





7 LINES OF BUSINESS

241 SUBSIDIARIES

186,237 EMPLOYEES

9 FOUNDATIONS













AGRIBISNIS



ENERGI





ACSET











Smaucash



















































Trading

Modern Retai ler

Domestic

International

Market segment : REM (Aftermarket)

Consist of: 3 BU & 2 Subsidiaries



Manufacturing

Business Unit

Subsidiaries

Associates

4 BU

11 Coys

20 Coys

- . Market segment: OEM (under automotive brand) & REM
- · World class manufacturing across a broad product portfolio
- · Partnerships with leading global auto OEMs and suppliers

4W Products

2W Products







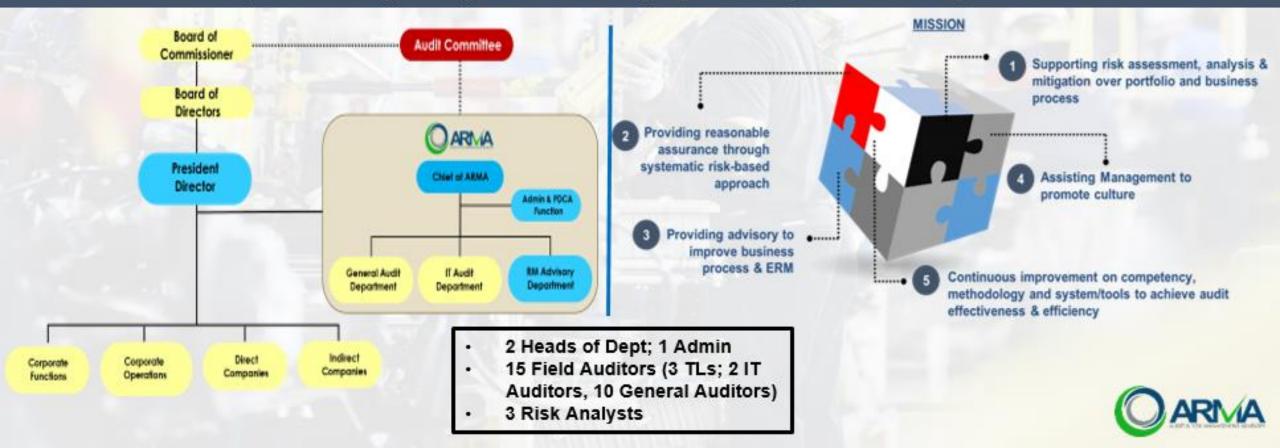








As a management's strategic partner in achieving company's objective related with governance, risk management & control, and assisting management in creating a good Enterprise Risk Management culture.





Good Corporate Governance (GCG) is a structure and mechanism governing company management to produce sustainable long term economic value for both shareholders and stakeholders.

GCG's Basic Principles:

- Transparency
- Accountability
- Responsibility
- Independency
- Fairness & Equality





Internal auditing is an independent, objective assurance and consulting activity designed to add value and improve an organization's operations. It helps an organization accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control, and governance processes.



How we play the role to improve GCG Implementation?



PORTFOLIO PROCESS & TOOLS PEOPLE



Internal Audit Services

PORTFOLIO



Assurance

- **Operational**
- Compliance
- Information & Technology









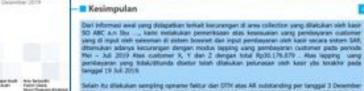


50 ABC a.n Ibu ..., katri melakukan pemeriksaan atas kesesuaran sang penisayaran cuatomer yang di mput stelh quiesman di pietem bossriet dan imput perstayuran oleh kacir sociara potem SAF, dismilian adanya kicurangan bengan modul logolog yang perdelapan untuk salah selam selam selam (AR).

Pel – 368 2019 Atan carboner X, Y dan Z dengan tetal Rp30.178.879 . Atan legeng uang perdelapanni yang bibli-fitunda disetor telah distukan peluncuan inthi kesir yita terakhir pada sengal 15 kili 2018.

OMBA

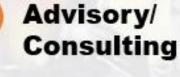
Selain itu dilekukan semping opname felitar dan OTH atas AR outstanding per tanggal 3 December 2009 dengan semple SSR felitar (23% dan satal felitar) sembal 3,9 M (40% dan lotal AR 9,7M) dan opname petty cash, advance payment dan gino per tanggal 3 December 2019, seluruh falkur langkap dan annant tagihan sasuai serta patty cash, advance payment dan gino telah sasuai.















Audit Coverage & Scope

 Direct Audit: RBIA;
 Compliance; IT; CACM for Trading; CA for Manuf.

 Advisory / Consulting Project

Advisory Project based on request and Compliance / Control Effectiveness Review through Self-assessment

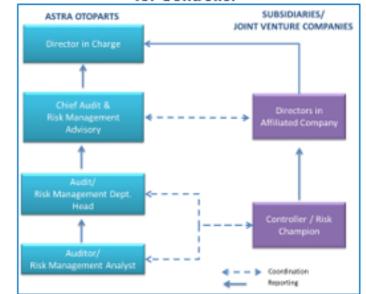
Direct Company 7 Unit Business 383 Trading S&D/S&B; 24 SO 13 Subsidiaries/ Consolidated Companies 19 Associates/ Joint Venture Companies

Indirect Company

14 companies

Self-assessment (compliance or control effectiveness) through PiC Controller in Direct Companies

Coordination & Reporting Line for Controller



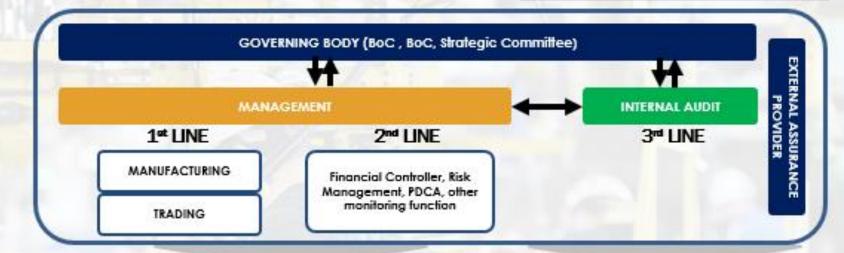


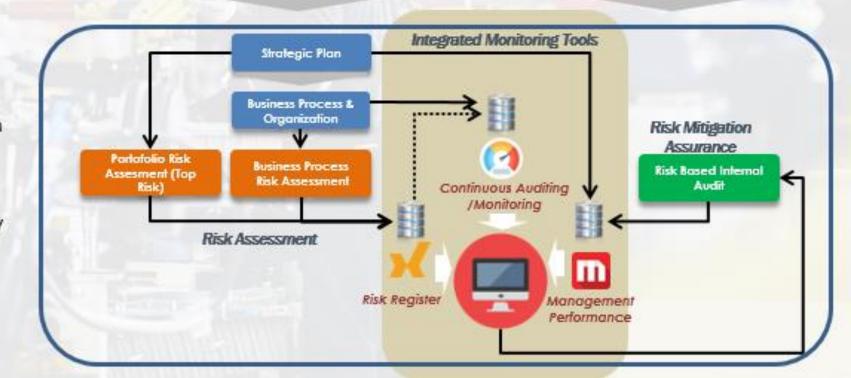
There is no audit function in almost all affiliated companies, therefore appointed 1 person in affiliated companies (Dept. Head Level) as a Controller who is the liaison of AOP Internal Audit



Integrated System

- The culture, process, and structures that are directed towards the effective management of potential opportunities and threats
- Systematic activities to manage risk, by: identifying, assessing, treating, monitoring, and communicating risk
- Integrated process improve coordination & collaboration amongst functions
- Tools/Technology (Dashboard) help internal stakeholder to be informed/alert/ updated timely with the same language









Moto: Total audited risks = 35 Risks

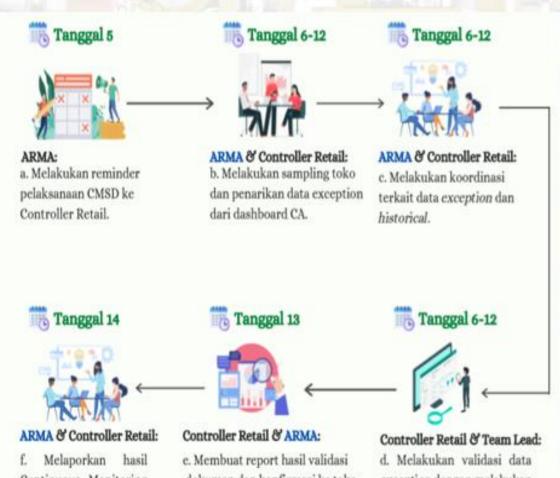
Risk Based Internal Audit Approach





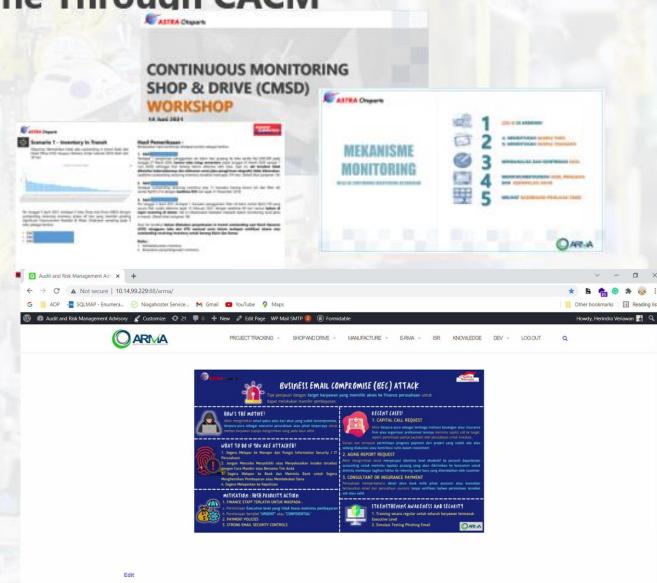


Empower 2nd Line Through CACM



f. Melaporkan hasil Continuous Monitoring ke Management Retail. e. Membuat report hasil validasi dokumen dan konfirmasi ke toko, serta berkoordinasi dengan ARMA. d. Melakukan validasi data exception dengan melakukan penelusuran dokumen dan konfirmasi online ke toko.

*) ARMA: ARMA akan berkoordinasi dengan Controller Retail dalam pelaksanaan Continuous Monitoring setiap 3 bulanan (quarter).





Accelerate Digitalization Process

ARMA Montaning

ARMA Digitalization Roadmap

2020 2021 . Continuing CACM for · Developed & Developed & Manufacturing (SAP) Piloting CACM for Piloting CACM for development Shop & Drive Manufacturing Integrated Assurance & (Retail) with (SAP) with Develop tools to capture Monitoring with manual control in Affcos/ BUs. Descriptive &: Descriptive & Diagnostic Analytic . Enhancing ARMA Portal (PRIMA) Diagnostic Analytic predictive analytics **Building Foundation** Enhanced Audit Mgt Tools (Follow up. automation & RPA for WP) 2019 2023 - 2025 . Enhancing CACM for for Shop & Drive Developed People, Assurance & Monitoring with Competece, & (Retail) with Predictive Analytic (incl. Fraud) Process. Enhancing ARMA Portal (PRIMA) descriptive & diagnostic analytics Developed & Utilized · Develop tools to capture operational risks Audit Management focus on trading business tools (Project Mgt & Integrated control between operational Audit WP) portal /apps People Development focused on Leadership, Innovation & Technology / Digitalization

ARMA Portal









Strengthen Collaboration & Operational Excellence Through Consulting Activity



Facilitator

- Brainstorming risks and controls, and acting as a catalyst for change (Join Project with RM Advisory tim)
- Conduct Self Assessment Project (Soft Floor Management, IT Security, dll)
- · Survey & Insight



Trainer

- Induction presentation to Management Trainee (Risk, Audit, Finance/ Accounting)
- Training for PiC IT in subsidiaries (Penetration Testing)
- Training for Controller in subsidiaries related specific control (compliance) & self audit



Educator

- Supporting management in imparting appropriate risk and control skills and techniques by way of: regular workshop for Controller ; Risk & Control Forum for Executive Level
- Sharing knowledge to Group regarding emerging risk & control (article, poster)
- · On the Job Training



Advisor

- Giving advisory for new business process in term of GRC
- Provide applicable recommendation in every assurance activities
- Giving feedback on policy / procedure is being prepared







Improve Auditor Capability

Redefine Auditor Capabilities

Lead IT Auditor

Advance IT Generic

Advance Auditing Tools &

Technique; Fraud Risk

Assessment: Fraud

Investigation

IT Security & Forensic

Data Analytics & Audit/ Risk Tools

Lead Auditor

Advance Finance.

Accounting & Tax; Cost Management Basic IT General & Application Control

Junior Auditor

Basic Auditing Tools & Technique; Risk Assessment; Compliance

Basic Finance, Accounting & Tax; Shop Floor Management

Basic IT General & Application Control Communication,
Persuasion &
Collaboration/
Relationship -Building,
Continuous Learning,
Critical & Creative
Thinking

Periodic Competency Assessment based on Matrix Competency, Coaching & Counselling, On The Job Training/Job Assignment/Rotation, Job Enrichment, Improvement / Innovation Project, Periodic Sharing, Cross/Peer Review, Technical/Leadership Training, Mentoring, Career Plan





