265.749.459	Foreign exchange and other movements
Saldo di akhir tahun	29.426.274.579	105.141.293.008	462.976.449.877	597.544.017.464	Balance at end of the year
2023					
	Stage 1	Stage 2	Stage 3	Jumlah/Total	
Saldo di awal tahun	22.496.767.799	83.159.992.995	231.003.359.812	336.660.120.606	Balance at beginning of the year
Transfer ke:					Transfer to:
Stage 1	5.687.688.840	(5.117.933.670)	(569.755.170)	-	Stage 1
Stage 2	(516.094.560)	603.739.383	(87.644.823)	-	Stage 2
Stage 3	(922.128.858)	(897.798.935)	1.819.927.793	-	Stage 3
Penyisihan (pemulihan) sepanjang tahun	15.379.716.042	62.430.252.366	79.403.640.390	157.213.608.798	Provision (recovery) during the year
Pembayaran kembali pinjaman	(4.818.946.735)	(2.473.761.349)	(28.320.204.163)	(35.612.912.247)	Repayment of loans
Penghapusan sepanjang tahun	-	-	(103.444.576.886)	(103.444.576.886)	Write-off during the year
Valuta asing dan pergerakan lainnya	(171.028.404)	(490.969.040)	(130.974.410)	(792.971.854)	Foreign exchange and other movements
Saldo di akhir tahun	37.135.974.124	137.213.521.750	179.673.772.543	354.023.268.417	Balance at end of the year

e. Tingkat suku bunga rata-rata per tahun

	2024	2023	
Tingkat bunga efektif rata-rata per tahun			Average annual effective interest rate
Rupiah	7,86%	7,63%	Rupiah
Dolar Amerika Serikat	4,02%	6,86%	United States Dollar

f. Informasi pokok lainnya

- Kredit sindikasi merupakan kredit yang diberikan kepada debitur berdasarkan perjanjian pembiayaan bersama (sindikasi) dengan bank-bank lain.

Partisipasi Bank dalam perjanjian pembiayaan sindikasi berkisar antara 0,77% - 22,00% pada tahun 2024 dan 1,00% - 28,63% pada tahun 2023.

- Pinjaman untuk karyawan adalah pinjaman untuk pembelian rumah, kendaraan dan barang lainnya dengan jangka waktu 12 sampai 36 bulan. Pinjaman ini dikenakan tingkat bunga sebesar 6,00% pembayaran per tahun yang dipotong dari gaji bulanan.

12. LOANS (Continued)

d. By stage (Continued)

The movement of allowance for impairment losses loans during the period ended December 31, 2024 and 2023 are as follows:

e. Average annual interest rate

f. Other significant information

- Syndicated loans represent loans given to debtors based on syndicated financing agreements with other banks.

The Bank's participation in syndicated financing agreements ranges from 0.77% - 22.00% in 2024 and 1.00% - 28.63% in 2023.

- Loans to employees are loans for purchase of houses, vehicles and other items with a period of 12 until 36 months. These loans bear an interest rate of 6.00% per annum payments which are deducted from monthly salaries.

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12. KREDIT (Lanjutan)

f. Informasi pokok lainnya (Lanjutan)

3. Pinjaman dijamin dengan agunan yang disahkan dengan akta hak tanggungan, surat kuasa untuk menjual dan agunan lain yang berlaku umum di industri perbankan. Pinjaman juga dijamin dengan agunan tunai dalam bentuk giro, deposito berjangka dan *irrecoverable letter of credit* dari bank.
4. Kredit yang disalurkan Bank melalui pembiayaan langsung kepada perusahaan *multifinance* dan mekanisme pembiayaan bersama pada tanggal 31 Desember 2024 dan 2023 masing-masing sebesar Rp709.249.006.858 dan Rp356.544.472.669.
5. Berdasarkan penilaian secara individual dan kolektif adalah sebagai berikut:

	2024	2023
Kredit yang dinilai secara kolektif		
Baki debet	17.181.246.503.596	15.680.794.782.299
Dikurangi: cadangan kerugian penurunan nilai	<u>(113.971.499.745)</u>	<u>(118.871.583.367)</u>
Neto	<u>17.067.275.003.851</u>	<u>15.561.923.198.932</u>
Kredit yang dinilai secara individual		
Baki debet	3.114.384.412.930	1.539.518.541.487
Dikurangi: cadangan kerugian penurunan nilai	<u>(483.572.517.719)</u>	<u>(235.151.685.050)</u>
Neto	<u>2.630.811.895.211</u>	<u>1.304.366.856.437</u>
Jumlah Kredit - Neto	<u>19.698.086.899.062</u>	<u>16.866.290.055.369</u>

6. Mutasi cadangan kerugian penurunan nilai kredit adalah sebagai berikut:

	2024	2023
Saldo awal tahun	354.023.268.417	336.660.120.606
Penyisihan selama tahun berjalan	283.702.148.171	121.600.696.551
Penghapusan selama tahun berjalan	(45.447.148.583)	(103.444.576.886)
Selisih kurs penjabaran	5.265.749.459	(792.971.854)
Saldo akhir tahun	<u>597.544.017.464</u>	<u>354.023.268.417</u>

Manajemen berpendapat bahwa jumlah cadangan kerugian penurunan nilai yang dibentuk cukup untuk menutup kerugian yang mungkin timbul akibat tidak tertagihnya kredit yang diberikan.

12. LOANS (Continued)

f. Other significant information (Continued)

3. Loans are secured by collateral, which are legalized by deed of encumbrance, power of attorney to sell and other collaterals that are generally accepted in the banking industry. Loans are also secured by cash collateral, in the form of current accounts, time deposits and *irrecoverable letter of credit* from bank.
4. Loans channeled by the Bank through direct financing to multi-finance companies and joint financing mechanisms as of December 31, 2024 and 2023 amounted to Rp709,249,006,858 and Rp356,544,472,669, respectively.
5. Individual and collective impairment assessments of loans are as follows:

	2024	2023	
			Loans assessed collectively
			Outstanding
			Less: allowance for impairment losses
			Net
			Loans assessed individually
			Outstanding
			Less: allowance for impairment losses
			Net
			Total Loans - Net

6. The movements in allowance for impairment losses on loans are as follows:

	2024	2023	
			Balance at beginning of the year
			Provision during the year
			Write-off during the year
			Exchange rates difference
			Balance at end of the year

Management believes that the allowance for impairment losses is adequate to cover possible losses arising from uncollectible loans.

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12. KREDIT (Lanjutan)

f. Informasi pokok lainnya (Lanjutan)

7. Mutasi kredit yang dihapus buku adalah sebagai berikut:

	2024
Saldo awal tahun	367.803.892.133
Penambahan tahun berjalan	45.447.148.583
Penerimaan kembali	(879.892.047)
Selisih kurs penjabaran	3.483.359.925
Saldo akhir tahun	415.854.508.594

8. Nilai tercatat biaya perolehan diamortisasi dari kredit yang diberikan adalah sebagai berikut:

	2024
Kredit	20.295.630.916.526
Pendapatan bunga yang masih akan diterima (Catatan 17)	120.237.256.993
Dikurangi: cadangan kerugian penurunan nilai	(597.544.017.464)
Neto	19.818.324.156.055

Kolektabilitas pinjaman yang diberikan sesuai dengan Peraturan Otoritas Jasa Keuangan (POJK), diungkapkan pada Catatan 40f.

12. LOANS (Continued)

f. Other significant information (Continued)

7. The movements in the loans written-off are as follows:

	2023	
	284.295.111.831	Balance at beginning of the year
	103.444.576.886	Additions during the year
	(19.935.796.584)	Recovery
	-	Translation Differences
	367.803.892.133	Balance at end of the year

8. The carrying amount of loans at amortized cost is as follows:

	2023	
	17.220.313.323.786	Loans
	100.727.954.135	Accrued interest receivables (Note 17)
	(354.023.268.417)	Less: allowance for Impairment losses
	16.967.018.009.504	Net

The collectibility of loans in accordance with the Financial Service Authority Regulation (POJK) is disclosed in Note 40f.

13. TAGIHAN DAN LIABILITAS AKSEPTASI

Tagihan dan kewajiban akseptasi adalah kepada pihak ketiga dan dengan jangka waktu 1 bulan sampai dengan 12 bulan.

	2024
Tagihan akseptasi	
Dolar Amerika Serikat	-
Rupiah	-
Jumlah	-
Dikurangi: cadangan kerugian penurunan nilai	-
Neto	-
Liabilitas akseptasi	
Dolar Amerika Serikat	-
Rupiah	-
Jumlah	-

Manajemen berpendapat bahwa cadangan kerugian penurunan nilai tagihan akseptasi adalah cukup untuk menutup kerugian yang mungkin timbul akibat tidak tertagihnya tagihan akseptasi.

13. ACCEPTANCE RECEIVABLES AND PAYABLES

Acceptance receivables and payables are made to third parties and with terms of 1 month to 12 months.

	2023	
	52.049.760.817	Acceptance receivables
	-	United States Dollar
	52.049.760.817	Rupiah
	-	Total
	(192.662.661)	Less: allowance for impairment losses
	51.857.098.156	Net
	52.049.760.817	Acceptance payables
	-	United States Dollar
	-	Rupiah
	52.049.760.817	Total

Management believes that the allowance for impairment losses on acceptance receivables is adequate to cover the losses which might arise from uncollectible acceptance receivables.

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14. ASET TETAP

Mutasi aset tetap adalah sebagai berikut:

14. PROPERTY AND EQUIPMENT

Mutation of property and equipment are as follows:

2024					
	Saldo awal/ Beginning balance	Penambahan/ Additions	Pengurangan/ Disposals	Reklasifikasi/ Reclassification	Saldo akhir/ Ending balance
Biaya Perolehan					Acquisition Cost
Pemilikan langsung					Direct acquisition
Tanah	35.310.722.863	-	(664.400.000)	-	34.646.322.863 Land
Bangunan	44.848.011.254	27.525.000	(4.372.765.596)	-	40.502.770.658 Buildings
Inventaris kantor	151.525.646.433	17.395.379.183	(3.506.188.929)	-	165.414.836.687 Office equipment
Kendaraan	10.486.449.205	547.300.000	(1.617.753.412)	-	9.415.995.793 Vehicles
Perbaikan prasarana	33.451.012.121	1.416.679.491	(11.504.828.750)	-	23.362.862.862 Leasehold improvements
Jumlah	275.621.841.876	19.386.883.674	(21.665.936.687)	-	273.342.788.863 Total
Akumulasi Penyusutan					Accumulated Depreciation
Bangunan	26.247.450.865	1.720.840.074	(3.641.779.431)	-	24.326.511.508 Buildings
Inventaris kantor	119.971.666.624	11.408.008.526	(3.501.719.970)	-	127.877.955.180 Office equipment
Kendaraan	7.750.049.205	637.286.667	(1.617.753.412)	-	6.769.582.460 Vehicles
Perbaikan prasarana	28.882.839.657	2.086.010.981	(11.504.828.750)	-	19.464.021.888 Leasehold improvements
Jumlah	182.852.006.351	15.852.146.248	(20.266.081.563)	-	178.438.071.036 Total
Nilai buku	92.769.835.525				Book value

2023					
	Saldo awal/ Beginning balance	Penambahan/ Additions	Pengurangan/ Disposals	Reklasifikasi/ Reclassification	Saldo akhir/ Ending balance
Biaya Perolehan					Acquisition Cost
Pemilikan langsung					Direct acquisition
Tanah	38.334.873.207	-	(102.780.000)	(2.921.370.344)	35.310.722.863 Land
Bangunan	55.620.331.415	230.389.921	(447.606.000)	(10.555.104.082)	44.848.011.254 Buildings
Inventaris kantor	146.756.769.234	7.054.677.823	(2.285.800.624)	-	151.525.646.433 Office equipment
Kendaraan	10.346.479.205	2.342.500.000	(2.202.530.000)	-	10.486.449.205 Vehicles
Perbaikan prasarana	31.734.026.954	1.716.985.167	-	-	33.451.012.121 Leasehold improvements
Jumlah	282.792.480.015	11.344.552.911	(5.038.716.624)	(13.476.474.426)	275.621.841.876 Total
Akumulasi Penyusutan					Accumulated Depreciation
Bangunan	31.214.554.032	2.089.340.955	(194.574.735)	(6.861.869.387)	26.247.450.865 Buildings
Inventaris kantor	108.415.392.932	13.806.391.903	(2.250.118.211)	-	119.971.666.624 Office equipment
Kendaraan	9.680.459.505	272.119.700	(2.202.530.000)	-	7.750.049.205 Vehicles
Perbaikan prasarana	25.761.415.882	3.121.423.775	-	-	28.882.839.657 Leasehold improvements
Jumlah	175.071.822.351	19.289.276.333	(4.647.222.946)	(6.861.869.387)	182.852.006.351 Total
Nilai buku	107.720.657.664				Book value

Beban penyusutan sebesar Rp15.852.146.248 dan Rp19.289.276.333 pada tahun 2024 dan 2023 masing-masing dibebankan pada "Beban umum dan administrasi" dalam laporan laba rugi (Catatan 30).

Depreciation expenses amounting to Rp15,852,146,248 and Rp19,289,276,333 in 2024 and 2023, respectively is charged to "General and administrative expenses" in profit or loss (Note 30).

Keuntungan penjualan aset tetap dicatat sebagai bagian "Pendapatan Non-operasional" pada tahun 2024 dan 2023 adalah sebagai berikut:

Gain on sale of property and equipment recorded as part of "Non-operating income" in 2024 and 2023 are as follows:

	2024	2023	
Harga jual	13.946.666.668	3.015.862.889	Proceeds from sale
Nilai buku	1.399.855.124	391.493.678	Book value
Laba penjualan aset tetap	12.546.811.544	2.624.369.211	Gain on sale of property and equipment

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14. ASET TETAP (Lanjutan)

Pada tanggal 31 Desember 2024 dan 2023, Bank memiliki masing-masing 31 dan 33 bidang tanah dengan hak legal berupa sertifikat Hak Guna Bangunan (HGB). Hak Milik dan Hak Pakai. Sertifikat Hak Guna Bangunan mempunyai masa manfaat antara 6 hingga 30 tahun. Masa berlaku HGB berakhir sampai 2046. Manajemen berpendapat tidak terdapat masalah dengan perpanjangan hak atas tanah karena seluruh tanah diperoleh secara sah dan didukung dengan bukti kepemilikan yang memadai.

Manajemen menilai bahwa pada tanggal 31 Desember 2024 dan 2023: (1) tidak ada aset tetap yang tidak dipakai sementara; (2) jumlah tercatat bruto dari setiap aset tetap yang telah disusutkan penuh dan masih digunakan masing-masing adalah sebesar Rp130.114.197.746 dan Rp117.358.581.462; dan (3) tidak ada aset tetap yang berasal dari hibah.

Pada tanggal 31 Desember 2024 dan 2023, bangunan dan kendaraan diasuransikan terhadap risiko gempa bumi dan risiko kerugian lainnya kepada PT Meritz Korindo Insurance, pihak ketiga, dengan nilai pertanggungan masing-masing sebesar Rp94.452.120.000 dan Rp93.715.000.000. Manajemen berpendapat bahwa nilai pertanggungan tersebut cukup untuk menutupi kemungkinan kerugian yang akan terjadi.

Berdasarkan penilaian manajemen Bank, tidak ada kejadian-kejadian atau perubahan-perubahan keadaan yang mengindikasikan adanya penurunan nilai aset tetap pada tanggal 31 Desember 2024 dan 2023.

15. ASET TAKBERWUJUD

Mutasi aset takberwujud adalah sebagai berikut:

	2024			
	Saldo awal/ Beginning balance	Penambahan/ Additions	Pengurangan/ Disposals	Saldo akhir/ Ending balance
Biaya Perolehan				
Perangkat lunak	105.645.554.663	17.830.884.236	(6.996.640.139)	116.479.798.760
Hak atas tanah	-	-	-	-
Jumlah	<u>105.645.554.663</u>	<u>17.830.884.236</u>	<u>(6.996.640.139)</u>	<u>116.479.798.760</u>
Akumulasi Amortisasi				
Perangkat lunak	70.246.846.532	13.423.331.283	(6.996.640.139)	76.673.537.676
Hak atas tanah	-	-	-	-
Jumlah	<u>70.246.846.532</u>	<u>13.423.331.283</u>	<u>(6.996.640.139)</u>	<u>76.673.537.676</u>
Nilai buku	<u>35.398.708.131</u>			<u>39.806.261.084</u>

Acquisition Cost
Software
Land rights
Total

Accumulated Amortization
Software
Land rights
Total
Book value

14. PROPERTY AND EQUIPMENT (Continued)

As of December 31, 2024 and 2023, the Bank owns 31 and 33, respectively, land with legal rights of Building Use Right (HGB). Ownership Right and Usage Right. These certificates have useful lives of 6 to 30 years. The HGB expiration period ranges up to 2046. Management believes that there will be no difficulty in obtaining the extension of the land rights as all the land was acquired legally and are supported by sufficient evidence of ownership.

Management considers that as of December 31, 2024 and 2023: (1) there are no property and equipment that are not used temporarily; (2) the gross amount of property and equipment which have been fully depreciated and are still used amounted to Rp130,114,197,746 and Rp117,358,581,462, respectively; and (3) no property and equipment were derived from the grant.

As of December 31, 2024 and 2023, buildings and vehicles are insured against earthquake and other risks with PT Meritz Korindo Insurance, a third party, with insurance coverage of Rp94,452,120,000 and Rp93,715,000,000, respectively. Management believes that the amount is adequate to cover possible losses from such risks.

Based on the assessment of the Bank's management, there are no events or changes in circumstances that indicate any impairment in the value of property and equipment as of December 31, 2024 and 2023.

15. INTANGIBLE ASSETS

Mutation of intangible assets are as follows:

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15. ASET TAKBERWUJUD (Lanjutan)

15. INTANGIBLE ASSETS (Continued)

2023					
	Saldo awal/ Beginning balance	Penambahan/ Additions	Pengurangan/ Disposals	Saldo akhir/ Ending balance	
Biaya Perolehan					Acquisition Cost
Perangkat lunak	91.831.908.529	18.145.399.937	(4.331.753.803)	105.645.554.663	Software
Hak atas tanah	157.523.004	-	(157.523.004)	-	Land rights
Jumlah	<u>91.989.431.533</u>	<u>18.145.399.937</u>	<u>(4.489.276.807)</u>	<u>105.645.554.663</u>	Total
Akumulasi Amortisasi					Accumulated Amortization
Perangkat lunak	63.927.145.030	10.651.455.305	(4.331.753.803)	70.246.846.532	Software
Hak atas tanah	157.523.004	-	(157.523.004)	-	Land rights
Jumlah	<u>64.084.668.034</u>	<u>10.651.455.305</u>	<u>(4.489.276.807)</u>	<u>70.246.846.532</u>	Total
Nilai buku	<u>27.904.763.499</u>			<u>35.398.708.131</u>	Book value

Beban amortisasi sebesar Rp13.423.331.283 dan Rp10.651.455.305 pada tahun 2024 dan 2023 masing-masing dibebankan pada "Beban umum dan administrasi" dalam laporan laba rugi (Catatan 30).

Amortization expenses amounting to Rp13,423,331,283 and Rp10,651,455,305 in 2024 and 2023, respectively is charged to "General and administrative expenses" in profit or loss (Note 30).

Manajemen berpendapat tidak terdapat indikasi penurunan nilai atas aset takberwujud yang dimiliki Bank pada tanggal 31 Desember 2024 dan 2023.

Management believes that there is no indication of impairment on intangible assets owned by the Bank as of December 31, 2024 and 2023.

16. SEWA

16. LEASES

a. Aset Hak Guna

a. Right-of-use Assets

Mutasi aset hak-guna adalah sebagai berikut:

Mutation of right-of-use assets are as follows:

2024					
	Saldo awal/ Beginning balance	Penambahan/ Additions	Penghapusan/ Disposal	Saldo akhir/ Ending balance	
Biaya Perolehan					Acquisition Cost
Tanah dan bangunan	65.189.765.907	9.905.644.959	(4.863.074.101)	70.232.336.765	Land and building
Akumulasi Penyusutan					Accumulated Depreciation
Tanah dan bangunan	26.709.473.990	19.107.391.237	(4.863.074.101)	40.953.791.126	Land and building
Nilai buku	<u>38.480.291.917</u>			<u>29.278.545.639</u>	Book value
2023					
	Saldo awal/ Beginning balance	Penambahan/ Additions	Penghapusan/ Disposal	Saldo akhir/ Ending balance	
Biaya Perolehan					Acquisition Cost
Tanah dan bangunan	136.491.070.328	16.721.959.305	(88.023.263.726)	65.189.765.907	Land and building
Akumulasi Penyusutan					Accumulated Depreciation
Tanah dan bangunan	96.976.130.711	17.756.607.005	(88.023.263.726)	26.709.473.990	Land and building
Nilai buku	<u>39.514.939.617</u>			<u>38.480.291.917</u>	Book value

Pada tanggal 31 Desember 2024 dan 2023, beban penyusutan aset hak-guna masing-masing sejumlah Rp19.107.391.237 dan Rp17.756.607.005 dibebankan pada "Beban umum dan administrasi" dalam laporan laba rugi (Catatan 30).

As of December 31, 2024 and 2023, depreciation expense of right-of-use asset amounting to Rp19,107,391,237 and Rp17,756,607,005, respectively, is charged to "General and administrative expenses" in profit or loss (Note 30).

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16. SEWA (Lanjutan)

b. Liabilitas Sewa

Mutasi liabilitas sewa adalah sebagai berikut:

	2024
Saldo awal tahun	28.712.446.277
Penambahan	-
Beban bunga	933.178.566
Pembayaran	(11.784.056.406)
Saldo akhir tahun	17.861.568.437

Jatuh tempo liabilitas sewa dianalisa sebagai berikut:

	2024
Kurang dari 1 tahun	11.061.769.792
Antara 1 - 2 tahun	6.799.798.645
Antara 2 - 5 tahun	-
Jumlah	17.861.568.437

Pada tahun 2024 dan 2023, Bank mengakui beban sewa dari sewa jangka pendek dan sewa aset bernilai rendah masing-masing sebesar Rp2.249.134.307 dan Rp3.355.560.025 (Catatan 30).

16. LEASES (Continued)

b. Lease Liabilities

Movement in lease liabilities are as follows:

	2023	
31.492.594.534		Balance at beginning of the year
6.967.282.250		Additions
1.153.141.771		Interest expense
(10.900.572.278)		Payments
28.712.446.277		Balance at end of the year

Maturity of lease liabilities is analyzed as follows:

	2023	
10.435.449.208		Within 1 year
11.181.209.909		Between 1 - 2 years
7.095.787.160		Between 2 - 5 years
28.712.446.277		Total

In 2024 and 2023, the Bank recognized rent expense from short-term leases and leases of low-value assets amounting to Rp2,249,134,307 and Rp3,355,560,025 (Note 30).

17. ASET LAIN-LAIN

Aset lain-lain terdiri atas:

	2024
Agunan yang diambil alih	320.163.753.968
Dikurangi: cadangan kerugian penurunan nilai	(6.815.816.933)
Neto	313.347.937.035
Pendapatan bunga yang masih akan diterima (Catatan 8, 9 dan 12)	148.093.990.479
Dikurangi: cadangan kerugian penurunan nilai	(4.294.222.874)
Neto	143.799.767.605
Setoran jaminan, kliring dan uang muka	10.256.856.037
Properti terbengkalai	6.599.281.380
Beban dibayar di muka	4.890.772.013
Settlement ATM	26.368.234.207
Persediaan keperluan kantor	9.940.536
Lainnya	1.460.553.482
Jumlah	506.733.342.295

Agunan yang diambil alih merupakan jaminan kredit dalam bentuk tanah dan bangunan yang telah diambil alih oleh Bank.

17. OTHER ASSETS

Other assets consist of:

	2023	
351.099.424.133		Foreclosed assets
(6.687.707.203)		Less: allowance for impairment losses
344.411.716.930		Net
129.914.101.141		Accrued interest receivables (Notes 8, 9 and 12)
(2.863.808.755)		Less: allowance for impairment losses
127.050.292.386		Net
10.903.798.015		Security deposits, clearing and advances
6.614.605.039		Abandoned properties
3.218.964.251		Prepaid expenses
1.701.255.969		Settlement ATM
10.850.618		Office supplies
-		Others
493.911.483.208		Total

Foreclosed assets represent collaterals on loans in the form of land and buildings that have been foreclosed by the Bank.

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17. ASET LAIN-LAIN (Lanjutan)

Pada tahun 2024 dan 2023, Bank menjual agunan yang diambil alih dengan harga jual masing-masing sejumlah Rp28.093.500.000 dan Rp8.120.985.645.

Pendapatan bunga yang masih harus diterima ini merupakan piutang bunga atas penempatan pada Bank Indonesia dan bank lain, efek-efek dan kredit.

Setoran jaminan, kliring dan uang muka merupakan jaminan sewa gedung, uang muka ATM Prima, uang muka kepada vendor dan lainnya.

Peroperti terbengkalai merupakan tanah dan bangunan milik Bank yang sudah tidak digunakan kembali untuk kegiatan operasional.

Beban dibayar di muka merupakan biaya pemeliharaan, biaya servis gedung, biaya langganan, asuransi kendaraan dan biaya lainnya.

Settlement ATM merupakan tagihan dari penyelesaian transaksi nasabah melalui ATM Bersama.

Persediaan keperluan kantor merupakan formulir bank, kartu ATM dan alat tulis lainnya.

Manajemen berkeyakinan bahwa cadangan kerugian penurunan nilai pada tanggal 31 Desember 2024 dan 2023 telah memadai untuk kemungkinan kerugian.

17. OTHER ASSETS (Continued)

In 2024 and 2023, the Bank sold foreclosed asset with selling price amounting to Rp28,093,500,000 and Rp8,120,985,645, respectively.

Accrued interest receivable represents interest receivable on placements with Bank Indonesia and other banks, securities and loans.

Security deposits, clearing and advances represent building rental deposits, ATM Prima deposits, advances to other vendors and others.

Abandoned properties represent land and buildings owned by the Bank that are no longer used for operational activities.

Prepaid expenses represent maintenance costs, building service costs, subscription fees, vehicle insurance and other costs.

Settlement ATM represents receivables from settlement of customer transactions through ATM Bersama.

Office supplies represent bank forms, ATM cards and other stationery.

Management believes that the allowance for impairment losses is adequate as of December 31, 2024 and 2023 for possible losses.

18. SIMPANAN

Simpanan terdiri dari:

18. DEPOSITS

Deposits consists of:

2024			
	Pihak berelasi/ Related parties	Pihak ketiga/ Third parties	Jumlah/ Total
Giro	65.560.561.485	2.741.134.120.157	2.806.694.681.642
Tabungan	826.005.916	2.992.540.941.485	2.993.366.947.401
Deposito berjangka	27.261.542.800	7.047.631.783.111	7.074.893.325.911
Jumlah	93.648.110.201	12.781.306.844.753	12.874.954.954.954
2023			
	Pihak berelasi/ Related parties	Pihak ketiga/ Third parties	Jumlah/ Total
Giro	62.450.361.288	2.761.043.077.594	2.823.493.438.882
Tabungan	1.109.814.642	2.469.152.741.728	2.470.262.556.370
Deposito berjangka	30.000.435.246	6.528.105.723.272	6.558.106.158.518
Jumlah	93.560.611.176	11.758.301.542.594	11.851.862.153.770

Demand deposits
Saving deposits
Time deposits
Total

Demand deposits
Saving deposits
Time deposits
Total

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18. SIMPANAN (Lanjutan)

a. Giro terdiri atas:

	2024
Pihak berelasi	
Rupiah	47.482.679.213
Dolar Amerika Serikat	18.077.882.272
Subjumlah	65.560.561.485
Pihak ketiga	
Rupiah	1.715.667.795.394
Dolar Amerika Serikat	1.025.117.576.722
Euro	348.748.041
Subjumlah	2.741.134.120.157
Jumlah	2.806.694.681.642

	2024
Tingkat bunga efektif rata-rata per tahun	
Rupiah	3,32%
Dolar Amerika Serikat	2,05%
Euro	0,05%

Pada tanggal 31 Desember 2024 dan 2023, tidak terdapat giro yang dijadikan sebagai jaminan kredit.

b. Tabungan terdiri atas:

	2024
Pihak berelasi	
Rupiah	825.920.934
Dolar Amerika Serikat	84.982
Subjumlah	826.005.916
Pihak ketiga	
Rupiah	929.801.481.743
Dolar Amerika Serikat	2.062.739.459.742
Subjumlah	2.992.540.941.485
Jumlah	2.993.366.947.401

	2024
Tingkat bunga efektif rata-rata per tahun	
Rupiah	2,63%
Dolar Amerika Serikat	2,98%

Pada tanggal 31 Desember 2024 dan 2023, tidak terdapat giro yang dijadikan sebagai jaminan kredit.

c. Deposito berjangka terdiri atas:

	2024
Pihak berelasi	
Rupiah	27.192.828.416
Dolar Amerika Serikat	68.714.384
Subjumlah	27.261.542.800
Pihak ketiga	
Rupiah	5.755.668.385.634
Dolar Amerika Serikat	1.291.963.397.477
Subjumlah	7.047.631.783.111
Jumlah	7.074.893.325.911

18. DEPOSITS (Continued)

a. Demand deposits consist of:

	2023
Pihak berelasi	
Rupiah	50.976.918.904
Dolar Amerika Serikat	11.473.442.384
Subjumlah	62.450.361.288
Pihak ketiga	
Rupiah	1.759.852.044.887
Dolar Amerika Serikat	1.001.174.007.677
Euro	17.025.030
Subjumlah	2.761.043.077.594
Total	2.823.493.438.882

	2023
Tingkat bunga efektif rata-rata per tahun	
Rupiah	3,02%
Dolar Amerika Serikat	1,29%
Euro	0,05%

As of December 31, 2024 and 2023, there are no demand deposits that are pledged as loan collateral.

b. Savings deposits consist of:

	2023
Pihak berelasi	
Rupiah	1.102.590.832
Dolar Amerika Serikat	7.223.810
Subjumlah	1.109.814.642
Pihak ketiga	
Rupiah	1.278.569.787.661
Dolar Amerika Serikat	1.190.582.954.067
Subjumlah	2.469.152.741.728
Total	2.470.262.556.370

	2023
Tingkat bunga efektif rata-rata per tahun	
Rupiah	2,30%
Dolar Amerika Serikat	2,41%

As of December 31, 2024 and 2023, there are no savings deposits that were pledged as loan collateral.

c. Time deposits consist of:

	2023
Pihak berelasi	
Rupiah	24.939.334.337
Dolar Amerika Serikat	5.061.100.909
Subjumlah	30.000.435.246
Pihak ketiga	
Rupiah	5.526.464.364.237
Dolar Amerika Serikat	1.001.641.359.035
Subjumlah	6.528.105.723.272
Total	6.558.106.158.518

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18. SIMPANAN (Lanjutan)

c. Deposito berjangka terdiri atas: (Lanjutan)

	2024
Tingkat bunga efektif rata-rata per tahun	
Rupiah	5,57%
Dolar Amerika Serikat	4,68%

Deposito berjangka berdasarkan jangka waktu adalah sebagai berikut:

	2024
Rupiah	
1 bulan	2.343.956.440.126
3 bulan	1.689.067.695.576
6 bulan	763.701.961.330
12 bulan	986.135.117.018
Subjumlah	5.782.861.214.050
Dolar Amerika Serikat	
1 bulan	672.915.379.234
3 bulan	266.509.052.511
6 bulan	108.395.897.660
12 bulan	244.211.782.456
Subjumlah	1.292.032.111.861
Jumlah	7.074.893.325.911

Pada tanggal 31 Desember 2024 dan 2023, deposito berjangka yang telah dibatasi penggunaannya dan dijadikan sebagai jaminan kredit masing-masing sejumlah Rp263.445.912.983 dan Rp133.725.113.642.

Nilai tercatat pada biaya perolehan diamortisasi dari simpanan adalah sebagai berikut:

	2024
Simpanan	
Giro	2.806.694.681.642
Tabungan	2.993.366.947.401
Deposito berjangka	7.074.893.325.911
Subjumlah	12.874.954.954.954
Beban bunga yang masih harus dibayar (Catatan 21)	
Giro	2.884.592.763
Tabungan	3.441.839.392
Deposito berjangka	33.529.132.835
Subjumlah	39.855.564.990
Jumlah	12.914.810.519.944

18. DEPOSITS (Continued)

c. Time deposits consist of: (Continued)

	2023	Average annual effective interest rate
		Rupiah
	5,33%	
	3,57%	United States Dollar

Time deposits based on time periods are as follows:

	2023	
Rupiah		Rupiah
1 bulan	2.165.207.781.438	1 month
3 bulan	1.305.849.893.825	3 months
6 bulan	599.984.360.231	6 months
12 months	1.480.361.663.080	12 months
Sub-total	5.551.403.698.574	Sub-total
United States Dollar		United States Dollar
1 bulan	589.105.760.072	1 month
3 months	95.065.442.126	3 months
6 months	128.329.316.314	6 months
12 months	194.201.941.432	12 months
Sub-total	1.006.702.459.944	Sub-total
Total	6.558.106.158.518	Total

As of December 31, 2024 and 2023, time deposits which were restricted and pledged as loan collateral amounted to Rp263,445,912,983 and Rp133,725,113,642, respectively.

Carrying amount at amortized cost of the deposits are as follows:

	2023	
Deposits		Deposits
Demand deposits	2.823.493.438.882	Demand deposits
Saving deposits	2.470.262.556.370	Saving deposits
Time deposits	6.558.106.158.518	Time deposits
Sub-total	11.851.862.153.770	Sub-total
Accrued interest expense (Note 21)		Accrued interest expense (Note 21)
Demand deposits	2.825.707.579	Demand deposits
Saving deposits	3.286.501.700	Saving deposits
Time deposits	28.420.311.520	Time deposits
Sub-total	34.532.520.799	Sub-total
Total	11.886.394.674.569	Total

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19. SIMPANAN DARI BANK LAIN

Simpanan dari bank lain terdiri dari:

	2024
Pihak berelasi	
Rupiah	
Giro	9.395.330.936
Deposito berjangka	21.000.000.000
Subjumlah	<u>30.395.330.936</u>
Pihak ketiga	
Dolar Amerika Serikat	
Call money	820.845.000.000
Rupiah	
Giro	3.662.798.700
Tabungan	366.735.920
Deposito berjangka	36.902.953.025
Subjumlah	<u>861.777.487.645</u>
Jumlah	<u>892.172.818.581</u>
Jangka waktu	
Deposito berjangka	1 - 12 bulan/months
Call money	11 bulan/months
Tingkat bunga efektif	
rata-rata per tahun	
Dolar Amerika Serikat	
Call money	5,18%
Rupiah	
Giro	2,93%
Tabungan	1,63%
Deposito berjangka	5,44%
Call Money	6,27%

Nilai tercatat pada biaya perolehan diamortisasi dari simpanan dari bank lain adalah sebagai berikut:

	2024
Simpanan dari bank lain	892.172.818.581
Beban bunga yang masih dibayar (Catatan 21)	335.268.833
Jumlah	<u>892.508.087.414</u>

Tidak terdapat simpanan dari bank lain yang diblokir dan dijadikan jaminan atas kredit yang diberikan pada tanggal 31 Desember 2024 dan 2023.

19. DEPOSITS FROM OTHER BANKS

Deposits from other banks consist of:

	2023	
		Related parties
		Rupiah
	27.651.309.885	Demand deposits
	-	Time deposits
	<u>27.651.309.885</u>	Sub-total
		Third parties
		United States Dollar
	-	Call money
		Rupiah
	1.650.525.056	Demand deposits
	5.982.366.098	Saving deposits
	67.865.685.126	Time deposits
	<u>75.498.576.280</u>	Sub-total
	<u>103.149.886.165</u>	Total
		Term
	1 - 12 bulan/months	Time deposits
	11 bulan/months	Call money
		Average annual
		effective interest rate
		United States Dollar
	5,23%	Call money
		Rupiah
	2,66%	Demand deposits
	2,69%	Saving deposits
	4,94%	Time deposits
	5,79%	Call Money

Carrying amount at amortized cost of the deposits from other banks are as follows:

	2023	
Simpanan dari bank lain	103.149.886.165	Deposits from other banks
Beban bunga yang masih dibayar (Catatan 21)	222.364.799	Accrued interest expense
Jumlah	<u>103.372.250.964</u>	Total

There were no deposits from other banks that were restricted and pledged as loan collateral as of December 31, 2024 and 2023.

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20. PINJAMAN YANG DITERIMA

Shinhan Bank Co.,Ltd

Pada tanggal 31 Desember 2024, Bank memperoleh fasilitas pinjaman dari Shinhan Bank Co.,Ltd yang terdiri dari:

- Fasilitas pinjaman tanggal 15 September 2022 sebesar USD252.000.000 dengan jangka waktu selama 2 tahun dan tingkat suku bunga SOFR 3M Term ditambah margin tertentu.
- Fasilitas pinjaman tanggal 12 April 2023 sebesar USD285.000.000 dengan jangka waktu selama 5 tahun dan tingkat suku bunga SOFR 3M Term ditambah margin tertentu.
- Fasilitas pinjaman tanggal 26 April 2023 sebesar USD30.000.000 dengan jangka waktu selama 5 tahun dan tingkat suku bunga SOFR 3M Term ditambah margin tertentu.
- Fasilitas pinjaman tanggal 20 September 2024 sebesar USD250.000.000 dengan jangka waktu selama 5 tahun dan tingkat suku bunga SOFR 3M Term ditambah margin tertentu.

Pada tanggal 31 Desember 2024 dan 2023, Bank memiliki saldo pinjaman yang diberikan dari fasilitas tersebut masing-masing sebesar USD365.000.000 (setara Rp5.874.675.000.000) dan USD370.000.000 (setara Rp5.696.890.000.000).

PT Bank Maybank Indonesia Tbk

Bank memperoleh fasilitas pinjaman dengan PT Bank Maybank Indonesia Tbk ("Maybank") tanggal 5 Desember 2024 sebesar USD20.000.000 (setara dengan Rp250.000.000.000) dengan jangka waktu selama 12 bulan dan tingkat suku bunga atas fasilitas mata uang USD mengacu pada Term SOFR dengan tingkat margin tertentu dan tingkat suku bunga atas fasilitas mata uang IDR mengacu pada JIBOR dengan tingkat margin tertentu. Sampai dengan tanggal 31 Desember 2024, fasilitas pinjaman ini belum digunakan oleh Bank.

Nilai tercatat pinjaman yang diukur dengan biaya perolehan diamortisasi adalah sebagai berikut:

	2024
Shinhan Bank Co. Ltd	5.874.675.000.000
PT Bank Danamon Indonesia Tbk	-
Beban bunga yang masih dibayar (Catatan 21)	36.211.573.312
Jumlah	5.910.886.573.312

20. BORROWINGS

Shinhan Bank Co.,Ltd

As of December 31, 2024, the Bank has obtained loan facilities from Shinhan Bank Co., Ltd which consists of the following:

- Loan facility dated September 15, 2022 amounting to USD252,000,000 with a period of 2 years and with interest rate at SOFR 3M Term plus certain margin.
- Loan facility dated April 12, 2023 amounting to USD285,000,000 with a period of 5 years and with interest rate at SOFR 3M Term plus certain margin.
- Loan facility dated April 26, 2023 amounting to USD30,000,000 with a period of 5 years and with interest rate at SOFR 3M Term plus certain margin.
- Loan facility dated September 20, 2024 amounting to USD250,000,000 with a period of 5 years and with interest rate at SOFR 3M Term plus certain margin.

As of December 31, 2024 and 2023, the Bank has outstanding borrowings from these facilities amounting to USD365,000,000 (equivalent to Rp5,874,675,000,000) and USD370,000,000 (equivalent to Rp5,696,890,000,000), respectively.

PT Bank Maybank Indonesia Tbk

The Bank has obtained a loan facility with PT Bank Maybank Indonesia Tbk ("Maybank") dated December 5, 2024 amounting to USD20,000,000 (equivalent to Rp250,000,000,000) with a period of 12 months and the interest rate on the USD facility refers to Term SOFR with a certain margin rate and the interest rate on the IDR facility refers to JIBOR with a certain margin rate. As of December 31, 2024, this loan facility has not been used by the Bank.

The carrying amount of the borrowings at amortized cost are as follows:

	2023	
Shinhan Bank Co. Ltd	5.696.890.000.000	
PT Bank Danamon Indonesia Tbk	307.940.000.000	
Accrued interest expense (Note 21)	31.333.913.819	
Total	6.036.163.913.819	

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21. LIABILITAS LAIN-LAIN

Liabilitas lain-lain terdiri dari:

	2024
Beban bunga yang masih harus dibayar (Catatan 18, 19 dan 20)	76.402.407.135
Beban masih harus dibayar	25.238.315.803
Penyisihan insentif dan tunjangan hari raya	14.366.050.502
Penyisihan kerugian batas kredit yang belum ditarik	6.755.865.185
Pendapatan diterima di muka	846.526.200
Setoran jaminan	770.243.806
Lainnya	10.254.433.599
Jumlah	134.633.842.230

Bunga yang masih harus dibayar merupakan bunga yang masih harus dibayar atas simpanan dari nasabah, simpanan dari Bank lain dan pinjaman yang diterima.

Beban yang masih harus dibayar merupakan cadangan biaya terkait karyawan seperti cadangan Bonus, THR, BPJS, pelatihan dan lainnya.

Setoran jaminan merupakan jaminan atas transaksi LC dan setoran jaminan lainnya.

Penyisihan insentif dan tunjangan hari raya merupakan akrual biaya-biaya atas insentif dan tunjangan karyawan.

Penyisihan kerugian batas kredit yang belum ditarik merupakan cadangan kerugian penurunan nilai atas fasilitas kredit komitmen yang belum ditarik.

Pendapatan diterima di muka adalah pendapatan diterima dimuka atas kredit yang diberikan dan bank garansi.

Lainnya termasuk liabilitas dari penyelesaian transaksi nasabah melalui ATM Prima, uang muka yang diterima, dan lain-lain.

21. OTHER LIABILITIES

Other liabilities consist of:

	2023	
	66.088.799.417	Accrued interest expense (Notes 18, 19 and 20)
	33.841.848.903	Accrued expenses
	14.167.732.212	Incentive and religious allowances
	9.801.224.737	Provision for unused credit facility
	938.091.896	Unearned income
	771.343.806	Guarantee deposits
	9.383.729.555	Others
Jumlah	134.992.770.526	Total

Accrued interest expenses represent accrued interest on deposits from customers, deposits from other banks and borrowings.

Accrued expenses include reserve related to employee expenses such as bonus reserves, THR, BPJS, training and others.

Guarantee deposits represent guarantees for LC transactions and other guarantee deposits.

Incentive and religious allowances represent the accrual of expenses for incentives and benefits for employees.

Provision for unused credit facility is the allowance for impairment losses established for unused committed credit facilities.

Unearned income represents unearned income on loans and bank guarantees.

Others include payables from settlement of customer transactions through ATM Prima, advances received, and others.

22. MODAL SAHAM

Modal saham terdiri dari:

22. SHARE CAPITAL

Share capital consists of:

	2024 dan/and 2023			
Pemegang saham	Jumlah saham yang ditempatkan dan disetor penuh/ Number of shares issued and fully paid	Persentase kepemilikan/ Percentage of ownership (%)	Jumlah/ Total	Shareholders
Shinhan Bank Co., Ltd	934.828	99,00	934.828.000.000	Shinhan Bank Co., Ltd
PT Metropanca Gemilang	5.000	0,53	5.000.000.000	PT Metropanca Gemilang
PT STM Tunggal Jaya	4.450	0,47	4.450.000.000	PT STM Tunggal Jaya
Jumlah	944.278	100,00	944.278.000.000	Total

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22. MODAL SAHAM (Lanjutan)

Berdasarkan Akta Notaris No. 15 tanggal 21 Juli 2017 yang dibuat oleh Notaris Hermin Budisetyasih, S.H., M.Kn., Notaris di Jakarta, para pemegang saham sepakat untuk melaksanakan peningkatan modal dasar dari Rp800.000.000.000 menjadi Rp3.700.000.000.000 dan modal disetor Bank dari Rp490.087.000.000 menjadi Rp944.278.000.000. Akta tersebut telah disetujui oleh Menteri Hukum dan Hak Asasi Manusia Republik Indonesia dalam Surat Keputusan No. AHU-0015084.AH.01.02. Tahun 2017 tanggal 24 Juli 2017.

22. SHARE CAPITAL (Continued)

Based on Notarial Deed No. 15 dated July 21, 2017 by Notary Hermin Budisetyasih, S.H., M.Kn., Notary in Jakarta, the shareholders agreed to increase the authorized capital from Rp800,000,000,000 to Rp3,700,000,000,000 and the paid-up capital of the Bank from Rp490,087,000,000 to Rp944,278,000,000. The Deed was approved by the Minister of Law and Human Rights of the Republic of Indonesia in Decision Letter No. AHU-0015084.AH.01.02. Tahun 2017 dated July 24, 2017.

23. TAMBAHAN MODAL DISETOR

23. ADDITIONAL PAID-IN CAPITAL

	2024 dan/and 2023			
	Agio saham/ Premium on share capital	Efek penggabungan usaha/ Effect of merger acquisition	Jumlah/ Total	
Penambahan 172.850 lembar saham tahun 2015	627.146.123.800	-	627.146.123.800	Additional 172,850 shares in 2015
Penambahan 224.615 lembar saham tahun 2016	775.380.638.445	-	775.380.638.445	Additional 224,615 shares in 2016
Penggabungan usaha	-	57.878.000.000	57.878.000.000	Merger acquisition
Jumlah per 31 Desember 2016	1.402.526.762.245	57.878.000.000	1.460.404.762.245	Total as of December 31, 2016
Penambahan 454.191 lembar saham tahun 2017	1.565.596.377.000	-	1.565.596.377.000	Additional 454,191 shares in 2017
Jumlah	2.968.123.139.245	57.878.000.000	3.026.001.139.245	Total

24. CADANGAN UMUM

Sesuai Undang-Undang No. 40 tahun 2007 efektif tanggal 16 Agustus 2007 tentang Perseroan Terbatas, yang mengharuskan Perusahaan di Indonesia untuk membuat cadangan umum sebesar sekurang-kurangnya 20% dari jumlah modal yang ditempatkan dan disetor penuh. Undang-Undang tersebut tidak mengatur jangka waktu untuk cadangan umum minimum tersebut. Pada tanggal 31 Desember 2024 dan 2023, saldo cadangan umum sebesar Rp20.600.000.000.

24. GENERAL RESERVE

In accordance with Law No. 40 Year 2007 effective on August 16, 2007 regarding Limited Liability Company, the Company in Indonesia should create a general reserve of at least 20% of the issued and fully paid capital. The law has not set a period of time for the minimum general reserve. As of December 31, 2024 and 2023, general reserve amounted to Rp20,600,000,000.

25. PENGHASILAN KOMPREHENSIF LAIN

Penghasilan komprehensif lain terdiri dari:

25. OTHER COMPREHENSIVE INCOME

Other comprehensive income consists of:

	2024	2023	
Keuntungan (kerugian) yang belum direalisasi dari aset keuangan yang diukur pada nilai wajar melalui penghasilan komprehensif lain - neto (Catatan 9)	(23.931.023.650)	(12.903.442.147)	Unrealized gain (loss) from financial assets measured at fair value through other comprehensive income - net (Note 9)
Pengukuran kembali atas kewajiban imbalan pasti - neto	32.485.561.361	31.364.415.730	Remeasurement of post-employment benefits obligation - net
Jumlah	8.554.537.711	18.460.973.583	Total

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26. PENDAPATAN BUNGA

Pendapatan bunga terdiri dari:

	2024
Rupiah	
Kredit	757.238.022.726
Efek-efek	138.018.043.889
Efek yang dibeli dengan janji untuk dijual kembali	3.117.814.955
Penempatan pada Bank Indonesia dan bank lain	57.081.404.192
Giro pada Bank Indonesia	5.087.723.111
Giro pada bank lain	452.162.225
Subjumlah	960.995.171.098
Mata uang asing	
Kredit	641.781.087.591
Penempatan pada Bank Indonesia dan bank lain	8.204.191.195
Subjumlah	649.985.278.786
Jumlah	1.610.980.449.884

Jumlah pendapatan bunga dari pihak berelasi pada tahun 2024 dan 2023 masing-masing sebesar Rp17.037.107.196 dan Rp13.560.934.038 (Catatan 33).

26. INTEREST REVENUES

Interest revenues consist of:

	2023	
Rupiah		Rupiah
Loans	618.987.819.015	Loans
Securities	122.310.382.782	Securities
Securities purchased under resale agreement	69.477.622.255	Securities purchased under resale agreement
Placements with Bank Indonesia and other banks	57.859.728.732	Placements with Bank Indonesia and other banks
Demand deposits with Bank Indonesia	6.013.263.880	Demand deposits with Bank Indonesia
Demand deposits with other banks	861.416.789	Demand deposits with other banks
Sub-total	875.510.233.453	Sub-total
Foreign currencies		Foreign currencies
Loans	573.662.206.894	Loans
Placements with Bank Indonesia and other banks	13.515.139.003	Placements with Bank Indonesia and other banks
Sub-total	587.177.345.897	Sub-total
Total	1.462.687.579.350	Total

Total interest revenues from related parties in 2024 and 2023 amounted to Rp17,037,107,196 and Rp13,560,934,038, respectively (Note 33).

27. BEBAN BUNGA

Beban bunga terdiri dari:

	2024
Rupiah	
Simpanan nasabah	
Giro	49.284.178.022
Tabungan	34.652.587.711
Deposito berjangka	321.816.671.184
Premi penjaminan simpanan	23.848.435.969
Simpanan dari bank lain	4.643.660.923
Subjumlah	434.245.533.809
Mata uang asing	
Simpanan nasabah	
Giro	19.209.587.806
Tabungan	40.040.874.936
Deposito berjangka	67.785.072.317
Simpanan dari bank lain	12.039.030.426
Pinjaman yang diberikan	388.109.943.734
Subjumlah	527.184.509.219
Jumlah	961.430.043.028

Jumlah beban bunga kepada pihak berelasi pada tahun 2024 dan 2023 masing-masing sebesar Rp376.656.419.840 dan Rp326.768.574.126 (Catatan 33).

27. INTEREST EXPENSES

Interest expenses consist of:

	2023	
Rupiah		Rupiah
Deposits from customers	36.122.826.211	Deposits from customers
Demand deposits	26.073.736.357	Demand deposits
Saving deposits	331.432.379.798	Saving deposits
Time deposits	23.816.021.723	Time deposits
Premium on deposit guarantee	5.513.643.714	Premium on deposit guarantee
Deposits from other banks	422.958.607.803	Deposits from other banks
Sub-total		Sub-total
Foreign currencies		Foreign currencies
Deposits from customers	7.764.756.116	Deposits from customers
Demand deposits	26.618.473.705	Demand deposits
Saving deposits	42.245.872.573	Saving deposits
Time deposits	14.856.216.517	Time deposits
Deposits from other banks	340.625.425.246	Deposits from other banks
Borrowings	432.110.744.157	Borrowings
Sub-total		Sub-total
Total	855.069.351.960	Total

Total interest expenses to related parties in 2024 and 2023 amounted to Rp376,656,419,840 and Rp326,768,574,126, respectively (Note 33).

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28. PENDAPATAN OPERASIONAL LAINNYA

Pendapatan operasional lainnya terdiri dari:

	2024
Provisi dan komisi lainnya	
Rupiah	29.935.121.041
Mata uang asing	-
Subjumlah	29.935.121.041
Keuntungan transaksi mata uang asing - neto	30.673.138.245
Lain-lain	
Jasa kliring dan transfer	15.649.106.765
Jasa keterlambatan	5.457.986.109
Jasa administrasi nasabah	2.394.602.078
Jasa penyimpanan	326.231.279
Lainnya	5.408.027.545
Subjumlah	29.235.953.776
Jumlah	89.844.213.062

28. OTHER OPERATING INCOME

Other operating income consist of:

	2023	
		Other fees and commissions
	26.186.629.310	Rupiah
	14.339.535.436	Foreign currencies
	40.526.164.746	Sub-total
		Gain on foreign exchange - net
	39.411.580.908	
		Others
	12.927.477.010	Clearing and transfer fees
	11.037.711.799	Penalty fees
	2.982.429.139	Customer administration fees
	306.773.988	Safe deposits box fees
	23.618.415.117	Others
	50.872.807.053	Sub-total
Jumlah	130.810.552.707	Total

29. BEBAN TENAGA KERJA

Beban tenaga kerja terdiri dari:

	2024
Gaji dan tunjangan	172.914.713.836
Imbalan pascakerja (Catatan 31)	12.299.612.033
Pendidikan dan pelatihan	4.283.329.743
Jumlah	189.497.655.612

29. PERSONNEL EXPENSES

Personnel expenses consist of:

	2023	
	178.506.692.216	Salaries and allowances
	9.373.760.946	Post-employment benefits (Note 31)
	3.433.076.244	Education and training
Jumlah	191.313.529.406	Total

Termasuk ke dalam beban tenaga kerja adalah gaji dan tunjangan lainnya yang dibayarkan kepada Komisaris, Direksi dan Pejabat Eksekutif Bank adalah sebagai berikut:

Included in personnel expenses are salaries and other allowances for Commissioners, Directors and Executive Officers of the Bank as follows:

	2024	2023	
Komisaris			Commissioners
Gaji dan tunjangan	747.864.000	719.088.000	Salaries and allowances
Bonus dan THR	110.261.200	117.543.000	Bonus and religious allowances
Subjumlah	858.125.200	836.631.000	Sub-total
Direktur			Directors
Gaji dan tunjangan	14.929.369.253	11.238.512.884	Salaries and allowances
Bonus dan THR	2.978.327.404	3.553.034.671	Bonus and religious allowances
Subjumlah	17.907.696.657	14.791.547.555	Sub-total
Komite audit			Audit committee
Gaji dan tunjangan	406.016.000	390.390.000	Salaries and allowances
Pejabat eksekutif bank			Executive bank officers
Gaji dan tunjangan	35.901.048.083	36.068.251.260	Salaries and allowances
Bonus dan THR	5.665.851.266	6.785.148.849	Bonus and religious allowances
Subjumlah	41.566.899.349	42.853.400.109	Sub-total
Jumlah	60.738.737.206	58.871.968.664	Total

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30. BEBAN UMUM DAN ADMINISTRASI

Beban umum dan administrasi terdiri dari:

	2024
Penyusutan (Catatan 14 dan 16)	34.959.537.485
Pemeliharaan dan perbaikan	32.834.203.626
Keamanan dan kebersihan	31.091.753.905
Jasa profesional	20.778.133.295
Utilitas	16.293.149.449
Amortisasi aset takberwujud (Catatan 15)	13.423.331.283
Komisi	12.744.530.176
Iuran	11.328.225.364
Administrasi bank	6.740.152.003
Asuransi	6.093.521.709
Beban pajak	3.826.092.385
Sewa (Catatan 16)	2.249.134.307
Biaya kantor	2.088.312.872
Perjalanan dinas	1.947.237.870
Iklan	1.801.919.963
Perjamuan	1.649.563.150
Beban bunga atas liabilitas sewa (Catatan 16b)	933.178.566
Lain-lain (di bawah Rp2 miliar)	1.707.759.198
Jumlah	202.489.736.606

31. LIABILITAS IMBALAN KERJA

Liabilitas imbalan kerja terdiri dari:

	2024
Liabilitas imbalan pascakerja	27.700.209.985
Imbalan jangka panjang lainnya	6.987.501.988
Jumlah	34.687.711.973

Perhitungan liabilitas imbalan kerja pada tahun 2024 dan 2023 dilakukan oleh KKA Riana & Rekan.

Jumlah karyawan yang berhak atas liabilitas imbalan kerja masing-masing sebanyak 579 dan 616 karyawan pada tanggal 31 Desember 2024 dan 2023 (tidak diaudit).

Program imbalan pasti memberikan eksposur Bank terhadap risiko aktuarial adalah sebagai berikut:

Risiko Tingkat Bunga

Penurunan suku bunga obligasi akan meningkatkan liabilitas imbalan kerja.

Risiko Gaji

Nilai kini kewajiban imbalan pasti dihitung dengan mengacu pada gaji masa depan peserta program. Dengan demikian, kenaikan gaji peserta program akan meningkatkan liabilitas program itu.

30. GENERAL AND ADMINISTRATIVE EXPENSES

General and administrative expenses consist of:

2023	
37.045.883.338	Depreciation (Notes 14 and 16)
29.615.223.081	Maintenance and repairs
31.556.697.282	Security and cleaning
25.212.231.510	Professional fees
17.557.717.152	Utilities
	Amortization of intangible
10.651.455.305	assets (Note 15)
16.516.258.646	Commission
12.849.943.562	Contributions
6.855.341.285	Bank administration
6.070.960.867	Insurance
1.630.560.167	Tax expenses
3.355.560.025	Rent (Note 16)
3.512.965.418	Office expense
2.534.088.606	Business trip
2.190.277.873	Advertisement
2.059.512.331	Representation
	Interest expense from
1.153.141.771	lease liabilities (Note 16b)
2.205.591.426	Others (below Rp2 billion)
212.573.409.645	Total

31. EMPLOYMENT BENEFIT LIABILITIES

Employment benefits liabilities consist of:

2023	
27.469.153.713	Post-employment benefits liabilities
5.589.169.922	Other long-term benefits
33.058.323.635	Total

The calculation of employment benefit liabilities in 2024 and 2023 was conducted by KKA Riana & Rekan.

The number of eligible employees for employment benefit liabilities is 579 and 616 employees as of December 31, 2024 and 2023, respectively (unaudited).

The defined benefit plan typically exposes the Bank to actuarial risks as follows:

Interest Risk

A decrease in the bond interest rate will increase the employment benefit liabilities.

Salary Risk

The present value of the defined benefit plan liability is calculated by reference to the future salaries of plan participants. As such, an increase in the salary of the plan participants will increase the plan's liability.

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31. LIABILITAS IMBALAN KERJA (Lanjutan)

Risiko Harapan Hidup

Nilai kini kewajiban imbalan pasti dihitung dengan mengacu pada estimasi terbaik dari mortalitas peserta program selama masa kerja. Peningkatan harapan hidup peserta program akan meningkatkan liabilitas program.

Liabilitas imbalan pascakerja

Bank memberikan imbalan pascakerja kepada karyawan tetap yang memenuhi kriteria yang telah ditetapkan atau telah mencapai usia pensiun normal pada umur 55 tahun yang dihitung berdasarkan peraturan yang berlaku, yakni Undang-Undang Cipta Kerja No. 11/2020, PP No. 35/2021

Jumlah yang diakui dalam laporan laba rugi dan penghasilan komprehensif lain sehubungan dengan liabilitas imbalan pascakerja adalah sebagai berikut:

	2024
Diakui pada laba rugi	
Biaya jasa:	
Biaya jasa kini	6.330.477.499
Biaya jasa lalu	(3.534.330.923)
Biaya bunga	1.773.451.784
Biaya tambahan untuk pemutusan hubungan kerja karyawan	6.331.681.608
Jumlah (Catatan 29)	<u>10.901.279.968</u>
Diakui pada penghasilan komprehensif lain	
Pengukuran Kerugian (keuntungan) aktuarial yang timbul dari:	
perubahan asumsi keuangan	(491.333.239)
penyesuaian pengalaman	(946.032.955)
Jumlah	<u>(1.437.366.194)</u>
Jumlah yang diakui di laporan laba rugi dan penghasilan komprehensif lain	<u>9.463.913.774</u>

31. EMPLOYMENT BENEFIT LIABILITIES (Continued)

Longevity Risk

The present value of the defined benefit plan liability is calculated by reference to the best estimate of the mortality of plan participants during their employment. An increase in the life expectancy of the plan participants will increase the plan's liability.

Post-employment benefits liabilities

The Bank provides post-employment benefits to its permanent employees who meet the criteria or reach the normal retirement age of 55 years in accordance with Job Creation Law No. 11/2020. PP No. 35/2021

The amounts recognized in the statement of profit or loss and other comprehensive income in respect of the post-employment benefits liabilities are as follows:

	2023	
Recognized in profit or loss		
Service cost:		
Current service cost	6.633.260.278	
Past service cost	(5.681.342.177)	
Interest cost	1.711.786.035	
Additional cost for terminated employees	5.229.459.400	
Total (Note 29)	<u>7.893.163.536</u>	
Recognized in other comprehensive income		
Remeasurements		
Actuarial loss (gain) arising from: changes in financial assumptions experience adjustments	921.593.812 395.380.664	
Total	<u>1.316.974.476</u>	
Total recognized in statement of profit or loss and other comprehensive income	<u>9.210.138.012</u>	

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31. LIABILITAS IMBALAN KERJA (Lanjutan)

Mutasi dari nilai kini liabilitas imbalan pascakerja adalah sebagai berikut:

	2024
Saldo awal tahun	27.469.153.713
Biaya jasa kini	6.330.477.498
Biaya layanan lalu	(3.534.330.923)
Biaya bunga	1.773.451.784
Pembayaran imbalan kerja	(9.232.857.501)
Biaya tambahan untuk pemutusan hubungan kerja karyawan	6.331.681.608
Kerugian (keuntungan) aktuarial yang timbul dari: perubahan asumsi keuangan penyesuaian pengalaman	(491.333.239) (946.032.955)
Saldo akhir tahun	27.700.209.985

Imbalan jangka panjang lainnya

Mutasi imbalan kerja jangka panjang lainnya sebagai berikut:

	2024
Saldo awal tahun	5.589.169.922
Biaya jasa kini	2.048.838.072
Biaya jasa lalu	(564.122.091)
Biaya bunga	357.569.855
Keuntungan aktuarial yang timbul dari penyesuaian pengalaman	(407.425.644)
(Keuntungan) kerugian aktuarial yang timbul dari perubahan asumsi keuangan	(36.528.126)
Saldo akhir tahun	6.987.501.988

Biaya imbalan pasti bersih yang diakui pada laba rugi masing-masing sebesar Rp1.480.597.410 dan Rp1.632.518.569 (Catatan 29).

31. EMPLOYMENT BENEFIT LIABILITIES (Continued)

Movements in present value of post-employment benefit liabilities are as follows:

	2023	
24.993.726.852		Balance at beginning of year
6.633.260.277		Current service cost
(5.681.342.177)		Past service cost
1.711.786.035		Interest cost
(6.734.711.150)		Benefits paid
5.229.459.400		Additional cost for terminated employees
921.593.812		Actuarial loss (gain) arising from: changes in financial assumptions
395.380.664		experience adjustments
27.469.153.713		Balance at end of year

Other long-term benefits

Movements in other long-term benefits are as follows:

	2023	
4.108.572.512		Balance at beginning of year
1.904.296.769		Current service cost
(521.907.960)		Past service cost
287.600.076		Interest cost
(225.906.572)		Actuarial gains arising from experience adjustment
36.515.097		Actuarial (gain) loss arising from changes in financial assumption
5.589.169.922		Balance at end of year

Net defined benefit cost recognized in profit or loss amounted to Rp1,480,597,410 and Rp1,632,518,569, respectively (Note 29).

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31. LIABILITAS IMBALAN KERJA (Lanjutan)

Asumsi aktuarial signifikan dan analisis sensitivitas

Perhitungan aktuarial dilakukan dengan menggunakan asumsi utama sebagai berikut:

	2024
Usia pensiun normal	57 tahun/years
Tingkat diskonto	7,00%
Tingkat proyeksi kenaikan gaji	5,00%
Tingkat mortalitas dan kecacatan	Tingkat kematian 5%/ 5% of Mortality rate
Tingkat pengunduran diri	15% hingga usia 22 tahun dan menurun secara linier hingga 0% per tahun pada usia 57 tahun/ 15% up to age 22 then decrease linearly to 0% at age 57

Asumsi aktuarial yang signifikan untuk penentuan liabilitas imbalan kerja adalah tingkat diskonto dan kenaikan gaji yang diharapkan. Analisis sensitivitas di bawah ini ditentukan berdasarkan masing-masing perubahan asumsi yang mungkin terjadi pada akhir periode pelaporan. dengan semua asumsi lain konstan.

- Jika tingkat diskonto lebih tinggi (lebih rendah) 100 basis poin, kewajiban imbalan pasti akan berkurang sebesar Rp1.830.301.389 (meningkat sebesar Rp2.054.475.653) pada tanggal 31 Desember 2024 dan berkurang sebesar Rp2.580.364.389 (meningkat sebesar Rp1.224.783.076) pada tanggal 31 Desember 2023.
- Jika pertumbuhan gaji yang diharapkan naik (turun) sebesar 100 basis poin kewajiban imbalan pasti akan naik sebesar Rp2.196.705.677 (turun sebesar Rp1.985.842.086) pada tanggal 31 Desember 2024 dan naik sebesar Rp1.359.879.277 (turun sebesar Rp2.729.300.692) pada tanggal 31 Desember 2023.
- Jika tingkat diskonto lebih tinggi (lebih rendah) 100 basis poin, kewajiban imbalan lainnya pasti akan berkurang sebesar Rp142.890.816 (meningkat sebesar Rp148.111.312) pada tanggal 31 Desember 2024 dan berkurang sebesar Rp143.978.191 (meningkat sebesar Rp149.650.458) pada tanggal 31 Desember 2023.
- Jika pertumbuhan gaji yang diharapkan naik (turun) sebesar 100 basis poin kewajiban imbalan lainnya pasti akan naik sebesar Rp195.149.155 (turun sebesar Rp190.938.693) pada tanggal 31 Desember 2024 dan naik sebesar Rp156.432.009 (turun sebesar Rp153.030.239) pada tanggal 31 Desember 2023.

31. EMPLOYMENT BENEFIT LIABILITIES (Continued)

Significant actuarial assumptions and sensitivity analysis

The actuarial calculations are carried out using the following key assumptions:

	2023	
Usia pensiun normal	57 tahun/years	Normal retirement age
Tingkat diskonto	6,75%	Discount rate
Tingkat proyeksi kenaikan gaji	5,00%	Projected salary increment rate
Tingkat mortalitas dan kecacatan	Tabel Mortalita Indonesia/ Indonesian Mortality Table (TMI4)	Mortality and disability rate
Tingkat pengunduran diri	15% hingga usia 22 tahun dan menurun secara linier hingga 0% per tahun pada usia 57 tahun/ 15% up to age 22 then decrease linearly to 0% at age 57	Resignation rate

Significant actuarial assumptions for the determination of employment benefits liabilities are discount rate and expected salary increase. The sensitivity analysis below has been determined based on reasonably possible changes of the respective assumptions occurring at the end of the reporting period. while holding all other assumptions constant.

- If the discount rate is 100 basis points higher (lower), the defined benefits obligation would decrease by Rp1,830,301,389 (increase by Rp2,054,475,653) as of December 31, 2024, and decrease by Rp2,580,364,389 (increase by Rp1,224,783,076) as of December 31, 2023.
- If the expected salary growth increase (decrease) by 100 basis points the defined benefits obligation would increase by Rp2,196,705,677 (decrease by Rp1,985,842,086) as of December 31, 2024, and increase by Rp1,359,879,277 (decrease by Rp2,729,300,692) as of December 31, 2023.
- If the discount rate is 100 basis points higher (lower), the other defined benefits obligation would decrease by Rp142,890,816 (increase by Rp148,111,312) as of December 31, 2024, and decrease by Rp143,978,191 (increase by Rp149,650,458) as of December 31, 2023.
- If the expected salary growth increase (decrease) by 100 basis points the other defined benefits obligation would increase by Rp195,149,155 (decrease by Rp190,938,693) as of December 31, 2024, and increase by Rp156,432,009 (decrease by Rp153,030,239) as of December 31, 2023.

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31. LIABILITAS IMBALAN KERJA (Lanjutan)

Asumsi aktuarial signifikan dan analisis sensitivitas (Lanjutan)

Analisis sensitivitas yang disajikan di atas mungkin tidak mewakili perubahan yang sebenarnya dalam kewajiban imbalan pasti mengingat bahwa perubahan asumsi terjadinya tidak terisolasi satu sama lain karena beberapa asumsi tersebut mungkin berkorelasi.

Selanjutnya, dalam menyajikan analisis sensitivitas di atas, nilai kini dari program imbalan pasti telah dihitung dengan menggunakan metode "Projected Unit Credit" pada akhir periode pelaporan, yang sama dengan yang diterapkan dalam menghitung liabilitas manfaat pasti yang diakui dalam laporan posisi keuangan.

Durasi rata-rata dari estimasi jangka pembayaran liabilitas imbalan kerja pada tanggal 31 Desember 2024 dan 2023 masing-masing adalah 12,12 tahun dan 12 tahun.

Durasi rata-rata dari estimasi jangka pembayaran imbalan jangka panjang lainnya pada tanggal 31 Desember 2024 dan 2023 masing-masing adalah 6,72 dan 6,67 tahun.

31. EMPLOYMENT BENEFIT LIABILITIES (Continued)

Significant actuarial assumptions and sensitivity analysis (Continued)

The sensitivity analysis presented above may not be representative of the actual change in the defined benefit obligation as it is unlikely that the change in assumptions would occur in isolation of one another as some of the assumptions may be correlated.

Furthermore, in presenting the above sensitivity analysis, the present value of the defined benefit plan has been calculated using the "Projected Unit Credit" method at the end of the reporting period, which is the same as that applied in calculating the defined benefit obligation liability recognized in the statement of financial position.

The average duration of post-employment benefit liabilities on December 31, 2024 and 2023 is 12.12 years and 12 years, respectively.

The average duration of other long-term benefits on December 31, 2024 and 2023 is 6.72 and 6.67 years, respectively.

32. PERPAJAKAN

a. Utang Pajak

Utang pajak terdiri dari:

	2024
Pajak penghasilan:	
Pasal 4(2)	11.200.548.873
Pasal 21	841.020.747
Pasal 23	127.358.168
Pasal 26	2.646.280.995
Pasal 29	-
Pajak pertambahan nilai	259.188.084
Jumlah	15.074.396.867

b. Pajak Penghasilan

(Beban) manfaat pajak penghasilan terdiri atas:

	2024
Pajak kini	(21.150.545.020)
Pajak tangguhan	(10.695.885.830)
Jumlah beban pajak	(31.846.430.850)

32. TAXATION

a. Taxes Payable

Taxes payable consists of:

	2023
	8.004.779.642
	3.837.244.554
	137.019.720
	1.996.171.703
	43.596.045.895
	320.136.912
Total	57.891.398.426

b. Income Taxes

Income tax (expense) benefits consist of the following:

	2023
	(94.390.843.800)
	42.774.621.704
Total	(51.616.222.096)

Income taxes:
Article 4(2)
Article 21
Article 23
Article 26
Article 29
Value added tax
Total

Current tax
Deferred tax
Total tax expense

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32. PERPAJAKAN (Lanjutan)

b. Pajak Penghasilan (Lanjutan)

Pajak kini

Rekonsiliasi antara laba sebelum pajak penghasilan menurut laporan laba rugi dan penghasilan komprehensif lain dengan laba kena pajak adalah sebagai berikut:

	2024	2023
Laba sebelum pajak penghasilan	80.326.365.058	208.146.993.599
Perbedaan temporer:		
Penghapusan pinjaman Sewa	- (417.357.433)	103.444.576.886 (99.920.891)
Cadangan kerugian penurunan nilai kredit dan aset lainnya	(22.665.007.149)	91.164.941.837
Cadangan kerugian penurunan nilai agunan yang diambil alih	128.109.730	1.587.507.516
Akrual untuk biaya jasa manajemen	(9.751.748.520)	7.672.660.996
Insentif dan tunjangan hari raya	198.318.289	7.276.432.468
Beban penyusutan Amortisasi aset takberwujud	(682.365.065) (2.041.972.932)	(1.934.798.918) (2.176.319.331)
Beban imbalan pascakerja	3.066.754.532	2.639.049.796
Subjumlah	(32.165.268.548)	209.574.130.359
Perbedaan permanen:		
Biaya yang tidak dapat dikurangkan:		
Penghapusan pinjaman Natura	45.447.148.583 1.947.963.193	- 2.179.652.822
Sewa Promosi	8.377.882.310 987.500	8.023.017.705 7.449.622
Perjamuan	894.519.289	1.772.563.843
Surat kabar dan majalah	24.742.000	43.220.000
Sumbangan	44.750.000	4.099.400
Laba penjualan aset tetap Lainnya	(10.905.111.306) 2.144.862.759	(1.573.829.910) 871.992.705
Subjumlah	47.977.744.328	11.328.166.187
Penghasilan Kena Pajak	96.138.840.838	429.049.290.145
Penghasilan Kena Pajak - Dibulatkan	96.138.841.000	429.049.290.000

Perhitungan beban dan utang pajak kini adalah sebagai berikut:

	2024	2023
Beban pajak kini	21.150.545.020	94.390.843.800
Dikurangi: pajak dibayar di muka Pasal 25	63.245.668.152	50.794.797.905
(Lebih) kurang bayar pajak penghasilan badan	(42.095.123.132)	43.596.045.895

32. TAXATION (Continued)

b. Income Taxes (Continued)

Current tax

Reconciliation between profit before income tax per statement of profit or loss and other comprehensive income and taxable income is as follows:

	2024	2023	
Laba sebelum pajak penghasilan	80.326.365.058	208.146.993.599	Profit before income tax
Perbedaan temporer:			Temporary differences:
Penghapusan pinjaman Sewa	- (417.357.433)	103.444.576.886 (99.920.891)	Write-off of loans Leases
Cadangan kerugian penurunan nilai kredit dan aset lainnya	(22.665.007.149)	91.164.941.837	Allowance for impairment losses on loans and other assets
Cadangan kerugian penurunan nilai agunan yang diambil alih	128.109.730	1.587.507.516	Allowance for impairment losses on foreclosed asset
Akrual untuk biaya jasa manajemen	(9.751.748.520)	7.672.660.996	Accrual for management service fee
Insentif dan tunjangan hari raya	198.318.289	7.276.432.468	Incentives and religious allowances
Beban penyusutan Amortisasi aset takberwujud	(682.365.065) (2.041.972.932)	(1.934.798.918) (2.176.319.331)	Depreciation expense
Beban imbalan pascakerja	3.066.754.532	2.639.049.796	Amortization of intangible assets Post-employment benefits expense
Subjumlah	(32.165.268.548)	209.574.130.359	Sub-total
Perbedaan permanen:			Permanent differences:
Biaya yang tidak dapat dikurangkan:			Non-deductible expenses:
Penghapusan pinjaman Natura	45.447.148.583 1.947.963.193	- 2.179.652.822	Write-off of loans Benefit in kind
Sewa Promosi	8.377.882.310 987.500	8.023.017.705 7.449.622	Leases Promotion
Perjamuan	894.519.289	1.772.563.843	Representation
Surat kabar dan majalah	24.742.000	43.220.000	Newspaper and magazines
Sumbangan	44.750.000	4.099.400	Donations
Laba penjualan aset tetap Lainnya	(10.905.111.306) 2.144.862.759	(1.573.829.910) 871.992.705	Gain on sale of property and equipment Others
Subjumlah	47.977.744.328	11.328.166.187	Sub-total
Penghasilan Kena Pajak	96.138.840.838	429.049.290.145	Taxable Income Tax
Penghasilan Kena Pajak - Dibulatkan	96.138.841.000	429.049.290.000	Taxable Income Tax - Rounded

The computation of current tax expenses and current tax payable are as follows:

	2024	2023	
Beban pajak kini	21.150.545.020	94.390.843.800	Current tax expenses
Dikurangi: pajak dibayar di muka Pasal 25	63.245.668.152	50.794.797.905	Less: prepaid income tax Article 25
(Lebih) kurang bayar pajak penghasilan badan	(42.095.123.132)	43.596.045.895	(Overpayment) underpayment of corporate income tax

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32. PERPAJAKAN (Lanjutan)

b. Pajak Penghasilan (Lanjutan)

Pajak tangguhan

Rincian dari aset pajak tangguhan Bank adalah sebagai berikut:

32. TAXATION (Continued)

b. Income Taxes (Continued)

Deferred tax

The details of the Bank's deferred tax assets are as follows:

2024					
	1 Januari/ January 2024	Dikreditkan (Dibebankan) pada Laba Rugi/Credited (Charged) to Profit or Loss	Dikreditkan (Dibebankan) pada Penghasilan Komprehensif Lain/Credited (Charged) to Other Comprehensive Income	31 Desember/ December 2024	
Cadangan kerugian penurunan nilai kredit	4.605.041.662	(4.605.041.662)	-	-	Allowance for impairment losses on loans
Penghapusan kredit	56.899.596.710	(3.619.526.750)	-	53.280.069.960	Write-off of loan
Beban imbalan pascakerja	7.272.831.082	674.685.996	(316.220.563)	7.631.296.515	Post-employment benefit obligation
Perubahan nilai wajar dari aset keuangan yang diukur pada nilai keuangan melalui penghasilan komprehensif lain - efek-efek	3.639.432.400	-	1.904.984.031	5.544.416.431	Changes in fair value of financial assets measured at fair value through other comprehensive income - securities
Perubahan nilai wajar dari aset keuangan yang diukur pada nilai keuangan melalui penghasilan komprehensif lain - investasi ekuitas	-	-	1.205.359.470	1.205.359.470	Changes in fair value of financial assets measured at fair value through other comprehensive income - investment in share
Insentif dan tunjangan hari raya	3.116.901.086	43.630.024	-	3.160.531.110	Incentive and religious allowances
Penyusutan dan amortisasi	(3.228.920.277)	(599.354.359)	-	(3.828.274.636)	Depreciation and amortization
Akrual biaya jasa manajemen	8.551.018.116	(2.145.384.675)	-	6.405.633.441	Accrual for management service fee
Sewa	235.716.330	(91.818.635)	-	143.897.695	Leases
Cadangan kerugian penurunan nilai - nonpinjaman	2.855.321.581	(381.259.911)	-	2.474.061.670	Allowance for impairment losses - other than loans
Cadangan kerugian penurunan nilai - aset yang diambil alih	1.471.295.585	28.184.141	-	1.499.479.726	Allowance for impairment losses on foreclosed assets
Aset pajak tangguhan - neto	85.418.234.275	(10.695.885.830)	2.794.122.938	77.516.471.382	Deferred tax assets - net

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32. PERPAJAKAN (Lanjutan)

b. Pajak Penghasilan (Lanjutan)

Pajak tangguhan (Lanjutan)

2023					
	1 Januari/ January 2023	Dikreditkan (Dibebankan) pada Laba Rugi/Credited (Charged) to Profit or Loss	Dikreditkan (Dibebankan) pada Penghasilan Komprehensif Lain/Credited (Charged) to Other Comprehensive Income	31 Desember/ December 2023	
Cadangan kerugian penurunan nilai kredit	(14.746.964.116)	19.352.005.778	-	4.605.041.662	Allowance for impairment losses on loans
Penghapusan kredit	37.667.267.974	19.232.328.736	-	56.899.596.710	Write-off of loan
Beban imbalan pascakerja	6.402.505.742	580.590.955	289.734.385	7.272.831.082	Post-employment benefit obligation
Perubahan nilai wajar dari aset keuangan yang diukur pada nilai keuangan melalui penghasilan komprehensif lain	2.551.738.997	-	1.087.693.403	3.639.432.400	Changes in fair value of financial assets measured at fair value through other comprehensive income
Insentif dan tunjangan hari raya	1.516.085.943	1.600.815.143	-	3.116.901.086	Incentive and religious allowances
Penyusutan dan amortisasi	(2.324.474.262)	(904.446.015)	-	(3.228.920.277)	Depreciation and amortization
Akrua biaya jasa manajemen	6.863.032.697	1.687.985.419	-	8.551.018.116	Accrual for management service fee
Sewa	257.698.926	(21.982.596)	-	235.716.330	Leases
Cadangan kerugian penurunan nilai - nonpinjaman	1.957.248.951	898.072.630	-	2.855.321.581	Allowance for impairment losses - other than loans
Cadangan kerugian penurunan nilai - aset yang diambil alih	1.122.043.931	349.251.654	-	1.471.295.585	Allowance for impairment losses on foreclosed assets
Aset pajak tangguhan - neto	41.266.184.783	42.774.621.704	1.377.427.788	85.418.234.275	Deferred tax assets - net

Rekonsiliasi antara beban pajak dan hasil perkalian
laba akuntansi sebelum pajak dengan tarif pajak
efektif yang berlaku adalah sebagai berikut:

Reconciliation between the total tax expense and the
amounts computed by applying the effective tax rates
to income before tax is as follows:

	2024	2023	
Laba sebelum pajak penghasilan	80.326.365.058	208.146.993.599	Profit before income tax
Tarif pajak yang berlaku	17.671.800.313	45.792.338.592	Effective tax rates
Penghapusan pajak tangguhan	3.619.526.785	3.331.686.943	Disposal of deferred tax
Pengaruh pajak atas beban yang tidak dapat dikurangkan menurut fiskal	10.555.103.752	2.492.196.561	Tax effect of non-deductible expenses
Jumlah beban pajak	31.846.430.850	51.616.222.096	Total tax expense

c. Klaim atas pengembalian pajak

Pada April 2023, Bank menerima beberapa Surat
Keputusan dari Direktur Jenderal Pajak yang
mengabulkan sebagian klaim pengembalian pajak
Bank sebesar Rp3.273.488.615 yang telah ditagih
oleh bank pada Mei 2023. Atas sisa klaim restitusi
pajak sebesar Rp47.432.163.575, Bank telah
mengajukan banding ke Pengadilan Pajak pada
tanggal 27 Juni 2023.

Pada 14 Mei 2024, berdasarkan Surat Keputusan
Pengadilan Pajak PUT-005893.15/2023/PP/M.XXA
Tahun 2024, majelis mengabulkan surat keberatan
yang diajukan oleh bank.

c. Claims for Tax Refund

On April 2023, the Bank received several Decision
Letters from the Director General of Taxes granting
some of the Bank's claims for tax refund amounting to
Rp3,273,488,615 which were collected by the Bank
on May 2023. For the remaining claims for tax refund
amounting to Rp47,432,163,575, the Bank filed for
tax appeal to the tax court on June 27, 2023.

On May 14, 2024, based on Tax Court Decision Letter
PUT-005893.15/2023/PP/M.XXA Year 2024, the
panel granted the objection letter filed by the bank.

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32. PERPAJAKAN (Lanjutan)

c. Klaim Atas Pengembalian Pajak (Lanjutan)

Pada 20 Mei 2024, Bank menerima pengembalian pajak melalui Bank Tabungan Negara berdasarkan Surat Perintah Membayar Kelebihan Pajak Nomor 00487A.

Selisih antara sisa klaim dan jumlah pajak lebih bayar yang diterima dikompensasikan ke pajak lainnya.

32. TAXATION (Continued)

c. Claims for Tax Refund (Continued)

On May 20, 2024, the Bank received tax refund through Bank Tabungan Negara based on Tax Excess Payment Order Number 00487A.

The difference between the remaining claim and the amount of tax overpayment is compensated to other taxes.

33. SIFAT DAN TRANSAKSI DENGAN PIHAK BERELASI

Sifat hubungan dengan pihak berelasi dan transaksinya adalah sebagai berikut:

33. NATURE OF RELATIONSHIP AND TRANSACTIONS WITH RELATED PARTIES

The nature of relationships with related parties and its transactions are as follows:

2024 dan/and 2023		
Pihak berelasi/ Related parties	Sifat hubungan berelasi/ Nature of relationship	Transaksi/ Transaction
Shinhan Bank Co., Ltd	Pemegang saham mayoritas/ Majority shareholder	Giro pada bank lain, tagihan derivatif, pendapatan bunga yang masih akan diterima, simpanan dari bank lain, pinjaman yang diterima, liabilitas derivatif, beban bunga yang masih harus dibayar, pendapatan bunga dan beban bunga/ Demand deposits with other banks, derivative receivables, accrued interest income, deposits from other banks, borrowings, derivative liabilities, accrued interest expense, interest income and interest expense
PT Shinhan Sekuritas Indonesia	Entitas pengendali oleh Shinhan Financial Group/ Entity under common control by Shinhan Financial Group	Simpanan, beban bunga yang masih harus dibayar dan beban bunga/ Deposits, accrued interest expense and interest expense
PT Shinhan Indo Finance	Entitas pengendali oleh Shinhan Financial Group/ Entity under common control by Shinhan Financial Group	Kredit yang diberikan, pendapatan bunga yang masih akan diterima, simpanan, beban bunga yang masih harus dibayar, pendapatan bunga dan beban bunga/ Loans, accrued interest income deposits, accrued interest expense, interest income and interest expense
Dewan Komisaris, Dewan Direksi, Komite Audit dan Pejabat Eksekutif/ Board of Commissioners, Board of Directors, Audit Committee and Executive Officer	Personel Manajemen Kunci/ Key Management Personnel	Kredit yang diberikan, pendapatan bunga yang masih akan diterima, simpanan, beban bunga yang masih harus dibayar, pendapatan bunga, beban bunga dan beban tenaga kerja dan tunjangan/ Loans, accrued interest income, deposits, accrued interest expense, interest income, interest expense and salaries and allowances

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33. SIFAT DAN TRANSAKSI DENGAN PIHAK BERELASI
(Lanjutan)

33. NATURE OF RELATIONSHIP AND TRANSACTIONS WITH
RELATED PARTIES (Continued)

2024 dan/and 2023		
Pihak berelasi/ <i>Related parties</i>	Sifat hubungan berelasi/ <i>Nature of relationship</i>	Transaksi/ <i>Transaction</i>
PT Bank Perkreditan Rakyat Gamon PT Bank Pantura Abadi PT BPR Gitamakmur Utama PT Indomobil Sukses Internasional Tbk PT Megalestari Epack Sentosaraya Tbk	Hubungan istimewa dengan personel manajemen kunci Bank/ <i>Special relationship with the Bank's key management personnel</i>	Kredit yang diberikan, pendapatan bunga yang masih akan diterima, simpanan, beban bunga yang masih harus dibayar, pendapatan bunga dan beban bunga/ <i>Loans, accrued interest income, deposits, accrued interest expense, interest income and interest expense</i>

Transaksi-transaksi dengan Pihak Berelasi

Transaksi dengan pihak yang berelasi diperlakukan sama dengan transaksi dengan pihak lainnya.

Dalam kegiatan usahanya, Bank juga mengadakan transaksi tertentu dengan pihak-pihak berelasi. Transaksi-transaksi tersebut meliputi antara lain:

- a. Saldo pihak berelasi dan persentase terhadap total aset adalah sebagai berikut:

	2024	
	Saldo/Balance	%
Giro pada bank lain (Catatan 7)	53.630.166.360	0,22%
Kredit (Catatan 12)	75.639.875.354	0,30%
Tagihan derivatif	34.910.402.603	0,14%
Pendapatan bunga yang masih akan diterima	511.487.147	0,002%

- b. Persentase simpanan dan simpanan dari bank lain dari pihak yang berelasi terhadap jumlah liabilitas adalah sebagai berikut:

	2024	
	Saldo/Balance	%
Simpanan (Catatan 18)	93.684.110.201	0,47%
Simpanan dari bank lain (Catatan 19)	30.395.330.936	0,15%
Pinjaman yang diterima (Catatan 20)	5.874.675.000.000	29,49%
Liabilitas derivatif	-	-
Beban bunga yang masih harus dibayar	36.502.616.315	0,18%

Transactions with Related Parties

Balances and transactions with related parties are treated in the same manner as transactions with other parties.

In the normal course of business, the Bank entered into certain transactions with related parties. These transactions included, among others the following:

- a. The balances from related parties and percentage to total assets are as follows:

	2023		
	Saldo/Balance	%	
	60.027.988.520	0,26%	Demand deposit with other banks (Note 7)
	281.137.938.030	1,20%	Loans (Note 12)
	61.529.134.343	0,26%	Derivative receivables
	1.355.977.750	0,006%	Accrued interest receivables

- b. The balances from related parties and percentage to total liabilities are as follows:

	2023		
	Saldo/Balance	%	
	93.560.611.176	0,51%	Deposits (Note 18)
	27.651.309.885	0,15%	Deposits from other bank (Note 19)
	5.696.890.000.000	31,00%	Borrowings (Note 20)
	12.167.198.452	0,07%	Derivative liabilities
	62.410.376.469	0,34%	Accrued interest expense

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33. SIFAT DAN TRANSAKSI DENGAN PIHAK BERELASI
(Lanjutan)

- c. Persentase pendapatan bunga dan beban bunga kepada pihak yang berelasi terhadap jumlah pendapatan bunga dan beban bunga adalah sebagai berikut:

	2024	
	Saldo/Balance	%
Pendapatan bunga	17.037.107.196	1,06%
Beban bunga	376.656.419.840	39,18%

33. NATURE OF RELATIONSHIP AND TRANSACTIONS WITH RELATED PARTIES (Continued)

- c. The percentage of interest income and interest expense from related parties to total interest income and total interest expense, are as follows:

	2023	
	Saldo/Balance	%
Interest revenue	13.560.934.038	0,93%
Interest expense	326.768.574.126	38,22%

34. KOMITMEN DAN KONTINJENSI

	2024
Komitmen	
Tagihan komitmen	
Fasilitas pinjaman yang belum ditarik	885.225.000.000
Pembelian valuta asing tunai yang belum diselesaikan dan derivatif	2.210.433.055.210
Jumlah tagihan komitmen	3.095.658.055.210
Liabilitas komitmen	
Penjualan valuta asing tunai belum diselesaikan dan derivatif	2.231.515.446.738
Fasilitas kredit kepada debitur yang belum digunakan	5.023.165.649.407
Irrevocable letter of credit yang diterbitkan	161.980.165.534
Lainnya	979.102.477.844
Jumlah liabilitas komitmen	8.395.763.739.523
Liabilitas Komitmen - Neto	5.300.105.684.313
Kontinjensi	
Tagihan kontinjensi	
Pendapatan bunga dalam penyelesaian	88.832.396.023
Liabilitas kontinjensi	
Bank garansi yang diterbitkan	76.577.906.250
Tagihan Kontinjensi - Neto	12.254.489.773

34. COMMITMENTS AND CONTINGENCIES

2023	Commitments
	Commitment receivables
2.771.460.000.000	Unused credit facility
2.699.183.971.917	Unsettled foreign currencies bought and derivatives
5.470.643.971.917	Total commitment receivables
	Commitment liabilities
2.663.778.781.717	Unsettled foreign currencies sold and derivatives
4.646.677.079.533	Unused loan facility granted to debtors
155.037.466.221	Irrevocable letter of credit issued
808.231.698.863	Others
8.273.725.026.334	Total commitment liabilities
2.803.081.054.417	Commitment Liabilities - Net
	Contingencies
	Contingent receivables
88.559.819.432	Interest receivables from non-performing loans
	Contingent liabilities
43.377.503.185	Bank guarantees issued
45.182.316.247	Contingent Receivables - Net

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35. ASET DAN LIABILITAS MONETER DALAM MATA UANG ASING

35. MONETARY ASSETS AND LIABILITIES DENOMINATED IN FOREIGN CURRENCIES

		2024		2023		
		Mata uang asing (nilai penuh)/ Foreign currencies (full amount)	Ekuivalen dalam Rp/ Equivalent In Rp	Mata uang asing (nilai penuh)/ Foreign currencies (full amount)	Ekuivalen dalam Rp/ Equivalent In Rp	
Aset						Assets
Kas	USD	1.372.102	22.083.981.690	1.030.478	15.866.269.766	Cash
	SGD	3.900	46.193.862	7.000	81.734.380	
Giro pada Bank Indonesia	USD	15.200.000	244.644.000.000	11.000.000	169.367.000.000	Demand deposits with Bank Indonesia
Giro pada bank lain - neto	USD	15.393.670	247.761.110.603	18.340.285	282.385.372.552	Demand deposits with other banks - net
	SGD	95.067	1.126.030.820	34.262	400.058.264	
	KRW	75.070.260	819.767.239	29.052.531	345.144.072	
	AUD	25.714	257.488.397	30.205	317.779.227	
	EUR	137.717	2.307.873.823	15.232	259.520.875	
	CNY	156.868	345.893.077	96.077	208.492.659	
	JPY	4.304.644	443.507.471	1.383.544	150.640.271	
	HKD	15.032	31.162.907	27.244	53.690.489	
Penempatan pada Bank Indonesia dan bank lain	USD	-	-	42.000.000	646.674.000.000	Placements with Bank Indonesia and other banks
Kredit - neto	USD	639.851.252	10.298.405.903.018	529.449.254	8.151.930.164.905	Loans - net
Tagihan akseptasi - neto	USD	-	-	3.368.000	51.857.098.156	Acceptance receivables - net
Aset lain-lain - neto	USD	3.385.629	96.430.995.847	2.546.518	39.208.731.638	Other assets - net
Jumlah aset			10.914.703.908.754		9.359.105.697.254	Total assets
Liabilitas						Liabilities
Liabilitas segera	USD	-	-	166	2.560.521	Liabilities payable immediately
	AUD	-	-	-	-	
Simpanan	USD	273.250.520	4.397.967.115.770	208.478.281	3.209.940.087.882	Deposits
	EUR	20.811	348.748.041	999	17.025.030	
Simpanan dari bank lain	USD	51.000.000	820.845.000.000	-	-	Deposits from other banks
Liabilitas akseptasi	USD	-	-	3.380.513	52.049.760.817	Acceptance payable
Pinjaman yang diterima	USD	365.000.000	5.874.675.000.000	390.000.000	6.004.830.000.000	Borrowings
Liabilitas lain-lain	USD	2.811.313	96.575.460.624	2.450.078	37.723.844.783	Other liabilities
Jumlah liabilitas			11.190.411.324.435		9.304.563.279.033	Total liabilities
Jumlah aset (liabilitas) - neto			(275.707.415.681)		54.542.418.221	Total assets (liabilities) - net

Kurs yang digunakan untuk menjabarkan aset dan liabilitas moneter dalam mata uang asing adalah kurs Reuters dengan rincian sebagai berikut:

The foreign exchange rates used for monetary assets and liabilities of the Bank denominated in foreign currencies were Reuters spot rates as follows:

	2024	2023	
Euro	16.758,12	17.038,32	Euro
Dolar Amerika Serikat	16.095,00	15.397,00	United States Dollar
Dolar Singapura	11.844,58	11.676,34	Singapore Dollar
Dolar Australia	10.013,51	10.520,77	Australian Dollar
Yuan China	2.204,99	2.170,06	Chinese Yuan
Dolar Hong Kong	2.073,11	1.970,73	Hong Kong Dollar
Yen Jepang	103,03	108,88	Japanese Yen
Won Korea	10,92	11,88	Korean Won

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36. PENGUKURAN NILAI WAJAR

Selain daripada yang disebutkan dalam tabel di bawah ini, manajemen menilai bahwa nilai tercatat dari aset dan liabilitas keuangan dalam laporan posisi keuangan adalah hampir sama dengan nilai wajarnya.

	2024	
	Nilai tercatat/ Carrying amount	Nilai wajar/ Fair value
Efek-efek pada biaya perolehan diamortisasi	1.336.426.030.793	1.075.540.845.742

Aset atau liabilitas yang diatur dengan suku bunga tetap terekspos risiko suku bunga nilai wajar, sedangkan aset atau liabilitas yang diatur dengan suku bunga mengambang terekspos risiko suku bunga arus kas.

Teknik penilaian dan asumsi yang diterapkan untuk tujuan pengukuran nilai wajar

Nilai wajar aset dan liabilitas keuangan ditentukan sebagai berikut:

- Kas, giro pada Bank Indonesia, giro pada bank lain, penempatan pada Bank Indonesia dan bank lain, kredit, wesel ekspor, liabilitas segera, simpanan nasabah, simpanan dari bank lain, pinjaman yang diterima, tagihan dan liabilitas akseptasi dan aset dan liabilitas keuangan lain-lain yang diakui dalam laporan keuangan mendekati nilai wajarnya karena jatuh tempo dalam jangka pendek atau yang memiliki tingkat suku bunga pasar.
- Nilai wajar efek-efek dengan syarat dan kondisi standar dan diperdagangkan di pasar aktif ditentukan dengan mengacu pada kuotasi harga pasar.
- Nilai wajar tagihan dan liabilitas derivatif diukur dengan menggunakan kurs kuotasi dan kurva yield yang berasal dari suku bunga kuotasi mencocokkan jatuh tempo kontrak.

Nilai wajar investasi saham diukur dengan porsi ekuitas investee milik bank dikali dengan rata-rata price to book value perusahaan sejenis yang terdaftar di Bursa Efek Jakarta dan dikurangi dengan faktor Discount for Lack of Marketability (DLOM).

Tabel berikut ini memberikan analisis dari instrumen keuangan yang diukur setelah pengakuan awal sebesar nilai wajar, dikelompokkan ke tingkat 1 sampai 3 didasarkan pada sejauh mana nilai wajar diamati.

36. FAIR VALUE MEASUREMENT

Except as detailed in the following table, management considers the carrying amounts of financial assets and liabilities recognized in the statement of financial position approximate their fair values.

	2023		
	Nilai tercatat/ Carrying amount	Nilai wajar/ Fair value	
	656.932.286.636	503.252.200.630	Securities at amortized cost

Assets or liabilities arranged at fixed interest rates are exposed to fair value interest risk, meanwhile assets or liabilities arranged at floating interest rates are exposed to cash flows interest rate risk.

Valuation techniques and assumptions applied for the purposes of measuring fair value

The fair values of financial assets and liabilities are determined as follows:

- Cash, demand deposits with Bank Indonesia, demand deposits with other banks, placements with Bank Indonesia and other banks, loans, export drafts, liabilities immediately payable, deposits from customers, deposits from other banks, borrowings, acceptances receivable and payable and other financial assets and liabilities that are recognized in the financial statements approximate their fair values either because of their short-term maturities or they carry market rates of interest.
- Fair value of securities with standard terms and conditions and traded in active market is determined by reference to the quoted market prices.
- Fair value of derivative receivables and payables are measured using quoted forward exchange rates and yield curves derived from quoted interest rates to match the maturity of the contract.

The fair value of equity investments is measured by the portion of the investee's equity owned by the bank multiplied by the average price to book value of similar companies listed on the Jakarta Stock Exchange and reduced by the Discount for Lack of Marketability (DLOM) factor.

The following table provides an analysis of financial instruments that are measured at fair value, grouped into levels 1 to 3 based on the degree to which the fair value is observable.

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36. PENGUKURAN NILAI WAJAR (Lanjutan)

36. FAIR VALUE MEASUREMENT (Continued)

2024					
	Jumlah tercatat/ Total carrying amount	Tingkat 1/ Level 1	Tingkat 2/ Level 2	Tingkat 3/ Level 3	
Aset keuangan					Financial assets
yang diakui pada nilai wajar melalui laba rugi					at fair value through profit or loss
Tagihan derivatif	48.362.791.388	-	48.362.791.388	-	Derivative receivables
yang diakui pada nilai wajar melalui penghasilan komprehensif lain					at fair value through other comprehensive income
Efek-efek	1.577.033.350.000	1.577.033.350.000	-	-	Securities
Penyertaan saham	34.209.977.318	-	34.209.977.318	-	Investment in shares
Liabilitas keuangan					Financial liabilities
yang diakui pada nilai wajar melalui laba rugi					at fair value through profit or loss
Liabilitas derivatif	46.853.822.432	-	46.853.822.432	-	Derivative liabilities
2023					
	Jumlah tercatat/ Total carrying amount	Tingkat 1/ Level 1	Tingkat 2/ Level 2	Tingkat 3/ Level 3	
Aset keuangan					Financial assets
yang diakui pada nilai wajar melalui laba rugi					at fair value through profit or loss
Tagihan derivatif	95.421.923.064	-	95.421.923.064	-	Derivative receivables
yang diakui pada nilai wajar melalui penghasilan komprehensif lain					at fair value through other comprehensive income
Efek-efek	1.518.707.820.000	1.518.707.820.000	-	-	Securities
Liabilitas keuangan					Financial liabilities
yang diakui pada nilai wajar melalui laba rugi					at fair value through profit or loss
Liabilitas derivatif	92.508.240.215	-	92.508.240.215	-	Derivative liabilities
Tidak ada transfer antar level atau perubahan dalam teknik penilaian selama periode tersebut.					
There are no transfers between levels nor changes in the valuation technique during the period.					

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37. MANAJEMEN RISIKO

Pengelolaan risiko tidak hanya terbatas pada pemantauan, pelaporan dan evaluasi terhadap risiko-risiko tetapi juga mendeteksi dan mengantisipasi risiko-risiko yang mungkin terjadi. Komitmen manajemen untuk meningkatkan kualitas pengelolaan risiko diwujudkan melalui penyusunan kebijakan Manajemen Risiko yang mencakup:

- Pengawasan aktif oleh Dewan Komisaris dan Direksi;
- Kecukupan kebijakan, prosedur dan penetapan limit;
- Kecukupan proses identifikasi, pengukuran, pemantauan dan pengendalian risiko serta sistem informasi Manajemen Risiko; dan
- Sistem pengendalian internal yang menyeluruh.

Selain itu, manajemen telah membentuk Komite Manajemen Risiko dan Satuan Kerja Manajemen Risiko, agar pengelolaan risiko secara keseluruhan dapat dilakukan secara terpadu, terarah dan terkoordinir dan berkesinambungan untuk meningkatkan kinerja usaha Bank.

Sesuai dengan kompleksitas usahanya, Bank melakukan identifikasi, pengukuran, dan pemantauan terhadap 8 (delapan) jenis risiko yaitu risiko kredit, risiko pasar, risiko likuiditas, risiko operasional, risiko kepatuhan, risiko hukum, risiko strategi dan risiko reputasi.

Setiap periodik, Bank menyusun profil risiko yang bertujuan untuk mendapat cerminan dari tingkat risiko Bank terhadap 8 (delapan) jenis risiko.

Kerangka Manajemen Risiko

Organisasi manajemen risiko Bank melibatkan pengawasan dari Dewan Komisaris, melalui Komite Pemantau Risiko. Komite Pemantau Risiko merupakan pengawas risiko tertinggi di tingkat Dewan Komisaris di mana dibentuk oleh Dewan Komisaris dan bertanggung jawab untuk mengelola risiko yang ada di Bank. Komite Pemantau Risiko memantau pelaksanaan kerangka dan kebijakan manajemen risiko Bank. Dewan Komisaris mendelegasikan kuasa kepada Presiden Direktur dan Direksi untuk mengimplementasikan strategi manajemen risiko.

Kebijakan manajemen risiko Bank ditetapkan untuk mengidentifikasi dan menganalisa risiko-risiko yang dihadapi Bank, untuk menetapkan batasan risiko dan pengendalian yang sesuai, serta untuk mengawasi risiko dan kepatuhan terhadap batasan yang telah ditetapkan. Kebijakan dan sistem manajemen risiko ditelaah secara berkala untuk mencerminkan perubahan dalam kondisi pasar, produk dan jasa yang ditawarkan. Bank, melalui pelatihan serta standar dan prosedur pengelolaan, berusaha untuk mengembangkan lingkungan pengendalian yang taat dan konstruktif, di mana semua karyawan memahami tugas dan kewajiban mereka.

37. RISK MANAGEMENT

Risk management is not merely related to monitoring, reporting and evaluating the risks, but also detecting and anticipating possible risks. Management's commitment to enhance the quality of risk management is implemented by formulating the manual of Guidelines for Application of Risk Management as follows:

- Active supervision by the Board of Commissioners and Board of Directors;
- Adequacy of policies, procedures and establishment of limits;
- Adequacy of processes of identification, measurement, monitoring and control of risks and the Risk Management information system; and
- Comprehensive internal control system.

In addition, the management has been established the Risk Management Committee and Risk Management Working Unit, so the overall risk management will be integrated, coordinated and continuously practiced to improve operational performance.

In accordance with the complexity of business, the Bank has identifies, measures and monitors 8 (eight) types of risks, namely credit risk, market risk, liquidity risk, operational risk, compliance risk, legal risk, strategic risk and reputation risk.

On quarterly basis, the Bank prepared the risks profile to get reflected the Bank's risk rate against 8 (eight) types of risk.

Risk Management Framework

The organization of the Bank's risk management involves oversight from the Boards of Commissioners through Risk Monitoring Committee. The Risk Monitoring Committee is the highest risk authority in the Board of Commissioners's level which is formed by the Board of Commissioners and is responsible for managing risk of the Bank. The Risk Monitoring Committee monitors the implementation of risk management framework and policies of the Bank. The Board of Commissioners delegates authority to the President Director and Directors to implement the risk management strategy.

The Bank's risk management policies are established to identify and analyze the risks faced by the Bank, to set appropriate risk limits and controls and to monitor risks and adherence to limits determined. Risk management policies and systems are reviewed regularly to reflect changes in market conditions, products and services offered. The Bank, through its training and management standards and procedures, aims to develop a disciplined and constructive control environment, in which all employees understand their roles and responsibilities.

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37. MANAJEMEN RISIKO (Lanjutan)

Kerangka Manajemen Risiko (Lanjutan)

Komite Audit Bank memiliki tanggung jawab untuk memantau kepatuhan terhadap kebijakan dan prosedur, untuk menelaah kecukupan kerangka manajemen risiko yang terkait dengan risiko-risiko yang dihadapi oleh Bank. Dalam menjalankan fungsinya, Komite Audit dibantu oleh Satuan Kerja Audit Internal yang secara berkala maupun sesuai kebutuhan, menelaah pengendalian dan prosedur manajemen risiko dan melaporkan hasilnya ke Komite Audit Bank.

Komite Pemantau Risiko mengawasi perkembangan kebijakan manajemen risiko dan menilai penerapannya. Komite Pemantau Risiko juga memberikan nasihat mengenai strategi manajemen risiko yang harus digunakan oleh Bank. Dalam melaksanakan fungsi pengawasan, Komite Pemantau Risiko akan melakukan pengawasan dan evaluasi kinerja Komite Manajemen Risiko yang diketuai oleh Direktur Utama.

Assets Liabilities Committee (ALCO) merupakan sarana utama untuk mencapai tujuan dalam mengelola aset, liabilitas dan modal dengan memperhatikan risiko terkait untuk tujuan utilitas yang efisien dan optimum. Tujuan utama dari ALCO adalah:

- i. Memberikan arahan dan memastikan penerapan strategi untuk mengelola komposisi dan menentukan struktur posisi keuangan Bank pada kondisi normal dan stres;
- ii. Memonitor risiko yang relevan dan pengaruh pasar;
- iii. Menyediakan sarana untuk mendiskusikan masalah ALCO;
- iv. Memfasilitasi kerja sama tim antara bisnis/departemen yang berbeda;
- v. Menyelesaikan isu antar departemen seperti alokasi sumber daya;
- vi. Menelaah sumber dan alokasi pendanaan secara keseluruhan; dan
- vii. Melakukan perencanaan ke depan dan menentukan lingkungan perbankan yang paling sesuai untuk perencanaan aset/liabilitas di masa depan dan menelaah skenario kontinjensi.

37. RISK MANAGEMENT (Continued)

Risk Management Framework (Continued)

The Bank's Audit Committee is responsible for monitoring compliance with the Bank's policies, procedures and for reviewing the adequacy of the risk management framework in relation to the risks faced by the Bank. The Bank's Audit Committee is assisted in these functions by Internal Audit Task Force which Force undertakes both regular and ad-hoc reviews of risk management controls and procedures, the results of which are reported to the Bank's Audit Committee.

The Risk Monitoring Committee supervises the development of risk management policies and assesses the implementation. The Risk Monitoring Committee also provides advice on the risk management strategy to be employed by the Bank. In conducting its oversight role, the Risk Monitoring Committee will also monitor and evaluate the performance of the Risk Management Committee chaired by President Director.

The Assets Liabilities Committee (ALCO) is the primary vehicle for achieving the objectives of managing assets, liabilities and capital with the consideration of related risk for the purpose of efficient and optimum utilization. The main purposes of an ALCO are to:

- i. Provide direction and ensure tactical follow through to manage the Bank's balance sheet composition and finding structure under normal and stressed conditions;*
- ii. Monitor relevant risk and market influences;*
- iii. Provide a forum for discussing ALCO issues;*
- iv. Facilitate teamwork between different businesses/departments;*
- v. Resolve departmental inter-face issues such as resource allocation;*
- vi. Examine overall resources and funding allocation; and*
- vii. Plan and determine the most appropriate banking environment for asset/liability forward planning and review contingency scenarios.*

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37. MANAJEMEN RISIKO (Lanjutan)

Kerangka Manajemen Risiko (Lanjutan)

Satuan Kerja Manajemen Risiko Bank bertanggung jawab dalam penerapan manajemen risiko yang mencakup:

- i. Melakukan Pengawasan aktif dan manajemen proaktif berdasarkan arahan dari Dewan Komisaris dan/atau Direksi terhadap profil risiko Bank dan eksposurnya melalui rapat komite secara berkala;
- ii. Penetapan kebijakan dan prosedur risiko serta *risk appetite* dan *risk tolerance* termasuk penelaahan berkala dengan tujuan kepatuhan terhadap peraturan dan/atau praktek-praktek terbaik yang terkini; dan
- iii. Pengembangan budaya yang sadar akan risiko dan pengendalian di semua level organisasi melalui komunikasi yang cukup terkait pentingnya pengendalian internal yang efektif.

Komite Manajemen Risiko antara lain dibentuk dengan tujuan sebagai berikut:

- i. Untuk mengukur, menganalisa terhadap 8 jenis risiko secara sistematis dan memastikan terdapat pengendalian yang memadai sehingga tingkat pengembalian mencerminkan risiko-risiko terkait.
- ii. Untuk mengidentifikasi isu risiko di semua lini organisasi Bank pada tahap awal, yang bertujuan untuk meminimalisir potensi kerugian dan memastikan bahwa Bank menyiapkan mitigasi risiko secara optimal; dan
- iii. Untuk menjalankan tata kelola dan pengawasan atas sistem penilaian risiko guna menilai bahwa sistem tersebut telah tepat sasaran dan dipergunakan secara memadai untuk pengendalian risiko.

Risiko Kredit

Risiko kredit merupakan risiko yang terjadi akibat kegagalan pihak lawan (*counterparty*) dalam memenuhi kewajibannya. Risiko kredit dapat timbul dari berbagai aktivitas fungsional Bank seperti perkreditan (penyediaan dana), treasuri dan investasi serta operasional dan pelayanan.

Di dalam melakukan pengelolaan risiko kredit, Bank berfokus pada beberapa unsur utama yang meliputi sumber daya manusia yang sadar risiko, proses persetujuan kredit yang transparan dan berjenjang oleh Komite Kredit, tata cara, kriteria dan alat ukur risiko yang jelas, administrasi dan dokumentasi yang lengkap serta pengawasan kredit secara berkesinambungan terhadap kualitas kredit yang diberikan.

37. RISK MANAGEMENT (Continued)

Risk Management Framework (Continued)

The Bank's Risk Management Working Unit is responsible for applying risk management which comprises:

- i. Active oversight and pro-active management from Boards of Commissioners and/or Directors over Bank's risk profiles and its exposures through regular committee meetings;
- ii. Establishment of risk policies, procedures risk appetite and risk tolerance including its regular reviews in order to comply with updated regulations and/or best practices; and
- iii. Development of risk and control awareness culture in all organizational level, through adequate communication regarding the importance of effective internal controls.

The Risk Management Committee is established with having, among others the following objectives:

- i. To measure and analyze 8 risks on a systematic basis and ensure that adequate controls exist and that the related returns reflect these risks.
- ii. To identify risk issues in all lines of the Bank's organization at an early stage, with the aim of minimizing potential losses and ensuring that the Bank prepares optimal risk mitigation; and
- iii. To exercise governance and oversight over the Bank's risk rating systems to assess that they are fit for purpose and adequately utilised to control risk.

Credit Risk

Credit risk is the risk resulting from the default of counterparty in fulfilling its obligation. Credit risk can arise from various functional activities of the Bank such as credit (finance of fund), treasury and investment and operational and services.

In managing credit risk, the Bank focuses on several major elements which are people's risk-awareness, transparent and layered credit process by Credit Committee, clear risk procedures, criteria and measurement tools, adequate credit administration and documentation and a continuous credit oversight on the loans portfolio quality.

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37. MANAJEMEN RISIKO (Lanjutan)

Risiko Kredit (Lanjutan)

Upaya yang dilakukan Bank dalam memperbaiki profil risiko kredit adalah melakukan *monitoring* atas debitur dan mengambil tindakan yang diperlukan agar kualitas kreditnya tidak menjadi *non-performing loans* (NPL); melakukan penagihan secara intensif terhadap debitur bermasalah; melakukan kaji ulang dan mengevaluasi indikator aspek risiko dan aspek kepatuhan untuk mengevaluasi penerapan *four eyes principles* serta memberi *rating* untuk pemberian kredit korporasi; mengintensifkan rapat Komite Pemutus Kredit untuk pemberian kredit dengan plafon besar; dan secara konsisten memantau ekspansi kredit yang sehat dan berkualitas.

i. Eksposur maksimum risiko kredit tanpa memperhitungkan agunan dan kredit lainnya

Untuk aset keuangan yang diakui di laporan posisi keuangan, eksposur maksimum terhadap risiko kredit sama dengan nilai tercatatnya. Untuk liabilitas kontinjensi, eksposur maksimum terhadap risiko kredit adalah nilai maksimum yang harus Bank bayarkan ketika timbul kewajiban atas instrumen yang diterbitkan. Untuk komitmen kredit, eksposur maksimum terhadap risiko kredit adalah sebesar jumlah fasilitas yang belum ditarik dari nilai penuh fasilitas kredit yang telah disepakati (*committed*) kepada debitur.

Kemampuan Bank untuk mengendalikan dan memelihara eksposur risiko kredit yang berasal dari kredit yang diberikan berdasarkan hal-hal sebagai berikut:

- Bank telah memiliki pedoman tertulis mengenai kebijakan dan Standar Operasional Prosedur (SOP) kredit yang mencakup seluruh aspek pemberian kredit yang dilakukan. Setiap pemberian kredit harus senantiasa mengacu pada kebijakan tersebut.
- Bank telah memiliki sistem deteksi dini terhadap potensi risiko kredit melalui "early warning system" dan pemantauan secara berkala.

Tabel berikut menyajikan eksposur terhadap risiko kredit atas instrumen keuangan pada laporan posisi keuangan serta komitmen dan kontinjensi (rekening administratif) tanpa memperhitungkan agunan yang dimiliki atau jaminan kredit lainnya.

37. RISK MANAGEMENT (Continued)

Credit Risk (Continued)

Efforts by the Bank in improving credit risk profile include the monitoring of borrowers and taking necessary actions so that the credit quality does not become non-performing loans (NPL); conduct an intensive collection of problematic debtors; conducted a review and evaluating indicators of risk aspects and compliance aspects to evaluate the application of four eyes principles and rating for corporate credit; intensify the Credit Approval Committee meeting for credit approval with a large plafond; and consistently monitor healthy and quality credit expansion.

i. The maximum credit risk exposure without calculating the collateral and other credit enhancement

For financial assets recognized on the statement of financial position, the maximum exposure to credit risk equals their carrying amount. For contingent liabilities, the maximum exposure to credit risk is the maximum amount that the Bank would have to pay if the obligations of the instruments issued are called upon. For credit commitments, the maximum exposure to credit risk is the full amount of the undrawn committed credit facilities granted to debtors.

Bank's ability to control and maintain its credit risk exposure arising from loans based on the following:

- The Bank has written guidelines regarding credit policies and Standard Operating Procedure (SOP) that cover all aspects of loans granted. Each granting of credit should always refer to such policy.
- The Bank has an early detection system for potential credit risk through an "early warning system" and periodic monitoring.

The following table present the exposure to credit risk on financial instruments in its statement of financial position and commitments and contingences (administrative accounts) without taking into account any collateral held or other credit enhancements.

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37. MANAJEMEN RISIKO (Lanjutan)

Risiko Kredit (Lanjutan)

i. Eksposur maksimum risiko kredit tanpa memperhitungkan agunan dan kredit lainnya (Lanjutan)

	2024	2023
<u>Laporan Posisi Keuangan</u>		
Giro pada Bank Indonesia	858.790.530.706	907.255.142.367
Giro pada bank lain	275.443.769.346	355.614.165.277
Penempatan pada Bank Indonesia dan bank lain	245.964.135.460	1.207.592.235.196
Efek-efek	2.913.459.380.793	2.175.640.106.636
Efek-efek yang dibeli dengan janji untuk dijual kembali	-	830.753.856.844
Penyertaan saham	34.221.093.318	-
Tagihan derivatif	48.362.791.388	95.421.923.064
Kredit	20.295.630.916.526	17.220.313.323.786
Tagihan akseptasi	-	52.049.760.817
Aset lain-lain	162.597.950.251	140.120.819.381
Subjumlah	<u>24.834.470.567.788</u>	<u>22.984.761.333.368</u>
<u>Komitmen dan Kontinjensi</u>		
Fasilitas kredit kepada nasabah yang belum digunakan	5.023.165.649.407	4.646.677.079.533
Irrevocable letter of credit yang masih berjalan	161.980.165.534	155.037.466.221
Bank garansi yang diterbitkan	76.577.906.250	43.377.503.185
Subjumlah	<u>5.261.723.721.191</u>	<u>4.845.092.048.939</u>
Jumlah	<u>30.096.194.288.979</u>	<u>27.829.853.382.307</u>

37. RISK MANAGEMENT (Continued)

Credit Risk (Continued)

i. The maximum credit risk exposure without calculating the collateral and other credit enhancement (Continued)

	2024	2023	
			<u>Statement of Financial Position</u>
			Demand deposits with Bank Indonesia
			Demand deposits with other banks
			Placements with Bank Indonesia and other banks
			Securities
			Securities purchased under resale agreement
			Investment in shares
			Derivative receivables
			Loans
			Acceptance receivables
			Other assets
			Sub-total
			<u>Commitments and Contingencies</u>
			Unused loan facility granted to customer
			Outstanding irrevocable letters of credit
			Bank guarantees issued
			Sub-total
			Total

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37. MANAJEMEN RISIKO (Lanjutan)

37. RISK MANAGEMENT (Continued)

Risiko Kredit (Lanjutan)

Credit Risk (Continued)

ii. Risiko konsentrasi kredit

ii. Concentration of credit risk

a. Sektor Industri

a. Industry Sectors

Berikut ini adalah tabel dari konsentrasi aset keuangan dan off-balance sheet berdasarkan jenis counterparty (sebelum cadangan kerugian penurunan nilai):
The following table present the financial assets and off-balance sheet counterparty (gross of allowance for impairment losses):

2024																											
Giro pada Bank Indonesia dan bank lain/ Demand deposits with Bank Indonesia and other banks		Penempatan pada Bank Indonesia dan bank lain/ Placements with Bank Indonesia and other banks		Efek yang dibeli dengan janji untuk dijual kembali/ Securities purchased under resale agreement		Tagihan derivatif/ Derivative receivables		Kredit/ Loans		Aset yang dibeli dengan janji untuk dijual kembali/ Securities purchased under resale agreement		Tagihan akseptasi/ Acceptances receivable		Penyerahan saham/ Investment in shares		Aset lain-lain/ Other assets		Komitmen dan kontinjensi/ Commitments and contingencies		Jumlah/ Total		%					
Pemerintah dan Bank Indonesia	858.790.530.706	245.964.135.460	2.250.459.380.793	42.994.149.051	-	-	-	1.410.790.000	-	3.356.624.836.959	11,47%	Bank Indonesia	275.443.769.346	-	623.000.000.000	42.994.149.051	719.923.556	-	3.187.538.447	12.000.000.000	957.345.380.400	3,17%	Government and Bank Indonesia				
Korporasi dan perorangan	-	-	40.000.000.000	5.368.642.337	20.294.910.992.970	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-				
Jumlah	1.134.234.300.052	245.964.135.460	2.293.459.380.793	48.362.791.388	20.295.630.916.526	-	-	-	-	34.221.093.318	157.999.621.804	5.249.723.721.191	25.782.224.071.620	85,66%	Corporates and personal	1.262.869.307.644	1.207.592.235.196	2.175.640.106.636	95.421.923.064	17.220.313.323.786	830.753.856.844	52.049.760.817	140.120.819.381	4.845.092.048.939	27.829.853.382.307	100,00%	Total
2023																											
Giro pada Bank Indonesia dan bank lain/ Demand deposits with Bank Indonesia and other banks		Penempatan pada Bank Indonesia dan bank lain/ Placements with Bank Indonesia and other banks		Efek yang dibeli dengan janji untuk dijual kembali/ Securities purchased under resale agreement		Tagihan derivatif/ Derivative receivables		Kredit/ Loans		Aset yang dibeli dengan janji untuk dijual kembali/ Securities purchased under resale agreement		Tagihan akseptasi/ Acceptances receivable		Aset lain-lain/ Other assets		Komitmen dan kontinjensi/ Commitments and contingencies		Jumlah/ Total		%							
Pemerintah dan Bank Indonesia	907.255.142.367	1.207.592.235.196	1.547.640.106.636	73.509.163.108	-	-	-	830.753.856.844	-	22.892.892.228	-	4.516.134.233.271	16,23%	Bank Indonesia	355.614.165.277	-	603.000.000.000	73.509.163.108	19.942.616.095	-	23.639.322	9.191.653.434	1.061.281.237.236	3,81%	Government and Bank Indonesia		
Korporasi dan perorangan	-	-	25.000.000.000	21.912.759.956	17.200.370.707.691	-	-	52.049.760.817	117.204.287.831	4.835.900.395.505	22.252.437.911.800	79.96%	Corporates and personal	Jumlah	1.262.869.307.644	1.207.592.235.196	2.175.640.106.636	95.421.923.064	17.220.313.323.786	830.753.856.844	52.049.760.817	140.120.819.381	4.845.092.048.939	27.829.853.382.307	100,00%	Total	

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37. MANAJEMEN RISIKO (Lanjutan)

Risiko Kredit (Lanjutan)

ii. Risiko konsentrasi kredit (Lanjutan)

b. Sektor Geografis

Tabel berikut menyajikan rincian eksposur kredit Bank pada nilai tercatatnya (tanpa memperhitungkan agunan atau pendukung kredit lainnya), yang dikategorikan berdasarkan wilayah geografis tempat mereka beroperasi:

37. RISK MANAGEMENT (Continued)

Credit Risk (Continued)

ii. Concentration of credit risk (Continued)

b. Geographic Sector

The following tables show the Bank's credit exposure at their carrying amounts (without taking into account any collateral held or other credit enhancement), as categorized by geographic region where activities are undertaken:

2024								
	DKI Jakarta	Jawa Barat/ West Java	Banten	Jawa Tengah/ Central Java	Jawa Timur/ East Java	Lain-lain/ Others	Jumlah/ Total	
Giro pada Bank Indonesia	858.790.530.706	-	-	-	-	-	858.790.530.706	Demand deposits with Bank Indonesia
Giro pada bank lain	275.443.769.346	-	-	-	-	-	275.443.769.346	Demand deposits with other banks
Penempatan pada Bank Indonesia dan bank lain	245.964.135.460	-	-	-	-	-	245.964.135.460	Placements with Bank Indonesia and other banks
Efek-efek	2.913.459.380.793	-	-	-	-	-	2.913.459.380.793	Securities
Efek yang dibeli dengan janji untuk dijual kembali	-	-	-	-	-	-	-	Securities purchased under resale agreement
Penyertaan saham	34.221.093.318	-	-	-	-	-	34.221.093.318	Investment in shares
Tagihan derivatif	48.362.791.388	-	-	-	-	-	48.362.791.388	Derivative receivables
Kredit	15.007.788.245.929	1.811.362.155.326	950.731.721.389	1.711.365.077.591	461.104.717.740	353.278.998.551	20.295.630.916.526	Loans
Tagihan akseptasi	-	-	-	-	-	-	-	Acceptances receivable
Aset lain-lain	162.126.067.579	320.963.998	2.184.565	14.366.592	120.224.406	14.143.111	162.597.950.251	Other assets
Jumlah - kotor	19.546.156.014.519	1.811.683.119.324	950.733.905.954	1.711.379.444.183	461.224.942.146	353.293.141.662	24.834.470.567.788	Total - gross
Cadangan kerugian penurunan nilai	-	-	-	-	-	-	(604.544.365.203)	Allowance for impairment losses
Jumlah - neto							24.229.926.202.585	Total - net
2023								
	DKI Jakarta	Jawa Barat/ West Java	Banten	Jawa Tengah/ Central Java	Jawa Timur/ East Java	Lain-lain/ Others	Jumlah/ Total	
Giro pada Bank Indonesia	907.255.142.367	-	-	-	-	-	907.255.142.367	Demand deposits with Bank Indonesia
Giro pada bank lain	355.614.165.277	-	-	-	-	-	355.614.165.277	Demand deposits with other banks
Penempatan pada Bank Indonesia dan bank lain	1.207.592.235.196	-	-	-	-	-	1.207.592.235.196	Placements with Bank Indonesia and other banks
Efek-efek	2.175.640.106.636	-	-	-	-	-	2.175.640.106.636	Securities
Efek yang dibeli dengan janji untuk dijual kembali	830.753.856.844	-	-	-	-	-	830.753.856.844	Securities purchased under resale agreement
Tagihan derivatif	95.421.923.064	-	-	-	-	-	95.421.923.064	Derivative receivables
Kredit	12.446.118.054.441	1.393.649.740.421	636.919.411.919	712.806.261.590	720.757.342.923	310.062.512.492	17.220.313.323.786	Loans
Tagihan akseptasi	702.094.578	-	-	-	51.347.666.239	-	52.049.760.817	Acceptances receivable
Aset lain-lain	113.170.706.574	4.424.583.983	1.986.914.835	7.495.883.204	11.130.224.565	1.912.506.220	140.120.819.381	Other assets
Jumlah - kotor	18.132.268.284.977	1.398.074.324.404	638.906.326.754	720.302.144.794	783.235.233.727	311.975.018.712	22.984.761.333.368	Total - gross
Cadangan kerugian penurunan nilai	-	-	-	-	-	-	(357.200.778.140)	Allowance for impairment losses
Jumlah - neto							22.627.560.555.228	Total - net

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37. MANAJEMEN RISIKO (Lanjutan)

Risiko Kredit (Lanjutan)

iii. Kualitas kredit berdasarkan kelas aset keuangan

Kualitas kredit berdasarkan kelas aset keuangan adalah sebagai berikut:

a. Tingkat Tinggi

- i. Giro pada Bank Indonesia, penempatan pada Bank Indonesia dan bank lain yaitu giro atau penempatan pada institusi Pemerintah dan dengan bank yang memiliki reputasi baik dengan tingkat kemungkinan gagal bayar atas kewajiban yang rendah.
- ii. Kredit yang diberikan, bunga yang masih akan diterima dan tagihan kepada pihak ketiga dari debitur dengan riwayat pembayaran yang sangat baik dan tidak pernah menunggak sepanjang waktu kredit, debitur dengan tingkat stabilitas dan keragaman yang tinggi, memiliki akses setiap saat untuk memperoleh pendanaan dalam jumlah besar dari pasar terbuka; memiliki kemampuan membayar yang kuat dan rasio-rasio neraca yang konservatif.

b. Tingkat Standar

- i. Giro pada bank lain, penempatan pada bank lain yaitu giro atau penempatan pada bank lokal yang tidak terdaftar di bursa.
- ii. Kredit yang diberikan, bunga yang masih akan diterima dan tagihan kepada pihak ketiga dari debitur dengan riwayat pembayaran yang baik dan tidak pernah menunggak 90 hari atau lebih, memiliki akses terbatas ke pasar modal atau pasar keuangan lainnya, tingkat pendapatan dan kinerja keseluruhan tidak stabil memiliki kemampuan membayar yang cukup.

c. Jatuh Tempo dan Tidak Mengalami Penurunan Nilai

Eksposur di mana pihak ketiga yaitu debitur dalam tahap awal dari keterlambatan pembayaran dan telah gagal untuk melakukan pembayaran atau pembayaran tidak penuh, sesuai dengan persyaratan kontraktual dalam perjanjian kredit. Hal ini pada umumnya di mana suatu kredit telah lewat jatuh tempo sampai dengan 90 hari dan tidak terdapat indikasi penurunan nilai lainnya.

37. RISK MANAGEMENT (Continued)

Credit Risk (Continued)

iii. Credit quality by class of financial asset

Credit quality by class of financial asset is defined as follows:

a. High Grade

- i. Demand deposits with Bank Indonesia, placements with Bank Indonesia and other banks, which are current accounts or placements with the Government and with reputable banks and has low probability of insolvency.
- ii. Loans, interest receivables and third party 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, borrowers with high degree of stability and diversity, has access to raise substantial amounts of funds through public market at any time and very strong debt service capacity and has conservative balance sheet ratios.

b. Standard Grade

- i. Demand deposits with other banks, placements with other banks which are current accounts or placements with the local banks not listed in the stock exchange.
- ii. Loans, interest receivables and third party receivables from borrowers who have an average track record of loan repayment and whose accounts did not turn past due for 90 days and over, smaller corporations with limited access to public capital market or to alternative financial market, volatility of earnings and overall performance and debt service capacity is adequate.

c. Past Due and Not Impaired

Exposures which third party borrowers are in the early stages of delinquency and has failed to make a payment or partial payment in accordance with the contractual terms of the loan agreement. This is where a loan is up to 90 days past due and there is no others indicators of impairment.

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37. MANAJEMEN RISIKO (Lanjutan)

Risiko Kredit (Lanjutan)

iii. Kualitas kredit berdasarkan kelas aset keuangan (Lanjutan)

d. Mengalami Penurunan Nilai

Eksposur telah mengalami penurunan nilai. Bank mempertimbangkan bahwa pihak ketiga yaitu debitur tidak mungkin membayar kewajiban kreditnya secara menyeluruh atau pemulihannya akan bertumpu pada realisasi agunan apabila ada atau debitur telah menunggak kewajiban kredit selama lebih dari 90 hari dan terdapat indikasi penurunan nilai.

Tabel di bawah ini menyajikan kualitas aset keuangan berdasarkan kelas dengan risiko kredit, jumlah yang disajikan adalah sebelum dikurangi cadangan kerugian penurunan nilai.

37. RISK MANAGEMENT (Continued)

Credit Risk (Continued)

iii. Credit quality by class of financial asset (Continued)

d. Impaired

Exposures have been assessed as impaired. The Bank considers that either the thirdparty borrowers are unlikely to pay their credit obligation in full, or the recovery will be relied on realizing collateral if held, or borrowers have been past due for more than 90 days and there are other indicators of impairment.

The table shows the quality of financial assets by class with credit risk, amount presented is gross of allowance for impairment loss.

	2024					
	Belum Jatuh Tempo dan Tidak Mengalami Penurunan Nilai/ Neither Past Due nor Impaired		Telah Jatuh Tempo Tetapi Tidak Mengalami Penurunan Nilai/ Past Due but Not Impaired	Mengalami Penurunan Nilai/ Impaired	Jumlah/ Total	
	High Grade	Standard Grade				
FVOCI						FVOCI
Efek-efek	1.577.033.350.000	-	-	-	1.577.033.350.000	Securities
Penyertaan saham	34.209.977.318	-	-	-	34.209.977.318	Investment in shares
FVTPL						FVTPL
Tagihan derivatif	48.362.791.388	-	-	-	48.362.791.388	Derivative receivables
Biaya perolehan diamortisasi						Amortized cost
Giro pada Bank Indonesia	858.790.530.706	-	-	-	858.790.530.706	Demand deposits with Bank Indonesia
Giro pada bank lain	275.443.769.346	-	-	-	275.443.769.346	Demand deposits with other banks
Penempatan pada Bank Indonesia dan bank lain	245.964.135.460	-	-	-	245.964.135.460	Placements with Bank Indonesia and other banks
Efek-efek	1.336.426.030.793	-	-	-	1.336.426.030.793	Securities
Efek yang dibeli dengan janji untuk dijual kembali	-	-	-	-	-	Securities purchased under resale agreement
Kredit	19.083.411.884.261	-	491.748.526.985	720.470.505.280	20.295.630.916.526	Loans
Tagihan akseptasi	-	-	-	-	-	Acceptance receivables
Aset lain-lain	157.796.612.872	-	4.801.337.379	-	162.597.950.251	Other assets
Jumlah	23.617.439.082.144	-	496.549.864.364	720.470.505.280	24.834.459.451.788	Total

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37. MANAJEMEN RISIKO (Lanjutan)

Risiko Kredit (Lanjutan)

iii. Kualitas kredit berdasarkan kelas aset keuangan (Lanjutan)

d. Mengalami Penurunan Nilai (Lanjutan)

	2023				
	Belum Jatuh Tempo dan Tidak Mengalami Penurunan Nilai/ <i>Neither Past Due nor Impaired</i>		Telah Jatuh Tempo Tetapi Tidak Mengalami Penurunan Nilai/ <i>Past Due but Not Impaired</i>	Mengalami Penurunan Nilai/ <i>Impaired</i>	
	<i>High Grade</i>	<i>Standard Grade</i>			
FVOCI					FVOCI
Efek-efek	1.518.707.820.000	-	-	-	1.518.707.820.000
FVTPL					FVTPL
Tagihan derivatif	95.421.923.064	-	-	-	95.421.923.064
Biaya perolehan diamortisasi					Amortized cost
Giro pada Bank Indonesia	907.255.142.367	-	-	-	907.255.142.367
Giro pada bank lain	355.614.165.277	-	-	-	355.614.165.277
Penempatan pada Bank Indonesia dan bank lain	1.207.592.235.196	-	-	-	1.207.592.235.196
Efek-efek	656.932.286.636	-	-	-	656.932.286.636
Efek yang dibeli dengan janji untuk dijual kembali	830.753.856.844	-	-	-	830.753.856.844
Kredit	16.180.149.719.707	-	529.047.103.134	511.116.500.945	17.220.313.323.786
Tagihan akseptasi	52.049.760.817	-	-	-	52.049.760.817
Aset lain-lain	138.613.089.125	-	1.507.730.256	-	140.120.819.381
Jumlah	21.943.089.999.033	-	530.554.833.390	511.116.500.945	22.984.761.333.368

iv. Analisa umur pinjaman dan piutang yang telah jatuh tempo tetapi tidak mengalami penurunan nilai

Aset keuangan Bank yang telah jatuh tempo tetapi tidak mengalami penurunan nilai masing-masing sebesar Rp496.549.864.364 dan Rp530.554.833.390 pada tanggal 31 Desember 2024 dan 2023. Aset keuangan ini telah jatuh tempo masing-masing di bawah 90 hari.

v. Agunan

Dalam rangka memitigasi risiko kredit, salah satu upaya yang dilakukan oleh Bank adalah meminta nasabah untuk memberikan jaminan sebagai 2nd way out jika nasabah mengalami kesulitan keuangan yang menyebabkan nasabah tidak dapat melunasi kewajibannya kepada Bank.

Bentuk-bentuk jaminan yang dapat diterima sesuai dengan kebijakan kredit Bank meliputi:

- Deposito berjangka dan rekening tabungan
- *Standby Letter of credit*
- Piutang
- Tanah dan/atau bangunan
- Mesin dan peralatan
- Persediaan
- Garansi perusahaan maupun garansi perorangan

Prosedur penilaian jaminan untuk tanah dan bangunan maupun mesin dan peralatan menggunakan pihak ketiga sebagai penilai independen yang akan dinilai kembali secara berkala setiap dua tahun sekali.

37. RISK MANAGEMENT (Continued)

Credit Risk (Continued)

iii. Credit quality by class of financial asset (Continued)

d. Impaired (Continued)

iv. Aging analysis of loans and receivables that would otherwise be past due or impaired

The Bank's financial assets that are past due but not impaired amounted to Rp496,549,864,364 and Rp530,554,833,390 as of December 31, 2024 and 2023, respectively. These financial assets are past due below 90 days.

v. Collateral

In order to mitigate credit risk, one of the efforts undertaken by the Bank is to request customers to provide collateral as a 2nd way out if the customer is experiencing financial difficulties which cause customers not to repay their obligation to the Bank.

Forms of acceptable collateral in accordance with the loan policy of the Bank include:

- Time deposits and savings accounts
- *Standby Letter of credit*
- Receivables
- Land and/or building
- Machineries and equipment
- Inventories
- Corporate guarantee or personal guarantee

Collateral assessment procedure for land and building as well as machineries and equipment is through a third party independent appraiser which will periodically be re-assessed every two years.

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37. MANAJEMEN RISIKO (Lanjutan)

Risiko Kredit (Lanjutan)

v. Agunan (Lanjutan)

Berikut ini adalah portofolio pinjaman (bruto cadangan kerugian penurunan nilai) Bank dan agunan terkait:

2024					
	Pinjaman Modal Kerja/ Working Capital Loan	Pinjaman Investasi/ Investment Loan	Pinjaman Konsumsi/ Consumer Loan	Jumlah/ Total	
Eksposur kredit	14.435.496.676.659	4.389.878.857.815	1.470.255.382.052	20.295.630.916.526	Credit exposure
Nilai jaminan	14.127.409.216.902	4.642.836.259.709	1.179.124.051.492	19.949.369.528.103	Collateral value
Eksposur jumlah kredit tanpa jaminan	7.012.360.420.638	2.184.292.437.278	900.713.264.091	10.097.366.122.007	Total unsecured credit exposure
Bagian tanpa jaminan dari eksposur kredit (%)	48,58%	49,76%	61,26%	49,75%	Unsecured portion of credit exposure (%)
Jenis Agunan					Types of collateral
Tanah dan bangunan	7.224.319.387.803	4.446.766.268.057	128.243.755.013	11.799.329.410.873	Land and building
Standby LC	2.566.173.670.000	118.825.750.000	-	2.684.999.420.000	Standby L/C
Persediaan	40.000.000.000	-	-	40.000.000.000	Inventories
Mesin-mesin	-	12.422.370.000	-	12.422.370.000	Machineries
Deposito	51.866.212.907	26.354.195.980	1.318.686.584	79.539.095.471	Deposits
Kendaraan	136.000.000	3.489.400.000	1.049.561.609.895	1.053.187.009.895	Vehicles
Lain-lain	4.244.913.946.192	34.978.275.672	-	4.279.892.221.864	Others
Jumlah	14.127.409.216.902	4.642.836.259.709	1.179.124.051.492	19.949.369.528.103	Total
2023					
	Pinjaman Modal Kerja/ Working Capital Loan	Pinjaman Investasi/ Investment Loan	Pinjaman Konsumsi/ Consumer Loan	Jumlah/ Total	
Eksposur kredit	11.880.508.744.421	4.316.226.069.230	1.023.578.510.135	17.220.313.323.786	Credit exposure
Nilai jaminan	9.193.402.627.287	4.570.176.768.125	941.067.556.132	14.704.646.951.544	Collateral value
Eksposur jumlah kredit tanpa jaminan	6.745.841.755.806	1.427.002.800.020	519.724.960.950	8.692.569.516.776	Total unsecured credit exposure
Bagian tanpa jaminan dari eksposur kredit (%)	56,78%	33,06%	50,78%	50,48%	Unsecured portion of credit exposure (%)
Jenis Agunan					Types of collateral
Tanah dan bangunan	5.557.999.286.006	3.621.444.818.889	137.040.099.064	9.316.484.203.959	Land and building
Standby LC	1.698.230.170.000	143.961.950.000	-	1.842.192.120.000	Standby L/C
Persediaan	587.518.523.089	-	-	587.518.523.089	Inventories
Mesin-mesin	97.164.833.061	246.551.638.970	-	343.716.472.031	Machineries
Deposito	42.754.624.454	24.254.647.748	910.000.000	67.919.272.202	Deposits
Kendaraan	272.000.000	23.788.050.000	803.117.457.068	827.177.507.068	Vehicles
Lain-lain	1.209.463.190.677	510.175.662.518	-	1.719.638.853.195	Others
Jumlah	9.193.402.627.287	4.570.176.768.125	941.067.556.132	14.704.646.951.544	Total

Risiko Pasar

Risiko pasar merupakan risiko yang timbul karena adanya pergerakan faktor pasar dari portofolio yang dimiliki oleh Bank, yang dapat merugikan Bank (*adverse movement*). Faktor pasar adalah suku bunga dan nilai tukar. Secara umum, risiko pasar dibagi ke dalam risiko-risiko berikut:

1. Risiko Suku Bunga

Bank melakukan pengukuran risiko suku bunga dengan menggunakan metodologi yang dapat mengidentifikasi risiko suku bunga dari portofolio aset dan kewajiban yang sensitif terhadap perubahan suku bunga serta menentukan besaran risiko terhadap Bank.

37. RISK MANAGEMENT (Continued)

Credit Risk (Continued)

v. Collateral (Continued)

The following are loan portfolio of the Bank (gross of allowance for impairment losses) and related collateral:

Market Risk

Market risk is the risk arising from movement in market variables for portfolios held by the Bank that could incur losses for the Bank (*adverse movement*). Market variables are defined as interest rates and exchange rates. In overall, market risks are divided into the following risks:

1. Interest Rate Risk

The Bank performs interest rate risk monitoring by utilizing a methodology which can identify the risk of the interest rate on the asset portfolio and liabilities that are sensitive to interest rate fluctuation and determine the risk exposure of the Bank.

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37. MANAJEMEN RISIKO (Lanjutan)

Risiko Pasar (Lanjutan)

1. Risiko Suku Bunga (Lanjutan)

Pengelolaan risiko suku bunga juga dilakukan pada eksposur *banking book*, antara lain dengan memperhatikan posisi gap aset dan liabilitas Bank yang sensitif terhadap pergerakan suku bunga dan kecenderungan pergerakan suku bunga acuan tingkat bunga Bank Indonesia serta suku bunga pasar yang dapat memengaruhi stabilitas tingkat profitabilitas Bank.

Sensitivitas Suku Bunga

Analisis sensitivitas untuk beberapa faktor pasar menunjukkan bagaimana laba rugi dapat dipengaruhi oleh perubahan dari beberapa faktor risiko sesuai dengan tabel di bawah 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. Jumlah sensitivitas atas laporan laba rugi dan penghasilan komprehensif lain didasarkan pada asumsi bahwa terdapat perubahan paralel dalam kurva penghasilan.

Perubahan basis poin/ Change in basis point	Dampak ke laporan laba rugi dan penghasilan komprehensif lain/ Impact to statement of profit or loss and other comprehensive income	
	2024	2023
+100	29.692.192.870	43.833.852.866
-100	(29.692.192.870)	(43.833.852.866)

2. Risiko Nilai Tukar Mata Uang Asing

Bank memiliki eksposur nilai tukar akibat adanya transaksi dalam mata uang asing. Bank memonitor risiko konsentrasi yang terjadi untuk setiap nilai tukar mata uang asing sehubungan dengan konversi mata uang asing terhadap Rupiah.

Penilaian risiko nilai tukar mata uang asing dilakukan dengan memperhatikan Posisi Devisa Neto (PDN) dan volatilitas mata uang asing yang dikelola Bank. Pengendalian risiko dilakukan melalui monitoring mutasi transaksi valuta asing di seluruh kantor cabang dan unit bisnis.

37. RISK MANAGEMENT (Continued)

Market Risk (Continued)

1. Interest Rate Risk (Continued)

The interest rate risk management is also performed on the *banking book* exposure, i.e. by monitoring the gap position of the Bank's assets and liabilities which are sensitive to interest rate volatility, Bank Indonesia rate and market rate trend that may impact the Bank's profit stability level.

Interest Rate Sensitivity

Sensitivity analyses for several market factors showing how profit or loss could be affected by changes in the relevant risk factor are in the following 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 total sensitivity of the statement of profit or loss and other comprehensive income is based on the assumption that there are parallel shifts in the yield curve.

2. Foreign Exchange Risk

The Bank is exposed to foreign exchange currency risk through transactions in foreign currencies. The Bank monitors any concentration risk in relation to any individual currency with regards to the translation of foreign currencies into Indonesian Rupiah.

The foreign exchange risk valuation is performed by monitoring the Net Open Position (NOP) and foreign exchange volatility maintained by the Bank. Risk control is performed through monitoring the foreign exchange transaction movement in all branches and business units.

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37. MANAJEMEN RISIKO (Lanjutan)

Risiko Likuiditas

Risiko likuiditas adalah risiko yang diakibatkan 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. Besar kecilnya risiko likuiditas ditentukan:

1. Kecermatan dalam perencanaan arus kas atau arus dana berdasarkan prediksi pembiayaan dan prediksi pertumbuhan dana termasuk mencermati tingkat fluktuasi dana;
2. Ketepatan dalam mengatur struktur dana termasuk kecukupan dana;
3. Ketersediaan aset yang siap dikonversi menjadi uang tunai; dan
4. Kemampuan menciptakan akses ke pasar antar bank atau sumber dana lainnya.

Jika gap tersebut cukup besar maka akan menurunkan kemampuan Bank dalam memenuhi kewajibannya pada saat jatuh tempo. Oleh karena itu, pengelolaan likuiditas diperlukan untuk mengantisipasi risiko likuiditas yang merupakan bagian dari pengelolaan aset dan kewajiban.

Kebijakan likuiditas Bank ditujukan untuk memastikan bahwa kebutuhan dana dapat dipenuhi, baik untuk membayar simpanan pada saat jatuh tempo atau untuk memenuhi fasilitas kredit yang belum digunakan.

Pengelolaan dan pemantauan posisi likuiditas Bank berada dalam tanggung jawab Departemen Treasury sedangkan pengukuran serta analisa terhadap kondisi likuiditas menjadi tugas Satuan Kerja Manajemen risiko di antaranya stress test likuiditas berdasarkan skenario dan pembuatan profil risiko yang terkait likuiditas.

Pengelolaan kelebihan dana likuiditas yang tidak terserap penyaluran kredit teroptimalisasi melalui pengelolaan treasury. Sebagian besar kelebihan dana likuiditas akan ditempatkan melalui instrumen jangka pendek yang aman. Umumnya, kondisi likuiditas bank terjaga baik jika penarikan dana nasabah dapat terpenuhi sementara kelebihan dana teroptimalkan dengan imbal hasil yang optimal.

Sumber dana dan waktu jatuh tempo simpanan jika dikelola untuk menghindari adanya *idle fund* dan menentukan tingkat likuiditas dan instrumen aset lancar yang tepat untuk memastikan keberlangsungan tingkat likuiditas.

37. RISK MANAGEMENT (Continued)

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 collateralized, without disrupting the Bank's activities and financial condition. The size of liquidity risk is determined:

1. *Accuracy in cash flows or flow of fund planning based on financing and fund growth prediction, including observing the fund rate volatility;*
2. *The precision in managing the fund structure, including the adequacy of funding;*
3. *Availability of asset that is ready to be converted into cash; and*
4. *Ability to create access to the interbank market or other funding sources.*

If the gap is large enough, it will reduce the Banks ability to meet its liabilities at maturity. Therefore, liquidity management is needed to anticipate liquidity risk which is a part of the asset and liability management.

The Bank's liquidity policies are aimed at ensuring that fund requirements can be fulfilled, either to pay deposits at maturity or to fulfill additional loans on request.

Maintaining and monitoring the Bank's liquidity position is the responsibility of the Treasury Department while measuring and analysing on liquidity condition is the responsibility of the Risk Management Working unit, which among others, include liquidity stress test based on scenarios and preparing risk profile related to liquidity risk.

Managing the excess of liquidity fund which are not absorbed by credits will be optimized through managing treasury. Most of the excess of liquidity will be placed in short-term and secured instruments. In general, the Bank's liquidity condition is well maintained where the customers withdrawal can be fulfilled while the excess fund can be optimized with optimum return.

Sources of funds and maturity dates of deposits are managed to avoid idle funds and determine the appropriate liquidity level and liquid asset instrument to ensure a sustainable liquidity level.

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37. MANAJEMEN RISIKO (Lanjutan)

Risiko Likuiditas (Lanjutan)

Analisis Jatuh Tempo untuk Liabilitas Keuangan

Jatuh tempo liabilitas keuangan dikelompokkan berdasarkan sisa jatuh tempo kontraktual sejak tanggal pelaporan. Untuk liabilitas keuangan di mana pihak lawan memiliki pilihan kapan suatu jumlah dibayarkan, liabilitas tersebut dialokasikan ke periode paling awal yang dapat disyaratkan oleh Bank untuk membayar.

Tabel di bawah menunjukkan profil jatuh tempo liabilitas keuangan Bank berdasarkan arus kas tidak terdiskonto.

37. RISK MANAGEMENT (Continued)

Liquidity Risk (Continued)

Maturity Analysis for Financial Liabilities

The maturity of financial liabilities are grouped based on the remaining contractual maturity from the date of reporting. For financial liabilities where the counterparty has a choice of when an amount is paid, the liability is allocated to the earliest period for which the Bank can be implied to pay.

The tables below show the maturity profile of the Bank's financial liabilities based on undiscounted contractual cash flows.

2024							
	Sampai dengan 1 bulan/ 1 month or less	1-3 bulan/ 1-3 months	3-6 bulan/ 3-6 months	6-12 bulan/ 6-12 months	>12 bulan/ >12 months	Jumlah/ Total	
<u>Tanpa bunga</u>							<u>Non-interest bearing</u>
Liabilitas segera	26.972.371.877	-	-	-	-	26.972.371.877	Liabilities payable immediately
Simpanan	8.749.862.791	-	-	-	-	8.749.862.791	Deposits
Liabilitas derivatif	2.237.235.143	5.230.979.419	4.475.205.267	-	34.910.402.603	46.853.822.432	Derivative liabilities
Liabilitas akseptansi	-	-	-	-	-	-	Acceptances payable
Liabilitas lain-lain	134.633.842.230	-	-	-	-	134.633.842.230	Other liabilities
<u>Instrumen tingkat bunga variabel</u>							<u>Variable interest rate instruments</u>
Simpanan	5.777.330.494.898	-	-	-	-	5.777.330.494.898	Deposits
Simpanan dari bank lain	13.424.865.557	-	-	-	-	13.424.865.557	Deposits from other bank
Pinjaman yang diterima	-	-	-	-	5.874.675.000.000	5.874.675.000.000	Borrowing
<u>Instrumen tingkat bunga tetap</u>							<u>Fixed interest rate instruments</u>
Simpanan	3.663.900.117.871	1.938.244.005.493	904.144.396.753	581.945.406.148	640.671.000	7.088.874.597.265	Deposits
Simpanan dari bank lain	867.097.953.024	4.500.000.000	2.200.000.000	4.950.000.000	-	878.747.953.024	Deposits from other bank
Jumlah	10.494.346.743.391	1.947.974.984.912	910.819.602.020	586.895.406.148	5.910.226.073.603	19.850.262.810.074	Total
Liabilitas komitmen							Commitment liabilities
Fasilitas kredit nasabah yang belum digunakan	433.693.993.876	1.262.738.523.386	711.427.651.691	2.421.386.518.066	193.918.962.388	5.023.165.649.407	Unused credit facilities granted
Irrevocable letter of credit	21.389.094.052	135.118.771.482	-	5.472.300.000	-	161.980.165.534	Irrevocable letter of credit
Subjumlah	455.083.087.928	1.397.857.294.868	711.427.651.691	2.426.858.818.066	193.918.962.388	5.185.145.814.941	Sub-total
Liabilitas kontinjensi							Contingent liabilities
Bank garansi yang diterbitkan	-	3.871.800.000	-	7.995.000.000	64.711.106.250	76.577.906.250	Bank guarantees issued
Jumlah	455.083.087.928	1.401.729.094.868	711.427.651.691	2.434.853.818.066	258.630.068.638	5.261.723.721.191	Total

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37. MANAJEMEN RISIKO (Lanjutan)

Risiko Likuiditas (Lanjutan)

Analisis Jatuh Tempo untuk Liabilitas Keuangan
(Lanjutan)

2023						
	Sampai dengan 1 bulan/ 1 month or less	1-3 bulan/ 1-3 months	3-6 bulan/ 3-6 months	6-12 bulan/ 6-12 months	>12 bulan/ >12 months	Jumlah/ Total
Tanpa bunga						
Liabilitas segera	19.291.710.357	-	-	-	-	19.291.710.357
Simpanan	5.610.644.235	-	-	-	-	5.610.644.235
Liabilitas derivatif	1.127.438.160	9.207.234.557	6.549.772.521	1.927.462.182	73.696.332.795	92.508.240.215
Liabilitas akseptasi	-	51.347.666.239	702.094.578	-	-	52.049.760.817
Liabilitas lain-lain	134.992.770.526	-	-	-	-	134.992.770.526
Instrumen tingkat bunga variabel						
Simpanan	5.263.315.749.653	-	-	-	-	5.263.315.749.653
Simpanan dari bank lain	35.284.201.039	-	-	-	-	35.284.201.039
Pinjaman yang diterima	-	615.880.000.000	923.820.000.000	2.540.505.000.000	1.924.625.000.000	6.004.830.000.000
Instrumen tingkat bunga tetap						
Simpanan	3.389.086.107.042	1.462.923.799.010	846.389.017.301	882.585.917.429	1.950.919.100	6.582.935.759.882
Simpanan dari bank lain	35.533.685.126	5.982.000.000	1.000.000.000	25.350.000.000	-	67.865.685.126
Jumlah	8.884.242.306.138	2.145.340.699.806	1.778.460.884.400	3.450.368.379.611	2.000.272.251.895	18.258.684.521.850
Liabilitas komitmen						
Fasilitas kredit nasabah yang belum digunakan	637.810.607.712	723.357.984.442	818.240.014.811	1.729.821.519.926	737.446.952.642	4.646.677.079.533
Irrevocable letter of credit	89.433.929.982	65.603.536.239	-	-	-	155.037.466.221
Subjumlah	727.244.537.694	788.961.520.681	818.240.014.811	1.729.821.519.926	737.446.952.642	4.801.714.545.754
Liabilitas kontinjensi						
Bank garansi yang diterbitkan	14.256.756.985	9.939.200.000	1.166.546.200	18.015.000.000	-	43.377.503.185
Jumlah	741.501.294.679	798.900.720.681	819.406.561.011	1.747.836.519.926	737.446.952.642	4.845.092.048.939

Risiko Operasional

Informasi tambahan risiko operasional yang merupakan informasi yang disyaratkan oleh regulasi yang berlaku dan bukan/tidak merupakan informasi yang dipersyaratkan oleh Standar Akuntansi Indonesia diungkapkan pada Catatan 40i.

Risiko Hukum

Risiko yang disebabkan oleh adanya kelemahan aspek yuridis, yang antara lain disebabkan adanya tuntutan hukum, ketiadaan peraturan perundang-undangan yang mendukung atau kelemahan perikatan seperti tidak dipenuhinya syarat sahnya kontrak dan pengikatan agunan yang tidak sempurna.

37. RISK MANAGEMENT (Continued)

Liquidity Risk (Continued)

Maturity Analysis for Financial Liabilities (Continued)

2023						
	Sampai dengan 1 bulan/ 1 month or less	1-3 bulan/ 1-3 months	3-6 bulan/ 3-6 months	6-12 bulan/ 6-12 months	>12 bulan/ >12 months	Jumlah/ Total
Tanpa bunga						
Liabilities payable immediately	19.291.710.357	-	-	-	-	19.291.710.357
Deposits	5.610.644.235	-	-	-	-	5.610.644.235
Derivative liabilities	1.127.438.160	9.207.234.557	6.549.772.521	1.927.462.182	73.696.332.795	92.508.240.215
Acceptances payable	-	51.347.666.239	702.094.578	-	-	52.049.760.817
Other liabilities	134.992.770.526	-	-	-	-	134.992.770.526
Variable interest rate instruments						
Deposits	5.263.315.749.653	-	-	-	-	5.263.315.749.653
Deposits from other bank	35.284.201.039	-	-	-	-	35.284.201.039
Borrowing	-	615.880.000.000	923.820.000.000	2.540.505.000.000	1.924.625.000.000	6.004.830.000.000
Fixed interest rate instruments						
Deposits	3.389.086.107.042	1.462.923.799.010	846.389.017.301	882.585.917.429	1.950.919.100	6.582.935.759.882
Deposits from other bank	35.533.685.126	5.982.000.000	1.000.000.000	25.350.000.000	-	67.865.685.126
Total	8.884.242.306.138	2.145.340.699.806	1.778.460.884.400	3.450.368.379.611	2.000.272.251.895	18.258.684.521.850
Commitment liabilities						
Unused credit facilities granted	637.810.607.712	723.357.984.442	818.240.014.811	1.729.821.519.926	737.446.952.642	4.646.677.079.533
Irrevocable letter of credit	89.433.929.982	65.603.536.239	-	-	-	155.037.466.221
Sub-total	727.244.537.694	788.961.520.681	818.240.014.811	1.729.821.519.926	737.446.952.642	4.801.714.545.754
Contingent liabilities						
Bank guarantees issued	14.256.756.985	9.939.200.000	1.166.546.200	18.015.000.000	-	43.377.503.185
Total	741.501.294.679	798.900.720.681	819.406.561.011	1.747.836.519.926	737.446.952.642	4.845.092.048.939

Operational Risk

The following additional information operational risk that is required by applicable regulations and is not required by Indonesian Accounting Standards is disclosed in Note 40i.

Legal Risk

Legal risk is the risk raised by weakness in juridical aspects, which could be caused by legal claims, non-existence of supported regulation or weaknesses in agreements, such a unfulfilled terms and conditions in contracts and collateral binding which is not complete.

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37. MANAJEMEN RISIKO (Lanjutan)

Risiko Hukum (Lanjutan)

Risiko hukum dikelola dengan memastikan seluruh aktivitas dan hubungan bisnis Bank dengan pihak ketiga didasarkan pada aturan dan persyaratan yang dapat melindungi kepentingan Bank dari segi hukum.

Berikut adalah kasus hukum yang belum terselesaikan yang melibatkan Bank pada tanggal 31 Desember 2024:

- a. Bahwa sepanjang tahun 2024 terdapat 10 (sepuluh) perkara yang berproses ditingkat Pengadilan Negeri dengan No Register 688/Pdt.G/2023/PN.jkt,517/Pdt.G/2023/PN.Bdg,342/Pdt.G/2023/PN.Sda,1238/Pdt.G/2023/PN.Jkt.Sel,57/Pdt.G/2024/PN.Jkt.Pst,648/Pdt.G/2024/PN.Tng,680/Pdt.G/2024/PN.Sby,743/Pdt.G/2024/PN/JktSel,357/Pdt.G/2024/PN.Jak.Sel,838/Pdt.G/2023/PN.JktSel dimana semua gugatan tersebut memiliki kesamaan yaitu, Penggugat dalam hal ini Debitur berdalil untuk memohon kepada Pengadilan untuk membatalkan lelang atas jaminan kredit Penggugat yang dilakukan oleh Bank dikarenakan dianggap lelang tersebut merupakan perbuatan melawan hukum. Selain itu, terdapat pula perkara gugatan oleh pihak ketiga yang mengklaim sebagai pemilik sah aset jaminan serta gugatan antara sesama ahli waris terkait kepemilikan aset jaminan.
- b. Bahwa pada tingkat Pengadilan Tinggi, Bank Shinhan masih menunggu putusan banding dari majelis hakim atas perkara No. 342/Pdt.G/2020/PN.Bdg dan 16/Pdt.G/2022/PN.BMS yang diajukan banding oleh Debitur. Adapun pada tingkat Pengadilan Negeri, gugatan Debitur ditolak oleh Majelis Hakim pada tanggal 18 Maret 2021 dengan pernyataan bahwa Pengadilan tidak berwenang untuk memeriksa dan mengadili perkara. Gugatan tersebut terkait dengan permohonan Penggugat, dalam hal ini Debitur, untuk membatalkan lelang jaminan kredit yang dilaksanakan oleh Bank. Selain itu, terdapat pula gugatan yang diajukan oleh pembeli aset jaminan terhadap mantan debitur karena kegagalannya dalam menyerahkan aset jaminan kepada pembeli.

Risiko Strategik

Risiko strategik adalah risiko yang disebabkan adanya penetapan dan pelaksanaan strategi Bank yang tidak tepat, pengambilan keputusan bisnis yang tidak tepat atau kurang responsifnya Bank terhadap perubahan eksternal. Risiko strategik yang memengaruhi yaitu visi Bank, rencana strategis, perubahan kepemilikan dan peluncuran produk baru.

Melalui satuan kerja terkait, Bank mengelola risiko strategis melalui proses pertimbangan dan pengambilan keputusan setiap kebijakan strategis secara kolektif dan komprehensif oleh Direksi dan Komite-Komite yang telah dibentuk.

37. RISK MANAGEMENT (Continued)

Legal Risk (Continued)

Legal risks are managed by ensuring that all activities and business relationships between the Bank with third parties are based on rules and conditions which able to protecting the Bank's interests from a legal perspective.

The following are the outstanding legal cases which involve the Bank as of December 31, 2024:

- a. That throughout 2024, there are 10 (ten) cases being processed at the District Court level with Registration No.688/Pdt.G/2023/PN.Jkt,517/Pdt.G/2023/PN.Bdg, 342/Pdt.G/2023/PN.Sda,1238/Pdt.G/2023/PN.Jkt.S el,57/Pdt.G/2024/PN.Jkt.Pst,648/Pdt.G/2024/PN.Tn g,680/Pdt.G/2024/PN.Sby,743/Pdt.G/2024/PN.Jkt.S el,357/Pdt.G/2024/PN.Jak.Sel,838/Pdt.G/2023/PN.J kt.Sel, where all of these lawsuits have a commonality, namely that the Plaintiff, in this case, the Debtor, argued and requested the Court to cancel the auction of the Plaintiff's credit guarantee carried out by the Bank because the auction was considered an unlawful act. In addition, there are also lawsuits filed by third parties claiming to be the rightful owner of the collateral assets as well as lawsuits between fellow heirs regarding the ownership of collateral assets, further adding to the complexity of legal disputes related to the auction of collateral assets.
- b. Whereas at the High Court level, Shinhan Bank is still waiting for the appeal decision from the panel of judges regarding case No. 342/Pdt.G/2020/PN.Bdg and 16/Pdt.G/2022/PN.BMS, which were appealed by the Debtor. Meanwhile, at the District Court level, the Debtor's lawsuit was rejected by the panel of judges on March 18, 2021, stating that the Court had no authority to investigate and try the case. The lawsuit is related to the Plaintiff's request, in this case, the Debtor, to cancel the credit guarantee auction carried out by the Bank. Additionally, there is also a lawsuit filed by the purchaser of the collateral assets against the ex-debtor due to their failure to hand over the collateral assets to the purchaser, further complicating the legal proceedings regarding the auctioned assets.

Strategic Risk

Strategic risk is the risk caused by inappropriate determination and implementation of the Bank strategy, inappropriate business decisions or being unresponsive to external changes. Strategic risk is influenced by the Bank's vision, strategic plan, changes in ownership and new product launches.

The Bank manages strategic risk through a consideration of and decision making process regarding every strategic policy in a collective and comprehensive manner performed by the established Bank's Directors and Committees.

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37. MANAJEMEN RISIKO (Lanjutan)

Risiko Kepatuhan

Risiko kepatuhan merupakan risiko yang disebabkan Bank tidak mematuhi atau tidak melaksanakan peraturan perundang-undangan dan ketentuan lain yang berlaku.

Bank mengelola risiko kepatuhan dengan melakukan penelaahan secara komprehensif untuk memastikan kesesuaian kebijakan standar operasi dan prosedur serta pengembangan produk baru dengan peraturan eksternal.

Satuan Kerja Kepatuhan juga telah melaksanakan pengkajian sistem dan prosedur terhadap rencana kebijakan dan rancangan keputusan dalam rangka mencegah penyimpangan terhadap peraturan perundang-undangan lain yang berlaku. Di samping itu, Bank juga melaksanakan fungsi kepatuhan meliputi tindakan untuk:

1. Mewujudkan terlaksananya budaya kepatuhan pada semua tingkatan organisasi dan kegiatan usaha Bank;
2. Mengelola risiko kepatuhan yang dihadapi oleh Bank; tindakan mengelola risiko kepatuhan dilaksanakan dengan mengacu pada ketentuan Otoritas Jasa Keuangan mengenai Manajemen Risiko bagi Bank Umum;
3. Memastikan agar kebijakan, ketentuan, sistem dan prosedur serta kegiatan usaha yang dilakukan oleh Bank telah sesuai dengan ketentuan Bank Indonesia dan peraturan perundang-undangan yang berlaku; dan
4. Memastikan kepatuhan Bank terhadap komitmen yang dibuat oleh Bank kepada otoritas jasa keuangan.

Risiko Reputasi

Bank menindaklanjuti seluruh keluhan nasabah dan akan selalu berusaha menanganinya secara tepat waktu. Tidak terdapat kasus publikasi negatif pada bank. Karena itu, risiko yang mungkin timbul dari tingkat Bank yang berdampak langsung atau tidak langsung pada reputasi Bank adalah rendah.

37. RISK MANAGEMENT (Continued)

Compliance Risk

Compliance risk is the risk caused by non-compliance with or non-application of prevailing regulations.

The Bank manages its compliance risk by performing comprehensive review to ensure that Bank's Standard Operating Procedures and new product development conform with external regulations.

The Compliance Unit has also evaluated systems and procedures relating to new or revised policies and decisions to ensure their compliance with the applicable regulations. Furthermore, the Bank has also performed compliance function including:

1. *Compliance culture in all level of organization and Bank's business activities;*
2. *Manage compliance risk faced by the Bank; managing compliance risk is based on financial service authority regulation about Risk Management for the Bank;*
3. *Ensure policy, regulation, system and procedure and bank business activities inline with Bank Indonesia's regulation and law; and*
4. *Ensure Bank's compliance with commitments made by the Bank to the financial service authority.*

Reputation Risk

The Bank follows up on any customer complaints and tries to resolve them in a timely manner. There are no cases of negative publicity for the bank. Therefore, the possibility of risk that may arise from the Bank level which may have direct or indirect impact on the Bank's reputation is low.

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38. INFORMASI SIGNIFIKAN LAINNYA

a. Analisis Perbedaan Jatuh Tempo

38. OTHER SIGNIFICANT INFORMATION

a. Maturity Mismatch Analysis

		2024					
		Sampai dengan 1 bulan/ 1 month or less	1-3 bulan/ 1-3 months	3-6 bulan/ 3-6 months	6-12 bulan/ 6-12 months	>12 bulan/ >12 months	Jumlah/ Total
<u>Aset</u>							<u>Assets</u>
<u>Tanpa Bunga</u>							<u>Non-interest bearing</u>
Kas	56.066.884.552	-	-	-	-	-	Cash
Giro pada Bank Indonesia	858.790.530.706	-	-	-	-	-	Demand deposits with Bank Indonesia
Giro pada bank lain	275.443.769.346	-	-	-	-	-	Demand deposits with other banks
Efek yang dibeli janji untuk dijual kembali	-	-	-	-	-	-	Securities purchased under resale agreement
Tagihan derivatif	2.416.274.427	6.368.503.783	4.667.610.481	-	34.910.402.697	-	Derivative receivable
Tagihan akseptasi	-	-	-	-	-	-	Acceptance receivable
Aset lain-lain	129.684.251.518	18.409.738.961	-	-	34.221.093.318	-	Other assets
<u>Suku bunga variabel</u>							<u>Variable interest rate</u>
Kredit	836.393.359.474	1.711.501.211.305	2.721.073.435.244	6.091.385.340.258	8.931.404.271.363	20.291.757.617.644	Loans
<u>Suku bunga tetap</u>							<u>Fixed interest rate</u>
Penempatan pada bank lain	245.964.135.460	-	-	-	-	245.964.135.460	Placements with other bank
Efek-efek	249.403.968.731	337.135.252.276	592.241.681.547	162.840.300.000	1.571.838.178.239	2.913.459.380.793	Securities
Kredit	-	-	-	-	3.873.298.882	3.873.298.882	Loans
Jumlah aset keuangan	2.654.163.174.214	2.073.414.706.325	3.317.982.727.272	6.254.225.640.258	10.576.247.244.499	24.876.033.492.568	Total financial assets
<u>Liabilitas</u>							<u>Liabilities</u>
<u>Tanpa bunga</u>							<u>Non-interest bearing</u>
Liabilitas segera	26.972.371.877	-	-	-	-	26.972.371.877	Liabilities payable immediately
Simpanan	8.749.862.791	-	-	-	-	8.749.862.791	Deposits
Liabilitas derivatif	2.237.235.139	5.230.979.421	4.475.205.269	-	34.910.402.603	46.853.822.432	Derivative liabilities
Liabilitas akseptasi	-	-	-	-	-	-	Acceptance payable
Liabilitas lain-lain	134.633.842.230	-	-	-	-	134.633.842.230	Other liabilities
<u>Suku bunga variabel</u>							<u>Variable interest rate</u>
Simpanan	5.777.330.494.898	-	-	-	-	5.777.330.494.898	Deposits
Simpanan dari bank lain	13.424.865.557	-	-	-	-	13.424.865.557	Deposits from other bank
Pinjaman yang diterima	-	-	-	-	5.874.675.000.000	5.874.675.000.000	Borrowing
<u>Suku bunga tetap</u>							<u>Fixed interest rate</u>
Simpanan	3.663.900.117.871	1.938.244.005.493	904.144.396.753	581.945.406.148	640.671.000	7.088.874.597.265	Deposits
Simpanan dari bank lain	867.097.953.024	4.500.000.000	2.200.000.000	4.950.000.000	-	878.747.953.024	Deposits from other bank
Jumlah liabilitas keuangan	10.494.346.744.387	1.947.974.984.914	910.819.602.022	586.895.406.148	5.910.226.073.603	19.850.262.810.074	Total financial liabilities
Jumlah	(7.840.183.569.173)	125.439.721.411	2.407.163.125.250	5.667.330.234.110	4.666.021.170.896	5.025.770.680.494	Total

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38. INFORMASI SIGNIFIKAN LAINNYA (Lanjutan)

38. OTHER SIGNIFICANT INFORMATION (Continued)

a. Analisis Perbedaan Jatuh Tempo (Lanjutan)

a. Maturity Mismatch Analysis (Continued)

		2023					
		Sampai dengan 1 bulan/ 1 month or less	1-3 bulan/ 1-3 months	3-6 bulan/ 3-6 months	6-12 bulan/ 6-12 months	>12 bulan/ >12 months	Jumlah/ Total
<u>Aset</u>							<u>Assets</u>
<u>Tanpa Bunga</u>							<u>Non-interest bearing</u>
Kas	58.706.742.446	-	-	-	-	-	Cash
Giro pada Bank Indonesia	907.255.142.367	-	-	-	-	-	Demand deposits with Bank Indonesia
Giro pada bank lain	355.614.165.277	-	-	-	-	-	Demand deposits with other banks
Efek yang dibeli janji untuk dijual kembali	830.753.856.844	-	-	-	-	-	Securities purchased under resale agreement
Tagihan derivatif	128.269.017	1.455.130.076	10.727.613.055	3.760.008.364	79.350.902.552	-	Derivative receivable
Tagihan akseptasi	-	-	-	-	52.049.760.817	-	Acceptance receivable
Aset lain-lain	138.613.089.125	1.507.730.256	-	-	-	-	Other assets
<u>Suku bunga variabel</u>							<u>Variable interest rate</u>
Kredit	4.553.962.322	380.557.805.746	35.259.450.720	3.536.265.427.084	9.001.426.270.963	12.958.062.916.835	Loans
<u>Suku bunga tetap</u>							<u>Fixed interest rate</u>
Penempatan pada bank lain	1.207.592.235.196	-	-	-	-	1.207.592.235.196	Placements with other bank
Efek-efek	-	-	-	-	2.175.640.106.636	2.175.640.106.636	Securities
Kredit	24.884.263.682	144.107.932.421	362.177.730.577	1.059.000.392.356	2.672.080.087.915	4.262.250.406.951	Loans
Jumlah aset keuangan	3.528.101.726.276	527.628.598.499	408.164.794.352	4.599.025.827.804	13.980.547.128.883	23.043.468.075.814	Total financial assets
<u>Liabilitas</u>							<u>Liabilities</u>
<u>Tanpa bunga</u>							<u>Non-interest bearing</u>
Liabilitas segera	19.291.710.357	-	-	-	-	19.291.710.357	Liabilities payable immediately
Simpanan	5.610.644.235	-	-	-	-	5.610.644.235	Deposits
Liabilitas derivatif	1.127.438.160	9.207.234.557	6.549.772.521	1.927.462.182	73.696.332.795	92.508.240.215	Derivative liabilities
Liabilitas akseptasi	-	51.347.666.239	702.094.578	-	-	52.049.760.817	Acceptance payable
Liabilitas lain-lain	134.992.770.526	-	-	-	-	134.992.770.526	Other liabilities
<u>Suku bunga variabel</u>							<u>Variable interest rate</u>
Simpanan	5.263.315.749.653	-	-	-	-	5.263.315.749.653	Deposits
Simpanan dari bank lain	35.284.201.039	-	-	-	-	35.284.201.039	Deposits from other bank
Pinjaman yang diterima	-	615.880.000.000	923.820.000.000	2.540.505.000.000	1.924.625.000.000	6.004.830.000.000	Borrowing
<u>Suku bunga tetap</u>							<u>Fixed interest rate</u>
Simpanan	3.389.086.107.042	1.462.923.799.010	846.389.017.301	882.585.917.429	1.950.919.100	6.582.935.759.882	Deposits
Simpanan dari bank lain	35.533.685.126	5.982.000.000	1.000.000.000	25.350.000.000	-	67.865.685.126	Deposits from other bank
Jumlah liabilitas keuangan	8.884.242.306.138	2.145.340.699.806	1.778.460.884.400	3.450.368.379.611	2.000.272.251.895	18.258.684.521.850	Total financial liabilities
Jumlah	(5.356.140.579.862)	(1.617.712.101.307)	(1.370.296.090.048)	1.148.657.448.193	11.980.274.876.988	4.784.783.553.964	Total

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39. INFORMASI ARUS KAS TAMBAHAN

Rekonsiliasi liabilitas yang timbul dari aktivitas pendanaan adalah sebagai berikut:

	1 Januari/ January 2024	Arus kas/ Cash flows	Perubahan transaksi nonkas/ Non-cash changes	31 Desember/ December 2024	
Pinjaman yang diterima	6.004.830.000.000	(383.025.000.000)	252.870.000.000	5.874.675.000.000	Borrowings
	1 Januari/ January 2023	Arus kas/ Cash flows	Perubahan transaksi nonkas/ Non-cash changes	31 Desember/ December 2023	
Pinjaman yang diterima	5.604.300.000.000	453.762.500.000	(53.232.500.000)	6.004.830.000.000	Borrowings

40. INFORMASI TAMBAHAN YANG TIDAK DIPERSYARATKAN OLEH STANDAR AKUNTANSI INDONESIA

Informasi tambahan berikut yang disajikan di bawah ini merupakan informasi yang disyaratkan oleh regulasi yang berlaku dan bukan/tidak merupakan informasi yang dipersyaratkan oleh Standar Akuntansi Indonesia:

a. Giro pada Bank Indonesia

Pada tanggal 31 Desember 2024, Giro Wajib Minimum (GWM) Bank telah sesuai dengan Peraturan Bank Indonesia (PBI) No. 11 Tahun 2024 tentang Pengendalian Moneter dan Peraturan Anggota Dewan Gubernur (PADG) No. 12 Tahun 2023 tanggal 27 September 2024 tentang "Perubahan kedua atas PADG No. 24/8/PADG/2022 tentang Pelaksanaan Peraturan atas Pemenuhan Giro Wajib Minimum Dalam Rupiah dan Valuta Asing bagi Bank Umum Konvensional, Bank Umum Syariah, dan Unit Usaha Syariah".

Pada tanggal 31 Desember 2023, Giro Wajib Minimum (GWM) Bank telah sesuai dengan Peraturan Bank Indonesia (PBI) No. 24/4/PBI/2022 tanggal 1 Maret 2022 tentang "Giro Wajib Minimum Dalam Rupiah dan Valuta Asing Bagi Bank Umum Konvensional, Bank Umum Syariah, dan Unit Usaha Syariah" dan Peraturan Anggota Dewan Gubernur (PADG) No. 12 Tahun 2023 tanggal 27 September 2023 tentang "Perubahan kedua atas PADG No. 24/8/PADG/2022 tentang Pelaksanaan Peraturan atas Pemenuhan Giro Wajib Minimum Dalam Rupiah dan Valuta Asing bagi Bank Umum Konvensional, Bank Umum Syariah, dan Unit Usaha Syariah".

	2024 %	2023 %	Rupiah Daily GWM*) - Average GWM*) - Macprudential - Liquidity Buffer (PLM)** Foreign currencies***
Rupiah			
- GWM harian*)	0,00%	0,00%	
- GWM rata-rata*)	6,00%	6,80%	
- Penyangga Likuiditas			
Makprudensial (PLM)**)	6,00%	6,00%	
Mata uang asing***)	4,00%	4,00%	

39. ADDITIONAL INFORMATION OF CASH FLOWS

Reconciliation of liability arising from financing activity is as follows:

40. ADDITIONAL INFORMATION THAT IS NOT REQUIRED BY INDONESIAN ACCOUNTING STANDARDS

The following additional information presented below is information required by applicable regulations and is not information required by Indonesian Accounting Standards:

a. Current accounts with Bank Indonesia

As of December 31, 2024, the Bank's Minimum Statutory Reserve has complied with Bank Indonesia (BI) Regulation PBI No. 11 year 2024 concerning Monetary Control and Regulation of Members of The Board of Governors (PADG) No. 12 Year 2023 dated September 27, 2024 concerning "Second Amendment to PADG No. 24/8/PADG/2022 concerning Implementation Regulations for Fulfilling The Minimum Statutory Reserve in Rupiah and Foreign Currency for Conventional Commercial Banks, Sharia Commercial Banks and Sharia Business Units".

As of December 31, 2023, the Bank's Minimum Statutory Reserve has complied with Bank Indonesia (BI) Regulation PBI No. 24/4/PBI/2022 dated March 1, 2022 concerning "Minimum Statutory Reserves in Rupiah and Foreign Currency for Conventional Commercial Banks, Sharia Commercial Banks and Sharia Business Units", and Regulation of Members of The Board of Governors (PADG) No. 12 Year 2023 dated September 27, 2023 concerning "Second Amendment to PADG No. 24/8/PADG/2022 concerning Implementation Regulations for Fulfilling The Minimum Statutory Reserve in Rupiah and Foreign Currency for Conventional Commercial Banks, Sharia Commercial Banks and Sharia Business Units".

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40. INFORMASI TAMBAHAN YANG TIDAK DIPERSYARITKAN OLEH STANDAR AKUNTANSI INDONESIA (Lanjutan)

Informasi tambahan berikut yang disajikan di bawah ini merupakan informasi yang disyaratkan oleh regulasi yang berlaku dan bukan/tidak merupakan informasi yang dipersyaratkan oleh Standar Akuntansi Indonesia: (Lanjutan)

a. Giro pada Bank Indonesia (Lanjutan)

*) Bank melakukan penyediaan dana untuk kegiatan ekonomi tertentu dan inklusif, sehingga Bank mendapatkan insentif sesuai Kebijakan Insentif Likuiditas Makroprudensial dalam Rupiah masing-masing sebesar 3% dan 2,20% pada tanggal 31 Desember 2024 dan 2023. Giro Wajib Minimum dalam Rupiah yang wajib dipenuhi Bank pada tanggal 31 Desember 2024 tanpa adanya insentif secara harian 0,00% dan rata-rata 9,00% menjadi 6,00% dengan ketentuan harian 0,00% dan rata-rata 6,00%. Pada tanggal 31 Desember 2022 tanpa insentif sebesar 9,00% dengan ketentuan harian 0,00% dan rata-rata 9,00%, menjadi 6,80% dengan ketentuan harian 0,00% dan rata-rata 6,80%.

**) PADG No. 18 tahun 2023 tentang Perubahan Ketujuh atas PADG No. 21/22/PADG/2019 tentang Rasio Intermediasi Makro Prudensial dan Penyangga Likuiditas Makroprudensial bagi Bank Umum Konvensional, Bank Umum Syariah dan Unit Usaha Syariah.

*** PADG No. 24/8/PADG/2022 tentang peraturan Pelaksanaan Pemenuhan Giro Wajib Minimum dalam Rupiah dan Valuta Asing bagi Bank Umum Konvensional, Bank Umum Syariah, dan Unit Usaha Syariah (mulai berlaku pada tanggal 1 Juli 2022) untuk pengaturan GWM valas.

RIM adalah tambahan simpanan minimum yang wajib dipelihara oleh Bank dalam bentuk saldo Rekening Giro pada Bank Indonesia, jika RIM Bank di bawah minimum RIM target Bank Indonesia (84%) atau jika di atas maksimum RIM target BI (94%) dan Kewajiban Penyediaan Modal Minimum (KPM) Bank lebih kecil dari KPM Insentif BI sebesar 14%.

Giro Wajib Minimum ("GWM") dalam mata uang Rupiah serta Dolar Amerika Serikat pada tanggal 31 Desember 2024 dan 2023:

	2024
	%
Rupiah	
- GWM harian*)	7,08%
- GWM rata-rata*)	6,85%
- GWM sekunder/ Penyangga Likuiditas Makroprudensial (PLM)**)	25,95%
Dolar Amerika Serikat	
- GWM valuta asing***)	4,35%

Pada tanggal 31 Desember 2024 dan 2023, Bank telah memenuhi ketentuan BI yang berlaku tentang Giro Wajib Minimum dan Penyangga Likuiditas Makroprudensial bagi Bank Umum.

40. ADDITIONAL INFORMATION THAT IS NOT REQUIRED BY INDONESIAN ACCOUNTING STANDARDS (Continued)

The following additional information presented below is information required by applicable regulations and is not information required by Indonesian Accounting Standards: (Continued)

a. Current accounts with Bank Indonesia (Continued)

*) The Bank provides funding for certain economic and inclusive activities, allowing the Bank to receive incentives in accordance with the Macroprudential Liquidity Incentive Policy in Rupiah, amounting to 3% and 2.20% as of December 31, 2024, and 2023, respectively. The Minimum Reserve Requirement (Giro Wajib Minimum) in Rupiah that the Bank is required to maintain as of December 31, 2024, without incentives, is 0.00% on a daily basis and an average of 9.00%, which is reduced to 6.00% with a daily requirement of 0.00% and an average of 6.00%. As of December 31, 2022, without incentives, the requirement was 9.00% with a daily provision of 0.00% and an average of 9.00%, which was reduced to 6.80% with a daily provision of 0.00% and an average of 6.80%.

**) PADG No. 18 of 2023 on the Seventh Amendment to PADG No. 21/22/PADG/2019 on Macro Prudential Intermediation Ratio and Macroprudential Liquidity Buffer for Conventional Commercial Banks, Sharia Commercial Banks and Sharia Business Units.

*** PADG No. 24/8/PADG/2022 on the Implementation Regulation for Compliance with Minimum Reserve Requirements (Giro Wajib Minimum) in Rupiah and Foreign Currency for Conventional Commercial Banks, Islamic Commercial Banks, and Islamic Business Units (effective as of July 1, 2022) for the regulation of foreign currency reserve requirements.

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 RIM is below the minimum RIM targeted by Bank Indonesia (84%) or if the Bank's RIM is above the maximum of RIM targeted by BI (94%) and the Capital Adequacy Ratio (CAR) is below BI requirement of 14%.

As of December 31, 2024 and 2023, the minimum statutory reserves ("GWM") in Rupiah and United States Dollar are:

	2024	2023	
	%	%	
Rupiah			Rupiah
- GWM harian*)	7,08%	8,19%	Daily GWM*) -
- GWM rata-rata*)	6,85%	7,78%	Average GWM*) -
- GWM sekunder/ Penyangga Likuiditas Makroprudensial (PLM)**)	25,95%	17,18%	Secondary GWM/- Macroprudential Liquidity Buffer (PLM)**)
Dolar Amerika Serikat			United States Dollar
- GWM valuta asing***)	4,35%	5,47%	Foreign currency GWM***) -

As of December 31, 2024 and 2023, the Bank has fulfilled Bank Indonesia's regulation regarding Statutory Reserve Requirement and Macroprudential Liquidity Buffer on Commercial Banks.

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**40. INFORMASI TAMBAHAN YANG TIDAK DIPERSYARITKAN
OLEH STANDAR AKUNTANSI INDONESIA (Lanjutan)**

Informasi tambahan berikut yang disajikan di bawah ini merupakan informasi yang disyaratkan oleh regulasi yang berlaku dan bukan/tidak merupakan informasi yang dipersyaratkan oleh Standar Akuntansi Indonesia: (Lanjutan)

b. Giro pada bank lainnya

Berdasarkan kolektibilitas sesuai Peraturan OJK

Seluruh penempatan pada Bank Indonesia dan bank lain pada tanggal 31 Desember 2024 dan 2023 diklasifikasikan lancar.

c. Penempatan pada Bank Indonesia dan bank lain

Berdasarkan kolektibilitas sesuai Peraturan OJK

Berdasarkan peraturan Bank Indonesia yang berlaku, seluruh penempatan pada Bank Indonesia dan bank lain pada tanggal 31 Desember 2024 dan 2023 diklasifikasikan sebagai lancar.

d. Efek-efek yang dibeli dengan janji untuk dijual kembali

Berdasarkan kolektibilitas sesuai Peraturan OJK

Efek-efek yang dibeli dengan janji untuk dijual kembali yang diungkapkan pada Catatan 10 diklasifikasikan berdasarkan kolektibilitas sesuai dengan Peraturan Otoritas Jasa Keuangan sebagai lancar.

e. Efek-efek

Berdasarkan Peraturan Otoritas Jasa Keuangan (POJK) yang berlaku, semua efek-efek pada tanggal 31 Desember 2024 dan 2023 diklasifikasikan sebagai lancar.

**40. ADDITIONAL INFORMATION THAT IS NOT REQUIRED BY
INDONESIAN ACCOUNTING STANDARDS (Continued)**

The following additional information presented below is information required by applicable regulations and is not information required by Indonesian Accounting Standards: (Continued)

b. Current accounts with others bank

By Financial Service Authority Regulation collectibility

All placements with Bank Indonesia and other banks as of December 31, 2024 and 2023 are classified as current.

c. Placements with Bank Indonesia and other banks

By Financial Service Authority Regulation collectibility

Based on the prevailing Bank Indonesia regulations, all placements with Bank Indonesia and other banks as of December 31, 2024 and 2023 are classified as current.

d. Securities purchased under resale agreement

By Financial Service Authority Regulation collectibility

Securities purchased under resale agreement disclosed in Note 10 are classified by Financial Service Authority Regulation collectability as current.

e. Securities

Based on the prevailing regulations of the Financial Services Authority, all marketable securities as of December 31, 2024 and 2023 are classified as current.

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40. INFORMASI TAMBAHAN YANG TIDAK DIPERSYARATKAN OLEH STANDAR AKUNTANSI INDONESIA (Lanjutan)

Informasi tambahan berikut yang disajikan di bawah ini merupakan informasi yang disyaratkan oleh regulasi yang berlaku dan bukan/tidak merupakan informasi yang dipersyaratkan oleh Standar Akuntansi Indonesia: (Lanjutan)

f. Pinjaman yang diberikan

Berdasarkan kolektibilitas sesuai Peraturan OJK

1. Kredit berdasarkan kolektibilitas Peraturan Otoritas Jasa Keuangan (POJK) adalah sebagai berikut:

	2024	2023
Rupiah		
Lancar	8.998.664.208.806	8.340.988.074.471
Dalam perhatian khusus	243.011.164.501	160.133.482.543
Kurang lancar	47.875.352.896	51.619.663.128
Diragukan	3.536.241.183	224.018.803
Macet	330.603.070.148	419.468.725.261
Subjumlah	<u>9.623.690.037.534</u>	<u>8.972.433.964.206</u>
Dolar Amerika Serikat		
Lancar	10.084.747.675.454	7.839.161.645.236
Dalam perhatian khusus	248.737.362.485	368.913.620.591
Kurang Lancar	318.900.416.053	
Diragukan	19.555.425.000	
Macet	-	39.804.093.753
Subjumlah	<u>10.671.940.878.992</u>	<u>8.247.879.359.580</u>
Jumlah	<u>20.295.630.916.526</u>	<u>17.220.313.323.786</u>

2. Pada tanggal 31 Desember 2024 dan 2023, rincian kredit yang direstrukturisasi berdasarkan kolektibilitas POJK adalah sebagai berikut:

	2024	2023
Lancar	310.975.715.465	647.319.924.644
Dalam perhatian khusus	329.556.250.704	464.205.193.300
Kurang lancar	366.441.420.820	47.080.084.152
Diragukan	-	-
Macet	245.568.963.448	371.401.039.269
Jumlah	<u>1.252.542.350.437</u>	<u>1.530.006.241.365</u>
Dikurangi: cadangan kerugian penurunan nilai	<u>(515.377.391.318)</u>	<u>(280.629.039.710)</u>
Neto	<u>737.164.959.119</u>	<u>1.249.377.201.655</u>

40. ADDITIONAL INFORMATION THAT IS NOT REQUIRED BY INDONESIAN ACCOUNTING STANDARDS (Continued)

The following additional information presented below is information required by applicable regulations and is not information required by Indonesian Accounting Standards: (Continued)

f. Loans

By Financial Service Authority Regulation collectibility

1. Loans collectability based on Financial Service Authority Regulation (POJK) are as follows:

	2024	2023	
Rupiah			Rupiah
Lancar	8.340.988.074.471	8.340.988.074.471	Current
Dalam perhatian khusus	160.133.482.543	160.133.482.543	Special mention
Kurang lancar	51.619.663.128	51.619.663.128	Substandard
Diragukan	224.018.803	224.018.803	Doubtful
Macet	419.468.725.261	419.468.725.261	Loss
Sub-total	<u>8.972.433.964.206</u>	<u>8.972.433.964.206</u>	Sub-total
Dolar Amerika Serikat			United States Dollar
Lancar	7.839.161.645.236	7.839.161.645.236	Current
Dalam perhatian khusus	368.913.620.591	368.913.620.591	Special mention
Kurang Lancar			Substandard
Diragukan			Doubtful
Macet	39.804.093.753	39.804.093.753	Loss
Sub-total	<u>8.247.879.359.580</u>	<u>8.247.879.359.580</u>	Sub-total
Jumlah	<u>17.220.313.323.786</u>	<u>17.220.313.323.786</u>	Total

2. As of December 31, 2024 and 2023, the details of restructured loans based on POJK collectability are as follows:

	2024	2023	
Lancar	647.319.924.644	647.319.924.644	Current
Dalam perhatian khusus	464.205.193.300	464.205.193.300	Special mention
Kurang lancar	47.080.084.152	47.080.084.152	Substandard
Diragukan	-	-	Doubtful
Macet	371.401.039.269	371.401.039.269	Loss
Jumlah	<u>1.530.006.241.365</u>	<u>1.530.006.241.365</u>	Total
Dikurangi: cadangan kerugian penurunan nilai	<u>(280.629.039.710)</u>	<u>(280.629.039.710)</u>	Less: allowance for impairment losses
Neto	<u>1.249.377.201.655</u>	<u>1.249.377.201.655</u>	Net

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40. INFORMASI TAMBAHAN YANG TIDAK DIPERSYARITKAN OLEH STANDAR AKUNTANSI INDONESIA (Lanjutan)

Informasi tambahan berikut yang disajikan di bawah ini merupakan informasi yang disyaratkan oleh regulasi yang berlaku dan bukan/tidak merupakan informasi yang dipersyaratkan oleh Standar Akuntansi Indonesia: (Lanjutan)

f. Pinjaman yang diberikan (Lanjutan)

Bank telah melakukan restrukturisasi kredit untuk debitur yang terdampak pandemi Covid-19 sesuai dengan Peraturan Otoritas Jasa Keuangan No. 17/POJK.03/2021 (POJK 17/2021) tentang Perubahan Kedua Atas Peraturan Otoritas Jasa Keuangan Nomor 11/POJK.03/2020 Tentang Stimulus Perekonomian Nasional Sebagai Kebijakan Countercyclical Dampak Penyebaran Coronavirus Disease 2019 (berlaku hingga 31 Maret 2023) yang diperpanjang berdasarkan Siaran Pers No. 85/DHMS/OJK/XI/2022 dan Keputusan Dewan Komisiner Otoritas Jasa Keuangan (KDK OJK) No. 34/KDK.03/2022 untuk segmen. sektor. industri dan daerah tertentu (targeted) yang memerlukan periode restrukturisasi kredit/pembiayaan tambahan selama 1 tahun sampai 31 Maret 2024. Selajutnya, POJK No. 19 Tahun 2022 tentang Perlakuan Khusus untuk Lembaga Jasa Keuangan pada Daerah dan Sektor Tertentu di Indonesia Yang Terkena Dampak Bencana.

Pinjaman yang direstrukturisasi mencakup pinjaman dengan pembayaran pokok dan bunga yang dijadwalkan ulang. penurunan suku bunga dan perubahan jenis fasilitas.

3. Rasio *non-performing loan* (NPL) pada tanggal 31 Desember 2024 dan 2023 adalah sebagai berikut:

	2024
NPL Bruto	3.55%
NPL Neto	1.34%

40. ADDITIONAL INFORMATION THAT IS NOT REQUIRED BY INDONESIAN ACCOUNTING STANDARDS (Continued)

The following additional information presented below is information required by applicable regulations and is not information required by Indonesian Accounting Standards: (Continued)

f. Loans (Continued)

The Bank has restructured credit for debtors affected by the Covid-19 pandemic in accordance with Financial Services Authority Regulation No. 17/POJK.03/2021 (POJK 17/2021) concerning the Second Amendment to Financial Services Authority Regulation Number 11/POJK.03/2020 concerning National Economic Stimulus as a Countercyclical Policy on the Impact of the Spread of Coronavirus Disease 2019 (valid until March 31, 2023) which was extended based on Press Realease No. 85/DHMS/OJK/XI/2022 and Decree of Board of Commissioners of Financial Services Authority (KDK OJK) No. 34/KDK.03/2022 for certain segment. sectors. industries and regions (targeted) that require an additional credit/ financing restructuring period of 1 year until March 31, 2024. Further, POJK No. 19 Year 2022 regarding Special Treatment for Financial Institution in Certain Area and Sector in Indonesia Those Affected by Disaster.

Restructured loans include loans with rescheduled principal and interest payments. reduced interest rates and change in facility type.

3. *Non-performing loan* (NPL) ratio as of December 31, 2024 and 2023 are as follows:

	2024	2023	
	3.55%	2.97%	Gross NPL
	1.34%	1.93%	Net NPL

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40. INFORMASI TAMBAHAN YANG TIDAK DIPERSYARITKAN OLEH STANDAR AKUNTANSI INDONESIA (Lanjutan)

Informasi tambahan berikut yang disajikan di bawah ini merupakan informasi yang disyaratkan oleh regulasi yang berlaku dan bukan/tidak merupakan informasi yang dipersyaratkan oleh Standar Akuntansi Indonesia: (Lanjutan)

f. Pinjaman yang diberikan (Lanjutan)

4. Pada tanggal 31 Desember 2024 dan 2023, rincian kredit bermasalah menurut sektor ekonomi adalah sebagai berikut:

	2024	
	Kredit bermasalah/ Non-performing loans	Cadangan kerugian penurunan nilai/ Allowance for impairment losses
Perantara keuangan	19.555.425.000	5.521.957.498
Perdagangan besar dan eceran	217.118.005.439	72.203.854.318
Manufaktur	400.460.148.093	346.336.256.660
Perorangan	1.772.752.476	1.017.825.467
Konstruksi	19.608.352.493	4.347.574.663
Real estat. usaha persewaan dan perusahaan jasa	37.228.179.149	13.343.989.296
Lainnya	24.727.642.630	6.220.359.928
Jumlah	720.470.505.280	448.991.817.830

5. Pada tanggal 31 Desember 2024 dan 2023, tidak ada pinjaman yang melanggar maupun atau melebihi BMPK sebagaimana tercantum dalam laporan BMPK kepada Bank Indonesia.

g. Manajemen risiko

Penerapan Manajemen Risiko Bank berlandaskan pada regulasi nasional maupun internasional, meliputi Peraturan Otoritas Jasa Keuangan (POJK), Surat Edaran Otoritas Jasa Keuangan (SEOJK), Peraturan Bank Indonesia (PBI) dan Surat Edaran Bank Indonesia (SEBI).

h. Risiko Pasar

Risiko Nilai Tukar Mata Uang Asing

Bank memiliki eksposur nilai tukar akibat adanya transaksi dalam mata uang asing. Bank memonitor risiko konsentrasi yang terjadi untuk setiap nilai tukar mata uang asing sehubungan dengan konversi mata uang asing terhadap Rupiah.

Penilaian risiko nilai tukar mata uang asing dilakukan dengan memperhatikan Posisi Devisa Neto (PDN) dan volatilitas mata uang asing yang dikelola Bank. Pengendalian risiko dilakukan melalui monitoring mutasi transaksi valuta asing di seluruh kantor cabang dan unit bisnis.

40. ADDITIONAL INFORMATION THAT IS NOT REQUIRED BY INDONESIAN ACCOUNTING STANDARDS (Continued)

The following additional information presented below is information required by applicable regulations and is not information required by Indonesian Accounting Standards: (Continued)

f. Loans (Continued)

4. As of December 31, 2024 and 2023, the details of non-performing loans based on economic sector are as follows:

	2023		
	Kredit bermasalah/ Non-performing loans	Cadangan kerugian penurunan nilai/ Allowance for impairment losses	
	15.545.067.994	15.545.067.994	Financial intermediary
	199.157.878.100	60.416.737.833	Wholesale and retail
	123.803.386.875	66.208.494.233	Manufacturing
	1.933.089.522	948.194.224	Individual
	6.300.000.000	1.531.974.684	Construction
			Real estate, leasing services and services companies
	109.860.000.000	21.873.529.093	
	54.517.078.454	12.537.654.394	Others
	511.116.500.945	179.061.652.455	Total

5. As of December 31, 2024 and 2023, there are no loans which violated nor exceeded the legal lending limit (BMPK) as stated in the legal lending limit report to Bank Indonesia.

g. Risk management

The implementation of Bank Risk Management is based on national and international regulations, including Financial Services Authority Regulations (POJK). Financial Services Authority Circular Letters (SEOJK). Bank Indonesia Regulations (PBI) and Bank Indonesia Circular Letters (SEBI).

h. Market risk

Foreign Exchange Risk

The Bank is exposed to foreign exchange currency risk through transactions in foreign currencies. The Bank monitors any concentration risk in relation to any individual currency with regards to the translation of foreign currencies into Indonesian Rupiah.

The foreign exchange risk valuation is performed by monitoring the Net Open Position (NOP) and foreign exchange volatility maintained by the Bank. Risk control is performed through monitoring the foreign exchange transaction movement in all branches and business units.

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40. INFORMASI TAMBAHAN YANG TIDAK DIPERSYARHTKAN OLEH STANDAR AKUNTANSI INDONESIA (Lanjutan)

Informasi tambahan berikut yang disajikan di bawah ini merupakan informasi yang disyaratkan oleh regulasi yang berlaku dan bukan/tidak merupakan informasi yang dipersyaratkan oleh Standar Akuntansi Indonesia: (Lanjutan)

h. Risiko Pasar (Lanjutan)

Risiko Nilai Tukar Mata Uang Asing (Lanjutan)

Berdasarkan Peraturan Bank Indonesia No. 5/13/PBI/2003 tanggal 17 Juli 2003 yang telah diubah dengan PBI No. 6/20/PBI/2004 tanggal 15 Juli 2004 dan diubah kembali dengan PBI No. 7/37/PBI/2005 tanggal 30 September 2005 dan diubah lagi dengan PBI No. 12/10/PBI/2010 tanggal 1 Juli 2010 dan yang terakhir dengan No. 17/5/PBI/2015 tanggal 29 Mei 2015, bank diwajibkan untuk memelihara posisi devisa netonya setinggi-tingginya 20% dari modal. Berdasarkan pedoman Bank Indonesia, "PDN" merupakan penjumlahan dari nilai absolut atas selisih bersih aset dan liabilitas untuk setiap mata uang asing dan selisih bersih tagihan dan liabilitas, berupa komitmen dan kontinjensi di rekening administratif, untuk setiap mata uang, yang semuanya dinyatakan dalam Rupiah.

Berikut ini disajikan rincian Posisi Devisa Neto Bank (PDN):

2024							
	Aset dan tagihan komitmen dan kontinjensi/ <i>Assets, commitment and contingent receivables</i>		Liabilitas dan liabilitas komitmen dan kontinjensi/ <i>Liabilities, commitment and contingent liabilities</i>		Posisi devisa absolut/ <i>Net open position absolute</i>		
	Mata uang asing (nilai penuh)/ <i>Foreign currencies (full amount)</i>	Ekuivalen nilai penuh/ <i>Equivalent in full amount</i>	Mata uang asing (nilai penuh)/ <i>Foreign currencies (full amount)</i>	Ekuivalen nilai penuh/ <i>Equivalent in full amount</i>	Mata uang asing (nilai penuh)/ <i>Foreign currencies (full amount)</i>	Ekuivalen nilai penuh/ <i>Equivalent in full amount</i>	
Mata Uang							Currencies
Dolar Amerika Serikat	978.436.701	15.747.938.708.863	1.005.711.409	16.186.925.134.298	27.274.708	438.986.425.435	United States Dollar
Dolar Australia	25.714	257.488.397	-	-	25.714	257.488.397	Australian Dollar
Dolar Singapura	98.967	1.172.224.681	-	-	98.967	1.172.224.681	Singapore Dollar
Won Korea	75.120.260	820.313.239	-	-	75.120.260	820.313.239	Korean Won
Euro	137.717	2.307.873.823	20.811	348.754.576	116.906	1.959.119.247	Euro
Yen Jepang	4.304.644	443.507.471	-	-	4.304.644	443.507.471	Japanese Yen
Dolar Hong Kong	15.032	31.162.907	-	-	15.032	31.162.907	Hong Kong Dollar
China Yuan	156.868	345.893.077	-	-	156.868	345.893.077	Chinese Yuan
Jumlah		15.753.317.172.458		16.187.273.888.874		444.016.134.454	Total
Jumlah Modal						4.887.732.439.378	Total Capital
Persentase PDN terhadap modal						9,08%	Percentage of NOP to capital

40. ADDITIONAL INFORMATION THAT IS NOT REQUIRED BY INDONESIAN ACCOUNTING STANDARDS (Continued)

The following additional information presented below is information required by applicable regulations and is not information required by Indonesian Accounting Standards: (Continued)

h. Market risk (Continued)

Foreign Exchange Risk (Continued)

Based on Bank Indonesia Regulation (PBI) No. 5/13/PBI/2003 dated July 17, 2003, as amended by PBI No. 6/20/PBI/2004 dated July 15, 2004, PBI No. 7/37/PBI/2005 dated September 30, 2005, PBI No. 12/10/PBI/2010 dated July 1, 2010, and the latest by PBI No. 17/5/PBI/2015 dated 29 May 2015, banks are obliged to maintain maximum NOP at 20% of total capital. Under Bank Indonesia guidelines, "NOP" means the sum of the absolute value of the net difference between asset and liability balances for each foreign currency and the net differences between claims and liabilities, in the form both commitments and contingencies in administrative accounts, for each foreign currency, which are stated in Rupiah.

The following table shows the Bank's Net Open Position (NOP):

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OLEH STANDAR AKUNTANSI INDONESIA (Lanjutan)

Informasi tambahan berikut yang disajikan di bawah ini merupakan informasi yang disyaratkan oleh regulasi yang berlaku dan bukan/tidak merupakan informasi yang dipersyaratkan oleh Standar Akuntansi Indonesia: (Lanjutan)

h. Risiko Pasar (Lanjutan)

Risiko Nilai Tukar Mata Uang Asing (Lanjutan)

2023							
	Aset dan tagihan komitmen dan kontinjensi/Assets, commitment and contingent receivables		Liabilitas dan liabilitas komitmen dan kontinjensi/Liabilities, commitment and contingent liabilities		Posisi devisa absolut/Net open position absolute		
	Mata uang asing (nilai penuh)/Foreign currencies (full amount)	Ekuivalen nilai penuh/Equivalent in full amount	Mata uang asing (nilai penuh)/Foreign currencies (full amount)	Ekuivalen nilai penuh/Equivalent in full amount	Mata uang asing (nilai penuh)/Foreign currencies (full amount)	Ekuivalen nilai penuh/Equivalent in full amount	
Mata Uang							Currencies
Dolar Amerika Serikat	1.074.025.971	16.536.777.872.108	1.033.916.066	15.919.205.661.601	40.109.905	617.572.210.507	United States Dollar
Dolar Australia	30.205	317.779.227	-	-	30.205	317.779.227	Australian Dollar
Dolar Singapura	41.262	481.792.644	-	-	41.262	481.792.644	Singapore Dollar
Won Korea	29.052.531	345.144.072	-	-	29.052.531	345.144.072	Korean Won
Euro	15.232	259.520.875	999	17.026.394	14.232	242.494.481	Euro
Yen Jepang	1.383.544	150.640.271	-	-	1.383.544	150.640.271	Japanese Yen
Dolar Hong Kong	27.244	53.690.489	-	-	27.244	53.690.489	Hong Kong Dollar
China Yuan	96.077	208.492.659	-	-	96.077	208.492.659	Chinese Yuan
Jumlah		16.538.594.932.345		15.919.222.687.995		619.372.244.350	Total
Jumlah Modal						4.902.238.505.255	Total Capital
Persentase PDN terhadap modal						12,63%	Percentage of NOP to capital

Batas nilai (absolut) PDN dengan menggunakan modal akhir tahun pada tanggal 31 Desember 2024 dan 2023 masing-masing sebesar Rp578.159.927.994 dan Rp980.447.701.051 PDN Bank tidak melampaui batas nilai (absolut) yang diperkenankan oleh Bank Indonesia.

i. Risiko operasional

Risiko operasional adalah risiko yang disebabkan oleh ketidakcukupan dan atau tidak berfungsinya proses internal, kesalahan manusia, kegagalan sistem atau adanya kejadian eksternal yang memengaruhi operasional Bank. Untuk mengawasi risiko operasional yang mungkin terjadi, Bank telah mengembangkan suatu sistem dengan menggunakan metodologi pengukuran sendiri (self-assessment) yang dilakukan oleh masing-masing risk owner di cabang, sehingga dapat dibentuk suatu peta risiko yang mungkin terjadi di setiap unit kerja di cabang

40. ADDITIONAL INFORMATION THAT IS NOT REQUIRED BY
INDONESIAN ACCOUNTING STANDARDS (Continued)

The following additional information presented below is information required by applicable regulations and is not information required by Indonesian Accounting Standards: (Continued)

h. Market risk (Continued)

Foreign Exchange Risk (Continued)

The maximum (absolute) value of NOP as of December 31, 2024 and 2023 using capital at end of the year amounting to Rp578,159,927,994 and Rp980,447,701,051, respectively. NOP of the Bank did not exceed the maximum (absolute) limit permitted by Bank Indonesia.

i. Operational risk

Operational risk is a risk incurred by insufficient and or malfunction of internal processes, human error, system failure, or external events that affect the Bank's operation. To monitor the possible occurrence of operational risk, the Bank has developed a self-assessment measurement system to be performed by each risk owner in branch, which enables the Bank to develop a risk mapping system that could potentially be implemented at each work unit in branch.

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OLEH STANDAR AKUNTANSI INDONESIA (Lanjutan)

Informasi tambahan berikut yang disajikan di bawah ini merupakan informasi yang disyaratkan oleh regulasi yang berlaku dan bukan/tidak merupakan informasi yang dipersyaratkan oleh Standar Akuntansi Indonesia: (Lanjutan)

j. Modal yang Diwajibkan Regulator

Kewajiban Penyediaan Modal Minimum pada tanggal 31 Desember 2024 dan 2023 dihitung berdasarkan Peraturan Otoritas Jasa Keuangan No. 27 Tahun 2022 tanggal 26 Desember 2022 tentang perubahan kedua atas Peraturan Otoritas Jasa Keuangan (POJK) No. 11/POJK.03/2016 tentang Kewajiban Penyediaan Modal Minimum Bank Umum di mana bank wajib membentuk *Capital Conservation Buffer* secara bertahap mulai 1 Januari 2016 sampai dengan 1 Januari 2019. Pada tanggal 31 Desember 2024 dan 2023, *Capital Conservation Buffer* yang wajib dibentuk oleh kelompok Bank berdasarkan modal inti 2, kelompok Bank berdasarkan modal inti 3, kelompok Bank berdasarkan modal inti 4 adalah sebesar 2.5% dari ATMR, di mana Bank masih termasuk dalam kategori kelompok Bank berdasarkan modal inti 1.

Rasio kewajiban penyediaan modal Bank dengan memperhitungkan risiko kredit, risiko operasional dan risiko pasar pada tanggal 31 Desember 2024 dan 2023 adalah sebagai berikut:

	2024	2023
Modal Inti (Tier 1)		
Modal Inti Utama (CET 1)	4.662.685.412.822	4.700.802.202.132
Modal Inti Tambahan (AT-1)	-	-
Jumlah Modal Inti	4.662.685.412.822	4.700.802.202.132
Modal Pelengkap (Tier 2)	225.047.026.556	201.436.303.123
Jumlah modal	4.887.732.439.378	4.902.238.505.255
Aset tertimbang menurut risiko (ATMR)		
Untuk risiko kredit ^{*)}	20.810.642.183.920	19.592.837.052.505
Untuk risiko pasar ^{**)}	526.783.250.000	619.372.244.350
Untuk risiko operasional ^{***)}	934.801.125.000	845.788.500.000
Jumlah ATMR	22.272.226.558.920	21.057.997.796.855
Rasio KPMM		
Rasio CET 1	20,93%	22,32%
Rasio Tier 1	20,93%	22,32%
Rasio Tier 2	1,01%	0,96%
Rasio KPMM	21,95%	23,28%

Pada tanggal 31 Desember 2024 dan 2023, Bank telah memenuhi rasio sesuai yang disyaratkan oleh Bank Indonesia untuk rasio kecukupan modal.

40. ADDITIONAL INFORMATION THAT IS NOT REQUIRED BY
INDONESIAN ACCOUNTING STANDARDS (Continued)

The following additional information presented below is information required by applicable regulations and is not information required by Indonesian Accounting Standards: (Continued)

j. Regulatory Capital

Capital Adequacy Ratio (CAR) on December 31, 2024 and 2023 is calculated based on Financial Services Authority Regulation No. 27 of 2022 dated December 26, 2022 regarding the second amendment to Financial Service Authority Regulation (POJK) No. 11/POJK.03/2016 regarding Minimum Capital Adequacy of Commercial Banks where banks are required to establish Capital Conservation Buffer gradually starting from January 1, 2016 until January 1, 2019. As of December 31, 2024 and 2023, the Capital Conservation Buffer required to be established by the bank group based on core capital 2, bank group based on core capital 3, bank group based on core capital 4 is 2.5% of RWA, where the bank is still included in the category of Bank group based on core capital 1.

The Bank's capital adequacy ratio with consideration for credit risk, operational risk and market risks as of December 31, 2024 and 2023 are as follows:

Core Capital (Tier 1)
Prime Core Capital (CET 1)
Additional Core Capital (AT-1)
Total Core Capital
Supplementary Capital (Tier 2)
Total capital
Risk weighted assets
For credit risk ^{*)}
For market risk ^{**)}
For operational risk ^{***)}
Total risk weighted assets
CAR Ratio
Ratio CET 1
Ratio Tier 1
Ratio Tier 2
CAR Ratio

As of December 31, 2024 and 2023, the Bank has complied with the required ratio set by Bank Indonesia for capital adequacy ratio.

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Informasi tambahan berikut yang disajikan di bawah ini merupakan informasi yang disyaratkan oleh regulasi yang berlaku dan bukan/tidak merupakan informasi yang dipersyaratkan oleh Standar Akuntansi Indonesia: (Lanjutan)

j. Modal yang Diwajibkan Regulator (Lanjutan)

*) Rasio ATMR untuk risiko kredit dihitung berdasarkan Surat Edaran Otoritas Jasa Keuangan 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.

**) Rasio ATMR untuk risiko pasar dihitung berdasarkan Surat Edaran Otoritas Jasa Keuangan No. 23/SEOJK.03/2022 tanggal 7 Desember 2022, Tentang Perhitungan Aset Tertimbang Menurut Risiko untuk Risiko Pasar bagi Bank Umum.

***) Rasio ATMR untuk risiko operasional dihitung berdasarkan Surat Edaran Otoritas Jasa Keuangan No. 6/SEOJK.03/2020 tentang Perhitungan Aset Tertimbang Menurut Risiko untuk Risiko Operasional dengan Menggunakan Pendekatan Standar bagi Bank Umum.

Sesuai dengan Peraturan Otoritas Jasa Keuangan No. 27 Tahun 2022 tanggal 26 Desember 2022 mengenai Perubahan kedua atas Peraturan Otoritas Jasa Keuangan No. 11/POJK.03/2016 terakut kewajiban penyediaan modal minimum Bank Umum, bank wajib menyediakan modal minimum sesuai dengan profil risikonya yang ditetapkan dengan skema berikut ini:

- i. Untuk profil risiko peringkat 1 (satu), modal minimum terendah yang wajib dimiliki adalah 8% dari Aset Tertimbang Menurut Risiko;
- ii. Untuk profil risiko peringkat 2 (dua), modal minimum terendah yang wajib dimiliki adalah 9% sampai dengan kurang dari 10% dari Aset Tertimbang Menurut Risiko;
- iii. Untuk profil risiko peringkat 3 (tiga), modal minimum terendah yang wajib dimiliki adalah 10% sampai dengan kurang dari 11% dari Aset Tertimbang Menurut Risiko; dan
- iv. Untuk profil risiko peringkat 4 (empat) atau 5 (lima), modal minimum terendah yang wajib dimiliki adalah 11% sampai dengan kurang dari 14% dari Aset Tertimbang Menurut Risiko.

OJK berwenang menetapkan modal minimum lebih besar dari modal minimum dalam hal OJK menilai suatu bank menghadapi potensi kerugian yang membutuhkan modal lebih besar.

40. ADDITIONAL INFORMATION THAT IS NOT REQUIRED BY INDONESIAN ACCOUNTING STANDARDS (Continued)

The following additional information presented below is information required by applicable regulations and is not information required by Indonesian Accounting Standards: (Continued)

j. Regulatory Capital (Continued)

*) Risk weighted assets ratio for credit risk is calculated based on Surat Edaran Otoritas Jasa Keuangan No. 24/SEOJK.03/2021 dated October 7, 2021 on the Calculation of Risk-Weighted Assets for Credit Risk using the Standardized Approach for Commercial Banks.

**) Risk weighted assets ratio for market risk is calculated based on Surat Edaran Otoritas Jasa Keuangan No. 23/SEOJK.03/2022 dated December 7, 2022 on the Calculation of Risk-Weighted Asset for Market Risk for Commercial Bank.

***) Risk weighted assets ratio for operational risk is calculated based on the circular letter of Financial Service Authority No. 6/SEOJK.03/2020 on the Calculation of Risk-Weighted Assets for Operational Risk Using the Standardized Approach for Commercial Banks.

In accordance with Prevailing Financial Service Authority Regulation No. 27 of 2022 dated December 26, 2022 regarding the second amendment to the POJK No. 11/POJK.03/2016 regarding the obligation to provide Minimum Capital for Commercial Banks, a bank is required to provide a minimum capital in accordance based on their risk profile which is determined by the following scheme:

- i. For banks with risk profile rating 1 (one), the minimum capital requirement is 8% of Risk Weighted Asset;
- ii. For banks with risk profile rating 2 (two), the minimum capital requirement is 9% to less than 10% of Risk Weighted Asset;
- iii. For banks with risk profile rating 3 (three), the minimum capital requirement is 10% to less than 11% of Risk Weighted Asset; and
- iv. For banks with risk profile rating 4 (four) or 5 (five), the minimum capital requirement is 11% to less than 14% of Risk Weighted Asset.

OJK is authorised to stipulate minimum capital greater than minimum capital in terms of OJK assesses a bank as facing potential losses which requires a larger capital.

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**40. INFORMASI TAMBAHAN YANG TIDAK DIPERSYARATKAN
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Informasi tambahan berikut yang disajikan di bawah ini merupakan informasi yang disyaratkan oleh regulasi yang berlaku dan bukan/tidak merupakan informasi yang dipersyaratkan oleh Standar Akuntansi Indonesia: (Lanjutan)

j. Modal yang Diwajibkan Regulator (Lanjutan)

Berdasarkan *self-assessment* Bank, profil risiko Bank dinilai berada pada peringkat 2. Oleh karena itu, Bank berkewajiban untuk memenuhi modal minimum sebesar 9,47%. Pada tanggal 31 Desember 2024 dan 2023, Kewajiban Penyediaan Modal Minimum Bank berada pada level di atas modal minimum yang diwajibkan tersebut, yaitu sebesar 21,94% dan 23,28%.

**40. ADDITIONAL INFORMATION THAT IS NOT REQUIRED BY
INDONESIAN ACCOUNTING STANDARDS (Continued)**

The following additional information presented below is information required by applicable regulations and is not information required by Indonesian Accounting Standards: (Continued)

j. Regulatory Capital (Continued)

Based on its self-assessment, the Banks risk profile is assessed to be in rating 2. Therefore, the Bank is required to provide a minimum capital of 9.47%. As of December 31, 2024 and 2023, the Bank Capital Adequacy Ratio was 21.94% dan 23.28%, which was higher than the required minimum provision of capital.



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