

05

Tata Kelola Perusahaan

Good Corporate Governance



BWS berkomitmen untuk selalu menerapkan Tata Kelola Bank sesuai dengan peraturan dan perundang-undangan yang berlaku.

BWS is committed to implement the Bank's governance in accordance with the prevailing laws and regulations





Perkembangan dunia usaha yang begitu pesat membutuhkan sebuah perangkat untuk dapat menciptakan iklim investasi yang akuntabel dan berkelanjutan. Tata Kelola Perusahaan yang Baik atau Good Corporate Governance (GCG) diciptakan sebagai alat bagi pelaku usaha untuk menumbuhkan iklim investasi yang baik, khususnya dalam membangun hubungan yang saling menguntungkan dengan pemangku kepentingan tanpa terkecuali. Terdapat 2 (dua) aspek penekanan pada pelaksanaan prinsip GCG, yaitu kepatuhan terhadap peraturan dan perundang-undangan yang berlaku, serta komitmen pelaku usaha dalam membangun hubungan yang seimbang dan mutual dengan pemangku kepentingan tanpa terkecuali.

The rapid development in business world requires an instrument which can be able to create an accountable and sustainable investment climate. Good Corporate Governance (GCG) was created to foster a good investment climate, especially in developing mutually beneficial relationships with stakeholders. There are 2 (two) emphasis aspects in GCG implementation, namely compliance with applicable laws and regulations, and the commitment of business actors in building balance and mutual relations with stakeholders without exception.



Perkembangan Tata Kelola Perusahaan di Bank Woori Saudara

Corporate Governance Development In Bank Woori Saudara



KOMITMEN PELAKSANAAN TATA KELOLA PERUSAHAAN YANG BAIK DI LINGKUP BWS

Commitment to The Implementation of Good Corporate Governance In The Scope of BWS

Bank menyadari bahwa penerapan GCG yang efektif merupakan hal penting dalam membangun industri perbankan pada khususnya dan perekonomian pada umumnya. Bank berpedoman bahwa GCG merupakan rangkaian proses, perilaku, kebijakan yang mempengaruhi pengarahannya, pengelolaan, serta pengendalian pada Bank. Dalam praktiknya, Bank juga melibatkan seluruh pihak pemangku kepentingan untuk memastikan jalannya penerapan GCG dalam lingkungan Bank.

Sebagai perusahaan publik yang mencatatkan dan memperdagangkan sahamnya di Bursa Efek Indonesia, Bank berkomitmen secara penuh untuk menerapkan prinsip-prinsip GCG sebagai landasan dalam menciptakan nilai tambah yang berkelanjutan bagi kepentingan para pemegang saham, masyarakat secara luas, dan berbagai pemangku kepentingan lainnya (pegawai, konsumen, regulator, mitra kerja, dan lain-lain) baik dalam jangka pendek maupun jangka panjang.

Bank menekankan praktik terbaik penerapan GCG yang berlaku di industri beserta perkembangannya terkini, antara lain kepatuhan terhadap peraturan dan perundang-undangan yang berlaku, serta Roadmap Tata Kelola Perusahaan Indonesia yang dikeluarkan Otoritas Jasa Keuangan (OJK).

Dalam menerapkan GCG, Bank mengacu pada 5 (lima) prinsip dasar yaitu: Transparansi, Akuntabilitas, Tanggung Jawab, Independensi, dan Kewajaran, sebagaimana telah dirilis dalam Pedoman Umum GCG yang dikeluarkan oleh Komite Nasional Kebijakan Governance (KNKG).

The Bank realizes that the effective implementation of GCG, is an important instrument especially for the banking industry and economy in general. The Bank believes that GCG is a process, behaviors, and policies which will improve the guidelines, management, and controlling function of the bank. Technically, The Bank is also involves all The Stakeholders to ensure the implementation of GCG within The Bank.

As a public company that listed and trades its shares in Indonesia Stock Exchange, The Bank is fully committed in implementing GCG principles in creating continuous added value to all shareholders, society, and the other stakeholders (employees, consumers, regulators, business partners, etc) in both short time and long time period.

BWS conducted the best practices in implementing GCG and its updated regulation, such as, compliance to the prevailing laws and regulations and also Indonesia's corporate governance Roadmap issued by Otoritas Jasa Keuangan (OJK).

In implementing GCG, The Bank refers to 5 (five) basic principles from GCG General Guidelines issued by National Governance Policy Committee (KNKG), namely: Transparency, Accountability, Responsibility, Independency, and Fairness.





5 (Lima) Prinsip atau Azas GCG

5 (Five) GCG Basic Principles



Penjelasan dan pelaksanaan ke-5 prinsip tersebut di lingkup Bank adalah sebagai berikut:

• Prinsip Keterbukaan (*Transparency*)

Prinsip keterbukaan dalam melaksanakan proses pengambilan keputusan dan keterbukaan Bank dalam menyampaikan informasi material dan relevan mengenai segala sesuatu tentang Bank. Bank menerapkan prinsip keterbukaan ini antara lain dalam:

- Penyusunan dan penjelasan Rencana Kerja dan Anggaran tahunan.
- Laporan Tahunan.
- Laporan Keuangan berkala yang meliputi laporan keuangan tahunan, tengah tahunan, dan triwulanan.

• Prinsip Akuntabilitas (*Accountability*)

Prinsip kejelasan fungsi, struktur, sistem, tata pelaksanaan dan tanggung jawab di dalam organisasi sehingga pengelolaan Bank dapat berjalan efektif dan efisien.

Bank memiliki 3 (tiga) tingkatan akuntabilitas dalam setiap aktivitas, meliputi:

- Akuntabilitas Korporasi
Adalah pertanggungjawaban atas aktivitas bisnis yang dijalankan. Masing-masing organ Bank dapat dimintai akuntabilitas masing-masing sesuai tugas dan tanggung jawab dengan mengacu pada peraturan perundang-undangan yang berlaku.
- Akuntabilitas Tim
Adalah pertanggungjawaban suatu unit kerja/bisnis/supporting atas tercapai/tidak tercapai tugasnya.
- Akuntabilitas Individual
Adalah pertanggungjawaban atas aktivitas kinerja individu yang dijalankan dalam Bank.

Explanation and implementation of the 5 principles in the Bank are as follows:

• *Transparency*

The transparency principle applied in the process of taking decision and the transparency of the Bank on delivering the information related to the BWS. The company implement the transparency principles in following:

- Arranging and explaining The Annual Work Plan and The Budgets of a company.
- Annual Report.
- A periodic Financial Reports which covers Annual, Semi-Annual, and Quarterly Financial.

• *Accountability*

The Accountability Principle is the principle of distinctness of functions, structures, systems, implementation, and responsibilities in an organization so that the management of The Bank can running effectively and efficiently.

The Bank has three levels of accountability in every activities, as follows:

- Corporate Accountability
It is the responsibility on the business activities. Each organization of the company can be asked for their accountability based on their duties and responsibilities by referring to the applicable and valid laws and regulations.
- Team Accountability
It is the responsibility of a work unit/business/support for achieving/not achieving the tasks given.
- Individual Accountability
It is the responsibility for individual performance carried out by the company.



- **Prinsip Pertanggungjawaban (Responsibility)**

Prinsip yang mengemukakan kesesuaian pengelolaan Bank dengan peraturan dan perundang-undangan yang berlaku serta prinsip-prinsip pengelolaan Bank yang sehat.

Bank menerapkan prinsip pertanggungjawaban antara lain dengan:

- Mematuhi ketentuan Anggaran Dasar dan peraturan perundang-undangan yang berlaku.
- Melaksanakan kewajiban perpajakan dengan baik dan tepat waktu.
- Melaksanakan tanggung jawab sosial perusahaan.
- Melaksanakan kewajiban keterbukaan informasi sesuai regulasi yang ditetapkan.

- **Prinsip Kemandirian (Independency)**

Prinsip yang menekankan sikap profesionalisme tanpa benturan kepentingan, pengaruh, serta tekanan dari pihak manapun yang bertentangan dengan peraturan dan perundang-undangan yang berlaku serta prinsip pengelolaan Bank yang baik.

Penerapan unsur Kemandirian di lingkungan Bank adalah sebagai berikut:

- Saling menghormati hak, kewajiban, tugas, wewenang serta tanggung jawab di antara organ Bank.
- Pemegang saham dan Komisaris tidak boleh melakukan intervensi terhadap pengurusan Bank.
- Dewan Komisaris, Direksi, dan pegawai selalu menghindari terjadinya benturan kepentingan dalam mengambil keputusan.
- Kegiatan Bank yang memiliki potensi benturan kepentingan harus memperoleh persetujuan terlebih dahulu dari Pemegang saham Independen atau wakil mereka yang diberi wewenang untuk itu dalam RUPS (Rapat Umum Pemegang Saham) sebagaimana diatur, dan mematuhi peraturan tentang benturan kepentingan.
- Penerapan kebijakan dan sistem yang meminimalkan terjadinya benturan kepentingan, seperti dalam kebijakan kepegawaian, pengadaan dan keuangan.

- **Prinsip Kewajaran dan Kesetaraan (Fairness)**

Prinsip perlakuan adil dan setara dalam memenuhi hak-hak pemangku kepentingan berdasarkan ketentuan dan peraturan perundang-undangan yang berlaku.

Prinsip Keadilan di Bank diterapkan antara lain dengan:

- **Responsibility**

The Responsibility Principle is the principle that suggest the suitability of The Bank Management to the applicable laws and regulations and the clean principles of The Bank management.

The Bank implements the responsibility principle in:

- Complying the provisions of Articles of Association and the applicable laws and regulations.
- Carrying out the tax obligations properly and on time.
- Carrying out the corporate social responsibility ("CSR").
- Carrying out the obligation of information disclosure based on the established regulations.

- **Independency**

The Independency Principle is the principle that emphasizes the professionalism without any conflicts, influences, and pressures from anyone that is in contradiction to the applicable laws and regulations and the Good Corporate Governance of The Bank.

The implementation of the element of independence in the Bank's environment is as follows:

- Respecting each other's rights, obligations, duties, authorities, among the Bank's structure.
- The Shareholders and The Board of Commisioners may not interfere in management handling of the Bank.
- The Board of Commissioners, The Board of Directors, and The Employees are always avoid conflicts of interest in making decisions.
- The Activities of the Bank which have conflict of interests have to acquire the prior approval from the Independent Shareholders or their representatives who are authorized for it in the General Meeting of Shareholders (GMS) as it is regulated, and they have to obey the rules regarding the conflict of interest.
- The implementation of policies and systems that can minimize the conflict of interest, such as employee, procurement, and financial policies.

- **Fairness**

Fair and equal in fulfilling the rights of The Stakeholders based on the valid and applicable laws and regulations.

The Fairness Principle in The Bank are implemented by following ways:





- Pemegang saham berhak menghadiri dan memberikan suara dalam RUPS sesuai dengan ketentuan yang berlaku.
- Bank memperlakukan semua rekanan secara adil dan transparan.
- Bank memberikan kondisi kerja yang baik dan aman bagi setiap pegawai sesuai dengan kemampuan Bank dan peraturan perundang-undangan yang berlaku.

- The Shareholders have the rights to attend and vote on the GMS based on a valid and applicable laws and regulations.
- The Bank treats all the partners fairly and transparently.
- The Bank provides good and safe working condition for all employees based on The Bank's capabilities and the valid laws and regulations.



PETA JALAN TATA KELOLA BANK

Bank Governance Roadmap

Roadmap GCG yang diterbitkan OJK pada tahun 2014 memiliki dampak yang besar bagi perkembangan tata kelola perusahaan di masa mendatang. Penekanan pada transparansi, akuntabilitas, dan penyampaian informasi yang wajar menjadi bahasan yang dapat menjadi pegangan bagi entitas usaha, khususnya bagi perusahaan publik. Demikian pula dengan hak pemegang saham tanpa terkecuali, khususnya pemegang saham minoritas yang harus menjadi perhatian dari perusahaan publik terkait. Secara umum, Perusahaan sebagai perusahaan publik telah melaksanakan seluruh peraturan yang dikeluarkan OJK, dan akan terus berupaya melakukan perbaikan untuk menciptakan nilai tambah bagi pemegang saham dan pemangku kepentingan.

The GCG roadmap issued by OJK in 2014 had a major impact on the development of corporate governance in the future. The emphasis on transparency, accountability, and the delivery of reasonable information is a discussion that can be a guide for business entities, especially for public companies. Likewise with shareholders' rights without exception, especially minority shareholders that must be a concern of related public companies. In general, the Company as a public company has implemented all regulations issued by the OJK and will continue to make improvements to create added value for shareholders and stakeholders.



STRUKTUR DAN MEKANISME TATA KELOLA

Governance and Mechanism Structure

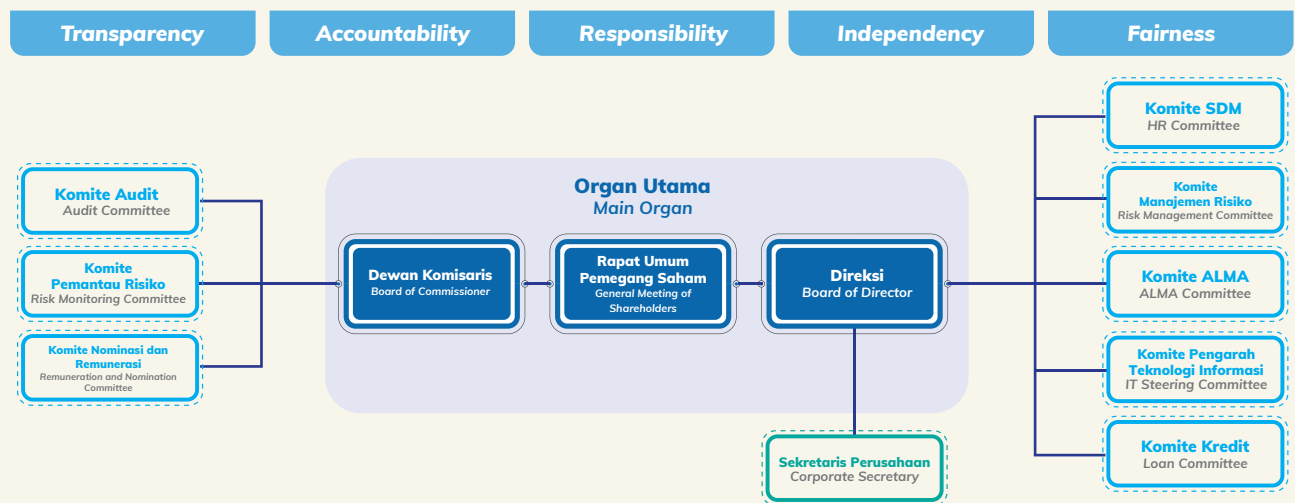
Struktur GCG Bank memiliki beberapa aspek utama yang berperan dalam menunjang penguatan kontrol dan pengelolaan terhadap bank. Berdasarkan Undang-Undang No. 40 Tahun 2007 tentang Perseroan Terbatas, infrastruktur keorganisasian sebuah Perseroan Terbatas mencakup kepentingan pemegang saham yang dituangkan melalui Rapat Umum Pemegang Saham (RUPS); Direksi dengan tugasnya untuk mengelola; serta Dewan Komisaris yang berfungsi melakukan pengawasan. Sistem kepengurusan Perseroan Terbatas menganut model 2 (dua) badan atau two tier system, yaitu Dewan Komisaris dan Direksi dengan kewenangan dan tanggung jawab yang jelas sesuai fungsinya masing-masing sebagaimana diamanahkan dalam peraturan dan perundang-undangan serta Anggaran Dasar.

The Structures of GCG of the Banks has some main aspects that play a role in supporting the reinforcement of control and management of the Bank. Based on the laws Number 40 on 2007 concerning the Limited Liability of The Company, the organizational infrastructure of a Limited Liability of a company covers the interests of the shareholders as it is contained through the General Meeting of Shareholders or GMS; The Board of Directors with their duties in managing it; and the Board of Commissioners who has a function to supervise it. The Management System of a Limited Liability of a company have 2 (two) model or two tier system, they are The Board of Commissioners and The Board of Directors with a clear authority and responsibility based on their respective function and mandatory as it is stated in the valid laws and regulation as well as in The Articles of Association.



Struktur Organ Perusahaan

The Organ Structure of The Company



Implementasi GCG yang terkandung dalam visi, misi dan strategi Bank, dinyatakan dengan nilai-nilai Bank serta kode etik yang disusun untuk memastikan adanya kepatuhan seluruh jajaran Bank. Hal tersebut berguna untuk menghindari benturan kepentingan dan transaksi dengan pihak ketiga yang tidak tepat. Oleh karena itu, risiko Bank dikelola dengan sistem pengendalian dan monitoring yang baik.

The Implementation of GCG consist in the Visions, Missions, and the strategies of the Bank, it was mentioned on the value of the Bank as well as in the code of ethics that has been arranged to ensure that all of the Bank structure is complying to the valid laws and regulations. It can be a useful thing to avoid the conflict of interests and the transaction with the inappropriate third parties. Therefore, the Risks of the Bank is being managed by the good control and monitoring system.

Kualitas penerapan GCG di Bank diuji berdasarkan pedoman GCG dan efektivitas pelaksanaan pedoman GCG diterapkan untuk menciptakan nilai bagi pemegang saham tanpa merugikan kepentingan para pemangku kepentingan lainnya. Analisis atas kajian mengenai praktik GCG diperlukan untuk membantu investor dalam memperoleh gambaran yang jelas mengenai tata kelola. Sistem pemeringkatan dengan skor atau indeks tata kelola Perusahaan mencerminkan bahwa Bank menerapkan GCG yang dinilai berdasarkan indeks sehingga dapat merepresentasikan tingkat penerapan GCG yang komprehensif di BWS.

The Quality of GCG implementation on The Bank has been tested based on the GCG guidelines and the effectiveness of implementing GCG has been implemented to create values for shareholders without damaging the interests of other stakeholders. The Analysis of the Study regarding GCG practices is needed to help investors in getting a clear description of the governance. The rating system with the scoring or index of corporate governance reflects and shows that the Bank has implemented the GCG based on the index so that it can represent the comprehensive implementation of GCG in BWS.

Mekanisme GCG BWS dituangkan dalam Pedoman Dewan Komisaris dan Direksi yang ditandatangani bersama-sama oleh Dewan Komisaris dan Direksi dan mengatur pelaksanaan hubungan kerja seluruh Organ Tata Kelola di lingkungan BWS, dengan mengacu pada ketentuan Anggaran Dasar Perusahaan dan/atau peraturan serta perundang-undangan yang berlaku. Struktur Tata Kelola Perusahaan yang Baik dibentuk berdasarkan regulasi yang tepat dalam membuat keputusan serta memastikan kesuksesan bisnis dan akuntabilitas Bank.

The mechanism of GCG in BWS has been served in The Board Manual signed together by the Board of Commissioners and the Board of Directors and arranging the the implementation of the work relations of all Governance organization in the environment of BWS, based on the provisions of the Articles of Association of the Company and/or the valid laws and regulations. A Good Corporate Governance Structure is formed based on the right regulation in making decision and ensuring the success of the business and accountability of the Bank.





PENILAIAN DAN EVALUASI PENERAPAN GCG BANK

Assessment and Evaluation of GCG Implementation of The Bank

Bank memiliki komitmen untuk selalu menerapkan standar GCG dengan selalu berusaha menerapkan praktik Tata Kelola Perusahaan yang Baik, melalui berbagai usaha perbaikan dan peningkatan, serta merujuk pada standar minimal maupun rekomendasi yang harus dipenuhi. Penilaian penerapan GCG secara konsisten dilakukan setiap tahun untuk mengetahui tingkat kecukupan penerapan GCG di lingkungan Bank. Penilaian yang dilakukan oleh Bank menggunakan berbagai acuan standar praktik terbaik (best practices) yang berlaku.

Bank melakukan penilaian berdasarkan ketentuan Otoritas Jasa Keuangan mengenai penilaian Tingkat Kesehatan Bank Umum dengan menggunakan pendekatan risiko (RBBR), penilaian terhadap pelaksanaan GCG yang berlandaskan pada 5 (lima) prinsip dasar dikelompokkan dalam suatu governance system yang terdiri dari 3 (tiga) aspek governance, yaitu governance structure, governance process, dan governance outcome.

The Bank committed to implemented GCG standards, through various improvements and developments, and referring to the minimum standards and recommendations. An assessment of the implementation of GCG is consistently carried out annually to determine the adequacy level of GCG implementation within the Bank. The assessment conducted by the Bank with various applicable best practice standards.

BWS conduct an assessment based on the provisions of the Otoritas Jasa Keuangan regarding the assessment of the soundness of commercial banks using a risk approach (RBBR), an evaluation of GCG implementation based on 5 (five) basic principles grouped in a governance system consisting of 3 (three) governance aspects: governance structure, governance process, and governance outcome.

Hasil Penilaian Sendiri (Self Assessment) Tata Kelola		Self Assessment Result Of Governance
	Peringkat Rating	Definisi Peringkat Rating Definition
Individual	2	Baik Good
Konsolidasi Consolidation	-	-

Matriks Peringkat Faktor Tata Kelola		Rating Matrix of Governance
Peringkat Rating	Definisi Definition	
2	<p>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.</p> <p>Reflecting the Bank management has made the implementation of Governance in general is good. This is reflected in adequate fulfillment of the principles of Governance. In the event that there are weaknesses in the application of the governance principles, in general these weaknesses are less significant and can be resolved by normal actions by the Bank's management.</p>	



Analisis	Analysis
<p>A. Governance Structure</p> <p>Kekuatan pada Governance Structure antara lain sebagai berikut:</p> <ol style="list-style-type: none"> 1. Terpenuhinya struktur atau komposisi anggota Dewan Komisaris dan Direksi serta komposisi anggota Komite Audit, Komite Pemantau Risiko dan Komite Nominasi dan Remunerasi. Di tengah Semester I-2019 terdapat perubahan komposisi Direksi dan Dewan Komisaris di mana sedang dalam proses persetujuan dari OJK sebagaimana tercantum dalam RUPS No. 40 Kamis, 29 Maret 2019. <p>Bank telah memiliki struktur organisasi yang telah disesuaikan dengan unit bisnis Bank sehingga untuk mendukung tugas dan tanggung jawab Dewan Komisaris dan Direksi serta penerapan manajemen risiko dan pengendalian intern.</p> <ol style="list-style-type: none"> 2. Bank telah menerapkan Change Management, yaitu sebagai alat untuk menjembatani Culture Gap dalam menyampaikan ataupun menerima informasi, agar tercapai tujuan sesuai dengan visi dan misi Bank. 3. Pelaksanaan tugas dan tanggung jawab Dewan Komisaris, Direksi, Komite, Satuan Kerja Internal Audit, Satuan Kerja Kepatuhan dan Satuan Kerja Manajemen Risiko telah memenuhi prinsip-prinsip Tata Kelola, berjalan dengan efektif. <p>Kelemahan pada Governance Structure: Bank telah memiliki sistem informasi dan sumber daya manusia yang baik, namun Bank harus terus berupaya menciptakan sinergi antara sistem informasi dengan kualitas sumber daya manusia agar berjalan secara optimal sehingga mampu mengikuti perkembangan kompleksitas usaha Bank.</p>	<p>A. Governance Structure</p> <p>Strengths in the Governance Structure are as follows:</p> <ol style="list-style-type: none"> 1. Terpenuhinya struktur atau komposisi anggota Dewan Komisaris dan Direksi serta komposisi anggota Komite Audit, Komite Pemantau Risiko dan Komite Nominasi dan Remunerasi. Amidst semester 1-2019 there is a change in the Board of Directors and the Board of Commissioners composition, which still in an approval process from Otoritas Jasa Keuangan (OJK) as stated in GMS No. 40, Thursday, March 29, 2019. <p>The Bank presented an organizational structure that had been adapted to the Bank's business units so as to support the tasks and responsibilities of the Board of Commissioners and Directors as well as the application of risk management and internal control.</p> <ol style="list-style-type: none"> 2. The Bank has implemented the Change Management program, namely as a tool to bridge the Culture Gap in delivering or receiving information, therefore, the goals are achieved regarding the Bank's vision and mission. 3. The well-performed task and responsibilities of the Board of Commissioners, Directors, Committees, Internal Audit Work Unit, Compliance Unit and Risk Management Work Unit fulfilled the principles of Governance, hence it run effectively. <p>Weaknesses in Governance Structure: Besides good information system and human resources, the Bank is still expected to improve the synergies between information systems with the quality of human resources to run optimally; therefore, they are able to deal with the complexity of the Bank's business.</p>





Analisis

B. Governance Process

Kekuatan pada Governance Process antara lain sebagai berikut:

1. Dewan Komisaris telah melaksanakan pengawasan terhadap pelaksanaan tugas dan tanggung jawab Direksi dengan melakukan rapat bersama Direksi dan memberikan nasihat kepada Direksi untuk mendukung pelaksanaan tugas Direksi. Komisaris memberikan masukan kepada Direksi yang telah dituangkan ke dalam memo.
2. Penyelenggaraan rapat Dewan Komisaris, Direksi dan Komite telah sesuai dengan ketentuan yang berlaku.
3. Direktur yang membawahkan fungsi Kepatuhan melakukan upaya-upaya untuk mendorong Budaya Kepatuhan Bank dengan melakukan:
 - Analisa Kepatuhan;
 - Monitoring Ketentuan Regulator dan Compliance Info;
 - Sosialisasi dan Compliance Test.
4. Bank telah berupaya untuk memastikan bahwa seluruh kebijakan, ketentuan, sistem, dan prosedur, serta kegiatan usaha yang dilakukan Bank telah sesuai dengan ketentuan Otoritas Jasa Keuangan dan peraturan perundang-undangan lainnya yang berlaku. Salah satunya dengan melakukan review secara berkala dan/atau merekomendasikan pengkinian dan penyempurnaan kebijakan, ketentuan, sistem maupun prosedur yang dimiliki oleh Bank agar sesuai dengan ketentuan Otoritas Jasa Keuangan dan peraturan perundang-undangan yang berlaku.
5. Bank telah meluncurkan sistem whistleblowing melalui aplikasi yang dapat diakses oleh seluruh karyawan melalui website internal (BWS Portal) pada tanggal 1 Juli 2019.

Analysis

C. Governance Process

Strengths in Governance Process include the following:

1. The Board of Commissioners supervised the implementation of the tasks and responsibilities of the Board of Directors by conducting monthly meetings with the Board of Directors; and providing advices to the Directors to support the implementation of the duties of the Board of Directors. The Commissioner provided input to the Board of Directors to be stated in the memo.
2. The implementation of the Board of Commissioners, Directors and Committee meetings was in accordance with the applicable regulations.
3. The director in charge of the Compliance Function was making efforts to encourage the Bank' culture of compliance by:
 - Compliance Analysis;
 - Monitoring the provision of regulation and Compliance Info;
 - Socialization and Compliance Test.
4. The Bank endeavored to ensure that all policies, provisions, systems and procedures, as well as business activities were in accordance with the provisions of the Otoritas Jasa Keuangan and other applicable laws and regulations. One of them was by periodical review and/or recommendation towards update and refinement of policies, provisions, systems, and procedures that were owned by the Bank to comply with the provisions of the Otoritas Jasa Keuangan and governing laws and regulations.
5. Bank launched whistleblowing systems through application that can be accessed by every employee through internal website (Portal BWS) on July 1, 2019.



Analisis	Analysis
<p>6. Bank telah menyusun, menyampaikan dan mempublikasikan laporan Pelaksanaan Tata Kelola dengan isi dan cakupan sesuai dengan Peraturan Otoritas Jasa Keuangan No.55/POJK.03/2016 tentang Penerapan Tata Kelola bagi Bank Umum dan Surat Edaran Otoritas Jasa Keuangan No.13/SEOJK.03/2017 tentang Penerapan Tata kelola bagi Bank Umum.</p> <p>Kelemahan pada Governance Process:</p> <ol style="list-style-type: none"> 1. Bank terus berupaya untuk memastikan kepatuhan terhadap komitmen yang dibuat Bank kepada Otoritas Jasa Keuangan, dan terus dilakukan perbaikan guna meningkatkan budaya patuh dan peduli akan risiko. 2. Bank akan terus berupaya untuk meningkatkan proses analisa risiko yang kompleks serta selalu memenuhi rasio-rasio yang diatur dalam peraturan eksternal (OJK atau BI). Satuan Kerja Kepatuhan akan terus melakukan pemantauan atas pemenuhan rasio-rasio tersebut. <p>C. Governance Outcome</p> <p>Kekuatan pada Governance Outcome antara lain sebagai berikut:</p> <ol style="list-style-type: none"> 1. Seluruh anggota Dewan Komisaris dan Direksi telah mengungkapkan kepemilikan saham, hubungan keuangan dan hubungan keluarga, remunerasi dan fasilitas lain, serta share option yang dimiliki dalam laporan pelaksanaan Tata Kelola yang dipublikasikan melalui website Bank dan didistribusikan kepada seluruh pemegang saham dan kepada pihak-pihak lain sebagaimana ditetapkan dalam ketentuan yang berlaku. 2. Hasil rapat Dewan Komisaris, Direksi, Komite Audit, Komite Pemantau Risiko, dan Komite Nominasi dan Remunerasi telah dibuatkan berita acara rapat untuk ditindaklanjuti. 	<p>6. The Bank developed, submitted, and published a Governance Implementation report with its content and coverage aligned with the Otoritas Jasa Keuangan Regulation No.55/POJK.03/2016 concerning Implementation of Governance for Commercial Banks and Otoritas Jasa Keuangan Circular Letter No.13/SEOJK.03/2017 on Implementation of Governance for Commercial Banks.</p> <p>Weaknesses in Governance Process:</p> <ol style="list-style-type: none"> 1. The Bank continuously ensured the commitments made by the Bank to the Otoritas Jasa Keuangan were complied, and continuous improvements were made to increase the culture of compliance and concern for risk. 2. The Bank continuously enhanced the complex risk analysis process and always fulfills the ratios as stipulated in an external regulations (OJK or BI). The Compliance Units will continue to monitor for fulfills the ratios. <p>C. Governance Outcome</p> <p>Strengths in Governance Outcome include the following:</p> <ol style="list-style-type: none"> 1. All members of the Board of Commissioners and Board of Directors disclosed the share ownership, financial and family relations, remuneration, and other facilities, as well as share options held in the governance implementation report published on the Bank's website and distributed to all shareholders and to other parties as stipulated in the applicable provisions. 2. The results of the Board of Commissioners, Board of Directors, Audit Committee, Risk Monitoring Committee, and Nomination and Remuneration Committee meetings were provided with minutes of the meeting to be followed up.



**Analisis**

3. Bank telah membuat Rencana Bisnis yang menggambarkan pertumbuhan Bank yang berkesinambungan dengan peningkatan pada aspek finansial maupun non finansial. Pada tahun 2019, BWS meraih beberapa penghargaan yaitu sebagai berikut:
- Predikat kinerja “sangat bagus” ke-24 kali dari InfoBank Rating. BWS secara konsisten terus meningkatkan performance dan menjadi satu-satunya bank yang menyanggah predikat kinerja sangat bagus selama 24 tahun berturut-turut. Selain itu BWS juga masuk 10 besar bank terbaik berdasarkan kelompok Bank Devisa, dan mendapat rating ke-7 dari total 45 Bank Go Public.
 - Pefindo telah menaikkan peringkat BWS menjadi “idAAA” dari sebelumnya “idAA+”. Peringkat untuk Obligasi Subordinasi I/2012 milik Bank yang masih beredar juga dinaikkan menjadi “idAA+” dari sebelumnya “idAA”.
 - Penghargaan dari majalah Investor sebagai Bank Terbaik 2019 kategori Bank Umum BUKU 2 pada 28 Juni 2019.
 - “Top GRC 2019” untuk BWS dan “The Most Committed GRC Leader 2019”.
 - Bank Berpredikat “Sangat Bagus” Kelompok Bank BUKU 2 serta mendapatkan Diamond Award atas Kinerja Keuangan “Sangat Bagus” selama 20 Tahun berturut-turut.
 - Top 50 Mid-Capitalization Public Listed Company dari Indonesian Institute for Corporate Directorship (IICD).
 - Penatausahaan MPN G-3 Terbaik dari Kementerian Keuangan Republik Indonesia.
 - Penghargaan dari Kementerian Koperasi dan Usaha Kecil dan Usaha Menengah Republik Indonesia karena telah berkontribusi mengembangkan Koperasi Partha Manunggal melalui program OVOP pada tahun 2019.

Analysis

3. The Bank developed a Business Plan that described the Bank’s sustainable growth with improvements in financial and non-financial aspects. In 2019, BWS won several awards, as follows:
- The 24th times, Performance predicate “very good” from Infobank rating. BWS consistently improve its performance and be the only bank with the very good performance predicate for 24 consecutive years. Besides, BWS is the big 10 of the best bank based on foreign exchange bank, and ranked 7th from 45 Go Public Bank.
 - Pefindo has elevated BWS ratings of “idAAA’ from the previous rating of “idAA+”. The Bank Subordinate Obligation I/2012 rating is also elevated of “idAA+” from the previous rating of “idAA”.
 - Award by Investor Magazine as the Best Bank 2019 in the BUKU 2 Commercial Bank Category on June 28, 2019.
 - “Top GRC 2019” for BWS and “The Most Committed GRC Leader 2019”.
 - As an “Excellent” Bank in BUKU 2 Bank Group and received a Diamond Award for “Very Good” Financial Performance for 20 consecutive years.
 - Top 50 Mid-Capitalization Public Listed Company by Indonesian Institute for Corporate Directorship (IICD).
 - The Best Administration of MPN G-3 from the Ministry of Finance of Republic of Indonesia.
 - Award by the Ministry of Cooperatives and Small and Medium Enterprise of Republic of Indonesia through the Bank contribution to develop Koperasi Partha Manunggal through OVOP program in 2019.



Analisis	Analysis
<p>4. Rencana Korporasi (<i>corporate plan</i>) dan Rencana Bisnis Bank (<i>business plan</i>) beserta realisasinya telah dikomunikasikan Direksi kepada Pemegang Saham Pengendali dan ke seluruh jenjang organisasi yang ada pada Bank melalui <i>kick-off meeting</i> yang dilaksanakan setiap tahun maupun melalui Rapat Kerja yang diselenggarakan secara berkala.</p> <p>Kelemahan pada <i>Governance Outcome</i>:</p> <ol style="list-style-type: none"> 1. Pencapaian rencana strategis Bank didukung dengan penyiapan infrastruktur yang memadai, baik dalam hal sumber daya manusia, teknologi informasi, jaringan kantor, kebijakan dan prosedur, namun perlu ditingkatkan kesinergisan dalam hal pelaksanaannya agar dapat mendukung rencana strategis yang telah ditetapkan. 2. Pemenuhan rasio LCR dan NSFR yang pada Februari s/d April belum memenuhi nominal yang ditetapkan oleh OJK, sampai dengan posisi Desember 2019, Bank telah memenuhi batas nilai rasio, yaitu sebesar 191.15% (LCR) dan 105.80% (NSFR). Satuan Kerja Kepatuhan akan terus melakukan pemantauan berkala terkait pemenuhan rasio-rasio tersebut. 	<p>4. The <i>corporate plan</i> and the Bank's <i>business plan</i> along with their realization were delivered by the Board of Directors to the Controlling Shareholders and to all levels of the organization that are available at the Bank through annual <i>kick-off meetings</i> and through periodic <i>Work Meetings</i>.</p> <p>Weaknesses in <i>Governance Outcome</i>:</p> <ol style="list-style-type: none"> 1. The achievement of the Bank's strategic plan is supported by the preparation of adequate infrastructure, both in terms of human resources, information technology, office networks, policies and procedures, but synergies need to be improved in terms of its implementation in order to support the established strategic plan. 2. LCR and NSFR ratio fulfillment in February until April is not fulfilling the nominal set by the OJK, until December 2019, bank has fulfill its ratio limit by 191.15% (LCR) and 105.80% (NSFR). Compliance work unit will countiously monitor those ratios fulfillment.





PERKEMBANGAN PENERAPAN GCG DI TAHUN 2019

The Development of GCG Implementation in 2019

Sebagai komitmen untuk meningkatkan penerapan GCG, Bank melakukan berbagai kegiatan di tahun 2019, sebagai berikut:

- a. Melaksanakan audit laporan keuangan oleh Kantor Akuntan Publik yang terdaftar di OJK/Bank Indonesia yang telah mendapat persetujuan dari RUPS.
- b. Melaksanakan penerapan manajemen risiko sesuai peraturan OJK mengenai Penerapan Manajemen Risiko bagi Bank Umum.
- c. Meningkatkan penerapan dan monitoring atas kebijakan dan pedoman benturan kepentingan yang mengikat seluruh karyawan Bank.
- d. Melakukan pengkinian terhadap rincian pihak terkait guna meningkatkan dan mempermudah pengawasan terhadap penyediaan dana dengan pihak terkait.
- e. Menyusun Rencana Bisnis yang berpedoman pada Peraturan OJK mengenai Rencana Bisnis Bank Umum.
- f. Menyusun Laporan Keuangan Publikasi dalam rangka pelaksanaan transparansi kondisi keuangan bank.
- g. Melakukan transparansi informasi produk dan aktivitas Bank sesuai dengan Kebijakan dan Pedoman Transparansi Informasi Produk Bank dan Penggunaan Data Pribadi Nasabah yang dilakukan melalui media yang dapat diakses dengan mudah oleh masyarakat untuk mengurangi dampak risiko hukum dan risiko reputasi terhadap bank.
- h. Membuat Self Assessment dan Laporan Good Corporate Governance serta melaporkannya kepada pihak-pihak tertentu.
- i. Mengupayakan peningkatan praktek perbankan yang sehat baik di bidang pendanaan maupun perkreditan.

As a commitment to improve the implementation of GCG, the Bank conducted various activities in 2019, as follows:

- a. Implementing the financial reports by Public Accountant Firm registered on OJK/Bank of Indonesia that has been approved by GMS.
- b. Implementing the Risk Management based on the OJK regulation regarding the Implementation of Risk Management for Commercial Bank .
- c. Improving the implementation and monitoring of policies and the guidelines for conflict of interest that tied up all of BWS Employees.
- d. Updating the details of related parties to improve and facilitate the monitoring towards the provisions of fund with related parties.
- e. Arranging the Business Plan based on the OJK regulation regarding the Commercial Bank Business Plan.
- f. Arranging the Published Financial Reports regarding the implementation of transparency in the financial condition of the Bank.
- g. Implementing the Transparency of Products Information and Bank Activities based on the Policies and Guidelines for Transparency of Information of the products of the Bank and the Use of Personal Data of the Customers conducted through media that can be accessed easily by public to reduce the legal risks and reputation risks on The Bank.
- h. Making a Self-Assessment and Good Corporate Governance Reports and reporting it to certain parties.
- i. Making an effort on increasing the fair banking practices in the field of both funding and credit.



Struktur dan Organ Tata Kelola Bank

The Governance Structure and Organ of The Bank

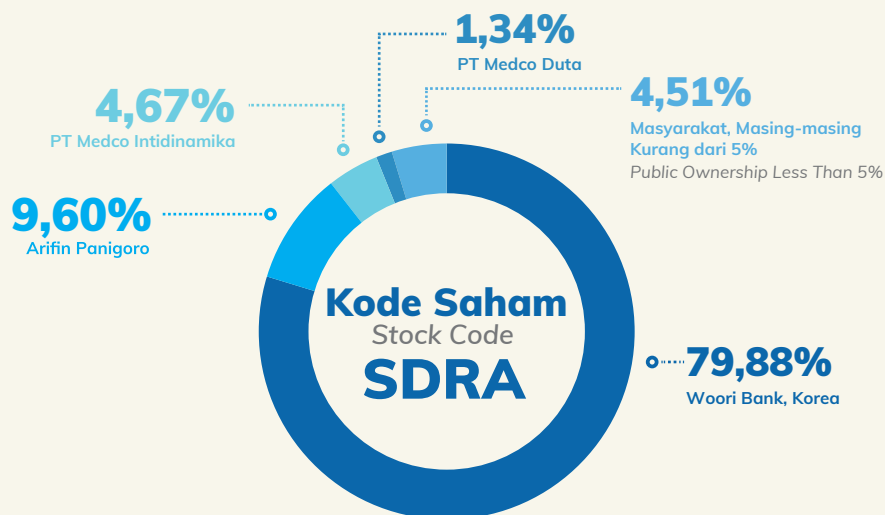
PEMEGANG SAHAM DAN RAPAT UMUM PEMEGANG SAHAM Shareholders And General Meeting Of Shareholders

Pemegang Saham

Pemegang Saham sebagai pemilik modal memiliki hak dan tanggung jawab sesuai dengan peraturan perundang-undangan dan Anggaran Dasar Bank. Pemegang Saham Bank terdiri dari Pemegang Saham Utama/Pengendali, Pemegang Saham Lainnya termasuk pendiri, dan Pemegang Saham Publik yang masing-masing memiliki kurang dari 5% saham Bank.

Bank merupakan Perseroan Terbatas yang mencatat dan memperdagangkan sahamnya di Bursa Efek Indonesia. Sebanyak 5,85% saham Bank diperdagangkan di Bursa, dan dimiliki oleh masyarakat dengan kepemilikan masing-masing kurang dari 5%.

Komposisi Pemegang Saham BWS per 31 Desember 2019



Pemegang Saham Utama/Pengendali Bank adalah Woori Bank Korea yang memiliki saham Bank sebesar 79,88%. Pemegang Saham Pengendali setiap saat wajib memenuhi persyaratan kemampuan dan kepatutan.

Shareholders

Shareholders as an owners of capital have rights and responsibilities in accordance with laws and regulations and the Bank's Articles of Association. The Bank's Shareholders consist of Major/Controlling Shareholders, and other Shareholders include founders, and Public Shareholders with less than 5% of bank ownership.

The Bank is a Limited Liability Companies that listed and trades its shares in Indonesia Stock Exchange. 5.85% the Bank's shares was traded on the Exchange, and owned by public with less than 5% ownership.

Composition of Shareholders of BWS as of December 31, 2019

The Major Shareholder/Bank Controller is Woori Bank Korea, which own 79.88% shares. The Controlling Shareholder have to fulfill the requirements of fit and proper test.





Rapat Umum Pemegang Saham (RUPS)

Sesuai Undang-undang No. 40 Tahun 2007 tentang Perseroan Terbatas dan Anggaran Dasar Bank, para pemegang saham memiliki mekanisme pengambilan keputusan terhadap laju perkembangan Bank melalui forum Rapat Umum Pemegang Saham (RUPS). RUPS adalah organ Bank yang memiliki fungsi dan kemandirian dalam mengelola Bank secara profesional, efisien, dan efektif. RUPS memiliki wewenang yang tidak diberikan kepada Direksi atau Dewan Komisaris dalam batas yang ditentukan dalam anggaran dasar Bank dan peraturan perundang-undangan yang berlaku. RUPS yang dilaksanakan oleh Bank terdiri dari RUPS Tahunan dan RUPS Lainnya.

Sesuai Anggaran Dasar Bank dan peraturan perundang-undangan yang berlaku, RUPS Tahunan wajib diselenggarakan dalam jangka waktu paling lambat 6 (enam) bulan setelah tahun buku berakhir.

Dalam RUPS Tahunan, Direksi menyampaikan:

- Laporan Tahunan sebagaimana dimaksud pada Anggaran Dasar Bank.
- Usulan penggunaan laba jika Bank memiliki saldo laba yang positif.
- Usulan penunjukan Akuntan Publik yang terdaftar di OJK.
- Hal-hal lain yang diajukan secara sebagaimana mestinya dalam RUPS sesuai Anggaran Dasar Bank.

RUPS lainnya yang diadakan sewaktu-waktu berdasarkan kebutuhan untuk kepentingan Bank. RUPS ini disebut juga sebagai RUPS Luar Biasa.

Wewenang RUPS

Kewenangan RUPS antara lain mengangkat dan memberhentikan anggota Dewan Komisaris dan Direksi, mengevaluasi kinerja Dewan Komisaris dan Direksi, menyetujui perubahan Anggaran Dasar, menyetujui laporan tahunan dan menetapkan bentuk dan jumlah remunerasi anggota Dewan Komisaris dan Direksi serta mengambil keputusan terkait tindakan korporasi atau keputusan strategis lainnya yang diajukan Direksi. Keputusan yang diambil dalam RUPS didasarkan pada kepentingan Bank. Tanpa mengurangi kekuasaan dan wewenang yang dimiliki oleh RUPS, RUPS atau pemegang saham tidak dapat melakukan intervensi terhadap pelaksanaan tugas, fungsi dan

General Meeting of Shareholders (GMS)

Based on the laws Number 40 on 2007 concerning the Limited Liability of The Company and The Article of Associations of The Bank, all shareholders has mechanism for decision making on the rate of bank development through General Meeting Shareholders (GMS) forum. GMS is a Bank structure that has a function and independence in managing the Bank in a professional, efficient, and effective way. GMS has an authority that is not given to The Board of Directors or The Board of Commissioners within the limits that was specified in The Article of Associations of The Bank and the valid laws and regulations. GMS held by The Bank consist of Annual GMS and other GMS.

In accordance with the Bank's Articles of Association and prevailing laws and regulations, the Annual GMS must be held at the latest 6 (six) months after the fiscal year ends.

In the Annual GMS, the Directors convey:

- Annual Reports as referred to in the Bank's Articles of Association.
- Proposed the use of the bank's profits if the Bank has a positive retained earnings.
- Proposed appointment of a Public Accountant registered in OJK.
- Any other things submitted properly on the General Meeting of Shareholders with the provisions of The Articles of Association of the Company.

The other GMS held at any time based on the Bank needs. This GMS is also known as an Extraordinary GMS.

Authority of the GMS

The Authority of General Meeting of Shareholders (GMS) includes appointing and dismissing The member of The Board of Commissioners and The Board of Directors, evaluating the performance of The Board of Commissioners and The Board of Directors, approving the Amendments of the Articles of Associations, Approving the Annual Reports and determining the form and the amount of remuneration for the members of The Board of Commissioners and The Board of Directors and making decisions regarding company actions or any other strategic decisions submitted by The Board of Directors. The decision is being made without reducing the authority and power that is owned by The General



wewenang Dewan Komisaris dan Direksi untuk menjalankan kewajiban dan haknya sesuai dengan Anggaran Dasar dan peraturan perundang-undangan. Pengambilan keputusan RUPS dilakukan secara wajar dan transparan.

Mekanisme Penyelenggaraan RUPS Bank

Mekanisme penyelenggaraan RUPS Bank mengacu pada:

1. Undang-Undang No. 40 Tahun 2007 tentang Perseroan Terbatas.
2. Peraturan OJK No. 32/POJK.04/2014 sebagaimana diubah dengan Peraturan OJK No. 10/POJK.04/2017 tentang Perubahan atas Peraturan OJK No. 32/POJK.04/2014 tentang Rencana dan Penyelenggaraan Rapat Umum Pemegang Saham Perusahaan Terbuka.
3. Anggaran Dasar Bank.

Ketentuan mengenai pemberitahuan, pengumuman, pemanggilan, hak untuk menghadiri, pengumuman ringkasan risalah, dan penyampaian risalah RUPS adalah sebagai berikut:

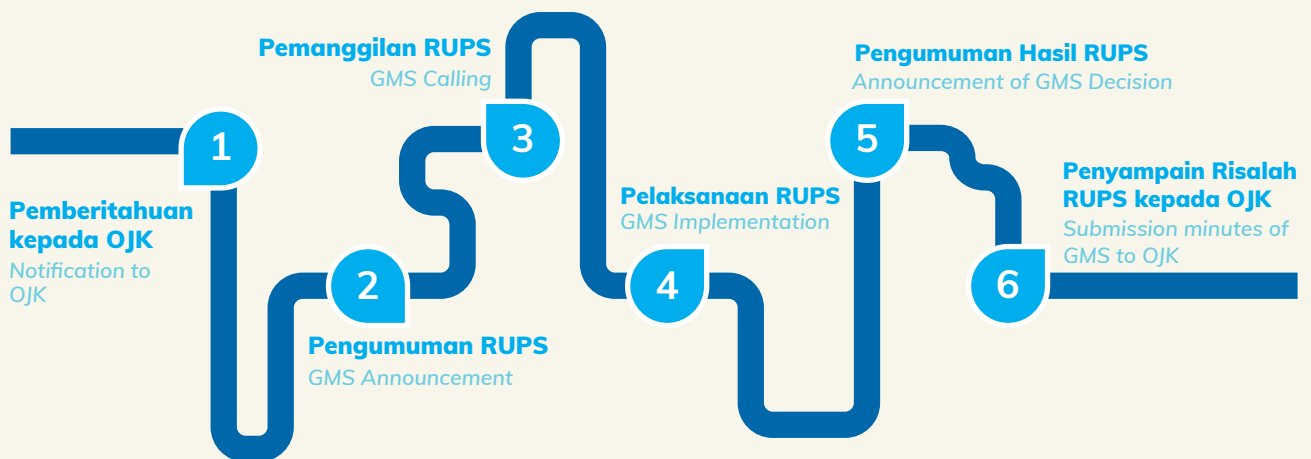
Meeting of Shareholders, The GMS or the shareholders cannot interfere on any of the functions, duties, and authority of The Board of Commissioners and The Board of Directors in carrying out their obligations and rights based on The Article of Associations and the valid laws and regulations. The decision making of GMS is being made in fair and transparent way.

Mechanism for the Bank's GMS

The GMS implementation mechanism is refers to:

1. Law No. 40 of 2007 concerning Limited Liability Companies.
2. OJK Regulation No. 32/POJK.04/2014 as amended by OJK Regulation No. 10/POJK.04/2017 concerning Amendments to OJK Regulation No. 32/POJK.04/2014 concerning Plans and Organizing of a Public Company General Meeting of Shareholders.
3. Bank's Articles of Association.

The provisions regarding the notifications, the announcements, the invitation, the rights to attends, the announcements of summary or minutes, and the reports of GMS's summary (Deed of Minutes) is mentioned as follows:





Informasi Penyelenggaraan dan Keputusan RUPS di Sepanjang Tahun 2019 Serta Pelaksanaan Keputusan RUPS oleh Manajemen

Di tahun 2019, Bank menyelenggarakan 1 (satu) kali RUPS, yaitu RUPS Tahunan yang diselenggarakan tanggal 28 Maret 2019 bertempat di Gedung Treasury Tower, Sudirman Central Business District (SCBD), Jakarta.

RUPS Tahun 2019

Jenis RUPS GMS type	RUPS Tahunan Annual GMS
Tanggal Date	28 Maret 2019 March 28, 2019
Tempat The place	Gedung Treasury Tower, Sudirman Central Business District (SCBD), Jakarta Treasury Tower Building, Sudirman Central Business District (SCBD), Jakarta
Kehadiran Presence	<ul style="list-style-type: none"> – Anggota Dewan Komisaris dan Direksi. – 6.217.495.891 saham atau 94,48% dari total saham berhak suara sah yang dikeluarkan oleh Bank. – Members of the Board of Commissioners and Directors. – 6,217,495,891 shares or 94.48% of the total shares entitled to valid votes issued by the Bank.
Akta Risalah RUPS Deed of GMS Minutes of Meeting	<p>Akta Berita Acara Rapat Umum Pemegang Saham Tahunan No. 39 tanggal 28 Maret 2019 yang dibuat di hadapan Fathiah Helmi, SH, Notaris di Jakarta.</p> <p>Deed of Minutes of Annual General Meeting of Shareholders No. 39 dated March 28, 2019 made before Fathiah Helmi, SH, Notary in Jakarta.</p>

Information of Implementation and Resolution of the General Meeting of Shareholders throughout 2018 and the Implementation of the General Meeting of Shareholders' Resolutions by Management

In 2019, the Bank held 1 (one) General Meeting of Shareholders, namely the Annual General Meeting of Shareholders held on March 28, 2019 at the Treasury Tower Building, Sudirman Central Business District (SCBD), Jakarta.

2019 GMS

Dalam rangka memenuhi ketentuan Peraturan OJK No. 32/POJK.04/2014 sebagaimana diubah dengan Peraturan OJK No. 10/POJK.04/2017 tentang Perubahan atas Peraturan OJK No. 32/POJK.04/2014 tentang Rencana dan Penyelenggaraan Rapat Umum Pemegang Saham Perusahaan Terbuka, berikut disampaikan kronologis pengumuman rencana pelaksanaan RUPS hingga pengumuman hasil risalah RUPS Tahunan 28 Maret 2019.

In order to meet the provisions of OJK Regulation No. 32/POJK.04/2014 as amended by OJK Regulation No. 10/POJK.04/2017 concerning Amendments to OJK Regulation No. 32/POJK.04/2014 concerning Plans and Organizing of a General Meeting of Shareholders of a Public Company, follows chronologically the announcement of the plan to hold a GMS until the announcement of the results of the Annual GMS on March 28, 2019.



Ketentuan Provisions	Kesesuaian Terhadap Peraturan OJK Compliance with OJK Regulations	Pelaksanaan RUPS Tahunan Tanggal 28 Maret 2019 Annual General Meeting of Shareholders March 28, 2019
<p>Pemberitahuan penyelenggaraan RUPS kepada regulator</p> <p>Notification of the holding of the GMS to the regulator</p>	√	<p>Bank telah menyampaikan pemberitahuan rencana dan mata acara RUPS kepada OJK melalui surat No. 037/BWS-DIR/OJK/II/2019 tertanggal 11 Februari 2019. Berikut surat pemberitahuan perubahan mata acara RUPS No. 054/BWS-DIR/OJK/III/2019 tertanggal 6 Maret 2019.</p> <p>Bank has conveyed the notification of the plan and agenda of the GMS to OJK through letter No. No. 037/BWS-DIR/OJK/II/2019 dated February 11, 2019. The following is a notice for changing the agenda of the GMS No. 054 / BWS-DIR / OJK / III / 2019 dated March 6, 2019.</p>
<p>Pengumuman penyelenggaraan RUPS melalui media massa (14 hari sebelum pemanggilan RUPS)</p> <p>Announcement of the holding of the GMS through the mass media (14 days before the GMS summons)</p>	√	<p>Diumumkan pada surat kabar Investor Daily serta diunggah pada situs web www.bankwoorisaudara.com pada tanggal 19 Februari 2019. Bukti Pengumuman disampaikan kepada OJK dan Bursa Efek Indonesia No. 040/BWS-DIR/OJK/II/2019 pada tanggal 19 Februari 2019.</p> <p>It was announced in the Investor Daily newspaper and uploaded on www.bankwoorisaudara.com on February 19, 2019. Proof of the announcement was made to the OJK and the Indonesia Stock Exchange No. 040/BWS-DIR/OJK/II/2019 on February 19, 2019.</p>
<p>Pemanggilan penyelenggaraan RUPS melalui media massa (21 hari sebelum pelaksanaan RUPS)</p> <p>Summons for holding GMS through mass media (21 days before the GMS)</p>	√	<p>Diumumkan pada surat kabar Investor Daily serta diunggah pada situs web www.bankwoorisaudara.com pada tanggal 06 Maret 2019. Bukti Pengumuman disampaikan kepada OJK dan Bursa Efek Indonesia pada tanggal 6 Maret 2019.</p> <p>It was announced in the Investor Daily newspaper and uploaded on www.bankwoorisaudara.com on March 6, 2019. Announcement evidence was submitted to the FSA and the Indonesia Stock Exchange on March 6, 2019.</p>
<p>Pelaksanaan RUPS</p> <p>Implementation of the GMS</p>	√	<p>RUPS diselenggarakan pada Hari Kamis, tanggal 28 Maret 2019 pukul 10.00 WIB s/d 11.06 WIB bertempat di Treasury Tower Lantai 27, District 8, Sudirman Central Business District (SCBD), Lot 28, Jalan Jend. Sudirman Kaveling 52-53, Jakarta 12190, dihadiri oleh seluruh anggota Dewan Komisaris dan Direksi Serta Para Pemegang Saham dan/atau kuasa Pemegang Saham yang seluruhnya mewakili 6.217.495.891 (enam miliar dua ratus tujuh belas juta empat ratus sembilan puluh lima ribu delapan ratus sembilan puluh satu) saham atau merupakan 94,48 % (sembilan puluh empat koma empat puluh delapan persen) dari seluruh saham dengan hak suara yang sah yang dikeluarkan perseroan yaitu sejumlah 6.580.926.254 (enam miliar lima ratus delapan puluh juta sembilan ratus dua puluh enam ribu dua ratus lima puluh empat)saham.</p> <p>The GMS was held on Thursday, March 28, 2019 at 10:00 WIB to 11.06 WIB at the Treasury Tower 27th Floor, District 8, Sudirman Central Business District (SCBD), Lot 28, Jalan Jend. Sudirman Kaveling 52-53, Jakarta 12190, attended by all members of Board of Commissioners and Directors as well as the Shareholders and/or Shareholders' attorney who all represented 6,217,495,891 (six billion two hundred seventeen million four hundred ninety five thousand eight hundred ninety-one) shares or constitute 94.48% (ninety four point forty eight percent) of all shares with valid voting rights issued by the company in the amount of 6,580,926,254 (six billion five hundred eighty million nine hundred twenty six thousand two hundred fifty four) shares.</p>
<p>Risalah RUPS</p> <p>Minutes of GMS</p>	√	<p>Risalah (termasuk hasil keputusan) RUPS telah dituangkan dalam Akta Berita Acara Rapat Umum Pemegang Saham Tahunan tertanggal 28 Maret 2019 No. 39 dibuat oleh Fathiah Helmi, SH, Notaris di Jakarta.</p> <p>Minutes (including resolutions) of the GMS have been set forth in the Deed of Minutes of the Annual General Meeting of Shareholders dated March 28, 2019 No. 39 made by Fathiah Helmi, SH, Notary in Jakarta.</p>
<p>Pengumuman Ringkasan Risalah (hasil) RUPS melalui media massa</p> <p>Announcement of the Summary of Minutes (results) of the GMS through the mass media</p>	√	<p>Diumumkan pada surat kabar harian Media Indonesia serta diunggah pada situs web www.bankwoorisaudara.com pada tanggal 1 April 2019. Bukti Pengumuman disampaikan kepada OJK dan Bursa Efek Indonesia pada tanggal 1 April 2019, No 067/BWS-DIR/BEI/IV/2019.</p> <p>It was announced in Media Indonesia daily newspaper and uploaded on www.bankwoorisaudara.com on April 1, 2019. Announcement evidence was submitted to the FSA and the Indonesia Stock Exchange on April 1, 2019, No. 067/BWS-DIR/BEI/IV/2019.</p>

√ = sesuai | x = belum sesuai

√ = appropriate | x = not appropriate





Adapun mata acara RUPS Tahunan 28 Maret 2019 beserta pelaksanaannya adalah sebagai berikut:

The agenda items for the Annual General Meeting of March 28, 2019 and their implementation are as follows:

Mata Acara RUPS Tahunan 28 Maret 2019 Annual GMS Agenda March 28, 2019	Penanya (orang) Questioner (person)	Setuju Agree	Tidak Setuju Disagree	Abstain Abstain	Keterangan Information
Mata Acara ke-1 Persetujuan Laporan Tahunan termasuk Laporan Pengawasan Dewan Komisaris dan Pengesahan Laporan Keuangan Perseroan untuk tahun buku 2018 1st Agenda <i>Approval of the Annual Report including the Supervisory Report of the Board of Commissioners and Ratification of the Company's Financial Statements for the 2018 fiscal year</i>	Nihil Null	6.217.495.891 atau 100% 6.217.495.891 or 100%	Nihil Null	Nihil Null	Keputusan melalui musyawarah mufakat <i>Decisions through consensus agreement</i>
Mata Acara ke-2 Penetapan Penggunaan Laba Bersih Perseroan untuk tahun Buku 2019 2nd Agenda Item <i>Determination of the Use of the Company's Net Profit for Fiscal Year 2019</i>	Nihil Null	6.217.495.891 atau 100% 6.217.495.891 or 100%	Nihil Null	Nihil Null	Keputusan melalui musyawarah mufakat <i>Decisions through consensus agreement</i>
Mata Acara ke-3 Penunjukan Kantor Akuntan Publik untuk mengaudit Laporan Keuangan Perseroan untuk tahun buku 2019 3rd Agenda Item <i>Appointment of a Public Accounting Firm to audit the Company's Financial Statements for fiscal year 2019</i>	Nihil Null	6.217.495.891 atau 100% 6.217.495.891 or 100%	Nihil Null	Nihil Null	Keputusan melalui musyawarah mufakat <i>Decisions through consensus agreement</i>
Mata Acara ke-4 Penetapan gaji/honorarium dan tunjangan lainnya bagi Anggota Direksi dan Dewan Komisaris Perseroan untuk tahun buku 2019 4th Agenda Item <i>Determination of salary / honorarium and other benefits for Members of the Directors and Board of Commissioners of the Company for fiscal year 2019</i>	Nihil Null	6.217.495.891 atau 100% 6.217.495.891 or 100%	Nihil Null	Nihil Null	Keputusan melalui musyawarah mufakat <i>Decisions through consensus agreement</i>
Mata Acara ke-5 Perubahan Pengurus Perseroan 5th Agenda Item <i>Change in Management of the Company</i>	Nihil Null	6.217.495.891 atau 100% 6.217.495.891 or 100%	Nihil Null	Nihil Null	Keputusan melalui musyawarah mufakat <i>Decisions through consensus agreement</i>

Hasil keputusan RUPS Tahunan 28 Maret 2019 dan tindak lanjutnya oleh manajemen adalah sebagai berikut:

The results of the Annual General Meeting resolutions of March 28, 2019 and the follow-up actions by management are as follows:



Agenda Hasil Keputusan The Result of Agenda	Sudah/Belum Terlaksana Implemented/ Not Implemented	Tindak Lanjut oleh Manajemen Hingga Akhir Tahun 2019 Follow-up by Management Until the End of 2019
Mata Acara ke-1		
<p>Menyetujui dan mengesahkan Laporan Tahunan Perseroan untuk Tahun Buku 2018, yang terdiri dari Laporan Direksi Perseroan, Laporan Tugas Pengawasan Dewan Komisaris Perseroan serta Laporan Keuangan Perseroan untuk Tahun Buku 2018 yang telah diaudit oleh Kantor Akuntan Publik Tanudiredja, Wibisana, Rintis dan Rekan - A member of the PricewaterhouseCoopers network of firms, sebagaimana tercantum dalam Laporan tertanggal 28 Februari 2019, dengan pendapat wajar, dalam semua hal yang material, serta memberikan pelunasan dan pembebasan sepenuhnya (acquit et de charge) kepada segenap anggota Direksi Perseroan dan Dewan Komisaris Perseroan atas tindakan pengurusan dan pengawasan yang telah mereka jalankan selama Tahun Buku 2018, sepanjang tindakan tersebut bukan merupakan tindak pidana dan tindakan tersebut tercermin dalam Laporan Tahunan Perseroan untuk Tahun Buku 2018.</p>	√	Persetujuan dan pengesahan telah dituangkan dalam Akta Risalah RUPS
1st Agenda		
<p>To approve and ratify the Company's Annual Report for Fiscal Year 2018, which consists of the Report of the Company's Directors, the Supervisory Report of the Board of Commissioners of the Company and the Company's Financial Report for Fiscal Year 2018 that has been audited by the Public Accounting Firm (KAP) Tanudiredja, Wibisana, Rintis & Partners - A member of the PricewaterhouseCoopers network of firms, as stated in the Report dated February 28, 2019, with a fair opinion, in all material respects, as well as providing full settlement and acquittal (acquit et de charge) to all members of the Company's Board of Directors and the Board of Commissioners of the Company for their management and supervision actions that have been they carried out during Fiscal Year 2018, as long as the act was not a criminal offense and that action was reflected in the Company's Annual Report for Fiscal Year 2018.</p>	√	Approval and ratification has been stated in the minutes of the GMS
Mata Acara ke-2		
<p>I. Menyetujui dan menetapkan penggunaan Laba Bersih Perseroan untuk Tahun Buku 2018 sebesar Rp537.970.652.247,- (lima ratus tiga puluh tujuh milyar sembilan ratus tujuh puluh juta enam ratus lima puluh dua ribu dua ratus empat puluh tujuh Rupiah) sebagai berikut:</p> <p>A. Sebesar Rp98.713.893.810,- (sembilan puluh delapan miliar tujuh ratus tiga belas juta delapan ratus sembilan puluh tiga ribu delapan ratus sepuluh Rupiah) atau Rp15,- (lima belas Rupiah) per saham atau sebesar kurang lebih 18,35% (delapan belas koma tiga lima persen) dari Laba Bersih Perseroan dibagikan sebagai Dividen Tunai untuk Tahun Buku 2018 kepada para Pemegang Saham Perseroan.</p> <p>B. Sebesar Rp439.256.758.437,- (empat ratus tiga puluh sembilan miliar dua ratus lima puluh enam juta tujuh ratus lima puluh delapan ribu empat ratus tiga puluh tujuh Rupiah) atau sebesar 81,65% (delapan puluh satu koma enam lima persen) dari Laba Bersih Perseroan ditetapkan sebagai Laba Ditahan.</p> <p>II. Menyetujui untuk memberikan kuasa dan wewenang kepada Direksi Perseroan untuk menetapkan jadwal dan tata cara pembagian Dividen Tunai Tahun Buku 2018 sesuai dengan ketentuan yang berlaku.</p>	√	Telah direalisasikan pada tahun 2019
2nd Agenda Item		
<p>I. Approve and determine the use of the Company's Net Profit for Fiscal Year 2018 amounting to Rp537,970,652,247 (five hundred thirty seven billion nine hundred seventy million six hundred fifty two thousand two hundred forty seven Rupiah) as follows:</p> <p>A. Rp98,713,893,810 (ninety eight billion seven hundred thirteen million eight hundred ninety three thousand eight hundred ten Rupiah) or Rp15 (fifteen Rupiah) per share or in the amount of approximately 18.35% (eight twelve point three five percent) of the Company's Net Profit distributed as Cash Dividends for Fiscal Year 2018 to the Shareholders of the Company.</p> <p>B. Rp439,256,758,437 (four hundred thirty nine billion two hundred fifty six million seven hundred fifty eight thousand four hundred thirty seven Rupiah) or 81.65% (eighty one point six five percent) of The Company's Net Profit is determined as Retained Earnings.</p> <p>II. Approve to give power and authority to the Directors of the Company to determine the schedule and procedure for distribution of Cash Dividend for Fiscal Year 2018 in accordance with applicable regulations.</p>	√	It has been realized in 2019





Agenda Hasil Keputusan The Result of Agenda	Sudah/Belum Terlaksana Implemented/ Not Implemented	Tindak Lanjut oleh Manajemen Hingga Akhir Tahun 2019 Follow-up by Management until The End of 2019
Mata Acara ke-3		
<p>Menyetujui memberikan wewenang kepada Dewan Komisaris Perseroan untuk menunjuk Akuntan Publik (selanjutnya disebut "AP") untuk melakukan audit Laporan Keuangan Perseroan untuk Tahun Buku 2019 dan memberikan kewenangan kepada Dewan Komisaris untuk menetapkan honorarium AP tersebut serta persyaratan lain penunjukannya, serta menunjuk AP Pengganti dalam hal AP yang telah ditunjuk tersebut, karena sebab apapun tidak dapat menyelesaikan tugas audit Laporan Keuangan Perseroan untuk Tahun Buku 2019, dengan ketentuan bahwa dalam melakukan penunjukan AP, Dewan Komisaris wajib memperhatikan rekomendasi dari Komite Audit Perseroan serta memenuhi kriteria sebagaimana diatur dalam POJK No. 13/POJK.03/2017 tentang Penggunaan Jasa Akuntan Publik dan Kantor Akuntan Publik Dalam Kegiatan Jasa Keuangan.</p>	√	Telah direalisasikan pada tahun 2019
3rd Agenda Item		
<p>Approved to authorize the Board of Commissioners of the Company to appoint a Public Accountant (hereinafter referred to as "AP") to audit the Company's Financial Statements for Fiscal Year 2019 and to authorize the Board of Commissioners to determine the honorarium of the AP and other requirements for its appointment, as well as appoint a replacement AP in terms of The appointed APs, for whatever reason, cannot complete the audit tasks of the Company's Financial Statements for Fiscal Year 2019, provided that in making an AP appointment, the Board of Commissioners must pay attention to the recommendations of the Company's Audit Committee and meet the criteria set out in POJK No. 13 / POJK.03 / 2017 concerning Use of Public Accountant Services and Public Accountant Offices in Financial Services Activities.</p>	√	It has been realized in 2019
Mata Acara ke-4		
<p>I. Menyetujui memberikan kuasa dan wewenang kepada Dewan Komisaris Perseroan untuk menetapkan gaji dan tunjangan lainnya bagi anggota Direksi Perseroan untuk Tahun Buku 2019. II. Menyetujui memberikan kuasa dan wewenang kepada Dewan Komisaris Perseroan dengan terlebih dahulu mendapatkan persetujuan dari Woori Bank Korea selaku Pemegang Saham Pengendali Perseroan untuk menetapkan honorarium dan tunjangan lainnya bagi anggota Dewan Komisaris Perseroan untuk Tahun Buku 2019 serta menetapkan besarnya uang jasa (tantiem) bagi anggota Direksi dan anggota Dewan Komisaris untuk Tahun Buku 2018.</p>	√	Persetujuan dan pengesahan telah dituangkan dalam Akta Risalah RUPS
4th Agenda Item		
<p>I. Approve to grant power and authority to the Company's Board of Commissioners to determine salary and other benefits for members of the Company's Directors for Fiscal Year 2019. II. Approve to give power and authority to the Company's Board of Commissioners by first obtaining approval from Woori Bank Korea as the Controlling Shareholder of the Company to determine the honorarium and other benefits for members of the Company's Board of Commissioners for Fiscal Year 2019 and determine the amount of service fee (tantiem) for members Directors and members of the Board of Commissioners for Fiscal Year 2018.</p>	√	Approval and ratification has been stated in the minutes of the GMS



Agenda Hasil Keputusan The Result of Agenda	Sudah/Belum Terlaksana Implemented/ Not Implemented	Tindak Lanjut oleh Manajemen Hingga Akhir Tahun 2019 Follow-up by Management until The End of 2019
Mata Acara ke-5		
<p>I. Menyetujui memberhentikan dengan hormat:</p> <ul style="list-style-type: none"> - Bapak Farid Rahman selaku Presiden Komisaris Perseroan; - Bapak RA. Agus Setiadjaja selaku Komisaris Independen Perseroan; - Bapak Vicky Fitriadi selaku Direktur Perseroan; <p>terhitung sejak ditutupnya Rapat, dengan memberikan penghargaan yang setinggi-tingginya serta mengucapkan terima kasih kepada Bapak Farid Rahman, Bapak RA. Agus Setiadjaja, Bapak Vicky Fitriadi atas jasa-jasa yang telah diberikan selama menjabat sebagai anggota Dewan Komisaris dan Direksi Perseroan.</p> <p>II. Menyetujui mengangkat:</p> <ul style="list-style-type: none"> - Bapak Arief Budiman selaku Presiden Komisaris Perseroan; - Bapak Park Tae Yong selaku Komisaris Perseroan; - Bapak Kim Yong Wook selaku Direktur Perseroan; dan - Bapak Benny Sudarsono Tan selaku Direktur Perseroan. <p>terhitung setelah mendapatkan persetujuan dari Otoritas Jasa Keuangan atas penilaian kemampuan dan kepatutan (<i>fit and proper test</i>) dan telah memenuhi seluruh ketentuan peraturan perundang-undangan yang berlaku di Negara Republik Indonesia termasuk peraturan tentang Ketenagakerjaan.</p> <p>III. Dengan demikian susunan anggota Dewan Komisaris dan anggota Direksi Perseroan menjadi sebagai berikut:</p> <p>DEWAN KOMISARIS</p> <p>Presiden Komisaris : Arief Budiman*) Komisaris Independen : Ahmad Fajarprana Komisaris Independen : Kim Dong Soo Komisaris : Park Tae Yong*)</p> <p>DIREKSI</p> <p>Presiden Direktur : Choi Jung Hoon Direktur : Park Young Man Direktur : I Made Mudiastira Direktur : Sadhana Priatmadja Direktur : Mochamad Tri Budiono Direktur : Kim Yong Wook*) Direktur : Benny Sudarsono Tan*)</p> <p>*) Pengangkatan anggota Dewan Komisaris dan Direksi Perseroan tersebut berlaku efektif setelah mendapatkan persetujuan dari Otoritas Jasa Keuangan atas penilaian kemampuan dan kepatutan (<i>fit and proper test</i>) dan telah memenuhi seluruh ketentuan peraturan perundang-undangan yang berlaku di Negara Republik Indonesia termasuk peraturan tentang Ketenagakerjaan dengan masa jabatan selama sisa masa jabatan dari anggota Dewan Komisaris dan Direksi yang diberhentikan, yaitu sampai dengan ditutupnya RUPS Tahunan Tahun Buku 2019 yang akan diselenggarakan pada tahun 2020, dengan memperhatikan peraturan perundang-undangan di bidang pasar modal dengan tidak mengurangi hak Rapat Umum Pemegang Saham Perseroan untuk dapat memberhentikan sewaktu-waktu.</p> <p>IV. Memberikan kuasa dan wewenang kepada Direksi Perseroan dengan hak substitusi untuk menyatakan dalam akta Notaris tersendiri dan melakukan segala tindakan yang diperlukan sehubungan dengan perubahan Dewan Komisaris dan Direksi Perseroan tersebut sesuai dengan peraturan perundang-undangan yang berlaku termasuk memberitahukan perubahan Dewan Komisaris dan Direksi Perseroan kepada Kementerian Hukum dan Hak Asasi Manusia Republik Indonesia sesuai ketentuan yang berlaku.</p>	√	<p>Telah direalisasikan pada tahun 2019 kecuali untuk pengangkatan Kim Yong Wook yang akan dibatalkan pada RUPS tahunan 2020.</p>





<p>Agenda Hasil Keputusan The Result of Agenda</p>	<p>Sudah/Belum Terlaksana Implemented/ Not Implemented</p>	<p>Tindak Lanjut oleh Manajemen Hingga Akhir Tahun 2019 Follow-up by Management until The End of 2019</p>
<p>5th Agenda Item</p>		
<p>I. Agree to honorably dismiss:</p> <ul style="list-style-type: none"> - Mr. Farid Rahman as President Commissioner of the Company; - Mr. RA. Agus Setiadjaja as the Independent Commissioner of the Company; - Mr. Vicky Fitriadi as Director of the Company. <p>as of the closing of the Meeting, by giving the highest appreciation and thanking Mr. Farid Rahman, Mr. RA. Agus Setiadjaja, Mr. Vicky Fitriadi for the services provided during his tenure as members of the Company's Board of Commissioners and Directors.</p> <p>II. Approve lifting:</p> <ul style="list-style-type: none"> - Mr. Arief Budiman as President Commissioner of the Company; - Mr. Park Tae Yong as the Company's Commissioner; - Mr. Kim Yong Wook as Director of the Company; and - Mr. Benny Sudarsono Tan as Director of the Company. <p>counted after obtaining approval from the Otoritas Jasa Keuangan for a fit and proper test and has fulfilled all the provisions of the applicable laws and regulations in the Republic of Indonesia, including regulations on Manpower.</p> <p>III. The composition of the members of the Board of Commissioners and the Board of Directors of the Company is as follows:</p> <p>BOARD OF COMMISSIONERS</p> <p>President Commissioner : Arief Budiman *) Independent Commissioner : Ahmad Fajarprana Independent Commissioner : Kim Dong Soo Commissioner : Park Tae Yong *)</p> <p>BOARD OF DIRECTORS</p> <p>President Director : Choi Jung Hoon Director : Park Young Man Director : I Made Mudiastira Director : Sadhana Priatmadja Director : Mochamad Tri Budiono Director : Kim Yong Wook *) Director : Benny Sudarsono Tan *)</p> <p>*) The appointment of members of the Company's Board of Commissioners and Directors is effective after obtaining approval from the Otoritas Jasa Keuangan for a fit and proper test and fulfills all applicable laws and regulations in the Republic of Indonesia including Manpower regulations with term of office for the remaining term of office of the dismissed members of the Board of Commissioners and Directors, that is, until the closing of the 2019 Fiscal Year Annual GMS to be held in 2020, with due observance of laws and regulations in the capital market sector without prejudice to the rights of the General Meeting of Shareholders of the Company to be able to dismiss it at any time.</p> <p>IV. To grant power and authority to the Directors of the Company with the right of substitution to declare in a separate notarial deed and take all necessary actions in connection with the changes in the Board of Commissioners and Directors of the Company in accordance with applicable laws and regulations, including notifying changes to the Board of Commissioners and Directors of the Company to The Ministry of Law and Human Rights of the Republic of Indonesia in accordance with applicable regulations.</p>	<p>√</p>	<p>It has been realized in 2019 except for the appointment of Kim Jong Wook which will be canceled at the Annual GMS in 2020</p>

√ = sesuai | x = belum sesuai

√ = already | x = not done yet



DEWAN KOMISARIS Board of Commissioners

Dewan Komisaris adalah organ tata kelola yang bertugas dan bertanggung jawab secara kolektif untuk melakukan pengawasan dan memberikan nasihat kepada Direksi serta memastikan bahwa Bank melaksanakan GCG pada seluruh tingkatan atau jenjang organisasi. Dewan Komisaris berkewajiban untuk melakukan pengawasan atas kebijakan pengurusan, jalannya pengurusan pada umumnya, baik mengenai keorganisasian Bank maupun usaha Bank dan memberikan nasihat kepada Direksi. Setiap anggota Dewan Komisaris tidak dapat bertindak sendiri-sendiri, melainkan berdasarkan keputusan Dewan Komisaris.

Dasar hukum terkait keberadaan Dewan Komisaris adalah:

- Undang-undang No. 40 Tahun 2007 tentang Perseroan Terbatas.
- Peraturan OJK No. 33/POJK.04/2014 tanggal 8 Desember 2014 tentang Direksi dan Dewan Komisaris Emiten atau Perusahaan Publik.
- Peraturan OJK No. 55/POJK.03/2016 tentang Penerapan Tata Kelola Bank Umum.
- Anggaran Dasar Bank.

Dalam menjalankan tugas pengawasan dan pemberian nasihat berdasarkan aturan hukum dan perundang-undangan yang berlaku, serta keputusan Rapat Umum Pemegang saham, selama tahun 2019, Dewan Komisaris telah melakukan aktivitas-aktivitas sebagai berikut:

1. Mengadakan rapat dalam memantau kinerja Bank selama periodik dan semesteran yang dibantu oleh Komite-komite di bawah Dewan Komisaris.
2. Memberikan rekomendasi kepada pemegang saham atas usulan Direksi untuk merubah arah investasi.
3. Menunjuk Auditor dan Aktuaris dalam penyelesaian laporan keuangan dan laporan aktuaris BWS periode 31 Desember 2019.

Fungsi, Tugas, dan Wewenang Dewan Komisaris

Sesuai dengan isi Kebijakan dan Pedoman Dewan Komisaris Bank, fungsi tugas dan wewenang Dewan Komisaris adalah sebagai berikut:

The Board of Commissioners is a governance organ that has a collective duty and responsibility to supervise and provide advice to the Board of Directors and ensure that the Bank implements GCG at all levels or levels of the organization. The Board of Commissioners is obliged to supervise the management policies, the general management of the organization, both the organization of the Bank and the business of the Bank and provide advice to the Directors. Each member of the Board of Commissioners cannot act individually, but based on the decision of the Board of Commissioners.

The legal basis regarding the existence of the Board of Commissioners is:

- Law No. 40 of 2007 concerning Limited Liability Companies.
- OJK Regulation No. 33/POJK.04/2014 dated 8 December 2014 concerning Board of Directors and Board of Commissioners of Issuers or Public Companies.
- OJK Regulation No. 55/POJK.03/2016 concerning the Implementation of Commercial Bank Governance.
- Bank's Articles of Association.

In supervising tasks and providing some advices based on the applicable laws and regulations, and also the decision on The General Meeting of Shareholders, during 2018, The Board of Commissioners have done some activities such as:

1. Holding a meeting in observing the Bank's performance during the period and semester which are assisted by the Committees under The Board of Commissioners.
2. Giving the recommendations to The Shareholders on The Board of Directors' proposal to change the investment direction.
3. Appointing the Auditor and Actuary in the completing the financial reports and actuary reports of BWS per December 31, 2019.

The Functions, Tasks and Authority of the Board of Commissioners

Based on the content of BWS Policies and Guidelines of Board of Commissioners, The Functions, Tasks, an Authority of Board of Commissioners can be explained as follows:





1. Tugas Dewan Komisaris

- a. Melakukan pengawasan dan bertanggung jawab atas pengawasan terhadap kebijakan pengurusan, jalannya pengurusan pada umumnya, baik mengenai Bank maupun usaha Bank, dan memberi nasihat kepada Direksi.
- b. Dalam kondisi tertentu, wajib menyelenggarakan RUPS tahunan dan RUPS lainnya sesuai dengan kewenangannya sebagaimana diatur dalam peraturan perundang-undangan dan anggaran dasar.
- c. Memastikan bahwa Direksi telah menindaklanjuti temuan audit dan rekomendasi dari satuan kerja audit intern Bank, auditor eksternal, hasil pengawasan OJK/Bank Indonesia dan/atau hasil pengawasan otoritas lain.
- d. Menyampaikan Pemberitahuan kepada OJK/Bank Indonesia jika ditemukannya pelanggaran peraturan perundang-undangan di bidang keuangan dan perbankan dan keadaan atau perkiraan keadaan yang dapat membahayakan kelangsungan usaha Bank.
- e. Wajib membentuk Komite-komite guna mendukung efektivitas pelaksanaan tugas dan tanggung jawab Dewan Komisaris, antara lain:
 - i. Komite Audit;
 - ii. Komite Pemantau Risiko;
 - iii. Komite Nominasi dan Remunerasi.
- f. Bersama dengan Direksi menyusun Pedoman dan Kode Etik yang mengikat setiap anggota Dewan Komisaris dan Direksi, serta menyusun kode etik yang berlaku bagi seluruh anggota Direksi dan anggota Dewan Komisaris, karyawan/pegawai, serta pendukung organ yang dimiliki Bank.

2. Wewenang Dewan Komisaris

- a. Memeriksa semua pembukuan, surat-surat dan alat bukti lainnya, memeriksa dan mencocokkan keadaan uang kas dan lain-lain serta berhak untuk mengetahui segala tindakan yang telah dijalankan oleh Direksi.
- b. Meminta penjelasan tentang segala hal mengenai Bank kepada Direksi dan setiap anggota Direksi wajib untuk memberikan penjelasan tentang segala hal yang ditanyakan oleh Dewan Komisaris.

1. Task of the Board of Commissioners

- a. Supervising and responsible as their supervision towards the management policies, the operational of the management in general, in both the Bank and The Business of the Bank and giving advices to the Directors.
- b. In special condition, they must held The Annual General Meeting of Shareholders (GMS) and any other meeting based on their authority as it is mentioned in the laws, regulations and The Articles of Association.
- c. To ensure that The Board of Directors have follow-up the findings of the audit and recommendations from the internal audit of The Bank, The external auditor, The results of the supervisions of OJK/ Bank of Indonesia and/or the results of supervisions by other authorities.
- d. Submitting the notification to the OJK/Bank Indonesia in case it found violation of the laws and regulations in the financial and banking field and the circumstances or the estimation of condition that can be dangerous for the continuity of the business of the bank.
- e. The obligation to establish Committee to support the effectiveness of the implementation of duties and responsibilities of The Board of Commissioners, such as:
 - i. The Audit Committee;
 - ii. The Risk Monitoring Committee;
 - iii. The Nomination and Remuneration Committee.
- f. Together with The Board of Directors, Arranging The Guidelines and Code of ethics that bonds every members of The Board of Commissioners and the Board of Directors, and develop the applicable Code of Ethics for all the members of The Board of Directors and the members of The Board of Commissioners, The Employees, and other supporting organ owned by The Bank

2. The Authority of the Board of Commissioners

- a. Checking all the books, letters, and any other evidences, examining and fitting in the condition of cash and also have the right to know the things has been done by the Board of Directors.
- b. Asking the explanation on all the things happened related to the Bank to The Board of Directors and each member must give the explanation on all the things asked by The Board of Commissioner.



- c. Memberhentikan sementara anggota Direksi dengan menyebutkan alasannya.
- d. Melakukan tindakan pengurusan Bank dalam keadaan tertentu untuk jangka waktu tertentu yang ditetapkan berdasarkan Anggaran Dasar Bank atau keputusan RUPS.
- e. Menerima penjelasan dari Direksi mengenai perubahan atas Kebijakan Strategis Bank.

3. Tanggung Jawab Dewan Komisaris

- a. Dewan Komisaris wajib melaksanakan tugas dan tanggung jawab secara independen.
- b. Dewan Komisaris wajib memastikan terselenggaranya pelaksanaan Good Corporate Governance dalam setiap kegiatan usaha Bank pada seluruh tingkatan atau jenjang organisasi.
- c. Dewan Komisaris wajib melaksanakan pengawasan terhadap pelaksanaan tugas dan tanggung jawab Direksi, serta memberikan nasihat kepada Direksi.
- d. Dalam melakukan pengawasan, Komisaris wajib mengarahkan, memantau, dan mengevaluasi pelaksanaan kebijakan strategis Bank.
- e. Dalam melakukan pengawasan, Dewan Komisaris dilarang terlibat dalam pengambilan keputusan kegiatan operasional Bank, kecuali:
 - i. penyediaan dana kepada pihak terkait sebagaimana diatur dalam ketentuan Bank Indonesia/OJK tentang Batas Maksimum Pemberian Kredit Bank Umum; dan
 - ii. hal-hal lain yang ditetapkan dalam Anggaran Dasar Bank atau peraturan perundangan yang berlaku.
- f. Pengambilan keputusan oleh Dewan Komisaris, tidak meniadakan tanggung jawab Direksi atas pelaksanaan kepengurusan Bank.
- g. Setiap anggota Dewan Komisaris bertanggung jawab secara tanggung renteng atas kerugian Bank yang disebabkan oleh kesalahan atau kelalaian anggota Dewan Komisaris dalam menjalankan tugasnya.
- h. Anggota Dewan Komisaris tidak dapat dipertanggungjawabkan atas kerugian Bank apabila dapat membuktikan:
 - i. kerugian tersebut bukan karena kesalahan atau kelalaiannya;

- c. Temporarily dismissing the member of The Board of Directors by stating the reason.
- d. Conducting the action on the management of the bank in certain condition on for a certain period of time based on The Articles of Associations or the decision made on the GMS.
- e. Receiving an explanation from The Board of Directors regarding the amendments to the Strategic policies of the bank.

3. Responsibility of the Board of Commissioner

- a. The Board of Commissioners must carry out their duties and responsibilities independently.
- b. The Board of Commissioners must ensure the implementation of Good Corporate Governance in every business activity of the Bank at all levels of the organization.
- c. The Board of Commissioners have to control the implementation of the duties and responsibilities of the Board of Directors, as well as provide advice to the Board of Directors.
- d. In conducting supervision, the Board of Commissioners have to direct, monitor, and evaluate the implementation of the Bank's strategic policies.
- e. In conducting supervision, the Board of Commissioners is prohibited from being involved in making decisions on the Bank's operational activities, except:
 - i. provision of funds to related parties as stipulated in the provisions of Bank Indonesia /OJK concerning the Legal Lending Limit for Commercial Banks; and
 - ii. other matters stipulated in the Bank's Articles of Association or prevailing laws and regulations.
- f. Decision making by the Board of Commissioners does not negate the responsibilities of the Board of Directors for the management of the Bank.
- g. Each member of the Board of Commissioners is jointly and severally liable for bank losses caused by errors or negligence of members of the Board of Commissioners in carrying out their duties.
- h. Members of the Board of Commissioners cannot be held responsible for bank losses if they can prove:
 - i. the loss is not due to an error or omission;





- ii. telah melakukan pengurusan dengan itikad baik, penuh tanggung jawab, dan kehati-hatian untuk kepentingan dan sesuai dengan maksud dan tujuan Bank;
- iii. tidak mempunyai benturan kepentingan baik langsung maupun tidak langsung atas tindakan pengurusan yang mengakibatkan kerugian; dan
- iv. telah mengambil tindakan untuk mencegah timbul atau berlanjutnya kerugian tersebut.

Kriteria Dewan Komisaris

Anggota Dewan Komisaris adalah orang perseorangan yang diputuskan sesuai dengan kebutuhan serta memenuhi persyaratan pada saat diangkat dan selama menjabat, antara lain:

1. Mempunyai akhlak, moral dan integritas yang baik.
2. Cakap melakukan perbuatan hukum.
3. Dalam 5 (lima) tahun sebelum pengangkatan dan selama menjabat:
 - Tidak pernah dinyatakan pailit.
 - Tidak pernah menjadi anggota Direksi dan/atau anggota Dewan Komisaris yang dinyatakan bersalah menyebabkan suatu perusahaan dinyatakan pailit.
 - Tidak pernah dihukum karena melakukan tindak pidana yang merugikan keuangan negara dan/atau yang berkaitan dengan sektor keuangan.
 - Tidak pernah menjadi anggota Dewan Komisaris yang selama menjabat:
 - Pernah tidak menyelenggarakan RUPS tahunan.
 - Pertanggungjawabannya sebagai anggota Direksi dan/atau anggota Dewan Komisaris pernah tidak diterima oleh RUPS atau pernah tidak memberikan pertanggungjawaban sebagai anggota Direksi dan/atau anggota Dewan Komisaris kepada RUPS.
 - Pernah menyebabkan perusahaan yang memperoleh izin, persetujuan, atau pendaftaran dari OJK tidak memenuhi kewajiban menyampaikan laporan tahunan dan/atau laporan keuangan kepada OJK.
4. Memiliki komitmen untuk mematuhi peraturan perundang-undangan.
5. Memiliki pengetahuan dan/atau keahlian dan pengalaman di bidang Perbankan dan bidang Keuangan.
6. Wajib memiliki Sertifikat Manajemen Risiko Tingkat 1; dan
7. Tidak memiliki kredit bermasalah.

- ii. has carried out arrangements in good faith, full responsibility and prudence for the interests and in accordance with the aims and objectives of the Bank;
- iii. does not have a conflict of interest, either directly or indirectly, with the management actions that result in losses; and
- iv. has taken action to prevent the loss arising or continuing.

Criteria of the Board of Commissioners

The Member of Commissioners is the individual that has been decided based on the need and fulfill the requirements on the appointment and during the service, including:

1. Having good morals and good integrity.
2. Capable on doing legal actions.
3. Within 5 (five) years before the appointment and during the service:
 - Never been declared as bankrupt.
 - Never been a member of The Directors and/or The Commissioners who was found guilty and causing the company declared as bankrupt.
 - Has never been convicted of a criminal that brings loss to the financial of the country and/or anything related to the financial sector.
 - Never been a member of The Board of Commissioners during services:
 - Do not held The Annual GMS for once.
 - The responsibilities as the member of The Directors and/or the member of The Commissioners has ever been not accepted by the GMS or do not giving the responsibilities as the member of The Directors and/or the member of The Commissioners to the GMS.
 - Have been ever caused the company that obtained the approval, permit, or registration to the OJK and not fulfilling the obligations to submit the annual reports and/or the financial reports to the OJK.
4. Having a commitment to obey to the laws and regulations.
5. Having the knowledges and/or abilities and experiences in the Banking and financial field.
6. Must have Level 1 of Risk Management Certificate; and
7. Do not have problem in loans.



Prosedur Pengangkatan, Pengunduran Diri serta Pemberhentian Dewan Komisaris

Sesuai Anggaran Dasar Bank, RUPS memiliki kewenangan penuh dalam mengatur komposisi dan jumlah anggota Dewan Komisaris. Dewan Komisaris diangkat untuk masa jabatan tertentu dan dapat diangkat kembali. Dalam satu periode masa jabatan Dewan Komisaris adalah tiga tahun atau sampai dengan penutupan RUPS Tahunan pada akhir satu periode masa jabatan, tanpa mengurangi hak Pemegang Saham untuk sewaktu-waktu memberhentikan anggota Dewan Komisaris yang sedang menjabat.

Pengangkatan dan pemberhentian anggota Dewan Komisaris ditetapkan oleh RUPS dengan memperhatikan visi, misi, dan rencana strategis Bank untuk memungkinkan pengambilan keputusan yang efektif, cepat, tepat, dan independen. Tata cara pengunduran diri dan pemberhentian Dewan Komisaris yang diatur dalam Kebijakan Bank tentang Dewan Komisaris yang mengacu kepada Undang-Undang No. 40 tahun 2007 dan Peraturan OJK No. 55/POJK.03/2016 tentang Penerapan Tata Kelola Bagi Bank Umum serta Surat Edaran Otoritas Jasa Keuangan No. 13/SEOJK.03/2017 tanggal 17 Maret 2017 perihal Penerapan Tata Kelola Bagi Bank Umum, adalah sebagai berikut:

A. Pengunduran Diri

1. Anggota Dewan Komisaris berhak mengundurkan diri dari jabatannya sebelum masa jabatannya berakhir dengan memberitahukan secara tertulis mengenai maksudnya tersebut kepada Bank.
2. Bank wajib menyelenggarakan RUPS untuk memutuskan permohonan pengunduran diri anggota Dewan Komisaris paling lambat 90 (sembilan puluh) hari setelah diterimanya permohonan pengunduran diri.
3. Bank wajib melakukan keterbukaan informasi kepada masyarakat dan menyampaikan kepada OJK paling lambat 2 (dua) hari kerja setelah:
 - a. diterimanya permohonan pengunduran diri anggota Dewan Komisaris; dan
 - b. hasil penyelenggaraan RUPS terkait permohonan pengunduran diri anggota Dewan Komisaris.
4. Sebelum pengunduran diri berlaku efektif, anggota Dewan Komisaris yang bersangkutan tetap berkewajiban menyelesaikan tugas dan tanggung jawabnya sesuai dengan ketentuan dalam Anggaran Dasar Bank dan Peraturan Perundang-Undangan yang berlaku.

The Procedures of Appointment and The Dismissal of Board of Commissioners

Based on The Articles of Associations of the company, The GMS has full authority in regulating the composition and the amount of members of commissioners. The Board of Commissioners is appointed for a certain position and can be reappointed. Within one period of service, The Board of Commissioners has three years or until the closing of The Annual GMS on one period of service, without reducing the Shareholders right to stop the appointed commissioners at any time.

The Appointment and the dismissal of the member is determined by the GMS with considering the visions, missions, and strategic plan of the company to enable them to take a decision efficiently, effectively, quickly and independently. The procedure for resignation and dismissal of the Board of Commissioners is governed by BWS Policy regarding the Board of Commissioners that refers to Law No. 40 of 2007 and OJK Regulation No. 55/POJK.03/2016 concerning Implementation of Governance for Commercial Banks and also OJK Circular Letter No.13/SEOJK.03/2017 dated March 17, 2017 concerning the Implementation of Governance for Commercial Banks are as follows:

A. Resignation

1. The member of the Board of Commissioners has the right to resign from the position before term of office ends by notifying in writing of the intention to the Bank.
2. Banks are required to hold a GMS to decide on the application for resignation of members of the Board of Commissioners no later than 90 (ninety) days after receiving of the application for resignation.
3. Bank is required to disclose information to the public and submit to OJK no later than 2 (two) working days after:
 - a. receipt of application for resignation of a member of the Board of Commissioners; and
 - b. the results of the implementation of the GMS regarding the request for resignation of the members of the Board of Commissioners.
4. Before the resignation running effective, the members of the Board of Commissioners concerned are still obliged to complete their duties and responsibilities according to the provisions in the Bank's Articles of Association and the applicable Laws and Regulations.





5. Terhadap anggota Dewan Komisaris yang mengundurkan diri tersebut tetap dapat dimintakan pertanggungjawabannya sebagai anggota Dewan Komisaris sejak tanggal pengangkatannya hingga tanggal disetujuinya pengunduran dirinya dalam RUPS. Pembebasan tanggung jawab anggota Dewan Komisaris yang mengundurkan diri diberikan setelah RUPS membebaskannya.
6. Masa Jabatan anggota Dewan Komisaris dengan sendirinya berakhir apabila anggota Dewan Komisaris tersebut:
 - a. meninggal dunia;
 - b. ditaruh dibawah pengampunan berdasarkan suatu putusan pengadilan;
 - c. diberhentikan karena keputusan RUPS;
 - d. tidak lagi memenuhi persyaratan perundang-undangan yang berlaku.

B. Pemberhentian Komisaris

1. Anggota Dewan Komisaris dapat diberhentikan sewaktu-waktu berdasarkan keputusan RUPS dengan menyebutkan alasannya. Alasan pemberhentian anggota Dewan Komisaris tersebut dilakukan apabila anggota Dewan Komisaris yang bersangkutan tidak lagi memenuhi persyaratan sebagai anggota Dewan Komisaris yang antara lain melakukan tindakan yang merugikan Bank atau karena alasan lainnya yang dinilai tepat oleh RUPS. Keputusan pemberhentian anggota Dewan Komisaris tersebut diambil setelah yang bersangkutan diberi kesempatan untuk membela diri dalam RUPS, namun pemberian kesempatan untuk membela diri tersebut tidak diperlukan dalam hal yang bersangkutan tidak berkeberatan atas pemberhentian tersebut.
2. Pemberhentian anggota Dewan Komisaris sebagaimana dimaksud dalam ketentuan angka 6 diatas berlaku sejak ditutupnya RUPS atau tanggal lain yang ditetapkan dalam keputusan RUPS.

5. The member of the Board of Commissioners who resigns can still be held accountable as a member of the Board of Commissioners from the date of appointment until the date of his approval of the resignation at the GMS. The release of the responsibilities of the resigning member of the Board of Commissioners is given after the GMS releases him.
6. Member of the Board of Commissioners' term of office automatically ends when the member of the Board of Commissioners:
 - a. passed away;
 - b. placed under custody based on a court decision;
 - c. dismissed because of the GMS decision;
 - d. no longer meets the applicable regulation requirements.

B. Board of Commissioners Dismissal

1. Members of the Board of Commissioners may be dismissed at any time based on the GMS decision by stating the reasons. The reason for a member of the Board of Commissioners dismissal is carried out if the member of the Board of Commissioners in no longer fulfills the requirements as a member of the Board of Commissioners, for example, takes actions that are detrimental to the Bank or for other reasons considered appropriate by the GMS. The decision to dismiss the member of the Board of Commissioners is taken after the person is given the opportunity to defend himself at the GMS, but the opportunity for the defence is not needed in the case that the person concerned does not mind to the dismissal.
2. Dismissal of members of the Board of Commissioners as referred to in the provisions number 6 above should be effective from the closing of the GMS or other dates determined in the resolutions of the GMS.



Setiap pengangkatan, pemberhentian dan/atau penggantian anggota Dewan Komisaris sebagaimana tercantum dalam Ringkasan Risalah RUPS wajib diumumkan kepada masyarakat paling kurang melalui:

- a. 1 (satu) surat kabar harian berbahasa Indonesia berperedaran nasional;
- b. situs web Bursa Efek; dan
- c. situs web Bank, dalam Bahasa Indonesia dan bahasa asing, dengan ketentuan bahasa asing yang digunakan paling kurang bahasa Inggris.

Masa Jabatan Dewan Komisaris

Anggaran Dasar Perseroan menyatakan Para anggota Dewan Komisaris diangkat dan diberhentikan oleh RUPS. Keputusan RUPS mengenai pengangkatan dan pemberhentian anggota Dewan Komisaris juga menetapkan saat mulai berlakunya pengangkatan dan pemberhentian tersebut. Dalam hal RUPS tidak menetapkan, maka pengangkatan dan pemberhentian anggota Dewan Komisaris tersebut mulai berlaku sejak penutupan RUPS dengan memperhatikan ketentuan perundang-undangan.

Masa jabatan Dewan Komisaris ditetapkan 3 (tiga) tahun dan dapat diangkat kembali untuk 1 (satu) kali masa jabatan. Dewan Komisaris sewaktu-waktu dapat diberhentikan berdasarkan keputusan Rapat Umum Pemegang Saham dengan menyebutkan alasannya atau dengan alasan lainnya yang dinilai tepat oleh Pemegang Saham demi kepentingan dan tujuan BWS.

Pedoman Tata Tertib Kerja Dewan Komisaris (Board Charter)

Dalam menjalankan tugas dan menunjang efektivitas dalam pelaksanaan fungsi pengawasan Dewan Komisaris, diperlukan suatu Kebijakan dan Pedoman Kerja sebagai pedoman bagi Dewan Komisaris. Kebijakan dan Pedoman Dewan Komisaris Bank ditetapkan melalui Surat Keputusan Dewan Komisaris No. 105/KEP-DEKOM/A-13/V/15 tertanggal 26 Mei 2015.

Every appointment, dismissal and/or replacement of members of the Board of Commissioners as stated in the Summary of Minutes of GMS must be announced to the public at least through:

- a. 1 (one) Indonesian language daily newspaper with national publishing;
- b. stock Exchange website; and
- c. open company website, in Indonesian and foreign languages, provided the foreign language is used at least in English.

The Tenure of Board of Commissioners

The Company's Articles of Association state that members of the Board of Commissioners are appointed and terminated by the GMS. The GMS decision regarding the appointment and dismissal of the members of the Board of Commissioners also stipulates when the appointment and dismissal is effective. In the event that the GMS does not stipulate, the appointment and dismissal of the members of the Board of Commissioners valid start from the GMS closing with due to the prevailing laws.

The Board of Commissioner members term of office is set at three (3) years and can be reappointed for 1 (one) times of tenure. The Board of Commissioners may be dismissed at any time based on the GMS decision by stating the reasons or with other reasons considered appropriate by the GMS and objectives of BWS.

The Board of Commissioners Charter (Board Charter)

In carrying out the duties and supporting the effectiveness in doing the supervisions, The Board of Commissioners needs guidelines from the Board Charter. The policies and the guidelines of The Board of Commissioners of BWS mentioned through the Decree Letter of the Commissioners Number 105/KEP-DEKOM/A-13/V/15 as of May 26, 2015.





Pedoman dan Tata Tertib Kerja Dewan Komisaris memuat hal-hal yang terkait dengan organisasi, tugas dan tanggung jawab, wewenang, etika kerja, keterbukaan, pembentukan komite dan tata tertib rapat Dewan Komisaris serta Komite Dewan Komisaris, serta mengatur hal-hal yang terkait dengan panduan pelaksanaan tugas dan tanggung jawab Dewan Komisaris serta hal-hal lain terkait dengan organisasi, tugas dan tanggung jawab, kewenangan, keterbukaan, etika kerja, pembentukan komite dan pengaturan rapat. Pedoman dan Tata Tertib Kerja Dewan Komisaris ini disusun berdasarkan peraturan yang berlaku termasuk Peraturan Otoritas Jasa Keuangan (OJK) dan best practices serta ditinjau secara berkala serta mengikat bagi setiap anggota Dewan Komisaris.

Komposisi Dewan Komisaris

Komposisi Dewan Komisaris per 31 Desember 2019 sesuai dengan hasil keputusan RUPS Tahunan tanggal 28 Maret 2019. Berdasarkan keputusan RUPS Tahunan tersebut, terdapat pengurangan jumlah Komisaris Independen, dari 3 (tiga) orang Komisaris Independen menjadi 2 (dua) orang Komisaris Independen. Pengurangan ini tetap mengacu kepada Peraturan OJK No. 55/POJK.03/2016 di mana jumlah paling sedikit 50% anggota Dewan Komisaris adalah Komisaris Independen.

Kronologi perubahan susunan Dewan Komisaris di tahun 2019 tercantum sebagaimana di bawah ini:

Kronologis Perubahan Susunan Dewan Komisaris di Tahun 2019

Periode 1 Januari - 28 Maret 2019 Period January 1 - March 28, 2019	Periode 1 Januari - 28 Maret 2019 Period January 1 - March 28, 2019	Keterangan Information
Farid Rahman (Presiden Komisaris) (President Commissioner)		Farid Rahman tidak lagi menjabat Presiden Komisaris sejak RUPS Tahunan 28 Maret 2019. Farid Rahman no longer serves as President Commissioner since the Annual General Meeting of Shareholders March 28, 2019.
Ahmad Agus Setiadjaja (Komisaris Independen) (Independent Commissioner)		Ahmad Agus Setiadjaja tidak lagi menjabat Komisaris Independen sejak RUPS Tahunan 28 Maret 2019. Ahmad Agus Setiadjaja no longer serves as Independent Commissioner since the Annual General Meeting of Shareholders on March 28, 2019.
Ahmad Fajarprana (Komisaris Independen) (Independent Commissioner)	Ahmad Fajarprana (Komisaris Independen) (Independent Commissioner)	-
Kim Dong Soo (Komisaris Independen) (Independent Commissioner)	Kim Dong Soo (Komisaris Independen) (Independent Commissioner)	-

The Board Charter of The Board of Commissioners contains thing related to the organization, duties, and responsibilities, authority, work ethics, transparency, the form of committee and the rules of The Board of Commissioners and The Committee, and also arranging related to the organization, duties and responsibilities, authority, transparency, work ethic, the form of committee, and the board charter meeting arranged based on the applicable laws and regulations including the OJK regulations and best practices and also being observed regularly and bond each commissioners.

The Composition of The Board of Commisioners

The composition of The Board of Commissioners as of December 31, 2019 is in accordance with the results of the Annual GMS dated March 28, 2019. Based on the decision of the Annual GMS, there was a reduction in the number of Independent Commissioners, from 3 (three) Independent Commissioners to 2 (two) Independent Commissioners. This reduction still refers to OJK Regulation No. 55/POJK.03/2016 in which at least 50% of the members of the Board of Commissioners are Independent Commissioners.

The chronology of changes in the composition of the Board of Commissioners in 2019 is listed as below:

Chronology of Changes in the Composition of the Board of Commissioners in 2019



	<p>Arief Budiman (Presiden Komisaris) (President Commissioner)</p>	<p>Arief Budiman ditetapkan sebagai Presiden Komisaris sejak RUPS Tahunan 28 Maret 2019, dan efektif menjabat dari tanggal penetapan fit & proper test dari OJK, yaitu 25 Juli 2019. Arief Budiman has been appointed as President Commissioner since the Annual General Meeting of Shareholders on March 28, 2019, and has effectively served from the date of OJK fit & proper test, which is July 25, 2019.</p>
	<p>Park Tae Yong (Komisaris) (Commissioner)</p>	<p>Park Tae Yong ditetapkan sebagai Komisaris sejak RUPS Tahunan 28 Maret 2019, dan efektif menjabat dari tanggal penetapan IMTA, yaitu 29 Agustus 2019. Park Tae Yong has been appointed as a Commissioner since the Annual General Meeting of Shareholders March 28, 2019, and has effectively served from the date of the establishment of IMTA, which is August 29, 2019.</p>

Mayoritas anggota Dewan Komisaris berdomisili di Indonesia dan komposisi Dewan Komisaris telah sesuai dengan Peraturan OJK No. 55/POJK.03/2016 di mana jumlah anggota Dewan Komisaris paling sedikit adalah 3 (tiga) namun tidak melebihi jumlah anggota Dewan Direksi dan paling sedikit 50% anggotanya adalah Komisaris Independen. Seluruh anggota Dewan Komisaris telah lulus uji kemampuan dan kepatutan OJK yang berarti seluruh kriteria, independensi sebagaimana persyaratan OJK telah dipenuhi dan teruji.

The majority of the members of the Board of Commissioners are domiciled in Indonesia and the composition of the Board of Commissioners is in accordance with OJK Regulation No. 55/POJK.03/2016 where the number of members of the Board of Commissioners is at least 3 (three) but does not exceed the number of members of the Board of Directors and at least 50% of the members are Independent Commissioners. All members of the Board of Commissioners have passed the OJK's fit and proper test which means that all criteria, independence as OJK requirements have been met and tested.

Dengan demikian, susunan Dewan Komisaris Bank per 31 Desember 2019 dapat dilihat di bawah ini:

Accordingly, the composition of the Bank's Board of Commissioners as at December 31, 2019 can be seen below:

Susunan Dewan Komisaris per 31 Desember 2019

Board of Commissioners Composition as of December 31, 2019

Nama Name	Jabatan Position	Dasar Penunjukan Appointment Basis	Masa Akhir Jabatan End of Term
Arief Budiman	Presiden Komisaris President Commissioner	RUPS Tahunan 28 Maret 2019 AGMS on March 28, 2019	Sampai dengan ditutupnya RUPS tahun 2019 yang akan diselenggarakan pada tahun 2020 Until the GMS 2019 closing which will be held in 2020
Park Tae Yong	Komisaris Commissioner	RUPS Tahunan 28 Maret 2019 AGMS on March 28, 2019	
Ahmad Fajarprana	Komisaris Independen Independent Commissioner	RUPS Tahunan 30 Maret 2017 AGMS on March 30, 2017	
Kim Dong Soo	Komisaris Independen Independent Commissioner	RUPS Tahunan 29 Maret 2018 AGMS on March 29, 2018	





Park Tae Yong
Komisaris
Commissioner

Ahmad Fajarprana
Komisaris Independen
Independent Commissioner

Arief Budiman
Presiden Komisaris
President Commissioner

Kim Dong Soo
Komisaris Independen
Independent Commissioner

Sesuai peraturan terkait pergantian Dewan Komisaris, bagi anggota Dewan Komisaris yang diangkat oleh RUPS meneruskan masa jabatan anggota Dewan Komisaris yang digantikan. Masa jabatan seluruh anggota Dewan Komisaris akan berakhir pada RUPS tahun 2019 yang akan diselenggarakan pada tahun 2020.

In accordance with the regulations relating to the replacement of the Board of Commissioners, for Commissioners appointed by the General Meeting of Shareholders to continue the term of office of the Commissioners replaced. The term of office of all members of the Board of Commissioners will end at the 2019 GMS which will be held in 2020.

Penilaian Kelayakan dan Keputusan Dewan Komisaris

Seluruh calon anggota Dewan Komisaris wajib dinyatakan lulus dalam Uji Kelayakan dan Keputusan (Fit & Proper Test) yang dilakukan oleh Otoritas Jasa Keuangan. Adapun penjelasan status Uji Kelayakan dan Keputusan Dewan Komisaris yang menjabat di akhir tahun 2019 dapat dijelaskan pada tabel di bawah ini.

The Board of Commissioners Fit and Proper Assessment

All prospective members of the Board of Commissioners must be declared to have passed the Fit & Proper Test conducted by the Otoritas Jasa Keuangan. The explanation of the status of the Fit and Proper Test of the Board of Commissioners who served at the end of 2019 can be explained in the table below.



Nama Name	Jabatan Position	Status Status	Keterangan Uji Kemampuan dan Kepatutan Information Regarding to Fit and Proper Test
Arief Budiman	Presiden Komisaris President Commissioner	Lulus Passed	Telah diperoleh surat persetujuan dari OJK perihal Keputusan Uji Kemampuan dan Kepatutan (Fit and Proper Test) tanggal 29 Agustus 2019. <i>An approval letter has been obtained from OJK regarding the Decision of the Fit and Proper Test on August 29, 2019.</i>
Park Tae Yong	Komisaris Commissioner	Lulus Passed	Telah diperoleh surat persetujuan dari OJK perihal Keputusan Uji Kemampuan dan Kepatutan (Fit and Proper Test) tanggal 29 Agustus 2019. <i>An approval letter has been obtained from OJK regarding the Decision of the Fit and Proper Test on August 29, 2019.</i>
Ahmad Fajarprana	Komisaris Independen Independent Commissioner	Lulus Passed	Telah diperoleh surat persetujuan dari OJK perihal Keputusan Uji Kemampuan dan Kepatutan (Fit and Proper Test) tanggal 19 Desember 2014. <i>An approval letter was obtained from OJK regarding the Decision of the Fit and Proper Test on 19 December 2014.</i>
Kim Dong Soo	Komisaris Independen Independent Commissioner	Lulus Passed	Telah diperoleh surat persetujuan dari OJK perihal Keputusan Uji Kemampuan dan Kepatutan (Fit and Proper Test) tanggal 31 Juli 2018. <i>An approval letter from OJK regarding the Decision of the Fit and Proper Test has been obtained on July 31, 2018.</i>

Pelaksanaan Tugas Dewan Komisaris Tahun 2019

Dewan Komisaris melaksanakan fungsi pengawasannya melalui penyampaian saran dan arahan kepada Direksi, baik dalam bentuk surat menyurat maupun penyampaian pandangan serta berbagai rekomendasi yang mencakup pengelolaan operasional maupun hal-hal lain sesuai tugas dan kewajibannya. Rekomendasi Dewan Komisaris juga disampaikan dalam rapat gabungan Dewan Komisaris dan Direksi, di antaranya adalah rekomendasi dalam rangka pembenahan proses audit, rekomendasi terkait fokus dan perbaikan di sumber daya manusia, proses bisnis dan hal-hal fundamental lainnya.

Jumlah surat keputusan Dewan Komisaris selama tahun 2019 adalah sebanyak 9 (sembilan) keputusan, antara lain adalah sebagai berikut:

Implementation of Board of Commissioners Duties in 2019

The Board of Commissioners carries out their supervisory function through the submission of advice and direction to the Board of Directors, both in the form of correspondence and submission of views and various recommendations covering operational management and other things according to their duties and obligations. The recommendations of the Board of Commissioners are also delivered in joint meetings of the Board of Commissioners and Directors, including recommendations in order to improve the audit process, recommendations related to the focus and improvement in human resources, business processes and other fundamental cases.

Total decision letters of the Board of Commissioners in 2019 is 9 (nine) decisions, including the following:





No	No Surat Letter Number	Tanggal Date	Perihal Subject
1	001/KEP.DEKOM/II/2019	2 Januari 2019 January 2, 2019	Perubahan SK DEKOM No. 03/KEP.DEKOM/III/2018 tertanggal 15 Maret 2018 tentang Keanggotaan Komite-Komite Dibawah Komisaris Amendments to SK DEKOM No.03/KEP.DEKOM/III/2018 dated March 15, 2018 regarding to the members of Committees bellow the Board of Commissioners
2	002/KEP.DEKOM/III/2019	27 Maret 2019 March 27, 2019	Perubahan Anggota Komite Changes to members of the Committee
3	003/KEP.DEKOM/IV/2019	30 April 2019 April 30, 2019	Penyampaian RBB Revisi 2019-2021 2019-2021 RBB Revision Delivery
4	004/KEP.DEKOM/V/2019	22 Mei 2019 May 22, 2019	Remunerasi Dewan Komisaris dan Direksi The Board of Commissioners and Directors Remuneration
5	005/KEP.DEKOM/VI/2019	21 Juni 2019 June 21, 2019	Revisi RBB 2019-2021 2019-2021 RBB Revision
6	006/KEP.DEKOM/XI/2019	20 November 2019 November 20, 2019	Rencana Bisnis BWS BWS Business Plan
7	007/KEP.DEKOM/XI/2019	20 November 2019 November 20, 2019	Perubahan Keanggotaan Komite Di Bawah Dekom Changes to members of Committees under the Board of Commissioners
8	014/KEP-DEKOM/IX/19	23 September 2019 September 23, 2019	Pemberian Wewenang Kepada Direksi Dalam Menjalankan Tindakan Kepengurusan Maupun Kepemilikan Granting authority to the Board of Directors in conducting management or ownership action
9	006/KEP-DEKOM/III/19	27 Maret 2019 March 27, 2019	Kode Etik Komite Audit Audit Committee Conduct

Pengawasan Dewan Komisaris Terhadap Implementasi Strategi Perusahaan

Berdasarkan Peraturan Otoritas Jasa Keuangan No. 5/POJK.03/2016 tentang Rencana Bisnis Bank, Dewan Komisaris wajib melaksanakan pengawasan terhadap pelaksanaan Rencana Bisnis Bank yang mencakup antara lain kebijakan dan strategi manajemen. Hasil pengawasan tersebut dituangkan dalam Laporan Pengawasan Pelaksanaan Rencana Bisnis Bank yang disampaikan kepada Otoritas Jasa Keuangan tiap semester.

Pada tahun 2019, Dewan Komisaris telah membuat dan menyampaikan Laporan Pengawasan Pelaksanaan Rencana Bisnis Bank sebagai berikut:

The Board of Commissioners monitoring on Company Strategy Implementation

The Board of Commissioners supervision to the Company strategy implementation in accordance with Otoritas Jasa Keuangan Regulation No.5/POJK.03/2016 regarding to Bank Business Plan, the Board of Commissioners should be conducting Bank Business Plan control, including management policies and strategy. The supervision result must be stated in Supervision of Bank Business Plan Implementation Report which should be submitted to Otoritas Jasa Keuangan quarterly.

In 2019, The Board of Commissioners has made and reporting Supervision of Bank Business Plan Implementation Report as follows:

No Surat Letter Number	Tanggal Date	Perihal Subject
209/BWS-DEKOM/OJK/VIII/2019	28 Agustus 2019 August 28, 2019	Penyampaian Laporan Pengawasan Komisaris atas Rencana Bisnis Bank Periode Semester I/2019 Delivery the Supervisory Report of the Board of Commissioners on Bank Business Plan Period of Semester I/2019
042/BWS-DEKOM/OJK/II/2020	18 Februari 2020 February 18, 2020	Penyampaian Laporan Pengawasan Komisaris atas Rencana Bisnis Bank Periode Semester II/2019 Delivery the Supervisory Report of the Board of Commissioners on Bank Business Plan Period of Semester II/2019



Penilaian Kinerja Komite di Bawah Dewan Komisaris

Guna mendukung efektivitas pelaksanaan tugas dan fungsi pengawasan, Dewan Komisaris dibantu oleh Komite Audit, Komite Pemantau Risiko, Komite Nominasi dan Remunerasi. Atas kinerja di tahun 2019, Dewan Komisaris memandang bahwa seluruh komite tersebut telah bekerja dengan menjunjung standar kompetensi dan kualitas yang baik.

Komite Audit memiliki tugas dan tanggung jawab untuk membantu dan memfasilitasi Dewan Komisaris dalam menjalankan tugas dan fungsi pengawasan atas hal-hal yang terkait dengan kualitas informasi keuangan, sistem pengendalian internal, efektivitas pemeriksaan auditor eksternal dan internal, efektivitas pelaksanaan manajemen risiko serta kepatuhan terhadap peraturan perundangundangan yang berlaku. Sepanjang tahun 2019, dalam menjalankan fungsinya, Komite Audit telah mengadakan rapat sebanyak 12 (dua belas) kali.

Komite Pemantau Risiko memiliki tugas dan tanggung jawab dalam menjalankan pengawasan dan pemberian nasihat kepada Direksi untuk memperoleh keyakinan yang memadai agar penerapan manajemen risiko Perseroan tetap memenuhi unsur-unsur kecukupan prosedur dan metodologi pengelolaan risiko, sehingga kegiatan usaha Bank tetap dapat terkendali pada batas/limit yang dapat diterima dan menguntungkan Perseroan. Sepanjang tahun 2019, Komite Pemantau Risiko telah menjalankan tugas dan tanggung jawabnya dengan baik. Komite Pemantau Risiko telah melaksanakan rapat sebanyak 12 (dua belas) kali.

Komite Remunerasi dan Nominasi memiliki tugas dan tanggung jawab untuk membantu dalam melaksanakan fungsi dan tugasnya di bidang yang berkaitan dengan remunerasi dan nominasi terhadap anggota Direksi dan Dewan Komisaris. Sepanjang tahun 2019, Komite Remunerasi dan Nominasi telah menjalankan tugas dan tanggung jawabnya dengan baik. Komite Remunerasi dan Nominasi telah melaksanakan rapat sebanyak 8 (delapan) kali.

Committee Performance Evaluation Under the Board of Commissioners

To support the effectiveness of the implementation of supervisory duties and functions, the Board of Commissioners is assisted by the Audit Committee, the Risk Monitoring Committee, the Nomination and Remuneration Committee. For their performance in 2019, the Board of Commissioners views that all of these committees have worked by upholding good standards of competence and quality.

The Audit Committee has task and responsibility to assist and facilitate the Board of Commissioners in implementing the task and supervisory functions on matters that related with financial information quality, internal control system, effectiveness internal and external auditor inspection, effectiveness risk management implementation, and compliance on the the prevailing laws and regulations. In 2019, in presenting its functions, the audit committee has met 12 (twelve) times.

Risk Monitoring Committee duties and responsibilities in supervising and advising the Board of Directors to ensure that the Company risk management implementation fulfilled the risk management procedure and method, so that the bank business activity can be controlled in an acceptable limits and advantages the Company. During 2019, Risk Monitoring Committee conducted their duties and responsibilities well. Risk Monitoring Committee held 12 (twelve) meetings in 2019.

Remuneration and Nomination committee duties and responsibilities in conducting its function in the board of directors and the board of commissioners remuneration and nomination. During 2019, Remuneration and Nomination Committee conducted their duties and responsibilities well. Remuneration and Nomination Committee held 8 (eight) meetings in 2019.





KOMISARIS INDEPENDEN

Independent Commissioners

Mengacu kepada Pasal 120 ayat (1) UU No. 40 tahun 2007 tentang Perseroan Terbatas, Anggaran Dasar Bank dapat mengatur adanya 1 (satu) orang atau lebih Komisaris Independen. Komisaris Independen adalah organ di dalam Dewan Komisaris yang tidak memiliki hubungan usaha, keuangan, kepengurusan dan kepemilikan saham dengan Bank dalam jangka waktu maksimal 2 (dua) tahun sebelum pengangkatannya, serta tidak memiliki hubungan afiliasi dan hubungan keluarga dengan anggota Direksi dan anggota Dewan Komisaris lainnya atau dengan Pemegang Saham atau hubungan lainnya dengan Bank yang dapat mempengaruhi kemampuannya bertindak independen. Komisaris Independen diharapkan menjadi penyeimbang terhadap keputusan yang dibuat oleh pemegang saham mayoritas untuk mewakili pemegang saham minoritas.

Komposisi keanggotaan dalam susunan Dewan Komisaris Bank telah memenuhi jumlah, komposisi, kriteria dan independensi sesuai Peraturan OJK No. 55/POJK.03/2016 tentang Penerapan Tata Kelola Bagi Bank Umum serta Surat Edaran OJK No. 13/SEOJK.03/2017 tentang Penerapan Tata Kelola Bagi Bank Umum.

Kriteria Penentuan Komisaris Independen

Jumlah anggota Dewan Komisaris Bank di akhir tahun 2019 berjumlah 2 (dua) orang, atau 50% dari keseluruhan anggota Dewan Komisaris yang berjumlah 4 (empat) orang. Dengan demikian, komposisi tersebut telah memenuhi ketentuan yang ditetapkan oleh OJK mengenai Komisaris Independen. Sesuai ketentuan Peraturan OJK No. 55/POJK.03/2016 serta Surat Edaran OJK No. 13/SEOJK.03/2017, di mana Komisaris Independen ditetapkan paling sedikit 50% dari jumlah anggota Dewan Komisaris.

Referring to Article 120 paragraph (1) of Law No. 40 of 2007 concerning Limited Liability Companies, the Bank's Articles of Association may regulate the existence of 1 (one) or more Independent Commissioners. Independent Commissioners are organs within the Board of Commissioners that have no business, financial, management and share ownership relationship with the Bank within a maximum period of 2 (two) years prior to their appointment, and do not have affiliation and family relationships with members of the Board of Directors and other members of the Board of Commissioners. or with Shareholders or other relationships with the Bank that can affect their ability to act independently. Independent Commissioners are expected to be a balance against decisions made by majority shareholders to represent minority shareholders.

The composition of membership in the composition of the Bank's Board of Commissioners has met the number, composition, criteria and independence in accordance with OJK Regulation No. 55/POJK.03/2016 concerning the Implementation of Governance for Commercial Banks and OJK Circular No. 13/SEOJK.03/2017 concerning the Implementation of Governance for Commercial Banks.

Determination Criteria for Independent Commissioners

The number of members of the Board of Commissioners of the Bank at the end of 2019 will be 2 (two) people, or 50% of the total members of the Board of Commissioners, amounting to 4 (four) people. Therefore, the composition has fulfilled the stipulations stipulated by the OJK regarding Independent Commissioners. In accordance with OJK Regulation No. 55/POJK.03/2016 and OJK Circular No. 13/SEOJK.03/2017, where the Independent Commissioner is determined to be at least 50% of the total members of the Board of Commissioners.



Susunan Komisaris Independen Bank per 31 Desember 2019

Composition of Independent Bank Commissioners of Bank as of December 31, 2019

Komisaris Independen Independent Commissioner	Dasar Penunjukan dan Masa Akhir Jabatan Appointment Basis and End of Term
Ahmad Fajarprana	RUPS Tahunan 30 Maret 2017 sampai dengan ditutupnya RUPS tahun 2019 yang akan diselenggarakan pada tahun 2020. <i>Annual GMS 30 March 2017 until the close of the 2019 GMS which will be held in 2020.</i>
Kim Dong Soo	RUPS Tahunan 29 Maret 2018 sampai dengan ditutupnya RUPS tahun 2019 yang akan diselenggarakan pada tahun 2020. <i>Annual GMS 29 March 2018 until the close of the 2019 GMS which will be held in 2020.</i>

Pernyataan Independensi

Guna menjaga independensi, Komisaris Independen menandatangani Pernyataan Independensi yang menyatakan bahwa yang bersangkutan:

1. Merupakan pihak yang independen terhadap pemilik bank atau pemegang saham pengendali bank;
2. Tidak memiliki hubungan keuangan, kepengurusan, kepemilikan saham, dan/atau hubungan keluarga dengan anggota Dewan Komisaris lainnya, anggota Direksi dan/atau Pemegang Saham Pengendali atau hubungan lain yang dapat mempengaruhi kemampuannya untuk bertindak independen;
3. Apabila dikemudian hari, ditemukan bahwa yang bersangkutan memiliki hubungan-hubungan sebagaimana dimaksud pada butir 2 di atas, maka yang bersangkutan bersedia melepaskan jabatan Komisaris Independen dan bersedia untuk diganti.

Declaration of Independence

To maintain independence, the Independent Commissioner signs an Independence Statement stating that the person concerned:

1. Is an independent party of the bank owner or controlling shareholder of the bank;
2. Does not have financial relations, management, share ownership, and/or family relations with other members of the Board of Commissioners, members of the Board of Directors and/or Controlling Shareholders or other relationships that can affect his ability to act independently;
3. If in the future, it is found that the person concerned has the relations as referred to in point 2 above, then the person concerned is willing to relinquish the position of Independent Commissioner and is willing to be replaced.





DIREKSI

Board of Directors

Direksi merupakan organ tata kelola yang bertanggung jawab penuh dalam pelaksanaan kepengurusan Bank melalui RUPS. Pelaksanaan tugas dan tanggung jawab Direksi sesuai dengan kepentingan dan tujuan Bank dan diatur dalam Anggaran Dasar yang merujuk kepada Undang-Undang Perseroan Terbatas, ketentuan Bank Indonesia, OJK dan ketentuan terkait lainnya. Direksi dalam menjalankan tugas dan tanggung jawab juga mengacu kepada pedoman dan tata tertib kerja Direksi (Piagam Direksi) yang senantiasa ditingkatkan secara berkala.

Prinsip dasar Direksi sebagai organ tata kelola Bank bertugas dan bertanggung jawab secara kolektif dalam mengelola Bank agar dapat menghasilkan nilai tambah dan memastikan kesinambungan usaha. Masing-masing anggota Direksi dapat melaksanakan tugas mengambil keputusan sesuai dengan pembagian tugas dan wewenangnya. Dasar hukum keberadaan Direksi adalah sebagai berikut:

- Undang Undang No. 40 Tahun 2007 tentang Perusahaan Terbatas.
- Peraturan Bank Indonesia No 11/01/PBI/2009 dan Perubahannya Peraturan Bank Indonesia No 13/27/PBI/2011 tentang Bank Umum.
- Peraturan OJK No 55/POJK.03/2016 tentang Penerapan Tata Kelola Bagi Bank Umum.
- Anggaran Dasar Bank.

Tugas utama Direksi adalah bertanggung jawab menjalankan segala tindakan yang berkaitan dengan pengurusan Bank. Direksi juga mewakili Bank baik di dalam maupun di luar Pengadilan dengan keterbatasannya sebagaimana diatur dalam peraturan perundang-undangan.

Tugas dan Tanggung Jawab Direksi

Secara umum, tugas dan tanggung jawab Direksi adalah sebagai berikut:

1. Menjalankan dan bertanggung jawab atas pengurusan Bank untuk kepentingan Bank sesuai dengan maksud dan tujuan Bank yang ditetapkan dalam anggaran dasar.

The Board of Directors is a governance organ that is fully responsible for implementing the management of the Bank through the GMS. The implementation of the duties and responsibilities of the Directors is in accordance with the interests and objectives of the Bank and regulated in the Articles of Association referring to the Limited Liability Company Law, Bank Indonesia regulations, OJK and other relevant provisions. The Board of Directors in carrying out its duties and responsibilities also refers to the guidelines and work rules of the Board of Directors (Board of Directors Charter) which are constantly being improved periodically.

The basic principle of the Board of Directors as the Bank's governance organ is tasked with and is collectively responsible for managing the Bank in order to generate added value and ensure business continuity. Each member of the Board of Directors can carry out the task of making decisions in accordance with the division of tasks and authority. The legal basis for the existence of the Directors is as follows:

- Law No. 40 of 2007 concerning Limited Liability Companies.
- Bank Indonesia Regulation No 11/01/PBI/2009 and Amendments to Bank Indonesia Regulation No 13/27/PBI/2011 concerning Commercial Banks.
- OJK Regulation No. 55/POJK.03/2016 concerning Application of Governance for Commercial Banks.
- Bank's Articles of Association.

The main task of the Board of Directors is responsible for carrying out all actions related to the management of the Bank. The Board of Directors also represents the Bank both inside and outside the Court with its limitations as stipulated in the legislation.

Duties and Responsibilities the Board of Directors

Generally, the duties and responsibilities of the Board of Directors are as follows:

1. Conducting and being responsible for the management of the Company for the interests of the Company based on the purposes and objectives of the Company stipulated in the articles of association.



2. Menyelenggarakan RUPS tahunan dan RUPS lainnya sebagaimana diatur dalam peraturan perundang-undangan dan anggaran dasar.
3. Melaksanakan tugas dan tanggung jawab dengan itikad baik, penuh tanggung jawab, dan kehati-hatian.
4. Melaksanakan prinsip-prinsip GCG dalam setiap kegiatan usaha Bank pada seluruh tingkatan atau jenjang organisasi di Bank.
5. Membentuk komite.
6. Melakukan evaluasi terhadap kinerja komite setiap akhir tahun buku.
7. Menyusun:
 - a. pedoman yang mengikat setiap anggota Direksi sesuai dengan ketentuan peraturan perundang-undangan yang berlaku;
 - b. kode etik yang berlaku bagi seluruh Direksi yang berlaku bagi seluruh anggota Direksi dan anggota Dewan Komisaris, karyawan/pegawai, serta pendukung organ yang dimiliki Bank sesuai dengan ketentuan peraturan perundang-undangan yang berlaku.
8. Menjaga citra Bank serta menjalin hubungan dengan seluruh pemangku kepentingan.
9. Melaksanakan tugas dan tanggung jawab lainnya yang diatur dalam Anggaran Dasar, peraturan perundang-undangan dan yang ditetapkan dalam Rapat Umum Pemegang Saham, Rapat Direksi dan peraturan Bank.

Wewenang Direksi

1. Menjalankan pengurusan Perseroan sesuai dengan kebijakan yang dipandang tepat, sesuai dengan maksud dan tujuan yang ditetapkan dalam anggaran dasar.
2. Mewakili Perseroan di dalam dan di luar pengadilan.
3. Melakukan perbuatan hukum dalam hal:
 - a. mengalihkan atau melepaskan hak.
 - b. menjadikan jaminan utang seluruh atau sebagian besar harta Perseroan yang besaran nilainya diatur dalam anggaran dasar.
 - c. pelaksanaan transaksi material, transaksi afiliasi dan transaksi benturan kepentingan sebagaimana diatur dalam peraturan perundang-undangan di bidang pasar modal.
4. Mengatur pembagian wewenang pengurusan di antara anggota Direksi.

2. Holding the annual GMS and other GMS as stipulated in regulation and articles of association.
3. Carrying out duties and responsibilities in good faith, full of responsibility, and prudence.
4. Implementing the principles of Good Corporate Governance in each of the Bank's business activities at all levels or stages of the organization at the Bank.
5. Establishing the committee.
6. Evaluating the performance of the committee at the end of each financial year.
7. Arranging:
 - a. guidelines that bind each member of the Board of Directors based on the provisions of the applicable legislation;
 - b. a code of ethics that applicable to all Directors and to all members of the Board of Directors and members of the Board of Commissioners, employees/employees, and also supporting organs owned by the Company based on the applicable laws and regulations.
8. Maintaining the Bank image and relationship with all stakeholders.
9. Conducting other duties and responsibilities stated in The Company articles of association, the prevailing laws set in the General Meetings of Shareholder, the board Directors meetings and the Bank Regulation.

Authority of the Board of Directors

1. Conducting the Company management based on the right policies, in accordance to the Article of association purpose and objectives.
2. Represent the Company in and out the court.
3. Committing legal activities such as:
 - a. Relinquish rights.
 - b. Loan Guaranteed most of the Company wealth with the nominal stated in the Company Article of association.
 - c. Material transaction, affiliation transaction, and conflict of interest transaction implementation in accordance with the capital market regulation.
4. Organizing the Division of Authority among members of the Directors.





Kriteria Direksi

Yang dapat diangkat sebagai anggota Direksi adalah orang perseorangan, yang memenuhi persyaratan pada saat diangkat dan selama menjabat:

1. Mempunyai akhlak, moral dan integritas yang baik.
2. Cakap melakukan perbuatan hukum.
3. Dalam 5 (lima) tahun sebelum pengangkatan dan selama menjabat:
 - a. pernah tidak menyelenggarakan Rapat Umum Pemegang Saham ("RUPS") tahunan;
 - b. pertanggungjawabannya sebagai anggota Direksi dan/atau anggota Dewan Komisaris pernah tidak diterima oleh RUPS atau pernah tidak memberikan pertanggungjawaban sebagai anggota Direksi dan/atau anggota Dewan Komisaris kepada RUPS;
 - c. pernah menyebabkan perusahaan yang memperoleh izin, persetujuan, atau pendaftaran dari OJK tidak memenuhi kewajiban menyampaikan laporan tahunan dan/atau laporan keuangan kepada OJK.
4. Tidak pernah dihukum karena melakukan tindak pidana yang merugikan keuangan negara dan/atau yang berkaitan dengan sektor keuangan.
5. Memiliki komitmen untuk mematuhi peraturan perundang-undangan.
6. Memiliki komitmen terhadap pengembangan operasional Bank yang sehat.
7. Memiliki pengetahuan dan/atau keahlian dan pengalaman di bidang Perbankan dan bidang Keuangan.

Prosedur Pengangkatan dan Pemberhentian Direksi

Sebagaimana yang telah diatur dalam Kebijakan Direksi, yang dapat diangkat sebagai anggota Direksi adalah orang perseorangan yang memenuhi persyaratan sesuai peraturan perundang-undangan yang berlaku.

Para anggota Direksi diangkat oleh RUPS sesuai dengan ketentuan yang berlaku, masing-masing untuk jangka waktu terhitung sejak tanggal yang ditentukan saat RUPS yang mengangkat mereka sampai penutupan RUPS tahunan yang kelima setelah tanggal pengangkatan mereka. Anggota Direksi yang masa jabatannya telah berakhir dapat diangkat kembali oleh RUPS untuk 1 (satu) kali masa jabatan.

Tata cara pengunduran diri dan pemberhentian direksi yang diatur dalam Kebijakan Bank tentang Direksi yang mengacu kepada Undang-Undang No 40 tahun

Criteria of the Board of Directors

Those who can be appointed as members of the Board of Directors are individuals who meet the requirements upon appointment and during their tenure, including:

1. Having good morals and good integrity.
2. Capable on doing legal actions.
3. Within 5 (five) years before the appointment and during the service:
 - a. Never held an annual GMS;
 - b. Accountability as a member of the Board of Directors and/or member of the Board of Commissioners has never been accepted by the GMS or has never provided accountability as a member of the Board of Directors and/or member of the Board of Commissioners to the GMS;
 - c. Has caused companies that obtained permits, approvals, or registrations from OJK to not fulfill the obligation to submit annual reports and/or financial reports to OJK.
4. Has never been convicted of a criminal offense that is detrimental to the country's finances and/or related to the financial sector.
5. Having a commitment to comply with laws and regulations.
6. Having a commitment to the sound operational bank development.
7. Having knowledge and/or expertise and experience in Banking and Finance.

The Procedures of Appointment, Resignation and The Dismissal of Board of Commissioners

As set forth in the Board of Directors' manual, who may be appointed as a member of the Board of Directors is an individual who meets the requirements in accordance with applicable laws and regulations.

The members of the Board of Directors are appointed by the GMS according to the applicable provisions, each for a period commencing from the date specified at the GMS which appoints them until the closing of the fifth annual GMS after the date of the appointment. Members of the Board of Directors whose term of office has expired may be reappointed by the GMS for 1 (one) term of office.

The procedures for resignation and dismissal of directors are regulated in BWS Policy regarding Directors that refers to Law No. 40 on 2007 and OJK Regulation



2007 dan Peraturan Otoritas Jasa Keuangan No. 55/POJK.03/2016 Tentang Penerapan Tata Kelola Bagi Bank Umum serta Surat Edaran Otoritas Jasa Keuangan No.13/SEOJK.03/2017 tanggal 17 Maret 2017 2013 perihal Penerapan Tata Kelola Bagi Bank Umum adalah sebagai berikut:

A. Pengunduran Diri

1. Anggota Direksi berhak mengundurkan diri dari jabatannya sebelum masa jabatannya berakhir dengan memberitahukan secara tertulis mengenai maksudnya tersebut kepada Bank.
2. Bank wajib menyelenggarakan RUPS untuk memutuskan permohonan pengunduran diri anggota Direksi paling lambat 90 hari setelah diterimanya permohonan pengunduran diri.
3. Sebelum pengunduran diri berlaku efektif, anggota Direksi yang bersangkutan tetap berkewajiban menyelesaikan tugas dan tanggung jawabnya sesuai dengan ketentuan dalam Anggaran Dasar Bank dan Peraturan Perundang-Undangan yang berlaku.
4. Terhadap anggota Direksi yang mengundurkan diri tersebut tetap dapat dimintakan pertanggungjawabannya sebagai anggota Direksi sejak tanggal pengangkatannya hingga tanggal disetujuinya pengunduran dirinya dalam RUPS. Pembebasan tanggung jawab anggota Direksi yang mengundurkan diri diberikan setelah RUPS membebaskannya.

B. Pemberhentian Direksi

1. Anggota Direksi dapat diberhentikan sewaktu-waktu berdasarkan keputusan RUPS dengan menyebutkan alasannya.
2. Alasan pemberhentian anggota Direksi dilakukan apabila anggota Direksi tidak lagi memenuhi persyaratan sebagai anggota Direksi.
3. Keputusan pemberhentian anggota Direksi diambil setelah anggota Direksi yang bersangkutan diberi kesempatan untuk membela diri dalam RUPS.
4. Pemberhentian berlaku sejak penutupan RUPS yang memutuskan pemberhentiannya, kecuali bila tanggal pemberhentian yang lain ditentukan oleh RUPS.

No. 55/POJK.03/2016 concerning Implementation of Governance for Commercial Banks and OJK Circular Letter No.13/SEOJK.03/2017 on March 17, 2017 concerning the Implementation of Governance for Commercial Banks as follows:

A. Resignation

1. The member of the Board of Directors has the right to resign from his position before his term of office ends by notifying in writing of the intention to the Bank.
2. Banks must hold a GMS to decide on the application for resignation of a member of the Board of Directors no later than 90 (ninety) days after receipt of the application for resignation.
3. Before the resignation running effective, the relevant member of the Board of Directors is still obliged to complete his duties and responsibilities according to the provisions in the Bank's Articles of Association and the applicable Laws and Regulations.
4. The member of the Board of Directors who resigns can still be held accountable as a member of the Board of Directors from the date of appointment until the date of his approval of his resignation at the GMS. The release of the responsibility of the resigning member of the Board of Directors is given after the GMS releases him.

B. Dismissal of the Board of Directors

1. The members of the Board of Directors can be dismissed at any time based on the results of the AGMS citing the reason.
2. The reason for a member of the Board of Directors dismissal is carried out if the member of the Board of Directors in no longer fulfills the requirements as a member of the Board of Directors.
3. The decision to dismiss the member of the Board of Directors is taken after the person is given the opportunity to defend himself at the GMS.
4. Dismissal should be effective from the closing of the GMS or other dates determined in the resolutions of the GMS.





Setiap pengangkatan, pemberhentian dan/atau penggantian anggota Direksi sebagaimana tercantum dalam Ringkasan Risalah RUPS wajib diumumkan kepada masyarakat paling kurang melalui:

- 1 (satu) surat kabar harian berbahasa Indonesia berperedaran nasional;
- Situs web Bursa Efek; dan
- Situs web Bank, dalam Bahasa Indonesia dan bahasa asing, dengan ketentuan bahasa asing yang digunakan paling kurang bahasa Inggris.

Masa Jabatan Direksi

Masa jabatan anggota Direksi ditetapkan tiga (3) tahun dan dapat diangkat kembali sesuai dengan keputusan RUPS dengan tidak mengurangi hak RUPS untuk memberhentikannya sewaktu-waktu sebelum masa jabatannya berakhir.

Pedoman Tata Tertib Kerja Direksi (Board Charter)

Direksi dalam melakukan tugas dan kewajibannya senantiasa merujuk pada Pedoman Kerja Dewan Komisaris dan Direksi yang tertuang dalam Anggaran Dasar Bank dan dijabarkan pada Kebijakan Direksi No. 113/KEP-DIR/A-13/VI/15 tanggal 30 Juni 2015. Dalam pedoman tata kerja tersebut, dijelaskan mengenai tahapan aktivitas secara terstruktur, sistematis, mudah dipahami, dan dapat dijalankan dengan konsisten dalam melaksanakan tugasnya masing-masing untuk mencapai visi dan misi Bank, sehingga diharapkan akan tercapai standar kerja yang tinggi selaras dengan prinsip-prinsip GCG.

Komposisi Direksi

Komposisi Direksi per 31 Desember 2019 sesuai dengan hasil keputusan RUPS Tahunan tanggal 28 Maret 2019. Berdasarkan keputusan RUPS Tahunan tersebut, terdapat penambahan jumlah Direksi, dari 6 (enam) Direktur menjadi 7 (tujuh) Direktur, di mana salah satunya adalah Presiden Direktur. Kronologi perubahan susunan Direksi di tahun 2019 tercantum sebagaimana di bawah ini:

Every appointment, dismissal and/or replacement of members of the Board of Directors as stated in the Summary of Minutes of GMS must be announced to the public at least through:

- 1 (one) Indonesian language daily newspaper with national publishing;
- Stock Exchange website; and
- Open company website, in Indonesian and foreign languages, provided the foreign language is used at least in English.

The Term of Office of the Board of Directors

The Board of Directors members term of office is set at three (3) years and can be reappointed in accordance with the resolution of the GMS without prejudice to the right of the GMS to dismiss it at any time before the term of office ends.

The Board of Directors Charter (Board Charter)

The Board of Directors running their duties and responsibilities by referring to Board of Directors Work Procedure Guidelines contained in the Company's Articles of Association and described in directors policy No. 113/KEP-DIR/A-13/VI/15 dated June 30, 2015. The Manual describes activity stages in structured, systematic, comprehensible and sustainable manner where each of the Board members should apply consistently in carrying out their respective duties to achieve the Company's vision and mission, so that high standards of work can be achieved accord.

Composition of the Board of Directors

The composition of the Board of Directors per December 31, 2019 based on the results of the AGMS on March 28, 2019. Based on the decision of the Annual General Meeting, there were additional Directors, from 6 (six) Directors to 7 (seven) Directors, one of whom was the President Director. The chronology of changes in the composition of the Directors in 2019 is listed as below:



Kronologis Perubahan Susunan Direksi di Tahun 2019

Chronology of Changes in the Composition of Directors in 2019

Periode 1 Januari - 28 Maret 2019 Period 1 January - 28 March 2019	Periode 1 Januari - 28 Maret 2019 Period 1 January - 28 March 2019	Keterangan Information
Choi Jung Hoon (Presiden Direktur/President Director)	Choi Jung Hoon (Presiden Direktur/President Director)	-
I Made Mudiastira (Direktur/Director)	I Made Mudiastira (Direktur/ Director)	-
Sadhana Priatmadja (Direktur/Director)	Sadhana Priatmadja (Direktur/ Director)	-
Vicky Fitriadi (Direktur/Director)		Vicky Fitriadi tidak lagi menjabat sejak RUPS Tahunan 28 Maret 2019 Vicky Fitriadi no longer assigned since the Annual General Meeting of Shareholders March 28, 2019
Park Young Man (Direktur/Director)	Park Young Man (Direktur/ Director)	-
M. Tri Budiono (Direktur/Director)	M. Tri Budiono (Direktur/ Director)	-
	Kim Yong Wook (Direktur/ Director)	Kim Yong Wook tidak diajukan untuk fit & proper test ke OJK. Pembatalan pengangkatan Kim Yong Wook sebagai Direktur akan dilakukan dalam RUPS tahun 2020 Kim Yong Wook did not submitted to fit & proper test. The cancelation of Kim Yong Wook appointment as a Director will be conducted in the 2020 AGMS
	Benny Sudarsono Tan (Direktur/ Director)	Benny Sudarsono Tan menjabat sejak RUPS Tahunan 28 Maret 2019 untuk masa jabatan hingga ditutupnya RUPS yang akan diselenggarakan pada tahun 2020; dan efektif menjabat sejak tanggal penetapan fit & proper test dari OJK, yaitu 25 Juli 2019 Benny Sudarsono Tan has served since the Annual General Meeting of Shareholders March 28, 2019 for a term of office until the closing of the General Meeting of Shareholders in 2020; and effectively served since the date of the determination of the fit & proper test from OJK, which is July 25, 2019

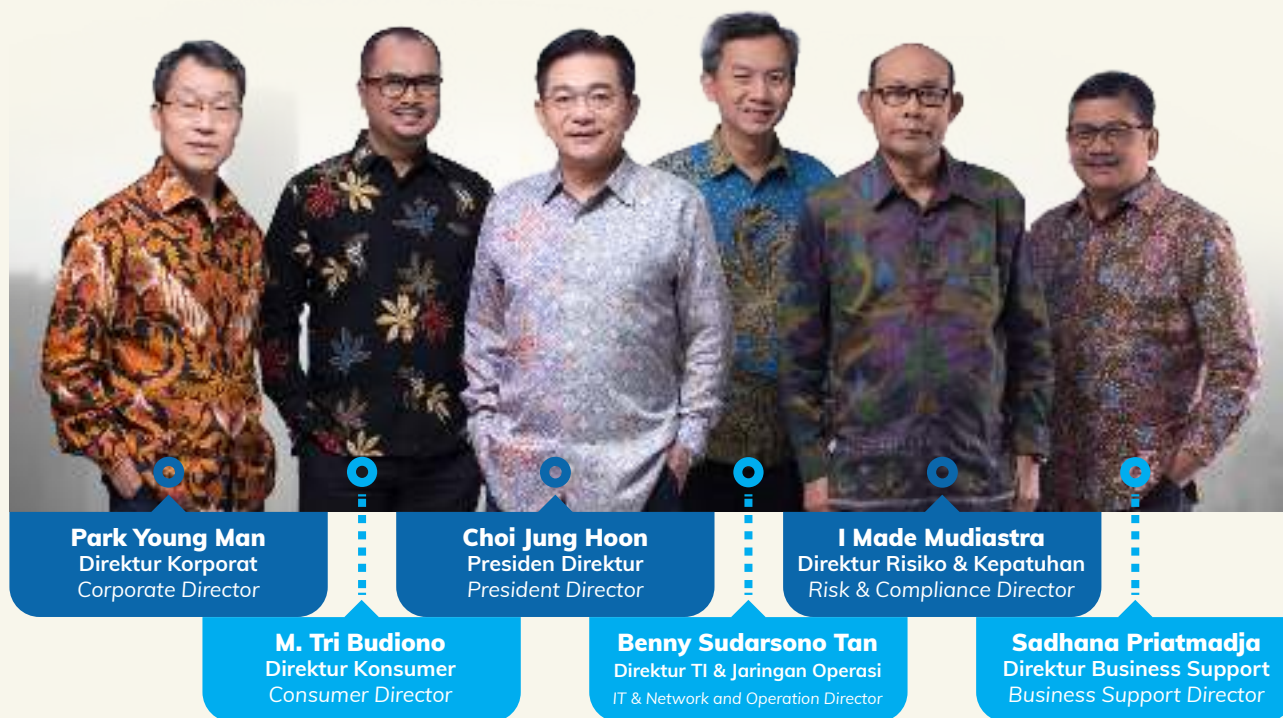
Seluruh Direksi Bank telah lulus uji kemampuan dan kepatutan OJK yang berarti seluruh kriteria, independensi sebagaimana persyaratan OJK telah dipenuhi dan teruji. Dengan demikian, susunan Direksi Bank per 31 Desember 2019 dapat dilihat di bawah ini:

All members of the Board of Commissioners have passed the OJK's fit and proper test which means that all criteria, independence as OJK requirements have been met and tested. The composition of the members of the Board of Commissioners and the Board of Directors of the Company per December 31, 2019 can be seen in bellow:



Susunan Direksi Bank
per 31 Desember 2019Board of Directors Composition
as of December 31, 2019

Nama Name	Jabatan Position	Dasar Penunjukan Appointment Basis	Masa Akhir Jabatan End of Term
Choi Jung Hoon	Presiden Direktur President Director	RUPS Tahunan 29 Maret 2018 Annual GMS March 29, 2018	Sampai dengan ditutupnya RUPS tahun 2019 yang akan diselenggarakan pada tahun 2020 Until the closing of the 2019 GMS which will be held in 2020
Park Young Man	Direktur Director	RUPS Tahunan 30 Maret 2017 Annual GMS March 30, 2017	
I Made Mudiastira	Direktur Director	RUPS Tahunan 30 Maret 2017 Annual GMS March 30, 2017	
Sadhana Priatmadja	Direktur Director	RUPS Tahunan 30 Maret 2017 Annual GMS March 30, 2017	
M. Tri Budiono	Direktur Director	RUPS Tahunan 29 Maret 2018 Annual GMS March 29, 2018	
Benny Sudarsono Tan	Direktur Director	RUPS Tahunan 28 Maret 2019 Annual GMS March 28, 2019	



Sesuai peraturan terkait pergantian Direksi, bagi Direksi yang diangkat oleh RUPS meneruskan masa jabatan Direksi yang digantikan. Masa jabatan seluruh anggota Direksi akan berakhir pada RUPS tahun 2019 yang akan diselenggarakan pada tahun 2020.

In accordance with regulations related to the change of Directors, for Directors appointed by the GMS to continue the term of office of the Directors replaced. The term of office of all members of the Board of Directors will end at the 2019 GMS which will be held in 2020.



Penilaian Kelayakan dan Kepatutan Direksi

Seluruh calon anggota Direksi wajib dinyatakan lulus dalam Uji Kelayakan dan Kepatutan (Fit & Proper Test) yang dilakukan oleh Otoritas Jasa Keuangan. Adapun penjelasan status Uji Kelayakan dan Kepatutan Direksi yang menjabat di akhir tahun 2019 dapat dijelaskan pada tabel di bawah ini.

The Board of Directors Fit and Proper Assessment

All prospective members of the Board of Directors must be declared to have passed the Fit & Proper Test conducted by the Otoritas Jasa Keuangan. The explanation on the status of the Fit and Proper Test of the Directors who served at the end of 2019 can be explained in the table below.

Nama Name	Jabatan Position	Status Status	Keterangan Uji Kemampuan dan Kepatutan Fit and Proper Test Information
Choi Jung Hoon	Presiden Direktur President Director	Lulus Passed	Telah diperoleh surat persetujuan dari OJK perihal Keputusan Uji Kemampuan dan Kepatutan (Fit and Proper Test) tanggal 31 Juli 2018. A letter of approval has been obtained from the OJK regarding the Decision on the Fit and Proper Test on July 31, 2018.
Park Young Man	Direktur Director	Lulus Passed	Telah diperoleh surat persetujuan dari OJK perihal Keputusan Uji Kemampuan dan Kepatutan (Fit and Proper Test) tanggal 06 Juli 2018. An approval letter has been obtained from the OJK regarding the Fit and Proper Test Decision dated July 06, 2018.
I Made Mudiastira	Direktur Director	Lulus Passed	Telah diperoleh surat persetujuan dari OJK perihal Keputusan Uji Kemampuan dan Kepatutan (Fit and Proper Test) tanggal 29 Maret 2017. An approval letter has been obtained from the OJK regarding the Decision of the Fit and Proper Test on March 29, 2017.
Sadhana Priatmadja	Direktur Director	Lulus Passed	Telah diperoleh surat persetujuan dari OJK perihal Keputusan Uji Kemampuan dan Kepatutan (Fit and Proper Test) tanggal 06 Juli 2017. A letter of approval has been obtained from the OJK regarding the Decision on the Fit and Proper Test on July 6, 2017.
M. Tri Budiono	Direktur Director	Lulus Passed	Telah diperoleh surat persetujuan dari OJK perihal Keputusan Uji Kemampuan dan Kepatutan (Fit and Proper Test) tanggal 31 Juli 2018. An approval letter from the OJK regarding the Decision of the Fit and Proper Test has been obtained on July 31, 2018.
Benny Sudarsono Tan	Direktur Director	Lulus Passed	Telah diperoleh surat persetujuan dari OJK perihal Keputusan Uji Kemampuan dan Kepatutan (Fit and Proper Test) tanggal 25 Juli 2019. An approval letter has been obtained from the OJK regarding the Decision of the Fit and Proper Test on July 25, 2019.

Independensi Keanggotaan Direksi

Seluruh anggota Direksi tidak memiliki rangkap jabatan sebagai Komisaris, Direksi atau Pejabat Eksekutif pada Bank, perusahaan dan atau lembaga lain, selain yang diizinkan oleh Peraturan Otoritas Jasa Keuangan No. 55/POJK.03/2016 mengenai Penerapan Tata Kelola bagi Bank Umum. Independensi Direksi Bank juga dapat dilihat dari tidak adanya kepemilikan saham yang tidak sesuai peraturan dan hubungan keluarga, baik antar anggota Direksi maupun antara anggota Direksi dengan Dewan Komisaris dan pemegang saham pengendali.

Independence of Directors' Membership

All members of the Board of Directors do not have concurrent positions as Commissioners, Directors or Executive Officers in Banks, companies and or other institutions, other than those permitted by Otoritas Jasa Keuangan Regulation No. 55/POJK.03/2016 concerning Implementation of Governance for Commercial Banks. Independence of the Directors of the Bank can also be seen from the absence of share ownership that is not in accordance with regulations and family relations, both between members of the Board of Directors and between members of the Board of Directors with the Board of Commissioners and controlling shareholders.





Laporan Singkat Pelaksanaan Tugas dan Tanggung Jawab Direksi Tahun 2019

Di tahun 2019 Direksi telah mengeluarkan berbagai keputusan baik di bidang operasional, keuangan, maupun beberapa penunjang usaha melalui perangkat kebijakan berupa Keputusan, yaitu sebagai berikut:

Brief Report on The Implementation of The Duties and Responsibilities of Directors in 2019

In 2019 the Board of Directors issued a number of decisions in the operational, financial and business support sectors through policy instruments in the form of Directors' Decrees, namely as follows:

No	No Surat Letter Number	Tanggal Date	Perihal Subject
1	001/KEP.DIR/HC.II/2019	15 Januari 2019 January 15, 2019	Pemberian Insetif Providing Incentive
2	002/KEP.DIR/HC.II/2019	16 Januari 2019 January 16, 2019	Perubahan Supervisi Kantor Cabang Pembantu dan Kantor Kas Change in Supervision of Sub-Branch Office and Cash Office
3	006/SE.DIR/HC.III.II/2019	21 Januari 2019 January 21, 2019	Perubahan Plafond Pinjaman Karyawan Change in Employee Loan Limit
4	003/KEP.DIR/HC.II/2019	22 Januari 2019 January 22, 2019	Pemberian Insentif Petugas Relationship Officer Granting Relationship Officer Incentive
5	004/KEP.DIR/HC.II/2019	22 Januari 2019 January 22, 2019	Pemberian Insentif Funding Officer Granting Funding Officer Incentive
6	005/KEP.DIR/HC.III.II/2019	23 Januari 2019 January 23, 2019	Pembentukan Tim Gugus Tugas Anti Fraud Formation of Anti Fraud Task Force Team
7	014/KEP.DIR/HC.III.II/2019	4 Maret 2019 March 4, 2019	Perubahan Besaran IIR Change of IRR Amount
8	015/KEP.DIR/HC.III.III/2019	5 Maret 2019 March 5, 2019	Perubahan Supervisi Kantor Cabang Pembantu dan Kantor Kas Change in Supervision of Sub-Branch Office and Cash Office
9	018/KEP.DIR/HC.III.III/2019	18 Maret 2019 March 18, 2019	Penetapan Hasil PA Tahun 2018 Determination of PA Result in 2018
10	023/KEP.DIR/HC.II.III/2019	25 Maret 2019 March 25, 2019	Kebijakan Penangguhan Remunerasi yang Bersifat Variable untuk MRT Suspension Variable Remuneration Policy for MRT
11	043/KEP.DIR/HC.III.V/2019	3 Mei 2019 May 3, 2019	Penetapan Penyesuaian Gaji 2019 Determination of 2019 Salary Adjustment
12	008/KEP-DIR/A-04.V/19	6 Mei 2019 May 6, 2019	Kebijakan Status Karyawan Non-Banking Staff menjadi tenaga Kerja Alih Daya Policy of employee Non-Banking Staff Status become outsourcing employee
13	050/KEP.DIR/HC.II.V/2019	13 Mei 2019 May 13, 2019	Ketetapan Pembayaran Tunjangan Hari Raya Idul Fitri 1440 H Payment Provisions for Eid Al Fitr Holiday Allowance of 1440 H
14	046/KEP.DIR/HC.II.IV/2019	21 Mei 2019 May 21, 2019	Perubahan Struktur Organisasi Kantor Pusat Change of Structural Organization of Head Office
15	009/KEP-DIR/A-01.V/19	27 Mei 2019 May 27, 2019	Piagam Audit Internal Audit Internal Charter
16	053/KEP.DIR/HC.III.V/2019	3 Juni 2019 June 3, 2019	Penetapan Penyesuaian Gaji, Skala Gaji dan Tunjangan Kemahalan Tahun 2019 Determination of Salary Adjustment, Salary Scale, and Cost of Living Allowance in 2019
17	052/KEP.DIR/HC.III.V/2019	13 Juni 2019 June 13, 2019	Pembentukan Team Kolaborasi Penangan BJB Case Formation of The BJB Case Handling Collaboration Team
18	010/KEP-DIR/A-14.VI/19	25 Juni 2019 June 25, 2019	Kebijakan & Pedoman Akuntansi Aset dan Kewajiban Keuangan (Revisi 2) Financial Assets and Obligations Accounting Policies and Guidelines (Revised 2)
19	011/KEP-DIR/A-07.VII/19	18 Juli 2019 July 18, 2019	Perubahan sementara Struktur Komite Kredit Direksi Temporary Change of The Board of Directors Loan Committee



20	064/KEP.DIR/HC.III/VII/2019	22 Juli 2019 July 22, 2019	Pencabutan Penetapan Besaran Nominal Biaya Perjalanan Dinas Revocation of Travel Costs Provisions
21	067/KEP.DIR/HC.III/VII/2019	29 Juli 2019 July 29, 2019	Team Task Force Peningkatan DPK untuk Pemenuhan Rasio NSFR & LCR Formation of Task Force Team to Increase DPK and fulfill of NSFR & LCR Ratio
22	012/KEP-DIR/A-07/VIII/19	2 Agustus 2019 August 2, 2019	Perubahan Struktur Komite Kredit & Kewenangan memutus Kredit untuk Komite Kredit Direksi Change of Loan Committee Structure & The Board of Directors Loan Committee Authority to Cut Off Credit
23	072/KEP.DIR/HC.II/VIII/2019	7 Agustus 2019 August 7, 2019	Limit Kewenangan PK (Revisi 2) Limitation of PK Authority (Revised 2)
24	080/KEP.DIR/HC.III/IX/2019	16 September 2019 September 16, 2019	Penunjukan Tenaga Pendamping Appointment of Assistants
25	082/KEP.DIR/HC.II/X/2019	21 Oktober 2019 October 21, 2019	Perubahan Struktur Grade Change of Grade Structure
26	084/KEP.DIR/HC.III/XI/2019	8 November 2019 November 8, 2019	Kebijakan Jangka Waktu Pengajuan Resign Karyawan Policy of Employee Resignation Notice Period
27	091/KEP.DIR/HC.III/XII/2019	30 Desember 2019 December 30, 2019	Pembentukan Tim Task Force Pengkinian Kebijakan dan Prosedur Formation of Task Force Team to Update of Policies and Procedures
28	016/KEP-DIR/A-02/XIII/19	31 Desember 2019 December 31, 2019	Pencabutan Ketentuan Internal Mengenai Kegiatan Transfer Dana Melalui Kerjasama Western Union Revocation of Internal Provisions regarding to Funds Transfer Activities Through Western Union Cooperation

Penilaian Kinerja Komite di Bawah Direksi

Guna mendukung efektivitas pelaksanaan operasional Bank, Direksi dibantu oleh beberapa komite, yaitu Komite Asset Liability Management (ALMA), Komite Manajemen, Komite Manajemen Risiko, Komite Sumber Daya Manusia, Komite Pengarah Teknologi Informasi, dan Komite Kredit. Atas kinerja di tahun 2019, Direksi memandang bahwa seluruh komite tersebut telah bekerja dengan menjunjung standar kompetensi dan kualitas yang baik, dengan uraian sebagai berikut:

- Komite Asset Liability Management (ALMA) bertugas untuk membantu Direksi dalam menjalankan fungsi penetapan strategi pengelolaan assets dan liabilities, penetapan suku bunga dan likuiditas, serta hal-hal lain yang terkait dengan pengelolaan assets dan liabilities Perseroan. Selama tahun 2019, Komite ALMA telah melaksanakan 12 (dua belas) kali rapat dan telah melaksanakan tugasnya dengan baik.
- Komite Manajemen Risiko bertugas untuk membantu Direksi dalam memberikan informasi tentang risiko yang dihadapi BWS melalui laporan profil risiko agar direksi dapat menentukan mitigasi risiko yang dapat

Performance Evaluation Committee Under the Board of Directors

To support the effectiveness of the Bank's operational implementation, the Board of Directors is assisted by several committees, namely the Asset Liability Management (ALMA) Committee, Management Committee, Risk Management Committee, Human Resources Committee, Information Technology Steering Committee, and Credit Committee. For their performance in 2019, the Board of Directors considers that all of these committees have worked by upholding good standards of competence and quality, with the following description:

- The Asset Liability Management (ALMA) Committee requests assistance in carrying out the management functions of assets and liabilities, state assets and liquidity, as well as other matters related to the Company's assets and liabilities assets. During 2019, the ALMA Committee has held 12 (twelve) meetings and has carried out its duties well.
- The Risk Management Committee for Board Assistance in providing information about risks issued by the BWS through a risk profile report so that directors can determine the risk mitigation that





diterapkan. Selama tahun 2019, kinerja Komite manajemen risiko telah melaksanakan 12 (dua belas) kali rapat dan telah melaksanakan tugasnya dengan baik.

- Komite Sumber Daya Manusia bertugas untuk membantu Direksi dalam memberikan rekomendasi atas pergerakan dan penetapan penempatan sumber daya manusia yang tepat. Selama tahun 2019, Komite sumber daya manusia telah melaksanakan tugasnya dengan baik.
- Komite Pengarah teknologi Informasi merupakan komite yang bertugas untuk membantu Direksi dalam proses pengambilan keputusan terkait kebijakan pengelolaan operasional BWS pada bidang Teknologi Informasi. Selama tahun 2019, Komite Pengarah teknologi Informasi telah melaksanakan 4 (empat) kali rapat pembahasan penetapan teknologi informasi dan telah melaksanakan tugasnya dengan baik.
- Komite Kredit bertugas untuk membantu Direksi dalam proses pengambilan keputusan atas persetujuan pemberian kredit. Selama tahun 2019, Komite Kredit telah melaksanakan tugasnya dengan baik yang ditunjukkan dengan adanya modul/prosedur pemberian persetujuan kredit melalui sistim core banking oleh user anggota komite.

can be applied. During 2019, the performance of the Risk Management Committee has held 12 (twelve) meetings and has carried out its duties well.

- *Human Resources Committee to assist the Board of Directors in providing assistance with and determining appropriate human resources. In 2019, Human Resources Committee has carried out its duties well.*
- *Information Technology Steering Committee which assists the Board of Directors in the decision making process related to BWS operational policies in the field of Information Technology (IT). In 2019, the information technology Steering Committee held 4 (four) meetings on information technology discussion and carried out its duties properly.*
- *The Credit Committee is tasked to assist the Board of Directors in the decision making process related to the approval of credit granting. During 2019, the Credit Committee has carried out its duties well, its approved by modul/procedure granting credit approval through the core banking systems by the committee members.*



TRANSPARANSI KINERJA DEWAN KOMISARIS DAN DIREKSI TAHUN 2019

*Performance Transparency of Board of Commissioners
and Board of Directors, 2019*

Keberagaman Komposisi Dewan Komisaris Dan Direksi

Bank memiliki kebijakan dan ketentuan tentang keberagaman komposisi Dewan Komisaris dan Direksi yang dimuat dalam penerapan Tata Kelola bagi Bank Umum.

1. Hal-hal yang terkait dengan komposisi Dewan Komisaris diatur sebagai berikut:

- Komposisi Dewan Komisaris sedemikian rupa sehingga memungkinkan pengambilan keputusan yang efektif tepat dan cepat serta dapat bertindak secara independen.
- Jumlah Anggota Dewan Komisaris paling sedikit 3 (tiga) orang yang dipimpin oleh Presiden Komisaris atau Komisaris Utama dan paling banyak sama dengan jumlah Direksi.
- Paling sedikit 50 % dari anggota Dewan Komisaris adalah Komisaris Independen.
- Sekurang-kurangnya 1 (satu) orang anggota Dewan Komisaris wajib berdomisili di Indonesia.

2. Hal-hal yang terkait dengan komposisi Direksi diatur sebagai berikut:

- Komposisi Direksi sedemikian rupa sehingga memungkinkan pengambilan keputusan yang efektif, tepat dan cepat serta dapat bertindak secara independen dalam arti tidak mempunyai kepentingan yang dapat mengganggu kemampuannya untuk melaksanakan tugasnya secara mandiri dan kritis.
- Direksi terdiri atas setidaknya 6 (enam) orang anggota Direktur yang dipimpin oleh Presiden Direktur atau Direktur Utama.
- Mayoritas anggota Direksi paling kurang memiliki pengalaman 9 (sembilan) tahun di bidang operasional sebagai Pejabat Eksekutif Bank.

Diversity of The Composition of The Board of Commissioners And The Board of Directors

The Bank has policies and provisions regarding the diversity of the composition of the Board of Commissioners and Directors contained in the GCG Implementation.

1. Matters related to the composition of the Board of Directors are regulated as follows:

- The composition of the Board of Commissioner in such a way as to enable effective, appropriate and quick decision making and be able to act independently.
- The number of members of the Board of Commissioners is at least 3 (three) people, led by the President Commissioner or Principal Commissioner and at most the same as the number of Directors.
- At least 50% of the members of the Board of Commissioners are Independent Commissioners.
- At least 1 (one) member of the Board of Commissioners must be domiciled in Indonesia.

2. Matters related to the composition of the Board of Directors are regulated as follows:

- The composition of the Board of Directors in such a way as to enable effective, appropriate and quick decision making and be able to act independently in the sense of not having an interest that can interfere with his ability to carry out his duties independently and critically.
- The Board of Directors consists of at least 6 (six) members of the Director, led by the President Director or Principal Director.
- The majority of members of the Board of Directors have at least 9 (nine) years experience in the operational field as Bank Executive Officers.





- Salah seorang anggota Direksi harus menjabat sebagai Direktur Kepatuhan sesuai dengan ketentuan Bank Indonesia.
- Memiliki pengalaman dan keahlian di bidang perbankan dan atau lembaga keuangan antara lain adalah keahlian di bidang operasional, pemasaran, pembukuan, pendanaan, perkreditan, pasar uang, pasar modal dan hukum perundangundangan, yang berkaitan dengan bidang perbankan dan/atau lembaga keuangan.

- One member of the Board of Directors must serve as the Compliance Director in accordance with Bank Indonesia regulations.
- Has experience and expertise in banking and/or financial institutions including expertise in operational, marketing, bookkeeping, funding, credit, financial markets, capital markets and legal laws, relating to banking and/or financial institutions.

Berikut disampaikan keberagaman Dewan Komisaris dan Direksi tahun 2019.

Following is the diversity of the Board of Commissioners and Directors in 2019.

Nama dan Jabatan Name and Position	Usia (tahun) Age (years)	Jenis Kelamin Gender	Pendidikan Terakhir Last education	Pengalaman Kerja (tahun) Work Experience (years)
Dewan Komisaris / Board of Commissioners				
Arief Budiman Presiden Komisaris / President Commissioner	63	Laki-laki Male	S1	34
Park Tae Yong Komisaris / Commissioner	61	Laki-laki Male	S1	36
Kim Dong Soo Komisaris Independen / Independent Commissioner	63	Laki-laki Male	S1	40
Ahmad Fajarprana Komisaris Independen / Independent Commissioner	61	Laki-laki Male	S2	35
Direksi / Board of Directors				
Choi Jung Hoon Presiden Direktur / President Director	61	Laki-laki Male	S2	35
Park Young Man Direktur / Director	56	Laki-laki Male	S2	15
I Made Mudiastira Direktur / Director	62	Laki-laki Male	S2	38
Sadhana Priatmadja Direktur / Director	57	Laki-laki Male	S2	33
M. Tri Budiono Direktur / Director	56	Laki-laki Male	S1	29
Benny Sudarsono Tan Direktur / Director	49	Laki-laki Male	S2	25



Pelaksanaan Rapat Dewan Komisaris dan Direksi

Rapat Dewan Komisaris

Dewan Komisaris dapat mengadakan rapat sewaktu-waktu atas permintaan 1 (satu) atau beberapa anggota Dewan Komisaris atau permintaan Direksi, dengan menyebutkan hal-hal yang akan dibicarakan. Dalam setiap rapat Dewan Komisaris dibuatkan risalah rapat oleh Sekretaris Perusahaan dan ditandatangani oleh pimpinan rapat serta seluruh anggota Dewan Komisaris yang hadir dalam rapat. Risalah rapat berisi hal-hal yang dibicarakan dan hal-hal yang diputuskan.

Sepanjang tahun 2019 Dewan Komisaris telah memenuhi kriteria rapat yang dipersyaratkan, yang telah dilaksanakan sebanyak 4 (empat) kali. Berikut disampaikan agenda dan risalah rapat Dewan Komisaris serta rekapitulasi kehadiran Dewan Komisaris dalam rapat di tahun 2019.

Risalah Rapat Dewan Komisaris

No	Tanggal Rapat Date of Meeting	Agenda Rapat Meeting Agenda	Peserta Rapat Meeting Participants
1	28 Januari 2019 January 28, 2019	<ul style="list-style-type: none"> Laporan Evaluasi Pembahasan Komite Audit periode Triwulan IV-2018; Laporan Evaluasi Pembahasan Komite Pemantau Risiko periode Triwulan IV-2018 & update saat ini; Pembahasan Komite Nominasi & Remunerasi. Audit Committee Evaluation Report for period quarter IV-2018 Risk Monitoring Committee Evaluation Report for Period quarter IV-2018 and currently update Nomination and Remuneration Decision 	<ul style="list-style-type: none"> Bp. Agus Setiadjaja Komisaris/Commissioner Bp. Ahmad Fajarprana Komisaris/Commissioner Bp. Bambang Sutidjo Anggota KA/Audit Committee Member Ibu Nanny Dewi Anggota KA/Audit Committee Member Bp. Waldy Gutama Anggota KPR/ Risk Management Committee Member Bp. Yanyan Mulyanto Anggota KPR/ Risk Management Committee Member Bp. Adi Haryadi Anggota KPR/ Risk Management Committee Member Bp. Achmad Syailendra Anggota KNR/ Nomination and Remuneration Committee Member
2	21 Februari 2019 February 21, 2019	<ul style="list-style-type: none"> Laporan Komite Audit Triwulan IV Laporan Komite Pemantau Risiko periode Januari 2019 Pembahasan Komite Nominasi & Remunerasi Quarter IV Audit Committee Report Risk Management Committee Report for period January 2019 Nomination and Remuneration Committee Discussion 	<ul style="list-style-type: none"> Farid Rahman Presiden Komisaris/President Commissioner Ahmad Fajarprana Komisaris/ Commissioner Agus Setiadjaja Komisaris/ Commissioner Kim Dong Soo Komisaris/ Commissioner

The Implementation of The Board of Commissioners and The Board of Directors

Board of Commissioners Meeting

The Board of Commissioners may convene at any time at the request of 1 (one) or several members of the Board of Commissioners or at the request of the Board of Directors, stating the matters to be discussed. In each meeting of the Board of Commissioners, minutes of the meeting are made by the Corporate Secretary and signed by the chair of the meeting as well as all members of the Board of Commissioners present at the meeting. Minutes of the meeting contain matters discussed and matters decided.

Throughout 2019 the Board of Commissioners met the required meeting criteria, which had been held 4 (four) times. Following is the agenda and minutes of the Board of Commissioners 'meeting and recapitulation of the Board of Commissioners' attendance at the meeting in 2019.

Minutes of Board of Commissioners' Meeting





No	Tanggal Rapat Date of Meeting	Agenda Rapat Meeting Agenda	Peserta Rapat Meeting Participants
3	22 Mei 2019 May 22, 2019	<ul style="list-style-type: none"> Laporan Evaluasi Pembahasan Komite Audit periode triwulan 1-2019; Laporan Evaluasi Pembahasan Komite Pemantau Risiko periode triwulan 1-2019 Audit Committee Evaluation Report for period quarter I-2019 Risk Monitoring Committee Evaluation Report for Period quarter I-2019 	<ul style="list-style-type: none"> Ahmad Fajarprana Komisaris/Commissioner Kim Dong Soo Komisaris/Commissioner Bp. Bambang Sutidjo Anggota KA/Audit Committee Member Bp. Waldy Gutama Anggota KPR/ Risk Management Committee Member Bp. Adi Haryadi Anggota KPR/ Risk Management Committee Member Bp. Achmad Syailendra Anggota KNR/ Nomination and Remuneration Committee Member
4	19 November 2019 November 19, 2019	<ul style="list-style-type: none"> Laporan Evaluasi Komite Laporan Pengajuan Pinjaman Jangka Panjang ke Bank Committee Evaluation Report Reports on Submission of Long-Term Loans to Banks 	<ul style="list-style-type: none"> Arief Budiman Presiden Komisaris/Commissioner Park Tae Yong Komisaris/Commissioner Kim Dong Soo Komisaris/Commissioner Ahmad Fajarprana Komisaris/Commissioner

Rekapitulasi Tingkat Kehadiran Dewan Komisaris pada Rapat Dewan Komisaris

Recapitulation of the Board of Commissioners 'Attendance at the Board of Commissioners' Meeting

Dewan Komisaris Board of Commissioners	Jumlah Wajib Rapat Number of Meeting Requirements	Jumlah Rapat yang Dihadiri Number of Meetings Attended	Jumlah Rapat yang Tidak Dihadiri Number of Meetings Not Attended	Persentase Kehadiran Percentage of Attendance
Arief Budiman Presiden Komisaris* / President Commissioner*	1	1	-	100%
Park Tae Yong Komisaris* / Commissioner*	1	1	-	100%
Kim Dong Soo Komisaris Independen / Independent Commissioner	4	3	1	75%
Ahmad Fajarprana Komisaris Independen / Independent Commissioner	4	4	-	100%
Farid Rahman Presiden Komisaris* / President Commissioner*	2	1	1	50%
Ahmad Agus Setiadjaja Komisaris Independen* / Independent Commissioner*	2	2	-	100%
Rata-rata Kehadiran Dewan Komisaris Average Board of Commissioners Attendance				88%

*) Farid Rahman dan Ahmad Agus Setiadjaja tidak lagi menjabat dalam jajaran Dewan Komisaris sejak RUPS Tahunan 28 Maret 2019. Posisinya digantikan oleh oleh Arief Budiman dan Park Tae Yong

*) Farid Rahman and Ahmad Agus Setiadjaja no longer served as the Board of Commissioners since AGMS of March 28, 2019. His position was replaced by Arief Budiman and Park Tae Yong



Rapat Direksi

Rapat Direksi diadakan secara berkala, sekurang-kurangnya sekali dalam setiap bulan dan dalam rapat tersebut Direksi dapat mengundang pejabat setingkat di bawah direksi. Dalam setiap rapat Direksi dibuat risalah rapat yang ditandatangani oleh pimpinan rapat Direksi dan seluruh anggota Direksi yang hadir, yang berisi segala sesuatu yang dibicarakan dan diputuskan dalam rapat. Sekretaris Perusahaan atau pejabat yang ditunjuk bertugas untuk membuat serta mendistribusikan risalah rapat Direksi.

Sepanjang tahun 2019 Direksi telah memenuhi kriteria rapat yang dipersyaratkan, yang telah dilaksanakan sebanyak 14 (empat belas) kali. Berikut disampaikan agenda dan risalah rapat Direksi serta rekapitulasi kehadiran Direksi dalam rapat di tahun 2019.

Risalah Rapat Direksi

The Board of Directors Meeting

Meetings of the Board of Directors are held regularly, at least once a month and at the meeting the Directors can invite officials at the level below the directors. In each meeting of the Board of Directors, minutes of the meeting are signed by the chair of the meeting of the Directors and all members of the Board of Directors present, which contain everything discussed and decided at the meeting. The Corporate Secretary or appointed official is in charge of making and distributing minutes of the Board of Directors' meetings.

Throughout 2019 the Directors have met the required meeting criteria, which have been held 14 (Fourteen) times. Following is the agenda and minutes of the Board of Directors' meeting and recapitulation of the attendance of the Directors at the meeting in 2019.

Minutes of Board of Directors' Meeting

No	Tanggal Rapat Date of Meeting	Agenda Rapat Meeting Agenda	Peserta Rapat Meeting Participants
1	25 Februari 2019 February 25, 2019	<ul style="list-style-type: none"> Laporan pengembangan bisnis kredit korporasi; Laporan kondisi likuiditas Bank Laporan pengembangan bisnis kredit konsumen dan produk dana Laporan perkembangan jaringan kantor Laporan pelaksanaan rekrutmen karyawan Corporate credit business development report The Bank's liquidity condition report Consumer credit business and Funds product development Report Office Network Development Report Employee recruitment implementation Report 	<ul style="list-style-type: none"> Choi Jung Hoon Presiden Direktur/President Director Park Young Man Direktur Korporat/Corporate Director I Made Mudiastira Direktur Risiko & Kepatuhan/ Risk and Compliance Director Vicky Fitriadi Direktur TI & Network Operation/ IT and Network Operation Director Sadhana Priatmadja Direktur Business Support/ Business Support Director M. Tri Budiono Direktur Konsumer/Consumer Director
2	18 Maret 2019 March 18, 2019	<ul style="list-style-type: none"> Laporan penanganan pengaduan nasabah Laporan program pelatihan dan rekrutmen karyawan Laporan pengembangan bisnis kredit konsumen dan produk dana Customer complaints handling report Employee training and recruitment programs report Consumer credit business and funds product development report 	<ul style="list-style-type: none"> Choi Jung Hoon Presiden Direktur/President Director I Made Mudiastira Direktur Risiko & Kepatuhan/ Risk and Compliance Director Sadhana Priatmadja Direktur Business Support/ Business Support Director M. Tri Budiono Direktur Konsumer/Consumer Director





No	Tanggal Rapat Date of Meeting	Agenda Rapat Meeting Agenda	Peserta Rapat Meeting Participants
3	8 April 2019 April 8, 2019	<ul style="list-style-type: none">Laporan perkembangan pinjaman kepada Woori Bank, KoreaLaporan penerapan PSAK 71/IFRS 9Laporan pengembangan bisnis kredit konsumen dan produk danaLoan progress report to Woori Bank, KoreaPSAK 71/IFRS 9 implementation ReportConsumer credit business and funds product development report	<ul style="list-style-type: none">Choi Jung Hoon Presiden Direktur/President DirectorI Made Mudiastira Direktur Risiko & Kepatuhan/ Risk and Compliance DirectorSadhana Priatmadja Direktur Business Support/ Business Support DirectorM. Tri Budiono Direktur Konsumer/Consumer DirectorNia Yuanita Kepala Divisi Kredit Konsumer/ Head of the Consumer Credit Division
4	23 April 2019 April 23, 2019	<ul style="list-style-type: none">Laporan pengembangan bisnis kredit korporasiLaporan pengembangan bisnis kredit konsumen dan produk danaPersiapan terkait Revisi Rencana Bisnis BankLaporan Penyesuaian Gaji/RemunerasiCorporate credit business development reportConsumer credit business and funds product development reportPreparations related to the Revision of the Bank's Business PlanSalary Adjustment/Remuneration Report	<ul style="list-style-type: none">Choi Jung Hoon Presiden Direktur/President DirectorPark Young Man Direktur Korporat/Corporate DirectorSadhana Priatmadja Direktur Business Support/ Business Support DirectorM. Tri Budiono Direktur Konsumer/Consumer Director
5	14 Mei 2019 May 14, 2019	<ul style="list-style-type: none">Laporan pengembangan bisnis kredit korporasiLaporan pengembangan bisnis kredit konsumen dan produk danaPemenuhan rasio LCR dan NSFRCorporate credit business development reportConsumer credit business and funds product development reportFulfillment of LCR and NSFR ratio	<ul style="list-style-type: none">Choi Jung Hoon Presiden Direktur/President DirectorPark Young Man Direktur Korporat/Corporate DirectorI Made Mudiastira Direktur Risiko & Kepatuhan/ Risk and Compliance DirectorSadhana Priatmadja Direktur Business Support/ Business Support DirectorM. Tri Budiono Direktur Konsumer/Consumer Director
6	27 Mei 2019 May 27, 2019	<ul style="list-style-type: none">Laporan pengembangan bisnis kredit korporasiLaporan pengembangan bisnis kredit konsumen dan produk danaPemenuhan rasio LCR dan NSFRLaporan penerapan PSAK 71 / IFRS 9, IFRS 16, APOLO dan ANTASENACorporate credit business development reportConsumer credit business and funds Product development reportFulfillment of LCR and NSFR ratioPSAK 71/IFRS 9, IFRS 16, APOLO and ANTASENA implementation report	<ul style="list-style-type: none">Choi Jung Hoon Presiden Direktur/President DirectorPark Young Man Direktur Korporat/Corporate DirectorI Made Mudiastira Direktur Risiko & Kepatuhan/ Risk and Compliance DirectorSadhana Priatmadja Direktur Business Support/ Business Support DirectorM. Tri Budiono Direktur Konsumer/Consumer Director
7	17 Juni 2019 June 17, 2019	<ul style="list-style-type: none">Laporan pengembangan bisnis kredit korporasiLaporan pengembangan bisnis kredit konsumen dan produk danaPemenuhan rasio LCR dan NSFRLaporan penggunaan karyawan outsourcingCorporate credit business development reportConsumer credit business and funds product development reportFulfillment of LCR and NSFR ratioOutsourcing employees report	<ul style="list-style-type: none">Choi Jung Hoon Presiden Direktur/President DirectorPark Young Man Direktur Korporat/Corporate DirectorI Made Mudiastira Direktur Risiko & Kepatuhan/ Risk and Compliance DirectorSadhana Priatmadja Direktur Business Support/ Business Support DirectorM. Tri Budiono Direktur Konsumer/Consumer Director



No	Tanggal Rapat Date of Meeting	Agenda Rapat Meeting Agenda	Peserta Rapat Meeting Participants
8	29 Juli 2019 July 29, 2019	<ul style="list-style-type: none"> Laporan pengembangan bisnis kredit korporasi Laporan pengembangan bisnis kredit konsumen dan produk dana Laporan penerapan rasio IRRBB Laporan mutasi dan promosi Karyawan Corporate credit business development report Consumer credit business and funds product development report Report on the IRRBB ratio implementation Employee transfer and promotion reports 	<ul style="list-style-type: none"> Choi Jung Hoon Presiden Direktur/President Director Park Young Man Direktur Korporat/Corporate Director I Made Mudiastira Direktur Risiko & Kepatuhan/ Risk and Compliance Director Sadhana Priatmadja Direktur Business Support/ Business Support Director M. Tri Budiono Direktur Konsumer/Consumer Director
9	5 Agustus 2019 August 5, 2019	<ul style="list-style-type: none"> Laporan pengembangan bisnis kredit korporasi dan ekspor-impor Laporan pengembangan bisnis kredit konsumen dan produk dana Implementasi Laporan Berkelanjutan Corporate credit and export-import business development report Consumer credit business and funds product development report Sustainability Report implementation 	<ul style="list-style-type: none"> Choi Jung Hoon Presiden Direktur/President Director Park Young Man Direktur Korporat/Corporate Director I Made Mudiastira Direktur Risiko & Kepatuhan/ Risk and Compliance Director Sadhana Priatmadja Direktur Business Support/ Business Support Director M. Tri Budiono Direktur Konsumer/Consumer Director
10	19 Agustus 2019 August 19, 2019	<ul style="list-style-type: none"> Laporan hasil laba per Agustus Laporan pengembangan bisnis kredit korporasi dan ekspor-impor Laporan pengembangan bisnis kredit konsumen dan produk dana Revenue report per August Corporate credit and export-import business development report Consumer credit business and funds product development report 	<ul style="list-style-type: none"> Choi Jung Hoon Presiden Direktur/President Director Park Young Man Direktur Korporat/Corporate Director I Made Mudiastira Direktur Risiko & Kepatuhan/ Risk and Compliance Director Sadhana Priatmadja Direktur Business Support/ Business Support Director M. Tri Budiono Direktur Konsumer/Consumer Director Benny S. Tan Direktur TI dan Jaringan Operasi/ IT and Network Operation Director
11	2 September 2019 September 2, 2019	<ul style="list-style-type: none"> Laporan pengembangan bisnis kredit korporasi dan ekspor-impor Laporan pengembangan bisnis kredit konsumen dan produk dana Pemenuhan rasio LCR dan NSFR Penerapan command center CCTV Laporan penyelesaian kredit bermasalah Corporate credit and export-import business development report Consumer credit business and funds product development report Fulfillment of LCR and NSFR ratio Application of CCTV command center Loans settlement report 	<ul style="list-style-type: none"> Choi Jung Hoon Presiden Direktur/President Director Park Young Man Direktur Korporat/Corporate Director I Made Mudiastira Direktur Risiko & Kepatuhan/ Risk and Compliance Director Sadhana Priatmadja Direktur Business Support/ Business Support Director M. Tri Budiono Direktur Konsumer/Consumer Director Benny S. Tan Direktur TI dan Jaringan Operasi/ IT and Network Operation Director





No	Tanggal Rapat Date of Meeting	Agenda Rapat Meeting Agenda	Peserta Rapat Meeting Participants
12	14 Oktober 2019 October 14, 2019	<ul style="list-style-type: none">• Laporan pengembangan bisnis kredit korporasi dan ekspor-impor• Laporan pengembangan bisnis kredit konsumen dan produk dana• Pemenuhan rasio LCR, NSFR dan IRRBB• Laporan hasil pemeriksaan OJK• Corporate credit and export-import business development report• Consumer credit business and funds product development report• Fulfillment of LCR, NSFR and IRRBB ratios• Report on OJK inspection results	<ul style="list-style-type: none">• Choi Jung Hoon Presiden Direktur/President Director• Park Young Man Direktur Korporat/Corporate Director• I Made Mudiastira Direktur Risiko & Kepatuhan/ Risk and Compliance Director• Sadhana Priatmadja Direktur Business Support/ Business Support Director• M. Tri Budiono Direktur Konsumer/Consumer Director• Benny S. Tan Direktur TI dan Jaringan Operasi/ IT and Network Operation Director
13	4 November 2019 November 4, 2019	<ul style="list-style-type: none">• Laporan pengembangan bisnis kredit korporasi dan ekspor-impor• Laporan pengembangan bisnis kredit konsumen dan produk dana• Pemenuhan rasio LCR, NSFR dan IRRBB• Laporan hasil pemeriksaan OJK• Implementasi IFRS 9, IFRS 16, APOLO dan ANTASENA• Corporate credit and export-import business development report• Consumer credit business and funds product development report• Fulfillment of LCR, NSFR and IRRBB ratios• Report on OJK inspection results• Implementation of IFRS 9, IFRS 16, APOLO and ANTASENA	<ul style="list-style-type: none">• Choi Jung Hoon Presiden Direktur/President Director• Park Young Man Direktur Korporat/Corporate Director• I Made Mudiastira Direktur Risiko & Kepatuhan/ Risk and Compliance Director• Sadhana Priatmadja Direktur Business Support/ Business Support Director• M. Tri Budiono Direktur Konsumer/Consumer Director• Benny S. Tan Direktur TI dan Jaringan Operasi/ IT and Network Operation Director
14	23 Desember 2019 December 23, 2019	<ul style="list-style-type: none">• Laporan pengembangan bisnis kredit korporasi dan ekspor-impor• Laporan pengembangan bisnis kredit konsumen dan produk dana• Pemenuhan rasio LCR, NSFR dan IRRBB• Laporan hasil pemeriksaan OJK• Implementasi IFRS 9, IFRS 16, APOLO dan ANTASENA• Corporate credit and export-import business development report• Consumer credit business and funds product development report• Fulfillment of LCR, NSFR and IRRBB ratios• Report on OJK inspection results• Implementation of IFRS 9, IFRS 16, APOLO and ANTASENA	<ul style="list-style-type: none">• Choi Jung Hoon Presiden Direktur/President Director• Park Young Man Direktur Korporat/Corporate Director• I Made Mudiastira Direktur Risiko & Kepatuhan/ Risk and Compliance Director• Sadhana Priatmadja Direktur Business Support/ Business Support Director• M. Tri Budiono Direktur Konsumer/Consumer Director• Benny S. Tan Direktur TI dan Jaringan Operasi/ IT and Network Operation Director



Rekapitulasi Tingkat Kehadiran Dewan Komisaris pada Rapat Direksi

Recapitulation of the Board of Directors 'Attendance at the Board of Directors Meeting

Direksi Board of Directors	Jumlah Wajib Rapat Number of Meeting Requirements	Jumlah Rapat yang Dihadiri Number of Meetings Attended	Jumlah Rapat yang Tidak Dihadiri Number of Meetings Not Attended	Persentase Kehadiran Percentage of Attendance
Choi Jung Hoon Presiden Direktur / President Director	15	15	-	100%
Park Young Man Direktur / Director	15	14	1	93%
I Made Mudiastira Direktur / Director	15	14	1	93%
Sadhana Priatmadja Direktur / Director	15	15	-	100%
M. Tri Budiono Direktur / Director	15	15	-	100%
Benny Sudarsono Tan Direktur* / Director*	7	7	-	100%
Vicky Fitriadi Direktur* / Director*	2	1	1	50%
Rata-rata Kehadiran Direksi Average Board of Directors Attendance				91%

*) Vicky Fitriadi tidak lagi menjabat dalam jajaran Direksi sejak RUPS Tahunan 28 Maret 2019. Posisinya digantikan oleh Benny Sudarsono Tan.

*) Vicky Fitriadi is no longer served in the board of directors since AGMS of March 28, 2019. His position was replaced by Benny Sudarsono Tan.

Rapat Gabungan Dewan Komisaris dengan Direksi

Selain rapat internal, Dewan Komisaris dan Direksi melakukan rapat gabungan dengan pembahasan berbagai hal yang membutuhkan koordinasi diantara kedua organ tersebut. Di tahun 2019 Dewan Komisaris dan Direksi telah mengadakan rapat sebanyak 4 (empat) kali. Berikut disampaikan agenda dan risalah rapat gabungan Dewan Komisaris dan Direksi serta rekapitulasi kehadiran Dewan Komisaris dan Direksi dalam rapat-rapat tersebut.

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

In addition to internal meetings, the Board of Commissioners and Board of Directors conduct joint meetings with discussion of various matters that require coordination between the two organs. In 2019 the Board of Commissioners and the Board of Directors have held 4 (four) of meetings. The following is the agenda and minutes of the joint meeting of the Board of Commissioners and Board of Directors and recapitulation of the attendance of the Board of Commissioners and Board of Directors in these meetings.





Risalah Rapat Gabungan Dewan Komisaris dan Direksi

Minutes of Joint Meeting of the Board of Commissioners
and the Board of Directors

No	Tanggal Rapat Date of Meeting	Agenda Rapat Meeting Agenda	Peserta Rapat Meeting Participants
1	21 Februari 2019 February 21, 2019	<ul style="list-style-type: none">• Laporan perkembangan bisnis BWS• Laporan pencapaian KPI 2018• Laporan pemanfaatan gedung ex. Kantor Pusat (Bandung)• Laporan Profil Risiko Bank• Laporan Strategi Perbankan Digital• Laporan Penanganan Kredit Bermasalah• BWS business development report• Report on the achievement of KPI 2018• Report on building utilization ex. Head Office (Bandung)• Bank's Risk Profile Report• Digital Banking Strategy Report	<ul style="list-style-type: none">• Farid Rahman Komisaris Utama/President Commissioner• Ahmad Fajarprana Komisaris/Commissioner• Kim Dong Soo Komisaris/Commissioner• Choi Jung Hoon Presiden Direktur/President Director• Park Young Man Direktur Korporat/Corporate Director• I Made Mudiastira Direktur Risiko & Kepatuhan/ Risk and Compliance Director• Vicky Fitriadi Direktur TI & Network Operation/ IT and Network Operation Director• Sadhana Priatmadja Direktur Business Support/ Business Support Director• M. Tri Budiono Direktur Konsumer/Consumer Director
2	23 Mei 2019 May 23, 2019	<ul style="list-style-type: none">• Laporan perkembangan bisnis BWS• Laporan pemenuhan LCR & NSFR• Laporan Profil Risiko Bank• Laporan Strategi Anti Fraud• BWS business development report• LCR & NSFR compliance report• Bank's Risk Profile Report• Anti Fraud Strategy Report	<ul style="list-style-type: none">• Ahmad Fajarprana Komisaris/Commissioner• Kim Dong Soo Komisaris/Commissioner• Choi Jung Hoon Presiden Direktur/President Director• Park Young Man Direktur Korporat/Corporate Director• I Made Mudiastira Direktur Risiko & Kepatuhan/ Risk and Compliance Director• Sadhana Priatmadja Direktur Business Support/ Business Support Director• M. Tri Budiono Direktur Konsumer/Consumer Director
3	21 Agustus 2019 August 21, 2019	<ul style="list-style-type: none">• Laporan perkembangan bisnis BWS• Laporan pemenuhan LCR & NSFR• Laporan Profil Risiko Bank• Laporan penanganan kredit bermasalah• Laporan perkembangan jaringan kantor• Laporan tindak lanjut pemeriksaan audit internal• BWS business development report• LCR & NSFR compliance report• Bank's Risk Profile Report• Loan settlement report• Office networks development report• Internal audit checks follow-up report	<ul style="list-style-type: none">• Arief Budiman Komisaris Utama/President Commissioner• Ahmad Fajarprana Komisaris/Commissioner• Kim Dong Soo Komisaris/Commissioner• Choi Jung Hoon Presiden Direktur/President Director• Park Young Man Direktur Korporat/Corporate Director• I Made Mudiastira Direktur Risiko & Kepatuhan/ Risk and Compliance Director• Sadhana Priatmadja Direktur Business Support/ Business Support Director• M. Tri Budiono Direktur Konsumer/Consumer Director



No	Tanggal Rapat Date of Meeting	Agenda Rapat Meeting Agenda	Peserta Rapat Meeting Participants
4	20 November 2019 November 20, 2019	<ul style="list-style-type: none"> Laporan Perkembangan Bisnis BWS Laporan Hasil Pemeriksaan OJK Laporan Persiapan menjadi Bank BUKU 3 Laporan Pemenuhan Rasio Laporan Perkembangan Jaringan Kantor BWS business development report Report on OJK inspection results Preparation become Bank BUKU 3 Report Ratio Fulfillment Report Report of Office Network Development 	<ul style="list-style-type: none"> Arief Budiman Komisaris Utama/President Commissioner Park Tae Yong Komisaris/Commissioner Ahmad Fajarprana Komisaris/Commissioner Kim Dong Soo Komisaris/Commissioner Choi Jung Hoon Presiden Direktur/President Director Park Young Man Direktur Korporat/Corporate Director I Made Mudiastira Direktur Risiko & Kepatuhan/ Risk and Compliance Director Sadhana Priatmadja Direktur Business Support/ Business Support Director M. Tri Budiono Direktur Konsumer/Consumer Director Benny S. Tan Direktur TI & Jaringan Operasi/ IT and Network Operation Director

Rekapitulasi Tingkat Kehadiran Dewan Komisaris pada Rapat Direksi

Recapitulation of the Board of Directors' Attendance at the Board of Directors Meeting

Nama dan Jabatan Name and Position	Jumlah Wajib Rapat Number of Meeting Requirements	Jumlah Rapat yang Dihadiri Number of Meetings Attended	Jumlah Rapat yang Tidak Dihadiri Number of Meetings Not Attended	Persentase Kehadiran Percentage of Attendance
Dewan Komisaris / Board of Commissioners				
Arief Budiman Presiden Komisaris* / President Commissioner*	2	2	-	100%
Park Tae Yong Komisaris* / Commissioner*	1	1	-	100%
Kim Dong Soo Komisaris Independen / Independent Commissioner	4	4	-	100%
Ahmad Fajarprana Komisaris Independen / Independent Commissioner	4	4	-	100%
Farid Rahman Presiden Komisaris* / President Commissioner*	1	1	-	100%
Ahmad Agus Setiadjaja Komisaris Independen* / Independent Commissioner*	1	1	-	100%





Nama dan Jabatan Name and Position	Jumlah Wajib Rapat Number of Meeting Requirements	Jumlah Rapat yang Dihadiri Number of Meetings Attended	Jumlah Rapat yang Tidak Dihadiri Number of Meetings Not Attended	Persentase Kehadiran Percentage of Attendance
Dewan Direksi / Board of Directors				
Choi Jung Hoon Presiden Direktur / President Director	4	4	-	100%
Park Young Man Direktur / Director	4	4	-	100%
I Made Mudiastira Direktur / Director	4	4	-	100%
Sadhana Priatmadja Direktur / Director	4	4	-	100%
M. Tri Budiono Direktur / Director	4	4	-	100%
Benny Sudarsono Tan Direktur* / Director*	2	2	-	100%
Vicky Fitriadi Direktur* / Director*	1	1	-	100%
Rata-rata Kehadiran Dewan Komisaris dan Direksi Average Attendance of the Board of Commissioners and Board of Directors				100%

*) Farid Rahman dan Ahmad Agus Setiadjaja tidak lagi menjabat dalam jajaran Dewan Komisaris sejak RUPS Tahunan 28 Maret 2019. Posisinya digantikan oleh oleh Arief Budiman dan Park Tae Yong.

*) Farid Rahman and Ahmad Agus Setiadjaja no longer served as the Board of Commissioners since AGMS of March 28, 2019. His position was replaced by Arief Budiman and Park Tae Yong.

*) Vicky Fitriadi tidak lagi menjabat dalam jajaran Direksi sejak RUPS Tahunan 28 Maret 2019. Posisinya digantikan oleh Benny Sudarsono Tan.

*) Vicky Fitriadi is no longer served in the Board of Directors since AGMS of March 28, 2019. His position was replaced by Benny Sudarsono Tan.

Penilaian Terhadap Dewan Komisaris dan Direksi

Evaluasi dan Penilaian Kinerja Dewan Komisaris

Evaluasi terhadap kinerja Dewan Komisaris dilakukan oleh Pemegang Saham, berdasarkan kinerja yang telah dilakukan Dewan Komisaris dalam mengawasi jalannya pengelolaan Bank yang dilakukan Direksi. Secara umum, kinerja Dewan Komisaris ditentukan berdasarkan tugas dan kewajiban yang tercantum dalam peraturan perundang-undangan yang berlaku dan Anggaran Dasar maupun amanat Pemegang Saham. Kriteria evaluasi formal disampaikan secara terbuka kepada Anggota Dewan Komisaris sejak tanggal pengangkatannya.

Assessment of The Board of Commissioners and The Board of Directors

Board of Commissioners' Performance Evaluation and Assessment

An evaluation of the performance of the Board of Commissioners is carried out by the Shareholders, based on the performance of the Board of Commissioners in overseeing the management of the Bank by the Board of Directors. In general, the performance of the Board of Commissioners is determined based on the duties and obligations stated in the applicable laws and regulations and the Articles of Association and the mandate of the Shareholders. Formal evaluation criteria are conveyed openly to Members of the Board of Commissioners from the date of their appointment.



Hasil evaluasi terhadap kinerja Dewan Komisaris secara keseluruhan dan kinerja masing-masing Anggota Dewan Komisaris secara individual merupakan bagian tak terpisahkan dalam skema kompensasi dan pemberian insentif bagi Anggota Dewan Komisaris.

Kebijakan Bank dalam melakukan penilaian terhadap kinerja anggota Dewan Komisaris telah diatur dalam Surat Keputusan Dewan Komisaris No. 009/SK-Dekom/XI/16 tanggal 25 November 2016 tentang Perubahan Sistem Penilaian dan Evaluasi Kinerja Anggota Direksi dan/atau Anggota Dewan Komisaris.

Penilaian kinerja Dewan Komisaris dan pelaksanaannya paling sedikit meliputi:

- Prosedur Pelaksanaan Penilaian Kinerja Prosedur pelaksanaan evaluasi atas kinerja Dewan Komisaris dilaksanakan sekali setiap tahun, dengan menggunakan indikator Self Assessment.
- Kriteria yang digunakan dalam Penilaian Kinerja
 - Kontribusi dan dukungan Dewan Komisaris dalam mengimplementasikan visi dan misi Bank dalam program kerja di tahun berjalan, dengan tetap berpegang kepada nilai-nilai Bank.
 - Me-monitoring untuk terciptanya GCG.
- Pihak yang melakukan Penilaian Kinerja Pihak-pihak yang melakukan penilaian terhadap kinerja Dewan Komisaris adalah Pemegang Saham. Penilaian terhadap pelaksanaan kinerja Dewan Komisaris dilaksanakan dalam RUPS. Dewan Komisaris akan mempertanggungjawabkan kinerja Dewan Komisaris selama periode 2019.

Evaluasi dan Penilaian Kinerja Direksi

Pelaksanaan evaluasi kinerja dilakukan secara komprehensif, berjenjang, dan berkala. Penilaian kinerja Direksi adalah sebagai berikut:

- Dewan Komisaris meminta Komite Remunerasi dan Nominasi untuk melakukan kajian terhadap sistem penilaian kinerja Direksi.
- Komite Remunerasi dan Nominasi melakukan koordinasi dengan Human Capital Division dan unit kerja terkait dalam rangka menyusun usulan rekomendasi tentang sistem penilaian kinerja Direksi.

The results of the evaluation of the overall performance of the Board of Commissioners and the performance of each Member of the Board of Commissioners individually are an integral part of the compensation scheme and the provision of incentives for Members of the Board of Commissioners.

The Bank's policy in evaluating the performance of members of the Board of Commissioners is stipulated in the Decree of the Board of Commissioners No. 009/SK-Dekom/XI/16 dated November 25, 2016 concerning Changes to the Performance Evaluation and Evaluation System of the Members of the Directors and/or Members of the Board of Commissioners.

The Board of Commissioners' performance evaluation and implementation includes at least:

- Procedures for Performing Performance Appraisal Procedures for conducting evaluations of the performance of the Board of Commissioners are carried out once every year, using the Self Assessment indicator.
- Criteria used in Performance Appraisal
 - Contribution and support of the Board of Commissioners in implementing the Bank's vision and mission in the work program in the current year, while adhering to the Bank's values.
 - Monitoring for the creation of GCG.
- Parties conducting Performance Appraisal Parties who conduct an assessment of the performance of the Board of Commissioners are Shareholders. An evaluation of the performance of the Board of Commissioners' performance is carried out at the GMS. The Board of Commissioners will be responsible for the performance of the Board of Commissioners during 2019.

Evaluation and Assessment of The Board of Directors Performance

The performance evaluation is carried out comprehensively, tiered, and periodically. The performance evaluation of the Board of Directors is as follows:

- The Board of Commissioners requests the Remuneration and Nomination Committee to conduct a review of the Board of Directors performance evaluation system.
- The Remuneration and Nomination Committee coordinates with the Human Capital Division and related work units in order to prepare recommendations on the performance evaluation system of the Board of Directors.





- Komite Remunerasi dan Nominasi menyusun rekomendasi penilaian kinerja Direksi dan kemudian disampaikan kepada Dewan Komisaris.
- Dewan Komisaris membahas rekomendasi Komite Remunerasi dan Nominasi tentang penilaian kinerja Direksi dan kemudian memberikan penilaian terhadap kinerja Direksi untuk dapat disampaikan dalam RUPS.
- Dewan Komisaris dan Direksi menyampaikan usulan persetujuan atas pencapaian kinerja Direksi dalam RUPS dan RUPS akan memberikan pelunasan dan pembebasan tanggung jawab sepenuhnya kepada para anggota Direksi atas pengurusan yang telah dijalankan selama tahun buku yang lalu, sejauh tindakan tersebut tercermin dalam Laporan Tahunan dan Laporan Keuangan kecuali perbuatan penggelapan, penipuan dan tindakan pidana lainnya.

Adapun penilaian lainnya dilakukan berdasarkan parameter kriteria Penilaian Tugas dan Tanggung Jawab Direksi dalam self-assessment pelaksanaan GCG.

Kebijakan Remunerasi Bagi Dewan Komisaris dan Direksi

BWS telah menerapkan kebijakan remunerasi berdasarkan Peraturan OJK Nomor 45/POJK.03/2015 dan Surat Edaran OJK Nomor 40/SEOJK.03/2016 tentang Penerapan Tata Kelola dalam Pemberian Remunerasi Bagi Bank Umum. Remunerasi adalah imbalan yang ditetapkan dan diberikan kepada anggota Direksi, anggota Dewan Komisaris dan/atau Karyawan/wati BWS baik yang bersifat tetap maupun variabel dalam bentuk tunai maupun tidak tunai sesuai dengan tugas, wewenang, dan tanggung jawabnya. Penerapan tata kelola dalam pemberian Remunerasi bertujuan untuk mendorong dilakukannya prudent risk taking sehingga kelangsungan usaha BWS dapat terjaga.

- The Remuneration and Nomination Committee prepares recommendations for evaluating the performance of the Board of Directors and then submits them to the Board of Commissioners.
- The Board of Commissioners discusses the Remuneration and Nomination Committee recommendations on evaluating the performance of the Board of Directors and then provides an assessment of the performance of the Board of Directors to be submitted at the GMS.
- The Board of Commissioners and Board of Directors submit a proposal for approval of the achievement of the Board of Directors performance in the GMS and the GMS will provide full repayment and release of responsibilities to the members of the Board of Directors for the management that has been carried out during the past financial year, as long as those actions are reflected in the Annual Report and Financial Statements except embezzlement, fraud and other criminal acts.

Other assessments are carried out based on the parameters of the Board of Directors Duties and Responsibilities Assessment criteria in the self-assessment of GCG implementation.

Remuneration Policy for The Board of Commissioners and The Board of Directors

BWS has implemented a remuneration policy based on OJK Regulation Number 45/POJK.03 /2015 and OJK Circular Letter Number 40/SEOJK.03 /2016 regarding the Implementation of Governance in Providing Remuneration for Commercial Banks. Remuneration is a reward that is determined and given to members of the Board of Directors, members of the Board of Commissioners and/or employees of BWS, both fixed and variable in cash or non-cash in accordance with their duties, authorities and responsibilities. The application of governance in granting Remuneration aims to encourage the implementation of prudent risk taking so that the business continuity of BWS can be maintained.



Kebijakan Remunerasi Dewan Komisaris dan Direksi

Dalam menjalankan tugas dan tanggung jawabnya, Dewan Komisaris dan Direksi mendapatkan sejumlah remunerasi dan fasilitas lainnya. Kebijakan pemberian remunerasi dan fasilitas lainnya bagi Dewan Komisaris dan Direksi mengacu kepada keputusan dari Pemegang Saham sebagaimana ditetapkan dalam RUPS dengan memperhatikan hasil kajian yang dilakukan oleh Bank.

Proses Penyusunan Kebijakan Remunerasi

Kebijakan remunerasi merupakan salah satu faktor penting untuk mendapatkan dan/atau mempertahankan karyawan, pejabat eksekutif, Direksi dan Dewan Komisaris yang kompeten serta berkualitas. Kebijakan remunerasi merupakan strategi BWS dalam memberikan imbalan yang disesuaikan dengan kemampuan BWS agar dapat mengakomodir perubahan demografi karyawan, pengelolaan biaya tenaga kerja, dan dalam rangka mendorong pencapaian tujuan bisnis BWS.

Remunerasi BWS disusun dengan tujuan untuk dapat menarik, mempertahankan, memotivasi, dan meningkatkan keterikatan karyawan agar dapat secara terus menerus memberikan kinerja yang optimal, mendukung visi, misi, dan strategi BWS.

Bagan Prosedur Penetapan Remunerasi Dewan Komisaris dan Direksi

Remuneration Policy for the Board of Commissioners and Directors

In carrying out their duties and responsibilities, the Board of Commissioners received remuneration and other benefits. Policy for the remuneration and other benefits for the Board of Commissioners referring to the decision of the Shareholders as stipulated in the General Meeting of Shareholders by taking into consideration results of the review conducted by the Bank.

Remuneration Policy Development Process

Remuneration policy is one of the important factors to get and/or retain competent and qualified employees, executive officers, Board of Directors and Board of Commissioners. The remuneration policy is a strategy of BWS in providing rewards in accordance with the ability of BWS to accommodate changes in employee demographics, management of labor costs, and in order to encourage the achievement of BWS business objectives.

BWS Remuneration is compiled with the aim of being able to attract, retain, motivate, and increase employee engagement in order to continuously provide optimal performance, support the vision, mission, and strategy of BWS.

Chart of Procedures for Determination of Remuneration for the Board of Commissioners and the Board of Directors





Cakupan Kebijakan Remunerasi

Sehubungan dengan berlakunya Peraturan OJK Nomor 45/POJK.03/2015 dan Surat Edaran OJK Nomor 40/SEOJK.03/2016 tentang Penerapan Tata Kelola dalam Pemberian Remunerasi Bagi Bank Umum, BWS telah memiliki Kebijakan Remunerasi yang ditetapkan berdasarkan Keputusan Direksi Nomor 064/KEP-DIR/A-04/XII/16 tanggal 23 Desember 2016. Kebijakan Remunerasi BWS berisi mengenai pemberian remunerasi kepada Dewan Komisaris, Direksi dan Karyawan, termasuk dalam hal ini penetapan *material risk taker* untuk beberapa posisi tertentu. Penetapan *material risk taker* dilakukan melalui pendekatan kualitatif dan pendekatan kuantitatif.

Dalam melakukan menetapkan remunerasi yang bersifat tetap, BWS memperhatikan hal-hal sebagai berikut:

1. Skala usaha
2. Kompleksitas usaha
3. Peer group
4. Tingkat inflasi
5. Kondisi dan kemampuan keuangan
6. Tidak bertentangan dengan peraturan perundang-undangan; serta
7. Perbedaan (gap) remunerasi antar tingkat jabatan sehingga dapat mengurangi potensi terjadinya konflik internal dan risiko operasional seperti *fraud* atau risiko operasional lain.

Sedangkan dalam menetapkan remunerasi yang bersifat variabel, selain pertimbangan sebagaimana dijelaskan dalam poin 1 s.d. 7 di atas, BWS juga mempertimbangkan pelaksanaan *prudent risk taking*.

Remunerasi yang dikaitkan dengan Risiko

Dalam memberikan remunerasi BWS memperhatikan prinsip-prinsip kehati-hatian yang bertujuan untuk mendorong dilakukannya *prudent risk taking* dalam rangka menjaga kelangsungan usaha BWS. BWS menentukan metode pengukuran kinerja dan jenis risiko dalam menetapkan pemberian Remunerasi yang Bersifat Variabel sesuai skala dan kompleksitas kegiatan usaha BWS. Dalam menetapkan kebijakan remunerasi BWS memperhatikan jenis, kriteria, dampak serta perubahan penentuan jenis risiko utama dalam menetapkan remunerasi.

Remuneration Policy Coverage

In accordance with the enactment of OJK Regulation No. 45/POJK.03/2015 and OJK Circular Letter No. 40/SEOJK.03/2016 concerning Implementation of Governance in Granting Remuneration for Commercial Banks, BWS has a Remuneration Policy stipulated based on Directors Decree No. 064/KEP-DIR/A-04/XII/16 dated December 23, 2016. BWS Remuneration Policy contains remuneration for the Board of Commissioners, Board of Directors and Employees, including the determination of *material risk takers* for certain positions. The determination of *material risk taker* is conducted through a qualitative and quantitative approach.

In determining fixed remuneration, BWS considers the following matters:

1. The business scale
2. business complexity
3. Peer group
4. Inflation rate
5. Financial condition and capability
6. Not contrary to the laws and regulations; and
7. The gap (remuneration) between levels of position so as to reduce the potential of internal conflicts and operational risks such as *fraud* or other operational risks.

Whereas in determining variable remuneration, in addition to the considerations as explained in point 1 to 7 above, BWS is also considering implementing *prudent risk taking*.

Remuneration related with Risk

In providing remuneration, BWS considering the principles of prudence that aim to encourage *prudent risk taking* in order to maintain the continuity of BWS business. BWS determines the measuring performance method and types of risk in determining remuneration according to the scale and complexity of BWS business activities. In setting the remuneration policy for BWS, BWS considering the types, criteria, impacts and changes in determining the main risk types in determining remuneration.



Pengukuran Kinerja dikaitkan dengan Remunerasi

Dalam pemberian remunerasi, BWS melakukan pengukuran kinerja yang dikaitkan dengan remunerasi meliputi tinjauan mengenai kebijakan remunerasi yang dikaitkan dengan penilaian kinerja, metode dalam mengaitkan Remunerasi individu dengan kinerja BWS, kinerja unit kerja dan kinerja individu serta metode yang digunakan BWS untuk menyatakan bahwa kinerja (key performance indicator) yang disepakati tidak dapat tercapai sehingga perlu dilakukan penyesuaian atas remunerasi serta besarnya penyesuaian remunerasi jika kondisi tersebut terjadi. Penerapan strategi remunerasi juga dilaksanakan dengan memperhatikan kinerja dari tiap-tiap individu pegawai (based on performance), kinerja unit kerja dan kinerja BWS secara keseluruhan, namun tetap dalam anggaran yang ditetapkan.

Penentuan Remunerasi Dikaitkan dengan Kinerja dan Risiko

BWS memberikan remunerasi yang bersifat variabel yakni remunerasi yang dikaitkan dengan kinerja dan risiko, antara lain Bonus, tantiem/insentif kinerja atau bentuk lainnya yang dipersamakan dengan itu. Remunerasi yang berupa bonus, tantiem, insentif dapat diberikan dalam bentuk tunai, saham atau instrumen yang berbasis saham yang diterbitkan oleh BWS dengan ketentuan khusus untuk kepentingan Dewan Komisaris diberikan dalam bentuk tunai untuk menghindari unsur benturan kepentingan dalam menjalankan kewenangan.

Jasa Konsultan Eksternal

Pada tahun 2019, BWS tidak menggunakan konsultan eksternal.

Remunerasi dan Fasilitas Dewan Komisaris dan Direksi

Paket Remunerasi dan fasilitas yang diterima oleh Direksi dan Dewan Komisaris mencakup struktur Remunerasi dan rincian jumlah nominal, sebagaimana dalam tabel di bawah ini:

Performance Measurement is Related with Remuneration

In granting remuneration, BWS conducts performance measurements related to remuneration including review of remuneration policies related to performance appraisals, methods in linking individual remuneration with BWS performance, work unit performance and individual performance and methods used by BWS for states that the agreed key performance indicators cannot be achieved so that remuneration and adjustments must be made if the conditions occur. The remuneration strategy is also implemented by taking into account the performance of each individual employee (based on performance), the work unit's performance and the overall performance of BWS, but still within the stipulated budget.

Determination of Remuneration Related to Performance and Risk

BWS provides a variable remuneration namely a remuneration related with performance and risk, including Bonuses, tantiem/performance incentive or other similar forms. Bonuses, tantiem, incentive can be given in cash, shares or share-based instrument issued by BWS with special provisions for the Board of Commissioners interests given in cash to avoid any conflict of interest in exercising supervision.

External Consultant Services

In 2019, BWS was not using external consultants.

The Remuneration and Facilities for the Board of Commissioners and the Board of Directors

The Remuneration package and facilities received by the Board of Directors and the Board of Commissioners include the Remuneration structure and details of nominal amounts, as in the table below:





Jenis Remunerasi dan Fasilitas Lain Type of Remuneration and Facilities	Jumlah yang diterima dalam 1 (satu) tahun (dalam jutaan rupiah) Amount Received in 1 (one) year (in million rupiah)							
	Direksi Board of Director				Dewan Komisaris Board of Commissioner			
	2019		2018		2019		2018	
	Orang Persons	Jumlah Amount	Orang Persons	Jumlah Amount	Orang Persons	Jumlah Amount	Orang Persons	Jumlah Amount
Gaji, bonus, tunjangan, rutin, tantiem, dan fasilitas lainnya dalam bentuk non natura Salaries, bonuses, benefits, routines, tantiems, and other facilities in the form of non-nature	7	12,088	8	16.893	6	2,966	5	2.864
Fasilitas lain dalam bentuk natura (perumahan, asuransi, kesehatan, dan sebagainya) Other facilities in nature form (housing, insurance, health, etc.)	7	10,575	8	8.058	6	2,033	5	1.514
TOTAL		22,663		24.951		4,999		4.378

Paket Remunerasi yang dikelompokkan dalam tingkat penghasilan yang diterima oleh Direksi dan anggota Dewan Komisaris dalam 1 (satu) tahun, sebagaimana dalam tabel di bawah ini:

The Remuneration Package which is grouped into the level of income received by the Board of Directors and members of the Board of Commissioners in 1 (one) year, as in the table below:

Jumlah Remunerasi Total Remuneration	Jumlah Direksi The Number of Board of Director		Jumlah Komisaris The Number of Board of Commissioner	
	2019	2018	2019	2018
Di atas Rp2 miliar Above 2 Billion Rupiah	5	3	-	-
Di atas Rp1 miliar s.d Rp2 miliar Above 1 Billion up to 2 Billion Rupiah	1	4	3	3
Di atas Rp500 juta s.d Rp1 miliar Above 500 Million up to 1 Billion Rupiah	1	1	2	-
Rp500 juta ke bawah 500 Million Rupiah and below	-	-	1	2

Remunerasi yang Bersifat Variabel

- Bentuk remunerasi yang bersifat variabel
Remunerasi bersifat variabel diberikan dengan berbasis kinerja dalam bentuk tunai dan saham, implementasi pemberian remunerasi bersifat variabel dalam bentuk saham tertuang dalam Keputusan Direksi Nomor 23/KEP-DIR/HC.III/III/19 terkait proses pembelian saham sampai dengan akhir 2019 dalam tahap proses pembelian.

Variable Remuneration

- The variable form of remuneration
Variable remuneration is provided with performance-based in cash and shares, implementation of variable remuneration in the form of shares contained in the Decree of the Board of Directors Number 23/KEP-DIR/HC.III/III/19 related to the process of buying shares until the end of 2019 in the buying process stage.



2. Terdapat perbedaan pemberian remunerasi bersifat variabel dengan penjelasan sebagai berikut :

2. There is the difference in the provision of variable remuneration with explanation as follows:

Jabatan Position	Dasar Remunerasi Variabel Basis of Variable Remuneration	Pertimbangan Consideration
Direksi Board of Directors	Berdasarkan pencapaian nilai KPI (Key Performance Indicator), dikalikan gaji selama 1 tahun Based on an achievement of KPI, multiplies salary in 1 year	Direksi memiliki fungsi untuk mengelola Bank dan bertanggung jawab terhadap pencapaian rencana bisnis bank Director has function to manage Bank and responsibility on achievement of Bank Business Plan
Komisaris Board of Commissioner	Maksimal 1 (satu) kali Gaji sebulan Maximum 1 (one) salary for a month	Komisaris memiliki fungsi pengawasan terhadap pelaksanaan tugas dan tanggung jawab Direksi. Komisaris tidak terlibat dalam operasional bank. Commissioner has function as supervisory to implementation
Pegawai Employee	Berdasarkan pencapaian KPI Individu dan KPI Perusahaan, sehingga ditetapkan besaran prosentasi masing-masing remunerasi variabel Based on an achievement of Individual KPI and Company KPI, it can be determined the nominal percentage for each variable remuneration	Bertanggung jawab secara keseluruhan sesuai dengan uraian pekerjaan masing-masing Overall Responsibility in accordance with each job descriptions

Jumlah Direksi, Komisaris dan Pegawai yang Menerima Remunerasi yang Bersifat Variabel

The Number of Board of Directors, Board of Commissioners, and Variable Remuneration

Total Remunerasi yang Bersifat Variabel selama 1 (satu) Tahun (dalam jutaan rupiah) Variable Total Remuneration for 1 (one) Year (in million rupiah)			
2019		2018	
Orang Persons	Juta (Rupiah) Million (Rupiah)	Orang Persons	Juta (Rupiah) Million (Rupiah)
1.418	10.890	1.534	13.736

Jabatan dan Jumlah Pihak yang Menjadi Material Risk Taker

Position and Number of Parties that Become Material Risk Takers

2019		2018	
Jabatan Position	Jumlah Total	Jabatan Position	Jumlah Total
Presiden Direktur President Director	1	Presiden Direktur President Director	1
Direktur Director	5	Direktur Director	5
TOTAL	6	TOTAL	6

Shares Option Direksi, Komisaris dan Pejabat Eksekutif

Tidak ada shares option untuk Direksi, Dewan Komisaris dan/atau Pejabat Eksekutif selama tahun 2019.

Shares-Option of Board of Directors, Board of Commissioners, and Executive Officer

There were no shares options for Board of Directors, Board of Commissioners, and/or Executive Officer in 2019





Subjek Subject	Rasio Gaji Tertinggi dan Terendah Ratio of the Highest and Lowest Salary	
	2019	2018
Karyawan Tertinggi dengan Karyawan Terendah <i>Highest Employee with Lowest Employee</i>	22 : 1	24 : 1
Direktur Utama dengan Direktur <i>Presiden Director with Director</i>	4,0 : 1	3,0 : 1
Komisaris Utama dengan Anggota Komisaris <i>President Commissioners with Members of the Board of Commissioners</i>	2,0 : 1	1,3 : 1
Direksi Tertinggi dengan Karyawan Tertinggi <i>Highest Board of Directors with Highest Employees</i>	3,0 : 1	3,0 : 1

Jumlah Penerima dan Total Remunerasi yang Dijamin Tanpa Syarat

Selama Tahun 2019 tidak terdapat penerima remunerasi yang dijamin tanpa syarat.

Jumlah Pegawai yang Terkena PHK dan Total Nominal Pesangon yang Dibayarkan

Jumlah Pegawai yang terkena pemutusan hubungan kerja dan total nominal pesangon yang dibayarkan dalam tabel di bawah ini:

The Number of Recipients and Total Remuneration Are Guaranteed Unconditionally

During 2019, there was no such recipient during the reporting period.

The Number of Employees Affected by Work Termination and The Total Nominal Severance Paid

The number of employees affected by the work termination and the total nominal of severance pay in the table below:

Jumlah Nominal Pesangon yang Dibayarkan Orang dalam 1 (Satu) Tahun <i>Severance per person in 1 (one) year</i>	Jumlah Pegawai Number of Employees	
	2019	2018
Di atas Rp1 miliar s.d Rp2 miliar <i>Above Rp1 billion to Rp2 billion</i>	-	-
Di atas Rp500 juta s.d Rp1 miliar <i>Above Rp500 million to Rp1 billion</i>	-	-
Rp500 juta ke bawah <i>Rp500 million to below</i>	-	-

Jumlah Total Remunerasi yang bersifat Variabel yang Ditangguhkan

Jumlah total Remunerasi yang bersifat variabel yang ditangguhkan, yang terdiri dari tunai dan/atau saham atau instrumen yang berbasis saham yang diterbitkan BWS adalah sebesar Rp 105.140.309,77, namun seluruhnya belum dialihkan ke dalam bentuk saham.

The Total Amount of Variable Remuneration Deferred

The total amount of variable remuneration deferred, which consists of cash and/or shares or stock-based instruments issued by BWS is Rp 105,140,309.77, but all of it has not convert to shares form.



Jumlah Total Remunerasi yang Bersifat Variabel yang Ditangguhkan yang Dibayarkan Selama Satu Tahun

Jumlah total Remunerasi yang bersifat variabel yang ditangguhkan yang dibayarkan selama 1 (satu) tahun adalah nihil.

Rincian jumlah Remunerasi yang Diberikan dalam Satu Tahun

Rincian jumlah Remunerasi yang diberikan dalam 1 (satu) tahun (dalam jutaan rupiah) meliputi:

The Total Amount of Deferred Variable Remuneration Paid in One Year

The total amount of deferred variable remuneration paid for 1 (one) year is null.

Details of the Amount of Remuneration Provided in One Year

Details of the amount of Remuneration given in 1 (one) year include:

A. Remunerasi Yang Bersifat Tetap / Fixed Remuneration					
		2019		2018	
1	Tunai Cash		19.239	17.823	
2	Saham/instrumen yang berbasis saham yang diterbitkan Bank Stock-based shares instruments issued by the Bank		-	-	
B. Remunerasi Yang Bersifat Variabel / Variable Remuneration					
		2019		2018	
		Tidak Ditangguhkan Not Postponed	Ditangguhkan Postponed	Tidak Ditangguhkan Not Postponed	Ditangguhkan Postponed
1	Tunai Cash	3.425	105	7.128	-
2	Saham/instrumen yang berbasis saham yang diterbitkan Bank Stock-based shares instruments issued by the Bank	-	-	-	-

*) Hanya untuk MRT (Material Risk Taker) diungkapkan dalam jutaan Rupiah

*) Only for MRT in millions of Rupiah

Informasi Kuantitatif

1. Total sisa remunerasi yang masih ditangguhkan baik yang terekspos penyesuaian implisit maupun eksplisit adalah sebesar Rp105.140.309,77.
2. Total pengurangan remunerasi yang disebabkan karena penyesuaian eksplisit selama periode laporan.
3. Total pengurangan remunerasi yang disebabkan karena penyesuaian implisit selama periode laporan.

Quantitative Information

1. The total remaining remuneration which is still deferred either implicitly or explicitly exposed is Rp105,140,309.77.
2. Total reduction in remuneration caused by explicit adjustments during the reporting period.
3. Total reduction in remuneration due to implicit adjustments during the reporting period.





Pelatihan dan Program Peningkatan Kompetensi Dewan Komisaris dan Direksi

Bank memberikan kesempatan kepada Dewan Komisaris dan Direksi untuk dapat mengembangkan dan meningkatkan kompetensi diri melalui pelatihan, sertifikasi maupun seminar dan program peningkatan kompetensi lainnya. Program peningkatan kompetensi yang diikuti Dewan Komisaris dan Direksi di sepanjang tahun 2019 dapat dilihat pada tabel di bawah ini.

Training and Programs for Increasing The Competence of The Board of Commissioners and The Board of Directors

The Bank provides the opportunity for the Board of Commissioners and Board of Directors to be able to develop and improve their competencies through training, certification and seminars and other competency improvement programs. The competency improvement program participated by the Board of Commissioners and Board of Directors throughout 2019 can be seen in the table below.

Nama dan Jabatan Name and Title	Jenis Pendidikan dan Pelatihan Types of Education and Training	Materi Pendidikan dan Pelatihan Educational and Training Materials	Tempat dan Tanggal Place and Date	Penyelenggara Organizer
Dewan Komisaris / Board of Commissioners				
Arief Budiman	Sertifikasi Certification	Refreshment Sertifikasi Manajemen Risiko : "Risiko Operasional dan Fraud pada Sektor Perbankan" Refreshment of Risk Management Certification (SMR): "Operational Risk and Fraud on Banking Sector"	Jakarta, 26 Maret 2019 Jakarta, March 26, 2019	LSPP
	Training	Pelatihan PSAK 71 untuk Komisaris PSAK 71 Training for Board of Commissioners	Jakarta, 24 Oktober 2019 Jakarta, October 24, 2019	BARa
Kim Dong Soo	Sertifikasi Certification	Refreshment Sertifikasi Manajemen Risiko : "Risiko Operasional dan Fraud pada Sektor Perbankan" Refreshment of Risk Management Certification (SMR): "Operational Risk and Fraud on Banking Sector"	Jakarta, 26 Maret 2019 Jakarta, March 26, 2019	LSPP
Ahmad Fajar Prana	Workshop	Business Strategic Meeting	Jakarta, 12 Januari 2019 Jakarta, January 12, 2019	BWS
	Training	Pelatihan PSAK 71 untuk Komisaris PSAK 71 Training for Board of Commissioners	Jakarta, 24 Oktober 2019 Jakarta, October 24, 2019	BARa
Direksi / Board of Directors				
Choi Jung Hoon	Workshop	Business Strategic Meeting	Jakarta, 12 Januari 2019 Jakarta, January 12, 2019	BWS
	Forum Group Discussion (FGD)	Banking Strategic Issue in Indonesia	Jakarta, 23 Juli 2019 Jakarta, July 23., 2019	OJK
Park Young Man	Workshop	Business Strategic Meeting	Jakarta, 12 Januari 2019 Jakarta, January 12, 2019	BWS
	Training	Pembekalan Sertifikasi Bidang Treasury Dealer Level Advance Advance Treasury Dealer Certification	Jakarta, 25 Februari 2019 Jakarta, February 25, 2019	ACIFMA
	Sertifikasi Certification	Refreshment Sertifikasi Manajemen Risiko Level 5 (Cyber Security Awareness in Industry 4.0) Refreshment of Risk Management Certification - Level 5 (Cyber Security Awareness in Industry 4.0)	Jakarta, 21 Mei 2019 Jakarta, May 21, 2019	LSPP



I Made Mudiastra	Workshop	Business Strategic Meeting	Jakarta, 12 Januari 2019 Jakarta, January 12, 2019	BWS
	Sosialisasi Socialization	Sosialisasi bersama Kementerian/Lembaga terkait PPDHESDA dan ketentuan pelaksanaannya Socialization with the Ministry/Institutions regarding to PPDHESDA and the terms of its implementation	Jakarta, 30 Juli 2019 Jakarta, July 30, 2019	Bank Indonesia
	Sosialisasi Socialization	Sosialisasi Laporan Bank Umum Terintegrasi Socialization of Integrated Report for Commercial Bank	Jakarta, 17 September 2019 Jakarta, September 17, 2019	Bank Indonesia
	Sosialisasi Socialization	Sosialisasi Refreshment Market Conduct Socialization of Refreshment Market Conduct	Jakarta, 15 Oktober 2019 Jakarta, October 15, 2019	Bank Indonesia
	Sosialisasi Socialization	Sosialisasi Sertifikasi Treasury dan Penerapan Kode Etik Pasar Socialization of Treasury Certification and Market Conduct Implementation	Jakarta, 26 November 2019 Jakarta, November 26, 2019	Bank Indonesia
	Sosialisasi Socialization	Sosialisasi Rasio Intermediasi Makroprudential dan Penyangga Likuiditas Makroprudential dan ratio LTV Socialization of Macroprudential Intermediation Ratio and Macroprudential Liquidity Support and LTV Ratio	Jakarta, 27 November 2019 Jakarta, November 27, 2019	Bank Indonesia
	Sosialisasi Socialization	Sosialisasi Pengawasan Kepatuhan APU & PPT Socialization of AML & CFT Compliance Supervision	Jakarta, 5 Desember 2019 Jakarta, December 5, 2019	OJK
Sadhana Priatmadja	Workshop	Business Strategic Meeting	Jakarta, 12 Januari 2019 Jakarta, January 12, 2019	BWS
	Sertifikasi Certification	Refreshment Sertifikasi Manajemen Risiko : "Managing Operation Risk In Digital Era" Refreshment of Risk Management Certification (SMR): "Managing Operation Risk in Digital Era"	Jakarta, 24 Januari 2019 Jakarta, January 24, 2019	LSPP
	Sosialisasi Socialization	Digital and Holistic Leadership Summit 2019	Bali, 13-14 November 2019 Bali, November 13-14, 2019	OJK
M. Tri Budiono	Workshop	Business Strategic Meeting	Jakarta, 12 Januari 2019 Jakarta, January 12, 2019	BWS
	Workshop	Mitra Layanan Taspen (Office Channeling) Taspen Services Partnerships	Bogor, 25 Februari 2019 Bogor, February 25, 2019	TASPEN
	Forum Group Discussion (FGD)	Produk Kredit Konsumer Consumer Credit Products	Jakarta, 21 Mei 2019 Jakarta, May 21, 2019	BWS
	Forum Group Discussion (FGD)	Banking Strategic Issue in Indonesia	Jakarta, 23 Juli 2019 Jakarta, July 23, 2019	OJK
Benny Sudarsono Tan	Seminar	International Seminar "Encountering Digital Era of Banking Operation"	Bali, 28-30 Juli 2019 Bali, July 28-30, 2019	Bank Indonesia
	Seminar	Cyber Security Seminar	Jakarta, 28 Oktober 2019 Jakarta, October 28, 2019	Bank Indonesia
	Sertifikasi Certification	Refreshment Sertifikasi Manajemen Risiko : "Strengthening Credit Risk Management" Refreshment of Risk Management Certification (SMR): "Strengthening Credit Risk Management"	Jakarta, 19 November 2019 Jakarta, November 19, 2019	LSPP
	Sosialisasi Certification	Dissemination and Discussion IDR Money Management	Jakarta, 6 Desember 2019 Jakarta, December 6, 2019	Bank Indonesia





Transparansi Rangkap Jabatan Dewan Komisaris dan Direksi

Ketentuan rangkap jabatan Dewan Komisaris dan Direksi diatur dalam Kebijakan Dewan Komisaris dan Kebijakan Direksi.

1. Ketentuan Rangkap Jabatan Dewan Komisaris

Anggota Dewan Komisaris hanya dapat merangkap jabatan sebagai:

- a. Anggota Dewan Komisaris, Direksi atau Pejabat Eksekutif pada 1 (satu) lembaga/perusahaan bukan lembaga keuangan.
- b. Anggota Dewan Komisaris, Direksi atau Pejabat Eksekutif yang melaksanakan fungsi pengawasan pada 1 (satu) perusahaan anak bukan Bank yang dikendalikan oleh Bank.

2. Ketentuan Rangkap Jabatan Direksi

- a. Anggota Direksi dilarang merangkap jabatan sebagai anggota Dewan Komisaris, Direksi atau Pejabat Eksekutif pada bank, perusahaan dan/atau lembaga lain.
- b. Presiden Direktur dan/atau Wakil Presiden Direktur dilarang merangkap jabatan sebagai Direktur yang membawahkan Fungsi Kepatuhan.
- c. Direktur yang membawahkan Fungsi Kepatuhan dilarang membawahkan fungsi yang melakukan pengambilan keputusan pada bidang-bidang:
 1. bisnis dan operasional;
 2. fungsi-fungsi pada kegiatan usaha Bank
 3. treasuri;
 4. keuangan dan akuntansi;
 5. logistik dan pengadaan barang/jasa;
 6. teknologi informasi;
 7. Satuan Kerja Audit Internal.
- d. Tidak termasuk rangkap jabatan, apabila Direksi yang bertanggung jawab terhadap pengawasan atas penyertaan pada perusahaan anak Bank, menjalankan tugas fungsional menjadi anggota Dewan Komisaris pada perusahaan anak bukan bank yang dikendalikan oleh Bank, sepanjang tidak mengakibatkan yang bersangkutan mengabaikan pelaksanaan tugas dan tanggung jawab sebagai anggota Direksi Bank.

Transparency of The Multiple Position of The Board of Commissioners and The Board of Directors

The multiple position provisions are regulated in the Policy Guidelines of the Board of Commissioners and Board of Directors.

1. The multiple position provisions of the Board of Commissioners

Members of the Board of Commissioners may only concurrently serve as:

- a. Members of the Board of Commissioners, Board of Directors or Executive Officers at 1 (one) nonfinancial institution/company.
- b. Members of the Board of Commissioners, Board of Directors or Executive Officers performing supervisory functions at 1 (one) non-bank subsidiary company controlled by the Bank.

2. The multiple position provisions of the Board of Directors

- a. Members of the Board of Directors are prohibited from holding multiple positions as members of the Board of Commissioners, Board of Directors or Executive Officers of other banks, companies and/or institutions.
- b. The President Director and/or Deputy President Director are prohibited from holding multiple positions as Director in charge of the Compliance Function.
- c. The Director in charge of the Compliance Function is prohibited from supervising functions that make decisions in below fields:
 1. business and operations;
 2. functions in the Bank's business activities;
 3. treasury;
 4. finance and accounting;
 5. logistics and procurement of goods/services;
 6. information technology;
 7. Internal Audit Work Unit.
- d. Excluding multiple positions, if the Board of Directors is responsible for supervising the participation of the Bank's subsidiaries, carrying out functional duties as a member of the Board of Directors in a non-bank subsidiary controlled by the Bank, as long as the concerned person not neglecting the implementation of duties and responsibilities as member of the Bank's Board of Directors.



Transparansi Rangkap Jabatan Dewan Komisaris dan Direksi

Transparency of the multiple position of the Board of Commissioners and Directors.

Nama dan Jabatan Name and Position	Jabatan pada Perusahaan/ Instansi Lain Position in Other Companies/ Agencies	Nama Perusahaan/Instansi Lain dan Periode Menjabat Name of Company/Other Agency and Serving Period
Dewan Komisaris / Board of Commissioners		
Arief Budiman Presiden Komisaris* / President Commissioner*	-	-
Park Tae Yong Komisaris* / Commissioner*	-	-
Kim Dong Soo Komisaris Independen / Independent Commissioner	-	-
Ahmad Fajarprana Komisaris Independen / Independent Commissioner	-	-
Dewan Direksi / Board of Directors		
Choi Jung Hoon Presiden Direktur / President Director	-	-
Park Young Man Direktur / Director	-	-
I Made Mudiastira Direktur / Director	-	-
Sadhana Priatmadja Direktur / Director	-	-
M. Tri Budiono Direktur / Director	-	-
Benny Sudarsono Tan Direktur* / Director*	-	-

Dalam hal terjadi benturan kepentingan, anggota Dewan Komisaris, Direksi dan Pejabat Eksekutif Bank dilarang mengambil tindakan yang dapat merugikan Bank atau mengurangi keuntungan Bank dan wajib mengungkapkan benturan kepentingan dimaksud dalam setiap keputusannya. Benturan kepentingan adalah suatu kondisi di mana kepentingan ekonomis Bank berbenturan dengan kepentingan ekonomi pribadi. Atas Hal tersebut maka anggota Dewan Komisaris, Direksi dan Pejabat Eksekutif Bank hendaknya senantiasa harus:

1. Mengutamakan kepentingan Bank dan tidak mengurangi keuangan Bank dalam hal terjadi benturan kepentingan.
2. Menghindari diri dari pengambilan keputusan dalam situasi dan kondisi adanya benturan kepentingan.

In the event of a conflict of interest, members of the Board of Commissioners, Directors and Executive Officers of the Bank are prohibited from taking actions that could harm the Bank or reduce the profit of the Bank and must disclose the conflict of interest referred to in each of its decisions. Conflict of interest is a condition where the Bank's economic interests conflict with personal economic interests. For this matter, members of the Board of Commissioners, Directors and Executive Officers of the Bank should always have to:

1. Prioritizing the interests of the Bank and not reducing the Bank's finances in the event of a conflict of interest.
2. Avoiding making decisions in situations and conditions of conflict of interest.





- Melakukan pengungkapan hubungan kekeluargaan, hubungan keuangan, hubungan kepengurusan, hubungan kepemilikan dengan Anggota Komisaris lain dan/atau anggota Direksi dan/atau pemegang saham pengendali Bank dan/atau pihak lainnya dalam rangka bisnis Bank.
- Melakukan pengungkapan dalam hal pengambilan keputusan tetap harus diambil pada kondisi adanya benturan kepentingan.

- Disclose family relationships, financial relationships, management relationships, ownership relationships with other Commissioners and/or members of the Board of Directors and/or controlling shareholders of the Bank and/or other parties in the context of the Bank's business.
- Disclose in case decision makers must still be taken in the condition of a conflict of interest.

Transparansi Hubungan Afiliasi Dewan Komisaris, Direksi dan Pemegang Saham Utama/Pengendali

Hubungan afiliasi merupakan hubungan istimewa yang terjadi akibat adanya hubungan keluarga maupun hubungan keuangan. Untuk memberikan transparansi tentang potensi benturan kepentingan, berikut disampaikan hubungan afiliasi antara Dewan Komisaris, Direksi, dan Woori Bank Korea sebagai Pemegang Saham Utama/Pengendali Bank. tanggung jawab sebagai anggota Direksi Bank.

Transparency of Affiliates Board of Commissioners, Board of Directors and Main Shareholders/Controllers

Affiliate relationships are special relationships that occur due to family relationships or financial relationships. To provide transparency about potential conflicts of interest, the following is an affiliation between the Board of Commissioners, the Board of Directors, and Woori Bank Korea as the Major Shareholders/Controllers of the Bank.

Nama dan Jabatan Name and Position	Hubungan Afiliasi dengan Affiliate Relationship with		
	Dewan Komisaris Board of Commissioners	Direksi Board of Directors	Pemegang Saham Utama/Pengendali Main Shareholders/ Controllers
Dewan Komisaris / Board of Commissioners			
Arief Budiman Presiden Komisaris / President Commissioner	x	x	x
Park Tae Yong Komisaris / Commissioner	x	x	x
Kim Dong Soo Komisaris Independen / Independent Commissioner	x	x	x
Ahmad Fajarprana Komisaris Independen / Independent Commissioner	x	x	x
Direksi / Board of Directors			
Choi Jung Hoon Presiden Direktur / President Director	x	x	x
Park Young Man Direktur / Director	x	x	x
I Made Mudiastira Direktur / Director	x	x	x
Sadhana Priatmadja Direktur / Director	x	x	x
M. Tri Budiono Direktur / Director	x	x	x
Benny Sudarsono Tan Direktur / Director	x	x	x



Transparansi Kepemilikan Saham Dewan Komisaris dan Direksi

Berikut disampaikan transparansi kepemilikan saham oleh Dewan Komisaris dan Direksi yang telah dilaporkan Bank kepada regulator.

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

Following is the transparency of share ownership by the Board of Commissioners and Board of Directors which the Bank has reported to the regulator.

Nama dan Jabatan Name and Position	Kepemilikan Saham Bank Woori Saudara Ownership of Bank Woori Saudara shares	Kepemilikan Saham Perusahaan Lain yang Lebih dari 5% Ownership of Other Companies More Than 5%
Dewan Komisaris / Board of Commissioners		
Arief Budiman Presiden Komisaris / President Commissioner	2.297.000	0.03%
Park Tae Yong Komisaris / Commissioner	-	-
Kim Dong Soo Komisaris Independen / Independent Commissioner	-	-
Ahmad Fajarprana Komisaris Independen / Independent Commissioner	-	-
Direksi / Board of Directors		
Choi Jung Hoon Presiden Direktur / President Director	-	-
Park Young Man Direktur / Director	-	-
I Made Mudiastira Direktur / Director	-	-
Sadhana Priatmadja Direktur / Director	-	-
M. Tri Budiono Direktur / Director	-	-
Kim Yong Wook Direktur / Director	-	-
Benny Sudarsono Tan Direktur / Director	-	-





ORGAN PENDUKUNG DEWAN KOMISARIS

Board Of Commissioners Supporting Organs

Dalam melakukan pengawasan atas Perseroan, Dewan Komisaris dibantu oleh Komite-komite di bawah Dewan Komisaris. Komite-komite di bawah Dewan Komisaris terdiri dari Komite Audit, Komite Pemantau Risiko dan Komite Remunerasi & Nominasi. Organ Komite di bawah Dewan Komisaris tersebut diuraikan sebagai berikut:

Komite Audit

Komite Audit merupakan komite di bawah Dewan Komisaris yang dibentuk dengan merujuk kepada:

1. Peraturan OJK No. 55/POJK.03/2016 tanggal 9 Desember 2016 tentang Penerapan Tata Kelola Bagi Bank Umum.
2. Surat Edaran OJK No. 13/SEOJK.03/2017 tanggal 17 Maret 2017 tentang Penerapan Tata Kelola bagi Bank Umum.
3. Peraturan OJK No. 55/POJK.04/2015 tanggal 23 Desember 2015 tentang Pembentukan dan Pedoman Pelaksanaan Kerja Komite Audit.

Pedoman dan Tata Tertib Kerja Komite Audit

Agar pelaksanaan tugas Komite Audit berjalan optimal, Bank mengesahkan Piagam Komite Audit yang merupakan acuan pelaksanaan tugas Komite Audit. Piagam Komite Audit ditetapkan oleh Dewan Komisaris dan dievaluasi secara berkala dan, apabila diperlukan, dilakukan amandemen untuk memastikan kepatuhan Bank terhadap ketentuan OJK dan peraturan terkait lainnya. Bank memiliki pedoman dan tata tertib komite yang ditetapkan dalam Surat Keputusan Dewan Komisaris No. 107/KEP-DEKOM/A-13/V/15 tanggal 26 Mei 2015.

Pedoman dan tata tertib komite merupakan dokumen tertulis yang mengatur terutama mengenai kedudukan, kewenangan, tugas, dan tanggungjawab Komite Audit. Piagam ini juga memberikan batasan dan mengatur tata hubungan kerja antara Komite Audit dengan Dewan Komisaris, Direksi, Auditor Internal, dan Auditor Eksternal.

In order to support the oversight on the Company, the Board of Commissioner assisted by the Committees below the Board of Commissioners. The Committees below the Board of Commissioners consists of Audit Committee, Risk Monitoring Committee, and Nomination and Remuneration Committee. The Committees below the Board of Commissioners organs was described as follows:

Audit Committee

The Audit Committee is a committee under the Board of Commissioners formed by referring to:

1. OJK Regulation No. 55/POJK.03/2016 dated December 9, 2016 concerning Application of Governance for Commercial Banks.
2. OJK Circular No. 13/SEOJK.03/2017 dated March 17, 2017 concerning the Implementation of Governance for Commercial Banks.
3. OJK Regulation No. 55/POJK.04/2015 dated December 23, 2015 concerning the Formation and Guidelines for the Implementation of Audit Committee Work.

Work Guidelines: Audit Committee Charter

In order that the Audit Committee's duties are carried out optimally, the Bank ratifies the Audit Committee Charter which is a reference for the implementation of the Audit Committee's duties. The Audit Committee Charter is established by the Board of Commissioners and is evaluated regularly and, if necessary, amendments are made to ensure the Bank's compliance with OJK regulations and other relevant regulations. The Bank has committee guidelines and procedures set out in the Decree of the Board of Commissioners No. 107/KEP-DEKOM/A-13/V/15 date May 26, 2015.

Work Guidelines of Committee is a written document that regulates primarily regarding the position, authority, duties and responsibilities of the Audit Committee. This Charter also limits and regulates the working relations between the Audit Committee and the Board of Commissioners, Board of Directors, Internal Auditors, and External Auditors.



Tugas dan Tanggung Jawab Komite Audit

Komite Audit memiliki tugas dan tanggung jawab melakukan pengawasan pelaporan keuangan, pengendalian internal, dan tata kelola Bank. Untuk melaksanakan tugas tersebut, Komite audit diberikan wewenang untuk menyelidiki semua temuan yang dipandang perlu sebagai upaya menjamin bahwa pengendalian internal, praktek akuntansi dan tata kelola Bank telah berjalan dengan baik.

Tugas dan tanggung jawab Komite Audit meliputi antara lain:

1. Membuat kajian atas dan menyetujui rencana kegiatan tahunan Satuan Kerja Audit Intern (SKAI).
2. Melakukan penelaahan informasi keuangan yang akan dikeluarkan Bank seperti laporan keuangan, proyeksi dan informasi keuangan lainnya serta meyakinkan bahwa laporan keuangan telah sesuai dengan standar akuntansi yang berlaku.
3. Menganalisis atas ketaatan Bank terhadap peraturan perundang-undangan di bidang pasar modal dan peraturan perundang-undangan lainnya yang berhubungan dengan kegiatan Bank.
4. Mengevaluasi dan menganalisis rencana audit Bank dan implementasinya. Memastikan bahwa audit telah dilaksanakan dalam frekuensi dan lingkup yang sesuai dan mengawasi tindak lanjut dari laporan audit.
5. Menganalisis independensi dan obyektivitas Akuntan Publik serta kesesuaian pelaksanaan audit oleh Kantor Akuntan Publik (KAP) dengan standar audit yang berlaku.
6. Menganalisis kecukupan pemeriksaan yang dilakukan oleh KAP untuk memastikan semua resiko penting telah dipertimbangkan.
7. Memantau dan mengevaluasi pelaksanaan tindak lanjut Direksi atas hasil temuan SKAI, KAP dan Hasil Pengawasan Bank Indonesia guna memberikan rekomendasi kepada Dewan Komisaris.
8. Memberikan rekomendasi mengenai penunjukan Akuntan Publik dan KAP kepada Dewan Komisaris untuk disampaikan di RUPS.
9. Melakukan penelaahan dan melaporkan kepada Dewan Komisaris atas pengaduan yang berkaitan dengan Bank.
10. Menjaga kerahasiaan seluruh dokumen, data dan informasi Bank yang dimilikinya.

Work Guidelines: Audit Committee Charter

The Committee Audit has duties and responsibilities in supervising financial report, internally controlling, and management of the Bank. To perform the duties and responsibilities, the Audit Committee is granted the authority to investigate all findings required to ensure that the internal control, accounting practices, and the management of BWS are operated properly.

The duties and responsibilities of the Audit Committee consist of below:

1. Reviewing and approving the annual plans of the Internal Audit Work Unit (SKAI).
2. Evaluating the financial reliability of BWS such as financial statements, projections, and other financial information. Audit Committee also ensures that financial statements are well prepared and aligned with prevailing accounting standards.
3. Analyzing Bank compliance with all applicable directives and regulations relevant to the Bank activities.
4. Evaluating and analyzing BWS audit plan as well as its implementation, to ensure audit activities are implemented in appropriate frequency and scope and monitor the feedback of audit report.
5. Analyzing the independency and objectivity of public accountants as well as compliance of audit implementation with the prevailing audit standards.
6. Analyzing the adequacy of audit work conducted by the Public Accountants Firm in order to ensure that all significant risks are already examined.
7. Monitoring and evaluating the Board of Directors following action on Internal Audit findings, public accountant firm, and Bank Indonesia's supervision results in order to provide recommendations to the Board of Commissioners.
8. Providing recommendation to the Board of Commissioners concerning the appointment of Public Accountant and Public Accountant Firm, to be presented in the GMS.
9. Analyzing and reporting any claims relating to Bank to the Board of Commissioners.
10. Maintaining the confidentiality of all documents, data, and information regarding BWS in their possession.





11. Membuat, mengkaji dan memperbarui Piagam Komite Audit.
12. Menyelenggarakan maupun memberikan kewenangan untuk melakukan investigasi dalam ruang lingkup tugasnya.
13. Menggunakan jasa konsultan, akuntan atau pihak eksternal lain yang memberikan nasehat atau pelaksanaan suatu investigasi dan pengumpulan informasi yang diperlukan oleh Komite dan karyawan.
14. Melaksanakan tugas lain yang sewaktu-waktu diberikan oleh Dewan Komisaris.

Kode Etik Komite Audit

Kode etik Komite Audit adalah sebagai berikut:

1. Menjunjung tinggi integritas, profesionalisme dan standar profesi dalam melaksanakan tugas sebagai anggota Komite Audit.
2. Melaksanakan setiap tugas dan tanggung jawab secara jujur, objektif dan independen semata-mata untuk kepentingan Bank.
3. Menghindari kegiatan yang bertentangan dengan hukum, etika dan norma-norma yang berlaku di masyarakat serta kegiatan-kegiatan yang bertentangan dengan kepentingan dan tujuan Bank.
4. Tidak menerima imbalan atau sesuatu apapun di luar dari yang sudah ditetapkan sebagai penghargaan atas tugasnya.
5. Memberikan pendapat dengan menggunakan bukti yang cukup dan kompeten untuk mendukung pendapat tersebut serta tidak menggunakan informasi yang berkaitan dengan Bank untuk keuntungan pribadi.

Kedudukan Komite Audit

Kedudukan Komite Audit berdasarkan Pedoman dan Tata Tertib Kerja Komite Audit adalah sebagai berikut:

1. Komite Audit diangkat dan diberhentikan oleh Dewan Komisaris dan bertanggung jawab langsung kepada Dewan Komisaris.
2. Komite Audit bekerja secara kolektif dan diketuai oleh Komisaris Independen.
3. Komite Audit wajib melaporkan hasil evaluasinya kepada Dewan Komisaris.

11. *Preparing, reviewing, and periodically updating the Audit Committee Charter.*
12. *Conducting, or providing authority, to conduct an investigation within its scope of work.*
13. *Retaining consultancy service, accountant, or other external parties that provide counsel, conduct investigation or gather information needed by the Committee and employees.*
14. *Conducting other duties assigned by the Board of Commissioners.*

Code of Ethics of Audit Committee

The code of ethics of Audit Committee are as follows:

1. *Upholding integrity, professionalism, and professional standards in carrying out the duties as members of the Audit Committee.*
2. *Performing every duty and responsibility honestly, objectively, and independently on the behalf of the Company.*
3. *Preventing activities that are contrary to the law, ethics, and norms applied in the community as well as towards the interests and objectives of the Company.*
4. *Rejecting any kind of tipping that is not determined as a reward for performing the duty.*
5. *Providing opinions using sufficient and competent evidence to support the opinions and not using information relating to the Company for personal interest.*

Audit Committee Position

The position of Audit Committee based on audit committee charter is as follows:

1. *The Audit Committee is appointed and dismissed by the Board of Commissioners and is directly responsible to the Board of Commissioners.*
2. *The Audit Committee workd collectively and is managed by an Independent Commissioner.*
3. *The Audit Committee must report the results of its evaluation to the Board of Commissioners.*



Struktur, Keanggotaan dan Keahlian Komite Audit

Struktur dan keanggotaan Komite Audit adalah sebagai berikut:

1. Komite Audit Perseroan sekurang-kurangnya terdiri dari 3 (tiga) orang anggota yang berasal dari Komisaris Independen dan Pihak Independen.
2. Komposisi keanggotaan Komite Audit paling kurang 1 (satu) orang Komisaris Independen sebagai Ketua merangkap anggota, 1 (satu) orang Pihak Independen yang memiliki keahlian di bidang keuangan atau akuntansi dan 1 (satu) orang Pihak Independen yang memiliki keahlian di bidang hukum atau perbankan.
3. Wajib memiliki paling sedikit 1 (satu) anggota yang berlatar belakang pendidikan dan keahlian di bidang akuntansi dan keuangan.
4. Ketua Komite Audit hanya dapat merangkap jabatan sebagai ketua komite paling banyak pada 1 (satu) komite lainnya.

Selama tahun 2019, susunan keanggotaan Komite Audit mengalami perubahan, per posisi 31 Desember 2019 susunan keanggotaan Komite Audit adalah sebagai berikut:

Structure, Members and Skills of Audit Committee

Audit Committee Structure and Members is as follows:

1. The Company's Audit Committee shall comprise of at least 3 (three) members from Independent Commissioners and Independent Party.
2. The composition of Audit Committee member shall comprise of at least 1 (one) an Independent Commissioners as a Chairman concurrent member, 1 (one) an Independent Party having expertise in the field of finance or accountancy and 1 (one) an Independent Party having expertise in law or banking.
3. Must have One Independent Party member of the Committee shall have expertise and work experience at least 5 (five) years in the field of accounting or finance.
4. The Chairman of the Committee can only assume a concurrent office as a chairman of another maximum 1 (one) committee.

Per position of December 31, 2019, the composition of Audit Committee Members are as follows:

Nama Name	Jabatan Position	Dasar Pengangkatan Appointment Basis	Periode Jabatan Period of Service
Ahmad Fajarprana	Ketua/Chairman (Komisaris Independen) Independent Commissioner	Keputusan Dewan Komisaris No. 007/KEP.DEKOM/XI/2019 Decision letters of the Board of Commissioners No. 007/KEP. DEKOM/XI/2019	Sampai dengan pelaksanaan RUPS tahun 2020 Until the implementation of the Annual GMS 2020
Park Tae Yong	Anggota/Members (Komisaris) Commissioner	Keputusan Dewan Komisaris No. 007/KEP.DEKOM/XI/2019 Decision letters of the Board of Commissioners No. 007/KEP. DEKOM/XI/2019	Sampai dengan pelaksanaan RUPS tahun 2020 Until the implementation of the Annual GMS 2020
Nanny Dewi	Anggota/Members (Pihak Independen) Independent Party	Keputusan Dewan Komisaris No. 007/KEP.DEKOM/XI/2019 Decision letters of the Board of Commissioners No. 007/KEP. DEKOM/XI/2019	Sampai dengan pelaksanaan RUPS tahun 2020 Until the implementation of the Annual GMS 2020
Bambang Sutidjo	Anggota/Members (Pihak Independen) Independent Party	Keputusan Dewan Komisaris No. 007/KEP.DEKOM/XI/2019 Decision letters of the Board of Commissioners No. 007/KEP. DEKOM/XI/2019	Sampai dengan pelaksanaan RUPS tahun 2020 Until the implementation of the Annual GMS 2020
Gasmara Tisnawinata	Sekretaris/Secretary (Pihak Independen) Independent Party	Keputusan Dewan Komisaris No. 007/KEP.DEKOM/XI/2019 Decision letters of the Board of Commissioners No. 007/KEP. DEKOM/XI/2019	Sampai dengan 31 Desember 2019 Until December 31, 2019





Profil Komite Audit

Ahmad Fajarprana

Warga Negara Indonesia, berumur 61 tahun, lahir di Jakarta, 1 Februari 1958. Resmi menjabat sebagai Komisaris Independen Perseroan mulai 24 Desember 2014 berdasarkan Akta Notaris No.42 tanggal 24 Desember 2014 Meraih gelar Megister Hukum Universitas Gajah Mada. Menjabat sebagai Vice President di Citibank tahun 1991-1996. Pernah menjabat sebagai Group Head Badan Penyehatan Perbankan Nasional (BPPN) tahun 1999 hingga tahun 2004. Menjadi Executive Vice President Bank Mutiara di tahun 2014.

Park Tae Yong

Warga Negara Korea, lahir di Chungcheongbuk-do, Korea tahun 1958, usia 61 tahun, berdomisili di Korea Selatan Lulusan Bachelor Degree di Sungkyunkwan University of Business Administration (1982). Beliau berpengalaman di berbagai bisnis unit pada Bank Woori Korea selama kurang lebih 37 tahun. Pernah menjabat sebagai Woori Bank Seoul, Asia Regional Headquarters (2015-2016) dan pernah menjabat sebagai Presiden Direktur BWS (2016-2018). Menjabat Komisaris sejak RUPS Tahunan 2019 yang diselenggarakan pada 28 Maret 2019 dan berlaku efektif 29 Agustus 2019. Mr Park Tae Yong tidak memiliki afiliasi dengan pihak manapun.

Bambang Sutidjo

Warga Negara Indonesia, berusia 58 tahun, pendidikan terakhir sarjana teknik di Institut Teknologi Bandung. Merintis karir di BWS dari tahun 2003 – 2011 sebagai Kepala Satuan Kerja Manajemen Risiko dan 2011 – 2016 sebagai Kepala Divisi Satuan Kerja Audit Internal. Semenjak Januari 2019 ditunjuk sebagai anggota Komite Audit.

Gasmara Tisnawinata

Warga Negara Indonesia, berusia 71 tahun, pendidikan terakhir Sarjana Ekonomi di Universitas Padjajaran Bandung. Merintis karir di dunia Perbankan sejak tahun 1973 sampai dengan 2000 bagian Perkreditan dan menjadi Wakil Pemimpin Cabang di Bank Bumi Daya, pada tahun 2000 sampai dengan tahun 2003 menjabat sebagai Direktur PT Bank Tabungan Pensiunan Nasional, Tbk. Sebelum merger telah bergabung di Bank Saudara (sekarang BWS) menjadi Anggota Komite Audit dan Komite Pemantau Risiko dan terhitung sejak 16 Maret 2015 hingga saat ini sebagai Anggota Komite Audit BWS.

Audit Committee Profile

Ahmad Fajarprana

An Indonesian citizen, aged 61, born in Jakarta on February 1, 1958. Officially occupied as the Company's Independent Commissioner starting December 24, 2014, based on Notarial Deed no. 42 on December 24, 2014. He finished his Master of Law at Gajah Mada University. Served as Vice President at Citibank in 1991-1996. He joined as Group Head of the Indonesian Banking Restructuring Agency (IBRA) from 1999 to 2004. Became Bank Mutiara's Executive Vice President in 2014.

Park Tae Yong

Korean citizen, born in Chungcheongbuk-do, Korea in 1958, age 61 years, domiciled in South Korea, he gets a Bachelor Degree graduate at Sungkyunkwan University of Business Administration (1982). Experienced in various business units at Bank Woori Korea for approximately 37 years. Previously served as Woori Bank of Seoul, Asia Regional Headquarters (2015-2016) and served as President Director of the BWS (2016-2018). Appointed as Commissioner at the 2019 Annual General Meeting of Shareholders held on March 28, 2019 and effective on 29 August 2019. Mr. Park Tae Yong has no affiliation with any other parties.

Bambang Sutidjo

Indonesian citizen, age 58 years old, with the last education in Bachelor of Engineering of Institut Teknologi Bandung. He began his career in BWS from 2003 to 2011 as Risk Management Unit Head and 2011 to 2016 as Head Division of Internal Audit Unit. Since January 2019, he appointes as member of Audit Committee.

Gasmara Tisnawinata

Indonesian citizen, aged 71, Bachelor of Economics at Padjadjaran University Bandung. He began his career in banking from 1973 to 2000 in the Credit Department and became Deputy Branch Manager at Bank Bumi Daya; from 2000 to 2003, he was the Director of Bank Tabungan Pensiunan Nasional, Tbk. Before the merger, he joined Bank Saudara (now BWS) as a member of the Audit Committee and Risk Monitoring Committee; and from 2015 to present, he has been a Member of the Audit Committee of BWS.



Nanny Dewi

Berusia 56 tahun, Warga Negara Indonesia, Staf Pengajar pada Fakultas Ekonomi dan Bisnis di Universitas Padjadjaran sejak tahun 1989 sampai sekarang. Menyelesaikan pendidikan Master di University of Wollongong, Australia pada tahun 1992 dan pendidikan Doktoral di Universitas Padjajaran pada tahun 2006. Berpengalaman sebagai anggota Komite Audit pada PT Rabobank Indonesia dan PT Energi Mega Persada, Tbk. Bergabung sebagai Anggota Komite Audit BWS pada bulan Maret 2015.

Independensi Komite Audit

Seluruh Anggota Komite Audit yang berasal dari pihak independen tidak memiliki hubungan keuangan, kepengurusan, kepemilikan saham dan/atau hubungan keluarga dengan Dewan Komisaris, Direksi dan/atau Pemegang Saham Pengendali atau hubungan dengan Perseroan, yang dapat mempengaruhi kemampuannya bertindak independen.

Rapat Komite Audit

Komite akan menyelenggarakan rapat sesuai dengan kebutuhan atau sekurang-kurangnya sama dengan ketentuan yaitu minimal sama dengan rapat Dewan Komisaris yaitu 4 (empat) kali dalam setahun. Rapat Komite hanya dapat dilaksanakan apabila dihadiri oleh sekurang-kurangnya 51% (lima puluh satu persen) dari seluruh jumlah anggota termasuk satu orang Komisaris Independen dan satu Pihak Independen.

Keputusan rapat Komite diambil berdasarkan musyawarah mufakat. Dalam hal tidak terjadi musyawarah mufakat, pengambilan keputusan dilakukan berdasarkan suara terbanyak.

Hasil rapat Komite wajib dituangkan dalam risalah rapat dan didokumentasikan secara baik. Perbedaan pendapat (*dissenting opinions*) yang terjadi dalam rapat Komite, wajib dicantumkan secara jelas dalam risalah rapat beserta alasan perbedaan pendapat tersebut.

Sepanjang tahun 2019, dalam menjalankan fungsinya, Komite Audit telah mengadakan rapat sebanyak 12 (dua belas) kali dengan frekuensi dan catatan kehadiran Rapat Komite Audit dapat dilihat pada tabel berikut:

Nanny Dewi

56-year-old Indonesian, Lecturer at the Faculty of Economics and Business at Padjadjaran University from 1989 to present. She was graduated from her Master's education at the University of Wollongong, Australia in 1992 and received her doctorate degree at Padjajaran University in 2006. Experienced as a member of the Audit Committee at PT Rabobank Indonesia and PT Energi Mega Persada, Tbk. Joined as BWS as Audit Committee Member in March 2015.

Independence of Audit Committee

All of members of Audit Committee from independent party does not have relationship in finance, management, ownership and/or as family members with the Board of Commissioners and Directors and/or controlling shareholders or relationship with the Company, that could affect the ability to act independently.

Audit Committee Meeting

Committee shall meet as it deems necessary or minimally equally in accordance with meeting requirement of the Board of Commissioners, which is 4 (four) times a years. Meetings of the Committee can only be convened if attended by at least 51% (fifty-one percent) of the total number of members including one Independent Commissioner and one Independent Party.

The adoption of Committee meeting resolution shall be done by consensus. In the event a consensus cannot be reached, the adoption of resolutions shall be done by majority vote.

The Committee meeting resolutions must be drawn up in a minutes of meeting and properly documented. Dissenting opinions occurring in the Committee meetings must be clearly noted in the minutes of meeting accompanied by reasons underlying such dissenting opinions.

Throughout 2019, in carrying out their functions, the Audit Committee conducted meeting as many as 12 (twelve) times with frequency and attendance of Audit Committee meetings are presented in the following table:





Rekapitulasi Tingkat Kehadiran Komite Audit pada Rapat

Recapitulation of Audit Committee Attendance at the Meeting

Komite Audit Audit Committee	Jumlah Wajib Rapat Number of Meeting Requirements	Jumlah Rapat yang Dihadiri Number of Meetings Attended	Jumlah Rapat yang Tidak Dihadiri Number of Meetings Not Attended	Persentase Kehadiran Percentage of Attendance
R. Agus Setidjaja	3	3	0	100%
Ahmad Fajarprana	9	9	0	100%
Arief Budiman	2	2	0	100%
Bambang Sutidjo	12	12	0	100%
Gasmara Tisnawinata	12	11	1	92%
Nanny Dewi	12	8	4	67%
Park Tae Yong	1	0	0	0%
Rata-rata Kehadiran Komite Audit Average Presence of Audit Committee				80%

*) Di sepanjang tahun 2019, Komite Audit mengalami 2 (dua) kali pergantian, yaitu pada bulan Januari dan Maret 2019

*) In 2019, the Nomination and Remuneration committee has experienced 2 (two) times of changes, namely in January and March 2019

Laporan Pelaksanaan Tugas Komite Audit 2019

Selama tahun 2019 Komite Audit telah melakukan kegiatan-kegiatan sebagai berikut:

1. Pelaksanaan penelaahan laporan dan hal yang perlu mendapatkan persetujuan Dewan Komisaris antara lain laporan realisasi rencana bisnis, laporan pelaksanaan fungsi audit.
2. Review dan evaluasi tindak lanjut pemeriksaan dari eksternal dan internal, termasuk dalam hal ini evaluasi atas penyelesaian kasus fraud.
3. Review dan evaluasi rencana kerja audit tahun 2019 dan implementasinya.
4. Evaluasi pelaksanaan audit laporan tahunan 2018 oleh Kantor Akuntan Publik.
5. Evaluasi penerapan standar akuntansi perbankan, IFRS 9 dan IFRS 16.
6. Penyusunan rekomendasi penunjukan Kantor Akuntan Publik untuk Laporan Keuangan Tahun Buku 2019.

Penilaian Kinerja oleh Dewan Komisaris

Komite audit secara efektif telah membantu Dewan Komisaris dalam pengawasan atau pelaksanaan fungsi audit internal dan eksternal, implementasi tata kelola perusahaan dan kepatuhan terhadap peraturan perundang-undangan yang berlaku pada tahun 2019. Dewan Komisaris menilai Komite Audit telah melaksanakan fungsinya dengan baik sebagai salah satu organ dari Dewan Komisaris.

Audit Committee Report of 2019

During 2019 the Audit Committee carried out the following activities:

1. Reviewing reports and matters that need to be approved by the Board of Commissioners include reports on the realization of business plans, reports on the implementation of audit functions.
2. Review and evaluation of follow-up examinations from external and internal, including the evaluation of the resolution of fraud cases.
3. Review and evaluation of the 2019 audit work plan and its implementation.
4. Evaluation of the 2018 annual audit report by the Public Accounting Firm.
5. Evaluate the application of banking accounting standards, IFRS 9 and IFRS 16.
6. Arrangement of recommendations for the appointment of a Public Accountant Office for Financial Statements of the 2019 Financial Year.

Performance Appraisal by the Board of Commissioners

The Audit Committee has effectively assisted the Board of Commissioners in overseeing or carrying out internal and external audit functions, implementing GCG and compliance with laws and regulations in 2019. The Board of Commissioners considers that the Audit Committee has carried out its functions properly as one of the organs of the Board of Commissioners.



Remunerasi Komite Audit

Besarnya honorarium untuk anggota Komite Audit yang bukan anggota Dewan Komisaris ditetapkan berdasarkan kebijakan BWS, dan dibebankan kepada anggaran BWS. Dalam realisasinya, besaran remunerasi disesuaikan sesuai dengan perkembangan usaha serta kebijakan Bank.

Komite Nominasi dan Remunerasi

Bank membentuk Komite Nominasi dan Remunerasi sebagai organ pendukung bagi Dewan Komisaris dalam melaksanakan fungsi nominasi dan remunerasi. Pembentukan Komite Nominasi dan Remunerasi merujuk kepada:

1. Peraturan OJK No. 55/POJK.03/2016 dan Surat Edaran OJK No. 13/SEOJK.03/2017 tentang Penerapan Tata Kelola Bagi Bank Umum.
2. Peraturan OJK No. 45/POJK.03/2015 tentang Penerapan Tata Kelola dalam Pemberian Remunerasi bagi Bank Umum.
3. Peraturan OJK No. 34/POJK.04/2014 tanggal 8 Desember 2014 tentang Komite Nominasi dan Remunerasi Emiten atau Perusahaan Publik.

Pedoman Kerja Komite Nominasi dan Remunerasi

Agar pelaksanaan tugas Komite Nominasi dan Remunerasi berjalan optimal, Bank mengesahkan Piagam Komite Nominasi dan Remunerasi yang merupakan acuan pelaksanaan tugas Komite Nominasi dan Remunerasi. Piagam Komite Nominasi dan Remunerasi ditetapkan oleh Dewan Komisaris dan dievaluasi secara berkala dan, apabila diperlukan, dilakukan amandemen untuk memastikan kepatuhan Bank terhadap ketentuan OJK dan peraturan terkait lainnya. Piagam Komite Nominasi dan Remunerasi ditetapkan dengan Keputusan Dewan Komisaris No. 106/KEP-DEKOM/A-13/V/15 tanggal 26 Mei 2015.

Audit Committee Remuneration

The amount of honorarium for Audit Committee members who are not members of the Board of Commissioners is determined based on Bank policy, and is charged to the Bank's budget. In its realization, the amount of remuneration is adjusted according to business development and the Bank's policies.

Nomination and Remuneration Committee

The Bank established the Nomination and Remuneration Committee as a supporting organ for the Board of Commissioners in carrying out the nomination and remuneration function. The formation of the Nomination and Remuneration Committee refers to:

1. OJK Regulation No. 55/POJK.03/2016 and OJK Circular No. 13/SEOJK.03/2017 concerning Implementation of Governance for Commercial Banks.
2. OJK Regulation No. 45/POJK.03/2015 concerning Implementation of Governance in Giving Remuneration for Commercial Banks.
3. OJK Regulation No. 34/POJK.04/2014 dated 8 December 2014 concerning the Nomination and Remuneration Committee of Issuers or Public Companies.

Nomination and Remuneration Committee Work Guidelines

In order to carry out the duties of the Nomination and Remuneration Committee optimally, the Bank has endorsed the Nomination and Remuneration Committee Charter which is a reference for carrying out the duties of the Nomination and Remuneration Committee. The Nomination and Remuneration Committee Charter is determined by the Board of Commissioners and is evaluated periodically and, if necessary, amendments are made to ensure the Bank's compliance with OJK regulations and other relevant regulations. The Charter of the Nomination and Remuneration Committee is stipulated by Decision of the Board of Commissioners No. 106/KEP-DEKOM/A-13/V/15 dated May 26, 2015.





Tugas dan Tanggung Jawab Komite Remunerasi dan Nominasi

Komite Remunerasi dan Nominasi bertugas dan bertanggung jawab dalam melaksanakan hal-hal sebagai berikut:

1. Terkait dengan fungsi remunerasi:

- a. Melakukan evaluasi terhadap kebijakan remunerasi.
- b. Memberikan rekomendasi kepada Dewan Komisaris mengenai:
 - Kebijakan, struktur, dan besaran atas remunerasi bagi Direksi dan/atau Dewan Komisaris, untuk disampaikan kepada RUPS.
 - Penilaian kinerja dengan kesesuaian remunerasi yang diterima masing-masing anggota Direksi dan/atau anggota Dewan Komisaris.
 - Opsi kepada Dewan Komisaris, Direksi dan karyawan (apabila ada), antara lain opsi saham serta pengawasan pelaksanaannya.
- c. Membantu Dewan Komisaris dalam mengusulkan suatu sistem remunerasi yang sesuai bagi anggota Direksi dan/atau anggota Dewan Komisaris berupa sistem penggajian/honorarium, pemberian fasilitas, tunjangan, bonus/insentif/tantiem, sistem pensiun, penilaian atau evaluasi terhadap sistem tersebut dan opsi yang diberikan.
- d. Memastikan bahwa kebijakan remunerasi telah sesuai dengan ketentuan yang berlaku.
- e. Melakukan evaluasi secara berkala terhadap penerapan kebijakan remunerasi.

2. Terkait dengan fungsi nominasi:

- a. Menyusun komposisi, proses nominasi, kebijakan dan kriteria yang dibutuhkan serta memberikan rekomendasi mengenai sistem dan prosedur pemilihan dan/atau penggantian anggota Dewan Komisaris dan Direksi kepada Dewan Komisaris untuk disampaikan kepada Rapat Umum Pemegang Saham.
- b. Memberikan rekomendasi mengenai calon anggota Dewan Komisaris dan/atau Direksi kepada Rapat Umum Pemegang Saham.
- c. Memberikan rekomendasi mengenai Pihak Independen yang akan menjadi anggota Komite Audit dan Anggota Komite Pemantau Risiko kepada Dewan Komisaris.

Task and Responsibility of Committee Remuneration and nomination

The Nomination and Remuneration Committee has duties and responsibility in carrying out the following matters:

1. Related to the remuneration function:

- a. Evaluating the remuneration policy.
- b. Providing recommendations to the Board of Commissioners regarding:
 - The policy, structure, and amount of remuneration for Directors and/or Commissioners to be submitted to the General Meeting of Shareholders.
 - Performance assessment have to suited with the remuneration received by each member of the Director and/or member of the Board of Commissioner.
 - Option to the Board of Commissioners, Board of Directors and employees (if any), including shares option and supervision of their implementation.
- c. Assist the Board of Commissioners in proposing a remuneration system that is suitable for members of the Board of Directors and/or members of the Board of Commissioners in the form of a payroll/honorarium system, provision of facilities, benefits, bonuses/incentives/tantiem, pension system, evaluation or evaluation of the system and options given.
- d. Ensuring that the remuneration policies aligned with prevailing provisions.
- e. Evaluating to the implementation of remuneration policy regularly.

2. Related to the nomination function:

- a. Compiling the formation, nomination process, policies, and criteria needed; and providing recommendations regarding the system and procedures for selecting and/ or replacing members of the Board of Commissioners and Board of Directors to the Board of Commissioners to be submitted to the General Meeting of Shareholders.
- b. Providing recommendations regarding prospective members of the Board of Commissioners and/or Directors to the General Meeting of Shareholders.
- c. Providing recommendations regarding Independent Parties who will become members of the Audit Committee and Members of the Risk Monitoring Committee to the Board of Commissioners



- d. Menyusun program pengembangan kemampuan anggota Direksi dan/atau anggota Dewan Komisaris.

- d. Compiling capacity building programs for members of the Board of Directors and/or members of the Board of Commissioners.

Wewenang Komite Remunerasi dan Nominasi

Komite berwenang untuk memperoleh akses secara penuh, bebas dan tidak terbatas terhadap informasi tentang karyawan, dana, asset serta sumber daya Bank lainnya yang berkaitan dengan pelaksanaan tugasnya.

Authorities of the Nomination and Remuneration Committee

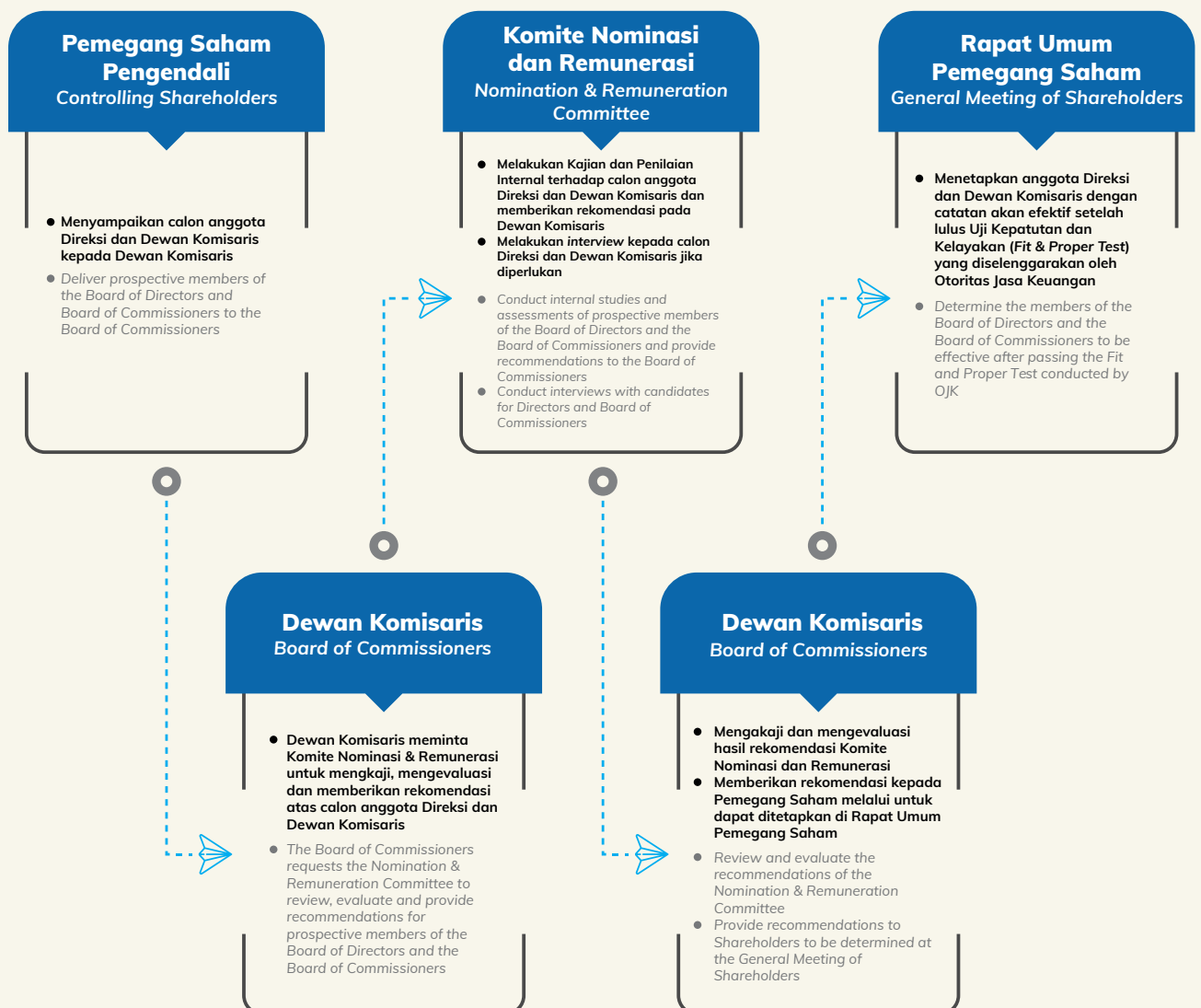
The Committee is authorized to have full, unlimited and free access of information regarding employees, fund, asset and other Bank's resources related to the implementation of its duties and responsibilities.

Kebijakan Suksesi Dewan Komisaris dan Direksi

Komite Nominasi dan Remunerasi memiliki peran khusus terkait suksesi Dewan Komisaris dan Direksi, sebagaimana terlihat pada bagan di bawah ini.

Succession Policy for the Board of Commissioners and Directors

The Nomination and Remuneration Committee has a special role related to the succession of the Board of Commissioners and Directors, as shown in the chart below.





Kedudukan Komite Remunerasi dan Nominasi

Kedudukan Komite Remunerasi dan Nominasi berdasarkan Pedoman dan Tata Tertib Kerja Komite Remunerasi dan Nominasi adalah sebagai berikut:

1. Komite Remunerasi dan Nominasi diangkat dan diberhentikan oleh Dewan Komisaris dan bertanggung jawab langsung kepada Dewan Komisaris.
2. Komite Remunerasi dan Nominasi bekerja secara kolektif dan diketuai oleh Komisaris Independen.
3. Komite Remunerasi dan Nominasi wajib melaporkan hasil evaluasinya kepada Dewan Komisaris.

Struktur, Keanggotaan dan Keahlian Komite Remunerasi dan Nominasi

Struktur dan keanggotaan Komite Remunerasi dan Nominasi adalah sebagai berikut:

1. Komite Remunerasi dan Nominasi sekurang-kurangnya terdiri dari:
 - a. seorang Komisaris Independen
 - b. seorang Komisaris; dan
 - c. seorang Pejabat Eksekutif yang membawahkan Sumber Daya Manusia atau seorang perwakilan Karyawan.
2. Komite Remunerasi diketuai oleh Komisaris Independen.
3. Anggota Direksi dilarang menjadi anggota Komite Remunerasi.
4. Dalam hal anggota Komite Remunerasi ditetapkan lebih dari 3 (tiga) orang maka anggota Komisaris Independen berjumlah paling sedikit 2 (dua) orang.
5. Ketua Komite Remunerasi dan Nominasi hanya dapat merangkap jabatan sebagai ketua Komite paling banyak pada 1 (satu) Komite lainnya.

Selama tahun 2019, susunan keanggotaan Komite Remunerasi dan Nominasi mengalami perubahan, per posisi 31 Desember 2019 susunan keanggotaan Komite Remunerasi dan Nominasi adalah sebagai berikut:

Position of Nomination and Remuneration Committee

The position of Nomination and Remuneration Committee based on Nomination and Remuneration Committee Charter is as follows:

1. The Nomination and Remuneration Committee is appointed and dismissed by the Board of Commissioners and is directly responsible to the Board of Commissioners.
2. The Nomination and Remuneration Committee works collectively and is managed by an Independent Commissioner
3. The Nomination and Remuneration Committee must report the results of its evaluation to the Board of Commissioners

Structure, Members and Skills of Nomination and Remuneration Committee

Nomination and Remuneration Committee Structure and Members is as follows:

1. Nomination and Remuneration Committee at least consisting of:
 - a. One of Independent Commissioner
 - b. One of Commissioner; and
 - c. One of Executive Officers under Human Resources or one of representative of employee.
2. A Chairman of Nomination and Remuneration Committee is Independent Commissioner.
3. Member of Directors can not be a member of Nomination and Remuneration Committee
4. In case of members of the Committee set more than three (3) members, the members of an Independent Commissioner at least two (2) members.
5. The Chairman of the Committee may only hold office as the Chairman of the Committee at most 1 (one) other Committee.

The composition of Nomination and Remuneration Committee has changes in 2019, per December 31, 2019 the composition of Nomination and Remuneration members is as follows:



Nama Name	Jabatan Position	Dasar Pengangkatan Appointment Basis	Periode Jabatan Period of Service
Ahmad Fajarprana	Ketua/Chairman (Komisaris Independen) Independent Commissioner	Keputusan Dewan Komisaris No. 007/KEP.DEKOM/XI/2019 Decision letters of the Board of Commissioners No. 007/KEP. DEKOM/XI/2019	Sampai dengan pelaksanaan RUPS tahun 2020 Until the implementation of the Annual GMS 2020
Arief Budiman	Anggota/Members (Komisaris) Commissioner	Keputusan Dewan Komisaris No. 007/KEP.DEKOM/XI/2019 Decision letters of the Board of Commissioners No. 007/KEP. DEKOM/XI/2019	Sampai dengan pelaksanaan RUPS tahun 2020 Until the implementation of the Annual GMS 2020
Akhmad Syailendra	Anggota/Members (Pihak Independen) Independent Party	Keputusan Dewan Komisaris No. 007/KEP.DEKOM/XI/2019 Decision letters of the Board of Commissioners No. 007/KEP. DEKOM/XI/2019	Sampai dengan pelaksanaan RUPS tahun 2020 Until the implementation of the Annual GMS 2020

Profil Komite Remunerasi dan Nominasi

Ahmad Fajarprana

Warga Negara Indonesia, berumur 61 tahun, lahir di Jakarta, 1 Februari 1958. Resmi menjabat sebagai Komisaris Independen Perseroan mulai 24 Desember 2014 berdasarkan Akta Notaris No.42 tanggal 24 Desember 2014 Meraih gelar Megister Hukum Universitas Gajah Mada. Menjabat sebagai Vice President di Citibank tahun 1991-1996. Pernah menjabat sebagai Group Head Badan Penyehatan Perbankan Nasional (BPPN) tahun 1999 hingga tahun 2004. Menjadi Executive Vice President Bank Mutiara di tahun 2014.

Arief Budiman

Warga Negara Indonesia, lahir di Jakarta tahun 1956, usia 63 tahun, berdomisili di Jakarta Selatan Meraih gelar Sarjana Teknik di Universitas Indonesia (1976). Pernah menjabat sebagai Direktur Operasi Bank Himpunan Saudara (1996-1999) dan Direktur Kepatuhan (1999-2002). Menjadi Direktur di Bank Saudara sebagai Direktur Kepatuhan & SDM (2002-2014) dan sebagai Direktur Human Capital BWS (2014-2016). Menjabat Presiden Komisaris sejak RUPS Tahunan 2019 yang diselenggarakan pada 28 Maret 2019 dan berlaku efektif 25 Juli 2019. Bpk Arief Budiman memiliki afiliasi sebagai pemegang 0,03% saham BWS.

Committee Nomination and Remuneration Profile

Ahmad Fajarprana

An Indonesian citizen, aged 61, born in Jakarta on February 1, 1958. Officially occupied as the Company's Independent Commissioner starting December 24, 2014, based on Notarial Deed no. 42 on December 24, 2014. He finished his Master of Law at Gajah Mada University. Served as Vice President at Citibank in 1991-1996. He joined as Group Head of the Indonesian Banking Restructuring Agency (IBRA) from 1999 to 2004. Became Bank Mutiara's Executive Vice President in 2014.

Arief Budiman

Indonesian citizen, was born in Jakarta on 1956, age 63 years old, domiciled in South Jakarta. Finished his Bachelor of Engineering in University of Indonesia (1976). Has been served as Operational Director of Bank Himpunan Saudara (1996-1999) and Compliance Director (1999-2002). Became Compliance Director and Human Resource in Bank Saudara (2002-2014) and as Human Capital Director of BWS (2014-2016). Served as President Commissioner since 2019 AGMS was held on March 28, 2019 and effective on July 25, 2019. Mr. Arief Budiman has affiliation with shareholders as of 0.03% in BWS shares.





Akhmad Syailendra

Warga Negara Indonesia, berusia 41 tahun. Lulusan Universitas Pajajaran Bandung Fakultas Ekonomi Manajemen. Bergabung dengan Bank Saudara pada bulan Maret 2001 dan terhitung sejak 17 Februari 2017 menjabat sebagai Kepala Divisi Human Capital Bank Saudara dan menjadi Sekretaris Komite Nominasi dan Remunerasi pada bulan Mei 2017.

Independensi Komite Remunerasi dan Nominasi

Seluruh Anggota Komite Remunerasi dan Nominasi yang berasal dari pihak independen tidak memiliki hubungan keuangan, kepengurusan, kepemilikan saham dan/atau hubungan keluarga dengan Dewan Komisaris, Direksi dan/atau Pemegang Saham Pengendali atau hubungan dengan Perseroan, yang dapat mempengaruhi kemampuannya bertindak independen.

Rapat Komite Nominasi dan Remunerasi

Komite akan menyelenggarakan rapat sesuai dengan kebutuhan atau sekurang-kurangnya sama dengan ketentuan yaitu minimal sama dengan rapat Dewan Komisaris yaitu 4 (empat) kali dalam setahun. Rapat Komite hanya dapat dilaksanakan apabila dihadiri oleh sekurang-kurangnya 51% (lima puluh satu persen) dari seluruh jumlah anggota termasuk satu orang Komisaris Independen dan satu Pihak Independen.

Keputusan rapat Komite diambil berdasarkan musyawarah mufakat. Dalam hal tidak terjadi musyawarah mufakat, pengambilan keputusan dilakukan berdasarkan suara terbanyak. Hasil rapat Komite wajib dituangkan dalam risalah rapat dan didokumentasikan secara baik. Perbedaan pendapat (*dissenting opinions*) yang terjadi dalam rapat Komite, wajib dicantumkan secara jelas dalam risalah rapat beserta alasan perbedaan pendapat tersebut.

Sepanjang tahun 2019, dalam menjalankan fungsinya, Komite Remunerasi dan Nominasi telah mengadakan rapat sebanyak 8 (delapan) kali dengan frekuensi dan catatan kehadiran Rapat Komite Remunerasi dan Nominasi dapat dilihat pada tabel berikut:

Akhmad Syailendra

Indonesian citizen, aged 41 years old. Graduated from Pajajaran University, at Faculty of Economics, Management. Joined Bank Saudara in March 2001 and on February 17, 2017, he was as Head of Bank Saudara Human Capital Division and became Secretary of the Nomination and Remuneration Committee in May 2017.

Independence of Nomination and Remuneration Committee

All of members of Nomination and Remuneration Committee from independent party does not have relationship in finance, management, ownership and/or as family members with the Board of Commissioners and Directors and/or controlling shareholders or relationship with the Company, that could affect the ability to act independently.

Meeting of the Nomination and Remuneration Committee

Committee shall meet as it deems necessary or minimally equally in accordance with meeting requirement of the Board of Commissioners, which is 4 (four) times a years. Meetings of the Committee can only be convened if attended by at least 51% (fifty-one percent) of the total number of members including one Independent Commissioner and one Independent Party.

The adoption of Committee meeting resolution shall be done by consensus. In the event a consensus cannot be reached, the adoption of resolutions shall be done by majority vote. The Committee meeting resolutions must be drawn up in a minutes of meeting and properly documented. Dissenting opinions occurring in the Committee meetings must be clearly noted in the minutes of meeting accompanied by reasons underlying such dissenting opinions.

Throughout 2019, in carrying out their functions, the Nomination and Remuneration Committee conducted meeting as many as 8 (eight) times with frequency and attendance of Nomination and Remuneration Committee meetings are presented in the following table:



Rekapitulasi Tingkat Kehadiran Komite Nominasi dan Remunerasi pada Rapat

Recapitulation of Nomination and Remuneration Committee Attendance at the Meeting

Komite Nominasi dan Remunerasi Nomination and Remuneration Committee	Jumlah Wajib Rapat Number of Meeting Requirements	Jumlah Rapat yang Dihadiri Number of Meetings Attended	Jumlah Rapat yang Tidak Dihadiri Number of Meetings Not Attended	Persentase Kehadiran Percentage of Attendance
Ahmad Fajarprana	8	8	0	100%
Arief Budiman	2	2	0	100%
Akhmad Syailendra	8	8	0	100%
Farid Rahman	4	4	0	100%
Agus Setiadjaja	4	4	0	100%
Kim Dong Soo	2	2	0	100%
Rata-rata Kehadiran Komite Nominasi dan Remunerasi Average Presence of Nomination and Remuneration Committee				100%

*) Di sepanjang tahun 2019, Komite Remunerasi dan Nominasi mengalami 2 (dua) kali pergantian, yaitu pada bulan Januari dan Maret 2019

*) In 2019, the Nomination and Remuneration committee has experienced 2 (two) times of changes, namely in January and March 2019

Laporan Singkat Pelaksanaan Tugas dan Kegiatan Komite Remunerasi dan Nominasi pada Tahun 2019

Selama tahun 2019 Komite Remunerasi dan Nominasi telah melakukan kegiatan-kegiatan sebagai berikut:

1. Review dan evaluasi rencana kerja SDM, pemanfaatan tenaga kerja asing, struktur organisasi.
2. Review dan evaluasi pemberian remunerasi bagi Dewan Komisaris, Direksi dan Karyawan.
3. Rekomendasi penunjukan anggota Dewan Komisaris dan/atau Direksi.
4. Review dan evaluasi kebijakan terkait SDM dan remunerasi.

Penilaian Kinerja oleh Dewan Komisaris

Komite Remunerasi dan Nominasi secara efektif telah membantu Dewan Komisaris dalam kaitannya terhadap remunerasi dan nominasi. Dewan Komisaris menilai Komite Remunerasi dan Nominasi telah melaksanakan fungsinya dengan baik sebagai salah satu organ dari Dewan Komisaris.

Remunerasi

Besarnya honorarium untuk anggota Komite Remunerasi dan Nominasi selama tahun 2019 adalah Rp 4,779,829,731.

Brief Report on the Implementation of the Remuneration and Nomination Committee's Tasks and Activities in 2019

During 2019 the Nomination and Remuneration Committee carried out the following activities:

1. Review and evaluate Human Resource work plan, the utilization of Foreign Workers, organizational structure.
2. Review and evaluate the provision of remuneration for the Board of Commissioners, Directors, and Employee.
3. Recommending the appointment of the Board of Commissioner and/or Directors.
4. Review and evaluate the policy related to Human Resource and remuneration

Performance Appraisal by the Board of Commissioners

The Nomination and Remuneration Committee has effectively assisted the Board of Commissioners in relation to the nomination and remuneration. The Board of Commissioners considers the Nomination and Remuneration Committee to have carried out its function well as one of the committees of the Board of Commissioners.

Remuneration

The amount of honorarium for Nomination and Remuneration Committee member in 2019 is Rp4,779,829,731.





Komite Pemantau Risiko

Komite Pemantau Risiko dibentuk oleh Dewan Komisaris BWS dalam rangka membantu Dewan Komisaris dalam menjalankan tugas dan tanggung jawab dalam melakukan pengawasan dan pemberian nasihat kepada Direksi untuk memperoleh keyakinan yang memadai agar penerapan manajemen risiko Bank tetap memenuhi unsur-unsur kecukupan prosedur dan metodologi pengelolaan risiko, sehingga kegiatan usaha Bank tetap dapat terkendali pada batas/limit yang dapat diterima dan menguntungkan Bank.

Dasar pembentukan Komite Pemantau Risiko adalah Peraturan OJK No. 55/POJK.03/2016 dan Surat Edaran OJK No. 13/SEOJK.03/2017 tentang Penerapan Tata Kelola Bagi Bank Umum.

Pedoman dan Tata Tertib Kerja Komite Pemantau Risiko

Agar pelaksanaan tugas Komite Pemantau Risiko berjalan optimal dan sesuai dengan prinsip-prinsip GCG, Bank telah membuat Piagam Komite Pemantau Risiko yang merupakan acuan pelaksanaan tugas Komite Pemantau Risiko. Piagam ini ditetapkan oleh Dewan Komisaris dan dievaluasi secara berkala dan, apabila diperlukan, dilakukan amandemen untuk memastikan kepatuhan Bank terhadap ketentuan OJK dan peraturan terkait lainnya. Piagam Komite Pemantau Risiko ditetapkan dengan Keputusan Dewan Komisaris No. 021/KEP-DEKOM/III/2015.

Tugas dan Tanggung Jawab Komite Pemantau Risiko

Komite Pemantau Risiko bertugas mengevaluasi dan memastikan padanan antara kebijakan manajemen risiko di lingkup Bank dan pelaksanaannya, serta memantau, mengevaluasi penerapan tugas dan fungsi Komite Manajemen Risiko dan Satuan Kerja Manajemen Risiko.

Berikut ini merupakan tugas dan tanggung jawab Komite Pemantau Risiko sebagaimana dijelaskan dalam Piagam Komite Risiko yaitu:

1. Memberikan masukan kepada Dewan Komisaris dalam penyusunan dan perbaikan kebijakan manajemen risiko.

Risk Monitoring Committee

The Risk Monitoring Committee was formed by the Board of Commissioner of BWS in order to assist the Board of Commissioner in carrying out the duties and responsibilities in supervising and providing advice to the Directors to obtain an adequate assurance so that the implementation of the Bank's risk management continues to meet the elements of the adequacy of risk management procedures and methodologies. so that the Bank's business activities can be controlled at acceptable limits and benefit the Bank.

The basic form of Risk Monitoring Committee is OJK Regulation No.55/POJK.03/2016 and Otoritas Jasa Keuangan Circular Letter No.13/SEOJK.03/2017 on Implementation of Governance for Commercial Banks.

Work Guidelines: Risk Monitoring Committee Charter

In order for the implementation of the duties of the Risk Monitoring Committee to run optimally and in accordance with the principles of GCG, the Bank has made a Risk Monitoring Committee Charter which is an orientation in carrying out the duties of the Risk Monitoring Committee. This charter was established by the Board of Commissioners and is evaluated in full and, approved as necessary, carried out by amendments to approve the Bank's approval of the provisions of the FSA and other related regulations. The Charter of the Risk Monitoring Committee is stipulated by Decision of the Board of Commissioners No. 021/KEP-DEKOM/III/2015.

Duties and Responsibilities of the Risk Monitoring Committee

The Risk Monitoring Committee is tasked to evaluate and ensure equivalent between policies management risk in BWS and its implementation; to monitor and evaluate the implementation of tasks and function Committee Management Risk and Work unit Management Risk.

The following are the duties and responsibilities of the Risk Monitoring Committee requested in the Risk Committee Charter, namely:

1. Lend to the Board of Commissioners to improve risk management policies.



2. Mendiskusikan dengan Direksi atau unit kerja yang terkait dengan manajemen risiko, menguji pelaksanaan kebijakan manajemen risiko dan membahasnya dalam rapat Dewan Komisaris atau rapat gabungan Dewan Komisaris dan Direksi.
3. Mempelajari dan mengkaji ulang kebijakan dan peraturan-peraturan internal tentang kebijakan manajemen risiko.
4. Mengevaluasi laporan triwulanan profil risiko korporasi dan menyampaikan masukan kepada Dewan Komisaris atas hal-hal yang perlu didiskusikan lebih lanjut dengan Direksi.

Wewenang Komite Pemantau Risiko

Komite berwenang untuk memperoleh akses secara penuh, bebas dan tidak terbatas terhadap informasi tentang karyawan, dana, asset serta sumber daya Bank lainnya yang berkaitan dengan pelaksanaan tugasnya.

Kedudukan Komite Pemantau Risiko

Kedudukan Komite Pemantau Risiko berdasarkan Pedoman dan Tata Tertib Kerja Komite Pemantau Risiko adalah sebagai berikut:

1. Komite Pemantau Risiko diangkat dan diberhentikan oleh Dewan Komisaris dan bertanggung jawab langsung kepada Dewan Komisaris.
2. Komite Pemantau Risiko bekerja secara kolektif dan diketuai oleh Komisaris Independen.
3. Komite Pemantau Risiko wajib melaporkan hasil evaluasinya kepada Dewan Komisaris.

Struktur, Keanggotaan dan Keahlian Komite Pemantau Risiko

Struktur dan keanggotaan Komite Pemantau Risiko adalah sebagai berikut:

1. Komite Pemantau Risiko sekurang-kurangnya terdiri dari 3 (tiga) orang yang berasal dari Komisaris Independen dan Pihak Independen.
2. Komposisi keanggotaan Komite Pemantau Risiko paling kurang 1 (satu) orang Komisaris Independen sebagai Ketua merangkap anggota, 1 (satu) orang Pihak Independen yang memiliki keahlian di bidang keuangan, dan 1 (satu) orang Pihak Independen yang memiliki keahlian di bidang manajemen risiko.
3. Anggota Komite Pemantau Risiko yang berasal dari Pihak Independen dinilai memiliki keahlian di bidang keuangan dalam hal memenuhi kriteria:

2. Discuss with the Directors or work units related to risk management, discuss risk management policies and discuss them in meetings of the Board of Commissioners or joint meetings of the Board of Commissioners and Directors.
3. Study and review internal policies and regulations regarding risk management policies.
4. Evaluate the quarterly report on the board's risk profile and submit input to the Board of Commissioners on matters that need further discussion with the Directors.

Authorities of Risk Monitoring Committee

The Committee is authorized to have full, unlimited and free access of information regarding employees, fund, asset and other Bank's resources related to the implementation of its duties and responsibilities.

Position of Risk Monitoring Committee

The position of Risk Monitoring Committee based on Risk Monitoring Committee Charter is as follows:

1. The Risk Monitoring Committee is appointed and dismissed by the Board of Commissioners and is directly responsible to the Board of Commissioners.
2. The Risk Monitoring Committee works collectively and is managed by an Independent Commissioner.
3. The Risk Monitoring Committee must report the results of its evaluation to the Board of Commissioners.

Structure, Members and Skills of Nomination and Remuneration Committee

Risk Monitoring Committee Structure and Members is as follows:

1. Risk Monitoring Committee members consist of at least 3 (three) person from Independent Commissioner and the Independent Party.
2. The composition of Risk Monitoring Committee member shall comprise of at least 1 (one) an Independent Commissioners as a Chairman concurrent member, 1 (one) an Independent Party having expertise in financial field, and 1 (one) an Independent Party having expertise in risk management field.
3. Risk Monitoring Committee member from independent party who has expertise in financial field in fulfill the criteria:





- a. Memiliki pengetahuan di bidang ekonomi, bidang keuangan dan/atau bidang perbankan.
- b. Memiliki pengalaman kerja paling sedikit 5 (lima) tahun di bidang ekonomi, bidang keuangan, dan/atau bidang perbankan.
4. Anggota Komite Pemantau Risiko yang berasal dari Pihak Independen dinilai memiliki keahlian di bidang manajemen risiko dalam hal memenuhi kriteria:
 - a. Memiliki pengetahuan di bidang manajemen risiko; dan/atau
 - b. Memiliki pengalaman kerja paling sedikit 2 (dua) tahun di bidang manajemen risiko.
5. Anggota Direksi Perseroan maupun Bank lain dilarang menjadi anggota Komite Pemantau Risiko.
6. Komisaris Independen dan Pihak Independen yang menjadi anggota Komite Pemantau Risiko paling sedikit berjumlah 51% (lima puluh satu persen) dari jumlah anggota Komite Pemantau Risiko.
7. Ketua Komite Pemantau Risiko hanya dapat merangkap jabatan sebagai ketua Komite paling banyak pada 1 (satu) Komite lainnya.

- a. Having knowledge in economy, finance and/or banking field.
- b. Having work experience at least 5 (five) years in economy, finance, and/or banking field.
4. Risk Monitoring Committee member from independent party who has expertise in risk management field in fulfill the criteria:
 - a. Having knowledge in risk management field; and/or
 - b. Having work experience at least 2 (two) years in risk management field.
5. The Board of Director members or other bank can not be Risk Monitoring Committee member.
6. The Independent Commissioner and the Independent Parties assuming the offices of the members of the Committee shall constitute at least 51% (fifty-one percent) of the total number of the Risk Monitoring Committee members.
7. The Chairman of the Committee can only assume concurrent office as a chairman of another maximum 1 (one) Committee.

Selama tahun 2019, susunan keanggotaan Komite Pemantau Risiko mengalami perubahan, per posisi 31 Desember 2019 susunan keanggotaan Komite Pemantau Risiko adalah sebagai berikut:

During 2019, formation of Risk Monitoring Committee member has changes as stated as follows:

Nama Name	Jabatan Position	Dasar Pengangkatan Appointment Basis	Periode Jabatan Period of Service
Kim Dong Soo	Ketua/Chairman (Komisaris Independen) Independent Commissioner	Keputusan Dewan Komisaris No. 007/KEP. DEKOM/XI/2019 Decision letters of the Board of Commissioners No. 007/KEP.DEKOM/ XI/2019	Sampai dengan pelaksanaan RUPS tahun 2020 Until the implementation of the Annual GMS 2020
Arief Budiman	Anggota/Members (Presiden Komisaris) President Commissioner	Keputusan Dewan Komisaris No. 007/KEP. DEKOM/XI/2019 Decision letters of the Board of Commissioners No. 007/KEP.DEKOM/ XI/2019	Sampai dengan pelaksanaan RUPS tahun 2020 Until the implementation of the Annual GMS 2020
Yanyan Mulyanto	Anggota/Members (Pihak Independen) Independent Party	Keputusan Dewan Komisaris No. 007/KEP. DEKOM/XI/2019 Decision letters of the Board of Commissioners No. 007/KEP.DEKOM/ XI/2019	Sampai dengan 31 Desember 2019 Until December 31, 2019
Adi Haryadi	Anggota/Members (Pihak Independen) Independent Party	Keputusan Dewan Komisaris No. 007/KEP. DEKOM/XI/2019 Decision letters of the Board of Commissioners No. 007/KEP.DEKOM/ XI/2019	Sampai dengan pelaksanaan RUPS tahun 2020 Until the implementation of the Annual GMS 2020
Waldy Gutama	Sekretaris/Secretary (Pihak Independen) Independent Party	Keputusan Dewan Komisaris No. 007/KEP. DEKOM/XI/2019 Decision letters of the Board of Commissioners No. 007/KEP.DEKOM/ XI/2019	Sampai dengan pelaksanaan RUPS tahun 2020 Until the implementation of the Annual GMS 2020



Profil Komite Pemantau Resiko

Kim Dong Soo

Warga Negara Korea, lahir di Yongsan-gu, Seoul, Republic of Korea tahun 1956, usia 63 tahun, berdomisili di Korea Selatan. Lulusan Bachelor Degree di Kyunghee University of Business Administration (1975). Beliau berpengalaman di berbagai bisnis unit pada Bank Woori Korea selama kurang lebih 33 tahun. Pernah menjabat sebagai Managing Director (Executive Official) Woori Bank Seoul, Marketing Support Division (2013). Pengalamannya di dunia perbankan telah mengantarkan beliau dalam mendapatkan penghargaan dari Menteri Strategi dan Keuangan dan dari Walikota Seoul. Menjabat Komisaris Independen sejak RUPS Tahunan 2018 yang diselenggarakan pada 29 Maret 2018 dan berlaku efektif 29 Agustus 2018. Mr Kim Dong Soo tidak memiliki afiliasi dengan pihak manapun.

Arief Budiman

Warga Negara Indonesia, lahir di Jakarta tahun 1956, usia 63 tahun, berdomisili di Jakarta Selatan Meraih gelar Sarjana Teknik di Universitas Indonesia (1976). Pernah menjabat sebagai Direktur Operasi Bank Himpunan Saudara (1996-1999) dan Direktur Kepatuhan (1999-2002). Menjadi Direktur di Bank Saudara sebagai Direktur Kepatuhan & SDM (2002-2014) dan sebagai Direktur Human Capital BWS (2014-2016). Menjabat Presiden Komisaris sejak RUPS Tahunan 2019 yang diselenggarakan pada 28 Maret 2019 dan berlaku efektif 25 Juli 2019. Bpk Arief Budiman memiliki afiliasi sebagai pemegang 0,03% saham BWS.

Yanyan Mulyanto

Berusia 48 tahun, Warga Negara Indonesia. Menyelesaikan pendidikan S2 di Royal Melbourne Institute of Technology University–Melbourne Australia jurusan Risk Management of Financial Engineering. Pada 2010–2011 menjabat sebagai Direktur Manajemen Risiko di PT Sapta Cipta Tri Rekayasa. Pada 2010-2011 bergabung di PT Bank Agroniaga Tbk anak perusahaan PT BRI Tbk sebagai perencana organisasi manajemen risiko dan inisiatif strategic business plan dan Menjadi Komite Pemantau Risiko (2011-2012). Pada 2012 hingga kini masih menjadi Tenaga Ahli Wakil Rektor 3 Universitas Padjadjaran di Bidang Research Community Service/PPM. Managing Director PT Swaption (sejak 2012 hingga kini) dan bergabung dengan PT Bank Himpunan Saudara 1906 Tbk pada bulan April 2013.

Risk Monitoring Committee Profile

Kim Dong Soo

Korean citizen, born in Yongsan-gu, Seoul, Republic of Korea in 1956, age 63 years, domiciled in South Korea. Graduated Bachelor Degree at Kyunghee University of Business Administration (1975). Experienced in various business units at Bank Woori Korea for approximately 33 years. Previously served as Managing Director (Executive Official) of Woori Bank Seoul, Marketing Support Division (2013). His experience in banking field has led him to get awards from the Minister of Strategy and Finance and from the Mayor of Seoul. Appointed as Independent Commissioner at the 2018 Annual General Meeting of Shareholders held on March 29, 2018 and effective on 29 August 2018. Mr. Kim Dong Soo has no affiliation with any other parties.

Arief Budiman

Indonesian citizen, born in Jakarta in 1956, age 63, domiciled in South Jakarta, he gets a Bachelor of Engineering degree at the University of Indonesia (1976). Previously served as Operating Director of Bank Himpunan Saudara (1996-1999) and Compliance Director (1999-2002). Served as Compliance & HR Director of Bank Saudara (2002-2014) and as Human Capital Director of the Bank (2014-2016). Appointed as President Commissioner at the 2019 Annual General Meeting of Shareholders held on March 28, 2019 and effective on July 25, 2019. Mr. Arief Budiman has affiliation as a 0.03% shareholder in BWS shares.

Yanyan Mulyanto

48 years old, an Indonesian citizen. He completed his Master degree at the Royal Melbourne Institute of Technology University–Melbourne Australia majoring in Risk Management of Financial Engineering. In 2010 -2011 he served as Director of Risk Management at PT Sapta Cipta Tri Rekayasa. In 2010-2011 he joined PT Bank Agroniaga Tbk, a subsidiary of PT BRI Tbk as a risk management organization planner and strategic business plan initiative and became a Risk Monitoring Committee (2011-2012). In 2012, he is still an Expert Deputy Chancellor 3 of Padjadjaran University in the Research Community Service/PPM. Managing Director of PT Swaption (since 2012 until now) and joined PT Bank Himpunan Saudara 1906 Tbk in April 2013.





Adi Haryadi

Berusia 56 tahun, pendidikan terakhir sarjana Administrasi di Universitas Indonesia, merintis karir di Bank Woori Indonesia dari tahun 1992 sebagai Senior Officer, tahun 2001 mendapatkan promosi sebagai Manager, terakhir menjabat sebagai Pemimpin Cabang KC Korporat Center di tahun 2014–2018. Ditunjuk sebagai anggota komite pemantau risiko dari bulan Maret 2019.

Waldy Gutama

Berusia 63 tahun, pendidikan terakhir Magister Manajemen bidang keuangan di sekolah tinggi swasta di Jakarta, pensiun dari Bank Indonesia tahun 2011 terakhir sebagai Pengawas Bank Madya, memiliki sertifikat dari Bank Indonesia sebagai Pemeriksa dan Analis Bank, menjadi peserta di berbagai seminar di dalam dan luar negeri (London dan USA), mengikuti pelatihan *International Finance Corporation (IFC) Audit Committee Master Program* di Bangkok Thailand tahun 2017, pernah menjadi Komite Audit di Bank Woori Indonesia, saat ini juga sebagai anggota Komite Audit di BTN dan saat ini bergabung dengan BWS sebagai Anggota Komite Pemantau Risiko.

Independensi Komite Pemantau Risiko

Seluruh Anggota Komite Pemantau Risiko yang berasal dari pihak independen tidak memiliki hubungan keuangan, kepengurusan, kepemilikan saham dan/atau hubungan keluarga dengan Dewan Komisaris, Direksi dan/atau Pemegang Saham Pengendali atau hubungan dengan Perseroan, yang dapat mempengaruhi kemampuannya bertindak independen.

Rapat Komite Pemantau Risiko

Komite akan menyelenggarakan rapat sesuai dengan kebutuhan atau sekurang-kurangnya sama dengan ketentuan yaitu minimal sama dengan rapat Dewan Komisaris yaitu 4 (empat) kali dalam setahun. Rapat Komite hanya dapat dilaksanakan apabila dihadiri oleh sekurang-kurangnya 51% (lima puluh satu persen) dari seluruh jumlah anggota termasuk satu orang Komisaris Independen dan satu Pihak Independen.

Keputusan rapat Komite diambil berdasarkan musyawarah mufakat. Dalam hal tidak terjadi musyawarah mufakat, pengambilan keputusan dilakukan berdasarkan suara terbanyak.

Adi Haryadi

56 years old with the last education as a Bachelor of Administration in University of Indonesia, he began his career in Bank Woori Indonesia from 1992 as a Senior Officer, in 2001 he gets promotion as a Manager. His last position is Corporate Centre KC Branch Leader in 2014-2018. Appointed as Risk Monitoring Committee member since March, 2019.

Waldy Gutama

63 years old, his last education in the Master of Management in finance in a university in Jakarta, retired from Bank Indonesia at the end of 2011 as an Analyst of Bank Madya, holds a certificate from Bank Indonesia as Examiner and Bank Analyst, participates in various seminars at home and abroad (London and USA), participated in the *International Finance Corporation (IFC) Audit Committee Master's training program* in Bangkok Thailand in 2017, was once an Audit Committee at Bank Woori Indonesia, currently also a member of the Audit Committee at BTN and joined BWS then became a Member of the Audit Committee in March 2015.

Independence of Risk Monitoring Committee

All of members of Risk Monitoring Committee from independent party does not have relationship in finance, management, ownership and/or as family members with the Board of Commissioners and Directors and/or controlling shareholders or relationship with the Company, that could affect the ability to act independently.

Meeting of Risk Monitoring Committee

Committee shall meet as it deems necessary or minimally equally in accordance with meeting requirement of the Board of Commissioners, which is 4 (four) times a years. Meetings of the Committee can only be convened if attended by at least 51% (fifty-one percent) of the total number of members including one Independent Commissioner and one Independent Party.

The adoption of Committee meeting resolution shall be done by consensus. In the event a consensus cannot be reached, the adoption of resolutions shall be done by majority vote.



Hasil rapat Komite wajib dituangkan dalam risalah rapat dan didokumentasikan secara baik. Perbedaan pendapat (dissenting opinions) yang terjadi dalam rapat Komite, wajib dicantumkan secara jelas dalam risalah rapat beserta alasan perbedaan pendapat tersebut.

Sepanjang tahun 2019, dalam menjalankan fungsinya, Komite Pemantau Risiko telah mengadakan rapat sebanyak 12 (dua belas) kali dengan frekuensi dan catatan kehadiran Rapat Komite Pemantau Risiko dapat dilihat pada tabel berikut:

Rekapitulasi Tingkat Kehadiran Komite Pemantau Risiko pada Rapat

Komite Pemantau Risiko Risk Monitoring Committee	Jumlah Wajib Rapat Number of Meeting Requirements	Jumlah Rapat yang Dihadiri Number of Meetings Attended	Jumlah Rapat yang Tidak Dihadiri Number of Meetings Not Attended	Persentase Kehadiran Percentage of Attendance
Kim Dong Soo	8	4	4	50%
Ahmad Fajarprana	10	8	2	80%
Arief Budiman	4	4	0	100%
Yanyan Mulyanto	12	9	3	75%
Adi Haryadi	12	12	0	100%
Waldy Gutama	12	10	2	83%
Rata-rata Kehadiran Komite Pemantau Risiko Average Presence of Risk Monitoring Committee				81%

*) Disepanjang tahun 2019, Komite Pemantau Risiko mengalami 2 (dua) kali pergantian, yaitu pada bulan Januari dan Maret 2019

*) In 2019, the Risk Monitoring Committee has experienced 2 (two) times of changes, namely in January and March 2019.

Laporan Pelaksanaan Tugas Komite Pemantau Risiko 2019

Selama tahun 2019 Komite Pemantau Risiko telah melakukan kegiatan-kegiatan sebagai berikut:

1. Review dan evaluasi laporan-laporan terkait manajemen risiko, meliputi Laporan Profil Risiko, Laporan Tingkat Kesehatan Bank, Laporan Stress Test.
2. Review usulan re-organisasi Satuan Kerja Manajemen Risiko di BWS.
3. Review dan evaluasi hasil pemeriksaan OJK tahun 2019.
4. Evaluasi Kebijakan Manajemen Risiko, Prosedur terkait Produk dan/atau Aktivitas Baru serta pelaksanaan tugas Komite Manajemen Risiko.
5. Review usulan hapus buku kredit.

The Committee meeting resolutions must be drawn up in a minutes of meeting and properly documented. Dissenting opinions occurring in the Committee meetings must be clearly noted in the minutes of meeting accompanied by reasons underlying such dissenting opinions.

Throughout 2019, in carrying out their functions, the Risk Monitoring Committee conducted meeting as many as 12 (twelve) times with frequency and attendance of Risk Monitoring Committee meetings are presented in the following table:

Recapitulation of Risk Monitoring Committee Attendance at the Meeting

Brief Report on the Implementation of the Risk Monitoring Committee's Tasks and Activities in 2019

During 2019 the Risk Monitoring Committee carried out the following activities:

1. Review and evaluate the reports that related with risk management, include Risk Profile Report, the Soundness of Commercial Banks Report, Stress Test Report.
2. Review reorganization propose for Risk Management Unit in BWS.
3. Review and evaluate OJK examination result in 2019.
4. Evaluate the Risk Management policy, Procedure of Product and/or new activity and the task implementation of Risk Management Committee.
5. Review the proposed of loan write off.





Penilaian Kinerja oleh Dewan Komisaris

Komite Pemantau Risiko secara efektif telah membantu Dewan Komisaris dalam penerapan manajemen risiko di BWS. Dewan Komisaris menilai Komite Pemantau Risiko telah melaksanakan fungsinya dengan baik sebagai salah satu organ dari Dewan Komisaris.

Remunerasi

Besarnya honorarium untuk anggota Komite Pemantau Risiko yang bukan anggota Dewan Komisaris ditetapkan berdasarkan kebijakan BWS, dan dibebankan kepada anggaran BWS. Dalam realisasinya, besaran remunerasi disesuaikan sesuai dengan perkembangan usaha serta kebijakan Bank.

Performance Appraisal by the Board of Commissioners

The Risk Monitoring Committee has effectively assisted the Board of Commissioners in Risk Management implementation in BWS. The Board of Commissioners considers the Risk Monitoring Committee to have carried out its function well as one of the committees of the Board of Commissioners.

Remuneration

The amount of honorarium for Risk Monitoring Committee who are not members of the Board of Commissioners is determined based on BWS policy and is charged to the BWS budget. In its realization, the amount of remuneration is maintained based on business developments and Bank policies.

ORGAN PENDUKUNG DIREKSI Board of Directors Organs

Dalam menjalankan kegiatan operasional Perseroan, Direksi dibantu oleh Sekretaris Perusahaan dan komite-komite di bawah Direksi.

In carrying out the Company operational activities, the Directors is assisted by Corporate Secretary and Committees below the Board of Directors.

Sekretaris Perusahaan

Sekretaris Perusahaan merupakan pihak penghubung (Compliance Officer) yang menjembatani kepentingan antara BWS dengan pihak eksternal, terutama dalam menjaga persepsi publik atas citra Bank. Sebagai salah satu organ pendukung, Sekretaris Perusahaan berperan penting dalam membantu Bank memenuhi peraturan pasar modal, yaitu dengan menyediakan pedoman kepada Dewan Komisaris dan Direksi mengenai seperti GCG, Anggaran Dasar Bank, dan peraturan perundang-undangan yang berlaku.

Company Secretary

The Corporate Secretary is a liaison (Compliance Officer) that bridges the interests between the BWS and external parties, especially in maintaining public perception of the Bank's image. As one of the supporting organs, the Corporate Secretary plays an important role in helping the Bank meet capital market regulations, namely by providing guidelines to the Board of Commissioners and Directors regarding GCG, the Bank's Articles of Association, and applicable laws and regulations.

Sekretaris Perusahaan Bank berfungsi sebagai penghubung antara Bank dengan lembaga/instansi terkait (Bank Indonesia), otoritas pasar modal, komunitas pemodal, dan masyarakat umum. Sekretaris Perusahaan bertanggung jawab menyediakan dan menyampaikan informasi kepada masyarakat umum maupun untuk kepentingan investor yang berhubungan dengan kinerja Bank secara tepat waktu, akurat dan

The Bank's Corporate Secretary functions as a liaison between the Bank and related institutions/agencies (Bank Indonesia), capital market authorities, the investor community, and the general public. The Corporate Secretary is responsible for providing and conveying information to the general public as well as to the interests of investors relating to the Bank's performance in a timely, accurate and transparent manner in



transparan sesuai ketentuan dan perundang-undangan yang berlaku bagi bank maupun bagi perusahaan publik.

Persyaratan dan tata cara pengangkatan Sekretaris Perusahaan mengacu pada Peraturan Otoritas Jasa Keuangan No. 35/POJK.04/2014 tentang Sekretaris Perusahaan Emiten atau Perusahaan Publik.

Pihak yang Mengangkat dan Memberhentikan Sekretaris Perusahaan

Sekretaris Perusahaan bertanggung jawab langsung kepada Direksi serta diangkat dan diberhentikan berdasarkan Keputusan Direksi berdasarkan mekanisme internal Bank. Pengangkatan Sekretaris Perusahaan dengan mempertimbangkan kemampuan profesional serta integritasnya di masyarakat dan bisnis.

Pejabat Sekretaris Perusahaan

Penetapan Pejabat Sekretaris Perusahaan sesuai dengan Surat Keputusan Direksi No. 039/KEP.DIR/HC.III/III/2018 dan berlaku sejak tanggal 12 Maret 2018 yang mengangkat I Made Mudiastira sebagai Sekretaris Perusahaan. Pengangkatan ini telah dilaporkan kepada OJK dan Bursa Efek Indonesia pada 13 Maret 2018 dengan nomor surat 059/BWSDir/OJK/III/2018 untuk memenuhi Peraturan OJK No.35/POJK.04/2014 tentang Sekretaris Perusahaan Emiten atau Perusahaan Publik.

accordance with the provisions and laws applicable to banks and to public companies.

Requirements and procedures for appointing a Corporate Secretary refer to the Otoritas Jasa Keuangan Regulation No. 35/POJK.04/2014 concerning Corporate Secretary of Issuers or Public Companies.

The Party that Appoints and Dismisses The Company Secretary

The Corporate Secretary is directly responsible to the Directors and is appointed and dismissed based on the Directors' Decree based on the Bank's internal mechanism. Appointment of the Corporate Secretary by considering his professional abilities and integrity in the community and business.

Corporate Secretary Officer

Determination of Corporate Secretary Officer in accordance with Directors Decree No. 039/KEP.DIR/HC.III/III/2018 and effective from March 12, 2018 which appointed I Made Mudiastira as the Corporate Secretary. This appointment was reported to the OJK and the Indonesia Stock Exchange on March 13, 2018 under letter number 059/BWSDir/OJK/III/2018 to meet OJK Regulation No.35/POJK.04/2014 concerning Corporate Secretary of Issuers or Public Companies.

I Made Mudiastira	
Sekretaris Perusahaan Menjabat sejak 12 Maret 2018	Corporate secretary Served since March 12, 2018
<p>Warga Negara Indonesia, lahir di Negara, Bali tahun 1957, usia 62 tahun, berdomisili di Bekasi Menyelesaikan pendidikan Magister Hukum di Universitas Padjadjaran Bandung (2003). Pengalaman perbankan dimulai sebagai Kepala SKAI di Bank Dana Asia (1995-1999), bergabung dengan BPPN (1999-2004), dan pada tahun 2008 bergabung dengan Bank Woori Indonesia sebagai Direktur Kepatuhan hingga tahun 2014 saat Bank Woori Indonesia melakukan penggabungan usaha dengan PT Bank Himpunan Saudara 1906 Tbk.</p> <p>Menjabat Direktur sejak RUPS Tahunan 2008 yang diselenggarakan pada 09 Oktober 2008 dan berlaku efektif 09 Oktober 2008 dipercaya untuk mengelola Direktorat Risiko & Kepatuhan serta merangkap sebagai Sekretaris Perusahaan sejak 12 Maret 2018. Bpk I Made Mudiastira tidak memiliki afiliasi dengan pihak manapun.</p>	<p>Indonesian citizen, born in Negara, Bali in 1957, aged 62 years, domiciled in Bekasi. Completed his Masters in Law at Padjadjaran University in Bandung (2003). His Banking experience began as Head of the Internal Audit Unit at Bank Dana Asia (1995-1999), joined IBRA (1999-2004), and in 2008 joined Bank Woori Indonesia as Compliance Director until 2014 when Bank Woori Indonesia merged with PT Bank Himpunan Saudara 1906 Tbk.</p> <p>Appointed as Director at the 2008 Annual General Meeting of Shareholders held on October 9, 2008 and effective October 09, 2008 is entrusted with managing the Directorate of Risk & Compliance and also serving as Corporate Secretary since March 12, 2018. Mr. I Made Mudiastira has no affiliation with any other parties.</p>





Tugas dan Tanggung Jawab Sekretaris Perusahaan

Mengacu pada Pasal 5 Peraturan OJK No. 35/POJK.04/2014 tentang Sekretaris Perusahaan Emiten atau Perusahaan Publik, fungsi Sekretaris Perusahaan adalah melaksanakan tugas paling kurang meliputi:

1. Mengikuti perkembangan pasar modal khususnya peraturan perundangan yang berlaku di bidang pasar modal.
2. Memberikan masukan kepada Direksi dan Dewan Komisaris untuk mematuhi ketentuan peraturan perundangan di bidang pasar modal.
3. Membantu Direksi dan Dewan Komisaris dalam pelaksanaan tata kelola perusahaan yang meliputi:
 - a. keterbukaan informasi kepada masyarakat, termasuk ketersediaan informasi pada Situs Web Emiten;
 - b. penyampaian laporan kepada OJK tepat waktu;
 - c. penyelenggaraan dan dokumentasi Rapat Umum Pemegang Saham;
 - d. penyelenggaraan dan dokumentasi Rapat Direksi dan/atau Dewan Komisaris; dan
 - e. pelaksanaan program orientasi terhadap perusahaan bagi Direksi dan/atau Dewan Komisaris.
4. Sebagai penghubung antara Emiten dengan pemegang saham, OJK dan pemangku kepentingan lainnya.

Sejalan dengan Peraturan OJK tersebut, Sekretaris Perusahaan BWS membagi tugas dan tanggung jawabnya yaitu sebagai berikut:

1. Memimpin penyusunan strategi dan rencana kerja Corporate Secretary, termasuk di dalamnya Corporate Action dan Corporate Social Responsibility Program.
2. Memimpin penyusunan & pengembangan kebijakan dan prosedur Corporate Secretary.
3. Memastikan terselenggaranya corporate agenda (RUPS, RUPSLB, dsb.) dengan baik.
4. Memastikan Bank telah memenuhi ketentuan Pasar Modal dan patuh terhadap peraturan yang berkaitan dengan operasionalisasi kegiatan usaha Bank dan pengembangan usaha Bank.
5. Memimpin proses fasilitasi penyusunan Sasaran Mutu/Goal Setting dan Prosedur Mutu Unit Kerja.

Duties and Responsibilities of the Corporate Secretary

Referring to Article 5 OJK Regulation No. 35/POJK.04/2014 concerning Corporate Secretaries of Issuers or Public Companies, Corporate Secretary function is carrying out its duties include at least:

1. Closely monitoring the development of Capital Market sector, particularly with regard to relevant Capital Market laws and regulations.
2. Providing inputs to the Board of Directors and Board of Commissioners of the Issuer or Public Company in order to comply with laws and regulations in the Capital Market sector.
3. Assisting the Board of Directors and Board of Commissioners in implementing good corporate governance, which includes:
 - a. disclosure of information to the public, including availability of information on the Website of the Issuer or Public Company;
 - b. timely submission of report to the Otoritas Jasa Keuangan;
 - c. organizing and documenting the General Meeting of Shareholders;
 - d. organizing and documenting the meetings of Board of Directors and/or Board of Commissioners; and
 - e. organizing corporate orientation programs for the Board of Directors and/or Board of Commissioners.
4. As a liason between the Issuer or Public Company and its shareholders, the Otoritas Jasa Keuangan, and other stakeholders.

In line with the OJK regulation, Corporate Secretary of BWS divide the task and responsibility is as follows:

1. Lead the preparation of strategies and work plans of the Corporate Secretary, including the Corporate Action and Corporate Social Responsibility Program.
2. Lead the preparation & development of Corporate Secretary policies and procedures.
3. Ensuring the implementation of the corporate agenda (EGMS, EGMS, etc.) properly.
4. Ensuring that the Bank has complied with Capital Market regulations and complies with regulations relating to the operation of the Bank's business activities and business development of the Bank.
5. Lead the facilitation process for the preparation of Quality Goals/Goal Settings and Work Unit Quality Procedures.



6. Memimpin proses fasilitasi dalam mempersiapkan bahan-bahan laporan untuk Rapat Direksi, Rapat Dewan Komisaris dan Rapat Umum Pemegang Saham (RUPS).
7. Mengkoordinasikan penyusunan Sasaran Mutu/ Goal Setting dan Prosedur Mutu Unit Kerja sampai disahkan oleh Direksi.
8. Memimpin kegiatan Corporate Secretary untuk anak usaha Bank dan memastikan kebenaran informasi/data yang dikeluarkan oleh masing-masing anak usaha tersebut.
9. Memastikan terselenggaranya hubungan yang baik antara Bank dengan Pemangku Kepentingan (Bank Indonesia, OJK, Bursa Efek Indonesia, Pemegang Saham Pengendali dan masyarakat).
10. Memastikan terselenggaranya layanan informasi kepada masyarakat, terkait dengan informasi CSR, kondisi Bank selaku emiten atau perusahaan publik, dan informasi lainnya baik melalui internet maupun media lainnya.
11. Memastikan komunikasi informasi kebijakan Bank dan/atau pemerintah kepada pihak internal dan eksternal berlangsung dengan baik.
12. Memastikan tersedianya Daftar Khusus dan memelihara dokumen Daftar Pemegang Saham.
13. Memimpin kegiatan pelaksanaan tindak lanjut setiap temuan auditor/pemeriksa OJK.
14. Memastikan bahwa karyawan di unit kerjanya kompeten dalam menjalankan tugas.
15. Melaksanakan evaluasi kinerja dan coaching & counselling kepada subordinate.
16. Memberikan rekomendasi bagi penerimaan, penilaian prestasi kerja, promosi, rekomendasi gaji, pemindahan (mutasi) dan pemberhentian karyawan di unit kerjanya.

Program Peningkatan Kompetensi

Bank memiliki kebijakan terkait pengembangan dan peningkatan kompetensi Sekretaris Perusahaan, yang dilakukan melalui berbagai pelatihan dan pendidikan dengan pendanaan sepenuhnya menjadi tanggung jawab Bank. Berikut adalah program pengembangan dan pelatihan yang diikuti oleh Sekretaris Perusahaan sepanjang tahun 2019.

6. Lead the facilitation process in preparing report materials for Directors' Meetings, Board of Commissioners Meetings and General Meeting of Shareholders (GMS).
7. Coordinate the preparation of the Quality Goals/ Goal Setting and Quality Procedures of the Work Unit until it is approved by the Directors.
8. Lead the activities of the Corporate Secretary for the Bank's subsidiaries and ensure the correctness of information/data issued by each of these subsidiaries.
9. Ensuring good relations between the Bank and the Stakeholders (Bank Indonesia, OJK, the Indonesia Stock Exchange, Controlling Shareholders and the public).
10. Ensuring the implementation of information services to the public, related to CSR information, the condition of the Bank as an issuer or public company, and other information both through the internet and other media.
11. Ensuring communication of Bank and/or government policy information to internal and external parties takes place properly.
12. Ensuring the availability of the Special Register and maintaining the Register of Shareholders documents.
13. Lead the follow up activities for every OJK auditor/ examiner findings.
14. Ensuring that employees in their work units are competent in carrying out tasks.
15. Carry out performance evaluations and coaching & counseling to subordinates.
16. Provide recommendations for recruitment, performance appraisal, promotions, salary recommendations, transfers and dismissal of employees in their work units.

Competency Improvement Program

The Bank has a policy related to the development and improvement of the competencies of the Corporate Secretary, which is carried out through various training and education programs with funding entirely the responsibility of the Bank. Following are the floating and training programs that were followed by the Corporate Secretary throughout 2019.





No	Materi Material	Waktu dan Tempat Pelaksanaan Time and Implementation Place	Penyelenggara Organizer
1	Sosialisasi bersama Kementerian/Lembaga terkait PPDHESDA dan ketentuan pelaksanaannya <i>Socialization with the Ministry/ institutions related to PPDHESDA and its implementation rules</i>	Jakarta, 30 Juli 2019 <i>Jakarta, July 30, 2019</i>	Bank Indonesia
2	Sosialisasi Laporan Bank Umum Terintegrasi <i>Socialization of Integrated Commercial Banks Report</i>	Jakarta, 17 September 2019 <i>Jakarta, September 17, 2019</i>	Bank Indonesia
3	Sosialisasi Refreshment Market Conduct <i>Socialization of Refreshment Market Conduct</i>	Jakarta, 15 Oktober 2019 <i>Jakarta, October 15, 2019</i>	OJK
4	Sosialisasi Sertifikasi Treasury dan Penerapan Kode Etik Pasar <i>Socialization of Treasury Certification and Market Conduct Implementation</i>	Jakarta, 26 November 2019 <i>Jakarta, November 26, 2019</i>	Bank Indonesia
5	Sosialisasi Rasio Intermediasi Makroprudensial dan Penyangga Likuiditas Makroprudensial dan ratio LTV <i>Socialization of Macroprudential Intermediation ratio and Macroprudential Liquidity buffer and LTV ratio</i>	Jakarta, 27 November 2019 <i>Jakarta, November 27, 2019</i>	Bank Indonesia
6	Sosialisasi Pengawasan Kepatuhan APU PPT <i>Socialization in AMT CFT compliance supervision</i>	Jakarta, 5 Desember 2019 <i>Jakarta, December 5, 2019</i>	PPATK

Laporan Singkat Pelaksanaan Tugas dan Kegiatan Sekretaris Perusahaan Tahun 2019

Kegiatan-kegiatan yang dilakukan oleh Sekretaris Perusahaan selama tahun 2019 adalah sebagai berikut:

1. Penyusunan dan penyampaian laporan meliputi Laporan tahunan, Laporan Keterbukaan Informasi dan Laporan lainnya yang diatur oleh regulator
2. Penyelenggaraan RUPS dan Public Expose
3. Pembagian deviden
4. Penyelenggaraan rapat Direksi dan Komisaris
5. Pengelolaan website dan media sosial perusahaan
6. Menghadiri undangan dari OJK, Bursa Efek Indonesia, KSEI

Brief Report on the Implementation of Duties and Activities of the Corporate Secretary in 2019

The activities carried out by the Corporate Secretary during 2019 are as follows:

1. Compilation and submission the reports, including Annual Report, Information Disclosure Reports and another reports that regulated by regulator
2. Conduct the GMS meetings and Public Expose
3. Distribution of Dividends
4. Conduct the Board of Director and Board of Commissioner meetings
5. Managing the website and Company's social media
6. Attending the invitation from OJK, Indonesia Stock Exchange, and KSEI



Komite-Komite Di Bawah Direksi

Dalam menjalankan tugasnya, Direksi dibantu oleh Sekretaris Perusahaan dan Komite-komite yang bertugas untuk memberikan saran dan rekomendasi yang berhubungan dengan kebijakan-kebijakan dan arahan-arahan Direksi. Terdapat 5 (lima) Komite yang membantu tugas dan tanggung jawab Direksi di BWS.

KOMITE ASSET LIABILITY MANAGEMENT (ALMA)

Komite Asset Liability Management (ALMA) bertugas untuk membantu Direksi dalam menjalankan fungsi penetapan strategi pengelolaan *assets* dan *liabilities*, penetapan suku bunga dan likuiditas, serta hal-hal lain yang terkait dengan pengelolaan *assets* dan *liabilities* Bank. Penunjukan anggota Komite ALMA ditetapkan melalui Keputusan Direksi Nomor 183A/KEP.DIR/HC.III/VII/2015 tertanggal 1 Juli 2015.

Tugas dan Tanggung Jawab Komite ALMA

Dalam menjalankan fungsinya, Komite ALMA memiliki tugas dan tanggung jawab antara lain sebagai berikut:

1. Pengembangan, kaji ulang dan modifikasi strategi ALMA.
2. Pelaksanaan evaluasi (identifikasi & pengukuran), pemantauan dan pengendalian pada risiko suku bunga Bank dan strategi ALMA guna memastikan bahwa hasil *risk taking position* Bank telah konsisten dengan tujuan pengelolaan risiko suku bunga.
3. Pelaksanaan kaji ulang (identifikasi & pengukuran), pemantauan dan pengendalian pada penetapan harga (*pricing*) aktiva dan pasiva untuk memastikan bahwa *pricing* tersebut dapat mengoptimalkan hasil penanaman dana, meminumkan biaya dana dan memelihara struktur neraca Bank.
4. Pelaksanaan kaji ulang deviasi antara hasil aktual dengan proyeksi anggaran dan rencana bisnis Bank.
5. Melakukan penyesuaian kebijakan dan strategi yang diperlukan berdasarkan hasil evaluasi dari butir 2 dan 3 tersebut di atas.
6. Penyampaian informasi kepada Direksi (sistem informasi management) mengenai setiap perkembangan ketentuan dan peraturan terkait yang mempengaruhi strategi dan kebijakan ALMA.

Committees Below The Board of Directors

In carrying out its duties, the Directors is assisted by Corporate Secretary and Committees which have task to give advice and recommendation that related with policies and Directors directions. There's 5 (five) Committees who assist the task and responsibility of Director in BWS.

THE ASSET LIABILITY MANAGEMENT (ALMA) COMMITTEE

The Asset Liability Management (ALMA) Committee is responsible to assist the Board of Directors in carrying out the functions of determining the management of *assets* and *liabilities*, determining interest rates and liquidity, and also the other things related to managing the Company *assets* and *liabilities*. Appointment of ALMA Committee member determined through the Directors Decree No. 183A/KEP.DIR/HC.III/VII/2015 dated July 1, 2015.

ALMA Committee Duties and Responsibilities

In Carrying out its function, ALMA Committee has duty and responsibility include the following:

1. Development, review and modification of ALMA strategy.
2. Evaluate the implementation (identification and measurement), monitoring and controlling on Bank's interest rate ratio and ALMA strategy to ensure that the results of the Company's *risk taking position* are consistent with the objectives of managing interest rates.
3. Conduct a review (identification and measurement), monitoring and controlling on established price (*pricing*) active and passive to ensure that *pricing* can optimize the results of investment funds to minimize the cost of funds and maintain the Company's balance sheet structure.
4. Review the implementation of deviations between the realization and the projected budget and business plan of the Bank.
5. Making adjustment to policies and strategies based on evaluation result from points 2 and 3 above.
6. Information delivery to Directors (Management Information System) regarding to every development of provisions and related regulation that affect the ALMA strategies and policies.





7. Melakukan *stress testing* dengan menggunakan *scenario* yang bersifat historis, *scenario* yang bersifat spesifik dan *scenario* pada pasar (*general market stress scenario*).

Pelaksanaan Tugas Komite ALMA Tahun 2019

Selama tahun 2019, Komite ALMA telah melaksanakan 12 (dua belas) kali rapat yang membahas agenda sebagai berikut:

1. Kondisi makro ekonomi di Indonesia dan luar negeri.
2. Laporan stuktur dana pihak ketiga.
3. Pembahasan biaya dana (*cost of fund*).
4. Laporan pemenuhan rasio likuiditas.
5. Penetapan suku bunga dasar kredit.
6. Penetapan suku bunga produk dana (*counter rate*).
7. Penentuan besaran suku bunga rekening antar kantor (RAK).

KOMITE MANAJEMEN RISIKO

Komite Manajemen Risiko bertugas untuk membantu Direksi dalam memberikan informasi tentang risiko yang dihadapi BWS melalui laporan profil risiko agar direksi dapat menentukan mitigasi risiko yang dapat diterapkan. Penunjukan anggota Komite Manajemen Risiko ditetapkan melalui Keputusan Direksi Nomor 031/KEP-DIR/A-05/III/15, terdiri dari:

1. Ketua : Direktur Manajemen Risiko/Kepatuhan.
2. Anggota tetap : Mayoritas Direktur, Kepala Divisi Manajemen Risiko, Kepala Divisi Kepatuhan dan Kepala Divisi Satuan Kerja Audit Intern.
3. Anggota tidak tetap : Pejabat Eksekutif.

Tugas dan Tanggung Jawab Komite Manajemen Risiko

Dalam menjalankan fungsinya, Komite Manajemen Risiko memiliki tugas dan tanggung jawab antara lain sebagai berikut:

1. Menetapkan kebijakan manajemen risiko serta setiap perubahannya, termasuk strategi Manajemen Risiko, tingkat risiko yang diambil dan toleransi risiko, kerangka kerja manajemen risiko serta kemungkinan rencana untuk mengantisipasi terjadinya kondisi abnormal.
2. Perbaikan proses manajemen risiko secara teratur serta insidental sebagai akibat dari perubahan kondisi eksternal dan internal yang mempengaruhi kecukupan modal Bank, profil risiko Bank, dan penerapan Manajemen Risiko secara efektif berdasarkan hasil evaluasi.

7. Do *stress testing* with *historical scenario*, *specific scenario*, and *market scenario* (*general market stress scenario*).

Brief Report on the Implementation of Duties and Activities of the ALMA Committee in 2019

During 2019, the ALMA Committee has held 12 (twelve) meetings with agenda discussion as follows:

1. Macro economy condition in Indonesia and overseas.
2. Report of third party funds structure.
3. Discussion on cost of fund.
4. Report of liquidity ratio fulfillment.
5. Determining credit base interest rates.
6. Determining fund product interest rate (*counter rate*).
7. Determining the amount of accounts interest rate between office

RISK MANAGEMENT COMMITTEE

The Risk Management Committee has task to assist the Board of Directors in providing information about the risks faced by BWS through risk profile reports so that directors can determine which risk mitigation can be applied. Appointment of Risk Management Committee member determined through the Directors Decree No 031/KEP.DIR/A-05/III/15, includes:

1. Chairman: Director of Management Risk/Compliance.
2. Permanent member: Majority of Director, Head Division of Risk Management, Head Division of Compliance and Head Division of Intern Audit Unit.
3. Non Permanent Member: Executive Officer.

Risk Management Committee Duties and Responsibilities

In Carrying out it's function, Risk Management Committee has duty and responsibility include the following:

1. Determining the risk management policies and any changes, include risk management strategy, risk level taken and risk tolerance, risk management framework and possible plans to anticipate abnormal conditions
2. Improving regular and incidental of risk management process as a result of changes in external and internal that affect the Bank's Capital Adequacy, Bank's risk profile, and risk management implementation effectively based on evaluation result.



3. Monitoring kebijakan dan/atau keputusan bisnis yang menyimpang dari prosedur normal, seperti pelampauan ekspansi usaha yang signifikan dibandingkan dengan rencana bisnis Bank yang telah ditentukan atau eksposur posisi/risiko yang melebihi batas yang ditetapkan.

Pelaksanaan Tugas Komite Manajemen Risiko Tahun 2019

Selama tahun 2019, Komite Manajemen Risiko telah melaksanakan 12 (dua belas) kali rapat yang membahas agenda sebagai berikut:

1. Pembahasan penilaian tingkat kesehatan Bank (RBBR)
2. Pembahasan evaluasi atas rasio yang diatur secara regulasi, yaitu BMPK, LCR, NSFR, Rasio Training
3. Review penanganan pengaduan nasabah
4. Pembahasan PSAK71/IFRS 9
5. Pembahasan stres tes
6. Pembahasan usulan penetapan batas maksimum pemberian kredit
7. Pembahasan rasio NPL
8. Pembahasan tingkat kecukupan modal (KPMM)
9. Pembahasan rencana hapus buku

KOMITE PENGARAH TEKNOLOGI INFORMASI

Komite Pengarah teknologi Informasi merupakan komite yang bertugas untuk membantu Direksi dalam proses pengambilan keputusan terkait kebijakan pengelolaan operasional BWS pada bidang Teknologi Informasi. Penunjukan anggota Komite Pengarah teknologi Informasi ditetapkan melalui Keputusan Direksi Nomor 020/KEP-DIR/A-10/IX/18.

3. Monitoring the policies and/or business decision that deviate from normal procedure, such as exceeding the significant business expansion was comparing with Bank's Business Plan determined or position/risk exposure that exceed the limit.

Brief Report on the Implementation of Duties and Activities of the Risk Management Committee in 2019

During 2019, the Risk Management Committee has held 12 (twelve) meetings with agenda discussion as follows:

1. Bank Soundness Level Assessment Discussion
2. Evaluation Discussion of regulated ratios namely BMPK, LCR, NSFR, and Training Ratio
3. Consumer Complaints Handling Review
4. PSAK 71/IFRS 9 Discussion
5. Discussion on stress testing
6. Discussion to assign a Maximum Lending Limit
7. Discussion on NPL ratio's
8. Capital Adequacy Ratio (CAR) Discussion
9. Writing off loan planning discussion

THE INFORMATION TECHNOLOGY DIRECTIONS COMMITTEE

The Information Technology Directions Committee has task to assist the Directors in the decision making process related to BWS operational management policies in the field of Information Technology (IT). Appointment of Information Technology Directions Committee member determined through the Directors Decree No 020/KEP-DIR/A-10/IX/18.





Tugas dan Tanggung Jawab Komite Pengarah teknologi Informasi

Dalam menjalankan fungsinya, Komite Pengarah teknologi Informasi memiliki tugas dan tanggung jawab antara lain sebagai berikut:

1. Memberikan rekomendasi kepada Direksi mengenai hal-hal sebagai berikut:
 - a. Rencana Strategis TI yang sejalan dengan rencana strategis kegiatan usaha Bank. Dalam memberikan rekomendasi, komite pengarah TI harus memperhatikan faktor efisiensi, efektivitas, dan hal-hal lain, yaitu:
 - peta jalan (roadmap) untuk mencapai kebutuhan TI yang mendukung strategi bisnis Bank. Peta jalan (roadmap) terdiri dari kondisi saat ini (current state), kondisi yang ingin dicapai (future state), dan langkah-langkah yang akan dilakukan untuk mencapai kondisi yang ingin dicapai;
 - sumber daya yang dibutuhkan;
 - manfaat yang akan diperoleh saat Rencana Strategis TI diterapkan; dan
 - kendala yang mungkin timbul dalam penerapan Rencana Strategis TI;
 - b. Perumusan kebijakan, standar, dan prosedur TI yang utama, misalnya kebijakan TI yang utama yaitu kebijakan pengamanan TI dan manajemen risiko terkait penggunaan TI di Bank;
 - c. Kesesuaian antara proyek TI yang disetujui dengan Rencana Strategis TI. Komite pengarah TI juga menetapkan status prioritas proyek TI yang bersifat kritis yang berdampak signifikan terhadap kegiatan operasional Bank, misalnya pergantian core banking application, server production, dan topologi jaringan;
 - d. Kesesuaian antara pelaksanaan proyek TI dengan rencana proyek yang disepakati (project charter). Komite pengarah TI harus melengkapi rekomendasi dengan hasil analisis dari proyek TI yang utama sehingga memungkinkan Direksi mengambil keputusan secara efisien;
 - e. Kesesuaian antara TI dengan kebutuhan sistem informasi manajemen serta kebutuhan kegiatan usaha Bank;
 - f. Efektivitas langkah-langkah dalam meminimalisasi risiko atas investasi Bank pada sektor TI agar investasi Bank pada sektor TI memberikan kontribusi terhadap pencapaian tujuan bisnis Bank;

The Information Technology Directions Committee Duties and responsibilities

In Carrying out its function, The Information Technology Directions Committee has duty and responsibility include the following:

1. Provide the recommendation to Director regards to:
 - a. IT Strategic plan that in-line with strategic plan of Bank's business activities. In providing recommendation, IT Directions Committee must pay attention to the efficient factor, effectivity, and others:
 - Roadmap to achieve IT needs which is support to Bank's business strategy. Roadmap consists of current state, expected conditions (future state), and steps to be taken to achieve the expected conditions;
 - resources needed;
 - benefits to be gained when IT Strategic Plan was implemented; and
 - Obstacles that may arise in IT Strategy Plan implementation
 - b. Policy formulation, standard, and main IT procedure, such as main IT Policies namely IT Security policies and risk management that related IT in Bank;
 - c. Conformity between approved IT project with IT Strategic Plan. IT Directions Committee also determines the priority status of critical IT Project that had significant affect to Bank's operational activities, such as changing core banking application, server production, and network topology.;
 - d. Conformity between IT project implementation with approved project plan (project charter). IT Directions Committee must complement with analys result from main IT project that make Directors can take efficiently decision;
 - e. Conformity between IT with Information System needs and Bank's business activity needs;
 - f. Effectiveness steps in minimizing risk to Bank investment on IT sector so the Bank investment on IT sector contributes to achievement of Bank's business objectives;



- g. Pemantauan atas kinerja TI dan upaya peningkatan kinerja TI, misalnya pendeteksian keusangan infrastruktur TI dan pengukuran efektivitas dan efisiensi penerapan kebijakan pengamanan TI;
 - h. Upaya penyelesaian berbagai masalah terkait TI yang tidak dapat diselesaikan oleh satuan kerja pengguna dan penyelenggara TI secara efektif, efisien, dan tepat waktu; dan
 - i. Kecukupan dan alokasi sumber daya yang dimiliki Bank. Dalam hal sumber daya yang dimiliki tidak memadai dan Bank akan menggunakan jasa pihak lain dalam penyelenggaraan TI, komite pengarah TI harus memastikan Bank telah memiliki kebijakan dan prosedur yang dibutuhkan.
2. Bertindak sebagai fasilitator antara Pengguna Utama TI dengan Divisi yang membawahi Satuan Kerja Teknologi Informasi dalam rangka penyelesaian permasalahan terkait bidang TI.

Pelaksanaan Tugas Komite Pengarah Teknologi Informasi Tahun 2019

Selama tahun 2019, Komite Pengarah teknologi Informasi telah melaksanakan 4 (empat) kali rapat yang membahas agenda sebagai berikut:

1. Laporan pengembangan aplikasi e-ktp
2. Laporan peningkatan Disaster Recovery Center (DRC) tahap 1
3. Pemenuhan tindak lanjut temuan audit baik internal dan eksternal
4. Pembahasan rencana implementasi IFRS 9/PSAK 71
5. Pembahasan implementasi dan progress rencana pengembangan IT di tahun 2019
6. Pembahasan realisasi budget IT
7. Rencana pelaksanaan penetration test atas aplikasi internet banking dan mobile banking
8. Penyusunan rencana pengembangan IT untuk tahun 2019
9. Pelaksanaan IT risk assessment
10. Laporan persiapan proses akhir tahun (end of year process)

- g. Monitoring and improving to IT performance, such as detecting IT infrastructure and measuring effectiveness and efficiency of implementing IT security policies;
 - h. Completing the various IT problems that can not be solved by user work units and IT providers effectively, efficient, and on time; and
 - i. Allocating the adequate resources that owned by Bank's. In case there are insufficient resources, Bank will use other services as IT providers, The Information Technology Directions Committee must ensure that a Bank has necessary policies and procedures.
2. Act as a facilitator between IT main user with division who supervise to the Information Technology Work Units, in order to handle IT problems.

Brief Report on the Implementation of Duties and Activities of the Information Technology Directions Committee in 2019

During 2019, the Information Technology Directions Committee has held 4 (four) meetings with agenda discussion as follows:

1. E-KTP application development report
2. Disaster Recovery Center (DRC) phase 1 improvement report.
3. Complying to the follow up result of audit findings both internal and external
4. IFRS 9/PSAK 71 implementation planning discussion
5. Discussion of Information Technology development planning progress and implementation in 2019
6. Information Technology budget realization discussion
7. Penetration test implementation planning of internet banking and mobile banking application
8. Compiling of IT development planning in 2019
9. IT risk assessment implementation
10. End of Year Process preparation report





KOMITE KREDIT

Komite Kredit bertugas untuk membantu Direksi dalam proses pengambilan keputusan atas persetujuan pemberian kredit. Penunjukan anggota Komite Kredit ditetapkan melalui Keputusan Direksi Nomor 012/KEP-DIR/A-07/VIII/19 dan Keputusan Direksi Nomor 016/KEP-DIR/A-07/IX/18, terdiri dari:

1. Komite Kredit Direksi

Anggota Member	<ol style="list-style-type: none"> Direktur yang membidangi Korporat <i>Director in charge of Corporate</i> Direktur yang membidangi Konsumer <i>Director in charge of Consumer</i> Direktur yang membidangi Business Support dan/atau Remedial & SAM <i>Director in charge of Business Support and/or Remedial & SAM</i> Direktur yang membidangi Operasional <i>Director in charge of Operational</i> Kepala Divisi yang membawahi Corporate Planning <i>Division Head who supervises Corporate Planning</i> Kepala Divisi yang membawahi Manajemen Kredit <i>Division Head who supervises Credit Management</i>
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Anggota Independen Independent Member	Direktur yang membidangi Risiko & Kepatuhan <i>Director in charge of Risk & Compliance</i>
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Pemenuhan Kuota Quota fulfillment	Disetujui sekurang-kurangnya oleh 5 (lima) orang anggota Komite Kredit Direksi. <i>At least approved by 5 (five) Director Credit Committee members</i>
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CREDIT COMMITTEE

The Credit Committee has task to assist the Board of Directors in the decision-making process on credit approval. Appointment of Credit Committee member determined through the Directors Decree No 012/KEP-DIR/A-07/VIII/19 and the Directors Decree No. 016/KEP-DIR/A-07/IX/18, includes:

1. Directors Credit Committee

2. Komite Kredit Manajemen

2. Management Credit Committee

Kategori Category	A	B	C
Anggota Member	<ol style="list-style-type: none"> Kepala Divisi yang membawahi Manajemen Kredit – Ketua <i>Division Head who supervises Credit Management - Chairman</i> 3 (tiga) dari 4 (empat) orang Team Leader <i>3 (three) of 4 (four) Team Leader</i> 	<ol style="list-style-type: none"> Kepala Divisi yang membawahi Kredit Konsumer (Ketua) <i>Division Head who supervises Credit Consumer (Chairman)</i> Kepala Departemen yang menjalankan fungsi Kredit Pensiunan <i>Department Head who carry out the function of Pension Credit</i> Kepala Departemen yang menjalankan fungsi Kredit Konsumer <i>Department Head who carry out the function of Consumer Credit</i> 	<ol style="list-style-type: none"> Kepala Divisi yang membawahi Manajemen Kredit – Ketua <i>Division Head who supervises Credit Management - Chairman</i> 3 (tiga) dari 4 (empat) orang Team Leader <i>3 (three) of 4 (four) Team Leader</i>
Anggota Independen Independent Member	<ol style="list-style-type: none"> Kepala Departemen yang menjalankan fungsi Corporate Legal <i>Department Head who carry out the function of Corporate Legal</i> Kepala Divisi yang membawahi Manajemen Risiko & Kepatuhan <i>Division Head who supervises Risk Management & Compliance</i> 		



Pemenuhan Kuota
Quota Fulfillment

1. Kategori "A" disetujui sekurang-kurangnya oleh 3 (tiga) anggota Komite Kredit Manajemen dan Ketua Komite wajib memberikan Keputusan
Category "A" at least approved by 3 (three) Management Credit Committee member and Committee chairman must take the decision.
2. Kategori "B" disetujui sekurang-kurangnya oleh 2 (dua) anggota Komite Kredit Manajemen
Category "B" at least approved by 2 (two) Management Credit Committee member
3. Kategori "C" disetujui sekurang-kurangnya oleh 3 (tiga) anggota Komite Kredit Manajemen dan Ketua Komite wajib memberikan Keputusan.
Category "C" at least approved by 3 (three) Management Credit Committee member and Committee chairman must take the decision.

Tugas dan Tanggung Jawab Komite Kredit

Setiap individu yang ditunjuk menjadi pejabat pemutus kredit bersifat independen dalam memberikan pendapat menyetujui atau menolak suatu permohonan kredit. Berkaitan dengan kedudukannya tersebut, anggota pemutus kredit bertanggung jawab untuk:

1. Memastikan bahwa setiap kredit yang diberikan telah memenuhi norma-norma umum perbankan dan telah sesuai dengan asas-asas perkreditan yang sehat.
2. Memastikan bahwa pelaksanaan pemberian kredit telah sesuai dengan Kebijakan Perkreditan Bank, Prosedur Perkreditan dan peraturan terkait lainnya.
3. Memastikan bahwa pemberian kredit telah didasarkan pada penilaian yang jujur, objektif, cermat, dan seksama serta terlepas dari pengaruh pihak-pihak yang berkepentingan dengan pemohon kredit.
4. Meyakini bahwa kredit yang akan diberikan dapat dilunasi kembali pada waktunya dan tidak akan berkembang menjadi kredit bermasalah.
5. Melaksanakan prinsip/sikap profesionalisme dan memiliki integritas.
6. Mengawasi watch list dan semua pinjaman bermasalah serta memberikan rekomendasi mengenai cara penanganannya.

Pelaksanaan Tugas Komite Kredit Tahun 2019

Selama tahun 2019, Komite Kredit telah melaksanakan tugasnya dengan baik yang ditunjukkan dengan adanya modul/prosedur pemberian persetujuan kredit melalui sistem core banking oleh user anggota komite.

Credit Committee Duties and Responsibilities

Every individual who appointed become credit decision officer is independent in make opinion to approve or reject the credit apply. Related with that position, member of credit decision has responsibility to:

1. Ensuring that every credit provided to meet the general norms banking and accordance with the principle of credit fair.
2. Ensuring that the implementation of credit granting has been suited with Bank's Credit Policy, Credit Procedure and other relevant regulations.
3. Ensuring that a credit granting based on fair assessment, objective, prudent, and independently, without the influence of interested parties with credit applicant.
4. Believe that the credit can be repaid on time and will not be a non-performing loan.
5. Conduct the principle/attitude of professionalism and integrity.
6. Supervise the watch list and all bad loans, also gives the recommendation on its handling procedure

Brief Report on the Implementation of Duties and Activities of Credit Committee in 2019

During 2019, Credit Committee has carried out its duties well, its approved by modul/procedure granting credit approval through the core banking systems by the committee members.





Audit Internal

Satuan Kerja Audit Intern (SKAI) sebagai salah satu pihak yang berkepentingan dengan Sistem Pengendalian Intern Bank turut berperan aktif dalam meningkatkan efektivitas Sistem Pengendalian Intern secara berkesinambungan. SKAI berperan dalam memberikan keyakinan berdasarkan hasil pemeriksaan bahwa pengendalian internal dan pelaksanaan kegiatan operasional, akuntansi, manajemen risiko dan kegiatan Bank lainnya telah terselenggara dengan baik dan mampu menjamin kepentingan Bank serta stakeholder.

Untuk itu, pelaksanaan audit intern harus didukung oleh tenaga auditor yang independen dan berkompeten, khususnya dalam praktik dan penerapan penilaian risiko dengan jumlah tenaga auditor yang memadai. Sampai dengan posisi akhir tahun 2019, personil SKAI telah menjalani sertifikasi auditor dengan harapan SKAI dapat terus meningkatkan kapabilitas fungsi audit intern berikut kompetensi baik technical maupun behavior. Selain itu, setiap tahun juga diselenggarakan workshop SKAI untuk mengoptimalkan peran dan fungsi sebagai auditor.

Pada dasarnya, dalam menetapkan kedudukan, wewenang, tanggung jawab, profesionalisme, organisasi dan ruang lingkup tugasnya, SKAI berpedoman pada ketentuan Otoritas Jasa Keuangan dengan melaksanakan beberapa hal berikut:

1. Penyusunan Piagam Audit Intern (*Internal Audit Charter*) yang ditandatangani Presiden Direktur dan disetujui oleh Dewan Komisaris telah dilakukan revisi keempat yang efektif berlaku tanggal 27 Mei 2019, sesuai dengan Peraturan Otoritas Jasa Keuangan No.56/POJK.04/2015.
2. Penerapan Fungsi Audit Intern Pada Bank Umum yang tertuang dalam POJK No.1/POJK.03/2019.

Internal Audit

The Internal Audit Work Unit (SKAI) as one of the parties concerned with the Bank's Internal Control System plays an active role in increasing the effectiveness of the Internal Control System on an ongoing basis. The Internal Audit Unit has a role in providing confidence based on the results of the examination that internal control and implementation of operational, accounting, risk management and other Bank activities have been carried out properly and are able to guarantee the interests of the Bank and its stakeholders.

For this reason, internal audit must be supported by independent and competent auditors, particularly in the practice and application of risk assessments with an adequate number of auditors. Up to the end of year 2019, SKAI personnel have undergone auditor certification in the hope that SKAI can continue to improve the capabilities of the internal audit function along with technical and behavioral competencies. In addition, the IAU Division workshop to optimize the role and function as an auditor is organized in every year.

Generally, in determining the position, authorities, responsibilities, professionalism, organization, and scope of tasks, IAU Division refers to the prevailing Financial Services Authority Regulation by conducting the following activities:

1. The arrangement of Internal Audit Charter signed by President Director and approved by Board of Commissioners has undergone to fourth revision effective starting on May 27, 2019, in accordance with Financial Services Authority Regulation No.56/POJK.04/2015.
2. Application of internal audit function on Commercial Bank's was stated in POJK. No.1/POJK.03/2019.



Kepala Satuan Kerja Audit Internal

Kepala Satuan Kerja Audit Internal Bank dijabat oleh Arinto Hartoyo yang diangkat pada 5 Januari 2018 berdasarkan Surat Keputusan Direktur Utama No. 001/KEP-DIR.HC-II//2018.

Head of Internal Audit

The Head of the Bank's Internal Audit Unit is held by Arinto Hartoyo who was appointed on January 5, 2018 based on the Decree of the President Director Number 001/KEP-DIR.HC-II//2018.

Arinto Hartoyo	
Kepala Satuan Kerja Audit Internal Menjabat sejak 5 Januari 2018	Head of Internal Audit Served since January 5, 2018
Data Pribadi Warga Negara Indonesia Usia 48 tahun Kelahiran Lumajang 7 Agustus 1971	Privacy Data Indonesian Citizen Age 48 years Born in Lumajang, August 7, 1971
Domisili Kota Bandung, Jawa Barat, Indonesia	Domicile Bandung City, West Java, Indonesia
Pendidikan Pertanian dari Institut Pertanian Bogor (1995)	Education Agricultural education from the Bogor Agriculture Institute (1995)
Jenjang Karir Kepala Divisi Audit Internal (2018 s.d saat ini) Kepala Divisi Corporate Secretary (2015-2018) Kepala Divisi Pendanaan & Layanan (2013-2015) Pemimpin Kantor Cabang Surabaya (2008-2013) Wakil Pemimpin Cabang Bidang Marketing (2006-2007) Kepala Bagian Marketing Kredit (2003-2004) Staff Marketing Kredit (2000-2003)	Career Path Head of the Internal Audit Division (2018-present) Head of the Corporate Secretary Division (2015-2018) Head Funding & Services Division (2013-2015) Head of Surabaya Branch Office (2008-2013), Deputy Branch Manager in Marketing, period (2006-2007) Division Head of Credit Marketing, period (2003-2004) Credit Marketing Staff (2000-2003)
Sertifikasi/ Certification Memiliki Sertifikasi Manajemen Risiko Lv. 4.	Sertifikasi/ Certification Has a Risk Management Certification of Lv. 4

Struktur dan Kedudukan Audit Internal

SKAI pertama kali dibentuk berdasarkan Surat Keputusan Direksi PT Bank Himpunan Saudara 1906 Tbk No. 180/KEP.DIR/SDM/X/2006 tanggal 16 Oktober 2006 yang selanjutnya telah mengalami beberapa kali revisi dan penyesuaian dengan Surat Keputusan Direksi No. 118/KEP. DIR/HC.III/XII/2014 tanggal 30 Desember 2014 tentang perubahan Struktur Organisasi SKAI. Kepala SKAI dijabat oleh Arinto Hartoyo, 48 tahun, sejak bulan Januari 2018.

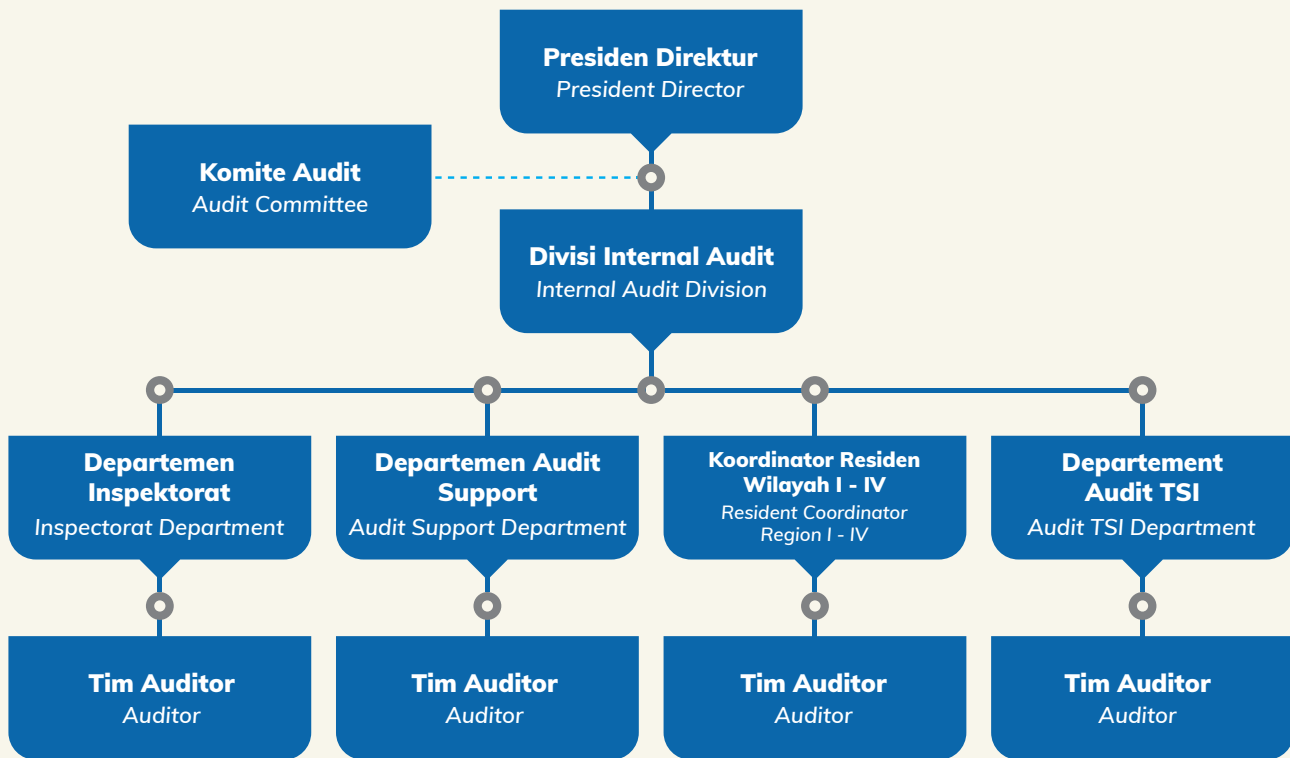
Berikut adalah struktur dan kedudukan SKAI sesuai dengan Surat Keputusan Direksi di atas:

Structure and Position of Internal Audit

Internal Audit Unit Division was firstly formed based on Decree Directors PT Bank Set Saudara 1906, Tbk No. 180/ KEP.DIR/SDM/X/2006 date 16 The October 2006, which was then revised and reformed based on Letter Decision of Directors No. 118/KEP. DIR/HC.III/XII/2014 date December 30, 2014, on The Change of Structural Organization of IAU Division. Head Division of Internal Audit Unit has been occupied by Arinto Hartoyo, 48 years old, since January 2018.

The following is the structure and position of IAU regarding the Board of Directors Decision Letter above:





Berdasarkan struktur dan kedudukan SKAI di atas dapat dijelaskan sebagai berikut:

1. Kepala SKAI bertanggung jawab langsung kepada Presiden Direktur dan diangkat berdasarkan Surat Keputusan Direksi No. 478/KEP.DIR/HC.1/XII/2011 tanggal 23 Desember 2011.
2. Kepala SKAI diangkat dan diberhentikan oleh Presiden Direktur atas persetujuan Dewan Komisaris dengan mempertimbangkan rekomendasi Komite Audit dan dilaporkan kepada Bank Indonesia serta OJK.
3. Auditor SKAI bertanggung jawab kepada Kepala Divisi SKAI sesuai dengan struktur organisasi SKAI.
4. Pada tanggal 31 Desember 2019, jumlah tenaga pemeriksa pada SKAI adalah 31 orang, termasuk Kepala SKAI dan Kepala Departemen.

Piagam Audit Internal

Dalam menjalankan tugasnya, SKAI berpedoman pada Piagam Audit Intern (*Internal Audit Charter*) yang telah ditandatangani Presiden Direktur dan disetujui oleh Dewan Komisaris pada Mei 2019.

Based on the structure and position of IAU above, it can be described that:

1. Head of IAU Division is responsible directly to the President Director and appointed based on Decree Directors BWS No. 478/KEP.DIR/HC.1/XII/2011 on December 23, 2011.
2. Head of IAU Division is able to be appointed and dismissed by the President Director upon the approval from Board of Commissioner and reported to Bank Indonesia and Bapepam and OJK.
3. The auditor of IAU is responsible to Head of IAU Division regarding IAU's structural organization.
4. On December 31, 2018, the number of inspectors on the IAU Division were 31 persons, including The Head Division and Head Department.

Internal Audit Charter

In carrying out its duties, SKAI is guided by the Internal Audit Charter which was signed by the President Director and approved by the Board of Commissioners on May, 2019.



Piagam Audit Internal disusun berdasarkan Peraturan Otoritas Jasa Keuangan No.56/POJK.04/2015 tentang Pembentukan dan Pedoman Penyusunan Piagam Unit Audit Internal dan Peraturan Otoritas Jasa Keuangan No.1/POJK.03/2019 tentang Penerapan Fungsi Audit Intern Pada Bank, dengan tujuan sebagai pedoman pelaksanaan fungsi audit internal atas pelaksanaan audit, inisiasi komunikasi dengan auditee pada Bank, pemeriksaan aktivitas Bank dan kewenangan untuk mengakses catatan, dokumen, data, dan fisik aset Bank, termasuk sistem manajemen informasi dan risalah pertemuan manajemen. Piagam Audit Internal BWS mencakup:

1. Visi, Misi, dan Fungsi dari Audit Internal
2. Struktur dan Kedudukan Audit Internal
3. Tugas dan Tanggung Jawab serta hubungan dengan unit kerja lain yang melakukan fungsi pengendalian intern
4. Wewenang Satuan Kerja Audit Internal
5. Kode Etik Audit Intern (kompetensi, independensi, objektivitas, integritas, kerahasiaan)
6. Persyaratan Auditor Intern
7. Pertanggung jawaban Satuan Kerja Audit Internal
8. Ketentuan Rangkap Tugas dan Jabatan
9. Kriteria penggunaan tenaga ahli ekstern dalam mendukung fungsi audit intern
10. Independensi terkait layanan konsultasi atau tugas khusus lain
11. Tanggung jawab dan akuntabilitas Kepala Satuan Kerja Audit Internal
12. Persyaratan mematuhi standar profesional audit intern
13. Koordinasi fungsi audit intern dengan ahli hukum atau auditor ekstern
14. Kebijakan pembatasan penugasan dan masa tunggu (*cooling off period*)
15. Pengendalian mutu

Ruang Lingkup Audit Internal

Ruang lingkup kerja audit internal mencakup seluruh kegiatan operasional Bank. Satuan Kerja Audit Internal melaksanakan kegiatan audit serta pemberian konsultasi terhadap unit kerja di Kantor Pusat dan Kantor Cabang untuk memastikan kecukupan dan efektivitas pengendalian intern, manajemen risiko dan GCG.

The Internal Audit Charter was compiled based on the Otoritas Jasa Keuangan Regulation No.56/POJK.04/2015 concerning the Formation and Guidelines for the Preparation of Internal Audit Unit Charter and Otoritas Jasa Keuangan Regulation No.1/POJK.03/2019 concerning the Implementation of the Internal Audit Function in Banks, with the purpose is to guide the implementation of the internal audit function for conducting audits, initiating communication with the auditee at the Bank, checking the Bank's activities and the authority to access records, documents, data and physical assets of the Bank, including information management systems and minutes of management meetings. BWS Internal Audit Charter includes:

1. Vision, Mission, and Function of Internal Audit
2. Internal Audit Structure and Position
3. Duties and responsibilities, and also relationships with other units that perform internal control functions
4. Authority of the Internal Audit Division
5. Internal Audit Code of Ethics (competence, independence, objectivity, integrity, confidentiality)
6. Internal Auditor Requirements
7. Accountability of the Internal Audit Division
8. Terms of Dual Duties and Positions
9. Criteria for the use of external experts in supporting the internal audit function
10. Independence regarding consulting services or other special tasks
11. Responsibility and accountability of the Head of the Internal Audit Division
12. Requirements to comply with professional internal audit standards
13. Coordination of internal audit functions with legal experts or external auditors
14. Policy on assignment restrictions and waiting periods (*cooling off period*)
15. Quality Control

Internal Audit Scope

The scope of work of internal audit covers all operational activities of the Bank. The Internal Audit Unit carries out audit activities and provides consultations to work units in the Head Office and Branch Offices to ensure the adequacy and effectiveness of internal control, risk management and GCG.





Metode Audit

Bank menerapkan metodologi *Risk Based Internal Audit* (RBIA) dengan pendekatan proses bisnis. Di mana RBIA tersebut diimplementasikan secara bertahap sesuai dengan tingkat kematangan manajemen risiko secara korporat. Dengan metodologi tersebut, maka proses bisnis dan unit bisnis yang diperkirakan memiliki risiko yang signifikan dalam pencapaian tujuan usaha lebih diprioritaskan untuk diaudit, sehingga dapat diyakini bahwa seluruh potensi risiko dapat diminimalkan sesuai dengan toleransi risiko yang telah ditetapkan.

Tugas dan Tanggung Jawab Satuan Kerja Audit Internal

Tugas utama Satuan Kerja Audit Internal sebagai berikut:

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.
4. Memberikan saran perbaikan dan informasi yang objektif tentang kegiatan yang diperiksa pada semua tingkatan manajemen termasuk perbaikan guna memastikan kejadian serupa tidak terulang kembali.
5. Melaksanakan pemeriksaan dan evaluasi terhadap kegiatan.
6. Satuan Kerja Audit Internal bekerja sama dengan unit kerja yang melakukan dan mengembangkan fungsi pengendalian pada Bank. Fungsi pengendalian dilaksanakan dengan konsep pertahanan atau lini, yaitu:
 - a. Lini pertahanan pertama (*first line*) yaitu pengawasan melekat pada unit bisnis yang bertanggung jawab mengidentifikasi, menilai, dan mengendalikan risiko bisnis.
 - b. Lini pertahanan kedua (*second line*) mencakup fungsi pendukung yaitu manajemen risiko dan kepatuhan yang bertanggung jawab memastikan bahwa risiko di unit bisnis telah diidentifikasi dan dikelola dengan tepat.

Audit Method

The Bank applies a *Risk Based Internal Audit* (RBIA) methodology with a business process approach. Where the RBIA is implemented in stages in accordance with the level of corporate risk management maturity. With this methodology, business processes and business units that are estimated to have significant risks in achieving business objectives are prioritized for auditing, so it can be believed that all potential risks can be minimized in accordance with established risk tolerance.

Duties and Responsibilities of the Internal Audit Unit

The main tasks of the Internal Audit Work Unit are as follows:

1. Assisting the duties of President Director and the Board of Commissioners in carrying out supervision by outlining operational aspects both planning, implementation and monitoring of audit results.
2. Providing an analysis and assessment in the fields of finance, accounting, operations, and other activities through auditing.
3. Identify all possibilities to improve and improve the efficient use of resources and funds.
4. Provide suggestions for improvements and objective information about the activities examined at all levels of management including repairs to ensure that similar incidents do not recur.
5. Carry out checks and evaluations of activities.
6. The Internal Audit Division cooperates with work units that carry out and develop control functions at the Bank. The control function is carried out with the concept of defense or line, namely:
 - a. First line of defense, namely supervision attached to the business unit responsible for identifying, assessing and controlling business risk.
 - b. The second line of defense, includes supporting functions, namely risk management and compliance, which is responsible for ensuring that risks in the business unit are properly identified and managed.



- c. Lini pertahanan ketiga (*third line*) yaitu Satuan Kerja Audit Internal yang bertanggung jawab menilai keefektifan proses yang dilakukan pada lini pertahanan pertama dan lini pertahanan kedua untuk memberikan jaminan independen kepada Bank bahwa sistem pengendalian intern, manajemen risiko, serta proses dan sistem tata kelola telah diterapkan secara efektif.

- c. The third line of defense, namely the Internal Audit Division which is responsible for assessing the effectiveness of the processes carried out in the first line of defense and the second line of defense to provide independent assurance to the Bank that the system of internal control, risk management, and governance processes and systems have been implemented effectively.

Kualifikasi Auditor Internal

Bank mendorong SKAI untuk memiliki sertifikasi profesi yang diharapkan mampu memberikan fondasi bagi pengembangan audit internal yang sesuai dengan yang diharapkan. Per 31 Desember 2019, kualifikasi Auditor Internal Bank dapat dilihat pada tabel di bawah ini.

Internal Auditor Qualification

The Bank encourages SKAI to have professional certification which is expected to be able to provide a foundation for the development of internal audits that are as expected. As of December 31, 2019, the qualifications of the Bank's Internal Auditors can be seen in the table below.

Nama dan Jenis Sertifikasi Name and Type of Certification	Jumlah Auditor Internal yang Memiliki Number of Internal Auditors Owning
Sertifikasi Manajemen Risiko Risk Management Certification	31

Program Peningkatan Kompetensi

Bank memiliki kebijakan terkait pengembangan dan peningkatan kompetensi SKAI, yang dilakukan melalui berbagai pelatihan dan pendidikan dengan pendanaan sepenuhnya menjadi tanggung jawab Bank. Berikut adalah program pengembangan dan pelatihan yang diikuti oleh SKAI sepanjang tahun 2019.

Competency Improvement Program

The Bank has policies related to the development and improvement of SKAI competencies, which are carried out through various training and education programs with funding entirely the responsibility of the Bank. Following are the floating and training programs that were followed by SKAI throughout 2019.

Jenis Pendidikan dan Pelatihan Types of Education and Training	Materi Pendidikan dan Pelatihan Educational and Training Materials	Tempat dan Tanggal Place and Date	Penyelenggara Organizer
Fraud Detection & Investigation	Fraud Detection & Investigation For Internal Auditors	Jakarta, 21 September 2019 Jakarta, September 21, 2019	BWS
Internal Control & Antifraud 2019	Internal Control & Antifraud 2019	Sukabumi, 12 Oktober 2019 Sukabumi, October 12, 2019 Jakarta, 24 Oktober 2019 Jakarta, October 24, 2019 Tangerang, 19 Oktober 2019 Tangerang, October 19, 2019	BWS
Mitra Layanan Taspem (Office Channeling) Taspem Services Partnership (Office Channeling)	Mitra Layanan Taspem (Office Channeling) Taspem Services Partnership (Office Channeling)	Malang, 30 November 2019 Malang, November 30, 2019	Taspem
Profil Bisnis Kontruksi Profile of Business Construction	Profil Bisnis Kontruksi Profile of Business Construction	Jakarta, 14-15 Desember 2019 Jakarta, December 14-15, 2019	PT Faba Mice Indonesia
Workshop PSAK 71 (Treasury Model)	Workshop PSAK 71 (Treasury Model)	Jakarta, 21 Januari 2019 Jakarta, January 21, 2019	KPMG





Laporan Singkat Pelaksanaan Tugas dan Kegiatan Audit Internal Tahun 2019

Kegiatan audit internal yang dilakukan Bank sepanjang tahun 2019 dapat dijabarkan sebagai berikut:

1. Melakukan penilaian secara sistematis dan objektif terhadap efektivitas dan efisiensi serta kontrol yang ada dalam perusahaan untuk menjamin keakuratan dan kebenaran informasi keuangan dan operasi.
2. Mengevaluasi pelaksanaan pengendalian internal sesuai dengan kebijakan perusahaan dalam Standar Operasional Perusahaan (SOP).
3. Memastikan bahwa peraturan eksternal serta kebijakan dan prosedur internal yang bisa diterima telah diikuti dengan benar dan efektif.
4. Membuat laporan hasil temuan audit dan rekomendasi perbaikan kedepan serta menyampaikan laporan tersebut kepada Direktur Utama dan Dewan Komisaris.
5. Memantau, menganalisa dan melaporkan kepada Direktur Utama tentang pelaksanaan tindak lanjut perbaikan yang telah disarankan kepada manajemen unit operasional. Hal ini demi tercapainya peningkatan tujuan perusahaan.
6. Melakukan pemeriksaan (audit) khusus apabila diperlukan atau sesuai dengan permintaan Direktur Utama, Komisaris Utama, dan atau Komite Audit.

Pada tahun 2019, Satuan Kerja Audit Internal telah melaksanakan audit operasional dengan rencana kerja audit dengan mengacu pada Peraturan Perusahaan dan *Standard Operating Procedure* (SOP). Laporan hasil audit beserta rekomendasi perbaikannya telah disampaikan kepada Presiden Direktur, Dewan Komisaris melalui Komite Audit dan unit bisnis/unit kerja yang di audit yang selanjutnya dikomunikasikan untuk ditindaklanjuti sebagaimana mestinya.

Laporan hasil kegiatan satuan kerja Audit Internal disampaikan langsung kepada Presiden Direktur yang selanjutnya akan dikomunikasikan kepada Dewan Komisaris dan Komite Audit serta auditee untuk ditindaklanjuti sebagaimana mestinya. Ketua Komite Audit akan melakukan peninjauan secara berkala terhadap laporan dan kegiatan Audit Internal untuk memastikan terpenuhinya standar mutu audit dan memonitor efektivitas atas tindak lanjut terhadap temuan dan rekomendasi Audit Internal.

Brief Report on the Implementation of Internal Audit Duties and Activities in 2019

Internal audit activities conducted by the Bank throughout 2019 can be described as follows:

1. Conduct a systematic and objective assessment of the effectiveness and efficiency as well as existing controls in the company to ensure the accuracy and correctness of financial and operating information
2. Evaluating the implementation of internal control in accordance with company policy in the SOP.
3. Ensure that external companies and acceptable internal policies and procedures are correctly and effectively complied.
4. Make a report on the audit findings and recommendations for future improvements to deliver the report to the President Director and the Board of Commissioners.
5. Monitor, analyze and report to the President Director regarding the implementation of the follow-up improvements that have been suggested to the operational unit management. This is in order to achieve the company's goals.
6. Perform special audits if necessary or in accordance with the request of the President Director, the President Commissioner, and or the Audit Committee.

In 2019, the Internal Audit Work Unit Division has conducted operational audits with an audit work plan with reference to Company Regulations and Standard Operating Procedures (SOP). The audit report along with recommendations for improvement have been submitted to the President Director, the Board of Commissioners through the Audit Committee and the audited business units/work units which are then communicated to be followed up accordingly.

The report of the Internal Audit work unit activities result is submitted to the President Director, then will be communicated to the Board of Commissioners and the Audit Committee and the auditee for the appropriate follow-up. The Chairman of the Audit Committee will periodically review the Internal Audit reports and activities to ensure compliance with audit quality standards and monitor the effectiveness of follow-up actions on the findings and recommendations of the Internal Audit.



Audit Internal berperan sebagai konsultan internal yang berperan sebagai mitra manajemen dalam meningkatkan kinerja perusahaan. Dengan demikian, audit internal perusahaan dapat memberikan kontribusi terhadap nilai tambahan perusahaan.

Internal Audit acts as an internal consultant who acts as a management partner in improving company performance. Thus, the company's internal audit can contribute to the company's value added.

Kegiatan Audit tahun 2019 pada dasarnya dapat berjalan sesuai dengan digariskan dalam rencana kerja dengan beberapa penyesuaian waktu sesuai dengan perkembangan kondisi di lapangan di bawah Supervisi Kepala Departemen dan Koordinator Audit Residen per Wilayah meliputi:

Basically, audit activities in 2019 can be run according to the outlines in the work plan with some time adjustments in accordance with the development of conditions in the field under the supervision of the Head of Department and Resident Audit Coordinator by Region including:

No.	Activities	Plan	Realization	Achievement	Remarks
1	General Audit (Inspectorate Audit)	20	16	80%	Not realized as audit plan due to a special inspection
2	Review Mandatory BI - SKN & RTGS Next G & KPDHN & Review Mandatory BI - ETP & SSSS Next G	1	1	100%	Mandatory Regulator
3	Review Mandatory Processing of Payment Transactions (PPTP)	1	1	100%	Mandatory Regulator
4	Review of BCP Testing Results	1	1	100%	-
5	Examination of IT Application in Business Units	10	9	90%	Examination of business units according to priority scale
6	Special / Thematic Audit	11	11	100%	
7	Special Audit / Investigation	-	12	100%	In accordance with the current issue / special assignment
8	Daily and monthly routine audit by Resident Audit			100%	
9	Audit Mandatory Leave	28	22	78%	Examinations implementation in 2nd semester 2019
Mandatory Regulator Reporting :					
1	Principles of Audit Result Report for 2nd semester of 2018 and 1st semester 2019 (Mandatory of Otoritas Jasa Keuangan / Financial Service Authority)	2	2	100%	
2	Report of SKN, RTGS Next G, KPDHN, BI - ETP & SSSS, Next G	1	1	100%	-
3	Report of Processing of Payment Transactions (PPTP)	1	1	100%	-
4	Special Audit of IT Division	1	1	100%	-
Others :					
1	Workshop	1	1	100%	Conducted on September 2019
2	User Acceptance Test	-	32	100%	Appropriate with BWS application development
3	Internal Control & Fraud Awareness Training	28	28	100%	Conducted by IAD to all branches during October-December 2019
4	Counterpart OJK	1	1	100%	
5	Review the performance result of the Internal Audit Division function for 3 years ended December 31st, 2018	1	1	100%	Conducted by Doli, Bambang, Sulistiyanto, Dadang & Ali Public Accountant





Setiap akhir tahun buku, SKAI melakukan pemeriksaan data dan transaksi beberapa perkiraan/pos laporan keuangan untuk memastikan semua transaksi telah dilakukan sesuai kebijakan yang berlaku. SKAI juga memastikan kebenaran setiap saldo dan transaksi sebelum tutup buku tahun 2019.

At the end of the financial year, the Internal Audit Unit checks data and transactions of several estimated/post financial statements to ensure that all transactions have been carried out in accordance with applicable policies. SKAI also ensures the accuracy of each balance and transaction before closing the book in 2019.

Berdasarkan hasil pemeriksaan SKAI, risiko utama yang dihadapi Bank selama pemeriksaan 2019 dapat disimpulkan sebagai berikut:

Based on the results of the SKAI inspection, the main risks faced by the Bank during the 2019 inspection can be concluded as follows:

Risiko Kredit <i>Credit Risk</i>	Pemalsuan dokumen kredit <i>Credit document falsification</i>
Risiko Operasional <i>Operational Risk</i>	Pengelolaan dormant account <i>Management of dormant accounts</i>
Risiko Kepatuhan <i>Compliance Risk</i>	Perbaikan terhadap proses pelaporan kepada regulator <i>Improvements to the reporting process to the regulator</i>

Dalam menjalankan usahanya, BWS menghadapi berbagai risiko kerugian, termasuk yang ditimbulkan karena fraud. Untuk dapat meminimalisir dampak kerugian akibat fraud, Bank perlu memiliki dan mengembangkan sistem pengendalian internal yang kuat dan sesuai dengan kebutuhan perusahaan. Dengan semakin meningkatnya kasus fraud perbankan saat ini, baik skala maupun modus operandinya, BWS telah menyusun strategi anti fraud yang komperhensif dan rinci untuk memperkuat sistem pengendalian intern dan meningkatkan kualitas penerapan Good Corporate Governance seperti yang tertuang dalam Kebijakan Umum Penerapan Strategi Anti Fraud sesuai SK Dir. No.025/KEP-DIR/A-13/III/15 tanggal 19 Maret 2015.

In running its business, BWS deals with various risks of losses, including those caused by fraud. In order to minimize the impact of losses due to fraud, the Bank needs to have and develop a strong internal control system that is in accordance with the needs of the company. Due to the increasing number of banking fraud, both the scale and the modus operandi, BWS has developed a comprehensive and detailed anti-fraud strategy to strengthen the internal control system and improve the quality of implementing Good Corporate Governance as stated in the General Policy for Implementing Anti-fraud Strategies SK Dir. No.025/KEPDIR/A-13/III/15 dated March 19, 2015.



AKUNTAN PUBLIK/AUDIT EKSTERNAL Public Accountant/External Audit

Akuntan Publik ditunjuk oleh Dewan Komisaris berdasarkan usulan dari Direksi dengan alasan dan besarnya kompensasi yang diusulkan untuk Auditor Eksternal tersebut. Auditor Eksternal harus independen dari pengaruh Direksi, Dewan Komisaris dan pihak yang berkepentingan di Bank. Bank wajib menyediakan semua catatan akuntansi dan data penunjang yang diperlukan bagi Audit Independen sehingga memungkinkan Audit Independen memberikan pendapatnya tentang kewajaran, ketaat-azasan dan kesesuaian laporan keuangan Bank dengan Standar Akuntansi Keuangan (SAK) Indonesia. Audit Independen wajib memberitahu Bank bila ada kejadian dalam Perusahaan yang tidak sesuai dengan peraturan perundang-undangan yang berlaku.

Sesuai surat persetujuan Komisaris tanggal 20 September 2018 BWS menunjuk Auditor Independen yang direkomendasikan oleh Komite Audit, yaitu Kantor Akuntan Publik Tanudiredja, Wibisana, Rintis & Rekan - A member of the PricewaterhouseCoopers network of firms yang berkantor pusat di Jakarta sebagai Pelaksana Pekerjaan Audit Umum. Penunjukan Auditor Independen tersebut ditindaklanjuti dengan Perjanjian Pelaksanaan Pekerjaan Audit Umum Atas Laporan Keuangan BWS untuk tahun yang berakhir pada tanggal 31 Desember 2018.

Independensi

Audit Tim yang ditugasi adalah independen sesuai dengan Standar Pemeriksaan Akuntan Publik (SPAP) dan Peraturan Pasar Modal sehubungan dengan audit Perusahaan. Tidak terdapat hubungan personal, pemberian jasa profesional lain atau hubungan bisnis antara Kantor Akuntan Publik (KAP) dengan Perusahaan yang dapat mempengaruhi independensi Kantor Akuntan Publik Tanudiredja, Wibisana, Rintis & Rekan - A member of the PricewaterhouseCoopers network of firms sebagai auditor Perusahaan.

The Public Accountant is appointed by the Board of Commissioners based on a proposal from the Board of Directors on the grounds and amount of compensation proposed for the External Auditor. The External Auditor must be independent from the influence of the Board of Directors, the Board of Commissioners and interested parties in the Bank. Banks are required to provide all accounting records and supporting data needed for an Independent Audit to enable the Independent Audit to give its opinion on the reasonableness, compliance and suitability of the Bank's financial statements with Indonesian Financial Accounting Standards (SAK). The Independent Audit must notify the Bank if there are incidents in the company that are not in accordance with the applicable laws and regulations.

Referring to the Commissioner's approval letter dated September 20, 2018, BWS appointed the Independent Auditor recommended by the Audit Committee, namely the Public Accounting Firm (KAP) Tanudiredja, Wibisana, Rintis & Partner - A member of the PricewaterhouseCoopers network of firms, headquartered in Jakarta as General Audit Work Implementer. The appointment of the Independent Auditor was settled by the General Audit Work Implementation Agreement on the Financial Statements of BWS on December 31, 2018.

Independence

The assigned Audit Team is independent in accordance with the Public Accountant Inspection Standards (SPAP) and Capital Market Regulations in connection with Company audits. There is no personal relationship, the provision of other professional services or business relations between the Public Accounting Firm (KAP) with the Company that can affect the independence of the Public Accounting Firm (KAP) Tanudiredja, Wibisana, Rintis & Partner - A member of the PricewaterhouseCoopers network of firms as an independent auditor.



Fungsi Audit Ekstern

Laporan keuangan bank setiap tahun diaudit oleh Kantor Akuntan Publik (KAP) sebagai audit eksternal yang independen. Pemilihan KAP didasarkan atas ketentuan yang berlaku antara lain bahwa KAP yang ditunjuk merupakan entitas yang terdaftar di Otoritas Jasa Keuangan, dan KAP yang ditunjuk tidak melakukan pekerjaan audit atas Laporan Keuangan bank lebih dari 5 (lima) tahun berturut-turut.

Akuntan publik merupakan organ eksternal Bank yang berfungsi memberikan opini terkait kesesuaian penyajian laporan keuangan Bank terhadap Standar Akuntansi Keuangan (SAK) yang berlaku di Indonesia.

Kepatuhan Terhadap Standar Akuntansi Keuangan Indonesia

Manajemen bertanggung jawab terhadap penyajian laporan keuangan Bank dan patuh terhadap SAK yang berlaku di Indonesia yang ditetapkan oleh Ikatan Akuntan Indonesia (IAI) dan peraturan perundang-undangan yang berlaku.

Prosedur Audit Eksternal dan Standar Audit

1. Audit atas laporan keuangan Bank dilakukan sesuai dengan standar profesional Akuntan Publik yang mencakup seluruh prosedur audit yang dipandang perlu sesuai dengan keadaan.
2. Audit meliputi pengujian dan evaluasi terhadap sistem pengendalian intern, serta pemeriksaan, atas dasar pengujian, bukti-bukti yang mendukung jumlah-jumlah dan pengungkapan dalam laporan keuangan. Audit juga akan meliputi penilaian atas prinsip akuntansi yang digunakan dan estimasi signifikan yang dibuat oleh manajemen, serta penilaian atas penyajian laporan keuangan secara keseluruhan sesuai dengan Pernyataan Standar Akuntansi Keuangan (PSAK) yang dikeluarkan oleh IAI.
3. Sebagai bagian dari proses audit, Kantor Akuntan Publik (KAP) juga melakukan tanya jawab kepada manajemen mengenai pernyataan manajemen yang disajikan dalam laporan keuangan.

External Audit Functions

The bank's financial statements are audited annually by the Public Accountant Office (KAP) as an independent external audit. The selection of KAP is based on the applicable provisions, among others, that the appointed KAP is an entity registered with the Otoritas Jasa Keuangan, and the appointed KAP does not conduct audit work on the Bank's Financial Statements for more than 5 (five) consecutive years.

A public accountant is an external organ of the Bank whose function is to provide an opinion regarding the suitability of the presentation of the Bank's financial statements to the Financial Accounting Standards (SAK) in force in Indonesia.

Compliance with Indonesian Financial Accounting Standards

Management is responsible for the presentation of the Bank's financial statements and is in compliance with Indonesian GAAPs as determined by the Indonesian Institute of Accountants (IAI) and the applicable laws and regulations.

External Audit Procedures and Audit Standards

1. Audits of the Bank's financial statements are conducted in accordance with the professional standards of the Public Accountant which covers all audit procedures deemed necessary in accordance with the circumstances.
2. The audit includes testing and evaluating the internal control system, as well as checking, on the basis of testing, evidence supporting the amounts and disclosures in the financial statements. The audit will also include an assessment of the accounting principles used and significant estimates made by management, as well as an evaluation of the presentation of the overall financial statements in accordance with the Statement of Financial Accounting Standards (PSAK) issued by IAI.
3. As part of the audit process, the Public Accounting Firm (KAP) also conducts questions and answers to management regarding management statements presented in the financial statements



4. Audit mengandung risiko inheren bahwa jika terdapat kekeliruan dan ketidakberesan yang material. Jika terdapat hal tersebut, KAP akan menyampaikan kepada manajemen.
5. Manajemen menyetujui kertas kerja pemeriksaan KAP atas Bank untuk di-review oleh badan atau otoritas terkait.

Audit dilaksanakan berdasarkan Standar Profesional Akuntan Publik yang diterbitkan oleh Institut Akuntan Publik Indonesia (IAPI). Jika terdapat bantuan keuangan Pemerintah RI, maka audit dilaksanakan berdasarkan Standar Pemeriksaan Keuangan Negara (SPKN) yang diterbitkan oleh Badan Pengawasan Keuangan (BPK) RI.

Mekanisme Penunjukan Akuntan Publik

Laporan keuangan wajib diaudit oleh akuntan publik yang terdaftar di Otoritas Jasa Keuangan. Penunjukan akuntan publik yang akan memberikan jasa audit atas informasi keuangan historis tahunan wajib telah memperoleh persetujuan dari Dewan Komisaris.

Penunjukan Kantor Akuntan Publik telah sesuai dengan keputusan RUPS Tahunan dan merupakan Kantor akuntan Publik dan Akuntan Publik (partner in-charge) yang terdaftar di Bank Indonesia.

Penugasan audit kepada Akuntan Publik dan KAP telah memenuhi aspek-aspek:

1. Kapasitas KAP
2. Legalitas perjanjian kerja
3. Ruang lingkup audit
4. Standar Profesional Akuntan Publik
5. Komunikasi antara KAP dengan pihak terkait

Opini Audit Kantor Akuntan Publik

Laporan keuangan BWS periode 31 Desember 2019 diaudit oleh Kantor Akuntan Publik (KAP) Kantor Akuntan Publik (KAP) Tanudiredja, Wibisana, Rintis & Rekan - A member of the PricewaterhouseCoopers network of firms yang mendapatkan pendapat Tanpa Modifikasian dan telah disampaikan kepada Direksi.

4. Audit carries an inherent risk that if there are material errors and irregularities. If there is such thing, KAP will submit to management.
5. Management approves the KAP examination work paper on the Bank for review by the relevant agency or authority.

The audit was conducted based on the Professional Standards of Public Accountants issued by the Indonesian Institute of Certified Public Accountants (IAPI). If there is financial assistance from the Government of the Republic of Indonesia, the audit is carried out based on the State Financial Examination Standards (SPKN) issued by the Indonesian Financial Supervisory Agency (BPK).

Mechanism for Appointing a Public Accountant

Financial statements must be audited by a public accountant registered with the Otoritas Jasa Keuangan. The appointment of a public accountant who will provide audit services on annual historical financial information must have obtained approval from the Board of Commissioners.

The appointment of the Public Accountant Firm is in accordance with the decision of the Annual General Meeting of Shareholders and is a Public Accounting Firm and Public Accountant (partner in-charge) registered with Bank Indonesia.

Audit assignments to Public Accountants and KAP have fulfilled the following aspects:

1. KAP capacity
2. The legality of the employment agreement
3. The scope of the audit
4. Professional Standards for Public Accountants
5. Communication between KAP and related parties

Audit Public Accountant Firm Opinion

BWS financial statements for December 31, 2019, were audited by the Public Accounting Firm (KAP) Tanudiredja, Wibisana, Rintis & Partner - A member of the PricewaterhouseCoopers network of firms which received the unmodified opinion and submitted to the Board of Directors.





Sistem Pengendalian Internal

Internal Control System



Pengendalian Internal di Lingkungan Bank

Sistem Pengendalian Intern merupakan suatu mekanisme proses pengawasan yang ditetapkan oleh manajemen Bank secara berkesinambungan (on going basis) yang kualitas desain dan pelaksanaannya dipengaruhi oleh Dewan Komisaris, Direksi serta seluruh pejabat dan pegawai Bank, dirancang untuk dapat memberikan keyakinan yang memadai guna:

1. Menjaga dan mengamankan harta kekayaan Bank,
2. Menjamin tersedianya laporan yang akurat,
3. Meningkatkan kepatuhan terhadap ketentuan yang berlaku,
4. Mengurangi dampak kerugian keuangan, penyimpangan termasuk kecurangan (*fraud*) dan pelanggaran aspek kehati-hatian,
5. Meningkatkan efektivitas organisasi dan meningkatkan efisiensi biaya.

Pedoman Standar Sistem Pengendalian Internal merupakan komponen penting dalam manajemen bank dan menjadi dasar bagi kegiatan operasional bank yang sehat dan aman. Pedoman Sistem Pengendalian Internal BWS telah mengacu pada Surat Edaran Otoritas Jasa Keuangan No.35/SEOJK.03/2017 Tentang Pedoman Standar Sistem Pengendalian Intern bagi Bank Umum tanggal 7 Juli 2017 mencakup 5 (lima) elemen pokok yang saling berkaitan, yaitu:

1. Pengawasan oleh Manajemen dan Kultur Pengendalian
2. Identifikasi dan Penilaian Risiko
3. Kegiatan Pengendalian dan Pemisahan Fungsi
4. Sistem Akuntansi, Informasi dan Komunikasi
5. Kegiatan Pemantauan dan Tindakan Koreksi Penyimpangan

Tujuan Sistem Pengendalian Internal BWS adalah untuk memastikan:

1. Semua kegiatan usaha Bank telah dilaksanakan sesuai dengan ketentuan dan peraturan perundang-undangan yang berlaku, baik ketentuan yang dikeluarkan oleh pemerintah, otoritas pengawasan Bank maupun kebijakan, ketentuan, dan prosedur internal yang ditetapkan oleh Bank.

Internal Control in the Bank Environment

The Internal Control System is a monitoring process mechanism established by the Bank's management on an ongoing basis whose quality of design and implementation is influenced by the Board of Commissioners, Directors and all Bank officials and employees, designed to be able to provide adequate confidence in:

1. Safeguard and secure Bank assets,
2. Ensuring the availability of accurate reports,
3. Improve compliance with applicable regulations
4. Reducing the impact of financial losses, irregularities including fraud (*fraud*) and violations of prudential aspects,
5. Increase organizational effectiveness and increase cost efficiency.

Standard Guidelines for Internal Control Systems are an important component in bank management and form the basis for sound and safe bank operations. The Guidelines for BWS Internal Control System have referred to the Otoritas Jasa Keuangan Circular Letter No.35/SEOJK.03/2017 Concerning the Standard Guidelines for Internal Control Systems for Commercial Banks dated July 7, 2017, covering 5 (five) interrelated key elements, namely:

1. Supervision by Management and Control Culture
2. Risk Identification and Assessment
3. Activity Control and Separation of Functions
4. Accounting, Information and Communication Systems
5. Monitoring Activities and Deviation Corrective Actions

The purpose of BWS Internal Control Systems is to ensure:

1. All business activities of the Bank have been carried out in accordance with the provisions and regulations in force, both the provisions issued by the government, the Bank's supervisory authority and internal policies, regulations, and procedures determined by the Bank.



2. Tersedianya laporan yang benar, lengkap, tepat waktu dan relevan yang diperlukan dalam rangka pengambilan keputusan yang tepat dan dapat dipertanggungjawabkan.
3. Meningkatkan efektivitas dan efisiensi dalam menggunakan aset dan sumber daya lainnya
4. Mengidentifikasi kelemahan dan menilai penyimpangan secara dini dan menilai kembali kewajaran kebijakan dan prosedur yang ada di Bank secara berkesinambungan

Unsur-unsur lingkungan pengendalian di Bank dapat disampaikan bahwa lingkungan pengendalian mencerminkan keseluruhan sikap, komitmen, perilaku, kepedulian dan langkah-langkah dari Komisaris dan Direksi, dalam melaksanakan kegiatan pengendalian operasional Bank. Sikap terhadap pentingnya pengendalian interen ini terdiri atas unsur-unsur lingkungan pengendalian yang meliputi:

- Struktur organisasi yang memadai.
- Gaya kepemimpinan dan filosofi manajemen Bank.
- Integritas dan nilai-nilai etika serta kompetensi seluruh pegawai.
- Kebijakan dan prosedur sumber daya manusia Bank.
- Atensi dan arahan manajemen Bank dan komite lainnya, seperti Komite Manajemen Risiko.
- Faktor-faktor eksternal yang mempengaruhi operasional Bank dan penerapan manajemen risiko.

Secara garis besar tentang kegiatan pengendalian BWS dapat disampaikan bahwa sistem pengendalian melibatkan seluruh pegawai dan pejabat Bank, termasuk Dewan Komisaris dan Direksi. Oleh karena itu, kegiatan pengendalian terlebih dahulu direncanakan dan diterapkan guna mengendalikan risiko yang dapat mempengaruhi kinerja atau mengakibatkan kerugian Bank. Kegiatan pengendalian mencakup pula penetapan kebijakan dan prosedur pengendalian serta proses verifikasi lebih dini untuk memastikan bahwa kebijakan dan prosedur tersebut secara konsisten dipatuhi, serta merupakan kegiatan yang tidak terpisahkan dari setiap fungsi atau setiap kegiatan Bank sehari-hari.

Aktivitas Pengendalian

BWS melaksanakan kegiatan aktivitas pengendalian dalam rangka penerapan Sistem Pengendalian Internal:

2. The availability of true, complete, timely and relevant reports needed in order to make the right and accountable decision.
3. Increasing effectiveness and efficiency in using assets and other resources
4. Identifying weaknesses and assessing irregularities early and reassessing the fairness of the existing policies and procedures at the Bank

The elements of the control environment at the Bank can be conveyed that the control environment reflects the overall attitude, commitment, behavior, concern and steps of the Commissioners and Directors, in carrying out the Bank's operational control activities. Attitudes towards the importance of internal control consist of elements of the control environment which include:

- Adequate organizational structure.
- The leadership style and philosophy of the Bank's management.
- Integrity and ethical values and competence of all employees.
- Bank's human resources policies and procedures.
- Attention and direction of the Bank's management and other committees, such as the Risk Management Committee.
- External factors that affect the Bank's operations and the application of risk management.

In general, BWS control activities can be conveyed that the control system involves all Bank employees and officials, including the Board of Commissioners and Directors. Therefore, control activities are planned and applied in advance to control risks that can affect performance or cause bank losses. Control activities also include the establishment of control policies and procedures and an early verification process to ensure that the policies and procedures are consistently adhered to, and are activities that are inseparable from every function or every day-to-day activities of the Bank.

Control Activities

BWS carries out control activities in the context of implementing the Internal Control System:





- Kaji ulang manajemen (*Top Level Reviews*)
Direksi Bank secara berkala meminta penjelasan (informasi) dan laporan kinerja operasional dari pejabat dan pegawai sehingga memungkinkan untuk mengkaji ulang kemajuan (realisasi) dibandingkan dengan target yang akan dicapai, seperti laporan keuangan dibandingkan dengan rencana anggaran yang ditetapkan. Berdasarkan kaji ulang tersebut, Direksi segera mendeteksi permasalahan seperti kelemahan pengendalian, kesalahan laporan keuangan atau penyimpangan lainnya (*fraud*).
- Kaji Ulang Kinerja Operasional (*Functional Review*)

Kaji ulang ini dilaksanakan oleh *Internal Audit Division* dengan frekuensi yang lebih tinggi, baik kaji ulang secara harian, mingguan maupun bulanan.

- Melakukan kaji ulang terhadap penilaian risiko (laporan profil risiko) yang dihasilkan oleh satuan kerja manajemen risiko.
- Menganalisis data operasional, baik data yang terkait dengan risiko maupun data keuangan, yaitu melakukan verifikasi rincian dan kegiatan transaksi dibandingkan output (laporan) yang dihasilkan oleh satuan kerja manajemen
- Melakukan kaji ulang atas realisasi pelaksanaan rencana kerja dan anggaran, guna:
 - Mengidentifikasi penyebab penyimpangan yang signifikan.
 - Menetapkan persyaratan untuk tindakan dan perbaikan (*corrective action*).

Pengendalian Sistem Informasi dan Teknologi

- Bank melaksanakan verifikasi terhadap akurasi dan kelengkapan dari transaksi dan melaksanakan prosedur otorisasi, sesuai dengan ketentuan intern.
- Kegiatan pengendalian sistem informasi dapat digolongkan dalam dua kriteria, yaitu pengendalian umum dan pengendalian aplikasi.
 - Pengendalian umum (*general control*) meliputi pengendalian terhadap operasional pusat data, sistem pengadaan dan pemeliharaan software, pengamanan akses, serta pengembangan dan pemeliharaan sistem aplikasi yang ada. Pengendalian umum ini diterapkan terhadap *mainframe*, *server*, dan *users workstation*, serta jaringan internal-eksternal.
 - Pengendalian aplikasi (*application controls*) diterapkan terhadap program yang digunakan Bank dalam mengolah transaksi dan untuk memastikan bahwa semua transaksi adalah benar, akurat dan telah diotorisasi secara benar.

- *Management review (Top Level Reviews)*
The Board of Directors of the Bank periodically requests explanations (information) and operational performance reports from officials and employees to make it possible to review the progress (realization) compared to the targets to be achieved, such as financial statements compared to established budget plans. Based on the review, the Directors immediately detected problems such as control weaknesses, financial reporting errors or other irregularities (fraud).
- *Operational Performance Review (Functional Review)*

This review is carried out by the Internal Audit Division with a higher frequency, both daily, weekly and monthly reviews.

- *Reviewing the risk assessment (risk profile report) produced by the risk management work unit.*
- *Analyzing operational data, both data related to risk and financial data, that is verifying details and transaction activities compared to the outputs (reports) produced by the risk management work*
- *Reviewing the realization of the implementation of the work plan and budget, in order to:*
 - *Identify the cause of significant deviations.*
 - *Establish requirements for corrective action.*

Information Systems and Technology Control

- *The bank verifies the accuracy and completeness of the transaction and carries out the authorization procedure, in accordance with internal regulations.*
- *Information system control activities can be classified into two criteria, namely general control and application control.*
 - *General control includes general control over data center operations, software procurement and maintenance systems, security of access, and development and maintenance of existing application systems. This general control is applied to mainframes, servers, and users workstations, as well as internal-external networks.*
 - *Application controls are applied to the program used by the Bank in processing transactions and to ensure that all transactions are correct, accurate and have been properly authorized. In addition, application control must be able*



Selain itu, pengendalian aplikasi harus dapat memastikan tersedianya proses audit yang efektif dan untuk mengecek kebenaran proses audit dimaksud.

Pengendalian Aset Fisik

Pengendalian aset fisik dilaksanakan untuk menjamin terselenggaranya pengamanan fisik terhadap aset Bank.

- Kegiatan ini meliputi pengamanan aset, catatan dan akses terbatas terhadap program komputer dan file data, serta membandingkan nilai aktiva dan pasiva Bank dengan nilai yang tercantum pada catatan pengendali, khususnya pengecekan nilai aktiva secara berkala.

Dokumentasi

- Bank sekurang-kurangnya memformalkan dan mendokumentasikan kebijakan, prosedur, sistem dan standar akuntansi serta proses audit secara memadai.
- Dokumen tersebut harus diperbarui secara berkala guna menggambarkan kegiatan operasional Bank secara aktual, dan diinformasikan kepada pejabat dan pegawai.
- Atas suatu permintaan, dokumen harus senantiasa tersedia untuk kepentingan auditor interen, akuntan publik dan otoritas pengawasan Bank.
- Akurasi dan ketersediaan dokumen harus dinilai oleh auditor interen ketika melakukan audit rutin maupun non rutin.

Selain berbagai hal di atas, dapat disampaikan juga aktivitas pemisahan fungsi yang merupakan bagian dalam aktivitas pengendalian yang dimaksudkan agar setiap orang dalam jabatannya tidak memiliki peluang untuk melakukan dan menyembunyikan kesalahan atau penyimpangan dalam pelaksanaan tugasnya pada seluruh jenjang organisasi dan seluruh langkah kegiatan operasional yaitu sebagai berikut:

- Mematuhi prinsip pemisahan fungsi ini, yang dikenal sebagai "Dual Control".
- Menetapkan prosedur (kewenangan), termasuk penetapan daftar petugas yang dapat mengakses suatu transaksi atau kegiatan usaha berisiko tinggi.
- Menghindari pemberian wewenang dan tanggung jawab yang dapat menimbulkan berbagai benturan kepentingan (*conflict of interest*). Seluruh aspek yang dapat menimbulkan pertentangan kepentingan tersebut diidentifikasi, diminimalisir, dan dipantau secara hati-hati oleh pihak lain yang independen.

to ensure the availability of an effective audit process and to check the correctness of the audit process.

Physical Asset Control

Control of physical assets is carried out to ensure the implementation of physical security of the Bank's assets.

- This activity includes safeguarding assets, records and limited access to computer programs and data files, as well as comparing the value of the Bank's assets and liabilities with the values listed in the control notes, specifically checking asset values periodically.

Documentation

- The Bank should at least formalize and adequately document the policies, procedures, systems and accounting standards and audit processes.
- The document must be updated periodically to describe the Bank's actual operational activities, and be informed to officials and employees.
- Upon request, documents must always be available for the benefit of internal auditors, public accountants and the Bank's supervisory authority.
- The accuracy and availability of documents must be assessed by internal auditors when conducting routine or non-routine audits.

In addition to the above matters, it can also be conveyed that the function of segregation of functions as part of control activities is intended so that each person in his office does not have the opportunity to commit and hide mistakes or irregularities in carrying out his duties at all levels of the organization and all steps of operational activities, namely as follows:

- Comply with the principle of separation of this function, known as "Dual Control".
- Establish procedures (authority), including the establishment of a list of officers who can access a transaction or high-risk business activity.
- Avoid giving authority and responsibility that can lead to various conflicts of interest. All aspects that can cause conflicting interests are identified, minimized and monitored carefully by other independent parties.





- Dalam pelaksanaan pemisahan fungsi tersebut, Bank melakukan langkah-langkah, antara lain:
 - Menetapkan fungsi dan tugas tertentu pada Bank yang dipisahkan atau dialokasikan kepada beberapa orang dalam rangka mengurangi risiko terjadi manipulasi data keuangan atau penyalahgunaan aset Bank;
 - Pemisahan fungsi tersebut tidak terbatas pada kegiatan front dan back office, tetapi juga dalam rangka pengendalian terhadap:
 - Persetujuan atas pengeluaran dana dan realisasi pengeluaran;
 - Rekening nasabah dan rekening pemilik Bank;
 - Transaksi dalam pembukuan Bank;
 - Pemberian informasi kepada nasabah Bank;
 - Penilaian terhadap kecukupan dokumentasi perkreditan dan pemantauan debitur setelah pencairan kredit;
 - Kegiatan usaha lainnya yang dapat menimbulkan benturan kepentingan yang signifikan;
 - Independensi fungsi manajemen risiko pada Bank.

Kesesuaian dengan Internal Control Integrated Framework

Sistem pengendalian intern Bank telah sesuai dengan Internal Control Integrated Framework yang dikembangkan oleh The Committee of Sponsoring Organization of the Treadway Commission (COSO). Tujuan pengendalian intern menurut COSO meliputi tujuan operasional, tujuan pelaporan dan tujuan kepatuhan. Hal ini sesuai dengan tujuan sistem pengendalian intern Bank yang telah diuraikan di atas.

Tujuan operasional berkaitan dengan efektivitas efisiensi operasi. Tujuan pelaporan berkaitan dengan kepentingan pelaporan keuangan yang memenuhi kriteria andal, tepat waktu, transparan dan persyaratan lain yang ditetapkan oleh regulator maupun Bank. Sedangkan tujuan kepatuhan berkaitan dengan kepatuhan Bank terhadap hukum dan peraturan perundang-undangan.

Menurut COSO, unsur-unsur pengendalian intern meliputi komponen-komponen sebagai berikut.

1. Lingkungan pengendalian
2. Penilaian risiko
3. Kegiatan pengendalian
4. Informasi dan Komunikasi
5. Kegiatan pemantauan

- In carrying out the separation of functions, the Bank undertakes steps, including:
 - Assign certain functions and tasks to the Bank that are separated or allocated to several people in order to reduce the risk of manipulation of financial data or misuse of Bank assets;
 - Separation of functions is not limited to front and back office activities, but also in the context of controlling:
 - Approval of disbursement of funds and realization of expenditures;
 - Customer accounts and bank owner accounts;
 - Transactions in the books of the Bank;
 - Providing information to Bank customers;
 - Assessment of the adequacy of credit documentation and debtor monitoring after credit disbursement;
 - Other business activities that may cause significant conflicts of interest;
 - Independence of the risk management function at the Bank

Conformity with Internal Control Integrated Framework

The Bank's internal control system is in accordance with the Integrated Internal Control Framework developed by The Committee of Sponsoring Organizations of the Treadway Commission (COSO). The objectives of internal control according to COSO include operational objectives, reporting objectives and compliance objectives. This is in accordance with the objectives of the Bank's internal control system described above.

Operational objectives relate to the effectiveness of operating efficiency. The purpose of reporting relates to the interests of financial reporting that meet the criteria of reliable, timely, transparent and other requirements set by the regulator and the Bank. Whereas the purpose of compliance is related to the Bank's compliance with laws and regulations.

According to COSO, the elements of internal control include the following components.

1. Control environment
2. Risk assessment
3. Control activities
4. Information and Communication
5. Monitoring activities



Kelima unsur pengendalian intern menurut COSO sejalan dengan Elemen Sistem Pengendalian Intern Bank menurut Surat Edaran Bank Indonesia No. 5/22/DPNP tentang Pedoman Standar Sistem Pengendalian Intern bagi Bank Umum tanggal 29 September 2003.

Evaluasi Pelaksanaan Pengendalian Internal

Evaluasi Efektivitas Sistem Pengendalian Internal Bank senantiasa melakukan pemantauan secara terus menerus terhadap efektivitas keseluruhan pelaksanaan pengendalian internal. Pemantauan terhadap risiko utama Bank harus diprioritaskan dan berfungsi sebagai bagian dari kegiatan Bank sehari-hari termasuk evaluasi secara berkala, baik oleh satuan-satuan kerja operasional maupun Internal Audit Division.

Bank juga memantau dan mengevaluasi kecukupan sistem pengendalian intern secara terus menerus berkaitan dengan adanya perubahan kondisi intern dan ekstern serta harus meningkatkan kapasitas SPIN tersebut agar efektivitasnya dapat ditingkatkan.

Secara garis besar, langkah-langkah yang dilakukan Bank dalam rangka memastikan terselenggaranya kegiatan pemantauan yang efektif, antara lain:

- Memastikan bahwa fungsi pemantauan telah ditetapkan secara jelas dan terstruktur dengan baik dalam organisasi Bank.
- Menetapkan satuan kerja/pegawai yang ditugaskan untuk memantau efektivitas pengendalian intern.
- Menetapkan frekuensi yang tepat untuk kegiatan pemantauan yang didasarkan pada risiko yang melekat pada Bank dan sifat/frekuensi perubahan yang terjadi dalam kegiatan operasional.
- Mengintegrasikan SPIN ke dalam kegiatan operasional dan menyediakan laporan rutin seperti jurnal pembukuan, *management review* dan laporan mengenai persetujuan atas eksepsi/penyimpangan dari kebijakan dan prosedur yang ditetapkan (*justifikasi atas irregularities*) yang selanjutnya dilakukan kaji ulang.
- Melakukan kaji ulang terhadap dokumentasi dan hasil evaluasi dari satuan kerja/pegawai yang ditugaskan untuk melakukan pemantauan.
- Menetapkan informasi/feedback dalam format dan frekuensi yang tepat.

The five elements of internal control according to COSO are in line with the Elements of the Bank's Internal Control System according to Bank Indonesia Circular Letter No. 5/22/DPNP concerning the Standard Guidelines for Internal Control Systems for Commercial Banks dated September 29, 2003.

Evaluation of the Implementation of Internal Control

Evaluation of the Effectiveness of the Internal Control System The Bank continues to monitor continuously the overall effectiveness of the implementation of internal control. Monitoring of the Bank's main risks must be prioritized and function as part of the Bank's daily activities, including periodic evaluations, both by operational work units and the Internal Audit Division

The Bank also monitors and evaluates the adequacy of the internal control system continuously in relation to changes in internal and external conditions and must increase the SPIN capacity so that its effectiveness can be increased.

In broad outline, the steps taken by the Bank in order to ensure the implementation of effective monitoring activities include:

- Ensuring that the activation function must be clear and well-structured within the Bank's organization.
- Establish a work unit/assigned to be approved for internal control.
- Determine the appropriate frequency for monitoring activities related to risks inherent in the Bank and the nature/frequency of changes that occur in operational activities.
- Integrate SPIN into operational activities and provide routine reports such as bookkeeping journals, management reviews and reporting on approval of/ deviations from established policies and procedures (*justification of irregularities*) which are then reviewed.
- Review the documentation and evaluation results of the work unit/employee assigned to coordinate.
- Determine information/feedback in the right format and frequency.





Manajemen Risiko

Risk Management



Prinsip-prinsip manajemen risiko yang diterapkan di BWS merupakan salah satu faktor utama dalam menunjang keberhasilan Bank dan secara aktif untuk mendukung pertumbuhan bank yang berkesinambungan.

Pengelolaan Manajemen risiko di lingkup BWS pada dasarnya mengacu kepada ketentuan-ketentuan OJK yaitu Peraturan OJK No. 18/POJK.03/2016 tanggal 16 Maret 2016 dan Surat Edaran OJK No. 34/SEOJK.03/2016 tanggal 1 September 2016 tentang Penerapan Manajemen Risiko bagi Bank Umum. Kerangka kerja manajemen risiko Bank menetapkan pendekatan pengelolaan risiko dan kerangka pengendalian di mana risiko dikelola untuk mendapatkan keseimbangan antara risiko (*risk*) dan pendapatan (*return*). Penerapan kerangka kerja manajemen risiko dilakukan melalui perumusan tingkat risiko yang akan diambil (*risk appetite*), dan toleransi risiko (*risk tolerance*) bagi setiap jenis risiko, pengembangan kebijakan dan prosedur manajemen risiko yang berkesesuaian serta pengembangan struktur pengendalian internal secara terpadu. Selain itu, Bank juga membangun budaya risiko yang menitikberatkan kesadaran seluruh karyawan akan risiko dan efektivitas proses manajemen risiko.

Tata Kelola dalam Manajemen Risiko

Penerapan manajemen risiko Bank dikelola melalui pembentukan Komite Pemantau Risiko pada tingkat Dewan Komisaris serta Komite Manajemen Risiko dan Asset & Liability Committee (ALCO) pada tingkat Direksi.

Sesuai kewenangan yang didelegasikan oleh Dewan Komisaris, Komite Pemantau Risiko mengevaluasi kebijakan manajemen risiko, dan memantau implementasinya, mengembangkan budaya pengelolaan risiko serta memastikan sumber daya yang memadai telah dikembangkan untuk memastikan pengelolaan risiko di Bank. Sementara Komite Manajemen Risiko bertanggung jawab kepada Presiden Direktur dengan tugas utamanya menyusun dan memperbarui kebijakan manajemen

The principles of risk management applied at BWS are one of the main factors in supporting the success of the Bank and actively supporting the sustainable growth of the bank.

Risk management in the scope of the Bank basically refers to the provisions of the FSA, namely FSA Regulation No. 18/POJK.03/2016 dated March 16, 2016 and OJK Circular No. 34/SEOJK.03/2016 dated 1 September 2016 concerning the Implementation of Risk Management for Commercial Banks. The Bank's risk management framework establishes a risk management approach and a control framework in which risks are managed to get a balance between risk and return. The application of a risk management framework is carried out through the formulation of the level of risk to be taken (*risk appetite*), and risk tolerance (*risk tolerance*) for each type of risk, the development of policies and procedures for appropriate risk management and the development of integrated internal control structures. In addition, the Bank also builds a risk culture that emphasizes the awareness of all employees about the risk and effectiveness of the risk management process.

Risk Management Governance

The implementation of the Bank's risk management is managed through the establishment of a Risk Monitoring Committee at the Board of Commissioners level and the Risk Management Committee and the Asset & Liability Committee (ALCO) at the Board of Directors level.

In accordance with the authority delegated by the Board of Commissioners, the Risk Monitoring Committee evaluates risk management policies, and monitors their implementation, develops a culture of risk management and ensures that adequate resources have been developed to ensure risk management at the Bank. While the Risk Management Committee is responsible to the President Director with his main task of preparing and updating risk management policies and coordinating their implementation, monitoring



risiko serta mengkoordinir penerapannya, memantau kecukupan permodalan Bank terhadap eksposur risiko sesuai dengan ketentuan yang berlaku, dan menilai keseluruhan komposisi risiko dalam portofolio Bank.

Direktur Risiko & Kepatuhan (selaku Direktur yang ditugaskan khusus dalam penerapan manajemen risiko) mengelola Divisi Kepatuhan & Manajemen Risiko yang independen terhadap fungsi Bisnis dan Operasional Bank serta fungsi yang melakukan Audit. Divisi Kepatuhan & Manajemen Risiko bertanggung jawab melakukan pemantauan pelaksanaan manajemen risiko dan mengkaji secara berkala terhadap proses manajemen risiko termasuk pengkajian setiap usulan produk dan aktivitas baru.

Satuan Kerja Manajemen Risiko dalam rangka proses pengukuran dan pemantauan risiko membuat laporan profil risiko yang merupakan laporan penilaian terhadap eksposur risiko yang melekat pada aktivitas fungsional (*inherent risk*) serta kecukupan sistem pengendalian risiko (*risk control system*). Laporan profil risiko dibuat setiap bulan yang kemudian dilaporkan kepada Direksi dan dibahas dalam Komite Manajemen Risiko.

Penerapan manajemen risiko di BWS meliputi empat pilar utama dan secara ringkas dijabarkan di bawah ini:

Pilar 1

Pengawasan Aktif Dewan Komisaris dan Direksi

Dewan Komisaris dan Direksi berperan aktif dalam pengawasan penerapan manajemen risiko di lingkup Bank. Dewan Komisaris bertanggung jawab untuk mengevaluasi kebijakan Manajemen Risiko dan pertanggungjawaban Direksi atas pelaksanaan kebijakan Manajemen Risiko di BWS. Sedangkan Direksi bertanggung jawab untuk memaksimalkan fungsi dari manajemen risiko serta secara teratur melakukan pemantauan dan pengendalian atas setiap jenis risiko.

Pilar 2

Kecukupan Kebijakan, Prosedur, dan Penetapan Limit

Perumusan Kecukupan Kebijakan, Prosedur dan Penetapan Limit dilakukan pengkinian sejalan dengan sasaran strategi dan bisnis bank secara keseluruhan. Dalam implementasinya, Kebijakan-kebijakan ini di-review secara berkala dengan persetujuan sampai dengan tingkat Direksi melalui rapat komite ataupun

the Bank's capital adequacy against risk exposure in accordance with applicable regulations, and assessing the overall composition of risk in the Bank's portfolio.

The Director of Risk & Compliance (as Director assigned specifically in the application of risk management) manages the Compliance & Risk Management Division that is independent of the Bank's Business and Operational functions as well as the functions that conduct the Audit. The Compliance & Risk Management Division is responsible for monitoring the implementation of risk management and periodically reviewing the risk management process including the review of each proposed new product and activity.

The Risk Management Work Unit in the process of measuring and monitoring risks creates a risk profile report which is an assessment report on risk exposures inherent in functional activities (*inherent risk*) and the adequacy of the risk control system (*risk control system*). A risk profile report is prepared every month which is then reported to the Directors and discussed in the Risk Management Committee.

Implementation of risk management at BWS covers four main pillars and is summarized below:

Pillar 1

Active Supervision of the Board of Commissioners and Board of Directors

The Board of Commissioners and the board of Directors play an active role in supervising the implementation of risk management within the scope of the Bank. The Board of Commissioners is responsible for evaluating the Risk Management policy and the Board of Directors accountability for implementing the Risk Management policy at the BWS. Whereas the Board of Directors is responsible for maximizing the function of risk management and regularly monitoring and controlling each type of risk.

Pillar 2

Adequacy of Policies, Procedures, and Limit Determination

The formulation of Adequacy of Policies, Procedures and Limit Determination is updated in line with the bank's overall strategic and business goals. In implementation, these policies are reviewed periodically with approval up to the Board of Directors level through committee meetings or through circulation to the board of Directors





melalui sirkulasi kepada Direksi sesuai dengan tingkat kewenangan. Direksi Bank memiliki wewenang untuk menetapkan limit risiko, tingkat toleransi bagi setiap jenis risiko, dan eksposur risiko, dengan memperhatikan pengalaman, kemampuan permodalan, kemampuan sistem dan perangkat manajemen risiko, sumber daya yang dimiliki, serta ketentuan yang berlaku.

Pilar 3

Proses Manajemen Risiko dan Sistem Informasi Manajemen Risiko

Proses Manajemen Risiko dilakukan dalam suatu rangkaian yang terdiri atas:

1. Identifikasi risiko
Identifikasi risiko bertujuan untuk mengetahui jenis-jenis risiko yang melekat pada setiap aktivitas fungsional yang berpotensi merugikan Bank.
2. Pengukuran risiko
Pengukuran risiko bertujuan untuk mengetahui besaran risiko yang melekat pada aktivitas Bank untuk dibandingkan dengan *risk appetite* Bank sehingga Bank dapat mengambil tindakan mitigasi risiko dan menentukan modal untuk meng-cover risiko residual.
3. Pemantauan risiko
Pemantauan risiko bertujuan antara lain untuk membandingkan limit risiko yang telah ditetapkan dengan besaran risiko yang sedang dikelola.
4. Pengendalian risiko
Pengendalian risiko dilakukan terhadap 8 (delapan) jenis risiko dengan didukung Sistem informasi manajemen risiko harus dimiliki dan dikembangkan sesuai dengan kebutuhan bank dalam rangka penerapan manajemen risiko yang efektif.

Pilar 4

Sistem Pengendalian Intern Manajemen Risiko

Sistem pengendalian intern Manajemen Risiko menjadi tanggung jawab bersama seluruh manajemen dan karyawan BWS. Kesadaran akan risiko (*risk awareness*) terus ditanamkan di setiap jenjang organisasi dan merupakan bagian yang tidak terpisahkan dari budaya Bank. Penerapan konsep *three lines of defenses* dalam pengelolaan risiko, di mana pengelolaan risiko dilakukan oleh semua lini organisasi, dan dilakukan pengawasan (*oversight*) oleh Dewan Komisaris dan Direksi. Penerapan konsep *three lines of defenses* dijabarkan sebagai berikut:

in accordance with the level of authority. The Board of Directors of the Bank has the authority to set risk limits, tolerance levels for each type of risk, and risk exposures, by taking into account experience, capital capability, the ability of the system and risk management tools, resources, and prevailing regulations.

Pillar 3

Risk Management Process and Risk Management Information System

The Risk Management Process is carried out in a series consisting of:

1. Risk identification
Risk identification aims to find out the types of risk inherent in each functional activity that has the potential to harm the Bank.
2. Risk measurement
Risk measurement aims to determine the amount of risk inherent in the Bank's activities to be compared with the Bank's appetite risk so that the Bank can take risk mitigation measures and determine capital to cover residual risk.
3. Risk monitoring
Risk monitoring aims to compare risk limits that have been set with the magnitude of the risk being managed.
4. Risk control
Risk control is carried out on 8 (eight) types of risk supported by a risk management information system that must be owned and developed in accordance with the needs of banks in order to implement effective risk management.

Pillar 4

Internal Risk Management Control System

The internal Risk Management control system is the joint responsibility of all management and employees of the Bank. Risk awareness continues to be instilled at every level of the organization and is an inseparable part of the Bank's culture. Implementing the concept of three lines of defenses in risk management, where risk management is carried out by all lines of the organization, and oversight is carried out by the Board of Commissioners and Directors. The implementation of the three lines of defenses concept is described as follows:



1. Sebagai *risk owner*, seluruh unit bisnis dan unit pendukung berfungsi sebagai *First Line of Defense* yang mengelola risiko terkait unit kerjanya.
2. Satuan Kerja Manajemen Risiko dan Satuan Kerja Kepatuhan berfungsi sebagai *Second Line of Defense* yang memantau penerapan kebijakan dan panduan manajemen risiko secara korporasi.
3. Satuan Kerja Audit Internal berfungsi sebagai *Third Line of Defense* bertugas memberikan *independent assurance* terhadap penerapan manajemen risiko di Bank.

Efektivitas Penerapan Manajemen Risiko

Fungsi pengawasan dan evaluasi atas proses manajemen risiko Bank dilakukan oleh berbagai komite yang berkaitan dengan risiko dan Divisi Audit Internal. Informasi hasil evaluasi dari beberapa komite eksekutif -yang beranggotakan seluruh jajaran Direksi dan Pejabat Eksekutif- dibahas pula melalui rapat Direksi yang dipimpin oleh Presiden Direktur. Dalam rapat tersebut, selain dilakukan pembahasan atas laporan eksposur risiko setiap bulan, juga dilakukan pembahasan terhadap hal-hal spesifik lainnya seperti pembahasan kecukupan modal terhadap tingkat risikonya, persetujuan atas kebijakan dan prosedur, persetujuan atas limit risiko serta persetujuan metodologi yang digunakan dalam proses pengukuran risiko.

Adapun peran Divisi Audit Internal sebagai pelaksana atas pengendalian internal Bank secara rutin melakukan evaluasi dan rekomendasi terhadap kualitas dan proses GCG secara bankwide. Di samping evaluasi secara internal, evaluasi manajemen risiko secara independen juga diperoleh dari audit eksternal maupun pihak-pihak eksternal lainnya seperti Bank Woori Korea sebagai entitas induk. Berdasarkan hasil penilaian yang dilakukan selama tahun 2019, secara umum sistem manajemen risiko yang diterapkan Bank telah memadai dan berjalan efektif.

1. As a *risk owner*, all business units and supporting units function as the *First Line of Defense* that manages risks related to work units.
2. The Risk Management Work Unit and Compliance Work Unit function as the *Second Line of Defense* which monitors the implementation of risk management policies and guidelines in a corporate manner.
3. The Internal Audit Work Unit functions as the *Third Line of Defense* in charge of providing *independent assurance* on the implementation of risk management in the Bank.

Effectiveness of the Implementation of Risk Management

The oversight and evaluation functions of the Bank's risk management process are carried out by various committees relating to risk and the Internal Audit Division. Information on the results of evaluations from several executive committees - consisting of all members of the Board of Directors and Executive Officers - was also discussed through a Board of Directors meeting chaired by the President Director. In a reesebut meeting, in addition to discussing the risk exposure report every month, also discussing other specific matters such as discussion of capital adequacy on the level of risk, approval of policies and procedures, approval of risk limits and approval of methodology used in the measurement process risk.

The role of the Internal Audit Division as the executor of the Bank's internal control routinely evaluates and recommends the quality and process of GCG on a bankwide basis. Besides internal evaluation, an independent risk management evaluation is also obtained from external audits and other external parties such as Bank Woori Korea as the parent entity. Based on the results of the assessment conducted in 2019, in general the risk management system implemented by the Bank is adequate and effective.





Manajemen Permodalan

Perhitungan rasio kewajiban modal minimum telah sesuai dengan peraturan OJK No. 11/POJK.03/2016 tentang “Kewajiban Penyediaan Modal Minimum Bank Umum” yang berlaku sejak 2 Februari 2016 dan sebagaimana telah diubah dengan Peraturan OJK No. 34/POJK.03/2016.

Bank menghitung modal minimum sesuai profil risiko dengan menggunakan peringkat profil risiko pada posisi Desember 2019.

Capital Management

Calculation of the minimum capital liability ratio is in accordance with OJK regulation No. 11/POJK.03/2016 concerning “Minimum Capital Requirements for Commercial Banks” which took effect on February 2, 2016 and as amended by OJK Regulation No. 34/POJK.03 / 2016.

The Bank calculates the minimum capital according to the risk profile for the position of December 2019 using the risk profile ranking.

Tabel 1.a Pengungkapan Kuantitatif Struktur Permodalan Bank Umum
Table 1.a Quantitative Disclosure of Capital Structure for Commercial Bank

KOMPONEN MODAL Component of Capital		31 Desember 2018 December 31, 2018 (Audited)	31 Desember 2019 December 31, 2019 (Audited)
I	KOMPONEN MODAL Component of Capital		
	Modal Inti Core Capital	4.303.713	4.662.257
	1 Modal Disetor Paid-Up Capital	536.776	658.094
	2 Cadangan Tambahan Modal Disclosed Reserved Capital	5.591.492	5.804.728
A	3 Kepentingan Non Pengendali yang dapat diperhitungkan Non-Controlling Interest that meets Criteria for Inclusion	-	-
	4 Faktor Pengurang Modal Inti Tier 1 Deduction Factor	1.824.554	1.800.566
	5 Kepentingan Non Pengendali Non-Controlling Interest	-	-
	6 Modal Inti Tambahan (AT-1) ¹ Additional Tier 1 Capital (AT-1) ¹	-	-
	Modal Pelengkap Supplementary Capital	245.467	276.997
	1 Instrumen modal dalam bentuk saham atau lainnya yang memenuhi persyaratan Capital Instruments in shares or others that meet the criteria for inclusion	26.190	
B	2 Agio atau disagio yang berasal dari penerbitan instrument modal pelengkap Agio or disagio from the issue of Tier 2 capital instrument	-	
	3 Cadangan umum aset produktif PPA yang wajib dibentuk (maks 1,25% ATMR Risiko Kredit) Mandatory General reserves for PPA (allowance for uncollectible accounts) of earnings assets (max 1.25% ATMR of Credit Risk)	219.277	276.997
	4 Cadangan tujuan Appropriated Reserves	-	-
	5 Faktor Pengurang Modal Pelengkap Deduction Factor of Supplementary Capital	-	-
C	Faktor Pengurang Modal Inti dan Modal Pelengkap Core Capital Reduction Factor and Supplementary Capital	-	-
	Eksposur Sekuritisasi Exposure Securities	-	-



D	Modal Pelengkap Tambahan yang Memenuhi Persyaratan (Tier 3) <i>Additional Supplementary Capital Requirements (Tier 3)</i>	-	-
E	MODAL PELENGKAP TAMBAHAN YANG DIALOKASIKAN UNTUK MENGANTISIPASI RISIKO PASAR <i>ADDITIONAL SUPPLEMENTARY CAPITAL ASSOCIATED TO ANTICIPATE THE MARKET RISK</i>	-	-
II	TOTAL MODAL INTI DAN MODAL PELENGKAP (A+B+C) <i>TOTAL CORE CAPITAL AND SUPPLEMENTARY CAPITAL (A+B+C)</i>	4.549.180	4.939.254
III	TOTAL MODAL INTI ,MODAL PELENGKAP TAMBAHAN, DAN MODAL PELENGKAP TAMBAHAN YANG DIALOKASIKAN UNTUK MENGANTISIPASI RISIKO PASAR (A+B+C+E) <i>TOTAL CORE CAPITAL, ADDITIONAL SUPPLEMENTARY CAPITAL, AND ADDITIONAL SUPPLEMENTARY CAPITAL ASSOCIATED TO ANTICIPATE MARKET RISK (A+B+C+E)</i>	4.549.180	4.939.254
IV	ASET TERTIMBANG MENURUT RISIKO (ATMR) UNTUK RISIKO KREDIT <i>RISK WEIGHTED ASSETS (RWA) FOR CREDIT RISK</i>	17.542.136	22.139.068
V	ASET TERTIMBANG MENURUT RISIKO (ATMR) UNTUK RISIKO OPERASIONAL <i>RISK WEIGHTED ASSETS (RWA) FOR OPERATIONAL RISK</i>	2.071.942	2.433.770
VI	ASET TERTIMBANG MENURUT RISIKO (ATMR) UNTUK RISIKO PASAR <i>RISK WEIGHTED ASSETS (RWA) FOR MARKET RISK</i>	129.132	97.539
VII	RASIO KEWAJIBAN PENYEDIAAN MODAL MINIMUM UNTUK RISIKO KREDIT, RISIKO OPERASIONAL, DAN RISIKO PASAR (II : (IV+V)) <i>RATIO OF OBLIGATION OF MINIMUM CAPITAL SUPPLY FOR CREDIT RISK, OPERATIONAL RISK, AND MARKET RISK (II: (IV + V))</i>	23,04%	20,02%
VIII	RASIO KEWAJIBAN PENYEDIAAN MODAL MINIMUM UNTUK RISIKO KREDIT, RISIKO OPERASIONAL, DAN RISIKO PASAR (III : (IV+V+VI)) <i>RATIO OF OBLIGATION OF MINIMUM CAPITAL SUPPLY FOR CREDIT RISKS, OPERATIONAL RISKS, AND MARKET RISKS (III: (IV + V + VI))</i>	23,04%	20,02%

Identifikasi dan Pengelolaan Risiko Usaha

Bank secara bertahap telah menerapkan manajemen risiko secara menyeluruh dan terintegrasi meliputi pemilihan konteks, penilaian (assessment) risiko, perlakuan risiko, pemantauan (monitoring) risiko, penelaahan (review) risiko, perbaikan mitigasi dan penurunan level risiko. Berikut adalah jenis-jenis risiko yang dihadapi Bank sehubungan dengan kegiatan Bank di tahun 2019 dan upaya pengelolannya.

1. Risiko Kredit

- a. Penerapan Manajemen Risiko Kredit
Risiko kredit adalah risiko yang terjadi akibat kegagalan pihak lawan (counterparty) memenuhi kewajibannya kepada Bank. Selain Divisi Manajemen Risiko & Kepatuhan yang melakukan pemantauan risiko kredit, terdapat pula unit-unit kerja yang mengelola dan mengendalikan risiko kredit sebagai bagian dari kegiatan operasional unit kerja tersebut, yaitu :

Business Risk Identification and Management

The Bank has gradually implemented risk management in a comprehensive and integrated manner including context selection, risk assessment, risk treatment, risk monitoring, risk review, mitigation improvement and reduction of risk levels. The following are types of risks that are faced by the Bank in connection with the Bank's activities in 2019 and its management efforts.

1. Credit Risk

- a. Application of Credit Risk Management
Credit risk is the risk arising from the failure of counterparties to meet their obligations to the Bank. In addition to the Risk & Compliance Management Division which monitors credit risk, there are also work units that manage and control credit risk as part of the operational activities of the work unit, namely:





- Divisi yang membidangi Perkreditan, bertugas menyiapkan kebijakan, prosedur perkreditan dan limit kewenangan, mengembangkan produk kredit, perencanaan portofolio, pengelolaan risiko kredit dan pricing.
- Divisi Special Asset Management yang bertanggung jawab dalam penanganan dan penyelesaian kredit bermasalah serta Agunan Yang Diambil Alih.
- Unit Bisnis, yang bertugas sebagai pengelola kredit sesuai dengan segmentasi bisnis debitur dan bertanggung jawab atas pelaksanaan operasional perkreditan.

Untuk menjaga kualitas kredit dan dalam rangka penerapan prinsip kehati-hatian, maka dalam penerimaan permohonan kredit dilakukan pemisahan antara fungsi pemasaran dan analisa kredit. Selain itu, pemberian kredit harus memperoleh persetujuan komite kredit yang memiliki integritas, profesionalisme dan kompetensi yang memadai di bidang perkreditan.

Berdasarkan sebaran portofolio, eksposur risiko kredit Bank memiliki 2 (dua) sektor ekonomi terbesar, untuk konsumsi dengan kredit pensiunan sebagai porsi terbesar, dan industri pengolahan dengan mayoritas debitur merupakan perusahaan Korea. Untuk mendukung proses bisnis dan dalam rangka pengelolaan risiko kredit, Bank telah mengembangkan beberapa perangkat manajemen risiko, antara lain melalui penilaian rating yang ketat terhadap nasabah dalam penyaluran kredit serta penetapan limit eksposur (pada tingkat portofolio maupun individu).

Proses Manajemen Risiko Kredit dilakukan secara menyeluruh di setiap lapis pertahanan pada Bank. Di mana alurnya disesuaikan dengan karakteristik Bank, sebagai berikut:

- The division in charge of Credit, is tasked with preparing policies, credit procedures and authority limits, developing credit products, portfolio planning, managing credit risk and pricing.
- Special Asset Management Division which is responsible for handling and settling problem loans and Foreclosed Collateral.
- The Business Unit, which has the task of managing credit according to the debtor's business segmentation and is responsible for conducting credit operations.

To maintain credit quality and in the application of the principle of prudence, the acceptance of credit applications is carried out between the marketing function and credit analysis. In addition, lending must obtain the approval of a credit committee that has adequate integrity, professionalism and competence in the credit sector.

Based on portfolio distribution, the Bank's credit risk exposure has 2 (two) biggest economic sectors, for consumption with pension credit as the largest portion, and the processing industry with the majority of debtors is a Korean company. To support business processes and in the context of managing credit risk, the Bank has developed several risk management tools, including through a rigorous rating of clients in lending as well as setting exposure limits (at portfolio and individual levels).

The Credit Risk Management process is carried out thoroughly in all layers of defense. Where the flow is adjusted to the characteristics of the Bank, as follows:

Proses Process	Langkah Penerapan Application Step
Identifikasi <i>Identification</i>	<ul style="list-style-type: none"> • Meninjau secara berkala Program Produk Lini Bisnis yang memuat analisis target dan strategi pemasaran, kriteria penerimaan kredit, performa produk, serta penerapan manajemen risiko. • Menetapkan kriteria penerimaan kredit yang didasarkan atas pendekatan 5C: Character, Capacity to Repay, Capital, Collateral, dan Condition of Economy serta menyesuaikan dengan selera risiko, profil risiko, dan rencana bisnis Bank. • <i>Periodically reviewing the Business Line Product Program including analysis of targets and marketing strategies, credit acceptance criteria, product performance, and application of risk management.</i> • <i>Establish credit acceptance criteria based on the 5C approach: Character, Capacity to Repay, Capital, Collateral, and Condition of Economy and adjust to the risk appetite, risk profile, and business plan of the Bank.</i>



<p>Pengukuran Measurement</p>	<ul style="list-style-type: none"> • Membangun dan menggunakan metodologi pengukuran risiko kredit seperti <i>internal credit rating</i> dan <i>credit scorecards</i> yang senantiasa dikembangkan dan divalidasi untuk mengevaluasi pemberian pinjaman maupun fasilitas lain terkait perkreditan dan keputusan investasi. • Menentukan parameter pengukuran risiko kredit serta menetapkan nilai pemicu dan batasan terhadap tingkat kredit bermasalah, konsentrasi portofolio, maupun parameter kredit lainnya. • Melakukan <i>stress test</i> terhadap perubahan kondisi yang signifikan sebagai estimasi dampak potensial kondisi tersebut terhadap portofolio, pendapatan, maupun kondisi permodalan Bank. • <i>Develop and use credit risk measurement methodologies such as internal credit ratings and credit scorecards that are constantly being developed and validated to evaluate lending and other facilities related to credit and investment decisions.</i> • <i>Determine credit risk measurement parameters and set trigger values and limits on the level of problem loans, portfolio concentration, and other credit parameters.</i> • <i>Conduct stress tests for significant changes in conditions as an estimate of the potential impact of these conditions on the Bank's portfolio, income and capital conditions.</i>
<p>Pemantauan Monitoring</p>	<ul style="list-style-type: none"> • Memantau performa produk dan portofolio Bank secara keseluruhan maupun di tingkat bisnis melalui Sistem Informasi Manajemen. • Mengevaluasi kecukupan penerapan manajemen risiko yang dapat memberikan langkah perbaikan dan penyesuaian terhadap strategi manajemen risiko. • <i>Monitor the performance of the Bank's products and portfolio as a whole as well as at the business level through Management Information Systems.</i> • <i>Evaluate the adequacy of risk management implementation that can provide corrective and adjustment steps to the risk management strategy.</i>
<p>Pengendalian Control</p>	<ul style="list-style-type: none"> • Menetapkan dan meninjau secara berkala Kebijakan dan Panduan atas penerapan manajemen risiko kredit baik yang berlaku secara umum maupun secara khusus pada unit bisnis. • Menerapkan prinsip empat mata (<i>four eyes principle</i>) yang memadai pada setiap proses pemberian fasilitas kredit. • Mendelegasikan kewenangan pemberian kredit kepada anggota Komite Kredit yang dipilih berdasarkan kualifikasi dan kompetensi. • Menetapkan Batas Maksimum Pemberian Kredit (BMPK) kepada debitur individual maupun grup debitur, baik kepada pihak terkait maupun pihak tidak terkait. • Menetapkan tingkat risiko dan limit konsentrasi terhadap sektor industri tertentu. • Mengenali kredit yang bermasalah secara dini agar proses remediasi dapat dilaksanakan secara tepat dan efisien. • Membentuk pencadangan sesuai dengan regulasi yang berlaku. • Membangun mekanisme sistem pengendalian internal yang independen dan berkelanjutan. • <i>Establishing and periodically reviewing Policies and Guidelines on the application of credit risk management both generally and specifically for business units.</i> • <i>Applying the four eyes principle which is adequate in every process of granting credit facilities.</i> • <i>Delegate the authority of granting credit to members of the Credit Committee selected based on qualifications and competencies.</i> • <i>Setting a Maximum Lending Limit (LLL) for individual debtors and groups of debtors, both related parties and unrelated parties.</i> • <i>Establish risk levels and concentration limits for certain industrial sectors.</i> • <i>Recognize problem loans early so that the remediation process can be carried out appropriately and efficiently.</i> • <i>Form a backup in accordance with applicable regulations.</i> • <i>Establish an independent and sustainable internal control system mechanism.</i>





Tabel 2.1.a Pengungkapan Tagihan Bersih Berdasarkan Wilayah -Bank secara Individual

Table 2.1.a Disclosure of Net Receivables based on Regional – Bank Individually

(dalam jutaan Rupiah)

No	Kategori Portofolio	31 Desember 2019 December 31, 2019			
		Tagihan Bersih Berdasarkan Wilayah Net Receivables based on Regional			
		Jawa Barat West Java	Jakarta	Lainnya Others	Total Total
1	Tagihan Kepada Pemerintah		5.596.528		5.596.528
2	Tagihan Kepada Entitas Sektor Publik		388.477	7.497	395.973
3	Tagihan Kepada Bank Pembangunan Multilateral dan Lembaga Internasional				-
4	Tagihan Kepada Bank	806	590.898		591.703
5	Kredit Beragun Rumah Tinggal	9.832	14.381	1.316	25.528
6	Kredit Beragun Properti Komersial	1.613	10.948		12.571
7	Kredit Pegawai/Pensiunan	5.304.428	228.824	6.022.945	11.556.197
8	Tagihan Kepada Usaha Mikro, Usaha Kecil, dan Portofolio Ritel	1.195.254	601.709	141.676	1.938.638
9	Tagihan Kepada Korporasi	27.123	14.372.302	456.050	14.855.475
10	Tagihan yang Telah Jatuh Tempo	950			950
11	Aset Lainnya		824.861		824.861
	Total	6.540.015	22.628.927	6.629.482	35.798.425

*Eksposur aset dalam neraca, eksposur pada TRA, dan eksposur counterparty credit risk

*Assets exposure in balance, exposure in TRA, counterparty credit risk exposure



(in million Rupiah)

31 Desember 2018 December 21, 2018					Portfolio Category	
Tagihan Bersih Berdasarkan Wilayah Net Receivables based on Regional				Total Total		
Jawa Barat West Java	Jakarta	Lainnya Others				
-	3.169.539	-	3.169.539		Receivable to Government	
391.097	-	-	391.097		Receivable to Public Entity	
-	-	-	-		Receivable to Multilateral Development Bank and International Institution	
1.192	264.450	-	265.642		Receivable to Bank	
11.265	21.221	1.212	33.698		Loan Secured of Residential	
790	9.632	-	10.422		Loan Secured of Commercial Property	
5.052.622	356.508	4.932.922	10.342.052		Employee/Pensioners Loans	
791.847	613.863	177.063	1.582.773		Receivable to Micro Business, Small Business and Retail Portfolio	
53.069	10.637.028	258.091	10.948.188		Receivable to Corporation	
64.059	154.861	24.902	243.822		Receivable on Due Date	
-	1.051.361	-	1.051.361		Other Assets	
6.365.942	16.278.462	5.394.189	28.038.593		Total	





Tabel 2.2.a Pengungkapan Tagihan Bersih Berdasarkan Sisa Jangka Waktu Kontrak - Bank secara Individual
Table 2.2.a Disclosure of Net Receivables based on Time Remaining Contract – Bank Individually

(dalam jutaan Rupiah)

No.	Kategori Portofolio	31 Desember 2019 December 21, 2019					Total
		Tagihan Bersih Berdasarkan Sisa Jangka Waktu Kontrak Net Receivables based on Time Remaining Contract					
		≤ 1 tahun ≤ 1year	> 1 tahun s.d 3 tahun > 1 year up to 3 years	> 3 tahun s.d 5 tahun > 3 years up to 5 years	> 5 tahun > 5 years	Non- Kontraktual Non- Contractual	
1	Tagihan Kepada Pemerintah	5.596.528	-	-	-	-	5.596.528
2	Tagihan Kepada Entitas Sektor Publik	395.973	-	-	-	-	395.973
3	Tagihan Kepada Bank Pembangunan Multilateral dan Lembaga Internasional	-	-	-	-	-	-
4	Tagihan Kepada Bank	554.385	280	36.842	196	-	591.703
5	Kredit Beragun Rumah Tinggal	427	9.329	7.274	8.498	-	25.528
6	Kredit Beragun Properti Komersial	9.520	1.428	134	1.490	-	12.571
7	Kredit Pegawai/Pensiunan	292.992	436.535	807.956	10.018.715	-	11.556.197
8	Tagihan Kepada Usaha Mikro, Usaha Kecil, dan Portofolio Ritel	727.861	147.083	156.153	907.542	-	1.938.638
9	Tagihan Kepada Korporasi	10.541.766	1.491.508	1.625.189	1.197.102	-	14.855.475
10	Tagihan yang Telah Jatuh Tempo	20	-	43	887	-	950
11	Aset Lainnya	-	-	-	-	824.861	824.861
	Total	18.119.472	2.086.162	2.633.590	12.134.340	824.861	35.798.424

*Eksposur aset dalam neraca, eksposur pada TRA, dan eksposur counterparty credit risk

*Assets exposure in balance, exposure in TRA, counterparty credit risk exposure



(in million Rupiah)

31 Desember 2018 December 31, 2018						Portfolio Category
Tagihan Bersih Berdasarkan Sisa Jangka Waktu Kontrak Net Receivables based on Time Remaining Contract						
≤ 1 tahun ≤ 1 year	> 1 tahun s.d 3 tahun > 1 year up to 3 years	> 3 tahun s.d 5 tahun > 3 years up to 5 years	> 5 tahun > 5 years	Non- Kontraktual Non- Contractual	Total	
-	-	-	-	-	-	Receivable to Government
151.097	200.000	40.000	-	-	391.097	Receivable to Public Entity
-	-	-	-	-	-	Receivable to Multilateral Development Bank and International Institution
99.553	124.050	36.415	5.624	-	265.642	Receivable to Bank
-	121	451	33.127	-	33.698	Loan Secured of Residential
9.632	-	-	790	-	10.422	Loan Secured of Commercial Property
30.231	147.955	494.219	9.669.647	-	10.342.052	Employee/Pensioners Loans
536.409	77.081	212.089	757.194	-	1.582.773	Receivable to Micro Business, Small Business and Retail Portfolio
7.077.953	799.831	1.382.169	1.688.235	-	10.948.188	Receivable to Corporation
123.973	14.222	33.563	72.064	-	243.822	Receivable on Due Date
-	-	-	-	1.051.361	1.051.361	Other Assets
3.389.238	1.152.049	6.702.071	6.593.907	89.656	24.869.055	Total





Tabel 2.3.a Pengungkapan Tagihan Bersih Berdasarkan Sektor Ekonomi - Bank secara Individual

Table 2.3.a Disclosure of Net Receivables based on Economy Sector – Bank Individually

(dalam jutaan rupiah)

No.	Sektor Ekonomi	Tagihan Kepada Pemerintah Receivable to Government	Tagihan Kepada Entitas Sektor Publik Receivable to Public Entity	Tagihan Kepada Bank Pembangunan Multilateral dan Lembaga Internasional Receivable to Multilateral Development Bank and International Institution	Tagihan Kepada Bank Receivable to Bank	Kredit Beragun Rumah Tinggal Loan Secured of Residential
31 Desember 2019						
1	Pertanian, Perburuan, dan Kehutanan					
2	Perikanan					
3	Pertambangan dan Penggalian					
4	Industri Pengolahan		7.497			
5	Listrik, Gas, dan Air					
6	Konstruksi					
7	Perdagangan Besar dan Eceran					54
8	Penyediaan Akomodasi dan Penyediaan Makan Minum					
9	Transportasi, Pergudangan, dan Komunikasi					
10	Perantara Keuangan		388.477		591.703	
11	Real Estate, Usaha Persewaan, dan Jasa Perusahaan					
12	Administrasi Pemerintahan, Pertahanan, dan Jaminan Sosial Wajib					
13	Jasa Pendidikan					
14	Jasa Kesehatan dan Kegiatan Sosial					
15	Jasa Kemasyarakatan, Sosial Budaya, Hiburan, dan Perorangan Lainnya					
16	Jasa Perorangan yang Melayani Rumah Tangga					
17	Badan Internasional dan Badan Ekstra Internasional Lainnya					
18	Kegiatan yang Belum Jelas Batasannya					
19	Bukan Lapangan Usaha					2.941
20	Lainnya	5.596.528				22.534
	Total	5.596.528	395.973	-	591.703	25.528



(in million Rupiah)

	Kredit Beragun Properti Komersial Loan Secured of Commercial Property	Kredit Pegawai/ Pensiunan Employee/ Pensioners Loans	Tagihan Kepada Usaha Mikro, Usaha Kecil, dan Portofolio Ritel Receivable to Micro Business, Small Business and Retail Portfolio	Tagihan Kepada Korporasi Receivable to Corporation	Tagihan yang Telah Jatuh Tempo Receivable on Due Date	Aset Lainnya Other Assets	Economy Sector
December 31, 2019							
		4.452	3.357	256.044			Agriculture, Hunting, and Forestry
				223.486			Fishery
			10.373	176.430			Mining and Excavation
		121.280	693.782	9.321.767			Processing Industry
				193.829			Electricity, Gas, and Water
			24.045	797.530			Construction
	2.677	3.162.876	446.986	272.096	532		Wholesale and Retail Trading
			18	466.047			Hotel, Food & Beverage
	5.163		23.652	490.153			Transportation, Warehouse, and Communication
		1.093	3.073	362.935			Financial Intermediary
				1.764.876			Real Estate, Rental, and Business Services
							Public administration, Defense, and Compulsory
			618	11.341			Education Services
			3				Health and Social Activity Services
		134.065	23.713	492.293			Public, Socio-Culture, Entertainment, and other individual services
							Household Personal Services
							International Institution and Other Extra International Institution
	35	14.280	38.315	40.478			Projects that have not been clear its limit
	588	6.597.843	140.449	38.757	418		Non-Business Field
	4.108	1.520.307	530.054	10.413		824.861	Others
	12.571	11.556.197	1.938.638	14.855.475	950	824.861	Total





(dalam jutaan Rupiah)

No.	Sektor Ekonomi	Tagihan Kepada Pemerintah Receivable to Government	Tagihan Kepada Entitas Sektor Publik Receivable to Public Entity	Tagihan Kepada Bank Pembangunan Multilateral dan Lembaga Internasional Receivable to Multilateral Development Bank and International Institution	Tagihan Kepada Bank Receivable to Bank	Kredit Beragun Rumah Tinggal Loan Secured of Residential
31 Desember 2018						
1	Pertanian, Perburuan, dan Kehutanan	-	-	-	-	-
2	Perikanan	-	-	-	-	-
3	Pertambangan dan Penggalian	-	-	-	-	-
4	Industri Pengolahan	-	-	-	-	-
5	Listrik, Gas, dan Air	-	-	-	-	-
6	Konstruksi	-	-	-	-	-
7	Perdagangan Besar dan Eceran	-	-	-	-	-
8	Penyediaan Akomodasi dan Penyediaan Makan Minum	-	-	-	-	-
9	Transportasi, Pergudangan, dan Komunikasi	-	-	-	-	-
10	Perantara Keuangan	-	-	-	265.642	-
11	Real Estate, Usaha Persewaan, dan Jasa Perusahaan	-	-	-	-	33.698
12	Administrasi Pemerintahan, Pertahanan, dan Jaminan Sosial Wajib	-	-	-	-	-
13	Jasa Pendidikan	-	-	-	-	-
14	Jasa Kesehatan dan Kegiatan Sosial	-	-	-	-	-
15	Jasa Kemasyarakatan, Sosial Budaya, Hiburan, dan Perorangan Lainnya	-	-	-	-	-
16	Jasa Perorangan yang Melayani Rumah Tangga	-	-	-	-	-
17	Badan Internasional dan Badan Ekstra Internasional Lainnya	-	-	-	-	-
18	Kegiatan yang Belum Jelas Batasannya	-	-	-	-	-
19	Bukan Lapangan Usaha	-	-	-	-	-
20	Lainnya	3.169.539	391.097	-	-	-
Total		3.169.539	391.097	-	265.642	33.698

*Eksposur aset dalam neraca, eksposur pada TRA, dan eksposur counterparty credit risk

*Assets exposure in balance, exposure in TRA, and counterparty credit risk exposure



(dalam jutaan Rupiah)

	Kredit Beragun Properti Komersial Loan Secured of Commercial Property	Kredit Pegawai/Pensiunan Employee/Pensioners Loans	Tagihan Kepada Usaha Mikro, Usaha Kecil, dan Portofolio Ritel Receivable to Micro Business, Small Business and Retail Portfolio	Tagihan Kepada Korporasi Receivable to Corporation	Tagihan yang Telah Jatuh Tempo Receivable on Due Date	Aset Lainnya Other Assets	Economy Sector
							December 31, 2018
	-	-	514	31.502	3.206	-	Agriculture, Hunting, and Forestry
	-	-	-	28.760	-	-	Fishery
	-	-	-	170.891	-	-	Mining and Excavation
	-	-	547.215	7.930.133	72.208	-	Processing Industry
	-	-	-	-	-	-	Electricity, Gas, and Water
	-	-	21.267	195.220	36.166	-	Construction
	-	2.173.746	334.341	258.265	38.316	-	Wholesale and Retail Trading
	-	-	408	170.724	29	-	Hotel, Food & Beverage
	-	-	2.429	378.175	396	-	Transportation, Warehouse, and Communication
	-	-	10.000	388.203	819	-	Financial Intermediary
	10.422	-	464	874.079	-	-	Real Estate, Rental, and Business Services
	-	-	-	-	-	-	Public administration, Defense, and Cumpulsory
	-	468	1.265	21.661	-	-	Education Services
	-	-	-	-	29	-	Health and Social Activity Services
	-	1.713	24.041	455.108	4.731	-	Public, Socio-Culture, Entertainment, and other individual services
	-	8.166.096	639.422	45.367	58.633	-	Household Personal Services
	-	-	-	-	-	-	International Institution and Other Extra International Institution
	-	28	1.406	100	29.289	-	Projects that have not been clear its limit
	-	-	-	-	-	-	Non-Business Field
	-	-	-	-	-	1.051.361	Others
	10.422	10.342.052	1.582.773	10.948.188	243.822	1.051.361	Total





Risiko kredit yang dihadapi Bank diukur secara berkala, baik secara portofolio (kualitas eksposur) maupun individual (analisa kredit/penilaian rating). Pengukuran risiko tersebut dilakukan secara independen dan digunakan dalam mendukung proses pengambilan keputusan. Selain itu, telah dilakukan penetapan risk tolerance perkreditan, mitigasi/pengalihan risiko kredit dan pembentukan early warning system guna mendukung proses pengendalian risiko kredit.

Selama tahun 2019, Bank berhasil mengantisipasi dan membatasi risiko kreditnya dengan baik, di mana portofolio kredit bank pada akhir Desember 2019 sebesar Rp 26,674 triliun dengan rasio tagihan yang telah jatuh tempo (tagihan atas pembayaran pokok dan/atau pembayaran bunga yang telah jatuh tempo lebih dari 90 hari) sebesar 1,64% (Non Performing Loan net sebesar 1,18%).

Credit risk faced by the Bank is measured periodically, both in portfolio (exposure quality) and individually (credit analysis/rating assessment). The measurement of risk is carried out independently and is used to support the decision making process. In addition, credit risk tolerance has been determined, credit risk mitigation/transfer and the establishment of an early warning system to support the credit risk control process.

During 2019, the Bank succeed to anticipate and limit its credit risk well, in which the credit portfolio of Rp26.674 trillion with a ratio of bills that are past due (bills on principal payments and/or interest payments that have matured more than 90 days) amounted to 1.64% (Non Performing Loan nett of 1.18%).

Tabel 2.4.a Pengungkapan Tagihan Dan Pencadangan Berdasarkan Wilayah - Bank secara Individual

Table 2.4.a Disclosure of Receivables and Provisioning based on Regional -Bank Individually

(dalam jutaan Rupiah)

No.	Keterangan	31 Desember 2019 December 31, 2019			
		Wilayah Region			
		Jawa Barat West Java	Jakarta	Lainnya Others	Total
1	Tagihan	6.614.246	21.246.610	6.709.186	34.570.042
2	Tagihan yang Mengalami Penurunan Nilai (Impaired)				
	a. Belum Jatuh Tempo	172.961	362.992	117.942	653.894
	b. Telah Jatuh Tempo	27.155	427.258	2.755	457.168
3	Cadangan Kerugian Penurunan Nilai (CKPN) - Individual	39.322	43.789	18.343	101.455
4	Cadangan Kerugian Penurunan Nilai (CKPN) - Kolektif	34.148	12.828	13.217	60.194
5	Tagihan yang Dihapus Buku	152.973	182.997	62.385	398.355

*Nilai tercatat aset keuangan (neraca) sebelum dikurangi CKPN (gross)

*The recorded amount of financial assets (balance sheet) before deducting CKPN (gross)



Pembentukan Cadangan Kerugian Penurunan Nilai (CKPN) dibagi menjadi 2 (dua) tipe evaluasi, yaitu CKPN individual dan CKPN kolektif yang dibagi berdasarkan tingkat signifikansi. CKPN individual terdiri dari kredit yang memiliki nilai di atas tingkat signifikansi dan terdapat bukti obyektif mengalami penurunan nilai, dibentuk berdasarkan selisih antara nilai tercatat kredit dan nilai kini dari estimasi arus kas masa datang yang didiskonto menggunakan suku bunga efektif (*discounted cash flow*) di mana maksimal pembentukan sebesar baki debit.

CKPN kolektif terdiri dari kredit yang memiliki nilai di bawah tingkat signifikansi dan kredit dengan nilai di atas tingkat signifikansi namun tidak terdapat bukti obyektif mengalami penurunan nilai dan dievaluasi berdasarkan kesamaan karakteristik risiko kredit (tipe kredit dan status tunggakan). Pembentukan CKPN kolektif tersebut menggunakan metode.

The establishment of Allowance for Impairment Losses (CKPN) is divided into 2 (two) types of evaluation, namely individual CKPN and collective CKPN which are divided based on the level of significance. Individual CKPN consists of loans that have a value above the level of significance and there is objective evidence of impairment, formed based on the difference between the carrying value of loans and the present value of estimated future cash flows discounted using an effective interest rate (*discounted cash flow*) where the maximum formation is debit tray.

Collective CKPN consists of loans that have a value below the level of significance and loans with a value above the level of significance but there is no objective evidence of impairment and are evaluated based on the similarity of credit risk characteristics (type of credit and arrears status). The formation of the collective CKPN uses the migration analysis method.

(in million Rupiah)

31 Desember 2018 December 31, 2018					Description	
Wilayah Region				Total		
Jawa Barat West Java	Jakarta	Lainnya Others	Total			
6.365.942	16.278.462	5.394.189	28.038.593		Receivables	
					Impaired Receivable	
6.302.070	16.122.367	5.370.334	27.794.771		a. Non-Post Due	
64.059	154.861	24.902	243.822		b. Post Due	
41.095	75.606	4.645	121.347		Allowance for Impairment Losses – Individual	
39.364	57.187	16.495	113.045		Allowance for Impairment Losses – Collective	
15.697	16.846	3.069	35.612		Written Off Receivables	





Tabel 2.5.a Pengungkapan Tagihan Dan Pencadangan Berdasarkan Sektor Ekonomi - Bank secara Individual
Table 2.5.a Disclosure of Receivables and Provisioning by Economy Sector -Bank Individually

(dalam jutaan Rupiah)

No.	Sektor Ekonomi	Tagihan Receivables	Tagihan yang Mengalami Penurunan Nilai Impaired Receivable	
			Belum Jatuh Tempo Non-Post Due	Telah Jatuh Tempo Post Due
31 Desember 2019				
1	Pertanian, Perburuan, dan Kehutanan	3.629	320	3.309
2	Perikanan			
3	Pertambangan dan Penggalian			
4	Industri Pengolahan	218.321	153.400	64.921
5	Listrik, Gas, dan Air			
6	Konstruksi	67.180	45.900	21.281
7	Perdagangan Besar dan Eceran	194.468	162.311	32.157
8	Penyediaan Akomodasi dan Penyediaan Makan Minum	60	60	-
9	Transportasi, Pergudangan, dan Komunikasi	397	-	397
10	Perantara Keuangan	373.020	63.379	309.641
11	Real Estate, Usaha Persewaan, dan Jasa Perusahaan			
12	Administrasi Pemerintahan, Pertahanan, dan Jaminan Sosial Wajib			
13	Jasa Pendidikan			
14	Jasa Kesehatan dan Kegiatan Sosial	11	-	11
15	Jasa Kemasyarakatan, Sosial Budaya, Hiburan, dan Perorangan Lainnya	5.281	1.389	3.892
16	Jasa Perorangan yang Melayani Rumah Tangga			
17	Badan Internasional dan Badan Ekstra Internasional Lainnya			
18	Kegiatan yang Belum Jelas Batasannya	13.990	4.052	9.938
19	Bukan Lapangan Usaha	176.385	171.026	5.359
20	Lainnya	58.321	52.057	6.264
	Total	1.111.063	653.894	457.168



(in million Rupiah)

	Cadangan Kerugian Penurunan Nilai (CKPN) Individual Allowance for Impairment Losses- Individual	Cadangan Kerugian Penurunan Nilai (CKPN) Kolektif Allowance for Impairment Losses- Collective	Tagihan yang Dihapus Buku Written Off Receivables	Economy Sector
December 31, 2019				
	827	394	16.172	Agriculture, Hunting, and Forestry
			14	Fishery
			9.329	Mining and Excavation
	5.521	2.023	61.965	Processing Industry
		-	3.333	Electricity, Gas, and Water
	3.671	52	22.229	Construction
	24.575	11.023	13.218	Wholesale and Retail Trading
	-	42	5.104	Hotel, Food & Beverage
	17	23	2.166	Transportation, Warehouse, and Communication
	26.438	4.983	81.713	Financial Intermediary
		-	1.621	Real Estate, Rental, and Business Services
			132	Public administration, Defense, and Cumpolsory
		-	3.586	Education Services
	-	7	682	Health and Social Activity Services
	1.779	721	3.151	Public, Socio-Culture, Entertainment, and other individual services
			-	Household Personal Services
				International Institution and Other Extra International Institution
	558	4.430	14.899	Projects that have not been clear its limit
	33.655	23.664	22.568	Non-Business Field
	4.413	12.833	136.472	Others
	101.455	60.194	398.355	Total





(dalam jutaan Rupiah)

No.	Sektor Ekonomi	Tagihan Receivables	Tagihan yang Mengalami Penurunan Nilai Impaired Receivable	
			Belum Jatuh Tempo Non-Post Due	Telah Jatuh Tempo Post Due
31 Desember 2018				
1	Pertanian, Perburuan, dan Kehutanan	35.222	30.101	5.121
2	Perikanan	28.760	28.760	-
3	Pertambangan dan Penggalian	170.891	170.798	94
4	Industri Pengolahan	8.549.556	8.379.341	170.215
5	Listrik, Gas, dan Air	-	-	-
6	Konstruksi	252.654	212.320	40.334
7	Perdagangan Besar dan Eceran	2.804.667	2.747.343	57.324
8	Penyediaan Akomodasi dan Penyediaan Makan Minum	171.161	161.877	9.284
9	Transportasi, Pergudangan, dan Komunikasi	381.000	371.151	9.849
10	Perantara Keuangan	664.664	396.400	268.265
11	Real Estate, Usaha Persewaan, dan Jasa Perusahaan	918.663	869.639	49.024
12	Administrasi Pemerintahan, Pertahanan, dan Jaminan Sosial Wajib	-	-	-
13	Jasa Pendidikan	23.394	20.322	3.072
14	Jasa Kesehatan dan Kegiatan Sosial	29	-	29
15	Jasa Kemasyarakatan, Sosial Budaya, Hiburan, dan Perorangan Lainnya	485.594	477.086	8.508
16	Jasa Perorangan yang Melayani Rumah Tangga	8.909.518	8.817.927	91.591
17	Badan Internasional dan Badan Ekstra Internasional Lainnya	-	-	-
18	Kegiatan yang Belum Jelas Batasannya	30.823	1.509	29.314
19	Bukan Lapangan Usaha	-	-	-
20	Lainnya	4.611.997	4.611.997	-
Total		28.038.593	27.296.568	742.025

*Nilai tercatat aset keuangan (neraca) sebelum dikurangi CKPN (gross)

* The recorded amount of financial assets (balance sheet) before deducting CKPN (gross)



(in million Rupiah)

	Cadangan Kerugian Penurunan Nilai (CKPN) Individual Allowance for Impairment Losses- Individual	Cadangan Kerugian Penurunan Nilai (CKPN) Kolektif Allowance for Impairment Losses- Collective	Tagihan yang Dihapus Buku Written Off Receivables	Economy Sector
December 31, 2018				
	-	-	1.119	Agriculture, Hunting, and Forestry
	-	-	-	Fishery
	-	-	-	Mining and Excavation
	-	-	31.624	Processing Industry
	-	-	-	Electricity, Gas, and Water
	-	-	-	Construction
	-	-	1.220	Wholesale and Retail Trading
	-	-	-	Hotel, Food & Beverage
	-	-	-	Transportation, Warehouse, and Communication
	-	-	-	Financial Intermediary
	-	-	-	Real Estate, Rental, and Business Services
	-	-	-	Public administration, Defense, and Cumpulsory
	-	-	-	Education Services
	-	-	7.155	Health and Social Activity Services
	-	-	12.412	Public, Socio-Culture, Entertainment, and other individual services
	-	-	-	Household Personal Services
	-	-	-	International Institution and Other Extra International Institution
	-	-	-	Projects that have not been clear its limit
	-	-	30.913	Non-Business Field
	-	-	-	Others
	-	-	84.441	Total





Tabel 2.6.a Pengungkapan Rincian Mutasi Cadangan Kerugian Penurunan Nilai - Bank secara Individual
Table 2.6.a Disclosure of Impairment Provision Movements -Bank Individually

(dalam jutaan Rupiah)

No.	Keterangan	31 Desember 2019 December 31, 2019	
		CKPN Individual Allowance for Impairment Losses-Individual	CKPN Kolektif Allowance for Impairment Losses-Collective
1	Saldo Awal CKPN	121.347	113.045
2	Pembentukan (Pemulihan) CKPN pada Periode Berjalan (Net)		
	2.a Pembentukan CKPN pada Periode Berjalan	-	-
	2.b Pemulihan CKPN pada Periode Berjalan	-	-
3	CKPN yang Digunakan Untuk Melakukan Hapus Buku atas Tagihan pada Periode Berjalan	-	-
4	Pembentukan (Pemulihan) Lainnya pada Periode Berjalan	-	-
	Saldo Akhir CKPN	121.347	113.045

b. Risiko Kredit dengan Pendekatan Standar
Berdasarkan penyebabnya, risiko kredit yang dihadapi Bank adalah risiko kredit yang diakibatkan kegagalan debitur dalam memenuhi kewajibannya kepada Bank. Dalam perhitungan Aset Tertimbang Menurut Risiko (ATMR) Risiko Kredit, Bank telah menerapkan penggunaan pendekatan standar (standardized approach).

b. Credit Risk using the Standard Approach
Based on the cause, the credit risk faced by the Bank is credit risk caused by the debtor's failure to fulfill his obligations to the Bank. In calculating Credit Risk Weighted Assets (RWA), the Bank has implemented the use of a standardized approach.



(dalam jutaan Rupiah)

31 Desember 2018 December 31, 2018			Description
CKPN Individual Allowance for Impairment Losses-Individual	CKPN Kolektif Allowance for Impairment Losses-Collective		
88.732	103.222		Allowance for Impairment Losses Starting Balance
			Establishment (Recovery) of Allowance for Impairment Losses in the Current Period (Net)
50.137	10.440		2.a Allowance for Impairment Losses establishment in the current period
17.522	616		2.b Allowance for Impairment Losses Recovery in the current period
-	-		Allowance for Impairment Losses Used for Written Off of Current period Receivable
-	-		Other Establishment (Recovery) in the Current Period
121.347	113.045		Allowance for Impairment Losses ending Balance

Penggunaan peringkat dalam perhitungan ATMR Risiko Kredit - Pendekatan Standar telah diaplikasikan untuk eksposur aset dalam bentuk surat berharga yang dimiliki dan penempatan pada bank. Terhadap kedua eksposur aset tersebut, minimum peringkat yang diterima Bank adalah setara dengan peringkat investasi (investment grade) di mana peringkat eksposur aset yang digunakan adalah peringkat yang diterbitkan oleh lembaga pemeringkat yang diakui Bank Indonesia.

The use of ratings in the calculation of RWA for Credit Risk - The Standard Approach has been applied to asset exposures in the form of held securities and placements with banks. With regard to the two asset exposures, the minimum rating received by the Bank is equivalent to the investment grade rating where the asset exposure rating used is the rating issued by a rating agency recognized by Bank Indonesia.





Tabel 3.1.a Pengungkapan Tagihan Bersih Berdasarkan Kategori Portofolio Dan Skala Peringkat - Bank secara Individual
Table 3.1.a Disclosure of Net Receivables by Portfolio and Rating Category - Bank Individually

(dalam jutaan rupiah)

31 Desember 2019		Tagihan Bersih Net Receivables					
No	Kategori Portofolio Portfolio Category	Lembaga Pemeringkat Rating Agency's	Peringkat Jangka panjang Long Term Rating				
		Standard and Poor's	AAA	AA+ - AA-	A+ - A-	BBB+ - BBB-	BB+ - BB-
		Fitch Rating	AAA	AA+ - AA-	A+ - A-	BBB+ - BBB-	BB+ - BB-
		Moody's	Aaa	Aa1 - Aa3	A1 - A3	Baa1 - Baa3	Ba1 - Ba3
		PT Fitch Ratings Indonesia	AAA (idn)	AA+(idn) - AA-(idn)	A+(idn) - A-(idn)	BBB+(idn) - BBB-(idn)	BB+(idn) - BB-(idn)
		PT ICRA Indonesia	[Idr]AAA	[Idr]AA+ - [Idr]AA-	[Idr]A+ - [Idr] A-	[Idr]BBB+ - [Idr]BBB-	[Idr]BB+ - [Idr]BB-
		PT Pemeringkat Efek Indonesia	idAAA	idAA+ - idAA-	idA+ - id A-	id BBB+ - id BBB-	id BB+ - id BB-
		1	Tagihan Kepada Pemerintah Receivable to Government		5.596.528		
2	Tagihan Kepada Entitas Sektor Publik Receivable to Public Entity		346.271				
3	Tagihan Kepada Bank Pembangunan Multilateral dan Lembaga Internasional Receivable to Multilateral Development Bank and International Institution						
4	Tagihan Kepada Bank Receivable to Bank		139.760	401.328	44.393	5.404	
5	Kredit Beragun Rumah Tinggal Loan Secured of Residential						
6	Kredit Beragun Properti Komersial Loan Secured of Commercial Property						
7	Kredit Pegawai/Pensiunan Employee/Pensioners Loans						
8	Tagihan Kepada Usaha Mikro, Usaha Kecil, dan Portofolio Ritel Receivable to Micro Business, Small Business and Retail Portfolio						
9	Tagihan Kepada Korporasi Receivable to Corporation			1.902	9.655	100.271	
10	Tagihan yang Telah Jatuh Tempo Receivable on Due Date						
11	Aset Lainnya Other Assets						
TOTAL			6.082.559	403.230	54.048	105.675	-



(in million Rupiah)

December 31, 2019

		Peringkat Jangka Pendek Short Term Rating					Tanpa Peringkat Unrated	Total
B+ - B-	< B-	A-1	A-2	A-3	< A-3			
B+ - B-	< B-	F1+ - F1	F2	F3	< F3			
B1 - B3	< B3	P-1	P-2	P-3	< P-3			
B+(idn) - B-(idn)	< B-(idn)	F1+(idn) - F1(idn)	F2(idn)	F3(idn)	< F3(idn)			
[Idr]B+ - [Idr]B-	< [Idr]B-	[Idr]A1+ - [Idr]A1	[Idr]A2+ - [Idr]A2	[Idr]A3+ - [Idr]A3	< [Idr]A3			
id B+ - id B-	< idB-	idA1	idA2	idA3 - id A4	< idA4			
							5.596.528	
	42.205						7.497	395.973
							818	591.703
							14.743.647	14.855.475
							824.861	824.861
-	42.205	-	-	-	-	-	15.576.822	22.264.540





(dalam jutaan rupiah)

31 Desember 2018

No	Kategori Portofolio Portfolio Category	Tagihan Bersih Net Receivables					
		Lembaga Pemeringkat Rating Agency's	Peringkat Jangka panjang Long Term Rating				
		Standard and Poor's	AAA	AA+ - AA-	A+ - A-	BBB+ - BBB-	BB+ - BB-
		Fitch Rating	AAA	AA+ - AA-	A+ - A-	BBB+ - BBB-	BB+ - BB-
		Moody's	Aaa	Aa1 - Aa3	A1 - A3	Baa1 - Baa3	Ba1 - Ba3
		PT Fitch Ratings Indonesia	AAA (idn)	AA+(idn) - AA-(idn)	A+(idn) - A-(idn)	BBB+(idn) - BBB-(idn)	BB+(idn) - BB-(idn)
		PT ICRA Indonesia	[Idr]AAA	[Idr]AA+ - [Idr]AA-	[Idr]A+ - [Idr]A-	[Idr]BBB+ - [Idr]BBB-	[Idr]BB+ - [Idr]BB-
		PT Pemeringkat Efek Indonesia	idAAA	idAA+ - idAA-	idA+ - idA-	id BBB+ - id BBB-	id BB+ - id BB-
1	Tagihan Kepada Pemerintah Receivable to Government	-	-	-	-	-	
2	Tagihan Kepada Entitas Sektor Publik Receivable to Public Entity	233.010	-	-	-	17.234	
3	Tagihan Kepada Bank Pembangunan Multilateral dan Lembaga Internasional Receivable to Multilateral Development Bank and International Institution	-	-	-	-	-	
4	Tagihan Kepada Bank Receivable to Bank	395.817	-	-	-	-	
5	Kredit Beragun Rumah Tinggal Loan Secured of Residential						
6	Kredit Beragun Properti Komersial Loan Secured of Commercial Property						
7	Kredit Pegawai/Pensiunan Employee/Pensioners Loans						
8	Tagihan Kepada Usaha Mikro, Usaha Kecil, dan Portofolio Ritel Receivable to Micro Business, Small Business and Retail Portfolio						
9	Tagihan Kepada Korporasi Receivable to Corporation	38.000	-	-	-	-	
10	Tagihan yang Telah Jatuh Tempo Receivable on Due Date						
11	Aset Lainnya Other Assets	-	-	-	-	-	
	TOTAL	666.828	-	-	-	17.234	

*Eksposur aset dalam neraca, eksposur pada TRA, dan eksposur counterparty credit risk

*Assets exposure in balance, exposure in TRA, counterparty credit risk exposure



(dalam jutaan rupiah)

December 31, 2018

	B+ - B-	< B-	Peringkat Jangka Pendek Short Term Rating				Tanpa Peringkat Unrated	Total
			A-1	A-2	A-3	< A-3		
	B+ - B-	< B-	F1+ - F1	F2	F3	< F3		
	B1 - B3	< B3	P-1	P-2	P-3	< P-3		
	B+(idn) - B-(idn)	< B-(idn)	F1+(idn) - F1(idn)	F2(idn)	F3(idn)	< F3(idn)		
	[Idr]B+ - [Idr]B-	< [Idr]B-	[Idr]A1+ - [Idr]A1	[Idr]A2+ - [Idr]A2	[Idr]A3+ - [Idr]A3	< [Idr]A3		
	id B+ - id B-	< idB-	idA1	idA2	idA3 - id A4	< idA4		
	-	-	-	-	-	-	3.773.396	3.773.396
	-	-	-	-	-	-	-	250.244
	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	135.718	531.535
	-	-	-	-	-	-	8.066.005	8.104.005
	-	-	-	-	-	-	961.328	961.328
	-	-	-	-	-	-	12.936.447	13.620.508





Tabel 3.2.a Pengungkapan Risiko Kredit Pihak Lawan - Bank secara Individual

Table 3.2.a Disclosure of Counter Party Credit Risk – Bank Individually

(dalam jutaan Rupiah)

No	Variabel yang Mendasari	Notional Amount			Tagihan Derivatif Derivative Receivables
		≤ 1 Tahun ≤ 1 Year	> 1 Tahun - ≤ 5 Tahun > 1 Year - ≤ 5 Years	> 5 Tahun > 5 Years	
31 Desember 2019					
BANK SECARA INVIDUAL					
1	Suku Bunga	-	-	-	-
2	Nilai Tukar	-	-	-	-
3	Lainnya	-	-	-	-
TOTAL		-	-	-	-
BANK SECARA KONSOLIDASI					
1	Suku Bunga	-	-	-	-
2	Nilai Tukar	-	-	-	-
3	Saham	-	-	-	-
4	Emas	-	-	-	-
5	Logam Selain Emas	-	-	-	-
6	Lainnya	-	-	-	-
TOTAL		-	-	-	-
31 Desember 2018					
BANK SECARA INVIDUAL					
1	Suku Bunga	-	-	-	-
2	Nilai Tukar	-	-	-	-
3	Lainnya	-	-	-	-
TOTAL		-	-	-	-
BANK SECARA KONSOLIDASI					
1	Suku Bunga	-	-	-	-
2	Nilai Tukar	-	-	-	-
3	Saham	-	-	-	-
4	Emas	-	-	-	-
5	Logam Selain Emas	-	-	-	-
6	Lainnya	-	-	-	-
TOTAL		-	-	-	-



(dalam jutaan Rupiah)

	Kewajiban Derivatif Derivative Liabilities	Tagihan Bersih Sebelum MRK Net Receivables before CRM	MRK	Tagihan Bersih Setelah MRK Net Receivables after CRM	Underlying Variables
December 31, 2019					
INDIVIDUALLY BANK					
	-	-		-	Interest Rate
					Foreign Exchange
	-	-		-	Others
					TOTAL
CONSOLIDATED BANK					
	-	-		-	Interest Rate
	-	-		-	Foreign Exchange
	-	-		-	Shares
	-	-		-	Gold
	-	-		-	Metals Except Gold
	-	-		-	Others
	-	-		-	TOTAL
December 31, 2018					
INDIVIDUALLY BANK					
	-	-		-	Interest Rate
	-	-		409	Foreign Exchange
	-	-		-	Others
	-	-		409	TOTAL
CONSOLIDATED BANK					
	-	-		-	Interest Rate
	-	-		-	Foreign Exchange
	-	-		-	Shares
	-	-		-	Gold
	-	-		-	Metals Except Gold
	-	-		-	Others
	-	-		-	TOTAL





Tabel 4.1.a Pengungkapan Tagihan Bersih Berdasarkan Bobot Risiko Setelah Memperhitungkan Dampak Mitigasi Risiko Kredit - Bank secara Individual

Table 4.1.a Disclosures of Net Receivables Based on Risk Weighting after Taking into Account of Credit Risk Mitigating Effect -Bank Individually

(dalam jutaan rupiah)

No	Kategori Portofolio Portfolio Category	31 Desember 2019 / December 31, 2019										ATMR
		Tagihan Setelah Memperhitungkan Dampak Mitigasi Risiko Kredit Net Receivables After Taking into Account of Credit Risk Mitigating Effect										
		0%	20%	35%	40%	45%	50%	75%	100%	150%	lainnya others	
A EKSPOSUR NERACA / BALANCE SHEET EXPOSURES												
1	Tagihan Kepada Pemerintah Receivable to Government	5.596.528										
2	Tagihan Kepada Entitas Sektor Publik Receivable to Public Entity		346.271				7.497			42.205		136.310
3	Tagihan Kepada Bank Pembangunan Multilateral dan Lembaga Internasional Receivable to Multilateral Development Bank and International Institution											
4	Tagihan Kepada Bank Receivable to Bank		586.649				5.054					119.857
5	Kredit Beragun Rumah Tinggal Loan Secured of Residential		7.561	17.968								5.738
6	Kredit Beragun Properti Komersial Loan Secured of Commercial Property								12.571			12.571
7	Kredit Pegawai/ Pensiunan Employee/ Pensioners Loans						11.556.197					5.777.773
8	Tagihan Kepada Usaha Mikro, Usaha Kecil, dan Portofolio Ritel Receivable to Micro Business, Small Business and Retail Portfolio								1.936.252			1.440.186
9	Tagihan Kepada Korporasi Receivable to Corporation		1.902				9.655		14.223.117			13.578.510



(in million Rupiah)

Beban Modal Capital Expenses	31 Desember 2018 / December 31, 2018										ATMR	Beban Modal Capital Expenses
	Tagihan Setelah Memperhitungkan Dampak Mitigasi Risiko Kredit Net Receivables After Taking into Account of Credit Risk Mitigating Effect											
	0%	20%	35%	40%	45%	50%	75%	100%	150%	lainnya others		
3.169.539	-	-	-	-	-	-	-	-	-	-	-	-
10.905	-	366.624	-	-	-	-	-	24.473	-	-	63.836	5.107
-	-	-	-	-	-	-	-	-	-	-	-	-
9.589	-	264.444	-	-	-	-	-	-	1.199	-	106.307	8.505
459	-	7.744	25.955	-	-	-	-	-	-	-	16.771	1.342
1.006	-	-	-	-	-	-	-	10.422	-	-	708	57
462.222	-	-	-	-	-	10.342.052	-	-	-	-	4.695.354	375.628
115.215	-	-	-	-	-	-	1.582.773	-	-	-	794.280	63.542
1.086.281	-	42.933	-	-	-	99	-	80.364	10.824.792	-	8.104.005	648.320





No	Kategori Portofolio Portfolio Category	31 Desember 2019 / December 31, 2019										ATMR
		Tagihan Setelah Memperhitungkan Dampak Mitigasi Risiko Kredit Net Receivables After Taking into Account of Credit Risk Mitigating Effect										
		0%	20%	35%	40%	45%	50%	75%	100%	150%	lainnya others	
10	Tagihan yang Telah Jatuh Tempo Receivable on Due Date								493	457		1.178
11	Aset Lainnya Other Assets	347.521							477.340			477.340
TOTAL EKSPOSUR NERACA TOTAL OF BALANCE SHEET EXPOSURES		5.944.049	942.383	17.968	-	-	11.578.403	1.936.252	14.713.521	42.662		21.549.463
B EKSPOSUR KEWAJIBAN KOMITMEN / KONTIJENSI PADA TRANSAKSI REKONING ADMINISTRASIF ACCOUNT EXPOSURE COMMITMENT OBLIGATION/CONTINGENCY OFF BALANCE SHEET												
1	Tagihan Kepada Pemerintah Receivable to Government											
2	Tagihan Kepada Entitas Sektor Publik Receivable to Public Entity											
3	Tagihan Kepada Bank Pembangunan Multilateral dan Lembaga Internasional Receivable to Multilateral Development Bank and International Institution											
4	Tagihan Kepada Bank Receivable to Bank											
5	Kredit Beragun Rumah Tinggal Loan Secured of Residential											
6	Kredit Beragun Properti Komersial Loan Secured of Commercial Property											
7	Kredit Pegawai/ Pensiunan Employee/ Pensioners Loans											
8	Tagihan Kepada Usaha Mikro, Usaha Kecil, dan Portofolio Ritel Receivable to Micro Business, Small Business and Retail Portfolio							2.387				1.621



Beban Modal Capital Expenses	31 Desember 2018 / December 31, 2018											ATMR	Beban Modal Capital Expenses
	Tagihan Setelah Memperhitungkan Dampak Mitigasi Risiko Kredit Net Receivables After Taking into Account of Credit Risk Mitigating Effect												
	0%	20%	35%	40%	45%	50%	75%	100%	150%	lainnya others			
94	-	-	-	-	-	-	-	2.740	241.083			251.095	20.088
38.187	1.051.361	-	-	-	-	-	-	-	-			961.328	76.906
1.723.957	4.220.900	681.744	25.955	-	-	10.342.150	1.582.773	117.998	11.067.073			14.993.683	1.199.495
	-	-	-	-	-	-	-	-	-			-	-
	-	-	-	-	-	-	-	-	-			-	-
	-	-	-	-	-	-	-	-	-			-	-
	3.827	-	-	-	-	-	-	-	-			-	-
	-	-	-	-	-	-	-	-	-			-	-
	-	-	-	-	-	-	-	-	-			-	-
	12.005	250	-	-	-	-	-	-	-			-	-
130	52.723	45.127	-	-	-	-	-	41	-			838	67





No	Kategori Portofolio Portfolio Category	31 Desember 2019 / December 31, 2019										ATMR
		Tagihan Setelah Memperhitungkan Dampak Mitigasi Risiko Kredit Net Receivables After Taking into Account of Credit Risk Mitigating Effect										
		0%	20%	35%	40%	45%	50%	75%	100%	150%	lainnya others	
9	Tagihan Kepada Korporasi Receivable to Corporation								620.801			598.697
10	Tagihan yang Telah Jatuh Tempo Receivable on Due Date											
11	Aset Lainnya Other Assets											
TOTAL EKSPOSUR TRA TOTAL OF TRA EXPOSURE								2.387	620.801	-		600.318
C EKSPOSUR AKIBAT KEGAGALAN PIHAK LAWAN COUNTER PARTY CREDIT RISK EXPOSURE												
1	Tagihan Kepada Pemerintah Receivable to Government											
2	Tagihan Kepada Entitas Sektor Publik Receivable to Public Entity											
3	Tagihan Kepada Bank Pembangunan Multilateral dan Lembaga Internasional Receivable to Multilateral Development Bank and International Institution											
4	Tagihan Kepada Bank Receivable to Bank											
5	Tagihan Kepada Usaha Mikro, Usaha Kecil, dan Portofolio Ritel Receivable to Micro Business, Small Business and Retail Portfolio											
6	Tagihan Kepada Korporasi Receivable to Corporation											
TOTAL EKSPOSUR COUNTERPARTY CREDIT RISK TOTAL OF COUNTER PARTY CREDIT RISK EXPOSURES												



	Beban Modal Capital Expenses	31 Desember 2018 / December 31, 2018										ATMR	Beban Modal Capital Expenses
		Tagihan Setelah Memperhitungkan Dampak Mitigasi Risiko Kredit Net Receivables After Taking into Account of Credit Risk Mitigating Effect											
		0%	20%	35%	40%	45%	50%	75%	100%	150%	lainnya others		
	47.896	1.934.858	325.459	-	-	-	-	-	540.081	-		889.425	71.154
		141.580	86	-	-	-	-	-	-	-		-	-
		-	-	-	-	-	-	-	-	-		-	-
	7.574	2.144.994	370.922	-	-	-	-	-	540.122	-		890.263	7.574
	-	-	-	-	-	-	-	-	-	-		-	-
	-	-	-	-	-	-	-	-	-	-		-	-
	-	-	-	-	-	-	-	-	-	-		-	-
	2.045	-	-	-	-	-	-	-	-	-		1.607	129
	-	-	-	-	-	-	-	-	-	-		-	-
	-	-	-	-	-	-	-	-	-	-		-	-
	6.365.894	1.052.666	25.955	-	-		10.342.150	1.582.773	658.120	11.067.073		15.883.946	1.207.068





Tabel 4.2.a Pengungkapan Tagihan Bersih Dan Teknik Mitigasi Risiko Kredit - Bank secara Individual

Table 4.2.a Disclosure of Net Receivables and Credit Risk Mitigation Techniques - Bank Individually

(dalam jutaan Rupiah)

No	Kategori	31 Desember 2019 / December 31, 2019					Bagian Yang Tidak Dijamin Parts are not secured by
		Tagihan Bersih Net Receivables	Bagian yang Dijamin Dengan Parts are secured by				
			Agunan Collateral	Garansi Guarantee	Asuransi Kredit Credit Insurance		
A	EKSPOSUR NERACA / BALANCE SHEET EXPOSURE						
1	Tagihan Kepada Pemerintah	5.596.528	-	-	-	5.596.528	
2	Tagihan Kepada Entitas Sektor Publik	395.973	-	-	-	395.973	
3	Tagihan Kepada Bank Pembangunan Multilateral dan Lembaga Internasional	-	-	-	-	-	
4	Tagihan Kepada Bank	591.703	-	-	-	591.703	
5	Kredit Beragun Rumah Tinggal	25.528	6.974	-	-	18.554	
6	Kredit Beragun Properti Komersial	12.571	-	-	-	12.570	
7	Kredit Pegawai/Pensiunan	11.556.197	650	-	-	11.555.546	
8	Tagihan Kepada Usaha Mikro, Usaha Kecil, dan Portofolio Ritel	1.936.252	16.004	-	-	1.920.247	
9	Tagihan Kepada Korporasi	14.234.674	649.815	-	-	13.584.859	
10	Tagihan yang Telah Jatuh Tempo	950	-	-	-	950	
11	Aset Lainnya	824.861	-	-	-	824.861	
	TOTAL EKSPOSUR NERACA	35.175.237	673.444	-	-	34.501.794	
B	EKSPOSUR REKENING ADMINISTRATIF / ADMINISTRATIVE ACCOUNT EXPOSURE						
1	Tagihan Kepada Pemerintah	-	-	-	-	-	
2	Tagihan Kepada Entitas Sektor Publik	-	-	-	-	-	
3	Tagihan Kepada Bank Pembangunan Multilateral dan Lembaga Internasional	-	-	-	-	-	
4	Tagihan Kepada Bank	-	-	-	-	-	
5	Kredit Beragun Rumah Tinggal	-	-	-	-	-	
6	Kredit Beragun Properti Komersial	-	-	-	-	-	
7	Kredit Pegawai/Pensiunan	-	-	-	-	-	
8	Tagihan Kepada Usaha Mikro, Usaha Kecil, dan Portofolio Ritel	2.387	225	-	-	2.161	
9	Tagihan Kepada Korporasi	620.801	22.104	-	-	598.697	
10	Tagihan yang Telah Jatuh Tempo	-	-	-	-	-	
11	Aset Lainnya	-	-	-	-	-	
	TOTAL EKSPOSUR REKENING ADMINISTRARIF	623.188	22.329	-	-	600.859	



(in million Rupiah)

31 Desember 2018 / December 31, 2018							Category
Tagihan Bersih Net Receivables	Bagian yang Dijamin Dengan Parts are secured by				Bagian Yang Tidak Dijamin Parts are not secured by		
	Agunan Collateral	Garansi Guarantee	Asuransi Kredit Credit Insurance	Lainnya Others			
3.169.539	-	-	-	-	3.169.539	Receivable to Government	
391.097	-	-	-	-	391.097	Receivable to Public Entity	
-	-	-	-	-	-	Receivable to Multilateral Development Bank and International Institution	
265.642	-	-	-	-	265.642	Receivable to Bank	
33.698	10.386	-	-	-	23.313	Loan Secured of Residential	
10.422	-	-	-	-	10.422	Loan Secured of Commercial Property	
10.342.052	-	-	-	-	10.342.052	Employee/Pensioners Loans	
1.582.773	42.329	-	-	-	1.540.444	Receivable to Micro Business, Small Business and Retail Portfolio	
10.948.188	898.501	-	-	-	10.049.687	Receivable to Corporation	
243.822	-	-	-	-	243.822	Receivable on due date	
1.051.361	-	-	-	-	1.051.361	Other Assets	
28.038.593	951.216	-	-	-	27.087.378	TOTAL OF BALANCE SHEET EXPOSURE	
-	-	-	-	-	-	Receivable to Government	
-	-	-	-	-	-	Receivable to Public Entity	
-	-	-	-	-	-	Receivable to Multilateral Development Bank and International Institution	
-	-	-	-	-	-	Receivable to Bank	
-	-	-	-	-	-	Loan Secured of Residential	
-	-	-	-	-	-	Loan Secured of Commercial Property	
50	-	-	-	-	50	Employee/Pensioners Loans	
9.067	-	-	-	-	9.067	Receivable to Micro Business, Small Business and Retail Portfolio	
605.173	444.848	-	-	-	160.324	Receivable to Corporation	
17	-	-	-	-	17	Receivable on due date	
-	-	-	-	-	-	Other Assets	
614.306	444.848	-	-	-	169.458	TOTAL OF ADMINISTRATIVE ACCOUNT EXPOSURE	





No	Kategori	31 Desember 2019 / December 31, 2019					Bagian Yang Tidak Dijamin Parts are not secured by
		Tagihan Bersih Net Receivables	Bagian yang Dijamin Dengan Parts are secured by				
			Agunan Collateral	Garansi Guarantee	Asuransi Kredit Credit Insurance		
C EKSPOSUR AKIBAT KEGAGALAN PIHAK LAWAN COUNTERPARTY CREDIT RISK EXPOSURE							
1	Tagihan Kepada Pemerintah	-	-	-	-	-	
2	Tagihan Kepada Entitas Sektor Publik	-	-	-	-	-	
3	Tagihan Kepada Bank Pembangunan Multilateral dan Lembaga Internasional	-	-	-	-	-	
4	Tagihan Kepada Bank	-	-	-	-	-	
5	Tagihan Kepada Usaha Mikro, Usaha Kecil, dan Portofolio Ritel	-	-	-	-	-	
6	Tagihan Kepada Korporasi	-	-	-	-	-	
TOTAL EKSPOSUR COUNTERPARTY CREDIT RISK		-	-	-	-	-	
TOTAL (A+B+C)		35.798	695.773	-	-	35.102.652	



31 Desember 2018 / December 31, 2018							Category
Tagihan Bersih Net Receivables	Bagian yang Dijamin Dengan Parts are secured by				Bagian Yang Tidak Dijamin Parts are not secured by		
	Agunan Collateral	Garansi Guarantee	Asuransi Kredit Credit Insurance	Lainnya Others			
423.439	-	-	-	-	423.439	Receivable to Government	
-	-	-	-	-	-	Receivable to Public Entity	
-	-	-	-	-	-	Receivable to Multilateral Development Bank and International Institution	
2.045	-	-	-	-	409	Receivable to Bank	
-	-	-	-	-	-	Receivable to Micro Business, Small Business and Retail Portfolio	
-	-	-	-	-	-	Receivable to Corporation	
425.484	-	-	-	-	429.436	TOTAL OF COUNTERPARTY CREDIT RISK EXPOSURE	
TOTAL (A+B+C)							





2. Risiko Pasar

Aktivitas bisnis pada portofolio trading book dan banking book memiliki eksposur risiko pasar karena terdapat potensi pergerakan suku bunga dan nilai tukar atas aktivitas bisnis yang dikelola tersebut. Pemantauan terhadap pergerakan potensi risiko pasar dilakukan oleh Treasury, Asset and Liability Committee (ALCO) dan Satuan Kerja Manajemen Risiko.

Pemantauan dilakukan dengan metode valuasi mark to market dengan melihat nilai pasar portofolio di pasar sekunder atau nilai pasar sekunder yang terbentuk dari transaksi yang terjadi paling lama dalam 10 (sepuluh) hari kerja terakhir atau rata-rata quotation dari minimal 2 (dua) market maker atau broker. Pengendalian risiko pasar dilakukan melalui penetapan maksimum eksposur untuk obligasi trading, penetapan risk factor terhadap masing-masing mata uang yang dikelola, penetapan limit transaksi per mata uang dan counterparty, penetapan limit Posisi Devisa Neto (PDN), penetapan limit cut loss valuta asing dan surat berharga trading.

Pengukuran risiko pasar dilakukan secara periodik untuk keperluan pemantauan risiko maupun perhitungan Kewajiban Penyediaan Modal Minimum (KPMM). Pemantauan dilakukan terhadap rasio Posisi Devisa Neto (PDN), potensi keuntungan atau kerugian harga pasar surat berharga yang dimiliki, dan ATMR pasar berdasarkan posisi surat berharga dan Posisi Devisa Neto (PDN). Pada perhitungan Kewajiban Penyediaan Modal Minimum (KPMM) cakupan portofolio yang masuk dalam perhitungan ATMR pasar adalah surat berharga trading dan AFS (risiko suku bunga), dan eksposur valuta asing (risiko nilai tukar).

2. Market Risk

Business activities in the trading book and banking book portfolios have market risk exposures due to the potential for movement of interest rates and exchange rates for these managed business activities. Monitoring of potential market risk movements is carried out by the Treasury, Asset and Liability Committee (ALCO), and the Risk Management Work Unit.

Monitoring is carried out using the mark to market valuation method by looking at the market value of the portfolio in the secondary market or the secondary market value that is formed from transactions that occur no longer than the last 10 (ten) working days or the average quotation of at least 2 (two) market makers or a broker. Market risk control is carried out through setting maximum exposure for trading bonds, determining risk factors for each managed currency, setting transaction limits per currency and counterparty, setting limits on Net Open Position (NOP), setting limit on foreign currency cut loss and letters valuable trading.

Market risk measurement is carried out periodically for the purpose of risk monitoring and calculation of the Minimum Capital Adequacy Requirement (KPMM). Monitoring is conducted on the ratio of Net Open Position (NOP), potential gains or losses in market prices of securities owned, and market RWA based on the position of securities and Net Open Position (NOP). In the calculation of the Minimum Capital Requirement (KPMM) portfolio coverage included in the calculation of market RWA is trading securities and AFS (interest rate risk), and foreign exchange exposures (exchange rate risk).

Tabel 7.1. Pengungkapan Risiko Pasar Dengan Menggunakan Metode Standar

Table 7.1. Market Risk Disclosure through Standard Method

(dalam jutaan rupiah)

(in million Rupiah)

No	Jenis Risiko	31 Desember 2019 / December 31, 2019		31 Desember 2018 / December 31, 2018		Type of Risk
		Bank		Bank		
		Beban Modal Capital Expenses	ATMR ATMR	Beban Modal Capital Expenses	ATMR ATMR	
1	Risiko Suku Bunga					Interest Rate Risk
	a. Risiko Spesifik	13	158	4	49	a. Specific Risk
	b. Risiko Umum	5,880	73.494	723	9,039	b. General Risk
2	Risiko Nilai Tukar	1,911	23.887	99	9,039	Foreign Exchange Risk
3	Risiko Option	-	-	-	-	Option Risk
	Jumlah	7.803	97.539	826	10,331	Total



Eksposur risiko pasar karena fluktuasi suku bunga maupun perubahan kurs atas portofolio yang dimiliki terus dijaga dengan mengendalikan portofolio sesuai limit yang telah ditentukan, selain itu dilakukan pemantauan terhadap kecukupan cadangan modal untuk mengantisipasi potential loss dari portofolio dan stress test atas eksposur banking book maupun trading book. Langkah antisipasi atas eksposur risiko pasar yang tinggi sudah diantisipasi dengan penyusunan contingency plan oleh Asset and Liability Committee (ALCO).

3. Risiko Operasional

Pengelolaan risiko operasional merupakan suatu proses yang secara terus-menerus mengalami penyempurnaan. Hal tersebut dicapai melalui penerapan model Pertahanan 3 (tiga) Lapis (Three Lines of Defences) dalam pengendalian internal Bank. Pada lini pertama, risiko dikelola secara langsung oleh masing-masing unit kerja. Pada lini kedua, Satuan Kerja Manajemen Risiko melakukan pengawasan, evaluasi dan metodologi pengelolaan risiko secara organisasi. Pada lini ketiga, Satuan Kerja Audit Intern bertugas memberikan review yang menyeluruh terhadap kegiatan operasional Bank dan implementasi praktik kelola risiko yang dijalankan Bank.

Market risk exposures due to fluctuations in interest rates and changes in exchange rates for the portfolio held are maintained by controlling the portfolio in accordance with predetermined limits, in addition to monitoring the adequacy of capital reserves to anticipate potential losses from the portfolio and stress tests on banking book and trading book exposures. Anticipatory measures for high market risk exposures have been anticipated with the preparation of a contingency plan by the Asset and Liability Committee (ALCO).

3. Operational Risk

Operational risk management is a process that is continuously undergoing improvement. This was achieved through the implementation of the Three Lines of Defences model in the Bank's internal control. In the first line, risk is managed directly by each work unit. On the second line, the Risk Management & Compliance Division carries out organizational oversight, evaluation and risk management methodology. In the third line, the Internal Audit Work Unit is tasked with providing a comprehensive review of the Bank's operational activities and implementation of risk management practices carried out by the Bank.

Tabel 8.1.a Pengungkapan Kuantitatif Risiko Operasional - Bank secara Individual

Table 8.1.a Operational Risk Quantitative Disclosure – Bank Individually

(dalam jutaan Rupiah)

(in million Rupiah)

No	Pendekatan Yang Digunakan Used Approach	31 Desember 2019 December 31, 2019			31 Desember 2018 December 31, 2018		
		Pendapatan Bruto (Rata - rata 3 Tahun Terakhir) Average Gross Income (Average of 3 Last Year)	Beban Modal Capital Expenses	ATMR	Pendapatan Bruto (Rata - rata 3 Tahun Terakhir) Average Gross Income (Average of 3 Last Year)	Beban Modal Capital Expenses	ATMR
1	Pendekatan Indikator Dasar Basic Indicator Approach	1.298.011	194.702	2.433.770	1.105.036	165.755	2.071.942
	Total	1.298.011	194.702	2.433.770	1.105.036	165.755	2.071.942





4. Risiko Likuiditas

Manajemen risiko likuiditas dilakukan oleh Tresuri sebagai pelaksana pengelola likuiditas di mana secara harian menghitung posisi proyeksi arus kas dan rasio likuiditas yang disampaikan kepada Asset and Liability Committee (ALCO). Bank memiliki indikator peringatan dini untuk mengetahui kondisi likuiditas yaitu dengan perhitungan posisi proyeksi arus kas (long atau short) dan Loan to Funding Ratio (LFR).

4. Liquidity Risk

Liquidity risk management is carried out by Treasury as a liquidity manager who daily calculates the position of cash flow projections and liquidity ratios submitted to the Asset and Liability Committee (ALCO). The bank has an early warning indicator to determine liquidity conditions, namely by calculating the position of the projected cash flow (long or short) and Loan to Funding Ratio (LFR).

Tabel 9.1.a Pengungkapan Profil Maturitas Rupiah - Bank secara Individual

Table 9.1.a Rupiah Maturity Profile Disclosure - Bank Individually

(dalam jutaan rupiah)

No	Pos - Pos Posts	31 Desember 2019 December 31, 2019			
		Saldo Balance	Jatuh Tempo Maturity		
			≤ 1 Bulan ≤ 1 Month	> 1 Bulan s.d. 3 Bulan > 1 Month up to 3 Months	> 3 Bulan s.d. 6 Bulan > 3 Months up to 6 Months
I NERACA / BALANCE SHEET					
A. Aset / Assets					
1	Kas Cash	306.786	306.786	-	-
2	Penempatan Pada Bank Indonesia Placement with Bank Indonesia	4.448.469	3.781.551	-	666.918
3	Penempatan Pada Bank Lain Placement with Other Banks	132.746	34.273	98.474	-
4	Surat Berharga Securities	527.275	-	4.059	222.756
5	Kredit yang diberikan Loans	16.203.238	69.063	1.035.900	811.169
6	Tagihan Lainnya Other Receivables	770.988	246.900	219.115	266.698
7	Lain - lain Others				
Total Aset Total Assets		22.389.503	4.438.574	1.357.548	1.967.542
B. Kewajiban / Liabilities					
1	Dana Pihak Ketiga Third Party Funds	14.592.418	5.803.299	3.202.701	2.671.232
2	Kewajiban pada Bank Indonesia Liabilities with Bank Indonesia	-	-	-	-
3	Kewajiban pada Bank Lain Liabilities with Other Banks	1.161.190	271.499	47.150	615.641
4	Surat Berharga yang Diterbitkan Securities Issued	-	-	-	-
5	Pinjaman yang Diterima Loans Received	1.500.000	-	200.000	-



Dalam mengelola likuiditas, Satuan Kerja Manajemen Risiko secara periodik menyusun laporan profil risiko likuiditas, mengukur pemenuhan rasio-rasio likuiditas yang ditetapkan regulator (net stable funding ratio, liquidity coverage ratio dan rasio AL/NCD) dan melakukan identifikasi pengukuran risiko likuiditas berupa proyeksi arus kas secara kontraktual dan behavioral, profil maturitas secara kontraktual dan behavioral, analisa core deposit, dan stress test penarikan dana oleh deposan inti. Pengendalian risiko likuiditas dilakukan melalui penyediaan Giro Wajib Minimum (GWM), penempatan dana dalam bentuk instrumen berkualitas tinggi (secondary reserves), dan interbank borrowing.

In managing liquidity, the Risk & Compliance Management Division periodically prepares liquidity risk profile reports, measures the fulfillment of liquidity ratios set by the regulator (net stable funding ratio, liquidity coverage ratio and AL/NCD ratio) and identifies liquidity risk measurements in the form of projected flows contractual and behavioral cash, contractual and behavioral maturity profiles, core deposit analysis, and stress tests for fund withdrawals by core depositors. Liquidity risk control is carried out through the provision of Statutory Reserves (GWM), placement of funds in the form of high quality instruments (secondary reserves), and interbank borrowing.

(in million Rupiah)

		31 Desember 2018 December 31, 2018						
		Saldo Balance	Jatuh Tempo Maturity					
> 6 Bulan s. d. 12 Bulan > 6 Months up to 12 Months	> 12 Bulan > 12 Months		≤ 1 Bulan ≤ 1 Month	> 1 Bulan s.d. 3 Bulan > 1 Month up to 3 Months	> 3 Bulan s.d. 6 Bulan > 3 Months up to 6 Months	> 6 Bulan s. d. 12 Bulan > 6 Months up to 12 Months	> 12 Bulan > 12 Months	
-	-	274.820	274.820	-	-	-	-	-
-	-	881.823	881.823	-	-	-	-	-
-	-	22.932	22.932	-	-	-	-	-
17.711	282.749	1.099.321	139	201.141	476.608	96.920	324.513	
975.176	13.311.929	13.928.599	200.011	488.600	254.539	704.150	12.281.300	
34.022	4.252	2.976	902	100.829	69.851	-	-	
		-	-	-	-	-	-	
1.026.909	13.598.931	16.210.471	1.380.627	790.570	800.998	801.070	12.605.813	
2.810.710	104.477	9.794.268	6.153.854	1.826.479	861.682	829.869	122.385	
-	-	-	-	-	-	-	-	
210.047	16.853	1.881.887	1.203.143	17.574	133.193	527.977	-	
-	-	139.633	2.976	902	100.829	34.926	-	
800.000	500.000	-	-	-	-	-	-	





No	Pos - Pos Posts	31 Desember 2019 December 31, 2019			
		Saldo Balance	Jatuh Tempo Maturity		
			≤ 1 Bulan ≤ 1 Month	> 1 Bulan s.d. 3 Bulan > 1 Month up to 3 Months	> 3 Bulan s.d. 6 Bulan > 3 Months up to 6 Months
6	Kewajiban lainnya Other Liabilities	463.331	40.548	170.197	222.527
7	Lain - lain Others				
Total Kewajiban Total Liabilities		17.716.939	6.115.346	3.620.047	3.509.400
Selisih Aset Dengan Kewajiban dalam Neraca Assets Difference with Liabilities in Balance Sheet		4.672.564	(1.676.772)	(2.262.499)	(1.541.858)
II REKENING ADMINISTRATIF / ADMINISTRATIVE ACCOUNTS					
A. Tagihan Rekening Administrasi / Administrative Account Receivables					
1	Komitmen Commitment	640.301	640.301	-	-
2	Kotijensi Contingency	137.408	24.143	106.091	1.284
Total Tagihan Rekening Administratif Total of Administrative Account Receivables		777.709	664.444	106.091	1.284
II REKENING ADMINISTRATIF / ADMINISTRATIVE ACCOUNTS					
B. Kewajiban Rekening Administrasi / Administrative Account Liabilities					
1	Komitmen Commitment	1.277.800	81.347	550.719	331.995
2	Kotijensi Contingency	170.738	21.842	106.135	1.286
Total Kewajiban Rekening Administratif Total fo Administrative Account Liabilities		1.448.538	103.189	656.853	333.281
Selisih Tagihan dan Kewajiban dalam Rekening Administratif Receivables Difference with Liabilities in Administrative Account		(670.829)	561.255	(550.762)	(331.997)
Selisih [(IA-IB)+(IIA-IIB)] Differences [(IA-IB)+(IIA-IIB)]		4.001.735	(1.115.518)	(2.813.261)	(1.873.855)
Selisih Kumulatif Cummulative Differences			(1.115.518)	(3.928.779)	(5.802.634)



		31 Desember 2018 December 31, 2018						
		Saldo Balance	Jatuh Tempo Maturity					
> 6 Bulan s. d. 12 Bulan > 6 Months up to 12 Months	> 12 Bulan > 12 Months		≤ 1 Bulan ≤ 1 Month	> 1 Bulan s.d. 3 Bulan > 1 Month up to 3 Months	> 3 Bulan s.d. 6 Bulan > 3 Months up to 6 Months	> 6 Bulan s. d. 12 Bulan > 6 Months up to 12 Months	> 12 Bulan > 12 Months	
30.059	-	517.391	517.391	-	-	-	-	
		15.753	15.753	-	-	-	-	
3.850.816	621.330	12.348.933	7.893.117	1.844.955	1.095.703	1.392.772	122.385	
(2.823.907)	12.977.600	3.861.538	(6.512.490)	(1.054.386)	(294.706)	(591.702)	12.483.428	
-	-	921.095	921.095	-	-	-	-	
5.890	-	378.819	133.585	157.925	51.395	21.681	14.233	
5.890	-	1.299.914	1.054.680	157.925	51.395	21.681	14.233	
187.659	126.080	2.087.543	1.247.043	395.009	123.080	171.009	151.402	
11.079	30.396	420.734	130.785	163.299	61.935	30.590	34.125	
198.738	156.476	2.508.277	1.377.828	558.308	185.015	201.599	185.527	
(192.848)	(156.476)	(1.208.363)	(323.148)	(400.383)	(133.620)	(179.918)	(171.294)	
(3.016.756)	12.821.124	2.653.175	6.835.638	1.454.769	428.326	771.620	12.312.134	
(8.819.389)	4.001.735	2.653.175	(6.835.638)	(1.454.769)	(428.326)	(771.620)	12.312.134	





Tabel 9.2.a Pengungkapan Profil Maturitas Valas - Bank secara Individual

Table 9.2.a Disclosure of Foreign Maturity Profile - Bank Individually

(dalam jutaan Rupiah)

No	Pos - Pos Posts	31 Desember 2019 December 31, 2019			
		Saldo Balance	Jatuh Tempo Maturity		
			≤ 1 Bulan ≤ 1 Month	> 1 Bulan s.d. 3 Bulan > 1 Month up to 3 Months	> 3 Bulan s.d. 6 Bulan > 3 Months up to 6 Months
I NERACA / BALANCE SHEET					
A. Aset / Assets					
1	Kas Cash	40.733	40.733	-	-
2	Penempatan Pada Bank Indonesia Placement with Bank Indonesia	948.175	948.175	-	-
3	Penempatan Pada Bank Lain Placement with Other Banks	416.078	416.078	-	-
4	Surat Berharga Securities	339.107	118.778	73.806	38.808
5	Kredit yang diberikan Loans	10.471.212	217.111	2.038.869	1.423.826
6	Tagihan Lainnya Other Receivables	179.174	-	168.221	10.953
7	Lain - lain Others	-	-	-	-
Total Aset Total Assets		12.394.479	1.740.877	2.280.896	1.473.587
B. Kewajiban / Liabilities					
1	Dana Pihak Ketiga Third Party Funds	4.472.952	2.433.827	696.832	366.026
2	Kewajiban pada Bank Indonesia Liabilities with Bank Indonesia	-	-	-	-
3	Kewajiban pada Bank Lain Liabilities with Other Banks	613.985	613.985	-	-
4	Surat Berharga yang Diterbitkan Securities Issued	-	-	-	-
5	Pinjaman yang Diterima Loans Received	6.524.775	-	208.238	832.950
6	Kewajiban lainnya Other Liabilities	179.174	-	168.221	10.953
7	Lain - lain Others	-	-	-	-
Total Kewajiban Total Liabilities		11.790.886	3.047.812	1.073.291	1.209.929
Selisih Aset Dengan Kewajiban dalam Neraca Assets Difference with Liabilities in Balance Sheet		603.593	(1.306.937)	1.207.605	263.658



(in million Rupiah)

		31 Desember 2018 December 31, 2018						
		Saldo Balance	Jatuh Tempo Maturity					
> 6 Bulan s. d. 12 Bulan > 6 Months up to 12 Months	> 12 Bulan > 12 Months		≤ 1 Bulan ≤ 1 Month	> 1 Bulan s.d. 3 Bulan > 1 Month up to 3 Months	> 3 Bulan s.d. 6 Bulan > 3 Months up to 6 Months	> 6 Bulan s. d. 12 Bulan > 6 Months up to 12 Months	> 12 Bulan > 12 Months	
-	-	42.887	42.887	-	-	-	-	-
-	-	905.940	905.940	-	-	-	-	-
-	-	97.021	97.021	-	-	-	-	-
107.715	-	215.914	103.970	111.944	-	-	-	-
3.282.232	3.509.173	8.599.671	619.329	1.236.312	1.409.466	2.247.596	3.086.968	
-	-	176.120	42.082	28.156	105.882	-	-	-
-	-	-	-	-	-	-	-	-
3.389.947	3.509.173	10.037.553	1.811.228	1.376.413	1.515.348	2.247.596	3.086.968	
844.048	132.218	5.596.918	3.413.582	1.097.443	327.436	734.249	24.208	
-	-	-	-	-	-	-	-	-
-	-	223.333	223.333	-	-	-	-	-
-	-	-	-	-	-	-	-	-
2.707.088	2.776.500	4.745.400	-	-	4.745.400	-	-	-
-	-	69.374	69.374	-	-	-	-	-
-	-	-	-	-	-	-	-	-
3.551.136	2.908.718	10.635.025	3.706.289	1.097.443	5.072.836	734.249	24.208	
(161.188)	600.455	(597.472)	(1.895.061)	278.970	(3.557.488)	1.513.347	3.062.760	





No	Pos - Pos Posts	31 Desember 2019 December 31, 2019			
		Saldo Balance	Jatuh Tempo Maturity		
			≤ 1 Bulan ≤ 1 Month	> 1 Bulan s.d. 3 Bulan > 1 Month up to 3 Months	
II REKENING ADMINISTRATIF / ADMINISTRATIVE ACCOUNTS					
A. Tagihan Rekening Administrasi / Administrative Account Receivables					
1	Komitmen Commitment	-	-	-	-
2	Kotijensi Contingency	-	-	-	-
Total Tagihan Rekening Administratif Total of Administrative Account Receivables		-	-	-	-
II REKENING ADMINISTRATIF / ADMINISTRATIVE ACCOUNTS					
B. Kewajiban Rekening Administrasi / Administrative Account Liabilities					
1	Komitmen Commitment	2.650.495	687.099	873.420	386.855
2	Kotijensi Contingency	403.140	-	227.629	144.302
Total Kewajiban Rekening Administratif Total fo Administrative Account Liabilities		3.053.635	687.099	1.101.049	531.156
Selisih Tagihan dan Kewajiban dalam Rekening Administratif Receivables Difference with Liabilities in Administrative Account		(3.053.635)	(687.099)	(1.101.049)	(531.156)
Selisih [(IA-IB)+(IIA-IIB)] Differences [(IA-IB)+(IIA-IIB)]		(2.450.042)	(1.994.036)	(106.556)	(267.498)
Selisih Kumulatif Cummulative Differences			(1.994.036)	(1.887.480)	(2.154.978)



		31 Desember 2018 December 31, 2018						
		Saldo Balance	Jatuh Tempo Maturity					> 12 Bulan > 12 Months
> 6 Bulan s. d. 12 Bulan > 6 Months up to 12 Months	> 12 Bulan > 12 Months		≤ 1 Bulan ≤ 1 Month	> 1 Bulan s.d. 3 Bulan > 1 Month up to 3 Months	> 3 Bulan s.d. 6 Bulan > 3 Months up to 6 Months	> 6 Bulan s. d. 12 Bulan > 6 Months up to 12 Months		
-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-
169.588	533.533	1.360.823	237.486	380.567	266.203	190.449	286.119	
20.103	11.106	119.383	7.190	-	85.705	-	26.488	
189.691	544.639	1.480.205	244.676	380.567	351.907	190.449	312.607	
(189.691)	(544.639)	(1.480.205)	(244.676)	(380.567)	(351.907)	(190.449)	(312.607)	
(350.879)	55.816	(2.077.677)	(2.139.737)	(101.597)	(3.909.395)	1.322.898	2.750.135	
(2.505.858)	(2.450.042)		(2.139.737)	(2.241.334)	(6.150.729)	(4.827.831)	(2.077.677)	





5. Risiko Hukum

Risiko hukum adalah risiko kerugian finansial atau lainnya yang terjadi karena litigasi atau kasus hukum. Pengelolaan risiko hukum dilakukan oleh Departemen *Corporate Legal* dan *Legal Support* di Unit Bisnis bersama-sama dengan Divisi Manajemen Risiko & Kepatuhan. Departemen *Corporate Legal* dan *Legal Support* di Unit Bisnis berperan sebagai mitra bagi seluruh unit kerja untuk memastikan bahwa semua risiko hukum potensial yang berkaitan dengan transaksi/perjanjian antara Bank dengan nasabah, karyawan dan pihak ketiga lainnya dapat dimitigasi dengan baik.

Proses manajemen risiko hukum dilakukan melalui mekanisme:

- a. Review secara berkala atas perjanjian Bank dengan pihak ketiga dan mengupayakan perbaikan atas kelemahan perjanjian yang dapat menimbulkan kerugian bagi Bank.
- b. Menangani perkara hukum yang melibatkan Bank serta memantau proses penanganannya dengan melakukan upaya sesuai hukum untuk melindungi kepentingan hukum dan bisnis Bank.

6. Risiko Strategik

Pengelolaan Risiko strategik menjadi tanggung jawab Direksi yang dilakukan bersamaan dengan pengawasan dari Dewan Komisaris. Dalam prosesnya, pengelolaan risiko ini dilaksanakan oleh Divisi *Corporate Planning* dengan dukungan dari Divisi Manajemen Risiko & Kepatuhan.

Risiko strategik adalah fungsi dari kesesuaian antara tujuan strategis organisasi, strategi bisnis yang disusun untuk mencapai tujuan tersebut, dan kualitas implementasinya. Melalui penetapan rencana bisnis jangka pendek dan menengah yang mempertimbangkan risiko, baik dari internal maupun eksternal, bank mampu mengidentifikasi dan merespon perubahan lingkungan bisnis. Hal ini disertai dengan evaluasi rencana bisnis dan analisa berkala atas lingkungan bisnis, makro dan mikro, termasuk perkembangan regulasi.

Pengukuran risiko strategik dan parameter pengukurannya dilakukan berdasarkan kinerja Bank yaitu dengan membandingkan hasil yang dicapai dengan hasil aktual. Selain itu, faktor-faktor lain dalam identifikasi risiko strategik meliputi kesesuaian strategi dengan kondisi lingkungan bisnis, posisi bank di pasar, dan kondisi makro ekonomi.

5. Legal Risks

Legal risk is the risk of financial or other losses that occur due to litigation or legal cases. Legal risk management is carried out by the Corporate Legal and Legal Support Departments in the Business Unit together with the Risk & Compliance Management Division. The Corporate Legal and Legal Support Departments in the Business Unit act as partners for all work units to ensure that all potential legal risks related to transactions/agreements between the Bank and customers, employees and other third parties can be properly mitigated.

The legal risk management process is carried out through mechanisms

- a. *Periodic review of bank agreements with third parties and seek improvements to the weaknesses of the agreement that could cause harm to the Bank.*
- b. *Handle legal cases involving the Bank and monitor the process of handling by making efforts according to the law to protect the legal and business interests of the Bank*

6. Strategic Risk

Strategic Risk Management is the responsibility of the Board of Directors which is carried out in conjunction with supervision from the Board of Commissioners. In the process, risk management is carried out by the Corporate Planning Division with support from the Risk & Compliance Management Division.

Strategic risk is a function of the alignment between the organization's strategic objectives, the business strategies developed to achieve these objectives, and the quality of their implementation. Through the establishment of short and medium term business plans that consider risks, both internal and external, the bank is able to identify and respond to changes in the business environment. This is accompanied by an evaluation of the business plan and periodic analysis of the business, macro and micro environment, including regulatory developments.

Strategic risk measurement and measurement parameters are based on the Bank's performance by comparing the results achieved with actual results. In addition, other factors in identifying strategic risk include the suitability of the strategy with the conditions of the business environment, the bank's position in the market, and macroeconomic conditions.



7. Risiko Kepatuhan

Risiko Kepatuhan merupakan risiko yang disebabkan Bank tidak mematuhi dan/atau tidak melaksanakan peraturan perundang-undangan dan ketentuan lain yang berlaku serta tidak memenuhi komitmen yang telah disepakati dengan OJK. Risiko Kepatuhan di lingkup Bank dikelola oleh Satuan Kerja Kepatuhan yang bertanggung jawab untuk menetapkan dan mempertahankan kerangka kerja sesuai kebijakan kepatuhan serta memastikan bahwa proses manajemen risiko dapat berjalan dengan baik sehingga dapat meminimalkan dampak risiko yang ditimbulkan karena ketidakpatuhan terhadap ketentuan dan/atau peraturan perundang-undangan yang berlaku.

Strategi pengelolaan risiko kepatuhan dilakukan melalui pelaksanaan tugas dan tanggung jawab Satuan Kerja Kepatuhan yang independen terhadap satuan kerja operasional yang didukung oleh penerapan sistem pengendalian intern secara konsisten dari seluruh unit kerja.

8. Risiko Reputasi

Bank menjaga prinsip kehati-hatian dalam menjalankan kebijakan operasional perbankannya dengan memprioritaskan pelayanan kepada nasabahnya. Risiko reputasi sangat mungkin timbul dari kegagalan mitigasi yang efektif dari satu atau lebih risiko kredit, likuiditas, pasar, hukum, regulasi, dan risiko operasional, atau gagal untuk mematuhi standar sosial, lingkungan dan etika yang memberi dampak terhadap harapan dari stakeholders dan perolehan pendapatan di kemudian hari. Risiko Reputasi pada Bank dikelola oleh Departemen Corporate Communication dan Departemen Service Quality.

Strategi pengelolaan risiko reputasi dilakukan melalui kegiatan-kegiatan sebagai berikut:

- a. pemantauan pemberitaan yang berhubungan dengan Bank dalam berbagai media;
- b. penetapan/standarisasi kualitas layanan dan pengujian atas kualitas layanan yang dijalankan oleh unit-unit bisnis;
- c. komunikasi aktif dan terbuka dengan seluruh pihak stakeholder; baik pada saat kondisi normal maupun pada saat kondisi krisis reputasi.

7. Compliance Risk

Compliance Risk is a risk caused by the Bank not complying with and/or not implementing the laws and regulations and other applicable provisions and not fulfilling commitments agreed with the OJK. Compliance Risk within the Bank is managed by the Risk & Compliance Management Division which is responsible for establishing and maintaining a framework in accordance with compliance policies and ensuring that the risk management process can run properly so as to minimize the impact of risks caused by non-compliance with the provisions and/or regulations laws that apply.

Compliance risk management strategy is carried out through the implementation of the duties and responsibilities of the Risk & Compliance Division that is independent of operational work units that are supported by the implementation of a consistent internal control system of all work units.

8. Reputation Risk

The Bank maintains the principle of prudence in carrying out its banking operational policies by prioritizing services to its customers. Reputational risk is very likely to arise from the failure of effective mitigation of one or more credit, liquidity, market, legal, regulatory and operational risk risks, or failure to comply with social, environmental and ethical standards that have an impact on the expectations of stakeholders and revenue generation in later. Reputation Risk at the Bank is managed by the Corporate Communication Department and the Service Quality Department.

The reputation risk management strategy is carried out through the following activities:

- a. monitoring of news related to the Bank in various media;
- b. determination/standardization of service quality and testing of the quality of services carried out by business units;
- c. active and open communication with all stakeholders; both during normal conditions and during conditions of reputation crisis.





Fungsi Kepatuhan

Compliance Function



Dengan semakin meningkatnya kompleksitas kegiatan usaha Bank sejalan dengan perkembangan teknologi, globalisasi dan integrasi pasar keuangan, Bank dihadapkan pada penambahan eksposur risiko sehingga diperlukan upaya yang bersifat preventif (ex-ante) maupun kuratif (ex-post) untuk memitigasi risiko tersebut.

Peran dan fungsi kepatuhan dalam perbankan adalah memastikan eksposur risiko dalam kegiatan usaha Bank dapat ditekan dengan berbagai cara tindakan yang bersifat preventif (ex-ante). Merujuk pada Peraturan Otoritas Jasa Keuangan (OJK) Nomor 46/POJK.03/2017 tentang Pelaksanaan Fungsi Kepatuhan Bank Umum, disebutkan bahwa 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;
3. Memastikan agar kebijakan, ketentuan, sistem dan prosedur serta kegiatan usaha yang dilakukan oleh Bank sesuai dengan ketentuan Otoritas Jasa Keuangan dan ketentuan peraturan perundang-undangan; dan
4. Memastikan kepatuhan Bank terhadap komitmen yang dibuat oleh Bank kepada OJK dan/atau otoritas pengawas lain yang berwenang.

Saat ini BWS telah memiliki kebijakan dan prosedur kepatuhan yang menjabarkan tugas dan tanggung jawab Satuan Kerja Kepatuhan (SKK) dalam menjalankan fungsi kepatuhan.

Direktur Yang Membawahkan Fungsi Kepatuhan

BWS telah menunjuk Direktur yang membawahi fungsi Kepatuhan yaitu Bapak I Made Mudiastira dengan tugas dan tanggung jawab sebagai berikut:

1. Merumuskan strategi guna mendorong terciptanya budaya kepatuhan bank.
2. Mengusulkan kebijakan kepatuhan atau prinsip-prinsip kepatuhan yang akan ditetapkan oleh Direksi.

Due to the increasing number of the complexity of the Bank's business activities in accordance to technology development, globalization and financial market integration, Bank is facing on adding risk exposure so that preventive (ex-ante) or curative (ex-post) effort can be needed to mitigating the risk.

The role and function for Compliance in bank are ensuring risk exposure in Bank's Business activities can be pressed with variety of action that are preventive (ex-ante). Referring to OJK Regulation No. 46/POJK.03/2017 concerning the Implementation of the Compliance Function of Commercial Banks, mentioned that the Compliance function is including to action:

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 policies, regulations, systems, procedures and business activities carried out by the Bank are in accordance with OJK and the applicable laws and regulations; and
4. Monitor the Bank's compliance with commitments made by the Bank to the Otoritas Jasa Keuangan and/or other authorized supervisory authorities.

At present, BWS has policies and procedures for compliance was stated the duties and responsibilities of Compliance Work Unit (SKK) in carrying out the compliance function.

Director In Charge of Compliance Function

BWS has appointed a Director in charge of Compliance Function with the following duties and responsibilities:

1. Formulating strategies to encourage the creation of a bank compliance culture.
2. Proposing compliance policies or compliance principles that will be determined by the Board of Directors.



3. Menetapkan sistem dan prosedur kepatuhan yang akan digunakan untuk menyusun ketentuan dan pedoman internal Bank.
4. Memastikan bahwa seluruh kebijakan sistem dan prosedur serta kegiatan usaha yang dilakukan bank telah sesuai dengan ketentuan Otoritas Jasa Keuangan/Bank Indonesia dan peraturan perundang-undangan yang berlaku.
5. Meminimalkan risiko kepatuhan Bank.
6. Melakukan tindakan pencegahan agar kebijakan dan/atau keputusan yang diambil Direksi bank tidak menyimpang dari ketentuan Otoritas Jasa Keuangan/ Bank Indonesia dan peraturan perundang-undangan Otoritas Jasa Keuangan/ Bank Indonesia yang berlaku.
7. Melakukan tugas-tugas lainnya yang berkaitan dengan fungsi kepatuhan.

Satuan Kerja Kepatuhan

Satuan Kerja Kepatuhan (SKK) dibentuk dengan mengacu pada Peraturan Otoritas Jasa Keuangan (OJK) Nomor 46/POJK.03/2017 tentang Pelaksanaan Fungsi Kepatuhan Bank Umum, secara umum tugas dan tanggung jawab dari SKK adalah sebagai berikut:

1. Membuat langkah-langkah dalam rangka mendukung terciptanya Budaya Kepatuhan pada seluruh kegiatan usaha Bank pada setiap jenjang organisasi.
2. Melakukan identifikasi, pengukuran, monitoring, dan pengendalian terhadap Risiko Kepatuhan dengan mengacu pada peraturan Otoritas Jasa Keuangan 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 peraturan perundang-undangan yang berlaku.
4. Melakukan review dan/atau merekomendasikan pengkinian dan penyempurnaan kebijakan, ketentuan, sistem maupun prosedur yang dimiliki oleh Bank agar sesuai dengan ketentuan Bank Indonesia dan peraturan perundang-undangan yang berlaku.
5. Melakukan upaya-upaya untuk memastikan bahwa kebijakan, ketentuan, sistem dan prosedur, serta kegiatan usaha Bank telah sesuai dengan ketentuan OJK dan peraturan perundang-undangan yang berlaku.

3. Establishing compliance systems and procedures that will be used to develop Bank internal rules and guidelines.
4. Ensuring that all system and procedure policies and business activities carried out by the bank are in accordance with the provisions of the OJK/Bank Indonesia and applicable regulations of the OJK/ Bank Indonesia.
5. Minimizing bank compliance risk.
6. Taking precautionary measures so that the policies and/or decisions taken by the Bank's Directors do not deviate from the provisions of the OJK/Bank Indonesia and applicable regulations of the OJK/ Bank Indonesia.
7. Performing other tasks related to the compliance function.

Compliance Work Unit

The Compliance Work Unit (SKK) was formed by referring to OJK Regulation No. 46/POJK.03/2017 concerning the Implementation of the Compliance Function of Commercial Banks. In general, the duties and responsibilities of the Compliance Work Unit (SKK) is as follows:

1. Making steps in order to support the creation of a compliance culture in all Bank business activities at every organizational level.
2. To identify, measurement, monitoring and controlling on Compliance Risk with referred to OJK Regulation concerning the Implementation of the Risk Management of Commercial Banks.
3. Assessing and evaluating the effectiveness, the sufficiency and the adequacy of policies, provisions, systems, and procedures that were owned by the Bank with the prevailing law and regulation.
4. Review and/or recommendation towards update and refinement of policies, provisions, systems, and procedures that were owned by the Bank to comply with the provisions of the Bank Indonesia and the prevailing law and regulation.
5. Endeavored to ensure that all policies, provisions, systems and procedures, as well as business activities were in accordance with the provisions of the Otoritas Jasa Keuangan and applicable laws and regulations.





Pengembangan Kompetensi Satuan Kerja Kepatuhan

Pengembangan yang telah diikuti oleh Karyawan di SKK selama tahun 2019 adalah sebagai berikut:

Competency Development for Compliance Work Unit

Development has been done by SKK employees in 2019 are as follows:

No	Kegiatan Activities	Waktu Kegiatan Time of Activity
1	Penerapan Kode Etik Pasar Market Conduct Application	7 Februari 2019 February 7, 2019
2	Grand Launching e-learning Program APU & PPT	11 Februari 2019 February 11, 2019
3	Diskusi Kewajiban Penyampaian Rasio Leverage untuk Bank Umum Discussion about Obligation to submit Leverage Ratio for Commercial Bank	21 Februari 2019 February 21, 2019
4	AML Annual Coordination Meeting	26 Februari 2019 February 26, 2019
5	Sosialisasi Domestic Non-Deliverable Forward Transaction Socialization Domestic Non-Deliverable Forward Transaction	1 Maret 2019 March 1, 2019
6	Sosialisasi Rasio Intermediasi Makroprudensial dan Rasio Penyangga Likuiditas Socialization of Macroprudential Intermediation ratio and Liquidity buffer ratio	12 April 2019 April 12, 2019
7	Workshop Prosedur Penerapan Kode Etik Pasar	11 April 2019 April 11, 2019
8	Bimbingan Teknis Automatic Exchange of Information (AEOL) Technical guidance Automatic Exchange of Information	12 Mei 2019 May 12, 2019
9	Sosialisasi Ketentuan terkait dengan Penyelenggaraan SKNBI Socialization of provisions related to the implementation of SKNBI	2 Juli 2019 July 2, 2019
10	ASWFTINDO Sharing Forum-AML & KYC for Banks	10 Juli 2019 July 10, 2019
11	Training Sustainability Report	31 Agustus 2019 August 31, 2019
12	Sosialisasi OBOX OBOX Socialization	5 September 2019 September 5, 2019
13	Workshop Risk-Based Mentoring Program for Updating National Risk Assessment	18 September 2019 September 18, 2019
14	Correspondent Banking Academy	19 September 2019 September 19, 2019
15	Sosialisasi SIPINA SIPINA Socialization	19 Oktober 2019 October 19, 2019
16	Sosialisasi go-AML go-AML Socialization	21 Oktober 2019 October 21, 2019
17	Workshop Penyusunan Laporan Keberlanjutan Workshop on Sustainability report preparation	5 November 2019 November 5, 2019
18	Public/Private Sector Dialogue for AML/CFT Program	27 November 2019 November 27, 2019
19	Sosialisasi Sistem Pembayaran BI dan KPDHN Dissemination of BI and KPDHN payment systems	28 November 2019 November 28, 2019
20	Sosialisasi Peraturan OJK Socialization of OJK Regulation	2-3 Desember 2019 December 2-3, 2019
21	Sosialisasi Peraturan Pemerintah No. 13 Tahun 2018 Socialization of Government Regulation No. 13 of 2018 Year	5 Desember 2019 December 5, 2019



Pelaksanaan Program Kerja Fungsi Kepatuhan Tahun 2019

Dalam mengimplementasikan fungsi kepatuhan, di tahun 2019 Direktur yang membawahi fungsi kepatuhan dibantu oleh Satuan Kerja Kepatuhan yang bertanggung jawab untuk membuat langkah-langkah dalam rangka mendukung terciptanya budaya kepatuhan pada seluruh kegiatan usaha Bank pada setiap jenjang organisasi, antara lain melalui:

1. Melakukan analisa kepatuhan terhadap aktivitas-aktivitas yang memiliki eksposur risiko kepatuhan, antara lain penerbitan produk dan/atau aktivitas baru, rencana pengembangan jaringan kantor (pembukaan, penutupan, pemindahan alamat atau peningkatan status) maupun aktivitas lainnya yang dirasakan memerlukan analisa kepatuhan.
2. Melakukan pemantauan secara terus menerus atas penerbitan ketentuan OJK dan ketentuan peraturan perundang-undangan lainnya, serta menyampaikannya kepada Unit Kerja Terkait.
3. Penyusunan *compliance info* yang menyampaikan isu-isu terkait kepatuhan melalui media website internal "Corporate Management System (CMS)".
4. Pelaksanaan sosialisasi ketentuan internal Bank.
5. Pelaksanaan *compliance test*.

Implementation of the Compliance Function Work Program in 2019

In implementing the compliance function, in 2019 the Director who supervises the compliance function is assisted by the Risk Management and Compliance Work Unit which is responsible for making steps in order to support the creation of a compliance culture in all Bank business activities at every organizational level, including through:

1. Analyzing compliance with activities that have compliance risk exposures, including the issuance of new products and/or activities, office network development plans (opening, closing, changing addresses or status enhancements) and other activities that require compliance analysis.
2. Conduct continuous monitoring of the issuance of OJK provisions and other statutory provisions, and submit them to the Related Work Unit.
3. Preparation of compliance info that addresses issues related to compliance through the internal media website "Corporate Management System (CMS)".
4. Promulgation of internal provisions of the Bank.
5. Implementation of compliance tests.





Penerapan Program Anti Pencucian Uang dan Pencegahan Pendanaan Terorisme (Program APU & PPT)

Implementation of the Anti-Money Laundering and Countering Financing of Terrorism Program (AML & CFT Program)



Mengingat semakin maraknya praktek pencucian uang termasuk di dalamnya penggunaan rekening untuk menampung hasil tindak pidana dan pendanaan terorisme, maka penerapan program Anti Pencucian Uang dan Pencegahan Pendanaan Terorisme (APU dan PPT) menjadi suatu kewajiban bagi perusahaan penyelenggara jasa keuangan.

Regarding to the massive money laundry cases, including the use of accounts to accommodate crime and terrorism funding, Financial Services Company is required to conducted Anti Money Laundering and Combating the Financing of Terrorism Program (AML & CFT)

Merujuk kepada Undang-Undang Nomor 8 tahun 2010 tentang Pencegahan dan Pemberantasan Tindak Pidana Pencucian Uang, dan Undang-Undang Nomor 9 tahun 2013 tentang Pencegahan dan Pemberantasan Tindak Pidana Terorisme, serta Peraturan Otoritas Jasa Keuangan Nomor 23/POJK.01/2019 tentang perubahan atas Peraturan Otoritas Jasa Keuangan Nomor 12/POJK.01/2017 tentang Penerapan Program Anti Pencucian Uang dan Pencegahan Pendanaan Terorisme di Sektor Jasa Keuangan, BWS telah memiliki Departemen Anti Pencucian Uang dan Pencegahan Pendanaan Terorisme yang bertugas melakukan berbagai upaya agar Bank menerapkan program APU dan PPT dengan pendekatan yang berbasis risiko.

Referring to the Law No. 8 of 2010 concerning Prevention and Eradication of Money Laundering Crimes and Law No. 9 of 2013 concerning Prevention and Eradication of Criminal Action of Terrorism, and Otoritas Jasa Keuangan (OJK) Regulation No. 23/POJK.01/2019 amendment of OJK Regulation Number 12/POJK.04/2017 concerning the implementation of Anti-Money Laundering and Combating the Financing of Terrorism Program in the financial services sector, BWS has an Anti Money Laundering and Counter Terrorism Fund Department which has task in carried out various efforts so that the Bank implement the AML and CFT Program based on a risk-based approach.

Kebijakan APU & PPT

Sejalan dengan regulasi penerapan program Anti Pencucian Uang dan Pencegahan Pendanaan Terorisme di Sektor Jasa Keuangan, BWS telah melakukan penyempurnaan Kebijakan penerapan program APU dan PPT.

AML & CFT Policy

In accordance with the implementation of Anti-Money Laundering and Combating the Financing of Terrorism Program in Financial Services Sector, BWS has carried out the policy refinement in implementing of the AML and CFT Program.

Penerapan program APU dan PPT di BWS meliputi:

Implementation of AML and CFT program in BWS, including:

Pengawasan aktif oleh Direksi dan Dewan Komisaris
Active Supervision of the Board of Commissioners and Board of Directors

Memberikan persetujuan atas kebijakan dan prosedur penerapan program APU dan PPT serta melaksanakan pengawasan aktif melalui laporan rutin pelaksanaan program APU dan PPT.
Provide approval for the policies and procedure the implementation of AML and CFT program and conducting active supervision through regular report of AML and CFT program implementation.



Kebijakan dan Prosedur
Policies and procedure

Memastikan bahwa kebijakan dan prosedur tertulis penerapan program APU dan PPT telah sesuai dengan undang-undang dan peraturan yang berlaku dan sesuai dengan aktivitas Bank.

Ensuring that the policies and written procedure of AML and CFT program implementation has been suitable with prevailing Law and regulations and suitability with the Bank's activities.

Pengendalian Intern
Internal control

Pelaksanaan pemantauan secara rutin oleh Internal dan Eksternal Audit, untuk mengukur penerapan program APU PPT sesuai dengan peraturan yang berlaku.

Regularly monitoring by Internal and External Audit, to measure AML CFT program implementation in accordance with applicable regulation.

Sistem Informasi Manajemen
Management Information System

Pengembangan sistem informasi yang dapat mengidentifikasi dan menyediakan Laporan profil dan transaksi yang mendukung penerapan program APU dan PPT.

Development of Information system that can be identify and provide profile and transaction report in supporting to AML and CFT implementation.

Sumber Daya Manusia dan Pelatihan
Human Resources and Training

Pemberian pelatihan bagi seluruh karyawan termasuk pelatihan secara periodik kepada *Frontliner*, baik secara tatap muka ataupun e-learning.

Provide the training for all employees including periodic training for frontliner, either face to face or e-learning.

Pelaksanaan Program APU & PPT di Tahun 2019

BWS memiliki komitmen untuk melaksanakan Program Anti Pencucian Uang dan Pencegahan Pendanaan Terorisme secara berkelanjutan yang sejalan dengan peraturan dan perundang-undangan yang berlaku. Selama tahun 2019, BWS telah melakukan berbagai kegiatan dalam rangka menerapkan Program Anti Pencucian Uang dan Pencegahan Pendanaan Terorisme, yang antara lain meliputi:

1. Melaksanakan aktivitas pengenalan nasabah (CDD – *Customer Due Diligence*) dan pengenalan nasabah tingkat lanjut (EDD – *Enhance Due Diligence*) untuk nasabah PEP dan nasabah berisiko tinggi.
2. Melaksanakan aktivitas pelaporan kepada PPATK dan menindaklanjuti permintaan PPATK.
3. Menindaklanjuti permintaan data dan informasi dari terkait penerapan APU dan PPT Bank koresponden.
4. Menindaklanjuti permintaan informasi dan pemblokiran rekening dari KPK/Kantor Pajak/ APGAKUM.
5. Mengkoordinasikan pelaksanaan pengkinian data nasabah melalui penyusunan target dan pemantauan pemenuhan realisasi target pengkinian data. Pada tahun 2019, BWS telah memenuhi target yang disampaikan kepada Otoritas Jasa Keuangan.
6. Meningkatkan penerapan fungsi screening sanction list di dalam aktivitas operasional.

Implementation of the AML & CFT Program in 2019

BWS is committed to implement an Anti Money Laundering and Combating the Financing of Terrorism Program in a sustainable manner that is in line with prevailing regulations and laws. During 2019, BWS has carried out various activities as the effort to implement the Anti Money Laundering and Combating the Financing of Terrorism Program, includes the following:

1. Conducting customer recognition (CDD) program and advanced customer recognition (EDD) for PEP customers and high-risk customers.
2. Reporting the program's activity to INTRAC (PPATK), and follow-up on PPATK request.
3. Follow-up on data request and information related to implementation of correspondent banks AML and CFT.
4. Follow-up on information request and accounts blocking by KPK/Tax Office/APGAKUM.
5. Coordinating the implementation of customer data update through target preparation and monitoring the fulfillment of target realization on data update. In 2019, BWS has fulfilled the target that submitted to Otoritas Jasa Keuangan (OJK).
6. Improving the implementation of screening sanction list function in operational activities.





- Melaksanakan perbaikan Peraturan internal/ Kebijakan APU dan PPT.
- Melaksanakan pelatihan kepada seluruh karyawan terutama kepada frontliner (pada tahun 2019 telah dilaksanakan 129 kali internal training APU dan PPT terhadap 750 karyawan).

- Improve the internal regulation/AML and CFT Policies.
- Conducting training programs to all employees, especially to frontliner (in 2019, was held 129 times internal training of AML and CFT on 750 employees).

Rekapitulasi Pelaporan kepada PPATK

Recapitulation Report to PPATK

Jenis Laporan Type of reports	Jumlah Laporan Total reports
Laporan Transaksi Keuangan Tunai (LTKT) Cash Transaction Report (CTR)	2.639
Laporan Transaksi Keuangan Mencurigakan (LTKM) Suspicious Transaction Report (STR)	30
Laporan Transaksi Dalam dan Ke Luar Negeri (LTKL) International Fund Transfer Instruction Report (IFTI)	382.116
Laporan SIPESAT SIPESAT Report	68.508

Transaksi Afiliasi dan Benturan Kepentingan

Affiliate Transaction and Conflict of Interest



Pengungkapan transaksi afiliasi dan benturan kepentingan adalah upaya pemenuhan terhadap Peraturan Bapepam No. IX.E.1, Lampiran Keputusan Ketua Bapepam dan LK No. Kep-412/BL/2009 tanggal 25 November 2009 tentang Transaksi Afiliasi dan Benturan Kepentingan Transaksi Tertentu dan PSAK 7 (revisi 2010).

Disclosure of affiliation transaction and conflict of interest in accordance to fulfill Bapepam Regulation No.IX.E.1, Chairman of Bapepam Deed and LK No. Kep-412/BL/2009 dated November 25, 2009 regarding Affiliation Transaction and Conflict of Interest of specific transaction and PSAK 7 (2010 revision).

Sepanjang tahun 2019, tidak terdapat transaksi afiliasi yang telah dilaksanakan BWS.

Throughout 2019, BWS has no affiliation transaction.

Tanggal Date	Jenis Transaksi Type of Transaction	Pihak Terafiliasi Affiliate Party	Nilai Transaksi Value of Transaction	Hubungan Relation
-	-	-	-	-



Dalam hal terjadi benturan kepentingan antara Bank dan pemilik Bank, anggota Direksi, anggota Dewan Komisaris, Pejabat Eksekutif dan/atau pihak lain yang terkait dengan Bank maka anggota Direksi, anggota Dewan Komisaris, dan Pejabat Eksekutif dilarang mengambil tindakan yang dapat merugikan atau mengurangi keuntungan Bank.

If there is any conflict of interest between the Bank and the Bank owner, the Board of Directors member, the Board of Commissioners member, Executive Officers, and/or other parties related to the Bank, the Board of Directors member, the Board of Commissioners member, Executive Officers prohibited to take any harmful or disadvantages actions.

Pengungkapan mengenai transaksi yang mengandung benturan kepentingan, paling sedikit mencakup nama dan jabatan pihak yang memiliki benturan kepentingan, nama dan jabatan pengambil keputusan transaksi yang mengandung benturan kepentingan, jenis transaksi, nilai transaksi, dan keterangan. Selama tahun 2019 Bank tidak memiliki transaksi yang mengandung Benturan Kepentingan.

Disclosure of transaction that consist of conflict interest, at least consist of name and position of all parties that has conflict of interest, name and position of decision maker of conflict of interest transaction, type of transaction, and description. Throughout 2019, the Bank has not any transaction that consist of Conflict of Interest.

Nama dan Jabatan Pihak yang Memiliki Benturan Kepentingan Name and Position of Parties with Conflict of Interest	Nama dan Jabatan Pengambil Keputusan Name and Position of The Decision's Maker	Jenis Transaksi Type of Transaction	Nilai Transaksi (jutaan Rupiah) Value of Transaction (Million Rupiah)	Keterangan Description
N/A	N/A	N/A	N/A	N/A

Penyediaan Dana Kepada Pihak Terkait dan Penyediaan Dana Besar

Provision of Funds To Related Party and Large Exposures



Pemberian kredit (penyediaan dana) kepada pihak terkait telah dilaksanakan sesuai dengan ketentuan yang berlaku serta telah mendapatkan persetujuan dari Dewan Komisaris.

Provision of funds to related party has been implemented in accordance to prevailing provisions and has been approved by the Board of Commissioners.

BWS telah menetapkan suatu kebijakan tertulis untuk BMPK dan pengalokasian dana untuk pihak terkait, serta penyediaan dana besar. Selain itu, untuk meningkatkan dan mempermudah pengawasan terhadap penyediaan dana dengan pihak terkait, BWS menyusun dan melakukan pengkinian data daftar rincian pihak terkait secara terus-menerus. Data tersebut merupakan rincian pihak-pihak yang mempunyai hubungan pengendalian dengan Bank, baik secara langsung maupun tidak langsung, melalui hubungan kepemilikan, kepengurusan, dan/atau keuangan.

BWS has established a written policy regarding to Legal Lending Limit (LLL) and and the allocation of funds to related parties. In addition, to improve and facilitate the supervision of the provision of funds to related parties, BWS compiles and updates data of a detailed list of related parties on an ongoing basis. The data is a detail of the parties that share a common control relationship with the Bank, either directly or indirectly, through ownership, management, and/or financial relationships.

Penyediaan dana kepada pihak terkait dan debitur inti selama 2019 adalah sebagai berikut:

Provision of funds to related parties and core debtors during 2019 is as follows:





No.	Penyediaan Dana Provisions of Funds	Jumlah Total	
		Debitur Debtor	Nominal
1.	Kepada pihak terkait To Related Parties	3	1,530
	Kepada debitur inti: To Core Debtor:		
2	a. Individu	25	6,456,461
	b. Grup Group	25	6,324,544

Rencana Kerja dan Kebijakan Strategis

Work Plan and Strategic Policy



Di tahun 2020, BWS akan menjalankan langkah-langkah strategis untuk mencapai visi dan misi sesuai dengan arah kebijakan sebagai berikut:

1. Memulai atau menginisiasi untuk mengembangkan produk bisnis baru yang tersedia untuk Bank BUKU 3.
2. Meningkatkan layanan kepada pelanggan.
3. Mencapai pertumbuhan dalam berbagai bisnis strategis yang meliputi:
 - a. Bisnis korporasi
 - b. Kredit UMKM
 - c. Bisnis konsumen/ritel
 - d. Tresuri dan trade finance
 - e. Produk pendanaan
4. Akselerasi bisnis korporasi dengan membangun aliansi dengan perusahaan-perusahaan di industri-industri utama yang memiliki pertumbuhan stabil.
5. Kredit konsumen akan fokus pada peningkatan pertumbuhan melalui penguatan hubungan kemitraan dengan mitra-mitra strategis dan penggunaan aplikasi dalam pinjaman.
6. Kredit UMKM akan melanjutkan proses penguatan di area bisnis utama yang merupakan kekuatan dan kompetensi BWS untuk meningkatkan dan mengembangkan bisnis dengan tingkat pengembalian yang tinggi dan mempertahankan rasio kredit UMKM sebesar minimal 20% sesuai dengan peraturan OJK.
7. Dana pihak ketiga yang berfokus kepada peningkatan kebijakan dan struktur sumber pendanaan.
8. Memperkuat likuiditas dan akan terus memantau dampak perlambatan ekonomi global terhadap Indonesia.

In 2020, BWS will be conducting strategic moves to achieve vision and mission in accordance with the prevailing policies as follows:

1. Starting or Initiatives to develop new business product to BUKU 3 Bank.
2. Improving customer services.
3. Achieving growth target in various strategic business, namely:
 - a. Corporation Business
 - b. MSME Credit
 - c. Consumer/Retail Business
 - d. Treasury and Trade Finance
 - e. Funding Product
4. Corporation Business Acceleration through the alliances with several companies in main industry sectors that have stable growth.
5. Consumer credit focused in increasing the Bank growth through strengthening partnership relation with strategic partners and the use of loan application.
6. MSME Credit will continue to strengthen the main business process that has BWS power and competencies to increasing and develop business through the high level of returns and maintaining MSME credit ratio minimum of 20% in accordance with OJK regulation.
7. Third Fund Party focused in improving Funding source policies and structure.
8. Strengthening liquidity and continue to monitor global economy slow down impact to Indonesia.



9. Perluasan jaringan yang mempertimbangkan aspek efisiensi.
10. Pengembangan *electronic banking*
 - a. Perluasan jaringan domestik untuk menawarkan jangkauan yang lebih luas melalui inisiasi langkah pertama untuk mengembangkan *digital banking* melalui perangkat seluler.
 - b. Penerapan solusi/*platform* pembayaran inovatif untuk meningkatkan pengalaman perbankan bagi nasabah.
11. Terus berupaya mengurangi kredit macet dan menjaga NPL pada tingkat rendah dengan meningkatkan kualitas aset dan mengurangi kredit bermasalah (NPL) secara signifikan melalui penagihan secara intensif, restrukturisasi, dan menjual aset agunan.
12. Manajemen risiko dalam aktivitas bisnis.
13. Memperkuat organisasi yang efisien, efektif dan dapat bersaing di pasar.
14. Dalam mengantisipasi dampak krisis ekonomi global, akan selalu waspada terhadap kemungkinan memburuknya kondisi keuangan dan bisnis nasabah.

9. Network expansion with considering to efficiency aspect.
10. Electronic banking development
 - a. Domestic network expansion to offering wider range through first move initiative to develop digital banking through mobile device.
 - b. Innovative payment platform implementation to improve banking experience to consumer.
11. Continue to reduce bad credit and maintain NPL credit in low level through improving asset quality and reduce non-performing loan significantly through intensive billing, restructurisation, and collateral auction.
12. Risk management in business activity.
13. Strengthening efficient, effective, and competitive organization in the market.
14. To anticipate global economy crisis impact, the Bank will always be cautious to the possibility of deteriorating financial and business conditions of consumers.

Target Jangka Pendek dan Jangka Menengah

1. Target Jangka Pendek
 - a. Menjadi Bank BUKU 3 pada tahun 2020
Persiapan untuk BUKU 3 termasuk kegiatan yang berfokus pada:
 - Up-grade kemampuan dari human capital sesuai dengan BUKU 3.
 - Mulai mempelajari produk dan aktivitas baru yang tersedia di BUKU 3.
 - Meningkatkan level penerapan manajemen risiko dan disesuaikan agar siap untuk aktivitas BUKU 3.
 - b. Penataan ulang pada sumber pendanaan dengan mempertimbangkan:
 - Pertumbuhan dana pihak ketiga yang lebih berkualitas dan stabil.
 - Pinjaman jangka panjang dengan mempertimbangkan profil maturitas.
 - c. Peningkatan prinsip kehati-hatian dalam pengelolaan aset dan perbaikan kualitas aset.
2. Target Jangka Menengah
Secara umum target jangka menengah adalah sebagai berikut:
 - a. Memberikan kontribusi dan manfaat untuk industri perbankan di Indonesia.
 - b. Menjadikan BWS yang terdepan dalam layanan yang berfokus pada nasabah melalui produk

Short-Term and Medium-Term Target

1. Short-Term Target
 - a. Become BUKU 3 Bank in 2020
Preparing for BUKU 3 including focusing on:
 - Competencies Upgrade from Human Capital in accordance with BUKU 3.
 - Start to learn products and new activities in BUKU 3.
 - Increasing risk management implementation level and adjusted to be ready to BUKU 3 activities.
 - b. Rearrangement funding resources with considering:
 - Quality and Stable Third Party Fund growth.
 - Long Term Loan with considering maturity profile.
 - c. Improving prudent principle in asset management and asset quality improvement.
2. Medium-Term Target
In general, medium-term target are as follows:
 - a. Contributing and gives advantages to banking industry in Indonesia.
 - b. Developing BWS to be a leading bank in consumer services through products and





dan layanan inovatif di Indonesia.

- c. Terus memperkuat modal dan manajemen bisnis yang stabil.
- d. Meningkatkan kemampuan untuk bersaing dengan menciptakan skala ekonomi yang lebih besar dan meningkatkan kekuatan finansial.
- e. Mengintegrasikan dan mengkonsolidasikan jaringan dengan menggabungkan kantor cabang, kantor cabang pembantu, kantor kas yang berdekatan dan memiliki fungsi yang tumpang tindih, serta mengatur ulang pengawasan kantor dan optimalisasi mobil kas dan ATM.
- f. Memperluas efisiensi jaringan marketing, pengembangan produk, termasuk pengembangan saluran distribusi layanan kepada nasabah (melalui e-channels).
- g. Memperkuat tata kelola.
- h. Memberikan nilai tambah untuk pemegang saham.

innovative services in Indonesia.

- c. Continue to strengthen the capital and a stable business management.
- d. Improving capability to be more competitive through creating a bigger economy scale and increasing financial strength.
- e. Network integrating and consolidating through branch offices, sub-branch offices, and cash offices integration, and reset the office monitoring, and also cash mobile and ATM optimization.
- f. Marketing network efficiency expansion, product development, including services distribution channel development to the customer (through e-channels).
- g. Strengthening Corporate Governance.
- h. Providing added value to Shareholders.

Opsis Saham

Shares Option



Sepanjang tahun 2019, BWS tidak memiliki program Opsis Saham.

During 2019, BWS did not have Shares Option program

Pembelian Kembali Saham dan/atau Obligasi Bank

Buyback of Bank Shares and/or Bonds



Sepanjang tahun 2019, BWS tidak menyelenggarakan pembelian kembali saham dan/atau obligasi Bank.

In 2019, BWS did not implement buy back of Bank Shares and/or bonds.



Transparansi Kondisi Keuangan dan Non Keuangan yang Belum Diungkap dalam Laporan Lainnya

Transparency of The Financial and Non-Financial Condition Unrevealed in Other Reports



Transparansi Kondisi Keuangan

Informasi kondisi keuangan BWS telah dituangkan secara jelas dan transparan dalam beberapa laporan, di antaranya sebagai berikut:

1. Laporan Tahunan
 - a. Ikhtisar data keuangan penting termasuk ikhtisar saham, laporan Dewan Komisaris, laporan Direksi, profil perusahaan, analisis dan pembahasan manajemen mengenai kinerja bisnis dan keuangan, tata kelola perusahaan dan tanggung jawab sosial perusahaan.
 - b. Laporan Keuangan Tahunan yang telah diaudit oleh Akuntan Publik dan Kantor Akuntan Publik yang terdaftar di Otoritas Jasa Keuangan. Laporan Keuangan Tahunan dibuat untuk 1 (satu) Tahun Buku dan disajikan dengan perbandingan 1 (satu) tahun buku sebelumnya, serta permulaan dari tahun komparatif terdahulu.
 - c. Pernyataan tanggung jawab Dewan Komisaris dan Direksi atas kebenaran isi Laporan Tahunan. Pernyataan tersebut dituangkan dalam lembar pernyataan yang dibubuhi tanda tangan oleh seluruh anggota Dewan Komisaris dan anggota Direksi.
 - d. Sesuai dengan Peraturan OJK tentang Transparansi dan Publikasi Laporan Bank serta Peraturan OJK tentang Laporan Tahunan Emiten atau Perusahaan Publik, BWS telah menyampaikan Laporan Tahunan kepada OJK dan pemegang saham.
 - e. Laporan Tahunan (keuangan dan non keuangan) dan Laporan Keuangan Publikasi BWS telah termuat pada situs web - www.bankwoorisaudara.co.id dan dipublikasikan melalui surat kabar berbahasa Indonesia yang memiliki peredaran luas di Indonesia.
2. Laporan Publikasi Triwulanan
 - a. BWS telah mengumumkan Laporan Publikasi Triwulanan sesuai dengan Peraturan OJK yang berlaku pada surat kabar dan situs web BWS.

Transparency of financial condition

Information of BWS' financial condition has been stated clearly and transparent in some reports, including as follows:

1. Annual Report
 - a. Key financial highlight including stock highlight, the Board of Commissioner report, the Board of Director report, Company profile, Management discussion and analysis regarding to business and financial performance, corporate governance and corporate social responsibility.
 - b. Annual financial reports has been audited by a Public Accountant and Public Accountant office has registered in Otoritas Jasa Keuangan. Annual financial report made for 1 (one) fiscal year and presented with comparation in 1 (one) previous fiscal year, as well as the beginning of the previous comparative year.
 - c. Statement of Responsibility Report of the Board of Commissioner and the Board of Directors on the correctness of the contents in the annual report. The Statement was stated in statement sheets was signed by all of the Board of Commissioner and Director members.
 - d. In accordance to OJK regulation regarding to transparent and published financial statements of the Bank and OJK regulation regarding to annual reports of the listed company or public company, BWS has submitted an Annual Report to OJK and shareholders.
 - e. Annual Report (financial and non-financial) and BWS' Published Financial Report has contained in - www.bankwoorisaudara.co.id and published through Indonesian language daily newspaper with national publishing.
2. The Quarterly Publication Report
 - a. BWS has announced the Quarterly Publication Report in accordance to prevailing OJK Regulation on the news paper and BWS' website.





- b. Pengumuman Laporan Publikasi Triwulanan pada surat kabar berupa Laporan Keuangan Konsolidasi Perseroan dan Perusahaan Anak dilakukan dalam 2 (dua) surat kabar dan Laporan Keuangan Entitas Induk Perseroan dilakukan dalam 1 (satu) surat kabar. Surat kabar yang digunakan surat kabar harian cetak berbahasa Indonesia yang mempunyai peredaran luas di tempat kedudukan kantor pusat Perseroan. Laporan Keuangan Publikasi Triwulanan ditandatangani oleh Presiden Direktur dan 1 (satu) orang anggota Direksi Perseroan.
 - c. Pengumuman Laporan Publikasi Triwulanan pada situs web Perseroan berupa Laporan Keuangan maupun laporan lainnya dipelihara paling kurang untuk 5 (lima) tahun buku terakhir.
3. Laporan Publikasi Bulanan
- Perseroan telah mengumumkan Laporan Publikasi Bulanan sesuai dengan Peraturan OJK yang berlaku pada situs web Perseroan.

Transparansi Kondisi Non-Kuangan

Perseroan telah memberikan informasi mengenai produk BWS secara jelas, akurat dan terkini. Informasi tersebut dapat diperoleh secara mudah oleh nasabah, antara lain dalam leaflet, brosur atau bentuk tertulis lainnya di setiap kantor cabang Perseroan pada lokasi-lokasi yang mudah diakses oleh nasabah, dan/ atau dalam bentuk informasi secara elektronik yang disediakan melalui *hotline service/call center* atau situs web BWS.

Selain itu, BWS menyediakan dan menginformasikan tata cara pengaduan nasabah dan penyelesaian sengketa kepada nasabah sesuai ketentuan Bank Indonesia/Otoritas Jasa Keuangan tentang pengaduan nasabah dan mediasi perbankan.

- b. *Announcement of Quarterly Publication Report on newspaper in the form of Consolidated financial statement of the Company's and subsidiaries is carried out on 2 (two) newspaper and Financial statement of the Company's is carried out on 1 (one) newspaper. The newspaper used is Indonesian language daily newspaper with national publishing. The Quarterly Publication Financial Report was signed by President Director and 1 (one) members of the Company Directors.*
 - c. *Announcement of Quarterly Publication Report on the Company's website in the form of Financial Statements or other reports are maintained at least for the last 5 (five) of fiscal year.*
3. *Monthly Publication Report*
- The Company has announced Monthly Publication Report suitable with applicable OJK Regulation on the Company's website.*

Transparency of non-financial conditions

The Company has provided information regarding to BWS' product in clear, accurate, and up to date. The informaton can be taken easily by customer, including with leaflet, brochure, or other written forms at each of the Company's branch offices in locations that are easily accessed by customer, and/or in the form of electronic information that provided with hotline service/call center or BWS' website.

In addition, BWS provides and informs the procedure of customer complaints and a dispute settlement to customer convenient to Bank Indonesia/Otoritas Jasa Keuangan provisions regarding to customer complaints and banking mediation.



Perkara Hukum dan Perkara Penting

Legal Cases and Important Matters



Perkara Hukum

Jumlah permasalahan dan/atau perkara hukum yang dihadapi Bank, Dewan Komisaris dan Direksi adalah sebagai berikut:

Legal Cases

The number of problems and/or legal cases faced by the Bank, the Board of Commissioners and the Board of Directors are as follows:

Permasalahan Hukum Legal Issues	2019		2018	
	Perdata Civil	Pidana Criminal	Perdata Civil	Pidana Criminal
Selesai dan telah mempunyai kekuatan hukum tetap Completed and has permanent legal force	4	-	0	-
Dalam proses penyelesaian In the process of completion	7	-	1	-
Jumlah Total	11	-	1	-

Sebagian besar perkara hukum yang dihadapi oleh BWS adalah permasalahan terkait kredit bermasalah, terdapat 11 perkara Perdata yang dialami oleh BWS, yaitu Perkara Penyalahgunaan Keadaan yang mengakibatkan Perbuatan Melawan Hukum, Perkara tersebut tidak memiliki dampak yang signifikan terhadap perusahaan di tahun 2019.

Most of the legal cases faced by BWS are problems related to non-performing loans, there are 11 Civil Cases experienced by BWS namely the Case of Abuse of Conditions which resulted in Unlawful Acts, the Case did not have a significant impact on the company in 2019.

Uraian perkara hukum di tahun 2019

The description of legal case in 2019

Nama Perkara Case Name	Perkara Perdata No. 261/PDT.G/2018/PN.Bdg Juncto No. 350/PDT/2019/PT.BDG Civil Case No. 261/PDT.G/2018/PN.Bdg Juncto No. 350/PDT/2019/PT.BDG
Para Pihak The parties	Yogi Indrayana (Penggugat/Pembanding/Pemohon Kasasi) - YI PT Bank Woori Saudara Indonesia 1906, Tbk (Tergugat I/Terbanding/Termohon Kasasi) - BWS PT Balai Mandiri Prasarana (Turut Tergugat I/Turut Terbanding I/Termohon Kasasi I) - BALEMAN Kantor Pelayanan Kekayaan Negara dan Lelang (Turut Tergugat II/Turut Terbanding II/Termohon Kasasi II) - KPKNL Kepala Badan Pertanahan Nasional c.q Kepala Kantor Pertanahan Kota Bandung (Turut Tergugat III/Turut Terbanding III/Termohon Kasasi III) - BPN Yogi Indrayana (Plaintiff/Comparator/Appellant for Cassation) - YI PT Bank Woori Saudara Indonesia 1906, Tbk (Defendant I/Compared/Respondent Cassation) - BWS PT Balai Mandiri Prasarana (Co-Defendant I/Also Compared I/Respondent Cassation I) - BALEMAN Office of State Assets and Auction Services (Co-Defendant II/Participated Compared II/Respondent Cassation II) - KPKNL Head of the National Land Agency c.q Head of the Bandung City Land Office (Co-Defendant III/Participant Compared III/Respondent Cassation III) - BPN
Pokok Perkara Principal Case	Adanya Gugatan dari Debitur bermasalah sehubungan dengan rencana akan dilelangnya agunan, di mana gugatan diajukan kepada pengadilan negeri dengan dasar Penyalahgunaan Keadaan yang mengakibatkan Perbuatan Melawan Hukum. The existence of a lawsuit from the troubled debtor in connection with the plan for collateral, where the lawsuit is filed with a district court on the basis of the Abuse of Conditions which result in an Unlawful Act.





Nilai Perkara Case Value	Menghapus Bunga Pokok dan Bunga Denda sebesar Rp 873.358.925,51 Menghapus Denda Bunga Pas Due sebesar Rp 182.020.851,10 <i>Removing the Principal Interest and Fine Interest of Rp 873,358,925,51</i> <i>Eradication of Pas Due Interest Fines of Rp 182,020,851.10</i>
Status Perkara Case Status	Dalam Proses Kasasi di Mahkamah Agung <i>In the Cassation Process in the Supreme Court</i>

Nama Perkara Case Name	Perkara No. 307/Pdt.G/2017/PN.Cbi (PT Multi Ekstrak Yutama) <i>Case No. 307/Pdt.G/2017/PN.Cbi (PT Multi Ekstrak Yutama)</i>
Para Pihak The parties	Dian S. Syarifudin (Penggugat/Terbanding/Termohon Kasasi I) Airin Novita (Tergugat IV/Pembanding/Pemohon Kasasi) Daman (Tergugat I/Turut Terbanding I/Turut Termohon Kasasi I) Syaifullah (Tergugat II/Turut Terbanding II/Turut Termohon Kasasi II) Edah (Tergugat III/Turut Terbanding III/Turut Termohon Kasasi III) Novida Suwarko, SH., M.Kn. (Tergugat V/Turut Terbanding IV/Turut Termohon Kasasi IV) Endang Suharna (Turut Tergugat I/Turut Terbanding V/Turut Termohon Kasasi V) Kepala Desa Bojong Koneng (Turut Tergugat II/Turut Terbanding VI/Turut Termohon Kasasi VI) Kepala Badan Pertanahan Nasional c.q Kepala Kantor Pertanahan Kabupaten Bogor (Turut Tergugat III/Turut Terbanding VII/Turut Termohon Kasasi VII) PT Bank Woori Saudara Indonesia 1906, Tbk (Turut Tergugat IV/Turut Terbanding VIII/Turut Termohon Kasasi VIII) – BWS <i>Dian S. Syarifudin (Plaintiff/Compared/Respondent Cassation I)</i> <i>Airin Novita (Defendant IV/Comparator/Cassation Applicant)</i> <i>Daman (Defendant I/Compared to I/Participant of Cassation I Respondent I)</i> <i>Syaifullah (Defendant II/Compared to II/Participant of Cassation II Respondent)</i> <i>Edah (Defendant III/Participant Compared III/Participant of Cassation III Respondent)</i> <i>Novida Suwarko, SH., M.Kn. (Defendant V/Compared to IV/Participant of Cassation IV Respondent)</i> <i>Endang Suharna (Co-Defendant I/Compared V/Co-Respondent Cassation V)</i> <i>Head of Bojong Koneng Village (Co-Defendant II/Compared to VI/Participant of Cassation VI Respondent)</i> <i>Head of the National Land Agency c.q Head of Bogor District Land Office (Co-Defendant III/Participant Compared VII/Participant of Cassation VII Respondent)</i> <i>PT Bank Woori Saudara Indonesia 1906, Tbk (Co-Defendant IV/Compared to VIII/Co-Complainant Cassation VIII) – BWS</i>
Pokok Perkara Principal Case	Terdapat sengketa kepemilikan atas tanah dan bangunan yang dijadikan jaminan pelunasan hutang PT Multi Ekstrak Yutama <i>There is a dispute over ownership of land and buildings that are used as collateral for paying off PT Multi Ekstrak Yutama</i>
Nilai Perkara Case Value	Tidak dapat ditentukan dengan nilai karena perkara a quo merupakan sengketa kepemilikan <i>Cannot be determined by value because the a quo case is a dispute of ownership</i>
Status Perkara Case Status	Dalam Proses Kasasi di Mahkamah Agung <i>In the Cassation Process in the Supreme Court</i>

Nama Perkara Case Name	Perkara No. 889/Pdt.G/2018/PN.Jkt-Slt. (PT Taejin Perkasa) <i>Case No. 889/Pdt.G/2018/PN.Jkt-Slt. (PT Taejin Perkasa)</i>
Para Pihak The parties	Hasyim Aرسال Alhabsi (Penggugat I/Pembanding I) Faridah (Penggugat II/Pembanding II) Mr. Yim Do Kyo (Tergugat I/Terbanding I) PT Bank Woori Saudara Indonesia 1906, Tbk (Tergugat II/Terbanding II) - BWS PT Balai Mandiri Prasarana (Turut Tergugat I/Turut Terbanding I) - BALEMAN Kantor Pelayanan Kekayaan Negara dan Lelang Jakarta IV (Turut Tergugat II/Turut Terbanding II) – KPKNL <i>Hasyim Aرسال Alhabsi (Plaintiff I/Appellant I)</i> <i>Faridah (Plaintiff II/Appellant II)</i> <i>Mr. Yim Do Kyo (Defendant I/Appellee I)</i> <i>PT Bank Woori Saudara Indonesia 1906, Tbk (Defendant II/Appellee II) - BWS</i> <i>PT Balai Mandiri Prasarana (Co-Appellee I/Also Compared I) - BALEMAN</i> <i>Office of State Assets and Auction Services Jakarta IV (Co-Defendant II/Co-Appellee II) - KPKNL</i>



Pokok Perkara <i>Principal Case</i>	Tanah dan Bangunan yang dijadikan jaminan pelunasan hutang (Agunan) merupakan aset Pribadi Komisaris dan Komisaris merasa keberatan apabila aset pribadi miliknya di Lelang oleh BWS. Saat ini Komisaris sekaligus pemilik agunan sedang meminta pertanggungjawaban dari Direktur untuk menyelesaikan utangnya di BWS melalui Gugatan Perbuatan Melawan Hukum di Pengadilan Negeri Jakarta Selatan <i>Land and Buildings which are used as collateral for debt repayment (Collateral) are the Personal Assets of Commissioners and Commissioners objected if their personal assets were auctioned by BWS. At present the Commissioner and collateral owner is asking the Director of accountability to settle his debt at BWS through a Lawsuit Against the Law at the South Jakarta District Court</i>
Nilai Perkara <i>Case Value</i>	Tidak dapat ditentukan dengan nilai karena perkara a quo merupakan sengketa antara pengurus perusahaan (Debitur) <i>Cannot be determined by value because the a quo case is a dispute between the company management (Debtor)</i>
Status Perkara <i>Case Status</i>	Dalam Proses Banding di Pengadilan Tinggi DKI Jakarta <i>In the Appeal Process in DKI Jakarta High Court</i>

Nama Perkara <i>Case Name</i>	Perkara No. 77/Pdt.Plw/2019/PN.Kwg (PT Sumber Tangguh Eksindo) <i>Case No. 77/Pdt.Plw/2019/PN.Kwg (PT Sumber Tangguh Eksindo)</i>
Para Pihak <i>The parties</i>	H. Mumin Hidayat (Pelawan) PT Bank Woori Saudara Indonesia 1906, Tbk (Terlawan I) - BWS PT Sumber Tangguh Eksindo (Terlawan II) Kim Jung Hoon (Terlawan III) Shelvie Fransisca (Terlawan IV) Ruliff Lumban Tobing, SH (Terlawan V) Filda Mayana, SH (Terlawan VI) Calvin Wijaya Riyanto (Terlawan VII) <i>H. Mumin Hidayat (Plaintiff in opposition) PT Bank Woori Saudara Indonesia 1906, Tbk (Respondent in opposition I) - BWS PT Sumber Tangguh Eksindo (Respondent in opposition II) Kim Jung Hoon (Respondent in opposition III) Shelvie Fransisca (Respondent in opposition IV) Ruliff Lumban Tobing, SH (Respondent in opposition V) Filda Mayana, SH (Respondent in opposition VI) Calvin Wijaya Riyanto (Respondent in opposition VII)</i>
Pokok Perkara <i>Principal Case</i>	Debitur melakukan perlawanan/keberatan atas penetapan anmaning yang diajukan oleh BWS <i>The debtor takes the fight/objection to the stipulation of anmaning submitted by BWS</i>
Nilai Perkara <i>Case Value</i>	Tidak terdapat potensi kerugian karena hanya bersifat penolakan terhadap sita <i>There is no potential loss because it is only a denial of confiscation</i>
Status Perkara <i>Case Status</i>	Dalam Proses Mediasi di Pengadilan Negeri Karawang <i>In the Mediation Process at the Karawang District Court</i>

Nama Perkara <i>Case Name</i>	Perkara No. 442/Pdt.G/2019/PN.Dps (I Nengah Suastika) <i>Case No. No. 442/Pdt.G/2019/PN.Dps (I Nengah Suastika)</i>
Para Pihak <i>The parties</i>	Ida Ayu Kalpikawati SH. SPN (Penggugat) I Wayan Suarta (Tergugat I) Ida Bagus Gede Arsana (Tergugat II) I Nengah Suastika (Tergugat III) Ny.Ni Nengah Wijani (Tergugat IV) I Wayan Ariana (Tergugat V) PT Bank Woori Saudara Indonesia 1906,Tbk (Tergugat VI) Kantor Pertanahan Kota Denpasar (Turut Tergugat) <i>Ida Ayu Kalpikawati SH. SPN (Plaintiff) I Wayan Suarta (Defendant I) Ida Bagus Gede Arsana (Defendant II) I Nengah Suastika (Defendant III) Mrs. Ni Nengah Wijani (Defendant IV) I Wayan Ariana (Defendant V) PT Bank Woori Saudara Indonesia 1906, Tbk (Defendant VI) Denpasar City Land Office (Co-Defendant)</i>





Pokok Perkara Principal Case	Debitur tanpa sepengetahuan BWS telah menjual Agunan, dan saat akan dilakukan Sita Eksekusi dari pengadilan, pihak Pembeli mengajukan Gugatan ke Pengadilan Negeri Denpasar <i>Debtors without the knowledge of BWS have sold Collateral, and when Sita Execution will be carried out from the court, the Buyer submits a lawsuit to the Denpasar District Court</i>
Nilai Perkara Case Value	Tidak dapat ditentukan nilai karena perkara a quo merupakan sengketa kepemilikan <i>Value cannot be determined because the a quo case is a dispute of ownership</i>
Status Perkara Case Status	Dalam Proses Pemeriksaan Perkara di Pengadilan Negeri Denpasar <i>In the Mediation Process at the Karawang District Court</i>

Nama Perkara Case Name	Perkara No. 899/Pdt.G/2019/PN.Dps (I Nengah Suastika) <i>Case No. 899/Pdt.G/2019/PN.Dps (I Nengah Suastika)</i>
Para Pihak The parties	Ida Ayu Kalpikawati SH. SPN (Pelawan) I Wayan Suarta (Terlawan I) Ida Bagus Gede Arsana (Terlawan II) I Nengah Suastika (Terlawan III) Ny.Ni Nengah Wijani (Terlawan IV) I Wayan Ariana (Terlawan V) PT Bank Woori Saudara Indonesia 1906,Tbk (Terlawan VI) Kantor Pertanahan Kota Denpasar (Turut Terlawan) <i>Ida Ayu Kalpikawati SH. SPN (Plaintiff in opposition)</i> <i>I Wayan Suarta (Respondent in opposition I)</i> <i>Ida Bagus Gede Arsana (Respondent in opposition II)</i> <i>I Nengah Suastika (Respondent in opposition III)</i> <i>Ny.Ni Nengah Wijani (Respondent in opposition IV)</i> <i>I Wayan Ariana (Respondent in opposition V)</i> <i>PT Bank Woori Saudara Indonesia 1906, Tbk (Respondent in opposition VI)</i> <i>Denpasar City Land Office (Co-Respondent in opposition)</i>
Pokok Perkara Principal Case	Pihak ketiga melakukan peralawanan terhadap Sita eksekusi yang dilakukan oleh BWS <i>The third party conducted a confiscation of Sita's execution carried out by BWS</i>
Nilai Perkara Case Value	Tidak terdapat nilai kerugian <i>There is no loss value</i>
Status Perkara Case Status	Dalam Proses pemeriksaan Perkara di Pengadilan Negeri Denpasar <i>In the process of examining cases at the Denpasar District Court</i>

Nama Perkara Case Name	Perkara No. 156/Pdt.G/2019/PN. Skt (PT Asli Motor Klaten) <i>Case No. 156/Pdt.G/2019/PN. Skt (PT Asli Motor Klaten)</i>
Para Pihak The parties	PT Asli Motor Klaten (Penggugat) PT Bank Woori Saudara Indonesia 1906,Tbk (Tergugat I) Menteri Keuangan Republik Indonesia Cq Direktorat Jenderal Kekayaan Negara Cq Kantor Wilayah Direktorat Jenderal Kekayaan Negara Jawa Tengah Cq Kantor Pelayanan Kekayaan Negara Dan Lelang KPKNL Surakarta (Tergugat II) Kantor Badan Pertanahan Nasional, Agraria Dan Tata Ruang Kabupaten Klaten (Turut Tergugat I) Purnomo Budi Santoso (Turut Tergugat II) <i>PT Asli Motor Klaten (Plaintiff)</i> <i>PT Bank Woori Saudara Indonesia 1906, Tbk (Defendant I)</i> <i>The Minister of Finance of the Republic of Indonesia Cq the Directorate General of State Assets Cq the Regional Office of the Directorate General of State Assets of Central Java Cq the Office of State Assets Service and Auction KPKNL Surakarta (Defendant II)</i> <i>Klaten Regency's National Land, Agrarian and Spatial Planning Office (Co-Defendant I)</i> <i>Purnomo Budi Santoso (Co-Defendant II)</i>
Pokok Perkara Principal Case	Debitur mengajukan Gugatan ke Pengadilan Negeri Solo terkait dengan proses Lelang Eksekusi Hak Tanggungan yang dilakukan oleh BWS <i>The debtor submits a lawsuit to the Solo District Court related to the Mortgage Rights Execution Auction process conducted by BWS</i>



Nilai Perkara Case Value	-
Status Perkara Case Status	Perkara telah dicabut/digugurkan oleh Penggugat karena sudah terdapat kesepakatan Antara kedua belah pihak (Damai) <i>The case has been withdrawn/dropped by the Plaintiff because there has been an agreement between the two parties (Peace)</i>
Nama Perkara Case Name	Perkara Nomor : 20/Pdt.Sus-PKPU/2019/PN.Niaga.Smg (PT Asli Motor Klaten) Case Number: 20/Pdt.Sus-PKPU/2019/PN.Niaga.Smg (PT Asli Motor Klaten)
Para Pihak The parties	PT Bank Woori Saudara Indonesia 1906,Tbk (Pemohon PKPU) PT Asli Motor Klaten (Termohon PKPU) Purnomo Budi Santoso (Termohon PKPU) <i>PT Bank Woori Saudara Indonesia 1906, Tbk (PKPU Applicant) PT Asli Motor Klaten (PKPU Respondent) Purnomo Budi Santoso (PKPU Respondent)</i>
Pokok Perkara Principal Case	Debitur tidak melakukan pembayaran sebagaimana yang telah disepakati dalam perjanjian Kredit <i>The debtor does not make payments as agreed in the Credit agreement</i>
Nilai Perkara Case Value	Belum bisa ditentukan karena sedang dalam proses Restrukturisasi <i>Cannot be determined because it is in the process of restructuring</i>
Status Perkara Case Status	Perkara telah selesai sebagaimana Putusan Homologasi Pengadilan Niaga Semarang <i>The case has been completed according to the Semarang Commercial Court Homologation Decision</i>
Nama Perkara Case Name	Perkara Nomor : 118/Pdt.Sus-PKPU/2018/PN.Jkt.Pst (PT. Nusuno Karya) Case Number: 118/Pdt.Sus-PKPU/2018/PN.Jkt.Pst (PT. Nusuno Karya)
Para Pihak The parties	PT Bank Woori Saudara Indonesia 1906,Tbk (Pemohon PKPU) PT Nusuno Karya (Termohon PKPU) <i>PT Bank Woori Saudara Indonesia 1906, Tbk (PKPU Applicant) PT Nusuno Karya (PKPU Respondent)</i>
Pokok Perkara Principal Case	Debitur tidak melakukan pembayaran sebagaimana yang telah disepakati dalam perjanjian Kredit <i>The debtor does not make payments as agreed in the Credit agreement</i>
Nilai Perkara Case Value	Mendapatkan Pengembalian Piutang sebesar Rp15.000.000.000. <i>Get Receivable Returns of Rp15,000,000,000.</i>
Status Perkara Case Status	Perkara telah selesai sebagaimana Putusan Homologasi Pengadilan Niaga Jakarta <i>The case has been completed in accordance with the Jakarta Commercial Court Homologation Decision</i>
Nama Perkara Case Name	Perkara Nomor : 59/Pdt.Sus-Pailit/2016/PN.Jkt.Pst (PT Woo Jeon Busana) Case Number: 59/Pdt.Sus-Bankrupt/2016/PN.Jkt.Pst (PT Woo Jeon Busana)
Para Pihak The parties	I Won Apparel Indonesia (Pemohon PKPU) PT Dua Sandal qq, PT House of Garment Indonesia (Termohon PKPU) PT Woo Jeon Busana (Termohon PKPU) <i>I Won Apparel Indonesia (PKPU Applicant) PT Dua Sandal qq, PT House of Garment Indonesia (PKPU Respondent) PT Woo Jeon Clothing (PKPU Respondent)</i>
Pokok Perkara Principal Case	Debitur tidak melakukan pembayaran sebagaimana yang telah disepakati dalam perjanjian Kredit <i>The debtor does not make payments as agreed in the Credit agreement</i>





Nilai Perkara Case Value	Mendapatkan Pengembalian Piutang sebesar Rp4.018.420.491,28 Get Receivable Returns of Rp4,018,420,491.28
Status Perkara Case Status	Perkara sudah selesai dan BWS mendapatkan Pengembalian sebesar 100% dari Klaim Tagihan The case has been completed and BWS has a 100% refund from the Bill's Claim

Nama Perkara Case Name	Perkara Nomor : 59/Pdt.Sus-Pailit/2016/PN.Jkt.Pst (PT Hanjung Indonesia) Case Number: 59/Pdt.Sus-Bankrupt/2016/PN.Jkt.Pst (PT Hanjung Indonesia)
Para Pihak The parties	Hermes Cargo Service (Pemohon PKPU) PT Hanjung Indonesia (Termohon PKPU) Hermes Cargo Service (PKPU Applicants) PT Hanjung Indonesia (PKPU Respondent)
Pokok Perkara Principal Case	Debitur tidak melakukan pembayaran kepada Kreditor sebagaimana yang telah disepakati The debtor does not make payments to the creditor as agreed
Nilai Perkara Case Value	Telah mendapatkan 60% dari Klaim Tagihan sebesar Rp16.977.120.372,60 Has received 60% of Claims amounting to Rp16,977,120,372.60
Status Perkara Case Status	Dalam proses Pemberesan harta Pailit oleh Kurator In the process of Procurement of Bankrupt assets by the Curator

Perkara Penting di Luar Aspek Hukum

Bank tidak menemukan adanya perkara bukan hukum yang dihadapi, termasuk kepada anggota Dewan Komisaris dan Direksi, yang memiliki pengaruh signifikan di tahun 2019.

Sanksi Administrasi

Selama periode tahun 2019, tidak terdapat sanksi administratif material yang mempengaruhi kelangsungan usaha BWS dan tidak terdapat sanksi administratif yang dikenakan kepada Dewan Komisaris dan Direksi.

Important Cases in Non-Legal Aspects

The Bank did not find any non-legal cases faced, including members of the Board of Commissioners and the board of Directors, who had a significant influence in 2019.

Administrative Sanctions

During 2019, there were no material administrative sanctions that affected the the business continuity of BWS and also has no administrative sanctions to the Board of Commissioners and Directors.



Akses Informasi dan Data Bank

Bank Information and Data Access



BWS memandang keterbukaan informasi dan penyampaian informasi yang komprehensif merupakan bagian dari hak pemangku kepentingan.



BWS considers that disclosure of information and delivery of comprehensive information is part of stakeholder rights.

Bank senantiasa memberikan kemudahan bagi para pemangku kepentingan untuk mengakses informasi dan data Bank melalui melalui situs web www.bankwoorisaudara.com maupun melalui nomor telepon +6221-5087-1888 dan +6221-5087-1900, serta email saudara@bankwoorisaudara.com dan customercare@bankwoorisaudara.com.

Komunikasi Internal

Sebagai pemangku kepentingan internal yang berhubungan langsung dengan kinerja Bank, karyawan memiliki hak untuk mendapatkan informasi yang komprehensif terkait kinerja dan kemajuan Bank. Berikut disampaikan beberapa saluran yang digunakan Bank untuk menyampaikan informasi kepada karyawan dan pihak internal lainnya.

- **CM Site (Corporate Management Site)**
Dalam melaksanakan kegiatan yang berhubungan dengan komunikasi Internal, Bank telah menyebarluaskan informasi yang berkaitan dengan kegiatan-kegiatan yang dilakukan termasuk juga mengenai program, kebijakan manajemen, aktivitas cabang dan divisi melalui CM Site yang secara digital dapat diakses oleh seluruh karyawan Bank.
- **Agenda Kegiatan**
Bank memiliki berbagai kegiatan yang bersifat berkala maupun tertentu, diselenggarakan oleh Corporate Communication dan divisi terkait yang

The Bank always makes it easy for stakeholders to access Bank information and data through the website www.bankwoorisaudara.com or through telephone numbers + 6221-5087-1888 and + 6221-5087-1900, as well as email saudara@bankwoorisaudara.com and customercare@bankwoorisaudara.com.

Internal Communication

As internal stakeholders who are directly related to the Bank's performance, employees have the right to obtain comprehensive information related to the Bank's performance and progress. Following are some channels that are used by the Bank to convey information to employees and other internal parties.

- **Corporate Management Site**
In carrying out activities related to internal communication, the Bank has disseminated information relating to the activities carried out including the programs, management policies, branch and division activities through the CM Site that can be digitally accessed by all Bank employees.
- **Agenda of activities**
The Bank has various activities that are periodic or certain, organized by Corporate Communication and related divisions that manage the flow of activities of





mengelola alur kegiatan setiap event dari awal hingga akhir. Di mana event yang diselenggarakan dihadiri oleh internal karyawan Bank maupun pihak eksternal seperti pemegang saham dan nasabah. Event-event yang dilaksanakan oleh Internal Komunikasi yang berlangsung selama tahun 2019 di antaranya:

each event from beginning to end. Where the event is held, attended by internal Bank employees and external parties such as shareholders and customers. Events carried out by Internal Communication that will take place during 2019 include:

Tempat dan Tanggal Place and Date	Tema Kegiatan Theme of Activity
Jakarta, 12 Januari 2019 Jakarta, January 12, 2019	BWS Business Strategic Meeting 2019
Jakarta, 17 Februari 2019 Jakarta, February 17, 2019	Fun Golf with ASABRI
Jakarta, 11 Maret 2019 Jakarta, March 11, 2019	Grand Opening Head Office BWS District 8
Jakarta, 28 Maret 2019 Jakarta, March 28, 2019	Rapat Umum Pemegang Saham Tahunan BWS BWS Annual General Meeting of Shareholders
Jakarta, 2 Mei 2019 Jakarta, May 2, 2019	Seminar Tax & Property Tax & Property Seminar
Jakarta, 3 Mei 2019 Jakarta, May 3, 2019	Woori Prestige Club 1 st Semester
Jakarta, 23 Mei 2019 Jakarta, May 23, 2019	Buka Puasa Bersama BWS Iftar with BWS
Jakarta, 28 Juni 2019 Jakarta, June 28, 2019	Best Employee Educational Training
Jakarta, 9 Juli 2019 Jakarta, July 9, 2019	Business Strategic Workshop 2019 2 nd Semester
Jakarta, 5 September 2019 Jakarta, September 5, 2019	Medco Group Legal Forum
Jakarta, 12 September 2019 Jakarta, September 12, 2019	Fun Golf with Taspen
Bali, 8 Oktober 2019 Bali, October 8, 2019	Penyerahan bantuan CSR untuk petani kopi di Bali Delivery of CSR assistance to coffee farmers in Bali
Jakarta, 16-17 November 2019 Jakarta, November 16-17, 2019	Training Funding Batch 1
Jakarta, 30 Nov – 1 Des 2019 Jakarta, November 30 - December 1, 2019	Training Funding Batch 2
Jakarta, 7-8 Des 2019 Jakarta, December 7-8, 2019	Training Funding Batch 3
Jakarta, 14-15 Des 2019 Jakarta, December 14-15, 2019	Training Funding Batch 4
Jakarta, 12 Desember 2019 Jakarta, December 12, 2019	Woori Prestige Club 2 nd Semester



Komunikasi Eksternal

Departemen Komunikasi Eksternal berfungsi untuk memastikan komunikasi Bank dengan pihak eksternal berjalan dengan baik sehingga meningkatkan reputasi dan citra korporat Bank. Berikut adalah tugas dari Departemen Komunikasi Eksternal antara lain:

- **Media Internet**
Media internet yang digunakan adalah situs web dengan alamat www.bankwoorisaudara.com yang dapat diakses pengguna jaringan internet. Situs ini menyajikan beragam informasi Bank seperti produk dan layanan, laporan keuangan, jaringan, dan berita.
- **Media Sosial**
Bank juga memperhatikan perkembangan media sosial sebagai fasilitas komunikasi interaksi dengan seluruh pemangku kepentingan. Untuk itu, Bank membuka kanal komunikasi daring melalui Facebook, Instagram dan YouTube.



@bankbws



Bank Woori Saudara



BWS Official

- **Media Monitoring & Analisis**
Untuk memberikan informasi terkait dengan berbagai macam pemberitaan di media massa baik itu pemberitaan mengenai Bank ataupun lingkup hal yang berkaitan dengan Bank. Media monitoring berperan bagi Internal Bank dalam mengetahui seputar informasi atau kegiatan yang sedang hangat seperti halnya kenaikan pemberitaan signing MOU, merger bank, dana pensiun, dan lainnya. Media monitoring juga berperan dalam perhitungan PR Value dan Advertorial value di mana setiap kegiatan tersebut akan diliput oleh media cetak maupun elektronik yang pemberitaan Bank telah diekspos.
- **Media Relation**
Dalam rangka membangun kerja sama yang baik dengan pihak media, Departemen Komunikasi Eksternal mempunyai tugas untuk bagian Media Relations agar menjaga hubungan baik antara Bank dengan wartawan media. Sepanjang 2019 komunikasi eksternal melakukan serangkaian kegiatan mengundang wartawan dalam acara Rapat Umum Pemegang Saham Tahunan 2019.

External Communication

The External Communication Department functions to ensure that the Bank's communication with external parties runs well, thereby enhancing the Bank's reputation and corporate image. The following are the tasks of the External Communications Department, including:

- **Internet media**
Internet media used are websites with the address www.bankwoorisaudara.com which can be accessed by internet network users. This site presents a variety of Bank information such as products and services, financial reports, networks, and news.
- **Social Media**
The Bank also pays attention to the development of social media as a communication facility for interaction with all stakeholders. To that end, the Bank opens online communication channels through Facebook, Instagram and YouTube.

- **Media Monitoring & Analysis**
To provide information related to various kinds of news in the mass media both news about the Bank or the scope of matters relating to the Bank. Media monitoring plays a role for the Internal Bank in knowing about information or activities that are hot like the increase in the signing of MOU signing, bank mergers, pension funds, and others. Media monitoring also plays a role in calculating PR Value and Advertorial Value where each of these activities will be covered by print and electronic media which the Bank's news has been exposed.
- **Media Relations**
In order to establish good cooperation with the media, the External Communication Department has the task of the Media Relations department to maintain good relations between the Bank and media reporters. Throughout 2019 external communications carried out a series of activities inviting journalists to the 2019 Annual General Meeting of Shareholders.





• Publikasi dan Iklan

Publikasi dilakukan oleh Komunikasi Eksternal dalam penyebaran informasi baik berupa iklan produk atau keterbukaan informasi yang harus dipublikasikan menggunakan media cetak dan elektronik. Sasaran penyebaran informasi yaitu kepada masyarakat umum dengan komunikasi yang disampaikan berupa publikasi cetak dan elektronik sebagai alat promosi kepada masyarakat. Penyampaian informasi dengan media tersebut dapat berupa iklan cetak koran dan radio selama tahun 2019.

• Publication and Advertisement

Publication is carried out by External Communications in the dissemination of information in the form of product advertisements or information disclosure that must be published using print and electronic media. The goal of disseminating information is to the general public by communicating in the form of printed and electronic publications as a promotional tool to the public. Submission of information with the media can be in the form of newspaper and radio print advertisements during 2019.

Eksposur Media Tahun 2019

Media Exposures in 2019

Tanggal Terbit Date of issue	Nama Media Media Name	Judul Artikel Article Title
22 Maret 2019 March 22, 2019	Tribun Jabar	Tambah Kemudahan Transaksi Nasabah, Bank Woori Saudara gandeng jaringan Prima Improve the convenience of the Customer Transaction, Bank Woori Saudara cooperates with Prima network
28 Maret 2019 March 28, 2019	Bisnis.com	Bank Woori Saudara tebar dividen Rp 98,71 Miliar Bank Woori Saudara distributed dividends of Rp 98.71 Billion
3 November 2019 November 3, 2019	Kontan.co.id	Laba bersih Bank Woori Saudara tumbuh 2,5% di kuartal II Bank Woori Saudara' net profit grew 2.5% in the second quarter
11 November 2019 November 11, 2019	Tribun Jabar	Program CSR BWS, Berdayakan petani kopi untuk kualitas kopi Indonesia BWS CSR Program, Empower coffee farmers for the quality of Indonesian coffee
28 November 2019 November 28, 2019	Radarcirebon.com	BWS komitmen tingkatkan kualitas pelayanan BWS commitment to improve service quality

• Media Luar Ruang

Selain melalui media internet, cetak, elektronik, Bank juga menggunakan media luar ruang sebagai sarana penyampaian informasi dan bentuk promosi berupa iklan Billboard. Saat ini BWS memiliki billboard yang terpasang di Jl. Tol Sedyatmo KM 31+150B (arah Bandara ke Jakarta).

• Outdoor Media

In addition to using the internet, print, electronic media, the Bank also uses outdoor media as a means of delivering information and forms of promotion in the form of Billboard advertisements. Currently BWS has a billboard installed at Jl. Tol Sedyatmo KM 31 + 150B (Airport direction to Jakarta).





- Korespondensi
Sepanjang tahun 2019 Bank telah melaksanakan korespondensi terkait keterbukaan informasi kepada berbagai pihak. Penyampaian transparansi laporan adalah sebagai berikut,

- Correspondence
Throughout 2019 the Bank has conducted correspondence related to the disclosure of information to various parties. Submission of report transparency is as follows,

Korespondensi Kepada OJK & Bursa Efek Indonesia

Correspondence with OJK & Indonesia Stock Exchange

Perihal Subject	Frekuensi Frequency
Laporan Bulanan Registrasi Pemegang Efek Monthly Report of Securities Holder Registration	12
Laporan Keuangan Tahunan Annual finance report	2
Laporan Keuangan Interim yang tidak diaudit Unaudited Interim Financial Statements	3
Keterbukaan Informasi yang perlu diketahui publik Information Disclosure that needs to be known by the public	3
Pembelian Kembali atau pembayaran efek bersifat utang dan/atau sukuk Repurchase or payment of debt and/or sukuk securities	1
Laporan Informasi dan Fakta Material Material Information and Fact Report	1
Perubahan pengurus Management change	2
Public Expose Public Expose	3
Pemeringkatan Tahunan Annual Ranking	1
Rapat Umum Pemegang Saham Tahunan Annual General Meeting of Shareholders	3
Laporan Tahunan Annual report	2
Dividen Tunai Cash Dividend	2
Permintaan atas penjelasan bursa Request for exchange explanation	2

Pengelolaan Informasi

Bank memastikan sifat data, informasi, dan pengetahuan organisasi sebagai berikut:

- Untuk memastikan keakuratan data dan informasi, BWS menggunakan software aplikasi dan penunjukkan penanggung jawab unit yang bertugas menjaga keakuratan data dan informasi di unit masing-masing.
- Untuk memastikan integritas dan reliabilitas berdasarkan hasil verifikasi yang dilakukan oleh setiap unit kerja.

Information Management

The Bank ensures the nature of the organization's data, information and knowledge as follows:

- To ensure the accuracy of data and information, BWS uses application software and the appointment of a person in charge of the unit responsible for maintaining the accuracy of the data and information in each unit.
- To ensure integrity and reliability based on the results of verification carried out by each work unit.





- Untuk memastikan data dan informasi tepat waktu, dilakukan dengan cara bagian keuangan me-review ketepatan data informasi dan juga dilakukan internal assessment dan audit IT setiap tahunnya.
- Untuk memastikan keamanan dan kerahasiaan data dan informasi, maka dibuat user name, password dan anti virus di jaringan dalam mengakses ke jaringan LAN BWS.

- To ensure timely data and information, the financial department reviews the accuracy of information data and also conducts an internal IT assessment and audit annually.
- To ensure the security and confidentiality of data and information, a user name, password and anti-virus are made in the network to access the BWS LAN network.

Ketersediaan Data dan Akses Informasi

Bank membuat ketersediaan data dan informasi berdasarkan data center yang dapat diakses oleh setiap karyawan. Bank juga menyediakan data dan informasi melalui situs web, webmail yang dapat diakses oleh pihak-pihak terkait misalnya pelanggan, mitra, dan umum.

Data Availability and Information Access

The bank makes the availability of data and information based on a data centre that can be accessed by every employee. The bank also provides data and information through a web site, webmail that can be accessed by related parties such as customers, partners, and the public.

Bank berkomitmen untuk melaksanakan prinsip keterbukaan, untuk itu Bank selalu menyampaikan informasi melalui situs web Bank, yaitu www.woorisaudara.com Selain itu, Bank juga menyampaikan perkembangan dan kemajuan mengenai Informasi Material dan Keterbukaan Informasi yang Perlu Diketahui Publik secara teratur kepada Bursa Efek Indonesia dan Otoritas Jasa Keuangan sesuai dengan peraturan pasar modal yang berlaku, seperti yang telah disampaikan di atas.

The Bank is committed to implementing the principle of openness, therefore the Bank always submits information through the Bank's website, namely www.bankwoorisaudara.com In addition, the Bank also conveys developments and progress regarding Material Information and Information Disclosure that Needs to Be Publicly Known to the Indonesian Stock Exchange regularly and The Otoritas Jasa Keuangan is in accordance with the applicable capital market regulations, as stated above.

Kontak Relasi Investor/ Contact Investor Relations

I Made Mudiastra
 Corporate Secretary
 Telepon/ Telephone: (021) 5087-1888
 Email : made@bankwoorisaudara.com
 Alamat/ Address : Treasury Tower Lantai 26 dan 27 District 8 SCBD Lot 28
 Treasury Tower 26th and 27th Floor District 8 SCBD Lot 28
 Jl. Jend. Sudirman Kav 52-53 Jakarta 12190

Ragam Media Bank Kepada Pemegang Saham dan Pemangku Kepentingan

Di bawah ini tabel yang menggambarkan ragam media komunikasi yang digunakan Bank untuk menyampaikan data dan informasi terkait aktivitas operasional, proses usaha dan capaian-capaian kinerja yang telah diraih Bank.

Variety of Bank Media to Shareholders and Stakeholders

Below is a table that illustrates the various communication media used by the Bank to convey data and information related to operational activities, business processes and performance achievements achieved by the Bank.



Pemangku Kepentingan <i>Stakeholders</i>	Bentuk-bentuk Media <i>Media forms</i>
Regulator <i>Regulator</i>	Aplikasi spe.ojk.go.id/idxnet, email, surat menyurat <i>Application spe.ojk.go.id/idxnet, email, correspondence</i>
Pemegang Saham <i>Shareholders</i>	Surat menyurat <i>Correspondence</i>
Investor <i>Investor</i>	Surat menyurat dan berita koran <i>Correspondence and newspaper news</i>
Lembaga Publik <i>Public Institution</i>	Surat menyurat & email <i>Correspondence & email</i>
Konsumen <i>Consumer</i>	SMS Blast, email blast, brosur <i>SMS Blast, email blast, brochure</i>
Karyawan <i>Employee</i>	Website Internal Perusahaan (CM Site), Internal Memo & Email <i>Company Internal Website (CM Site), Internal Memos & Emails</i>
Perusahaan Sejenis Lainnya <i>Other Similar Companies</i>	Surat menyurat & email <i>Correspondence & email</i>
Mitra Kerja dan Rekanan <i>Partnerships</i>	Surat menyurat & email <i>Correspondence & email</i>
Organisasi Profesi <i>Professional Organization</i>	Surat menyurat & email <i>Correspondence & email</i>
Masyarakat/Ummum <i>General Public</i>	Flyer, Brosur <i>Flyer, Brochures</i>

*) Situs web Bank tidak termasuk dalam ragam media di atas, karena sifatnya yang terbuka, tidak terbatas dan dapat diakses oleh siapa saja.
*) The Bank's website is not included in the various media above, because it is open, unlimited and can be accessed by anyone.





Kode Etik

Code of Conduct



Dalam menjaga reputasi dan citra Bank sesuai dengan penerapan GCG, saat ini Bank akan melakukan proses perencanaan untuk menyusun Kode Etik yang menjelaskan masalah pola aturan yang digunakan sebagai pedoman berperilaku berdasarkan nilai dan pertimbangan integritas, kesadaran diri dan profesionalisme, reputasi Bank, keluarga dan pribadi. Selanjutnya, setiap karyawan wajib mengisi formulir Pakta Integritas Pelaksanaan Kode Etik yang pada prinsipnya berjanji untuk tidak melakukan segala bentuk tindakan dan perbuatan yang melanggar Kode Etik Bank.

Pengesahan Kode Etik dan Pokok-pokok Isi Kode Etik

BWS telah memiliki Kode Etik yang disahkan melalui Keputusan Direksi Nomor 009/KEP-DIR/A-11/III/16. Kode Etik ini berlaku bagi seluruh Karyawan termasuk dalam hal ini jajaran Direksi dan Dewan Komisaris.

Kode Etik BWS, yaitu:

1. Janji Kepada Pelanggan
Kami harus menempatkan prioritas tertinggi dalam memastikan kebahagiaan pelanggan.
2. Janji Kepada Pemegang Saham
Kami harus menegakkan hak-hak pemegang saham dengan nilai tertinggi.
3. Janji Kepada Pejabat Eksekutif dan Karyawan
Bank harus memperlakukan para eksekutif dan karyawan sebagai aset yang paling berharga.
4. Janji Kepada Bangsa dan Masyarakat
Kami akan memenuhi tanggung jawab sosial dan berkontribusi untuk kemajuan nasional.

Sosialisasi Kode Etik

Bank berkomitmen dalam menjalankan sosialisasi secara efektif dan menyeluruh melalui langkah-langkah sebagai berikut:

- Melaksanakan sosialisasi code of conduct terhadap seluruh jajaran Bank.
- Melaksanakan evaluasi atas pencapaian kepada jajaran.

In maintaining the reputation and image of the Bank in accordance with the implementation of GCG, the Bank will now carry out a planning process to develop a Code of Conduct that explains the problem of the pattern of rules used as guidelines for behaving based on values and considerations of integrity, self-awareness and professionalism, the Bank's reputation, family and personal. Furthermore, each employee must fill out the Form of Integrity Pact for the Implementation of the Code of Conduct, which in principle promises not to take any actions and actions that violate the Bank's Code of Conduct.

Ratification of the Code of Conduct and Principles of the Contents of the Code of Conduct

BWS has a Code of Conduct was ratified by Decree Directors No. 009/KEP-DIR/A-11/III/16. Code of Conduct is applicable for all of employees including the Directors and Board of Commissioners.

BWS Code of Conduct, namely:

1. Promises to Customer
We have to put the highest priority in ensuring the customer happiness.
2. Promises to Shareholders
We have to uphold the rights of shareholders with the highest value.
3. Promises to Executive Officer and Employee
Banks have to treat the executive officers and employees as the most valuable assets.
4. Promises to Nation and Society
We will fulfill the social responsibility and contribute to the national progress.

Code of Conduct Socialization

The Bank is committed to carrying out effective and comprehensive socialization through the following steps:

- Conducting socialization of code of conduct for all Bank employees.
- Carry out an evaluation of the achievement of the ranks.



- Pengkajian secara berkala butir-butir aturan code of conduct dalam rangka pengembangan code of conduct selanjutnya.
- Melaksanakan pembacaan kode etik setiap bulan pada seluruh jaringan kantor.

Budaya Kerja Bank

Sebagai bagian upaya membangun lingkungan kerja yang kondusif dan etika kerja yang produktif, Bank saat ini tengah melakukan beberapa inisiatif untuk membentuk budaya perusahaan yang positif.

Budaya Perusahaan yang dimiliki Bank berisi nilai-nilai, norma-norma dan kebiasaan yang mempengaruhi pemikiran, tingkah laku, dan cara kerja karyawan dan manajemen, yang bermuara pada peningkatan kualitas kinerja Bank.

Penyebaran dan Penegakan Kode Etik

Mekanisme penegakan Kode Etik diatur sebagai berikut:

1. Terdapatnya laporan pelanggaran Kode Etik baik melalui media surat atau email kepada Atasan Langsung Pegawai.
2. Setiap pelaporan yang masuk akan diperhatikan secara serius dan akan ditindaklanjuti sesuai prosedur yang sudah ditetapkan Bank.
3. Pelaksanaan proses penyelidikan.
4. Penetapan sanksi apabila hasil penyelidikan menyatakan pegawai melakukan pelanggaran Kode Etik.

Oleh karena itu, karyawan memiliki hak dan kewajiban untuk melaporkan dugaan pelanggaran dan/atau pelanggaran terhadap Kode Etik, baik yang dilakukan oleh sesama karyawan atau pihak-pihak yang terkait, secara sengaja atau tidak sengaja, yang dapat mempengaruhi reputasi Bank. Hak pelaporan ini harus dipergunakan secara bertanggung jawab dan dilakukan hanya apabila diyakini terjadi pelanggaran, bukan pelaporan yang bertujuan untuk menjatuhkan seseorang.

- Periodically review the points of the code of conduct in the context of further development of the code of conduct.
- conduct periodic code readings throughout the office network.

Bank Work Culture

As part of efforts to build a conducive work environment and productive work ethics, the Bank is currently undertaking several initiatives to form a positive corporate culture.

The Bank's corporate culture contains values, norms and habits that influence the thinking, behavior, and workings of employees and management, which lead to improving the quality of the Bank's performance.

Dissemination and Enforcement of the Code of Conduct

The mechanism for enforcing the Code of conduct is as follows:

1. There are reports of violations of the Code of conduct either through a media letter or email to the Employer's Direct Supervisor.
2. Every incoming report will be considered seriously and will be followed up in accordance with procedures established by the Bank.
3. Implementation of the investigation process.
4. Stipulation of sanctions if the result of an investigation states that an employee has violated the Code of conduct.

Therefore, employees have the right and obligation to report suspected violations and/or violations of the Code of Conduct, whether committed by fellow employees or related parties, intentionally or unintentionally, which may affect the Bank's reputation. This reporting right must be used responsibly and is carried out only if a violation is believed to occur, not reporting aimed at bringing someone down.





Pakta Integritas

Bank memiliki pakta integritas yang bertujuan untuk menumbuhkembangkan keterbukaan dan kejujuran, guna menciptakan pelaksanaan tugas yang berkualitas, efektif, efisien, dan akuntabel dalam lingkungan bisnis. Pakta integritas tersebut berisikan tentang berbagai hal yang dapat menegakan implementasi GCG di dalam Bank sebagai berikut:

- Seluruh insan Bank telah menandatangani pernyataan kepatuhan terhadap Pedoman Perilaku.
- Direksi, Komisaris, dan Pemegang Saham telah menandatangani kontrak manajemen yang memuat kesepakatan antara Direksi dan Dewan Komisaris dengan Pemegang Saham tentang target-target kinerja yang akan dicapai pada 2019.
- Dalam rangka mengupayakan pemenuhan aspek komitmen, Bank telah menunjuk personil yang memantau penerapan tata kelola pada jajaran Bank dan menyampaikan laporan secara berkala kepada Direksi dan Dewan Komisaris.

Transparansi Terkait Penyimpangan Internal

Berikut disampaikan pelanggaran Kode Etik berupa penyimpangan internal yang terjadi, dan upaya Bank dalam melakukan penyelesaiannya.

Integrity Pact

The Bank has an integrity pact that aims to foster openness and honesty, in order to create quality, effective, efficient and accountable tasks in the business environment. The integrity pact contains various things that can uphold the implementation of GCG in the Bank as follows:

- All Bank personnel have signed a statement of compliance with the Code of Conduct
- The board of Directors, Commissioners and Shareholders have signed a management contract that contains an agreement between the board of Directors and the Board of Commissioners with the Shareholders regarding performance targets to be achieved in 2019
- In an effort to fulfill the commitment aspect, the Bank has appointed personnel who monitor the implementation of governance at the Bank level and submit periodic reports to the board of Directors and Board of Commissioners.

Internal Fraud Transparency

The following is a violation of the Code of conduct in the form of internal deviations that have occurred, and the Bank's efforts to resolve them

Internal Fraud	2019	2018
Fraud yang Dilakukan Pengurus/Manajemen <i>Fraud Conducted by Management/Management</i>	-	-
Fraud yang Dilakukan Pegawai Tetap <i>Fraud Conducted by Permanent Employees</i>	1	5
Fraud yang Dilakukan Pegawai Tidak Tetap <i>Fraud Conducted by Temporary Employees</i>	-	-
Fraud yang Dilakukan Pihak Eksternal <i>Fraud Conducted by External Parties</i>	2	7
Fraud yang Telah Diselesaikan <i>Resolved Fraud</i>	-	6
Fraud yang Dalam Proses Penyelesaian <i>Fraud in Handling Process</i>	3	6
Fraud yang Belum Ditindaklanjuti <i>Fraud has not been Followed up</i>	-	-
Jumlah Fraud Terjadi <i>Total Fraud Case</i>	3	12



Whistleblowing System

Whistleblowing System



Sistem Pelaporan Pelanggaran, atau dikenal juga dengan sebutan Whistleblowing System (WBS) merupakan perangkat yang dirancang untuk memberikan saluran terkait pengaduan pelanggaran yang mengedepankan kerahasiaan identitas pelapor dan jaminan keamanan bagi pelapor, baik dari internal maupun eksternal. Regulator telah mendorong pengelolaan WBS secara mandiri dalam tubuh organisasi entitas usaha, dengan tujuan menciptakan independensi penanganan pengaduan.

Keberadaan WBS Bank Woori Saudara

Implementasi WBS dilakukan di bulan Mei 2019, bersama dengan itu BWS mengesahkan Prosedur WBS dengan Surat Edaran Nomor 006/SE-DIR/B-01/V/19.

Bank diwajibkan melaporkan beberapa poin sebagaimana terdapat pada peraturan Bapepam No. KEP-431/BL/2012, 1 Agustus 2012 mengenai penyampaian Laporan Tahunan Emiten atau Perusahaan Publik poin G.13 perihal uraian sistem pelaporan pelanggaran.

Ruang Lingkup Pengaduan Melalui WBS Bank

WBS terbuka untuk melaporkan perbuatan/perilaku/kejadian yang berhubungan dengan tindakan penipuan, pelanggaran terhadap hukum, peraturan bank, kode etik, maupun benturan kepentingan yang terjadi di lingkup Bank.

Pengelola WBS Bank dan Saluran WBS Bank

Pengelolaan WBS dilakukan oleh internal BWS melalui sistem aplikasi whistleblowing dan media lainnya yang ditetapkan oleh BWS.

Perlindungan Bagi Pelapor

Sebagai wujud komitmen Perusahaan untuk menjaga kerahasiaan data pelaporan, BWS memberikan:

1. Jaminan atas kerahasiaan identitas pelapor.
2. Jaminan atas kerahasiaan isi laporan yang disampaikan.

The Violation Reporting System, also known as the Whistleblowing System (WBS) is a device designed to provide a channel for complaints of violations that emphasizes the confidentiality of the reporter's identity and security guarantees for the reporter, both internal and external. The regulator has encouraged the management of WBS independently within the body of the business entity organization, with the aim of creating independence in handling complaints.

The Existence of WBS Bank Woori Saudara

WBS Implementation is carried out in May 2019, along with it, BWS ratified the WBS procedure with Circular Letter No. 006/SE-DIR/B-01/V/19.

Banks are required to report several points as contained in Bapepam Regulation No. KEP-431/BL/2012, August 1, 2012 concerning the submission of the Annual Report of Issuers or Public Companies point G.13 regarding the description of the violation reporting system.

Scope of Complaints through WBS Bank

WBS is open to reporting actions/behaviors/events related to fraud, violations of laws, bank regulations, codes of conduct, or conflicts of interest that occur within the scope of the Bank.

WBS Bank Manager and WBS Bank Channels

WBS management is carried out by internal of BWS through whistleblowing application system and other media established by BWS.

Protection for Reporters

As a real Company's commitment to maintain the confidentiality of data, BWS provides:

1. Guarantee on the confidentiality of the reporter's identity.
2. Confidentiality guarantee on the contents of the report submitted.

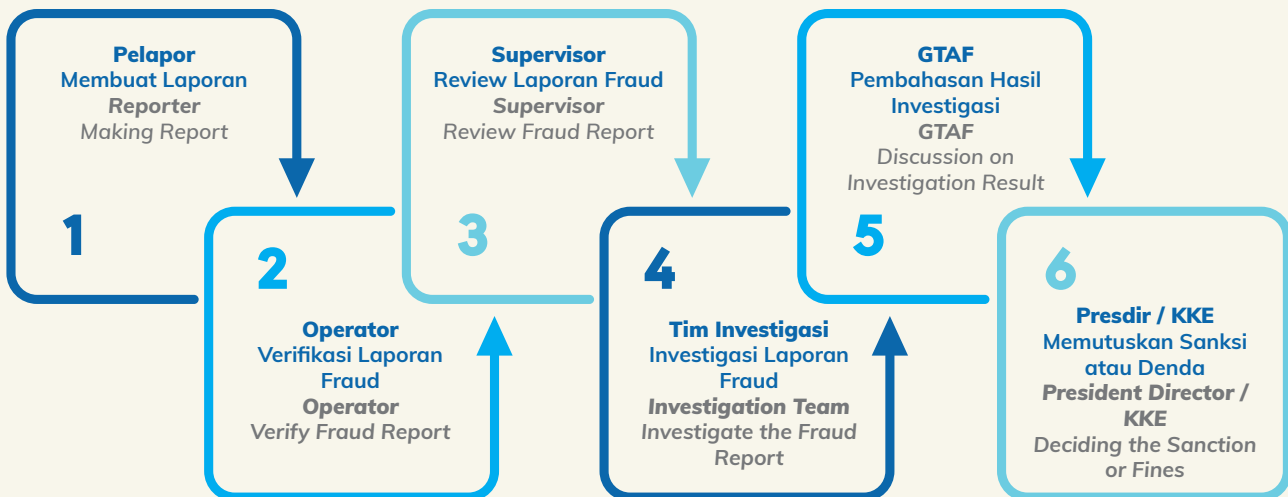




Pelapor dalam mengungkapkan pelanggaran harus dilakukan dengan niat baik dan bukan merupakan suatu keluhan pribadi atau didasari kehendak buruk/fitnah. Pelapor diwajibkan untuk mencantumkan identitas dengan jelas pada laporan yang dibuat dengan bukti pendukung yang relevan. Tim Investigasi wajib merahasiakan identitas pelapor sebagai bagian dari upaya Bank dalam memberikan perlindungan bagi pelapor. Bank turut menyediakan perlindungan hukum sebagaimana ketentuan peraturan perundang-perundangan yang berlaku.

Mekanisme Penanganan Pengaduan yang Masuk Melalui Saluran WBS

Secara umum alur pengaduan yang masuk melalui WBS adalah sebagai berikut:



Penindakanlanjutan pelaporan yang berpengaruh negatif terhadap citra Bank di masyarakat wajib dilakukan untuk mengetahui secara rinci permasalahan yang terjadi. Melalui Tim Investigasi, Bank memberikan kewenangan kepada SKAI untuk memeriksa dan mendalami kasus-kasus. Tim investigasi bertugas melakukan proses pemeriksaan, penyelidikan dan penyidikan, serta memberikan rekomendasi terkait kasus yang ditangani.

Dalam menangani pengaduan, Tim Investigasi melakukan pemeriksaan berdasarkan laporan/informasi atau permintaan dari pihak internal bank/pihak lain mengenai kemungkinan penyimpangan yang dilakukan oleh karyawan, pengurus bank, eksternal bank atau kolaborasi pihak internal dan eksternal bank dan melakukan pemeriksaan berdasarkan pengolahan database/core banking.

Reporter in disclosing violations must be done in good faith and is not a personal complaint or based on bad will/slander. Reporters are required to clearly state their identity on reports that are made with relevant supporting evidence. The Investigation Team must keep the identity of the reporter confidential as part of the Bank's efforts to provide protection for the reporter. The Bank also provides legal protection in accordance with the applicable laws and regulations.

Complaints Handling Mechanisms that Enter Through WBS Channels

In general, flow chart of complaints that enter through WBS is as follows:

Reports that adversely affect the Bank's image in the public should be followed-up in order to find out every detail of the problems occurred. Through Investigation Team, the Bank has granted an authority to SKAI to investigate the cases. Investigation Team has duty to conduct examination process, investigation, as well as providing recommendations related to cases handled.

In handling complaints, the Investigation Team carries out checks based on reports/information or requests from internal banks/other parties regarding possible irregularities committed by employees, bank management, external banks or collaboration between internal and external parties of the bank and conducts checks based on database processing/core banking.



Dalam pelaksanaannya, investigasi dilakukan sesuai standar, pedoman, dan peraturan Bank, dimana Bank memegang teguh kode etik yang telah ditetapkan. Tim Investigasi wajib mengamankan dokumen yang relevan dalam pemeriksaan investigasi, di mana Tim Investigasi akan memeriksa, mengumpulkan dan menilai kecukupan dan relevansi bukti. Selanjutnya, Tim Investigasi wajib mengumpulkan bukti-bukti yang cukup dan dapat diterima untuk dijadikan acuan dan meminimalisir potensi kerugian perusahaan.

Setelah terungkap pihak yang bersalah, maka pihak yang dinyatakan tidak bersalah akan terbebas dari tuduhan dan wajib dipulihkan nama baiknya, di mana tim investigasi tetap menjaga kerahasiaan saksi. Tim juga memperoleh gambaran yang jelas mengenai penyimpangan yang terjadi dan segera mengambil keputusan tepat untuk langkah selanjutnya. Jika gambaran tersebut telah layak, maka Presiden Direktur akan membuat keputusan mengenai hasil investigasi dan tindaklanjutnya.

Tim Investigasi turut memberikan rekomendasi mengenai bagaimana mengelola risiko terjadinya penyimpangan dengan tepat. Rekomendasi tersebut merupakan saran dan arahan yang didasarkan kepada kebijakan Bank, dimana pemberian rekomendasi tersebut bukan merupakan keputusan sanksi yang akan diberikan.

Hasil pengaduan akan disampaikan oleh Tim kepada Gugus Tugas Anti Fraud (GTAF) sebelum diserahkan kepada Presiden Direktur dengan memuat kesimpulan dari penanganan yang dilakukan. GTAF akan menyampaikan rekomendasi mengenai bagaimana mengelola risiko terjadinya penyimpangan dengan tepat, dan menyajikan laporan perkembangan (progress report) secara berkala untuk membantu pengambilan keputusan mengenai investigasi tahap berikutnya. Investigasi bisa bersifat iterative, yaitu suatu investigasi atas dugaan kejahatan/kecurangan berpotensi menghasilkan temuan baru yang melahirkan dugaan tambahan atau suatu dugaan baru.

Oleh karena itu, penanganan pengaduan atau penanganan berdasarkan deteksi Auditor bertujuan agar aktivitas Bank semakin baik dan memotivasi seluruh pihak dan karyawan untuk bekerja secara profesional dengan menjaga keharmonisan hubungan kerja, serta transaksi yang berpotensi merugikan Bank atau dapat mengganggu jalannya operasional Bank dengan aman.

In its implementation, the investigation is carried out in accordance with the Bank's standards, guidelines and regulations, where the Bank upholds the established code of conduct. The Investigation Team must secure relevant documents in the investigation investigation, in which the Investigation Team will examine, collect and assess the adequacy and relevance of the evidence. Furthermore, the Investigation Team must collect sufficient and acceptable evidence to be used as a reference and minimize the potential loss of the company.

After the guilty party is revealed, the party found not guilty will be free from accusations and must be restored to a good name, where the investigation team continues to maintain the confidentiality of witnesses. The team also obtained a clear picture of the deviations that occurred and immediately made the right decision for the next step. If the description is appropriate, the President Director will make a decision regarding the results of the investigation and its follow-up.

The Investigation Team also provided recommendations on how to properly manage the risk of irregularities. These recommendations are suggestions and directions based on the Bank's policy, where the recommendation is not a sanction decision that will be given.

The results of the complaint will be submitted by the Team to the Anti Fraud Task Force (GTAF) before it's submitted to President Director with the conclusions of the handling taken. GTAF will give the recommendations on how to properly manage the risk of irregularities, and presented progress reports periodically to help make decisions regarding the next stage of investigations. Investigation can be iterative, that is, an investigation of alleged crime/fraud has the potential to produce new findings that give rise to additional suspicions or a new suspicion.

Therefore, handling complaints or handling based on Auditor detection aims to improve the Bank's activities and motivate all parties and employees to work professionally by maintaining harmonious working relationships, as well as transactions that have the potential to harm the Bank or can safely disrupt the operations of the Bank.





Jumlah Pengaduan (Pelaporan)

Selama tahun 2019 berikut adalah jumlah pengaduan (pelaporan) yang masuk diterima dan ditindaklanjuti oleh Bank.

Number of Complaints (Reporting)

During 2019 the following are the number of complaints (reporting) that were received and acted upon by the Bank.

Penanganan Laporan Handling Reports	Jumlah Total
Laporan Pengaduan yang Masuk Incoming Complaints Report	-
Laporan Pengaduan yang Tidak Ditindaklanjuti Non-action Complaints Report	-
Laporan Pengaduan yang Ditindaklanjuti Follow-up Complaints Report	-
Jumlah Total	-



Penerapan atas Pedoman Tata Kelola Perusahaan Terbuka

Limited Liability Company Governance Guidelines Implementation



Roadmap GCG yang diterbitkan Otoritas Jasa Keuangan (OJK) pada tahun 2014 memiliki dampak yang besar bagi perkembangan GCG di lingkungan dunia usaha. Penekanan pada transparansi, akuntabilitas, dan penyampaian informasi yang wajar menjadi bahasan yang dapat menjadi pegangan bagi entitas usaha, khususnya bagi perusahaan terbuka. Demikian pula dengan hak pemegang saham tanpa terkecuali, khususnya pemegang saham minoritas yang harus menjadi perhatian dari emiten atau perusahaan terbuka.

Secara umum, Bank sebagai perusahaan terbuka telah melaksanakan seluruh peraturan yang dikeluarkan OJK, dan akan terus berupaya melakukan perbaikan untuk menciptakan nilai tambah bagi pemegang saham dan pemangku kepentingan. Khususnya terkait pedoman Tata Kelola Perusahaan Terbuka yang diatur berdasarkan Peraturan OJK No. 21/POJK.04/2015 tanggal 16 November 2015 tentang Penerapan Pedoman Tata Kelola Perusahaan Terbuka, yang dijabarkan dalam Surat Edaran OJK No. 32/SEOJK.04/2015 tanggal 17 November 2015 tentang Pedoman Tata Kelola Perusahaan Terbuka. Pedoman tersebut yang memuat aspek, prinsip dan rekomendasi tata kelola perusahaan yang baik berguna untuk mendorong penerapan praktik GCG sesuai dengan praktik internasional yang patut diteladani perusahaan terbuka. Bank wajib menerapkan pedoman tersebut, dan jika belum menerapkannya, Bank wajib menjelaskan alasan tidak diterapkannya pedoman tersebut. Pengungkapan penerapan atas rekomendasi dalam pedoman tersebut disampaikan dalam laporan tahunan perusahaan terbuka.

Berdasarkan Surat Edaran OJK No. 32/SEOJK.04/2015 sebagai standar penerapan GCG yang mencakup 5 (lima) aspek, 8 (delapan) prinsip dan 25 rekomendasi penerapan aspek dan prinsip GCG. Rekomendasi penerapan aspek dan prinsip GCG dalam Pedoman Tata Kelola adalah standar penerapan aspek dan prinsip GCG yang harus diterapkan Bank.

The GCG Roadmap issued by the Otoritas Jasa Keuangan (OJK) in 2014 had a major impact on the development of GCG in the business world. Emphasis on transparency, accountability, and the delivery of reasonable information becomes a discussion that can become a guide for business entities, especially for public companies. Likewise, the rights of shareholders without exception, especially minority shareholders must be a concern of the issuer or public company.

In general, the Bank as a publicly listed company has implemented all the regulations issued by the OJK, and will continue to make improvements to create added value for shareholders and stakeholders. Specifically related to the guidelines for Public Company Governance that are regulated based on OJK Regulation No. 21/POJK.04/2015 dated November 16, 2015 concerning the Implementation of Guidelines for Public Company Governance, which is set out in OJK Circular Letter No. 32/SEOJK.04/2015 dated November 17, 2015 concerning Guidelines for Open Corporate Governance. The guideline which contains aspects, principles and recommendations of good corporate governance is useful in encouraging the application of GCG practices in accordance with international practices that should be emulated by public companies. Banks are required to apply these guidelines, and if they have not implemented them, Banks are required to explain the reasons for not implementing them. Disclosure of the application of the recommendations in the guidelines is conveyed in the annual report of the public company.

Based on OJK Circular No. 32/SEOJK.04/2015 as a standard for implementing GCG which includes 5 (five) aspects, 8 (eight) principles and 25 recommendations for the application of GCG aspects and principles. Recommendations on the application of GCG aspects and principles in the Governance Guidelines are standard implementation of GCG aspects and principles that must be applied by the Bank.





Ikhtisar kepatuhan Bank terhadap Peraturan dan Surat Edaran OJK tentang Pedoman Tata Kelola Perusahaan Terbuka dapat dilihat pada tabel di bawah ini.

An overview of the Bank's compliance with OJK Regulations and Circular Letters regarding Open Corporate Governance Guidelines can be seen in the table below.

Kesesuaian Perkembangan Penerapan GCG di Lingkup BWS dengan Surat Edaran OJK No. 32/SEOJK.04/2015 tentang Pedoman Tata Kelola Perusahaan Terbuka

Conformity in the Development of GCG Implementation in BWS Scope with OJK Circular No. 32/SEOJK.04/2015 concerning Guidelines for Open Corporate Governance

Aspek 1: Hubungan Perusahaan Terbuka dengan Pemegang Saham Dalam Menjamin Hak-Hak Pemegang Saham
Aspect 1: Public Company Relations with Shareholders in Guaranteeing Shareholder Rights

Prinsip 1: Meningkatkan Nilai Penyelenggaraan RUPS
Principle 1: Increase the Value of GMS

Rekomendasi 1: Perusahaan Terbuka memiliki cara atau prosedur teknis pengumpulan suara (voting) baik secara terbuka maupun tertutup yang mengedepankan independensi, dan kepentingan pemegang saham.
Recommendation 1: Public companies have a method or technical procedure for voting (open or closed voting) that promotes independence and the interests of shareholders.

Keterangan Rekomendasi:

- Setiap saham dengan hak suara yang dikeluarkan mempunyai satu hak suara (one share one vote). Pemegang saham dapat menggunakan hak suaranya pada saat pengambilan keputusan, terutama dalam pengambilan keputusan dengan cara pengumpulan suara (voting). Namun demikian, mekanisme pengambilan keputusan dengan cara pengumpulan suara (voting) baik secara terbuka maupun tertutup belum diatur secara rinci.
- Perusahaan Terbuka direkomendasikan mempunyai prosedur pengambilan suara dalam pengambilan keputusan atas suatu mata acara RUPS. Adapun prosedur pengambilan suara (voting) tersebut harus menjaga independensi ataupun kebebasan pemegang saham. Sebagai contoh, dalam pengumpulan suara (voting) secara terbuka dilakukan dengan cara mengangkat tangan sesuai dengan instruksi pilihan yang ditawarkan oleh pimpinan RUPS. Sedangkan, dalam pengumpulan suara (voting) secara tertutup dilakukan pada keputusan yang membutuhkan kerahasiaan ataupun atas permintaan pemegang saham, dengan cara menggunakan kartu suara ataupun dengan penggunaan electronic voting.

Description of Recommendation:

- Each share with voting rights issued has one vote (one share one vote). Shareholders can use their voting rights when making decisions, especially in decision making by voting. However, the mechanism for decision making by way of voting (voting) either openly or closedly has not been regulated in detail.
- Public Company is recommended to have a voting procedure in making decisions on an agenda of the GMS. The voting procedure must maintain shareholder independence or freedom. For example, in open voting it is done by raising hands according to the choice instructions offered by the chair of the GMS. Meanwhile, in closed voting, decisions are made that require confidentiality or at the request of shareholders, by using a voting card or by using electronic voting.

Penerapan di Bank atas rekomendasi (per 31 Desember 2019)

BWS telah melaksanakan pemungutan suara, baik secara terbuka maupun tertutup yang tertuang dalam Tata-Tertib RUPS. Prosedur pengambilan suara dalam RUPS telah diatur dalam Anggaran Dasar, apabila dalam RUPS tidak dapat dilakukan secara musyawarah mufakat, maka pengambilan suara dilakukan dengan cara voting atau pengumpulan suara, pengumpulan suara diatur dalam Tata Tertib RUPS yang disampaikan dan dibacakan pada saat acara RUPS.



Application at the Bank for recommendations (as at 31 December 2019)

BWS has carried out the voting, either in open or close that stated in the GMS Guidelines Procedure of voting in GMS is stipulated in Articles of Association, if in GMS a consensus cannot be reached, so the decision will be held with voting, the voting setted in GMS Guidelines that submitted and read in GMS.

Rekomendasi 2: Seluruh anggota Direksi dan anggota Dewan Komisaris Perusahaan Terbuka hadir dalam RUPS Tahunan.

Recommendation 2: All members of the Board of Directors and Board of Commissioners of the Public Company are present at the Annual GMS.

Keterangan Rekomendasi:

Kehadiran seluruh anggota Direksi dan anggota Dewan Komisaris Perusahaan Terbuka bertujuan agar setiap anggota Direksi dan anggota Dewan Komisaris dapat memperhatikan, menjelaskan dan menjawab secara langsung permasalahan yang terjadi atau pertanyaan yang diajukan oleh pemegang saham terkait mata acara dalam RUPS.

Description of Recommendation:

The presence of all members of the Board of Directors and Board of Commissioners of the Public Company is intended so that each member of the Board of Directors and members of the Board of Commissioners can pay attention, explain and answer directly the problems that occur or questions raised by shareholders related to the agenda at the GMS.

Penerapan di Bank atas rekomendasi (per 31 Desember 2019)

Dalam RUPS Tahunan Tahun Buku 2018 yang lalu, seluruh anggota Direksi dan Dewan Komisaris hadir.

Application at the Bank for recommendations (as at 31 December 2019)

In GMS of 2018, all member of Directors and Board of Commissioner is present.

Rekomendasi 3: Ringkasan risalah RUPS tersedia dalam Situs Web Perusahaan Terbuka paling sedikit selama 1 (satu) tahun.

Recommendation 3: A summary of the GMS minutes is available on the Public Company Website for at least 1 (one) year.

Keterangan Rekomendasi:

Perusahaan Terbuka wajib membuat ringkasan risalah RUPS dalam bahasa Indonesia dan bahasa asing (minimal dalam bahasa Inggris), serta diumumkan 2 (dua) hari kerja setelah RUPS diselenggarakan kepada masyarakat, yang salah satunya melalui Situs Web Perusahaan Terbuka. Ketersediaan ringkasan risalah RUPS pada Situs Web Perusahaan Terbuka memberikan kesempatan bagi pemegang saham yang tidak hadir untuk mendapatkan informasi penting dalam penyelenggaraan RUPS secara mudah dan cepat. Oleh karena itu, ketentuan tentang jangka waktu minimal ketersediaan ringkasan risalah RUPS di Situs Web dimaksudkan untuk menyediakan kecukupan waktu bagi pemegang saham untuk memperoleh informasi tersebut.

Description of Recommendation:

The Public Company is required to make a summary of the minutes of the GMS in Indonesian and foreign languages (at least in English), and be announced 2 (two) working days after the GMS is held to the public, one of which is through the Public Company Website. The availability of a summary of the minutes of a GMS on the Public Company Website provides an opportunity for shareholders who are not present to obtain important information in holding a GMS easily and quickly. Therefore, the provisions regarding the minimum time period for the availability of summary minutes of the GMS on the Website are intended to provide sufficient time for shareholders to obtain this information.

Penerapan di Bank atas rekomendasi (per 31 Desember 2019)

BWS telah membuat Ringkasan Risalah RUPS dalam bahasa Indonesia dan bahasa Inggris serta telah diumumkan 2 (dua) hari kerja setelah pelaksanaan RUPS yang salah satunya melalui situs web www.bankwoorisaudara.com dengan jangka waktu penyediaan selama 5 (lima) tahun.





Application at the Bank for recommendations (as at December 31, 2019)

BWS has made the summary of GMS minutes of meetings in Indonesian and english language and has been announced 2 (two) working days after the GMS, and one of which is through the Company's website www.bankwworisaudara.com with period of presented for 5 (five) years.

Prinsip 2: Meningkatkan Kualitas Komunikasi Perusahaan Terbuka dengan Pemegang Saham atau Investor.
Principle 2: Improve the Quality of Public Company Communication with Shareholders or Investors.

Rekomendasi 4: Perusahaan Terbuka memiliki suatu kebijakan komunikasi dengan pemegang saham atau investor.

Recommendation 4: Public Company has a communication policy with shareholders or investors.

Keterangan Rekomendasi:

- Adanya komunikasi antara Perusahaan Terbuka dengan pemegang saham atau investor dimaksudkan agar para pemegang saham atau investor mendapatkan pemahaman lebih jelas atas informasi yang telah dipublikasikan kepada masyarakat, seperti laporan berkala, keterbukaan informasi, kondisi atau prospek bisnis dan kinerja, serta Pelaksanaan Tata Kelola Perusahaan Terbuka. Di samping itu, pemegang saham atau investor juga dapat menyampaikan masukan dan opini kepada manajemen Perusahaan Terbuka.
- Kebijakan komunikasi dengan para pemegang saham atau investor menunjukkan komitmen Perusahaan Terbuka dalam melaksanakan komunikasi dengan para pemegang saham atau investor. Dalam kebijakan tersebut dapat mencakup strategi, program, dan waktu pelaksanaan komunikasi, serta panduan yang mendukung pemegang saham atau investor untuk berpartisipasi dalam komunikasi tersebut.

Description of Recommendation:

- The communication between the public company and shareholders or investors is intended so that shareholders or investors get a clearer understanding of information that has been published to the public, such as periodic reports, information disclosure, business conditions or prospects and performance, as well as the implementation of public company governance. In addition, shareholders or investors can also submit their input and opinions to the management of the Public Company.
- The communication policy with shareholders or investors shows the commitment of the public company in carrying out communication with shareholders or investors. The policy can include strategies, programs, and timing of communication, as well as guidelines that support shareholders or investors to participate in the communication.

Penerapan di Bank atas rekomendasi (per 31 Desember 2019)

Perusahaan telah menjalankan kegiatan-kegiatan komunikasi dengan Pemegang Saham atau Investor melalui investor meetings dan juga Perusahaan telah membentuk unit Investor Relations untuk menjalankan fungsi tersebut. Namun demikian BWS belum memiliki kebijakan tertulis perihal komunikasi dengan pemegang saham.

Application at the Bank for recommendations (as at December 31, 2019)

The Company has carried out communication activities with shareholders or investor through investor meetings and the Company has also formed the Investor Relation Units to conduct these functions. However, BWS has not yet a written policy regarding to communication with shareholders.

Rekomendasi 5: Perusahaan Terbuka mengungkapkan kebijakan komunikasi Perusahaan Terbuka dengan pemegang saham atau investor dalam Situs Web.

Recommendation 5: Public Company discloses the Public Company's communication policy with shareholders or investors on the Website.

Keterangan Rekomendasi:

Pengungkapan kebijakan komunikasi merupakan bentuk transparansi atas komitmen Perusahaan Terbuka dalam memberikan kesetaraan kepada semua pemegang saham atau investor atas pelaksanaan komunikasi. Pengungkapan informasi tersebut juga bertujuan untuk meningkatkan partisipasi dan peran pemegang saham atau investor dalam pelaksanaan program komunikasi Perusahaan Terbuka.



Description of Recommendation:

Disclosure of communication policies is a form of transparency of the commitment of the public company in providing equality to all shareholders or investors for the implementation of communication. Disclosure of this information also aims to increase participation and the role of shareholders or investors in the implementation of the public company communication program.

Penerapan di Bank atas rekomendasi (per 31 Desember 2019)

BWS telah memiliki web perusahaan yang digunakan sebagai media informasi pemegang saham investor dan pemangku kepentingan lainnya yang merujuk pada ketentuan keterbukaan informasi perusahaan terbuka yang berlaku.

Application at the Bank for recommendations (as at 31 December 2019)

BWS had the Company's website that used as media information for shareholders or investor and other stakeholders which referring to prevailing provisions for disclosure of public company information.

**Aspek 2: Fungsi dan Peran Dewan Komisaris
Aspect 2: Function and Role of the Board of Commissioners**

**Prinsip 3: Memperkuat Keanggotaan dan Komposisi Dewan Komisaris
Principle 3: Strengthen the Membership and Composition of the Board of Commissioners**

Rekomendasi 6: Penentuan jumlah anggota Dewan Komisaris mempertimbangkan kondisi Perusahaan Terbuka.

Recommendation 6: Determination of the number of members of the Board of Commissioners considering the condition of the Public Company.

Keterangan Rekomendasi:

Jumlah anggota Dewan Komisaris dapat mempengaruhi efektivitas pelaksanaan tugas dari Dewan Komisaris. Penentuan jumlah anggota Dewan Komisaris Perusahaan Terbuka wajib mengacu kepada ketentuan peraturan perundang-undangan yang berlaku, yang paling kurang terdiri dari 2 (dua) orang berdasarkan ketentuan peraturan OJK tentang Direksi dan Dewan Komisaris Emiten atau Perusahaan Publik. Selain itu, perlu juga mempertimbangkan kondisi Perusahaan Terbuka yang antara lain yang meliputi karakteristik, kapasitas, dan ukuran, serta pencapaian tujuan dan pemenuhan kebutuhan bisnis yang berbeda di antara Perusahaan Terbuka. Namun demikian, jumlah anggota Dewan Komisaris yang terlalu besar berpotensi mengganggu efektivitas pelaksanaan fungsi Dewan Komisaris.

Description of Recommendation:

The number of members of the Board of Commissioners can affect the effectiveness of carrying out the duties of the Board of Commissioners. Determination of the number of members of the Board of Commissioners of a Public Company must refer to the provisions of the applicable laws and regulations, which consist of at least 2 (two) people based on the provisions of the OJK regulations concerning the Board of Directors and the Board of Commissioners of an Issuer or Public Company. In addition, it is also necessary to consider the condition of the Public Company which includes, among others, the characteristics, capacity, and size, as well as the achievement of objectives and meeting the different business needs of the Public Company. However, too large a number of members of the Board of Commissioners has the potential to interfere with the effectiveness of the Board of Commissioners' functions.

Penerapan di Bank atas rekomendasi (per 31 Desember 2019)

BWS telah memenuhi ketentuan Pasal 20 POJK No. 33/POJK.04/2014 tentang Direksi dan Dewan Komisaris Emiten atau Perusahaan Publik, yaitu jumlah anggota Dewan Komisaris lebih dari 2 (dua) orang. Jumlah anggota Dewan Komisaris BWS berjumlah 4 (empat) orang yang terdiri dari 2 (dua) orang Komisaris Independen dan 2 (dua) orang Komisaris non Independen.





Application at the Bank for recommendations (as at December 31, 2019)

BWS has been fulfilled the Provisions in Article 20 of POJK No. 33/POJK.04/2014 regarding to the Directors and Board of Commissioners of Public Company, namely the number of Board of Commissioner members is of more than 2 (two) persons. The number of Board of Commissioners of BWS is 4 (four) person consist of 2 (two) Independent Commissioners and 2 (two) Non-Independent Commissioners.

Rekomendasi 7: Penentuan komposisi anggota Dewan Komisaris memperhatikan keberagaman keahlian, pengetahuan, dan pengalaman yang dibutuhkan.

Recommendation 7: Determination of the composition of the members of the Board of Commissioners takes into account the diversity of expertise, knowledge and experience required.

Keterangan Rekomendasi:

Komposisi Dewan Komisaris merupakan kombinasi karakteristik baik dari segi organ Dewan Komisaris maupun anggota Dewan Komisaris secara individu, sesuai dengan kebutuhan Perusahaan Terbuka. Karakteristik tersebut dapat tercermin dalam penentuan keahlian, pengetahuan, dan pengalaman yang dibutuhkan dalam pelaksanaan tugas pengawasan dan pemberian nasihat oleh Dewan Komisaris Perusahaan Terbuka. Komposisi yang telah memperhatikan kebutuhan Perusahaan Terbuka merupakan suatu hal yang positif, khususnya terkait pengambilan keputusan dalam rangka pelaksanaan fungsi pengawasan yang dilakukan dengan mempertimbangkan berbagai aspek yang lebih luas.

Description of Recommendation:

The composition of the Board of Commissioners is a combination of characteristics both in terms of the organs of the Board of Commissioners and individual members of the Board of Commissioners, in accordance with the needs of the Public Company. These characteristics can be reflected in the determination of expertise, knowledge, and experience needed in carrying out supervisory duties and providing advice by the Board of Commissioners of the Public Company. The composition that has taken into account the needs of the public company is a positive thing, especially related to decision making in the context of implementing the supervisory function carried out by considering a broader range of aspects.

Penerapan di Bank atas rekomendasi (per 31 Desember 2019)

Persyaratan-persyaratan untuk mengusulkan Calon Dewan Komisaris telah dilakukan dengan memperhatikan kebutuhan dan kompleksitas usaha BWS yaitu dengan memperhatikan unsur keberagaman keahlian, latar belakang pendidikan, dan pengalaman serta gender.

Application at the Bank for recommendations (as at December 31, 2019)

The requirements to propose the candidats of Board of Commissioners has been conducted with considering the needs and complexity of BWS business namely with considering the diversity of expertise, experience and educational background, and gender.

Prinsip 4: Meningkatkan Kualitas Pelaksanaan Tugas dan Tanggung Jawab Dewan Komisaris.

Principle 4: Improve the Quality of Implementation of the Duties and Responsibilities of the Board of Commissioners.

Rekomendasi 8: Dewan Komisaris mempunyai kebijakan penilaian sendiri (Self Assessment) untuk menilai kinerja Dewan Komisaris.

Recommendation 8: The Board of Commissioners has its own assessment policy (Self Assessment) to assess the performance of the Board of Commissioners.

Keterangan Rekomendasi:

- Kebijakan penilaian sendiri (Self Assessment) Dewan Komisaris merupakan suatu pedoman yang digunakan sebagai bentuk akuntabilitas atas penilaian kinerja Dewan Komisaris secara kolegal. Self Assessment atau penilaian sendiri dimaksud dilakukan oleh masing-masing anggota untuk menilai pelaksanaan kinerja Dewan Komisaris secara kolegal, dan bukan menilai kinerja individual masing-masing anggota Dewan Komisaris. Dengan adanya Self Assessment ini diharapkan masing-masing anggota Dewan Komisaris dapat berkontribusi untuk memperbaiki kinerja Dewan Komisaris secara berkesinambungan.



- Dalam kebijakan tersebut dapat mencakup kegiatan penilaian yang dilakukan beserta maksud dan tujuannya, waktu pelaksanaannya secara berkala, dan tolok ukur atau kriteria penilaian yang digunakan sesuai dengan rekomendasi yang diberikan oleh fungsi nominasi dan remunerasi Perusahaan Terbuka, di mana adanya fungsi tersebut telah diwajibkan dalam Peraturan OJK tentang Komite Nominasi dan Remunerasi Emiten atau Perusahaan Publik.

Description of Recommendation:

- The Board of Commissioners Self-Assessment Policy is a guideline used as a form of accountability for collegially evaluating the performance of the Board of Commissioners. Self-assessment or self-assessment is intended by each member to assess the implementation of the performance of the Board of Commissioners collegially, and not to assess the individual performance of each member of the Board of Commissioners. With this Self Assessment it is expected that each member of the Board of Commissioners can contribute to improving the performance of the Board of Commissioners on an ongoing basis.
- The policy can include assessment activities carried out along with their aims and objectives, periodic implementation time, and benchmarks or assessment criteria used in accordance with recommendations given by the Public Company nomination and remuneration functions, where such functions have been required in the OJK Regulations concerning the Nomination and Remuneration Committee of Issuers or Public Companies.

Penerapan di Bank atas rekomendasi (per 31 Desember 2019)

Penilaian Kinerja Dewan Komisaris dilakukan oleh masing-masing anggota Dewan Komisaris melalui mekanisme Self Assessment berdasarkan kriteria-kriteria penilaian yang terkait dengan pelaksanaan tugas dan tanggung jawab Dewan Komisaris.

Application at the Bank for recommendations (as at December 31, 2019)

Performance assessment of the Board of Commissioners is carried out by each member of the Board of Commissioner through mechanism of self assessment based on the assessment criteria related to the duties and responsibility of the Board of Commissioners.

Rekomendasi 9: Kebijakan penilaian sendiri (Self Assessment) untuk menilai kinerja Dewan Komisaris, diungkapkan melalui Laporan Tahunan Perusahaan Terbuka.

Recommendation 9: Self-assessment policy to assess the performance of the Board of Commissioners, disclosed through the Annual Report of the Public Company.

Keterangan Rekomendasi:

Pengungkapan kebijakan Self Assessment atas kinerja Dewan Komisaris dilakukan tidak hanya untuk memenuhi aspek transparansi sebagai bentuk pertanggungjawaban atas pelaksanaan tugasnya, namun juga, untuk memberikan keyakinan khususnya kepada para pemegang saham atau investor atas upaya-upaya yang perlu dilakukan dalam meningkatkan kinerja Dewan Komisaris. Dengan adanya pengungkapan tersebut pemegang saham atau investor mengetahui mekanisme check and balance terhadap kinerja Dewan Komisaris.

Description of Recommendation:

Disclosure of the Self Assessment policy on the performance of the Board of Commissioners is done not only to fulfill the transparency aspect as a form of accountability for carrying out its duties, but also, to provide confidence especially to shareholders or investors of the efforts that need to be done in improving the performance of the Board of Commissioners. With this disclosure, shareholders or investors are aware of the check and balance mechanism for the performance of the Board of Commissioners.

Penerapan di Bank atas rekomendasi (per 31 Desember 2019)

Kebijakan penilaian sendiri (self assessment) untuk menilai kinerja Dewan Komisaris telah diungkapkan dalam Laporan Tahunan ini.

Application at the Bank for recommendations (as at December 31, 2019)

Self assessment policy to assess the performance of the Board of Commissioner has been stated in this Annual Report.





Rekomendasi 10: Dewan Komisaris mempunyai kebijakan terkait pengunduran diri anggota Dewan Komisaris apabila terlibat dalam kejahatan keuangan.

Recommendation 10: The Board of Commissioners has a policy regarding the resignation of members of the Board of Commissioners when involved in financial crimes.

Keterangan Rekomendasi:

- Kebijakan pengunduran diri anggota Dewan Komisaris yang terlibat dalam kejahatan keuangan merupakan kebijakan yang dapat meningkatkan kepercayaan para pemangku kepentingan terhadap Perusahaan Terbuka, sehingga integritas perusahaan akan tetap terjaga. Kebijakan ini diperlukan untuk membantu kelancaran proses hukum dan agar proses hukum tersebut tidak mengganggu jalannya kegiatan usaha. Selain itu, dari sisi moralitas, kebijakan ini membangun budaya beretika di lingkungan Perusahaan Terbuka. Kebijakan tersebut dapat tercakup dalam Pedoman ataupun Kode Etik yang berlaku bagi Dewan Komisaris.
- Selanjutnya, yang dimaksud dengan terlibat dalam kejahatan keuangan merupakan adanya status terpidana terhadap anggota Dewan Komisaris dari pihak yang berwenang. Kejahatan keuangan dimaksud seperti manipulasi dan berbagai bentuk penggelapan dalam kegiatan jasa keuangan serta Tindakan Pidana Pencucian Uang sebagaimana dimaksud dalam Undang-Undang No. 8 Tahun 2010 tentang Pencegahan dan Pemberantasan Tindak Pidana Pencucian Uang.

Description of Recommendation:

- The resignation policy of members of the Board of Commissioners involved in financial crimes is a policy that can increase the confidence of stakeholders in public companies, so that the integrity of the company will be maintained. This policy is needed to help smooth the legal process and so that the legal process does not interfere with the course of business activities. In addition, in terms of morality, this policy builds an ethical culture within the public company. The policy can be covered in the Guidelines or the Code of conduct that applies to the Board of Commissioners.
- Furthermore, what is meant by being involved in financial crimes is the existence of the status of a convicted member of the Board of Commissioners of the competent authority. Financial crimes referred to as manipulation and various forms of embezzlement in financial service activities as well as Money Laundering Acts as referred to in Law No. 8 of 2010 concerning Prevention and Eradication of Money Laundering Crimes.

Penerapan di Bank atas rekomendasi (per 31 Desember 2019)

BWS telah memiliki kebijakan terkait pengunduran diri anggota Dewan Komisaris apabila terlibat dalam kejahatan keuangan sebagaimana tertuang dalam Anggaran Dasar BWS, yaitu bahwa masa jabatan Dewan Komisaris berakhir salah satunya karena melanggar peraturan perundangan dan apabila mengundurkan diri.

Application at the Bank for recommendations (as at December 31, 2019)

BWS has the policy related to the resignation of the Board of Commissioner members if they involved in financial crimes as stated in BWS of Articles of Association, namely the service period of Board of Commissioner will be ended if they violate the laws and regulation and if they take resignation by theirself

Prinsip 4: Meningkatkan Kualitas Pelaksanaan Tugas dan Tanggung Jawab Dewan Komisaris.

Principle 4: Improve the Quality of Implementation of the Duties and Responsibilities of the Board of Commissioners.

Rekomendasi 11: Dewan Komisaris atau Komite yang menjalankan fungsi Nominasi dan Remunerasi menyusun kebijakan suksesi dalam proses Nominasi anggota Direksi.

Recommendation 11: The Board of Commissioners or Committees that carry out the Nomination and Remuneration functions formulate a succession policy in the Nomination process for members of the Board of Directors.

**Keterangan Rekomendasi:**

Berdasarkan ketentuan Peraturan OJK tentang Komite Nominasi dan Remunerasi Emiten atau Perusahaan Publik, komite yang menjalankan fungsi nominasi mempunyai tugas untuk menyusun kebijakan dan kriteria yang dibutuhkan dalam proses Nominasi calon anggota Direksi. Salah satu kebijakan yang dapat mendukung proses Nominasi sebagaimana dimaksud adalah kebijakan suksesi anggota Direksi. Kebijakan mengenai suksesi bertujuan untuk menjaga kesinambungan proses regenerasi atau kaderisasi kepemimpinan di perusahaan dalam rangka mempertahankan keberlanjutan bisnis dan tujuan jangka panjang perusahaan.

Description of Recommendation:

Based on the provisions of the OJK Regulation on the Nomination and Remuneration Committee of Issuers or Public Companies, the committee that carries out the nomination function has the task to prepare the policies and criteria needed in the Nomination process for candidates for Directors. One of the policies that can support the Nomination process referred to is the succession policy for members of the Board of Directors. The succession policy aims to maintain the continuity of the regeneration process or the regeneration of leadership in the company in order to maintain business sustainability and the long-term goals of the company.

Penerapan di Bank atas rekomendasi (per 31 Desember 2019)

BWS telah memiliki Komite Remunerasi dan Nominasi yang membantu Dewan Komisaris untuk dapat mengajukan saran-saran kepada pemegang saham dalam hal, antara lain:

- a. Menyusun, melaksanakan dan menganalisa kriteria dan prosedur nominasi bagi calon Dewan Komisaris dan Direksi.
- b. Mengidentifikasi calon-calon Direksi baik dari dalam maupun dari luar dan calon Dewan Komisaris yang memenuhi syarat untuk diajukan/diangkat menjadi Direktur atau Dewan Komisaris.

Application at the Bank for recommendations (as at 31 December 2019)

BWS has a Nomination and Remuneration Committee who assist the Board of Commissioner to submit suggestions for shareholders in the matters, among others:

- a. *Preparation, implementation and analysis the criteria and procedure of nomination for candidat the Board of Commissioners and Directors*
- b. *Identifying the candidates of Directors, either within and outside and the candidat of the Board of Commissioners who meet the requirements to be submitted/appointed becoma Directors or Board of Commissioners*

Aspek 3: Fungsi dan Peran Direksi**Aspect 3: Function and Role of board of Directors****Prinsip 5: Memperkuat Keanggotaan dan Komposisi Direksi.****Principle 5: Strengthening the Membership and Composition of board of Directors.**

Rekomendasi 12: Penentuan jumlah anggota Direksi mempertimbangkan kondisi Perusahaan Terbuka serta efektivitas dalam pengambilan keputusan.

Recommendation 12: Determine the number of members of the Board of Directors to consider the condition of the public company and its effectiveness in decision making.

Keterangan Rekomendasi:

Sebagai organ perusahaan yang berwenang dalam pengurusan perusahaan, penentuan jumlah Direksi sangat mempengaruhi jalannya kinerja Perusahaan Terbuka. Dengan demikian, penentuan jumlah anggota Direksi harus dilakukan melalui pertimbangan yang matang dan wajib mengacu pada ketentuan Peraturan Perundang-undangan yang berlaku, di mana berdasarkan Peraturan OJK tentang Direksi dan Dewan Komisaris Emiten atau Perusahaan Publik paling sedikit terdiri dari 2 (dua) orang. Di samping itu, dalam penentuan jumlah Direksi harus didasarkan pada kebutuhan untuk mencapai maksud dan tujuan Perusahaan Terbuka dan disesuaikan dengan kondisi Perusahaan Terbuka, meliputi karakteristik, kapasitas dan ukuran Perusahaan Terbuka serta bagaimana tercapainya efektivitas pengambilan keputusan Direksi.





Description of Recommendation:

As a corporate organ that is authorized in managing the company, determining the number of Directors greatly influences the performance of the Public Company. Therefore, the determination of the number of members of the Board of Directors must be done through careful consideration and must refer to the provisions of the prevailing laws and regulations, which are based on OJK Regulations on the Board of Directors and Board of Commissioners of an Issuer or Public Company, consisting of at least 2 (two) people. In addition, the determination of the number of the Board of Directors must be based on the need to achieve the goals and objectives of the Public Company and adapted to the conditions of the Public Company, including the characteristics, capacity and size of the Public Company and how effective the decision making by the Board of Directors.

Penerapan di Bank atas rekomendasi (per 31 Desember 2019)

BWS telah memenuhi ketentuan Pasal 20 POJK 33/POJK.04/2014 tentang Direksi dan Dewan Komisaris Emiten atau Perusahaan Publik, yaitu Direksi Emiten atau Perusahaan Publik paling kurang terdiri dari 2 (dua) orang anggota Direksi. Per 31 Desember 2019, Jumlah Direksi BWS sebanyak 6 (enam) orang dan dalam penentuannya telah didasarkan pada kompleksitas dan kebutuhan BWS.

Application at the Bank for recommendations (as at 31 December 2019)

BWS has been fulfilled the Provisions in Article 20 of POJK No. 33/POJK.04/2014 regarding to the Directors and Board of Commissioners of Public Company, namely the number of Board of Director members at least consist of 2 (two) persons. As of December 31, 2019, the number of Board of Directors of BWS is 6 (six) person and in its determination based on the needs and complexity of BWS.

Rekomendasi 13: Penentuan komposisi anggota Direksi memperhatikan, keberagaman keahlian, pengetahuan, dan pengalaman yang dibutuhkan.

Recommendation 13: Determination of the composition of members of the Board of Directors pays attention to the diversity of expertise, knowledge and experience required.

Keterangan Rekomendasi:

Seperti halnya Dewan Komisaris, keberagaman komposisi anggota Direksi merupakan kombinasi karakteristik yang diinginkan baik dari segi organ Direksi maupun anggota Direksi secara individu, sesuai dengan kebutuhan Perusahaan Terbuka. Kombinasi tersebut ditentukan dengan cara memperhatikan keahlian, pengetahuan dan pengalaman yang sesuai pada pembagian tugas dan fungsi jabatan Direksi dalam mencapai tujuan Perusahaan Terbuka. Dengan demikian, pertimbangan kombinasi karakteristik dimaksud akan berdampak dalam ketepatan proses pencalonan dan penunjukan individual anggota Direksi ataupun Direksi secara kolegal.

Description of Recommendation:

Like the Board of Commissioners, the diversity of the composition of members of the Board of Directors is a combination of desired characteristics both in terms of the organs of the Board of Directors and individual members of the Board of Directors, in accordance with the needs of the Public Company. The combination is determined by taking into account the appropriate expertise, knowledge and experience in the division of duties and functions of the Board of Directors' position in achieving the goals of the Public Company. Therefore, consideration of the combination of characteristics referred to will have an impact on the accuracy of the nominating process and the appointment of individual members of the Board of Directors or the Board of Directors collegially.

Penerapan di Bank atas rekomendasi (per 31 Desember 2019)

Penetapan komposisi Direksi BWS telah dilakukan dengan memperhatikan kebutuhan dan kompleksitas usaha BWS yaitu dengan memperhatikan unsur keberagaman keahlian, latar belakang pendidikan, dan pengalaman serta tidak membedakan gender. Keberagaman komposisi Direksi diharapkan dapat memberikan alternatif penyelesaian terhadap suatu masalah yang semakin kompleks yang dihadapi bank dibandingkan dengan anggota Direksi yang bersifat homogen, sehingga keputusan yang dihasilkan menjadi keputusan terbaik.



Application at the Bank for recommendations (as of December 31, 2019)

Determination of the Director Composition of BWS has been conducted with considering the needs and complexity of BWS business namely with considering the diversity of expertise, experience and educational background, and gender. The diversity of Director Composition is expected to provide the alternative settlements on the complex problem faced by the Bank was compared with homogeneous members of the Director, so that the result of decision can be the best decision.

Rekomendasi 14: Anggota Direksi yang membawahi bidang akuntansi atau keuangan memiliki keahlian dan/atau pengetahuan di bidang akuntansi.

Recommendation 14: Members of the Board of Directors in charge of accounting or finance have expertise and/or knowledge in accounting.

Keterangan Rekomendasi:

- Laporan Keuangan merupakan laporan pertanggungjawaban manajemen atas pengelolaan sumber daya yang dimiliki oleh Perusahaan Terbuka, yang wajib disusun dan disajikan sesuai dengan Standar Akuntansi Keuangan yang berlaku umum di Indonesia dan juga peraturan OJK terkait, antara lain peraturan perundang-undangan di sektor Pasar Modal yang mengatur mengenai penyajian dan pengungkapan Laporan Keuangan Perusahaan Terbuka. Berdasarkan peraturan perundang-undangan di sektor Pasar Modal yang mengatur mengenai tanggung jawab Direksi atas Laporan Keuangan, Direksi secara tanggung renteng bertanggung jawab atas Laporan Keuangan, yang ditandatangani Direktur Utama dan anggota Direksi yang membawahi bidang akuntansi atau keuangan.
- Dengan demikian, pengungkapan dan penyusunan informasi keuangan yang disajikan dalam Laporan Keuangan akan sangat tergantung pada keahlian, dan/atau pengetahuan Direksi, khususnya anggota Direksi yang membawahi bidang akuntansi atau keuangan. Adanya kualifikasi keahlian dan/atau pengetahuan di bidang akuntansi yang setidaknya dimiliki anggota Direksi dimaksud dapat memberikan keyakinan atas penyusunan Laporan Keuangan, sehingga Laporan Keuangan tersebut dapat diandalkan oleh para pemangku kepentingan (stakeholders) sebagai dasar pengambilan keputusan ekonomi terkait Perusahaan Terbuka dimaksud. Keahlian dan/atau pengetahuan tersebut dapat dibuktikan dengan latar belakang pendidikan, sertifikasi pelatihan dan/atau pengalaman kerja terkait.

Description of Recommendation:

- Financial Report is a report of management responsibility for managing resources owned by a publicly listed company, which must be prepared and presented in accordance with generally accepted Financial Accounting Standards in Indonesia as well as related OJK regulations, including laws and regulations in the Capital Market sector which regulates presentation and disclosure of Public Company Financial Statements. Based on the laws and regulations in the Capital Market sector that governs the responsibilities of the Board of Directors for the Financial Statements, the Board of Directors is jointly responsible for the Financial Statements, which are signed by the President Director and members of the Board of Directors in charge of the accounting or financial sector.
- Therefore, the disclosure and preparation of financial information presented in the financial statements will depend on the expertise and/or knowledge of the the Board of Directors, especially members of the the Board of Directors who are in charge of accounting or finance. The expertise and/or knowledge qualifications in accounting that are at least possessed by the members of the Board of Directors can provide confidence in the preparation of the Financial Statements, so that the Financial Statements can be relied upon by the stakeholders as the basis for economic decision-making related to the said Public Company. Such expertise and/or knowledge can be proven with relevant educational background, training certification and/or work experience.

Penerapan di Bank atas rekomendasi (per 31 Desember 2019)

Direktur yang membawahi bidang akuntansi atau keuangan di BWS adalah Presiden Direktur, yaitu Mr Choi Jung Hoon dengan pengalaman International Trade, Audit dan terakhir di Risk Management.





Application at the Bank for recommendations (as of December 31, 2019)

Director in charge of accounting or financial in BWS is President Director, namely Mr. Choi Jung Hoon with International trade experience, Audit and the last in the Risk Management.

Prinsip 6: Meningkatkan Kualitas Pelaksanaan Tugas dan Tanggung Jawab Direksi.

Principle 6: Improving the Quality of Performing Duties and Responsibilities of the Board of Directors.

Rekomendasi 15: Direksi mempunyai kebijakan penilaian sendiri (Self Assessment) untuk menilai kinerja Direksi.

Recommendation 15: the Board of Directors have a self-assessment policy (Self Assessment) to assess the performance of the Board of Directors.

Keterangan Rekomendasi:

- Seperti halnya pada Dewan Komisaris, kebijakan penilaian sendiri (Self Assessment) Direksi merupakan suatu pedoman yang digunakan sebagai bentuk akuntabilitas atas penilaian kinerja Direksi secara kolegal. Self Assessment atau penilaian sendiri dimaksud dilakukan oleh masing-masing anggota Direksi untuk menilai pelaksanaan kinerja Direksi secara kolegal, dan bukan menilai kinerja individual masing-masing anggota Direksi. Dengan adanya Self Assessment ini diharapkan masing-masing anggota Direksi dapat berkontribusi untuk memperbaiki kinerja Direksi secara berkesinambungan.
- Dalam kebijakan tersebut dapat mencakup kegiatan penilaian yang dilakukan beserta maksud dan tujuannya, waktu pelaksanaannya secara berkala, dan tolak ukur atau kriteria penilaian yang digunakan sesuai dengan rekomendasi yang diberikan oleh fungsi nominasi dan remunerasi Perusahaan Terbuka, di mana pembentukan fungsi tersebut telah diwajibkan dalam Peraturan OJK tentang Komite Nominasi dan Remunerasi Emiten atau Perusahaan Publik.

Description of Recommendation:

- As with the Board of Commissioners, the Board of Directors' self-assessment policy is a guideline used as a form of accountability for collegially evaluating the performance of the Board of Directors. Self Assessment or self-assessment is intended by each member of the Board of Directors to assess the collegial performance of the Board of Directors, and not to evaluate the individual performance of each member of the Board of Directors. With this Self Assessment it is expected that each member of the Board of Directors can contribute to improving the performance of the Board of Directors on an ongoing basis.
- The policy can cover the assessment activities carried out along with the aims and objectives, the period of implementation periodically, and the benchmarks or evaluation criteria used in accordance with the recommendations given by the nomination and remuneration functions of the Public Company, where the establishment of these functions has been required in the FSA Rules concerning the Nomination and Remuneration Committee of Issuers or Public Companies.

Penerapan di Bank atas rekomendasi (per 31 Desember 2019)

Penilaian Kinerja Anggota Direksi dilakukan oleh secara kolektif oleh anggota Direksi melalui mekanisme Self Assessment berdasarkan kriteria-kriteria penilaian yang terkait dengan pelaksanaan tugas dan tanggung jawab Anggota Direksi.

Application at the Bank for recommendations (as of December 31, 2019)

Performance assessment of the Director members has conducted by collective through mechanism of self assessment based on the assessment criterias that related to the duties and responsibilities of the Director members.

Rekomendasi 16: Kebijakan penilaian sendiri (Self Assessment) untuk menilai kinerja Direksi diungkapkan melalui laporan tahunan Perusahaan Terbuka.

Recommendation 16: Self-assessment policy to assess the performance of the Board of Directors is disclosed through the annual report of the Public Company.

**Keterangan Rekomendasi:**

Pengungkapan kebijakan Self Assessment atas kinerja Direksi dilakukan tidak hanya untuk memenuhi aspek transparansi sebagai bentuk pertanggungjawaban atas pelaksanaan tugasnya, namun juga untuk memberikan informasi penting atas upaya-upaya perbaikan dalam pengelolaan Perusahaan Terbuka. Informasi tersebut sangat bermanfaat untuk memberikan keyakinan kepada pemegang saham atau investor bahwa terdapat kepastian pengelolaan perusahaan terus dilakukan ke arah yang lebih baik. Dengan adanya pengungkapan tersebut pemegang saham atau investor mengetahui mekanisme *check and balance* terhadap kinerja Direksi.

Description of Recommendation:

Disclosure of the Self Assessment policy on the performance of the Board of Directors is done not only to fulfill the transparency aspect as a form of accountability for the implementation of its duties, but also to provide important information for improvement efforts in the management of the Public Company. This information is very useful to provide confidence to shareholders or investors that there is a certainty that the management of the company will continue in a better direction. With this disclosure, shareholders or investors are aware of the check and balance mechanism for the Board of Directors' performance.

Penerapan di Bank atas rekomendasi (per 31 Desember 2019)

Kebijakan penilaian sendiri (*self assessment*) untuk menilai kinerja Direksi telah diungkapkan dalam Laporan Tahunan Buku 2019.

Application at the Bank for recommendations (as at December 31, 2019)

The policy of self assessment to assess the Board of Directors performance has stated in 2019 Annual Report.

Rekomendasi 17: Direksi mempunyai kebijakan terkait pengunduran diri anggota Direksi apabila terlibat dalam kejahatan keuangan.

Recommendation 17: The Board of Directors has a policy related to the resignation of members of the Board of Directors when involved in financial crimes.

Keterangan Rekomendasi:

- Kebijakan pengunduran diri anggota Direksi yang terlibat dalam kejahatan keuangan merupakan kebijakan yang dapat meningkatkan kepercayaan para pemangku kepentingan terhadap Perusahaan Terbuka, sehingga integritas perusahaan akan tetap terjaga. Kebijakan ini diperlukan untuk membantu kelancaran proses hukum dan agar proses hukum tersebut tidak mengganggu jalannya kegiatan usaha. Selain itu, dari sisi moralitas, kebijakan ini akan membangun budaya beretika di lingkungan Perusahaan Terbuka. Kebijakan tersebut dapat tercakup dalam Pedoman ataupun Kode Etik yang berlaku bagi Direksi.
- Selanjutnya, yang dimaksud dengan terlibat dalam kejahatan keuangan merupakan adanya status terpidana terhadap anggota Direksi dari pihak yang berwenang. Kejahatan keuangan dimaksud seperti manipulasi dan berbagai bentuk penggelapan dalam kegiatan jasa keuangan serta Tindakan Pidana Pencucian Uang sebagaimana dimaksud dalam Undang-Undang No. 8 Tahun 2010 tentang Pencegahan dan Pemberantasan Tindak Pidana Pencucian Uang.

Description of Recommendation:

- *The resignation policy of members of the Board of Directors involved in financial crimes is a policy that can increase the confidence of stakeholders in public companies, so that the integrity of the company will be maintained. This policy is needed to help smooth the legal process and so that the legal process does not interfere with the course of business activities. In addition, in terms of morality, this policy will build an ethical culture in the environment of a public company. The policy can be covered in the Guidelines or the Code of conduct that applies to the Board of Directors.*
- *Furthermore, what is meant by being involved in financial crimes is the existence of the status of a convicted member of the Board of Directors of the authorized party. Financial crimes referred to as manipulation and various forms of embezzlement in financial service activities as well as Money Laundering Acts as referred to in Law No. 8 of 2010 concerning Prevention and Eradication of Money Laundering Crimes.*





Penerapan di Bank atas rekomendasi (per 31 Desember 2019)

BWS telah memiliki kebijakan terkait pengunduran diri anggota Direksi apabila terlibat dalam kejahatan keuangan sebagaimana tertuang dalam Anggaran Dasar Bank.

Application at the Bank for recommendations (as of December 31, 2019)

BWS has the policy that related with the resignation of the Director members if they involved in financial crime as stated in the Article of Associations.

Aspek 4: Partisipasi Pemangku Kepentingan

Aspect 4: Stakeholder Participation

Prinsip 7: Meningkatkan Aspek Tata Kelola Perusahaan melalui Partisipasi Pemangku Kepentingan.

Principle 7: Enhance Corporate Governance Aspects through Stakeholder Participation.

Rekomendasi 18: Perusahaan Terbuka memiliki kebijakan untuk mencegah terjadinya *insider trading*.

Recommendation 18: Public Company has a policy to prevent insider trading.

Keterangan Rekomendasi:

Seseorang yang mempunyai informasi orang dalam dilarang melakukan suatu transaksi Efek dengan menggunakan informasi orang dalam sebagaimana dimaksud dalam Undang-Undang mengenai Pasar Modal. Perusahaan Terbuka dapat meminimalisir terjadinya *insider trading* tersebut melalui kebijakan pencegahan, misalnya dengan memisahkan secara tegas data dan/atau informasi yang bersifat rahasia dengan yang bersifat publik, serta membagi tugas dan tanggung jawab atas pengelolaan informasi dimaksud secara proporsional dan efisien.

Description of Recommendation:

Someone who has inside information is prohibited from conducting a Securities transaction using inside information as referred to in the Capital Market Law. Public Company can minimize the occurrence of insider trading through prevention policies, for example by strictly separating data and/or information that is confidential from the public nature, as well as dividing tasks and responsibilities for the management of said information proportionally and efficiently.

Penerapan di Bank atas rekomendasi (per 31 Desember 2019)

Ketentuan untuk mencegah terjadinya *insider trading* diatur dalam Kode Etik dan Pedoman Perilaku Perusahaan serta Kode Etik Kepatuhan. BWS juga telah mengatur penerapan pengenaan sanksi kepada Karyawan.

Application at the Bank for recommendations (as at December 31, 2019)

Provisions to prevent the insider trading has regulated in the code of conduct and the Company's Work Guidelines and Code of Compliance. BWS has also arranged the implementation of sanctions to employee.

Rekomendasi 19: Perusahaan Terbuka memiliki kebijakan anti korupsi dan anti fraud.

Recommendation 19: Public companies have anti-corruption and anti-fraud policies.

Keterangan Rekomendasi:

Kebijakan anti korupsi bermanfaat untuk memastikan agar kegiatan usaha Perusahaan Terbuka dilakukan secara legal, prudent, dan sesuai dengan prinsip-prinsip tata kelola yang baik. Kebijakan tersebut dapat merupakan bagian dalam kode etik, ataupun dalam bentuk tersendiri. Dalam kebijakan tersebut dapat meliputi antara lain mengenai program dan prosedur yang dilakukan dalam mengatasi praktik korupsi, balas jasa (*kickbacks*), *fraud*, suap dan/atau gratifikasi dalam Perusahaan Terbuka. Lingkup dari kebijakan tersebut harus menggambarkan pencegahan Perusahaan Terbuka terhadap segala praktik korupsi baik memberi atau menerima dari pihak lain.



Description of Recommendation:

The anti-corruption policy is useful to ensure that the business activities of the public company are carried out legally, prudently and in accordance with the principles of good governance. The policy can be part of the code of conduct, or in its own form. The policy may include among others the programs and procedures carried out in dealing with corrupt practices, kickbacks, fraud, bribes and/or gratuities in public companies. The scope of the policy must illustrate the prevention of public companies against all corrupt practices, both giving and receiving from other parties.

Penerapan di Bank atas rekomendasi (per 31 Desember 2019)

BWS memiliki kebijakan pengendalian gratifikasi dan penerapan strategi anti fraud.

Application at the Bank for recommendations (as at December 31, 2019)

BWS has policy to control the gratification and the implementation of anti fraud strategy.

Rekomendasi 20: Perusahaan Terbuka memiliki kebijakan tentang seleksi dan peningkatan kemampuan pemasok atau vendor.

Recommendation 20: Public Company has a policy regarding the selection and improvement of the ability of suppliers or vendors.

Keterangan Rekomendasi:

- Kebijakan tentang seleksi pemasok atau vendor bermanfaat untuk memastikan agar Perusahaan Terbuka memperoleh barang atau jasa yang diperlukan dengan harga yang kompetitif dan kualitas yang baik. Sedangkan kebijakan peningkatan kemampuan pemasok atau vendor bermanfaat untuk memastikan bahwa rantai pasokan (supply chain) berjalan dengan efisien dan efektif. Kemampuan pemasok atau vendor dalam memasok/memenuhi barang atau jasa yang dibutuhkan perusahaan akan mempengaruhi kualitas output perusahaan.
- Pelaksanaan kebijakan-kebijakan tersebut dapat menjamin kontinuitas pasokan, baik dari segi kuantitas maupun kualitas yang dibutuhkan Perusahaan Terbuka. Adapun cakupan kebijakan ini meliputi kriteria dalam pemilihan pemasok atau vendor, mekanisme pengadaan yang transparan, upaya peningkatan kemampuan pemasok atau vendor, dan pemenuhan hak-hak yang berkaitan dengan pemasok atau vendor.

Description of Recommendation:

- The policy on selecting suppliers or vendors is useful to ensure that the public company obtains the goods or services needed at competitive prices and good quality. While the policy to increase the ability of suppliers or vendors is useful to ensure that the supply chain runs efficiently and effectively. The ability of suppliers or vendors to supply/fulfill the goods or services needed by the company will affect the quality of the company's output.
- The implementation of these policies can guarantee supply continuity, both in terms of quantity and quality required by the public company. The scope of this policy includes criteria in selecting suppliers or vendors, transparent procurement mechanisms, efforts to increase the ability of suppliers or vendors, and fulfillment of rights relating to suppliers or vendors.

Penerapan di Bank atas rekomendasi (per 31 Desember 2019)

BWS memiliki kebijakan terkait pembelian barang dan jasa yang menggunakan vendor.

Application at the Bank for recommendations (as of December 31, 2019)

BWS has the policy related to the purchase of goods and services that using the vendors

Rekomendasi 21: Perusahaan Terbuka memiliki kebijakan tentang pemenuhan hak-hak kreditur.

Recommendation 21: Public Company has a policy regarding the fulfillment of creditor rights.

Keterangan Rekomendasi:

Kebijakan tentang pemenuhan hak-hak kreditur digunakan sebagai pedoman dalam melakukan pinjaman kepada kreditur. Tujuan dari kebijakan dimaksud adalah untuk menjaga terpenuhinya hak-hak dan menjaga kepercayaan kreditur terhadap Perusahaan Terbuka. Dalam kebijakan tersebut mencakup pertimbangan dalam melakukan perjanjian, serta tindak lanjut dalam pemenuhan kewajiban Perusahaan Terbuka kepada kreditur.





Description of Recommendation:

The policy on fulfilling creditors' rights is used as a guide in making loans to creditors. The purpose of the policy is to maintain the fulfillment of rights and maintain creditor trust in the public company. The policy includes considerations in entering into agreements, as well as follow-up in fulfilling public company obligations to creditors.

Penerapan di Bank atas rekomendasi (per 31 Desember 2019)

BWS memiliki kebijakan tentang pemenuhan hak-hak kreditur yang diatur dalam:

SPO Produk Dana, Manual Produk dan SPO Pengelolaan Pengaduan Nasabah, yang secara ringkas mengatur:

- a. Hak untuk memperoleh penjelasan yang cukup tentang karakteristik produk.
- b. Hak untuk mendapat mengakses syarat dan ketentuan produk dana melalui website.
- c. Kemudahan untuk bertransaksi melalui cabang, layanan e-banking atau sarana lainnya yang ditetapkan BWS.
- d. Memperoleh bunga yang besarnya sesuai ketentuan yang berlaku.

Application at the Bank for recommendations (as of December 31, 2019)

BWS has the policy regarding to the fulfillment of creditor rights which is regulated in:

SPO of product funds, product manual and SPO of Customer Complaint handling, which is set to:

- a. The rights to obtain the adequacy of explanation regarding to product characteristic
- b. The rights to get access of the terms and conditions of funds product through website
- c. Ease of transaction through the branches, e-banking services or other facilities has established by BWS
- d. Obtained the interest which amount convenient with prevailing provisions

Rekomendasi 22: Perusahaan Terbuka memiliki kebijakan whistleblowing system.

Recommendation 22: Public Company has a whistleblowing system policy.

Keterangan Rekomendasi:

Kebijakan system whistleblowing yang telah disusun dengan baik akan memberikan kepastian perlindungan kepada saksi atau pelapor atas suatu indikasi pelanggaran yang dilakukan karyawan atau manajemen Perusahaan Terbuka. Penerapan kebijakan sistem tersebut akan berdampak pada pembentukan budaya tata kelola perusahaan yang baik. Kebijakan system whistleblowing mencakup antara lain jenis pelanggaran yang dapat dilaporkan melalui system whistleblowing, cara pengaduan, perlindungan dan jaminan kerahasiaan pelapor, penanganan pengaduan, pihak yang mengelola aduan, dan hasil penanganan dan tindak lanjut pengaduan.

Description of Recommendation:

A well-structured whistleblowing system policy will provide certainty for the protection of witnesses or reporters for an indication of violations committed by employees or management of a public company. Application of the system policy will have an impact on the formation of a culture of good corporate governance. The whistleblowing system policy covers, among others, the types of violations that can be reported through the whistleblowing system, the method of complaints, the protection and guarantee of confidentiality of the reporter, the handling of complaints, the party that manages complaints, and the results of handling and following up on complaints.

Penerapan di Bank atas rekomendasi (per 31 Desember 2019)

BWS telah memiliki prosedur yang mengatur system whistleblowing.

Application at the Bank for recommendations (as of December 31, 2019)

BWS has the procedure that regulating to whistleblowing systems.

Rekomendasi 23: Perusahaan Terbuka memiliki kebijakan pemberian insentif jangka panjang kepada Direksi dan karyawan

Recommendation 23: Public companies have a long-term incentive policy for the Board of Directors and employees



Keterangan Rekomendasi:

- Insentif jangka panjang merupakan insentif yang didasarkan atas pencapaian kinerja jangka panjang. Rencana insentif jangka panjang mempunyai dasar pemikiran bahwa kinerja jangka panjang perusahaan tercermin oleh pertumbuhan nilai dari saham atau target-target jangka panjang perusahaan lainnya. Insentif jangka panjang bermanfaat dalam rangka menjaga loyalitas dan memberikan motivasi kepada Direksi dan karyawan untuk meningkatkan kinerja atau produktivitasnya yang akan berdampak pada peningkatan kinerja perusahaan dalam jangka panjang.
- Adanya suatu kebijakan insentif jangka panjang merupakan komitmen nyata Perusahaan Terbuka untuk mendorong pelaksanaan pemberian insentif jangka panjang kepada Direksi dan Karyawan dengan syarat, prosedur dan bentuk yang disesuaikan dengan tujuan jangka panjang Perusahaan Terbuka. Kebijakan dimaksud dapat mencakup, antara lain: maksud dan tujuan pemberian insentif jangka panjang, syarat dan prosedur dalam pemberian insentif, serta kondisi dan risiko yang harus diperhatikan oleh Perusahaan Terbuka dalam pemberian insentif. Kebijakan tersebut juga dapat tercakup dalam kebijakan remunerasi Perusahaan Terbuka yang ada.

Description of Recommendation:

- *Long-term incentives are incentives based on achieving long-term performance. The long-term incentive plan has the premise that the company's long-term performance is reflected in the growth in value of the shares or other long-term targets of the company. Long-term incentives are useful in order to maintain loyalty and provide motivation to the Board of Directors and employees to improve their performance or productivity which will have an impact on improving the company's performance in the long run.*
- *The existence of a long-term incentive policy is a real commitment of the Public Company to encourage the implementation of long-term incentives for the Board of Directors and Employees with terms, procedures and forms that are tailored to the long-term goals of the Public Company. The said policy may include, among others: the purpose and objectives of providing long-term incentives, the terms and procedures for providing incentives, as well as the conditions and risks that must be considered by the Public Company in providing incentives. The policy can also be covered by the existing Public Company remuneration policy.*

Penerapan di Bank atas rekomendasi (per 31 Desember 2019)

BWS melakukan pemberian insentif jangka panjang kepada Direksi dan karyawan dalam bentuk ESOP & MSOP pada tahun 2010 dan selanjutnya melakukan pengkajian dalam penyusunan kebijakan pemberian insentif jangka panjang agar tepat sasaran, efektif dan efisien.

Application at the Bank for recommendations (as of December 31, 2019)

BWS provides the long term incentive to Directors and employees in the form of ESOP & MSOP in 2010 and subsequently conducted the review in preparation of the long term incentive policy so that can achieve the target, effective and efficient.

Aspek 5: Keterbukaan Informasi
Aspect 5: Information Openness

Prinsip 8: Meningkatkan Pelaksanaan Keterbukaan Informasi.
Principle 8: Improve Implementation of Information Disclosure.

Rekomendasi 24: Perusahaan Terbuka memanfaatkan penggunaan teknologi informasi secara lebih luas selain Situs Web sebagai media keterbukaan informasi.

Recommendation 24: Public Companies make greater use of information technology in addition to the Website as a medium for information disclosure.

Keterangan Rekomendasi:

Penggunaan teknologi informasi dapat bermanfaat sebagai media keterbukaan informasi. Adapun keterbukaan informasi yang dilakukan tidak hanya keterbukaan informasi yang telah diatur dalam peraturan perundang-undangan, namun juga informasi lain terkait Perusahaan Terbuka yang dirasakan bermanfaat untuk diketahui pemegang saham atau investor. Dengan pemanfaatan teknologi informasi





secara lebih luas selain Situs Web diharapkan perusahaan dapat meningkatkan efektivitas penyebaran informasi perusahaan. Meskipun demikian, pemanfaatan teknologi informasi yang dilakukan tetap memperhatikan manfaat dan biaya perusahaan.

Description of Recommendation:

The use of information technology can be useful as a medium of information disclosure. As for the disclosure of information, not only is the disclosure of information that has been regulated in the legislation, but also other information related to the Public Company which is considered beneficial for shareholders or investors to know. With the wider use of information technology other than the Website it is hoped that companies can increase the effectiveness of the dissemination of company information. Even so, the use of information technology is still taking into account the benefits and costs of the company.

Penerapan di Bank atas rekomendasi (per 31 Desember 2019)

Dalam situs website BWS, terdapat segala informasi yang terkait dengan Keterbukaan Informasi. Selain website, BWS memanfaatkan teknologi dan aplikasi media sosial lainnya seperti, Internet Banking, Mobile Banking, Instagram, dan Facebook.

Application at the Bank for recommendations (as of December 31, 2019)

In the BWS website, there is all of information related to disclosure information. In addition to website, BWS is using technology and other social media application, such as Internet Banking, Mobile Banking, Instagram, and Facebook.

Rekomendasi 25: Laporan Tahunan Perusahaan Terbuka mengungkapkan pemilik manfaat akhir dalam kepemilikan saham Perusahaan Terbuka paling sedikit 5% (lima persen), selain pengungkapan pemilik manfaat akhir dalam kepemilikan saham Perusahaan Terbuka melalui pemegang saham utama dan pengendali.

Recommendation 25: The Annual Report of the Public Company discloses the final beneficial owner in the ownership of the shares of the Public Company at least 5% (five percent), in addition to the disclosure of the final beneficial owner in the ownership of the shares of the Public Company through the main and controlling shareholders.

Keterangan Rekomendasi:

Peraturan perundang-undangan di sektor Pasar Modal yang mengatur mengenai penyampaian laporan tahunan Perusahaan Terbuka telah mengatur kewajiban pengungkapan informasi mengenai pemegang saham yang memiliki 5% (lima persen) atau lebih saham Perusahaan Terbuka serta kewajiban pengungkapan informasi mengenai pemegang saham utama dan pengendali Perusahaan Terbuka baik langsung maupun tidak langsung sampai dengan pemilik manfaat terakhir dalam kepemilikan saham tersebut. Dalam Pedoman Tata Kelola ini direkomendasikan untuk mengungkapkan pemilik manfaat akhir atas kepemilikan saham Perusahaan Terbuka paling sedikit 5% (lima persen), selain mengungkapkan pemilik manfaat akhir dari kepemilikan saham oleh pemegang saham utama dan pengendali.

Description of Recommendation:

Legislation in the Capital Market sector that regulates the submission of annual reports of the Public Company has set the obligation to disclose information about shareholders who own 5% (five percent) or more of the shares of the Public Company as well as the obligation to disclose information about the major and controlling shareholders of the Public Company both directly or indirectly up to the last beneficial owner in the ownership of said shares. In the Governance Guidelines it is recommended to disclose the final beneficial owner of the shares of the Public Company at least 5% (five percent), in addition to disclosing the final beneficial owner of shares ownership by the main and controlling shareholders.

Penerapan di Bank atas rekomendasi (per 31 Desember 2019)

Perseroan telah mengungkapkan informasi mengenai Pemegang Saham yang memiliki 5% atau lebih saham Perseroan dalam Laporan Tahunan di bagian Komposisi Pemegang Saham.

Application at the Bank for recommendations (as of December 31, 2019)

The Company has disclosed information regarding to 5% or more shares ownership in Annual Report in the Shareholders compotition section.

