

Beyond Uncertainties: Managing the Next Normal

2020 ANNUAL REPORT



THEME CONTINUITY

2016

Expanding Capabilities Capturing Opportunities

Ongoing improvements ensure the Bank to provide the best possible services to customers; fulfill the evolving financial needs of the Bank's customers and remain at the cutting edge of technological developments. BCA remains committed to invest in both transaction banking franchise and lending capabilities while supporting development of the Bank's subsidiaries.

The challenging environment faced by the Bank in 2016 served as a test of the resilience of BCA's business model. Throughout the year, BCA focused on exploring and optimizing various business opportunities while remaining prudent at all times. The Bank's solid business model allowed BCA to deliver another year of sound financial performance.



2017

Trust Through Quality

2017 provided both challenges and opportunities for the banking industry in Indonesia, and BCA specifically. Throughout the year, BCA invested in infrastructure and resources to strengthen its core transaction banking and lending business.

BCA continues to adapt, embracing technological advances and capturing business opportunities, while maintaining a prudent approach to business. The Bank always prioritizes the comfort of its customers by providing convenient, secure and reliable services at all times.

With the loyal support of its customers, BCA successfully delivered a year of strong financial performance and maintained its position as the bank of choice in Indonesia.



2018

Positioning for Growth

BCA's transaction banking constantly innovates and adapts along with changes in customer behavior and the high adoption of digital technology advancement.

We pay attention to the principle of prudence and continue to maintain a sufficient capital and liquidity position for the development of a long-term loan portfolio.

Increasing data processing capability provides opportunities to generate a selection of banking solutions across BCA customer segments.

Investment in information technology, networks and human resources will support the Bank's business continuity. BCA is optimistic that the Indonesian economy and banking sector have good prospects and potential to continue growing in the coming years.



2019

Navigating Change

BCA is evolving alongside the current changes in digital technology, customer behavior and the business environment.

In response to these changes, BCA is undertaking various strategic initiatives to maintain its excellence in delivering banking services; satisfying customer needs through offering quality products and services is its foundation. The company undertakes continuous product and service innovations by optimizing the latest developments in technology keeping quality customer experiences at the forefront of its actions. BCA fosters a culture of innovation, collaboration and effective teamwork in every area of business in order to improve its readiness to adapt to changing circumstances.

With all these actions, BCA is actively navigating change to create new opportunities that can support the company's growth in the future and provide added value to its stakeholders.



2020

Beyond Uncertainties: Managing the Next Normal

BCA found itself in a strong position to overcome pandemic challenges due to our consistency in digital banking strategy and extensive digital network, which positioned the Bank well to capture opportunities as customers moved faster to online banking and digital solutions.

BCA believes that customer preference for digital solutions will continue to increase. As such, BCA strives to provide a transaction banking ecosystem that can cater to the needs of customers transitioning to the "new normal" and maintain high levels of trust in doing so.

On the lending side, 2020 was a challenging year filled with uncertainties and pressures on business activities in almost all sectors as a result of the COVID-19 pandemic. BCA implemented credit restructuring policies guided by applicable government regulations to support its customers, offering and formulating suitable restructuring schemes according to their needs.



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Consolidated Financial Statements



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Third Party Funds

Rp **834.3**
trillion

19.4% YoY

Loans

Rp **574.6**
trillion

-2.1% YoY

Income Before Provision and Tax (PPOP)

Rp **45.2**
trillion

10.6% YoY

Net Income

Rp **27.1**
trillion

-5.0% YoY

PROVIDING CONVENIENCE & RELIABILITY IN TRANSACTION



QR code-based peer-to-peer transfer with BCA mobile and 'Sakuku' e-wallet



banking virtual assistant accessible through a number of popular chat apps



application for online investing on mutual funds and bonds and insurance information



BagiBagi
an easier way to transfer digital money at the same time to Sakuku account through BCA mobile

Debit Online
Control feature for debit card transactions via BCA mobile



mobile apps for access to BCA internet banking and mobile banking services

Lifestyle
Easy access to airplane and train tickets, hotels, and game vouchers via BCA mobile



online merchant payment feature emphasizing speed of transaction



Top Up Flazz
BCA mobile convenience of top up Flazz balance via mobile phone



online savings account opening through BCA mobile

Buka Rekening Baru

Number of Accounts

>24
million accounts



Online Account Opening
in 2020

>1.6
million accounts
(contributed >48% of total
account growth)



Composition of Number of
Transactions in Digital &
Electronic Channels

99.0%
to total transaction



SUSTAINABLE GROWTH IN DIGITAL BANKING SERVICES

Number of Transactions

Mobile Banking



64.3% YoY

6.3 billion

Internet Banking



30.2% YoY

3.3 billion

Transaction Value

Mobile Banking



28.9% YoY

Rp **2,693** trillion

Internet Banking



5.7% YoY

Rp **11,308** trillion

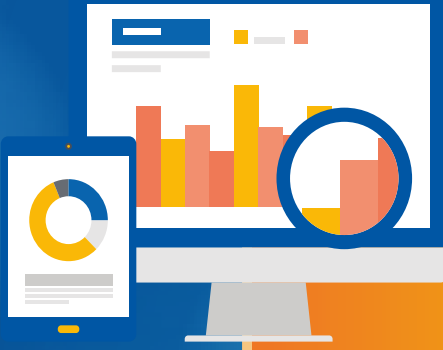
TRANSACTION GROWTH

Mobile and Internet Banking

Number of Transaction (in million)



MAINTAINING PERFORMANCE IN THE MIDST OF UNCERTAINTY



Solid

CASA Growth Performance

BCA recorded a solid CASA growth supported by robust transaction banking capabilities, increases in transaction frequency and number of customers. These achievements supported a positive growth in net interest income. However, the economic slowdown in the same period placed pressure on loan growth. Despite the pandemic and the ensuing challenges, BCA achieved a satisfactory performance in 2020.



Current Account and Savings Accounts (CASA)

77.0% (composition to Third Party Funds)

Rp **642.1** trillion
21.0% YoY

Net Interest Income

Rp **54.2** trillion
7.3% YoY

Operating Income

Rp **75.2** trillion
4.9% YoY

Net Interest Margin (NIM)

5.7%

Non Performing Loan (NPL) - gross

1.8%

Loan to Deposits Ratio (LDR)

65.8%

Capital Adequacy Ratio (CAR)

25.8%

Corporate

Forbes



ASIAMONEY

Forbes

- Forbes' List of The World's Best Bank 2020: #1 in Indonesia
- Forbes' List of Global 2000 2020: #487

BrandZ

- Most Valuable Brands 2020 - Top 100 Most Valuable Global Brands 2020

Asiamoney

- Asiamoney Best Bank Awards 2020 - Best Domestic Bank

Management

The Economist



The Economist

- Top Eight Banks – Performance under Current CEO*, per October 2020

* Out of top 50 banks by market capitalization, CEO or equivalent

Customer Service



Contact Center World (CCW)

- Contact Center World (CCW) Asia Pacific Award 2020 - 25 Gold Medals, 5 Silver Medals, 2 Bronze Medals and Dream Team Award

Digital Banking Service



**KEMENTERIAN KEUANGAN
REPUBLIK INDONESIA**

Ministry of Finance of Republic of Indonesia

- Ministry of Finance of Republic of Indonesia Award
- Best Performance of SUN Retail Distribution Partner in 2019
 - Best Performance of SBSN Retail Distribution Partner in 2020 - Conventional Bank Category
 - IBBCA Predicate - Private Bank Category

ESG



FIHRRST

- A+ Rating of Public Company with Best Sustainability Report for 2019

Employees



**HR Asia
BEST COMPANIES
TO WORK FOR
IN ASIA**

HR Asia (Magazine) & Business Media International

- HR Asia Award 2020 - Best Companies to Work for in Asia 2020

Sustainability Performance Highlights 2020



Economic Performance



Tax payment

Rp **6.4**
trillion

⬇️ 16.8% YoY



Total sustainable
business
financing (KKUB)

Rp **127.0**
trillion

⬆️ 1.5% YoY



KKUB to total
bank financing

22.1%

⬆️ 0.8% YoY



Total Frequency
of internet &
mobile banking
transactions

9.6
billion

⬆️ 50.8% YoY



MSCI

Ranked first in the 10 main constituents of MSCI Indonesia as of December 2020

The MSCI index takes into account the exposure to ESG performance against its peers in the Indonesian capital market. BCA also received an A rating in the MSCI ESG Ratings for the period of December 2020.

FTSE4Good

Ranked 2nd in the Top 10 constituents of FTSE4Good Asean as of December 2020

FTSE4Good Index is selected and sorted transparently and determined based on ESG criteria in the ASEAN Capital Market.

KEHATI

BCA was included in the list of SRI-KEHATI index companies for the period December 2020 - May 2021. This shows that the company is committed to managing the environment, social, and governance (ESG) aspects.

www.kehati.or.id and
www.idx.co.id



Social and Community Performance

1 Female occupying Director positions

16.7%

2 Female occupying Branch Heads positions

56.7%

3 Female employees out of total employees with promotional opportunities

64.1%

4 Employees participating in Sustainable Finance Training

874

5 Bakti BCA Scholarship

Rp5.5 billion  3.8%

790 people  8.1%

6 Assisted Schools

20 schools  17.6%

727 teachers  34.9%

9,938 students  14.3%

7 Financial Literacy Education Participants

> 14,000 students in 10 provinces

> 90,000 people

8 Customer Engagement (CE) Index

4.67 (scale 1-5)

Branch Service Quality (BSQ) Index

4.87 (scale 1-5)

Corporate Social Responsibility funds (including COVID-19 assistance)

Rp116.8 billion

Operational costs for handling COVID-19

Rp47.6 billion





Environmental Performance

Solar panels installed in 2 buildings generating 16,654 kWh of electrical energy in 2020 (2.6 times greater than in 2019)



66 building branches supporting the **green office** concept

2 offices with a **waste management** system



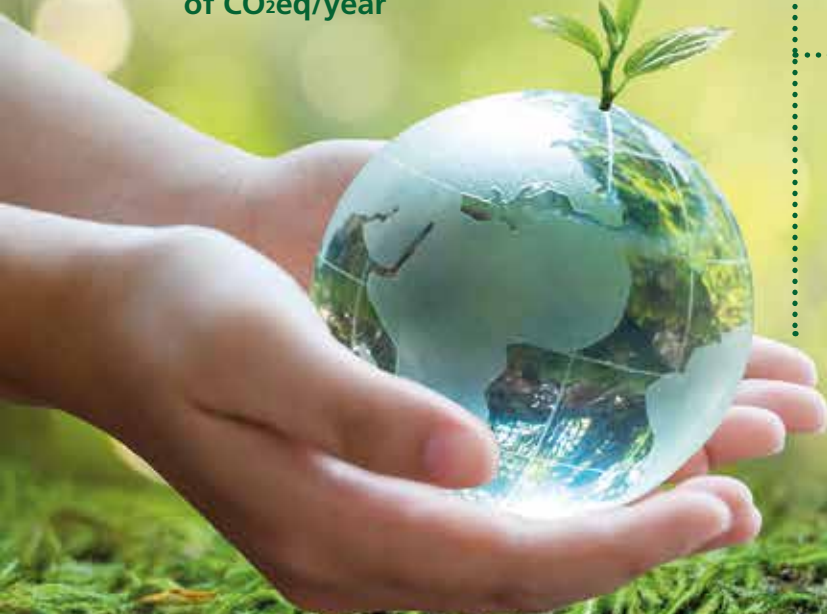
22.5% Reduced paper usage or approximately **18.1 tons** with the potential of emission reduction 37.2 tons CO₂eq

14,700 mangroves potential to absorb **31.7 tons** of CO₂eq/year

2,100 trees in the peat restoration areas potential to absorb **8.0 tons** CO₂eq/year

8,909 hatchlings Released

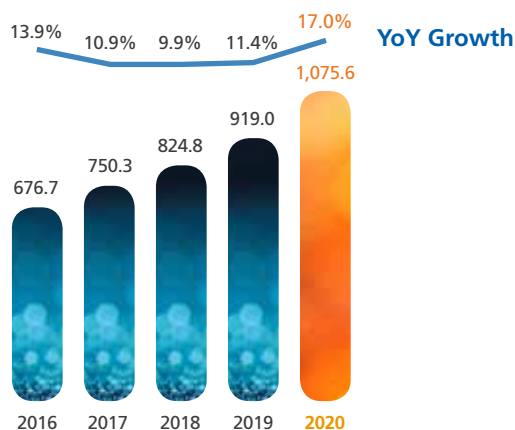
31 orangutan Rehabilitated in Kalimantan



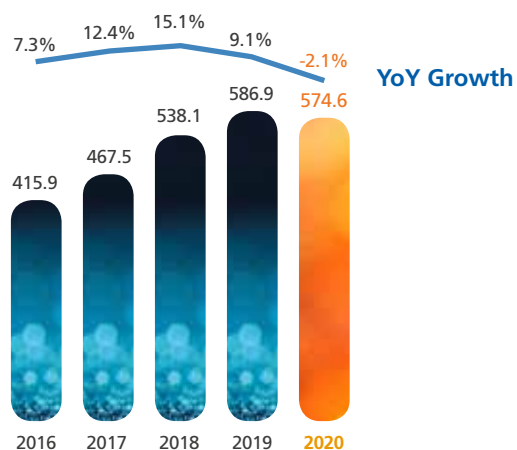
FINANCIAL HIGHLIGHTS



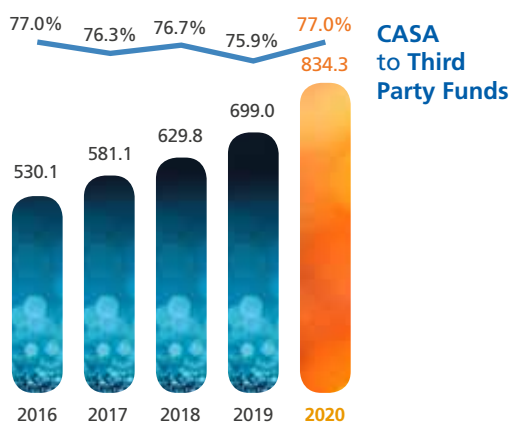
Total Assets
(in trillion Rupiah)



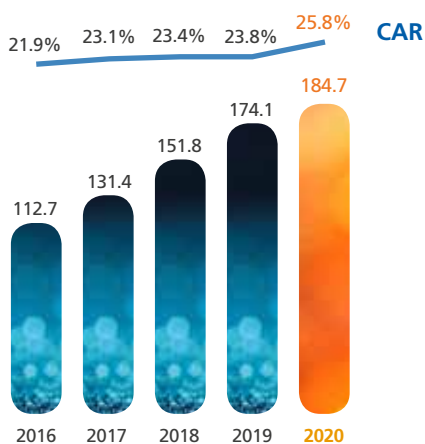
Loans - gross
(in trillion Rupiah)



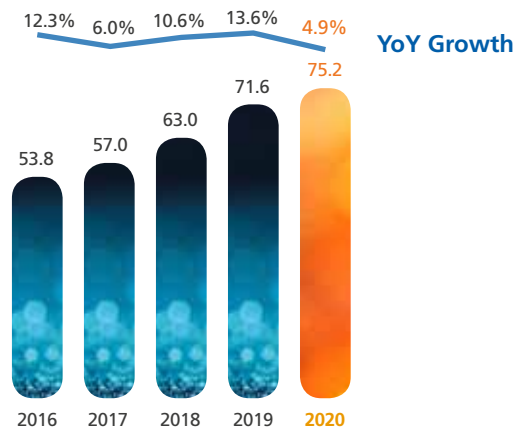
Third Party Funds
(in trillion Rupiah)



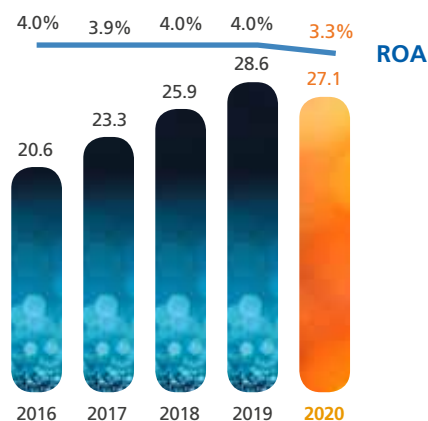
Total Equity
(in trillion Rupiah)



Operating Income
(in trillion Rupiah)

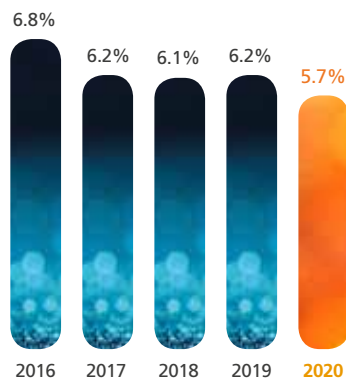


Net Income
Attributable to Equity Holders of Parent Entity
(in trillion Rupiah)

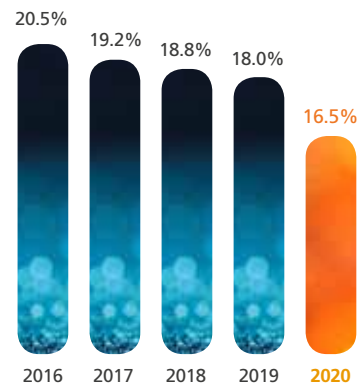




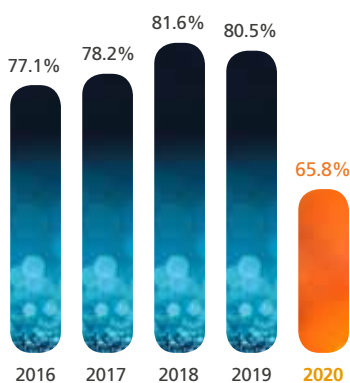
Net Interest Margin (NIM)



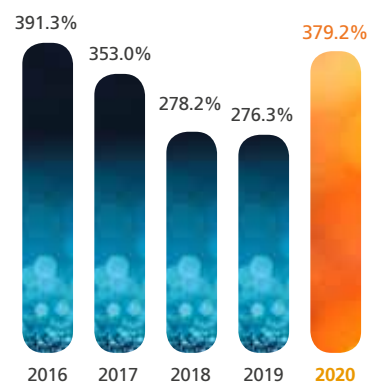
Return on Equity (ROE)



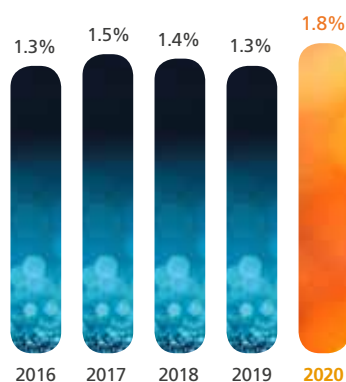
Loan to Deposit Ratio (LDR)



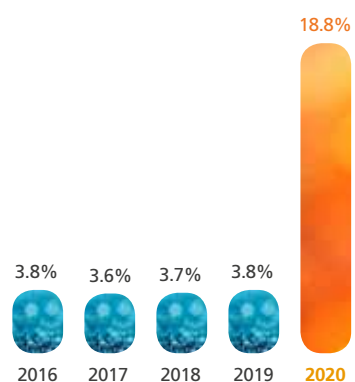
Liquidity Coverage Ratio (LCR)



Non-Performing Loans (NPL-gross)



Loan at Risk (LAR)*



* Sum of loans with collectibility of 'Non Performing Loan', 'Special Mention', and 'Restructured Loans' with a collectibility of 'current'

Financial Highlights - continued

Key Financial Highlights in the last 5 years (Audited, Consolidated, as of or for the year ended December 31)

(in billion Rupiah)	2020	2019	2018	2017	2016
Financial Position					
Total Asset	1,075,570	918,989	824,788	750,320	676,739
Total Earning Assets	1,005,423	818,694	734,401	672,235	604,049
Loans - gross	574,590	586,940	538,100	467,509	415,896
Loans - net	547,644	572,034	524,531	454,265	403,391
Securities - net (including Securities Purchased Under Agreements to Resell)	339,372	152,559	118,294	140,350	111,256
Placements with Bank Indonesia and Other Banks	47,451	30,948	31,683	18,969	35,364
Total Liabilities¹	890,856	744,846	673,035	618,918	564,024
Third Party Funds ²	834,284	698,980	629,812	581,115	530,134
CASA (Current Account Saving Account)	642,146	530,552	483,004	443,666	408,205
Current Accounts	228,985	184,918	166,822	151,250	137,853
Savings Accounts	413,161	345,634	316,182	292,416	270,352
Time Deposits	192,138	168,428	146,808	137,449	121,929
Borrowings and Deposits from Other Banks	11,470	9,050	8,588	8,799	7,690
Debt Securities Issued ³	591	1,348	240	610	2,332
Subordinated Bonds	500	500	500	-	-
Total Equity	184,715	174,143	151,753	131,402	112,715
Comprehensive Income					
Operating Income	75,165	71,623	63,034	56,982	53,779
Net Interest Income	54,161	50,477	45,291	41,827	40,079
Operating Income other than Interest	21,004	21,145	17,743	15,155	13,700
Operating Expenses	(29,969)	(30,742)	(27,651)	(25,190)	(23,379)
Impairment Losses on Financial Assets	(11,628)	(4,591)	(2,676)	(2,633)	(4,561)
Income Before Tax	33,568	36,289	32,707	29,159	25,839
Net Income	27,147	28,570	25,852	23,321	20,632
Other Comprehensive Income	3,889	2,568	910	755	6,772
Total Comprehensive Income	31,036	31,138	26,762	24,076	27,404
Net Income Attributable to:					
Equity Holders of Parent Entity	27,131	28,565	25,855	23,310	20,606
Non-Controlling Interest	16	5	(3)	11	26
Comprehensive Income Attributable to:					
Equity Holders of Parent Entity	31,018	31,132	26,766	24,064	27,378
Non-Controlling Interest	18	6	(4)	12	26
Earnings per Share (in Rupiah, full amount)	1,100	1,159	1,049	945	836

All figures in this annual report are in Indonesian formatting, unless otherwise stated.

1. Including temporary syirkah funds of Rp5,318 billion in 2020, Rp4,779 billion in 2019, Rp4,596 billion in 2018, Rp3,978 billion in 2017, and Rp3,467 billion in 2016.

2. Third party funds do not include deposits from other banks.

3. Debt securities issued are bonds and medium-term notes issued by BCA Finance, a subsidiary of BCA engaged in the financing of four-wheeled vehicles.

4. Parent company only; financial ratios are presented in accordance with Financial Services Authority Circular Letter No.9/SEOJK.03/2020 dated 30 June 2020 concerning Transparency and Publication of Conventional Commercial Bank Reports.

5. The CAR ratio takes into account credit risk, operational risk and market risk in accordance with Bank Indonesia Circular Letter No.11/3/DPNP dated 27 January 2009 later replaced by Financial Services Authority Circular Letter No.06/SEOJK.03/2020 concerning Calculation of Risk Weighted Assets (RWA) for Operational Risk Using the Basic Indicator Approach (PID) and is calculated in accordance with Financial Services Authority Regulation No. 11 /POJK.03/2016 dated 2 February 2016 concerning Minimum Capital Requirement for Commercial Banks.

6. Calculated from total non-performing loans (substandard, doubtful, loss) divided by total loans.

7. Sum of loans with a collectability of "Non-Performing Loans", "Special Mention" and restructured loans with a collectability of "Current".

	2020	2019	2018	2017	2016
Financial Ratios⁴					
Capital					
Capital Adequacy Ratio (CAR) ⁵	25.8%	23.8%	23.4%	23.1%	21.9%
CAR Tier 1	24.8%	22.8%	22.4%	22.1%	21.0%
CAR Tier 2	1.0%	1.0%	1.0%	1.0%	0.9%
Fixed Assets to Capital	18.8%	18.5%	19.4%	19.8%	22.4%
Assets Quality					
Non Performing Earning Assets and Non Earning Assets to Total Earning Assets and Non Earning Assets	0.9%	0.9%	0.9%	0.9%	0.8%
Non Performing Earning Assets to Total Earning Assets	0.8%	1.0%	1.1%	1.1%	1.1%
Allowance Provision on Earning Assets to Total Earning Assets	2.8%	1.9%	1.9%	2.1%	2.3%
Non-Performing Loans - NPL - gross ⁶	1.8%	1.3%	1.4%	1.5%	1.3%
Non-Performing Loans - NPL - net	0.7%	0.5%	0.4%	0.4%	0.3%
Loan at Risk (LAR) ⁷	18.8%	3.8%	3.7%	3.6%	3.8%
Rentability					
Return on Assets (ROA) ⁸	3.3%	4.0%	4.0%	3.9%	4.0%
Return on Equity (ROE) ⁹	16.5%	18.0%	18.8%	19.2%	20.5%
Net Interest Margin (NIM) ¹⁰	5.7%	6.2%	6.1%	6.2%	6.8%
Cost to Income Ratio - CIR ¹¹	44.3%	43.3%	n.a	n.a	n.a
Cost to Income Ratio - CIR ¹²	37.4%	41.3%	n.a	n.a	n.a
Operating Expenses to Operating Income (BOPO)	63.5%	59.1%	58.2%	58.6%	60.4%
Liquidity					
Loan to Deposit Ratio (LDR) ¹³	65.8%	80.5%	81.6%	78.2%	77.1%
Macroprudential Intermediation Ratio (MIR) (consolidated) ¹⁴	68.6%	83.3%	83.9%	n.a	n.a
Net Stable Funding Ratio - NSFR (consolidated) ¹⁵	171.8%	157.4%	152.9%	n.a	n.a
CASA to Third Party Funds Ratio	77.0%	75.9%	76.7%	76.3%	77.0%
Liabilities to Equity Ratio	482.3%	438.5%	454.2%	479.3%	507.5%
Liabilities to Assets Ratio	82.8%	81.4%	82.0%	82.7%	83.5%
Liquidity Coverage Ratio ¹⁶	379.2%	276.3%	278.2%	353.0%	391.3%
Compliance					
Percentage of Violation of Legal Lending Limit					
a. Related Parties	0.0%	0.0%	0.0%	0.0%	0.0%
b. Non Related Parties	0.0%	0.0%	0.0%	0.0%	0.0%
Percentage Lending in Excess of Legal Lending Limit					
a. Related Parties	0.0%	0.0%	0.0%	0.0%	0.0%
b. Non Related Parties	0.0%	0.0%	0.0%	0.0%	0.0%
Minimum Reserve Requirement					
a. Primary Reserve Requirement - Rupiah	3.2%	6.1%	6.6%	7.0%	7.3%
b. Primary Reserve Requirement - Rupiah	2.0%	8.5%	8.4%	8.5%	8.5%
Net Open Position (NOP)	0.4%	0.9%	0.5%	0.5%	0.2%
Other Key Indicators					
Number of Accounts (in thousands)	24,487	21,743	19,040	17,048	15,583
Number of Branches ¹⁷	1,248	1,256	1,249	1,235	1,211
Number of ATMs	17,623	17,928	17,778	17,658	17,207
Number of ATM Cards (in thousands)	22,533	20,069	17,594	15,767	14,402
Number of Credit Cards (in thousands)	4,186	4,029	3,609	3,296	2,983

8. Calculated from profit (loss) before tax divided by average of total assets.

9. Calculated from profit (loss) after tax divided by average Tier 1 capital.

10. Calculated from net interest income (expense) divided by average earning assets.

11. Presented with the calculation of profits from trade and foreign exchange transactions as operating income ; and losses from trade and foreign exchange transactions as operating expenses, in accordance with SE OJK No.9/SEOJK.03/2020.

12. Presented with the calculation of profit and loss from trade and foreign exchange transactions on a net basis as operating income, in accordance with accounting standard.

13. Calculated from total third party credit divided by third party funds.

14. Macroprudential Intermediation Ratio (MIR) as stipulated by BI Regulation No.20/4/PBI/2018.

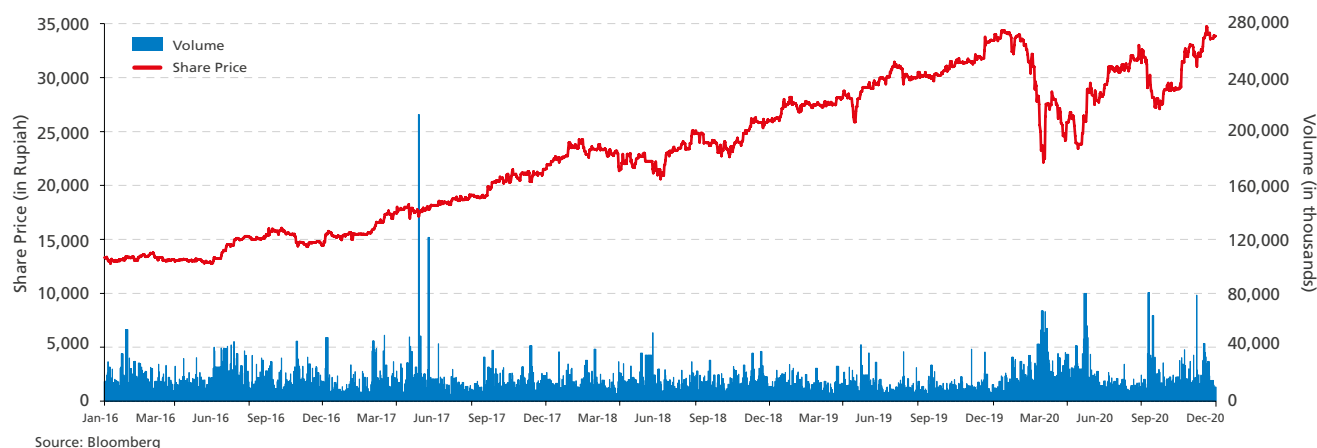
15. Net Stable Funding Ratio (NSFR) as stipulated by OJK Regulation No.50/POJK/2017.

16. Calculated from the total High Quality Liquid Asset (HQLA) divided by the total net cash outflows in accordance with Financial Services Authority Regulation No.42/POJK.03/2015 concerning Liquidity Coverage Ratio for Commercial Banks.

17. Including cash offices.

STOCK AND BOND HIGHLIGHTS

BCA Share Performance in 2016 – 2020



	2020	2019	2018	2017	2016
Highest Price (in Rupiah)	35,300	34,000	26,975	22,750	16,200
Lowest Price (in Rupiah)	21,625	25,575	20,600	14,950	12,625
Closing Price (in Rupiah)	33,850	33,425	26,000	21,900	15,500
Market Capitalization (in billion Rupiah)	834,572	824,094	641,030	539,945	382,153
Earnings per Share (in Rupiah)	1,100	1,159	1,049	945	836
Book Value per Share (in Rupiah)	7,487	7,059	6,151	5,326	4,560
P/E (x)	30.8	28.8	24.8	23.2	18.5
P/BV (x)	4.5	4.7	4.2	4.1	3.4

Source: Bloomberg

BCA Share Price, Volume & Market Capitalization in 2016 – 2020

Year	Quarter	Price			Transaction Volume (in thousand)	Market Capitalization (in billion Rupiah)
		Highest (in Rupiah)	Lowest (in Rupiah)	Closing (in Rupiah)		
2020	I	35,300	21,625	27,625	1,487,599	681,095
	II	30,500	23,400	28,475	1,428,060	702,051
	III	33,000	26,950	27,100	1,084,811	668,151
	IV	35,000	27,200	33,850	1,199,845	834,572
2019	I	28,750	25,575	27,750	904,895	684,177
	II	30,950	25,700	29,975	806,069	739,034
	III	31,450	28,825	30,350	765,867	748,280
	IV	34,000	29,750	33,425	764,201	824,094
2018	I	24,700	21,325	23,300	1,002,328	574,462
	II	23,650	20,825	21,475	876,115	529,466
	III	25,475	20,600	24,150	919,397	595,418
	IV	26,975	22,175	26,000	1,016,290	641,030
2017	I	17,000	14,950	16,550	919,042	408,040
	II	18,550	16,575	18,150	1,360,255	447,488
	III	20,375	18,075	20,300	824,300	500,497
	IV	22,750	20,050	21,900	968,402	539,945
2016	I	13,925	12,750	13,300	1,179,220	327,912
	II	13,450	12,625	13,325	992,972	328,528
	III	16,000	13,200	15,700	1,410,037	387,084
	IV	16,200	13,950	15,500	1,158,886	382,153

Source: Bloomberg

BCA Capital Structure in 2016 – 2020

	2020	2019	2018	2017	2016
Authorized Capital					
Number of Shares	88,000,000,000	88,000,000,000	88,000,000,000	88,000,000,000	88,000,000,000
Total par Value (in Rupiah)	5,500,000,000,000	5,500,000,000,000	5,500,000,000,000	5,500,000,000,000	5,500,000,000,000
Unissued					
Number of Shares	63,344,990,000	63,344,990,000	63,344,990,000	63,344,990,000	63,344,990,000
Total par Value (in Rupiah)	3,959,061,875,000	3,959,061,875,000	3,959,061,875,000	3,959,061,875,000	3,959,061,875,000
Issued and Fully Paid Up Capital					
Number of Shares	24,655,010,000	24,655,010,000	24,655,010,000	24,655,010,000	24,655,010,000
Total par Value (in Rupiah)	1,540,938,125,000	1,540,938,125,000	1,540,938,125,000	1,540,938,125,000	1,540,938,125,000
Outstanding Shares					
Number of Shares	24,655,010,000	24,655,010,000	24,655,010,000	24,655,010,000	24,655,010,000
Total par Value (in Rupiah)	1,540,938,125,000	1,540,938,125,000	1,540,938,125,000	1,540,938,125,000	1,540,938,125,000

BCA Cash Dividends in 2016 – 2020

	2020	2019	2018	2017	2016
Earnings per Share (in Rupiah)	1,100	1,159	1,049	945	836
Cash Dividends per Share (in Rupiah)	n.a	555.0	340.0	255.0	200.0
Cash Dividends Amount (in Rupiah)	n.a	13,683,530,550,000	8,382,703,400,000	6,287,027,550,000	4,931,002,000,000
Interim Dividend (in Rupiah)	98	100.0	85.0	80.0	70.0
Cum Dividend for Trading in:					
Regular and Negotiated Market	7 Dec 2020	5 Dec 2019	30 Nov 2018	28 Nov 2017	30 Nov 2016
Cash Market	10 Dec 2020	9 Dec 2019	4 Dec 2018	4 Dec 2017	5 Dec 2016
Final Dividend (in Rupiah)	n.a	455.0	255.0	175.0	130.0
Cum Dividend for Trading in:					
Regular and Negotiated Market	n.a	20 Apr 2020	23 Apr 2019	12 Apr 2018	13 Apr 2017
Cash Market	n.a	22 Apr 2020	25 Apr 2019	17 Apr 2018	20 Apr 2017
Dividend Payout Ratio	n.a	47.9%	32.4%	27.0%	23.9%

BCA Dividends History*

Description	Amount per Share	Declared	Cum-Dividend	Recording Date	Payment Date
2020 Interim	Rp98.0	1 Dec 2020	Regular and Negotiation Market Cash Market 7 Dec 2020 10 Dec 2020	10 Dec 2020	22 Dec 2020
2019 Final	Rp455.0	14 Apr 2020	Regular and Negotiation Market Cash Market 20 Apr 2020 22 Apr 2020	22 Apr 2020	11 May 2020
2019 Interim	Rp100.0	29 Nov 2019	Regular and Negotiation Market Cash Market 5 Dec 2019 9 Dec 2019	9 Dec 2019	20 Dec 2019
2018 Final	Rp255.0	15 Apr 2019	Regular and Negotiation Market Cash Market 23 Apr 2019 25 Apr 2019	25 Apr 2019	30 Apr 2019
2018 Interim	Rp85.0	26 Nov 2018	Regular and Negotiation Market Cash Market 30 Nov 2018 4 Dec 2018	4 Dec 2018	21 Dec 2018
2017 Final	Rp175.0	9 Apr 2018	Regular and Negotiation Market Cash Market 12 Apr 2018 17 Apr 2018	17 Apr 2018	30 Apr 2018
2017 Interim	Rp80.0	23 Nov 2017	Regular and Negotiation Market Cash Market 28 Nov 2017 4 Dec 2017	4 Dec 2017	20 Dec 2017
2016 Final	Rp130.0	10 Apr 2017	Regular and Negotiation Market Cash Market 13 Apr 2017 20 Apr 2017	20 Apr 2017	28 Apr 2017
2016 Interim	Rp70.0	25 Nov 2016	Regular and Negotiation Market Cash Market 30 Nov 2016 5 Dec 2016	5 Dec 2016	22 Dec 2016
2015 Final	Rp105.0	11 Apr 2016	Regular and Negotiation Market Cash Market 14 Apr 2016 19 Apr 2016	19 Apr 2016	29 Apr 2016
2015 Interim	Rp55.0	9 Nov 2015	Regular and Negotiation Market Cash Market 12 Nov 2015 17 Nov 2015	17 Nov 2015	9 Dec 2015
2014 Final	Rp98.0	13 Apr 2015	Regular and Negotiation Market Cash Market 16 Apr 2015 21 Apr 2015	21 Apr 2015	13 May 2015
2014 Interim	Rp50.0	17 Nov 2014	Regular and Negotiation Market Cash Market 4 Dec 2014 9 Dec 2014	9 Dec 2014	23 Dec 2014
2013 Final	Rp75.0	10 Apr 2014	Regular and Negotiation Market Cash Market 29 Apr 2014 5 May 2014	5 May 2014	20 May 2014
2013 Interim	Rp45.0	11 Nov 2013	Regular and Negotiation Market Cash Market 28 Nov 2013 3 Dec 2013	3 Dec 2013	17 Dec 2013
2012 Final	Rp71.0	8 May 2013	Regular and Negotiation Market Cash Market 28 May 2013 31 May 2013	31 May 2013	17 Jun 2013
2012 Interim	Rp43.5	12 Nov 2012	Regular and Negotiation Market Cash Market 3 Dec 2012 6 Dec 2012	6 Dec 2012	20 Dec 2012
2011 Final	Rp70.0	22 May 2012	Regular and Negotiation Market Cash Market 8 Jun 2012 13 Jun 2012	13 Jun 2012	27 Jun 2012
2011 Interim	Rp43.5	17 Nov 2011	Regular and Negotiation Market Cash Market 6 Dec 2011 9 Dec 2011	9 Dec 2011	23 Dec 2011
2010 Final	Rp70.0	16 May 2011	Regular and Negotiation Market Cash Market 6 Jun 2011 9 Jun 2011	9 Jun 2011	23 Jun 2011
2010 Interim	Rp42.5	1 Nov 2010	Regular and Negotiation Market Cash Market 19 Nov 2010 24 Nov 2010	24 Nov 2010	9 Dec 2010
2009 Final	Rp70.0	7 May 2010	Regular and Negotiation Market Cash Market 31 May 2010 3 Jun 2010	3 Jun 2010	17 Jun 2010
2009 Interim	Rp40.0	26 Oct 2009	Regular and Negotiation Market Cash Market 12 Nov 2009 17 Nov 2009	17 Nov 2009	2 Dec 2009

Description	Amount per Share	Declared	Cum-Dividend	Recording Date	Payment Date
2008 Final	Rp65.0	20 May 2009	Regular and Negotiation Market Cash Market 9 Jun 2009 12 Jun 2009	12 Jun 2009	26 Jun 2009
2008 Interim	Rp35.0	22 Dec 2008	Regular and Negotiation Market Cash Market 15 Jan 2009 20 Jan 2009	20 Jan 2009	30 Jan 2009
2007 Final	Rp63.5	26 May 2008	Regular and Negotiation Market Cash Market 12 Jun 2008 17 Jun 2008	17 Jun 2008	1 Jul 2008
2007 Interim	Rp55.0	12 Nov 2007	Regular and Negotiation Market Cash Market 29 Nov 2007 4 Dec 2007	4 Dec 2007	18 Dec 2007
2006 Final	Rp115.0	21 May 2007	Regular and Negotiation Market Cash Market 8 Jun 2007 13 Jun 2007	13 Jun 2007	27 Jun 2007
2006 Interim	Rp55.0	21 Sep 2006	Regular and Negotiation Market Cash Market 10 Oct 2006 13 Oct 2006	13 Oct 2006	3 Nov 2006
2005 Final	Rp90.0	17 May 2006	Regular and Negotiation Market Cash Market 6 Jun 2006 9 Jun 2006	9 Jun 2006	23 Jun 2006
2005 Interim	Rp50.0	15 Sep 2005	Regular and Negotiation Market Cash Market 6 Oct 2005 11 Oct 2005	11 Oct 2005	25 Oct 2005
2004 Final	Rp80.0	28 Jun 2005	Regular and Negotiation Market Cash Market 19 Jul 2005 22 Jul 2005	22 Jul 2005	5 Aug 2005
2004 Interim	Rp50.0	27 Oct 2004	Regular and Negotiation Market Cash Market 22 Nov 2004 25 Nov 2004	25 Nov 2004	8 Dec 2004
2003 Final	Rp112.5	8 Jun 2004	Regular and Negotiation Market Cash Market 30 Jun 2004 6 Jul 2004	6 Jul 2004	20 Jul 2004
2002 Final	Rp225.0	7 Nov 2003	Regular and Negotiation Market Cash Market 3 Dec 2003 8 Dec 2003	8 Dec 2003	19 Dec 2003
2001 Final	Rp140.0	10 Oct 2002	Regular and Negotiation Market Cash Market 29 Oct 2002 1 Nov 2002	1 Nov 2002	15 Nov 2002
2001 Interim	Rp85.0	29 Oct 2001	Regular and Negotiation Market Cash Market 14 Nov 2001 20 Nov 2001	20 Nov 2001	4 Dec 2001

* BCA conducted a 2 for 1 stock split, one share was split into two shares, effective on May 15, 2001, June 8, 2004 and January 31, 2008

Bonds Highlights

Instrument	Recording Date	Currency	Nominal Value of the Bond	Tenor	Maturity Date	Interest Rate	Peringkat (2019)	Trustee	Underwriter
Bank Central Asia Continuous Subordinated Bonds I Phase I 2018									
- Seri A	6 July 2018	Rupiah	Rp435 billion	7 years	5 July 2025	7.75% p.a	idAA (Pefindo)	PT Bank Rakyat Indonesia (Persero) Tbk	PT BCA Sekuritas
- Seri B	6 July 2018	Rupiah	Rp65 billion	12 years	5 July 2030	8.00% p.a	idAA (Pefindo)	PT Bank Rakyat Indonesia (Persero) Tbk	PT BCA Sekuritas

Consolidated basis, the Bank possesses obligations in the form of bonds issued by the subsidiary BCA Finance, which per 31 December 2020 was recorded at Rp590.8 billion. Information on bonds issued by BCA Finance can be found in the audited Consolidated Financial Statements on pages 656-657.



MANAGEMENT REPORT





REPORT OF THE BOARD OF DIRECTORS



Jahja Setiaatmadja
President Director

“

Despite the challenges, we took the opportunity to transform and strengthen BCA's business capabilities. Owing to the support of our customers, regulators and all parties, the Bank and its subsidiaries have navigated this difficult time and delivered a satisfactory performance.

”

Respected shareholders and stakeholders,

2020 was a year filled with challenges for the banking industry. The COVID-19 pandemic brought a decline in business and economic activities, as well as an increase in banking sector credit risk from higher restructured loans.

In the midst of these unfavourable times, BCA continued to provide banking services and to uphold our commitment to always be by our customers' side and support the national economic recovery process. We proactively provide support to our debtors by offering loan restructuring schemes tailored to different needs.

Continuous investment in our digital service platform, complimented by strong corporate branding, has delivered an encouraging outcome during the transition toward the new normal. This is reflected in a significant increase in the number of customers, and strong growth in transaction volumes and third-party funds.

Despite the challenges, we took the opportunity to transform and strengthen BCA's business capabilities. Owing to the support of our customers, regulators and all parties, the Bank and its subsidiaries have navigated this difficult time and delivered a satisfactory performance. In general, BCA achieved its business targets, which were adjusted mid-year to reflect the unprecedented conditions on the ground.

Economy and Banking in Indonesia

2020 presented a number of challenges, both foreseeable and unforeseeable. A US - China trade tension triggered significant impact on China's economy and spilled over to the Asian region marked by slower trades and volatile commodities prices. Post US election in November 2020, major players in various industries wait and see the upcoming policies and what implications the outcome would have for trade and capital flows in the region. In the meantime, the global COVID-19 pandemic and the dramatic challenges it presented to both businesses and individuals were not predicted and had drastic effects on economies all around the world, not least of all in Indonesia.

The COVID-19 pandemic had an extraordinary impact on Indonesia's economy, especially in the second quarter of 2020. The government's policy to restrict social mobility in an attempt to prevent the spread of COVID-19 caused a significant decline in economic activity and domestic purchasing power. In the second quarter of 2020, inflation was at a low point, and for the first time in the last two decades Indonesia recorded GDP contraction by 5.3%. From July 2020, public mobility began to recover as the social restriction policies in various regions were eased, driving a subsequent improvement in economic activities towards the end of the year.



Bank Indonesia (BI) released a series of macro prudential policies throughout the year in response to the economy impacts of the pandemic in an attempt to maintain the macro stability of the nation. Fortunately, Indonesia's trade surplus and benign inflation helped counter foreign exchange volatility to some extent. Accordingly BI cut the 7-Days Reverse Repo interest rate by 125 bps to 3.75% to stimulate domestic economy, and at the same time BI played an active role in safeguarding market volatility through measured interventions in the spot and forward foreign exchange markets. To ensure liquidity, BI lowered the minimum reserve requirement (GWM) ratio by 250 bps to 3.0% for IDR and 400 bps to 4.0% for foreign exchange, and rolled out Quantitative Easing via government bond purchase.

The Financial Services Authority (OJK) temporarily relaxed restructuring regulations for debtors experiencing financial difficulties as a result of the pandemic. In parallel, a fiscal stimulus in the form of a National Economic Recovery fund to the amount of Rp695.2 trillion drove economic improvement in both areas of demand and supply such as through social support or subsidy and tax incentives respectively. The distribution of Economic Recovery Funds through the banking sector also supported MSMEs (Micro Small-Medium Enterprise) affected by the pandemic. While the Economic Recovery Fund was favorable for the country's economy, it brought an impact on lower outstanding loans in the banking sector due to loan repayment. In addition, OJK gave relaxation of other regulations related to Basel III regulations, educational fund obligations, and mark-to-market obligations for securities owned by banks. These proactive responses from policy makers contributed to the resilience of the Indonesian economy amid the challenges of the pandemic, making the beginnings of a recovery path possible before the end of the year.

The effective and prudent policies from the regulators supported the national banking system as reflected in the solid liquidity (LDR) and bank capital (CAR) conditions, recorded at 82.5% and 23.9%, respectively. The banking sector third party funds grew significantly by 11.1% YoY, higher than the growth in 2019. Liquidity was further improved due to the decline in credit demand, as many banking customers chose to wait and see how the pandemic and economy would react in the mid to long term. Meanwhile, the banking

sector loans decreased by 2.4% by the end of the year, far below the growth of 6.1% in 2019 in line with the economic slowdown, and banks being more cautious in their lending amidst increased credit risk. During 2020, the rate of loan restructuring experienced a significant increase, reaching Rp971.0 trillion (source: OJK Press Release). While, the banking sector's NPL was higher than the level in 2019, it was contained at 3.1%, supported by OJK policy that classified COVID-19's restructured loan as Current.

In recent years, the banking industry both globally and locally has increasingly embraced digitalization, and 2020 was a testing ground for these developments. As the pandemic spread around the world, more and more people were forced to stay at home and drastically change their social and commercial behaviors, as well as their banking behaviors. Banks that had already established strong digital ecosystems found themselves better positioned to support their customers' needs for banking solutions digitally.

Strategic Steps and Performance

The challenges and pressures presented in 2020 were perhaps unprecedented for economic actors including BCA. The spread of the COVID-19 pandemic, the ensuing large-scale restrictions and decreased community activity put the business environment through remarkable difficulty, including the banking industry.

The Board of Directors prudently considers sound risk management and good corporate governance when taking decisions, applying initiatives and implementing strategic steps. Consistently strong stakeholder confidence, as acknowledged by the appreciation received from regulators, investors and leading independent agencies, is testament to the value of this caution.

Throughout 2020 in the face of unstable circumstances, the Bank performed satisfactorily. Pre-provisioning operating profit remained in positive growth, up 10.6% YoY to Rp45.2 trillion, supported by stronger operating income. BCA allocated higher loan provisioning expenses to anticipate the worsening credit quality. BCA continued to maintain adequate capital and liquidity amid the risk of deteriorating asset quality, especially the loan portfolio. Prudent and disciplined risk management has always been one of the

Bank's main principles in mitigating the potential for greater credit risk, and this proved particularly valuable during the extended pressures of the pandemic.

BCA implemented a number of internal policies and working procedures to mitigate risks and accommodate the employees' health & safety needs, such as work-from-home, video conferencing and split office protocols, as well as making use of various technological solutions to maintain external and internal communications. Faced with this rapid and substantial changes to the work environment, BCA employees demonstrated a positive work ethic, maintaining performance and delivering results despite the interruptions.

BCA believes that there is always opportunity in challenging situation. The Bank continued to develop initiatives, especially in the area of digital transaction channels which proved to be increasingly in demand by customers, who sought to avoid physical contact wherever possible.

Expanding Digital Solutions to Strengthen Transaction Banking

The success of the BCA transaction banking franchise is built upon the pillars of an integrated, multi-channel network, which ensures that customers have maximum access to solutions for all their banking needs wherever they are and at any time. This high accessibility proved especially valuable during the pandemic, when more and more customers turned to digital platforms to facilitate their banking transactions safely.

Developments in the digital space of transaction banking included the expansion of online services, including the option to open new accounts without visiting the branch, an essential service for those customers who took the health-first decision to avoid banking in person during the pandemic. Another notable development was the launch of new feature of 'Lifestyle' in BCA mobile, which allows customers to buy game vouchers and hotel, train & airplane's ticket. The enhancement of the Bank's flagship electronic services, BCA mobile and Klik BCA continued, facilitating 9.6 billion transactions, a 50.8% growth since 2019, accounting for 82.9% of all customer transactions in 2020.

In the ongoing development of the Bank's electronic channels and digital products and services, BCA recognises the significant value to be found in the work of e-commerce and fintech companies, who's innovation and futurist visions offer great opportunities for the banking industry. BCA continued to strengthen its collaboration with the fintech and e-commerce industries, using Application Programming Interface (API) technology to allow for seamless integration with these new tech platforms. BCA has connected with many leading e-commerce and fintech companies through this initiative.

Underlying all of these initiatives and developments is the Bank's robust information technology infrastructure and a reliable security system. In recent years, BCA has invested significantly in improvements to IT security as well as in machine learning, big data and artificial intelligence technology, all of which enhance the digital capabilities of the Bank and ultimately enrich the user experience.

Beside pursuing digital capabilities, the Bank continues to recognise the importance of the physical branches to offer important services for customers with particular requirements or those who simply prefer in-person banking transactions. To this end, in 2020, BCA selectively expanded its branch network to complement its digital banking network with a focus on smaller branch format and nonpermanent counters equipped with digital equipment 'BCA Express'.

Transaction banking remained the core of the Bank's business, with a total of 11.6 billion transactions in 2020, grew by 34.8% from the previous year. This continued strength in transaction banking, 2020 saw a healthy CASA growth of 21.0%, contributed 77.0% of third party funds. Success in this area cannot be separated from customer trust and the Bank's continued development of various low-touch banking solutions, such as cardless ATM transactions and non-contact payment options using QR codes among others, as well as corporate transaction solutions in the areas of cash management and corporate payrolls.

BOARD OF DIRECTORS



left to right:

Rudy Susanto
Director

Erwan Yuris Ang
Director

Henry Koenafi
Director

Subur Tan
Director

Armand Wahyudi Hartono
Deputy President Director

Jahja Setiaatmadja
President Director



Suwignyo Budiman
Deputy President Director

Lianawaty Suwono
Director

Vera Eve Lim
Director

Santoso
Director

Gregory Hendra Lembong
Director

Haryanto T. Budiman
Director

BCA continued to promote the development of digital capabilities in every line of business, including in the lending side and the internal business process. To this end, the Bank develops visual analytics tools for credit monitoring and the use of machine learning, big data technology, and data-based analysis in order to explore new business potentials.

Maintaining Credit Quality

The pandemic led to deteriorating credit quality and slowed down lending. BCA appreciates and supports the steps taken by the Government, BI and OJK to mitigate the impact of the pandemic on conditions in the real sector and the banking sector.

In line with this situation, BCA implemented credit restructuring policies that were guided by applicable government regulations. During the second and third quarters of 2020, BCA prioritised applications for credit restructuring to accommodate the significant increase. BCA strives to support its debtors in their business development by actively holding discussions with debtors and formulating restructuring schemes according to the needs and business conditions of the debtors.

In 2020, total restructured loans at BCA reached Rp97.5 trillion, 16.9% of total loans. This is still lower than the 30% estimated in early 2020. The number of customers applying for credit restructuring reached 100 thousand by the end of the year. The Bank's NPL ratio stood at 1.8%, higher than 2019 but within tolerable limits due to disciplined risk management and the implementation of OJK policy that classified COVID-19's restructured loan as Current. BCA takes a cautious approach and to that end has established an adequate loan loss reserve to anticipate for potential loan quality downgrade.

While maintaining prudent measures, BCA explored some opportunities and booked a positive growth in business loan facilities increased by 5.0% YoY in 2020. However, stagnant business activities have led to lower loan utilization rate which caused a decline in BCA's loan balance by 2.1% YoY to Rp574.6 trillion. In an effort to support credit disbursement, BCA has developed various initiatives, such as a virtual

BCA Expo specifically for the consumer credit segment; complementing credit products with transaction banking solutions for corporate customers; increasing the focus on commercial & SME in providing targeted service through the Service Model Implementation (SMILE) project, a new service model whereby dedicated staff are assigned to specific customer segments; and improving the credit processing infrastructure in each segment.

Synergy with BCA Subsidiaries

BCA continues to seek ways to add value for the customers through the provision of a wide variety of financial products and services. To this end, BCA has enhanced its business through a number of subsidiaries in the fields of vehicle financing, remittance, banking, securities, general & life insurance, and venture capital.

In addition to synergy in business and marketing collaboration, BCA provides capital support to its subsidiaries in accordance with business development, and joins forces to build capacity & capabilities related to service networks and information technology, especially for subsidiaries that are in the early stages of business development.

In 2020, BCA completed acquisition of PT Bank Rabobank International Indonesia, renaming to PT Bank Interim Indonesia afterwards, subsequently merged with BCA Syariah. This corporate action is designed to support the Syariah line of business and enhance BCA Syariah's liquidity and capital position. Meanwhile, the new subsidiary, Digital BCA is in the process of developing its digital products & services and will begin its business operations in 2021. The subsidiaries performances are elaborated in the Subsidiary Performance Overview's section of this report on pages 277-279.

Implementing Good Corporate Governance

Good Corporate Governance (GCG) is essential to maintaining trust and adding value for stakeholders. The Board of Directors and the Board of Commissioners along with all members of management and staff are committed to ensuring that the principles of transparency, accountability, responsibility, fairness and independence are at the heart of the Bank's operations.

In implementing GCG, BCA refers to the Financial Services Authority, Bank Indonesia, the ASEAN Corporate Governance Scorecard and developments in best practices throughout the banking industry. The Bank continues to engage in active communication with its customers, the regulators and the capital market community, and promotes transparency to its stakeholders.

In 2020, the Board of Directors held 57 Board of Directors Meetings and 14 joint meetings with the Board of Commissioners. BCA consistently conducts self-assessment of its implementation of governance, and in second half of 2020 achieved a "Very Good" rating, which indicates adequate implementation of GCG principles.

Corporate Social Responsibility

BCA takes seriously its Corporate Social Responsibility (CSR) and continuously engages in activities to improve the lives of the Indonesian people, with a focus on community empowerment, cultural development, education and health.

The Bank works with local communities to create business opportunities and local employment for twelve tourist villages across Indonesia. BCA provided assistance to all related communities and tourist attractions, including tourist car facilities, and during the pandemic BCA also provided hand washing facilities, thermo guns, masks and face shields.

BCA also conducts education programs, offering various scholarships and internships. In 2020 there were 396 participants in the Bank's Non-Degree Accounting Education Program, 172 participants in the Non-degree IT Education Program, and 1,920 participants in the teller and CSO internships managed directly by BCA through the BCA Learning Center. We also offered education facilities aid, scholarship in banking education, financial literacy support, and support 20 schools in Serang, Lampung, Yogyakarta and Banyuwangi.

BCA values Indonesian and regional cultures, and to this end, the Bank continued its collaboration with various institutions to raise cultural awareness amongst Indonesia's youth, holding a number of events, such as Wayang Day and the Wayang Seminar.

In the health field, in 2020, BCA donated to 81 public health centres (puskesmas) in East Java and provided face masks for three provinces—West Java, Central Java and East Java. BCA also encourages employees to participate in blood donor events. In 2020, 443 blood bags were donated over two days.

Sustainable Finance

Also important to BCA is developing its business lines and franchises sustainably, which the Bank is committed to achieving through the implementation of various programs under its Sustainable Finance Action Plan. This action plan acts as a guide to realising the Bank's Sustainable Finance vision, "To be the Bank of choice and a major pillar of the Indonesian economy, that aligns with Indonesia's sustainable development".

The BCA Sustainable Finance Action Plan focuses on three main areas, namely the provision of sustainable financing solutions for micro small-medium enterprise (MSME) customers, the improvement of competencies related to sustainable finance amongst the BCA workforce, and the integration of environmental, social governance with the Bank's day-to-day operations.

In 2020, BCA implemented a variety of initiatives to support sustainable banking, such as webinars. In addition, preparation for Sustainable Finance e-learning has been completed, and in 2021 it is planned as mandatory e-learning for BCA employees.

BCA sustainable financing was recorded at Rp127.0 trillion by year end 2020, comprising 60.8% for Sustainably Financed MSMEs and 39.2% for Sustainably Financed non-MSMEs. This represented a 22.1% of total loans by the end of 2020, with disbursements in a variety of sustainable sectors, including Renewable Energy, Energy Efficiency, and Eco-Friendly Transportation.

To support the Bank's own contribution to energy savings, BCA installed solar panels at Wisma Asia II and main branch (KCU) Gading Serpong building. Other manifestations of the 'green office' concept include office blackouts during lunch breaks, the installation of LED lights with an integrated smart

lighting system using motion sensors at BCA Landmark Pluit building. BCA also monitors efficient use of clean water in office buildings. KCU Bintaro and Wisma BCA Pondok Indah are equipped with water recycling systems, which allows non drinkable water to be used for watering plants and others.

BCA operates a Cash Processing Center (CPC) with an integrated system for managing and ensuring the availability of cash, both at ATM machines and in branch offices. This supports convenience for customers in completing cash transactions. The CPC is supported by various technologies, such as smart conveyor and Robotic Processing Automation (RPA). Beside creating efficient and accurate operation, these sophisticated technologies also promote safety working environment.

In 2020, BCA received several awards, including the following:

- An A+ rating from the Foundation for International Human Rights Reporting Standards (FIHRRST), which means the conformity of the contents of the 2019 BCA Sustainability Report with POJK No.51/POJK.03/2017 is more than 90%.
- 5 (five) awards in the 2020 ESG Award, according to the Investors magazine and Bumi Global Karbon, in the following categories: The LQ45 - ESG issuer's rating; The Best Social Disclosure Ranking for The best Banking Sector Issuers; The Best ESG Disclosure Ranking for The Best Book IV Category; The Best Bank Environment Openness Ranking for The Best Book IV Category; and The Best Social Bank Openness Ranking Category Best IV Book.
- An 'A' rating on the MSCI and ranked 1 out of 10 top constituents on the MSCI Indonesia Index, ranked 2 out of 10 top constituents on the FTSE4Good ASEAN Stars Index. Further, BCA included on the list of companies on the SRI-KEHATI index.
- A customer engagement score of 4.67 on a scale of 5.00 based on the Gallup Customer Engagement Index.

Performance of the Committees under the Board of Directors

There are several committees that support the the Board of Directors in their management of BCA. We wish to express our gratitude to these executive committees, who's commitment and hard work throughout 2020 was invaluable to the Bank's success. The committee conducted meetings regularly to discuss business programs and internal dynamics as well as the Bank's response to macroeconomic conditions and regulations.

Changes to the Board of Directors

In 2020, the annual general meeting of shareholders appointed Mr. Haryanto Tiara Budiman as Director in charge of compliance, replacing Mrs. Inawaty Handojo who has completed her service. The Bank would like to express the highest appreciation and gratitude to Mrs. Inawaty Handojo for the services she has provided during her tenure as Director.

Furthermore, in the same meeting, BCA appointed Mr. Gregory Hendra Lembong as Director, whose main responsibilities will be in the area of information technology. With these changes, BCA continues to oversee gradual management succession to ensure the Bank's business sustainability.

Analysis of Business Prospects and Strategy in 2021

Indonesia's economic prospects in 2021 are expected to still be under the influence of the COVID-19 pandemic, the end of which has not yet been reliably predicted. However, several indicators, such as progress in distribution of vaccines and Government's on schedule vaccination plan, and the effective stimulus funds, suggest national economic recovery is feasible by the second semester of 2021. Ratification of the proposed Omnibus Law is also expected to support a better investment climate.

The transition back to normalcy following the pandemic can present its own risks, such as rising inflation and increased credit risk after the restructuring period ends. Appropriate and relevant policies and a high level of synergy between policy makers, banks and businesses will be essential to a smooth recovery and return to economic stability.

In line with the gradual economic recovery from the pandemic and the uncertainty that it has generated regarding the economic future, BCA has carefully set a moderate target for growth in 2021. Target setting always considers the development of the main macro-economic factors, including the foreseeable low-interest-rate environment, and takes into account the company's internal capacity and capability.

In 2021, BCA will proceed cautiously but remains optimistic about economic recovery. The implementation of various business development plans is also expected to support the company's performance. As such, BCA has set a target for Third Party Deposits and Credit growth between 4.0%- 6.0% YoY.

Realising that the economy will not fully recover next year, the Bank will continue to pay close attention to credit quality by monitoring closely and proactively, especially with regard

to debtors affected by the pandemic. In the coming years, BCA will prioritise initiatives that promote digitalisation, integration and automation with a view to strengthening services offered to the customers, both in regards of effectiveness and efficiency across all lines of business.

Appreciation to All Stakeholders

As ever, the Board of Directors greatly appreciates the customers and all BCA employees for the role they have played in the Bank's success throughout the year. The trust that BCA customers have shown in the BCA has supported the Bank's continuous growth and motivates the consistent efforts to achieve ever higher levels of quality.

The Board of Commissioners offered invaluable support and guided the Bank through the challenges that faced BCA and the whole economy in 2020 and carefully supervised the actions and decisions of management every step of the way to ensure positive outcomes.

Finally, on behalf of the Board of Directors and the management of BCA, I would like to thank all stakeholders, including the Financial Services Authority and Bank Indonesia, for all the support and trust we have received.

Jakarta, February 2021

On behalf of the Board of Directors,



Jahja Setiaatmadja
President Director

BOARD OF COMMISSIONERS' SUPERVISORY REPORT



Djohan Emir Setijoso
President Commissioner



The Board of Commissioners recognizes the Board of Directors' achievements and respectable performance in 2020, and the appropriate and insightful measures taken for BCA to remain stable and steadfast in the face of unpredictable challenges. ”

Dear Valued Shareholders,

2020 was a challenging year for the banking industry, with an economic downturn primarily due to the global COVID-19 pandemic forcing the government to impose restrictions on social and business activities. BCA maintained its role as an important pillar of the Indonesian economy during these unfavorable economic conditions, by continuing to offer banking solutions and support to customers.

The Board of Directors promptly responded to these challenges, leading BCA to a satisfactory performance in 2020.

Overview of Indonesian Economy and Banking

A huge contraction in the global economy in 2020 was triggered by the continuing trade conflict between the United States and China, and especially the impact of the COVID-19 pandemic. The retail, tourism, manufacturing, export-import, and office services sectors were the hardest hit by social and business restrictions during the pandemic.

This pushed many countries to launch stimulus packages and new policies to reduce the burden on their economies. The United States government issued a large stimulus, cut interest rates and purchased assets in the form of US Treasury and asset backed securities. China also rolled out a massive stimulus

to drive economic recovery, leading to increased commodity prices and helping boost export performances in commodity producing countries such as Indonesia.

Indonesia did not escape the pandemic, nor its impact on the economy. The government imposed large-scale social restrictions (PSBB) in the second quarter of 2020 to prevent the spread of COVID-19. During the PSBB period, Indonesia's GDP saw negative growth for the first time in the past two decades at 5.3% in the second quarter, where many businesses urged to close leading to increased unemployment and a decline in public purchasing power, which reflected in a relatively low inflation rate of 1.7% in 2020.

With PSBB negatively impacting so many businesses, the Government switched to a transitional PSBB protocol and set new rules for the "new normal" in all sectors, including health protocols. It also provided a fiscal stimulus through the National Economic Recovery (PEN) fund with a budget ceiling of Rp695.2 trillion, covering micro SME support schemes, village fund transfers, provision of social assistance, corporate financing, interest subsidies, electricity subsidies, and tax incentives, amongst others. The 2020 State Budget was redrafted to accommodate the economic stimulus, including the PEN program.



BOARD OF COMMISSIONERS



Djohan Emir Setijoso
President Commissioner

Cyrellus Harinowo
Independent Commissioner

Tonny Kusnadi
Commissioner

Raden Pardede
Independent Commissioner

Sumantri Slamet
Independent Commissioner

To maintain national financial stability, Bank Indonesia (BI) released a series of macroprudential monetary policies, including cutting the 7-Days Reverse Repo rate by 125 bps to 3.75%, lowering the Rupiah reserve requirement ratio by 250 bps to 3.0%, and the purchase of government bonds. BI lowered its benchmark rate gradually throughout 2020 alongside the global trend of low interest rates. The rupiah exchange rate improved and stabilized at Rp14,105/USD at the end of the year despite lower interest rates, as the trade balance surplus and fairly low inflation helped maintain its stability.

The Financial Services Authority (OJK) responded to the difficult times by rolling out an easing credit restructuring policy through POJK No.11/POJK.03/2020, amended by POJK No.48/POJK.03/2020 valid until March 2022. This encouraged banks to restructure customer loans and allow them to maintain their credit rating as performing loans, helping maintain continuity for banks and debtor businesses.

The appropriate measures taken by government and regulators were able to reduce the economic downturn to -2.1% by the end of 2020, and also gradually restore export trades, which recorded a decrease of 2.6% as December 2020, better than the export's decline of 6.9% in 2019. In addition, for the same period, imports decreased by 17.1%. Banking sector third-party funds posted growth of 11.1%, coming from many parts of the system such as government-related institutions, private companies and individual customers. Healthy liquidity was sustained in the sector, as reflected by an industry LDR of 82.5%. On the other hand, loans recorded a decrease of 2.4% in December 2020, as compared to a solid growth of 6.1% in 2019, due to lower domestic consumption and low absorption of corporate capital expenditure. Banking NPL rose from 2.5% in 2019 to 3.1% in 2020, but this NPL level remained at a manageable level supported by the OJK's credit restructuring relaxation policy. Restructured loans increased significantly in almost all sectors, reaching Rp971.0 trillion (17.8% of total loans) at the end of the year. However, overall asset quality in the sector remained under control. The industry level capital structure also saw a sound CAR ratio of 23.9%.

Through the implementation of appropriate policies and initiatives in line with market dynamics, the Board of Commissioners believes the government and regulators showed a strong commitment to safeguard the resilience of the Indonesian economy and support the banking industry.

Digital disruption in the banking industry, which began some time before the pandemic, was significantly accelerated by social distancing restrictions and related protocols. As the need for banking services from home soared to avoid crowded places, an unprecedented number of customers transitioned from conventional banking to digital transaction solutions.

Board of Directors' Performance

The Board of Commissioners recognizes the Board of Directors' achievements and respectable performance in 2020, and the appropriate and insightful measures taken for BCA to remain stable and steadfast in the face of unpredictable challenges caused by the pandemic and the ensuing economic implications. The Board's execution of suitable strategies and initiatives played an essential role in the Bank's effective response to macroeconomic changes and business dynamics.

Due to prudent risk management practices and good corporate governance, the Bank maintained ample capital and liquidity amid the risk of deteriorating asset quality. Disciplined risk management has always been crucial in mitigating potential credit risk, and BCA upheld its culture of prudent banking through the pandemic. This will remain an essential part of our approach for the foreseeable future.

The Directors closely monitored status and outlook in asset quality in each credit segment. The Bank made a major effort on loan restructuring to support customer survival through the pandemic and for post pandemic recovery. Loan restructuring increased and peaked in the third quarter, before leveling off for the rest of the year. By the end of the year, BCA's restructured loans were Rp97.5 trillion, 16.9% of total loans, but lower than the early estimation of 30% made when the pandemic began to have an impact. The Bank's gross NPL ratio remained at a tolerable level on the back of the credit restructuring relaxation policy. Gross NPL stood at 1.8% at the end of 2020 compared to 1.3% in the previous year. Total loans at risk (LAR), consisting of NPL, loans in the special mention category and restructured loans in the current category, reached Rp108.5 trillion or 18.8% of total loans. The Bank established adequate credit reserves to support its sustainable financial performance, marked by the relatively high LAR coverage in comparison with other banks. We will continue to prioritize lending to quality customers with proven track records.

BCA's current and savings accounts (CASA) constantly grew from 2010 to 2020 at 11.8% CAGR, underpinned by a high level of customer trust in the Bank's robust payment settlement services. CASA grew by 21.0% in 2020 compared to the previous year, and the composition of CASA to total third-party funds reached 77.0%. Solid CASA funds became BCA's competitive advantage in attaining quality credit customers. We also recognize that our commitment to maintaining an excellent transaction banking franchise has resulted in high operating expenses and capital expenditure, although in 2020 these were lower than in previous years as programs and developments experienced delays due to the pandemic.

The Board of Commissioners continues to provide full support to the Board of Directors in directing BCA to success in all business lines, and especially appreciates the Board's accommodation of digital transformation without neglecting the established business model, ensuring new digital developments complement and enrich the Bank's wide range of services.

Business Prospects Outlined by the Board of Directors

The Board of Directors foresees the challenges experienced in 2020 will have implications lasting well into 2021. BCA has prudently set a moderate growth target for 2021, in line with gradual economic recovery, by considering macroeconomic conditions and taking into account internal capacity and capability. The Board of Commissioners believes the Bank will continue to be mindful of credit risk, observe the principle of prudence in all circumstances, and maintain a strong capital structure.

The Board of Directors is pushing for continuous development of digital payment settlement services, which is essential for BCA to maintain a leading position in the market, and sustainably grow despite economic pressure. The Bank has a strong footing to benefit from technological advances and economic recovery. Consistency in the development of digital banking has put BCA in a superior position to provide banking solutions more effectively and efficiently amidst a wide-scale health crisis, with safety a primary concern among customers. The Bank made breakthroughs including online account opening, bolstering online connectivity with merchants, and conducting webinars to retain relationships

with customers while minimizing face-to-face meetings in accordance with health protocols. BCA also continues to strive to meet the specific needs of customers who cannot be served online, by continuing to provide personal services through an extensive branch network.

The fast growing fintech and e-commerce industry is one area to watch in the coming years. Many business players in this sector are in a better position to take advantage of opportunities because they are supported by high adaptability and speed. BCA is of the view this is not a threat, but an opportunity where the Bank has positioned itself as one of the most important partners for fintech and e-commerce platforms to better serve customers, and this collaboration is expected to continuously open new business opportunities for the Bank.

The Board of Commissioners concurs with the Board of Directors on preparations for future challenges and opportunities. BCA continues to act prudently and pay great attention to strengthening and expanding its transaction banking solutions.

Implementation of Good Corporate Governance

BCA implements good corporate governance (GCG) principles and practices at all levels. GCG is realized through transparency, accountability, responsibility, independence and fairness, and conforms to the prevailing regulations. The corporate governance manual is regularly reviewed to ensure it is in line with the latest regulatory updates, and has become increasingly aligned with the ASEAN Corporate Governance Scorecard.

BCA is committed to preserving the trust of stakeholders and sustaining its long-term corporate performance, through the constant implementation of GCG in all activities. In second half of 2020, GCG self-assessments were rated "Very Good," which indicates adequate implementation of GCG principles. In recognition of this, BCA has been classified as an "ASEAN assets class" listed company, based on ASEAN Corporate Governance Scorecard criteria.

Implementation of Sustainable Finance

BCA is committed to implementing sustainable finance programs that promote alignment between economic, social and environmental aspects in line with Indonesia's sustainable development plan.

The Board of Commissioners fully supports the sustainability programs implemented by the Board of Directors as part of the sustainable finance action plan and in line with the Bank's mission statement: "to align corporate activities with the principles of sustainable finance." The ESG program is implemented through a number of initiatives, creating a social and environmental impact, promoting energy saving practices, and embracing diversity and gender equality.

BCA booked sustainable financing of Rp127.0 trillion in 2020, representing 22.1% of total loans. Loans were disbursed in sustainable sectors such as renewable energy, sustainable water and water waste management.

BCA achieved an "A" MSCI ESG Rating and also received awards at the 2020 ESG Awards, granted by the magazine Investors and Bumi Global Karbon, including for the LQ45 - ESG issuer's rating and Best Social Disclosure Ranking for the Best Banking Sector Issuers categories.

Board of Commissioners and Whistleblowing System

The Board of Commissioners has directed and supervised the formulation and implementation of a whistleblowing system.

The whistleblowing policy aims to improve the effectiveness of the system in detecting internal fraudulent activities and violations. A special working unit has been set up for the system's implementation, which is responsible to the President Director and reports directly to the Board of Commissioners.

Socialization is conducted through compulsory e-learning, e-posters and visual advertisements to promote the whistleblowing system to employees as part of anti-fraud awareness. The Bank opened a whistleblowing channel through the company website, where reporting can be made by internal and external parties. The system is expected to detect and provide early warning signs of fraudulent activities and violations, supporting the implementation of good corporate governance.

Performance of Committees Under Board of Commissioners

The Board of Commissioners appreciates the efforts of the committees to improve the effectiveness of the Board of Commissioners in 2020. All committees gave strong performances and upheld high standards of competency and quality.

The Audit Committee is responsible for the implementation of internal control, and in 2020 effectively assisted the Board of Commissioners in overseeing the implementation of internal and external audit functions, and ensuring compliance with applicable laws and regulations in the implementation of corporate governance. The committee held 23 meetings in 2020, met with the Internal Audit Division and external audit for 6 times and 5 times, respectively and reviewed more than 114 internal audit reports.

The Risk Oversight Committee ensures the Bank's risk management system protects BCA against risk. The committee held 9 meetings in 2020, including to review credit portfolios and assess operational risk, cyber security and business continuity plans.

The Remuneration and Nomination Committee carried out its duties in providing recommendations to the Board of Commissioners regarding remuneration policies across the Bank. The committee held 5 meetings in 2020, including those related to remuneration and talent mapping.

The Integrated Governance Committee supports the Board in supervising the implementation of integrated governance throughout BCA and its subsidiaries. The committee held 5 meetings in 2020 and reported to the Board of Commissioners on the implementation of integrated governance.

Supervision and Advice Given to Board of Directors

The Board of Commissioners and Board of Directors work hand-in-hand to ensure the Bank's positive performance and continued growth. The Board of Commissioners supervises the Board of Directors, providing guidance and advice concerning policy and strategy through meetings and memoranda. There were 30 meetings of the Board of Commissioners in 2020, and 14 joint meetings with the Board of Directors. In consideration of social distancing measures, in 2020 these meetings were frequently conducted via video conference and other online channels.

Below is a summary of the input and advice provided by the Board of Commissioners to the Board of Directors from January to December 2020.

Topic	Summary
Business Strategy and Management	• The Board of Commissioners together with the Board of Directors regularly reviews BCA's performance and developments in banking conditions in Indonesia, especially amid the impact of the spread of the COVID-19 pandemic. • The Board of Commissioners provides direction and approval with respect to business developments and the implementation of corporate actions, such as determining dividends, forming business plans & making acquisitions.
Risk Management	• The Board of Commissioners provides directions to review the potential strategic risks faced by the Bank along with their mitigation, particularly the impact of the development of the COVID-19 pandemic. • The Board of Commissioners held discussions and provided directions for conducting studies into developments regarding credit restructuring and certain industries. • The Board of Commissioners held discussions with the Board of Directors regarding the implementation of the National Economic Recovery (PEN) program.
Audit and Compliance	• The Board of Commissioners reviewed internal audit performance and discussed the need for adjustments to internal control items. One such discussion concerned adjustments needed in response to "New Normal" conditions. • The Board of Commissioners provided directions for creating a framework for the restructuring audit process. Discussions covered matters that needed to be audited, risk mitigation and compliance with regulations. • The Board of Commissioners conducted discussions regarding the integrated internal audit process conducted for the subsidiaries.

Changes in Composition of Board of Commissioners

There were no changes to the membership of the Board of Commissioners during 2020. Each member of the Board carries out their supervisory functions and provides advice to the Board of Directors in accordance with their respective competencies and experience. Commissioner profiles can be found in the company profile section of this report on pages 74-78.

Appreciation to All Stakeholders

We recognize that the Bank's achievements are inseparable from the support given by all stakeholders. The Board of Commissioners wishes to express our gratitude to all shareholders, business partners, staff and other stakeholders for their trust and support. We congratulate the Board of Directors for managing a relatively stable business performance and maintaining a steadfast financial position, and we appreciate the subsidiaries' contribution to the overall performance of the BCA group, in the midst of a challenging business environment.

We would like to extend our appreciation to the Financial Services Authority (OJK) and Bank Indonesia for carrying out their supervisory roles and providing support this year, and in the years to come. BCA is committed to making a positive contribution to the Indonesian economy and provide the best possible value for customers, stakeholders and the community.

Jakarta, February 2021

On behalf of the Board of Commissioners,



Djohan Emir Setijoso
President Commissioner



CORPORATE PROFILE





COMPANY GENERAL INFORMATION

As of 31 December 2020

Name

PT Bank Central Asia Tbk



Line of Business

Commercial Bank

Ownership

PT Dwimuria Investama Andalan 54.94%
Public 45.06%

Establishment

10 October 1955

Legal Basis of Incorporation

Notary Deed No. 38 of Raden Mas Soeprapto dated 10 August 1955.
Approved by the Minister of Justice in Decision Letter No. J.A.5/89/19 dated 10 October 1955

Authorized Capital

Rp5,500,000,000,000
(88,000,000,000 shares)



Issued and Fully Paid Up Capital

Rp1,540,938,125,000
(24,655,010,000 shares)

Stock Exchange

Shares of PT Bank Central Asia Tbk are listed and traded at the Indonesia Stock Exchange (IDX)



Listing Date

31 May 2000

Share Code

BBCA

ISIN Code

ID1000109507

SWIFT Code

CENAIDJA

Total Employees

24,603

Change of Name

Effective on 2 September 1975 the name of the Bank was changed to PT Bank Central Asia (BCA)



Headquarter:

Menara BCA, Grand Indonesia
Jl. M.H. Thamrin No. 1
Jakarta 10310, Indonesia
Tel. (62 21) 2358 8000
Fax. (62 21) 2358 8300

Networks:

1,248 branches, 17,623 ATM, and hundreds of thousands EDCs
(Information of branches address can be found in the Branches section on pages 110-112)

Subsidiaries:

- PT BCA Finance
- BCA Finance Limited
- PT Bank BCA Syariah
- PT BCA Sekuritas
- PT Asuransi Umum BCA
- PT BCA Multi Finance
- PT Asuransi Jiwa BCA
- PT Central Capital Ventura
- PT Bank Digital BCA

(Information of subsidiaries address can be found in the Information on Subsidiaries section on pages 100-101)

Company Website:

www.bca.co.id
www.klikbca.com



Call Center:

Halo BCA 1500888

Corporate Secretary & Communication Division

- Public Relations
 - Investor Relations
- Menara BCA, 20th Floor
Grand Indonesia
Jl. M.H. Thamrin No. 1
Jakarta 10310, Indonesia
Tel. (62 21) 2358 8000
Fax. (62 21) 2358 8300
E-mail: humas@bca.co.id
investor_relations@bca.co.id

LINE OF BUSINESS

In 2020, BCA carried out banking business and activities with consideration to the Bank's Articles of Association. Based on Article 3 of its Articles of Association, BCA as a Commercial Bank may engage the following business activities:

- a. To collect funds from the public in the form of deposits comprising of clearing account (giro), time deposit, deposit certificate (sertifikat deposito), savings account an/or any other form equivalent thereto;
- b. To provide credit facilities;
- c. To issue debt acknowledgment letters;
- d. To purchase, sell or guarantee, whether at its own risk or for the benefits of and at the request of its customers, the following:
 - i. Drafts, including drafts accepted by bank with a validity period not to exceed that in the normal practice for trading of such instruments;
 - ii. Debt acknowledgment letters and other commercial papers, with a validity period no to exceed that in the normal practice for trading such papers;
 - iii. State treasury notes and government guarantees;
 - iv. Certificates of Bank Indonesia (SBI)
 - v. Bonds;
 - vi. Commercial papers with a validity period in accordance with the prevailing laws and regulations;
 - vii. Other commercial papers with a validity period in accordance with the prevailing laws and regulations.
- e. To transfer funds, either for its own benefit or for the benefits of its customers;
- f. To place fund at, to borrow funds from, or to lend funds to other banks, whether by letters, telecommunication facilities, or bearer drafts, cheques or other media;
- g. To receive payments of receivables from commercial papers and make calculations with or among this parties;
- h. To provide safe deposit box for goods or valuable papers;
- i. To engage in custody activities for the benefit of any other party under a contract;
- j. To conduct a placement of fund from one customer to another customer in the form of commercial papers that are not registered on the stock exchange;
- k. To conduct factoring (anjak piutang), credit card and trusteeship services;
- l. To provide financing and/or conduct business activities under Sharia Law, through either the establishment of a subsidiary or formation of Sharia Business Unit in accordance with the rules and regulations stipulated by Bank Indonesia, or Indonesian Financial Services Authority or other authorized institutions;
- m. To carry out business activities in foreign currencies in accordance with the rules and regulations determined by Bank Indonesia, or Indonesian Financial Services Authority or other authorized institutions;
- n. To conduct capital participation in banks or other financial companies, such as leasing companies, venture capital companies, securities companies, insurance companies, and a clearance, settlement and depository institutions, subject to rules and regulations stipulated by Bank Indonesia, or Indonesia's Financial Services Authority or other authorized institutions;
- o. To conduct temporary capital participation for the purpose of dealing with credit failure, provided that such participation must be later withdrawn, subject to the regulations stipulated by Bank Indonesia, or Indonesia's Financial Services Authority or other authorized institutions;
- p. To act as a founder (pendiri) or managing executive (pengurus) of pension funds in accordance with the existing regulations on pension funds; and
- q. To conduct other activities generally conducted by banks to the extent permitted by the prevailing laws and regulations, including among others, any measures pertaining to restructuring or credit rescue, such as buying collateral, whether partially or wholly, at an auction or by other means, in the event that a debtor fails to fulfill its obligations to the bank, provided that such collateral must be cashed immediately.

LINE OF BUSINESS - continued

The line of business that BCA operates so far has strengthened BCA's position in the national banking industry. However, the entire industry, including banking and BCA, is now standing in the midst of an increasingly rapid digital revolution. BCA realizes that the dominance of digital technology offers convenience, comfort, and speed for people around the world. BCA continues to develop to keep up with ongoing trends in line with the changes in digital technology, consumer behavior and the business environment.

Various initiatives were implemented to create new opportunities amidst change, to secure future growth of the company and to provide added value for BCA stakeholders.

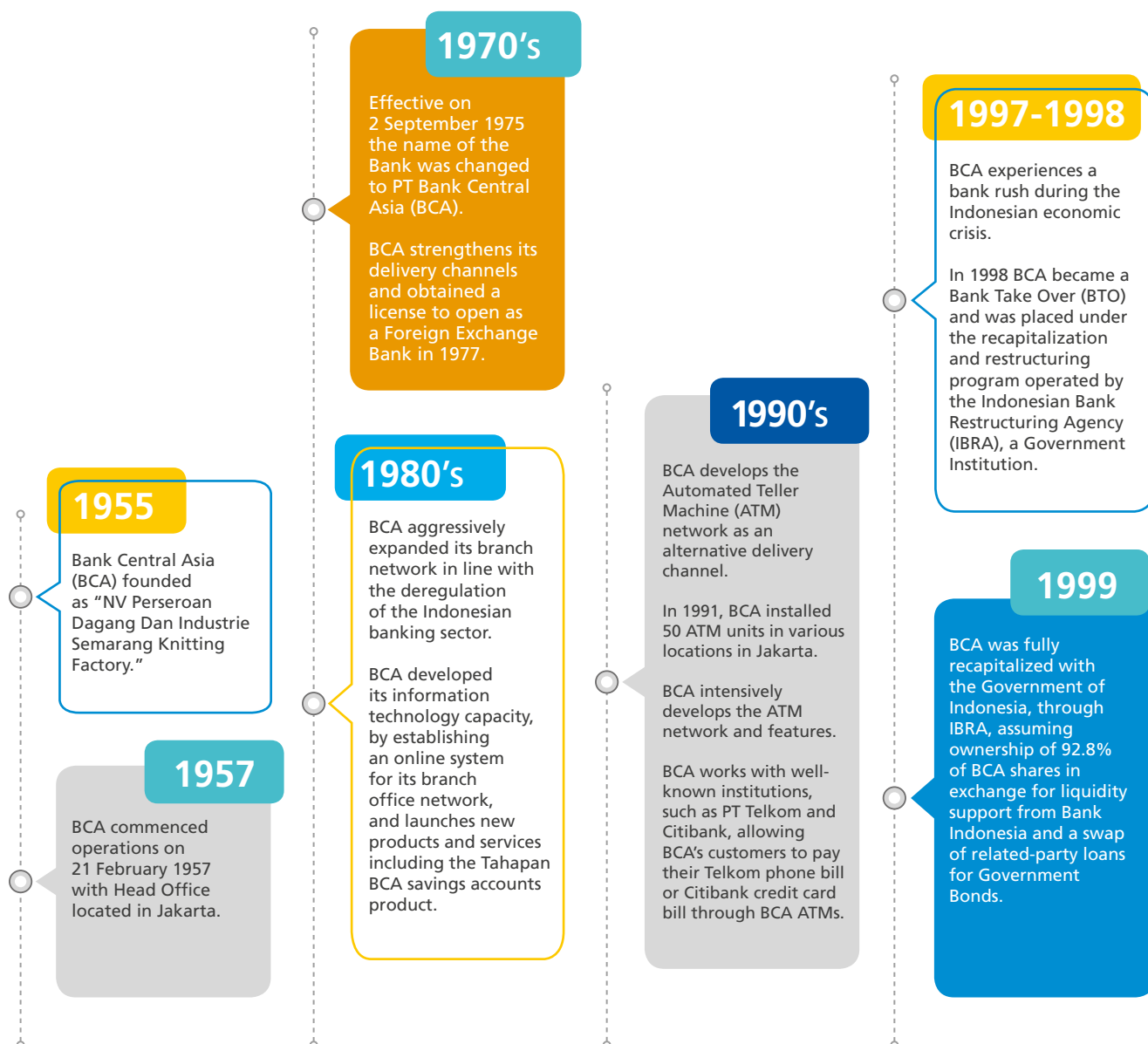
INNOVATION FOR THE CONVENIENCE & SIMPLICITY OF CUSTOMERS' TRANSACTION

1. OneKlik	OneKlik is a feature on BCA internet banking (KlikBCA) that simplifies the online shopping payment process to be faster and easier, with the source of funds coming from a BCA account. Aside from other payments, OneKlik is widely used to top up electronic money on various digital applications. This is an alternative for Virtual Accounts.
2. BCA KlikPay	BCA KlikPay is a feature on BCA internet banking (KlikBCA) as a practical and reliable way to pay for online shopping, for customers who have KlikBCA or BCA Card facilities.
3. QR Code	QR Code is a feature on BCA mobile and Sakuku that customers can use to pay for shopping transactions at merchants with QRIS payments.
4. Online Account Opening	Online Account Opening is a feature on BCA mobile that makes it easy for customers to open an account anytime and anywhere.
5. Lifestyle	Lifestyle is a feature on BCA mobile that allows customers to buy airplane & train tickets, voucher game and make hotel reservations.
6. BagiBagi	BagiBagi is a feature on the BCA mobile to share money with family/relatives/friends who have the Sakuku application, during holidays or as a token of appreciation. The amount of money distributed can be equally or randomly distributed.
7. Cardless Cash Withdrawal / Deposit	Cardless Cash Withdrawal/Deposit is a feature on BCA mobile and/or Sakuku that allows users to withdraw/deposit cash without an ATM card.
8. Debit Online Mastercard	This new features provides customers with two benefits at the same time, namely easy and various transaction control.
9. Virtual Assistant Chat Banking (VIRA)	VIRA is an application that is able to provide interactive and real time information, both financial and non-financial, using Chatbot technology developed through machine learning.
10. Welma	Welma is an investment management and protection application that makes it easier for customers to transact mutual funds, bonds and insurance.
11. Sakuku	Sakuku is an electronic money application that can be used for shopping payments, topping up credit/ data packages, buying game vouchers, and other banking transactions.
12. eBranch BCA	eBranch BCA is an application that makes transactions easy for prospective and/or BCA customers, with its main feature is e-forms for opening accounts, reservations, and others.

INNOVATION FOR SUCCEEDING CUSTOMERS' BUSINESS

1. Application Programming Interface (API)	API is a technology that connects the system from the company partner directly with the BCA banking system, as a payment and collection solution, for Business to Business (B2B) and Business to Customer (B2C). With this technology, the potential for online business growth in the BCA payment ecosystem can be further optimized.
2. Virtual Account BCA	The BCA Virtual Account is a special account provided to customers of cooperation companies as a means of paying bills, making it easier for cooperative companies to identify the funds they receive.
3. BCA Cash Management Services	BCA Cash Management Services provide the right solution for corporate cash flow management that is integrated with the business community. In addition, BCA Cash Management will expand collaborative digital strategic partnerships to create a seamless ecosystem that will increase customer convenience and simplicity in transacting various company activities such as managing financial flows; support business decision making; and optimizing company profits can be done easily, quickly and precisely. BCA Cash Management features include: 1. Payable Management: • Payroll • Auto Credit • Cash Delivery • Bill Payment • Tax Payment • Outward Remittance • BCA Visa Corporate • Fleet Facility 2. Receivable Management: • Autodebet • Autocollection • BCA Virtual Account • Cash Pick Up • Inward Remittance • Payment Gateway • Business to Business (B2B) • Business to Consumer (B2C) 3. Liquidity Management: • Account Sweeping • Automatic Transfer System • Opening a Corporate Current Account 4. Host to Host

MILESTONES



Corporate actions highlights in 2000-2005

2000

IBRA divested 22.5% of its BCA shares through an Initial Public Offering, reducing its ownership of BCA to 70.3%.

2001

In a Secondary Public Offering, 10% of BCA's total shares were made available to the market. IBRA's ownership of BCA decreased to 60.3%.

2002

FarIndo Investment (Mauritius) Limited acquired 51% of BCA's shares through a strategic private placement.

2004

IBRA divested a further 1.4% of its BCA shares to domestic investors through a private placement.

2005

The Government of Indonesia through PT Perusahaan Pengelola Aset (PPA), divested the remaining 5.02% of its BCA shares and no longer has share ownership in BCA.

Note: There has been dilution effect to existing shareholders as new shares were issued in accordance with the Management Stock Option Plan, in which stock options were executable in the period from November 2001 to November 2006

Business development in 2000-2005

BCA strengthens and develops its products and services, especially in electronic banking, by launching Debit BCA, Tunai BCA, KlikBCA internet banking, m-BCA mobile banking, EDCBIZZ, etc.

BCA establishes a Disaster Recovery Center in Singapore.

BCA develops expertise in lending, including expansion into vehicle financing through its subsidiary, BCA Finance.

2010-2013

2007

BCA became a pioneer in introducing fixed-rate mortgage products. BCA launches its stored-value card, Flazz Card, and introduced Weekend Banking to maintain its transaction banking leadership.

2008-2009

BCA proactively manages its lending and liquidity position in the face of unprecedented global turbulence while continuing to strengthen the core transaction banking franchise.

BCA completes the setting up of a mirroring IT system to strengthen business continuity and reduce operational risk.

BCA introduces Solitaire, a new banking service for high net-worth individual customers.

BCA entered new lines of business including Sharia banking, motorcycle financing, general insurance and the capital markets business. In 2013, BCA increased its effective ownership from 25% to 100% in its general insurance arm PT Asuransi Umum BCA (formerly PT Central Sejahtera Insurance and also known as BCA Insurance).

BCA strengthened its transaction banking through further development of innovative products and services, notably with mobile banking applications in the latest smartphones, with payment settlement services through e-commerce, and through a new concept of Electronic Banking Center which equips ATM Centers with additional technology-backed features.

Enhancing the reliability of its banking services, BCA completes a new Disaster Recovery Center (DRC) facility in Surabaya which functions as a disaster recovery backup data center, integrated with the current two mirroring data centers. The new DRC replaced the previous DRC in Singapore.

2014-2016

BCA developed MyBCA, a self-service digital banking outlet; expanded cash recycling machine-based ATM networks; and launched the Sakuku app-based electronic wallet.

The Bank's cash management services for institutional customers were enriched on internet banking platforms, the KlikBCA integrated business solution. This service provides features to meet the needs of business customers.

In January 2014, BCA purchased shares in PT Central Santosa Finance (CS Finance), a two-wheeler financing company, increasing the Bank's effective ownership from 25% to 70%. BCA also obtained permission to provide life insurance services through PT Asuransi Jiwa BCA (BCA Life).

In its role as a major gateway and perception bank, BCA participated in the successful implementation of the government's tax amnesty program from July 2016 to March 2017.

2017-2018

BCA completed a 100% share acquisition (directly and indirectly) of PT Bank Royal Indonesia in October 2019. Post-acquisition, Bank Royal's business model will transform into a digital-based bank, complementing BCA's established digital channels.

In December 2019, BCA entered into a conditional sale and purchase agreement (CSPA) to acquire a 100% equity stake in PT Bank Rabobank International Indonesia subject to regulatory and shareholders approvals.

BCA injected additional capital into BCA Syariah and CCV to support the business growth of the two subsidiaries.

BCA launched a series of innovative services throughout 2019 including BCA Keyboard (a finger-tip access to banking services on various online chat platforms); online account opening through BCA mobile; Welma (a mobile application for wealth management services).

The Bank is establishing a future branch model leveraging a range of technologies. The new model will enrich the customer experience and improve the operational efficiency of the branches.

2019-2020

BCA acquired a 100% effective ownership of Bank Royal, renaming Bank Royal to Bank Digital BCA.

The Bank completed a 100% share acquisition (directly and indirectly) of PT Bank Interim Indonesia (Ex.PT Bank Rabobank International Indonesia), and not long after, merged Rabobank with BCA Syariah.

BCA adapted various work processes in response to

COVID-19, introducing split operations, work from home and physical distancing in workspaces all to prevent the spread of the virus and maintain sustainability.

BCA strengthened its digital platforms and electronic channels, launching a number of digital products and services, such as QR Code, Welma, Flazz 2.0, API BCA, online account opening through BCA mobile, Lifestyle features of BCA mobile.

Subsidiaries also developed various digital initiatives such as virtual showroom and mobile platform apps to support interaction and provide products information for customers.

The Bank continued the implementation of the Future Branch business model and a new enhanced service model with a view to better serving the changing needs of customers.

EVENT HIGHLIGHTS 2020

24 January

BCA launches the unique "BagiBagi" feature on BCA mobile
BCA presents its latest technological innovation, the BagiBagi feature, which can be found on BCA mobile and Sakuku as of 25 January, 2020. This feature allows customers to transfer funds to family instantly at the same time.



Khairizal Anwar, Rakyat Merdeka
BCA Photographer Competition



30 January

"Buat Apa Susah" is listed as the most favorite Youtube Advertisement in 2019
Google released the YouTube Ad Leaderboard for the second half of 2019, containing the best of its "skippable" ads. All of the ads on this list can be skipped in the first 5 seconds, but the audience decided to watch them until the end because they found the brand and/or story interesting. The BCA ad "Buat Apa Susah (Why Make it Difficult)" is one of ten branded content and advertisements that recorded high. BCA featured on the most-viewed YouTube ad leaderboard, reaching more than 13 million viewers.



9 February

9 Young Talents Win BCA Young HackR 2020
BCA collaborated with Kalibrr to organize the BCA Young HackR, an adaptation of the hackathon concept for developers, designers, business analysts, IT enthusiasts, and other young Indonesians, promoting innovative and creative solutions in the field of technology that can improve the performance of BCA's Human Resource Department.

21 February

BCA holds BCA Expoversary 2020
The BCA Expoversary 2020 was held as a one stop shopping services to commemorate BCA's 63rd Anniversary. During this event, customers and the public enjoyed special promos for the purchase of vehicles, property, travel, fashion, gadgets, to contemporary food and drinks at the same time.



20 February

BCA recorded a solid performance throughout 2019 in the face of a slowing business landscape

PT Bank Central Asia Tbk (IDX: BBCA) and its subsidiaries posted a solid performance in 2019 with net profit after tax growing 10.5% to Rp28.6 trillion. BCA's business performance remains solid amidst moderate domestic consumption and continuing global uncertainty. BCA maintained its business excellence in transaction banking and lending, with growth in current accounts and savings funds (CASA) of 9.9%, reaching Rp532.0 trillion and growth in total loans of 9.5% to Rp603.7 trillion.

28 February

Realizing Millennial Tourism, BCA Launches the PeramunHill Application, a Virtual Guide to Bukit Peramun, Belitung

For its 63rd birthday, PT Bank Central Asia Tbk (BCA) unveiled yet another surprise to the wider community, especially for travelers with a wanderlust for unique and Instagrammable tourist attractions. BCA & Peramun Hill Management launched the Peramun Hill application, which can be used to enhance visits to the various beauty spots of Bukit Peramun, Belitung.





Ruht Semiono, Suara Pembaruan
BCA Photographer Competition

27 March

BCA raises transfer limit for KlikBCA Individu users to Rp 250 million per day to support #BankingFromHome

BCA increased the daily transfer limit for KlikBCA Individu from Rp100 million per day to Rp250 million per day per User-ID for transfers between BCA accounts and to other domestic bank accounts. This policy was valid from 27 March 2020 to 31 July 2020.

02 April

BCA donates ventilators to RSPAD Gatot Soebroto

The Bank's commitment to help supporting actions in handling COVID-19 was realised by channeling Bakti BCA Donations to various related parties. Based on the high demand for ventilators and information received from hospitals, BCA made a donation to the Gatot Soebroto Central Army Hospital (RSPAD) in the form of 4 ventilators worth more than Rp2.7 billion.



20 March

BCA supports Work From Home, offers easy and convenient transactions without leaving home

BCA Always by Your Side with full commitment to support Indonesia in facing national health challenges. Supporting the government's recommendation to stay at home, BCA served customer banking transactions through BCA mobile banking and internet banking. BCA also enforced working from home for its employees.

09 April

BCA holds Annual General Meeting of Shareholders

BCA held its Annual General Meeting of Shareholders ("AGMS") at Menara BCA Grand Indonesia, Jl. MH Thamrin No. 1, Jakarta. During the AGM, BCA followed Health Protocols established by the World Health Organisation (WHO) and government directives, including taking body temperature measurements, wearing masks, and preparing hand sanitisers for shareholders entering the Menara BCA building and adjusting seating spacing according to recommended physical distancing protocol.



12 April

BCA & Bakti BCA donations show solidarity in support of the fight against COVID-19

After donating to a number of referral hospitals / health facilities, the government and various other independent organizations with a total donation value of more than Rp13 billion, BCA employees and BCA Bakti followed up in empathy for and solidarity with people affected by the economic impact of the pandemic by initiating an internal fundraising program, which collected donations from April to May and amounting to Rp1 billion.



27 May

BCA achieves a solid financial position in the first quarter of 2020

PT Bank Central Asia Tbk (IDX: BBCA) and its subsidiaries were able to record solid performance during the first quarter of 2020 amidst the pandemic and ensuing economic challenges, reporting a consolidated net profit of Rp6.6 trillion, an 8.6% increase over the same period in 2019. BCA recorded a high operating income growth of 17.3% YoY to Rp19.6 trillion, supported by solid credit growth and strong CASA performance. A strong financial position provides a strong foundation for the Bank to face the uncertainty arising from the COVID-19 pandemic.



EVENT HIGHLIGHTS 2020 - continued

05 June

BCA donates to the Association of Indonesian Hospitals in solidarity against COVID-19
Several BCA subsidiaries—BCA Finance, BCA Multifinance, BCA Syariah, BCA Sekuritas, BCA Insurance, BCA Life and of course BCA—collaborated in the fight against COVID-19

by making donations to the Association of Indonesian Hospitals (PERSI). The donation was in the form of more than 920 thousand surgical masks and 41 thousand rapid test kits, worth more than Rp. 7.2 billion.



06 July

BCA secures its position as Indonesia's Most Valuable Brand
BCA again featured in the Top 100 Most Valuable Global Brands according to BrandZ. This achievement was due to the BCA brand value, which managed to grow from USD13.437 billion in 2019 to USD14.917 billion in 2020, an increase of about eleven percent. With this brand value, BCA ranked 90th in the BrandZ Global Top 100, up nine places from last year's position. BCA was also included in the Top 10 BrandZ Regional Banks, along with banks from China, the United States, India and Canada.



10 July

BCA achieves record sales of ORI017 Bonds through the Welma app
BCA supported the government's efforts to restore the national economy by becoming a distribution partner for the Retail Government Bond Series ORI017. Purchasing ORI017 online, either through KlikBCA or the wealth management (Welma) application from BCA, gave an impressive result of Rp4.5 trillion.



27 July

BCA navigates the challenges of the pandemic to record a strong performance in the first semester of 2020.

BCA and its subsidiaries reported a fairly solid financial performance for the first semester of 2020 in spite of the COVID-19 pandemic. Profit before fees and taxes grew positively, supported by lower cost of funds (CoF) and slower growth in operating expenses. A solid profit before provision and tax offset an increase in provision costs to anticipate a potential decline in credit quality. Net profit in the first half of 2020 was recorded at Rp 12.2 trillion, compared to Rp 12.9 trillion in the same period the previous year.



30 July

EGMS approves the acquisition of PT Bank Rabobank International Indonesia
BCA held an Extraordinary General Meeting of Shareholders (EGMS), which approved the proposed acquisition of shares of PT Bank Rabobank International Indonesia (Rabobank).

BCA and its subsidiary PT BCA Finance plan to purchase 3,719,069 shares and 1 share respectively from Rabobank shareholders representing 100% of the total shares issued and paid to Rabobank.



09 August

BCA donates 100,000 face masks to three provinces in Indonesia in support of the Wear-a-Mask Movement

BCA as an institution cannot be separated from its community and supports the efforts of the World Health Organisation (WHO) and the Indonesian government in slowing the

spread of COVID-19 in Indonesia. This support was manifested by BCA through the Bakti BCA CSR program by supporting the Wear-a-Mask Movement (GPM), which donated 100,000 masks to the people of West Java, Central Java and East Java.



11 August

BCA launches the Debit Online feature on the BCA mobile app

In the midst of the COVID-19 pandemic, online shopping trends showed a dramatic increase. This has encouraged BCA to become part of the road map for the national payment system to support convenience in online transactions. BCA supported the program with the launch of a new feature, Debit Online, on the BCA mobile application. This new feature provides customers with two benefits at once, namely easy and unlimited transaction control.



22 August

BCA supports the disbursement of working capital to Kurtalangu Tourist Village, Denpasar

BCA, as part of the National financial system, is committed to contribute to sustainability of MSMEs in Indonesia. One such contribution is the Bank's support for the KUR event at Kurtalangu Tourism Village Denpasar.



02 September

BCA donates Rp 1 billion to Puskesmas in East Java

In support of Indonesia's handling of COVID-19, Bakti BCA donated Rp 1 billion in collaboration with BenihBaik.com.



09 September

KPR BCA ONLINEXPO facilitates customers in "purchasing homes from home".

BCA is again bringing innovation to customers through the KPR BCA ONLINEXPO event which was held for the first time in the midst of the Coronavirus pandemic. KPR BCA ONLINEXPO brings together customers and the general public with more than 200 housing developments and apartments, as well as property agents online.



24 September

BCA Acquires Bank Interim

BCA completed the acquisition of PT Bank Interim Indonesia (formerly PT Bank Rabobank International Indonesia) from Coöperatieve Rabobank U.A. The transfer of Interim Bank shares was carried out on 25 September, 2020 after the approval of capital participation, acquisition and a fit and proper test was obtained from the Financial Services Authority of the Republic of Indonesia.

EVENT HIGHLIGHTS 2020 - continued

02 October

BCA Wins Indonesia's HR Asia Best Companies to Work for in Asia 2020 Award

As well as our commitment to provide service excellence to customers and add value to the Indonesian people, BCA strives to create a positive work environment for BCA employees. In recognition of these efforts, BCA was awarded Indonesia's HR Asia Best Companies to Work for in Asia 2020.



06 October

BCA Hosts Virtual Indonesia Knowledge Forum (IKF) IX 2020

PT Bank Central Asia Tbk (BCA) continues to provide the best solutions and services for customers and Indonesian citizens, despite the many challenges and uncertainty presented in 2020. One manifestation of these efforts is the Massive Knowledge Festival, held virtually under the name Indonesia Knowledge Forum (IKF) IX 2020 with the theme "Business Revamp: Overcoming Uncertainty through Knowledge".



26 October

PT Bank Central Asia Tbk Achieves Solid Liquidity Through January–September 2020 Amid Various Economic Challenges

PT Bank Central Asia Tbk (IDX: BBCA) and its subsidiaries reported a net profit of Rp20.0 trillion for the first nine months of 2020, a decrease of 4.2% compared to Rp20.9 trillion in the previous year owing to increased provision costs. Amid the pandemic and several other of economic challenges, BCA recorded positive growth in profit before fees and taxes (PPOP) supported by growth in current and savings accounts (CASA), decreased cost of funds (CoF) and decreased operating costs. PPOP increased 13.5% YoY to Rp33.8 trillion.



17 November

BCA Disburses Rp30 Billion Loans to MSME with Akseleran

COVID-19 encouraged MSME businesses to devise new strategies, in order to increase business potential under the circumstances of the pandemic. As a form of support for MSMEs, BCA cooperated with peer-to-peer lending (P2P) fintech company, PT Akseleran Financial Inclusive Indonesia or Akseleran.



17 November

BCA Receives Five Awards at the Environmental, Social & Governance (ESG) Awards 2020

At the 2020 ESG Award by Investor Magazine, BCA brought home five awards for the LQ 45 - ESG Issuer category, the Best Social Disclosure (S) for the Best Issuer in the Banking Sector, the Best ESG Bank Openness for Book IV Category, Best Environmental Disclosure (E) Bank for Book IV Category and Best Social Disclosure (S) Bank for Book IV Category. The assessment in the 2020 ESG Award event refers to the disclosure of the 2019 Sustainability Report and Annual Report as well as 33 factors from capital markets around the world.



20 November

Promoting MSMEs in Indonesia, BCA launches the "Bangga Lokal" (Proud Local) Program

PT Bank Central Asia Tbk (BCA) observes that Micro, Small and Medium Enterprises (MSMEs) contribute substantial support to the Indonesian economy. As part of the National financial system, BCA is committed to support the development of MSMEs in Indonesia. As such, BCA embraced MSMEs through the Bangga Lokal Program. Bangga Lokal Program targets MSME activists engaged in several industries, especially creative industries such as food and beverage, fashion, and hobbies.



14 December

Committed to Sustainable Governance, BCA Return to SRI-KEHATI Index

PT Bank Central Asia Tbk (BCA) is consistently committed to the sustainable management of environmental, social and governance aspects of the business. This was recognized by the reselection of BCA in the SRI-KEHATI Index Companies List for the period of December 2020 to May 2021.



17 December

BCA Receives Appreciation from Indonesian Government as Best Retailer of SBSN

At the end of 2020, BCA received two awards from the Ministry of Finance of the Republic of Indonesia, namely the Distribution Partner with the Best Performance in 2019 and the Distribution Partner for the Retail of SBSN with the Best Performance in 2020.



29 December

BCA Launches "Lifestyle" Feature for BCA mobile Customers

Welcoming New Year festivities, PT Bank Central Asia Tbk (BCA) released the newest feature on BCA mobile, Lifestyle. This feature allows customers to browse, order, and purchase airplane tickets, train tickets, hotel bookings, and various gaming vouchers. BCA continues to expand the BCA mobile functions to realize customer needs through the ongoing digitalization trend.



CORPORATE CULTURE

VISION

To be the bank
of choice and a
major pillar of the
Indonesian economy

MISSION

To build centers of excellence in
payment settlements
and financial solutions for businesses
and individuals

To understand diverse customer
needs and provide the right financial
services to optimize customer
satisfaction

To enhance our corporate franchise
and stakeholders value

CORE VALUES



**Customer
Focus**



Integrity



**Continuous
Pursuit of
Excellence**



**Team
work**



The vision and mission statements have been approved by the Board of Directors and the Board of Commissioners of PT Bank Central Asia Tbk through Decree No. 022/SK/DIR/2006 dated 23 February 2006, concerning Vision and Mission of PT Bank Central Asia Tbk. Meanwhile, the core values were approved through Decree No. 079/SK/DIR/2015 dated 18 June 2015, concerning core values of PT Bank Central Asia Tbk.

More detailed information of corporate culture can be found in the Corporate Governance section on page 494.

PRODUCTS AND SERVICES

As of 31 December 2020

Products and Services	Description	Products and Services	Description
 Deposits Accounts	Tahapan	 Cash Management Services	Payable Management / Disbursement
	Tahapan Xpresi		Receivable Management / Collection (including B2B & B2C)
	Tahapan Gold		Account & Liquidity Management
	Tahapan Berjangka		BCA Card
	Tahapan Berjangka SiMuda		BCA Mastercard
	Tapres		BCA Visa
	Simpanan Pelajar		BCA Amex
	TabunganKu		BCA JCB
	Laku		Regular Premium Unit Link
	BCA Dollar		Maxi Infinite Link Assurance
 Transaction Banking Services	Deposito Berjangka	 Credit Cards	Maxi Protection
	Giro		Single Premium Unit Link
	Safe Deposit Box		Provisa Signature Assurance
	Transfer		Health Protection
	Remittance		Hospital 100% Refundable
	Collection dan Kliring		Bima Proteksi Kesehatanku
	Bank Notes		Optima Cancer Protection
	Travellers' Cheque		Optima Medical Care
	Virtual Account		Proteksi Penyakit Kritis Maksima (PRIMA)
	Sub Account		BCA Life Perlindungan Kritis Optima (PELITA)
 Electronic Banking	Payment	 Bancassurance Products	Life Protection
	Auto Debit		BCA Life Heritage Protection
	Payroll Services		b-Save Accident Protection
	Cash Pick Up		BCA Life Proteksi Jiwa Optima
	Jasa Kustodian		Optima Accident Protection
	Business Debit Card (BDC)		Education
	Payment Gateway		Proteksi Edukasi Maksima (EduPlan)
	STAR Teller		Retirement
	eBranch		BCA Life Purna Medis Optima (PURNAMA)
	eService		Proteksi Retirement Maksima (RetirePlan)
 Electronic Banking	State Revenue Module Generation 3 (MPN G3)	 Mutual Fund Investment Products	Corporate Solutions
	e-Billing (local tax payment: PPN, PPh, and others)		Program Pensiun DPLK
	ATM BCA (multifunction, non cash and cash recycling machine)		Health Corporate Insurance
	EDC BCA		Life Corporate Insurance
	Debit BCA		Asuransi Umum
	Tunai BCA		Asuransi Kebakaran
	Flazz		Asuransi Property All Risks (PAR)
	BCA mobile		Asuransi Kendaraan Bermotor
	m-BCA		Travel Insurance
	Internet Banking		Reksa Dana Pasar Uang
 Electronic Banking	KlikBCA Individu		Bahana Dana Likuid *
	KlikBCA Bisnis		Batavia Dana Kas Maxima
	KlikBCA Bisnis Integrated Solution - with a more comprehensive features than KlikBCA Bisnis, for example, to accommodate supply chain services		Danareksa Gebyar Dana Likuid
	API BCA		FWD Asset Money Market Fund **
	OneKlik		Schroder Dana Likuid
	Welma		Reksa Dana Terproteksi
	VIRA		Batavia Proteksi Gebyar V ***
	Sakuku		Batavia Proteksi Gebyar VI ****
	Duit		Batavia Proteksi Gebyar 7
	BCA KlikPay		Batavia Proteksi Gebyar 8
 Electronic Banking	WhatsApp Bank BCA		Batavia Proteksi Gebyar 9
	SMS BCA		Batavia Proteksi Gebyar 10
	SMS Top Up		Batavia Proteksi Gebyar 11
	BCA by Phone		Batavia Proteksi Gebyar 12
	Info SMS/Email		Danareksa Proteksi Gebyar 1
	Video Banking		Danareksa Proteksi Gebyar 2
	CS Digital		Reksa Dana Pendapatan Tetap IDR
	Call Center (Halo BCA)		Bahana Pendapatan Tetap Makara Prima
	Host to Host (H2H) ERP Integration		Batavia Dana Obligasi Ultima
			BNP Paribas Prima II
			Danareksa Gebyar Indonesia II

Products and Services	Description	Products and Services	Description
 Mutual Fund Investment Products (continued)	Eastspring Investments Yield Discovery	 Credit Facilities	Mortgage
	Nikko Gebyar Indonesia Dua		Vehicle Loan
	Panin Gebyar Indonesia II		Syndication Loan
	Schroder Dana Mantap Plus II		Working Capital Loan
	Schroder Prestasi Gebyar Indonesia II		Pre-Export Financing
	Reksa Dana Pendapatan Tetap USD		Trust Receipt
	BNP Paribas Prima USD		Investment Loan
	Schroder USD Bond Fund		Distributor Financing
	Reksa Dana Campuran		Supplier Financing
	BNP Paribas Spektra *		Dealer Financing
	Schroder Dana Kombinasi	 Standby LC / Bank Guarantees	Franchise Financing
	Schroder Dana Terpadu II		Showroom Financing
	Schroder Dynamic Balance Fund		Investment Financing
	Schroder Syariah Balanced Fund		Business Personal Loan
	Reksa Dana Saham IDR		Kredit Usaha Rakyat
	Ashmore Dana Ekuitas Nusantara		Personal Loan
	Ashmore Dana Progresif Nusantara		Pinjaman Berjangka Money Market (PBMM)
	Batavia Dana Saham		Advance Payment Guarantee
	Batavia Dana Saham Optimal		Bid Guarantee
	BNP Paribas Ekuitas		Counter Guarantee
 Treasury Investment Products	BNP Paribas Pesona	 Export Import Facilities (Trade Finance)	Custom Guarantee (P4BM)
	BNP Paribas Pesona Syariah		Direct Pay Guarantee
	Danareksa Mawar Konsumer 10		Financial Guarantee
	Eastspring Investments Value Discovery		Maintenance Guarantee
	FWD Asset Sectoral Equity Fund **		Payment Guarantee
	Schroder 90 Plus Equity Fund		Performance Guarantee
	Schroder Dana Istimewa		Inward Documentary Collection
	Schroder Dana Prestasi		LC Issuance
	Schroder Dana Prestasi Plus		Trust Receipt
	Reksa Dana Saham USD		LC Forfaiting
	BNP Paribas Cakra Syariah USD	 Local LC	LC Confirmation
	Schroder Global Sharia Equity Fund USD		LC Discounting
	Money Market		LC Negotiation
	Instrumen Bank Indonesia		Letter of Guarantee
	DBMM (Deposito Berjangka Money Market)		Outward Documentary Collection
	Fixed Income		Pre Export Financing (Export Loan)
	Government Securities (SBN)		SKBDN Issuance
	Conventional Government Securities (SUN):		Trust Receipt
	Retail		SKBDN Forfaiting
	Indonesian Retail Bond (ORI)		Letter of Guarantee
	SBR (Saving Bond Retail)	 Foreign Exchange Facilities	SKBDN Discounting
	Non Retail		Cash Transaction
	Fixed Rate Series		FX TOD
	SPN (Surat Pembendaharaan Negara)		FX TOM
	Global Bonds		FX SPOT
	Government Sharia Securities (SBSN) or Sukuk Negara		Bank Notes
	Ritel		Derivatives/ Hedging/ Structured Products
	SR (Retail Sukuk)		FX FORWARD
	ST (Saving Sukuk)		FX SWAP
	Non Ritel		DNDF (Domestic Non Deliverable Forward)
	PBS (Project Based Sukuk)		CCS (Cross Currency Swap)
	SPNS (Surat Pembendaharaan Negara Syariah)		IRS (Interest Rate Swap)
	Global Bonds		OIS (Overnight Index Swap)
			CSO (Call Spread Option)

Note:

*) Not Available for purchase transactions and incoming transfers, but BCA still serves sales transactions and outgoing transfers.

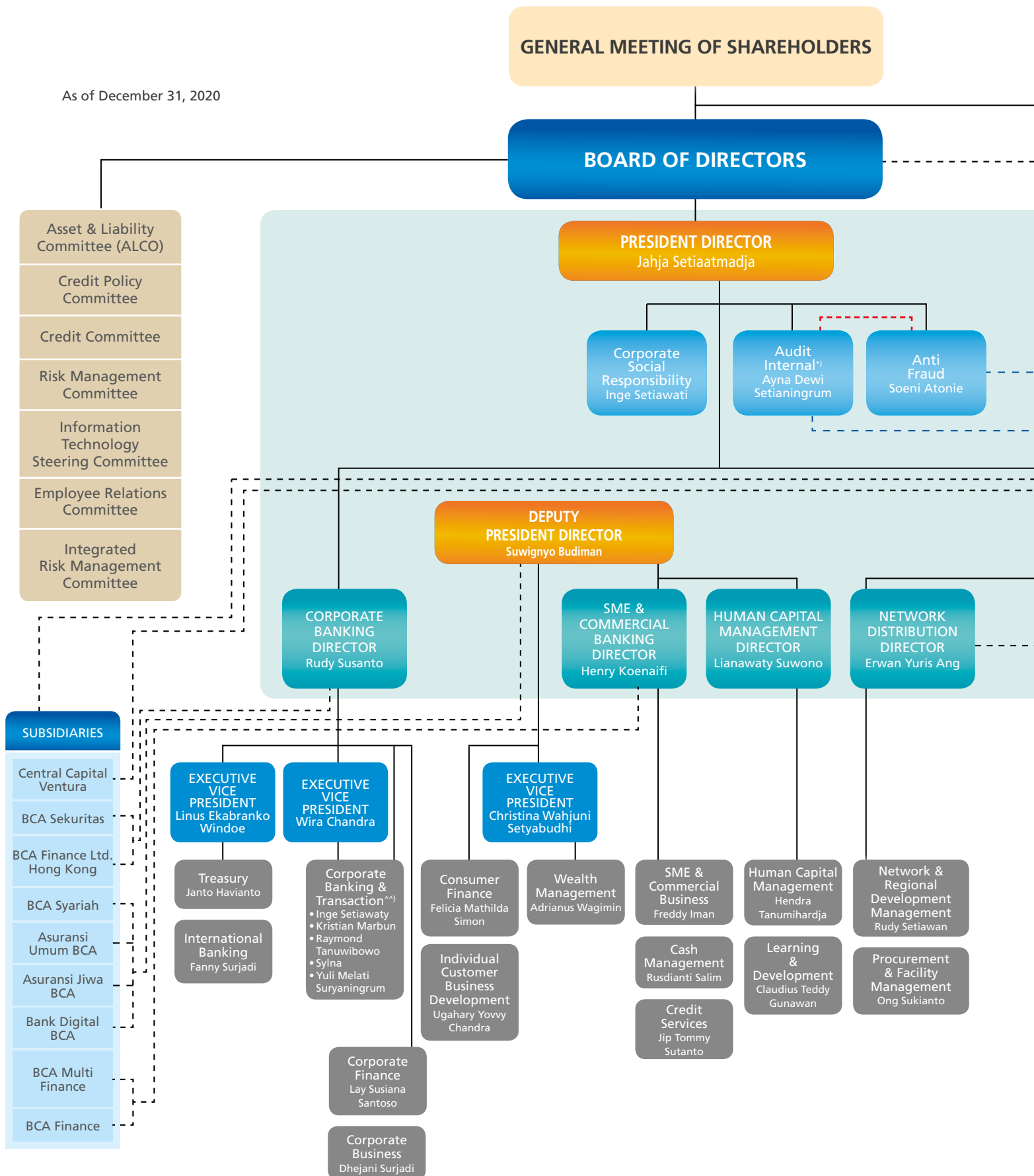
**) Not Available for purchase transactions and incoming or outgoing transfers, but BCA still serves sales transactions

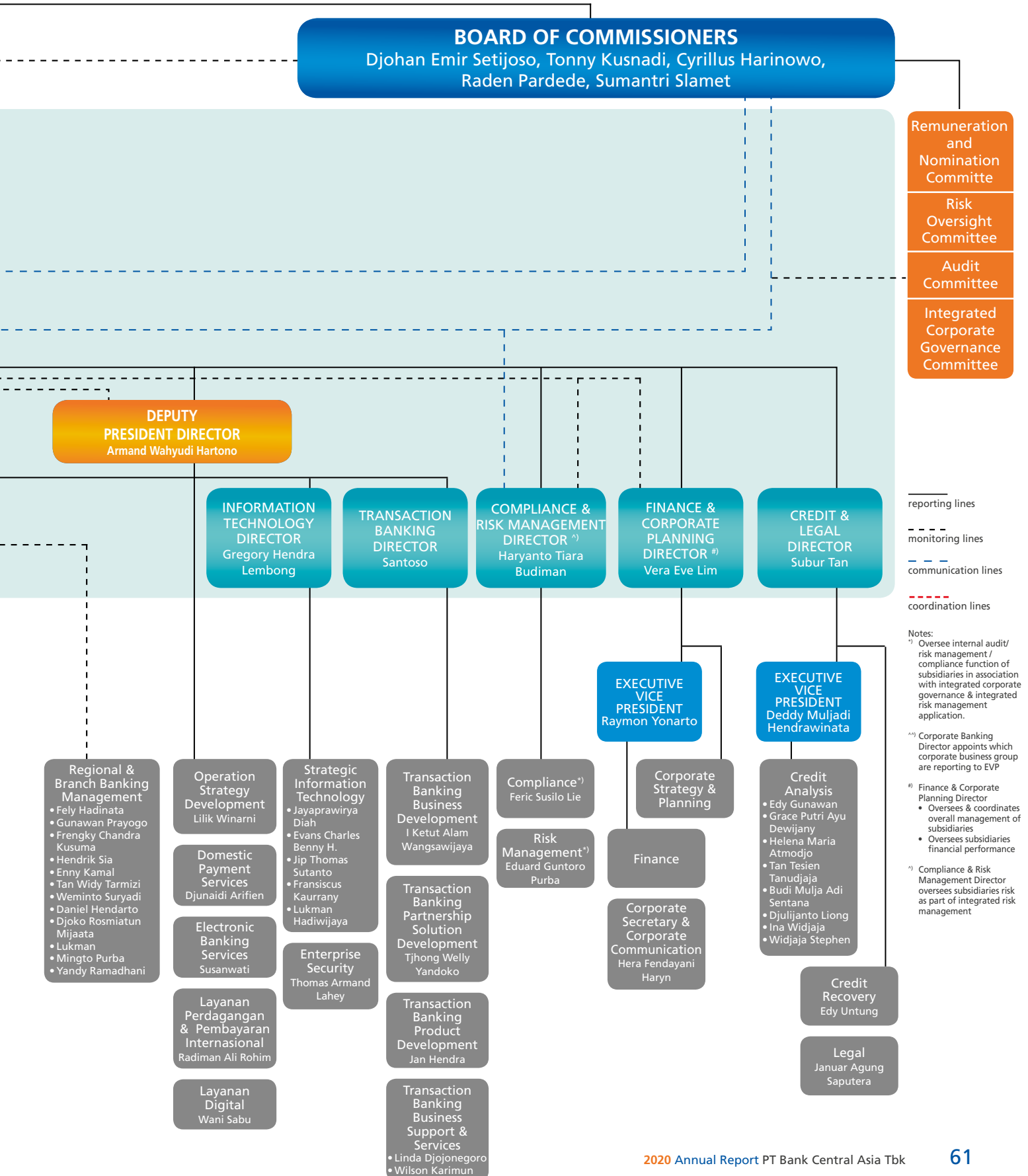
***) Has matured on April 26, 2020

****) Has matured on May 31, 2020

ORGANIZATION STRUCTURE

As of December 31, 2020





BOARD OF DIRECTORS PROFILE



Jahja Setiaatmadja
President Director

NATIONALITY
Indonesian

DOMICILE
Indonesia

AGE
65 years old

DUTIES AND RESPONSIBILITIES

Appointed President Director of BCA at the 2011 Annual GMS and approved by Bank Indonesia on June 17, 2011. He was last reappointed at the 2016 Annual GMS for a five-year term.

President Director who is responsible for the general coordination as well as to oversee the Internal Audit Division, the Corporate Social Responsibility Work Unit and the Anti-Fraud Bureau.

CAREER

Previously served as Deputy President Director of BCA (2005-2011), he was responsible for the Branch Banking Business, Treasury Division, International Banking Division and overseas representative offices. He worked as a Director of BCA (1999-2005), and held a variety of managerial positions within the Bank from 1990. Prior to joining BCA, he worked as the Finance Director of a leading Indonesian automotive company, PT Indomobil (1989-1990), and held various managerial positions at one of Indonesia's largest pharmaceutical companies, PT Kalbe Farma (1980-1989), with his last title as Finance Director. He started his career in 1979 as an accountant at an accounting company (Price Waterhouse)

EDUCATION AND TRAINING

Bachelor's Degree in Accounting from Universitas Indonesia (1982)

Training, seminars and conferences attended in 2020 can be found on page 355 in this report.

AFFILIATIONS

No financial relationship, stock ownership relationship, and/or family relationship with members of the Board of Commissioners, fellow member of the Board of Directors, and/or BCA controlling shareholders.

DUAL POSITIONS

No position as a member of a Board of Commissioners, Board of Directors, or Executive Officers at other banks, companies, and/or institutions.

Suwignyo Budiman

Deputy President Director

AGE
70 years old

DOMICILE
Indonesia

NATIONALITY
Indonesian

DUTIES AND RESPONSIBILITIES

Appointed Deputy President Director of BCA at the Annual GMS on April 11, 2019 for the term of office until the closing of the Annual GMS of BCA held in 2021 and has effectively served as Deputy President Director of BCA since October 3, 2019.

Deputy President Director who is responsible for the credit consumer, Individual Customer Business Development and wealth management businesses and coordinates/supervises the Commercial & SME and Human Resources departments. Monitors development of PT BCA Syariah, a BCA subsidiary engaged in Syariah banking and of PT Asuransi Umum BCA (BCA Insurance) dan PT Asuransi Jiwa BCA (BCA Life), subsidiaries engaged in general and life insurance.

CAREER

Previously served as Director of BCA (2002–2019), he was responsible for Individual Banking, Individual Customer Business Development and Wealth Management. Previously served at PT BRI (Persero) Tbk as a Head of the Central Java Region (2000–2002), Head of the Operational Division (1998–2000), Head of Palembang Region (1996–1998), Special Staff to the Board of Directors (1995–1996), and Head of the Technology Division (1992–1995) Began his career as a System Analyst in Bank Rakyat Indonesia (BRI) in 1975.

Joined with BCA and served as a Director (2002–2019) and was appointed Deputy President Director in 2019.

Member of proxy team of Board of Directors at BCA (May–July 1998).

EDUCATION AND TRAINING

Bachelor's Degree from Gadjah Mada University (1974) and Master's Degree from University of Arizona, US (1986)

Training, seminars and conferences attended in 2020 can be found on page 356 in this report.

AFFILIATIONS

No financial relationship, stock ownership relationship, and/or family relationship with members of the Board of Commissioners, fellow member of the Board of Directors, and/or BCA controlling shareholders.

DUAL POSITIONS

No position as a member of a Board of Commissioners, Board of Directors, or Executive Officers at other banks, companies, and/or institutions.



Armand Wahyudi Hartono
Deputy President Director

NATIONALITY
Indonesian

DOMICILE
Indonesia

AGE
45 years old

DUTIES AND RESPONSIBILITIES

Appointed as the Deputy President Director of BCA at the 2016 Annual GMS for a five-year term and approved by the Financial Services Authority (OJK) on June 21, 2016.

Deputy President Director who is In charge of general supervision of the Regional Network and Branch Director and Transaction Banking Director, and responsible for the Information Technology Group and operational work units including Strategy and Operational Development Division, Domestic Payment Services, Electronic Banking Services, International Banking Services and Digital Services. Also monitors the development of PT Central Capital Ventura, a subsidiary engaged in venture capital.

CAREER

Served as a Director of BCA in 2009 and as Head of Regional Planning and Development at BCA from 2004 to 2009. Prior to joining BCA, served in managerial positions at PT Djarum (1998–2004) including as Finance Director, Deputy Purchasing Director and Head of Human Resources. Served as an analyst at Global Credit Research and Investment Banking, JP Morgan Singapore (1997–1998).

EDUCATION AND TRAINING

Bachelor's Degree from University of California (1996) and Master of Science in Economic System Engineering and Operation Research from Stanford University, US (1997)

Training, seminars and conferences attended in 2020 can be found on page 357 in this report.

AFFILIATIONS

Has financial relationships and family relationships with BCA controlling shareholders, Robert Budi Hartono and Bambang Hartono, but has no financial relationships, stock ownership relationships or family relationships with any members of the Board of Commissioners or fellow members of the Board of Directors.

DUAL POSITIONS

No position as a member of a Board of Commissioners, Board of Directors, or Executive Officers at other banks, companies, and/or institutions.

Subur Tan
Director

AGE
60 years old

DOMICILE
Indonesia

NATIONALITY
Indonesian

DUTIES AND RESPONSIBILITIES

Appointed Director at the 2002 Annual GMS and approved by Bank Indonesia on August 13, 2002. The latest appointment was effective since the 2016 Annual GMS for a five- year term.

BCA Director who is responsible for Credit Analysis, Credit Rescue and Legal.

CAREER

Before being appointed as a member of the Board of Directors of BCA, previously served as a Head of Internal Legal Counsel, Deputy Head of Legal Division (1999 - 2000), Head of Legal Bureau (1995–1999), and Has held several managerial positions, including Head of Credit for Operational Headquarter (1991–1995). Began his career since joining with BCA in 1986.

EDUCATION AND TRAINING

Bachelor's Degree in Law from Universitas Jenderal Soedirman (1986) and Notary qualification from the Faculty of Law at Universitas Indonesia (2002).

Training, seminars and conferences attended in 2020 can be found on page 357 in this report.

AFFILIATIONS

No financial relationship, stock ownership relationship, and/or family relationship with members of the Board of Commissioners, fellow member of the Board of Directors, and/or BCA controlling shareholders.

DUAL POSITIONS

No position as a member of a Board of Commissioners, Board of Directors, or Executive Officers at other banks, companies, and/or institutions.



Henry Koenafi
Director

NATIONALITY
Indonesian

DOMICILE
Indonesia

AGE
61 years old

DUTIES AND RESPONSIBILITIES

Appointed Director at the 2007 Extraordinary GMS, and approved by Bank Indonesia on February 13, 2008. The latest appointment was effective since the 2016 Annual GMS for a five year term.

BCA Director who is responsible for commercial and SME Business, cash management and credit services. Also monitors the development of a wholly-owned subsidiary, BCA Finance, engaged in vehicle financing, and BCA Multi Finance, engaged in industry, factoring financing, consumer financing and leasing.

CAREER

Prior to serving as a Director of BCA, Henry Koenafi was the President Director of BCA Finance (2008–2009). Appointed by Indonesian Bank Restructuring Agency (IBRA) to serve as the Coordinator of the Management Team of PT Bank Bali Tbk and member of the Bank Jaya Management Team (1999–2000). Has held various managerial positions since joining BCA in 1989, both in branch offices and head office. Worked at IBM, a global IT company, for 6 years before entering the Banking industry joining with BCA in 1989.

EDUCATION AND TRAINING

Degree in Civil Engineering from Parahyangan Catholic University (1984), Master's Degree in Management from the Indonesian Institute of Management Development (IPMI, 2000), and MBA from Monash University, Melbourne, Australia (2001).

Training, seminars and conferences attended in 2020 can be found on page 358 in this report.

AFFILIATIONS

No financial relationship, stock ownership relationship, and/or family relationship with members of the Board of Commissioners, fellow member of the Board of Directors, and/or BCA controlling shareholders.

DUAL POSITIONS

No position as a member of a Board of Commissioners, Board of Directors, or Executive Officers at other banks, companies, and/or institutions.



Erwan Yuris Ang

Director

AGE
61 years old

DOMICILE
Indonesia

NATIONALITY
Indonesian

DUTIES AND RESPONSIBILITIES

Appointed Director at the 2011 Annual GMS and approved by Bank Indonesia on August 25, 2011. Appointed Independent Director on April 7, 2014. The latest appointment is effective as of the 2016 Annual GMS for a five-year term.

BCA Director who is responsible for managing, supervising and monitoring regional and branch daily operations, and in charge of the Branch Support Divisions, Building and Logistic Division, and Branch and Region Management Division.

CAREER

Served as Head of Regional Offices in Jakarta, Surabaya, Medan and Malang (2000–2011). Previously, BCA Bandung Branch Manager (1995–2000), BCA Pekanbaru Branch Manager (1989–1995), and Head of Credit Department at BCA Pekanbaru Branch (1987–1989). His career at BCA began in 1985 as a trainee at BCA Medan.

EDUCATION AND TRAINING

Bachelor of Law from Satyagama University (2010) and Master of Business Law from Trisakti University, Jakarta (2012).

Training, seminars and conferences attended in 2020 can be found on page 358 in this report.

AFFILIATIONS

No financial relationship, stock ownership relationship, and/or family relationship with members of the Board of Commissioners, fellow member of the Board of Directors, and/or BCA controlling shareholders.

DUAL POSITIONS

No position as a member of a Board of Commissioners, Board of Directors, or Executive Officers at other banks, companies, and/or institutions.



Rudy Susanto
Director

NATIONALITY
Indonesian

DOMICILE
Indonesia

AGE
58 years old

DUTIES AND RESPONSIBILITIES

Appointed Director at the 2014 Annual GMS and approved by OJK on 21 July 2014. Reappointed at the 2016 annual general meeting of shareholders for a five-year term.

BCA Director who is responsible for the Corporate Banking and Corporate Finance Group, Corporate Branch, Treasury Division and International Banking Division. Also supervises BCA's wholly-owned subsidiary in remittance services, BCA Finance Limited (Hongkong), and the securities subsidiary, PT BCA Securitas.

CAREER

Held various managerial positions since joining BCA in 2002, including Executive Vice President of Credit Risk Analysis Group (2011–2014), Head of Credit Risk Analysis Group (2004–2011) and Head of Credit Division (2002–2004). Previously worked at Indonesian Bank Restructuring Agency (IBRA) as Head of Loan Work Out II Division (2001–2002) and Senior Credit Officer (1999–2001).

Also served at PT Bank LTCB Central Asia as Vice President of Corporate Finance (1998–1999), Senior Manager of Corporate Finance (1996–1998), Manager Corporate Finance (1995) and Assistant Manager of Corporate Finance (1994). Began his career in 1992 as a trainee in Bank Danamon Credit Marketing Program.

EDUCATION AND TRAINING

Bachelor's Degree in Civil Engineering from Tarumanegara University (1989) and MBA in Finance from University of Tennessee, Knoxville, US (1992).

Training, seminars and conferences attended in 2020 can be found on page 359 in this report.

AFFILIATIONS

No financial relationship, stock ownership relationship, and/or family relationship with members of the Board of Commissioners, fellow member of the Board of Directors, and/or BCA controlling shareholders.

DUAL POSITIONS

No position as a member of a Board of Commissioners, Board of Directors, or Executive Officers at other banks, companies, and/or institutions.



Lianawaty Suwono

Director

AGE
54 years old

DOMICILE
Indonesia

NATIONALITY
Indonesian

DUTIES AND RESPONSIBILITIES

Appointed Director at the 2016 Annual GMS for a five-year term and approved by OJK on 27 July, 2016.

BCA Director who is responsible for managing human resources strategies and policies as well as learning and development of human resources.

CAREER

Served as Head of the Human Capital Management Division (2006–2016) and member of the Remuneration and Nomination Committee (2007–2016). Joined BCA in 1991 as a trainee in the Management Development Program. Appointed as Business Analyst in the Information Systems Division (1992–1996), handling the Integrated Banking Systems Project for the Integrated Deposit Systems & Integrated Loan Systems. After handling Information Technology, Lianawaty Suwono started a career in Human Resources developing Human Resource Information Systems. Has held various managerial positions, including Deputy Head of the Human Resources Division (2002–2006), Head of the HR Resourcing & Development Bureau (2000–2002), Head of Management Development Program Bureau & Head of Career Development Bureau (1999–2000), Head of HR Operations Systems & Support Bureau (1998–1999), Head of HR Operations Support (1996–1998). Also served as President Commissioner of PT Asuransi Jiwa BCA (2014–2016).

EDUCATION AND TRAINING

Degree in Business Information Computing Systems from San Francisco State University (1990).

Training, seminars and conferences attended in 2020 can be found on page 359 in this report.

AFFILIATIONS

No financial relationship, stock ownership relationship, and/or family relationship with members of the Board of Commissioners, fellow member of the Board of Directors, and/or BCA controlling shareholders.

DUAL POSITIONS

No position as a member of a Board of Commissioners, Board of Directors, or Executive Officers at other banks, companies, and/or institutions.



Santoso
Director

NATIONALITY
Indonesian

DOMICILE
Indonesia

AGE
54 years old

DUTIES AND RESPONSIBILITIES

Appointed Director at the 2016 Annual GMS for a five-year term, approved by the OJK on 8 August 2016.

BCA Director who is responsible for Transaction Banking Business Development and Marketing, Transaction Banking Partnership Solution Development, Transaction Banking Product Development, and Transaction Banking Business Supports and Services.

CAREER

Previously, served as Head of the Consumer Card Business Services & Support Group (2015–2016), Head of Merchant & Consumer Credit Card Group (2012–2014), Head of Credit Card Business Unit (2009–2012), Head of Small & Medium Business Division (2005–2009), Deputy Head of the Consumer Network Division, Deputy Head of the Service Network Division and Deputy Head of the Sales & Network Division (2000–2005), and Head of Area Marketing Bureau (1998–2000). Has held various managerial positions, including Head of Marketing for Non Jabodetabek Areas II (1996–1998). Joined BCA in 1992 as Head of Administration Support.

Santoso also active as Vice Secretary General ASPI (August 2020 - now) Chair of Research, Assessment and Publication (RPP) at the Indonesian Bankers Association (IBA) (2019–present), Chairman of Committee VII of the Indonesian Payment System Association (ASPI) (2016–present), Member of Board of Executives of the Indonesian Credit Card Association (AKKI) (2013–present), Commissioner of PT Abacus Cash Solution, a cash management service provider (2010–2016), and as Head of BCA Pension Fund (2003–2016).

EDUCATION AND TRAINING

Graduate of the Faculty of Engineering at Universitas Trisakti, Jakarta (1989)

Training, seminars and conferences attended in 2020 can be found on page 360 in this report.

AFFILIATIONS

No financial relationship, stock ownership relationship, and/or family relationship with members of the Board of Commissioners, fellow member of the Board of Directors, and/or BCA controlling shareholders.

DUAL POSITIONS

No position as a member of a Board of Commissioners, Board of Directors, or Executive Officers at other banks, companies, and/or institutions.

Vera Eve Lim
Director

AGE
55 years old

DOMICILE
Indonesia

NATIONALITY
Indonesian

DUTIES AND RESPONSIBILITIES

Appointed Director at the 2018 Annual GMS with a term of office until the closing of the 2021 Annual GMS and approved by OJK on 23 April 2018.

BCA Director who is responsible for the Corporate Strategy and Planning Division, the Finance Division, and the Corporate Secretary and Communications Division.

CAREER

Previously served as the Executive Vice President of Finance and Planning and Corporate Secretariat. Prior to joining BCA, she held various Director and Commissioner positions including Director and Chief Financial Officer of PT Bank Danamon Indonesia Tbk (2006-2017), Commissioner of PT Adira Dinamika Multi Finance and concurrently Director of PT Bank Danamon Indonesia Tbk (2010-2017), Deputy President Commissioner of PT Asuransi Adira Dinamika and concurrently a Director of PT Bank Danamon Indonesia Tbk (2008-2013), and various managerial positions, including as Chief Financial Officer of PT Bank Danamon Indonesia Tbk (2003-2006), and Head of Division and Deputy Head of Divisions In Corporate Planning, Investor Relations, Financial Accounting and Tax, Regulatory Reporting, Management Information System (MIS) and others at PT Bank Danamon Indonesia Tbk (1998-2003). In 1990, she began at PT Bank Danamon Indonesia Tbk as Head of Corporate Planning and Information Systems. She started her career as an Assistant Financial Manager at PT Asuransi Sinarmas (1987-1998), Assistant Manager of Accounting and Finance at PT MBF Leasing (1988-1990).

EDUCATION AND TRAINING

Bachelor's Degree in Economy/Accounting from Universitas Tarumanegara (1989) and graduate of Executive Program at Stanford Graduate School of Business in 2008.

Training, seminars and conferences attended in 2020 can be found on page 361 in this report.

AFFILIATIONS

No financial relationship, stock ownership relationship, and/or family relationship with members of the Board of Commissioners, fellow member of the Board of Directors, and/or BCA controlling shareholders.

DUAL POSITIONS

No position as a member of a Board of Commissioners, Board of Directors, or Executive Officers at other banks, companies, and/or institutions



Gregory Hendra Lembong
Director

NATIONALITY
Indonesian

DOMICILE
Indonesia

AGE
48 years old

Appointed Director at 2020 Annual GMS with a term of office until the closing of the 2021 Annual GMS and approved by OJK on 14 May 2020.

DUTIES AND RESPONSIBILITIES

BCA Director who is responsible for IT and Enterprise Security.

CAREER

More than 25 years of banking experience in Indonesia and abroad. Before joined with BCA, was appointed as Chief Transformation Officer since January, 2019 leading the Transformation & Strategy Program for all units or functions at PT Bank CIMB Niaga Tbk, previously served as Chief Fintech Officer of CIMB Group (June 2018 until December 2018), CEO of Transaction Banking CIMB Group (July 2016 until December, 2018), Chief of Transaction Banking PT Bank CIMB Niaga (August 2013 until December, 2018), Managing Director at J.P. Morgan Asia Pacific in Singapore (2010–2013), Global COO & Head of Business Development at Deutsche Bank London (2009–2010), and started his career at Citibank from 1994 to 2009, holding various roles in strategy and products in Asia and Europe.

EDUCATION AND TRAINING

Bachelor's Degree in Chemical Engineering from University of Washington and Master's in Engineering Economic Systems from Stanford University, US.

Training, seminars and conferences attended in 2020 can be found on page 362 in this report.

AFFILIATIONS

No financial relationship, stock ownership relationship, and/or family relationship with members of the Board of Commissioners, fellow member of the Board of Directors, and/or BCA controlling shareholders.

DUAL POSITIONS

No position as a member of a Board of Commissioners, Board of Directors, or Executive Officers at other banks, companies, and/or institutions.



Haryanto T. Budiman

Director

AGE
52 years old

DOMICILE
Indonesia

NATIONALITY
Indonesian

DUTIES AND RESPONSIBILITIES

Appointed Director at 2020 Annual GMS with a term of office until the closing of the 2021 Annual GMS and approved by OJK on 14 May 2020.

BCA Director who is responsible for Compliance and Risk Management.

CAREER

Previously served as Managing Director & Senior Country Officer (Chief Executive) J.P. Morgan Indonesia (January 2012– April 2020), Senior Executive Vice President and Head of Change Management Office PT Bank Mandiri (Persero) Tbk (October 2006 until December 2011), began his career at McKinsey Company, a global management consulting firm (1996–2006), reaching Associate Partner and Director of PT McKinsey Indonesia.

Appointed Chairman of the Indonesian Bankers Association (IBI) for a 4-year term from June 2019 to May 2023.

EDUCATION AND TRAINING

Bachelor of Science from Texas A&M University, Master of Science from Virginia Polytechnic Institute & State University (Virginia Tech) and Doctor of Philosophy (Ph.D.) from the Massachusetts Institute of Technology (MIT) in the United States

Training, seminars and conferences attended in 2020 can be found on page 363 in this report.

AFFILIATIONS

No financial relationship, stock ownership relationship, and/or family relationship with members of the Board of Commissioners, fellow member of the Board of Directors, and/or BCA controlling shareholders.

DUAL POSITIONS

No position as a member of a Board of Commissioners, Board of Directors, or Executive Officers at other banks, companies, and/or institutions.

BOARD OF COMMISSIONERS PROFILE



Djohan Emir Setijoso
President Commissioner

NATIONALITY
Indonesian

DOMICILE
Indonesia

AGE
79 years old

CAREER

Appointed President Commissioner at the 2011 AGMS and approved by Bank Indonesia on August 25, 2011. Last reappointed at the 2016 AGMS for a five-year term.

Previously served as President Director (1999–2011) responsible by the end of that period for general coordination, internal audit, corporate planning, finance and accounting and the Corporate Secretary. Previously worked at Bank Rakyat Indonesia (1965–1998) reaching the position of Director and served as President Commissioner of Inter Pacific Bank (1993–1998). Currently active in various organizations, aside from serving as President Commissioner at BCA.

EDUCATION AND TRAINING

Bachelor's Degree from Bogor Institute of Agriculture (1964).

Training, seminars and conferences attended in 2020 can be found on page 341 in this report.

AFFILIATIONS

No financial relationship, stock ownership relationship, and/or family relationship with members of the Board of Commissioners, fellow member of the Board of Directors, and/or BCA controlling shareholders.

DUAL FUNCTIONS

No position as a member of a Board of Commissioners, Board of Directors, or Executive Officers at other banks, companies, and/or institutions.

Tonny Kusnadi
Commissioner

AGE
73 years old

DOMICILE
Indonesia

NATIONALITY
Indonesian

CAREER

Appointed Commissioner at the 2003 AGMS and approved by Bank Indonesia on September 4, 2003. Last reappointed at the 2016 AGMS for a five-year term.

Previously Commissioner then Director of PT Cipta Karya Bumi Indah (2001–2002), a property development and construction company. Held several previous managerial positions: President Director of PT Sarana Kencana Mulya (1999–2001); Chief Manager of Corporate Banking at BCA (1992–1998); General Manager at PT Tamara Indah, an engineering and general supplier company (1988–1992); and General Manager at PT Indomobil, a leading Indonesian automotive company (1987).

EDUCATION AND TRAINING

Degree in Mechanical Engineering from Brawijaya University, Malang (1978).

Training, seminars and conferences attended in 2020 can be found on page 341 in this report.

AFFILIATIONS

No financial relationship, stock ownership relationship, and/or family relationship with members of the Board of Commissioners, fellow member of the Board of Directors, and/or BCA controlling shareholders.

DUAL FUNCTIONS

Concurrently serves as President Commissioners at PT Sarana Menara Nusantara Tbk.



Cyrillus Harinowo
Independent Commissioner

NATIONALITY
Indonesian

DOMICILE
Indonesia

AGE
67 years old

CAREER

Appointed Commissioner at the 2003 AGMS and approved by Bank Indonesia on September 4, 2003. Last reappointed at the 2016 AGMS for a five-year term.

Worked at Bank Indonesia as more or less than twenty five years, among others, Director of the Money Market and Giralization, and Monetary Management Department (1994–1998), a director level position. Served also as an Alternate Executive Director and Technical Assistance Advisor for Monetary and Exchange Affairs Department, International Monetary Fund (IMF), Washington (1998–2003). Served as a delegation member in meetings for the Inter Governmental Group on Indonesia (IGGI), Consultative Group for Indonesia (CGI) and IMF annual conference and World Bank. Also held various managerial positions, in both governmental and nongovernmental institutions and was assistant to the Minister of Trade (1988–1989).

Teaches at several leading universities in Jakarta, and speaks regularly at seminars and forums both domestically and abroad as well as as writing articles for mass media. Has published books on Indonesia's public debt (2002) and on the IMF (2004) as well Indonesian Economic Spring (2005) and Oceanic Joy: A Journey of a Big Indonesian Shipping Company (2020).

EDUCATION AND TRAINING

Bachelor's Degree in accounting from Gadjah Mada University (1977), Master's in Development Economics from the Center for Development Economics, Williams College, Massachusetts (1981) and PhD in Monetary and International Policy from Vanderbilt University, Nashville, Tennessee, USA (1985).

Training, seminars and conferences attended in 2020 can be found on page 341 in this report.

AFFILIATIONS

No financial relationship, stock ownership relationship, and/or family relationship with members of the Board of Commissioners, fellow member of the Board of Directors, and/or BCA controlling shareholders.

DUAL FUNCTIONS

No position as a member of the Board of Commissioners, a member of the Board of Directors, or executive officer at any other bank, company, and/or institution.

Raden Pardede
Independent Commissioner

AGE
60 years old

DOMICILE
Indonesia

NATIONALITY
Indonesian

CAREER

Appointed Independent Commissioner at the 2004 AGMS and approved by Bank Indonesia on June 14, 2004. Last reappointed as Independent Commissioner at the 2016 AGMS for a five-year term.

Served as President Commissioner of PT Asset Management Company (2008–2009) having previously served as Deputy President Director (2004–2008).

Has also held various positions in several companies and governments, including Deputy Chair of the National Economic Committee (2010–2014), Special Staff of the Minister of Finance (2008–2010), Chair of the Indonesian Financial System Stability Forum (2007–2009), Secretary of the Financial System Stability Committee (2008–2009), Chair of Indonesia's Infrastructure Development Financing (2004–2005), Special Staff of the Indonesian Minister of Economy (2004–2005), Executive Director of PT Danareksa (2002–2004), Deputy Coordinator of the Assistance Team for the Minister of Finance (2000–2004), Chief Economist and Division Head of PT Danareksa (1995–2002), Founder of the Danareksa Research Institute (1995), Consultant to the World Bank (1994–1995), Planning Staff at the Indonesian Ministry of Industry (1985–1990), and Process Engineer at PT Pupuk Kujang (1985).

Also a visiting lecturer at the Bandung Institute of Technology, University of Indonesia, and Prasetiya Mulya Business School.

EDUCATION AND TRAINING

Bachelor's Degree in Chemical Engineering from Bandung Institute of Technology (1984) and PhD in Economy from Boston University, US (1995).

Training, seminars and conferences attended in 2020 can be found on page 342 in this report.

AFFILIATIONS

No financial relationship, stock ownership relationship, and/or family relationship with members of the Board of Commissioners, fellow member of the Board of Directors, and/or BCA controlling shareholders.

DUAL FUNCTIONS

Also serves as Independent Commissioner at PT Adaro Energy Tbk and as Executive Secretary I to the COVID-19 Response and National Economy Recovery Committee.



Sumantri Slamet
Independent Commissioner

NATIONALITY
Indonesian

DOMICILE
Indonesia

AGE
66 years old

Appointed Independent Commissioner at the 2016 AGMS for a five-year term and approved by OJK on 11 July 2016.

Previously served as an Independent Commissioner and Chairman of the Audit Committee at PT Multi Bintang Indonesia Tbk, Member of the Board of Trustees of the University of Indonesia, Chair of the University of Indonesia Risk Committee, Member of the Information Technology and Risk Management Committee of PT Bursa Efek Indonesia, Member of Remuneration & Nomination Committee and Audit Committee of PT CIMB Niaga Tbk, and President Commissioner at PT Danakita Investama, an investment management company.

Has also held managerial and Director positions in several companies, including Head of Project Finance and Investor Relations—Strategy and Business Development at PT Medco Energy International Tbk (2008–2013) as well as Managing Director at several Medco subsidiaries outside Indonesia, namely in Singapore, United States, Oman, Yemen and France (2008–2013). Additionally, served as a Director at PT Surya Citra Televisi-SCTV (2005–2008) and Director at PT Surya Citra Media Tbk (2004–2008).

Bachelor's Degree from the Faculty of Mathematics and Natural Sciences at Universitas Indonesia (1978) and Master of Science (1981) and PhD in Computer Science (1983) from University of Illinois, Urbana Champaign, US.

Training, seminars and conferences attended in 2020 can be found on page 342 in this report.

No financial relationship, stock ownership relationship, and/or family relationship with members of the Board of Commissioners, fellow member of the Board of Directors, and/or BCA controlling shareholders.

Also serves as a member of the Risk Committee of Universitas Indonesia.

CAREER

EDUCATION AND TRAINING

AFFILIATIONS

DUAL FUNCTIONS

AUDIT COMMITTEE PROFILE

Cyrrillus Harinowo has served as Chairman of the Audit Committee of BCA since 2015. His appointment for this last tenure was effective on June 2, 2016 based on Board of Directors Decree No.078/SK/DIR/2016. He is also an Independent Commissioner. His more detailed resume is available in the Board of Commissioners Profile section on page 76.



Cyrrillus Harinowo
Chairman

Indonesian citizen, aged 70. Resides in Indonesia. Has served as member of the Audit Committee of BCA since 2011. His appointment for this last tenure was effective on June 2, 2016 based on the Decree of the Board of Directors No.078/SK/DIR/2016.

CAREER

Prior to joining BCA, he spent 30 years at Bank Indonesia, building an extensive career in Banking oversight, and was once assigned as Head of Bank Indonesia Representative in Singapore (2002-2005) with his pre-retirement position as Director of Asset Recovery Special Unit (2005-2008). His post-retirement position was Treasurer/Finance Director at the Bank Indonesia Employee Welfare Foundation or YKK-BI (2008-2010).

EDUCATIONAL BACKGROUND

Completed his undergrad program with an accounting major from Airlangga University (1978) and earned his Master of Science degree in Economic Development and International Trade from Colorado State University, United States (1984).

TRAINING AND CERTIFICATION

His participations in trainings, seminars and conferences in 2020 are available on page 392 of this Annual Report.



Ilham Ikhsan
Member



Tjen Lestari
Member

Indonesian citizen, aged 64. Resides in Indonesia. Appointed as member of the Audit Committee of BCA on June 2, 2016 based on Board of Directors Decree No.078/SK/DIR/2016.

CAREER

Launched her career in 1978 at BCA, worked later as system analyst at PT Giwang Selogam, steel importer and distributor (1984-1987), and as served as financial manager at PT Multi Electrindo Raya (1998-1991). She returned to BCA as as financial control adviser (1991-1995), accounting adviser (1995-1998), financial support adviser (1998-2001), deputy head of finance I (2001-2010), and as a consultant in the finance and corporate planning division (2010-2012). She then served as financial director at PT Danamas Insan Kreasi Andalan, a subsidiary of BCA Pension Fund engaged in human resource development (2012-2015).

EDUCATIONAL BACKGROUND

Completed her undergrad program at the Faculty of Economics, University of Indonesia in 1982.

TRAINING AND CERTIFICATION

Her participations in trainings, seminars and conferences in 2020 are available on page 392 of this Annual Report.

RISK OVERSIGHT COMMITTEE PROFILE

Sumantri Slamet has served as Chairman of the Risk Oversight Committee of BCA since September 30, 2016 based on the Decree of the Board of Directors No. 144A/SK/DIR/2016. He is also an Independent Commissioner and Chairman of the Integrated Governance Committee. His more detailed resume is available in the Board of Commissioners Profile section on page 78.



Sumantri Slamet
Chairman

Indonesian citizen, aged 59. Resides in Indonesia. Has served as member of the BCA Risk Oversight Committee since 2007. Her appointment for this last tenure was effective on September 30, 2016 based on Board of Directors Decree No. 144A / SK / DIR / 2016.

CAREER

Endang Swasthika Wibowo is an academic and researcher in risk management, finance and banking. Her past experience includes head of the master management program in banking at ABFI Perbanas, as a trainer of risk management (Certified GARP-BSMR), head of Perbanas Research and Community Development Centre (2000- 2006), advisor at Ekuinbank at the Legislation Unit in the People's Representative Council (2000- 2005), commissioner of PT Putera Lintas Kemas, Air Freight Forwarder Co (2000-2004), and head of management department, STIE Perbanas (1990-1993).

EDUCATIONAL BACKGROUND

Completed her undergrad program at the Faculty of Economics, Islamic University of Indonesia, Yogyakarta (1985), and earned her Graduate Diploma in Banking & Finance (1996) and her Master's Degree in Banking from Monash University, Australia (1998).

TRAINING AND CERTIFICATION

Her participations in trainings, seminars and conferences in 2020 are available on page 398 of this Annual Report.



Endang Swasthika Wibowo
Member



Lianny Somyadewi D.
Member

Indonesian citizen, aged 59. Resides in Indonesia. Has served as a member of the BCA Risk Oversight Committee since September 30, 2016 based on Board of Directors Decree No. 144A/SK/DIR/2016.

CAREER

Joined BCA in 1990 as a management trainee in the Bank's management development program with initial placement in the retail banking division in 1991 before serving as an adviser in the retail lending division (1997-2005). Then served in the risk management unit of BCA (2005-2016), assuming the senior adviser of credit risk management position as her last position.

EDUCATIONAL BACKGROUND

Graduated in Civil Engineering from Trisakti University, Jakarta, in 1986.

TRAINING AND CERTIFICATION

Her participations in trainings, seminars and conferences in 2020 are available on page 398 of this Annual Report.



Ernawati Soegito
Member

Indonesian citizen, aged 51. Resides in Indonesia. Has served as member of Risk Oversight Committee of since September 1, 2020 based on Board of Directors Decree No.147/SK/DIR/2020.

CAREER

Launched her career in May 1991 to July 1993 at PT. Inti Salim Corpora, assuming the Senior Internal Auditor as her last position, joined BCA in August 1993 with initial assignment in the BCA Internal Audit Division, and later served as Head of BCA Payment Product Center Work Unit (2000 - 2003). She built her extensive career in BCA Risk Management Unit (2003 - June 2020), assuming Senior Adviser of Operational Risk Management position as her last position.

EDUCATIONAL BACKGROUND

Graduated with a Bachelor Degree in Economics from Satya Wacana Christian University in 1991, and completed her Graduate Program in Management (S2) at PPM in 2002.

TRAINING AND CERTIFICATION

Her participations in trainings, seminars and conferences in 2020 are available on page 398 of this Annual Report.

REMUNERATION AND NOMINATION COMMITTEE PROFILE

Raden Pardede has served as chairman of the remuneration and nomination committee since 2007. The appointment of this last tenure of his was effective on August 10, 2016 based on the Decree of the Board of Directors No. 107A/SK/DIR/2016. He is also an independent commissioner. His more detailed resume is available in the Board of Commissioners profile on page 77.



Raden Pardede
Chairman

Djohan Emir Setijoso has served as member of the remuneration and nomination committee since 2011. His appointment for this last tenure was effective on August 10, 2016 based on the Decree of the Board of Directors No. 107A/SK/DIR/2016. He is also the president commissioner. His more detailed resume is available in the Board of Commissioners profile on page 74.



Djohan Emir Setijoso
Member

**Hendra Tanumihardja**

Member

Indonesian citizen, aged 48. Resides in Indonesia. Appointed as member of Remuneration and Nomination Committee on August 10, 2016 based on Board of Directors Decree No. 107A/SK/DIR/2016. He is also head of the human capital management division since August 1, 2016.

CAREER

Launched his career in BCA in 1990 and has gained a vast experience in human resources training programs for banks since 1997. He later assumed various managerial positions including as deputy head of the training and development division (2009- 2011), head of the learning and development sub division (2011-2015), head of network and regional planning work unit (2015-2016), and head of human capital management division (2016-present). He was once senior manager (2006-2008) at PT Kalbe Farma Tbk.

EDUCATIONAL BACKGROUND

Completed his undergrad program in accounting at Tarumanagara University in 1995 and earned his master's degree in finance from University of Indonesia, Jakarta in 2002.

TRAINING AND CERTIFICATION

His participations in trainings, seminars and conferences in 2020 are available on page 402 of this Annual Report.

INTEGRATED GOVERNANCE COMMITTEE PROFILE

Sumantri Slamet has served as Chairman of the Integrated Governance Committee of BCA since 2016. His appointment for this last tenure was effective on September 25, 2017 based on Board of Directors Decree No.119/SK/DIR/2017. He is also an Independent Commissioner and Chairman of the Risk Monitoring Committee. His more detailed resume is available in the Board of Commissioners Profile section on page 78.



Sumantri Slamet
Chairman

Indonesian citizen, aged 72. Resides in Indonesia. Appointed a member of the integrated corporate governance committee in 2016. His appointment for this last tenure was effective on September 25, 2017 based on Board of Directors Decree No. 119/SK/DIR/2017.

CAREER

Wimpie Rianto is a banking practitioner with vast experience including in risk management and finance. He started his career at Citibank N.A. Jakarta from 1972 to 1976, before holding various managerial positions with BCA from 1976 to 1994. He then served as deputy president director of Bank LTCB Central Asia (1994–1997) and president director of Bank Yama (1997–1999). He returned to BCA from 1999 to 2002 as head of risk management and compliance division. Prior to being appointed to the integrated corporate governance committee of BCA, he served as compliance director (2004–2007) and independent commissioner (2007–2014) of Bank Sinar Mas, and as a member of the risk oversight committee of BCA (2015–2016).

EDUCATIONAL BACKGROUND

Earned his Bachelor's Degree in economics from Atmajaya Catholic University, Jakarta (1972). An active participant in professional trainings and skills enhancement programs e.g. in risk management, both domestic and overseas.

TRAINING AND CERTIFICATION

His participations in trainings, seminars and conferences in 2020 are available on page 408 of this Annual Report.



Wimpie Rianto
Member



Sulistiyowati
Member

Indonesian citizen, aged 61. Resides in Indonesia. Appointed a member of the integrated corporate governance committee in 2019 based on Board of Directors Decree No. 076/SK/DIR/2019 dated May 27, 2019. She is also an independent commissioner of PT BCA Finance.

CAREER

Launched her career in 1978 – 1981 at an export import company in 1981 and joined PT Bank Central Asia Tbk with various positions throughout her career until July 2004, assuming Head of Finance and Accounting Division position as her last position. From that to recently, she has been a trainer and financial consultant and partner at Leny-Astrid & Associates, and since 2016 until recently she has been an Independent Commissioner at PT BCA Finance.

EDUCATIONAL BACKGROUND

Graduated with accounting major from Yayasan Akuntansi Indonesia (1983) and Sekolah Tinggi Management PPM (1996).

TRAINING AND CERTIFICATION

Her participations in trainings, seminars and conferences in 2020 are available on page 408 of this Annual Report.



Gustiono Kustianto
Member

Indonesian citizen, aged 66. Resides in Indonesia. Has served as member of the integrated corporate governance committee since 2015. His appointment for this last tenure was effective on September 25, 2017 based on Board of Directors Decree No. 119/SK/DIR/2017. Currently, he is also an independent commissioner at PT Asuransi Umum BCA since 2011.

CAREER

Prior to joining BCA, from 1979 to 2011, Gustiono Kustianto assumed various senior positions, both in financial and nonfinancial industries, such as VP of Citibank N.A Jakarta, director of PT Bank Tiara Asia Tbk (later merged to PT Bank Danamon Tbk), division head of BPPN Bank restructuring unit, deputy president director of PT Bank Internasional Indonesia Tbk (now PT Bank Maybank Indonesia Tbk), director of PT Tri Polyta Indonesia Tbk (now PT Chandra Asri Petrochemical Tbk), CFO of PT Broadband Multimedia Tbk (now PT First Media Tbk), and president director of PT Indonesia Air Transport Tbk .

EDUCATIONAL BACKGROUND

Earned a Bachelor Degree in civil engineering from the civil engineering faculty of the Petra Christian University, Surabaya (1979), and a Master Degree in business administration from Indonesian Management Development Institute, IPMI) in 1988.

TRAINING AND CERTIFICATION

His participations in trainings, seminars and conferences in 2020 are available on page 408 of this Annual Report.

Holder of the following certificates:

- Certified in professional risk governance (CRGP) issued by Lembaga Sertifikasi Risk Management Profession Certification Institution - LSPMR)
- Certified in enterprise risk governance issued by Enterprise Risk Management Academy (ERMA).

Indonesian citizen, aged 64. Resides in Indonesia. He has been a member of the integrated corporate governance committee since 2015. His appointment for this last tenure was effective on September 25, 2017 based on the Board of Directors Decree No. 119/SK/DIR/2017. He is also an independent commissioner and chairman of the audit committee of PT Asuransi Jiwa BCA, since November 2014.

CAREER

Prior to joining BCA, Pudjianto spent 31 years of his professional life building a career at PT Asuransi Kesehatan Indonesia (PT Askes - Persero) and another 5 years at PT Asuransi Jiwa InHealth Indonesia. Launched his career at PT Askes, Jakarta, as a finance division staff in 1977. He was promoted to finance manager assistant (1983-1987), accounting manager (1988-1999), and accounting general manager (2000-2008). During 2009-2013, Pudjianto once assumed Director positions in finance, human resources, and general affairs at PT Asuransi Jiwa InHealth Indonesia, Jakarta.

EDUCATIONAL BACKGROUND

Completed his bachelor's degree in the commercial administration major at Universitas Terbuka Jakarta (1990) and a master's degree in financial management at Sekolah Tinggi Manajemen IMMI Jakarta (2002).

TRAINING AND CERTIFICATION

His participations in trainings, seminars and conferences in 2020 are available on page 409 of this Annual Report.



Pudjianto
Member

Indonesian citizen, aged 66. Resides in Indonesia. He has been member of the integrated corporate governance committee since 2015. His appointment for this last tenure was effective on September 25, 2017 based on Board of Directors Decree No. 119/SK/DIR/2017. He is also an independent commissioner PT Bank BCA Syariah since November 2013.

CAREER

Has been with BCA for 32 years and assigned at PT BCA Syariah for 3 years. Launched his career at BCA Palembang as a clearing officer in 1978. In 1983, he became BCA representative at Bank Indonesia acting as a counterpart for small investment loans (KIK) and permanent working capital loans (KMKP). A year later he served at the Tabanas and Taska division. Previously Suyanto Sutijadi was the authorized signer of BCA Palembang (1985-1986). Then consecutively from 1987-2004, he served as head of BCA branch offices including the supporting branches of Palembang, Pangkal Pinang, Jambi Branch, Hayam Wuruk, Gajah Mada, Wisma Asia, and as head of regional office V Medan. Retired from BCA in 2010. In 2013 he was appointed as an independent commissioner of PT BCA Syariah.

EDUCATIONAL BACKGROUND

Earned a bachelor's degree in economics from the University of Sriwijaya, Palembang (1983).

TRAINING AND CERTIFICATION

His participations in trainings, seminars and conferences in 2020 are available on page 409 of this Annual Report.



Suyanto Sutjiadi
Member



Sutedjo Prihatono

Member

Indonesian citizen, aged 52. Resides in Indonesia. He became a member of the integrated corporate governance committee in 2015. His appointment for this last tenure was effective on September 25, 2017 based on Board of Directors Decree No. 119/SK/DIR/2017. He is also a member of syariah supervisory board of PT Bank BCA Syariah.

CAREER

Prior to joining PT Bank BCA Syariah, he was senior corporate banking (1993-1994) at PT Bank Muamalat Indonesia, and later assumed a director position at Karim Business Consultant (2004-2014). From 2010-2015, Sutedjo Prihatono was a member of the audit committee and risk oversight committee of PT Bank BCA Syariah.

EDUCATIONAL BACKGROUND

Earned a bachelor's degree in management from the economics faculty of Krisnadwipayana University (1993) and a master's degree in management from Binus Business School (2014).

TRAINING AND CERTIFICATION

His participations in trainings, seminars and conferences in 2020 are available on page 409 of this Annual Report.



Rudy Harjono

Member

Indonesian citizen, aged 62. Resides in Indonesia. He was appointed a member of the integrated corporate governance committee in 2016. His appointment for this last tenure was effective on September 25, 2017 based on Board of Directors Decree No. 119/SK/DIR/2017. Currently he also serves as independent director of BCA Finance Limited since January 2016.

CAREER

Joined BCA in 1984 and has since held various managerial positions including as general manager and head of global trade and payment services (2009-2013), chief manager and deputy head of international banking division (1995-2009), deputy chairman of SWIFT Indonesia Association (2007-2009), senior manager and deputy head of the Sudirman branch (1990-1995), and manager of the Asemka branch (1984-1990).

EDUCATIONAL BACKGROUND

Completed his undergraduate program in general management and marketing at Catholic Parahyangan University, Bandung (1983).

TRAINING AND CERTIFICATION

His participations in trainings, seminars and conferences in 2020 are available on page 409 of this Annual Report.

Indonesian citizen, aged 63. Resides in Indonesia. Appointed a member of integrated corporate governance committee of BCA in 2016. His appointment for this last tenure was effective on September 25, 2017 based on Board of Directors Decree No. 119/SK/DIR/2017. He is also an independent commissioner of Central Santosa Finance since November 28, 2016, a member of the audit committee of PT Asuransi Jiwa BCA since October 1, 2014, and a member of the audit committee of PT BCA Finance since August 2015.

CAREER

Launched his career at BCA in 1992 and has since held various positions in lending business units including as head of credit risk analysis group (2006-2012), adviser of credit risk review work unit (2000-2006), and head of loans recovery (1992-2000).

EDUCATIONAL BACKGROUND

Earned his bachelor's degree and master's degree in economics from the University of Mannheim, Germany (1991).

TRAINING AND CERTIFICATION

His participations in trainings, seminars and conferences in 2020 are available on page 409 of this Annual Report.



Mendari Handaya
Member

Indonesian citizen, aged 54. Resides in Indonesia. Appointed a member of the integrated corporate governance committee on September 25, 2017 based on Board of Directors Decree No. 119/SK/DIR/2017. He is also an independent commissioner of PT BCA Sekuritas since 2017.

CAREER

Currently serves as president commissioner of PT Karya Griya Bersama since 2009, president commissioner of PT Dayalima Abisatya since 2012 and independent commissioner of PT Pelayaran Nasional Bina Buana Raya Tbk since 2012 and Independent Commissioner at PT PPA Finance since 2018, as well as the planning and risk monitoring committee of Perumnas. He has also served as an independent consultant in corporate finance and capital markets (2012-2014, and 2016-present). Previously, he served as president director of PT Pefindo Riset Konsultasi (2014-2016), director of investment banking and corporate finance at PT OSK Nusadana Securities Indonesia (2006- 2012), director of PT Catunilai Finans Adhinarya (2002-2006), advisor at Lippo Group (2000-2002), and the group head of bank restructuring and division head of asset management investment at the Indonesian Bank Restructuring Agency – IBRA (1998- 2000).

EDUCATIONAL BACKGROUND

Completed his undergraduate program in urban and regional planning techniques at Bandung Institute of Technology (1990) and earned his master degree in business administration from George Washington University, USA (1994).

TRAINING AND CERTIFICATION

His participations in trainings, seminars and conferences in 2020 are available on page 409 of this Annual Report.



Hendra Iskandar Lubis
Member



Ignatius Djulianto Sukardi
Member

Indonesian citizen, aged 61. Resides in Indonesia. Appointed as a member of the Integrated Governance Committee on July 10, 2020 based on Board of Directors No.125/SK/DIR/2020. Also an Independent Commissioner of PT Bank Digital BCA based on the Extraordinary General Meeting of Shareholders held on January 22, 2020, which became effective June 1, 2020.

CAREER

He spent his early professional years from 1986 to 2014 at BCA with various positions in Information Technology Division and Enterprise Security Work Unit. He is currently Head of the Information System Security Division at PT Rintis Sejahtera, a position he has assumed since 2015. Prior to his years at BCA, he had built his career at different companies in cyber security as an IT consultant, computer analyst and systems engineer.

EDUCATIONAL BACKGROUND

Completed his Diploma program in Business Data Processing at St. Petersburg. Lawrence College of Applied Arts & Technology (Canada).

TRAINING AND CERTIFICATION

His participations in trainings, seminars and conferences in 2020 are available on page 409 of this Annual Report.

CORPORATE SECRETARY PROFILE

Indonesian citizen, aged 50. Resides in Jakarta. Has assumed the corporate secretary position at BCA since September 1, 2019 based on Decree No. 2271/SK/HCM/KP/A/2019. He has also served as senior executive vice president responsible for accounting & finance and tax and economic research since May 1, 2018.

CAREER

Raymon Yonarto had assumed various managerial position at BCA including Head of finance and planning Division (2011-2018), Corporate Secretary (2007-2011) and head of investor relations (2005-2006). Prior to his years at BCA, he was vice president of the Financial Sector Policy Committee (2002-2003), vice president of the Indonesian Bank Restructuring Agency (1998-2002), banking analyst at PT DBS Securities Indonesia (1996-1998) and a staff of finance, accounting and internal audit department at Modern Group (1994-1996).

EDUCATIONAL BACKGROUND

He earned a Bachelor of Arts Major Degree in accounting from the Philippines Christian University (1994) and completed an MBA Degree from Strathclyde University in the United Kingdom on Chevening Scholarship program.

TRAINING AND CERTIFICATION

His participations in trainings, seminars and conferences in 2020 are available on page 438 of this Annual Report.



Raymon Yonarto
Corporate Secretary

SENIOR OFFICERS

As of 31 December 2020

Name	Position
Fely Hadinata	Head of Regional Office I, Bandung
Gunawan Prayogo	Head of Regional Office II, Semarang
Frengky Chandra Kusuma	Head of Regional Office III, Surabaya
Hendrik Sia	Head of Regional Office IV, Denpasar
Enny Kamal	Head of Regional Office V, Medan
Tan Widy Tarmizi	Head of Regional Office VI, Palembang
Weminto Suryadi	Head of Regional Office VII, Malang
Daniel Hendarto	Head of Regional Office VIII, Pondok Indah, Jakarta
Djoko Rosmiatun Mijaata	Head of Regional Office IX, Matraman, Jakarta
Lukman	Head of Regional Office X, Pluit, Jakarta
Mingto Purba	Head of Regional Office XI, Balikpapan
Yandy Ramadhani	Head of Regional Office XII, Wisma Asia, Jakarta
Christina Wahjuni Setyabudhi	Executive Vice President of Wealth Management Division
Deddy Muljadi Hendrawinata	Executive Vice President of Credit Risk Analysis Group
Linus Ekabranko Windoe	Executive Vice President of Treasury & International Banking Division
Raymon Yonarto	Executive Vice President of Corporate Finance and Secretary & Communication Division
Wira Chandra	Executive Vice President of Corporate Banking & Corporate Finance
Inge Setiawati	Head of Corporate Social Responsibility
Soeni Atonie	Head of Anti Fraud Bureau
Ayna Dewi Setianingrum	Internal Audit Division Head
Freddy Iman	Commercial & SME Business Division Head
Felicia Mathilda Simon	Consumer Credit Division Head
Ugahary Yovvy Chandra	Individual Customer Business Development Division Head
Rusdianti Salim	Cash Management Division Head
Hendra Tanumihardja	Human Capital Management Division Head
Claudius Teddy Gunawan	Learning and Development Division Head
Ong Sukianto	Logistic & Building Division Head
Rudy Setiawan	Network & Regional Development Division Head
I Ketut Alam Wangsawijaya	Transaction Banking Business Development & Marketing Division Head
Jan Hendra	Transaction Banking Product Develop Division Head
Tjhong Welly Yandoko	Transaction Banking Partnership Solution Development Division Head
Janto Havianto*	Treasury Division Head
Fanny Surjadi*	International Banking Division Head
Hera Fendayani Haryn*	Corporate Secretary and Communication Division Head
Lilik Winarni	Operation Strategy & Development Division Head

Name	Position
Adrianus Wagimin*	Wealth Management Division Head
Edy Gunawan*	Head of Corporate Credit Risk Analysis Group
Grace Putri Ayu Dewijany*	Head of Corporate Credit Risk Analysis Group
Helena Maria Atmodjo*	Head of Corporate Credit Risk Analysis Group
Tan Tesien Tanudjaja*	Head of Corporate Credit Risk Analysis Group
Budi Mulja Adi Sentana*	Head of Commercial & SME Credit Risk Analysis Group
Djulijanto Liong*	Head of Commercial & SME Credit Risk Analysis Group
Ina Widjaja*	Head of Commercial & SME Credit Risk Analysis Group
Widjaja Stephen*	Head of Commercial & SME Credit Risk Analysis Group
Inge Setiawaty*	Head of Corporate Transaction Group
Kristian Marbun*	Head of Corporate Banking Group
Raymond Tanuwibowo	Head of Corporate Banking Group
Sylva*	Head of Corporate Banking Group
Yuli Melati Suryaningrum*	Head of Corporate Banking Group
Lay Susiana Santoso	Head of Corporate Finance Group
Dhejani Surjadi	Head of Menara BCA Corporate Branch Office
Jayaprawirya Diah	Head of Data Management & IT Management Office Group
Evans Charles Benny H.	Head of Digital Innovation Solution Group
Jip Thomas Sutanto	Head of IT Infrastructure & Operation Group
Fransiscus Kaurrany	Head of IT Architecture & Service Quality
Lukman Hadiwijaya	Head of Application Management
Linda Djojonegoro	Head of Credit & Consumer Card Services Group
Wilson Karimun	Head of Transaction Banking Business Support Group
Feric Susilo Lie	Head of Compliance
Thomas Armand Lahey	Head of Enterprise Security
Eduard Guntoro Purba	Head of Risk Management
Edy Untung	Head of Credit Recovery
Wani Sabu	Head of Digital Services
Jip Tommy Sutanto	Head of Credit Services
Djunaidi Arifien	Head of Domestic Payment Services
Susanwati	Head of Electronic Banking Services
Radiman Ali Rohim	Head of International Trade & Payment Services
Januar Agung Saputera	Head of Legal Group

* Report to the Executive Vice President

NUMBER OF EMPLOYEES AND COMPETENCE DEVELOPMENT

Number of Employees

At the end of 2020 BCA had 24,603 employees, representing a decrease of 0.8% compared to 24,789 employees in 2019.

Employee by Organization Level

	2020	2019	2018
Non Staff	1,201	1,304	1,181
Staff	18,609	18,884	19,330
Managers	4,681	4,511	4,346
Senior Officers (Including the Board of Commissioners and Directors)	112	90	84
Total	24,603	24,789	24,941

Employee by Seniority

	2020	2019	2018
≤ 1 Year	1,653	1,842	1,177
> 1 – 5 Year	5,205	5,985	6,967
> 5 – 10 Years	5,588	3,864	2,626
> 10 – 15 Years	908	841	773
> 15 – 20 Years	824	1,436	1,712
> 20 Years	10,425	10,821	11,686
Total	24,603	24,789	24,941

Employee by Age

	2020	2019	2018
≤ 25 Years	2,967	2,812	2,740
> 25 – 30 Years old	5,939	6,121	6,128
> 30 – 35 Years old	3,518	2,762	2,060
> 35 – 40 Years old	1,030	1,007	1,203
> 40 – 45 Years old	2,555	3,167	3,712
> 45 – 50 Years old	4,632	5,078	5,375
> 50 Years old	3,962	3,842	3,723
Total	24,603	24,789	24,941

Employee by Education Level

	2020	2019	2018
Up to Senior High School	3,452	4,016	4,357
Diploma and Undergraduate	20,212	19,885	19,741
Graduate and Doctorate	939	888	843
Total	24,603	24,789	24,941

Employee by Status

	2020	2019	2018
Permanent	23,206	23,211	23,833
Non Permanent (incl. contract, probationary, and trainee)	1,397	1,578	1,108
Total	24,603	24,789	24,941

Employee Competence Development

Employee Training

	2020			2019			2018		
	Number of Classes	Number of Days	Number of Participants	Number of Classes	Number of Days	Number of Participants	Number of Classes	Number of Days	Number of Participants
Managerial Leadership & Personal Development	270	32,304	9,039	642	63,968	19,923	706	58,656	22,973
Credit Management	128	26,578	3,721	200	30,788	5,261	179	22,721	4,111
Risk Management Certification Program	34	792	586	40	822	481	39	831	511
Sales	112	6,696	2,978	189	9,841	6,372	123	7,443	3,840
Service	77	3,854	3,213	144	8,619	6,429	93	5,812	4,129
Operations & Information Technology	566	81,753	13,714	861	123,706	21,285	835	110,200	24,152
Other	181	8,384	6,014	196	10,994	7,797	30	1,850	732
Total	1,368	160,361	39,265	2,272	248,738	67,548	2,005	207,513	60,448

Employee Training Expenses (in million Rupiah)

	2020	2019	2018
Total Employee Training Expenses	208,954	395,659	335,991

More detailed information regarding competence development can be seen in this Annual Report under the Human Resources chapter on page 240-245.

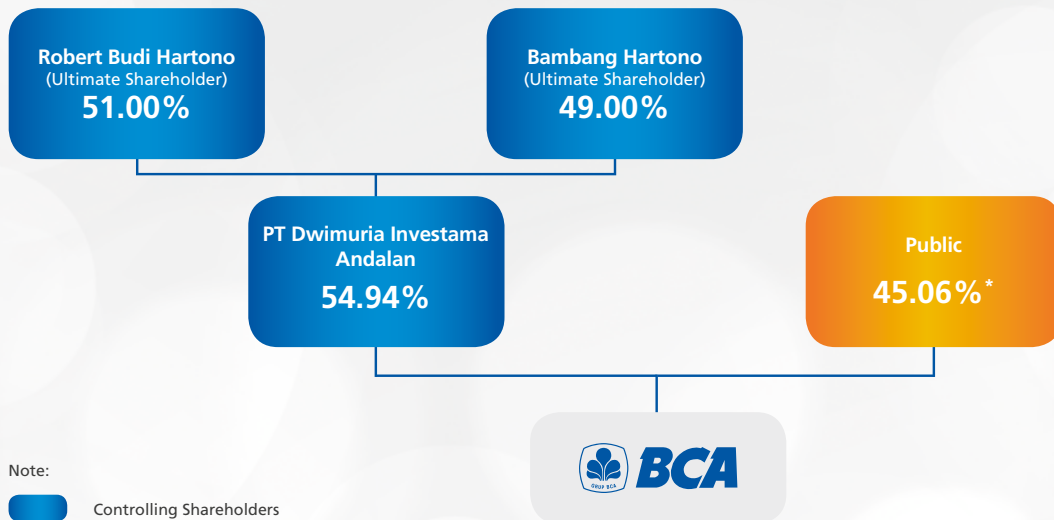
TRAINING AND/OR EDUCATION FOR THE BOARD OF COMMISSIONERS, BOARD OF DIRECTORS, COMMITTEES, CORPORATE SECRETARY, AND INTERNAL AUDIT UNIT

Information regarding training and/or education for the Board of Commissioners, Board of Directors, Committees, Corporate Secretary, and Internal Audit Unit is presented in the section on Corporate Profile, pages 62-91 and Corporate Governance, pages 341-342, 355-363, 391-412 and 448 in this Annual Report.

SHAREHOLDER COMPOSITION

BCA Ultimate Shareholder

As of 31 December 2020



Details of 20 Largest Shareholders

As of 31 December 2020

No	Name	Number of Shares	%
1	PT DWIMURIA INVESTAMA ANDALAN	13,545,990,000	54.94
2	GIC S/A GOVERNMENT OF SINGAPORE	238,532,039	0.97
3	BNYM RE BNYMLB RE EMPLOYEES PROVIDENTFD BOARD-2039927326	174,291,500	0.71
4	ANTHONI SALIM	171,047,927	0.69
5	SSB KGZ3 S/A INVESCO OPPENHEIMER DEVEL MAR FUND-2144619731	155,138,000	0.63
6	JPMBL SA UCITS CLT RE-JPMORGAN FUNDS	151,318,100	0.61
7	JPMCB NA RE-VANGUARD TOTAL INTERNATIONAL STOCK INDEX FUND	140,070,950	0.57
8	HSBC BANK PLC S/A SAUDI ARABIAN MONETARY AUTHORITY	137,096,230	0.56
9	JPMBLSAA AIF CLT RE-STICHTING DEPOSITARY APG EMERGING MARKETS EQUITY POOL	135,718,100	0.55
10	DJS KETENAGAKERJAAN PROGRAM JHT	132,817,700	0.54
11	JPMCB NA RE - VANGUARD EMERGING MARKETS STOCK INDEX FUND	125,850,750	0.51
12	LGT BANK AG - CLIENT ASSETS	123,553,150	0.50
13	JPMCB NA RE-WELLCOME TRUST	114,260,500	0.46
14	PT PRUDENTIAL LIFE ASSURANCE - REF	94,489,800	0.38
15	PT LINGKARMULIA INDAH	90,000,000	0.37
16	BNYMSANV RE BNYMIL RE FS INV ICVC-ST IN A PA LE FD-2039846536	87,179,855	0.35
17	BNYMSANV RE BNYM RE PEOPLE'S BANK OF CHINA-2039845393	84,610,500	0.34
18	JPMCB NA RE-T.ROWE PRICE INTERNATIONAL STOCK FUND	80,323,900	0.33
19	BNYM RE VANGUARD INTERNATIONAL GROWTH FUND -2039926057	78,475,300	0.32
20	SSB 2Q27 S/A ISHARES CORE MSCI EMERGING MARKETS ETF-2144613424	77,336,400	0.31
Total		15,938,100,701	64.64

Source: Indonesian Central Securities Depository (KSEI)

Note:

Several of the listed institutions act as custodians for shareholders

Details of Shareholders with More than 5% Share Ownership

As at 31 December 2020, there are no shareholders with more than 5% shareownership, except PT Dwimuria Investama Andalan as the controlling shareholder of BCA.

Public Shareholders with Less than 5% Shares Ownership

	Composition*
Individual	
Local	3.31%
Foreign	0.03%
Institution	
Local	7.20%
Foreign	34.52%
Total	45.06%

	Composition*
Local Shareholders	10.51%
Individual	3.31%
Limited Liability Company	2.53%
Insurance	1.96%
Danareksa	1.58%
Foundation	1.13%
Cooperative	0.00%
Foreign Shareholders	34.55%
Individual	0.03%
Foreign Entity	34.52%
Total	45.06%

* Calculated based on total number of BCA outstanding share amounting to 24,655,010,000.

Source: Indonesian Central Securities Depository (KSEI) and PT Raya Saham Registra

Share Ownership Percentage of Commissioners and Directors

As at 31 December 2020, the Board of Commissioners and Board of Directors of BCA hold on aggregate 0.18% of the shares of BCA. Details of the share ownership of individual Commissioner and Director are presented in the section on Consolidated Financial Statements on page 665.

RECORD OF BCA SHARE AND OTHER SECURITIES LISTING

PT Bank Central Asia Tbk (BCA) held Initial Public Offering (IPO) on 11 May 2000. The IPO was listed on the Jakarta Stock Exchange and the Surabaya Stock Exchange on 31 May 2000 (Currently both exchanges were merged into the Indonesia Stock Exchange).

Record of BCA Share Listing at the Indonesia Stock Exchange

Date	Description		Number of Outstanding Shares	Total par Value (in Rupiah)
11 May 2000	Initial Public Offering (IPO)	2,943,986,000	2,943,986,000	500
15 May 2001	Stock split I with ratio of 1:2	x 2	5,887,972,000	250
2001	Shares issued in accordance with the Management Stock Option Plan (MSOP)	58,025,000	5,945,997,000	250
2002	Shares issued in accordance with the Management Stock Option Plan (MSOP)	71,526,000	6,017,523,000	250
2003	Shares issued in accordance with the Management Stock Option Plan (MSOP)	113,611,500	6,131,134,500	250
8 June 2004	Stock split II with ratio of 1:2	x 2	12,262,269,000	125
2004	Shares issued in accordance with the Management Stock Option Plan (MSOP)	40,944,500	12,303,213,500	125
2005	Shares issued in accordance with the Management Stock Option Plan (MSOP)	15,888,000	12,319,101,500	125
2006	Shares issued in accordance with the Management Stock Option Plan (MSOP)	8,403,500	12,327,505,000	125
31 January 2008	Stock split III with ratio of 1:2	x 2	24,655,010,000	62.5

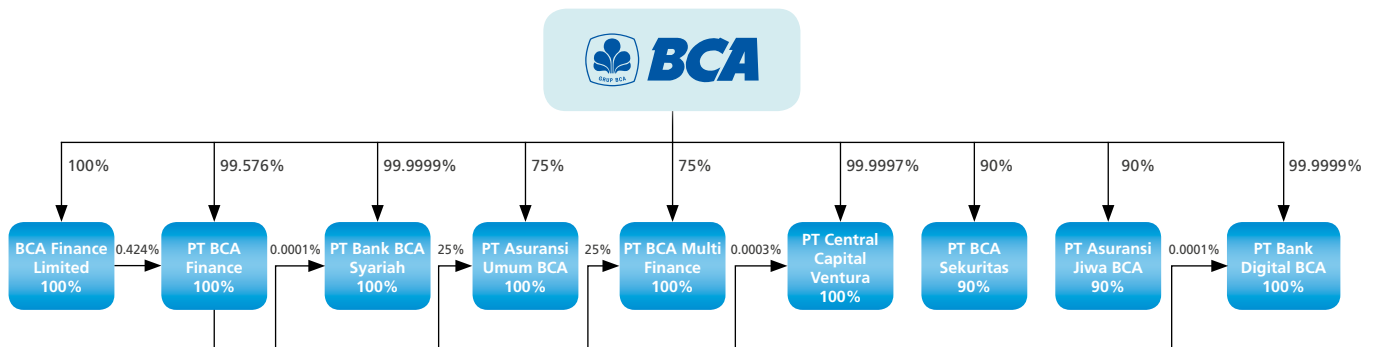
Note:

The Extraordinary General Meeting of Shareholders on 12 April 2001 decided to increase the issued capital by issuing 147,199,300 shares through the Management Stock Option Plan (MSOP). The MSOP was executable from 10 November 2001 up to 9 November 2006. Shares issued in accordance with the MSOP program above were taken into account for the effect of the stock split.

Record of Other Securities Listing

In 2018 BCA has issued subordinated bonds, which detail can be seen in the Bonds Highlights on page 21.

BCA GROUP STRUCTURE AND SUBSIDIARIES OWNERSHIP



PT BCA Finance
BCA Finance Limited
PT Bank BCA Syariah
PT Asuransi Umum BCA (BCA Insurance)
PT BCA Multi Finance (Dahulu PT Central Santosa Finance/ CSF)
PT Central Capital Ventura (CCV)
PT BCA Sekuritas
PT Asuransi Jiwa BCA (BCA Life)
PT Bank Digital BCA

Product and Services

Auto Financing:
New Car, Used Car

Fire Cash, Tahapan, LC

Funding:
Tahapan iB, Tahapan Rencana iB, Current Account iB, Deposits iB, Simpanan Pelajar (SimPel) iB, Tahapan Mabrur iB

Financing:
Checking account financing - syariah iB, Bank Guarantee, Umrah financing iB, Working Capital BCA Syariah iB, Investment loan BCA Syariah iB, Mortgage iB, Factoring BCA Syariah iB, Auto financing iB, Gold iB

Services:
Deposit services - Haji BCA Syariah, Money transfer (Retail dan RTGS), Kliring (Lokal dan Intercity Clearing), Inkaso, Safe Deposit Box (SDB), Payroll, Bank's Reference

Auto Insurance, Fire Insurance, Property All Risks Insurance, EARTHQUAKE Insurance, Personal Accident Insurance, Travel Insurance, Freight Insurance, Terrorism and Sabotage, Contractor All Risks, Heavy Equipment, Machinery Breakdown

Auto Financing:
Kredit Pemilikan Motor (KPM), Kredit Sepeda Motor (KSM), Kredit Motor Bekas (KMB), Kredit Mobil Seken (KMS)

Investment and collaboration Services

Securities Brokerage Dealer and Underwriter for Issuance of Securities

Health Insurance:
Asuransi Hospital 100% Refundable, Bima Proteksi Kesehatanku, BCA Life Perlindungan Kritis Optima, BCA Life Purna Medis Optima

Heritage:
BCA Life Heritage Protection, BCA Life Proteksi Jiwa Optima

Accident Protection:
b-SAVE Accident Protection

Digital Banking Solutions

INFORMATION ON SUBSIDIARIES

As of 31 December 2020

Company Name	Share Ownership	Type of Business
PT BCA Finance 	PT Bank Central Asia Tbk : 99.576% BCA Finance Limited : 0.424% Total : 100%	Auto Financing & Multipurpose Financing
BCA Finance Limited 	PT Bank Central Asia Tbk : 100%	Remittance and Money Lending
PT Bank BCA Syariah (BCA Syariah) 	PT Bank Central Asia Tbk : 99.9999% PT BCA Finance : 0.0001% Total : 100%	Sharia Banking
PT Asuransi Umum BCA (BCA Insurance) 	PT Bank Central Asia Tbk : 75% PT BCA Finance : 25% Total : 100%	General Insurance
PT BCA Multi Finance (formerly PT Central Santosa Finance) 	PT Bank Central Asia Tbk : 75% PT BCA Finance : 25% Total : 100%	Auto Financing & Multipurpose Financing
PT Central Capital Ventura (CCV) 	PT BCA : 99.9997% PT BCA Finance : 0.0003% Total : 100%	Venture Capital Company
PT BCA Sekuritas 	PT Bank Central Asia Tbk : 90% Chandra Adisusanto : 10% Total : 100%	Securities Brokerage Dealer and Underwriter for Issuance of Securities
PT Asuransi Jiwa BCA (BCA Life) 	PT Bank Central Asia Tbk : 90% Chandra Adisusanto : 10% Total : 100%	Life Insurance
PT Bank Digital BCA (formerly Bank Royal) 	PT Bank Central Asia Tbk : 99.9999% PT BCA Finance : 0.0001% Total : 100%	Banking

Brief Profile	Total Assets (in billion Rupiah)	Company Address	Operational Status
PT BCA Finance was established in 1981 and currently provides vehicle financing, particularly 4-wheeler. BCA became a major shareholder in 2001.	8,536.1	Wisma BCA Pondok Indah Lantai 8, Jl. Metro Pondok Indah No. 10 Jakarta 12310 Tel. : (021) 29973100	Operating
BCA Finance Limited was established in 1975, and currently holds a business license as a money lender with a focus on fund remittance services. Since 10 December 2020, PT Bank Interim Indonesia has effectively merged with PT Bank BCA Syariah. BCA owned direct and indirect ownership to 100% in 1996.	910.0	Unit 4707,47/F, The Center, 99 Queen's Road Central, Hong Kong Telp. : (852) 28474249	Operating
PT Bank BCA Syariah (formerly PT Bank UIB) was established in 1991 and currently operates as a sharia bank. BCA owned direct and indirect ownership to 100% in 2009	9,720.3	Jl. Jatinegara Timur No. 72 Jakarta 13310 Telp. : (021) 8505030, 8505035, 8190072	Operating
PT Asuransi Umum BCA (formerly PT Central Sejahtera Insurance) was established in 1988 as an insurance company particularly engaged in general or loss insurance activities. BCA through PT BCA Finance held a 25% shares ownership in 2010 and increased its direct and indirect ownership to 100% in 2013.	2,127.3	Gedung Sahid Sudirman Center Lantai 10 Unit 10F Jl. Jend. Sudirman Kav.86 Jakarta 10220 Telp. : (021) 27889588	Operating
PT BCA Multi Finance (formerly known as PT Central Santosa Finance/CSF) was established in 2010 and is engaged in motorcycle, car and multipurpose financing. In 2010, BCA owned a 25% stake of the company indirectly through PT BCA Finance. In 2014, the Bank became the majority shareholder with ownership of 45%. In 2017, it increased its direct and indirect ownership to 100%.	1,069.9	WTC Mangga Dua Lantai 6 Blok CL No. 001 Jl. Mangga Dua Raya No.8 Jakarta 14430 Telp. : (021) 29648200	Operating
PT Central Capital Ventura, was established in 2017 as a venture capital company. BCA owned direct and indirect ownership to 100%.	406.0	Gedung Office 8 Lantai 16 Unit F SCBD Lot 28 Jl. Jend. Sudirman Kav 52-53 Jakarta 12190	Operating
PT BCA Sekuritas (formerly PT Dinamika Usaha Jaya) was established in 1990 with business lines as securities brokerage and investment bank. BCA became a major shareholder in 2011.	1,258.4	Menara BCA, Grand Indonesia Lantai 41, Suite 4101 Jl. M.H. Thamrin No.1 Jakarta 10310 Telp. : (021) 23587222	Operating
PT Asuransi Jiwa BCA was established in 2013 as a life insurance company and began its operation in 2014. In 2017, BCA became a direct shareholder in PT Asuransi Jiwa BCA with 90% shares ownership, whereas previously BCA has indirect shareholding through PT BCA Sekuritas and PT Asuransi Umum BCA.	1,467.9	Chaze Plaza Lantai 22 Jl. Jend. Sudirman Kav.21 Jakarta 12920 Telp. : (021) 21888000	Operating
PT Bank Digital BCA (formerly PT Bank Royal), engages in commercial banking business with status of Bank BUKU II. BCA owned direct and indirect ownership to 100% in 2019.	2,893.9	Jl. Suryopranoto No.52 Jakarta Pusat 10130 Telp. : (021) 63864472, 63864473	Operating

CAPITAL MARKET SUPPORTING INSTITUTION

As of 31 December 2020

Public Accounting

Kantor Akuntan Publik Tanudiredja, Wibisana, Rintis & Rekan
(a member firm of PwC Global Network)
WTC 3



Jl. Jend. Sudirman Kav. 29-31
Jakarta 12920
Indonesia
Tel. (62-21) 521 2901
Fax. (62-21) 5290 5555, 5290 5050

Share Registrar

PT Raya Saham Registra
Gedung Plaza Sentral, 2nd Floor
Jl. Jend. Sudirman Kav. 47-48
Jakarta 12930
Tel. (62-21) 252 5666
Fax. (62-21) 252 5028
Website : www.registra.co.id



Securities Rating Agency

Fitch Ratings Singapore Pte Ltd
One Raffles Quay
South Tower #22-11
Singapore 048583
Tel. (65) 6796 7200
Website : www.fitchratings.com



PT Fitch Ratings Indonesia
DBS Bank Tower, 24th Floor, Suite 2403
Jl. Prof. Dr. Satrio Kav. 3-5
Jakarta 12940
Tel. (62-21) 2988 6800

PT Pemeringkat Efek Indonesia (PEFINDO)
Panin Tower Senayan City, 17th Floor
Jl. Asia Afrika Lot 19, Jakarta 10270
Tel. (62-21) 7278 2380
Website : www.pefindo.com

Trustee

BCA Continuous Subordinated Bonds I Phase I 2018
(Series A & B)



PT Bank Rakyat Indonesia (Persero) Tbk
Trust and Corporate Services
Investment Services Division
Gedung BRI II - 30th Floor
Jl. Jendral Sudirman Kav. 44-46
Jakarta Pusat 10210
Tel. (62-21) 250 0124, 575 2362, 575 8130
Fax.(62-21) 575 2444, 251 0316

Notary

Christina Dwi Utami, S.H., M.Hum., M.Kn
Jl. K.H. Zainul Arifin No.2
Jakarta Barat 11140
Indonesia
Tel. (62-21) 634 5668
Fax. (62-21) 634 5666



Law Firm Consultant

Hadiputranto, Hadinoto & Partners
Pacific Century Place, Level 35
Sudirman Central Business District Lot 10
Jl. Jendral Sudirman Kav. 52-53
Jakarta 12190
Indonesia
Tel. (62-21) 2960 8888
Fax.(62-21) 2960 8999



AWARDS AND CERTIFICATIONS



AWARDS

Time		Award	Organizer	Category
Corporate				
Apr	2	PR Indonesia Award 2020	PR Indonesia	Winner of 2020 PR Indonesia Award as the most popular in Media Category in 2019
Mei	14	Corporate Branding PR Award 2020 (Virtual Award)	The Economics	Winner of Corporate Branding, 2020 PR Award for Banking Category
Jun	30	Indonesia's Top 100 Most Valuable Brands 2020	SWA Magazine, WIR Global, Brand Finance Asia Pacific	The fourth Most Valuable Indonesian Brand 2020 with Brand Value from US\$2,917mn and AAA+ Rating
		Forbes' List of The World's Best Bank 2020	Forbes	#1 in Indonesia
		Forbes' List of Global 2000 2020	Forbes	#487 Global 2000: - #1644 Sales - #385 Profit - #509 Assets - #255 Market value
Jul	16	Leading Disruption Economy	Iconomics	20 Pilar Finansial Indonesia Award 2020
	21	Investor Awards 2020	Investor Magazine	Top Performing Listed Companies 2020
Aug	19	SWA 100 : Peringkat Perusahaan Publik Terbaik (Best Public Company Rank) 2020	SWA Magazine	100 Best Listed Companies based on WAI 2020
	19	5th Indonesia Best Banking Award 2020	Warta Ekonomi	The Healthiest Bank
	25	Bank Terbaik (Best Bank) 2020	Berita Satu (Investor Magazine)	"2020 Best Bank" for Buku IV Bank category with Tier I Capital above Rp. 30 trillion. Special Award as "2020 Best Listed Bank"

AWARDS AND CERTIFICATIONS - continued

AWARDS

Time		Award	Organizer	Category
Sep	29	Infobank Award 2020	Infobank Magazine	awarded EXCELLENT for 2019 Financial Performance for Buku 4 Bank Category
	30	Asiamoney Best Bank Awards 2020	Asiamoney	Best Domestic Bank
Oct	2	HR Asia Award 2020	HR Asia (Magazine) & Business Media International	Best Companies to Work for in Asia 2020
	28	Iconomics Top Bank Iconomics 2020	Iconomics	Platinum Award for Buku 4 Bank Category
	29	World Best Banker 2020	The Economist	TOP 8 of World Best Banker 2020
				1. Best Mega Contact Center 2. Best In Customer Service 3. Best Helpdesk 4. Best Green Contact Center 5. Best Contact Center Design 6. Best Community Spirit 7. Best Direct Response Campaign 8. Best Outbound Campaign 9. Best Social Media 10. Best Sales Campaign 11. Best Recruitment 12. Best Incentive Scheme 13. Best Outsourcing Partnership 14. Best Customer Loyalty 15. Best Technology Innovation
Nov	6	Indonesia IT Award III 2020	Economic Review	Platinum Award - 2 nd Best IT for Listed Company
	12	Indonesia Financial Award 2020 (Millennial's Choice)	Iconomics	Brand Awareness, Brand Image, Customer Service Quality
	13	Asean Business Award 2020	ASEAN-BAC	Awarded with the category of Combating COVID-19
Dec	3	Obsession Awards 2020	Men's Obsession Magazine	Best Companies 2020
	10	Forbes Indonesia Best of the Best Awards 2020	Forbes Indonesia	Top 50 Companies for 2020 (Rank 16) Trifecta Award for Winning 3 Years in a Row
	14	Bisnis Indonesia Award 2020	Bisnis Indonesia	The Best Bank for Private Foreign Exchange Commercial Bank Category
	17	Indonesia Customer Experience Award 2020	Majalah SWA	Indonesia Customer Experience Award 2020
		Penghargaan Kementerian Keuangan Republik Indonesia (Ministry of Finance of Republic of Indonesia Award)	Kementerian Keuangan RI (Ministry of Finance of Republic of Indonesia)	Best Work Performance of SUN Retail Distribution Partner in 2019 Best Work Performance of SBSN Retail Distribution Partner in 2020 - Conventional Bank Category
				IBBCA Predicate - Private Bank Category
	18	Iconomics Emiten Award 2020	Iconomics	Iconomics Emiten Award 2020 in FINANCE sector
	22	Top Digital Awards 2020	IT Works Magazine	Top Digital 2020 Level Stars 5 Top Digital Transformation Readiness 2020

AWARDS

Time		Award	Organizer	Category
Product & Services				
Feb	12	Indonesia Digital Innovation Award 2020	Warta Ekonomi	Innovative Company For Sustainable Digital Banking Experience
	19	TOP Brand Award 2020	Marketing Magazine	BCA (for Credit Card category) BCA (for Deposit Product Category) Flazz (for Prepaid Card Category) HALO BCA (for Call Center Category) Klik BCA (for Internet Banking category) KPR BCA (for Bank's mortgage category) m-BCA (for Mobile Banking Category) Tahapan BCA (for Saving Product Category)
Mar	11	Infobank - The Best Bank in Mortgage 2020	Infobank Magazine	The Best Bank in Mortgage 2020 on Property Credit Rating in 2019
	11	Infobank – Top SME Lender 2020	Infobank Magazine	Top SME Lender on SME Credit Rating by Infobank in 2020
Jun	26	Indonesia's Most Popular Digital Financial Brands Award 2020	Iconomics	Indonesia's Most Popular Digital Financial Brands (Millennials' Choice)
Jul	23	Banking Service Excellence Awards 2020	Infobank & MRI	1 st Best Opening Account via Mobile Application/ Mobile Browser
				1 st Best Digital
				2 nd Best ATM Public Area
				2 nd Best CRM
				2 nd Best e-Banking
				2 nd Best Chatbot
Sep	2	Anugerah Inovasi (<i>Innovation Award</i>) IDX Channel 2020	IDX Channel	3 rd Best Overall Performance
				Innovation in Products and Business Model for Digital Platform: Rising The Bar
Nov	4	WOW Brand Award	Markplus Inc	Winner of Internet Banking Category
				Winner for ATM Category
				Winner for Mobile Banking Category
				Winner for Credit Card Category
				Winner for Call Center & Saving Account Category
				Winner for E-Money Card Category
				Winner for Mortgage Category
	20	Indonesia Property&Bank Award XV 2020	Property&Bank Magazine	Best Home Ownership Loan Technology
	25	Payment Channel Award 2020	BPJS Kesehatan	The highest Transaction and revenue for Non-pooling Bank Category
				The highest autodebit participant for Non-pooling Bank Category
	26	3 rd DataGovAi 2020 Summit and Awards	DataGovAi	Best Data Technology DatagovAI 2020
	30	Top Innovation Choice Award 2020	Infobrand Magazine	Best Data Governance DatagovAI 2020
				BCA mBanking feature: BagiBagi (Sharing to many accounts)
				Welma Apps
Des	17	Indonesia Customer Experience Award 2020	SWA Magazine	Mobile Banking Category
	18	Indonesia Best Brand Award 2020	SWA Magazine	Credit Card Category
				Credit Card Category (Platinum Predicate)

AWARDS AND CERTIFICATIONS - continued

AWARDS

Time		Award	Organizer	Category
Customer Service				
Feb	20	Satisfaction Loyalty Engagement Awards (SLE) 2020	Infobank Magazine & Marketing Research Indonesia (MRI)	Rank I 2020 Engagement Index Category
				Rank I 2020 Satisfaction Index Category
				Rank I 2020 Customer Influence Index Category
				Rank I 2020 Customer Purchase Index Category
				Rank I 2020 Satisfaction Index for Physical Outlets Category
				Rank I 2020 Satisfaction Index for ATM Category
				Rank II 2020 Loyalty Index Category
				Rank II 2020 Customer Knowledge Index Category
				Rank II 2020 Satisfaction Index for Customer Service category
				Rank III 2020 Customer Referral Index Category
				Rank III 2020 Satisfaction Index for Teller category
				Rank III 2020 Satisfaction Index for Security category
Nov	5	Contact Center World (CCW) Asia Pacific Award 2020	Contact Center World	1. Best Analyst
				2. Best Quality Auditor
				3. Best HR Professional
				4. Best IT Support Professional
				5. Best Operation Manager
				6. Best Trainer
				7. Best Sales Manager
				8. Best Project Manager
				9. Best Customer Service Professional
				10. Best Sales Professional
				11. Best Workforce Planner
	20	Indonesia Contact Center Association (ICCA) Award 2020	Indonesia Contact Center Association	Grand Champion (20 Platinum, 15 Gold, 6 Silver and 5 Bronze)
				Corporate
				Platinum Contact Center Operation
				Platinum Technology Innovation
				Platinum Digital Media Innovation
				Platinum Business Contribution
				Platinum Employee Engagement
				Platinum People Development
				Gold Customer Experience

AWARDS

Time		Award	Organizer	Category
Nov	20	Indonesia Contact Center Association (ICCA) Award 2020 (lanjutan)	Indonesia Contact Center Association	Teamwork Platinum Quality Assurance Platinum SMART Platinum Telesales Gold Reporting Gold Schedulling Individu Platinum BTB Leader Platinum BTB Support Platinum BTB Customer Service Platinum Manager Platinum Trainer Platinum Desk Control Platinum Team Leader Inbound Large Platinum Team Leader Outbound Platinum Team Leader Cust Service Platinum Agent Digital Platinum Agent Inbound Large Gold BTB Manager Gold BTB Agent Inbound Gold Supervisor Large Gold Team Leader Cust Service Gold IT Support Gold Quality Assurance Large Gold Back Office Large Gold Customer Service Gold Agent Premium Gold Agent English Large Gold Telemarketing Gold Team Leader Outbound Silver Manager Silver Supervisor Large Silver Team Leader Digital Silver Back Office Large Silver Agent Inbound Large Silver Agent Premium Bronze BTB Leader Bronze BTB Support Bronze Quality Assurance Large Bronze Agent English Large Bronze Telemarketing

AWARDS AND CERTIFICATIONS - continued

AWARDS

Time		Award	Organizer	Category
Environmental, Social and Governance (ESG)				
Feb	27	Indonesian CSR Brand Equity Award 2020	The Economics	Excellence Corporate Social Responsibility Program for Bank Category
Sep	23	Indonesia CSRxPKBL Award 2020 " Prosperity, Humanity, and Sustainability"	Warta Ekonomi	TOP 4 CSR for Indonesia CSR x PKBL Award 2020, Finance Category, Subsector BUKU 4 Bank
Nov	10	Foundation for International Humas Rights Reporting Standards (FIHRRST)	Foundation for International Humas Rights Reporting Standards (FIHRRST)	A+ Rating Listed Companies with the Best Sustainability Report in 2019
	17	Environmental, Social & Governance (ESG) Award 2020	Berita Satu (Investor Magazine)	LQ 45 - ESG Listed Company
				The Best Social Disclosure for Listed Companies in the Banking Sector
				The Best ESG Disclosure for Buku IV Bank Category
				The best environmental disclosure for Buku IV Bank Category
				The Best Social Disclosure for Buku IV Bank Category
Management				
Jul	23	Indonesia Financial Top Leader Award 2020	Warta Ekonomi	Jahja Setiaatmadja as Best Leader for Business Sustainability Through Business Innovation - Effectiveness of Digital Acceleration Category State-Private Bank Buku IV
Sep	9	PR Indonesia Most Popular Leader in Social Media 2020	PR Indonesia	Jahja Setiaatmadja as the Best CEO for Private Listed Companies.
Dec	1	Infobank Top 100 Bankers 2020	Majalah Infobank	Bankers of The Year (Bapak Suwignyo Budiman)
	10	CNBC Indonesia Award 2020	CNBC Indonesia	The Most Influential Leader (Bapak Jahja Setiaatmadja)
		Iconomics Indonesia Top 40 PR Persons Award 2020	Iconomics	Top 40 PR Persons Award 2020 (Ibu Hera F. Haryn)
		Indonesia Most Admired CEO Award 2020	Warta Ekonomi	Most Admired CEO (Bapak Jahja Setiaatmadja)
				Top Leader on Digital Implementation 2020 (Bapak Armand W Hartono)
Sharia Banking				
Mar	11	Top SME Lenders Award 2020	Infobank	
Sep	29	Golden Trophy " 25 th Infobank Award'	Infobank	
Nov	21	The Best Performance Sharia Bank During Pandemic	Property & Finance Journalist Alliance (AJPK) dan Property&Bank Magazine	
Dec	15	The Most Innovative Islamic Retail Banking Product in Indonesia 2020	The Islamic Retail Banking Awards (IRBA)	
	20	Bank Syariah Terbaik	Anugerah Syariah Republika (Republika Sharia Award) 2020	

AWARDS

Time		Award	Organizer	Category
Financing				
May	15	3 rd rank of 9 th Digital Brand Awards - Conventional General Insurance Category	Infobank	
Insurance				
Sep	2	General Insurance Company with gross premium between 500 billion rupiah - under 1 trillion	Infobank	
		Platinum Trophy	Infobank	
Okt	14	Top 7 Best Financial Performance Insurance Companies With Assets Between Rp2-10 trillion, Category General Insurance	ThinkInnovate dan Pikiran Rakyat	
Dec	10	The Most Innovative Islamic Retail Banking Product in Indonesia 2020	The Islamic Retail Banking Awards (IRBA)	
Priority Banking				
Sep	16	The Best Inhouse Magazine Category (Private Sector, 2 nd Winner)	Grid Story Factory and Grid Voice	

BRANCHES

As of 31 December 2020

REGION I

Address:
Jln. Asia Afrika 122-124
Bandung 40261
Tel. (022) 4236303

Number of Branches:
11 Main Branches
67 Sub Branches
12 Cash Offices

Locations:

Bandung	Majalengka
Banjar	Ngamprah
Ciamis	Purwakarta
Cianjur	Singaparna
Cimahi	Soreang
Cirebon	Subang
Garut	Sukabumi
Indramayu	Sumber
Karawang	Sumedang
Kuningan	Tasikmalaya

REGION II

Address:
Jln. Pemuda 90-92
Semarang 50133
Tel. (024) 3550333

Number of Branches:
13 Main Branches
83 Sub Branches
28 Cash Offices

Locations:

Banjarnegara	Purbalingga
Bantul	Purwodadi
Batang	Purwokerto
Blora	Purworejo
Boyolali	Rembang
Brebes	Salatiga
Cilacap	Semarang
Demak	Slawi
Jepara	Sleman
Kajen	Sragen
Karanganyar	Sukoharjo
Kebumen	Surakarta
Kendal	Tegal
Klaten	Temanggung
Kudus	Ungaran
Magelang	Wates
Mungkid	Wonogiri
Pati	Wonosari
Pekalongan	Wonosobo
Pemalang	Yogyakarta

REGION III

Address:
Jln. Raya Darmo 5
Surabaya 60265
Tel. (031) 5618921

Number of Branches:
13 Main Branches
92 Sub Branches
31 Cash Offices

Locations:

Bangkalan	Pamekasan
Bojonegoro	Sampang
Gresik	Sidoarjo
Jombang	Sumenep
Lamongan	Surabaya
Mojokerto	Tuban

REGION IV

Address:
Jln. Boulevard Blok F5 No.5
Makassar 90231
Tel. (0411) 453355

Number of Branches:
13 Main Branches
62 Sub Branches
20 Cash Offices

Locations:

Ambon	Palopo
Bau Bau	Palu
Bitung	Pare Pare
Denpasar	Pinrang
Gianyar	Praya
Gorontalo	Ruteng
Jayapura	Selong
Kendari	Semarangapura
Kotamobagu	Sentani
Kupang	Singaraja
Luwuk	Sorong
Makassar	Sungguminasa
Manado	Tabanan
Manokwari	Ternate
Mataram	Timika
Mengwi	Tomohon
Negara	Watampone

BRANCHES - continued

REGION V

Address:
Jln. P. Diponegoro 15
Medan 20112
Tel. (061) 4155800 / 4575800

Number of Branches:
13 Main Branches
56 Sub Branches
20 Cash Offices

Locations:

Banda Aceh	Medan
Bandar Seri Bentan	Padang
Batam	Payakumbuh
Bengkalis	Pekanbaru
Binjai	Pematang Siantar
Bireuen	Rantau Prapat
Bukittinggi	Sei Rampah
Dumai	Tanjung Balai
Kisaran	Tanjung Balai Karimun
Lhokseumawe	Tanjung Pinang
Limapuluh	Tebing Tinggi
Lubuk Pakam	Tembilahan

REGION VI

Address:
Jln. Kapten A. Rivai 22
Palembang 30129
Tel. (0711) 312244

Number of Branches:
10 Main Branches
38 Sub Branches
32 Cash Offices

Locations:

Bandar Lampung	Menggala
Bangko	Mentok
Baturaja	Metro
Bengkulu	Muara Bungo
Curup	Muara Enim
Gunung Sugih	Pagar Alam
Jambi	Palembang
Kalianda	Pangkal Pinang
Kepahiang	Pangkalan Balai
Koba	Prabumulih
Kotabumi	Pringsewu
Kuala Tungkal	Sekayu
Lahat	Sungai Liat
Lubuk Linggau	Tanjung Pandan
Manggar	Toboali
Martapura	

REGION VII

Address:
Jln. Jend. Basuki Rachmat 70-74
Malang 65111
Tel. (0341) 358500

Number of Branches:
11 Main Branches
49 Sub Branches
13 Cash Offices

Locations:

Banyuwangi	Malang
Batu	Magetan
Blitar	Nganjuk
Bondowoso	Ngawi
Jember	Pasuruan
Kanigoro	Ponorogo
Kediri	Probolinggo
Kepanjen	Situbondo
Kraksaan	Trenggalek
Lumajang	Tulungagung
Madiun	

REGION VIII

Address:
Wisma BCA Pondok Indah
Jln. Metro Pondok Indah No.10
Jakarta 12310
Tel. (021) 29973488

Number of Branches:
11 Main Branches
97 Sub Branches
25 Cash Offices

Locations:

Cibinong	Purwakarta
Cikarang	Tangerang
Depok	Tangerang Selatan
Jakarta (Pusat, Selatan, Timur & Utara)	Tigaraksa

REGION IX

Address:
Jln. Matraman Raya 14-16
Jakarta 13150
Tel. (021) 8581259

Number of Branches:
13 Main Branches
109 Sub Branches
19 Cash Offices

Locations:

Bekasi	Depok
Bogor	Jakarta (Pusat, Selatan, Timur & Utara)
Cibinong	Karawang
Cikarang	

BRANCHES - continued

REGION X

Address:
Jln. Pluit Selatan Raya
Komplek Perkantoran Landmark
Pluit Blok A No.8
Jakarta 14440
Tel. (021) 6601718

Number of Branches:
10 Main Branches
89 Sub Branches
3 Cash Offices

Locations:

Jakarta (Barat, Pusat & Utara)	

REGION XI

Address:
Jln. Jend. Sudirman 139
Balikpapan 76113
Tel. (0542) 737133

Number of Branches:
8 Main Branches
37 Sub Branches
7 Cash Offices

Locations:

Balikpapan	Samarinda
Banjarbaru	Sambas
Banjarmasin	Sampit
Batulicin	Sangatta
Bontang	Singkawang
Ketapang	Sintang
Kota Kubu	Sungai Raya
Martapura	Tanjung
Mempawah	Tanjung Redeb
Palangkaraya	Tarakan
Pangkalan Bun	Tenggarong
Pontianak	

REGION XII

Address:
Wisma Asia I
Jln. S. Parman kav.79
Jakarta 11420
Tel. (021) 5638888

Number of Branches :
12 Main Branches
95 Sub Branches
25 Cash Offices

Locations:

Cilegon	Serang
Jakarta (Barat & Pusat)	Tangerang
Pandeglang	Tangerang Selatan
Rangkasbitung	Tigaraksa

NON REGION OFFICE

Address:
Menara BCA, Grand Indonesia
Jln. MH Thamrin No. 1
Jakarta 10310
Tel. (021) 23588000

Number of Branches:
1 Main Branches

Locations:

Jakarta (Pusat)	

REPRESENTATIVE OFFICE

SINGAPORE
Address:
360 orchard road
#06-06A International building
Singapore 238869

HONG KONG
Address:
Unit 4707, 47/F The Center
99 Queen's Road Central
Hong Kong

INFORMATION ON COMPANY'S WEBSITE

BCA has developed its website, which can be accessed through <https://www.bca.co.id/> to enable the public to receive thorough information about the company.

On the website, BCA provides information on banking products and services solutions to meet individual and business needs, details about the Bank and other important information.

Information on The Company's Website

Individual		Business	
Banking products and services solutions to meet individual needs 	Solution • Ideal Residential • Ideal Transportation • Future Investment • Maximum Protection • Education Plan • Dream Lifestyle • Need for Additional Funds • Practical Saving • Easy Transaction	Banking products and services solutions to meet business needs 	Solution for Business & Corporate • Commercial Business & SME Solutions • Corporate Business • Solutions for Financial Institution • Financial Technology
	Product and Services • Savings • Loans • e-Banking • Debit Card • Credit Card • Remittance • Investment and Insurance		Product and Services • Saving • Loans • e-Banking • Credit Card • Banking Services • Treasury and Custodia
	Innovation • myBCA • VIRA • BCA Express		Career Working environment, career opportunities and other information about careers at BCA. 
	Tools • Simulation • Currency and Interest Rate • Fee & Limit • Submit Application		Daily Activities in BCA Career • Magang Bakti • BCA Scholarships • News & Article
About BCA			
This section provides detailed information about the company 	Corporate • Corporate Information • CSR (Bakti BCA) • Social Media BCA • BCA Group • Newsroom (Kafe BCA) • News	There is also the Halo BCA services section on the website to allow communication through chatting should there be questions related to the Bank's products and services, or to give feedback to the company. For further information about BCA, please contact: Corporate Secretary & Communication Division: • Public Relations • Investor Relation Menara BCA, 20th Floor Grand Indonesia Jl. M.H. Thamrin No.1 Jakarta 10310, Indonesia Tel. (62 21) 2358 8000 Fax. (62 21) 2358 8300 E-mail: humas@bca.co.id investor_relations@bca.co.id	
	Investor Relations • Financial Highlights - Quarterly Financials - Monthly Financials • Annual Report • Stock Information BCA • Credit Ratings • Investor News		
	Good Corporate Governance • Organization Structure • Deed of Company • Corporate Action • Asean CG Scorecard • Corporate Governance • Whistleblowing System • Anti Money Laundering (AML) and Counter Financing of Terrorism (CFT) • Subsidiary Companies		



MANAGEMENT DISCUSSION AND ANALYSIS

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BUSINESS SEGMENT PERFORMANCE OVERVIEW

Transaction Banking

Digital trends played the largest role in the development of the Transaction Banking franchise in 2020, accelerated by the COVID-19 pandemic.

Current Accounts and Savings Accounts (CASA) showed a solid growth of 21.0% in 2020, supported by BCA's extensive online and digital platforms, and contributed 77.0% of the Bank's total Third Party Funds. Driving this growth was a 64.3% and 30.2% increase in transaction frequency through mobile banking and internet banking, respectively. Overall, 99.0% of all transactions were conducted through digital and electronic channels.

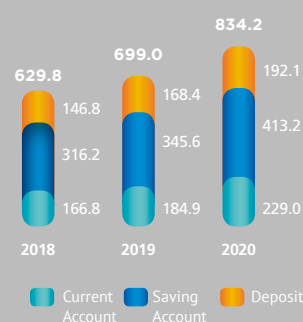
As of the end of 2020, the BCA physical network comprises 1,248 branches, 17,623 ATMs and over 550 thousand EDCs.

Number of Transaction Growth (YoY)

34.8 %

Third Party Funds Composition

(in trillion Rupiah)



Corporate Banking

BCA Corporate Banking continued to offer credit facilities in order to support its customers' liquidity needs. As of December 2020, total corporate loan was Rp256.6 trillion, a Rp18.2 trillion increase or 7.6% compared to the previous year's Rp238.5 trillion. Growth in corporate loan dominantly came from investment loan, which contributed mostly by edible oil, telecommunication & transportation infrastructure. BCA managed to maintain a Non-Performing Loan ratio of 1.6% for corporate loans. Meanwhile, the OJK relaxation policy which restructured loans for Covid-affected debtors in the "current" category, led to higher Loan At Risk (LAR) of 15.9%.

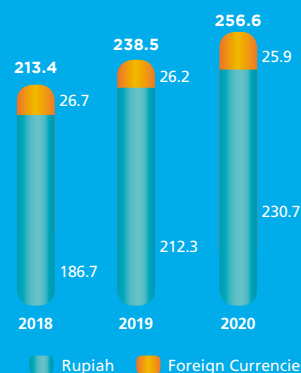
BCA also strengthens its focus on developing corporate transaction banking through the Corporate Transaction Group, which is essential to ongoing growth of fee-based income and to increasing CASA funds

Corporate Loan Growth (YoY)

7.6 %

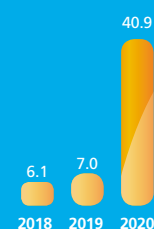
Corporate Loan Portfolio

(in trillion Rupiah)



LAR - Corporate

(in trillion Rupiah)

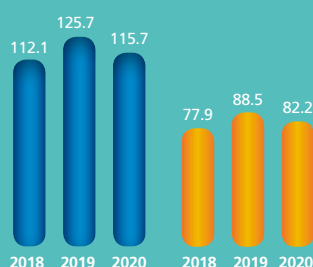


Commercial & SME loan growth (YoY)

-7.6%

Commercial & SME Loan portfolio

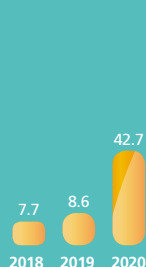
(in trillion Rupiah)



Commercial Small and Medium Enterprise (SME)

LAR - Commercial & SME

(in trillion Rupiah)



Circumstances of the COVID-19 pandemic, which caused businesses in almost all sectors to restrict their activities. As a result, commercial loans saw 8.0% decrease, and SME loans fell 7.1%. BCA recorded an NPL ratio of 2.1% for commercial and 2.0% for SME loans. BCA also recorded Loan at Risk (LAR) of Rp42.7 trillion or 21.6% of total commercial and SME loan in 2020, majority coming from Tourism and Textile sectors.

BCA continued to develop its API technology to strengthen collaboration with its commercial & SME partners, with over 2,500 customers incorporating the platform by the end of 2020.

Commercial & SME Banking

Individual Banking

Against the backdrop of the COVID-19 pandemic, BCA emphasized its digital banking platforms, including digital account opening, which accounted for over 1.6 million new accounts in 2020. Individual banking served more than 19 million customers and contributed to 70% of total CASA.

Consumer loans in 2020 experienced a 10.9% decline, due to a high rate of repayments and lower new bookings, primarily a result of the restricted mobility during the pandemic. BCA recorded LAR of consumer loans amounting to Rp24.9 trillion or 21.1% of the consumer loan portfolio.

In Wealth Management, BCA saw a 42,5% increase in assets under management, supported by the introduction of the new Welma digital application allowing users to buy and sell investment products via their mobile devices. In 2020, the application acquired 17,320 users.

Consumer Loan Growth (YoY)

-10.9%

Consumer Loan Composition by Product

(in billion Rupiah)

	2020	2019	2018	Increase/(decrease) 2020	
				Amount	%
Mortgage	78,571	82,056	78,780	(3,485)	-4.2%
Vehicle	28,356	36,469	39,998	(8,114)	-22.2%
Credit Card	11,206	14,106	12,893	(2,900)	-20.6%
Total Consumer	118,133	132,631	131,671	(14,498)	-10.9%

LAR - Consumer

(in trillion Rupiah)



Business Review

TRANSACTION BANKING

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Supported by a well-established, extensive network of electronic and consistently strengthening digital platforms, BCA allows customers to conduct their banking activities and transactions anywhere with no limit of access, through a wide range of products and services.

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Transaction Banking
in 2020

CASA

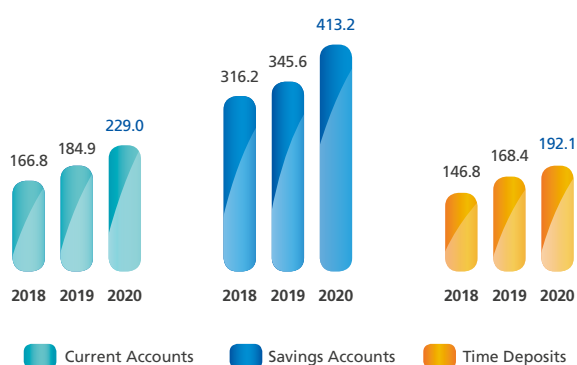
Rp **642.1** trillionNumber of
Transactions Growth

(YoY)

34.8 %

The rise of technology and digitalization has shifted the way customers behave and altered the way they transact. Nowadays, people rely heavily on digital platforms to perform daily activities, including banking. In line with this trend, customer behaviour has shown a transition from branch banking to internet and mobile banking. In 2020, 99.0% of BCA transactions were made through digital and electronic channels.

Our consistency in digital banking strategy has put BCA in a strong position to accommodate our customers' changing behavior. Supported by a well-established, extensive network of electronic and consistently strengthening digital platforms, BCA allows customers to conduct their banking activities and transactions anywhere with no limit of access, through a wide range of products and services.

Third Party Funds
(in trillion Rupiah)

The COVID-19 pandemic in 2020 accelerated the Bank's transition towards a more digital approach to transaction banking. Limited mobility and restrictions on physical contact caused an increase in demand for electronic and online banking services, a condition BCA was able to use to its advantage thanks to its well-established electronic network. This was proven with a 41% growth in average daily transactions compared to pre-pandemic levels.

In 2020, BCA maintained its position as one of Indonesia's leading transaction banks, recording standout growth in third-party funds compared with the industry. The Bank's integrated ecosystem, combining industry leading customer



service and relationship banking with comprehensive, convenient digital solutions, ensured that customers would be able to make their transactions with ease even in the face of mounting economic and social challenges.

Strengthening the Transaction Banking Franchise through Digitalization

The Bank's readiness to cater to customers' digital needs and the high level of customer trust has helped to strengthen the BCA franchise. As a continuous investment in its transaction banking franchise, BCA provides a broad range of banking solutions for customers in different segments, with diverse and dynamic needs. As a result, BCA earned customers trust, which is an essential pillar in the sustainable growth of CASA funds. Supported by the Bank's strong foundation of electronic and digital channels, in 2020, BCA was able to record a solid 21.0% or Rp111.6 trillion YoY growth in Current Accounts and Savings Accounts (CASA), totaling Rp642.1 trillion or contributed to 77.0% of total third party funds.

The Bank invests in the use of Quick Response (QR) code for transactions between customers via the BCA mobile and Sakuku applications. BCA has also implemented QR Indonesia Standard (QRIS) technology to facilitate payments to merchants. In addition, the Bank has its Virtual Assistant Chat Banking (VIRA) feature, which provides interactive and real-time information, both financial and non-financial, using Chatbot technology that is built on machine learning. The Bank also introduced Oneklik, which reduces the number

of steps required in the online shopping payment process to just one click. The service allows customers to complete their online shopping quickly and without complication, sourcing funds from their BCA account. OneKlik offers a seamless user experience, and is widely used to top up electronic money in various digital applications. This is an alternative to the Virtual Account, which was introduced to the public earlier and provides easy reconciliation for merchants or partners receiving payment from their customers.

In 2019, the Bank launched the mobile-based application, Welma in response to customer demand for investment products and protection information. Through Welma, customers can conveniently conduct transactions, monitor investment products, such as mutual funds and bonds, and find information about insurance and other products.

In 2020, BCA enhanced its online account opening feature. During the pandemic, people were encouraged to reduce out-of-home activities, and many sought payment and transaction options that they could complete from home using various devices. The situation triggered changes in customer behavior, affecting the way they interact with the Bank's network and channels, both in the short and long term. As a result, owing to the closure of some of our branch offices in the second quarter of 2020 due to the large scale mobility restriction (PSBB), online account opening saw a significant increase, with the highest month on month growth reached 37.0% in June 2020.

Business Review

TRANSACTION BANKING

In the last quarter of 2020, BCA launched the 'Lifestyle' feature on its BCA mobile app. The first phase of the Lifestyle feature enables BCA customers to purchase airplane tickets, train tickets, voucher games and book hotels. In the future, BCA will regularly update and develop other lifestyle features to complete the service and serve a broader range of customer needs.

BCA's renowned world class call center, HaloBCA, also played an important role throughout 2020 as a Digital Service Centre. HaloBCA has evolved from a traditional call center to integrate common contact center functions with various BCA digital services, such as MyBCA (video banking), Online Account Opening, Digital Relationship Officers and several chat facilities with Customer Service Officers, and Solution Assistant (SOLA) services.

Integrated Multi Channel Network

BCA continues to expand its integrated multi-channel network by developing synergies and integration between its physical network of branch offices, ATMs, and EDCs, and various digital platform to support diverse financial needs of its customer segments.

In the midst of changing customer behavior into digitalization, BCA understands that physical branches still holds an important role, providing services for customers with a particular and more complex requirements or those who simply prefer in-person banking transactions. In terms of value, 43.7% of total transaction value were still performed in branch offices. Therefore, BCA continues to expand its branch channels in a more selective manner, prioritized a more efficient format such as BCA Express, a digital banking model combines digital services with a limited human support. At the end of the year, BCA had 1,248 branch offices.

Complementing the extensive physical network, BCA expands its ATM network with more focus on investment in Cash Recycling Machine (CRM), facilitate both cash withdrawal and cash deposits, which have been proven to improve efficiency by reducing cash handling costs. In 2020, the number of CRMs grew by 2,098 units, totaling of 9,038 units. To increase the convenience of its customers in cash deposits and withdrawals through BCA CRMs, the Bank introduced a cardless withdrawals feature using one time transaction code, available through M-BCA. In 2020, cardless transaction increased substantially by 124.3% YoY, reached 54.2 million transactions. Electronic money users may enjoy the cardless withdrawal feature, as long as their electronic money provider have contractual arrangement with the Bank. This is a new business opportunity for BCA to increase its fee-based income.

Number of Distribution Channels (unit)

	2020	2019	2018
Number of Branches (including cash offices)	1,248	1,256	1,249
Number of ATMs	17,623	17,928	17,778

Delivery Channels Transactions

	2020		2019		2018		Increase / (decrease) 2020		Increase / (decrease) 2019	
	Total	Composition	Nominal	Composition	Nominal	Composition	Total	%	Total	%
Branch										
Number of Transactions (in million)	120	1.0%	152	1.8%	156	2.4%	-32	-21.1%	-4	-2.6%
Transaction Value (in trillion Rupiah)	12,443	43.7%	14,585	49.1%	14,866	53.8%	-2,142	-14.7%	-281	-1.9%
ATM										
Number of Transactions (in million)	1,862	16.1%	2,075	24.2%	2,030	31.8%	-213	-10.3%	45	2.2%
Transaction Value (in trillion Rupiah)	2,020	7.1%	2,322	7.8%	2,303	8.3%	-302	-13.0%	19	0.8%
Mobile Banking										
Number of Transactions (in million)	6,321	54.6%	3,848	44.8%	1,932	30.3%	2,473	64.3%	1,916	99.2%
Transaction Value (in trillion Rupiah)	2,693	9.5%	2,089	7.1%	1,389	5.0%	604	28.9%	700	50.4%
Internet Banking										
Number of Transactions (in million)	3,264	28.2%	2,508	29.2%	2,264	35.5%	756	30.2%	244	10.8%
Transaction Value (in trillion Rupiah)	11,308	39.7%	10,701	36.0%	9,107	32.9%	607	5.7%	1,594	17.5%
Total										
Number of Transactions (in million)	11,567	100.0%	8,583	100.0%	6,382	100.0%	2,984	34.8%	2,201	34.5%
Transaction Value (in trillion Rupiah)	28,464	100.0%	29,697	100.0%	27,665	100.0%	-1,233	-4.2%	2,032	7.3%

BCA continues to improve branch service level, convenience and efficiency, through the installation of digital machines that customers can use independently. CS Digital, e-service and the STAR Teller machine are some examples of this new concept. Through these machines, customers can issue and replace BCA debit cards, print their account books and withdraw and deposit cash independently.

Comprehensive Transaction Banking Solutions

BCA offers a wide range of transaction banking solutions for each customer segment, both business and individual. Such services are supported by a reliable multi-channel transaction network that integrates branch offices, ATMs, internet & mobile banking, and other digital platforms.

In line with growing customer needs and advancements in technology, BCA continues to improve the features and facilities of its transaction banking solutions, including in corporate transaction services. The Bank offers solutions in payment and collection, covers both business to business (B2B) and business to customer (B2C), with focus on connecting the customer's business along the business chain, starting from supplier to the distributor in various business communities.

To leverage the potential growth in online-based business, BCA has strengthened its payment ecosystem and built strategic collaboration with various company partners, including e-commerce and fintech companies, by taking the advantage of the Application Programming Interface (API) technology that enables company partner's system to be directly connected with BCA banking service.

Currently, more than 2,500 BCA business customers use the BCA API to improve their business operational services, and we expect that the number will continue to increase in line with product development. The sectors that use API most heavily are e-commerce, education, and MSMEs (Micro, Small and Medium Enterprises). In the future BCA will continue to build partnerships and collaborations with more business actors from various sectors to support overall business growth.

BCA provides various products in order to cater the business customer needs, includes current account that available in 9 currencies, accessible through the Bank's internet and mobile banking platform. Customers may choose for various notifications to monitor their operational transactions. BCA also has several savings products complemented by debit



Business Review

TRANSACTION BANKING



cards that can be used across the Bank's extensive network, domestically and abroad, in collaboration with local and international partners. BCA savings accounts are mostly transactional accounts, which are used as daily transactional accounts to cater to the business needs of the Bank's individual business customers. These accounts substantially support the sustainable growth of current and saving accounts.

BCA continues to support the government's National Payment Gateway (*Gerbang Pembayaran Nasional* - GPN)) for domestic transactions with its BCA GPN debit cards, while offering the BCA Mastercard debit card for international transactions through the international Mastercard ATM and merchant network. All BCA debit cards are equipped with the Indonesian National Standard Chip Card Specification (NSICCS) standard in accordance with the regulatory requirements. As of 2020, the BCA Mastercard Debit Card can be used for online transactions with security ensured through BCA mobile banking activation so that customers have full control of their accounts, anytime and anywhere.

In addition to debit cards, BCA is one of the leading credit card issuers with around 4.1 million cards in circulation and a market share of around 25%. Aside from the Bank's various partnerships, BCA is the only bank in Indonesia that issues private label or proprietary cards, namely the BCA Batik Credit Card and the Everyday Card, which afford a more direct relationship with customers. Credit card transactions through offline merchants were severely impacted by the implementation of PSBB, though changes in consumer behavior during pandemic resulted in a surge in online shopping, which gave a support to overall credit card usage. BCA also offers the Flazz Card, an e-money product for small value payments, such as toll roads, commuter lines and Transjakarta fares. In 2020, BCA launched Flazz Gen 2 with a new top up facility through BCA mobile.

The Bank's competitive advantage lies in its large customer base, combined with an integrated connection and linkage to corporates, merchants, business partners, supported with wide ranges of products and prominent digital platform engine. BCA's ability to connect between its customers and various payment ecosystem has made BCA to be the customers' top-of-mind in terms for banking transactions.

Future Development Plan

Seeing the positive response from the public to the Bank's ongoing development of transaction banking products and services, BCA is optimistic about the opportunities to serve the large domestic market. The Bank will continue to strengthen its core business especially in terms of digitizing transaction banking, to support sustainable customer, transaction and business growth.

BCA will continue to develop its platforms to suit consumer trends and market dynamics while remaining in line with regulations, which includes expanding access to products and services through digital channels and increasing the capabilities and capacity of the digital network to connect with various ecosystems and payment platforms. In addition, the Bank will also improve the quality of the customer experience through the use of information technology and service standardization.

The Bank's large, active customer base supports BCA in facing challenges and provides a significant competitive advantage, positioning BCA to capture diverse opportunities. Strategic marketing collaborations across various ecosystems will remain a focus, not only to acquire new customers, but also for activation and loyalty programs.

In the coming years, BCA's EDC capabilities will be further enhanced to facilitate contactless credit card transactions, making transactions faster and easier. BCA will further develop its digital onboarding initiative to create a better customer experience. With the help of digital onboarding, BCA may continue to increase its customer base by responding to several unserved segments, as well as responding to customers' needs for banking transactions, anytime & anywhere. BCA also continues to develop the capability of transaction service by providing an integrated Omni channel platform, to serve diverse customer needs and customized customer experience.

Business Review

CORPORATE BANKING

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In the midst of pandemic and the challenges it presented for banks in channeling credit to debtors, BCA Corporate Banking continued to offer credit facilities to support customer liquidity needs.

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Corporate Banking
in 2020

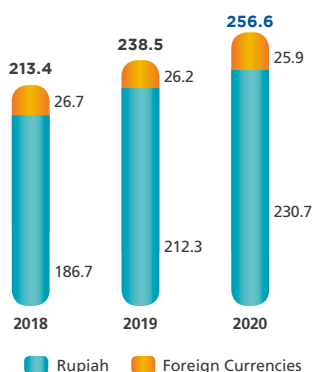
Corporate Loan Portfolio

Rp **256.6** trillionCorporate Loan growth
(YoY)**7.6** %

BCA strives to be a reliable partner to support the long term business growth of its corporate customers. In the midst of pandemic that placed pressure on banks providing funds for debtors, BCA Corporate Banking continued to offer credit facilities in order to support its customers' liquidity needs. As of December 2020, total corporate loan was Rp256.6 trillion, 7.6% increase compared to the previous year's Rp238.5 trillion.

In the first quarter of 2020, Corporate Banking recorded a solid growth of Rp23.5 trillion or 9.9%. However, under the pressures of the pandemic, corporate loans decreased by Rp5.3 trillion, resulting a net growth of Rp18.2 trillion, YoY. Growth in corporate loan dominantly came from investment loan, which contributed mostly by Edible Oil, Telecommunication & Transportation Infrastructure.

BCA's large customer base gives the Bank a substantial competitive advantage, providing more opportunities to explore the potential of existing customers who already have a proven track record with BCA. BCA continues to build holistic customer relationships and applies a customer-centric approach to offer comprehensive financial solutions, BCA also participates in national infrastructure projects through syndicated lending.

Corporate Loan Portfolio
(in trillion Rupiah)



Maintaining Credit Quality

Despite the challenging environment in the midst of COVID-19 that led to the slowdown in most sectors and industries, corporate loans managed to grow in 2020 supported by several less affected sectors, such as Telecommunication and Transportation Infrastructure.

In corporate segment, BCA has restructured Rp41.9 trillion of loans, which came from 136 debtors and accounted for 16.3% of the corporate portfolio. BCA's restructuring schemes include: deferment of principal; deferment of interest payment; reduction of interest rate or a combination of the three. Corporate loan restructuring occurred in 24 industries, top 3 of which were Tourism, Property & Construction, and Plantations & Agriculture.

BCA also took a more cautious approach in evaluating both new and existing debtors, identifying customers with a strong performance in their sector and allocating a more conservative provision for non-performing loans in order to maintain the overall quality of bank credit. With these measures and careful diversification across business sectors, BCA managed to maintain a Non-Performing Loan ratio of 1.6% for corporate loans, higher than the 1.4% at 2019. Meanwhile, the Loan At Risk (LAR) ratio for corporate loans in 2020 was recorded at 15.9%, an increase compared to 2.9% in 2019, in line with the OJK relaxation policy, which

categorized credit restructuring from debtors affected by COVID-19 as current loan.

Adopting prudent credit risk management, BCA always minimizes potential concentration risk by distributing corporate loans across diverse economic sectors, selecting the best debtors from each sector with a focus on the top 3 business players in each industry. This ensures that should a particular sector get disrupted, the Bank would be protected by the quality and resilience of its debtors.

BCA constantly monitors the conditions of all business sectors in order to capture opportunities for lending to potential sectors and to minimize exposure to sectors presenting higher risk. In line with the BCA's third party funds that are mostly denominated Rupiah, 89.9% of corporate credit are denominated in Rupiah, with the remaining 10.1% in foreign currencies, disbursed to those companies with primary business conducted in foreign currencies.

Comprehensive Solutions for Customers

To understand and meet the diverse needs of its customers, BCA maintains a team of Relationship Managers, whose extensive expertise and experience in specific business sectors give them the ability to serve their customers' needs directly, offering comprehensive services to customers in line with their interests and requirements. BCA also prioritizes business

Business Review

CORPORATE BANKING



communities, such as groups of companies that are in one business chain from suppliers to distributors (supply chain financing), which also allows the Bank to offer services and solutions tailored specifically to the needs of each community. Corporate banking continues to pursue collaboration with communities in Healthcare, Transportation and Logistics, e-commerce, Property and Building Materials, which the Bank saw substantial potential in those communities.

In the long term, the need for credit and other corporate banking services continues to grow and provides cross-selling opportunities for financial products and services, such as treasury, trade finance, cash management and money market funding. BCA also offers payment and collection solutions, both Business to Business (B2B) and Business to Customer (B2C). This activity is supported by the Bank's Application Programming Interface (API) and host-to-host systems, which enable e-commerce and fintech customers to connect their own digital service ecosystem directly with BCA banking services.

The change in customers' behavior shifted the way they transact. Nowadays, e-commerce acts as a one-stop-shop, where customers may purchase everything from daily necessities to electronics, gadgets, and other lifestyle

products. As a result, number of transactions for e-commerce increased from 471.3 million in 2019 to 626.2 million in 2020. Fee based income from Virtual Accounts also increased by 12.7% in 2020. As the scale of the e-commerce business continues to grow, BCA is exploring opportunities to channel credit to merchants in the e-commerce sector.

BCA also focuses on developing corporate transaction banking through the Corporate Transaction Group, which is essential to ongoing growth of fee-based income and to increasing CASA funds. The Corporate Transaction Group, managed the flow of corporate funds by providing solutions to suit the growing needs of corporate customers, such as foreign exchange transaction, Quick Response Code Indonesia Standard (QRIS) and electronic direct mandate.

In the face of uncertainty that characterized 2020, majority of corporate customers limit their operational activities, either because of restrictions from the government or weak demand. The slowdown in business activity resulted in lower demand for credit, while the funds normally used to support operations became idle, resulting in a growth of deposit funds exceeded credit growth. Corporate banking's total third party funds amounted to Rp50.9 trillion in 2020, dominated by CASA at Rp41.1 trillion and followed by time

deposits at Rp9.7 trillion. Compared to 2019, CASA and time deposits experienced growth of 44.0% and 57.7%, respectively, with an overall increase of Rp16.1 trillion.

In order to increase Corporate loan's services quality, we continue to develop the competencies of our human resources who are directly involved in credit review and approval. The Bank continues to equip them with deeper knowledge about the sector, risks and overall debtor's exposure management as well as the capability to utilize data analytics to enhance portfolio analysis.

Syndicated Loans to Support Infrastructure Development

BCA is committed to supporting infrastructure development in Indonesia by providing syndicated loans for strategic national projects such as toll road construction and electricity infrastructure. BCA's participation in financing infrastructure projects takes into account risk appetite, liquidity position, capital, and selecting projects which have potential to strengthen BCA's core business.

The spread of COVID-19 placed significant pressure on the economy, and affected Syndicated Loans, with demand in 2020 decreasing compared to the previous year. BCA participated in syndicated loans totaling Rp31.7 trillion, with an underwriting value of Rp8.9 trillion. BCA's participation in these syndicated loans amounted to Rp8.4 trillion, down significantly from 2019, where syndication value was recorded at Rp61.3 trillion and BCA participated to the value of Rp17.4 trillion. Most of the syndicated loans were in infrastructure, agribusiness and livestock industries.

From its role as arranger, underwriter, participant and agent, BCA recorded fee-based income of Rp168.0 billion. In current uncertain conditions and in order to maintain fee-based income, BCA seeks opportunities by providing agency services to non-borrower customers, such as those in need of escrow agents, and by providing services to other banks and financial institutions that required security agents or facility agents.

Future Development Plans

In the future, corporate banking will continue to focus on certain industrial sectors with great potential, namely Healthcare, Transportation and Logistics, e-commerce and Property and Building materials sectors. In addition, considering the unpredictability of the COVID-19 pandemic and the extensive impacts of the large-scale social restrictions, BCA will continue to collaborate with corporate customers by enhancing the functionality of the Bank's digital platforms, including in account opening, payments, API, and virtual account (VA) enhancements. The Bank aims to continuously strengthen its holistic, end-to-end value chain of its customers, from big corporates to individual customers.

The continuous improvements to the digital ecosystem will deepen relationships with the customers, allowing the Bank offers more comprehensive products and solutions. BCA projects that demand for credit will start to grow in the second half of 2021, providing new opportunities for the Bank in the coming years.

Business Review

COMMERCIAL AND SMALL & MEDIUM ENTERPRISE (SME) BANKING

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BCA is committed to providing comprehensive banking solutions to its Commercial and SME customers. Bank has launched initiatives and raised collaboration between lending and cash management services.

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Commercial & SME Banking in 2020

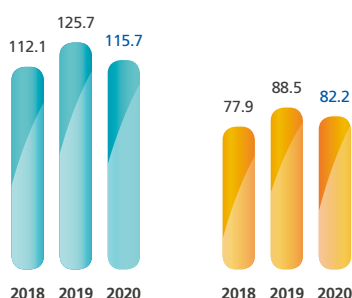
Commercial & SME Loan Portfolio

Rp **197.9** trillion

Commercial & SME Loan growth (YoY)

-7.6 %

Commercial & SME Loan Portfolio (in trillion Rupiah)



Commercial Small and Medium Enterprise (SME)

COVID-19 presented significant challenges for all business segments, including Commercial and SME Banking. Slow-down in economy resulted in weak demand, making it challenging for credit to grow. Along with the Government's response to COVID-19, with focus on limitation of human interactions, many businesses experienced significant drops in their business activity, thus reducing their ability to pay interest or instalment for their loans. However, BCA has maintained relatively good credit quality in the commercial & SME segments and still offers credit facilities to support customers' financial needs amid the pandemic. This is done by always applying the principle of prudence and monitoring debtor developments regularly.

As at December 2020, total commercial and SME loan was Rp197.9 trillion, a 7.6% drop from previous year. In line with government and regulator policy, BCA conducted credit restructuring of Rp38.9 trillion, or 19.7% of BCA's total commercial and SME loan in 2020. Majority of the restructured loans were coming from Tourism and Textile sectors.

In the transaction and liability business, BCA commits to provide comprehensive banking solutions to its SME and Commercial customers. In the recent years, the Bank has launched initiatives and raised collaboration between lending and cash management services. Through the



provision of cash management services, the Bank was able to connect business customers and their payment ecosystems. Supported by integrated ecosystem, digital infrastructure readiness and comprehensive products offered, commercial & SME segment was able to record a solid CASA growth around 19% in 2020.

Maintaining Credit Quality

COVID-19 puts pressure on the national credit performance. The contraction in the national economy triggered by the health crisis caused negative credit growth in 2020 and majority of banks had to face the challenges of declining credit quality.

The Bank's strategy to maintain its credit quality is by establishing active and periodic communication with its debtors to have frequent update on their business condition. In addition, the Bank regularly reviews and assesses the adequacy of its credit provisioning in the Commercial and SME credit portfolio.

BCA always adheres to the principle of prudence and prioritizes lending to quality customers with positive track records and good business prospects. In 2020, BCA managed to book LAR and NPL level for Commercial & SME loans of 21.6% and 2.1%, relatively better compared to peers.

The Bank sets limits for commercial and SME by considering each customer's current business scale and prospects. In general, the commercial loan limit ranges from Rp15 billion to Rp500 billion, while SME loan nominal value is set up to Rp15 billion. Loans in these two segments are mainly channeled in the form of working capital loans.

Despite the pressure of pandemic, BCA continued to strengthen its capability in SME and Commercial lending and trigger growth by optimizing the role of Commercial Business Centers (SBK) in Jakarta, Semarang, Bandung, Surabaya and Malang as well as in cities outside Java. In 2020, BCA added 2 Micro Small Medium Enterprise (MSME) Centers in Semarang and Malang along side existing MSME centers in Bandung, Surabaya, Medan and Jakarta. These MSME Centers complement the network of branch offices in processing loan applications and contributed significantly to new bookings from Commercial and Small & Medium Businesses loans in 2020.

To correspond to the increasing diverse needs of its customers, BCA continues to develop various schemes and special financing programs, such as those in trading and warehouse ownership and special programs that encourage credit growth from existing customers. For the SME segment, BCA actively organizes MSMEs seminars/webinars, such as

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COMMERCIAL AND SMALL & MEDIUM ENTERPRISE (SME) BANKING



economic outlook and tax seminars. In the micro segment, the Bank's activities include building cooperation with various companies that have direct access and infrastructure to the micro market, such as BPR Karya Perdana Sejahtera, Klik ACC, iGrow, Akseleran and Fintech Modalku.

Focus on Customer Engagement

BCA realizes that maintaining customer relationships are important. Thus, the Bank continuously improve the Service Model Implementation (SMILE) project, a segmentation based service model where each customer is served by specialized human resources according to the respective customer profile.

In addition, BCA pursues to continue improving the role of its Solution Assistant to assist its upper mass customers. The Bank emphasizes the capacity and capability of its PIC Relationship by strengthening product and business knowledge, technical skills, and the use of technology to support their performance.

BCA believes that stronger customer engagement will support its growing customer base and sustainable credit growth. To create sticky customer engagement, BCA organizes various activities such as workshops, business gatherings, and other joint events. These various activities aim to connect our

customers, providing them a platform to get to know each other so as to strengthen the business community in the BCA ecosystem. In 2020, due to COVID-19, these activities were carried out online.

Providing an Integrated Cash Management Service

Cash management services are an important element of BCA's robust integrated transaction banking platform. The Bank continuously improves its cash management solutions in payment, collection, liquidity and account management. Cash Management contributes to customer acquisitions and manages customer relationships, which strengthen BCA in payment settlement and financial solution.

Currently, more than 2,500 customers have collaborated with API BCA service, and the number will continue to grow along with continuous development of API BCA features. API BCA is an open banking platform that will enable business owners to connect with various services offered by BCA integrated system. The system will be able boost and serve different transaction needs online.

BCA primarily offers its cash management service to business communities with whom the Bank has already developed close relationships, including groups of companies related to

one another through their business chain (i.e from suppliers to distributors). Business communities managed by our cash management include those in the capital market, futures market, oil and gas, and telecommunications.

In the Capital Market Community, BCA has opened Investor Accounts in collaboration with 96 securities companies, with more than 40% market share in Customer Fund Accounts and total managed accounts of more than 820,000 accounts. In 2020, the electronic Investor Account Opening solutions were expanded to ease the opening of investor accounts and to support investor growth in the Indonesian Capital Market.

BCA cash management collaborates with SPBU (gas station) Pertamina to accommodate payments to principal through BCA system. In distributing fuel to various gas stations, the transportation fleet uses the Fleet Card, which can be used for toll payments and refueling.

In the public service sector, BCA developed cooperation with strategic partners for the payment of BPJS Ketenagakerjaan and BPJS Kesehatan. In 2020, the BPJS Ketenagakerjaan payment channel was expanded through the KlikBCA Individu and BCA mobile channels. Currently, 63 thousand customers make BPJS Ketenagakerjaan payments through BCA, with total transactions reaching more than Rp11 trillion. In addition, more than 600 thousand customers have made BPJS Kesehatan payments through BCA, with total transactions reaching more than Rp3 trillion. For water utility, payments to PDAM can be made through the m-Banking channel. In 2020, BCA expanded its cooperation for receiving PDAM payments in Bandung City, Bandung District and Karawang District.

Apart from the business communities, the number of companies in the Commercial and Small & Medium Businesses Banking segment that utilize BCA Cash Management solutions has grown by 14% YoY, totaling more than 210,000 companies, with third-party funds growing 24.4% to a total of more than Rp170 trillion. As an impact from the implementation of PSBB, cash management transaction frequency in the Commercial and Small & Medium Businesses Banking segment achieved a growth of 20.0% by the end of the year, reaching more than 460 million transactions. Transaction value increased by 9.3%, bringing total value to more than Rp6,000 trillion.

Future Development Plans

To maintain SME and Commercial credit quality, BCA will prioritize lending to customers with good track records in sectors that show potentials. In addition, the Bank will continue to optimize its lending capacity, with emphasize on prudent lending.

The Bank will continuously explore new and existing business potential with the use of data analysis, making continuous improvements to the segmented service model and enhancement of credit infrastructure which focuses on streamlining credit processing to speed up service level, particularly in terms of credit digitization.

In 2021, BCA will continue to support government programs related to the extension of the restructuring period. To ensure that restructuring runs in line with government policy, the Bank carefully monitors accuracy of payments and conducts internal rating modelling to determine the risk category of each debtor.

BCA Cash Management plans to expand collaboration through digital strategic partnerships to create a seamless ecosystem that would ensure convenience for customers in transactions. To further increase penetration of BCA Payroll service, the Bank will implement new features to accommodate customers' needs. To strengthen BCA Payroll community, the Bank intends to conduct webinars and other outreach activities, promote BCA Payroll benefit programs and expand digital strategic partnerships with various digital supporting platforms.

Close relationship with customers remain as our main focus and will continue to be enhanced through the provision of comprehensive service solutions to meet customers' business and personal needs, including by strengthening synergies between lending services and cash management services in the commercial and SME segments.

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INDIVIDUAL BANKING

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The individual banking segment continues to rise, in line with the growing of Indonesia's middle class population.

Online account opening, which was introduced in early 2019, experienced rapid increase and reached more than 1.6 million accounts during 2020.

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Individual Banking in 2020

Consumer Loan Portfolio

Rp **118.1** trillion

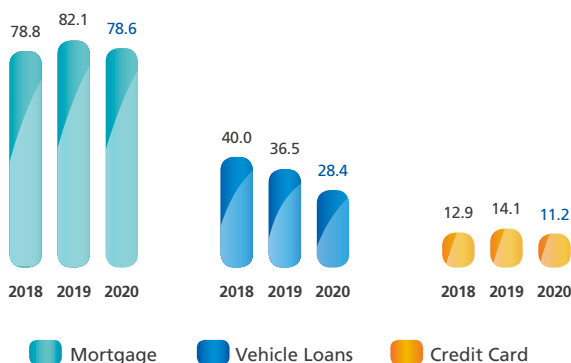
Number of Accounts Growth (YoY)

12.6 %

Individual Banking seeks to increase its high quality customer base by mapping areas of potential, compiling attractive programs, and expanding acquisition channels. In 2020, individual banking served more than 19 million customers and contributed to 70% of total CASA. Online account opening, which was introduced in early 2019, experienced significant growth, reached more than 1.6 million accounts. As at December 2020, more than 48% of account growth was done through online process. The individual banking segment continues to rise, in line with the growing of Indonesia's middle class population.

With its large customer base, BCA continues to strengthen relationships with these acquired customers, thereby generating higher customer loyalty and trust. BCA has offered an exclusive Priority and Solitaire banking for its premium customers, and Solution Assistant (SOLA) for its mass customers. Aside from maintaining strong relationships, BCA acknowledges the importance of digital technology in supporting individual customer banking transactions. BCA actively socializes the Bank's features, facilities and products through digital channels. Facilitated by a large customer base and the Bank's leading digital services, BCA has also made use of big data analytics to understand customer behavior and offer products according to customer trends and needs.

Consumer Loans Portfolio (in trillion Rupiah)





Ruht Semiono, Suara Pembaruan
BCA Photographer Competition

Priority and Solitaire Banking

Branch banking continuously plays an important role, in serving customers who rely on in-person banking services, and in performing banking services which are not available through digital channels. For more than a decade, BCA has offered several priority banking services under the Prioritas and Solitaire brands for Affluent and High Net-Worth Individual (HNWI) customers. Both services carry premium benefits such as exclusive banking products and services, special communication platforms, and dedicated branches and lounges.

Priority services are available through 175 branches throughout Indonesia, where specially-trained staff provide exclusive banking services for Prioritas members, as well as via a premium 24-hour call center, HaloBCA Prioritas.

Furthermore, the Bank has two Solitaire lounges for business and transaction banking in premium areas of Jakarta. Specialized relationship officers in these Solitaire lounges offer personal banking solutions and priority services to Solitaire members. Solitaire relationship officers are regularly trained to increase their capabilities and knowledges to maintain quality services for customers.

In the face of the COVID-19 pandemic, BCA maintained convenience and comfort in its provision of services for Solitaire and Priority members. Adjustments and developments were made with the use of digital technology in accordance with health and safety protocols.

Throughout 2020, BCA will remain focused on fulfilling and building the capacity and knowledge of Relationship Officers in order to provide quality service to the Bank's premium customers. BCA continues to enhance cooperation with several financial institutions in offering investment products and other financial services, as well to develop alternative transaction means to meet needs and provide convenience for premium customers.

BCA collaborates with reliable business partners to offer exclusive programs in healthcare, education, business networking, travel, and lifestyle. The Bank also provides communication and interactive channels available on the Prioritas Website.

Business Review

INDIVIDUAL BANKING



Quality Consumer Credit

As one of BCA's pillar in maintaining customer trust and loyalty, BCA individual banking offers a wide array of banking services and products for individuals, including mortgage loans (KPR), vehicle loans (KKB), credit cards, and wealth management products.

In the last decade, consumer loan contribution to BCA's overall loan portfolio has grown overtime. However, the challenging economic pressures of 2020 have made the public thoroughly review their financial condition, slowing down their consumptive activities while waiting for more favorable circumstances. Consumer credit for vehicles, homes and credit cards amounted to Rp118.1 trillion or saw a 10.9% decline in 2020. The overall decline in consumer credit, mainly in mortgage and vehicle loans, was due to higher repayments compared to new bookings of those credits.

Mortgages (KPR)

The property market experienced a significant decline in 2020, driven down by the circumstances of the COVID-19 pandemic, which left the majority of consumers in an anticipatory mode, waiting for the economic pressures to ease before making substantial financial investments such as property. The decline in business activity amid the pandemic placed heavy pressure on BCA's consumer loans, as 43% of the total KPR BCA were refinanced mortgages used by customers to finance business expansion. From May 2020, the performance of new mortgage bookings per month decreased by around 30.0% compared to conditions before the pandemic.

In 2020, BCA recorded restructuring given to KPR customers amounting to Rp13.9 trillion or 17.7% of the mortgage portfolio. Meanwhile, new credit disbursements were carried out more prudently for customers who were not financially affected by the pandemic. As an initiative to generate new booking under the New Normal condition, BCA launched KPR BCA virtual EXPO. From September to October, KPR BCA Online EXPO served as a solution for customers who interested in property.

BCA remains optimistic about the long term prospects of the property sector, despite the currently weak property market. BCA believe mortgages will continue to grow as housing remains a primary need, and mortgage penetration in Indonesia is still relatively low, not to mention, BCA's large customer base provides a huge opportunity to offer mortgages to quality customers. At last, with the current low interest rate environment, BCA believe that mortgages have enough room to grow in the near future.

Additionally, mortgages have a relatively longer credit term, therefore creating a greater opportunity for the Bank to develop deeper relationships and engage in targeted cross-selling.

Vehicle Loans (KKB)

In 2020, the pressure from pandemic combined with deceleration of motor vehicle sales over the last few years resulted in a significant impact on vehicle credit financing. BCA also suffered from the decline, with loans for both four-wheeled and two-wheeled vehicles experiencing a significant drop by 21.8% and 39.0% respectively. The significant drop was mainly due to lower new loan bookings as vehicle loans generally have shorter loan period, averaging at 3-5 years. Vehicle loans had higher repayment rate to new booking.

During 2020, BCA focused on restructuring loans. The total restructuring of motor vehicle loans amounted to Rp6.6 trillion or 23.3% of the total Vehicle Loans portfolio. BCA implemented various policies for loan restructuring, such as a payment holiday, interest rate adjustment and deferred interest.

BCA, along with BCA Finance (BCAF) and BCA Multi Finance (BCA MF) established good relationships with dealers and showrooms in developing vehicle financing products as well as providing attractive promotional programs. Recognizing the demand for digital technology in the process of lending and credit monitoring, BCAF and BCA MF developed a mobile platform application as a tool to support interactions with business partners and to provide information related to vehicle financing products. Vehicle credit services are also integrated with the HaloBCA call center, to respond to inquiries from BCAF and BCA MF customers. In addition, to facilitate instalment payments, BCA provides an auto

debit facility, virtual accounts and ATM payments. Further, to facilitate customers' needs for remote transactions, BCA Finance introduced the Vehicle Financing Virtual Mall, which enables customers to experience virtual showroom visits and vehicle viewings.

With support from and strong synergy with BCA, the Bank is optimistic that KKB business carried out with BCA Finance and BCA Multi Finance will improve in the future. In addition, BCA's competitive vehicle financing rates and incentive programs are expected to increase customer acquisition.

Credit Cards

BCA is one of the leading credit card providers in Indonesia and is the only bank in Indonesia to offer a proprietary card or local private label, unaffiliated with other local and international networks.

Credit cards mainly linked to physical transactions, hence the pandemic really hit credit card volume significantly. In 2020, credit card transaction volume reached Rp56.0 trillion, which is still far below 2019 level of Rp78.5 trillion. Since the Government first introduced strict social restriction (PSBB), monthly credit card transaction volume dropped from Rp6.6 trillion in January 2020, to only Rp4.3 trillion on average per month in the period of March to December 2020.

As the Government relaxed social restrictions, credit card transaction volume marginally increased by 10.0% in the final quarter of 2020 compared to previous quarter. The surge in online shopping helped to give a substantial support to credit card usage in 2020. BCA market share in credit card transaction grew 51 bps to 23.4%, supported by the Bank's extensive network and engaging promotions. Credit card's recovery is expected, as the government relaxed social restriction, enabling physical transaction to boost credit card transaction volume.

Business Review

INDIVIDUAL BANKING

Wealth Management

BCA Wealth Management provides a comprehensive range of products and services to fulfill customer's needs beyond transaction banking. These include bancassurance and investment products, which BCA offers in collaboration with industry leaders, such as AIA and Prudential, and BCA's subsidiary, BCA Life.

BCA offers products to meet the investment needs of its customers with diverse risk profiles, working with leading investment manager partners in Indonesia. In addition, BCA consistently supports the government's efforts in marketing Bond products including Primary Market Bonds and Secondary Market Bonds, such as ORI, SR, and ST. In 2020, BCA was a leader in marketing SBN, demonstrating BCA's commitment to the government's Financial Inclusion program. BCA further refers customers who are interested in conducting transactions in the capital market to its subsidiary, BCA Sekuritas.

In 2020, the Wealth Management division grew steadily, supported by the Bank's strong fundamentals, as well as consistent and solid teamwork. Wealth Management Infrastructure & Services continue to be improved to complement the Wealth Specialists and Personal Bankers posted in the branch offices, so that in the future, BCA will become a more reliable Investment Advisor, providing valuable services, information and alternative solutions for customer planning & portfolio solutions. Wealth Management Program for fresh university graduates was also introduced to nurture young talents to become Wealth Specialists and Personal Bankers.

Despite the impacts of social restrictions from the Government, BCA Wealth Management was able to achieve stellar growth in 2020. The pandemic also encouraged BCA employees to approach selling through various remote channels in an attempt to limit face-to-face contact and slow the spread of the virus. Fee-based Income from the Wealth Management division increased significantly, supported by sales of bancassurance and government bonds. In 2020, sales of government bonds reached Rp42.3 trillion. For the same year, Wealth Management's penetration to overall BCA's customer reached 3.9%, while to BCA's Third Party Fund's customers reached 8.5%.

As of the end of the year, BCA has total Asset Under Management (AUM) of Rp57.7 trillion, a 42.5% growth compared to the previous year. In 2019, BCA launched an application called Welma which offers convenience for the customers to purchase and sell investment products, monitor portfolios and search for information related to insurance products via mobile phones. In 2020, users of the application grew to a total of 17,320 users, dominated by the Affluent segment with a total nominal transaction value of Rp5.7 trillion.



Future Development Plans

In the individual banking business, BCA will remain focused on maintaining relationships and increasing the portfolio of existing customers, while continuing to increase the growth of new customers. Various initiatives and infrastructure will continue to be developed in order to create a better customer experience.

In the future, BCA will continue to develop new ways of increasing the individual banking business through broader product penetration and deeper customer relationships. To that end, the continued training and development of relationship officers will remain a focus, and infrastructure and programs will be developed in accordance with customer behavior and preferences.

BCA will also increase its digital capacity & capabilities so that customers can make their transactions safely, comfortably, easily and reliably. Various product and service enhancements, such as digital personal assistant and Welma enhancement, will be carried out according to customer needs in this digital era.

Business Review

TREASURY AND INTERNATIONAL BANKING

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BCA Treasury always focuses on managing liquidity prudently by always maintaining a balance between tenors, returns and risk levels for each investment opportunity.

The Bank is continually developing services in line with customer needs and their business growth.

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Treasury and International Banking in 2020

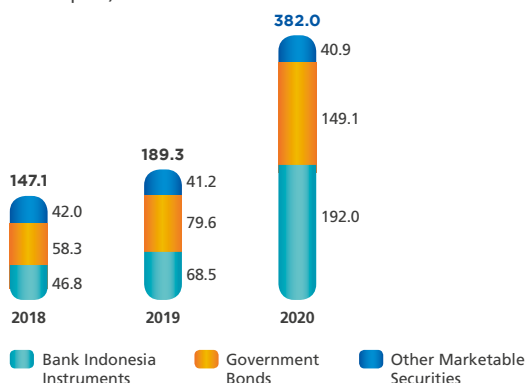
Investment funds managed by Treasury
(Treasury Portfolio)

Rp **382.0** trillion

Treasury Portfolio growth
(YoY)

101.8 %

Treasury Portfolio (in trillion Rupiah)



TREASURY

BCA Treasury always focuses on managing liquidity prudently by always maintaining a balance between tenors, returns and risk levels for each investment opportunity. BCA strives to be a reliable provider of treasury banking solutions to meet customer needs for foreign exchange transactions, capital markets, custodian services and other financial products. BCA Treasury continues to build synergy with other work units in the organization and all BCA branch offices, and is active in socializing and providing hedging products to customers as solutions to the dynamics of market conditions.

2020 was an exceptional year due to COVID-19. Restriction in mobility and physical interaction have led to economic slow down, hence resulted in weak demand in credit. Low interest rates environment continues, not only in Indonesia, but also in other parts of the world. As at Dec-20, the Indonesian Central Bank has cut the benchmark interest rate for the 7-days Reserve Repo by 125 bps. The implementation of the Government's expansionary monetary policies, have caused banks to have ample liquidities. People held back on spending, preserving their cash for emergency needs and uncertain economic condition.



Managing Liquidity

During the year, BCA managed to maintain an adequate liquidity condition, supported by solid growth in CASA funds of 21.0% or Rp111.6 trillion. The growth is a result of the high level of customer trust in the BCA transaction banking service franchise. BCA is well known for its reliable, safe, and comprehensive digital platform. This is one of the Bank's competitive advantage, as it provides a holistic platform, equipped customers with varied features and connecting them with large ecosystems.

In general, BCA placed a large portion of its Treasury portfolio in low-risk and liquid assets, such as securities issued by the Government and Bank Indonesia. During the early period of COVID-19, BCA invested its excess liquidity in longer tenor instruments, hence maximizing yield from higher interest rates offered. However, as the time passes and in line with the drop of the benchmark interest rate, BCA Treasury faced another challenge of finding the balance between managing ample liquidity and maximizing profitability. The condition will likely to continue in the first semester of 2021, or at least until economics recover, which highly dependent on the success rate of vaccination.

Overall, BCA Treasury managed an investment of Rp382.0 trillion, an 101.8% increase from Rp189.3 trillion at the end of the previous year. In 2020, the treasury investment portfolio represented 35.5% of BCA's total assets. Taking advantages on the Bank's solid liquidity position and high demand in hedging market, BCA Treasury proactively placed foreign currency deposits with Bank Indonesia, and at the same time entered into swap transaction to hedge foreign exchange exposure. Revenues from these were recorded in net trading income, consisting of gain from spot and derivative transactions and unrealized gain from financial assets at fair value. In 2020, the combined revenues from these items increased by 24.5% to Rp4.3 trillion.

Treasury Banking Solutions

Supported by its digital infrastructure, BCA facilitates customers' foreign exchange transactions through digital and internet banking channels with more competitive rates than can be found in-branch. Meanwhile, for corporate and commercial customers, BCA provides foreign exchange transaction facilities through KlikBCA Bisnis and allows customers to negotiate exchange rates with the BCA Treasury team directly through the J-Valas platform.

Business Review

TREASURY AND INTERNATIONAL BANKING



Through synergies with other units, BCA Treasury actively offers hedging products such as FX Forward, FX Swaps, Interest Rate and Cross Currency Swaps, and Call Spread Options (CSO) to customers. In addition to the foreign exchange products and services, BCA also offers Fund Administration services for mutual funds and custodians. BCA Custodian is a service that offers securities safekeeping and mutual fund administration for both business and consumer customers.

BCA Custodian ensures the safe administration of assets under management and safeguards the rights of asset owners, such as receiving dividends or bond coupon payments. In 2020, BCA Custodian recorded a total of Rp155 trillion in assets under management and more than 118,000 securities accounts. BCA Custodian manages a range of securities, including shares, government bonds, corporate bonds, deposits, mutual funds and fund management contracts. It also provides securities safekeeping services in foreign currencies.

INTERNATIONAL BANKING

BCA provides international banking services, covering cross border trade finance, remittance services and services for financial institutions. The Bank is continually developing these services in line with customer needs and their business growth.

Trade Finance Services

BCA presents various Trade Finance products and services in the form of letters of credit, SKBDN, documentary collection and bank guarantees to support customers' business needs. BCA also serves international trade transactions through local currencies with Malaysia, Thailand, and Japan through "Local Currency Settlement" collaboration.

The impacts of the economic slowdown to Indonesia's International trading partners put pressure on Indonesia's trading activities. Indonesia's export-import activities throughout 2020 experienced a decline, with the cumulative value of Indonesia's imports drop by 17.1% to USD141.6 billion and exports down 2.6% to USD163.3 billion. However, international trade transactions through BCA were relatively stable compared to last year. Domestic trade also showed positive performance and supported the growth of the BCA International Banking business.

BCA constantly improves the capability of human resources to support business growth and adapt to changing environment. To enhance services, technologies are adopted with support from Artificial Intelligence (AI) and Robotic Process Automation (RPA) which are able to streamline document verification process and reduce manual works.

Remittance Services

In 2020, BCA International Banking introduced BCA Full Payment, a new initiative for money transfer services with low and competitive fees. The foreign currency transfers are received in full amount at the country of destination. Meanwhile, to facilitate customer transactions in the midst of the pandemic, BCA International Banking also expanded the capabilities of its e-channels to support money transfers without the need for customers to visit the branch.

BCA again won the trust of Bank Indonesia as an Appointed Cross Currency Dealer (ACCD) in Indonesia to be able to carry out Local Currency Settlement (LCS) transactions with Japan in JPY, joining the list of currencies alongside Indonesian Rupiah, Thai Baht, and Malaysian Ringgit.

BCA International Banking also supports the implementation of Bank Indonesia regulations and policies in monitoring foreign exchange earnings and payments, through SIMODIS or the Real-time Integrated Foreign Exchange Monitoring Information System. As of July 2020, BCA has developed the capability to meet customer needs for adjusting SIMODIS information through the bank module.

Financial Institutions Group

Responding to business developments and fund transfer services in the current digital era, BCA continues to increase cooperation with licensed fund transfer companies and money transfer operators both from within and outside of the country through API technology, which allows for increased effectiveness and efficiency of fund transfer transactions for BCA partners.

BCA also optimizes collaboration in the area of financial institutions, with bilateral and trade finance schemes, as well as bank guarantee schemes with correspondent banks. Additionally, in support of investment activities from abroad, BCA cooperates with correspondent banks based on referrals to offer financing solutions as well as banking services in general.

Future Development Plans

Along with the rapid development of technology and the adaptation of new behavior, BCA Treasury will continue to innovate with technology to make it easier for all customer segments to utilize BCA Treasury banking solutions, especially for the individual customer segment. BCA Treasury will also cooperate with the International Banking, Corporate, Commercial and Individual Banking Division to explore the needs of all customer segments. In addition, BCA Treasury will also continue to develop internal systems and automation to better process customer transactions.

Meanwhile, on the international banking side, in line with the increasing public adoption of technology and in response to changes in customer transaction behavior during and after the COVID-19 pandemic, BCA continues to improve and diversify its money transfer services through electronic banking.

BCA has been given the trust of Bank Indonesia to facilitate cross-border retail payments using QR Codes as a settlement bank in the QR Cross Border Cooperation at the regional level and will be developing its competencies in this area in the coming years.

A growing customer base and business growth in many areas have encouraged BCA to continuously improve service quality and the variety of solutions offered to customers. BCA will continue to carry out initiatives on treasury and international banking that provide added value to customers and provide comfortable, reliable and secure services.

Business Support

RISK MANAGEMENT

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Implementation of disciplined risk management increases the resilience of the Bank in facing the pressure and environmental changes.

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BCA is always aware of the inherent risks in every business activity and banking operation increasingly become more complex. To control the risk, BCA has implements an integrated risk management system covering the risks that the Bank and its subsidiaries are exposed to.

The Integrated Risk Management Framework consists of a strategy, organizational structure, policies and procedures, as well as a risk management infrastructure. This aims to ensure that all risks encountered can be identified, measured, monitored, controlled and reported appropriately.

Furthermore, in line with various developments in the organization, regulations, and the business environment, BCA has made adjustments to internal risk management policies to adhere to the prevailing regulations and international best practices. BCA also promotes risk awareness through the risk management training for all working units.

RISK MANAGEMENT FOCUS IN 2020

BCA keeps a close watch on developments in the business landscape when implementing business strategies to support the company's growth. BCA conducts its business activities adhering to the prudent banking principles by applying the sound risk management and complying with applicable regulations.

Throughout 2020, BCA took several key actions related to the implementation of risk management, including:

- Proactively taking initiatives to provide credit restructuring for debtors affected by COVID-19 in accordance with the regulators policy. The restructuring scheme tailored based on analysis of debtors' conditions and needs. BCA also participated in the National Economic Recovery Program (*Pemulihan Ekonomi Nasional* - PEN) by distributing interest subsidies for MSME debtors who meet the criteria according to the provisions of the regulator, credit guarantee for MSME from a government appointed guarantor. Meanwhile, non-MSME is planned to be implemented in 2021.
- Implemented PSAK 71 as a substitute for PSAK 55 concerning "Financial Instruments", which became effective on January 1, 2020. Changes were mainly related to the classification and measurement of financial instruments, the use of expected losses in the calculation of impairment of financial assets and improvements of the accounting hedging model. Due to the COVID-19 pandemic which has an impact on economic uncertainty, BCA continuously identified and monitored the latest developments by establishing an adequate Allowance for Impairment Losses (CKPN).
- Developing a digital version of the work guideline for corporate, commercial and SME banking and credit cards, as well as Credit Terms Manual (MKK) for consumer and interbank credits.
- Developing the Integrated Risk Management Information System (IRMIS), an application that supports the preparation of BCA risk profile reports, integrated risk reports and capital adequacy reports.
- Conducting operational risk assessments for adjustments on work processes and customer service during the pandemic, as well as providing recommendations for mitigating risk and maintaining service.



BCA regularly performs stress tests to measure the potential impact of possible changes in macroeconomic factors on capital, liquidity, assets quality and company profits. In general, the results of stress tests show that BCA's capital and liquidity position is very adequate to anticipate estimated losses from potential risks faced in various worsening scenarios. In addition, the Bank also adopts a risk management approach by taking into account the magnitude of risk and trends as evident from the Bank's Risk Profile Report as well as the supporting factors in capital adequacy analysis to determine the business model and interactions with the overall risk profile.

Some of the initiatives that will be carried out in 2021 are as follows:

1. Continue to adjust internal work processes and services in the midst of the COVID-19 pandemic with consideration to the balance between comfort and security and the implementation of risk management.
2. Prepare the necessary infrastructure to meet regulatory requirements regarding the calculation of Operational Risk RWA using the standardized approach framework that will be implemented in January 2023.

Credit Quality

The global spread of COVID-19 pandemic since the beginning of the year, and the slowdown of economic activities, gave a significant impact to the debtor's performance and repayment capacity in every loans segment. In order to maintain the credit quality as well as to support the national economic recovery program, BCA has issued:

- Credit restructuring policy for debtors affected by the Pandemic as a follow-up to POJK No.11/POJK.03/2020 dated 13 March 2020 concerning National Economic Stimulus as a Countercyclical Policy on the Impact of the Spread of Coronavirus Disease (COVID-19).
- Credit Guarantee Terms for MSMEs Affected by the Pandemic in the Context of National Economic Recovery as a follow-up to Regulation of the Minister of Finance No.71/PMK.08/2020 dated 23 June 2020 regarding the Government Guarantee Procedures through the Guarantee Business Entity Designated in the Context of Implementing the PEN Program.
- Provisions regarding Interest Subsidies for Micro, Small and Medium Business Loans in the framework of the National Economic Recovery Program as a follow-up to the Minister of Finance Regulation No.85/PMK.05/2020 dated 09 July 2020 regarding the Provision of Interest or Margin Subsidy for credit/financing for Micro, Small and Medium Enterprises in the Context of Supporting the Implementation of the PEN Program.

- Regarding Credit Guarantee Provisions for Corporate business actors (Non-MSMEs) affected by the Pandemic in the Context of the PEN program as a follow-up to Minister of Finance Regulation No.98/PMK.08/2020 dated 28 July 2020 regarding Government Guarantee Procedures for Corporate Business through the Designated Guarantor in the Context of Implementing the PEN Program (will be published in 2021).

BCA continued to disburse new and additional loans with prudence to mostly existing debtors, taking into account, among others, the business sector, business location, capabilities and in-depth identification of potential debtors.

BCA implements disciplined risk management in terms of lending, and managed to keep the NPL ratio relatively under control at 1.8% by the end of 2020, higher than the previous year's 1.3%, supported by the implementation of a credit relaxation policy through POJK No.11/POJK.03/2020, which allowed loans restructured as a result of the pandemic to be categorized as Current collectibility for debtors who meet the criteria.

Restructured Loans (non consolidated, in billion Rupiah)

	2020	2019	2018	Increase / (decrease) 2020		Increase / (decrease) 2019	
				Nominal	%	Nominal	%
Performing Loan	93,259	6,506	5,650	86,753	1,333.4%	856	15.2%
Current	88,005	3,145	2,903	84,860	2,698.3%	242	8.3%
Special Mention	5,254	3,361	2,747	1,893	56.3%	614	22.4%
NPL	4,228	2,642	2,336	1,586	60.0%	306	13.1%
Substandard	1,620	895	1,168	725	81.0%	(273)	-23.4%
Doubtful	592	208	173	384	184.6%	35	20.2%
Loss	2,016	1,539	995	477	31.0%	544	54.7%
Total Restructured Loan	97,487	9,148	7,986	88,339	965.7%	1,162	14.6%
Total Loan Portfolio	575,649	588,251	537,914	(12,602)	-2.1%	50,337	9.4%
% Restructured Loans to Total Loans Portfolio	16.9%	1.6%	1.5%	n.a	n.a	n.a	n.a

In line with the OJK Relaxation Policy, restructured loans in 2020 experienced a significant increase reaching Rp97.5 trillion or increasing 965.7% compared to 2019. This increase was mainly derived from credit restructuring with Current collectibility, amounting to Rp88.0 trillion or 90.3% of the total re-structured loans. Total restructured loan represented 16.9% of BCA's total loan portfolio.

BCA also monitors the Loan at Risk (LAR) ratio, describing a broader scope of credit risk. LAR is the sum of loans with a collectability of "Non-Performing Loans (NPL)", "Special Mention" and loans restructured with a collectability of "Current".

Loan at Risk (LAR) by segment (non consolidated, in billion Rupiah)

	LAR (Nominal)			LAR (%)**			Δ LAR			
	2020	2019	2018	2020	2019	2018	Increase / (Decrease) 2020		Increase / (Decrease) 2019	
							Nominal	%	Nominal	%
Corporate	40,866	7,023	6,146	15.9%	2.9%	2.9%	33,843	481.9%	877	14.3%
Commercial & SME*	42,658	8,567	7,673	21.6%	4.0%	4.0%	34,091	397.9%	894	11.7%
Consumer	24,942	7,019	6,344	21.1%	5.3%	4.8%	17,923	255.4%	675	10.6%
Total LAR	108,466	22,609	20,163	18.8%	3.8%	3.7%	85,857	379.8%	2,446	12.1%

* including productive mortgage

** LAR nominal/respective loan portfolio

BCA's total LAR reached Rp108.5 trillion or 18.8% of total loans in 2020, a significant increase from the previous year's Rp22.6 trillion. This increase occurred in all credit segments (corporate, commercial & SME and consumer), mainly due to the credit restructuring impacted by COVID-19.

The corporate segment experienced an increase in LAR of Rp33.8 trillion in 2020 to Rp40.9 trillion or 15.9% of total corporate credit. The increase was mostly derived from investment credit facilities, especially in the plantation and agriculture sectors. Meanwhile, LAR in commercial & SME

segment hiked by Rp34.1 trillion to Rp42.7 trillion or 21.6% of the total commercial & SME loans, mostly from investment credit in the textile and tourism sectors. The consumer segment LAR increased Rp17.9 trillion, mostly in mortgages.

BCA closely monitored the condition of debtors who restructured their loans, creating an allowance for impairment losses on financial assets Rp11.6 trillion in 2020, an increase of 153.3% from Rp4.6 trillion in 2019 as anticipation of increased credit risk in the midst of uncertainty. The ratio of reserves to LAR reached 24.8%.

Top 10 Industry Sectors in Corporate, Commercial and SME Segment (based on the Bank's internal classification)*

	2020	2019	2018
Financial Services	8.3%	7.8%	8.0%
Plantation and Agriculture	7.1%	7.4%	7.5%
Distributor, Wholesaler and Retailer	6.2%	6.2%	6.6%
Building Material and Other Construction Related	6.1%	6.7%	6.7%
Properties and Construction	5.3%	5.4%	5.2%
Textile and Garment	4.6%	4.3%	4.5%
Food and Beverages	4.5%	4.4%	4.5%
Automotive and Transportation	4.3%	5.1%	5.0%
Chemicals and Plastics	3.6%	4.2%	4.2%
Power Generation	3.3%	4.3%	3.7%
Total	53.3%	55.8%	55.9%

* Not including consumer and employee loans;

Note: These categories are based on internal classifications by BCA and are defined differently from those in the Financial Audit Report, which refers to classifications in the General Bank Report as stipulated by the regulator.

In managing the credit portfolio (including concentration risk), BCA always pays close attention to and evaluates the diversification of lending to industrial sectors with good business prospects and performance; limits are set for certain financing based on types of financing, cooperation, groups, location, and others according to the level of risk; monitoring is carried out to avoid over extending and to maintain quality. This can be seen from the distribution of credit to the top 10 industrial sectors, each of which is below 10% of total credit.

The majority of lending is provided in Rupiah in line with funding sources, which are mostly denominated in Rupiah. Lending in USD is intended for business customers whose main income is in USD. Meanwhile, in lending to infrastructure, BCA continues to apply prudent risk management and focus on projects with good credit worthiness. BCA provides syndicated loans together with other banks in financing large-scale infrastructure projects. In addition, the Bank also continues to closely monitor sectors with good potential for lending opportunities and to watch for sectors that have the potential to experience pressure.

In line with technological development such as machine learning and data analytics, BCA will continue to develop capabilities in the credit process for better quality credit disbursement. The Bank also provides a comprehensive solutions to customers' credit needs (total solution) and performs continuous monitoring. In anticipating the potential decline in assets quality, the Bank implemented an Early Warning System (EWS) to monitor changes in debtor's repayment capacity and taking preventative steps to

minimize the risk of non-performing loans. BCA periodically reviews the business performance and financial performance of debtors and immediately takes the necessary actions if the debtor experiences business or financial difficulties.

Liquidity

BCA maintains an adequate liquidity position and monitors the balance between short-term liabilities that must be fulfilled and the availability of short-term funds held by the Bank. BCA ensures sufficient funds for short-term, liquid and low-risk placements, especially in the risk-free placement of securities issued by Bank Indonesia.

Most of BCA's liquidity comes from current accounts and savings accounts (CASA) with low interest funds. Amid the economic slowdown that occurred in 2020, CASA grew 21.0% to Rp111.6 trillion and contributed as much as 77.0% of total third party funds. High CASA ratio is one of BCA's strengths in facing future challenges, especially related to the trend of low interest rates which is projected to happen in the future.

At the end of the year, BCA's Loan to Deposit Ratio (LDR) is in a sound position of 65.8%. This achievement is inseparable from high CASA growth, amidst declining demand for credit accompanied by an increase in credit risk due to the impact of the pandemic. Meanwhile, the Liquidity Coverage Ratio (LCR) and Net Stable Funding Ratio (NSFR) were solid at 379.2% and 171.8%, respectively. In order to maintain the overall position of third party funds, BCA proactively reviews deposit rates in accordance with liquidity conditions.

Capital Position

BCA always maintains an adequate capital condition to support the sustainable business growth of the Bank and its subsidiaries. In 2020, BCA had a Capital Adequacy Ratio (CAR) of 25.8%. The Bank's capital needs are met from organic capital growth supported by solid profitability.

In accordance with POJK No.14/POJK.03/2017 regarding the Recovery Plan for Systemic Banks, BCA issued subordinated bonds amounting to Rp500 billion in 2018 to fulfil obligations to issue debt securities with capital characteristics.

Exchange Rate Risk

Amid fluctuations in the Rupiah exchange rate against foreign currencies due to global economic pressures, BCA manages risks related to foreign currency exposure by maintaining a conservative Net Open Position (NOP) which was recorded at 0.35% to capital in 2020, far below the maximum limit of 20% imposed by the regulator.

BCA constantly monitors foreign exchange transactions to comply with the provisions and internal policies of the Bank as well as Bank Indonesia Regulations (PBI) and Financial Services Authority Regulations (POJK). Transactions processed through the branches are monitored, recorded and reported to the Treasury Division as the coordinator who manages all foreign currency transactions. Each branch is required to cover its foreign exchange rate risk at the end of each working day in accordance with the NOP tolerance limit given to the branch network.

Operational Risk

Being focused on transactional banking activities, BCA views operational risk as one of the primary risks facing the Bank. Operational risk is the risk of human error, inadequacy of internal processes, system failure, and/or external events. In managing operational risk, BCA uses the Operational Risk Management Information System (ORMIS) application, a web-based application that includes Risk Control Self-Assessments, a Loss Event Database, and Key Risk Indicators.

BCA oversees coordination among work units to enhance work processes as well as to improve services and products to meet customer needs. Through this coordination, BCA improves operational risk control and mitigation in the face of increased risks that may arise, both internally and externally, including those resulting from the pandemic COVID-19 in 2020.

Socialization of operational risk management is carried out amongst work units to instil a risk culture throughout the organization. BCA also carries out a regular Risk Awareness Program.

In 2020, BCA took several steps to minimize the risk impact arising from the pandemic COVID-19, including the following:

- a. Outreach to employees with information related to the virus and appeals to anticipate its spread, including information about preventive actions. In addition, a call centre was also provided for employees seeking more information related to COVID-19.
- b. Safeguarding the work environment for employees and customers in the following ways:
 - Body temperature checks when entering the BCA building.
 - Improved sanitation facilities and infrastructure;
 - Provision of hand sanitizer.
 - Worker and guest self-assessment before entering the BCA work area.
 - Assessment for workers who have travelled out of town.
 - Establish social distancing in the office and elevator areas.
 - Prohibit cross-building activities.
- c. Regulating office activities:
 - Split operation protocol at head office and regional offices.
 - Work From Home (WFH) policy for head office/regional office/branch office workers according to their conditions and needs.
 - Conference calls and video conferencing in replacement of face-to-face activities that involve many people, such as meetings and training.
 - Limiting/adjusting service hours at branch offices, weekend banking services, and closing several smaller branches (KCP), Cash Offices and Cash Cars.
 - Adjusting working hours for Work From Office (WFO) staff:
 - Flexi time: non operational head office
 - Early finish: Operational head office/regional offices/branches (after 16:00 and with permission from the unit leader)

Arrangement of the above office activities are carried out alongside with implementation of security measures to minimise risks that may arise in connection with the WFH policies and other changes to internal work processes.

Regarding the media to communicate and promote a risk management culture within the Bank, BCA has published an Operational Risk Management Policy and guidelines for all transaction processes in the Bank. These policies and guidelines are always updated in accordance with banking developments, regulations, and the Bank's needs, which also regulates transaction limits and controls over existing transaction risks.

BCA also issues Decrees and Circular Letters related to transaction processes and Bank products that have gone through the risk assessment process by the Risk Management Unit. Every new product or activity development also goes through a risk assessment process by the Risk Management Unit. In this review process, the Risk Management Unit identifies and provides input on risk mitigation to related work units. Both policies, guidelines, decrees and circulars can be accessed by work units through hard copy documents or digitally through the Bank's internal website. In addition, various risk management trainings and risk management dissemination to existing work units have been carried out, both in-class training and through digital or e-learning.

In the future, in line with ongoing digitalization, the use of information technology will play an important role in managing operational risk. In accordance with Financial Services Authority (OJK) regulations concerning the Implementation of Risk Management in the Use of Information Technology by Commercial Banks, BCA has an internal IT policy that takes into account reliability, security, availability and timeliness in serving customers. Operational risk management aims to prevent losses and protect BCA, including from cyber crime.

In supporting the Bank's sustainable business continuity, BCA operates two data centers in parallel to maintain security and reliability in transaction banking operations. In an effort to anticipate crisis situations, BCA also manages a Disaster Recovery Center (DRC) in one of the data center locations, which is a part of Business Continuity Management. The DRC is designed to operate as a Crisis & Command Center in the event of disruption or natural disaster.

In order to support government programs in anticipation the spread of COVID-19 and prioritizing customer safety and convenience in transactions without neglecting the health of customers and employees, BCA took the following measures:

1. Improved the customer experience in digital transactions, with the following initiatives:
 - Cardless Banking
 - Digital Account Opening
 - QR Payment
 - Omni Channel, namely the integration of individual data between BCA electronic channels
2. Developing infrastructure to support Work From Home (WFH) for employees partially according to government regulations without neglecting customer support in transactions.

INTEGRATED RISK MANAGEMENT

BCA as the Main Entity of the BCA Financial Conglomerate has implemented an integrated risk management protocol designed to mitigate the risks faced by BCA and its subsidiaries. BCA has monitored and managed ten types of risk in accordance with the provisions of the Financial Services Authority (OJK). These risks consist of eight risks that have been previously managed in the application of Bank risk management, namely credit, market, liquidity, operational, legal, reputation, strategic and compliance risks, plus two other risks, namely intra-group transaction risk and insurance risk.

In accordance with the Financial Services Authority Regulation No.26/POJK.03/2015, at the conglomerate level, BCA and its Subsidiaries have an adequate integrated minimum Capital Adequacy Ratio of 269.5%, above the specified minimum requirement of 100%.

BCA pays attention to the risk exposure of financial conglomerates to be well controlled and managed. In implementing integrated risk management, BCA refers to the 4 main pillars which are summarised in the following table.

4 Main Pillars Integrated Risk Management

1. Active supervision of BCA financial conglomerate by the Board of Directors and Board of Commissioners of the main entity	- Ensuring the implementation of: - Integrated risk management in accordance with the characteristics and complexity of the BCA financial conglomerate - Risk management at each of the subsidiaries
2. Adequacy policies, procedures, and determination of integrated risk management limits	Formulate policies and procedures, and limit determination of integrated risk management, according to the Bank's risk appetite and risk tolerance
3. Adequacy of identification, measurement, monitoring and control of integrated risks, as well as the integrated risk management information systems	- Implement an integrated risk management system that generates reports or information concerning: - Risk exposure; - Compliance with the implementation of integrated risk management and comparison to the existing policies and procedures - Compliance with regard to limit determination
4. Comprehensive internal control system concerning the implementation of integrated risk management	- Implement an internal control system to ensure: - Compliance with internal policies and regulations, including prevailing legislation - Availability of financial and management information that is complete, accurate, useful and timely - Effectiveness of risk culture at the overall financial conglomerate organization

Further information regarding the implementation of integrated risk management can be found on pages 162-167.

INTERNAL CONTROL

BCA applies the established supervisory mechanism by management on an ongoing basis adjusted to the purpose, size and complexity BCA's business activities are guided by the requirements and procedures as stipulated by the regulator. The implementation of BCA's internal control system complies with circular letter of Financial Services Authority No.35/SEOJK.03/2017 dated 7 July 2017 regarding Guidelines for Internal Control System Standards for Commercial Banks.

BCA applies three lines of defenses in the internal control system and risk management, which conducted across all organisational lines, with oversight by the Board of Commissioners and the Board of Directors.

The concept of the three lines of defence is as follows:

- All business units and operational units serves as the first line of defence, responsible for managing the risks related to the work units;
- The Risk Management Work Unit (SKMR) and the Compliance Unit (SKK) serve as the second line of defence, monitoring the implementation of corporate risk management policies and guidelines;
- The Internal Audit Division (DAI) is the third line of defence, assigned to provide independent assurance to the adequacy and effectiveness of risk management implementation at BCA.

RISK PROFILE ASSESSMENT OF BCA AND SUBSIDIARIES

Based on the self-assessment results in 2020, the Bank's risk profile individually and integrated with subsidiaries was "low to moderate". The risk profile level is the result of an assessment of the inherently "low to moderate" risk rating and a "satisfactory" implementation of risk management.

DISCLOSURE OF RISK MANAGEMENT

The disclosure of BCA's risk management principles and risk exposure, including capital, refers to OJK Circular No.09/SEOJK.03/2020 dated 30 June 2020 regarding Transparency and Publication of Reporting for Conventional Commercial Bank Reports.

I. BCA's Application of Risk Management

Guidelines for implementing BCA risk management policies are based on POJK No.18/POJK.03/2016 dated 16 March 2016 on the Implementation of Risk Management for Commercial Banks, as follows:

I.A. Active Supervision by the Board of Commissioners and the Board of Directors

- In carrying out its risk management function, the Board of Commissioners has defined duties and responsibilities as follows:
 - Approving risk management policies including risk management strategy and frameworks, implemented in accordance with BCA's risk appetite and risk tolerance;

- Ensuring the effective implementation and integration of the overall risk management policies and processes;
 - Evaluating the following:
 - Risk management policies and strategies at least once a year, or on more frequent occasion if there are significant changes in factors affecting BCA's business activities
 - The responsibility of the Board of Directors to ensure the effective management of BCA's activities and risks and to ensure the provision of guidance by the Board of Directors on improving the implementation of risk management policies on regular basis.
 - Requests from the Board of Directors related to transactions requiring the approval of Commissioners and making decisions on such requests.
2. In carrying out the risk management function, the Board of Directors has defined its duties and responsibilities as follows:
- Establishing comprehensive and fully documented risk management policy, strategy and framework, including overall or by-type risk limits, taking into account the Bank's risk appetite and risk tolerance according to the condition of BCA and the impact of risk on capital adequacy. After obtaining approval from the Board of Commissioners, the Board of Directors sets the policy, strategy and risk management framework;
 - Organizing, assigning and updating the following:
 - Procedures and tools for identifying, measuring, monitoring and controlling risks;
 - Transaction approval mechanisms, including those that exceed limits and authority for each level or position;
 - Evaluating and/or updating the policies, strategies and risk management framework at least once a year, or more frequently if there are any significant changes in factors affecting the Bank's business activities, risk exposure, and/or risk profile;
 - Establishing an organizational structure, including clear authority and responsibility at each level or position related to the implementation of risk management;
 - Implementing risk management policies, strategies and frameworks approved by the Board of Commissioners and evaluating and providing guidance based on reports, including risk profile reports ;
- Ensuring the following:
 - All material risks and impacts from such risks have been followed up and have been submitted regularly to the Board of Commissioners, including reports on progress and issues related to material risks and corrective actions that have been, are being and will be carried out;
 - Implementation of corrective actions towards problems or irregularities in BCA's business activities identified by the Internal Audit Division;
 - Adequacy of human resource support and of resources to manage and control risk;
 - Independent implementation of risk management functions, which is reflected amongst others, in the separation of functions of the risk management unit, which identifies, measures, monitors and controls risks and work units that conduct and complete the transactions, measurement, monitoring and risk control and the work units that conduct and complete transactions;
 - Developing a risk management culture, including risk awareness across all levels of the organization. This includes adequate communication to all levels of the organization regarding the importance of effective internal control;
 - Evaluating and deciding on transactions that require the approval of the Board of Directors;
 - Conducting periodic reviews to ensure the following:
 - Accuracy of the risk assessment methodology;
 - Adequacy of implementation of the risk management information system;
 - Accuracy of risk management policies and procedures and risk limits;
 - Declaring when BCA is in an emergency condition and, if necessary, requesting the opinion of the Risk Management Committee (KMR), the Assets and Liabilities Committee (ALCO) and/or other related committees. Under emergency conditions, control of authorities is under the direct coordination of the Board of Directors.

3. The active supervision of the Board of Commissioners and the Board of Directors (management) includes the following mechanisms:
 - Supervision by the Board of Commissioners is conducted in accordance with their duties and responsibilities as stipulated in the articles of association and relevant regulations.
 - The Audit Committee, the Risk Oversight Committee, the Remuneration and Nomination Committee, and the Integrated Corporate Governance Committee assist in the supervisory duties of the Board of Commissioners.
 - The Board of Commissioners maintains constructive communication with the Board of Directors.
 - The Board of Commissioners actively provides recommendations to the Board of Directors in determining strategic actions that they believe should be implemented.
 - The supervisory duties of the Board of Directors are assisted by the Asset Liabilities (ALCO), Credit Policy, Credit, Risk Management, Information Technology Steering, Employment Case Consideration, and Integrated Risk Management Committees.
 - The Board of Directors actively engages in discussion, provides input and monitors internal conditions and the development of external factors that directly or indirectly affect the Bank's business strategy.

I.B. Adequacy of Risk Management Policies and Procedures and Determination of Risk Limits

1. BCA has an adequate organisational structure to support the implementation of sound risk management and internal control that consists of the internal audit division, including the DAI, SKMR, SKK, Risk Management and Integrated Risk Management Committees.
2. BCA's risk management policy, as detailed in its plan and the annual budget and work plan, is in line with the Bank's vision, mission, business strategy, capital adequacy, human resources competencies, and risk appetite. This policy is reviewed regularly and adjusted in line with both internal and external developments.
3. Policies, procedures and determination of risk management limits have been fully documented in writing and are regularly reviewed and updated.
4. In conducting its business activities, BCA has developed a bank business plan and an annual budget and work plan that addresses the Bank's overall strategy, including business development direction. BCA's strategy takes into account its

impact on its capital, projected capital and the minimum capital requirement (KPMM).

I.C. Adequacy of the Risk Identification, Measurement, Monitoring and Mitigation Processes and Risk Management Information System

1. BCA has identified, measured, monitored and controlled risk as part of the process of implementing risk management.
Risk exposure is monitored regularly by Risk Management Work Unit by comparing the actual risk with the set risk limits.
2. Reports on risk trends, including the BCA risk profile report, integrated risk profile, and credit portfolio reports, and business plan progress are reported to the Board of Directors regularly, accurately and in a timely manner.

I.D. Comprehensive Internal Control System

BCA internal control consists of 5 main components in line with the Internal Control Integrated Framework developed by The Committee of Sponsoring Organization of the Treadway Commission (COSO), including:

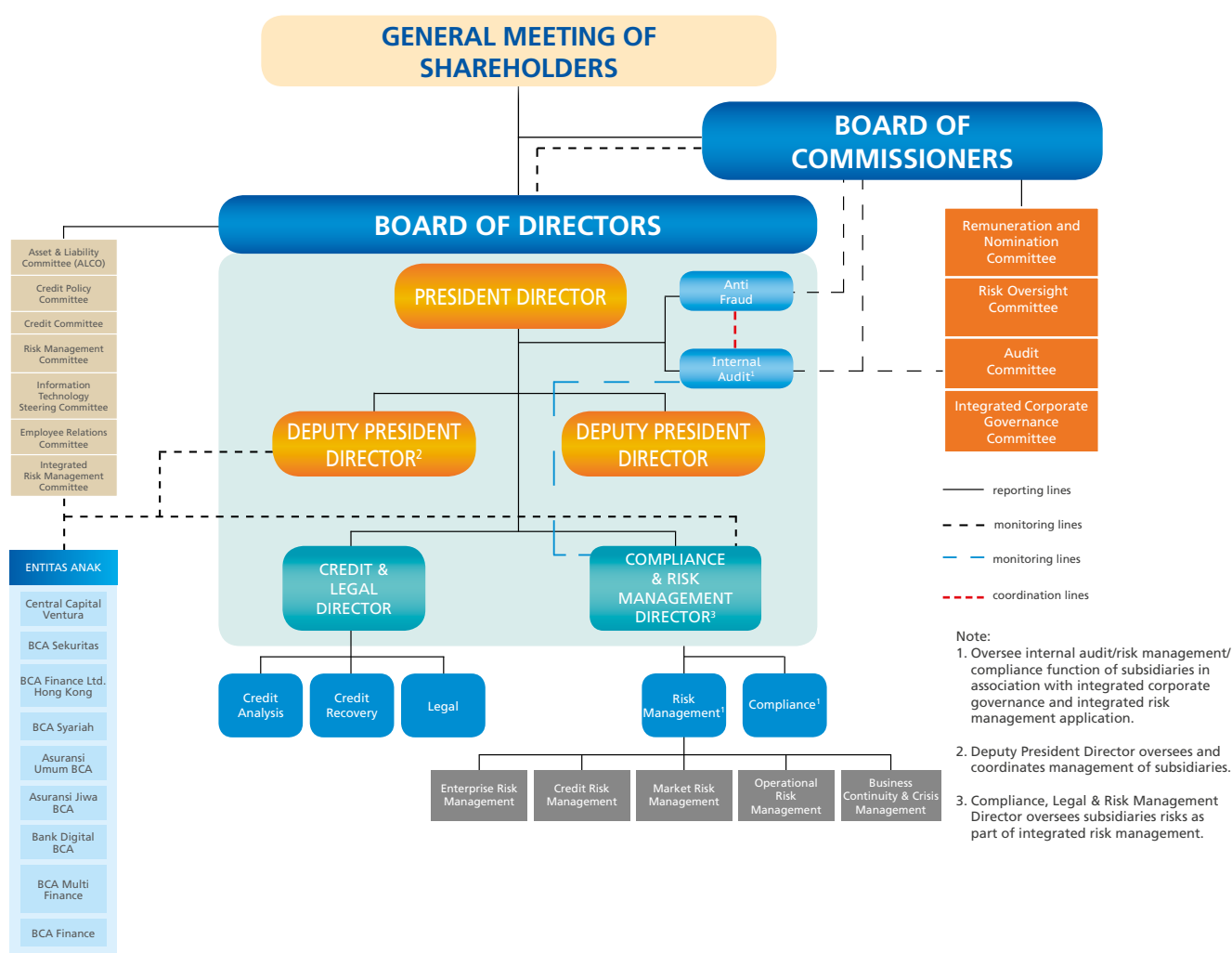
1. Management supervision and risk control culture;
2. Risk identification and assessment;
3. Control activities and segregation of duties;
4. Accounting, information and communication systems;
5. Monitoring and corrective actions against deficiencies.

BCA applies three lines of defenses in the internal control system and risk management, involving all parts of the organisation, with oversight by the Board of Commissioners and the Board of Directors.

To support the implementation of the internal control system, BCA has a fully documented risk management policy (organisational structure, segregation of duties, risk limits, and others). BCA strongly encourages a risk culture and a culture of compliance with regard to the applicable regulations that are conducted and monitored by the Risk Management Unit and Compliance Unit, which together form the second line of risk management defence.

The assessment and evaluation of the adequacy and effectiveness of the internal control system is periodically reviewed by the Internal Audit Division, which is the third line of risk management defence, to ensure that internal control has been implemented adequately. All management and employees of BCA have the role and responsibility to implement, adhere to and enhance the quality, reliability and effectiveness of the Bank's internal control.

Risk Management and Internal Control Organizational Structure



EFFECTIVENESS OF BCA RISK MANAGEMENT SYSTEMS

In evaluating the effectiveness of the BCA risk management system, the Board of Commissioners and Board of Directors are assisted by committees under the Board of Commissioners and the Board of Directors.

These committees meet regularly to discuss and provide input and recommendations to the Board of Commissioners and Board of Directors.

BCA also conducts regular evaluations on the following:

- Applicable policies and methodologies for risk assessments;
- Adequacy of policies procedures and determination of risk limits;
- Adequacy of identification, measurement, monitoring and mitigation of risks;
- Effectiveness of a comprehensive internal control system.

Evaluation and updating of policies, procedures and methodologies are conducted regularly to ensure compliance with the applicable regulations and operational conditions. Evaluate the effectiveness of risk management is also conducted through regular reports submitted to the Board of Commissioners and the Board of Directors. These reports include, among others, Risk Management Policy Implementation Reports, Risk Profile Reports, Risk Updates and other related reports.

Implementation of Basel Accords

The Bank continues to prepare for implementing the Basel III framework on bank capital and liquidity standards. BCA supports Basel III implementation in Indonesia, taking part in a Quantitative Impact Study (QIS) exercise that requires the bank to calculate capital position, Leverage Ratio, Net Stable Funding Ratio, Credit Risk, Market Risk and Operational Risk.

Since 2017, BCA has been in compliance with the Net Stable Funding Ratio (NSFR) regulation implemented by the OJK, with regard to both reporting and the minimum ratio. Meanwhile, the leverage ratio starting March 2020 must be reported and published.

Risk Appetite

The Bank defines risk appetite as the level and type of risks which are willing to be taken in order to achieve its business objectives. The risk appetite set by BCA is reflected in the Bank's business strategies and objectives.

Stress Test

BCA regularly performs stress testing for a variety of scenarios and consistently deepens the factors and parameters of these tests. Stress test scenarios consider macroeconomic variables such as interest rates, inflation rates, gross domestic product (GDP), exchange rates, fuel prices and others. The

methodology used in conducting stress tests, in addition to statistical models based on historical data, also employs judgment methods by considering qualitative risk factors. Stress testing is carried out in order to see the impact of changes in macroeconomic factors on various key indicators, including the NPL, profitability, liquidity and capital.

BCA also conducts integrated stress tests with its subsidiaries. The results of stress testing conducted for credit, market and liquidity risk have been satisfactory; and based on the scenarios built, the capital and liquidity of the Bank are sufficient to anticipate the estimated potential losses.

II. BCA Capital

Capital Structure

BCA's capital structure consists of the following:

- Core capital (Tier 1) of Rp179.9 trillion contributing 96.3% to BCA's total capital;
- Supplementary capital (Tier 2) of Rp7.0 trillion or 3.7% of total capital, most of this capital is general reserve for productive assets that must be established (maximum of 1.25% RWA credit risk);

Capital Component (consolidated - in billion Rupiah)

	2020	2019	2018
Capital	186,953	177,888	156,052
Tier 1 Capital	179,945	170,750	149,413
Tier 2 Capital	7,008	7,138	6,639
Risk Weighted Assets (Credit, Operational and Market Risk)	695,144	721,917	651,532
Capital Adequacy Ratio (CAR) - consolidated	26.9%	24.6%	24.0%
Capital Adequacy Ratio (CAR) - non consolidated	25.8%	23.8%	23.4%

Capital Management Policy

BCA ensures an adequate capital position to support the business development of the Bank and its subsidiaries. The Bank's capital adequacy is calculated using the Capital Adequacy Ratio (CAR) indicator. BCA has an adequate capital level with a CAR of 25.8%, above the minimum requirement according to the risk profile and includes additional 5.0% as a buffer. BCA has formed a buffer in accordance with Bank Indonesia regulations regarding systemic bank compliance to fulfil a conservation buffer, a countercyclical buffer and a capital surcharge.

The Bank and all its subsidiaries have carried out integrated stress tests using various scenarios, resulting in changes to NPL levels and their effects on income, liquidity position and capital position. In general, the stress test results show that the liquidity and capital positions of BCA and subsidiaries are adequate in anticipating losses from potential risks, based on the tested scenarios.

BCA capital requirements can be fully met from its healthy financial growth. Most of the Bank's net profit is retained to increase its capital each year.

Basis for Management Policy on Capital Structure

BCA's capital policy is regularly adjusted with reference to business potential and the application of the principle of prudence. Regarding the provisions of the Financial Services Authority, the Board of Directors prepares the capital plan as part of the Bank's Business Plan and obtains the approval of the Board of Commissioners. The capital structure policy refers to OJK Regulation No.11/POJK.03/2016 dated 2 February 2016 and No.34/POJK.03/2016 dated 26 September 2016 on the Minimum Capital Requirement for Commercial Banks.

III. Disclosure of Risk Exposure and Implementation of Risk Management

The following is an overview of the risk exposures faced by BCA in conducting its business and the application of risk management designed to minimize the impact of these risks.

III.A. Disclosure of Credit Risk Exposure and Implementation of Credit Risk Management

Organization of Credit Risk Management

BCA has developed a structured credit risk management process to support strong credit principles with strong internal controls.

1. **The Board of Commissioners** approve the Bank's credit plans and oversees its implementation, approves its basic credit policy and request an explanation from the Board of Directors should there be any deviations in loan disbursement from the stipulated policies.
2. **The Board of Directors** is responsible for the preparation of credit plans and credit policy, ensures the Bank's compliance with prevailing credit and credit policy laws and regulations, and reports to the Board of Commissioners on matters such as the implementation of credit plans, anomalies in credit disbursement, loan portfolio quality and credit in the special mention or non-performing loan category.
3. **The Chief Risk Officer**, a member of BCA's Board of Directors, is responsible for the management of credit, market, operational and other risks within the Bank's organisation (hereinafter referred to as the Director of Compliance and Risk Management).
4. **Work units that perform functions related to credit risk management** (the Business Lending Development and Credit Risk Analysis Units), are risk owners responsible for the management of credit risk.

The Bank has dedicated committees assisting the Board of Directors in the lending process:

1. **The Credit Policy Committee's** principal function is assisting the Board of Directors in formulating credit policies, especially those relating to the principle of prudence in lending, monitoring and evaluating the implementation of credit policies, conducting periodic reviews on the Bank's basic credit policy (KDPB), monitoring the credit portfolio's progress and condition, and providing suggestions and corrective measures based on the results of evaluations carried out.
2. **The Credit Committee** has the principal function of providing guidance should a more in-depth and comprehensive credit analysis need to be performed, suggesting decisions or recommendations on the draft of credit decisions related to key debtors, specific industries or on the specific request of the Board of Directors, as well as coordinating with the Assets and Liabilities Committee (ALCO) in terms of funding for credit and adjustment of corporate lending rates.

3. **The Risk Management Committee's** main function is to develop policies, strategies and guidelines for risk management implementation, determine matters related to irregular business decisions and enhance the implementation of risk management based on evaluation of the effectiveness of the risk management process and system.

Risk Management Strategies for Activities with Significant Credit Risk Exposures

BCA formulates risk management strategies in accordance with the Bank's overall business strategy and based on the Bank's risk appetite and risk tolerance. Risk management strategies are designed to ensure that the Bank's risk exposure is prudently managed in line with the credit policy, the Bank's internal procedures, laws and regulations and other applicable provisions.

Structured risk management strategies are based on the following general principles:

- Risk management strategies should be long-term-oriented for the sustainability of the business by considering economic conditions and cycles;
- A comprehensive risk management strategy must be able to control and manage the risks of BCA and its subsidiaries,
- Maintain expected capital adequacy and allocate adequate resources to support the implementation of risk management.

The risk management strategies are prepared with consideration of the following factors:

- Economic and business development and the potential impacts of the risks faced by BCA;
- The organisational structure of BCA, including the adequacy of human resources and supporting infrastructure;
- The financial condition of BCA, including its ability to generate earnings and the ability to manage the risks arising from both external and internal factors;
- The composition and diversification of the Bank's portfolio.

Credit Concentration Risk Management Policy

Portfolio management addresses credit risk by determining risk concentration limits for, among others, industrial sector exposure, foreign exchange, and certain types of loan as well as both individual and business group exposure. Along with monitoring the development of the rating database, technology, human resources and the Bank's complexity level, as well as the market and regulations, the Bank's portfolio management unit actively works to optimise the allocation of the Bank's capital to achieve an acceptable risk level in line with risk appetite and risk tolerance.

Credit Risk Measurement and Control

BCA measures credit risk using a standardised method compliant with OJK Circular Letter No.42/SEOJK.03/2016 regarding Guidelines for Calculating Risk Weighted Assets. BCA uses an internal rating as a supporting tool in the credit decision-making process.

Credit risk management is executed through the establishment of an independent rating system comprising the following:

- Evaluation of the credit administration process;
- Assessment of the accuracy in the implementation of internal risk rating and the use of other monitoring tools;
- Work units and Bank officers responsible for monitoring individual credit quality.

BCA uses early detection systems to identify possible non-performing or potential problematic loans and takes proactive steps in managing the loan portfolio in order to minimise the impact of non-performing loans on the overall portfolio.

Overdue and Impaired Receivables

Past due loans and receivables are defined as any loan or receivable that is more than 90 days overdue for payment for either principal and/or interest. Impaired loans and receivables are those financial assets of significant individual value that have objective evidence of impairment occurring after initial recognition of the financial asset.

Individually impaired financial assets

An individually impaired financial asset is a financial asset that is individually significant and bears objective evidence that an individual's impairment has occurred after the initial claim of the financial asset.

In accordance with the Bank's internal policy, loans determined individually significant are those granted to debtors in the corporate and commercial segments.

Individual measurements are made by looking at the difference between all contractual cash flows due to the entity in accordance with the contract and all cash flows that the entity expects to receive (i.e. all cash shortages), discounted at the effective interest rate.

Financial Assets Not Individually Significant and Assessed Collectively for Impairment

Financial assets that are not individually significant are those loans and receivables provided by the Bank to retail segment debtors, namely Small and Medium Enterprise (SME) credit debtors, consumer financing loans (including joint financing loans), mortgage loans, motor vehicle credit, and credit cards.

The Bank determines the impairment of financial assets that are not individually and the impairment is assessed collectively, by classifying financial assets based on similar risk characteristics.

Collective measurement is carried out statistically using the parameters of Probability of Default, Loss Given Default and Exposure at Default.

Measurement of Expected Credit Loss

Starting 1 January 2020, the Bank's calculation of reserves refers to PSAK 71, which introduces the expected credit loss method for measuring losses due to impairment of financial instruments.

If at the reporting date, credit risk on a financial instrument has not increased significantly since initial recognition, the entity shall measure the allowance for losses for that financial instrument at the amount of twelve months expected loss. An entity shall measure the allowance for losses on a financial instrument at the amount of expected credit losses over its lifetime, if the credit risk on that financial instrument has increased significantly since initial recognition.

The Bank has developed risk parameter modelling, such as Probability of Default (PD), Loss Given Default (LGD) and Exposure at Default (EAD), which are used as components for calculating expected credit losses.

Staging Criteria

PSAK 71 requires entities to classify Financial Assets into three stages of impairment (stage 1, stage 2 and stage 3) by determining whether there is a significant increase in credit risk.

The Bank measures the allowance for losses as 12 months expected credit losses for financial assets with low credit risk at the reporting date (stage 1), lifelong credit losses for financial assets with a significant increase in credit risk (stage 2) and financial assets that experienced a significant decline with a history of late payment (stage 3).

At each reporting date, the entity assesses whether the credit risk on the financial instrument has increased significantly (SICR) since initial recognition. In making that assessment, the entity compares the risk of default with initial recognition and considers reasonable and supportable information available without undue cost or effort that indicates a significant increase in credit risk (SICR) since initial recognition.

Forward Looking Information

In calculating expected credit losses, the Bank takes into account the macroeconomic forecast. In addition, the Bank also determines a weighted probability for the possibility of macro scenarios. Various macroeconomic variables (MEV) are used in modelling PSAK 71 depending on the results of statistical analysis of the suitability of the MEV with historical data for modelling impairment. The calculation of the expected credit loss and the macroeconomic forecast (MEV) is reviewed by the Bank periodically.

Policies related to wrong way risk exposure

To anticipate wrong way risk exposures where market prices are heading in an adverse direction, BCA adds a capital charge for the weighted exposure of the Credit Valuation Adjustment (CVA risk weighted assets) in accordance with SEOJK No.42/SEOJK.03/2016.

The impact on the value of the collateral needed to provide for a credit downgrade

Collateral as credit guarantee is differentiated between productive credit and consumer credit. For productive loans such as SME, Commercial and Corporate, the collateral impact (type, value and/or quality) will affect the credit rating in terms of the exposure risk factor (not the customer risk factor), so that the better the collateral can reduce the risk of exposure (the rating exposure risk factor has improved).

Meanwhile, for consumer loans such as KPR, the impact of collateral value will directly affect the credit rating of the debtor, high collateral value causes credit rating improvement.

Qualitative Disclosures regarding Securitization Exposures (SECA)

In an effort to diversify risks and maximize returns, BCA has placed a number of portfolios in the form of securitization or Asset-Backed Securities Collective Investment Contract (KIK EBA). BCA acts as an investor and invests in EBA products

with investment grade ratings and do placement in class (tranche) senior or get the first claim rights against the entire collection of financial assets.

Standardised Approach to the Implementation of Credit Risk Measurement

In the calculation of Risk Weighted Assets (RWA) for credit risk, the Bank refers to OJK Circular Letter No.42/SEOJK.03/2016 regarding Guidelines for Calculation of Risk Weighted Assets by using the Standardised Approach for Credit Risk, OJK Circular Letter No.48/SEOJK.03/2017 and OJK Circular Letter No.11/SEOJK.03/2018.

Through the Basel II standardised approach, the credit RWA is calculated based on the ratings issued by rating agencies recognised by OJK, as stipulated in OJK Circular Letter No.37/SEOJK.03/2016 regarding Rating Agencies and Ratings Recognised by OJK.

The use of third party ratings in the calculation of RWA credit risk is only for claims on Governments of Other Countries, Public Sector Entities, Multilateral Development Banks and particular International Institutions, Banks, and Corporates.

Counterparty credit risk arises from Over The Counter (OTC) derivative transactions and repo/reserve repo transactions, both on the trading book and the banking book. The standardised approach is used to calculate credit risk of capital adequacy ratio for any exposures that cause counterparty credit risk.

Determination of credit limits related to counterparty credit risks can be adjusted according to the needs of the counterparty, the Bank's risk appetite, and any other applicable regulations, such as POJK No.32/POJK.03/2018 and No.38/POJK.03/2019 regarding maximum lending limits for commercial bank.

Credit Risk Mitigation

The preferred type of collateral accepted to mitigate credit risk is solid collateral defined as cash or land and buildings. These types of collateral have relatively high liquidity value and/or can be legally attached so that the Bank is able to liquidate collateral immediately if the debtor's/debtor group's loan becomes delinquent.

Collateral assessment for loans is performed by an independent appraiser. In remote areas where no independent appraiser is available, the appraisal will be conducted by internal staff who is not involved in the processing of the loan. To monitor the physical collateral pledged to BCA by the debtor, site visits are conducted periodically to review the status of the collateral.

When processing credit, the main guarantors/warrant providers are analysed as a risk mitigant to the overall credit risk. Creditworthiness and security analysis is determined by applying the "Four Eyes" principle, where credit decisions are determined by two independent parties, the Business Development Unit and the Credit Risk Analysis Unit.

The credit mitigation technique focuses on primary collateral. In addition, to mitigate possible credit risks, BCA's loan portfolio is well diversified, both in credit category and by industry/economic sector.

III.B. Disclosure of Market Risk Exposure and Implementation of Market Risk Management

Market Risk Management Organization

The Board of Commissioners and the Board of Directors are responsible for ensuring that the implementation of risk management with regard to exchange rates and interest rates is in line with the Bank's strategic direction, scale and business characteristics as well as exchange rate and interest rate risk profiles. This includes ensuring the integration of exchange rate and interest rate risk management with other risks that may affect the Bank's risk position.

The Board of Directors delegates its authority and responsibility to the parties listed below

Party	Authority and Responsibility
ALCO	Determines policies and strategies regarding foreign exchange and interest rate
The Risk Management Unit	Supports ALCO in monitoring and measuring foreign exchange and interest rate risks.
Treasury Division	Manages the Bank's overall operations in foreign currency transactions, and interest rates on the trading book: - Responsible for maintaining foreign currency Net Open Position (NOP) and mitigating interest rate on the trading book and ensuring the Bank's compliance with Bank Indonesia regulations regarding NOP; - Responsible for managing trading marketable securities and foreign currency transactions in line with customer needs and/or income considerations.
Regional Offices and Branches	Responsible for managing foreign currency transactions in the respective regional offices/branches in accordance with predetermined limits. All regional/branch foreign currency transactions are covered by the Treasury Division. Limits for each region/branch are determined in accordance with operational needs.

The calculation of market risk for calculating BCA's capital requirements uses the standard method of the OJK.

Trading Book and Banking Book Portfolio Management

Management of portfolios exposed to interest rate risk (on the trading book) and to foreign exchange risk is conducted by setting and monitoring the use of Nominal Limits (Securities, Net Open Position), Value at Risk Limits, and Stop Loss Limits.

The valuation method is based on closeout prices or market price quotations from independent sources, including the following:

- Indonesia *Bond Pricing Agency* (IBPA);
- Bloomberg *Generic & Value* (BGN & VAL);
- Exchange prices;
- Dealer screen prices;
- The most conservative prices quoted by at least two brokers and/or market makers;
- In the even that market prices from independent sources are not available, pricing is derived from the yield curve.

Market Risk Measurement

For the purpose of monitoring market risk, exchange rate and interest rate risk, Value at Risk measurements are taken on a daily basis based on a full historical valuation method using 250 days' data at a 99% confidence level.

For the calculation of minimum Capital Adequacy Ratio (CAR), market risk is calculated based on the standardised method as adopted by OJK.

Scope of Trading and Banking Book Portfolios Accounted for in Capital Adequacy Ratio

Following is the scope of the portfolio coverage included in the CAR calculations:

- Exchange rate risk covers both the trading and banking books. Exchange rate risks can arise from foreign exchange transactions today (TOD), tomorrow (TOM), Spot, forward, Swap and domestic non-delivery forward (DNDF);
- Interest rate risk covers the trading book. It can arise from securities, forward and Swap transactions;
- Equity risk (for subsidiaries) considers the trading book. It can arise from equity trading transactions that may be carried out by subsidiaries.

Interest Rate Risk in Banking Book (IRRBB)

Interest Rate Risk in Banking Book (IRRBB) occurs as a result of movements in the market interest rate that are against the Bank's position or transactions, which may affect both the Bank's interest income and the economic capital value. In performing IRRBB measurement, the Bank uses a gap report (repricing gap) that measures assets and liabilities that are interest rate sensitive in nature to be mapped within a certain period.

Mapping is conducted based on the remaining maturity date for any instrument with a fixed interest rate or on the remaining time up to the next interest rate adjustment for any instrument with a floating rate. The Bank uses an earning approach and economic value approach to measure interest rate risk. Monitoring and measurement of interest rate risk exposure on the banking book is submitted to the Board of Directors/ALCO on a monthly basis.

Anticipation of Market Risks on Foreign Currency and Securities Transactions

The steps taken to anticipate market risk for transactions associated with exchange rate and interest rate risk are to establish and control market risk limits such as Value at Risk (VaR) Limit, Nominal Limit and Stop Loss Limit as well as conducting stress tests in measuring risk. In an effort to support the Bank Indonesia program on the Deepening of Financial Market Transactions, the Bank conducts risk management assessments and prepares policies and procedures for the development of various transactions.

III.C. Disclosure of Operational Risk Exposures and Implementation of Operational Risk Management

Operational Risk Management – Organization

The implementation of operational risk management on a bank-wide basis includes the following:

- **The Board of Commissioners and Board of Directors** ensure adequate risk management implementation according to the characteristics, complexity and risk profile of the Bank as well as a good understanding of the type and level of risk inherent in the business activities of BCA.
- **The Risk Management Committee** ensures that the risk management framework provides adequate protection against risks.
- **The Risk Management Unit (SKMR)** ensures that the Bank mitigates risks correctly by identifying, measuring, monitoring, controlling and reporting risks in accordance with the risk management framework and is able to deal with emergency scenarios that threaten the sustainability of the bank's business.
- **The Enterprise Security Work Unit** protects and secures information assets of the Bank and ensures that information technology governance is implemented in accordance with the Bank's policy.
- **The Internal Audit Division** is tasked with examining and assessing the adequacy and effectiveness of the risk management processes, internal controls and corporate governance.
- **The Operating Strategy and Development Unit** assists SKMR in implementing operational risk management programs and provides support to all work units related to SKMR programs.
- **The Work Units** (business and support units) are risk owners responsible for managing risk in daily operations and reporting operational risk problems and events to the SKMR.

Mechanism used by BCA to Measure and Identify Operational Risk

Implemented in 2002, BCA uses a Risk Self-Assessment (RSA) to identify and quantify operational risks across all work units in the Bank. The main function of the RSA is to cultivate a strong risk culture and increase risk awareness as an important element of risk management, which is expected to improve risk control implementation amongst all employees in their daily activities and subsequently reduce overall risk.

The RSA methodology is further refined into a Risk and Control Self-Assessment (RCSA) model, which has been implemented in all branches and head office work units identified as having significant operational risks. In RCSA methodology, branches and work units identify and measure operational risks inherent to their respective work or business units and determine the controls that must be implemented in order to mitigate the identified risks. The response to residual risk with significant value is then closely monitored.

In addition to RCSA, BCA has implemented a Loss Event Database (LED) and Key Risk Indicator (KRI) system. KRI provides an early warning signal in the event of increased operational risk within a specific work unit. KRI has been implemented in all regional offices, branches and head office work units that are considered to have fairly significant operational risks. The KRI system was further developed into Predictive Risk Management tools that support business units in detecting and responding to increased risks within their respective fields.

LED is designed to assist in recording and analysing cases or events that could lead to an operational loss so that corrective action can be taken to avoid similar events in the future. The purpose of the LED is to identify the source and minimise the possible risk of operational losses. LED is also a means of operational risk loss data collection used by BCA to determine the allocation of capital charges and to monitor events that could lead to further operational losses. LED has been implemented in all regional offices, branches and at head office.

The application of the RCSA, LED and KRI is supported by the Operational Risk Management Information System (ORMIS). Currently all branches and head office units used ORMIS.

Mechanism for Operational Risk Mitigation

To mitigate operational risk, BCA uses the following tools:

- Policies, procedures and limits to measure and mitigate operational risks;
- Regular Risk Awareness Programs to promote risk awareness throughout BCA;
- Consistent updates to policies and procedures in accordance with organisational dynamics and changes to laws and regulations;
- Integrated and comprehensive Business Continuity Management Plans to ensure operational continuity in running the business and serving customers;
- Internal control systems, which include segregation of duties and the “four eyes” principle and operate on rotation to avoid potential self-dealing, concealment of documents or fraudulent transactions.

Adapting to the conditions of the COVID-19 pandemic, several things are done by banks to minimize the impact of pandemic risk, including:

- a. Outreach to employees regarding information, advice and preventive actions related to COVID-19, as well as providing a call center for employees who need information related to COVID-19.
- b. Safeguarding the environment/work area for employees and customers:
 - Take body temperature measurements when entering the BCA building.
 - Improved sanitation facilities and infrastructure.
 - Provide hand sanitizer.
 - Conduct self-assessment of employees/guests (except customers) who will enter the BCA work area.
 - Conduct an assessment for workers who travel out of town.
 - Establish social distancing in the office and elevator areas.
 - Prohibit cross building activities.
- c. Office activity arrangements:
 - Split operation of head office/regional office workers related to customer service operational transactions.
 - Work from home (WFH) in turn for head office/regional office/branch office workers according to their conditions and needs.
 - Conference calls and video conferencing in replacement of face-to-face activities that involve many people, such as meetings and training.
 - Limiting/adjusting service hours at branch offices, weekend banking services, and closing some branch/cash offices.
 - Arrangement of working hours for WFO staff:
 - Flexi time: Head office non operational
 - Early finish: Operational Head Office Regional Office/branch (after 16:00 and permission from the head of the work unit)

In addition, the Bank has also taken security measures to minimize the risks that may arise in connection with the implementation of the work from home (WFH) policy, as well as changes to other internal work processes, as well as improving technology for safeguarding information assets, as well as increasing security awareness simultaneously to BCA employees and management, as well as to BCA customers.

New Product and Activity Risk Management

As the largest private bank in Indonesia, BCA provides a wide range of products and/or solutions to fulfil the needs of customers. In line with recent technological advancements, BCA continues to develop new digital products and activities.

In managing the risk for new products/activities, BCA has implemented a system to help ensure the development of new products/activities will not significantly affect the Bank's risk profile. Risk management is implemented based on internal regulations compiled in accordance with regulatory requirements.

Management of new products/activities includes several important aspects as follows:

- New products/activities are launched with the objective of fulfilling customer needs and are expected to enable BCA to accomplish its predetermined business targets;
- Every development plan for new products/activities must be approved by the Board of Directors and reported to the Board of Commissioners. This is a part of active supervision conducted by the Board of Directors and the Board of Commissioners;
- The identification of risks will be conducted against the development plan for every product/activity so that BCA is able to implement adequate risk mitigation;
- Every new product/activity should pass several stages, including planning, development, implementation, and evaluation;
- Products/activities that have been implemented will be evaluated to ensure that they have achieved their targets and that they can be developed further.

III.D. Disclosure of Liquidity Risk Exposure and Implementation of Liquidity Risk Management

Liquidity Risk Management – Organization

The Board of Commissioners and the Board of Directors are responsible for ensuring that liquidity risk management is conducted in accordance with the strategic objectives, scale, business characteristics and liquidity risk profile of the Bank. This includes the integration of liquidity risk management with other risks that may impact on the Bank's liquidity position.

The authority and responsibility of Board of Directors are delegated to parties below:

Party	Authority and Responsibility
ALCO	Determines policies and strategies regarding liquidity
The Risk Management Unit	Support ALCO in monitoring and calculating liquidity risk
Treasury Division	Treasury Division Manage overall operational liquidity of the Bank: - Responsible for monitoring statutory reserves and ensuring the Bank's compliance - Responsible for managing secondary reserves in order to maintain liquidity and provide income generating opportunities.
Regional Offices and Branches	Responsible for managing liquidity risk at the respective regional offices and branches.

Funding Strategy

Funding strategy consists of strategies to tap diversified sources of funds and to secure a funding duration profile that is linked to the Bank's characteristics and business plan. The Bank identifies and reviews the primary factors that affect the ability of the Bank to obtain funds, including identifying and monitoring funding alternatives to strengthen the Bank's capacity to sustain business operations in a crisis condition.

Liquidity Risk Mitigation

In order to mitigate liquidity risk, BCA established guidelines to measure and mitigate liquidity risk, including limits on Secondary Reserves, Interbank Overnight Borrowing Limits, Liquidity Coverage Ratios and Net Stable Funding Ratio. The Bank has also identified and developed Early Warning Indicators, and has implemented a multi-level Contingency Funding Plan to mitigate risk.

Measurement and Control of Liquidity Risk

The measurement of liquidity risk is conducted comprehensively and regularly by monitoring cash flow projection, maturity profile reports, liquidity ratios and stress test scenarios. Stress testing is conducted based on the Bank's specific stress scenarios and general market stress scenarios. Liquidity risk is monitored to facilitate timely mitigation and to inform adjustments to the liquidity risk management strategy as soon as any increase in liquidity risk occurs.

The following activities are included in the liquidity risk monitoring process:

- Monitoring both internal and external early warning indicators for events with the potential to increase liquidity risk;

- Monitoring funds and liquidity positions that include:
 - interest rate strategy, investment alternatives for fund owners, changes in customer behaviour, changes in foreign exchange and interest rates offered by a primary competitor that could impact the fund structure, fund volatility, and core funds. These changes should be monitored on a regular basis (daily, monthly and annually);
 - Daily monitoring of the liquidity position in respect to Minimum Statutory Reserves Requirement (GWM), secondary reserves, and liquidity ratio.

Stress Testing Liquidity Risk

Stress testing for liquidity risk is a test using certain scenarios of the Bank's ability to meet liquidity needs during a crisis. Stress tests are conducted based on a bank specific stress scenario (bank specific stress scenario) and a market stress scenario (general market stress scenario). For specific stress scenarios on the Bank, it is done at least once every 3 months, while stress testing with stress scenarios on the market is carried out at least once a year.

Stress testing is carried out by considering several factors, including events that have or have the potential to cause a liquidity crisis, duration (duration of events or stress conditions) and the severity of problems caused by these events. The results of the liquidity risk stress test can then be used as input in reviewing policies and strategies for liquidity risk management, composition of assets, liabilities and / or administrative accounts, contingency funding plans and limit setting.

Contingency Funding Plan

In the context of controlling liquidity risk, a contingency funding plan was prepared, which is an action plan to deal with worsening bank liquidity conditions. The action plan is arranged in several levels, namely level one (normal), level two (temporary liquidity squeeze) and level three (name crisis). The action plan chosen at each level is adjusted to the conditions during a crisis with the priority of speeding up obtaining liquidity and at a reasonable cost. Emergency funding plans must be in line with the results of stress tests, evaluated, updated and tested regularly to ensure a level of reliability.

III.E. Disclosure of Legal Risk Exposure and Implementation of Legal Risk Management

Legal risk is the risk due to lawsuits and/or juridical vulnerabilities due to weak commitments made by the Bank, the absence of and/or alterations to laws that cause a Bank transaction to be incompatible with prevailing provisions, and the occurrence of lawsuits in the litigation process arising from third party claims against the Bank and claims from Bank against third parties.

Organization of Legal Risk Management

In order to minimize legal risk, BCA has established a Legal Group at the head office and legal units in regional offices to support BCA in carrying out banking activities and mitigating legal risk. The Legal Group also has the duty and responsibility of supporting and safeguarding the legal interests of the Bank with respect to the prevailing laws and regulations as it carries out business activities.

Legal Risk Control

BCA mitigates legal risks through the following:

- Legal Risk Management Policy by having internal regulations to govern the organisational structure and job description for the Legal Group and standardization of legal documents;
- Legal communication forum to leverage the competency of legal staff
- Socialization the impact of new regulations applicable to BCA banking activities and the various *modus operandi* of fraud and other banking crimes as well as the legal guidelines for prosecuting such crimes to branches, regional offices, and related work units at head office;
- Legal defence of civil and criminal proceedings involving the Bank in court and the monitoring of the progress of such cases;
- Formulation of a credit security strategy plan (in collaboration with other work units, including the Credit Rescue Work Unit) in connection with the problem of bad credit;
- Registration of intellectual property rights for the Bank's products and services and the securing of ownership of the Bank's assets, such as right to land and buildings owned by the Bank, with the appropriate authority;
- Monitoring of and taking legal action against violations against the Bank's assets, including infringement of intellectual property rights belonging to BCA;
- Monitoring and analysis of cases being prosecuted or defended in court by BCA;
- Identifying, monitoring, analysing and quantifying of potential losses that may arise in relation to legal cases.

III.F. Disclosure of Strategic Risk Exposure and Implementation of Strategic Risk Management

Strategic risk is caused by inaccurate decision making and/or implementation of a strategic plan, and/or the inability to anticipate changes in the business environment.

Organization of Strategic Risk Management

The Board of Directors provides direction in the preparation of strategic plans and business initiatives, as outlined in the blueprint of the three-year Bank Business Plan (RBB) to control the direction of business activities and manage

the potential for strategic risk. Furthermore, the Board of Commissioners reviews and provides approval of the RBB.

The Corporate Strategy and Planning Division supports the formulation/preparation of the RBB and monitors its implementation by compiling realization reports comparing with business plans and budgets on a regular basis, including reviewing business targets both financial and non-financial in nature.

Policies to Identify and Respond to Changes in the Business Environment

In order to identify and respond to changes in the business environment, both external and internal, BCA conducts the following:

- Regular reviews of the Bank Business Plan in accordance with business developments and the state of the Indonesian economy; should there be a need to refresh strategic plans and business initiatives in response to changing business dynamics, the Bank may prepare a revision to the Bank's Business Plan (Revisi RBB) in accordance to the prevailing regulation.
- Setting of targets for business aspects with regard to the current economic situation and forecasts for the coming year with emphasis on prudence, in respect to the capacity/capability of BCA and competition trends from other banks and non-banks

The Bank's strategy is formulated with reference to Bank Indonesia, OJK regulations and other relevant provisions, as well as the potential impacts of strategic risk on the Bank's capital and the Capital Adequacy Ratio (CAR) based on risk appetite, risk tolerance and consideration of the Bank's capabilities.

Measurement of the Bank's Business Plan Progress

To measure progress in realising the business plan, BCA conducts the following activities:

- Identifying, measuring and monitoring strategic risk, as well as compiling quarterly strategic risk profile reports;
- Compiling reports on the realisation of the Bank Business Plan, which includes financial performance (actual vs. budgeted), realisation of corporate/divisional work program and the realisation of branch network development.

III.G. Disclosure of Reputation Risk Exposure and Implementation of Reputation Risk Management

Reputation risk can occur as a result of reduced levels of trust from stakeholders triggered by negative perceptions of the Bank.

Organization of Reputation Risk Management

BCA is committed to managing reputation risk and has established the Digital Services Division that specifically deals with customer complaints by phone, mail, email, and social media 24 hours a day, every day. In handling customer complaints, the Digital Services Division coordinates with other related units, including the Consumer Card Division, the Consumer Credit Work Units and the Electronic Banking Services Center, to respond to potential reputation risk events.

Policies and Mechanisms of Reputation Risk Control

In order to manage reputation risk, the Bank implements the following:

- Establishment of provisions for handling customer complaints that clearly set the policies, procedures, and work units that monitor and report on customer complaints, including the format of reporting submitted to the regulator.
- Monitoring of customer complaints and regular reporting of the results to the head of the respective work units and to the Board of Directors. Customer complaint reports are analysed and used to support the development a systematic complaint handling process.
- Development of infrastructure that includes the implementation of appropriate software and hardware, development of procedures, and improvement of work management. The development of information management system infrastructure facilitates monitoring and supports the speed and quality of work in monitoring and responding to customer complaints.

Reputation Risk Management in Times of Crisis

In managing reputation risk in times of crisis, BCA has performed the following:

- Implementation of crisis management, which includes:
 - *Crisis management policy*, which is a strategy to manage crises or events that disturb service operations and/or deteriorate BCA's reputation;
 - *Crisis management team*, responsible for coordinating crisis management, including the recovery process;
 - *Crisis communication management* coordinates crisis communication to internal and external parties, including the mass media. At each stages of the crisis management process, the flow of communication protocols and person in charge for communication have been determined;
 - *Crisis management guidelines*, including emergency response, customer transaction services during crisis and emergency conditions;
- Development of business continuity plans and a disaster recovery plan to minimize disruption and speed up the recovery process in the event of disaster;

- Development of a secondary operation center, which is a backup workplace for critical work units to maintain business continuity;
- Installation of backup systems to prevent high-risk business failures.

III. H. Disclosure of Compliance Risk Exposure and Implementation of Compliance Risk Management

Compliance risk arises from the Bank's failure to comply with and/or apply prevailing laws and regulations.

Organisation of Compliance Risk Management

To minimise potential compliance risk, all lines of the organisation are responsible for the management of compliance risk in all bank activities.

The Compliance and Risk Management Director, assisted by the Compliance Unit (SKK), is responsible for ensuring compliance and minimising compliance risk by formulating compliance risk management policies and procedures as well as monitoring their implementation. The Compliance Unit is dependent from other working units. The Compliance, Legal and Risk Management Director reports the results to the President Director to be presented in turn to the Board of Commissioners.

The Compliance Unit is also responsible for the implementation of the Bank's Anti-Money Laundering and Counter-Terrorism Financing program, in accordance with prevailing regulations from the regulators.

Business units at head office and branches are the front-line in ensuring all business activities are carried out in accordance with the relevant regulations.

Risk Management Strategies Associated with Compliance Risk

BCA has a strong commitment to comply with prevailing laws and regulations and actively takes steps to correct any weaknesses. This is in line with the Bank's compliance risk management strategy, which contains policies to always comply with the applicable regulations, foremost through proactive prevention (ex-ante) in order to minimize the occurrence of any violations and through curative action (ex-post) as corrective measures.

Compliance Risk Monitoring and Control

To control and minimise compliance risks, BCA has taken the following steps:

- Identifying sources of compliance risk;
- Conducting gap analysis, analysing the impact of new regulations on operations, and proposing adjustments to manuals, internal policies and procedures;
- Measuring and monitoring compliance risk regularly and submitting the report to the Risk Management Work Unit (SKMR);
- Socialising regulations and consulting on their implementation;
- Conducting compliance test on the implementation of provisions;
- Developing a compliance matrix diary as a monitoring tool to comply with reporting obligations to regulators;
- To increase efficiency and effectiveness in the process of managing regulatory provisions, BCA make use of information technology with the term Regulatory Technology (RegTech);
- Monitoring suspicious financial transactions by using the STIM (Suspicious Transaction Identification Model) web-based application, and developing a system of applications by using the latest technology and updated parameters to detect suspicious transactions;
- Screening customer data and transactions related to the List of Terrorists and Terrorist Organizations (DTTOT) and the List of Funding for the Proliferation of Weapons of Mass Destruction (DPPSP) issued by the relevant authority when opening an account, when the bank conducts business relations, and when there is any change in the above mentioned lists.

In order to improve the effectiveness of internal control, coordination is maintained between the Risk Management Unit, the Internal Audit Division and the Compliance Unit through regular meetings and intensive communication. Problems associated with internal compliance control, particularly in addressing potential compliance risks, are comprehensively assessed, allowing the formulation of effective measures.

Implementation of Integrated Risk Management

In accordance with POJK No.17/POJK.03/2014 dated 18 November 2014 and OJK Circular Letter No.14/SEOJK.03/2015 of 25 May 2015 on the Implementation of Integrated Risk Management for Financial Conglomerations, BCA has developed Integrated Risk Management for the BCA Financial Conglomerate (BCA FC).

The implementation of integrated risk management includes:

- Active supervision of BCA FC by the Board of Directors and Board of Commissioners of the main entity;
- Adequacy of policies, procedures, and determination of integrated risk management limits;
- Adequacy of the integrated risk identification, measurement, monitoring and control processes as well as the integrated risk management information system;
- Comprehensive internal control system for the implementation of integrated risk management.

BCA has implemented Integrated Risk Management by:

- Delegating a director to oversee the integrated risk management function;
- Establishing an integrated risk management committee;
- Adjusting the organizational structure of the risk management work unit to include an integrated risk management function;
- Reporting the main entity and members of BCA FC to the OJK;
- Conducting socialization and coordination with BCA FC as a group;
- Delivering the semesterly Integrated Risk Profile Report;
- Delivering the semesterly Integrated Capital Adequacy Report.

BCA is building the Integrated Risk Management Information System (IRMIS), a technology-based information system for the preparation of:

- BCA Risk Profile Report (LPR BCA);
- Integrated Risk Profile Report (LPRT);
- Integrated Capital Adequacy Report (LKPR).

Based on the results of an integrated risk assessment, BCA FC capital is adequate to anticipate potential losses that may be faced by BCA FC in running its business.

BCA's subsidiaries within the scope of implementing integrated risk management are PT BCA Finance, BCA Finance Limited, PT Bank BCA Syariah, PT BCA Sekuritas, PT Asuransi Umum BCA (BCA Insurance), PT BCA Multi Finance, PT Asuransi Jiwa BCA (BCA Life), PT Central Capital Venture (CCV) and PT Bank Digital BCA.

In line with the functions of the Integrated Risk Management Committee (KMRT), in 2020, KMRT held regular meetings, the first on 20 May 2020 to discuss:

- Integrated Stress Test of the BCA Financial Conglomerate in 2020.
- Integrated Limit Review.
- Integrated Risk Profile Report Semester II, 2019.

The 2nd KMRT Meeting 2020 on 2 September, 2020 discussed:

- Integrated Risk Profile Report of the BCA Financial Conglomerate Semester I, 2020.
- Integrated Risk Management Information System (IRMIS) Application Development Update.
- POJK No.28/POJK.05/2020 concerning Soundness Level of Non-Bank Financial Service Institutions.

BCA Financial Conglomeration manages 10 (ten) types of integrated risks as identified by the regulators. These risks include the 8 (eight) types of risks: credit risk, market risk, liquidity risk, operational risk, legal risk, reputation risk, strategic risk and compliance risk, with the addition of inter-group transaction risk and insurance risk.

Inter-Group Transaction Risk

BCA conducts inter-group transactions in accordance with the principles of fairness and on an arms-length basis in adherence with prevailing regulations. All inter-group transactions are documented appropriately. Inter-group transactions currently do not have a material impact on the overall BCA FC performance.

Insurance Risk

BCA also manages Insurance Risk regarding those subsidiaries engaged in insurance. Based on the assessment results, Insurance Risk has an insignificant impact on the overall performance of BCA FC.

The summary of the implementation of risk management in each subsidiary is as follows:

PT BCA FINANCE

Active supervision by the board of Commissioners and the board of directors	- Establishment of Audit Committee at the level of the Board of Commissioners; - Establishment of Risk Management Committee and Asset Liability Committee (ALCO) at the level of the Board of Directors; - Conducting Regular Management Meeting and Consumer Meeting; - The Board of Directors ensures the provision of the implementation of policies and evaluations, transaction agreements, risk management culture development, policy regarding independence of risk-taking work units on internal controls, and risk management within the company; - The Board of Commissioners actively oversees the performance of the directors.
Adequacy of policies and procedures, and determination of limits	- Basic Risk Management Policy; - Risk management policy and implementation guidelines for various risks as described in Decision Letters; - Policies and procedures, and determination of limits are adequate and socialized to all employees and regularly reviewed.
Identification, measurement, monitoring and mitigation processes and risk management Information system	- The identification process is carried out on all products/transactions that contain risks. Risks are measured according to the type, characteristic, and complexity of each product/transaction by the risk-taking unit and Corporate Risk Management. Risks are controlled according to the risk exposure and within risk appetite; - Risk management processes are reflected in, among others, risk profile reports, monitoring reports and regular limit reviews; - Risk management of information technology systems is used to identify and detect watchlist customers, mitigate fraud through certain parameters as alerts, reporting on risk events at the branches or headquarters through operation risk event management (OREM) application, risk and control self assessment, and implementation of multiple scoring both internally developed and in cooperation with Credit Bureau for a more prudent lending process; - Risk profiling report will be integrated to main entity through IRMIS application.
Identification, measurement, monitoring and mitigation processes and risk management Information system	- Has formed an Internal Audit Division to assess whether the work process is running effectively, efficient and in accordance with company needs in the form of active examination as well as passive throughout the Company's work units. - Has formed a fraud control unit or function with the anti-fraud strategy below responsibilities of the Internal Audit Division.

BCA FINANCE LIMITED

Active supervision by the board of Commissioners and the board of directors	Active supervision by the Board of Directors is conducted through discussions on business and operational activities between the Board of Directors and management staff through regular reports.
Adequacy of policies and procedures, and determination of limits	- Basic Risk Management Policy and Guidelines; - Policies and procedures, and determination of limits are adequate and regularly reviewed.
Identification, measurement, monitoring and mitigation processes and risk management Information system	- Risk management processes are conducted and outlined in risk profile reports on a quarterly basis; - Risk management processes are reflected in, among others, the monitoring of limits and regular limit reviews.
Comprehensive internal control systems	Internal control is conducted by Compliance and Internal Audit division.

PT BCA SYARIAH

Active supervision by the board of Commissioners and the board of directors	• Risk Oversight Committee, Audit Committee and Remuneration and Nomination Committee at the level of the Board of Commissioners; and • Risk Management Committee, Credit Committee, Credit Policy Committee, Human Resources Committee, Information Technology Steering Committee, and Assets and Liabilities Committee (ALCO) at the level of the Board of Directors.
Adequacy of policies and procedures, and determination of limits	• Basic Risk Management Policy; • Risk management policy for various risks as defined in Job Procedures and Guidelines; • Financing Policy related to credit risk; • Policies and procedures, and determination of limits are adequate and regularly reviewed.
Identification, measurement, monitoring and mitigation processes and risk management Information system	• Risk management processes are conducted and outlined in risk profile reports on a quarterly basis; • Risk management processes are reflected in, among others, the monitoring of limits and regular limit reviews.
Comprehensive internal control systems	• The effectiveness of internal control is tested by the Internal Audit Work Unit.

PT BCA SEKURITAS

Active supervision by the board of Commissioners and the board of directors	• Meetings of the Board of Commissioners and Directors are held regularly. • Organizational structure has been established with reference to the provisions of the regulator • The Board of Commissioners approves credit facilities received by BCA Sekuritas from third parties. • The Board of Commissioners ensures that Money Laundering and Terrorism Funding are discussed in the meetings of the Board of Directors and the Board of Commissioners. • The Board of Directors approves internal policies. • The Board of Directors signs all reports in accordance with Capital Market regulations
Adequacy of policies and procedures, and determination of limits	• Policies and procedures in line with Capital Market regulations are used as the basis for developing guidelines in the implementation of BCA Sekuritas business continuity. • Basic Risk Management Policy (KDMR) and derivative policies are in place. • Policies, procedures and determination of limits are adequate and are regularly reviewed.
Identification, measurement, monitoring and mitigation processes and risk management Information system	• The risk management process is reflected in, among others, regular monitoring of hair cut effects, customer limits and daily monitoring of customer transactions and is outlined in regular reports. • The risk management process is implemented and outlined in a risk profile report.
Comprehensive internal control systems	• Internal control over all business activities is carried out by the Internal Audit Division in accordance with Capital Market regulations.

PT ASURANSI UMUM BCA

Active supervision by the board of Commissioners and the board of directors	• The Audit Committee and the Risk Oversight Committee have been established at the level of the Board of Commissioners; • The Investment Committee, Insurance Closure Acceptance Committee and Insurance Claim Finalisation Committee have been established at the level of the Board of Directors.
Adequacy of policies and procedures, and determination of limits	• Guidelines are in place for the implementation of risk management • Policies, procedures and determination of limits are adequate and regularly reviewed
Identification, measurement, monitoring and mitigation processes and risk management Information system	• Risk management processes are conducted and recorded in risk profile reports • The risk management process is reflected in, among others, risk profile reports, periodic monitoring reports and limit reviews, Loss Event Database Reports, company stress test simulation reports and evaluation reports on the results of testing the Business Continuity Plan (BCP).
Comprehensive internal control systems	• Internal supervision is conducted by the Internal Audit Unit, which assists management in monitoring the effectiveness of the implementation of all policies/ procedures established.

PT BCA MULTIFINANCE

Active supervision by the board of Commissioners and the board of directors	- The Board of Commissioners and the Board of Directors hold regular meetings to monitor the performance of the Bank; - The Board of Directors acknowledges and signs all reports for the authorities; - The Board of Commissioners have established the Audit Committee, Risk Oversight Committee and the Committee for Remuneration and Nomination to support the Board of Commissioners in its supervisory function.
Adequacy of policies and procedures, and determination of limits	- Implementation of Risk Management is supported by regulations and procedures of Risk Management and the risk limits set in line with the vision, mission and strategy of BCA Multi Finance; - Risk Management Guidelines are in place - Policies, procedures and the determination of limits are adequate and regularly reviewed.
Identification, measurement, monitoring and mitigation processes and risk management Information system	- The identification, measurement and monitoring of control risks, established in the application of risk management. In practice, the company strives to implement these processes in order that the risk management process run smoothly - The Risk Management process is reported in the risk profile report; - The Information System continues to be improved to provide fast and accurate data to support the risk management process
Comprehensive internal control systems	Internal control is conducted by the Internal Audit Division.

PT ASURANSI JIWA BCA

Active supervision by the board of Commissioners and the board of directors	- The Audit Committee and Risk Oversight Committee have been established at the level of the Board of Commissioners. - The Product Development Committee, Investment Committee and Risk Management Committee have been established at the level of the Board of Directors.
Adequacy of policies and procedures, and determination of limits	- Basic Risk Management Policy and its Implementation Guidelines for each type of risk have been defined in job procedures and guidelines; - Policies, procedures and the determination of limits are adequate and regularly reviewed.
Identification, measurement, monitoring and mitigation processes and risk management Information system	- Risk management processes have been implemented and outlined in risk profile reports. - Risk management processes are reflected in, among others, risk profile reports, monitoring reports and periodic limit reviews.
Comprehensive internal control systems	The Internal Audit Division has been established to review the effectiveness and efficiency of each operational procedure independently and periodically according to the scope of each work unit.

PT CENTRAL CAPITAL VENTURA

Active supervision by the board of Commissioners and the board of directors	- Meetings of the Board of Commissioners and Directors are held regularly. - Organizational structure has been established with reference to the provisions of the regulator - The Board of Commissioners approve the request of the Board of Directors regarding the injection of shares in PPU. - The Board of Directors approves internal policies. - The Board of Directors signs each report and is responsible for submitting reports on the company profile to the Regulator. - The Board of Commissioners approves the audit charter and audit plan.
Adequacy of policies and procedures, and determination of limits	- Policies and procedures are in place in accordance with regulatory provisions. - Basic Risk Management Policy is in place. - Policies, procedures and determination of limits related to company investment are adequate and are regularly reviewed.
Identification, measurement, monitoring and mitigation processes and risk management Information system	- Risk management processes have been implemented and outlined in risk profile reports. - Risk management processes are reflected in, among others, risk profile reports, monitoring reports and periodic limit reviews.
Comprehensive internal control systems	Internal Audits are carried out periodically with adequate coverage, findings are documented, and management responds to audit results, and reviews follow-up actions on audit findings.

PT BANK DIGITAL BCA

Active supervision by the board of Commissioners and the board of directors	- Establishing a Risk Monitoring Committee, Audit Committee, and Remuneration and Nomination Committee at the Commissioner level. - Establishing a Risk Management Committee, Information Technology Steering Committee, Asset and Liability Management Committee at the Board of Directors level.
Adequacy of policies and procedures, and determination of limits	- General Risk Management Policy and implementation guidelines for each type of risk, described in procedures and implementation guidelines. - Policies, procedures and determination of limits are adequate and are regularly reviewed, including reviews in order to change the focus of the business to digital banking.
Identification, measurement, monitoring and mitigation processes and risk management Information system	- The risk management process has been implemented and outlined in a risk profile report. - The risk management process is reflected in, among others, risk profile reports, monthly SKMR reports and monitoring reports as well as periodic limit reviews.
Comprehensive internal control systems	The internal control function is inherent in all work units and its implementation is monitored by the Compliance Work Unit, the Risk Management Unit, and the Internal Audit Unit.

Risk Management Table

1. General - Key Metrics - Bank as Consolidated with Subsidiaries

No	Information
	Available Capital (amounts)
1	Common Equity Tier 1 (CET1)
2	Tier 1
3	Total Capital
	Risk-Weighted Assets (amounts)
4	Total Risk-Weighted Assets (RWA)
	Risk-based Capital Ratios as a percentage of RWA
5	CET1 Ratio (%)
6	Tier 1 Ratio (%)
7	Total Capital Ratio (%)
	Additional CET1 buffer requirements as a percentage of RWA
8	Capital Conservation Buffer requirement (2.5% from RWA) (%)
9	Countercyclical Buffer Requirement (0 - 2.5% dari RWA) (%)
10	Bank G-SIB and/or D-SIB additional requirements (1% - 2.5%) (%)
11	Total of bank CET1 specific buffer requirements (%) (Row 8 + Row 9 + Row 10)
12	CET1 available after meeting the bank's minimum capital requirements (%)
	Basel III Leverage Ratio *)
13	Total Basel III leverage ratio exposure measure
14	Basel III leverage ratio (%) (including the impact of any applicable temporary exemption of central bank reserves)
14b	Basel III leverage ratio (%) (excluding the impact of any applicable temporary exemption of central bank reserves)
14c	Basel III leverage ratio (%) (including the impact of any applicable temporary exemption of central bank reserves) incorporating mean values for SFT assets
14d	Basel III leverage ratio (%) (excluding the impact of any applicable temporary exemption of central bank reserves) incorporating mean values for SFT assets
	Liquidity Coverage Ratio (LCR)
15	Total High-Quality Liquid Assets (HQLA)
16	Total net cash outflow
17	LCR Ratio (%)
	Net Stable Funding Ratio (NSFR)
18	Total Available Stable Funding
19	Total Required Stable Funding
20	NSFR Ratio (%)

in million Rupiah

	Period				
	31 December 2020	30 September 2020	30 June 2020	31 March 2020	31 December 2019
	179,945,482	172,897,956	163,674,057	165,868,756	170,750,375
	179,945,482	172,897,956	163,674,057	165,868,756	170,750,375
	186,953,899	179,718,032	170,502,980	172,944,837	177,888,239
	695,143,985	698,304,981	712,865,261	735,772,844	721,917,072
	25.89%	24.76%	22.96%	22.54%	23.65%
	25.89%	24.76%	22.96%	22.54%	23.65%
	26.89%	25.74%	23.92%	23.51%	24.64%
	2.500%	0.000%	0.000%	2.500%	2.500%
	0.000%	0.000%	0.000%	0.000%	0.000%
	2.500%	2.500%	2.500%	2.500%	2.500%
	5.000%	2.500%	2.500%	5.000%	5.000%
	16.90%	15.75%	13.93%	13.52%	14.65%
	1,182,698,728	1,106,238,116	1,064,224,555	1,058,242,316	
	15.21%	15.63%	15.38%	15.67%	
	15.21%	15.63%	15.38%	15.67%	
	16.25%	16.53%	15.65%	15.65%	
	16.25%	16.53%	15.65%	15.65%	
	382,527,127	332,094,413	283,314,870	243,383,634	217,756,088
	100,230,657	92,358,254	91,203,709	83,268,771	78,966,925
	381.65%	359.57%	310.64%	292.29%	275.76%
	914,350,555	861,528,259	837,942,487	820,891,819	794,806,680
	532,293,427	519,076,760	533,926,784	510,436,277	505,003,868
	171.78%	165.97%	156.94%	160.82%	157.39%

2. General - Difference between consolidated scope and mapping in the financial statement in accordance with financial accounting standards by risk categories as reported by regulatory for risk categories

	a	b	
	Carrying values as reported in published financial statements	Carrying values under scope of regulatory consolidation	
Assets			
Cash	24,322,335	24,322,270	
Placement with Bank Indonesia	65,888,638	65,888,638	
Placement with other banks	21,022,466	20,447,526	
Spot and derivative/forward receivables	1,080,043	1,080,043	
Securities	201,947,204	200,190,321	
Securities sold under repurchase agreement (repo)	-	-	
Claims on securities bought under reverse repo	146,820,397	146,820,397	
Acceptance receivables	8,553,975	8,553,975	
Loans and financing	583,001,848	583,001,560	
Sharia financing	5,569,233	5,569,233	
Equity investment	760,761	1,699,201	
Other financial assets	10,531,596	10,110,336	
Impairment on financial assets -/-	(28,562,638)	(28,562,638)	
Intangible assets	3,355,655	3,326,188	
Accumulated amortization on intangible asset -/-	(1,726,035)	(1,716,579)	
Fixed assets and equipment	33,909,756	33,804,148	
Accumulated depreciation on fixed assets and equipment -/-	(11,994,702)	(11,937,557)	
Non earning assets	1,693,121	1,693,121	
Other assets	9,396,603	9,081,555	
Total Assets	1,075,570,256	1,073,371,738	
Liabilities			
Current account	229,820,528	229,845,354	
Saving account	414,041,429	414,041,429	
Time deposit	196,890,307	197,189,307	
Electronic money	825,293	825,293	
Liabilities to Bank Indonesia	577	577	
Liabilities to other banks	10,164,022	10,164,022	
Spot and derivative/forward liabilities	138,757	138,757	
Liabilities on securities sold under repurchase agreement (repo)	-	-	
Acceptance liabilities	4,400,045	4,400,045	
Issued securities	1,090,821	1,155,821	
Loans/financing received	1,306,721	1,306,721	
Margin deposit	183,954	183,954	
Interbranch liabilities	-	-	
Other liabilities	31,993,093	29,758,066	
Non-controlling interest	118,383	69,139	
Total liabilities	890,973,930	889,078,485	

(in million Rupiah)

	c	d	e	f	g
	Carrying values of items				
	Subject to credit risk framework	Subject to counterparty credit risk framework	Subject to the securitisation framework	Subject to the market risk framework	Not subject to capital requirements or subject to deduction from capital
	24,322,270	-	-	757,400	-
	65,888,638	-	-	35,127,296	-
	20,447,526	-	-	15,524,821	-
	-	1,080,043	-	-	-
	198,266,336	-	67,783	21,058,729	-
	-	-	-	-	-
	-	146,820,397	-	-	-
	8,553,975	-	-	5,372,949	-
	583,001,560	-	-	31,182,078	-
	5,569,233	-	-	-	-
	756,333	-	-	2,816	942,868
	10,090,276	-	174	213,120	-
	(28,562,638)	-	-	(3,046,179)	-
	1,716,579	-	-	-	1,609,609
	(1,716,579)	-	-	-	-
	33,804,148	-	-	21,300	-
	(11,937,557)	-	-	(15,859)	-
	1,693,121	-	-	55,692	-
	4,262,277	-	-	123,980	4,819,278
	916,155,498	147,900,440	67,957	106,378,143	7,371,755
	-	-	-	28,768,083	229,845,354
	-	-	-	16,078,673	414,041,429
	-	-	-	14,067,863	197,189,307
	-	-	-	-	825,293
	-	-	-	-	577
	-	-	-	3,314,750	10,164,022
	-	-	-	-	138,757
	-	-	-	-	-
	-	-	-	3,619,362	4,400,045
	-	-	-	-	1,155,821
	-	-	-	903,313	1,306,721
	-	-	-	52,490	183,954
	-	-	-	-	-
	-	-	-	1,502,162	29,758,066
	-	-	-	-	69,139
	-	-	-	68,306,696	889,078,485

3. General - Differences between carrying value in accordance with Indonesian Financial Accounting Standards with exposure value in accordance with Financial Services Authority (LI2)

		(in million Rupiah)				
		a	b	c	d	e
		Total	Item subject to :			
			Credit risk framework	Counterparty credit risk framework	Securitization framework	Market risk framework
1	Asset carrying value amount under scope of regulatory consolidation (as per template LI1)	1,170,502,038	916,155,498	147,900,440	67,957	106,378,143
2	Liabilities carrying value amount under regulatory scope of consolidation (as per template LI1)	889,078,485	-	-	-	68,306,696
3	Total net amount under regulatory scope of consolidation	281,423,553	916,155,498	-	-	38,071,447
4	Off-balance sheet amounts	328,749,791	70,465,342	-	-	1,023,334
5	Differences in valuations	-	-	-	-	-
6	Differences due to different netting rules, other than those already included in row 2	-	-	-	-	-
7	Differences due to consideration of provisions	-	-	-	-	-
8	Differences due to prudential filters	-	-	-	-	-
	Exposure amounts considered for regulatory purposes	184,293,253	916,155,498	147,900,440	67,957	38,071,447

4. General - Explanations of differences between accounting and regulatory exposure amounts (LIA)

Difference between carrying value as reported in published financial statements and carrying values under scope of regulatory consolidation because of the Bank has insurance subsidiaries.

The Group measures fair values using the following hierarchy of methods:

- Level 1: inputs that are quoted prices (unadjusted) in active markets for identical instruments that the Group can access at the measurement date;
- Level 2: inputs other than quoted prices included within level 1 that are observable either directly or indirectly. This category includes instruments valued using: quoted market prices in active markets for similar instruments; quoted prices for identical or similar instruments in markets that are not active; or other valuation techniques in which all significant inputs are directly or indirectly observable from market data;
- Level 3: inputs that are unobservable. This category includes all instruments for which the valuation technique includes inputs not based on observable data and the unobservable inputs have a significant effect on the instrument's valuation. This category includes instruments that are valued based on quoted prices for similar instruments for which significant unobservable adjustments or assumptions are required to reflect differences between the instruments.

Fair values of financial assets and financial liabilities that are traded in active market are based on quoted market prices. For all other financial instruments, the Bank determines fair values using valuation techniques.

Valuation techniques include net present value and discounted cash flow models, comparison with similar instruments for which market observable prices exist and other valuation models. Assumptions and inputs used in valuation techniques include risk-free interest rates, benchmark interest rate, credit spreads and other variables used in estimating discount rates, bond prices, foreign currency exchange rates, and expected price volatilities and correlations.

5. Capital - Composition of Capital (CC1) - as of December 31, 2020

No	Component	Amount (in million Rupiah)		Reference from Consolidated Statements of Financial Position
		Individual	Consolidated	
	Common Equity Tier 1 Capital: Instruments and Reserves			
1.	Directly issued qualifying common share (and equivalent for non-joint stock companies) capital plus related stock surplus	7,252,306	7,252,306	f
2.	Retained earnings	155,082,615	162,343,996	i
3.	Accumulated other comprehensive income (and other reserves)	18,649,069	19,158,442	h
4.	Directly issued capital subject to phase out from CET1 (only applicable to non-joint stock companies)	N/A	N/A	
5.	Common share capital issued by subsidiaries and held by third parties (amount allowed in group CET1)		-	
6.	Common Equity Tier 1 capital before regulatory adjustments	180,983,990	188,754,744	
	Common Equity Tier 1 Capital: Regulatory Adjustments			
7.	Prudential valuation adjustments	-	-	
8.	Goodwill (net of related tax liability)		(1,113,614)	a
9.	Other intangibles other than mortgage-servicing rights (net of related tax liability)	(464,556)	(495,995)	c
10.	Deferred tax assets that rely on future profitability excluding those arising from temporary differences (net of related tax liability)	N/A	N/A	
11.	Cash-flow hedge reserve	N/A	N/A	
12.	Shortfall on provisions to expected losses	N/A	N/A	
13.	Securitisation gain on sale (as set out in paragraph 562 of Basel II framework)	-	-	k
14.	Gains and losses due to changes in own credit risk on fair valued liabilities	-	-	j
15.	Defined-benefit pension fund net assets	N/A	N/A	
16.	Investments in own shares (if not already netted off paid-in capital on reported balance sheet)	N/A	N/A	
17.	Reciprocal cross-holdings in common equity	N/A	N/A	
18.	Investments in the capital of Banking, financial and insurance entities that are outside the scope of regulatory consolidation, net of eligible short positions, where the Bank does not own more than 10% of the issued share capital (amount above 10% threshold)	N/A	N/A	
19.	Significant investments in the common stock of Banking, financial and insurance entities that are outside the scope of regulatory consolidation, net of eligible short positions (amount above 10% threshold)	N/A	N/A	
20.	Mortgage servicing rights (amount above 10% threshold)	-	-	b
21.	Deferred tax assets arising from temporary differences (amount above 10% threshold, net of related tax liability)	N/A	N/A	
22.	Amount exceeding the 15% threshold			
23.	Significant investments in the common stock of financials	N/A	N/A	
24.	Mortgage servicing rights	N/A	N/A	
25.	Deferred tax assets arising from temporary differences	N/A	N/A	
26.	National specific regulatory adjustments			
a.	Difference between allowance for possible losses and allowance for impairment losses on earning assets	-		
b.	Allowance for losses on non productive assets required to be provided	(1,433,254)	(1,437,508)	
c.	Deferred tax asset	(4,643,741)	(4,819,278)	d
d.	Investments in shares of stock	(6,940,744)	(942,868)	
e.	Shortage of capital on insurance subsidiary company		-	
f.	Securitisation Exposure	-	-	
26g.	Other deduction factor of common equity tier 1	-	-	
27.	Regulatory adjustments applied to Common Equity Tier 1 due to insufficient Additional Tier 1 and Tier 2 to cover deductions	-	-	
28.	Total Regulatory Adjustments to Common Equity Tier 1	(13,482,295)	(8,809,263)	
29.	Common Equity Tier 1 Capital (CET1)	167,501,695	179,945,481	

5. Capital - Composition of Capital (CC1) - as of December 31, 2020

No	Component	Amount (in million Rupiah)		Reference from Consolidated Statements of Financial Position
		Individual	Consolidated	
	Additional Tier 1 Capital: Instruments			
30.	Directly issued qualifying Additional Tier 1 instruments plus related stock surplus			
31.	Classified as equity under applicable accounting standards	-	-	g
32.	Classified as liabilities under applicable accounting standards	-	-	e
33.	Directly issued capital instruments subject to phase out from Additional Tier 1	N/A	N/A	
34.	Additional Tier 1 instruments (and CET1 instruments not included in row 5) issued by subsidiaries and held by third parties (amount allowed in group AT1)		-	
35.	Instruments issued by subsidiaries subject to phase out		N/A	
36.	Additional Tier 1 Capital Before Regulatory Adjustments	-	-	
	Additional Tier 1 Capital: Regulatory Adjustments			
37.	Investments in own Additional Tier 1 instruments	N/A	N/A	
38.	Reciprocal cross-holdings in Additional Tier 1 instruments	N/A	N/A	
39.	Investments in the capital of Banking, financial and insurance entities that are outside the scope of regulatory consolidation, net of eligible short positions, where the Bank does not own more than 10% of the issued common share capital of the entity (amount above 10% threshold)	N/A	N/A	
40.	Significant investments in the capital of Banking, financial and insurance entities that are outside the scope of regulatory consolidation (net of eligible short positions)	N/A	N/A	
41.	National specific regulatory adjustments			
	a. Investments in instrument issued by the other Bank that meet the criteria for inclusion in additional tier 1	-	-	
42.	Regulatory adjustments applied to Additional Tier 1 due to insufficient Tier 2 to cover deductions	-	-	
43.	Total Regulatory Adjustments to Additional Tier 1 Capital	-	-	
44.	Additional Tier 1 Capital (AT1)	-	-	
45.	Tier 1 Capital (T1 = CET 1 + AT 1)	167,501,695	179,945,481	
	Tier 2 Capital: Instruments and Provisions			
46.	Directly issued qualifying Tier 2 instruments plus related stock surplus	463.750	463.750	
47.	Directly issued capital instruments subject to phase out from Tier 2	N/A	N/A	
48.	Tier 2 instruments (and CET1 and AT1 instruments not included in rows 5 or 34) issued by subsidiaries and held by third parties (amount allowed in group Tier 2)		-	
49.	Instruments issued by subsidiaries subject to phase out		N/A	
50.	Provisions	6,385,674	6,544,667	
51.	Tier 2 capital before regulatory adjustments	6,849,424	7,008,417	
	Tier 2 Capital: Regulatory Adjustments			
52.	Investments in own Tier 2 instruments	N/A	N/A	
53.	Reciprocal cross-holdings in Tier 2 instruments and other TLAC liabilities	N/A	N/A	
54.	Investments in the other TLAC liabilities of banking, financial and insurance entities that are outside the scope of regulatory consolidation and where the bank does not own more than 10% of the issued common share capital of the entity: amount previously designated for the 5% threshold but that no longer meets the conditions (for G-SIBs only)	N/A	N/A	
55.	Significant investments in the capital banking, financial and insurance entities that are outside the scope of regulatory consolidation (net of eligible short positions)	N/A	N/A	
56.	National specific regulatory adjustments			
	a. Sinking fund	-	-	
	b. Investments in instrument issued by the other Bank that meet the criteria for inclusion in additional tier 2	-	-	

5. Capital - Composition of Capital (CC1) - as of December 31, 2020

No	Component	Amount (in million Rupiah)		Reference from Consolidated Statements of Financial Position
		Individual	Consolidated	
57.	Total regulatory adjustments to Tier 2 capital	-	-	
58.	Tier 2 capital (T2)	6,849,424	7,008,417	
59.	Total capital (TC = T1 + T2)	174,351,119	186,953,898	
60.	Total risk weighted assets	674,968,017	695,143,985	
Capital Ratios and Buffers				
61.	Common Equity Tier 1 (as a percentage of risk weighted assets)	24.82%	25.89%	
62.	Tier 1 (as a percentage of risk weighted assets)	24.82%	25.89%	
63.	Total Capital (as a percentage of risk weighted assets)	25.83%	26.89%	
64.	Institution specific buffer requirement (minimum CET1 requirement plus capital conservation buffer plus countercyclical buffer requirements plus G-SIB buffer requirement, expressed as a percentage of risk weighted assets)	5.000%	5.000%	
65.	Capital Conservation Buffer requirement	2.500%	2.500%	
66.	Bank specific countercyclical buffer requirement	0.000%	0.000%	
67.	Higher loss absorbency requirement	2.500%	2.500%	
68.	Common Equity Tier 1 available to meet buffers (as a percentage of risk weighted assets)	15.84%	16.90%	
National minimal (if different from Basel 3)				
69.	National Common Equity Tier 1 minimum ratio (if different from Basel 3 minimum)	N/A	N/A	
70.	National Tier 1 minimum ratio (if different from Basel 3 minimum)	N/A	N/A	
71.	National total capital minimum ratio (if different from Basel 3 minimum)	N/A	N/A	
Amounts below the thresholds for deduction (before risk weighting)				
72.	Non-significant investments in the capital and other TLAC liabilities of other financial entities	N/A	N/A	
73.	Significant investments in the common stock of financial entities	N/A	N/A	
74.	Mortgage servicing rights (net of related tax liability)	N/A	N/A	
75.	Deferred tax assets arising from temporary differences (net of related tax liability)	N/A	N/A	
Applicable caps on the inclusion of provisions in Tier 2				
76.	Provisions eligible for inclusion in Tier 2 in respect of exposures subject to standardised approach (prior to application of cap)	N/A	N/A	
77.	Cap on inclusion of provisions in Tier 2 under standardised approach	N/A	N/A	
78.	Provisions eligible for inclusion in Tier 2 in respect of exposures subject to internal ratings-based approach (prior to application of cap)	N/A	N/A	
79.	Cap for inclusion of provisions in Tier 2 under internal ratings-based approach	N/A	N/A	
Capital instruments subject to phase-out arrangements (only applicable between 1 Jan 2018 to 1 Jan 2022)				
80.	Current cap on CET1 instruments subject to phase out arrangements	N/A	N/A	
81.	Amount excluded from CET1 due to cap (excess over cap after redemptions and maturities)	N/A	N/A	
82.	Current cap on AT1 instruments subject to phase out arrangements	N/A	N/A	
83.	Amount excluded from AT1 due to cap (excess over cap after redemptions and maturities)	N/A	N/A	
84.	Current cap on T2 instruments subject to phase out arrangements	N/A	N/A	
85.	Amount excluded from T2 due to cap (excess over cap after redemptions and maturities)	N/A	N/A	

5. Capital - Composition of Capital (CC1) - as of December 31, 2019

No	Component	Amount (in million Rupiah)		Reference from Consolidated Statements of Financial Position
		Individual	Consolidated	
	Common Equity Tier 1 Capital: Instruments and Reserves			
1.	Directly issued qualifying common share (and equivalent for non-joint stock companies) capital plus related stock surplus	7,252,306	7,252,306	f
2.	Retained earnings	149,535,448	156,119,604	i
3.	Accumulated other comprehensive income (and other reserves)	13,302,068	13,772,805	h
4.	Directly issued capital subject to phase out from CET1 (only applicable to non-joint stock companies)	N/A	N/A	
5.	Common share capital issued by subsidiaries and held by third parties (amount allowed in group CET1)		-	
6.	Common Equity Tier 1 capital before regulatory adjustments	170,089,822	177,144,715	
	Common Equity Tier 1 capital: Regulatory Adjustments			
7.	Prudential valuation adjustments	-	-	
8.	Goodwill (net of related tax liability)		(811,243)	a
9.	Other intangibles other than mortgage-servicing rights (net of related tax liability)	(527,812)	(554,417)	c
10.	Deferred tax assets that rely on future profitability excluding those arising from temporary differences (net of related tax liability)	N/A	N/A	
11.	Cash-flow hedge reserve	N/A	N/A	
12.	Shortfall on provisions to expected losses	N/A	N/A	
13.	Securitisation gain on sale (as set out in paragraph 562 of Basel II framework)	-	-	k
14.	Gains and losses due to changes in own credit risk on fair valued liabilities	-	-	j
15.	Defined-benefit pension fund net assets	N/A	N/A	
16.	Investments in own shares (if not already netted off paid-in capital on reported balance sheet)	N/A	N/A	
17.	Reciprocal cross-holdings in common equity	N/A	N/A	
18.	Investments in the capital of Banking, financial and insurance entities that are outside the scope of regulatory consolidation, net of eligible short positions, where the Bank does not own more than 10% of the issued share capital (amount above 10% threshold)	N/A	N/A	
19.	Significant investments in the common stock of Banking, financial and insurance entities that are outside the scope of regulatory consolidation, net of eligible short positions (amount above 10% threshold)	N/A	N/A	
20.	Mortgage servicing rights (amount above 10% threshold)	-	-	b
21.	Deferred tax assets arising from temporary differences (amount above 10% threshold, net of related tax liability)	N/A	N/A	
22.	Amount exceeding the 15% threshold			
23.	significant investments in the common stock of financials	N/A	-	
24.	mortgage servicing rights	N/A	-	
25.	deferred tax assets arising from temporary differences	N/A	-	

5. Capital - Composition of Capital (CC1) - as of December 31, 2019

No	Component	Amount (in million Rupiah)		Reference from Consolidated Statements of Financial Position
		Individual	Consolidated	
26.	National specific regulatory adjustments		-	
	a. Difference between allowance for possible losses and allowance for impairment losses on earning assets	-	-	
	b. Allowance for losses on non productive assets required to be provided	(992,065)	(994,069)	
	c. Deferred tax asset	(2,954,236)	(3,129,066)	d
	d. Investments in shares of stock	(5,297,096)	(905,545)	
	e. Shortage of capital on insurance subsidiary company		-	
	f. Securitisation Exposure	-	-	
	g. Other deduction factor of common equity tier 1	-	-	
27.	Regulatory adjustments applied to Common Equity Tier 1 due to insufficient Additional Tier 1 and Tier 2 to cover deductions	-	-	
28	Total regulatory adjustments to Common equity Tier 1	(9,771,209)	(5,583,097)	
29	Common Equity Tier 1 capital (CET1)	167,501,695	179,945,481	
	Additional Tier 1 capital: instruments			
30	Directly issued qualifying Additional Tier 1 instruments plus related stock surplus			
31	classified as equity under applicable accounting standards	-	-	g
32	classified as liabilities under applicable accounting standards	-	-	e
33	Directly issued capital instruments subject to phase out from Additional Tier 1	N/A	N/A	
34	Additional Tier 1 instruments (and CET1 instruments not included in row 5) issued by subsidiaries and held by third parties (amount allowed in group AT1)		-	
35	Instruments issued by subsidiaries subject to phase out		N/A	
36	Additional Tier 1 capital before regulatory adjustments	-	-	
	Additional Tier 1 capital: regulatory adjustments			
37	Investments in own Additional Tier 1 instruments	N/A	N/A	
38	Reciprocal cross-holdings in Additional Tier 1 instruments	N/A	N/A	
39.	Investments in the capital of Banking, financial and insurance entities that are outside the scope of regulatory consolidation, net of eligible short positions, where the Bank does not own more than 10% of the issued common share capital of the entity (amount above 10% threshold)	N/A	N/A	
40.	Significant investments in the capital of Banking, financial and insurance entities that are outside the scope of regulatory consolidation (net of eligible short positions)	N/A	N/A	
41.	National specific regulatory adjustments			
	a. Investments in Instruments issued by the other bank that meet the criteria for inclusion in additional tier 1	-	-	
42	Regulatory adjustments applied to Additional Tier 1 due to insufficient Tier 2 to cover deductions	-	-	
43	Total regulatory adjustments to Additional Tier 1 capital	-	-	
44	Additional Tier 1 capital (AT1)	-	-	
45	Tier 1 capital (T1 = CET 1 + AT 1)	160,318,613	170,750,375	

5. Capital - Composition of Capital (CC1) - as of December 31, 2019

No	Component	Amount (in million Rupiah)		Reference from Consolidated Statements of Financial Position
		Individual	Consolidated	
	Tier 2 capital: instruments and provisions			
46	Directly issued qualifying Tier 2 instruments plus related stock surplus	500,000	500,000	
47	Directly issued capital instruments subject to phase out from Tier 2	N/A	N/A	
48	Tier 2 instruments (and CET1 and AT1 instruments not included in rows 5 or 34) issued by subsidiaries and held by third parties (amount allowed in group Tier 2)		-	
49	instruments issued by subsidiaries subject to phase out		N/A	
50	Provisions	6,462,977	6,637,864	
51	Tier 2 capital before regulatory adjustments	6,962,977	7,137,864	
	Tier 2 capital: regulatory adjustments			
52	Investments in own Tier 2 instruments	N/A	N/A	
53	Reciprocal cross-holdings in Tier 2 instruments and other TLAC liabilities	N/A	N/A	
54	Investments in the other TLAC liabilities of banking, financial and insurance entities that are outside the scope of regulatory consolidation and where the bank does not own more than 10% of the issued common share capital of the entity: amount previously designated for the 5% threshold but that no longer meets the conditions (for G-SIBs only)	N/A	N/A	
55	Significant investments in the capital banking, financial and insurance entities that are outside the scope of regulatory consolidation (net of eligible short positions)	N/A	N/A	
56	National specific regulatory adjustments			
	a. Sinking fund	-	-	
	b. Investments in Instruments issued by the other bank that meet the criteria for inclusion in additional tier 2	-	-	
57	Total regulatory adjustments to Tier 2 capital	-	-	
58	Tier 2 capital (T2)	6,962,977	7,137,864	
59	Total capital (TC = T1 + T2)	167,281,590	177,888,239	
60	Total risk weighted assets	702,925,299	721,917,072	
	Capital ratios and buffers			
61	Common Equity Tier 1 (as a percentage of risk weighted assets)	22.81%	23.65%	
62	Tier 1 (as a percentage of risk weighted assets)	22.81%	23.65%	
63	Total capital (as a percentage of risk weighted assets)	23.80%	24.64%	
64	Institution specific buffer requirement (minimum CET1 requirement plus capital conservation buffer plus countercyclical buffer requirements plus G-SIB buffer requirement, expressed as a percentage of risk weighted assets)	5.000%	5.000%	
65	capital conservation buffer requirement	2.500%	2.500%	
66	Bank specific countercyclical buffer requirement	0.000%	0.000%	
67	higher loss absorbency requirement	2.500%	2.500%	
68	Common Equity Tier 1 available to meet buffers (as a percentage of risk weighted assets)	13.81%	14.65%	

5. Capital - Composition of Capital (CC1) - as of December 31, 2019

No	Component	Amount (in million Rupiah)		Reference from Consolidated Statements of Financial Position
		Individual	Consolidated	
	National minimal (if different from Basel 3)			
69	National Common Equity Tier 1 minimum ratio (if different from Basel 3 minimum)	N/A	N/A	
70	National Tier 1 minimum ratio (if different from Basel 3 minimum)	N/A	N/A	
71	National total capital minimum ratio (if different from Basel 3 minimum)	N/A	N/A	
	Amounts below the thresholds for deduction (before risk weighting)			
72	Non-significant investments in the capital and other TLAC liabilities of other financial entities	N/A	N/A	
73	Significant investments in the common stock of financial entities	N/A	N/A	
74	Mortgage servicing rights (net of related tax liability)	N/A	N/A	
75	Deferred tax assets arising from temporary differences (net of related tax liability)	N/A	N/A	
	Applicable caps on the inclusion of provisions in Tier 2			
76	Provisions eligible for inclusion in Tier 2 in respect of exposures subject to standardised approach (prior to application of cap)	N/A	N/A	
77	Cap on inclusion of provisions in Tier 2 under standardised approach	N/A	N/A	
78	Provisions eligible for inclusion in Tier 2 in respect of exposures subject to internal ratings-based approach (prior to application of cap)	N/A	N/A	
79	Cap for inclusion of provisions in Tier 2 under internal ratings-based approach	N/A	N/A	
	Capital instruments subject to phase-out arrangements (only applicable between 1 Jan 2018 to 1 Jan 2022)			
80	Current cap on CET1 instruments subject to phase out arrangements	N/A	N/A	
81	Amount excluded from CET1 due to cap (excess over cap after redemptions and maturities)	N/A	N/A	
82	Current cap on AT1 instruments subject to phase out arrangements	N/A	N/A	
83	Amount excluded from AT1 due to cap (excess over cap after redemptions and maturities)	N/A	N/A	
84	Current cap on T2 instruments subject to phase out arrangements	N/A	N/A	
85	Amount excluded from T2 due to cap (excess over cap after redemptions and maturities)	N/A	N/A	

6. Capital - Reconciliation of Capital (CC2) - as of December 31, 2020

(in million Rupiah)

No	Accounts	Published Statements of Financial Position		Consolidated Statements of Financial Position Under Regulatory Scope of Consolidation	Reference
		Individual	Consolidated		
	ASSETS				
1.	Cash	24,314,463	24,322,335	24,322,270	
2.	Placement to Bank Indonesia	64,951,015	65,888,638	65,888,638	
3.	Interbank placement	19,711,143	21,022,466	20,447,526	
4.	Spot and derivative/forward receivables	1,080,043	1,080,043	1,080,043	
5.	Securities	194,245,485	201,947,204	200,190,321	
6.	Securities sold under repurchase agreement (repo)	-	-	-	
7.	Claims on securities bought under reverse repo	146,518,049	146,820,397	146,820,397	
8.	Acceptance receivables	8,553,975	8,553,975	8,553,975	
9.	Loans and financing	575,648,735	583,001,848	583,001,560	
10.	Sharia financing	-	5,569,233	5,569,233	
11.	Equity investment	7,481,104	760,761	1,699,201	
12.	Other financial assets	9,527,339	10,531,596	10,110,336	
13.	Impairment on financial assets -/-	(27,576,229)	(28,562,638)	(28,562,638)	
	a. Securities	(120,852)	(129,616)	(129,616)	
	b. Loans and Sharia financing	(26,944,873)	(27,913,451)	(27,913,451)	
	c. Others	(510,504)	(519,571)	(519,571)	
14.	Intangible assets	2,054,813	3,355,655	3,326,188	
	Goodwill	-	1,158,201	1,157,121	a
	Mortgage servicing rights	-	-	-	b
	Other intangibles (excluding Mortgage servicing rights)	2,054,813	2,197,454	2,169,067	c
	Accumulated amortization on intangible asset -/-	(1,590,257)	(1,726,035)	(1,716,579)	
	Goodwill	-	(43,511)	(43,507)	a
	Mortgage servicing rights	-	-	-	b
	Other intangibles (excluding Mortgage servicing rights)	(1,590,257)	(1,682,524)	(1,673,072)	c
15.	Fixed assets and equipment	32,798,565	33,909,756	33,804,148	
	Accumulated depreciation on fixed assets and equipment -/-	(11,578,505)	(11,994,702)	(11,937,557)	
16.	Non productive asset	1,562,951	1,693,121	1,693,121	
	a. Abandoned property	29,226	44,835	44,835	
	b. Foreclosed accounts	1,413,853	1,528,414	1,528,414	
	c. Suspense accounts	15,317	15,317	15,317	
	d. Interbranch assets	104,555	104,555	104,555	
17.	Other assets	8,659,419	9,396,603	9,081,555	
	Deferred tax assets	4,643,741	4,880,723	4,819,278	d
	TOTAL ASSETS	1,056,362,108	1,075,570,256	1,073,371,738	

6. Capital - Reconciliation of Capital (CC2) - as of December 31, 2020

(in million Rupiah)

No	Accounts	Published Statements of Financial Position		Consolidated Statements of Financial Position Under Regulatory Scope of Consolidation	Reference
		Individual	Consolidated		
	LIABILITIES AND EQUITIES				
	LIABILITIES				
1.	Current account	229,060,890	229,820,528	229,845,354	
2.	Saving account	413,161,288	414,041,429	414,041,429	
3.	Time deposit	192,608,891	196,890,307	197,189,307	
4.	Electronic money	825,293	825,293	825,293	
5.	Liabilities to Bank Indonesia	577	577	577	
6.	Interbank liabilities	10,197,909	10,164,022	10,164,022	
7.	Spot and derivative/forward liabilities	138,292	138,757	138,757	
8.	Liabilities on securities sold under repurchase agreement	-	-	-	
9.	Acceptance liabilities	4,400,045	4,400,045	4,400,045	
10.	Issued securities	500,000	1,090,821	1,155,821	
11.	Loans/financing received	618,388	1,306,721	1,306,721	
	Recognized in AT 1	-	-	-	e
	Not recognized in capital	618,388	1,306,721	1,306,721	
12.	Margin deposit	183,759	183,954	183,954	
13.	Interbranch liabilities	-	-	-	
14.	Other liabilities	28,062,911	31,993,093	29,758,066	
15.	Non-controlling interest	-	118,383	69,139	
	TOTAL LIABILITIES	879,758,243	890,973,930	889,078,485	

6. Capital - Reconciliation of Capital (CC2) - as of December 31, 2020

(in million Rupiah)					
No	Accounts	Published Statements of Financial Position		Consolidated Statements of Financial Position Under Regulatory Scope of Consolidation	Reference
		Individual	Consolidated		
16.	EQUITIES				
	Paid in capital	1,540,938	1,540,938	1,540,938	
	a. Capital	5,500,000	5,500,000	5,500,000	
	a.1. amount eligible for CET 1	5,500,000	5,500,000	5,500,000	f
	a.2. amount eligible for AT 1	-	-	-	g
	b. Unpaid capital -/-	(3,959,062)	(3,959,062)	(3,959,062)	
	b.1. amount eligible for CET 1	(3,959,062)	(3,959,062)	(3,959,062)	f
	b.2. amount eligible for AT 1	-	-	-	g
	c. Treasury stock -/-	-	-	-	
	c.1. amount eligible for CET 1	-	-	-	f
	c.2. amount eligible for AT 1	-	-	-	g
17.	Additional paid in capital	5,711,368	5,548,977	5,618,537	
	a. Agio	5,711,368	5,711,368	5,711,368	f
	b. Disagio -/-	-	-	-	f
	c. Fund for paid up capital	-	-	-	f
	d. Others	-	(162,391)	(92,831)	
18.	Other comprehensive income	12,027,690	12,596,869	12,548,528	
	a. Gains	16,407,815	16,966,717	16,918,574	h
	b. Losses -/-	(4,380,125)	(4,369,848)	(4,370,046)	
19.	Reserves	2,241,254	2,241,254	2,241,254	h
	a. General reserves	2,241,254	2,241,254	2,241,254	
	b. Appropriated reserves	-	-	-	
20.	Gain/loss	155,082,615	162,668,288	162,343,996	
	a. Previous years	142,437,685	149,171,400	149,003,277	
	a.1. Gain/Loss previous years	142,437,685	149,171,400	149,003,277	i
	a. 2. Gain/Loss due to changes in own credit risk on fair valued liabilities	-	-	-	j
	a. 3. Securitisation gain on sale	-	-	-	k
	b. Current Year	26,279,151	27,131,109	26,974,940	
	b. 1. Gain/Loss current year	26,279,151	27,131,109	26,974,940	i
	b. 2. Gain/Loss due to changes in own credit risk on fair valued liabilities	-	-	-	j
	b. 3. Securitisation gain on sale	-	-	-	k
	c. Dividend paid -/-	(13,634,221)	(13,634,221)	(13,634,221)	i
	TOTAL EQUITIES	176,603,865	184,596,326	184,293,253	
	TOTAL LIABILITIES AND EQUITIES	1,056,362,108	1,075,570,256	1,073,371,738	

6. Capital - Reconciliation of Capital (CC2) - as of December 31, 2019

(in million Rupiah)

No	Accounts	Published Statements of Financial Position		Consolidated Statements of Financial Position Under Regulatory Scope of Consolidation	Reference
		Individual	Consolidated		
	ASSETS				
1.	Cash	25,402,712	25,421,406	25,421,339	
2.	Placement to Bank Indonesia	73,205,861	74,218,488	74,218,488	
3.	Interbank placement	14,793,777	15,550,867	15,139,112	
4.	Spot and derivative/forward receivables	1,935,596	1,935,596	1,935,596	
5.	Securities	147,845,055	153,719,541	152,142,433	
6.	Securities sold under repurchase agreement (repo)	-	120,173	120,173	
7.	Claims on securities bought under reverse repo	9,268,902	9,577,298	9,577,298	
8.	Acceptance receivables	9,669,377	9,669,377	9,669,377	
9.	Loans and financing	588,250,950	586,939,583	586,939,487	
10.	Sharia financing	-	5,645,419	5,645,419	
11.	Equity investment	5,824,031	704,995	1,607,011	
12.	Other financial assets		11,158,096	11,158,096	
13.	Impairment on financial assets -/-	(15,143,940)	(15,780,371)	(15,780,371)	
	a. Securities	(2,734)	(11,639)	(11,639)	
	b. Loans and Sharia financing	(14,905,039)	(14,905,584)	(14,905,584)	
	c. Others	(236,167)	(863,148)	(863,148)	
14.	Intangible assets	1,835,131	2,801,781	2,783,252	
	Goodwill	-	855,830	854,750	a
	Mortgage servicing rights	-	-	-	b
	Other intangibles (excluding Mortgage servicing rights)	1,835,131	1,945,951	1,928,502	c
	Accumulated amortization on intangible asset -/-	(1,307,319)	(1,424,329)	(1,417,592)	
	Goodwill	-	(43,512)	(43,507)	a
	Mortgage servicing rights	-	-	-	b
	Other intangibles (excluding Mortgage servicing rights)	(1,307,319)	(1,380,817)	(1,374,085)	c
15.	Fixed assets and equipment	30,942,310	31,873,628	31,797,729	
	Accumulated depreciation on fixed assets and equipment -/-	(10,716,816)	(11,021,327)	(10,978,887)	
16.	Non productive asset	1,044,277	1,103,656	1,103,656	
	a. Abandoned property	26,020	26,020	26,020	
	b. Foreclosed accounts	976,879	1,036,258	1,036,258	
	c. Suspense accounts	20,763	20,763	20,763	
	d. Interbranch assets	20,615	20,615	20,615	
17.	Other assets	13,231,822	13,591,145	13,019,311	
	Deferred tax assets	2,954,236	3,184,290	3,129,066	d
	TOTAL ASSETS	899,035,962	918,989,312	917,229,993	

6. Capital - Reconciliation of Capital (CC2) - as of December 31, 2019

(in million Rupiah)

No	Accounts	Published Statements of Financial Position		Consolidated Statements of Financial Position Under Regulatory Scope of Consolidation	Reference
		Individual	Consolidated		
	LIABILITIES AND EQUITIES				
	LIABILITIES				
1.	Current account	184,945,203	184,918,013	184,929,181	
2.	Saving account	345,633,760	345,634,222	345,634,222	
3.	Time deposit	168,725,623	168,427,833	168,650,633	
4.	Electronic money				
5.	Liabilities to Bank Indonesia	577	577	577	
6.	Interbank liabilities	6,726,687	6,720,786	6,720,786	
7.	Spot and derivative/forward liabilities	106,260	106,260	106,260	
8.	Liabilities on securities sold under repurchase agreement	-	113,249	113,249	
9.	Acceptance liabilities	5,321,249	5,321,249	5,321,249	
10.	Issued securities	500,000	1,847,523	1,992,523	
11.	Loans/financing received	398	2,332,293	2,332,293	
	Recognized in AT 1	-	-	-	e
	Not recognized in capital	398	2,332,293	2,332,293	
12.	Margin deposit	188,497	188,697	188,697	
13.	Interbranch liabilities	35	35	35	
14.	Other liabilities	19,941,087	29,235,419	27,257,578	
15.	Non-controlling interest				
	TOTAL LIABILITIES	732,089,376	744,846,156	743,247,283	

6. Capital - Reconciliation of Capital (CC2) - as of December 31, 2019

(in million Rupiah)

No	Accounts	Published Statements of Financial Position		Consolidated Statements of Financial Position Under Regulatory Scope of Consolidation	Reference
		Individual	Consolidated		
16.	EQUITIES				
	Paid in capital	1,540,938	1,540,938	1,540,938	
	a. Capital	5,500,000	5,500,000	5,500,000	
	a.1. Amount eligible for CET 1	5,500,000	5,500,000	5,500,000	f
	a.2. Amount eligible for AT 1	-	-	-	g
	b. Unpaid capital -/-	(3,959,062)	(3,959,062)	(3,959,062)	
	b.1. amount eligible for CET 1	(3,959,062)	(3,959,062)	(3,959,062)	f
	b.2. amount eligible for AT 1	-	-	-	g
	c. Treasury stock -/-	-	-	-	
	c.1. amount eligible for CET 1	-	-	-	f
	c.2. amount eligible for AT 1	-	-	-	g
17.	Additional paid in capital	5,711,368	5,548,977	5,618,537	
	a. Agio	5,711,368	5,711,368	5,711,368	f
	b. Disagio -/-	-	-	-	f
	c. Fund for paid up capital	-	-	-	f
	d. Others	-	(162,391)	(92,831)	
18.	Other comprehensive income	8,203,228	8,809,910	8,748,027	
	a. Gains	11,346,464	11,837,483	11,817,201	h
	b. Losses -/-	(3,143,236)	(3,027,573)	(3,069,174)	
19.	Reserves	1,955,604	1,955,604	1,955,604	h
	a. General reserves	1,955,604	1,955,604	1,955,604	
	b. Appropriated reserves	-	-	-	
20.	Gain/loss	149,535,448	156,287,727	156,119,604	
	a. Previous years	122,271,536	127,722,674	127,644,872	
	a.1. Gain/Loss previous years	122,271,536	127,722,674	127,644,872	i
	a.2. Gain/Loss due to changes in own credit risk on fair valued liabilities	-	-	-	j
	a.3. Securitisation gain on sale	-	-	-	k
	b. Current Year	27,263,912	28,565,053	28,474,732	
	b.1. Gain/Loss current year	27,263,912	28,565,053	28,474,732	i
	b.2. Gain/Loss due to changes in own credit risk on fair valued liabilities	-	-	-	j
	b.3. Securitisation gain on sale	-	-	-	k
	c. Dividen paid -/-				i
	TOTAL EQUITIES	166,946,586	174,143,156	173,982,710	
	TOTAL LIABILITIES AND EQUITIES	899,035,962	918,989,312	917,229,993	

7. Capital - Main Features of Capital and TLAC - Eligible Instruments (CCA) - as of December 31, 2020

No	Question	Answer	Answer	Answer
1.	Issuer	PT Bank Central Asia Tbk	PT Bank Central Asia Tbk	PT Bank Central Asia Tbk
2.	Unique identifier	BBCA	BBCA01ASBCN1	BBCA01BSBCN1
3.	Governing law(s) of the instrument	Indonesian Law	Indonesian Law	Indonesian Law
	Regulatory treatment			
4.	Transitional Basel III rules	N/A	N/A	N/A
5.	Post-transitional Basel III rules	CET 1	Tier 2	Tier 2
6.	Eligible at solo/group/group&solo	Solo	Solo	Solo
7.	Instrument type	Common stock	Subordinated securities	Subordinated securities
8.	Amount recognised in regulatory capital	7,252,306	435,000	65,000
9.	Par value of instrument	62.5	435,000	65,000
10.	Accounting classification	Equity	Liability – Amortised Cost	Liability – Amortised Cost
11.	Original date of issuance	May 31, 2000	July 5, 2018	July 5, 2018
12.	Perpetual or dated	Perpetual	With maturity	With maturity
13.	Original maturity date	N/A	July 5, 2025	July 5, 2030
14.	Issuer call subject to prior supervisory approval	No	No	No
15.	Optional call date, contingent call dates and redemption amount (if any)	N/A	N/A	N/A
16.	Subsequent call option	N/A	N/A	N/A
	Coupons / dividends			
17.	Fixed or floating	Floating	Fixed	Fixed
18.	Coupon rate and any related index	N/A	N/A	N/A
19.	Existence of a dividend stopper	No	No	No
20.	Fully discretionary; partial or mandatory	Fully	Partial	Partial
21.	Existence of step up or other incentive to redeem	No	No	No
22.	Non-cumulative or cumulative	Non-cumulative	Cumulative	Cumulative
23.	Convertible or non-convertible	Non-convertible	Non-convertible	Non-convertible
24.	If convertible, conversion trigger (s)	N/A	N/A	N/A
25.	If convertible, fully or partially	N/A	N/A	N/A
26.	If convertible, conversion rate	N/A	N/A	N/A
27.	If convertible, mandatory or optional conversion	N/A	N/A	N/A
28.	If convertible, specify instrument type convertible into	N/A	N/A	N/A
29.	If convertible, specify issuer of instrument it converts into	N/A	N/A	N/A
30.	Write-down feature	No	Yes	Yes
31.	If write-down, write-down trigger(s)	N/A	**)	**))
32.	If write-down, full or partial	N/A	can be full or partial	can be full or partial
33.	If write-down, permanent or temporary	N/A	Permanent	Permanent
34.	If temporary write-down, description of write-up mechanism	N/A	N/A	N/A
35.	Position in subordination hierarchy in liquidation	*)	***))	***))
36.	Non-compliant transitioned features	No	No	No
37.	If yes, specify non-compliant features	N/A	N/A	N/A

Qualitative analysis

*) In a liquidation, shareholders shall only receive the remaining proceeds, if any, after all existing creditors have been paid and there is still the remaining assets of the company.

**) (i) Common Equity Tier 1 ratio lower or equal to 5.125% from risk weighted assets, both individually and consolidated with subsidiaries; and/or
(ii) there is a plan from authorized authority to make capital investment to the Emiten which is considered to have the potential disrupt the continuity of its business; and
(iii) there is an order from Financial Services Authority (OJK) to write down.
If in the future the write down criteria are determined otherwise based on the provisions of the laws and regulations, the write down criteria will follow these provisions.

***)) At the time of Liquidation, the subordinated bond holder will only get return on investment if all preferred creditors and senior debt holders of the company have received payment and there is still the remaining assets of the company.

7. Capital - Main Features of Capital and TLAC - Eligible Instruments (CCA) - as of December 31, 2019

No	Question	Answer	Answer	Answer
1.	Issuer	PT Bank Central Asia Tbk	PT Bank Central Asia Tbk	PT Bank Central Asia Tbk
2.	Unique identifier	BBCA	BBCA01ASBCN1	BBCA01ASBCN1
3.	Governing law(s) of the instrument	Indonesian Law	Indonesian Law	Indonesian Law
	Regulatory treatment			
4.	Transitional Basel III rules	N/A	N/A	N/A
5.	Post-transitional Basel III rules	CET 1	Tier 2	Tier 2
6.	Eligible at solo/group/group&solo	Solo	Solo	Solo
7.	Instrument type	Common stock	Subordinated securities	Subordinated securities
8.	Amount recognised in regulatory capital	7,252,306	435,000	65,000
9.	Par value of instrument	62.5	435,000	65,000
10.	Accounting classification	Equity	Liability – Amortised Cost	Liability – Amortised Cost
11.	Original date of issuance	May 31, 2000	July 5, 2018	July 5, 2018
12.	Perpetual or dated	Perpetual	With maturity	With maturity
13.	Original maturity date	N/A	July 5, 2025	July 5, 2030
14.	Issuer call subject to prior supervisory approval	No	No	No
15.	Optional call amount, contingent call dates and redemption amount (if any)	N/A	N/A	N/A
16.	Subsequent call option	N/A	N/A	N/A
	Coupons / dividends			
17.	Fixed or floating	Floating	Fixed	Fixed
18.	Coupon rate and any related index	N/A	N/A	N/A
19.	Existence of a dividend stopper	No	No	No
20.	Fully discretionary; partial or mandatory	Fully	Partial	Partial
21.	Existence of step up or other incentive to redeem	No	No	No
22.	Non-cumulative or cumulative	Non-cumulative	Cumulative	Cumulative
23.	Convertible or non-convertible	Non-convertible	Non-convertible	Non-convertible
24.	If convertible, conversion trigger (s)	N/A	N/A	N/A
25.	If convertible, fully or partially	N/A	N/A	N/A
26.	If convertible, conversion rate	N/A	N/A	N/A
27.	If convertible, mandatory or optional conversion	N/A	N/A	N/A
28.	If convertible, specify instrument type convertible into	N/A	N/A	N/A
29.	If convertible, specify issuer of instrument it converts into	N/A	N/A	N/A
30.	Write-down feature	No	Yes	Yes
31.	If write-down, write-down trigger(s)	N/A	**))	**))
32.	If write-down, full or partial	N/A	can be full or partial	can be full or partial
33.	If write-down, permanent or temporary	N/A	Permanent	Permanent
34.	If temporary write-down, description of write-up mechanism	N/A	N/A	N/A
35.	Position in subordination hierarchy in liquidation	*)	***))	***))
36.	Non-compliant transitioned features	No	No	No
37.	If yes, specify non-compliant features	N/A	N/A	N/A

Qualitative analysis

*) In a liquidation, shareholders shall only receive the remaining proceeds, if any, after all existing creditors have been paid and there is still the remaining assets of the company.

**) (i) Common Equity Tier 1 ratio lower or equal to 5.125% from risk weighted assets, both individually and consolidated with subsidiaries; and/or
(ii) there is a plan from authorized authority to make capital investment to the Emiten which is considered to have the potential disrupt the continuity of its business; and
(iii) there is an order from Financial Services Authority (OJK) to write down.
If in the future the write down criteria are determined otherwise based on the provisions of the laws and regulations, the write down criteria will follow these provisions.

***)) At the time of Liquidation, the subordinated bond holder will only get return on investment if all preferred creditors and senior debt holders of the company have received payment and there is still the remaining assets of the company.

10.a. Leverage Ratio - Exposure in Leverage Ratio Report and Report of Leverage Calculation - Bank Only

A. Exposure in Leverage Ratio Report

		(in million Rupiah)
No	Information	As of December 31, 2020
1	Total assets on the balance sheet in published financial statements. (Gross value before deducting impairment provision).	1,083,938,337
2	Adjustment for investment in Bank, Financial Institution, Insurance Company, and/or other entities that consolidated based on accounting standard yet out of scope consolidation based on Financial Services Authority (OJK)	-
3	Adjustment for portfolio of financial asset that have underlying which already transferred to without recourse securitization asset as stipulated in OJK's statutory regulations related to Prudential Principles in Securitization Asset Activity for General Bank	-
	In the event that the underlying financial asset has been deducted from the total assets in the statement of financial position, the number on this line is 0 (zero).	
4	Adjustment to temporary exception of Placement to Bank Indonesia in accordance Statutory Reserve Requirement (if any)	N/A
5	Adjustment to fiduciary asset that recognized as balance sheet based on accounting standard yet excluded from total exposure in Leverage Ratio calculation.	N/A
6	Adjustment to acquisition cost or sales price of financial assets regularly using trade date accounting method	-
7	Adjustment to qualified cash pooling transaction as stipulated in Financial Services Authority (OJK) regulation.	-
8	Adjustment to exposure of derivative transaction.	1,431,932
9	Adjustment to exposure of Securities Financing Transaction (SFT) as example: reverse repo transaction.	23,092,018
10	Adjustment to exposure of Off Balance Sheet transaction that already multiply with Credit Conversion Factor.	95,471,035
11	Prudent valuation adjustments in form of capital deduction factor and impairment.	(43,162,959)
12	Other adjustments	-
13	Total Exposure in Leverage Ratio Calculation	1,160,770,363

B. Leverage Ratio Calculation Report

		(in million Rupiah)	
No	Information	Period	
		31 December 2020	31 December 2019
On-Balance Sheet Exposure			
1	On-balance sheet exposure including collateral, but excluding derivatives and securities financing transaction (SFTs) (gross value before deducting impairment provisions)	936,340,245	904,531,412
2	Gross-up for derivatives collateral provided where deducted from balance sheet assets pursuant to the accounting standard.	-	-
3	(Deductions of receivable assets for CVM provided in derivatives transactions)	-	-
4	(Adjustment for securities received under securities financing transactions that are recognised as an asset)	-	-
5	(Impairment provision those assets inline with accounting standard applied)	(27,576,229)	(27,102,992)
6	(Asset amounts deducted in determining Basel III Tier 1 capital and regulatory adjustments)	(12,049,041)	(12,227,535)
7	Total On-Balance Sheet Exposure	896,714,975	865,200,885
	Sum of rows 1 to 6		
Derivative Exposure			
8	Replacement cost associated with all derivatives transactions (where applicable net of eligible cash variation margin and/or with bilateral netting)	1,512,060	126,993
9	Add on amounts for PFE associated with all derivatives transactions.	999,915	1,366,834
10	(Exempted central counterparty (CCP) leg of client-cleared trade exposures)	N/A	N/A
11	Adjusted effective notional amount of written credit derivatives.	-	-
12	(Adjusted effective notional offsets and add-on deductions for written credit derivatives)	-	-
13	Total Derivative Exposure	2,511,975	1,493,827
	Sum of rows 8 to 12		

B. Leverage Ratio Calculation Report

(in million Rupiah)

No	Information	Period	
		31 December 2020	31 December 2019
Securities Financing Transaction (SFT) Exposure			
14	Gross SFT Assets.	146,518,049	108,326,803
15	(Netted amounts of cash payables and cash receivables of gross SFT assets)	-	-
16	Counterparty credit risk exposure for SFT assets refers to current exposure calculation.	23,092,018	18,906,928
17	Agent transaction exposures.	-	-
18	Total SFT Exposure	169,610,067	127,233,731
	Sum of rows 14 to 17		
Other Off-Balance Sheet Exposure			
19	Off-balance sheet exposure at gross notional amount.	278,880,276	280,551,972
	(gross value before deducting impairment provision)		
20	(Adjustment from the result of multiplying commitment payable or contingent payables with credit conversion factor and deducted with impairment provision)	(183,409,241)	(185,427,517)
21	(Impairment provision for off balance sheet inline with accounting standard)	(3,537,741)	(3,107,671)
22	Total Other Off-Balance Sheet Exposure	91,873,595	92,016,784
	Sum of rows 19 to 21		
Capital and Total Exposure			
23	Tier 1 Capital	167,501,695	160,953,241
24	Total Exposure	1,182,698,728	1,085,945,227
	Sum of rows 7, 13, 18, 22		
Leverage Ratio			
25	Leverage ratio (including the impact of any applicable temporary exemption of central bank reserves)	14.43%	14.82%
25a	Leverage ratio (excluding the impact of any applicable temporary exemption of central bank reserves)	14.43%	14.82%
26	National Minimum Leverage Ratio Requirement	3%	3%
27	Applicable Leverage Buffer	N/A	N/A
Disclosures of Mean Values			
28	Mean value of gross SFT assets, after adjustment for sale accounting transactions and netted of amounts of associated cash payables and cash receivables.	70,846,805	47,891,060
29	Quarter-end value of gross SFT assets, after adjustment for sale accounting transactions and netted of amounts of associated cash payables and cash receivables.	146,518,049	108,326,803
30	Total exposures (including the impact of any applicable temporary exemption of central bank reserves) incorporating mean values from row 28 of gross SFT assets.	1,107,112,851	1,025,509,484
30a	Total exposures (excluding the impact of any applicable temporary exemption of central bank reserves) incorporating mean values from row 28 of gross SFT asset.	1,107,112,851	1,025,509,484
31	Leverage ratio (including the impact of any applicable temporary exemption of central bank reserves) incorporating mean values from row 28 of gross SFT assets.	15.44%	15.69%
31a	Leverage ratio (excluding the impact of any applicable temporary exemption of central bank reserves) incorporating mean values from row 28 of gross SFT assets.	15.44%	15.69%

10.b. Leverage Ratio - Exposure in Leverage Ratio Report and Report of Leverage Calculation - Consolidated

A. Exposure in Leverage Ratio Report

		(in million Rupiah)
No	Information	As of December 31, 2020
1	Total assets on the balance sheet in published financial statements. (Gross value before deducting impairment provision).	1,104,132,894
2	Adjustment for investment in Bank, Financial Institution, Insurance Company, and/or other entities that consolidated based on accounting standard yet out of scope consolidation based on Financial Services Authority (OJK)	(2,198,518)
3	Adjustment for portfolio of financial asset that have underlying which already transferred to without recourse securitization asset as stipulated in OJK's statutory regulations related to Prudential Principles in Securitization Asset Activity for General Bank	-
	In the event that the underlying financial asset has been deducted from the total assets in the statement of financial position, the number on this line is 0 (zero).	
4	Adjustment to temporary exception of Placement to Bank Indonesia in accordance Statutory Reserve Requirement (if any)	N/A
5	Adjustment to fiduciary asset that recognized as balance sheet based on accounting standard yet excluded from total exposure in Leverage Ratio calculation.	N/A
6	Adjustment to acquisition cost or sales price of financial assets regularly using trade date accounting method	-
7	Adjustment to qualified cash pooling transaction as stipulated in Financial Services Authority (OJK) regulation.	-
8	Adjustment to exposure of derivative transaction.	1,431,932
9	Adjustment to exposure of Securities Financing Transaction (SFT) as example: reverse repo transaction.	23,392,070
10	Adjustment to exposure of Off Balance Sheet transaction that already multiply with Credit Conversion Factor.	95,411,336
11	Prudent valuation adjustments in form of capital deduction factor and impairment.	(39,470,985)
12	Other adjustments	-
13	Total Exposure in Leverage Ratio Calculation	1,182,698,728

B. Leverage Ratio Calculation Report

		(in million Rupiah)	
No	Information	Period	
		31 December 2020	31 December 2019
On-Balance Sheet Exposure			
1	On-balance sheet exposure including collateral, but excluding derivatives and securities financing transaction (SFTs) (gross value before deducting impairment provisions)	954,033,936	920,895,618
2	Gross-up for derivatives collateral provided where deducted from balance sheet assets pursuant to the accounting standard.	-	-
3	(Deductions of receivable assets for CVM provided in derivatives transactions)	-	-
4	(Adjustment for securities received under securities financing transactions that are recognised as an asset)	-	-
5	(Impairment provision those assets inline with accounting standard applied)	(28,561,490)	(28,221,525)
6	(Asset amounts deducted in determining Basel III Tier 1 capital and regulatory adjustments)	(7,371,755)	(7,536,595)
7	Total On-Balance Sheet Exposure	918,100,691	885,137,498
	Sum of rows 1 to 6		
Derivative Exposure			
8	Replacement cost associated with all derivatives transactions (where applicable net of eligible cash variation margin and/or with bilateral netting)	1,512,060	126,993
9	Add on amounts for PFE associated with all derivatives transactions.	999,915	1,366,834
10	(Exempted central counterparty (CCP) leg of client-cleared trade exposures)	N/A	N/A
11	Adjusted effective notional amount of written credit derivatives.	-	-
12	(Adjusted effective notional offsets and add-on deductions for written credit derivatives)	-	-
13	Total Derivative Exposure	2,511,975	1,493,827
	Sum of rows 8 to 12		

B. Leverage Ratio Calculation Report

(in million Rupiah)

No	Information	Period	
		31 December 2020	31 December 2019
Securities Financing Transaction (SFT) Exposure			
14	Gross SFT Assets.	146,819,249	108,568,948
15	(Netted amounts of cash payables and cash receivables of gross SFT assets)	-	-
16	Counterparty credit risk exposure for SFT assets refers to current exposure calculation.	23,393,218	19,103,163
17	Agent transaction exposures.	-	-
18	Total SFT Exposure	170,212,467	127,672,111
	Sum of rows 14 to 17		
Other Off-Balance Sheet Exposure			
19	Off-balance sheet exposure at gross notional amount.	279,328,468	280,758,282
	(gross value before deducting impairment provision)		
20	(Adjustment from the result of multiplying commitment payable or contingent payables with credit conversion factor and deducted with impairment provision)	(183,917,132)	(185,715,913)
21	(Impairment provision for off balance sheet inline with accounting standard)	(3,537,741)	(3,107,689)
22	Total Other Off-Balance Sheet Exposure	91,873,595	91,934,680
	Sum of rows 19 to 21		
Capital and Total Exposure			
23	Tier 1 Capital	179,945,482	172,897,956
24	Total Exposure	1,182,698,728	1,106,238,116
	Sum of rows 7,13,18,22		
Leverage Ratio			
25	Leverage ratio (including the impact of any applicable temporary exemption of central bank reserves)	15.21%	15.63%
25a	Leverage ratio (excluding the impact of any applicable temporary exemption of central bank reserves)	15.21%	15.63%
26	National Minimum Leverage Ratio Requirement	3%	3%
27	Applicable Leverage Buffer	N/A	N/A
Disclosures of Mean Values			
28	Mean value of gross SFT assets, after adjustment for sale accounting transactions and netted of amounts of associated cash payables and cash receivables.	71,233,372	48,324,903
29	Quarter-end value of gross SFT assets, after adjustment for sale accounting transactions and netted of amounts of associated cash payables and cash receivables.	146,819,249	108,568,948
30	Total exposures (including the impact of any applicable temporary exemption of central bank reserves) incorporating mean values from row 28 of gross SFT assets.	1,107,112,851	1,045,994,071
30a	Total exposures (excluding the impact of any applicable temporary exemption of central bank reserves) incorporating mean values from row 28 of gross SFT asset.	1,107,112,851	1,045,994,071
31	Leverage ratio (including the impact of any applicable temporary exemption of central bank reserves) incorporating mean values from row 28 of gross SFT assets.	16.25%	16.53%
31a	Leverage ratio (excluding the impact of any applicable temporary exemption of central bank reserves) incorporating mean values from row 28 of gross SFT assets.	16.25%	16.53%

11.a. Credit Risk - Disclosure of Net Receivables by Region - Bank Only

(in million Rupiah)

No.	Description	Period of December 31, 2020				
		Net Receivables by Region				
		Sumatera	Jawa	Kalimantan	Eastern Indonesia	Total
(1)	(2)	(3)	(4)	(5)	(6)	(7)
1	Receivables on sovereigns	-	366,054,431	-	-	366,054,431
2	Receivables on public sector entities	2,051	31,943,856	-	-	31,945,907
3	Receivables on multilateral development banks and international institutions	-	-	-	-	-
4	Receivables on banks	103,048	69,956,670	11,153	64,269	70,135,140
5	Loans secured by residential property	2,497,990	44,104,085	887,946	2,485,559	49,975,580
6	Loans secured by commercial real estate	1,405,651	19,394,685	207,379	574,641	21,582,356
7	Employee/retired loans	-	-	-	-	-
8	Receivables on micro, small business & retail portfolio	2,277,858	50,698,977	734,136	1,332,050	55,043,021
9	Receivables on corporate	24,248,032	432,466,829	9,035,124	14,930,667	480,680,652
10	Past due receivables	181,503	3,450,305	47,307	166,603	3,845,718
11	Other assets	3,669,408	49,037,378	900,603	2,363,553	55,970,942
	Total	34,385,541	1,067,107,216	11,823,648	21,917,342	1,135,233,747

11.b. Credit Risk - Disclosure of Net Receivables by Region - Consolidated

(in million Rupiah)

No.	Description	Period of December 31, 2020					
		Net Receivables by Region					
		Sumatera	Jawa	Kalimantan	Eastern Indonesia	Foreign Operation	Total
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
1	Receivables on sovereigns	-	371,671,258	-	-	320,507	371,991,765
2	Receivables on public sector entities	2,051	32,272,299	-	-	-	32,274,350
3	Receivables on multilateral development banks and international institutions	-	-	-	-	-	-
4	Receivables on banks	103,048	69,108,645	11,153	64,270	111,645	69,398,761
5	Loans secured by residential property	2,499,655	44,301,679	887,946	2,485,559	-	50,174,839
6	Loans secured by commercial real estate	1,405,932	19,923,025	207,379	574,641	-	22,110,977
7	Employee/retired loans	-	323,296	-	-	-	323,296
8	Receivables on micro, small business & retail portfolio	2,284,046	58,859,434	734,136	1,332,050	-	63,209,666
9	Receivables on corporate	24,489,801	437,670,112	9,035,124	14,930,667	445,018	486,570,722
10	Past due receivables	181,503	3,547,168	47,307	166,602	-	3,942,580
11	Other assets	3,669,408	50,200,460	900,603	2,363,553	7,003	57,141,027
	Total	34,635,444	1,087,877,376	11,823,648	21,917,342	884,173	1,157,137,983

12.a. Credit Risk - Disclosure of Net Receivables by Contractual Maturity - Bank Only

(in million Rupiah)

No.	Portfolio Category	Period of December 31, 2020					
		Net Receivables by Contractual Maturity					
		≤ 1 year	>1 year to 3 years	>3 year to 5 years	> 5 years	Non-Contractual	Total
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
1	Receivables on sovereigns	235,019,221	38,382,613	39,148,360	53,098,482	405,755	366,054,431
2	Receivables on public sector entities	12,426,696	5,720,101	1,130,047	8,884,761	3,784,302	31,945,907
3	Receivables on multilateral development banks and international institutions	-	-	-	-	-	-
4	Receivables on banks	53,984,560	12,746,288	450,238	4,998	2,949,056	70,135,140
5	Loans secured by residential property	850,878	7,906,281	9,850,497	30,960,507	407,417	49,975,580
6	Loans secured by commercial real estate	3,115,049	2,175,170	3,401,500	12,013,006	877,631	21,582,356
7	Employee/retired loans	-	-	-	-	-	-
8	Receivables on micro, small business & retail portfolio	9,196,934	19,694,411	15,370,045	8,480,956	2,300,675	55,043,021
9	Receivables on corporate	256,738,546	49,222,617	59,400,749	100,485,996	14,832,744	480,680,652
10	Past due receivables	265,610	34,041	79,868	273,359	3,192,840	3,845,718
11	Other assets	-	-	-	-	55,970,942	55,970,942
	Total	571,597,494	135,881,522	128,831,304	214,202,065	84,721,362	1,135,233,747

12.b. Credit Risk - Disclosure of Net Receivables by Contractual Maturity - Consolidated

(in million Rupiah)

No.	Portfolio Category	Period of December 31, 2020					
		Net Receivables by Contractual Maturity					
		≤ 1 year	>1 year to 3 years	>3 year to 5 years	> 5 years	Non-Contractual	Total
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
1	Receivables on sovereigns	239,399,491	39,697,303	39,191,883	53,254,012	449,076	371,991,765
2	Receivables on public sector entities	12,447,357	5,846,082	1,181,709	9,014,900	3,784,302	32,274,350
3	Receivables on multilateral development banks and international institutions	-	-	-	-	-	-
4	Receivables on banks	54,721,137	11,244,129	479,441	4,999	2,949,055	69,398,761
5	Loans secured by residential property	1,002,387	7,921,236	9,860,816	30,982,983	407,417	50,174,839
6	Loans secured by commercial real estate	3,162,817	2,189,055	3,422,558	12,458,916	877,631	22,110,977
7	Employee/retired loans	12,447	80,808	85,100	144,941	-	323,296
8	Receivables on micro, small business & retail portfolio	11,216,339	23,502,647	17,635,700	8,811,501	2,043,479	63,209,666
9	Receivables on corporate	260,514,443	49,954,069	60,207,079	101,062,387	14,832,744	486,570,722
10	Past due receivables	280,184	102,464	93,415	273,677	3,192,840	3,942,580
11	Other assets	7,377	73	-	-	57,133,577	57,141,027
	Total	582,763,979	140,537,866	132,157,701	216,008,316	85,670,121	1,157,137,983

13.a. Credit Risk - Disclosure of Net Receivables by Economic Sectors - Bank Only

No.	Economic Sectors	Receivables on Sovereigns	Receivables on Public Sector Entities	Receivables on Multilateral Development Banks and International Institutions	Receivables on Banks	Loans Secured by Residential Property	
(1)	(2)	(3)	(4)	(5)	(6)	(7)	
	As of December 31, 2020						
1	Agriculture, hunting and forestry	-	264,362	-	-	-	
2	Fishery	-	-	-	-	-	
3	Mining and quarrying	-	1,101,286	-	-	-	
4	Manufacturing	-	727,762	-	-	-	
5	Electricity, gas and water	-	11,690,706	-	-	-	
6	Construction	-	2,009,074	-	-	-	
7	Wholesale and retail trading	-	3	-	-	-	
8	Hotel and food & beverage	-	-	-	-	-	
9	Transportation, warehousing and communications	-	3,690,617	-	-	-	
10	Financial intermediary	402,184	8,337,804	-	70,135,140	-	
11	<i>Real estate, rental and business services</i>	-	-	-	-	-	
12	Public administration, defense and compulsory social security	365,646,492	-	-	-	-	
13	Education services	-	-	-	-	-	
14	Human health and social work activities	-	-	-	-	-	
15	Public, socio-culture, entertainment and other personal services	-	-	-	-	-	
16	Activities of households as employers	-	-	-	-	-	
17	International institution and other extra international agencies	-	-	-	-	-	
18	Undefined activities	-	-	-	-	-	
19	Non business field	-	-	-	-	49,975,580	
20	Others	5,755	4,124,293	-	-	-	
	Total	366,054,431	31,945,907	-	70,135,140	49,975,580	

						(in million Rupiah)
	Loans Secured by Commercial Real Estate	Employee / Retired Loans	Receivables on Micro, Small Business & Retail Portfolio	Receivables on Corporate Portfolio	Past Due Receivables	Other Assets
	(8)	(9)	(10)	(11)	(12)	(13)
	-	-	183,449	34,240,995	438,665	-
	-	-	36,283	854,368	20,835	-
	-	-	24,295	1,211,864	1,827	-
	-	-	845,520	135,646,325	473,865	-
	-	-	9,872	5,780,795	10,726	-
	232,246	-	234,254	21,255,391	44,991	-
	-	-	4,597,937	134,033,809	802,452	-
	-	-	209,693	13,915,204	796,213	-
	-	-	300,165	34,578,324	43,156	80
	-	-	35,070	18,648,999	2,336	539,870
	21,350,110	-	379,098	7,872,715	107,705	-
	-	-	-	-	-	-
	-	-	45,277	1,170,916	275	-
	-	-	95,586	4,165,544	1,283	-
	-	-	346,987	6,195,269	18,477	-
	-	-	-	-	-	-
	-	-	92	-	-	-
	-	-	6,121	2,735	35	-
	-	-	37,220,786	21,114,713	1,034,734	-
	-	-	10,472,536	39,992,686	48,143	55,430,992
	21,582,356	-	55,043,021	480,680,652	3,845,718	55,970,942

13.b Credit Risk - Disclosure of Net Receivables by Economic Sectors - Consolidated

No.	Economic Sectors	Receivables on Sovereigns	Receivables on Public Sector Entities	Receivables on Multilateral Development Banks and International Institutions	Receivables on Banks	Loans Secured by Residential Property	
(1)	(2)	(3)	(4)	(5)	(6)	(7)	
	As of December 31, 2020						
1	Agriculture, hunting and forestry	-	285,618	-	-	-	
2	Fishery	-	-	-	-	-	
3	Mining and quarrying	-	1,101,286	-	-	-	
4	Manufacturing	-	727,762	-	-	151,297	
5	Electricity, gas and water	-	11,820,845	-	-	-	
6	Construction	-	2,075,743	-	-	-	
7	Wholesale and retail trading	-	3	-	-	-	
8	Hotel and food & beverage	-	-	-	-	364	
9	Transportation, warehousing and communications	-	3,711,278	-	-	-	
10	Financial intermediary	402,184	8,427,522	-	69,398,761	-	
11	<i>Real estate, rental and business services</i>	-	-	-	-	-	
12	Public administration, defense and compulsory social security	368,777,067	-	-	-	-	
13	Education services	-	-	-	-	-	
14	Human health and social work activities	-	-	-	-	-	
15	Public, socio-culture, entertainment and other personal services	-	-	-	-	-	
16	Activities of households as employers	-	-	-	-	-	
17	International institution and other extra international agencies	-	-	-	-	-	
18	Undefined activities	-	-	-	-	-	
19	Non business field	-	-	-	-	49,975,580	
20	Others	2,812,514	4,124,293	-	-	47,598	
	Total	371,991,765	32,274,350	-	69,398,761	50,174,839	

(in million Rupiah)

	Loans Secured by Commercial Real Estate	Employee / Retired Loans	Receivables on Micro, Small Business & Retail Portfolio	Receivables on Corporate Portfolio	Past Due Receivables	Other Assets
	(8)	(9)	(10)	(11)	(12)	(13)
	-	276,012	601,988	34,545,559	443,983	-
	-	-	121,284	1,006,834	22,048	-
	-	-	254,289	1,325,810	3,869	-
	24,329	-	2,796,142	136,691,290	501,609	-
	-	-	10,079	5,780,846	10,726	-
	279,711	-	249,141	21,626,663	47,841	-
	160	-	5,716,073	135,804,092	816,825	-
	414	-	345,332	13,919,435	798,293	-
	59,298	-	611,632	35,034,774	47,105	80
	-	-	430,503	19,794,359	3,883	993,697
	21,744,782	-	920,786	8,276,419	115,498	-
	-	-	466,465	2	4,578	-
	-	-	456,020	1,198,632	3,753	-
	-	-	388,498	4,173,385	3,309	-
	-	-	843,420	6,199,420	26,542	-
	-	-	760,218	946	1,617	-
	-	-	92	-	-	-
	-	-	709,897	11,471	8,224	-
	-	-	37,220,786	21,114,713	1,034,734	-
	2,283	47,284	10,307,021	40,066,072	48,143	56,147,250
	22,110,977	323,296	63,209,666	486,570,722	3,942,580	57,141,027

14.a. Credit Risk - Disclosure of Receivables and Provisioning by Region - Bank Only

(in million Rupiah)

No.	Description	Period of December 31, 2020				
		Net Receivables by Region				
		Sumatera	Jawa	Kalimantan	Eastern Indonesia	Total
(1)	(2)	(3)	(4)	(5)	(6)	(7)
1	Receivables	26,891,318	969,688,851	9,711,623	17,101,500	1,023,393,292
2	Increased and impaired credit risk receivables (stage 2 and stage 3)	517,107	11,981,385	111,948	370,204	12,980,644
	a. Non past due	133,784	4,485,031	34,393	104,706	4,757,914
	b. Past due	383,323	7,496,354	77,555	265,498	8,222,730
3	Allowance for impairment losses - Stage 1	848,856	18,851,273	203,588	760,748	20,664,465
4	Allowance for impairment losses - Stage 2	5,770	769,655	1,260	12,141	788,826
5	Allowance for impairment losses - Stage 3	250,912	5,619,864	45,957	206,205	6,122,938
6	Written-off receivables	85,021	2,466,867	7,189	123,327	2,682,404

14.b. Credit Risk - Disclosure of Receivables and Provisioning by Region - Consolidated

(in million Rupiah)

No.	Description	Period of December 31, 2020					
		Net Receivables by Region					
		Sumatera	Jawa	Kalimantan	Eastern Indonesia	Foreign Operation	Total
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
1	Receivables	26,903,855	980,194,772	9,711,623	17,102,743	876,114	1,034,789,107
2	Increased and impaired credit risk receivables (stage 2 and stage 3)	517,107	11,992,267	111,948	370,204	2,817	12,994,343
	a. Non Past Due	133,784	4,495,913	34,393	104,706	2,817	4,771,613
	b. Past Due	383,323	7,496,354	77,555	265,498	-	8,222,730
3	Allowance for impairment losses - Stage 1	848,964	19,490,887	203,588	760,758	1,217	21,305,414
4	Allowance for impairment losses - Stage 2	5,771	821,214	1,260	12,141	-	840,386
5	Allowance for impairment losses - Stage 3	250,912	5,776,167	45,957	206,205	2,816	6,282,057
6	Written-off receivables	85,021	2,724,290	7,189	123,327	-	2,939,827

15.a. Credit Risk - Disclosure of Receivables and Provisioning based on Economic Sectors - Bank Only

(in million Rupiah)

No.	Economic Sectors	Receivables	Impaired Receivables		Allowance for Impairment Losses - Stage 1	Allowance for Impairment Losses - Stage 2	Allowance for Impairment Losses - Stage 3	Written-Off Receivables
			Non Past Due	Past Due				
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)
As of December 31, 2020								
1	Agriculture, hunting and forestry	33,772,264	562,099	649,128	692,271	484,506	28,545	3,411
2	Fishery	884,334	1,942	93,244	21,821	339	73,489	275
3	Mining and quarrying	2,259,081	1,152	2,973	87,805	104	1,550	590
4	Manufacturing	122,748,026	1,458,017	861,210	6,336,006	80,258	1,136,211	453,194
5	Electricity, gas and water	15,572,206	4,366	17,657	186,687	578	7,375	3,341
6	Construction	20,843,492	20,439	67,029	614,910	1,017	29,070	17,535
7	Wholesale and retail trading	123,169,781	1,074,642	2,550,945	4,698,412	31,875	2,296,616	797,874
8	Hotel and food & beverage	14,706,405	195,222	1,585,759	1,747,468	744	871,798	10,348
9	Transportation, warehousing and communications	33,486,897	132,113	219,540	738,911	13,067	250,404	9,002
10	Financial intermediary	98,412,997	29,124	3,305	847,750	209	6,926	188
11	Real estate, rental and business services	27,620,280	32,154	153,169	1,768,167	2,450	97,757	16,392
12	Public administration, defense and compulsory social security	367,223,918	-	-	201	-	-	-
13	Education services	1,054,255	473	445	20,771	61	221	197
14	Human health and social work activities	3,830,300	92	1,724	103,817	5	441	260
15	Public, socio-culture, entertainment and other personal services	6,307,090	10,229	42,441	227,910	817	27,723	3,995
16	Activities of households as employee	-	-	-	-	-	-	-
17	International and other extra international institutions	92	-	-	-	-	-	-
18	Undefined activities	9,411	549	259	240	53	466	960
19	Non business field	110,292,068	1,050,433	1,647,530	1,890,195	111,508	1,012,301	775,370
20	Others	41,200,395	184,868	326,372	681,123	61,235	282,045	589,472
Total		1,023,393,292	4,757,914	8,222,730	20,664,465	20,664,465	6,122,938	2,682,404

15.b. Credit Risk - Disclosure of Receivables and Provisioning based on Economic Sectors - Consolidated

(in million Rupiah)

No.	Economic Sectors	Receivables	Impaired Receivables		Allowance for Impairment Losses - Stage 1	Allowance for Impairment Losses - Stage 2	Allowance for Impairment Losses - Stage 3	Written-Off Receivables
			Non Past Due	Past Due				
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)
As of December 31, 2020								
1	Agriculture, hunting and forestry	34,690,952	562,099	649,128	725,121	485,931	33,633	10,941
2	Fishery	972,076	1,943	93,244	27,707	593	74,738	1,657
3	Mining and quarrying	2,599,002	1,152	2,972	99,379	793	3,351	2,903
4	Manufacturing	125,058,005	1,458,017	861,210	6,471,456	84,934	1,158,643	482,065
5	Electricity, gas and water	15,602,474	4,366	17,657	186,999	615	7,375	3,341
6	Construction	20,933,173	20,439	67,029	616,314	1,037	29,343	17,548
7	Wholesale and retail trading	124,478,102	1,085,524	2,550,945	4,766,868	34,444	2,323,495	813,216
8	Hotel and food & beverage	14,851,352	195,222	1,585,760	1,761,464	1,053	873,395	11,901
9	Transportation, warehousing and communications	34,088,307	134,929	219,540	760,087	13,926	256,455	12,706
10	Financial intermediary	93,047,491	29,124	3,305	864,044	501	8,324	1,993
11	Real estate, rental and business services	28,524,695	32,154	153,169	1,800,983	3,638	104,092	23,180
12	Public administration, defense and compulsory social security	370,834,761	-	-	25,408	1,253	4,648	4,650
13	Education services	1,496,709	473	445	42,879	1,009	3,237	3,557
14	Human health and social work activities	4,135,312	92	1,724	117,346	500	2,102	2,191
15	Public, socio-culture, entertainment and other personal services	6,826,911	10,229	42,441	268,268	1,794	35,562	15,649
16	Activities of households as employee	940,617	-	-	154,930	33,663	62,091	157,544
17	International and other extra international institutions	92	-	-	-	-	-	-
18	Undefined activities	744,213	549	259	41,865	1,624	7,209	9,671
19	Non business field	110,292,068	1,050,433	1,647,530	1,890,195	111,508	1,012,301	775,370
20	Others	44,672,795	184,868	326,372	684,101	61,570	282,063	589,744
	Total	1,034,789,107	4,771,613	8,222,730	21,305,414	840,386	6,282,057	2,939,827

16.a. Disclosure on Detail Movements of Allowance for Impairment Losses - Bank Only *)

(in million Rupiah)

No.	Description	Period of December 31, 2020		
		Stage 1	Stage 2	Stage 3
(1)	(2)	(3)	(4)	(5)
1	Beginning balance - allowance for impairment losses **)	17,136,139	986,376	5,198,585
2	Additional/reversal allowance for impairment losses during the year (Net)	7,081,244	(127,823)	4,037,605
3	Allowance for impairment losses used for written off receivables during the year	-	-	(3,186,527)
4	Other additional (reversal) of allowance during the year	(39,462)	(45,494)	73,275
Ending Balance - Allowance for Impairment Losses		24,177,921	813,059	6,122,938

*) Disclosure on detail movements of allowance for impairment losses was including movements of allowance for impairment losses on commitment and contingency

**) Impact on initial implementation of SFAS 71 was include

16.b. Disclosure on Detail Movements of Allowance for Impairment Losses - Consolidated *)

(in million Rupiah)

No.	Description	Periode 31 Desember 2020		
		Stage 1	Stage 2	Stage 3
(1)	(2)	(3)	(4)	(5)
1	Beginning balance - allowance for impairment losses **)	17.491.098	1.043.975	5.328.700
2	Additional/reversal allowance for impairment losses during the year (Net)	7.367.075	(133.862)	4.332.939
3	Allowance for impairment losses used for written off receivables during the year	-	-	(3.452.857)
4	Other additional (reversal) of allowance during the year	(39.251)	(45.494)	73.275
Ending Balance - Allowance for Impairment Losses		24.818.922	864.619	6.282.057

*) Disclosure on detail movements of allowance for impairment losses was including movements of allowance for impairment losses on commitment and contingency

**) Impact on initial implementation of SFAS 71 was include

17.a. Disclosure of Net Receivables by Portfolio and Rating Category - Bank Only

No.	Portfolio Category	Rating Company	Long-Term Rating				
		Standard and Poor's	AAA	AA+ to AA-	A+ to A-	BBB+ to BBB-	
		Fitch Rating	AAA	AA+ to AA-	A+ to A-	BBB+ to BBB-	
		Moody's	Aaa	Aa1 to Aa3	A1 to A3	Baa1 to Baa3	
		PT. Fitch Ratings Indonesia	AAA (idn)	AA+(idn) to AA-(idn)	A+(idn) to A-(idn)	BBB+(idn) to BBB-(idn)	
		PT ICRA Indonesia	[Idr]AAA	[Idr]AA+ to [Idr]AA-	[Idr]A+ to [Idr]A-	[Idr]BBB+ to [Idr]BBB-	
		PT Pemeringkat Efek Indonesia	idAAA	idAA+ to idAA-	idA+ to idA-	id BBB+ to idBBB-	
		(3)	(4)	(5)	(6)	(7)	
1	Receivables on sovereigns		1,186,359	-	-	38,460,366	
2	Receivables on public sector entities		21,267,649	6,190,821	1,256,321	102,775	
3	Receivables on multilateral development banks and international institutions		-	-	-	-	
4	Receivables on banks		20,284,372	16,969,547	13,169,638	1,547,945	
5	Loans secured by residential property						
6	Loans secured by commercial real estate						
7	Employee/retired loans						
8	Receivables on micro, small business & retail portfolio						
9	Receivables on corporate		27,171,624	16,736,906	16,152,444	1,008,641	
10	Past due receivables						
11	Other assets		-				
	Total		69,910,004	39,897,274	30,578,403	41,119,727	

(in million Rupiah)

Period of December 31, 2020

Net Receivables

				Short-Term Rating				Unrated	Total
	BBB+ BB+ to BB-	B+ to B-	Lower than B-	A-1	A-2	A-3	Lower than A-3		
	BBB+ BB+ to BB-	B+ to B-	Lower than B-	F1+ to F1	F2	F3	Lower than F3		
	Ba1 to Ba3	B1 to B3	Lower than B3	P-1	P-2	P-3	Lower than P-3		
	BB+(idn) to BB-(idn)	B+(idn) to B-(idn)	Lower than B-(idn)	F1+(idn) to F1(idn)	F2(idn)	F3(idn)	Lower than F3(idn)		
	[Idr]BB+ to [Idr]BB-	[Idr]B+ to [Idr]B-	Lower than [Idr]B-	[Idr]A1+ to [Idr]A1	[Idr]A2+ to [Idr]A2	[Idr]A3+ to [Idr] A3	Lower than [Idr]A3		
	idBB+ to idBB-	idB+ to idB-	Lower than idB-	idA1	idA2	idA3 to id A4	Lower than idA4		
	(8)	(9)	(10)	(11)	(12)	(13)	(14)	(15)	(16)
	-	-	-	-	-	-	-	326,407,706	366,054,431
	-	-	-	-	-	-	-	3,128,341	31,945,907
	-	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	18,163,638	70,135,140
								49,975,580	49,975,580
								21,582,356	21,582,356
								-	-
								55,043,021	55,043,021
	121,980	-	221,231	-	-	-	-	419,267,826	480,680,652
								3,845,718	3,845,718
								55,970,942	55,970,942
	121,980	-	221,231	-	-	-	-	953,385,128	1,135,233,747

17.b. Disclosure of Net Receivables by Portfolio and Rating Category - Consolidated

No.	Portfolio Category	Rating Company	Long-Term Rating				
		Standard and Poor's	AAA	AA+ to AA-	A+ to A-	BBB+ to BBB-	
		Fitch Rating	AAA	AA+ to AA-	A+ to A-	BBB+ to BBB-	
		Moody's	Aaa	Aa1 to Aa3	A1 to A3	Baa1 to Baa3	
		PT. Fitch Ratings Indonesia	AAA (idn)	AA+(idn) to AA-(idn)	A+(idn) to A-(idn)	BBB+(idn) to BBB-(idn)	
		PT ICRA Indonesia	[Idr]AAA	[Idr]AA+ to [Idr]AA-	[Idr]A+ to [Idr]A-	[Idr]BBB+ to [Idr]BBB-	
		PT Pemeringkat Efek Indonesia	idAAA	idAA+ to idAA-	idA+ to idA-	id BBB+ to idBBB-	
		(3)	(4)	(5)	(6)	(7)	
1	Receivables on sovereigns		1,186,359	-	-	38,780,873	
2	Receivables on public sector entities		21,443,524	6,190,821	1,387,632	124,031	
3	Receivables on multilateral development banks and international institutions		-	-	-	-	
4	Receivables on banks		20,602,108	17,022,834	13,245,112	1,577,188	
5	Loans secured by residential property		-	-	151,296	-	
6	Loans secured by commercial real estate						
7	Employee/retired loans						
8	Receivables on micro, small business & retail portfolio						
9	Receivables on corporate		27,299,431	16,889,897	16,187,074	1,109,433	
10	Past due receivables						
11	Other assets		-				
	Total		70,531,422	40,103,552	30,971,114	41,591,525	

(in million Rupiah)

Period of December 31, 2020

Net Receivables

				Short-Term Rating				Unrated	Total
	BBB+ BB+ to BB-	B+ to B-	Lower than B-	A-1	A-2	A-3	Lower than A-3		
	BBB+ BB+ to BB-	B+ to B-	Lower than B-	F1+ to F1	F2	F3	Lower than F3		
	Ba1 to Ba3	B1 to B3	Lower than B3	P-1	P-2	P-3	Lower than P-3		
	BB+(idn) to BB-(idn)	B+(idn) to B-(idn)	Lower than B-(idn)	F1+(idn) to F1(idn)	F2(idn)	F3(idn)	Lower than F3(idn)		
	[Idr]BB+ to [Idr]BB-	[Idr]B+ to [Idr]B-	Lower than [Idr]B-	[Idr]A1+ to [Idr]A1	[Idr]A2+ to [Idr]A2	[Idr]A3+ to [Idr] A3	Lower than [Idr]A3		
	idBB+ to idBB-	idB+ to idB-	Lower than idB-	idA1	idA2	idA3 to id A4	Lower than idA4		
	(8)	(9)	(10)	(11)	(12)	(13)	(14)	120(15)	(16)
	-	-	-	-	-	-	-	332,024,533	371,991,765
	-	-	-	-	-	-	-	3,128,342	32,274,350
	-	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	16,951,519	69,398,761
	-	-	-	-	-	-	-	50,023,543	50,174,839
								22,110,977	22,110,977
								323,296	323,296
								63,209,666	63,209,666
	121,980	-	221,231	-	-	-	-	424,741,676	486,570,722
								3,942,580	3,942,580
								57,141,027	57,141,027
	121,980	-	221,231	-	-	-	-	973,597,159	1,157,137,983

18.a. Disclosure of Net Receivables by Risk Weight after Credit Risk Mitigation - Bank Only

No.	Portfolio Category				
		0%	20%	25%	
(1)	(2)	(3)	(4)	(5)	
A	Balance Sheet Exposures				
1	Receivables on sovereigns	224,178,944	-	-	
2	Receivables on public sector entities	-	25,029,936		
3	Receivables on multilateral development banks and international institutions	-	-		
4	Receivables on banks	480,330	43,518,846		
5	Loans secured by residential property	-	11,425,543	21,437,254	
6	Loans secured by commercial real estate	813,915	447		
7	Employee/retired loans	-	-		
8	Receivables on micro, small business & retail portfolio	489,152	154,433		
9	Receivables on corporate	11,636,724	38,262,060		
10	Past due receivable	217	3,058		
11	Other assets	24,314,463	-		
	Total Exposures - Balance Sheet	261,913,745	118,394,323	21,437,254	
B	Off Balance Sheet Commitment/Contingency Receivables Exposures				
1	Receivables on sovereigns	400,000	-		
2	Receivables on public sector entities	-	2,428,534		
3	Receivables on multilateral development banks and international institutions	-	-		
4	Receivables on banks	5,335	519,546		
5	Loans secured by residential property	-	135,427	4,815	
6	Loans secured by commercial real estate	78,768	-		
7	Employee/retired loans	-	-		
8	Receivables on micro, small business & retail portfolio	195,765	-		
9	Receivables on corporate	1,999,295	5,620,908		
10	Past due receivable	-	-		
	Total Exposures - Off Balance Sheet	2,679,163	8,704,414	4,815	
C	Counterparty Credit Risk Exposures				
1	Receivables on sovereigns	22,507,703	-		
2	Receivables on public sector entities	-	-		
3	Receivables on multilateral development banks and international institutions	-	-		
4	Receivables on banks	-	584,316		
5	Receivables on micro, small business & retail portfolio	-	-		
6	Receivables on corporate	-	-		
	Total Exposures - Counterparty Credit Risk	22,507,703	584,316	-	
D	Derivative Credit Risk Exposures				
1	Receivables on sovereigns	90	-		
2	Receivables on public sector entities	-	-		
3	Receivables on multilateral development banks and international institutions	-	-		
4	Receivables on banks	-	440,568		
5	Receivables on micro, small business & retail portfolio	-	-		
6	Receivables on corporate	-	-		
7	Credit Valuation Adjustment (CVA risk weighted assets)				
	Total Exposures - Derivative Credit Risk	90	440,568	-	

(in million rupiah)

Period of Desember 31, 2020								
Net Receivables after Calculation of Credit Risk Mitigation Impact							RWA	Capital Charge
	35%	50%	75%	100%	150%	Others		
	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)
	-	-	-	-	-		-	-
	-	4,484,570	-	-	-		7,248,272	724,102
	-	-	-	-	-		-	-
	-	17,673,016	-	-	-		17,540,277	1,752,274
	16,971,991	-	-	-	-		13,584,619	1,357,103
	-	-	-	19,277,306	-		19,277,396	1,925,812
	-	-	-	-	-		-	-
	-	280	53,633,757	-	-		40,256,344	4,021,609
	-	15,336,603	-	350,996,788	128,755		366,510,634	36,614,412
	-	-	-	675,879	3,154,316		5,407,965	540,256
	-	-	-	30,183,787	1,472,692		32,392,826	3,236,043
	16,971,991	37,494,469	53,633,757	401,133,760	4,755,764	-	502,218,333	50,171,611
	-	-	-	-	-		-	-
	-	2,866	-	-	-		487,140	48,665
	-	-	-	-	-		-	-
	-	693,041	-	-	-		450,430	44,998
	550	-	-	-	-		28,482	2,845
	-	-	-	1,411,920	-		1,411,920	141,051
	-	-	-	-	-		-	-
	-	0	569,633	-	-		427,225	42,680
	-	2,401,799	-	53,950,283	92,476		56,414,078	5,635,766
	-	-	-	-	12,248		18,371	1,835
	550	3,097,707	569,633	55,362,203	104,724	-	59,237,646	5,917,840
	-	-	-	-	-		-	-
	-	-	-	-	-		-	-
	-	-	-	-	-		-	-
	-	-	-	-	-		116,863	11,675
	-	-	-	-	-		-	-
	-	-	-	-	-		-	-
	-	-	-	-	-		-	-
	-	1,761,807	-	-	-		969,017	96,805
	-	-	-	-	-		-	-
	-	-	-	254,962	-		254,962	25,471
	-	-	-	-	-		75,062	7,499
	-	1,761,807	-	254,962	-	-	1,299,041	129,775

18.b. Disclosure of Net Receivables by Risk Weight after Credit Risk Mitigation - Consolidated

No.	Portfolio Category				
		0%	20%	25%	
(1)	(2)	(3)	(4)	(5)	
A	Balance Sheet Exposures				
1	Receivables on sovereigns	229,942,345	-	-	
2	Receivables on public sector entities	-	25,205,811	-	
3	Receivables on multilateral development banks and international institutions	-	-	-	
4	Receivables on banks	480,330	44,255,422	-	
5	Loans secured by residential property	-	11,453,810	21,597,885	
6	Loans secured by commercial real estate	813,915	447	-	
7	Employee/retired loans	-	-	-	
8	Receivables on micro, small business & retail portfolio	489,152	154,433	-	
9	Receivables on corporate	11,636,724	38,643,431	-	
10	Past due receivable	217	3,058	-	
11	Other assets	24,322,269	-	-	
	Total Exposures - Balance Sheet	267,684,953	119,716,412	21,597,885	
B	Off Balance Sheet Commitment/Contingency Receivables Exposures				
1	Receivables on sovereigns	400,000	-	-	
2	Receivables on public sector entities	-	2,428,534	-	
3	Receivables on multilateral development banks and international institutions	-	-	-	
4	Receivables on banks	5,335	519,546	-	
5	Loans secured by residential property	-	135,427	4,815	
6	Loans secured by commercial real estate	78,768	-	-	
7	Employee/retired loans	-	-	-	
8	Receivables on micro, small business & retail portfolio	195,765	-	-	
9	Receivables on corporate	1,999,295	5,620,908	-	
10	Past due receivable	-	-	-	
	Total Exposures - Off Balance Sheet	2,679,163	8,704,414	4,815	
C	Counterparty Credit Risk Exposures				
1	Receivables on sovereigns	22,681,635	-	-	
2	Receivables on public sector entities	-	-	-	
3	Receivables on multilateral development banks and international institutions	-	-	-	
4	Receivables on banks	-	584,316	-	
5	Receivables on micro, small business & retail portfolio	-	-	-	
6	Receivables on corporate	-	-	-	
	Total Exposures - Counterparty Credit Risk	22,681,635	584,316	-	
D	Derivative Credit Risk Exposures				
1	Receivables on sovereigns	90	-	-	
2	Receivables on public sector entities	-	-	-	
3	Receivables on multilateral development banks and international institutions	-	-	-	
4	Receivables on banks	-	440,568	-	
5	Receivables on micro, small business & retail portfolio	-	-	-	
6	Receivables on corporate	-	-	-	
7	Credit Valuation Adjustment (CVA risk weighted assets)				
	Total Exposures - Derivative Credit Risk	90	440,568	-	

(in million rupiah)

Period of December 31, 2020								
Net Receivables after Calculation of Credit Risk Mitigation Impact							RWA	Capital Charge
	35%	50%	75%	100%	150%	Others		
	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)
	-	-	-	-	-		-	-
	-	4,637,138	-	-	-		7,359,731	735,237
	-	-	-	-	-		-	-
	-	16,200,058	-	-	-		16,951,114	1,693,416
	16,982,353	-	-	-	-		13,634,056	1,362,042
	-	-	-	19,805,918	-		19,806,008	1,978,620
	-	323,296	-	-	-		161,648	16,149
	-	280	61,800,353	-	-		46,381,291	4,633,491
	-	15,371,232	-	356,400,368	128,755		372,007,803	37,163,580
	-	-	-	675,879	3,251,179		5,553,259	554,771
	-	-	-	31,103,901	1,714,858		33,676,188	3,364,251
	16,982,353	36,532,004	61,800,353	407,986,066	5,094,792	-	515,531,098	51,501,557
	-	-	-	-	-		-	-
	-	2,866	-	-	-		487,140	48,665
	-	-	-	-	-		-	-
	-	693,041	-	-	-		450,430	44,998
	550	-	-	-	-		28,482	2,845
	-	-	-	1,411,929	-		1,411,929	141,052
	-	-	-	-	-		-	-
	-	0	569,683	-	-		427,263	42,684
	-	2,401,799	-	53,892,356	92,476		56,356,151	5,629,980
	-	-	-	-	12,248		18,371	1,835
	550	3,097,707	569,683	55,304,285	104,724	-	59,179,767	5,912,059
	-	-	-	-	-		-	-
	-	-	-	-	-		-	-
	-	-	-	-	-		-	-
	-	-	-	-	-		116,863	11,675
	-	-	-	-	-		-	-
	-	-	-	128,415	-		128,415	12,829
	-	-	-	128,415	-	-	245,278	24,504
	-	-	-	-	-		-	-
	-	-	-	-	-		-	-
	-	-	-	-	-		-	-
	-	1,761,807	-	-	-		969,017	96,805
	-	-	-	-	-		-	-
	-	-	-	254,962	-		254,962	25,471
							75,062	7,499
	-	1,761,807	-	254,962	-	-	1,299,041	129,775

19.a. Disclosure of Net Receivables and Credit Risk Mitigation Techniques - Bank Only

(in million rupiah)

No.	Portfolio Category	Period of December 31, 2020					
		Net Receivables	Portion Secured By				Unsecured Portion
(1)	(2)	(3)	Collateral	Guarantee	Credit Insurance	Others	(8) = (3) - [(4)+(5)+(6)+(7)]
A	Balance Sheet Exposures						
1	Receivables on sovereigns	224,178,944	-	-	-		224,178,944
2	Receivables on public sector entities	29,514,507	-	-	-		29,514,507
3	Receivables on multilateral development banks and international institutions	-	-	-	-		-
4	Receivables on banks	61,672,192	480,330	-	-		61,191,861
5	Loans secured by residential property	49,834,787	-	-	-		49,834,787
6	Loans secured by commercial real estate	20,091,669	814,362	-	-		19,277,306
7	Employee/retired loans	-	-	-	-		-
8	Receivables on micro, small business & retail portfolio	54,277,622	643,865	-	-		53,633,757
9	Receivables on corporate	416,360,930	13,217,580	-	-		403,143,350
10	Past due receivables	3,833,470	3,275	-	-		3,830,195
11	Other assets	55,970,942	-	-	-		55,970,942
	Total Exposures - Balance Sheet	915,735,062	15,159,413	-	-	-	900,575,650
B	Off Balance Sheet Commitment/ Contingency Receivables Exposures						
1	Receivables on sovereigns	400,000	-	-	-		400,000
2	Receivables on public sector entities	2,431,400	-	-	-		2,431,400
3	Receivables on multilateral development banks and international institutions	-	-	-	-		-
4	Receivables on banks	1,217,922	5,335	-	-		1,212,587
5	Loans secured by residential property	140,793	-	-	-		140,793
6	Loans secured by commercial real estate	1,490,688	78,768	-	-		1,411,920
7	Employee/retired loans	-	-	-	-		-
8	Receivables on micro, small business & retail portfolio	765,398	195,765	-	-		569,633
9	Receivables on corporate	64,064,761	2,019,495	-	-		62,045,265
10	Past due receivables	12,248	-	-	-		12,248
	Total Exposures - Off Balance Sheet	70,523,209	2,299,363	-	-	-	68,223,846
C	Counterparty Credit Risk Exposures						
1	Receivables on sovereigns	141,475,398	118,967,695	-	-		22,507,703
2	Receivables on public sector entities	-	-	-	-		-
3	Receivables on multilateral development banks and international institutions	-	-	-	-		-
4	Receivables on banks	5,042,652	4,458,336	-	-		584,316
5	Receivables on micro, small business & retail portfolio	-	-	-	-		-
6	Receivables on corporate	-	-	-	-		-
	Total Exposures - Counterparty Credit Risk	146,518,049	123,426,031	-	-	-	23,092,018
D	Counterparty Credit Risk Exposures						
1	Receivables on sovereigns	90	-	-	-		90
2	Receivables on public sector entities	-	-	-	-		-
3	Receivables on multilateral development banks and international institutions	-	-	-	-		-
4	Receivables on banks	2,202,375	-	-	-		2,202,375
5	Receivables on micro, small business & retail portfolio	-	-	-	-		-
6	Receivables on corporate	254,962	-	-	-		254,962
	Total Exposures - Derivative Credit Risk	2,457,426	-	-	-	-	2,457,426
	Total (A+B+C+D)	1,135,233,747	140,884,807	-	-	-	994,348,940

19.b. Disclosure of Net Receivables and Credit Risk Mitigation Techniques - Consolidated

(in million rupiah)

No.	Portfolio Category	Period of December 31, 2020					
		Net Receivables	Portion Secured By			Unsecured Portion	
			Collateral	Guarantee	Credit Insurance	Others	
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8) = (3)- [(4)+(5)+(6)+(7)]
A	Balance Sheet Exposures						
1	Receivables on sovereigns	229,942,345	-	-	-		229,942,345
2	Receivables on public sector entities	29,842,950	-	-	-		29,842,950
3	Receivables on multilateral development banks and international institutions	-	-	-	-		-
4	Receivables on banks	60,935,811	480,330	-	-		60,455,481
5	Loans secured by residential property	50,034,047	-	-	-		50,034,047
6	Loans secured by commercial real estate	20,620,281	814,362	-	-		19,805,918
7	Employee/retired loans	323,296	-	-	-		323,296
8	Receivables on micro, small business & retail portfolio	62,444,218	643,865	-	-		61,800,353
9	Receivables on corporate	422,180,511	13,217,580	-	-		408,962,931
10	Past due receivables	3,930,333	3,275	-	-		3,927,058
11	Other assets	57,141,027	-	-	-		57,141,027
	Total Exposures - Balance Sheet	937,394,818	15,159,413	-	-	-	922,235,405
B	Off Balance Sheet Commitment/ Contingency Receivables Exposures						
1	Receivables on sovereigns	400,000	-	-	-		400,000
2	Receivables on public sector entities	2,431,400	-	-	-		2,431,400
3	Receivables on multilateral development banks and international institutions	-	-	-	-		-
4	Receivables on banks	1,217,923	5,335	-	-		1,212,588
5	Loans secured by residential property	140,792	-	-	-		140,792
6	Loans secured by commercial real estate	1,490,697	78,768	-	-		1,411,929
7	Employee/retired loans	-	-	-	-		-
8	Receivables on micro, small business & retail portfolio	765,448	195,765	-	-		569,683
9	Receivables on corporate	64,006,834	2,019,495	-	-		61,987,339
10	Past due receivables	12,248	-	-	-		12,248
	Total Exposures - Off Balance Sheets	70,465,342	2,299,363	-	-	-	68,165,979
C	Counterparty Credit Risk Exposures						
1	Receivables on sovereigns	141,649,330	118,967,695	-	-		22,681,635
2	Receivables on public sector entities	-	-	-	-		-
3	Receivables on multilateral development banks and international institutions	-	-	-	-		-
4	Receivables on banks	5,042,652	4,458,336	-	-		584,316
5	Receivables on micro, small business & retail portfolio	-	-	-	-		-
6	Receivables on corporate	128,415	-	-	-		128,415
	Total Exposures - Counterparty Credit Risk	146,820,397	123,426,031	-	-	-	23,394,366
D	Eksposur Derivative Credit Risk						
1	Receivables on sovereigns	90	-	-	-		90
2	Receivables on public sector entities	-	-	-	-		-
3	Receivables on multilateral development banks and international institutions	-	-	-	-		-
4	Receivables on banks	2,202,375	-	-	-		2,202,375
5	Receivables on micro, small business & retail portfolio	-	-	-	-		-
6	Receivables on corporate	254,962	-	-	-		254,962
	Total Exposures - Derivative Credit Risk	2,457,426	-	-	-	-	2,457,426
	Total (A+B+C+D)	1,157,137,983	140,884,807	-	-	-	1,016,253,176

20.a. Credit Risk - Disclosure of RWA Calculation for Credit Risk Using the Standard Approach - Bank individually

1. Balance Sheet Assets Exposures

(in million rupiah)

No.	Portfolio Category	As of December 31, 2020		
		Net Receivables	RWA before CRM	RWA after CRM
(1)	(2)	(3)	(4)	(5)
1	Receivables on sovereigns	224,178,944	-	-
2	Receivables on public sector entities	29,514,507	7,248,272	7,248,272
3	Receivables on multilateral development banks and international institutions	-	-	-
4	Receivables on banks	61,672,192	17,643,145	17,540,277
5	Loans secured by residential property	49,834,787	13,584,619	13,584,619
6	Loans secured by commercial real estate	20,091,669	20,091,669	19,277,396
7	Employee/retired loans	-	-	-
8	Receivables on micro, small business & retail portfolio	54,277,622	40,708,217	40,256,344
9	Receivables on corporate	416,360,930	378,935,009	366,510,634
10	Past due receivables	3,833,470	5,412,266	5,407,965
11	Other assets	55,970,942		32,392,826
TOTAL		915,735,062	483,623,196	502,218,333

2. Disclosure of Off Balance Sheets Commitment/Contingency Receivables Exposures

(in million rupiah)

No.	Portfolio Category	As of December 31, 2020		
		Net Receivables	RWA before CRM	RWA after CRM
(1)	(2)	(3)	(4)	(5)
1	Receivables on sovereigns	400,000	-	-
2	Receivables on public sector entities	2,431,400	487,140	487,140
3	Receivables on multilateral development banks and international institutions	-	-	-
4	Receivables on banks	1,217,922	453,097	450,430
5	Loans secured by residential property	140,793	28,482	28,482
6	Loans secured by commercial real estate	1,490,688	1,490,688	1,411,920
7	Employee/retired loans	-	-	-
8	Receivables on micro, small business & retail portfolio	765,398	574,049	427,225
9	Receivables on corporate	64,064,761	58,398,251	56,414,078
10	Past due receivables	12,248	18,371	18,371
TOTAL		70,523,209	61,450,078	59,237,646

3. Counterparty Credit Risk Exposures

(in million rupiah)

No.	Portfolio Category	As of December 31, 2020		
		Net Receivables	RWA before CRM	RWA after CRM
(1)	(2)	(3)	(4)	(5)
1	Receivables on sovereigns	141,475,398	-	-
2	Receivables on public sector entities	-	-	-
3	Receivables on multilateral development banks and international institutions	-	-	-
4	Receivables on banks	5,042,652	1,008,530	116,863
5	Receivables on micro, small business & retail portfolio	-	-	-
6	Receivables on corporate	-	-	-
TOTAL		146,518,049	1,008,530	116,863

4. Settlement Risk Exposures

(in million rupiah)

No.	Type of transaction	As of December 31, 2020		
		Exposure Value	Capital deduction factor	RWA after CRM
(1)	(2)	(3)	(4)	(5)
1	Delivery versus payment	-		-
	a. Capital charge 8% (5-15 days)	-		-
	b. Capital charge 50% (16-30 days)	-		-
	c. Capital charge 75% (31-45 days)	-		-
	d. Capital charge 100% (more than 45 days)	-		-
2	Non-delivery versus payment	-	-	
TOTAL		-	-	-

5. Securitization Risk Exposures

(in million rupiah)

No.	Type of transaction	As of December 31, 2020	
		Exposure Value	Capital deduction factor
(1)	(2)	(3)	(4)
1	RWA for securitization exposures calculated by External Rating Base Approach (ERBA) method		8,070
2	RWA for securitization exposures calculated by Standardized Approach (SA) method		-
3	Securitization exposures as deduction factor of core capital	-	
TOTAL		-	8,070

6. Derivative Credit Risk Exposures

(in million rupiah)

No.	Derivative Credit Risk Exposures	As of December 31, 2020	
		Exposure Value	RWA
(1)	(2)	(3)	(5)
1	Receivables on sovereigns	90	-
2	Receivables on public sector entities	-	-
3	Receivables on multilateral development banks and international institutions	-	-
4	Receivables on banks	2,202,375	969,017
5	Receivables on micro, small business & retail portfolio	-	-
6	Receivables on corporate	254,962	254,962
7	Credit Valuation Adjustment (CVA risk weighted assets)		75,062
TOTAL		2,457,426	1,299,041

7. Total Credit Risk Measurement

(in million rupiah)

As of December 31, 2020		
TOTAL RISK WEIGHTED ASSETS CREDIT RISK	(A)	562,879,953
RISK WEIGHTED ASSETS CREDIT RISK DEDUCTION FACTOR	(B)	-
TOTAL RISK WEIGHTED ASSETS CREDIT RISK (A-B)	(C)	562,879,953
TOTAL CAPITAL DEDUCTION FACTOR	(D)	-

20.b. Credit Risk - Disclosure of RWA Calculation for Credit Risk Using the Standard Approach - consolidated
1. Balance Sheet Assets Exposures

(in million rupiah)

No.	Portfolio Category	As of December 31, 2020		
		Net Receivables	RWA before CRM	RWA after CRM
(1)	(2)	(3)	(4)	(5)
1	Receivables on sovereigns	229,942,345	-	-
2	Receivables on public sector entities	29,842,950	7,359,731	7,359,731
3	Receivables on multilateral development banks and international institutions	-	-	-
4	Receivables on banks	60,935,811	17,053,982	16,951,114
5	Loans secured by residential property	50,034,047	13,634,057	13,634,057
6	Loans secured by commercial real estate	20,620,281	20,620,281	19,806,008
7	Employee/retired loans	323,296	161,648	161,648
8	Receivables on micro, small business & retail portfolio	62,444,218	46,833,164	46,381,291
9	Receivables on corporate	422,180,511	384,432,177	372,007,803
10	Past due receivables	3,930,333	5,557,560	5,553,259
11	Other assets	57,141,027		33,676,188
TOTAL		937,394,818	495,652,600	515,531,099

2. Disclosure of Off Balance Sheets Commitment/Contingency Receivables Exposures

(in million rupiah)

No.	Portfolio Category	As of December 31, 2020		
		Net Receivables	RWA before CRM	RWA after CRM
(1)	(2)	(3)	(4)	(5)
1	Receivables on sovereigns	400,000	-	-
2	Receivables on public sector entities	2,431,400	487,140	487,140
3	Receivables on multilateral development banks and international institutions	-	-	-
4	Receivables on banks	1,217,922	453,097	450,430
5	Loans secured by residential property	140,793	28,482	28,482
6	Loans secured by commercial real estate	1,490,697	1,490,697	1,411,929
7	Employee/retired loans	-	-	-
8	Receivables on micro, small business & retail portfolio	765,448	574,086	427,262
9	Receivables on corporate	64,006,834	58,340,325	56,356,151
10	Past due receivables	12,248	18,371	18,371
TOTAL		70,465,342	61,392,198	59,179,766

3. Counterparty Credit Risk Exposures

(in million rupiah)

No.	Portfolio Category	As of December 31, 2020		
		Net Receivables	RWA before CRM	RWA after CRM
(1)	(2)	(3)	(4)	(5)
1	Receivables on sovereigns	141,649,330	-	-
2	Receivables on public sector entities	-	-	-
3	Receivables on multilateral development banks and international institutions	-	-	-
4	Receivables on banks	5,042,652	1,008,530	116,863
5	Receivables on micro, small business & retail portfolio	-	-	-
6	Receivables on corporate	128,415	128,415	128,415
TOTAL		146,820,397	1,136,945	245,278

4. Settlement Risk Exposures

(in million rupiah)

No.	Type of transaction	As of December 31, 2020		
		Exposure Value	Capital deduction factor	RWA after CRM
(1)	(2)	(3)	(4)	(5)
1	Delivery versus payment	-		-
	a. Capital charge 8% (5-15 days)	-		-
	b. Capital charge 50% (16-30 days)	-		-
	c. Capital charge 75% (31-45 days)	-		-
	d. Capital charge 100% (more than 45 days)	-		-
2	Non-delivery versus payment	-	-	
TOTAL		-	-	-

5. Securitization Risk Exposures

(in million rupiah)

No.	Type of transaction	As of December 31, 2020	
		Capital deduction factor	RWA
(1)	(2)	(3)	(4)
1	RWA for securitization exposures calculated by External Rating Base Approach (ERBA) method		8,070
2	RWA for securitization exposures calculated by Standardized Approach (SA) method		-
3	Securitization exposures as deduction factor of core capital	-	
TOTAL		-	8,070

6. Derivative Credit Risk Exposures

(in million rupiah)

No.	Portfolio Category	As of December 31, 2020	
		Net Receivables	RWA
(1)	(2)	(3)	(5)
1	Receivables on sovereigns	90	-
2	Receivables on public sector entities	-	-
3	Receivables on multilateral development banks and international institutions	-	-
4	Receivables on banks	2,202,375	969,017
5	Receivables on micro, small business & retail portfolio	-	-
6	Receivables on corporate	254,962	254,962
7	Credit Valuation Adjustment (CVA risk weighted assets)		75,062
TOTAL		2,457,426	1,299,041

7. Total Credit Risk Measurement (1+2+3+4+5+6)

(in million rupiah)

As of December 31, 2020		
TOTAL RISK WEIGHTED ASSETS CREDIT RISK	(A)	576,263,253
RISK WEIGHTED ASSETS CREDIT RISK DEDUCTION FACTOR	(B)	
TOTAL RISK WEIGHTED ASSETS CREDIT RISK (A-B)	(C)	576,263,253
TOTAL CAPITAL DEDUCTION FACTOR	(D)	-

22. Credit Risk - Counterparty Credit Risk (CCR1) Exposure Analysis - consolidated

		(in million rupiah)					
		a	b	c	d	e	f
		Replacement Cost	Potential Future Exposure	EEPE	Alpha used to calculate regulatory EAD	Net Receivables	RWA
1	SA-CCR (for derivative)	1,080,043	675,261		1.4	2,457,426	1,299,041
2	Internal model method (for derivative and SFTs)					N/A	N/A
3	Simple approach for credit risk mitigation (for SFTs)					N/A	N/A
4	Comprehensive approach for credit risk mitigation (for SFTs)					N/A	N/A
5	VaR for SFTs					N/A	N/A
6	Total						1,299,041

24. Credit Risk - CCR Exposure based on Portfolio Category and Risk Weighting (CCR3) - consolidated

Portfolio Category	Weighted Risk	a	b	c	d	e	
		0%	20%	35%	40%	45%	
Receivables on sovereigns		22,681,635	-	-	-	-	
Receivables on public sector entities		-	-	-	-	-	
Receivables on multilateral development banks and international institutions		-	-	-	-	-	
Receivables on banks		-	584,316	-	-	-	
Receivables on micro, small business & retail portfolio		-	-	-	-	-	
Receivables on corporate		-	-	-	-	-	
Total		22,681,635	584,316	-	-	-	

25. Credit Risk - Net Credit Derivative Claims (CCR6)

BCA has no exposure to net credit derivative receivables

23. Credit risk - Capital Charge for Credit Valuation Adjustments (CCR2)

		(in billion rupiah)	
		a	b
		Net Receivables	RAW
	Total portfolio based on Advanced CVA capital charge	0	0
1	(i) VaR component (include 3x multiplier)		0
2	(ii) Stressed VaR component (include 3x multiplier)		0
3	All Portfolio based on Standardised CVA Capital Charge	2,457	1,224
4	Total based on CVA Capital Charge		75
			1,299

							(in million rupiah)
	f	g	h	i	j	k	
	50%	75%	100%	150%	Others	Total Net receivables	
	-	-	-	-	-	22,681,635	
	-	-	-	-	-	-	
	-	-	-	-	-	-	
	-	-	-	-	-	584,316	
	-	-	-	-	-	-	
	-	-	128,415	-	-	128,415	
	-	-	128,415	-	-	23,394,366	

27. Credit Risk - Securitization Exposure in the Banking Book (SEC1)

(in billion rupiah)

		Bank as investor		
		Traditional	Synthetic	Sub-total
1	Retail (total) – among others			
2	Mortgage loan			
3	Credit card			
4	Others retail exposure			
5	Re-securitization			
6	Non-retail (total) – among others			
7	Corporate Loan	50		50
8	Commercial Loan			
9	Rent and Account Receivable			
10	Others retail exposure			
11	Re-securitization			

28. Credit Risk - Securitization Exposure Components in the Trading Book (SEC2)

(in billion rupiah)

		Bank as investor		
		Traditional	Synthetic	Sub-total
1	Retail (total) – among others			
2	Mortgage loan			
3	Credit card			
4	Others retail exposure			
5	Re-securitization			
6	Non-retail (total) – among others			
7	Corporate Loan	89		89
8	Commercial Loan			
9	Rent and Account Receivable			
10	Others retail exposure			
11	Re-securitization			

29. Credit Risk - Securitization Exposure in the Banking Book and related to its Capital Requirements - Bank Acting as Originator or Sponsor (SEC3)

BCA does not act as the originator or sponsor of Securitization Exposure

30.a Quantitative Disclosure of Operational Risk - Bank Only

(in million rupiah)

No.	Indicator Approach	As of December 31, 2020		
		Average Gross Income in the past 3 years	Capital Charge	RWA
(1)	(2)	(3)	(4)	(5)
1	Basic Indicator Approach	58.509.646	8.776.447	109.705.586
Total		58.509.646	8.776.447	109.705.586

30.b. Quantitative Disclosure of Operational Risk - Consolidated

(in million rupiah)

No.	Indicator Approach	As of December 31, 2020		
		Average Gross Income in the past 3 years	Capital Charge	RWA
(1)	(2)	(3)	(4)	(5)
1	Basic Indicator Approach	62.223.619	9.333.543	116.669.286
Total		62.223.619	9.333.543	116.669.286

34.a.1. Disclosure of Interest Rate Risk in Banking Book (IRRBB) Exposure - Bank as Individual

No.	Qualitative Disclosure
1.	Interest rate risk in the banking book (IRRBB) refers to the current or prospective risk to the bank's capital and earnings arising from interest rates movements in the market as opposed to the banking book positions. The IRRBB calculation uses two perspectives, namely the economic value perspective and earnings-based perspective. The intention is to identify risks more accurately and to carry out appropriate corrective actions.
2.	Presently, Bank does not have sufficient long-term financial resources to fund fixed-rate loans and banking book securities. Regarding these conditions, funding sources of fixed-rate loans and banking book securities is calculated from the Core Deposit. To mitigate risks, Bank has set nominal limits on fixed-rate loans and banking book securities, limits on IRRBB and pricing strategies.
3.	Measurements of IRRBB individual are carried out on a monthly basis by using two (2) methods as follows: a. measurement based on changes in economic value of equity, which measures the impact of changes in interest rates on the economic value of the Bank's equity (economic value perspective), and b. measurement based on changes in net interest income, which measures the impact of interest rate changes on earnings of the Bank (earnings-based perspective).
4.	Interest rate shock scenarios used by Bank in measuring IRRBB is in accordance with the standard interest rate shock scenarios, which is stated in the Financial Services Authority Circular Letter No.12/SEOJK.03/2018 concerning the Implementation of Risk Management and Risk Measurement Standard Approach for Interest Rate Risk in the Banking Book for Commercial Banks. Economic Value of Equity (EVE) Methods use six (6) interest rate shock scenarios, as follows: 1) parallel shock up, 2) parallel shock down, 3) steepener shock (short rates down and long rates up), 4) flattener shock (short rates up and long rates down), 5) short rates shock up, 6) short rates shock down. Net Interest Income (NII) Methods use two (2) interest rate shock scenarios, as follows: 1) parallel shock up, 2) parallel shock down.
5.	EVE method calculates the cash flows of the principal amount and interest payments on the balance sheet positions that are sensitive to interest rates, which then discounted at the relevant interest rates. The Bank does not calculate a commercial margin and spread components in the cash flows. EVE calculation uses notional cash flows multiplied by the reference rate (base rate) on the transaction date and then discounted by the risk-free rate at the reporting date. The IRRBB calculation uses a Core deposit, which is part of a stable Non Maturity Deposit with a very small change in interest rates despite significant changes in interest rates in the market. Bank identifies core deposit and non-core deposits from stable funds (retail transactional, retail non-transactional and wholesale). Placement of core deposit cash flows carried out using uniform slotting on time-bucket over 1 (one) year with the length of period for each category refers to FSA Circular Letter No.12/SEOJK.03/2018 concerning the Implementation of Risk Management and Risk Measurement Standard Approach for Interest Rate Risk in the Banking Book (Interest Rate Risk in the Banking Book) for Commercial Banks. The methodology to estimate prepayment rate for loans and early withdrawal rate for time deposits uses historical data within a year. Bank performs add-on calculations for automatic interest rate options on a floating rate mortgage loan with embedded caps by using Black-Scholes model. Bank measures IRRBB for significant currencies, IDR and USD. In total IRRBB, the maximum negative (absolute) value of the two currencies is aggregated.
6.	As of December 31, 2020, IRRBB (EVE method) for BCA as individual decreased by 2.84% compared to June 30 2020, from 9.92% to 7.08%. And for NII Method decreased by 4.58%, from 6.67% to 2.09%. This was caused by the increase in Core Deposits over 1 year (23.27%), which was greater than the increase in Repriced Assets over 1 year (0.22%), also due to an increase in Tier 1 Capital by 10.10% and increasing in reprice assets over 1 year of 0.22%, which is smaller than the increase in core deposits over 1 year of 23.27%.
No.	Qualitative Analysis
1.	Average repricing maturity applied for NMD is 2.9 years.
2.	The longest repricing maturity applied for NMD is 5 Years.

34.a.2. Disclosure of Interest Rate Risk in Banking Book Exposure (IRRBB) - Bank Individual

(Currency: USD)

No.	(in million Rupiah) Period	Period of December 31, 2020			
		Δ EVE		Δ NII	
		T	T-1	T	T-1
1	Parallel up	(11,798,567)	(15,045,054)	(148,490)	(2,410,747)
2	Parallel down	14,219,215	17,443,478	36,080	2,292,299
3	Steepener	(3,191,840)	(3,060,931)		
4	Flattener	807,548	(164,169)		
5	Short rate up	(5,127,834)	(7,349,256)		
6	Short rate down	4,513,692	6,852,415		
7	Negative Maximum Value (absolute)	11,798,567	15,045,054	148,490	2,410,747
8	Tier 1 Capital (to Δ EVE) or Projected Income (to Δ NII)	167,501,695	152,140,776	53,741,866	52,075,804
9	Maximum Value dividend by Tier 1 Capital (to Δ EVE) or Projected Income (to Δ NII)	7.04%	9.89%	0.28%	4.63%

34.a.3. Disclosure of Interest Rate Risk in Banking Book Exposure (IRRBB) - Consolidated

(Currency: USD)

No.	(in million Rupiah) Period	Period of December 31, 2020			
		Δ EVE		Δ NII	
		T	T-1	T	T-1
1	Parallel up	642,842	421,947	972,842	1,061,221
2	Parallel down	(47,651)	(22,739)	(972,919)	(1,061,271)
3	Steepener	(55,971)	(51,227)		
4	Flattener	196,434	94,713		
5	Short rate up	439,957	256,736		
6	Short rate down	(49,509)	(22,739)		
7	Negative Maximum Value (absolute)	55,971	51,227	972,919	1,061,271
8	Tier 1 Capital (to Δ EVE) or Projected Income (to Δ NII)	167,501,695	152,140,776	53,741,866	52,075,804
9	Maximum Value dividend by Tier 1 Capital (to Δ EVE) or Projected Income (to Δ NII)	0.03%	0.03%	1.81%	2.04%

34.b.1. Disclosure of Interest Rate Risk in Banking Book (IRRBB) Exposure - Bank Consolidated

No.	Qualitative Disclosure
1.	Interest rate risk in the banking book (IRRBB) refers to the current or prospective risk to the bank's capital and earnings arising from interest rates movements in the market as opposed to the banking book positions. The IRRBB calculation uses two perspectives, namely the economic value perspective and earnings-based perspective. The intention is to identify risks more accurately and to carry out appropriate corrective actions.
2.	Presently, Bank does not have sufficient long-term financial resources to fund fixed-rate loans and banking book securities. Regarding these conditions, funding sources of fixed-rate loans and banking book securities is calculated from the Core Deposit. To mitigate risks, Bank has set nominal limits on fixed-rate loans and banking book securities, limits on IRRBB and pricing strategies.
3.	Measurements of IRRBB consolidated are carried out on a quarterly basis by using two (2) methods as follows: - measurement based on changes in economic value of equity, which measures the impact of changes in interest rates on the economic value of the Bank's equity (economic value perspective), and - measurement based on changes in net interest income, which measures the impact of interest rate changes on earnings of the Bank (earnings-based perspective). Interest rate shock scenarios used by Bank in measuring IRRBB is in accordance with the standard interest rate shock scenarios, which is stated in the Financial Services Authority Circular Letter No.12 /SEOJK.03/2018 concerning the Implementation of Risk Management and Risk Measurement Standard Approach for Interest Rate Risk in the Banking Book for Commercial Banks. Economic Value of Equity (EVE) Methods use six (6) interest rate shock scenarios, as follows: - parallel shock up, - parallel shock down, - steepener shock (short rates down and long rates up), - flattener shock (short rates up and long rates down), - short rates shock up, - short rates shock down. Net Interest Income (NII) Methods use two (2) interest rate shock scenarios, as follows: - parallel shock up, - parallel shock down.
5.	EVE method calculates the cash flows of the principal amount and interest payments on the balance sheet positions that are sensitive to interest rates, which then discounted at the relevant interest rates. The Bank does not calculate a commercial margin and spread components in the cash flows. EVE calculation uses notional cash flows multiplied by the reference rate (base rate) on the transaction date and then discounted by the risk-free rate at the reporting date. The IRRBB calculation uses a Core deposit, which is part of a stable Non Maturity Deposit with a very small change in interest rates despite significant changes in interest rates in the market. Bank identifies core deposit and non-core deposits from stable funds (retail transactional, retail non-transactional and wholesale). Placement of core deposit cash flows carried out using uniform slotting on time-bucket over 1 (one) year with the length of period for each category refers to FSA Circular Letter No.12/SEOJK.03/2018 concerning the Implementation of Risk Management and Risk Measurement Standard Approach for Interest Rate Risk in the Banking Book (Interest Rate Risk in the Banking Book) for Commercial Banks. The methodology to estimate prepayment rate for loans and early withdrawal rate for time deposits uses historical data within a year. Bank performs add-on calculations for automatic interest rate options on a floating rate mortgage loan with embedded caps by using Black-Scholes model. Bank measures IRRBB for significant currencies, IDR and USD. In total IRRBB, the maximum negative (absolute) value of the two currencies is aggregated.
6.	As of Dec 31 2020, IRRBB (EVE method) for BCA as consolidated decreased by 2.64% compared to Jun 30 2020, from 9.69% to 7.05%. And for NII Method decreased by 4.57%, from 6.47% to 1.90%. This was caused by the increase in Core Deposits over 1 year (22.77%), which was greater than the increase in Repriced Assets over 1 year (0.31%), also due to an increase in Tier 1 Capital by 9.94%, and the increase in reprice assets over 1 year of 0.31%, which is smaller than the increase in core deposits over 1 year of 22.77%.
No.	Qualitative Analysis
1.	Average repricing maturity applied for NMD is 2.9 years.
2.	The longest repricing maturity applied for NMD is 5 Years.

34.b.2. Disclosure of Interest Rate Risk in Banking Book Exposure (IRRBB) - Bank Consolidated

(Currency: USD)

No.	(in million Rupiah)	Period of December 31, 2020			
		Δ EVE		Δ NII	
		T	T-1	T	T-1
1	Parallel up	(12,616,860)	(15,796,476)	(73,964)	(2,399,000)
2	Parallel down	15,182,153	18,337,226	(42,247)	2,280,551
3	Steepener	(3,257,716)	(3,094,221)		
4	Flattener	695,637	(290,414)		
5	Short rate up	(5,597,874)	(7,800,172)		
6	Short rate down	4,986,312	7,324,912		
7	Negative Maximum Value (absolute)	12,616,860	15,796,476	73,964	2,399,000
8	Tier 1 Capital (to Δ EVE) or Projected Income (to Δ NII)	179,945,482	163,674,057	55,219,533	53,510,212
9	Maximum Value dividend by Tier 1 Capital (to Δ EVE) or Projected Income (to Δ NII)	7.01%	9.65%	0.13%	4.48%

34.b.3. Disclosure of Interest Rate Risk in Banking Book Exposure (IRRBB) - Bank Consolidated

(Currency: USD)

No.	(in million Rupiah)	Period of December 31, 2020			
		Δ EVE		Δ NII	
		T	T-1	T	T-1
1	Parallel up	608,221	385,155	974,197	1,063,122
2	Parallel down	(45,644)	(20,412)	(974,274)	(1,063,172)
3	Steepener	(64,915)	(60,771)		
4	Flattener	189,779	89,543		
5	Short rate up	423,595	240,878		
6	Short rate down	(47,508)	(20,412)		
7	Negative Maximum Value (absolute)	64,915	60,771	974,274	1,063,172
8	Tier 1 Capital (to Δ EVE) or Projected Income (to Δ NII)	179,945,482	163,674,057	55,219,533	53,510,212
9	Maximum Value dividend by Tier 1 Capital (to Δ EVE) or Projected Income (to Δ NII)	0.04%	0.04%	1.76%	1.99%

36. Report on Calculation for Quarterly Liquidity Coverage Ratio

No.	Components	Bank Only	
		Outstanding balance at end Quarter IV 2020	
		Outstanding commitment and liabilities / contractual receivables	HQLA after haircut, outstanding commitment and liabilities times run-off rate or contractual receivables times inflow rate
1	Total data used in LCR calculation		59 days
HIGH QUALITY LIQUID ASSET (HQLA)			
2	Total High Quality Liquid Asset (HQLA)		375,380,562
CASH OUTFLOW			
3	Retail deposits and deposits from Micro and Small Business customers, consist of:	645,952,543	40,450,320
	a. Stable Deposit / Funding	482,898,670	24,144,933
	b. Less stable deposit/funding	163,053,873	16,305,387
4	Wholesale Funding, consist of:	162,385,679	43,558,641
	a. Operational deposit	132,008,611	31,040,259
	b. Non operational deposit and/or Other Non Operational liabilities	30,377,068	12,518,382
	c. Marketable securities issued by bank	-	-
5	Secured Funding		-
6	Other cash outflow (additional requirement), consist of:	307,170,295	41,741,177
	a. cash outflow from derivative transaction	19,923,270	19,923,270
	b. cash outflow from additional liquidity requirement	-	-
	c. cash outflow from liquidation of funding	-	-
	d. cash outflow from disbursement of loan commitment and liquidity facilities	193,742,566	20,824,293
	e. cash outflow from other contractual liabilities related to placement of funds	-	-
	f. cash outflow from other funding related contingencies liabilities	93,478,442	967,597
	g. other contractual cash outflow	26,017	26,017
7	TOTAL CASH OUTFLOW		125,750,138
CASH INFLOW			
8	Secured lending	-	-
9	Inflows from fully performing exposures	22,926,891	6,936,838
10	Other Cash Inflow	19,824,765	19,824,765
11	TOTAL CASH INFLOW	42,751,656	26,761,603
			TOTAL ADJUSTED VALUE¹
12	TOTAL HQLA		375,380,562
13	TOTAL NET CASH OUTFLOWS		98,988,535
14	LCR (%)		379.22%

Information:

¹ Adjusted values are calculated after the imposition of a reduction in value (haircut), run-off rate, and inflow rate as well as the maximum limit for HQLA components, for example the maximum limit for HQLA Level 2B and HQLA Level 2 and the maximum limit of cash inflows can be taken into account in LCR. The outstanding value of Quarter IV 2020 is the average LCR during the working days of Oct 2020 to Dec 2020 (59 data points), while Quarter II 2020 is the average LCR during the working days of July 2020 to Sept 2020 (62 data points).

The Liquidity Coverage Ratio calculation above is based on POJK No.42/POJK.03/2015 concerning the Obligation to Fulfill the Liquidity Coverage Ratio for Commercial Banks and POJK No.37/POJK.03/2019 concerning Transparency and Publication of Bank Reports and presented in accordance with SE OJK No.9/SEOJK.03/2020 concerning Transparency and Publication of Conventional Commercial Bank Reports.

(in million Rupiah)

Outstanding balance at end Quarter III 2020			Consolidated			
Outstanding balance at end Quarter III 2020			Outstanding balance at end Quarter IV 2020		Outstanding balance at end Quarter III 2020	
	Outstanding commitment and liabilities / contractual receivables	HQLA after haircut, outstanding commitment and liabilities times run-off rate or contractual receivables times inflow rate		HQLA after haircut, outstanding commitment and liabilities times run-off rate or contractual receivables times inflow rate		HQLA after haircut, outstanding commitment and liabilities times run-off rate or contractual receivables times inflow rate
		62 days		59 days		62 days
		326,532,381		382,527,127		332,094,413
	628,626,928	39,287,507	647,936,455	40,621,226	630,717,018	39,471,050
	471,503,709	23,575,185	483,448,382	24,172,419	472,013,046	23,600,652
	157,123,219	15,712,322	164,488,073	16,448,807	158,703,972	15,870,398
	147,691,160	39,578,549	164,120,037	44,505,491	149,444,355	40,614,369
	119,081,471	27,809,200	132,496,819	31,169,048	119,565,605	27,932,211
	28,609,689	11,769,349	31,623,218	13,336,443	29,878,750	12,682,158
	-	-	-	-	-	-
		-		-		-
	290,673,095	35,198,187	308,000,479	42,456,129	291,067,586	35,530,999
	15,761,225	15,761,225	19,923,270	19,923,270	15,761,225	15,761,225
	-	-	-	-	-	-
	-	-	-	-	-	-
	184,275,197	18,424,872	193,161,023	20,822,423	183,656,213	18,408,160
	-	-	-	-	-	-
	90,519,254	894,671	94,175,041	969,291	91,185,552	897,018
	117,419	117,419	741,145	741,145	464,596	464,596
		114,064,243		127,582,846		115,616,418
	-	-	3,011	3,011	1,224	1,224
	22,595,956	7,066,826	24,273,529	7,524,413	23,530,276	7,445,982
	15,810,958	15,810,958	19,824,765	19,824,765	15,810,958	15,810,958
	38,406,914	22,877,784	44,101,305	27,352,189	39,342,458	23,258,164
		TOTAL ADJUSTED VALUE¹		TOTAL ADJUSTED VALUE¹		TOTAL ADJUSTED VALUE¹
		326,532,381		382,527,127		332,094,413
		91,186,459		100,230,657		92,358,254
		358.09%		381.65%		359.57%

Quarterly Liquidity Coverage Ratio Report

Analysis for Bank Only

- The calculation of BCA's Liquidity Coverage Ratio (Bank Only) for Quarter IV 2020 is based on the average daily position from October 2020 until December 2020. Meanwhile, the calculation for Quarter III 2020 is based on the average daily position from July 2020 until September 2020, respectively
- BCA's Liquidity Coverage Ratio (Bank Only) for Quarter IV 2020 increased by 21.13%, from 358.09% (Quarter III 2020) to 379.22% (Quarter IV 2020). Such increase in ratio was particularly due to an increase in weighted value of HQLA of 14.96% (Rp48.85 trillion)) which was higher than the increase in Net Cash Outflow (NCO) after run-off by 8.56% (Rp7.80 trillion). The increase in HQLA was particularly driven by an increase in marketable securities issued by the Indonesian government and Bank Indonesia amounted to Rp57.76 trillion and the decline in placement with BI amounted to Rp10.19 trillion. Meanwhile, the increase in NCO after run-off was mainly caused by the increase in funding from individual, micro and small businesses, as well as corporate customers amounting to Rp5.14 trillion, and the increase in unused loan facilities amounting to Rp2.40 trillion, respectively.
- In terms of composition, BCA's HQLA for Quarter IV 2020 comprises of Level 1 HQLA of 98.82%; Level 2A HQLA of 0.96%; and level 2B HQLA of 0.22%. Of the total Level 1 HQLA, the proportion was dominated by marketable securities issued by the Indonesian government and BI of 78.23% and placement with Bank Indonesia of 17.31%, respectively
- BCA's third party deposits composition during Quarter IV 2020 was mainly contributed by CASA at around 77.04%. The composition can be seen on the Table 1 below:

Table 1. BCA's funding composition (Bank Only) during Quarter IV 2020.

	Total Rp & Va
Current Account	27.85%
Saving Account	49.19%
CASA	77.04%
Time Deposit	22.96%
Total	100%

- BCA's derivative exposure mainly came from FX Swap Buy-Sell USD transactions by an average of USD2,066.11 million.
- In managing its liquidity, the Bank has properly identified, measure, monitor and control its liquidity risk. Apart from the LCR ratio, the Bank also monitors condition and sufficiency of liquidity through maturity profile report, cash flow projection, NSFR report and other liquidity ratios. The Bank has established a limit, early warning indicators, contingency funding plan and recovery plan related to liquidity risk.

Quarterly Liquidity Coverage Ratio Report

Analysis on a Consolidated Basis

- The calculation of BCA's Liquidity Coverage Ratio (Consolidated) for Quarter IV 2020 is based on the average daily position from October 2020 until December 2020. Meanwhile, the calculation for Quarter III 2020 is based on the average daily position from July 2020 until September 2020, respectively
- BCA's Liquidity Coverage Ratio (Consolidated) for Quarter IV 2020 grew by 22.08%, from 359.07% (Quarter III 2020) to 381.65% (Quarter IV 2020). Such increase in ratio was mainly due to an increase in weighted value of HQLA of 15.19% (Rp50.43 trillion) which was higher than the increase in Net Cash Outflow (NCO) after run-off by 8.52% (Rp7.87 trillion). The increase in HQLA was mainly driven by an increase in marketable securities issued by the Indonesian government and Bank Indonesia amounted to Rp59.51 trillion and the decline in placement with BI amounted to Rp10.47 trillion. Meanwhile, the increase in NCO after run-off was mainly caused by the increase in funding from individual, micro and small businesses, as well as corporate customers amounting to Rp5.04 trillion and the increase in unused loan facilities amounting to Rp2.41 trillion, respectively
- In terms of composition, BCA's HQLA BCA for Quarter IV 2020 comprises of Level 1 HQLA of 98.63%; Level 2A HQLA of 1.13%; and Level 2B HQLA of 0.24%. Of the total HQLA Level 1, the proportion was dominated by marketable securities issued by the Indonesian government and BI of 78.37% and placement with Bank Indonesia of 17.25%, respectively.
- BCA's third party deposits composition during Quarter IV 2020 was mainly contributed by CASA at around 76.66%. The composition can be seen on the Table 2 below:

Table 2. BCA's Funding Composition (Consolidated) for Quarter IV 2020

	Total Rp & Va
Current Account	27.73%
Saving Account	48.93%
CASA	76.66%
Time Deposits	23.34%
Total	100%

- BCA's derivative exposure mainly came from FX Swap Buy-Sell USD transactions by an average of USD2,066.11 million.
- In managing its liquidity, Bank has properly identified, measure, monitor and control its liquidity risk. Apart from LCR ratio, the Bank also monitors condition and sufficiency of liquidity through maturity profile report, cash flow projection, NSFR report and other liquidity ratios. The Bank has established a limit, early warning indicators, contingency funding plan and recovery plan related to liquidity risk.

37. Net Stable Funding Ratio (NSFR) (Individu)

A. NSFR CALCULATION

ASF Component		Reporting Position (September 2020)			
		Carrying Value By Residual Maturity (in million Rp)			
		No Specified Maturity	< 6 Months	≥ 6 Months - < 1 Year	
1	Capital				
2	Regulatory Capital as per POJK KPMM	179,370,049	-	-	
3	Other capital instruments	-	-	-	
4	Retail deposits and deposits from micro and small business customers:				
5	Stable Deposits	360,790,077	117,883,726	-	
6	Less Stable Deposits	123,277,388	35,331,286	-	
7	Wholesale Funding				
8	Operational deposits	116,850,183	-	-	
9	Other wholesale funding	193,041	27,521,797	-	
10	Liabilities with matching interdependent assets	-	-	-	
11	Other liabilities and equity:				
12	NSFR derivative liabilities		832,004	-	
13	All other liabilities and equity not included in the above categories	59,654	26,878,893	141,790	
14	TOTAL ASF				

		Weighted Value	Reporting Position (December 2020)				Weighted Value
			Carrying Value By Residual Maturity (in million Rp)				
	≥ 1 Year		No Specified Maturity	< 6 Months	≥ 6 Months - < 1 Year	≥ 1 Year	
	485,500	179,855,549	185,936,410	-	-	463,750	186,400,160
	-	-	-	-	-	-	-
	-	454,740,113	384,817,585	118,950,779	-	-	478,579,945
	-	142,747,807	126,264,485	37,892,083	-	-	147,740,911
	-	58,425,091	141,047,646	-	-	-	70,523,823
	-	13,494,428	205,481	36,469,308	-	-	17,562,440
	-	-	-	-	-	-	-
	-			-	-	-	
	65,104	135,999	39,434	23,865,222	214,525	59,049	166,311
		849,398,988					900,973,590

37. Net Stable Funding Ratio (NSFR) (Individu)

RSF Component		Reporting Position (September 2020)			
		Carrying Value By Residual Maturity (in million Rp)			
		No Specified Maturity	< 6 Months	≥ 6 Months - < 1 Year	
15	Total NSFR HQLA				
16	Deposits held at other financial institutions for operational purposes	9,766,796	-	-	
17	Performing loans and securities				
18	to financial institutions secured by Level 1 HQLA	-	458,752	-	
19	to financial institutions secured by non-Level 1 HQLA and unsecured performing loans to financial institutions	-	16,649,530	7,299,344	
20	to non- financial corporate clients, retail and small business customers, government of Indonesia, other sovereigns, Bank Indonesia, other central banks and public service entities, of which:	-	78,154,957	52,458,088	
21	meet a risk weight of less than or equal to 35% under SE OJK ATMR for credit risk	-	138,296	67,671	
22	Unpledged residential mortgages, of which:	-	7,289	14,727	
23	meet a risk weight of less than or equal to 35% under SE OJK ATMR for credit risk	-	129,954	601,237	
24	Securities that are unpledged, not in default and do not qualify as HQLA, including exchange-traded equities	-	16,838,783	2,428,353	
25	Assets with matching interdependent liabilities	-	-	-	
26	Other assets:				
27	Physical traded commodities, including gold	-			
28	Cash, securities and other assets posted as initial margin for derivative contracts or contributions to default funds of central counterparty (CCPs)				
29	NSFR derivative assets				
30	20% NSFR derivative liabilities before deduction of variation margin posted				
31	All other assets not included in the above categories	29,947	36,437,179	3,756,817	
32	Off-balance sheet items				
33	TOTAL RSF				
34	Net Stable Funding Ratio (%)				

		Weighted Value	Reporting Position (December 2020)				Weighted Value
			Carrying Value By Residual Maturity (in million Rp)				
	≥ 1 Year		No Specified Maturity	< 6 Months	≥ 6 Months - < 1 Year	≥ 1 Year	
		8,274,031					9,381,018
	-	4,883,398	11,581,631	-	-	-	5,790,816
	-	45,875	-	5,042,652	-	-	504,265
	32,181,624	38,328,726	-	17,033,352	10,163,510	30,243,964	37,880,722
	290,819,897	312,503,435	-	80,853,926	52,465,635	291,593,335	314,514,115
	18,280,090	11,985,042	-	135,347	2,777,714	18,489,136	13,474,468
	1,007,548	867,424	-	7,787	9,611	1,235,299	1,058,703
	49,092,783	32,275,904	-	184,247	616,623	49,033,917	32,272,481
	10,231,763	18,330,567	-	17,978,476	1,713,411	10,703,019	18,943,510
	-	-	-	-	-	-	-
		-	-				-
	-	-				-	-
	-	-				943,690	943,690
	166,401	166,401				-	-
	3,756,817	77,741,189	15,317	30,629,401	11,005,833	37,941,793	79,592,344
	280,551,972	10,311,989				278,880,276	10,356,939
		515,713,980					524,713,071
		164.70%					171.71%

37. Net Stable Funding Ratio (NSFR) (Consolidated)

ASF Component		Reporting Position (September 2020)			
		Carrying Value By Residual Maturity (in million Rp)			
		No Specified Maturity	< 6 Months	≥ 6 Months - < 1 Year	
1	Capital				
2	Regulatory Capital as per POJK KPMM	186,769,127	-	-	
3	Other capital instruments	-	-	-	
4	Retail deposits and deposits from small business customers:				
5	Stable Deposits	361,592,877	117,931,521	-	
6	Less Stable Deposits	123,382,690	38,439,975	-	
7	Wholesale Funding				
8	Operational deposits	117,208,674	-	-	
9	Other wholesale funding	193,041	28,227,273	39,159	
10	Liabilities with matching interdependent assets	-	-	-	
11	Other liabilities and equity:				
12	NSFR derivative liabilities		832,004	-	
13	All other liabilities and equity not included in the above categories	124,606	24,979,096	141,790	
14	TOTAL ASF				

		Weighted Value	Reporting Position (December 2020)				Weighted Value
			Carrying Value By Residual Maturity (in million Rp)				
	≥ 1 Year		No Specified Maturity	< 6 Months	≥ 6 Months - < 1 Year	≥ 1 Year	
	485,500	187,254,627	193,861,905	-	-	463,750	194,325,655
	-	-	-	-	-	-	-
	-	455,548,178	385,719,522	118,993,884	-	-	479,477,735
	-	145,640,399	126,387,390	41,578,494	-	-	151,169,296
	-	58,604,337	141,502,156	-	-	-	70,751,078
	175,119	13,624,281	205,481	38,046,578	18,383	94,946	17,815,324
	-	-	-	-	-	-	-
	-			-	-	-	
	720,590	856,437	108,573	25,324,465	374,135	555,260	811,467
		861,528,259					914,350,555

37. Net Stable Funding Ratio (NSFR) (Consolidated)

RSF Component		Reporting Position (September 2020)			
		Carrying Value By Residual Maturity (in million Rp)			
		No Specified Maturity	< 6 Months	≥ 6 Months - < 1 Year	
15	Total NSFR HQLA				
16	Deposits held at other financial institutions for operational purposes	9,954,813	-	-	
17	Performing loans				
18	to financial institutions secured by Level 1 HQLA	-	458,752	-	
19	to financial institutions secured by non-Level 1 HQLA and unsecured performing loans to financial institutions	106	17,713,085	7,315,768	
20	to non- financial corporate clients, retail and small business customers, government of Indonesia, other sovereigns, Bank Indonesia, other central banks and public service entities, of which:	-	78,761,502	53,981,520	
21	meet a risk weight of less than or equal to 35% under SE OJK RWA for credit risk	-	138,296	67,671	
22	Unpledged residential mortgages, of which:	-	116,715	40,317	
23	meet a risk weight of less than or equal to 35% under SE OJK RWA for credit risk	-	129,954	601,237	
24	Securities that are unpledged, not in default and do not qualify as HQLA, including exchange-traded equities	-	17,469,796	2,428,353	
25	Assets with matching interdependent liabilities	-	-	-	
26	Other assets:				
27	Physical traded commodities, including gold	-			
28	Cash, securities and other assets posted as initial margin for derivative contracts or contributions to default funds of central counterparty (CCPs)				
29	NSFR derivative assets				
30	20% NSFR derivative liabilities before deduction of variation margin posted				
31	All other assets not included in the above categories	29,947	33,868,804	3,815,931	
32	Off-balance sheet items				
33	TOTAL RSF				
34	Net Stable Funding Ratio (%)				

		Weighted Value	Reporting Position (December 2020)				Weighted Value
			Carrying Value By Residual Maturity (in million Rp)				
	≥ 1 Year		No Specified Maturity	< 6 Months	≥ 6 Months - < 1 Year	≥ 1 Year	
		8,522,046					9,626,066
	-	4,977,407	11,967,024	-	-	-	5,983,512
	-	45,875	-	5,042,652	-	-	504,265
	33,171,139	39,486,001	105	18,764,567	10,169,122	31,397,301	39,296,563
	297,062,458	318,874,600	-	81,740,836	53,380,367	299,233,022	321,908,670
	18,280,090	11,985,042	-	135,347	2,777,714	18,489,136	13,474,468
	1,616,739	1,452,744	-	115,134	35,282	1,841,082	1,640,128
	49,092,783	32,275,904	-	184,247	616,623	49,033,917	32,272,481
	10,287,589	18,693,525	-	18,707,960	1,713,411	10,772,076	19,366,950
	-	-	-	-	-	-	-
		-	-				-
	-	-				-	-
	-	-				943,690	943,226
	166,401	166,401				-	-
	34,590,505	72,305,186	15,317	31,497,411	11,028,122	34,399,128	76,939,978
	280,758,281	10,292,029				279,328,467	10,337,120
		519,076,760					532,293,427
		165.97%					171.78%

B. QUALITATIVE ASSESSMENT ON NSFR

Analysis on Bank Only Financial Statement

- Based on the calculation, the value of Net Stable Funding Ratio (NSFR) - Individual as of 31 Dec 2020 increased by 7.01% when compared to that of the period of 30 Sep 2020; namely from 164.70% (as of 30 Sep'20) to 171.71% (as of 31 Des'20). The increase in the NSFR value was due to the increase in the Available Stable Funding (ASF) component of 6.07% (Rp51.57 trillion), which was greater than the increase in the Required Stable Funding (RSF) component of 1.74% (Rp9.00 trillion). The increase in the ASF component was mainly due to an increase in the weighted value of deposits provided by retail customers and funding provided by small business customers as well as wholesale funding of Rp45.00 trillion and an increase in regulatory capital of Rp6.54 trillion. Meanwhile, the increase in the RSF component was mainly due to an increase in loans classified as current and under special mention (performing loans) and marketable securities amounting to Rp4.31 trillion; the increase in the weighted value of other assets component amounting to Rp2.63 trillion; and the increase of NSFR HQLA amounting to Rp1.11 trillion.
- The NSFR ratio of BCA on an individual basis currently meets the minimum requirement of 100%. It was supported by a fairly large composition of stable funds, particularly from Stable Funds (59.62%). The composition of Third Party Funds and Bank Funds can be seen in Table 1 below.

Table 1. Composition of Third Party Funds and Bank Funds- Bank Only as of Dec 31, 2020

Categories		%
Stable Funds	1. Retail	
	a. Fully covered and transactional	39.71%
	b. Fully covered, non-transactional and related	13.67%
	2. MSME	
	a. Fully covered and transactional	5.83%
	b. Fully covered, non-transactional and related	0.41%
	Total Stable Funds	59.62%
Unstable Fund	1. Retail	17.80%
	2. MSME	1.62%
Total Unstable Funds		19.42%
Total Operational Deposits		16.69%
Total Non-Operational Deposits		4.27%
Total Third Party Funds and Bank Funds		100.00%

B. QUALITATIVE ASSESSMENT ON NSFR

Analysis on Consolidated Financial Statement

- Based on the calculation results, the value of Net Stable Funding Ratio (NSFR) - Consolidated as of 31 Dec 2020 increased by 5.81% when compared to that of the period of 30 Sep 2020; namely from 165.97% (as of 30 Sep'20) to 171.78% (as of 31 Des'20). The increase in the NSFR value was due to an increase in the Available Stable Funding (ASF) component of 6.13% (Rp52.82 trillion), which was greater than the increase in the Required Stable Funding (RSF) component of 2.55% (Rp13.22 trillion). The increase in the ASF component was mainly due to an increase in the weighted value of deposits provided by retail customers and funding provided by small business customers as well as wholesale funding of Rp45.80 trillion and an increase in regulatory capital of Rp7.07 trillion. Meanwhile, the increase in the RSF component was mainly due to the increase in loans classified as current and under special mention (performing loans) and marketable securities amounting to Rp5.65 trillion; the increase in the weighted value of other assets component amounting to Rp5.58 trillion; and the increase in NSFR HQLA amounting to Rp1.10 trillion.
- The NSFR ratio of BCA on a consolidated basis currently meets the minimum requirement of 100%. It was supported by a fairly large composition of stable funds, particularly from Stable Funds (59.30%). The composition of Third Party Funds and Bank Funds can be seen in Table 1 below.

Table 1. Composition of Third Party Funds, Revenue Sharing Investment Funds, and Bank Funds - Consolidated as of Dec 31, 2020

Categories		%
Stable Funds	1. Retail	
	a. Fully covered and transactional	39.52%
	b. Fully covered, non-transactional and related	13.58%
	2. MSME	
	a. Fully covered and transactional	5.80%
	b. Fully covered, non-transactional and related	0.40%
	Total Stable Funds	59.30%
Unstable Fund	1. Retail	18.07%
	2. MSME	1.66%
Total Unstable Funds		19.73%
Total Operational Deposits		16.62%
Total Non-Operational Deposits		4.35%
Total Third Party Funds and Bank Funds		100.00%

38. Report On Asset Encumbrance - ENC

		Bank Only	
		a	b
		Encumbered Asset	Asset placed or pledged to Central Bank but yet to be used to create liquidity
1	Level 1 HQLA		
	a. Cash and its equivalent	-	-
	b. Placement with Bank Indonesia:		
	- Current account	-	-
	- Fine Tune Operation	-	-
	- Deposit Facility	-	-
	c. Bank Indonesia Certificates	-	-
	d. Bank Indonesia Syariah Certificates	-	-
	e. Bank Indonesia Syariah Bond	-	-
	f. Bank Indonesia Marketable Securities	-	-
	g. Reverse Repo counterparty BI	-	-
	h. Government Bonds (Rupiah)	-	46,267,125
	i. Government Bonds (Foreign currencies)	-	-
2	HQLA Level 2A	-	-
3	HQLA Level 2B	-	-
	Total HQLA	-	46,267,125

Qualitative Analysis

- Encumbered assets are bank assets restricted, both legally and contractually by the Bank, for supporting liquidity under stress conditions. Encumbered assets do not include assets being placed with or pledged to Bank Indonesia but yet to be used to create liquidity, as stipulated by the POJK on Obligation to Fulfill the Liquidity Coverage Ratio for Commercial Banks.
- Unencumbered assets are assets that qualify as High Quality Liquid Asset (HQLA) as stipulated by the POJK on Obligation to Fulfill the Liquidity Coverage Ratio for Commercial Banks.
- Referring to the explanation of POJK No 42/POJK.03/2015 on Obligation to Fulfill the Liquidity Coverage Ratio for Commercial Banks, article 9, sub-article (3) letter a, an example of encumbered assets placed with or pledged to Bank Indonesia, but yet to be used to create liquidity, is the secondary statutory reserves (now known as the Macroprudential Liquidity Buffer).
- As 31 December 2020, BCA (both bank only and consolidated) did not have any HQLA position categorized as encumbered assets.

			Consolidated			
	c	d	a	b	c	d
	Unencumbered asset	Total	Encumbered Asset	Asset placed or pledged to Central Bank but yet to be used to create liquidity	Unencumbered asset	Total
	24,314,463	24,314,463	-	-	24,322,269	24,322,269
	27,287,352	27,287,352	-	-	27,482,178	27,482,178
	32,315,000	32,315,000	-	-	32,323,997	32,323,997
	5,348,663	5,348,663	-	-	6,082,463	6,082,463
	-	-	-	-	-	-
	-	-	-	-	67,037	67,037
	-	-	-	-	1,444,585	1,444,585
	11,930,909	11,930,909	-	-	11,930,909	11,930,909
	141,475,398	141,475,398	-	-	141,649,330	141,649,330
	94,091,766	140,358,891	-	46,267,125	143,411,993	189,960,218
	4,884,762	4,884,762	-	-	5,201,078	5,201,078
	4,142,147	4,142,147	-	-	4,485,742	4,485,742
	2,433,870	2,433,870	-	-	2,483,945	2,483,945
	348,224,330	394,491,455	-	46,267,125	400,885,526	447,433,751

Business Support

HUMAN CAPITAL MANAGEMENT

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The spirit of One BCA, with the tagline ‘One Goal, One Soul, One Joy’, has always been present at the heart of the Bank’s operations. It provided a strong foundation for overcoming the challenges presented by the pandemic, motivating the staff to maintain the optimum levels of performance in the midst of unfavourable economic conditions.

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The successes and achievements of BCA throughout the years cannot be separated from the hard work and commitment of a strong and capable workforce. The Bank is committed to maintaining highly competent and agile human capital through a combination of careful and diligent recruitment processes, ongoing professional development, and constant reinforcement of corporate culture and values at all levels of employment.

Human Capital Management (HCM) strives to enhance the capabilities of the staff by equipping them with the skills and competencies to perform to the high standard that is representative of BCA and providing them with an array of career opportunities to maximise their potential and prepare them for future leadership. The Bank undertakes various initiatives to recruit the best talent from entry-level graduates to seasoned professionals. To fulfil business needs, BCA is committed to offering a high-quality, relevant management training, as well as leadership development programmes.

Digital focus and culture of innovation for employees are one of main priorities to accelerate company’s digital transformation. In line with the spirit of continuous improvement in operational efficiency, BCA will continue to improve HCM work processes with increased digitalisation and automation supported by existing technology within the BCA platform.

In 2020, the advent of the COVID-19 pandemic, which presented the whole world with a very real, human challenge required great attention from the department to ensure that the Bank was able to remain productive while prioritising the health and safety of all employees. Some of the initiatives being undertaken in response to the pandemic include moving the majority of training and development programmes online and facilitating changes to working processes for employees, such as Work-from-Home (WFH) protocol, split operations, and flexible working hours.





Amidst the challenges brought by the pandemic, BCA believes team engagement through “One BCA” and strong values through “BCA Way” are essential. The spirit of One BCA, with the tagline ‘One Goal, One Soul, One Joy’, has always been present at the heart of the Bank’s operations. It provided a strong foundation for overcoming the challenges presented by the pandemic, motivating the staff to maintain the optimum levels of performance in the midst of unfavourable economic conditions.

Developing Quality Human Capital

Although face-to-face activities were limited due to the pandemic, BCA continued to carry out various initiatives to ensure the continuous maintenance of quality human capital, starting from recruiting highly competent employees, providing mentoring programs, and conducting training & development for all employees. BCA also strives to instill an agile mindset and way of working in order that the workforce be adaptable to the challenges and dynamics of the business landscape that are happening and that will come.

Through these initiatives, BCA is confident in its ability to fulfil the human capital needs of the Bank and maintain consistent levels of productivity through any challenges that may arise.

Utilizing Digital Platforms for Recruitment

BCA realises that maintaining the availability of quality human capital through a continuous and reliable recruitment process is important to the Bank’s continued growth. To support the organisation’s priorities in sustainably developing its business lines, especially through digitalisation and technological enhancement, as well as building a business based on relationships and solutions, BCA recruits the best graduates from universities both within the country and abroad. BCA offers various trainee program to complement recruitment practices, such as the BCA Banker Program, Management Development Program, BCA IT Trainee, Customer Relationship Officer Program, and Wealth Management Program.

To improve the quality and speed of the recruitment process, BCA leverages its technological capabilities, such as implementing robotic process automation (RPA) and application tracking system. During the pandemic, BCA implemented an online recruitment system, starting with the socialization of career opportunities through the job application process to the initial selection and interview stages. BCA also actively promotes its corporate branding, publicizes company profile and shares work experience in the banking industry. Campaigns are carried out through campus hiring program, job fairs, and online seminars or webinars.

Business Support

HUMAN CAPITAL MANAGEMENT

BCA also provides opportunities for leaders in the organisation to become speakers and share their experiences as practitioners at universities and corporate partners. In the second semester of 2020, BCA encouraged a referral program to fulfil human resource needs, particularly in IT and relationship functions. This is in line with the Bank's strategy to develop digital products & services in an era of rapid technological development and to strengthen relationships with customers. In 2020, BCA has recruited 1.697 employees, mainly 321 employees in the IT sector and 406 employees in relationship area.

BCA also continued recruiting for the Bakti BCA Apprenticeship Programme, which provides opportunities for high school, Diploma and College graduates to gain work experience and learn the roles of Teller and Customer Service Staff at various BCA branches.

Training and Development

Human resource development programs at BCA are designed to support employees through their entire working experience with the Bank. The journey starts from trainee program, onboarding and to programs that equip workers with technical skills and instil behaviour so that they are able to maximise performance in their fields and are prepared to move to higher career levels within the organisation.

Realising that online learning requires adequate technology and infrastructure, BCA also provided a digital studio for facilitators, moderators and speakers to deliver learning materials and host webinars, as well as for video recording purposes. The capability of facilitators to present learning materials effectively via online channels is essential. In order to enhance teaching skills, a number of training events and programmes were conducted in 2020.

At all stages, BCA paid high attention to health and social distancing procedures recommended by the government. Throughout 2020, BCA conducted online learning for 846 batches for 104,460 training days with a total participants of 24,202 employees, supported by 4,616 internal instructors.

Entering the onboarding period, new employees who join BCA will take part in the FLY (First Learning Year) program, which is an induction program conducted for new employees in their first year of work to provide an understanding of BCA values, organisational structure, culture, regulations, and other matters that needs to be known.

Prior to the COVID-19 pandemic, almost 90% of learning at BCA was conducted face-to-face at the BCA Learning Institute (BLI), Sentul. BLI is equipped with various learning facilities and infrastructure, namely 50 classrooms, 4 mini bank rooms, 8 computer rooms, 7 assessment rooms, 3 dining areas, libraries, and also the BCA Gallery, to support face-to-face learning experiences that are dynamic, fun and comfortable.

With the rise of the pandemic in the second quarter of 2020, BCA implemented a range of health protocols to prevent the transmission of COVID-19. To that end, the Bank transferred many of its training programs, which are usually carried out in the various training facilities, to online platforms. Various adjustments and preparations were made so that the learning goals and objectives could be achieved in this new context. During the pandemic, training programmes were enhanced with an array of e-learning approaches including virtual face-to-face session, online group discussions and independent learning.

BCA also introduced new content specifically designed in response to the pandemic, such as topics related to maintaining productivity when working from home (WFH) and leadership in the midst of crisis.

Developing Digital Competency and a Culture of Innovation

In order to develop competencies in the face of digitalisation and foster a passion for innovation, throughout 2020 BCA conducted training with a focus on low code programming, design thinking, UI / UX, data analytics, machine learning and updated work patterns. In addition, leaders were also offered programmes related to agile leadership to enhance their ability to carry out their roles by promoting agile, collaborative approaches to work.

BCA has launched the Digital Buddy Programme (called D-dy) to support digital transformation initiatives at BCA. This program uses a reverse mentoring method with bottom up approach, as the Digital Buddies mostly are millennials, selected to assist non digital savvy workers as they embrace digital technology and learn about various digital platforms and new work trends in the digital world. The Digital Buddy programme is part of the Bank's digital transformation, which aims to strengthen the digital capacity of employees. This programme also aims to strengthen the company's culture of innovation and collaboration.

Throughout 2020, BCA also established several platforms and communities for sharing latest innovations and best practices both inside and outside BCA, such as BCA Open Source, InnovTalk, and the Data Community. BCA Innovation Awards is also an important event, which have been held annually since 2014 to encourage employees to express their creativity. In Augustus-December of 2020, the BCA Innovation Awards were held online.

Career Development and Preparing Future Leaders

In order to support human capital development, BCA has competency frameworks for every position across the organisation to ensure that all workers have the capabilities they need to maximise performance. These frameworks are the basis for the development programmes implemented by the Human Capital Management division to prepare the next generation of leaders who will drive the Bank's sustainable growth.

BCA is committed to laying a firm foundation by investing in future leaders through a range of programmes, including scholarships for master's degrees as well as several internal programmes, namely The Career Development Programme, The Leadership Development Programme and the Matriculation Programme. These are made available to key talents within the organisation and are expected to strengthen the Bank's leadership for the future. In addition, specifically for new branch leaders, technical skills are also provided through the Branch Manager Buddy Programme, a mentoring programme for new branch leaders by senior branch leaders.

Enabling High Performance and Productivity

The BCA Way is a set of values that focuses on Customer Focus, Integrity, Team Work, and Continuous Pursuit of Excellence and contributes to the core character of the Bank and its employees. BCA Way values are regularly shared and explored through the Community of Practice (CoP) and are implemented daily throughout the organisation.

In 2020, faced with the challenges presented by the COVID-19 pandemic, whose impacts were not just economic but also human, BCA renewed its commitment to creating a conducive work environment. BCA works hard to promote

a healthy work-life balance through initiatives such as financial planning advice, healthy lifestyles, smart parenting and others, all conducted online in light of safe distancing protocols.

During the pandemic especially, the spirit of OneBCA proved invaluable in establishing safe procedures and creating a conducive, welfare-first work environment. To this end, BCA formed a COVID-19 Crisis Team, comprising several head office work units, to coordinate all health protocol for prevention, handling and control of COVID-19 transmission within the company. A Covid Call Center was also established to ensure that workers always have the latest information. The most significant change to work processes was the implementation of work from home (WFH) protocol alongside flexible working hours and split operations, all of which were achieved while maintaining the standards of service expected from BCA.

Future Development Plans

BCA remains optimistic in welcoming future business growth and will ensure the quantity and quality of human resources is well maintained amidst the uncertainty surrounding Indonesia's recovery following the COVID-19 pandemic.

HCM will continue to monitor the performance and productivity of BCA's workforce as well as strengthen employee competencies. Up-skilling, re-skilling and re-deployment of employees to take different roles in accordance with business development and expansion will continue, supported by various training and development programmes.

In line with the development in digital technology, HCM strives to support and improve employee capabilities and adaptation to new ways of working. Digitalisation and the migration of processes online will help improve HCM work processes and operational efficiency.

Lastly, recruitment and succession planning continue as ongoing efforts to manage employee demographics and prepare future leadership. BCA continues to promote employer value proposition as well as conducive and a productive working environment to attract new joiners and maintain employee loyalty.

Business Support

HUMAN CAPITAL MANAGEMENT

Employee by Organization Level

	2020	2019	2018
Non Staff	1,201	1,304	1,181
Staff	18,609	18,884	19,330
Managers	4,681	4,511	4,346
Senior Officers (Including the Board of Commissioners and Directors)	112	90	84
Total	24,603	24,789	24,941

Employee by Seniority

	2020	2019	2018
≤ 1 Year	1,653	1,842	1,177
> 1 – 5 Year	5,205	5,985	6,967
> 5 – 10 Years	5,588	3,864	2,626
> 10 – 15 Years	908	841	773
> 15 – 20 Years	824	1,436	1,712
> 20 Years	10,425	10,821	11,686
Total	24,603	24,789	24,941

Employee by Age

	2020	2019	2018
≤ 25 Years	2,967	2,812	2,740
> 25 – 30 Years old	5,939	6,121	6,128
> 30 – 35 Years old	3,518	2,762	2,060
> 35 – 40 Years old	1,030	1,007	1,203
> 40 – 45 Years old	2,555	3,167	3,712
> 45 – 50 Years old	4,632	5,078	5,375
> 50 Years old	3,962	3,842	3,723
Total	24,603	24,789	24,941

Employee by Education Level

	2020	2019	2018
Up to Senior High School	3,452	4,016	4,357
Diploma and Undergraduate	20,212	19,885	19,741
Graduate and Doctorate	939	888	843
Total	24,603	24,789	24,941

Employee by Status

	2020	2019	2018
Permanent	23,206	23,211	23,833
Non Permanent (incl. contract, probationary, trainee)	1,397	1,578	1,108
Total	24,603	24,789	24,941

Employee Training

	2020			2019			2018		
	Number of Classes	Number of Days	Number of Participants	Number of Classes	Number of Days	Number of Participants	Number of Classes	Number of Days	Number of Participants
Managerial Leadership & Personal Development	270	32,304	9,039	642	63,968	19,923	706	58,656	22,973
Credit Management	128	26,578	3,721	200	30,788	5,261	179	22,721	4,111
Risk Management Certification Program	34	792	586	40	822	481	39	831	511
Sales	112	6,696	2,978	189	9,841	6,372	123	7,443	3,840
Service	77	3,854	3,213	144	8,619	6,429	93	5,812	4,129
Operations & Information Technology	566	81,753	13,714	861	123,706	21,285	835	110,200	24,152
Other	181	8,384	6,014	196	10,994	7,797	30	1,850	732
Total	1,368	160,361	39,265	2,272	248,738	67,548	2,005	207,513	60,448

Employee Training Expenses (in million Rupiah)

	2020	2019	2018
Total Employee Training Expenses	208,954	395,659	335,991

Business Support NETWORK AND OPERATION



BCA has been developing its digital and electronic network for over a decade, providing a strong foundation to facilitate the emergent banking needs of customers during the pandemic.



The pandemic and the ensuing social distancing (PSBB) policies drove an increase in digital and electronic banking transactions in 2020, accelerating a shift toward the digital network, which allows the customers to perform transactions in an easier, faster and more flexible manner. BCA leverages its extensive multi-channel, multi-platform network to meet the growing needs for electronic banking while still providing operational services through branch offices, especially to facilitate transactions that cannot be conducted digitally.

Accelerating Digital Banking Trends

In 2020, the global pandemic placed pressure on all aspects of social and business interactions, pushing more people to conduct their activities online. BCA has been developing its digital network for over a decade, providing a strong foundation to facilitate the emergent banking needs of customers during the pandemic. The Bank will continue to strengthen these channels as it develops in the future.

BCA offered a variety of services and facilities to support Banking from Home during the pandemic, especially in mobile banking and internet banking platforms, such as Online Account Opening through the BCA Mobile application. During pandemic, account opened online increasing with total more than 1.6 million accounts in 2020.

In addition, financial activation for BCA Mobile and KlikBCA Individu conducted through Halo BCA means that customers no longer need to come to the branch to use these services. They can simply call Halo BCA to complete the activation process over the phone and then have immediate access to BCA's digital and electronic channel to perform banking transactions.

BCA also continued to develop several existing digital features throughout 2020, especially in BCA Mobile platform, such as QR, a feature that facilitates easy transfers between accounts and payments at merchants using QR codes, and a card-less transaction service for cash deposits and withdrawals at ATM, both for customers using BCA Mobile and non-customers using company partner platforms. The latest is the lifestyle feature, which offers convenience to customers in paying for airplane and train tickets, hotel reservations and game vouchers through BCA Mobile.

In order to increase operational efficiency at the branches and afford the frontline staff to spend more time deepening relationships with customers, BCA has invested in automation, equipping branches with a range of digital machines. The CS Digital machine functions to assist customers in making replacement cards, whether their card is damaged, lost or expired. e-Service is a machine which now mainly used for printing Tahapan (savings account) books and BCA Mobile & KlikBCA registration and other services. e-Branch is a mobile application that supports selected branch services online, enabling customers to make reservation for teller or customer service transaction by completing the form inside application before visiting branch.

Selective Expansion to the Physical Network

Changes in customer behavior and the trend of increasing digital transactions have led to more selective branch network expansion, directed at facilitating certain transactions that cannot be completed online. The Bank continues to equip branches with automation and electronic enhancements to give customers more autonomy in their banking activities, while reducing the need for frontline staff to assist in these transactions, allowing them instead to dedicate more time to relationship building.



To this end, BCA focused on adding Cash Offices and BCA Express locations. BCA Express is the smallest and most flexible service unit from BCA and provides customer service and teller services supported by a Cash Recycling Machine (CRM). This allows BCA to get closer to customers in high-activity locations, such as malls, campuses and supermarkets.

BCA relocated or closed several branches throughout 2020. By the end of the year, the Bank's branch network consisted of 1,248 offices (139 Main Branch Offices, 874 Sub-branch Offices, and 235 Cash Offices), and supported by functional office, mobile cash and BCA Express. Meanwhile, the total number of BCA ATMs is 17,623 units mostly consisting of CRM and multi functional ATM. The focus in developing ATM network is on replacing conventional ATMs with cash recycling machines, which allows customers to deposit and withdraw cash at the same machine.

BCA also added self-service and self-assisted machines such as STAR Tellers and e-Service to its branches in line with the implementation of future branch model. These machines and apps are continuously being developed to serve customer better. STAR Teller is a machine that supports the tellers in completing cash withdrawals and deposits in the branch, increasing the efficiency of these transactions.

In addition to increasing the number of physical branch offices, BCA has also made improvements to service quality at branch offices, such as developing the services at the BCA Solitaire and BCA Prioritas branches, which provide services to priority customers. BCA also maintains a weekend banking service for customers who require banking services on weekends.

Quality Services & Operations for Customers

Customer relationships are essential for BCA to achieve its vision of becoming the Bank of choice and a major pillar of the Indonesian economy. Therefore, BCA undertakes many initiatives that focus on strengthening customer engagement, improving service quality, and fulfilling customer needs.

With the increase in digital banking and the enhancements brought to the branches by investments in process automation, BCA is better able to focus on providing quality customer service through the SMART SOLUTION programme. The programme has been running consistently since 2010 and is a development of its predecessor, SMART, which was first introduced in 2001. SMART stands for Sigap (active), Menarik (attractive), Antusias (enthusiastic), Ramah (friendly), and Teliti (thorough), and focuses on service excellence. The addition of SOLUTION later introduced the principles of Simak (attentiveness), Open-mindedness, Lengkap (completeness), Utamakan nasabah (prioritization of customers), Telling-solutions, Initiative, and ON-time follow-up.

Business Support

NETWORK AND OPERATION



These new additions emphasize the importance of meeting customer needs and providing high quality financial solutions that help the Bank build close relationships with customers and strengthen customer engagement.

BCA constantly improves the quality and competencies of its relationship officers, tellers and customer officers through various training and skill development programs related to product and service knowledge, and relationship building capabilities. This is to enable the provision of total solutions to customers, not only meeting their banking needs, but also increasing engagement with them, ultimately building customer loyalty.

Halo BCA, as a solution service center, plays a very important role in providing the Bank's customer services and supporting banking transaction, especially during the COVID-19 pandemic restricted social activities, for instance assists customers in opening account online via video call.

In 2019, BCA introduced its Solution Assistant (SOLA), a customer relationship assistant under Halo BCA, designed to increase engagement while meeting the needs and increasing the business potential of upper mass customers. This is part of the service model implementation (SMILE) project, which is a new service model that focuses on

segment-based relationships so that services can be provided according to specific needs of different customer profiles. In 2020, the number of SOLA agents will be 100 employees, to serve better upper mass customers.

In addition, Digital Relationship Officers (DRO) in Halo BCA also facilitate a range of customer service functions without having to meet face-to-face. The DRO contacts customers regularly under the 222 concept (two days, two weeks and two months) to keep close contact with customers and maintain trust-based relationships, and their capabilities are continuously increased through training and development.

In the midst of the implementation of social restriction in 2020, BCA made several operational adjustments, implementing health protocols in accordance with regulations without compromising to operational excellence. BCA implemented various policies and protocols, including social distancing in the work area, by enforcing seating arrangements and regulating a 50% maximum capacity; split operations separating work groups across different working locations; enforced mask wearing and hygiene protocols; and regular disinfecting of working areas and equipment. A greater emphasis was also placed on video conferencing and other online solutions to meetings and interactions.

Future Development Plans

In the coming year, the Bank network expansion will continue selectively, with a major focus on improving service quality and better customer experience. BCA will also integrate the STAR Teller machine and tablet with dual screen the Bank network expansion application that allowing customers to make self-service cash transactions at branches. All applications and machines developed at branches aim to increase customer safety and enhance the efficiency of transactions at branches. Automation in the branches will continue to be developed through 2021 into 2022.

BCA will continue to develop features in Chat Banking on WhatsApp and Halo BCA Chat services, such as application submission for financial transaction, complaints and queries of financial information. To maximise the value of SOLA, a WhatsApp-based chat channel will also be developed to facilitate easier communication between customers and SOLA. In addition, Halo BCA will continue to maintain the quality of services through existing social media such as Twitter.

Online Account Opening will also see further developments and improvements, and features will be introduced to use biometric face-recognition technology in the customer verification process, thereby reducing the Average Handling Time and further enhancing the customer experience.

Business Support **INFORMATION TECHNOLOGY**

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Responding to the rapid growth in digital and electronic transactions, BCA carried out various initiative to strengthen its IT infrastructure capabilities to meet business and operational needs, as well as to ensure the reliability of its system.

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As one of the leading transaction banks in Indonesia, BCA is highly committed to investing in information technology (IT), to ensure all banking services remain reliable and convenient at all times.

The rapid development of technology has changed the banking behavior of customers, bringing an evolution to the banking industry. Especially in 2020, the COVID-19 pandemic, which drastically limited human mobility, prompted an unprecedented demand for digital banking solutions. As the pandemic continued to spread, customers accessing the Bank's transaction facilities online hit a record high, reaching 44 million transaction per day.

BCA has been consistently developing its digital and electronic banking ecosystem, with a particular focus on mobile banking and internet banking, with a view to maximizing accessibility and convenience while maintaining the highest levels of reliability and security. This background has put BCA in a very strong position to respond to the digital evolution in the banking industry.

The Bank continuously strengthens the capacity and capabilities of its IT infrastructure which follow a digital transformation blueprint, to support business growth and improve internal business processes. IT plays a major role in delivering quality solutions to customers and optimizing

productivity & efficiency through increased automation. To that end, BCA continued to invest a substantial amount of capital expenditure, almost reach Rp4 trillion in 2020, mainly for IT investment.

Leveraging Technology to Enhance Innovation and Productivity

In the midst of the COVID-19 Pandemic, BCA continued to innovate and provide easy access to banking services despite the limitations presented by the national social distancing health and safety protocol. To support the growing customer preference for digital transactions, the Bank constantly enhances its online banking service capabilities and expands its payments ecosystem.

The BCA IT team supported various innovations developed by BCA's business units in providing suitable banking solutions for customers. For instance, in 2020, BCA launched the 'Lifestyle' feature on its BCA Mobile app, enabling customers to purchase game vouchers, airplane & train tickets and book hotels. The Bank also continued to enhance the capacity and capabilities of online account openings via BCA Mobile, giving convenience and flexibility to customers to open an account without having to come to the branch. In addition, the capabilities of Virtual Assistant (VIRA) is constantly developed to provide financial services and information using chatbot technology and machine learning.



As the e-commerce and fintech sectors continue to grow, BCA is continuously developing its Application Programming Interface (API) technology to widen the connectivity across the digital landscape and be prepared to embark on the open banking era. The Bank is confident that these integrations will deliver a better customer experience and enlarge its payment services ecosystem to support the growth of transaction banking business.

The development of big data analytics and data integration has become one of BCA IT strategic initiatives, as BCA continued to optimize its data set to studying more customer needs and preferences, in turn to create a better solutions for the customers.

In 2020, BCA continued to invest in efficiency by developing technology. The Bank adopted various technologies in order to improve productivity, such as Optical Character Recognition, Artificial Intelligence, and Robotic Process Automation systems to reduce the requirements for human labour in certain work processes, allowing employees to dedicate more of their time to deepening relationships with customers and delivering value-added work.

Along with this implementations, BCA is developing a more efficient Future Branch model by optimizing technology and digital devices, which is a concept whereby customers have

more direct access to their banking solutions via a range of self-service facilities, such as self-service cash deposits/withdrawals, mobile or internet banking registration and credit card applications.

Strengthening IT Infrastructure Capabilities

Responding to the rapid growth in digital transactions, BCA carried out various initiative to strengthen its IT infrastructure capabilities to meet business and operational needs, as well as to ensure the reliability of its system.

Currently, BCA is constructing a New Data Center to support the increased data traffic. Besides anticipating larger digital and electronic transactions, the New Data Center is also intended to enhance integration with the subsidiaries. BCA continues to modernize infrastructure, including the mainframe and core system applications, such as wealth management and treasury core system. Improvement in treasury system is designed to support overall corporate banking business. Those initiatives are essential for business process reengineering which will also enhance efficiency.

BCA relies on the latest advancements in digital infrastructure along with competent human resources to manage its business. In the last 3 years, BCA has recruited more than 500 employees in the IT sector, bringing the total number of IT employees to 1,086 in 2020.

Business Support

INFORMATION TECHNOLOGY

To build a work culture that is innovative and agile, BCA also made adjustments to the organizational structure and increased the capabilities of its employees. HR development in the IT sector continues to be carried out through various forms of online training, both domestically and abroad, and through participation in various online events related to the latest technological advancements.

In addition, to enrich the young generation of Indonesia in the field of IT by combining theory with practice, BCA also held the ICStar Hackathon from April to September 2020. This event also serves as a forum for BCA to find and recruit potential talents to join its IT team.

As relationships remain an essential factor in banking business, and with the increase reliance on digital transactions, BCA has kept customer engagement in focus and recruited more employee with Relationship roles. However, during the pandemic, with a reduction on face-to-face interactions and customer visits to branches, BCA emphasized online connectivity with virtual conferences and webinars to maintain relationships with customers.

Improving Security, Increasing Reliability

As the Bank's network expands and customers have broader access to BCA services via an increasing array of channels and platforms, maintaining security is a top priority. As such, the BCA IT Team periodically updates security to protect data and to ensure that the IT system does not experience interference, many others through the prevention and anticipation of cyber-crime threats and fraud attempts.

The implementation of information security is regularly reviewed in accordance with applicable policies. The Bank has a Security Monitoring Center (SMC) team to monitor all threats and attacks against BCA's Information Technology systems, both internally and externally.

In securing the applications with direct exposure to the internet, BCA monitors data traffic for malware detection and frequently conducts application vulnerability testing. BCA continues to optimize the use of Machine Learning and Artificial Intelligence technology to carry out early detection of data traffic anomalies on its network and database.

To protect the important electronic information, BCA has implemented a data security strategy through Data Loss Prevention (DLP), data classification, 2-Factor Authentication (2FA), and upgraded Security Information and Event Management (SIEM) tool to the latest technology in detecting fraud attempts.

The competence of human resources continues to be strengthened through training and education related to IT system security to anticipate cyberattacks. The Bank continuously raises Security Awareness through communications both within the company and externally.

Meanwhile, as a response to the COVID-19 pandemic, BCA instated work from home procedures. As required, security protocols are in place by utilizing technologies such as Virtual Private Network (VPN) and Zero-Trust Technology. Remote-accessible applications were assessed for risk, and staff were granted with selective access according to their levels and operational needs.

As a result of the Bank's consistency in strengthening the network and infrastructure security, BCA has obtained ISO 27001 standard certification related to the Information Security Management System standard for the BCA Network and Data Center System.

Future Development Plans

BCA will continue to invest in IT to support the ever increasing volume of digital transactions and to facilitate the Bank's business activities in 2021 and beyond through increased security and efficiency. BCA will increase IT capacity and capability and to develop employee competencies in the IT field, to support the achievement of the Bank's targets.

Initiatives planned for 2021 include the continued development of a New Data Center, High Availability System, Architecture Rollouts, and Cloud Technology. In facing the development of new ways of working in the new normal era, BCA will develop more flexible and digital-based work processes through Work from Anywhere (WFA) procedures.

With regard to the Bank's ongoing diligence concerning security, BCA will continue to strengthen human resources, both within the IT Team and throughout the organisation by providing education and increasing awareness through video, email, e-learning, and meetings. In addition, The Bank will continue its active approach to educating customers about cyber security awareness and always making adjustments to the latest conditions, both in terms of process, procedures and technology used.

The BCA Information Technology Team continues to collaborate with business units to support the Bank's plan to develop a new omnichannel system by preparing the right infrastructure and technology to provide seamless experiences and transactions to customers.

ECONOMIC AND BANKING SECTOR REVIEW

“

Indonesia did not escape the COVID-19 pandemic, nor its impact on the national economy. GDP growth, which before the pandemic was predicted to surpass 5.0%, fell to -5.3% in Q2. The appropriate measures taken by the Government and regulators were able to reduce economic downturn to -2.1% by the end of December 2020.

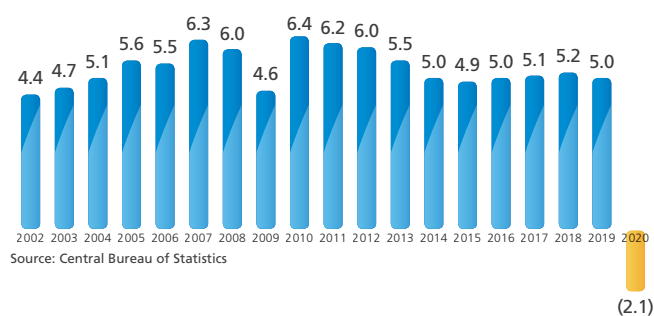
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Economic Review

2020 was a challenging year, impacted by the COVID-19 pandemic which ultimately spread across the globe and brought economies to a standstill in many countries. In the middle of the global economic slowdown, several countries appear to have succeeded in controlling the spread of COVID-19. China, for example, the country first affected by the pandemic, was also the country that had the most success in controlling its spread. China saw improvement in its economy, supporting a recovery in the prices of several industrial commodities, including metals and coal, which had a positive impact on the export performance of producing countries such as Indonesia.

Indonesia did not escape the COVID-19 pandemic, nor its impact on the national economy. GDP growth, which before the pandemic was predicted to surpass 5%, fell to -5.3% in Q2. The appropriate measures taken by the Government and regulators were able to reduce economic downturn to -2.1% by the end of December 2020. This is the worst economic downturn the country has seen since the 1997–1998 Asian Economic Crisis. The signs of economic recovery began to show after the government relaxed social distancing regulations (PSBB Transitional) in certain parts of the country, the spread of COVID-19 has not yet slowed down and will likely continue to restrict economic recovery in the short term.

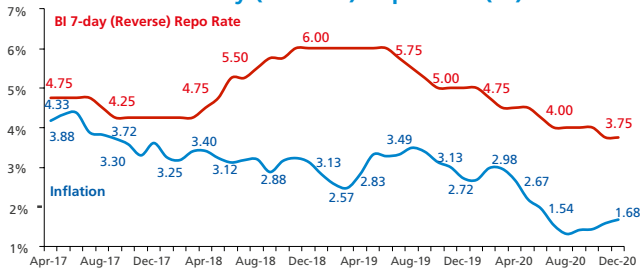
Growth in Indonesia Gross Domestic Product (GDP) (%)



In many ways, the 2020 economic crisis has been very different from previous crises that have affected the Indonesian economy. Consumption, which is usually the stronghold of economic stability, was hit hard by restrictions on social mobility, which brought a decline in almost all sectors. On the other hand, export rebound, low import and the decline in world oil prices contributed to Indonesia's trade balance surplus and helped maintain the stability of the Rupiah exchange rate.



Inflation and BI 7-day (Reverse) Repo Rate (%)



Source: Central Bureau of Statistics and Bank Indonesia

The proactive response from policy makers contributed significantly to the resilience of the Indonesian economy in the face of these challenges. A fiscal stimulus in the form of the National Economic Recovery (PEN) programme amounting to Rp695 trillion provided a support to the Indonesian economy, both driving increased demand and supporting supply with tax incentives, MSME & corporate support. At the same time, BI released a series of important policies throughout 2020, cutting the 7-Day Reverse Repo interest rate by 125 bps to 3.75%, and the minimum Rupiah reserve requirement (GWM) ratio by 250 bps to 3.0%.

Indonesia's economic prospects will depend heavily on the COVID-19 pandemic, both domestically and globally. As 2021 begins, the global economy as a whole is still shrouded in uncertainty. The pandemic continues to spread in some parts of the world, and the social and economic impacts persist. However, several effective and safe vaccines reached completion in December of 2020, and these hold the key to ending the economic crisis. As of the publication of this report, vaccines have been made publicly available in a handful of countries, and the mass production and global distribution will gradually take place throughout 2021. The Indonesian government has plans to provide free vaccination to all citizens in 2021, which is expected to drive both the national health and economic recovery. Further, the ratification of the Omnibus Law by the Indonesian Government is also expected to support a better investment climate for Indonesia in the long run.



Banking Sector Overview

The government's effective response to the COVID-19 pandemic offered great support for macroeconomic recovery process during 2020. The banking sector saw solid growth in third party funds, posting a 11.1% increase to Rp6,665 trillion in 2020. A combination of the PEN program, cautious monetary policy and high public confidence in the Indonesian banking system provided a solid ground for strong liquidity. On the other hand, national loan portfolio showed a negative growth of 2.4%, owing to the decline in demand for credit from the real sector.

The OJK responded to the economic downturn with a policy easing credit restructuring regulations to support banking sector and businesses affected by COVID-19. Under the relaxation policy through POJK No.11/POJK.03/2020 that has amended by POJK No.48/POJK.03/2020 with valid date until March 2022 ("OJK Credit Relaxation Policy"), restructured loans were allowed to be counted as Current, resulting a manageable NPL ratio of 3.1% and giving reasonable time for debtors to focus on business recovery and repayment capabilities. Loan restructuring experienced a significant increase following these policies, reaching Rp971 trillion by the end of the year. Regulator's strong commitment and its prompt policies were effective in supporting the resilience performance of national banks amidst the pressures of the pandemic. Key financial metrics remained sound with an LDR of 82.5% and CAR of 23.9%.

Looking toward 2021, it is estimated that national banks will still be shrouded in uncertainty as the COVID-19 pandemic continues to place pressure on the Indonesian economy. Transitioning back to normal after the pandemic can present risks of its own, such as credit risk concern after the restructuring relaxation ends. The right and appropriate policies and synergy amongst policy makers, banks and business community are essential to the nation's recovery and the stability of the Indonesian economy.

BCA continues to believe that the banking sector has the potential for recovery particularly in the second semester of 2021. This is based on the government's prompt response to the pandemic and with consideration to the many positive catalysts, such as the growth of the middle income class and the nation's productive population. Credit growth is expected to return alongside the gradual economic recovery. On the back of benign inflation and stable foreign exchange, Bank Indonesia issued a low interest rate policy to stimulate the economy and credit demand. BCA is also confident that the acceleration of digitalisation in Indonesian banking will provide distinct benefits for the growth of the sector in the future.

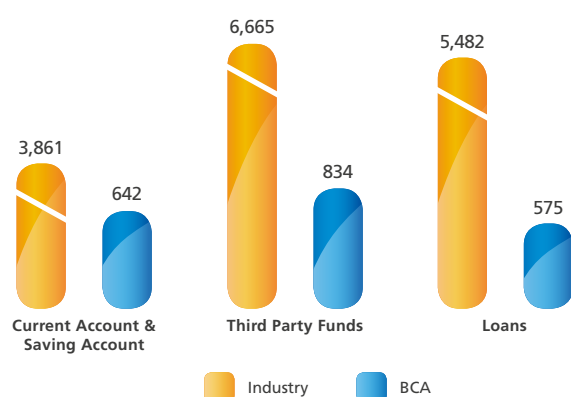
BCA FINANCIAL PERFORMANCE OVERVIEW

IN 2020

In 2020, BCA reported resilience performance amidst the challenges of the COVID-19 pandemic, which had a broad impact on the global and domestic economy. The COVID-19 pandemic drove change in various business landscapes and aspects of life, however, support from the regulators, through various policies, helped the banking sector and BCA navigate the ensuing challenges.

BCA in the Banking Industry in 2020

(in trillion Rupiah)

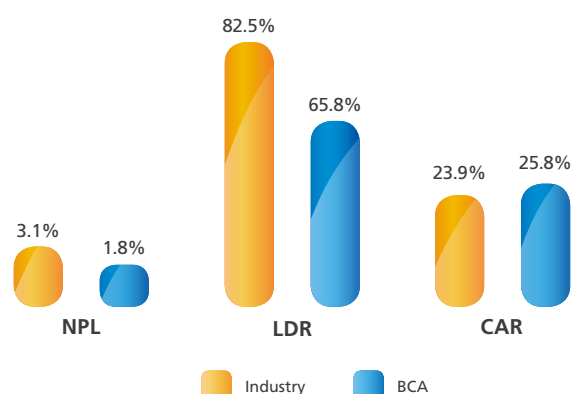


The circumstances presented by the COVID-19 pandemic provided an opportunity for BCA to increase its focus on digital banking transactions and expand the payment service ecosystem. Various strategic collaborations with fintech and e-commerce businesses were taken to adapt to the changing needs of society and the increasing demand for digital transactions as part of the new normal. 2020 saw a robust CASA growth of 21.0%, the highest in the last decade despite conditions of lower interest rates, owing to strong customer trust in the Bank's transaction banking franchise.

Solid funding supported the growth of BCA's total assets, reaching more than Rp1,000 trillion. As of December 31, 2020, BCA's total assets grew by 17.0% or Rp156.6 trillion to Rp1,075.6 trillion. This strengthens BCA's position as the largest private bank in Indonesia, with an asset market share of 11.4%.

On the lending side, demand for credit in the banking sector has been limited under the conditions of the pandemic which have included limited mobility that affected the business climate and purchasing power of the general public. In 2020, BCA managed to book a 5.0% YoY business loan facilities. However, stagnant business activities have led to lower loan utilization rate which caused a decline in BCA loan balance by 2.1% YoY to Rp574.6 trillion. Corporate loans still experienced positive growth, mainly driven by investment loans in certain sectors such as edible oils, infrastructure, and financial services.

BCA's capital and liquidity were maintained at an adequate position, providing solid ground to withstand the economic slowdown. In 2020, the capital adequacy ratio (CAR) and the ratio of credit to third party funds (LDR) stood at 25.8% and 65.8% respectively. Meanwhile, the ratio of non-performing loans (NPL) was recorded at 1.8%, on the back of the implementation of OJK Credit Relaxation Policy. Total loans at risk (LAR) consisting of NPL, loans in the special mention category and restructured loans in the current category, reached Rp108.5 trillion or 18.8% of total loans, better than early estimation at around 30% of the total loans.



BCA booked Impairment Losses on Assets of Rp11.6 trillion, increased by 153.3% compared to last year. 2020 net profit was recorded at Rp27.1 trillion, slightly lower than Rp28.6 trillion in 2019. Despite the various challenges faced throughout the year, BCA booked solid growth in pre-provisioning operating profit (PPOP) of 10.6% year on year reaching Rp45.2 trillion.

Below is a description of the Management's Discussion and Analysis regarding BCA's financial performance during 2020, which is compared to 2019 in accordance with the prevailing principles contained in the Statement of Financial Accounting Standards (PSAK) in Indonesia. Management Discussion and Analysis refers to the Consolidated Financial Statements of PT Bank Central Asia, Tbk and Subsidiaries for the years ending 31 December 2020 and 31 December 2019, which have been audited by Kantor Akuntan Publik Tanudiredja, Wibisana, Rintis & Rekan (a member firm of PwC Global Network).

FINANCIAL POSITION

Amidst the challenging economic conditions and the pressures that faced the business environment as a result of the pandemic, BCA maintained a sound financial position with adequate liquidity and capital.

ASSETS

Total Assets (in billion Rupiah)

	2020		2019		2018		Increase / (decrease) 2020		Increase / (decrease) 2019	
	Nominal	(%) to Total Assets	Nominal	(%) to Total Assets	Nominal	(%) to Total Assets	Nominal	%	Nominal	%
Cash and Current Accounts with Bank Indonesia	51,805	4.8%	73,326	8.0%	65,240	7.9%	(21,521)	-29.4%	8,086	12.4%
Current Accounts with Other Banks	11,972	1.1%	10,522	1.1%	8,498	1.0%	1,450	13.8%	2,024	23.8%
Placement with Bank Indonesia & Other Banks	47,451	4.4%	30,948	3.4%	31,683	3.8%	16,503	53.3%	(735)	-2.3%
Securities	339,372	31.6%	152,559	16.6%	118,294	14.3%	186,813	122.5%	34,265	29.0%
Investment Securities	192,553	17.9%	142,983	15.6%	109,081	13.2%	49,570	34.7%	33,902	31.1%
Securities Purchased under Agreements to Resell	146,819	13.7%	9,576	1.0%	9,213	1.1%	137,243	1,433.2%	363	3.9%
Loans - gross	574,590	53.4%	586,940	63.9%	538,100	65.2%	(12,350)	-2.1%	48,840	9.1%
Allowance for Impairment Losses on Loans (-/-)	(26,946)	-2.5%	(14,906)	-1.6%	(13,569)	-1.6%	12,040	80.8%	1,337	9.9%
Fixed Assets gross	21,915	2.0%	20,852	2.2%	19,337	2.4%	1,063	5.1%	1,515	7.8%
Others	55,411	5.2%	58,748	6.4%	57,205	7.0%	(3,337)	-5.7%	1,543	2.7%
Total Assets	1,075,570	100.0%	918,989	100.0%	824,788	100.0%	156,581	17.0%	94,201	11.4%

Total assets reached Rp1,075.6 trillion at the end of 2020, a 17.0% or Rp156.6 trillion increase from 2019. This growth was mainly derived from the increase in liquidity placed in securities in the form of government bonds as well as placements in short-term instruments, which is low risk, including securities issued by Bank Indonesia.

Total Earning Assets - gross (in billion Rupiah)

	2020		2019		2018		Increase / (decrease) 2020		Increase / (decrease) 2019	
	Nominal	(%) to Total Earning Assets	Nominal	(%) to Total Earning Assets	Nominal	(%) to Total Earning Assets	Nominal	%	Nominal	%
Placements with Bank Indonesia and Other Banks	47,451	4.7%	30,948	3.8%	31,683	4.3%	16,503	53.3%	(735)	-2.3%
Securities*	338,812	33.7%	151,925	18.6%	117,739	16.0%	186,887	123.0%	34,186	29.0%
Investment Securities*	191,992	19.1%	142,348	17.4%	108,526	14.8%	49,644	34.9%	33,822	31.2%
Securities Purchased under Agreements to Resell	146,820	14.6%	9,577	1.2%	9,213	1.3%	137,243	1,433.0%	364	4.0%
Loans	574,590	57.1%	586,940	71.7%	538,100	73.3%	(12,350)	-2.1%	48,840	9.1%
Consumer Financing and Investment in Finance Leases	8,514	0.8%	11,158	1.4%	8,156	1.1%	(2,645)	-23.7%	3,002	36.8%
Others	36,057	3.6%	37,723	4.6%	38,723	5.3%	(1,666)	-4.4%	(1,000)	-2.6%
Total Earning Assets	1,005,423	100.0%	818,694	100.0%	734,401	100.0%	186,729	22.8%	84,293	11.5%
Total Earning Assets to Total Asset (%)	93.5%		89.1%		89.0%					

* In audited Consolidated Financial Statements, Investment Securities (gross) was recorded at Rp192,753 billion in 2020 (including investment in shares amounting to Rp761 billion) dan Rp143,053 billion in 2019 (including investment in shares amounting to Rp705 billion).

Earnings assets portfolio accounted for 93.5% of the asset portfolio, amounting to Rp1,005.4 trillion, an increase of 22.8% or Rp186.7 trillion from the previous year. This growth was mainly recorded in securities purchased under agreements to resell (reverse repo) which rose significantly by 1,433.0% to Rp146.8 trillion in 2020. The yield on earning assets in 2020 was recorded at 6.7%, lower than the previous year's 7.9%, consistent with the trend of lower interest rates and the impact of credit restructuring.

At the end of 2020, loans booked at Rp574.6 trillion, decreased by 2.1% or Rp12.4 trillion from previous year, as a proxy for economic conditions in 2020. Signs of recovery began to appear in the last quarter as businesses and society at large began to adapt to the new normal.

CASH, DEPOSITS WITH BANK INDONESIA & DEPOSITS WITH OTHER BANKS

In 2020, the position of Cash and Current Accounts with Bank Indonesia decreased by 29.4% to Rp51.8 trillion from the previous year's position of Rp73.3 trillion.

Current accounts with Bank Indonesia was recorded at Rp27.5 trillion, dropped 42.6% or Rp20.4 trillion from last year, owing mainly to the lowering of the statutory reserve requirement by BI to ensure adequate liquidity for banks. In 2020, through PBI No.22/3/PBI/2020, BI changed the statutory reserve requirements (PBI No.20/3/PBI/2018) to a Rupiah reserve requirement of 3.0% (previously 5.5%) and foreign currency reserve requirement of 4.0% (previously 8.0%).

Cash decreased by 4.3% from Rp25.4 trillion to Rp24.3 trillion, with 96.9% of cash balance in Rupiah. This includes cash in ATMs, amounting to Rp10.3 trillion. Lower cash balance was due to limited business activity caused by the COVID-19 pandemic and BCA operating hour's adjustments in selected branches. In addition, #BankingFromHome services, payment links and QRIS supported a transition from conventional transaction banking practices to BCA mobile supported by Halo BCA.

Meanwhile, Current Accounts with Other Banks increased by 13.8% from Rp10.5 trillion to Rp12.0 trillion. Most of the placements of BCA funds are in leading overseas banks. The portion of current accounts with other banks was recorded at 1.1% of total assets, relatively stable from the previous year.

PLACEMENTS WITH BANK INDONESIA & OTHER BANKS

At the end of 2020, Placements with BI (Bank Indonesia) and Other Banks rose 53.3% to Rp47.5 trillion compared to the previous year's Rp30.9 trillion. The placement was mainly short-term in nature with tenors less than 3 months. This is part of the prudent principles of BCA liquidity management, ensuring the availability of short-term liquidity.

Securities (in billion Rupiah)

	2020	2019	2018	Increase / (decrease) 2020		Increase / (decrease) 2019	
				Nominal	%	Nominal	%
Investment Securities	192,553	142,983	109,081	49,570	34.7%	33,902	31.1%
SBBI, SDBI & SBI Sharia	11,998	30,287	20,153	(18,289)	-60.4%	10,134	50.3%
Government Bonds	150,076	80,174	58,327	69,902	87.2%	21,847	37.5%
Other Securities	30,479	32,522	30,601	(2,043)	-6.3%	1,921	6.3%
Securities Purchased under Agreements to Resell	146,819	9,576	9,213	137,243	1,433.2%	363	3.9%
Total	339,372	152,559	118,294	186,813	122.5%	34,265	29.0%

At the end of 2020, placements in securities reached Rp339.4 trillion, an increase of 122.5% from Rp152.6 trillion in the previous year, as the result of higher liquidity supported by solid growth in third party funds and limited demand for credit.

Placement in securities is mostly in the category 'held to maturity' amounting to Rp192.6 trillion, a growth of 34.7% from last year. The largest contribution came from the government bond portfolio, which amounted to Rp150.1 trillion or 77.9% of total securities for investment purposes. Along with prudent monitoring of dynamic market conditions and instrument availability in the market, BCA placed its excess liquidity in fixed rate government bonds with a relatively higher yield than other low risk instruments.

Meanwhile short-term portfolio investment, securities purchased under agreement to resell (reverse repo) were recorded at Rp146.8 trillion, about 14 times higher than Rp9.6 trillion in the previous year, mostly with underlying instruments in the form of government bonds.

LOANS

At the end of 2020, BCA's loan portfolio decreased by 2.1% to Rp574.6 trillion. The portfolio was supported by positive growth in Corporate loans, while segment of Commercial & SME and Consumer recorded a decline in loan demand. BCA's credit market share was 10.5% at the end of 2020, relatively stable compared to last year. Of the total loan portfolio, sustainable financing accounted for around 22.1% or Rp127.0 trillion in support of the ESG plan (Environmental, Social, and Governance).

Loan Portfolio
(in trillion Rupiah)

2020 was also marked by a significant increase in credit restructuring with total reached Rp97.5 trillion or 16.9% of total loans, which 87.9% of the restructured loans were related to the COVID-19 pandemic. BCA showed its commitment to supporting customers, both businesses and individuals, whose finances were affected by the pandemic through credit restructuring adapted to the needs of the customers.

Loans by Segment

Loan Composition by Segment (non consolidated - in billion Rupiah)

	2020	2019	2018	Increase / (decrease) 2020		Increase / (decrease) 2019	
				Nominal	%	Nominal	%
Corporate	256,625	238,471	213,356	18,154	7.6%	25,115	11.8%
Commercial & SME*	197,942	214,203	189,960	(16,261)	-7.6%	24,243	12.8%
Consumer	118,133	132,631	131,671	(14,498)	-10.9%	960	0.7%
Mortgage	78,571	82,056	78,780	(3,485)	-4.2%	3,276	4.2%
Vehicle	28,356	36,469	39,998	(8,114)	-22.2%	(3,529)	-8.8%
Credit Card	11,206	14,106	12,893	(2,900)	-20.6%	1,213	9.4%
Employee	2,949	2,946	2,927	3	0.1%	19	0.6%
Total	575,649	588,251	537,914	(12,602)	-2.1%	50,337	9.4%

* including productive mortgage

Loan by Type of Usage

Loan Composition by Type of Usage (in billion Rupiah)

	2020		2019		2018		Increase / (decrease) 2020		Increase / (decrease) 2019	
	Nominal	Composition	Nominal	Composition	Nominal	Composition	Nominal	%	Nominal	%
Working Capital	276,388	48.1%	278,378	47.4%	255,323	47.5%	(1,990)	-0.7%	23,055	9.0%
Investment	177,122	30.8%	172,994	29.5%	148,179	27.5%	4,128	2.4%	24,815	16.7%
Consumer (including Credit Card)	117,925	20.5%	132,622	22.6%	131,671	24.5%	(14,697)	-11.1%	951	0.7%
Employee	3,155	0.5%	2,946	0.5%	2,927	0.5%	209	7.1%	19	0.6%
Total	574,590	100.0%	586,940	100.0%	538,100	100.0%	(12,350)	-2.1%	48,840	9.1%

Based on loan type, business loans accounted for 78.9% of total loans with working capital and investment loans respectively stood at Rp276.4 trillion (-0.7% YoY) and Rp177.1 trillion (+2.4% YoY).

By segment, Corporate loans were recorded at Rp256.6 trillion, 7.6% or Rp18.2 trillion higher compared to last year. A large part of this growth came from investment loans, mainly in sectors such as edible oils and telecommunications sectors and transportation infrastructure.

Meanwhile, Commercial & SME segments recorded a decline by 7.6% or Rp16.3 trillion to Rp197.9 trillion compared to Rp214.2 trillion in 2019. This decline was mostly attributable to a drop in working capital loans primarily in automotive & transportation and building material & construction. Going forward, the recovery of the national economy and the optimization of the role of commercial business centers and Micro Small Medium Enterprise (MSME) centers in major cities in Indonesia are expected to boost an increase in BCA's Commercial & SME loans.

The challenging economic pressures in 2020 caused the public to slow down their consumptive appetites. As a result, Consumer loans fell 11.1% or Rp14.7 trillion from last year to Rp117.9 trillion. The downward was caused by significant repayments due to relatively short-term tenor of consumer loan portfolio and much lower of new bookings from 2019. BCA offered credit facilities to meet customer needs through various virtual events such as BCA KPR Online Expo and BCA Virtual Auto Show in September 2020. The BCA KPR Online Expo was a collaboration with around 60 property developers and more than 200 projects, attended mostly by visitors aged under 44 years. The results of this event were quite reasonably good during the pandemic, giving some support to new bookings of consumer loans.

Loan by Industry

Diversification in lending minimizes the risk of credit concentration in certain sectors. In 2020, BCA lending to the ten largest sectors accounted for 53.3% of total loans. At the end of the year, BCA's largest loan portfolio was in the financial services sector, accounting for 8.3% of total loans. Meanwhile, loans to the plantation and agriculture sector accounted for 7.1% and the distributor, retailer and wholesaler sector for 6.2%.

Top 10 Corporate, Commercial and SME Sectors (based on internal classification)*

	2020	2019	2018
Financial Services	8.3%	7.8%	8.0%
Plantation and Agriculture	7.1%	7.4%	7.5%
Distributor, Retailer and Wholesaler	6.2%	6.2%	6.6%
Building Material and Other Construction Related	6.1%	6.7%	6.7%
Properties and Construction	5.3%	5.4%	5.2%
Textile and Garment	4.6%	4.3%	4.5%
Food and Beverages	4.5%	4.4%	4.5%
Automotive and Transportation	4.3%	5.1%	5.0%
Chemicals and Plastics	3.6%	4.2%	4.2%
Power Generation	3.3%	4.3%	3.7%
Total	53.3%	55.8%	55.9%

* Not including consumer and employee loans;

Note: These categories are based on internal classifications by BCA and are defined differently from those in the Financial Audit Report, which refers to classifications in the General Bank Report as stipulated by the regulator.

Loan Quality

The application of the prudent principle has become a very important in the banking industry, especially with the unprecedented conditions raised by the pandemic and the challenges they have presented to maintaining long-term quality credit growth. BCA always maintains a strong relationship and open communication with customers, monitors business performance as well as the capabilities of debt repayment.

BCA offered proactive and selective credit restructuring for customers experiencing financial constraints as a result of the COVID-19 crisis. For business loans, the restructuring scheme was carried out, deferring principal payment; deferring interest payment; reducing interest rate or a combination of the three. Meanwhile, restructuring for consumer loans was mostly through tenor extensions.

Loan at Risk (LAR) by segment (non consolidated – in billion Rupiah)

	LAR (Nominal)			LAR (%)**			Δ LAR			
	2020	2019	2018	2020	2019	2018	Increase / (Decrease) 2020		Increase / (Decrease) 2019	
							Rp	%	Rp	%
Corporate	40,866	7,023	6,146	15.9%	2.9%	2.9%	33,843	481.9%	877	14.3%
Commercial & SME*	42,658	8,567	7,673	21.6%	4.0%	4.0%	34,091	397.9%	894	11.7%
Consumer	24,942	7,019	6,344	21.1%	5.3%	4.8%	17,923	255.4%	675	10.6%
Total LAR	108,466	22,609	20,163	18.8%	3.8%	3.7%	85,857	379.8%	2,446	12.1%

* including productive mortgage (KPR)

** LAR nominal/respective loan portfolio

BCA measures the Loan at Risk (LAR) ratio to describe a broader scope of credit risk. LAR is the sum of loans with a collectibility of "Non-Performing Loans", "Special Mention" and restructured loans with a collectibility of "Current".

In 2020, BCA's total LAR was Rp108.5 trillion or 18.8% of total loans, a significant increase from the previous year's Rp22.6 trillion or 3.8% to total loan, owed to the COVID-19 credit restructuring. To that end, BCA added an allowance

for impairment losses on loans total of Rp9.7 trillion over the year. The business segment contributed 77.0% of total LAR, while the remaining 23.0% of total LAR came from the consumer segment. Economic sector with relatively higher LAR ratio was spotted in hotel & Tourism, property & construction, textile, and metal-based industry. A more detailed explanation about LAR can be seen on the business support part in risk management section.

Restructured Loans (non consolidated – in billion Rupiah)

	2020	2019	2018	Increase / (decrease) 2020		Increase / (decrease) 2019	
				Nominal	%	Nominal	%
Performing Loan	93,259	6,506	5,650	86,753	1,333.4%	856	15.2%
Current	88,005	3,145	2,903	84,860	2,698.3%	242	8.3%
Special Mention	5,254	3,361	2,747	1,893	56.3%	614	22.4%
NPL	4,228	2,642	2,336	1,586	60.0%	306	13.1%
Substandard	1,620	895	1,168	725	81.0%	(273)	-23.4%
Doubtful	592	208	173	384	184.6%	35	20.2%
Loss	2,016	1,539	995	477	31.0%	544	54.7%
Total Restructured Loan	97,487	9,148	7,986	88,339	965.7%	1,162	14.6%
Total Loan Portfolio	575,649	588,251	537,914	(12,602)	-2.1%	50,337	9.4%
% Restructured Loans to Total Loans Portfolio	16.9%	1.6%	1.5%	n.a	n.a	n.a	n.a

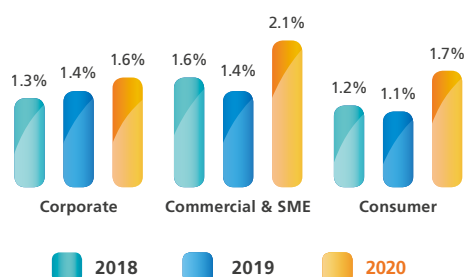
At the end of 2020, loans restructured by BCA were recorded at Rp97.5 trillion, an increase of 965.7% compared to restructuring in 2019 of Rp9.1 trillion. Most of the restructured loans were collectibility loans 1 (Current) in line with OJK Credit Relaxation Policy, accounted for Rp88.0 trillion or 90.3% of BCA's total restructured loans.

Loans by Collectibility (non consolidated – in billion Rupiah)

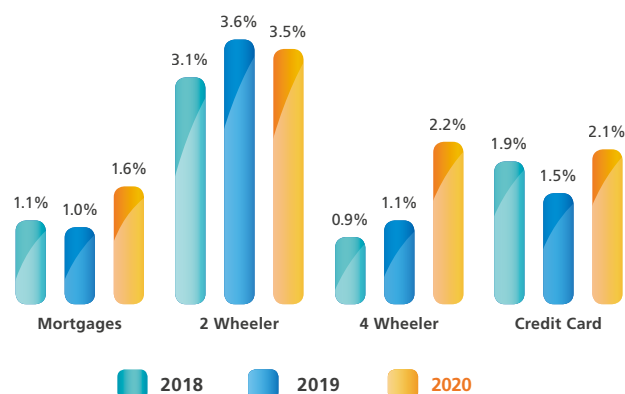
	2020		2019		2018	
	Nominal	(%) to Total Loans	Nominal	(%) to Total Loans	Nominal	(%) to Total Loans
Performing Loan	565,322	98.2%	580,374	98.7%	530,320	98.6%
Current	555,188	96.4%	568,788	96.7%	520,654	96.8%
Special Mention	10,134	1.8%	11,586	2.0%	9,666	1.8%
NPL	10,327	1.8%	7,877	1.3%	7,594	1.4%
Substandard	2,048	0.4%	1,307	0.2%	1,678	0.3%
Doubtful	1,090	0.2%	687	0.1%	1,185	0.2%
Loss	7,189	1.2%	5,883	1.0%	4,731	0.9%
Total Loans	575,649	100.0%	588,251	100.0%	537,914	100.0%
NPL Ratio – gross	1.8%	n.a	1.3%	n.a	1.4%	n.a
NPL Ratio – net	0.7%	n.a	0.5%	n.a	0.4%	n.a
Provision / NPL	260.9%	n.a	189.2%	n.a	178.7%	n.a

At the end of 2020, BCA recorded a total NPL of Rp10.3 trillion (2019: Rp7.9 trillion) with an NPL ratio - gross against total loans of 1.8% (2019: 1.3%). This ratio was lower than the national banking sector's average NPL ratio of 3.1%. Overall, the allowance for impairment losses on loans at the end of 2020 was recorded at Rp 26.9 trillion, 24.8% of total LAR and 260,9% of total NPL.

NPL Ratio by Segment (non consolidated)



NPL Ratio of Consumer Loans (non consolidated)



With the rapidly changing conditions of the business environment, BCA continues to apply the prudent lending principle and periodically performs stress testing in anticipation of various scenarios. The results of stress testing indicate that BCA's credit quality is manageable at a healthy level in the face of potential risks under the scenarios prepared.

Details of Loans Written Off (non-consolidated – in billion Rupiah)

	2020	2019	2018	Increase / (decrease) 2020		Increase / (decrease) 2019	
				Nominal	%	Nominal	%
Corporate	655	524	788	131	25.0%	(264)	-33.5%
Commercial	723	743	626	(20)	-2.7%	117	18.7%
SME	220	255	44	(35)	-13.7%	211	479.6%
Consumer	1,583	1,400	1,040	183	13.1%	360	34.6%
Mortgage	360	305	170	55	18.0%	135	79.4%
4 Wheeler	465	420	214	45	10.7%	206	96.3%
2 Wheeler	87	157	187	(70)	-44.6%	(30)	-15.9%
Credit Card	671	518	469	153	29.5%	49	10.4%
Total	3,181	2,922	2,498	259	8.9%	424	17.0%

In 2020, BCA wrote off a total of of Rp3.2 trillion in loans, up 8.9% from the previous year. The ratio of loans written off to BCA's outstanding loans was recorded at 0.6% at the end of 2020.

FIXED ASSETS

As of December 31, 2020, total fixed assets increased by 5.1% to Rp21.9 trillion compared to last year's Rp20.9 trillion. This was mainly due to the increase in right-of-use assets and office equipment. Most fixed assets are in the form of land and buildings, investment in information technology, network investment in the form of ATMs & EDCs, and other network related assets which are recorded in the office equipment account.

In order to provide reliable and quality transaction banking services and improve business efficiency, BCA continues to make investments, especially in digital development. BCA also made various investments in the banking network and in information technology infrastructure as a strategic step to increase the number of customers and expand the payment

ecosystem. In 2020, realized capital expenditure (Capex) reached Rp3.8 trillion, of which the largest expenditure was investment in IT infrastructure and branch banking networks, including ATM and EDC machines, as well as the development of online channels.

LIABILITIES

BCA's liabilities were recorded at Rp890.9 trillion in 2020, an increase of 19.6% or Rp146.0 trillion compared to Rp744.8 trillion in 2019. In the composition of BCA's liabilities, Third Party Funds are the largest component at 93.6% of the total.

Liabilities (in billion Rupiah)

	2020	2019	2018	Increase / (decrease) 2020		Increase / (decrease) 2019		Composition		
				Nominal	%	Nominal	%	2020	2019	2018
Third Party Funds	834,284	698,980	629,812	135,304	19.4%	69,168	11.0%	93.6%	93.8%	93.6%
Current Accounts	228,985	184,918	166,822	44,067	23.8%	18,096	10.8%	25.7%	24.8%	24.8%
Savings Accounts	413,161	345,634	316,182	67,527	19.5%	29,452	9.3%	46.4%	46.4%	47.0%
Time Deposits	192,138	168,428	146,808	23,710	14.1%	21,620	14.7%	21.5%	22.6%	21.8%
Deposits from Other Banks	10,163	6,717	6,495	3,446	51.3%	222	3.4%	1.1%	0.9%	1.0%
Acceptance Payables	4,400	5,321	5,843	(921)	-17.3%	(522)	-8.9%	0.5%	0.7%	0.9%
Debt Securities Issued	591	1,348	240	(757)	-56.2%	1,108	461.7%	0.1%	0.2%	0.0%
Borrowings	1,307	2,333	2,093	(1,026)	-44.0%	240	11.5%	0.1%	0.3%	0.3%
Accrued expenses and other liabilities	17,540	14,022	15,026	3,518	25.1%	(1,004)	-6.7%	2.0%	1.9%	2.2%
Post-employment benefits obligation	9,646	7,955	6,406	1,691	21.3%	1,549	24.2%	1.1%	1.1%	0.9%
Subordinated bonds	500	500	500	-	0.0%	-	0.0%	0.1%	0.1%	0.1%
Other Liabilities	12,425	7,670	6,620	4,755	62.0%	1,050	15.9%	1.4%	1.0%	1.0%
Total Liabilities	890,856	744,846	673,035	146,010	19.6%	71,811	10.7%	100.0%	100.0%	100.0%

THIRD PARTY FUNDS**Composition of Third Party Funds (in billion Rupiah)**

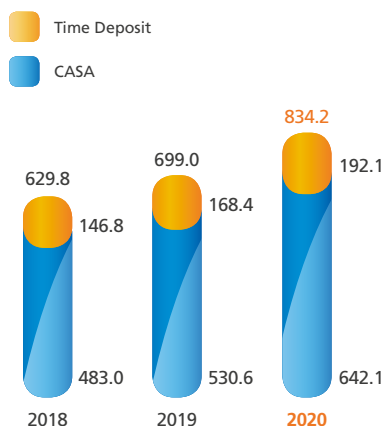
	2020		2019		2018		Increase / (decrease) 2020		Increase / (decrease) 2019	
	Nominal	Composition	Nominal	Composition	Nominal	Composition	Nominal	%	Nominal	%
Current Accounts	228,985	27.5%	184,918	26.5%	166,822	26.5%	44,067	23.8%	18,096	10.8%
Rupiah	200,217	24.0%	163,319	23.4%	146,254	23.2%	36,898	22.6%	17,065	11.7%
Foreign Currency	28,768	3.5%	21,599	3.1%	20,568	3.3%	7,169	33.2%	1,031	5.0%
Saving Accounts	413,161	49.5%	345,634	49.5%	316,182	50.2%	67,527	19.5%	29,452	9.3%
Rupiah	397,082	47.6%	332,406	47.6%	302,006	48.0%	64,676	19.5%	30,400	10.1%
Foreign Currency	16,079	1.9%	13,228	1.9%	14,176	2.2%	2,851	21.6%	(948)	-6.7%
Total Transactional Account Balance (CASA)	642,146	77.0%	530,552	76.0%	483,004	76.7%	111,594	21.0%	47,548	9.8%
Time Deposits	192,138	23.0%	168,428	24.0%	146,808	23.3%	23,710	14.1%	21,620	14.7%
Rupiah	178,070	21.3%	154,115	22.0%	133,461	21.2%	23,955	15.5%	20,654	15.5%
Foreign Currency	14,068	1.7%	14,313	2.0%	13,347	2.1%	(245)	-1.7%	966	7.2%
Total Third Party Funds	834,284	100.0%	698,980	100.0%	629,812	100.0%	135,304	19.4%	69,168	11.0%
Rupiah	775,369	92.9%	649,840	93.0%	581,721	92.4%	125,529	19.3%	68,119	11.7%
Foreign Currency	58,915	7.1%	49,140	7.0%	48,091	7.6%	9,775	19.9%	1,049	2.2%

On the funding side, BCA managed to record a strong performance during 2020 where total third party funds grew 19.4% YoY to Rp834.3 trillion. This was supported by the strong growth of CASA (Current Account Saving Account) funds in line with BCA's strategic steps to continue strengthening its core business as a leading transaction banking service provider in Indonesia.

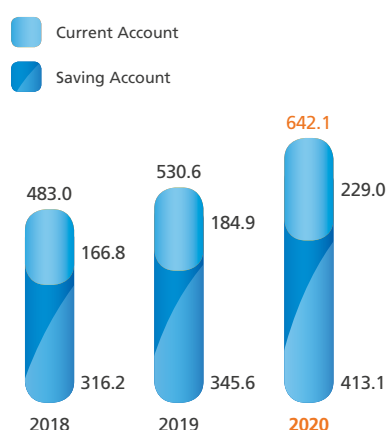
BCA's commitment to providing convenience and security for transactions throughout the pandemic has been a factor in the increasing number of customers and the number of transactions. CASA funds contributed 77.0% of the total third party funds, while time deposits contributed the remainder. About 70.0% of CASA funds come from individual customers and the rest come from organizational customers.

Current Accounts and Saving Accounts (CASA)

CASA & Time Deposit
(in trillion Rupiah)

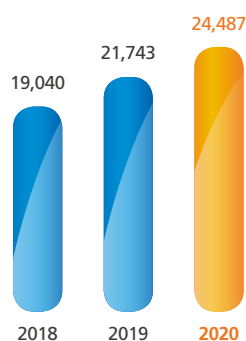


Current Account & Saving Account
(in trillion Rupiah)

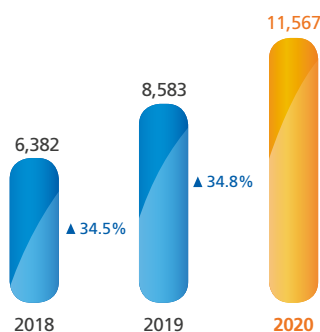


Throughout 2020, BCA saw robust CASA performance, up 21.0% to Rp642.1 trillion, supported by the increase in the number of accounts and the number of transactions on the BCA network, despite of unfavorable economic conditions. The number of accounts increased by 12.6% to reach 24.5 million, supported by online account opening services through the BCA mobile application. Total number of transactions in 2020 reached 11.6 billion, grew by 34.8% compare to last year.

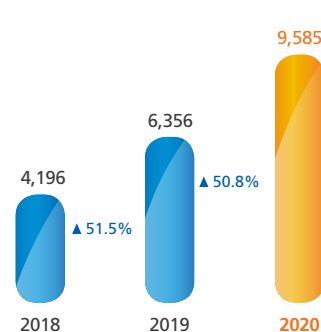
Number of Account
(in thousand)



Number of Transaction in BCA Banking Network
(in million)



Number of Transaction in Mobile & Internet Banking
(in million)



BCA recorded a significant increase in transactions via mobile banking and internet banking during the pandemic. The number of mobile banking and internet banking transactions increased by 50.8%, compared to the previous year. In 2020, the number of transactions carried out over internet banking, mobile banking and ATMs reached 99% of total transaction in BCA. Meanwhile, branch banking still plays important role in building relationships with customers and serving customers' needs for big cash transactions. Although transactions in branches only cover 1% of total transactions, they are responsible for 43.7% of transaction value.

Such strong transaction number performance was well supported by its integrated network & large ecosystem, quality relationship banking and up-to-date convenient digital solutions. Robust transaction franchise has led BCA to gain and maintain a high-level of customer loyalty. The continues development of digital solutions and the expansion of the BCA ecosystem, including through collaboration with e-commerce and fintech platforms, have been among the top priorities.

CASA's major contribution to total third party funds enabled the Bank to manage lower funding costs and to support lending business. On the other hand, for maintaining sustainable CASA growth, the Bank incurs relatively high operational costs derived from continuous investments in information technology infrastructure, transaction banking service development while increasing automation and enhancing branch network services. BCA is committed to ensure the provision of convenient, secure and reliable banking services for the customers. The Bank's relentless efforts generate high level of customer trust and favorable results where many customers placed their excess liquidity in CASA whilst waiting for economic recovery during limitation

of business activities. BCA's CASA market share reached 16.6%, increase from 15.6% on the previous year.

Current accounts increased by 23.8% to Rp229.0 trillion in 2020 from Rp184.9 trillion in 2019. Of the total current accounts, 87.4% were funds denominated in Rupiah, with the remaining 12.6% in foreign currency. Meanwhile, savings funds were recorded at Rp413.1 trillion, grew 19.5% from last year amid a reduction in interest rates on savings. Savings funds were dominated by Rupiah funds at 96.1%, while the remaining 3.9% was denominated in foreign currencies.

Time Deposits

Time Deposits (based on maturity date, in billion Rupiah)

	2020		2019		2018	
	Nominal	Composition	Nominal	Composition	Nominal	Composition
1 Month	131,355	68.4%	96,964	57.6%	86,611	59.0%
3 Months	37,895	19.7%	44,321	26.3%	41,195	28.1%
6 Months	12,404	6.4%	16,694	9.9%	14,888	10.1%
12 Months	10,484	5.5%	10,449	6.2%	4,114	2.8%
Total	192,138	100.0%	168,428	100.0%	146,808	100.0%

Time deposits from BCA were recorded at Rp192.1 trillion, up 14.1% compared to last year amid a downward trend in interest rates. During 2020, the regulators successfully maintained adequate liquidity in the banking sector and at the same time stimulated economic activity, such as by reducing the Minimum Statutory Reserves (GWM). BCA also made adjustments, decreasing deposit rates gradually by a total of 150 basis points throughout 2020. Despite a relatively low interest rate on time deposits, BCA recorded a growth in time deposit funds, which is testament to the strength of the BCA franchise.

EQUITY

Equity (in billion Rupiah)

	2020	2019	2018	Increase / (decrease) 2020		Increase / (decrease) 2019		Composition		
				Nominal	%	Nominal	%	2020	2019	2018
Issued and fully paid-up capital	1,541	1,541	1,541	-	0.0%	-	0.0%	0.8%	0.9%	1.0%
Additional paid-in capital	5,549	5,549	5,549	-	0.0%	-	0.0%	3.0%	3.2%	3.6%
Revaluation surplus of fixed assets	9,521	9,521	8,752	-	0.0%	769	8.8%	5.2%	5.5%	5.8%
Retained earnings	160,539	155,114	135,569	5,425	3.5%	19,545	14.4%	86.9%	89.0%	89.3%
Appropriated	2,241	1,956	1,697	285	14.6%	259	15.2%	1.2%	1.1%	1.1%
Unappropriated	158,298	153,158	133,872	5,140	3.4%	19,286	14.4%	85.7%	87.9%	88.2%
Other equity components	7,447	2,318	248	5,129	221.3%	2,070	834.7%	4.0%	1.3%	0.2%
Non-controlling interest	118	100	94	18	18.0%	6	6.4%	0.1%	0.1%	0.1%
Total Equity	184,715	174,143	151,753	10,572	6.1%	22,390	14.8%	100.0%	100.0%	100.0%

BCA's Total Equity in 2020 increased by 6.1% or Rp10.6 trillion to Rp184.7 trillion. The growth in retained earnings supported the increase in equity.

This increase in equity further strengthened BCA's healthy capital position, with a Capital Adequacy Ratio (CAR) of 25.8% taking into account credit risk, market risk and operational risk. This position was 200 bps higher than 2019. BCA distributed dividends of Rp555 per share or a total of 47.9% of the 2019 net profit, compared to payout of 32.4% in previous year. BCA also paid Rp98 per share for the interim dividend payment in December 2020.

In support of lending and developing the business lines of its subsidiaries, and in investing in various work programs, BCA always pays attention to capital adequacy, and strives to balance the need for capital and dividend payout. In the last three years, BCA's dividend payout ratio has been in the range of 23%–48% of net income. BCA reviews the appropriate dividend payout ratio annually in order to maintain the level of Retained Earnings and manage a solid overall capital position.

PROFIT AND LOSS STATEMENT

Income Statements (in billion Rupiah)

	2020	2019	2018	Increase / (decrease) 2020		Increase / (decrease) 2019	
				Nominal	%	Nominal	%
Operating Income	75,165	71,622	63,034	3,543	4.9%	8,588	13.6%
Net Interest Income	54,161	50,477	45,291	3,684	7.3%	5,186	11.5%
Interest Income and Sharia	65,403	63,838	56,767	1,565	2.5%	7,071	12.5%
Interest Expense and Sharia	(11,242)	(13,361)	(11,476)	(2,119)	-15.9%	1,885	16.4%
Operating Income other than Interest	21,004	21,145	17,743	(141)	-0.7%	3,402	19.2%
Operating Expenses	(29,969)	(30,742)	(27,651)	773	-2.5%	3,091	11.2%
Pre-Provision Operating Profit (PPOP)	45,196	40,880	35,383	4,316	10.6%	5,497	15.5%
Impairment losses on assets*	(11,628)	(4,591)	(2,676)	7,037	153.3%	1,915	71.6%
Income Before Tax	33,568	36,289	32,707	(2,721)	-7.5%	3,582	11.0%
Net Income	27,147	28,570	25,852	(1,423)	-5.0%	2,718	10.5%
Income / (Expenses) Other Comprehensive	3,889	2,568	910	1,321	51.4%	1,658	182.2%
Total Comprehensive Income	31,036	31,138	26,762	(102)	-0.3%	4,376	16.4%
Net Income attributable to:							
Equity holders of parent entity	27,131	28,565	25,855	(1,434)	-5.0%	2,710	10.5%
Non-controlling interest	16	5	(3)	11	-66.8%	8	n.a
Comprehensive Income attributable to:							
Equity holders of parent entity	31,018	31,132	26,766	(114)	-0.4%	4,366	16.3%
Non-controlling interest	18	6	(4)	12	-66.7%	10	n.a

* Include Foreclosed Assets

BCA recorded net profit after tax of Rp27.1 trillion, a decrease of 5.0% amidst a number of economic challenges presented by the pandemic. The decrease in Net Profit was mainly due to a significant increase in the impairment losses on loans, anticipating higher risk of deteriorating loan quality.

However, profit before provision and tax expenses (PPOP) grew by 10.6% to Rp45.2 trillion, in line with positive growth in operating income amounting to Rp3.5 trillion or 4.9% and reaching Rp75.2 trillion. This increase was mainly driven by a rise in net interest income growth of 7.3% to Rp54.2 trillion. Meanwhile, Non-interest Income booked Rp21.0 trillion, slightly down 0.7% owing primarily from decline in fees and commissions of 3.3% compared to the previous year. Operating expense was also essential to sustaining profitability in 2020.

Net Interest Income and Net Interest Margin

Net Interest Income (in billion Rupiah)

	2020	2019	2018	Increase / (decrease) 2020		Increase / (decrease) 2019	
				Nominal	%	Nominal	%
Interest Income	65,403	63,838	56,767	1,565	2.5%	7,071	12.5%
Loans	46,596	49,583	43,519	(2,987)	-6.0%	6,064	13.9%
Placements with Bank Indonesia and Other Banks	669	1,322	941	(653)	-49.4%	381	40.5%
Securities	13,845	8,372	7,600	5,473	65.4%	772	10.2%
Consumer Financing and Investment in Finance Leases	2,750	2,954	3,016	(204)	-6.9%	(62)	-2.1%
Others (Including Sharia revenue sharing)	1,543	1,607	1,691	(64)	-4.0%	(84)	-5.0%
Interest Expense (-/-)	11,242	13,361	11,476	(2,119)	-15.9%	1,885	16.4%
Current Accounts	1,699	1,542	1,399	157	10.2%	143	10.2%
Savings Accounts	951	1,867	2,379	(916)	-49.1%	(512)	-21.5%
Time Deposits	6,508	7,997	5,902	(1,489)	-18.6%	2,095	35.5%
Others (Including Sharia expenses)	2,084	1,955	1,796	129	6.6%	159	8.9%
Net Interest Income	54,161	50,477	45,291	3,684	7.3%	5,186	11.5%

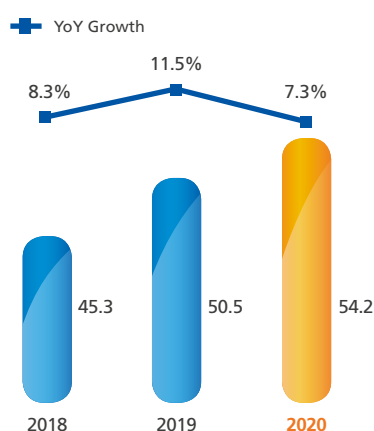
Net interest income showed a growth of 7.3% or Rp3.7 trillion to Rp54.2 trillion amidst a low interest rate and weak demand for lending. Strong CASA growth of 21.0% in 2020 contributed to significant funding with lower cost of funds, allowing the Bank to invest in low risk instruments with an acceptable yield, such as government bonds and short-term securities at Bank Indonesia.

Interest income from government bonds grew 77.5% to Rp9.1 trillion compensating a 6.0% decline in loan interest income due to slower credit growth and reduced interest rate. On the other hand, BCA recorded a decrease in interest expense of 15.9% or 2.1 trillion to Rp11.2 trillion, derived

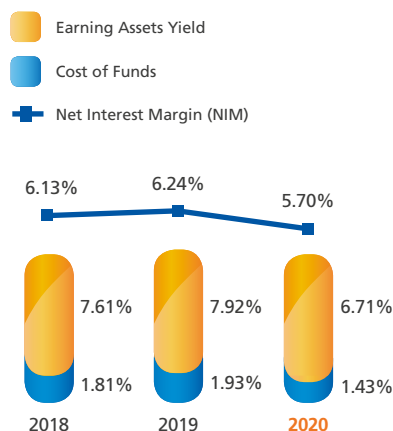
from a decline in the time deposits and savings interest rate, which gradually applied throughout 2020. Take note that overall third party funds still increased by 19.4% or Rp135.3 trillion to Rp834.2 trillion.

In line with BI's lower interest rate policy, along with consideration of liquidity conditions, BCA proactively reviewed and adjusted the interest rates of its loans and funds. Loan yield experienced a decline from 9.0% in 2019 to 8.1% in 2020, and overall cost of funds was booked at 1.4% in 2020, dropping 50 bps compared to the previous year. Furthermore, the Net Interest Margin (NIM) stood at 5.7%, 54 bps lower than 2019.

Net Interest Income (in trillion Rupiah)



Net Interest Margin - NIM (non consolidated)



Operating Income Other Than Interest

Operating Income other than Interest (in billion Rupiah)

	2020	2019	2018	Increase / (decrease) 2020		Increase / (decrease) 2019	
				Nominal	%	Nominal	%
Net Fee and Commission Income	13,160	13,609	11,996	(449)	-3.3%	1,613	13.4%
Net Trading Income	4,303	3,456	2,807	847	24.5%	649	23.1%
Other Operating Income	3,541	4,080	2,940	(539)	-13.2%	1,140	38.8%
Operating Income other than Interest	21,004	21,145	17,743	(141)	-0.7%	3,402	19.2%

Operating income other than interest slightly decreased by 0.7% to Rp21.0 trillion, attributed to the decrease in fee and commission income which contributed 62.7% to total operating income other than interest.

Net Trading Income increased 24.5% or Rp847 billion, mainly contributed from gain on sale financial assets.

Other operating income booked at Rp3.5 trillion, decreased 13.2% compared to last year.

Net Fee and Commissions Income (in billion Rupiah)

	2020	2019	2018	Increase / (decrease) 2020		Increase / (decrease) 2019	
				Nominal	%	Nominal	%
Deposits from customers	4,842	4,515	4,062	327	7.2%	453	11.2%
Credit cards	3,537	3,748	3,259	(211)	-5.6%	489	15.0%
Loans receivable	1,821	1,649	1,492	172	10.4%	157	10.5%
Payment settlement	1,689	1,995	1,560	(306)	-15.4%	435	27.9%
Remittances, clearings, and collections	311	332	317	(21)	-6.3%	15	4.7%
Others	961	1,371	1,308	(410)	-29.9%	63	4.8%
Total	13,161	13,610	11,998	(449)	-3.3%	1,612	13.4%
Fee and commission expense	(1)	(1)	(2)	0	0.0%	1	-50.0%
Net Fee and Commission Income	13,160	13,609	11,996	(449)	-3.3%	1,613	13.4%

Overall, Fee and Commission income – net was slightly decrease by 3.3%, due to the decline in business activities in 2020 and lower contributions from subsidiaries.

Fee and Commission income derived from deposits from customers grew by Rp327 billion or 7.2% which mainly contributed from monthly administration fees on CASA accounts & BCA Virtual account in line with increased number of customers. In 2020, total accounts reached more than 24 million, an increase of 12.6% or 2.7 million accounts, with more than 1,6 million of new account opened online.

Fee and commissions from credit card which included autodebet switching income, noted a decrease of Rp211 billion or 5.6%. The largest decrease came from credit card commissions amounted to Rp445.8 billion or 28.2% due to reduced activities outside the home as a result of restrictions on mobility. In 2020, credit card transaction volume reached Rp56.0 trillion, still far below 2019 level of Rp78.5 trillion. On the other hand, income from switching autodebet increased by Rp281.7 billion or 13.8% compared to last year. Income from the payment settlements decreased by 15.4% to Rp1.7 trillion.

Fee from loans receivable increased by Rp172 billion or 10.4% mostly contributed from admin income from investment loan, in line with the total investment loan which still grew in 2020.

Operating Expenses

Operating Expenses (in billion Rupiah)

	2020	2019	2018	Increase / (decrease) 2020		Increase / (decrease) 2019	
				Nominal	%	Nominal	%
General and Administrative Expenses	12,978	14,115	13,026	(1,137)	-8.1%	1,089	8.4%
Personnel Expenses	13,350	13,337	12,143	13	0.1%	1,194	9.8%
Others	3,641	3,290	2,482	351	10.7%	808	32.6%
Total	29,969	30,742	27,651	(773)	-2.5%	3,091	11.2%

BCA strives for discipline in managing costs to income ratio. In 2020, Operational Expenses decreased by 2.5% to Rp30.0 trillion, in the midst of limited working activities.

Employee expenses showed a relatively flat growth to Rp13.4 trillion. This increase was generally attributable to adjustments to annual salaries and allowances, as well as expenses for the provision of bonuses and other benefits. In 2020, there is also decrease in training costs consistent with the relaxation of regulations from regulators regarding the minimum percentage of training costs against employee costs.

General & Administrative Expenses (in billion Rupiah)

	2020	2019	2018	Increase / (decrease) 2020		Increase / (decrease) 2019	
				Nominal	%	Nominal	%
Office supplies	4,471	4,659	4,315	(188)	-4.0%	344	8.0%
Depreciation	2,240	1,694	1,667	546	32.2%	27	1.6%
Repair and Maintenance	1,444	1,517	1,285	(73)	-4.8%	232	18.1%
Communication	1,108	1,734	1,467	(626)	-36.1%	267	18.2%
Rental	1,091	1,420	1,446	(329)	-23.2%	(26)	-1.8%
Promotion	870	1,118	1,109	(248)	-22.2%	9	0.8%
Professional fees	466	526	448	(60)	-11.4%	78	17.4%
Amortisation of Intangible assets - software	305	322	414	(17)	-5.3%	(92)	-22.2%
Water, electricity and fuel	292	288	285	4	1.4%	3	1.1%
Tax	144	156	121	(12)	-7.7%	35	28.9%
Computer and software	93	204	103	(111)	-54.4%	101	98.1%
Others	454	477	366	(23)	-4.8%	111	30.3%
Total	12,978	14,115	13,026	(1,137)	-8.1%	1,089	8.4%

General & Administrative expenses decreased 8.1% to Rp13.0 trillion, in line with the prioritizing expenditures and the postponement of several initiatives within the Bank. Meanwhile, depreciation expenses increased Rp546 billion as an impact of the implementation of the new PSAK 73 on leases, which previously classified as operating lease expenses, hence caused a decline in rental expenses.

Communication expense dropped by 36.1% or Rp626 billion, mainly related to decreased processing cost paid to principals such as Visa and Mastercard due to a lower transaction frequency. Product & Service Promotion expenses decreased 22.2% to Rp870 billion compared to last year, in line with the postponement in promotion activities due to the

pandemic. Office supplies decreased 4.0% to Rp4.5 trillion, mostly relating to low daily operating expenses to support transaction banking service. Repair and Maintenance expense reduced by 4.8% to Rp1.4 trillion, mainly for hardware & software maintenance.

BCA put forward various digitalization and automation initiatives to support customer needs as well as to improve operational efficiency. BCA's consistency in improving the capabilities of digital banking services has resulted in higher use of digital channels, especially internet and mobile banking channels, which helped the Bank control expenses from expansion of the branch and ATM network. The increase in Cash Recycling Machines (CRM) as a component of

the total ATM network also helped contain daily operational support expenses, particularly related to outsourcing for cash management at ATMs.

Impairment on Financial Assets

BCA has established Allowance for Impairment Losses Financial Asset in accordance with applicable accounting standards and based on the quality of financial assets.

Impairment Losses on Financial Assets in 2020 recorded at Rp11.6 trillion, increased from Rp4.6 trillion in 2019. This increase was dominated by the additional provision on credit, especially in sectors directly affected by the pandemic, so that the risk of default for debtors also increased.

The Impairment Losses on Loans contributed 84.0% or Rp9.7 trillion to total Impairment Losses on Financial Assets, an increase 127.5% from previous year. Cost of credit in 2020 reached 1.7% from 0.8% the year before.

In establishing its Allowance for Impairment Losses, BCA has complied to SFAS 71, effective 1 January 2020. The Allowance is calculated for all financial assets, commitments and financial contracts according to expectations of credit losses based on various factors, including historical data, current asset conditions, and economic projections for the future. In line with the implementation of SFAS 71, BCA adjusted its Allowance for Impairment Losses on Financial Assets beginning balance of Rp 8.2 trillion.

Allowance for Impairment Losses on Financial Assets (in billion Rupiah)

	2020	2019	2018	Increase / (decrease) 2020		Increase / (decrease) 2019	
				Nominal	%	Nominal	%
Beginning Balance	15,773	14,449	14,634	1,324	9.2%	(185)	-1.3%
Adjustment beginning balance of new acquired Subsidiary	-	5	-	(5)	-	5	-
Impact on initial implementation of SFAS 71	8,194	-	-	8,194	-	-	-
Addition of Allowance During the Year	11,599	4,591	2,677	7,008	152.6%	1,914	71.5%
Assets Written-off During the Year (-/-)	3,462	3,283	3,054	179	5.5%	229	7.5%
Recoveries on Assets Previously Written-off	-	31	147	(31)	-	(116)	-78.9%
Exchange Rate Differences & Others	(11)	(20)	45	9	-45.0%	(65)	-144.4%
Ending Balance	32,093	15,773	14,449	16,320	103.5%	1,324	9.2%

Income Before Tax

Profit Before Income Tax in 2020 decreased 7.5% from Rp36.3 trillion to Rp33.6 trillion. This decrease mostly due to the increase in impairment losses on assets, which grew 153.3% year-on-year. Return on assets (ROA) stood at 3.3% at the end of 2020, lower compared to 4.0% last year amid the pandemic and the various challenges it presented.

Net Income

Net Profit decreased 5.0% to Rp27.1 trillion in 2020. Net earnings per share (EPS) was recorded at Rp1,100 per share in 2020, down from Rp1,159 per share in 2019. Return on Equity (ROE) reached 16.5% in 2020.

Statement of Comprehensive Income

The Statement of Comprehensive Income records changes over a certain period, excluding changes caused by transactions with shareholders in their capacity as shareholders. The following is a comprehensive income statement for the period of 2018–2020.

Statement of Comprehensive Income (in billion Rupiah)

	2020	2019	2018	Increase / (decrease) 2020		Increase / (decrease) 2019	
				Nominal	%	Nominal	%
Net Income	27,147	28,570	25,852	(1,423)	-5.0%	2,718	10.5%
Other Comprehensive Income:							
Items that will not be reclassified to profit or loss							
Remeasurements of defined benefit liability	(1,485)	(341)	410	1,144	335.5%	(751)	-183.2%
Income tax	243	70	(284)	173	247.5%	354	124.6%
Revaluation surplus of fixed assets	1	769	2,164	(768)	-99.9%	(1,395)	-64.5%
Items that will be reclassified to profit or loss							
Unrealized (gains) losses for available-for-sale financial assets	6,291	2,605	(1,865)	3,686	141.5%	4,470	239.7%
Income tax	(1,169)	(519)	457	650	125.3%	(976)	-213.6%
Foreign exchange differences arising from translation of financial statements in foreign currency	8	(16)	28	24	150.7%	(44)	-157.1%
Others	-	-	-	n.a	n.a	n.a	n.a
Total Other Comprehensive Income	3,889	2,568	910	1,321	51.5%	1,658	182.2%
Total Comprehensive Income	31,036	31,138	26,762	(102)	-0.3%	4,376	16.3%
Net Income attributable to:							
Equity holders of parent entity	27,131	28,565	25,855	(1,434)	-5.0%	2,710	10.5%
Non-controlling interest	16	5	(3)	11	220.0%	8	266.7%
Comprehensive Income attributable to:							
Equity holders of parent entity	31,018	31,132	26,766	(114)	-0.4%	4,366	16.3%
Non-controlling interest	18	6	(4)	12	202.6%	10	-250.0%
Earning per Share attributable to Equity Holders of The Parent Entity (in full amount of Rupiah)	1,100	1,159	1,049	(59)	-5.1%	110	10.5%

Total comprehensive income attributable to equity holders of parent entity decreased 0.4% to Rp31.0 trillion. This decrease was mostly contributed from decrease in net profit of 5.0% to Rp27.1 trillion, consistent with the increase in provision costs anticipating a decline in credit quality.

CASH FLOW

Cash Flow (in billion Rupiah)

	2020	2019	2018	Increase / (decrease) 2020		Increase / (decrease) 2019	
				Nominal	%	Nominal	%
Cash Flows from Operating Activities	50,979	51,942	4,913	(963)	-1.9%	47,029	957.2%
Cash Flows from Investing Activities	(44,118)	(34,732)	20,628	9,386	27.0%	(55,360)	-268.4%
Cash Flows from Financing Activities	(15,553)	(7,335)	(7,298)	8,218	112.0%	(37)	-0.5%
Net (Decrease) Increase in Cash and Cash Equivalents	(8,692)	9,875	18,243	(18,567)	-188.0%	(8,368)	-45.9%
Cash and Cash Equivalents, Beginning of Year	113,068	103,312	83,377	9,756	9.4%	19,935	23.9%
Effect of Foreign Exchange Rate Fluctuations on Cash and Cash Equivalents	1,895	(119)	1,692	2,014	1,693.2%	(1,811)	-107.0%
Cash and Cash Equivalents, End of Year	106,271	113,068	103,312	(6,797)	-6.0%	9,756	9.4%

Liquidity management from the funding aspect and loan disbursement as well as the provision of optimum cash were taken into account thoroughly. During the year, BCA managed its cash flow carefully and booked cash and cash equivalent of Rp106.3 trillion compared with the previous year's Rp113.1 trillion.

Cash Flow from Operating Activities

Cash flow from operating activities reached Rp51.0 trillion, slightly decreased by Rp1.0 trillion or 1.9%. The decline was from the netting off of The cash inflow from customer deposits, against the cash outflow of securities purchased under agreements to resell.

Cash Flow from Investing Activities

Considering the lower interest rate trend in 2020, BCA needed to carefully monitor and manage cash flow from investing activities while still searching for an optimum yield. Cash flow from investing saw a deficit of Rp44.1 trillion, due to the acquisition of investment securities as loan demand remained weak.

Cash Flow from Financing Activities

Cash outflow for financing activities was Rp15.6 trillion in 2020, particularly from the increase in the dividend payment to Rp13.6 trillion compared to Rp8.8 trillion in 2019.

KEY FINANCIAL RATIOS (non-consolidated)

Throughout 2020, BCA successfully maintained healthy financial ratios, as outlined below:

	2020	2019	2018	2017	2016
ROA	3.3%	4.0%	4.0%	3.9%	4.0%
ROE	16.5%	18.0%	18.8%	19.2%	20.5%
NIM	5.7%	6.2%	6.1%	6.2%	6.8%
LDR	65.8%	80.5%	81.6%	78.2%	77.1%
NPL	1.8%	1.3%	1.4%	1.5%	1.3%
LAR	18.8%	3.8%	3.7%	3.6%	3.8%
CAR	25.8%	23.8%	23.4%	23.1%	21.9%
CIR*	44.3%	43.3%	n.a	n.a	n.a
CIR**	37.4%	41.3%	n.a	n.a	n.a
BOPO	63.4%	59.1%	58.2%	58.6%	60.4%

* Presented with the calculation of profits from trade and foreign exchange transactions as operating income ; and losses from trade and foreign exchange transactions as operating expenses, in accordance with SE OJK No.9/SEOJK.03/2020.

** Presented with the calculation of profit and loss from trade and foreign exchange transactions on a net basis as operating income, in accordance with accounting standard.

RISK SUMMARY

No	Type of Risk	Summary
1	Credit Risk	In accordance with the regulatory provisions, BCA took corrective steps with credit relaxation and loan restructuring for pandemic-affected debtors. For each debtor, the restructuring scheme was adjusted to their respective need and circumstances. BCA also participated in the national economic recovery program (PEN) by distributing interest subsidies to debtors that are deemed eligible by the regulator and applicable credit guarantees for MSMEs from government-appointed guarantors, with a plan to apply the same scheme to non-MSMEs in 2021. The Bank implemented PSAK 71 as a substitute of PSAK 55 concerning "Financial Instruments", effective on January 1, 2020. The changes were mainly about financial instrument classification and measurement, recognition of expected loss in financial asset impairment calculation, and improvements in hedging model in accounting. As the COVID-19 pandemic caused economic uncertainty, BCA continued to identify and monitor its debtors by provisioning an adequate amount of Allowance for Impairment Losses (CKPN). BCA applies a disciplined risk management in lending to maintain its asset quality, NPL ratio recorded at 1.8% by the end of 2020, higher than of 1.3% in 2019. This achievement is still within the limits of the Bank's risk appetite and was achievable with the support of the regulator's policy in credit relaxation. Based on POJK No.11/POJK.03/2020 dated 13 March 2020, restructuring loans due to the pandemic can be categorized as collectibility 1 or current, for eligible debtors. This was done to prevent a significant performance drop in the financial service institutions, while maintaining financial stability to support economic growth.
2	Market Risk	In the midst of Rupiah exchange rate fluctuations due to global economic pressure, BCA conservatively manages its foreign currency risk exposure with a sustained Net Open Position (NOP) ratio. BCA's PDN position was 0.05%, far below the maximum 20% limit set by regulator. BCA constantly monitors its foreign exchange transactions to comply with the regulatory requirements, internal policies, Bank Indonesia Regulations (PBI) and Financial Services Authority Regulations (POJK). Transactions processed through branch offices are monitored, recorded and reported to the Treasury Division, as the coordinator of the Bank's foreign currency transactions. Each branch office is required to cover its own foreign currency exchange rate risk at the end of each working day, according to PDN tolerance limit set for the branch offices.
3	Operational Risk	To manage operational risk, with regards to the changes made to minimize the spread of the COVID-19, and to support the Government's program, BCA continues to conduct operational risk assessments for changes/adjustments made to internal work processes and customer service. The Bank also implements necessary mitigation measures to balance between risks and services provided. BCA makes optimum efforts to keep customer safety and convenience in making transactions as top priority, without neglecting its customers and employees' health condition.
4	Liquidity Risk	BCA maintains an adequate liquidity position and monitors the balance between the Bank's short-term liabilities and short-term funds. BCA ensures that it has sufficient fund to meet short-term, liquid and low-risk placements, especially for risk-free placement of securities issued by Bank Indonesia. Most of BCA's liquidity comes from the collection of current and savings accounts (CASA) funds, with low interest costs. Amidst the economic setback that took place in 2020, CASA grew by 21.0% or Rp111.6 trillion and contributed to 77.0% of total third party funds. High CASA ratio is one of BCA's competitive advantages in facing future challenges, especially related to the low interest rate environment that is likely to happen in the future. At the end of the year, BCA recorded a good Loan to Deposit Ratio (LDR) of 65.8%. This was driven by strong CASA growth, amid the decreasing demand in credit, combined with the increase in credit risk due to the impact of the pandemic. Meanwhile, Liquidity Coverage Ratio (LCR) and Net Stable Funding Ratio (NSFR) remained solid at 379.2% and 171.8%, respectively. To maintain the overall position of its third party funds, BCA proactively reviews its interest rates on funds, in accordance with the Bank's liquidity conditions.

RISK SUMMARY - continued

No	Type of Risk	Summary
5	Legal Risk	BCA mitigates its legal risks, by applying the following items : • Making a Legal Risk Management Policy and standardizing legal documents, as well as having internal provisions governing the organizational structure and job description of GHK. • Organizing forums of communication and socialization on: - The impact of the new regulations on BCA banking activities - Various modus operandi of banking crimes and guidelines for relevant branch offices, regional offices and head office work units to legally handle the crimes. • Registering BCA's assets, including Intellectual Property Rights (IPR) of BCA banking products and services, as well as rights to its land and buildings at competent authorities. In addition, the Bank continues to monitor and take legal action for violations committed against BCA assets, including Intellectual Property Rights (IPR). • Conducting legal defenses for civil and criminal cases that are currently on trials, monitoring the progress of each case, analyzing the progress of the on-going trial case, and calculating the potential loss that may arise from each legal case.
6	Strategic Risk	In order to identify and respond to changes from external and internal business environment, BCA takes the following measures: • Review the Bank's Business Plan (RBB) periodically in accordance with the business developments and the condition of the Indonesian economy. When there is a need to update the strategic plan and business initiatives to correspond the changes in the business environment, the Bank may compile a Revised RBB based on the applicable regulations. • Target setting for business aspects, considering the current economic landscape and predictions for the coming years with an emphasis on the principle of prudence, taking into account the capacity/capability of the Bank and the trend of competition from both banking and non-banking sectors. BCA's strategy is formulated based on the regulation of Bank Indonesia, the Financial Services Authority, and on other relevant regulations. BCA also considers the impact of strategic risk on the Bank's capital and Capital Adequacy Ratio (CAR), using risk appetite, risk tolerance and consideration of BCA's capabilities as the basis.
7	Reputation Risk	BCA is capable in managing reputation risk during a crisis, as follows: • The Bank has a Crisis Management, which includes: - Crisis Management Policy, a strategy applied to manage crises or events that may disrupt service operations and/or jeopardize BCA's reputation. - Establishment of a Crisis Management Special Team, which is responsible for coordinating during crisis management process, including the recovery process. - Crisis Communication Management, a media to coordinate communication about the crisis to internal and external parties, including the mass media. At all stages of the crisis, communication protocol and person in charge have been arranged. - Crisis management provisions on emergency response, customer transaction services in times of alert and crisis. • The Bank has a business continuity plan and a disaster recovery plan, which both are designed to minimize disruptions and speed up recovery process in the event of disaster. • The Bank has a Secondary Operation Center as backup work area for critical work units to maintain BCA's business sustainability. • The Bank has a backup system to prevent high risk business failure.
8	Compliance Risk	BCA embraces a strong commitment to always comply with all applicable rules and regulations, and take remedial actions whenever needed. This commitment is consistent with BCA's compliance risk management strategy, which has a policy to always comply with applicable rules and regulations. The Bank also takes proactive actions (ex-ante) in order to minimize the occurrence of violations and curative action (ex-post), for immediate improvement.
9	Intra-Group Transaction Risk	BCA monitors its Intra-Group Transaction Risk to ensure that the Intra-Group Transactions made conform to the principle of fairness, acceptable business practice, and all applicable regulations, and that all transactions are all well documented. Based on the results of the recent assessments, the Bank's Intra-group Transaction Risk has an insignificant impact to the overall performance of BCA Financial Conglomeration.
10	Insurance Risk	BCA also manages Insurance Risk since the Bank has a subsidiary engaged in the insurance business. The assessment results suggest that the potential impact of BCA Insurance Risk on the Bank's overall Conglomeration Financial performance is not significant.

REVIEW OF THE SUBSIDIARIES' PERFORMANCE

BCA and its subsidiaries continue to build synergy in their provision of comprehensive solutions to the diverse needs of the growing customer base. The business lines of the subsidiaries provide a variety of financial solutions in various fields, including motor vehicle financing, remittance, sharia banking, digital banking, securities, general and life insurance, as well as venture capital.

In the midst COVID-19, most subsidiaries faced difficulties in maintaining their performance throughout 2020. However, in line with the current economic improvement process, BCA is optimistic that the future performance of its subsidiaries will gradually recover and able to support BCA's consolidated financial performance.

PT BCA Finance

BCA Finance became a part of BCA Group since 2001. In the last 2 decades, BCA Finance has continued to grow and become one of the leading multi finance companies in Indonesia, engaged in motor vehicle financing, especially cars, both new and used.

BCA Finance offers financing through a joint financing scheme with BCA. Through this scheme, BCA Finance is able to maintain a solid funding structure while offer competitive interest rates for financing. BCA Finance and BCA maintain synergy through joint marketing activities in product marketing across the Bank's extensive branch network. BCA Finance introduced the Vehicle Financing Virtual Mall, which allows customers to experience virtual showroom visits and vehicle viewings. To date, BCA Finance itself has 74 branch offices, serving more than 400 thousand customers. To increase customer convenience, BCA Finance provides weekend services located at Wisma Pondok Indah and service points at Mall Artha Gading. In addition, BCA Finance has collaborated with dealers and showrooms to support its business growth.

BCA Finance takes advantage of technological developments to increase efficiency and promote marketing process through mobile platform. Through this application, customers may access information anytime and anywhere easily, quickly and conveniently. Furthermore, to make it easier for customers to make installment payments, BCA Finance provides payment facilities through BCA auto-debit, virtual accounts, BCA ATMs and others.

In line with the economic slowdown amid the pandemic, as of December 2020, BCA Finance booked total Assets Under Management (AUM) of Rp40.1 trillion, 22.9% lower than of December 2019. BCA Finance recorded an Non Performing Financing (NPF) of 1.9%, an increase from last year's 1.4%.

BCA Finance provides restructuring options for debtors affected by COVID-19, in line with the Government's regulations. As of December 2020, 92.590 customer contracts have been restructured, with a total loan of Rp9.0 trillion. BCA Finance's recorded a net profit of Rp1.2 trillion as at December 2020, decline 28.8% compared to the last year. BCA Finance has a fairly strong brand image in the four-wheeled financing industry with a market share of 11.3%, one of the largest in the finance industry.

In 2020, BCA Finance received awards such as the "Titanium Trophy", as a multi finance company with "Excellent" rating for 15 consecutive years (2005–2019), as well as "The Most Profitable Finance Company" from Infobank Magazine.

PT BCA Multi Finance

BCA Multi Finance was established and operated in 2010, focuses vehicle financing, especially on two-wheeled motor vehicles. In the recent years, BCA Multi Finance has continued to refine its business model and begun to offer used car financing with longer tenor.

BCA Multifinance collaborates with BCA through joint financing schemes and joint marketing on the BCA branch network. As of the end of 2020, BCA Multifinance has 70 branches, located across various regions in Java, Sumatra and Kalimantan.

In line with the developments in digital technology, BCA Multifinance develops initiatives to expand its marketing reach with the use of e-commerce media and digital platforms. In addition, the credit process continues to be digitalized, to improve service quality.

Total Asset Under Management in 2020 was Rp1.6 trillion. As of December 2020, BCA Multifinance acquired new bookings of Rp1.1 trillion, a decrease of 33.7% from December 2019, which was in line with declining industry performance. As a result from pressures from the economic conditions, in 2020, BCA Multifinance NPF increased by 140 bps to 4.2%,

and a total of 9,158 restructuring proposals were approved with a total value of Rp133.1 billion. In accordance with the Government's policy, BCA Multifinance implemented a restructuring policy for its consumers who were affected by COVID-19, under several schemes: extension of tenors, postponement of installments and reduction of interest.

PT Bank BCA Syariah

BCA Syariah is a subsidiary of BCA, engaged in Sharia banking. At the end of 2020, BCA Syariah managed a network of 69 branch offices, including 40 Sharia Service Units (ULS) located throughout strategic cities in Indonesia.

BCA Syariah collaborates with BCA banking system to provide value added services to customers in the form of transaction access in BCA ATMs and EDC machines, as well as access to HALO BCA contact center service. In addition, BCA Syariah also conduct business to business (B2B) collaborations with third parties, Market Place, Online Shops and Start Ups.

In the midst of challenging conditions, BCA Syariah was able to record solid growth, both in terms of assets and third party funds. As of December 2020, BCA Syariah's total assets grew by 12.6% to Rp9.7 trillion. Assets growth was supported by an increase in third party funds by 10.4% to Rp6.8 trillion. Due to pandemic, financing experienced a slight decrease of 1.3% to Rp5.6 trillion.

BCA Syariah successfully maintained quality financing with a NPF ratio gross of 0.5% and a restructuring portfolio of Rp876.7 billion, or 15.7% of total sharia financing. In 2020, BCA Syariah recorded a net profit of Rp73.1 billion, increased 8.8% compare to last year.

In September 2020, BCA completed the acquisition process of PT Bank Interim Indonesia (previously known as PT Bank Rabobank International Indonesia) which was then merged with BCA Syariah in December 2020.

In appreciation of its performance during 2020, BCA Syariah won the "Golden Trophy" (Awarded "Very Good" for 5 Consecutive Years 2015-2019) from Info Bank Award 2020, and "Top Bank 2020 Award" from Top Business Magazine.

PT BCA Sekuritas

BCA Sekuritas is a subsidiary owned 90% by BCA, which engages in securities brokerage and underwriting. BCA Sekuritas provides services to meet customer needs in terms of raising funds through debt capital market and equity market. BCA Sekuritas also provides financial advisory services, covering key strategic issues such as mergers and acquisitions, restructuring, divestments, joint ventures, privatization, and other corporate strategies.

BCA Sekuritas continues to improve its service infrastructure, including the reliability of its mobile-based online trading application (BEST Mobile), to support the sustainable growth of the brokerage business. BCA Sekuritas participates in various marketing activities with BCA, such as the BCA Expoversary, which was held in several major cities in Indonesia, and gathering activities with customers to strengthen the customer base.

At the end of 2020, BCA Sekuritas' total assets reached Rp1.3 trillion, growing 65.1% from Rp762.3 billion the end of 2019. BCA Sekuritas' net profit was Rp90.0 billion, a 72.6% higher than the previous year's Rp52.1 billion. This growth was mainly supported by an increase in brokerage commissions, in line with the increase in the transaction value of institutional customers, and strong retail customer growth of 38.1% in 2020.

In 2020, BCA Sekuritas achieved "Indonesia's Most Popular Digital Financial Brands Award (Millennials Choice)" from The Iconomics.

PT Asuransi Umum BCA

PT Asuransi Umum BCA (BCA Insurance), is a subsidiary of BCA engaged in the provision of general insurance products, such as motor vehicle insurance, fire insurance, personal accident insurance, travel insurance, and other forms of insurance.

BCA Insurance, together with its parent entity and other subsidiaries such as BCA Finance, works in synergy to meet the general insurance needs of BCA Group consumer credit customers and collaborates in various marketing activities in BCA branch offices, as well as special activities such as the BCA Expo and BCA Travel Fair.

In line with technological developments, BCA Insurance continues to make improvements to its mobile apps for insurance claim reporting, information on the location of the nearest branch office and workshops for insurance partners. BCA Insurance also developed an online travel insurance sales platform through website "bcainsurance.co.id". In addition, BCA Insurance developed an API (Application Programming Interface) to interact with business partners in marketplaces.

As of December 2020, BCA Insurance's total assets increased by 3.3% to Rp2.1 trillion. Gross premium income decrease by 19.6% to Rp889 billion, from Rp1.1 trillion the previous year. Meanwhile, net profit relatively flat of Rp124.2 billion compared to the previous year.

In 2020, BCA Insurance won the "Platinum Trophy" award for "Excellent" Financial Performance in 2010-2019 from Infobank Magazine and "The Best Performing General Insurance 2020, category Gross Premium Rp500 billion-Rp1 trillion" from The Finance Magazine.

PT Asuransi Jiwa BCA

PT Asuransi Jiwa BCA (BCA Life) is a subsidiary of BCA with an effective ownership of 90%, which provides life insurance protection services for its customers, including housing and vehicle loan for BCA customers. BCA Life collaborates with BCA on the Tahaka product (Tahapan Berjangka), a regular savings product with life insurance protection. In addition, BCA Life also provides inheritance planning products through the Heritage Protection life insurance program, especially for BCA Solitaire and Prioritas customers.

BCA Life provides mobile app facilities and services that can be used by policyholders and the public, including the provision of policy information (individual and group health) and electronic claim facilities.

BCA Life's total assets in 2020 amounted to Rp1.5 trillion, a 27.1% increase from the previous year. In terms of profitability, BCA Life recorded a net profit of Rp70.6 billion, due to lower cost of acquisition in line with slower business activity during the pandemic. Net premium income increased by 22.7% in 2020 to Rp908.0 billion.

In 2020, BCA Life was awarded "The Most Innovative Insurance Companies Award 2020, category Life Insurance" from Iconomics Magazine.

BCA Finance Limited

BCA Finance Limited located in Hong Kong facilitates the need for remittance from Indonesian Workers. Furthermore, BCA Finance Limited has a strategic function in facilitating trade finance services for BCA customers and partners located in Hong Kong and China. At the end of 2020, BCA Finance Limited recorded a total asset of Rp910.0 billion, an increase of 16.1% compared to last year's Rp783.7 billion. Total net income was Rp14.2 billion, an 8.0% decrease compared to last year, in line with the decrease of net operational income.

PT Central Capital Ventura

PT Central Capital Ventura (CCV) is a subsidiary of BCA that was established in 2017. CCV engages in venture capital financing and carries out investment activities in start-up companies, especially those related to financial technology (fintech), which can support the BCA service ecosystem as a whole.

CCV focuses on creating synergy between BCA's banking services and its subsidiaries. Until 2020, CCV has invested in 19 companies and made several additional investment, with a total investment value of Rp199.8 billion. Total assets of CCV were recorded at Rp406.0 billion. CCV's profit was Rp1.7 billion, a 256.8% increase than the previous year's loss of Rp1.1 billion.

PT Bank Digital BCA

BCA acquired PT Bank Royal Indonesia in 2019, as a subsidiary that engages in conventional commercial banking, and renamed to PT Bank Digital BCA in 2020. As per December 2020, Bank Digital BCA recorded a total asset of Rp2.9 trillion.

BCA Digital is in the stage of establishing its business foundation with a focus on funding business model. Furthermore, BCA Digital is developing its digital products & services oriented towards Business to Customer (B2C) and Business to Business to Customer (B2B2C) strategies through collaboration with e-commerce platforms. BCA Digital is targeted to start its operation in 2021.

OTHER MATERIAL INFORMATION

ACHIEVEMENTS IN 2020

BCA managed to record a satisfactory financial performance in the midst of challenging environment, with third party funds growth of 19.4% to Rp834.3 trillion, exceeding the initial target of 10.0% growth. The achievement was driven by a significant CASA growth of 21.0% to Rp642.1 trillion, which contributed to almost 77.0% of BCA's total third party funds. On the other hand, the slowdown in economic activity caused a slight decline in BCA's loan portfolio of 2.1%, to Rp574.6 trillion in 2020.

In terms of profitability, Profit After Tax decreased by 5.0% to Rp27.1 trillion, with Return on Assets (ROA) and Return on Equity (ROE) of 3.3% and 16.5%, respectively. The decrease in profit after tax was mainly due to a significant increase in credit provision cost in line with the increasing risk due to declining credit quality.

Meanwhile, capital and liquidity conditions were maintained at adequate levels, as reflected in BCA's CAR and LDR positions, which stood at 25.8% and 65.8%, respectively.

Below is a summary of BCA's financial performance achievements compared to the adjusted target considering COVID-19.

Achievement vs Target

	Achievement 2020	Target 2020
Loan growth	-2.1%	-0.7%
Third party funds growth	19.4%	10.0%
ROA	3.3%	2.6%
ROE	16.5%	13.1%
Capital Adequacy Ratio (CAR)	25.8%	23.0%
Loan to Deposit Ratio (LDR)	65.8%	72.4%

MARKETING ASPECT

BCA realizes that the development of banking products and services needs to be supported by an effective marketing strategy in order to encourage a higher level of acceptance and stickiness of BCA products and services.

In line with the development of digital technology and the implementation of #BankingFromHome, BCA's marketing strategy will focus more on digital marketing activities, but without neglecting its non-digital marketing programs or events.

BCA also has a solution center as well as its call center, Halo BCA, which can be reached via telephone, video call or instant chat, to provide information services for BCA banking products and services.

Below are some of the Bank's main priorities for marketing development activities:

- **Building synergies with various third parties, including local business communities.** The collaboration may be carried out in forms of promotions and education regarding online account opening services to increase online customer acquisition, as well as other forms of partnership and marketing programs, such as campaigns to introduce local products. BCA also continues to collaborate on promotional and marketing programs with its various existing strategic partners, such as Singapore Airlines, MAP Group, Starbucks, Alfamart and Indomaret. Other than that, BCA will continue to work with leading e-commerce platforms.
- **Organizing virtual events.** In the midst of the pandemic and the implementation of social distancing protocols, physical marketing events faced significant limitations. To correspond, BCA will organize several virtual marketing events, presenting a series of attractive promotions products such as mortgage (KPR) and vehicle financing (KKB) products, and other products from its subsidiaries.

- **Strengthening digital marketing initiatives.** The Bank continues to strengthen its digital marketing approach to support the marketing of BCA products and services through social media (Facebook, Twitter, Instagram), making improvements to the digital command center to monitor and manage activities on social media and enhance BCA digital marketing performance.
- **Improvements on User Interface.** The Bank's website bca.co.id was upgraded with a more user friendly interface, for both mobile and desktop versions. More complete information on various BCA products and services were added, along with features for online account opening and e-branch reservation.
- **Enhancement in digital customer service.** The Bank's Virtual Assistant Banking (VIRA) facilities continuously undergo improvements and upgrades, especially to cater for the digital savvy millennial generation.

DEBT SERVICE ABILITY AND LOAN RECEIVABLES COLLECTIBILITY

BCA able to meet all of its liabilities, both short and long term, in 2020. Over the past 5 years, BCA has recorded a CAGR for profit growth of 8.5%, with an solid liquidity position as reflected in an LDR ratio of 65.8% in 2020. The Bank also received a favorable assessment from external rating agencies 'Fitch Ratings' as follows:

Fitch Ratings

Outlook	Stable
Local long term rating	AA+ (idn)
Issuer default - long term rating	BBB-
Issuer default - short term rating	F3
Supporting rating	3

BCA managed to fulfil its liabilities by maintaining adequate liquidity, through prudent asset-liability management. The Asset-Liability Committee (ALCO) reviews loan requests and funding estimates on a regular basis, in order to maintain a solid balance sheet position. ALCO engages proactively in discussions with related business units to identify issues and challenges that could affect the Bank's liquidity conditions.

To measure its liquidity ratio, BCA uses several parameters such as the Loan to Deposit Ratio (LDR) and the Macro-prudential Intermediation Ratio (RIM). BCA continues to maintain an adequate liquidity position supported by stable CASA funding, which has a solid CAGR of 11.8% in the last 10 years. In 2020, CASA contributed 77.0% of total third party funds.

As part of its liquidity management, BCA made placements in short-term risk-free instruments (including placements with Bank Indonesia), with a composition of secondary reserves amounted to 29.7% of total third party funds, totaling Rp248.2 trillion. Most of the secondary reserves were in the form of BI Reverse Repo with a tenor of less than one year, totaling Rp146.8 trillion.

In 2020, BCA recorded a solid Capital Adequacy Ratio (CAR) of 25.8%, higher than 2019's 23.8%. CAR calculation takes into account credit risk, market risk and operational risk. The Bank maintained its profitability ratio and performance efficiency, where Return on Assets (ROA) and Return on Equity (ROE) were recorded at 3.3% and 16.5%, respectively. Meanwhile, Net Interest Margin (NIM) was recorded at 5.7%.

Prudent lending principle was implemented through deep monitoring of the debtor's current business conditions and developments in the asset quality of each credit segment. In 2020, BCA recorded a gross NPL of 1.8%, a 50 bps increase from the 2019's position of 1.3%, supported by credit relaxation policy from OJK, in which all restructured loans were classified under 'Current' collectibility.

BCA always prioritizes lending to high quality customers and top tier players in each of selected industries, especially for large amount lending.

CAPITAL STRUCTURE AND MANAGEMENT POLICY

Capital Structure

BCA has a capital structure as follows:

- Core (Tier 1) Capital, accounted for 96.3% of total capital or Rp179.9 trillion;
- Tier 2 capital of 3.7% or Rp7.0 trillion. Second tier capital was mostly consisted of general reserve for Provision for Assets Quality Assessment (PPKA).

Capital Component (consolidated - in billion Rupiah)

	2020	2019	2018
Capital	186,953	177,888	156,052
Tier 1 Capital	179,945	170,750	149,413
Tier 2 Capital	7,008	7,138	6,639
Risk Weighted Assets (Credit, Operational and Market Risk)	695,144	721,917	651,532
Capital Adequacy Ratio (CAR) - consolidated	26.9%	24.6%	24.0%
Capital Adequacy Ratio (CAR) - non consolidated	25.8%	23.8%	23.4%

Capital Management Policy

To measure its capital adequacy, BCA uses the Capital Adequacy Ratio (CAR) indicator, which took into accounts credit, market and operational risks. As of the end of 2020, BCA recorded an adequate CAR of 25.8%, exceeding the minimum requirement according to the risk profile. BCA also provides additional capital as a buffer in accordance with BI and OJK regulations including Conservation Buffer, Countercyclical Buffer and Capital Surcharge for Domestic Systemically Important Bank.

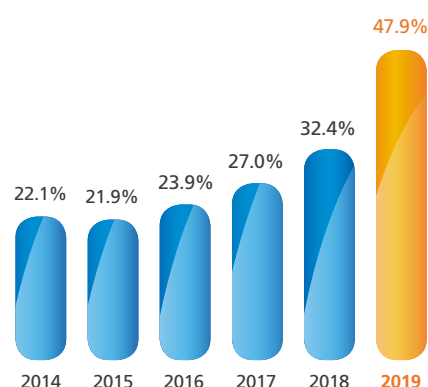
Along with its subsidiaries, BCA carried out stress tests by taking into account various possible crisis scenarios, as well as simulating changes in NPL levels and the impacts on liquidity and capital. Based on the stress tests' results, BCA has a sufficient integrated liquidity and capital resilience to anticipate for potential losses from risks simulated in accordance with the different scenarios.

Basis for Determining Management Policy on Capital Structure

The Board of Directors applies capital planning in line with the Bank's Business Plan, which is approved by the Board of Commissioners, with reference to the Financial Services Authority Regulation No.11/POJK.03/2016 dated 2 February 2016 and No.34 /POJK.03/2016 dated 26 September 2016, concerning Minimum Capital Requirement for Commercial Banks.

DIVIDEND POLICY

BCA determines dividend payments through the approval mechanism in the Annual General Meeting of Shareholders. The Bank periodically reviews annual dividend payments to maintain a solid capital position to support asset growth, capital expenditure activities and the development of new businesses.

Dividend Payout Ratio

Referring to the latest dividend distribution, based on the results of the Annual General Meeting of Shareholders (AGMS) on 09 April 2020, the shareholders approved the Bank to use of a portion of 2019's net profit for cash dividend payments amounting to Rp13.7 trillion or Rp555 per share. Dividends were distributed through interim dividends of Rp100 per share, paid on 20 December 2019 and the final dividend of Rp455 per share, paid on 09 April 2020. This dividend distribution is equivalent to a dividend payout ratio of 47.9% of 2019's net profit.

MATERIAL COMMITMENTS FOR CAPITAL EXPENDITURE**Purpose of Material Commitments for Capital Expenditures**

Material related to investment in capital expenditures are primarily used for development of information technology infrastructure, strengthening BCA's business activities including through network expansion, and other investments to support BCA operations.

Sources of Funds for Capital Expenditures

BCA makes investments that are mostly related to information technology and network development, with funding sourced from the accumulated operating profit.

Currency and Foreign Exchange Risk Mitigation Related to Capital Expenditures

The Bank purchases its capital expenditures both domestically and from overseas market. Most of the invoices and payments for capital expenditure were denominated in Rupiah, to minimize foreign exchange risk.

REALIZATION OF CAPITAL EXPENDITURES

In 2020, capital expenditures that have been realized amounted to Rp3.8 trillion, mostly comprised of equipment related to the development of information technology, ATMs and EDCs network. In addition, the implementation of the new PSAK 73 on leases, changed how the Bank recorded its leased assets, which were previously classified as operating lease expenses under PSAK 30. The implementation included on increased asset value of Rp0.9 trillion for building leases. BCA is also committed to invest in technology-based development in order to improve the capabilities of the Bank's transaction banking services.

Capital Expenditures Investment (in billion Rupiah)

	2020	2019	2018	Increase / (decrease) 2020		Increase / (decrease) 2019	
				Nominal	%	Nominal	%
Land	55	128	17	(73)	-57.0%	111	652.9%
Buildings	1,424	35	299	1,389	3,968.0%	(264)	-88.3%
Office furnitures, fixtures and equipments	1,723	2,262	1,759	(539)	-23.8%	503	28.6%
Motor vehicles	13	17	15	(4)	-23.6%	2	13.5%
Construction in progress	536	584	505	(48)	-8.2%	79	15.6%
Total	3,751	3,026	2,595	725	24.0%	431	16.6%

INFORMATION AND MATERIAL INFORMATION AFTER THE DATE OF FINANCIAL REPORTING

There were no significant events, information or material facts subsequent to the release of the audited financial report.

- The Bank made an additional capital injection for Bank Digital BCA (formerly Bank Royal) of Rp1 trillion in January 2020. This additional capital makes BCA Bank Digital a BUKU II bank, allowing it to provide digital banking services.

MANAGEMENT AND/OR EMPLOYEE STOCK OPTION PLAN (MSOP/ESOP)

In 2020, BCA did not have any share option program for the Board of Directors, Board of Commissioners or employees.

INFORMATION ON MATERIAL TRANSACTIONS WITH CONFLICTS OF INTEREST

During 2020, there were no material transactions carried out by BCA that could be categorized as transactions containing conflicts of interest.

REALIZATION OF PUBLIC OFFERING FUNDS

During 2020, BCA did not conduct any public offering in the form of issuance of new shares.

DISCLOSURE OF TRANSACTIONS WITH RELATED PARTIES

BCA carries out various transactions with related parties, but these transactions contain no conflicts of interest. These related parties transactions were conducted with attention to the fulfillment of arm's length principles.

MATERIAL INFORMATION REGARDING INVESTMENT, EXPANSION, DIVESTMENT AND ACQUISITION

In 2020, BCA had no transactions or activities related to investments, expansions, divestments and acquisitions with material value. However, there were several corporate actions undertaken by BCA during 2020, including the following:

- BCA acquired Bank Interim (formerly Rabobank Indonesia) as a support for the national banking consolidation program. Bank Interim was acquired with a value of Rp643.6 billion or PBV 1.8x which was subsequently merged with BCA Syariah at the end of 2020.

On the other hand, detailed information regarding transactions with related parties (amount, type of transactions and nature of relationships with related parties) can be found in the section "Corporate Governance" under sub-section "Affiliated Transactions and Conflict of Interest" (page 472) and in the audited Consolidated Financial Statements in Note 49, schedule 5/15 (page 712).

GROUP-WIDE FUNDING, COMMITMENTS AND OTHER FACILITIES TO SINGLE OUTSIDE DEBTORS

The combined credit facility provided by BCA and its subsidiaries to a certain debtors or groups of debtors as of December 2020 was Rp208.2 trillion, or 36.2% of the Bank's total outstanding loans. The NPL of these portfolio was 0.5%.

Combined Lending Facilities provided by the Bank and its Subsidiaries (in billion Rupiah, except number of debtors)

Collectibility	Number of Debtors	Facilities at Subsidiaries				Facilities in BCA	Total Exposure
		BCA Finance	BCA Finance Limited	BCA Syariah	BCA Multi Finance		
Current	390,355	2,545	58	2,723	143	196,469	201,937
Special Mention	22,624	91	-	19	14	2,924	3,050
Substandard	1,865	6	-	-	1	890	897
Doubtful	2,604	8	-	-	2	359	369
Loss	7,016	46	-	154	3	1,722	1,924
Total	424,464	2,695	58	2,896	163	202,364	208,176

IMPACT OF CHANGES IN LAWS AND REGULATIONS

In 2020, several new regulations were issued with potential impacts on the business activities of BCA and its subsidiaries. These regulations include, among others:

- Financial Services Authority Regulation No.11 / POJK.03 / 2020 dated 13 March 2020 concerning National Economic Stimulus as a Countercyclical Policy on the Impact of the Spread of the 2019 Coronavirus Disease. This policy, in effect from 16 March 2020, regulates the quality of credit affected by COVID-19 by restructuring until March 31, 2021. The policy was extended until March 31, 2022 by POJK No.48/POJK.03/2020 dated 1 December 2020, which came into effect on 3 December 2020.
- Regulation of Members of the Board of Governors No. 22/10 / PADG / 2020 dated 29 April 2020 took effect on 1 May 2020 and concerns the Minimum Statutory Reserves (GWM) in Rupiah for Conventional Commercial Banks (BUK), Sharia Commercial Banks (BUS) and Sharia Business Units (UUS). This regulation reduced the Rupiah GWM by 2% from 5.5% to 3.5% for BUK and by 0.5% from 4% to 3.5% for BUS and UUS. This was intended to maintain the availability of banking liquidity and mitigate risks from the impact of the domestic economic slowdown.
- Bank Indonesia Regulation No.22/4/PBI/2020 dated 26 March 2020, came into effect from 1 April 2020. This regulation concerns Incentives for Banks Providing Provision of Funds for Certain Economic Activities to Support Handling the Economic Impacts of the Corona Virus Pandemic and provides incentives in the form of a daily allowance of 0.5% for Banks providing funds for certain economic activities.
- Minister of Finance Regulation No.104/PMK.05/2020 dated 6 August 2020 concerning Placement of Funds at Participating Banks in the Context of the National Economic Recovery Program (PEN). Coming into effect, this policy regulates that, in the framework of

implementing the PEN program, the Government shall place Funds in Partner Commercial Banks with certain criteria.

- Minister of Finance Regulation No.138/PMK.05/2020 dated 25 September 2020 concerning 2020 Procedures for Providing Interest Subsidies/Margin Subsidies for Credit/Financing Micro, Small and Medium Enterprises in the Context of Supporting the Implementation of the National Economic Recovery Program took effect on 28 September.

CHANGES IN ACCOUNTING POLICY

The Financial Accounting Standards Board of the Indonesian Institute of Accountants (DSAK-IAI) has issued amendments and interpretations, effective as of January 1, 2020, as follows:

- PSAK 71 "Financial Instruments",
- PSAK 72 "Revenue from Contracts with Customers",
- PSAK 73 "Leases",
- Amendments to PSAK 1 "Presentation of Financial Statements",
- Amendments to PSAK 15 "Investments in Associates and Joint Ventures concerning Long-Term Interests in Associates and Joint Ventures",
- Amendments to PSAK 25 "Accounting Policies, Changes in Accounting Estimates and Errors",
- Amendments to PSAK 62 "Insurance Contracts",
- Amendments to PSAK 71 "Financial Instruments concerning Early Repayment Features with Negative Compensation",
- Amendments to PSAK 73 "Lease Concessions Related to COVID-19",
- Amendments to PSAK 102 "Murabaha Accounting",
- 2019 annual adjustments to PSAK 1 "Presentation of Financial Statements",
- ISAK 35 "Presentation of Financial Statements for Non-Profit Oriented Entities",

- ISAK 36 "Interpretation of the Interaction between Provisions regarding Land Rights in PSAK 16: Fixed Assets and PSAK 73: Leases",
- ISAK 101 "Recognition of Tangguh Murabahah Income Without Significant Risk Related to Inventory Ownership",
- ISAK 102 "Impairment of Murabahah Receivables",
- PPSAK 13 "Withdrawal of PSAK 45: Financial Reporting of Non-Profit Entities".

Of these new and revised standards, PSAK 71 and PSAK 73 had significant impacts, while the others had relatively little impact on the Consolidated Financial Statements in the current year or the previous year.

PSAK 71 is a replacement for PSAK 55 (revised in 2014) regarding "Financial Instruments". Changes concern new arrangements for the classification and measurement of financial instruments based on assessing the business model and contractual cash flows, recognizing and measuring allowance for impairment losses on financial instruments using the expected credit loss model, replacing the existing credit loss model and providing a simpler approach to hedge accounting.

Meanwhile, in relation to the application of PSAK 73, BCA as the lessee has recognized use rights assets and lease liabilities related to leases previously classified as operating leases under PSAK 30 "Leases". The exception is short-term leases or leases with assets of low value. The application of PSAK 73 uses a modified retrospective approach without restating the comparative period.

BUSINESS CONTINUITY

BCA continues to implement strategic policies in accordance with the banking sector and economic developments. The Bank's priority to maintain a sound financial performance relies on a strong capital position, liquidity and well-maintained credit quality.

In facing various challenges ahead and the increasingly diverse customers' needs, BCA strives to maintain the trust of its customers by providing comprehensive and high quality financial solutions through a reliable transaction banking platform. The Bank ensures the reliability of its banking system, as well as the adequacy of capacities and capabilities in supporting customer transactions, by continuous investments in information technology.

BCA periodically reviews and updates its hardware, core system networks, software and operating systems. Furthermore, the Bank also manages a network infrastructure with real-time operation. In an effort to maintain business operational continuity, the Bank operates two mirroring data centers in Jakarta and manages a fully integrated disaster recovery center.

BCA also pays consistent attention to the security aspects of its information technology, as dynamic development in information technology and digital innovations linked to the increase in cyber security risks. The Bank always ensures the implementation and development of three main pillars of information technology security, which are human resources, processes and technology.

To ensure that the Bank's business is well maintained, even when disruptions take place, BCA possesses a Business Continuity Plan. The plan takes into account the possibility of natural disasters, or other various emergencies that may occur, including the current condition, where the Bank needs to deal with COVID-19 to maintain its operational activities.

The ongoing pandemic has led to BCA and various other companies to implement work-from-home policy in accordance with Government's health protocols, which requires management of data securities. The Bank has implemented tighter data security rules, such as rules for the use of personal drives or storage, and the implementation of stricter security access.

Human resources plays an important role of the Bank's asset in managing its business and operations. BCA continuously improves the competence of its employees and ensures the adequacy of its human resources. The focus of human resource development is to support innovation in digital banking services and strengthen relationships with customers. The Bank prudently manages leadership regeneration and succession to ensure the continuity of the organization in the future, with regards to retaining its values and healthy governance.

PRIME LENDING RATE

In connection with Financial Authority Services Regulation No.37/POJK.03/2019 concerning Transparency and Publication of Bank Reports, BCA has implemented transparency in the Prime Lending Rate (SBDK) to the public through publication, such as on the website and Annual Reports. Prime Lending Rate publication improves the Bank's corporate governance practices and encourages healthy competition in the banking industry.

The prime lending rate calculation is based on three component: Cost of Funds for Credit (HPDK); overhead costs incurred by the Bank in the process of extending credit; and the profit margin determined for lending activities.

Detailed information regarding changes to the prime lending rate is available at branch offices and accessible through the BCA website (www.bca.co.id). The following table defines the Bank's quarterly prime lending rate in 2020:

Quarterly Prime Lending Rate (effective % p.a)

End of Period	Prime Lending Rate Based on Loan Segment			
	Corporate Loan	Retail Loan	Consumer Loan	
			Mortgage	Non Mortgage
Quarter IV - 2019	9.75	9.90	9.90	8.61
Quarter I - 2020	9.25	9.40	9.90	8.61
Quarter II - 2020	9.25	9.40	9.40	8.61
Quarter III - 2020	8.25	8.75	9.40	8.61
Quarter IV - 2020	8.25	8.75	8.75	8.61

PROSPECTS, STRATEGIC PRIORITIES & PROJECTION FOR 2021

Prospects for the Economy and Banking Sector in 2021

The Indonesian national economy 2021 is predicted to face challenges, both external and internal, along with the gradual economic recovery which counts on the success of vaccine distribution and its effectiveness in stopping the spread of COVID-19. The distribution of National Economic Recovery (PEN) funds will also play an important role in the recovery of the national economy, especially in the second semester of 2021.

The approval of Omnibus Law on Job Creation is expected to support a better investment climate in Indonesia in the future. On the other hand, economic transition from pandemic to normal level may present its own risks, such as rising inflation and increasing credit risk post restructuring relaxation period.

Embarking 2021, by taking these various developments into account, banking sector will still pay close attention to the developments of its asset quality. In line with the macroeconomic developments, national banking is projected to grow moderately in terms of both credit and third party funds.

In terms of credit, BCA will stay prudent but remain optimistic, to correspond to the economic recovery process. BCA continues to strive for high credit quality by closely monitor its portfolio and proactively communicate with its debtors regarding updates on their conditions, especially those affected by the pandemic.

BCA will focus on maintaining adequate liquidity by prioritizing CASA growth. With the 'New Normal' era, the Bank continues to increase the capacity of its digital-based transaction banking services, supported by various product features and facilities, network expansion and payment system acceptance that will boost customer base growth.

Aside from competition within the banking sector, the presence of fintech companies, that offer financial services built upon technological advances, is also a challenge for BCA. However, the Bank sees this as new opportunities to collaborate with these fintech companies. To that end, BCA continuously build relationships with fintech companies and e-commerce players through the development of API, making it easier to carry out various banking transactions through BCA's digital channels. This allows BCA to strengthen its customer base and increase the number of transactions in the larger payment ecosystem.

BCA is also committed to grow together with its subsidiaries by increasing business synergy and supporting capital position, in line with the subsidiaries' business development. The subsidiaries are expected to increase their contribution to BCA's overall performance, both in the form of interest income and fee based income in the future.

Strategic Priorities & Projection 2021

The Bank closely monitors the developments of its external and internal conditions to determine strategic plans for 2021. With several uncertainties ahead, BCA will act prudently while maintaining optimism by prioritizing liquidity and adequate capital, especially amidst the increasing credit risk.

Entering 2021, in line with the forecast of gradual economic recovery, BCA projects moderate growth targets. Growth in third party funds and loans is targeted at 4.0-6.0%. BCA strives to maintain ROA ratio of above 3.2%-3.3%, ROE between 16.0%-17.0% and a relatively stable CAR level of 24.0%-25.0%.

BCA is committed to continue various initiatives and investments in strengthening the Bank's franchise value. Align with the growing diversification in customer preference for online services, BCA will continue to strategically focus on strengthening relationships with its customers, based on three main pillars: strengthening payment settlement services, lending and developing comprehensive solutions & services.

i. Strengthening transaction banking franchises through payment settlement services

BCA consistently continue to strengthen payment settlement services, which are main engine of BCA's core transaction banking business. This strategic initiative has resulted in stable and sustainable growth in current and savings accounts (CASA).

The limitations of out of home activities during the pandemic have accelerated the shift of customers behavior to digital services, as reflected in the significant increase in number of transactions performed through BCA mobile and internet banking platforms.

As such, BCA will continue to improve the features and facilities of its digital banking products & services to increase convenience for customers in making transactions. The Bank's main orientation will focus on creating a broad and integrated payment ecosystem, including through collaborations with fintech and e-commerce companies. BCA also focus to grow its customer base, which is one of the crucial factor to support the Bank's business growth and payment transactions. In supporting this, BCA will improve its digital on-boarding initiatives for new customer acquisitions.

All of these initiatives are carried out with the support of solid information technology infrastructure and highly reliable system security in conducting transactions.

ii. Lending

In the dynamic economic condition and the challenges presented by COVID-19 pandemic that will likely have impact in 2021, BCA continue to stay prudent in lending disbursement, by balancing its targeted credit growth with credit quality. BCA will continue to prioritize lending to customers with good track records and adhere to the principle of prudent lending by implementing disciplined risk management. One way is by implementing credit diversification, to mitigate credit risk and by closely monitoring developments of the debtors' credit quality, especially for restructured loans.

BCA will continue to explore new business potential, by utilizing data optimization and deepening processes from potential industries and existing customers, as well as through exploring the business potential of debtors' networks.

The Bank continues to strengthen its credit infrastructure by taking advantage of technological developments to accelerate credit approval and the debtor acquisition process.

iii. Developing Comprehensive Solutions and Services

The growing customers' needs have encouraged BCA to continuously innovate to create more comprehensive financial solutions. BCA collaborates in providing and marketing financial products & services together with its subsidiaries engaged in: (i) vehicle financing (BCA Finance and BCA Multi Finance); (ii) Islamic banking (BCA Syariah); (iii) brokerage and investment management services (BCA Sekuritas); (iv) insurance (BCA General Insurance and BCA Life Insurance); (v) remittance (BCA Finance Ltd); and (vi) venture capital (PT Central Capital Ventura) including a new subsidiary, PT Bank Digital BCA, scheduled to start its business operation as a digital bank in 2021.

The variety of financial products and services complement the Bank's core business of transaction banking and provide an array of cross selling opportunities to support the Bank's overall performance. BCA continues to provide support to subsidiaries in the form of gradual capital injection, based on the subsidiaries' business development plan, and to provide support through collaboration for the development of capacity & capability related to service network and information technology.



CORPORATE GOVERNANCE





GLOSSARY

No.	Keywords/Terms	Initials
1.	Accounting Education Program	PPA
2.	Annual General Meeting of Shareholders	AGMS
3.	Annual Report	AR
4.	Asset and Liability Committee	ALCO
5.	ASEAN Corporate Governance Scorecard	ACGS
6.	Audit Committee	AC
7.	Bank Indonesia	BI
8.	Bank Indonesia Circular Letter	BI Circular Letter
9.	Bank Indonesia Regulation	BI Regulation
10.	Bank Sustainability Report	Sustainability Report
11.	Corporate	BCA
12.	Corporate Social Responsibility	CSR
13.	Credit Committee	CC
14.	Credit Policy Committee	CPC
15.	Extraordinary General Meeting of Shareholders	EGMS
16.	Financial Report	FR
17.	Financial Services Authority	OJK
18.	Financial Services Authority Circular Letter	OJK Circular Letter
19.	Financial Services Authority Regulation	OJK Regulation

No.	Keywords/Terms	Initials
20.	Financial Services Institution	FSI
21.	Good Corporate Governance	GCG
22.	Indonesia Deposit Insurance Corporation	IDIC
23.	Indonesia Stock Exchange	IDX
24.	Informatics Engineering Education Program	PPTI
25.	Information Technology Steering Committee	ITSC
26.	Integrated Governance Committee	IGC
27.	Integrated Risk Management Committee	IRMC
28.	Number (for Regulation)	No.
29.	Personnel Case Advisory Committee	PCAC
30.	PT Bank Central Asia Tbk	BCA
31.	Public Accountant	PA
32.	Public Accounting Firm	PAF
33.	Remuneration and Nomination Committee	RNC
34.	Risk Management Committee	RMC
35.	Risk Oversight Committee	ROC
36.	Small Medium Enterprises	SME
37.	Subsidiary Company of PT Bank Central Asia Tbk	Subsidiary
38.	Value Added Tax	VAT

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CORPORATE GOVERNANCE



In line with the growth of business activities, as well as the continuing growth of the digital era, BCA always strives to strengthen the integration of corporate governance and to improve the implementation of the principles of Good Corporate Governance in conducting the business by abiding the prevailing regulations, thus providing added value for BCA and all stakeholders.



INTRODUCTION

1. The Objective of Corporate Governance Implementation

The implementation of the principles of Good Corporate Governance at BCA has the following objectives:

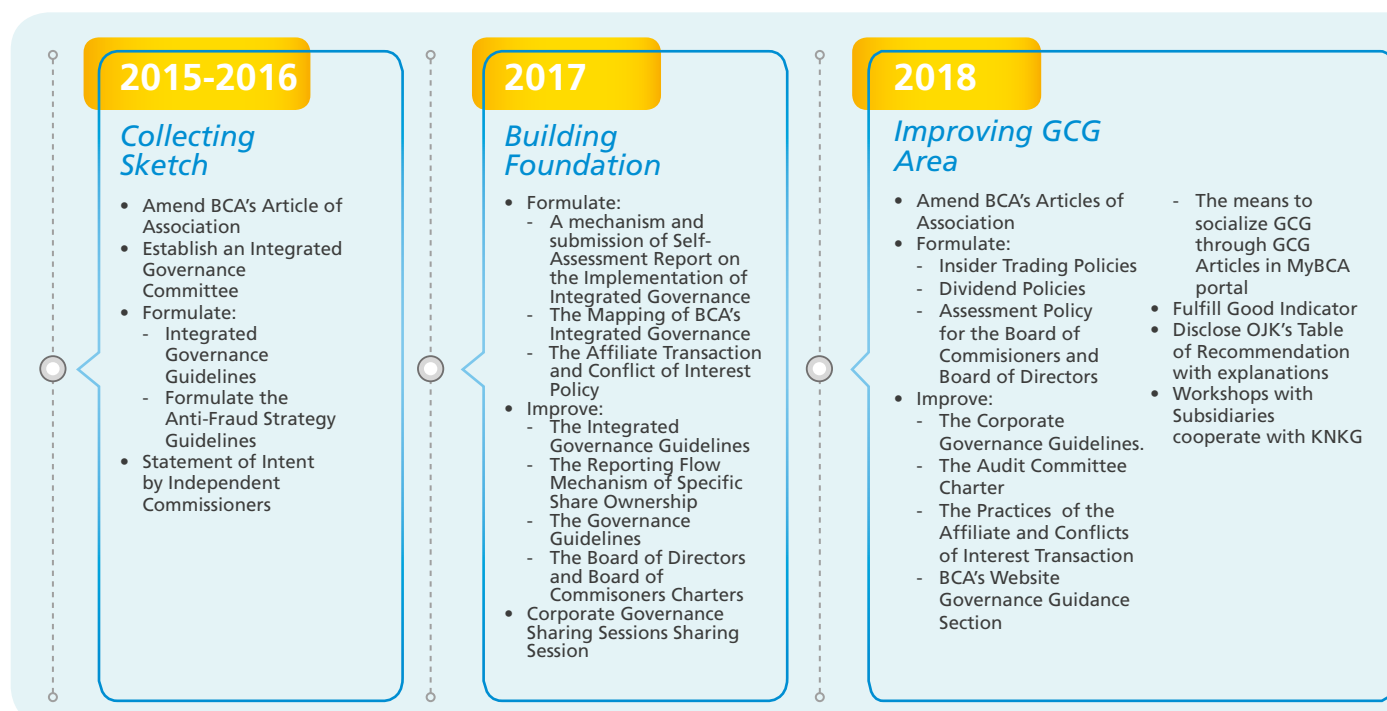
- Supporting BCA's vision "To be the most trusted bank of choice and a major pillar of the Indonesian economy"
- Supporting BCA's mission, namely:
 - Building a center of excellence in payment settlement and financial solutions for business individual and customers.

- Understanding the various needs of customers and providing the right financial services to achieve optimal customer satisfaction.
- Enhancing the franchise value and the value of BCA stakeholders.

- Providing benefits and added value for shareholders and stakeholders.
- Maintaining and increasing a long term sustainable and competitive business.
- Gaining investor confidence in BCA.

2. Roadmap

BCA has developed a roadmap for governance, which is used as a reference for implementing governance at BCA. The roadmap for BCA governance from 2015 until 2021 is as follows:





2019

Strengthening GCG

- Fulfill OJK Recommendations Regarding Corporate Governance
- Improve:
 - Corporate Governance Guidelines
 - Affiliate Transaction Practices and Conflict of Interest Policy
 - GCG Articles in MyBCA portal
- Analyse:
 - Code of Ethics
 - Annual Disclosure
 - BCA's Website in Corporate Governance Section
- Implement:
 - The self-assessment of Board of Directors' and Board of Commissioners' Performance Pursuant to OJK's guide.
 - Invitation AGMS released 28 Days before the commencement of AGMS
 - The publication the result of AGMS at the same day as the commencement of AGMS
- Formulate the Financial Sustainability Report

2020

Fostering GCG Culture

- Oversee the Implementation of GCG at BCA with regulations
- Improve:
 - GCG implementation based on External Assessment Results.
 - ACGS implementation
 - Sustainable Governance Implementation and Revision
 - The Integrated Governance Guidelines.
 - The Implementation of Integrated Governance
- Socialize:
 - BCA's Code of Ethics
 - The Annual Disclosure Practices
 - Compulsory Materials on GCG E-learning to All Employees

2021

Advancing Plan with GCG Practice

- Improve:
 - Corporate Governance Guidelines.
 - Board of Commissioners Charter
 - Board of Directors Charter
 - Corporate Secretary Charter
- Formulate:
 - Anti Corruption Policy
 - Anti Gratification Policy
- Socialize:
 - Implementation of Affiliate Transaction and Conflict of Interest Policy
 - Digitalization of Annual Disclosure
 - Digitalization of Special List Report
 - Digitalization of Board of Commissioners' and Board of Directors' Report on Company Share Transactions

3. Corporate Governance Achievements in 2020

In line with the governance roadmap, throughout 2020 BCA carried out various activities in an effort to improve the quality and strengthen the implementation of Good Corporate Governance while keeping observing new regulations.

Corporate Governance Achievements in 2020

1

Adjustment to BCA's Articles of Association, taking into account the new regulations issued by the OJK, which are:

- OJK Regulation No. 15/POJK.04/2020 concerning Planning and Holding General Meetings of Shareholders of Public Limited Companies;
- OJK Regulation No. 16/POJK.04/2020 concerning Implementation of Electronic General Meetings of Shareholders of Public Limited Companies.

2

Enhancement of Good Corporate Governance (GCG) implementation, based on the criteria of the ASEAN Corporate Governance Scorecard (ACGS), in the form of:

- Publication of Integrity Pact;
- Refreshment of Audit Committee Charter;
- Meeting attendance rate of the Board of Directors and the Board of Commissioners > 75%.

3

The issuance of the Board of Directors' Decree related to the Orientation Program for new members of the Board of Directors and the Board of Commissioners.

4

The issuance of an Integrated Governance Committee Charter – BCA Financial Conglomerate.

5

The issuance of a Corporation Charter – BCA Financial Conglomerate.

6

Development of GCG eLearning, which aims to provide an understanding of, strengthen commitment to and build a culture of good corporate governance at all levels of the BCA organization.

7

Improved the implementation of affiliate and conflict of interest transaction implementation, which includes:

- Developing an application to report affiliate transaction internally;
- Socialization of affiliate transaction and conflict of interest internally in accordance with OJK Regulation No. 42/POJK.04/2020 concerning Affiliate and Conflict of Interest Transaction.

8

Periodically update the Corporate Governance section of the BCA website.

9

General Meeting of Shareholders (GMS) held with reference to the most recent provisions of OJK Regulation No. 15/POJK.04/2020 concerning Planning and Implementation of GMS for Public Companies as well as the enforcement of granting electronic power of attorney (e-Proxy) to Shareholders for the implementation of the Extraordinary General Meeting of Shareholders through the facilities of eASY KSEI provided by Kustodian Sentral Efek Indonesia (KSEI).

10

Socialization to all BCA employees via infographics on MyBCA portal regarding:

- Affiliate Transaction and Conflict of Interest Policy;
- Code of Ethics; and
- Completion of Annual Disclosure.



BCA as "ASEAN Asset Class"

In 2020, BCA also received an award as one of the listed companies on national stock exchange to be included in the category of "ASEAN Asset Class". The achievement is assessed based on the criteria of ACGS, which is an initiative of corporate governance in the implementation of the ASEAN Capital Market Forum (ACMF) to promote ASEAN as an asset class and increase the confidence of global investors in the quality of companies in the ASEAN region.

4. Reference

BCA has implemented Good Corporate Governance with reference to regulatory provisions, internal provisions, and best practices that are applicable and exemplified on a national and international scale. In

addition, the policy and internal provision related to the implementation of Good Corporate Governance also refer to BCA's Articles of Association in order to ensure that policy not only complies with the regulations but also aligns with BCA's business efforts.

The regulations that are used as references in the implementation of Good Corporate Governance at BCA are as follows:

- Law No. 8 of 1995 concerning Capital Markets.
- Law No. 40 of 2007 concerning Limited Liability Companies.
- OJK Regulation No. 17/POJK.03/2014 concerning Implementation of Integrated Risk Management for Financial Conglomerates.
- OJK Regulation No. 18/POJK.03/2014 concerning Implementation of Integrated Good Corporate Governance for Financial Conglomerates
- OJK Regulation No. 33/POJK.04/2014 concerning Directors and Board of Commissioners of Issuers or Public Companies.
- OJK Regulation No. 8/POJK.04/2015 concerning Website of Issuers or Public Companies.
- OJK Regulation No. 21/POJK.04/2015 concerning Implementation of Governance Guidelines for Public Companies.
- OJK Regulation No. 31/POJK.04/2015 concerning the Disclosure of Material Information or Facts by Issuers and Public Companies.
- OJK Regulation No. 5/POJK.03/2016 concerning Bank Business Plans.
- OJK Regulation No. 37/POJK.03/2019 concerning the Transparency and Publication of Bank Reports.
- OJK Regulation No. 55/POJK.03/2016 concerning The Implementation of Good Corporate Governance for Commercial Banks.
- OJK Circular Letter No.14/SEOJK.03/2015 concerning Implementation of Integrated Risk Management for Financial Conglomerates.
- OJK Circular Letter No.15/SEOJK.03/2015 concerning Implementation of Integrated Governance for Financial Conglomerates.
- OJK Circular Letter No.32/SEOJK.04/2015 concerning the Guidelines for Corporate Governance.
- OJK Circular Letter No.25/SEOJK.03/2016 concerning the Commercial Bank Business Plan.
- OJK Circular Letter No. 43/SEOJK.03/2016 concerning Transparency and Publication of Conventional Commercial Bank Reports.
- OJK Circular Letter No. 13/SEOJK.03/2017 concerning Implementation of Good Corporate Governance for Commercial Banks.
- BCA's Articles of Association.

In applying Good Corporate Governance, BCA also refers to governance best practices, as follows:

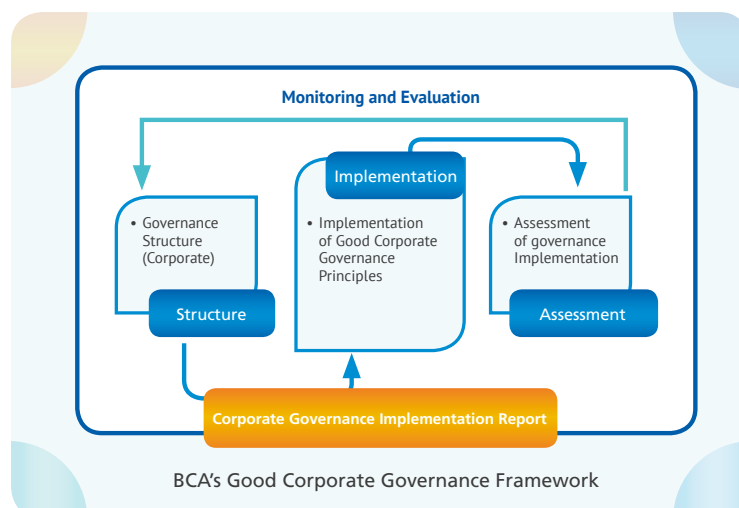
- Indonesia Roadmap of Corporate Governance Guidelines published by the OJK
- Indonesia Guidelines of Good Corporate Governance (GCG) published the National Committee on Governance Policy (KNKG).
- ASEAN Corporate Governance Scorecard published by ASEAN Capital Market Forum (ACMF).
- Corporate Governance Principles published by the Organization for Economic Cooperation and Development (OECD).

In general, the disclosure of components of Corporate Governance in this annual report refers to the following regulations:

- OJK Regulation No. 29/POJK.04/2016 concerning Annual Reports of Issuers or Public Companies.
- OJK Circular Letter No. 30/SEOJK.04/2016 concerning Form and Content of Issuers or Companies' Annual Reports.
- OJK Circular Letter No. 13/SEOJK.03/2017 concerning Implementation of Good Corporate Governance for Commercial Banks.

5. Good Corporate Governance Framework and Action Plan

The following is the framework of BCA's Good Corporate Governance.



The Good Corporate Governance framework at BCA consists of a governance structure as a foundation, implementation as an embodiment of the governance principles, and assessment of the implementation of corporate governance as a parameter for implementing Corporate Governance principles at BCA. This parameter is used by BCA organs as an indicator to continue to make sustainable improvements in implementing the principles of Good Corporate Governance. Disclosure of the Corporate Governance framework is stipulated in the Corporate Governance Implementation Report.

BCA has conducted comprehensive self-assessment periodically to review the adequacy of the implementation of good governance, thus allowing BCA to immediately establish the required action plan. BCA's Good Corporate Governance Action Plan for 2020 was as follows:



BCA Good Corporate Governance Action Plan in 2020

Remarks:

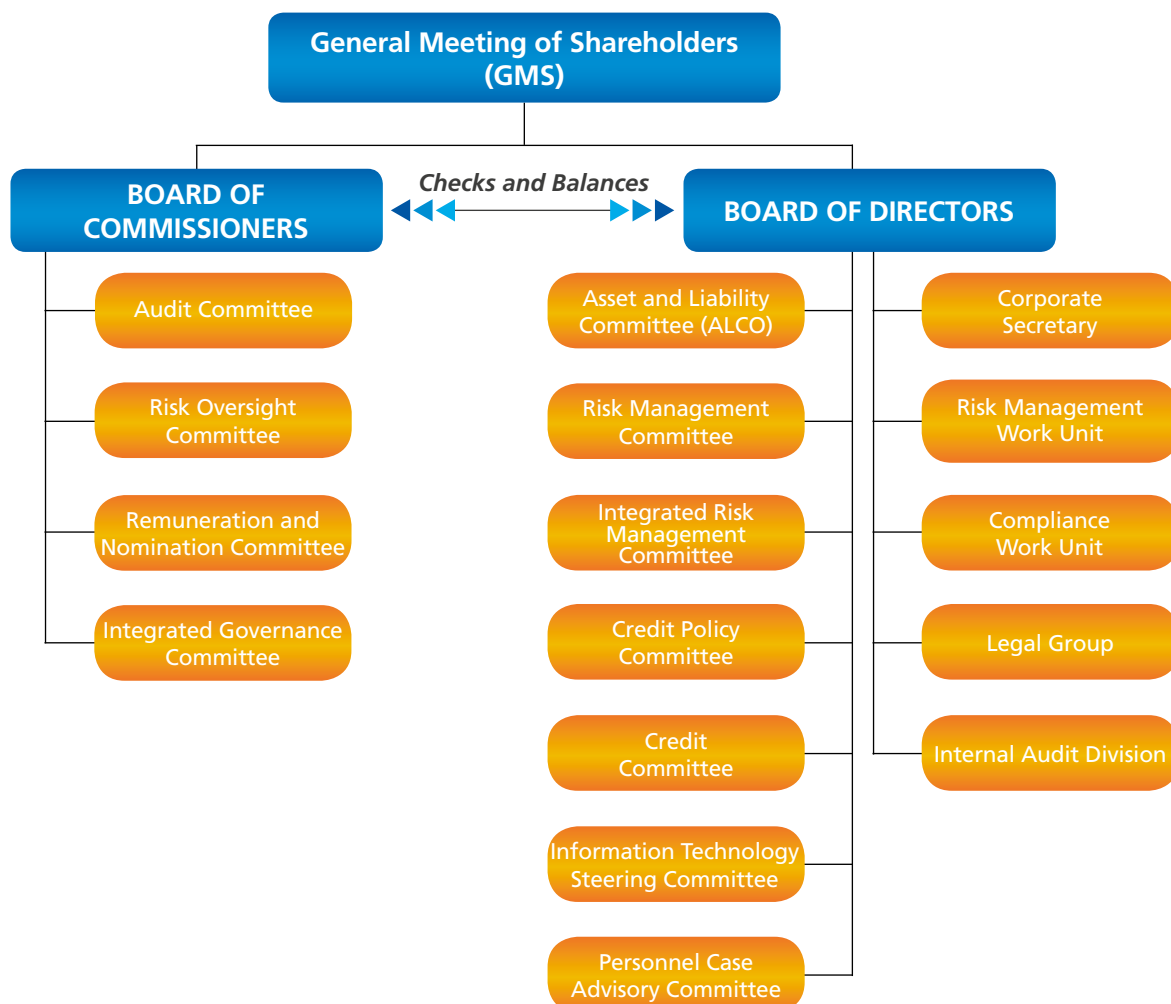
* Improvement is a follow-up from the results that aimed to provide added value, refinement and / or improvement in implementing the principles of governance at BCA. Improvements conducted in 2020 include:

- Analysis in order to update the Integrated Governance Guidelines.
- Update of policies related to Corporate Governance, among others:
 - a. Internal audit function;
 - b. Audit committee;
 - c. Conflict of interest;
 - d. Affiliate transaction.
- Socialization of terms of affiliated and conflict of interest transactions to the related work units.
- Implementation of an to the Corporate Governance section of the BCA website and the subsidiary's website to facilitate the provision of Good Corporate Governance information for stakeholders and the public.
- Implementation of ACGS indicators.
- Socialization related to Good Corporate Governance through uploaded articles related to corporate governance on BCA internal portal as well as socialization that discusses issues around Good Corporate Governance, including topics related to capital market regulations from regulators, corporate governance issues, and implementation of Good Corporate Governance at BCA.

A. CORPORATE GOVERNANCE STRUCTURE

BCA has set a corporate governance structure that reflects the checks and balances principle in the implementation of Good Corporate Governance.

BCA Corporate Governance Structure



BCA's corporate governance structure consists of:

- 1) General Meeting of Shareholders (GMS);
- 2) Board of Commissioners;
- 3) Board of Directors;
- 4) Committees under the Board of Commissioners, which are Audit Committee, Risk Oversight Committee, Remuneration and Nomination Committee, Integrated Governance Committee;
- 5) Board of Directors' Executive Committees, which are Asset and Liability Committee (ALCO), Risk Management Committee, Integrated Risk Management Committee, Credit Policy Committee, Credit Committee, IT Steering Committee, Personnel Case Advisory Committee;
- 6) Corporate Secretary;
- 7) Risk Management Work Unit, Compliance Work Unit, Legal Group, and Internal Audit Division.

B. IMPLEMENTATION

BCA's commitment to Good Corporate Governance is implemented in the following areas:

1. Internal Policies Related to Good Corporate Governance

BCA's internal policies on Good Corporate Governance serve as a tool to comply with regulations, to support Good Corporate Governance infrastructure, and to execute Good Corporate Governance. BCA's policies related to Good Corporate Governance include:

Issues	Type of Internal Policies
General Provision	- Articles of Association - Code of Ethics
Corporate Governance Policies	Board of Directors' Decree No.168/SK/DIR/2018 dated October 24, 2018 concerning Adjustment of Corporate Governance Guidelines
The Board of Commissioners and the Board of Directors	- Board of Commissioners' Decree Guidelines and Code of Conduct and the Board of Directors' Guidelines and Code of Conduct, which are an integral part of the Corporate Governance Guidelines. - Board of Directors' Decree No. 215/SK/DIR/2018 dated 31 December 2018 concerning Self-Assessment Policy of the Board of Directors and the Board of Commissioners.
The Committees Under the Board of Commissioners	- Board of Commissioners' Decree No. 117/SK/KOM/2019 dated July 10, 2019 concerning Audit Committee Charter of PT Bank Central Asia Tbk. - Board of Commissioners' Decree No. 172/SK/KOM/2019 dated November 7, 2019 concerning Risk Oversight Committee Charter. - Board of Commissioners' Decree No. 035/SK/KOM/2017 dated February 24, 2017 Concerning the Remuneration and Nomination Committee Structure. - Board of Commissioners' Decree No. 098/SK/KOM/2020 dated July 8, 2020 concerning Integrated Governance Committee Charter – BCA Financial Conglomerate. - Part B Chapter 3 of the BCA Governance Guidelines concerning Guidelines and Code of Conduct for the Supporting Committees of the Board of Commissioners.
Integrated Governance	- Board of Directors' Decree No. 160A/SK/DIR/2017 dated November 21, 2017 concerning the Revision of the Integrated Governance Guidelines of PT Bank Central Asia Tbk and Subsidiaries. - Board of Directors' Decree No. 037/SK/DIR/2017 dated March 27, 2017 concerning the Integrated Compliance Risk Management Policy. - Integrated Governance Guidelines No. 217/SK/DIR/2020 dated December 30, 2020. - Charter of Corporation – BCA Financial Conglomerate.
Affiliated Transactions and Conflict of Interest	- The Decree of Board of Directors No. 214/SK/DIR/2019 dated December 27, 2019 concerning Affiliated Transactions and Transactions Containing Conflicts of Interest. - Circular Letter No. 319/SE/POL/2019 dated December 27, 2019 concerning Implementation Guidelines for Affiliated Transactions and Transactions Containing Conflicts of Interest. - Board of Directors' Decree No. 219/SK/DIR/2003 dated November 10, 2003 concerning Provisions regarding Conflicts of Interest.
Anti-Fraud	- Circular Letter No. 064/SE/POL/2015 dated April 7, 2015 concerning Guidelines for Implementing Anti-Fraud Strategies. - Board of Directors' Decree No. 139/SK/DIR/2020 dated July 30, 2020 concerning Declaration of Anti-Fraud and Integrity Pact.
Audit and Internal Control	- Board of Directors' Decree No. 078/SK/DIR/2019 dated May 28, 2019 concerning Internal Audit Charter. - Board of Directors' Decree No. 183/SK/DIR/2017 dated December 13, 2017 concerning Guidelines for the Internal Control System of PT Bank Central Asia Tbk.
Risk Management	Board of Directors' Decree No. 126 /SK/DIR/2017 dated October 3, 2017 concerning the Basic Risk Management Policy of PT Bank Central Asia Tbk.
Anti-Money Laundering	- Board of Directors' Decree No. 065/SK/DIR/2015 dated May 15, 2015 concerning Revision of the Anti-Money Laundering and Prevention of Terrorism Financing Policy. - Board of Directors' Decree No. 143/SK/DIR/2018 dated September 20, 2018 concerning Issuance of Anti-Money Laundering and Prevention of Terrorism Financing Guidelines for 2018.
Whistleblowing System	Board of Directors' Decree No. 146/SK/DIR/2017 dated November 1, 2017 concerning Implementation of the Whistleblowing System at BCA.
Procurement	- Board of Directors' Decree No. 130/SK/DIR/2017 dated October 10, 2017 concerning Provisions for Procurement of Goods and/or Logistics Services and Building. - Board of Directors' Decree No. 089/SK/DIR/2018 dated June 6, 2018 concerning Procurement of Goods and/or Services Related to Information Technology (IT).
Insider Trading	Part B Chapter 5 of BCA Corporate Governance Guidelines regarding Insider Trading Transactions.

Governance Guidelines

The Bank's governance guidelines have been updated and ratified through Board of Directors' Decree No. 168/SK/DIR/2018 dated October 24, 2018 concerning Adjustment of Corporate Governance Guidelines. The guidelines cover the following areas:

- Principles of Good Corporate Governance.
- General Meeting of Shareholders (GMS) and its implementation.
- The Board of Commissioners and its guidelines and procedures.
- The Committees of Board of Commissioners and their guidelines and procedures
- The Board of Directors and its guidelines and procedures.
- Communication and information functions.
- Information disclosure.
- Insider trading.
- Dividend distribution.
- Self-assessment report on the implementation of governance and integrated governance.
- Annual report on the implementation of corporate governance and integrated governance.

The key points of BCA's governance guidelines can be downloaded on the BCA website under the Governance section ([https:// www.bca.co.id/en/Tentang-BCA/Tata-Kelola-Perusahaan/Tata-kelola](https://www.bca.co.id/en/Tentang-BCA/Tata-Kelola-Perusahaan/Tata-kelola)).

Insider Trading Transaction Policy

The insider trading transaction policy is regulated in BCA's Corporate Governance Guidelines, which include provisions on the legal basis, prohibitions, exceptions, and compliance of insider trading transaction policies. BCA staff are required to comply with applicable capital market regulations and uphold the values of BCA's Code of Ethics to support the implementation of this policy. BCA employees have to ensure that their personal interests are not in conflict with the interests of BCA as a banking entity or customer, nor have they abused their position and/or authority for personal or family interests or committed disgraceful actions that particularly harm the professional image and/or BCA's image in general. The insider trading transaction policy key points can be downloaded on the BCA website under the Governance Policy section (<https://www.bca.co.id/en/Tentang-BCA/Tata-Kelola-Perusahaan/Tata-kelola>)

Dividend Policy

The Dividend Policy is regulated in the BCA Governance Guidelines, covering rules regarding the legal basis, consideration of dividend

distribution, proposed dividend distribution, and AGMS decisions regarding dividends. Announcement (publication), schedule, and procedure for dividend payment refer to the prevailing rules and/or regulations, including regulations from the Financial Services Authority (OJK), Bank Indonesia, Indonesia Stock Exchange (IDX), taxation, and BCA's Articles of Association. The main points of the dividend policy can be downloaded on the BCA website under the Governance Policy section (<https://www.bca.co.id/en/Tentang-BCA/Tata-Kelola-Perusahaan/Tata-kelola>). Throughout 2020, the realization of dividend payments has been carried out in accordance with applicable regulations.

Conflict of Interest Policy

BCA has a Conflict-of-Interest Policy based on Board of Directors' Decree No. 219/SK/DIR/2003 concerning Provisions regarding Conflicts of Interest. This policy is a guideline for BCA employees to consistently prioritize BCA values when dealing with customers, partners and colleagues in implementing corporate governance practices and enhancing public trust.

Emergency Management Policy

The Emergency Management Policy is regulated in BCA's Financial Conglomerate Integrated Business Continuity Policy based on Decree of Board of Directors No. 180/SK/DIR/2017 dated December 11, 2017. The policy contains the procedures to ensure business continuity and maintain the sustainable business of BCA and members of the BCA Financial Conglomerate. The matters that are regulated in this policy are related to business continuity plan policies, protocols from BCA to members of the BCA's Financial Conglomerate and vice versa, as well as the order of recovery priority.

Information Technology Corporate Governance Policy

In line with the rapid development and use of technology in providing banking services, BCA has established information technology corporate governance guidelines covering policies related to information technology risks, managing information technology changes, managing information technology problems, controlling information technology quality, managing information technology capacity, managing information technology communication networks and physical data center security. BCA also regularly measures the maturity of its information technology and reviews the information technology governance guidelines accordingly.

The key points of BCA's Information Technology Corporate Governance Policy can be downloaded on the BCA website under the Governance Policy section (<https://www.bca.co.id/en/Tentang-BCA/Tata-Kelola-Perusahaan/Tata-kelola>).

Procurement Policy

In supporting banking business activities, BCA has procurement guidelines for obtaining quality goods and/or services in accordance with applicable regulations and the principles of Good Corporate Governance. BCA procurement policies include, policies for goods and/or logistics and building services as well as those related to information technology. BCA's updated procurement policy is outlined in Board of Directors' Decree No. 130/SK/DIR/2017 dated October 10, 2017 and No. 089/SK/DIR/2018 dated June 6, 2018.

Policies on procurement of goods and/or logistical services and buildings cover terms and authority for procurement, centralized and decentralized procurement systems, types of goods and/or services, procurement problem handling, activities grouping, supporting documents, procurement processes/flow, and vendor selection. Procurement policies related to information technology including procurement, trial and end user computing activities, procurement recommendations and approvals, procurement recommendation and approval authority, multi-principal/multi-vendor/multi-brand implementation as well as procurement guidelines. The procurement policy also regulates the mechanism for finding and selecting potential vendors by considering factors such as cost of the goods/services offered, professionalism and credibility of the vendor. The key points of BCA's Procurement Policy can be downloaded on the BCA website under the Governance Policy section (<https://www.bca.co.id/en/Tentang-BCA/Tata-Kelola-Perusahaan/Tata-kelola>).

BCA staff are subject to the code of ethics relating to vendors, which can be seen on page 492-493 of the Code of Ethics section in this Annual Report. Throughout 2020, BCA implemented procurement and/or the process of appointing suppliers/contractors in accordance with BCA internal policies on procurement of goods/ services/information technology and other stipulated provisions.

Communication Policy

BCA recognizes the importance of communication policies to manage the communication between BCA and its stakeholders. BCA has a Communication and Information Disclosure Policy as outlined in the Governance Guidelines. The policy includes regulations related to the Corporate Secretary, Reporting and Disclosure, Investor Relations, Media Communication, Information Access, Disclosure Level Determination, Transparency Aspects of BCA conditions, and material information or facts disclosure. BCA continues to provide convenience for the stakeholders and community to communicate and access BCA information and data. Key points of BCA's Communication Policy can be downloaded on the BCA website under the Governance Policy section (<https://www.bca.co.id/en/Tentang-BCA/Tata-Kelola-Perusahaan/Tata-kelola>).

Affiliated and Conflict of Interest Transaction Policy

The Affiliated Transaction and Conflicts of Interest policy can be seen in the Affiliated Transactions section of this Annual Report on page 472-475.

Lending Policy for the Board of Directors and Board of Commissioners

Lending policy for the Board of Directors and Board of Commissioners can be seen on page 498 of this Annual Report.

2. Compliance with Good Corporate Governance Principles

BCA has complied with Good Corporate Governance principles based on regulations in Indonesia, which serve as guidelines for implementing Good Corporate Governance. BCA is committed to continuously improving the implementation of Good Corporate Governance principles in accordance with applicable laws and regulations, as well as the development of best practices in corporate governance and the ASEAN CG Scorecard.

a. Basic Principles of Good Corporate Governance.

Based on OJK Regulation No. 55/POJK.03/2016 concerning Implementation of Good Corporate Governance for Commercial Banks and OJK Circular Letter No. 13/SEOJK.03/2017 concerning the Implementation of Good Corporate Governance for Commercial Banks, the implementation of Good Corporate Governance in the banking industry should always be based on 5 (five) basic principles: Transparency, Accountability, Responsibility, Independence, and Fairness.

Fulfillment of Good Corporate Governance Principles

Transparency	• With regards to implementing the transparency principle, BCA has provided a Good Corporate Governance Implementation Report and disclosed the information in a timely, clear, and easily accessible manner to stakeholders through BCA's website. • BCA disclosed important information in accordance with the procedures set forth in the capital market regulations and/or other related laws. • BCA disclosed to the community regarding coverage in the mass media. • The disclosure principles adopted by BCA do not reduce BCA's obligation to fulfill the provisions on bank and job confidentiality.
Accountability	• Members of Board of Directors and Board of Commissioners have clear duties and responsibilities. • The Board of Directors and Board of Commissioners are held accountable for their performance at the Annual General Meeting of Shareholders. • BCA establishes clear responsibilities for each unit of the organization in line with BCA's vision, mission, business objectives and strategies. This can be seen in BCA's Organizational Structure, where each unit of the organization acts in accordance with its responsibilities.
Responsibility	• BCA always adheres to prudential banking practices in conducting its business activities. • BCA also acts as good corporate citizen.
Independency	• BCA acts professionally, free from pressure/intervention from any parties, and is objective in all decision making. • BCA avoids conflicts of interest at all time.
Fairness	• BCA pays attention consistently to the interests of all stakeholders based on the principle of equality and equal treatment. • BCA provides opportunities to all shareholders to express their opinions at the General Meeting of Shareholders. • All stakeholders have access to information in accordance with the principle of transparency.

- b. Implementation of Corporate Governance Guidelines for Public Company (recommendation of OJK Circular Letter No.32/SEOJK.04/2015).

BCA has fulfilled the Corporate Governance Guidelines for Public Companies, in accordance with Article 3 OJK Regulation No. 21/POJK.04/2015 concerning Implementation of Corporate Governance Guidelines for a Public Company. In this Annual Report, BCA discloses information regarding the implementation of recommendations in the corporate governance guidelines, as outlined in OJK Circular Letter No.32/ SEOJK.04/2015 concerning Corporate Governance Guidelines for Public Company, as follows:

Fulfillment of OJK Circular Letter No.32/SEOJK.04/2015

No	Recommendation	Description
A	PUBLIC COMPANY RELATIONSHIP WITH SHAREHOLDERS IN GUARANTEEING SHAREHOLDER RIGHTS	
	1st Fundamental	
	Increase the Value of General Meetings of Shareholders (GMS).	
1.1	The public company shall have method of voting, both open and closed voting systems to uphold independence, and the interests of shareholders.	Implementation: Comply The voting procedures of the BCA General Meeting of Shareholders (GMS) is governed in the GMS Rules of Procedure (announced at the beginning of GMS event) and in the Articles of Association to foster the independence and interests of shareholders. To ensure transparency, shareholders and the public can also download BCA's GMS Rules of Procedure on the BCA's website https://www.bca.co.id/en/Tentang-BCA/Tata-Kelola-Perusahaan/Aksi-Korporasi under the GMS Rules of Procedure section. In BCA's Annual General Meeting of Shareholders held on April 9, 2020 and Extraordinary General Meeting of Shareholders on July 30, 2020, voting ordinance for every agenda of the GMS was conducted in an open manner in accordance with the instructions and guidelines described by the GMS Chairman. Shareholders or authorized proxies for shareholders who disagree or abstain on any proposed agenda may raise a hand to submit a ballot paper to the Securities Administration Agency and to be verified by the Notary in accordance with BCA GMS Rules of Procedure. More info on page 320-321

No	Recommendation	Description
1.2	All members of the Board of Directors and members of the Board of Commissioners of the Public Company must be present at the annual GMS	Implementation: Comply The attendance of all members of the Board of Directors and the Board of Commissioners at: - The Annual General Meeting of Shareholders on April 9, 2020 is as follows : 5 (five) members of the Board of Commissioners = 100% 11 (eleven) members of the Board of Directors = 100% - Extraordinary General Meeting of Shareholders on July 30, 2020 is as follows: 5 (five) members of the Board of Commissioners = 100% 12 (twelve) members of the Board of Directors = 100% More info on page 316-317
1.3	Summary of the GMS minutes shall be available on the public company's website for at least one year	Implementation: Comply BCA published the summary of the minutes of the Annual GMS on April 9, 2020 and the extraordinary GMS on July 30, 2020 on the BCA website and they will remain available for more than 1 (one) year. The summary of the minutes of the Annual GMS and the extraordinary GMS of 2020 as well as the summary of the GMS minutes of the past 5 years can be downloaded on the BCA website https://www.bca.co.id/en/Tentang-BCA/Tata-Kelola-Perusahaan/Aksi-Korporasi under the General Meeting of Shareholders. More info on page 319
2nd Fundamental Improving the Quality of Communications between the Public Company and Its Shareholders and Investors		
2.1	The Public Company shall have a communication policy with shareholders or investors.	Implementation: Comply BCA has set out its policy for communication with shareholders in the corporate governance manual in part A of the communication function. BCA has an Investor Relations Working Unit that supports the communication flow between BCA and its shareholders or other capital market communities. The forms of communication include, organizing an analyst meeting to present BCA's performance, public expose, conference call, and submitting information through BCA's website under the Investor Relations section. This information can also be accessed by the public through the BCA website https://www.bca.co.id/en/Tentang-BCA/Hubungan-Investor. More info on page 304
2.2	The Public Company shall disclose the Company's communication policy with shareholders or investors on the Website	Implementation: Comply BCA has disclosed its communication policy with its Shareholders on BCA's website that can be viewed at: https://www.bca.co.id/en/Tentang-BCA/Tata-Kelola-Perusahaan/Tata-kelola under Policies related to Corporate Governance, under the Communication Policy section. More info on page 304
B FUNCTIONS AND ROLES OF THE BOARD OF COMMISSIONERS		
3rd Fundamental Strengthening the Membership and Composition of The Board of Commissioners.		
3.1	The number of members of the Board of Commissioners shall be determined with consideration to the state of Public Company.	Implementation: Comply BCA has fulfilled the provisions of Article 23 of OJK Regulation No. 55/POJK.03/2016 concerning Implementation of Good Corporate Governance For Commercial Banks, that the Board of Commissioners shall have a minimum of three members and maximum equal to the number of members of the Board of Directors. BCA's Board of Commissioners as of December 31, 2020 has 5 (five), including 3 (three) Independent Commissioners. The number and composition of members of the Board of Commissioners is determined by the BCA Remuneration and Nomination Committee, which provides recommendations to the Board of Commissioners then seeks approval from the GMS. Such recommendations are also given with consideration to the applicable rules/regulations as well as the condition, capacity, objectives and the fulfillment of the BCA's needs. More info on page 340

No	Recommendation	Description
3.2	The composition of the Board of Commissioners shall take into account diversity of skills, knowledge, and experience required.	Implementation : Comply The BCA Remuneration and Nomination Committee is responsible for preparing and providing recommendations to the Board of Commissioners regarding: - Systems and procedures for the election and/or replacement of members of the Boards of Directors and Commissioners; - The composition of the members of the Boards of Directors and Commissioners; - Policies and criteria required in the nomination process; - Performance evaluation policy for members of the Boards of Directors and Commissioners; The diversity policy in the composition of the Board of Commissioners is governed by the BCA Governance Policy Section B Chapter 2 about criteria and composition of the Board of Commissioners. In determining the composition of the Board of Commissioners, BCA has considered to the diversity of its members, in terms of education (field of study), work experience, age, and expertise regardless of gender, ethnicity, religion and race. This diversity highly competent members of the Board of Commissioners supports the improvement of BCA's performance. More info on page 382
4th Fundamental Improving Quality of Duties and Responsibilities of the Board of Commissioners.		
4.1	The Board of Commissioners shall have a self-assessment policy to assess its performance	Implementation: Comply BCA has a self-assessment policy for the Board of Commissioners as governed in BCA Governance Policy Section B Chapter 2. The Self-Assessment Policy is a guideline used as a form of accountability in assessing the performance of the Board of Commissioners. The evaluation of the Board of Commissioners' self-assessment is conducted by the Board of Commissioners based on recommendations from the Nomination and Remuneration Committee. More info on page 383-384
4.2	The Board of Commissioners' self-assessment policy shall be disclosed through the Annual Report of the Public Company.	Implementation : Comply BCA has disclosed the Board of Commissioners's self assessment policy through this Annual Report. More info on page 383-384
4.3	The Board of Commissioners has a policy related to the resignation of members of the Board of Commissioners should any member be involved in financial crime.	Implementation: Comply The policy regarding the resignation of members of the Board of Commissioners from their position if involved in financial crime has been governed in the Board of Commissioners' Charter and Article 14 of BCA's Articles of Association.
4.4	The Board of Commissioners or the Committee performing the Nomination and Remuneration functions shall establish a succession policy in the Nomination of the members of the Board of Directors	Implementation : Comply The BCA Remuneration and Nomination Committee is in charge of formulating the Board of Directors' succession policy. Implementation of the succession policy of the Board of Directors includes the provision of recommendations regarding the system, procedures and candidates for the Board of Directors for the selection and/or replacement of members of the Board of Directors to the Board of Commissioners to be submitted to the GMS. More info on page 406

No	Recommendation	Description
C FUNCTIONS AND ROLES OF THE BOARD OF DIRECTORS		
5th Fundamental Strengthening the Membership and Composition of the Board of Directors.		
5.1	The number of members of the Board of Commissioners shall be determined with consideration to state of the Public Company.	Implementation : Comply BCA has fulfilled the provisions of Article 4 of OJK Regulation No. 55/POJK.03/2016 concerning Implementation of Good Corporate Governance for Commercial Banks, that the Board of Directors shall have a minimum of three members. As of December 31 2020, the Board of Directors has twelve members. The determination of the number and composition of members of the Board of Directors is tasked to the BCA Remuneration and Nomination Committee, which provides recommendations to the Board of Commissioners then seeks approval from the GMS. BCA has also considered the condition, capacity, objectives, and the fulfillment of BCA's needs in determining the number of members of the Board of Directors. More info on page 352
5.2	The composition of the members of the Board of Directors shall take into account the diversity of skills, knowledge, and experience required.	Implementation : Comply The BCA Remuneration and Nomination Committee is responsible for preparing and provide recommendations to the Board of Commissioners regarding: - Systems and procedures for the election and/or replacement of members of the Boards of Directors and Commissioners; - The composition of the Boards of Directors and Commissioners; - The policies and criteria required in the nomination process; - Performance evaluation policy for members of the Boards of Directors and Commissioners; Through the implementation of the duties of the Remuneration and Nomination Committee, the determination of composition of the Board of Directors has considered to diversity of expertise, knowledge, and experience. The diversity policy in the composition of the Board of Directors is governed by BCA Governance Policy Section B Chapter 4 about Criteria and Composition of the Board of Directors, including consideration to diversity in terms of gender, age, educational background, and expertise. More info on page 382
5.3	Members of the Board of Directors overseeing the accounting or finance division shall have expertise and/or knowledge in accounting.	Implementation : Comply The Member of the Board of Directors in charge of the accounting and finance division has experience in finance and accounting. More info on page 71 (Vera Eve Lim's profile).
6th Fundamental Improving Implementation of Duties and Responsibilities of Board of Directors.		
6.1	The Board of Directors shall have a self-assessment policy to assess its performance.	Implementation: Comply BCA has a self-assessment policy for the Board of Directors as governed by BCA Governance Policy Section B Chapter 4. The Self-Assessment is conducted with reference to Bank's Business Plan, which has been approved by the Board of Commissioners. The Board of Directors' self-assessment results (including the President Director) was evaluated by the Board of Commissioners through the meeting based on recommendations from Remuneration and Nomination Committee. More info on page 383-384

No	Recommendation	Description
6.2	The Board of Directors' self assessment policy shall be disclosed through the Public Company's annual report.	Implementation : Comply The performance assessment of the Board of Directors has been disclosed in this BCA's Annual Report. More info on page 383-384
6.3	The Board of Directors shall have a policy related to the resignation of members of the Board of Directors should any member be involved in a financial crime.	Implementation : Comply The policy regarding the resignation of members of the Board of Directors if involved in financial crime is governed by the Board of Directors' Charter and Article 11 of BCA's Articles of Association.
D PARTICIPATION OF STAKEHOLDERS		
7th Fundamental Improve Corporate Governance through Stakeholder Participation		
7.1	The Public Company has a policy to prevent the occurrence of insider trading.	Implementation : Comply BCA Insider Trading Policy has been included in the Corporate Governance Guidelines of BCA. The principles of insider trading policy have been disclosed at the BCA website in the policies related governance column https://www.bca.co.id/en/Tentang-BCA/Tata-Kelola-Perusahaan/Tata-kelola on the policies related governance column insider trading policy section. More info on page 303
7.2	The Public Company shall have anti-corruption and anti-fraud policies.	Implementation : Comply BCA has anti-corruption policies contained in the BCA Code of Ethics. In addition, BCA also has anti-fraud policy as outlined in the Guidelines for Implementation of the Anti-Fraud Strategy, which refers to OJK Regulation No. 39/POJK.03/2019 concerning Implementation of Anti Fraud Strategy for Commercial Banks. Guidelines for Implementation of the Anti-Fraud Strategy have been in effect since April 7, 2015. More info on page 466 and 472
7.3	The Public Company shall have a policy on the selection and upgrading of suppliers or vendors.	Implementation : Comply BCA has policies for goods and services procurement related to logistics, buildings and information technology as outlined in Board of Directors' Decree No. 130/SK/DIR/2017 dated October 10, 2017 and No. 089/SK/DIR/2018 dated June 6, 2018. The policy regulates the value of procurement transactions and the selection method used (tender, direct selection/price comparison, direct appointment, repeat order, payment system, etc.) to ensure that the procurement process in BCA is fair and transparent. More info on page 304 and 492
7.4	The Public Company shall have a policy for the fulfillment of creditor rights	Implementation : Comply BCA guarantees the fulfillment of creditors' rights through various provisions that regulate as follows: - Rights to obtain clear information. - Rights to deliver suggestions/input, complains/reports and to obtain solutions. - Rights to claim creditor rights in accordance with the signed agreement. - Rights to access Annual Report and Audited Financial Report. - Rights to obtain information and ease of access for announcements, invitations, and results of Annual General Meeting of Shareholders as stated in the established procedures in relation to the GMS. In its implementation, BCA is committed to always fulfilling the rights of the creditor in accordance with the policy stipulated in the applicable provisions and based on the mutually agreement regarding the rights of the creditors in the relationship between BCA and creditors. Throughout 2020, BCA fulfilled the rights of creditors in accordance with the applicable provisions.

No	Recommendation	Description
7.5	The Public Company shall have a whistleblowing system policy	Implementation : Comply BCA has established a Whistleblowing System Policy as outlined in Board of Directors' Decree No.146/SK/DIR/2017 dated November 1, 2017 on the Implementation of Whistleblowing System in BCA. The principals of the whistleblowing system have been disclosed at the BCA website in the policies related to governance column: https://www.bca.co.id/en/Tentang-BCA/Tata-Kelola-Perusahaan/Tata-kelola in the whistleblowings system section. More info on page 468-470
7.6	The Public Company shall have a policy of providing long-term incentives to Directors and employees.	Implementation : Comply BCA has disclosed its Incentive Policy for the Board of Directors in this Annual Report. The incentive policy for employees has been stated in the Joint Employment Agreement and Board of Directors' Decree No.005/SK/DIR/2019 on Principal Policies of Performance Assessment, Position/Rank and Payroll.
E INFORMATION DISCLOSURE		
8th Fundamental Improving the Implementation of Information Disclosure.		
8.1	The Public Company shall use information technology more widely aside from its Website as a medium of information disclosure.	Implementation : Comply The use of information technology as a medium of BCA information disclosure: a. External, such as: - Website (www.bca.co.id), - HaloBCA, - Twitter Account (@XpresiBCA, @GoodLife, @BizGuideBCA, @HaloBCA, @KartuKreditBCA), - Facebook Account (/XpresiBCA, /GoodLifeBCA, /BizGuideBCA, /BankBCA, /KartukreditBCA), - Youtube (www.youtube.com/solusibca), - Slideshare (www.slideshare.net/SolusiBCA), - LinkedIn PT Bank Central Asia Tbk, - Instagram (@goodlifeBCA), - Line (BankBCA). b. Internal Internal Information Disclosure through MyBCA Intranet portal, Employee Facebook Group (BCA Semua Beres), Instagram @bcasemuaberes, Info BCA Magazine, and Plasma TV. More info on page 479
8.2	The Public Company's Annual Report discloses the ultimate beneficiary of Company's shareholding ownership of at least 5% (five percent), in addition to the disclosure of the final beneficial owner in the share ownership of Public Company through the major/controlling shareholders.	Implementation : Comply BCA Annual Report has disclosed: a. List of BCA Shareholders with share ownership of 5% or more, b. Ultimate beneficiary in the BCA's shareholding ownership, c. BCA's major/controlling shareholders. More info on page 334

BCA has complied with all recommendations in the implementation of Corporate Governance Guidelines for Public Companies. As of December 31, 2020, there are no recommendations in the table above that have not been implemented.

c. OECD Corporate Governance Principles

In addition to OJK Regulation No. 21/POJK.04/2015 concerning Implementation of Governance Guidelines for Public Companies and OJK Circular Letter No.32/SEOJK.04/2015 concerning the Guidelines for Corporate Governance, BCA also adopts the principles of corporate governance published by the Organization for Economic Co-operation and Development (OECD).

BCA implements the principles of corporate governance from OECD as the following:

No	Principle	Detail
1.	Corporate Governance Framework.	BCA has a governance framework that is reflected in the action plan and organizational structure.
2.	Rights of Shareholders.	In accordance with the Fulfillment of Recommendation Table OJK Circular Letter No.32/SEOJK.04/2015 - Principle A (Relationship Between Public Company with its Shareholders in Guaranteeing Rights of Shareholders).
3.	Equal Treatment of Shareholders.	Under the principle of fairness and equal treatment, BCA provides an opportunity for all shareholders to convey opinions and have access to information in accordance with the principle of transparency.
4.	The Role of Stakeholders in Corporate Governance.	In accordance with Fulfillment of Recommendation Table OJK Circular Letter No.32/SEOJK.04/2015 - Principle D (Stakeholder Participation).
5.	Disclosure and Transparency	In accordance with the Fulfillment of Recommendation Table OJK Circular Letter No.32/SEOJK.04/2015 – Principle E (Information Disclosure).
6.	Roles and Responsibilities of Board of Commissioners and Board of Directors.	In accordance with the Fulfillment of Recommendation Table OJK Circular Letter No. 32/SEOJK.04/2015 – Principle B (Functions and Roles of Board of Commissioners) and Principle C (Functions and Roles of Board of Directors).

BCA has adopted the principles of corporate governance published by OECD. As of December 31, 2020, there are no principles in the table above that have not been implemented.

3 Internalization

One of BCA's efforts to encourage the implementation of Good Corporate Governance is through internalization at all levels of the organization. Internalization activities to support the implementation of BCA's Good Corporate Governance include:

a. Statement of Commitment to the Implementation of Good Corporate Governance.

As a concrete manifestation of BCA's commitment to continuously improving the implementation of Good Corporate Governance principles in accordance with the applicable regulations, BCA requires employees at least echelon 5 and above to sign an Annual Disclosure.

The written statement in this Annual Disclosure is as follows:

- 1) State the presence or absence of ownership of shares/investments of 10% or more in a company in the name of self or wife/husband and/or children, individually or jointly;
- 2) State whether the person concerned serves as commissioner/director/employee/partner/ally/management in company in paragraph 1) above and/ or other companies;
- 3) State whether during the reporting period, any company referred to in paragraph 1) or 2) received credit from or became a partner of BCA;

- 4) State the presence or absence of involvement in the process of granting credit/transactions as partners;
- 5) State the presence or absence of family relations with owners, Commissioners/ Directors and/or BCA partners;
- 6) State whether the person concerned is the management/member of another organization that poses a conflict of interest;
- 7) State whether or not the person concerned has received gifts/rewards/ gifts from parties related to the BCA that can have a negative impact and affect the BCA's decisions and/or has value exceeding the reasonable limit;
- 8) Other statements in regards to conflict of interest not mentioned in the above paragraphs.

b. BCA Values Socialization.

BCA values or corporate values that are embedded in each employee include:

- 1) Customer Focus;
- 2) Integrity;
- 3) Teamwork; and
- 4) Continuous Pursuit of Excellence.

The principles of Good Corporate Governance are embodied in all BCA values, specifically in the value of Integrity and the value of Continuous Pursuit of Excellence.

Socialization activities are carried out through sharing sessions, face-to-face meetings with leaders and colleagues in one division (Community of Practice/ COP), creating comics on values, intranets, and showing videos on values on the internal portal, which are downloadable by employees.



Values promotion via video on the internal portal

In addition to socialization, efforts to internalize BCA's values are also conducted through the SMART SOLUTION program. This program aims to achieve excellent service in meeting customer needs and providing financial solutions. The SMART SOLUTION program is supported by reward programs in an effort to encourage the implementation and evaluation of BCA's Values and to increase team and customer engagement. Cultural internalization programs are expected to encourage the behavior of BCA personnel to support the implementation of BCA's values, innovative, risk-conscious and productive.

- c. Socialization on Good Corporate Governance. Socialization on Good Corporate Governance is conducted through:

- 1) Socialization on Principles and Implementation of Good Corporate Governance.

This socialization was carried out through the Corporate Governance bulletin (GCG series bulletin) on MyBCA internal portal that can be accessed by all BCA employees, displaying infographics, for example with the theme of affiliated transactions and conflicts of interest, the mechanism for filling in the annual disclosures, etc.

- 2) Socialization on Anti Fraud Awareness (AFA).

BCA has guidelines for implementing anti-fraud strategies that contain implementation of strategies,

implementation of risk management, mandatory reports to the regulators, and sanctions provided. BCA also actively promotes fraud awareness and anti-gratification through the distribution of anti-fraud themed comics, anti-fraud statements, slides of anti-fraud implementation, and a whistleblowing system that can be downloaded by employees on My BCA internal portal, AFA videos and comics, posters, COP implementation of anti-fraud strategies, e-learning that must be followed by employees, etc.

BCA implements the AFA program so that every employee is able play an active role in implementing an anti- fraud culture in an effort to apply the principles of accountability and independence in Good Corporate Governance, to create a working environment that is conducive and free from fraud.



AFA comic



Anti-Fraud e-learning campaign

- 3) Socialization on Affiliated Transactions and Conflicts of Interest BCA has an active role in implementing disclosure of information or reports on affiliated transactions and conflicts of interest in its effort to apply the principles of Good Corporate Governance. Policies related to reports of affiliated transaction and

conflicts of interest are stipulated in Board of Directors' Decree No. 214/ SK/ DIR/2019 dated December 27, 2019 concerning Affiliated Transactions and Transactions containing Conflict of Interest and Circular Letter No. 319/ SE/POL/2019 dated December 27, 2019 on the Implementation Manual for Affiliated Transactions and Transactions Containing Conflicts of Interest. The policy can be downloaded on MyBCA intranet portal which is accessible for all BCA employees nationwide. The material disseminated is held through sharing sessions, GCG series bulletins, creation and broadcast of infographics on the internal portal MyBCA.

- 4) Socialization on Code of Ethics
To encourage positive values and uphold the standards of ethical business conduct, BCA has a Code of Ethics as a reference for BCA employees in acting and making decisions in a professional and ethical manner. BCA always ensures that the Code of Ethics is communicated and disseminated to all levels of the organization as well as ensuring that the understanding of the Code of Conduct is reinforced periodically. The Code of Ethics is socialized through the Pocket-Book which is distributed to all employees, broadcast of infographics on the internal portal MyBCA, and sharing sessions or a COP in every Division/Work Unit in BCA.

C. ASSESSMENT OF GOOD CORPORATE GOVERNANCE IMPLEMENTATION

Key performance indicators of good corporate governance implementation are assessed both internally and externally.

1. Internal Assessment

BCA performs an internal assessment of Good Corporate Governance implementation every semester by using a self-assessment working paper method referring to OJK Regulation No. 55/POJK.03/2016 and OJK Circular Letter No.13/ SEOJK.03/2017 concerning Implementation of Good Corporate Governance for Commercial Banks.

a. Procedure

BCA's Secretariat and Corporate Communications Division collects data and relevant information to perform the self-assessment related to the adequacy and effectiveness of the implementation of Good Corporate Governance. The assessment is carried out covering all aspects of governance by observing the principles of significance and materiality. After the data is collected, positive and negative factors from each aspect of governance can be concluded, such as:

1. Governance structure
Assess the adequacy of the structure and infrastructure of BCA Governance so that the process of implementing the principles of Good Corporate Governance produces outcomes that are in line with the expectations of BCA's Stakeholders.
2. Governance process
Assess the effectiveness of the process of implementing the principles of Good Corporate Governance which is supported by the adequacy of the structure and infrastructure of Governance BCA.
3. Governance outcome
Assess the quality of outcomes that meet the expectations of BCA's stakeholders, which is the result of the process of implementing the principles of Good Corporate Governance and is supported by an adequate structure and infrastructure of BCA Governance.

b. Assessment Criteria

The criteria used in the assessment are as stipulated in OJK Circular Letter No. 13/ SEOJK.03/2017 concerning Implementation of Governance for Commercial Banks that include at least 11 (eleven) assessment factors for the implementation of Good Corporate Governance, namely :

1. Implementation of the duties and responsibilities of the Board of Directors;
2. Implementation of duties and responsibilities of Board of Commissioners;
3. Completeness and implementation of Committee's duties;
4. Handling conflicts of Interest;
5. Implementation of compliance function;

6. Implementation of internal audit function;
7. Implementation of external audit function;
8. Implementation of risk management including internal control system;
9. Provision of funds to related parties and large exposure/funds;
10. Transparency of the bank's financial and non-financial conditions, reports on the implementation of governance and internal reporting; and
11. Bank's strategic plan.

c. The parties conducting the assessment.

Self-assessment of 11 (eleven) assessment factors is performed by related functions or units, including the Board of Commissioners, the Board of Directors, Committees, Internal Audit Division, Compliance Work Unit, Risk Management Work Unit, Corporate Secretary, and other related units.

d. The Result of Self-Assessment.

The result of self-assessment of the implementation of 2020 Good Corporate Governance in 1st semester was rank 2 (two) and 2nd semester was rank 1 (one), with the following details:

The Result of Self-Assessment of the Implementation of Good Corporate Governance on 1st Semester – 2020:

	Rank	Definition of Rank
Individual	2	BCA management has applied good governance in general. The results are reflected in the adequate implementation of principles of governance. If flaws exist in the implementation of the principles of governance, generally they are less significant and can be resolved by normal actions by BCA management.

The Result of Self-Assessment of the Implementation of Good Corporate Governance on 2nd Semester – 2020

	Rank	Definition of Rank
Individual	1	BCA management has applied very good governance in general. The results are reflected in the adequate over the principles of governance. If flaws exist in the implementation of the principles of governance, generally they are insignificant and can be resolved by normal actions by BCA management.

2. External Assessment

In 2020, apart from conducting its self-assessment, the implementation of corporate governance in BCA was also assessed by independent external parties i.e. RSM Indonesia as a Domestic Ranking Body (DRB) of Indonesia for the assessment of the ASEAN Corporate Governance (CG) Scorecard.

ASEAN Corporate Governance (CG) Scorecard

The ASEAN CG Scorecard is one of the initiatives of the ASEAN Capital Market Forum (ACMF) supported by the Asian Development Bank (ADB) to improve the governance practices of listed companies in the ASEAN. Indonesia is one of the 6 (six) ASEAN countries participating in this initiative. BCA is committed to implementing aspects of the assessment of the ASEAN CG Scorecard in order to improve the practice of good corporate governance.

In 2019, 100 (one hundred) of the Listed Companies with the largest market capitalization value in each of the ASEAN countries (Indonesia, the Philippines, Malaysia, Singapore, Thailand, and Vietnam) were assessed based on the criteria of the ASEAN CG

Scorecard, and BCA was one of the Indonesia's assessed Listed Companies.

a. The parties performing the assessment

The party who performed the assessment was RSM Indonesia, which was appointed by OJK and Indonesia Stock Exchange (IDX) to be Indonesia's Domestic Ranking Body (DRB).

b. Assessment aspects

The assessment of the ASEAN CG Scorecard is based on information that can be accessed by the public. In general, aspects of the assessment of the ASEAN CG Scorecard were created based on the corporate governance principles published by the Organisation for Economic Cooperation and Development (OECD).

Aspects of the assessment of the ASEAN CG Scorecard include:

1. Rights of Shareholders,
2. Equitable Treatment of Shareholders,
3. Roles of Stakeholders,
4. Disclosure and Transparency, and
5. Responsibilities of the Board.

c. Assessment result

Based on the IDX's publication on June 9, 2020, BCA was successfully named as one of Indonesia's 10 Listed Companies, included in ASEAN Asset Class category.

The implementation of the ASEAN CG Scorecard indicators is the benchmark results of the assessment. BCA has been applying every indicator and has exceeded the standard implementation, which is further described as follows:

- 1) Summary of the AGM results is published on the next working day after the date of the Annual General Meeting of Shareholders and Extraordinary General Meeting of Shareholders.
- 2) Have implemented the framework for the Sustainability Report which is internationally recognised.
- 3) BCA may utilize third-party services in order to search for the candidates of the Board of Commissioners and/or Board of Directors.
- 4) Policies and completeness of the related governance processes around information technology issues including the handling of interference, cyber security, and disaster recovery.

BCA has also conducted a self-assessment based on the ASEAN CG Scorecard indicators to facilitate assessors in assessing and measuring the implementation of the indicators. The self assessment result can be accessed through the BCA website at <https://www.bca.co.id/en/Tentang-BCA/Tata-Kelola-Perusahaan/ACGS>

- d. BCA has carried out good corporate governance practices in accordance with applicable regulations. Matters of concern to ASEAN CG Scorecard are still being discussed internally within BCA.

GENERAL MEETINGS OF SHAREHOLDERS

The General Meeting of Shareholders (GMS) is the highest organ in BCA's Corporate Governance structure, functions as a tool for shareholders to exercise their rights and obligations. The GMS has its own authority, which is not granted to the Board of Directors or the Board of Commissioners, within the limits specified in the laws and/or BCA's Articles of Association.

The legal basis for organizing the BCA refers to:

1. Law No. 40 of 2007 concerning Limited Liability Companies.
2. OJK Regulation No. 32/POJK.04/2014 dated December 8, 2014 concerning Planning and Holding General Meetings of Shareholders of Public Limited Companies.
3. OJK Regulation No. 15/POJK.04/2020 dated April 20, 2020 concerning Planning and Holding General Meetings of Shareholders of Public Limited Companies.
4. BCA's Articles of Association.

1. Shareholders' Rights

The rights of the shareholders, among others:

- a. Attend at the GMS.
- b. Propose GMS agenda in accordance to prevailing regulations.
- c. Obtain the release of the GMS material no later than 28 days prior to the GMS.
- d. Receive the opportunity to raise questions and/or opinions on each GMS agenda.
- e. Receive the equal treatment from BCA.
- f. Voting at the GMS.
- g. Nominates candidates for the Board of Commissioners and/or the Board of Directors.
- h. Appoint a member of the Board of Directors and/or the Board of Commissioners or more to increase the number of existing members of the Board of Directors and/or the Board of Commissioners or to replace members of the Board of Directors and/or the Board of Commissioners who are dismissed.
- i. Dismiss members of the Board of Directors and the Board of Commissioners at any time before ending term through GMS.
- j. Receive dividend payments in accordance with applicable procedures and regulations.

- k. Execute other rights and/or authorities pursuant to the BCA's Articles of Association and applicable laws and regulations, including the right to participate in case of authorizing the increase of capital, amend BCA's Articles of Association, and transfer all or part of assets that cause the sale of the company.

The rights, authorities and responsibilities of the Shareholders are regulated in BCA's Articles of Association that can be accessed directly to the BCA website www.bca.co.id, BCA reminds to all shareholders and/or their attorneys to attend the General Meeting of Shareholders held by BCA.

2. 2020 Annual GMS and Extraordinary GMS

In 2020, BCA held Annual GMS (AGMS) on April 9, 2020 and Extraordinary GMS (EGMS) on July 30, 2020. The agenda (along with an explanation of each agenda) discussed at the AGMS and EGMS is available at the Secretariat and Corporate Communication Division - BCA head office, and has been uploaded on the BCA website on the same date as the notice for GMS was released with the following details:

1. AGMS:

Day/Date	Thursday, April 9, 2020	
Time	10.11 – 11.55 WIB	
Venue	Menara BCA Grand Indonesia, 19 th Floor Jl. MH. Thamrin No. 1, Jakarta 10310	
Quorum	The number of share present or represented in the 2020 AGMS was 20,857,227,032 shares or equal to 84.596% of the total outstanding shares of BCA with valid voting rights, namely 24,655,010,000 shares, therefore the quorum as required by Article 23 Paragraph 1 letter a of the BCA's Articles of Association has been met.	
Attendance of : the Board of Commissioners	Djohan Emir Setijoso	President Commissioner
	Tonny Kusnadi*	Commissioner
	Cyrrillus Harinowo	Independent Commissioner
	Raden Pardede*	Independent Commissioner
	Sumantri Slamet*	Independent Commissioner
	* Due to pandemic COVID-19, attend the AGMS through a video conference which allows them to see and listen to one another in the AGMS.	
	All members of the Board of Commisioners are present at the AGMS (100%)	
Attendance of : the Board of Directors	Jahja Setiaatmadja	President Director
	Armand Wahyudi Hartono*	Deputy President Director
	Suwignyo Budiman	Deputy President Director
	Tan Ho Hien/Subur or also called Subur Tan	Director
	Henry Koenafi	Director
	Erwan Yuris Ang*	Independent Director
	Rudy Susanto	Director
	Lianawaty Suwono*	Director
	Santoso*	Director
	Inawaty Handojo	Director (concurrently serving as Director of Compliance)
	Vera Eve Lim	Director
	* Due to pandemic COVID-19, attend the AGMS through a video conference which allows them to see and listen to one another in the AGMS.	
	All members of the Board of Directors are present at the AGMS (100%)	

Attendance of : the Audit Committee	Cyrillus Harinowo	Chairman
	Ilham Ikhsan	Member
	Tjen Lestari	Member
	All members of the audit committee are present at the AGMS via video conference (100%).	
Attendance of : the Risk Oversight Committee	Due to the COVID-19 pandemic that occurred in early March and OJK issued the OJK Letter No. S-4/D.03/2020 dated March 16, 2020 concerning Measures to Prevent the Impact of COVID-19 in Banking Industry which appeal to social distancing to prevent the spread and transmission of COVID-19. Therefore, BCA did not invite other Committees under the Board of Commissioners to attend the AGMS.	
Attendance of : the Remuneration and Nomination Committee		
Attendance of : the Integrated Governance Committee		

2. EGMS:

Day/Date	Thursday, July 30, 2020	
Time	10.23 s.d 11.13 WIB	
Venue	Menara BCA Grand Indonesia, 19 th Floor Jl. MH. Thamrin No. 1, Jakarta 10310	
Quorum	The number of shares present or represented in the 2020 EGMS was 22,170,860,467 shares or equal to 89.924% of the total outstanding shares of BCA with valid voting rights, namely 24,655,010,000 shares, therefore the quorum as required by Article 23 Paragraph 1 letter a of BCA's Articles of Association has been met.	
Attendance of : the Board of Commissioners	Djohan Emir Setijoso	President Commissioner
	Tonny Kusnadi*	Commissioner
	Cyrillus Harinowo*	Independent Commissioner
	Raden Pardede*	Independent Commissioner
	Sumantri Slamet*	Independent Commissioner
	* Due to pandemic COVID-19, attend the EGMS through a video conference which allows them to see and listen to one another in the EGMS.	
	All members of the Board of Commissioners are present at the EGMS (100%)	
Attendance of : the Board of Directors	Jahja Setiaatmadja	President Director
	Armand Wahyudi Hartono*	Deputy President Director
	Suwignyo Budiman	Deputy President Director
	Tan Ho Hien/Subur or also called Subur Tan	Director
	Henry Koenafi	Director
	Erwan Yuris Ang*	Independent Director
	Rudy Susanto	Director
	Lianawaty Suwono*	Director
	Santoso*	Director
	Vera Eve Lim	Director
	Gregory Hendra Lembong*	Director
	Haryanto Tiara Budiman*	Director (concurrently as Director of Compliance)
	* Due to pandemic COVID-19, attend the EGMS through a video conference which allows them to see and listen to one another in the EGMS.	
	All members of the Board of Directors are present at the EGMS (100%)	
Attendance of : Committees under the Board of Commissioners	Due to the COVID-19 pandemic that occurred in early March and OJK issued the OJK Letter No. S-4/D.03/2020 dated March 16, 2020 concerning Measures to Prevent the Impact of COVID-19 in Banking Industry which appeal to social distancing to prevent the spread and transmission of COVID-19. Therefore, BCA did not invite Committees under the Board of Commissioners to attend the EGMS.	

3. Procedures for Organizing AGMS and EGMS

The AGMS and EGMS at BCA are organized with the following procedures:

a. Notification

- No later than 5 (five) working days prior to the announcement of the AGMS and EGMS, notification of the AGMS and EGMS agenda must be submitted clearly and in detail to the OJK.

b. Announcement

- In accordance with Article 21 Paragraph 2 of BCA's Articles of Association, announcements of the AGMS and EGMS are made no later than 14 (fourteen) days prior the notice of AGMS and EGMS. In accordance with Article 127 of Law No. 40 of 2007, announcement of EGMS regarding acquisition plan summary is made no later than 30 (thirty) days prior the notice of EGMS. This time period does not take into account the announcement date and the date of the notice of GMS.
- Announcements of the AGMS and EGMS are submitted to BCA's shareholders through at least 1 (one) Indonesian language national daily newspaper, the Indonesia Stock Exchange (IDX) website, and the BCA website. Moreover, the EGMS can be announced at eASY.KSEI, an electronic facility for the implementation of the GMS provided by KSEI.
- Individual or more shareholders who jointly represent 1/20 (one twentieth) or more of the total number of BCA shares and have valid voting rights issued by BCA can propose agendas for the GMS. Proposals from shareholder must be received no later than 7 (seven) days prior the notice of GMS and will be included in the agenda of the GMS if they meet the provisions of Article 21 Paragraph 6 of the BCA Articles of Association and Article 12 of the OJK Regulation No. 32/POJK.04/2014 dated December 8, 2014 on Planning and Holding General Meetings of Shareholders of Public Limited Companies.

c. Notice of GMS

- The time period for the notice of GMS is 21 days prior to the day of GMS. The notice of GSM does not take into account the date of the notice as well as the date of the GMS. BCA also submitted an explanation for each agenda that requires shareholder approval.

- Notice of the AGMS and EGMS shall be made in at least 1 (one) Indonesian language national daily newspaper, the Indonesia Stock Exchange (IDX) website, and the BCA website. Moreover, the notice of the EGMS can be announced at eASY.KSEI where Shareholders can provide power of attorney electronically.
- To facilitate shareholders, proxy forms can be downloaded on the BCA website in the corporate governance section or can be obtained from PT Raya Saham Registra, BCA's Securities Administration Bureau, on working days and hours at Plaza Sentral Building 2nd Floor Jalan Jendral Sudirman Kavling 47 - 48, Jakarta, 12930.

d. Implementation

- Shareholders or shareholders' representatives who were entitled to attend the AGMS are shareholders whose names are registered in the Register of Shareholders on March 10, 2020 at 16:15 WIB. Shareholders or shareholders' representatives who were entitled to attend the EGMS are shareholders whose names are recorded in the register of holders of shares on July 7, 2020 at 16:15 WIB.
- In accordance with Article 23 Paragraph 1 of BCA's Articles of Association, the GMS is valid and entitled to make binding decisions if BCA's shareholders or their authorized representatives, who represent more than 1/2 (one half) of the total shares of BCA with valid voting rights issued by BCA are present and/or represented in the GMS, unless otherwise specified.
- Each share issued has 1 (one) right to vote, the provisions in the BCA Articles of Association do not divide more than one classification of shares that can affect different voting rights.

e. Minutes of Meeting

- Summary minutes of the AGMS and EGMS are announced to the public through the BCA website within 1 (one) working day after the AGMS and EGMS are held and through a national daily newspaper and the IDX website no later than 2 (two) working days after the AGMS and EGMS are held.

- The proof of announcements of the summary minutes of the AGMS and EGMS are submitted to the OJK no later than 2 (two) working days after the announcement is made.
- The minutes of the AGMS and EGMS are submitted to OJK and IDX no later than 30 (thirty) days after the AGMS and EGMS are held. A copy of the minutes can be accessed and downloaded by the public on the BCA website under the corporate governance section.

AGMS and EGMS Procedures

Activity	AGMS	EGMS
Notification	Notified to OJK by sending letter No. 141/DIR/2020 dated February 18, 2020.	Notified to OJK by sending letter No. 431/DIR/2020 dated June 16, 2020.
Announcement	• Published the AGMS Announcement through daily newspaper namely Bisnis Indonesia and The Jakarta Post, and BCA website on February 25, 2020. • Proof of the AGMS Announcement was submitted by sending hardcopy and e-reporting to OJK and IDX on February 27, 2020.	• Published the EGMS Announcement through daily newspaper namely Bisnis Indonesia and The Jakarta Post, eASY.KSEI website, and BCA website on June 23, 2020. • Proof of the EGMS Announcement was submitted by sending hardcopy and e-reporting to OJK and IDX on June 25, 2020. • Proof of Acquisition Plan Summary of PT Bank Rabobank International Indonesia was published through daily newspapers namely Investor Daily on June 8, 2020.
Notice of GMS	• The time period for the notice of AGMS was 28 (twenty-eight) days prior to the day of AGMS. • Published through daily newspapers namely Bisnis Indonesia and The Jakarta Post, and BCA website on March 11, 2020. • Proof of the Notice of AGMS was submitted by sending hardcopy and e-reporting to OJK and IDX on March 13, 2020. • At the time of the Notice of AGMS, BCA also submitted the hardcopy and softcopy 2019 BCA Annual Report to the OJK. In addition, the 2019 BCA Annual Report is also available on the BCA website that can be accessed by stakeholders.	• The time period for the notice of EGMS was 21 (twenty-one) days prior to the day of EGMS. • Published through daily newspapers namely Bisnis Indonesia and The Jakarta Post, eASY.KSEI website and BCA website on July 8, 2020. • Proof of the Notice of EGMS was submitted by sending hardcopy and e-reporting to OJK and IDX on July 10, 2020.
Revised to Notice of AGMS	• Revised Notice of AGMS was published through daily newspapers namely Bisnis Indonesia and The Jakarta Post, and BCA website on April 2, 2020 (change of location of AGMS from Hotel Indonesia Kempinski to Menara BCA).	-
Implementation	Thursday - April 9, 2020	Thursday - July 30, 2020
Summary of Minutes of Meeting	• Published through BCA website on April 13, 2020. • Published through daily newspapers, Bisnis Indonesia and The Jakarta Post on April 14, 2020. • Proof of publication was submitted by sending hardcopy and e-reporting to OJK and IDX on April 14, 2020.	• Published through BCA website on August 3, 2020. • Published through KSEI website on August 4, 2020. • Published through daily newspapers namely Bisnis Indonesia and The Jakarta Post on August 4, 2020. • Proof of publication was submitted by sending hardcopy and e-reporting to OJK and IDX on August 4, 2020.
Minutes of Meeting	• Published through BCA website on April 29, 2020. • Minutes of meeting was submitted by sending hardcopy and e-reporting to OJK and IDX on April 29, 2020.	• Published through BCA website on August 10, 2020. • Minutes of meeting was submitted by sending hardcopy and e-reporting to OJK and IDX on August 10, 2020.

4. Attendance of Management, Committees and Shareholders

A further description on the attendance of the management, committees, and shareholders in the AGMS and EGMS is listed on page 316-317 of this Annual Report.

5. Chairperson of AGMS and EGMS

The GMS was chaired by Mr. Ir. Djohan Emir Setijoso as the President Commissioner, in accordance with Article 22 Paragraph 1 (a) of BCA Articles of Association.

6. Rules of Conduct of GMS and Procedure for Vote Count

BCA also provides information related to voting procedures at the AGMS and EGMS in the rules of the meeting which are always read out before starting the AGMS and EGMS.

Shareholders or their representatives who attend the AGMS and EGMS are advised to observe the following rules:

- 1) Procedure for bringing up matters relating to the Meeting agenda:
 - a) The shareholder or his/her proxy may ask questions and/or express opinions to the extent that they are directly related to the Meeting agenda item under discussion and require the Meeting resolution, subject to the following provisions:
 - i. The questions and/or opinions are submitted in writing by completing a form, which is provided to all the shareholders or their proxies before they enter the Meeting room, and the shareholder or his/her proxy must complete the form with the shareholder's name, the number of shares held/represented and the questions and/or opinions to be asked or expressed; and
 - ii. The questions and/or opinions are submitted at the time the Chairperson of the Meeting gives the shareholders or their proxies the opportunity to ask questions before conducting voting on the relevant agenda item, by raising hand and submitting the form to the Meeting helpers.
 - b) In the EGMS, to give fair opportunity for all shareholders, each shareholder or his/her proxy may only ask and/or express not more than 1 (one) question/opinion on each Meeting agenda item.

- c) Only the shareholders or their legitimate proxies that are present at the Meeting may ask questions and/or express opinions in writing on the Meeting agenda item under discussion.
 - d) The questions and/or opinions submitted in writing must have a direct bearing on the Meeting agenda item under discussion.
 - e) All questions in the AGMS will be answered in writing and will be sent to the shareholders' address that is registered at PT Raya Saham Registra as the Securities Administration Bureau within 3 (three) working days after the date of the Meeting
 - f) In the EGMS, the completed question forms will be forwarded by the Meeting helpers to the Notary, who will confirm their legality. After the Notary confirms the legality of the forms, the Notary will read out the questions from the shareholders or their proxies.
 - g) The Chairperson of the EGMS may request the members of the Board of Directors or other parties to answer or respond to the questions and/or opinions from the shareholders or their proxies.
- 2) In respect of all the Meeting agenda items that require a resolution, the vote count will be carried out with reference to the provisions of the Company's Articles of Association, OJK Regulation No. 32/POJK.04/2014 and OJK Regulation No. 15/POJK.04/2020 concerning the Planning and Holding General Meetings of Shareholders of Public Limited Companies (the "OJK REG ON GMS"), and The Law on Limited Liability Companies, namely as follows:
 - a) The Meeting resolutions shall be adopted on the basis of deliberation for consensus;
 - b) If the Meeting cannot adopt a resolution by deliberation for consensus, the resolution will be adopted by voting. During the voting, the Shareholders or their proxies will have the right to cast their votes as AGREE, DISAGREE, or ABSTAIN on each meeting agenda item of the Company;
 - c) Quorum for passing resolutions:
 - (1) The resolution on the proposal put forward at the AGMS shall be valid if approved by more than ½ (one half) of the total voting shares present at the Meeting

- (2) For the EGSM's agenda:
 - i. In respect of the first Meeting agenda item, namely Approval of the Acquisition Plan, the resolution on the proposal put forward at the Meeting shall be valid if approved by more than 3/4 (three-quarters) of the total votes present at the Meeting; and
 - ii. In respect of the second Meeting agenda item, namely Approval of the Amendment of the Company's Articles of Association, the resolution on the proposal put forward at the Meeting shall be valid if approved by more than 2/3 (two-thirds) of the total votes present at the Meeting.
- d) The Chairperson of the Meeting will ask the shareholders or their proxies that DISAGREE or ABSTAIN on the relevant proposal to raise their hands and submit their ballots to the Meeting helpers. Especially for the EGMS, in respect of the proxies for the shareholders that have been granted the power of attorney through KSEI Electronic General Meeting System (eASY.KSEI), the votes that will be counted are the votes cast by the shareholders through eASY.KSEI, and therefore they do not need to submit their ballots to the Meeting helpers;
- e) Any shareholders or their proxies that do not raise their hands to submit their ballots to cast DISAGREEMENT or ABSTENTION votes on the relevant proposal shall be deemed to have approved the relevant proposal without the Chairperson of the Meeting having to ask each of the shareholders or their proxies to raise their hands to indicate agreement, except for the EGMS to the proxies for the shareholders that have been granted the power of attorney through KSEI Electronic General Meeting System (eASY.KSEI), in which case their votes will be counted in accordance with the provisions of point d of this section 2) above;
- f) The ballots submitted by shareholders or their proxies will be counted by PT Raya Saham Registra as the Company's Securities Administration Bureau and will be verified by the Notary as an independent public official;
- g) In accordance with OJK REG ON GMS, any shareholders that ABSTAIN shall be deemed to cast the same votes as the majority votes cast by the shareholders at the Meeting;
- h) Vote count shall be carried out by scanning the barcodes on the ballots of the shareholders or the proxies for the shareholders that DISAGREE and ABSTAIN, which have been submitted to the Meeting officials, by using a barcode scanner. The total number of votes will appear on the screen provided in the Meeting room;
- i) The shareholders or their proxies that have registered their attendance but leave the Meeting room without reporting to the registration staff before the meeting is closed will be deemed to be present and approve the proposals put forward at the Meeting.

Independent Parties who Conducts Counting and/or Validation of the Votes in the AGMS and EGMS

The independent parties that count and/or validate the votes at the 2020 AGMS and EGMS were PT Raya Saham Registra as BCA's Securities Administration Bureau and Christina Dwi Utami, SH, M.Hum., M.Kn., as the Public Notary who verified the vote count.

7. 2020 AGMS Decision and its Realizations

The decision of the 2020 AGMS and its realization are as follows:

No	Agenda	2020 Annual GMS Decision	Realization												
1.	First Agenda Approval of the Annual Report including the Company's Financial Statements and the Board of Commissioners' Report on its Supervisory Duties for the financial year ended 31 December 2019 and grant of release and discharge of liability (acquit et decharge) to all members of the Board of Directors and the Board of Commissioners of the Company for all actions taken in relation to the management and supervision of the Company in the financial year ended 31 December 2019	I. Approving the Annual Report, including: 1. The Financial Statements, which include the Company's Balance Sheet and Profit or Loss Statement for the financial year ended 31 December 2019, audited by the Kantor Akuntan Publik Tanudiredja, Wibisana, Rintis and Rekan (a member firm of PwC Global Network), as evident from its report Number 00039/2.1025/AU.1/07/0229-3/1/II/2020 dated February 6, 2020 with unmodified opinion, as contained in the 2019 Annual Report; and 2. The Board of Commissioners' Report on its Supervisory Duties, for the financial year ended 31 December 2019, as contained in the 2019 Annual Report; II. Granting a release and discharge of liability (acquit et decharge) to members of the Company's Board of Directors and Board of Commissioners for their respective management and supervisory actions taken during the financial year ended 31 December 2019, to the extent that such actions were reflected in the Company's Annual Report and Financial Statements for the financial year ended 31 December 2019 and any relevant supporting documents thereof. <table border="1"> <thead> <tr> <th colspan="4">Voting Results:</th></tr> <tr> <th>Agree</th><th>Disagree</th><th>Abstain</th><th>Questions</th></tr> </thead> <tbody> <tr> <td>20,818,476,288 (99.814%)</td><td>9,195,600 (0.044%)</td><td>29,555,144 (0.142%)</td><td>1</td></tr> </tbody> </table>	Voting Results:				Agree	Disagree	Abstain	Questions	20,818,476,288 (99.814%)	9,195,600 (0.044%)	29,555,144 (0.142%)	1	Realized
Voting Results:															
Agree	Disagree	Abstain	Questions												
20,818,476,288 (99.814%)	9,195,600 (0.044%)	29,555,144 (0.142%)	1												
2.	Second Agenda Appropriation of the Company's Net Profits for the financial year ended 31 December 2019	I. Determining that according to the Company's Balance Sheet and Profit or Loss Statement for the financial year ended 31 December 2019, audited by KAP Tanudiredja, Wibisana, Rintis & Rekan (a member firm of PwC Global Network), the Company's net profits for the financial year ended 31 December 2019 amounted to Rp28,565,053,289,341,- (twenty-eight trillion five hundred sixty-five billion fifty-three million two hundred eighty-nine thousand three hundred forty-one rupiah) ("Net Profits for 2019"); II. Appropriating the Company's Net Profits for 2019 as follows: 1. An amount of Rp555,- (five hundred fifty-five rupiah) per share will be distributed as cash dividends for the financial year ended 31 December 2019 to the shareholders entitled to receive cash dividends; such amount includes the interim dividends of Rp2,465,501,000,000,- (two trillion four hundred sixty-five billion five hundred one million rupiah) or equal to Rp100,- (one hundred rupiah) per share paid out by the Company on 20 December 2019; accordingly, the remaining amount of dividends is Rp11,218,029,550,000,- (eleven trillion two hundred eighteen billion twenty-nine million five hundred fifty thousand rupiah) or equal to Rp455,- (four hundred fifty-five rupiah) per share. As regards such dividend payments, the following terms and conditions shall apply: (i) the remaining amount of dividends for the financial year 2019 will be paid out for each share issued by the Company as recorded in the Company's Register of Shareholders as at the record date, which will be determined by the Board of Directors; (ii) as regards the payments on the remaining dividends for the financial year 2019, the Board of Directors shall withhold the tax on such dividends in accordance with the tax regulations in force;	Realized												

No	Agenda	2020 Annual GMS Decision	Realization												
	Second Agenda (continued)	(iii) the Board of Directors is granted the power and authority to stipulate any matters concerning the payment of the remaining dividends for the financial year 2019, including (but not limited to): (aa) stipulating the record date as referred to in item (i) to determine the shareholders of the Company eligible to receive payments on the remaining dividends for the financial year 2019; and (bb) stipulating the date of payment of the remaining dividends for the financial year 2019, and any other technical matters with due observance of the regulations of the Stock Exchange where the Company's shares are listed; 2. An amount of Rp285,650,532,893,- (two hundred eighty-five billion six hundred fifty million five hundred thirty-two thousand eight hundred ninety-three rupiah) will be appropriated as reserve fund; 3. The remainder of the Net Profits for 2019 that has not been appropriated for any particular use will be determined as retained earnings. III. Stating that such power and authority as described in point II item 1 of this resolution will be effective as of the date on which the proposal in this agenda item is approved by the Meeting. <table> <tr> <th colspan="4">Voting Results:</th></tr> <tr> <th>Agree</th><th>Disagree</th><th>Abstain</th><th>Questions</th></tr> <tr> <td>20,763,926,119 (99.553%)</td><td>58,293,413 (0.279%)</td><td>35,007,500 (0.168%)</td><td>-</td></tr> </table>	Voting Results:				Agree	Disagree	Abstain	Questions	20,763,926,119 (99.553%)	58,293,413 (0.279%)	35,007,500 (0.168%)	-	
Voting Results:															
Agree	Disagree	Abstain	Questions												
20,763,926,119 (99.553%)	58,293,413 (0.279%)	35,007,500 (0.168%)	-												
3.	Third Agenda Change in the composition of the Board of Directors of the Company	I. Approving the resignation of Mrs. INAWATY HANDOJO as a Director (concurrently serving as the Director in charge of the compliance function) of the Company with effect from the date on which the appointment of the new Director in charge of the compliance function becomes effective; II. Expressing the highest appreciation and gratitude to Mrs. INAWATY HANDOJO for her service during her term of office as Director (concurrently serving as Director in charge of the compliance function); III. Appointing Mr. HARYANTO TIARA BUDIMAN as Director (concurrently serving as the Director in charge of the compliance function) of the Company, which will be effective on the first business day of the following month after the Company receives the approval of such appointment from the Financial Services Authority, with a term of office until the close of the Company's Annual General Meeting of Shareholders which will be held in 2021 (two thousand twenty-one), provided that if the appointment of Mr. HARYANTO TIARA BUDIMAN as Director (concurrently serving as the Director in charge of the compliance function) of the Company is not approved by the Financial Services Authority, such appointment shall automatically become void without requiring cancellation by the Company's General Meeting of Shareholders, and Mrs. INAWATY HANDOJO will temporarily continue to hold her office as a Director (concurrently serving as the Director in charge of the compliance function) of the Company; IV. Appointing Mr. GREGORY HENDRA LEMBONG as Director of the Company, which will be effective on the first business day of the following month after the Company receives the approval of such appointment from the Financial Services Authority, with a term of office until the close of the Company's Annual General Meeting of Shareholders which will be held in 2021 (two thousand twenty-one), provided that if the appointment of Mr. GREGORY HENDRA LEMBONG as Director of the Company is not approved by the Financial Services Authority, such appointment shall automatically become void without requiring cancellation by the Company's General Meeting of Shareholders;	Realized												

No	Agenda	2020 Annual GMS Decision	Realization												
	Third Agenda (continued)	V. Granting power and authority to the Board of Commissioners of the Company to determine the duties and authorities of and among the members of the Board of Directors of the Company in accordance with the provisions of Article 12 paragraph 9 of the Company's Articles of Association, and; VI. Granting power and authority to the Board of Directors of the Company, with the right of substitution, to cause the resolution on the composition of the Board of Commissioners and the Board of Directors as described above to be expressed in a deed made before a Notary, including the composition of the Board of Commissioners and the Board of Directors after obtaining the Approval Letter from the Financial Services Authority in respect of the above-mentioned Meeting resolution, and subsequently file any notice with the competent authorities, and take any and all necessary actions in respect of such resolution in accordance with the prevailing laws and regulations; VII. Stating that the grant of power and authority under point VI of this resolution will be effective as of the date on which the proposal in this agenda item is approved by the Meeting.													
<table border="1"> <thead> <tr> <th colspan="4">Voting Results:</th></tr> <tr> <th>Agree</th><th>Disagree</th><th>Abstain</th><th>Questions</th></tr> </thead> <tbody> <tr> <td>20,638,518,467 (98.951%)</td><td>196,855,265 (0.944%)</td><td>21,853,300 (0.105%)</td><td>-</td></tr> </tbody> </table>				Voting Results:				Agree	Disagree	Abstain	Questions	20,638,518,467 (98.951%)	196,855,265 (0.944%)	21,853,300 (0.105%)	-
Voting Results:															
Agree	Disagree	Abstain	Questions												
20,638,518,467 (98.951%)	196,855,265 (0.944%)	21,853,300 (0.105%)	-												
4.	Fourth Agenda Determination of the amount of salary or honorarium and benefits for the financial year 2020 as well as bonus payments (tantieme) for the financial year 2019 payable to members of the Board of Directors and the Board of Commissioners of the Company	I. (a) PT DWIMURIA INVESTAMA ANDALAN as the current majority shareholder of the Company is granted the power and authority to determine the amount of honorarium and benefits to be paid by the Company to the members of the Board of Commissioners serving the Company over the financial year 2020, with due regard to the recommendations from the Board of Commissioners, which will take into account the recommendations from the Remuneration and Nomination Committee; (b) the Board of Commissioners is granted the power and authority to determine the amount of honorarium and benefits to be paid by the Company to the members of the Board of Directors of the Company serving the Company over the financial year 2020, with due regard to the recommendations from the Remuneration and Nomination Committee; II. Upon considering the performance of the Company and the performance of the members of the Board of Commissioners and the Board of Directors of the Company who served in and over the financial year 2019, and with due observance of Regulation of the Financial Services Authority No. 55/POJK.03/2016 on the Implementation of Good Corporate Governance for Commercial Banks in conjunction with article 71 paragraph 1 of Law Number 40 of 2007 on Limited Liability Companies, and after receiving inputs from the Board of Commissioners, which also took into account the inputs from the Company's Board of Directors and the recommendations from the Remuneration and Nomination Committee, the Meeting further determined by the shareholders in the form of legal entities that a maximum amount of Rp445,180,000,000,- (four hundred forty-five billion one hundred eighty million rupiah) will be paid as bonuses (tantieme) to the members of the Board of Commissioners and the Board of Directors of the Company who served in and over the financial year 2019. In relation to such bonus payments (tantieme), we proposed that PT DWIMURIA INVESTAMA ANDALAN, as the current majority shareholder of the Company, is granted the power and authority to determine the amount of bonuses (tantieme) to be paid and to determine the distribution thereof among the members of the Board of Commissioners and the Board of Directors of the Company who served in and over the financial year 2019, including all matters related to such bonus payments;	Realized												

No	Agenda	2020 Annual GMS Decision	Realization												
	Fourth Agenda (continued)	III. The amount of salary or honorarium and benefits to be paid by the Company to the members of the Board of Directors and the Board of Commissioners serving the Company in and over the financial year 2020 and the amount of bonuses (tantieme) to be paid by the Company to the members of the Board of Directors and the Board of Commissioners who served in and over the financial year 2019 will be set out in the Annual Report for the financial year 2020. <table> <tr> <th colspan="4">Voting Results:</th></tr> <tr> <th>Agree</th><th>Disagree</th><th>Abstain</th><th>Questions</th></tr> <tr> <td>19,952,472,663 (95.662%)</td><td>883,592,722 (4.236%)</td><td>21,161,647 (0.102%)</td><td>-</td></tr> </table>	Voting Results:				Agree	Disagree	Abstain	Questions	19,952,472,663 (95.662%)	883,592,722 (4.236%)	21,161,647 (0.102%)	-	
Voting Results:															
Agree	Disagree	Abstain	Questions												
19,952,472,663 (95.662%)	883,592,722 (4.236%)	21,161,647 (0.102%)	-												
5.	Fifth Agenda Appointment of the Registered Public Accounting Firm (including the Registered Public Accountant practising through such Registered Public Accounting Firm) to audit/examine the Company's books and accounts for the financial year ended 31 December 2020	I. Granting power and authority to the Board of Commissioners to appoint and/or replace the Public Accounting Firm registered with the Financial Services Authority (including the Public Accountant registered with the Financial Services Authority practicing through such Registered Public Accounting Firm) that will audit the books and records of the Company for the financial year ended 31 December 2020 and to determine the amount of fee and other requirements in relation to the appointment of such Registered Public Accounting Firm registered with the Financial Services Authority including the Public Accountant registered with the Financial Services Authority practicing through such Registered Public Accounting Firm) with due regard for the recommendations from the Audit Committee and the prevailing laws and regulations; II. Stating that such power and authority will be effective as of the date on which the proposal in this agenda item is approved by the Meeting. <table> <tr> <th colspan="4">Voting Results:</th></tr> <tr> <th>Agree</th><th>Disagree</th><th>Abstain</th><th>Questions</th></tr> <tr> <td>20,145,292,450 (96.587%)</td><td>664,516,182 (3.186%)</td><td>47,418,400 (0.227%)</td><td>-</td></tr> </table>	Voting Results:				Agree	Disagree	Abstain	Questions	20,145,292,450 (96.587%)	664,516,182 (3.186%)	47,418,400 (0.227%)	-	Realized
Voting Results:															
Agree	Disagree	Abstain	Questions												
20,145,292,450 (96.587%)	664,516,182 (3.186%)	47,418,400 (0.227%)	-												
6.	Sixth Agenda Grant of powers and authority to the Board of Directors to pay out interim dividends for the financial year ended 31 December 2020	I. Granting power and authority to the Company's Board of Directors (subject to the approval of the Board of Commissioners), to the extent the financial condition of the Company permits and with observance of the prevailing laws and regulations, to determine and pay out interim dividends for the financial year ended 31 December 2020, provided that to ensure compliance with Article 72 of Law No. 40 of 2007 on Limited Liability Companies, if the interim dividends are to be distributed, then the distribution must be made to the shareholders before the end of the financial year 2020, including to determine the form, amount and method of payment of such interim dividends; II. Stating that such power and authority will be effective as of the date on which the proposal in this agenda item is approved by the Meeting. <table> <tr> <th colspan="4">Voting Results:</th></tr> <tr> <th>Agree</th><th>Disagree</th><th>Abstain</th><th>Questions</th></tr> <tr> <td>20,762,532,719 (99.546%)</td><td>58,293,413 (0.279%)</td><td>36,400,900 (0.175%)</td><td>-</td></tr> </table>	Voting Results:				Agree	Disagree	Abstain	Questions	20,762,532,719 (99.546%)	58,293,413 (0.279%)	36,400,900 (0.175%)	-	Realized
Voting Results:															
Agree	Disagree	Abstain	Questions												
20,762,532,719 (99.546%)	58,293,413 (0.279%)	36,400,900 (0.175%)	-												
7.	Seventh Agenda Approval of the Revised Recovery Plan of the Company	Approving the amendments to the Company's Recovery Plan, as incorporated in the Recovery Plan of PT Bank Central Asia Tbk 2020, which has been recorded in the supervisory administrative system of the Financial Services Authority, as evident from the letter from the Financial Services Authority Number S-1/PB.3/2020 dated 17 January 2020 on the Update of the Recovery Plan of PT Bank Central Asia Tbk 2020. <table> <tr> <th colspan="4">Voting Results:</th></tr> <tr> <th>Agree</th><th>Disagree</th><th>Abstain</th><th>Questions</th></tr> <tr> <td>20,814,587,319 (99.795%)</td><td>31,661,313 (0.152%)</td><td>10,978,400 (0.053%)</td><td>-</td></tr> </table>	Voting Results:				Agree	Disagree	Abstain	Questions	20,814,587,319 (99.795%)	31,661,313 (0.152%)	10,978,400 (0.053%)	-	Realized
Voting Results:															
Agree	Disagree	Abstain	Questions												
20,814,587,319 (99.795%)	31,661,313 (0.152%)	10,978,400 (0.053%)	-												

8. 2020 EGMS Decision and its Realization

The decision of the 2020 EGMS and its realization are as follows:

No	Agenda	2020 Extraordinary GMS Decision	Realization												
1.	First Agenda Approval of the Company's plan to acquire the shares in PT Bank Rabobank International Indonesia;	I. Approving the Company's action to purchase or acquire 3,719,069 (three million seven hundred nineteen thousand sixty-nine) shares from the shareholders of PT Bank Rabobank International Indonesia or equal to 99.999973% (ninety-nine point nine nine nine seven three percent) of the total subscribed and paid-up shares of PT Bank Rabobank International Indonesia. II. Approving the relevant acquisition plan in relation to the Company's plan to acquire the shares in PT Bank Rabobank International Indonesia, the summary of which was published in Investor Daily newspaper, on the website of the Indonesia Stock Exchange and the Company's website on 8 June 2020, and approving the draft acquisition deed, which has been provided by the Company as the Meeting materials. III. Granting power and authority to the Board of Directors of the Company, with the right of substitution, to take any and all actions required or deemed necessary in relation to the acquisition by the Company of the subscribed and paid-up shares in PT Bank Rabobank International Indonesia in accordance with the Meeting resolutions, including but not limited to determining the terms and conditions for the acquisition, as well as preparing, drawing up, making, procuring to be made, and signing the necessary documents including the acquisition deed, filing applications, requesting approvals and/or filing a notice of these Meeting resolutions with the competent authorities, in accordance with the prevailing laws and regulations. IV. Stating that the grant of power and authority under point III of this resolution will be effective as of the date on which the proposal in this agenda item is approved by this Meeting. <table> <tr> <th colspan="4">Voting Results:</th></tr> <tr> <th>Agree</th><th>Disagree</th><th>Abstain</th><th>Questions</th></tr> <tr> <td>18,439,676,241 (83.171%)</td><td>3,692,397,211 (16.654%)</td><td>38,787,015 (0.175%)</td><td>-</td></tr> </table>	Voting Results:				Agree	Disagree	Abstain	Questions	18,439,676,241 (83.171%)	3,692,397,211 (16.654%)	38,787,015 (0.175%)	-	Realized
Voting Results:															
Agree	Disagree	Abstain	Questions												
18,439,676,241 (83.171%)	3,692,397,211 (16.654%)	38,787,015 (0.175%)	-												
2.	Second Agenda Amendment of the Company's Articles of Association	I. Approving the amendment of certain provisions of the Company's Articles of Association and the addition of 1 new article to the Company's Articles of Association as contained in the Proposed Amendment to the Articles of Association, which has been provided for the shareholders or their proxies as the Meeting materials, the highlights of which have been explained and presented using the slides, as well as restating and rewriting the other provisions of the Company's Articles of Association that are not amended and/or deleted as contained in Deed Number 125, dated 18 April 2018, made before Notary Dr. Irawan Soerodjo, S.H., M.Si., such deed having been notified to the Minister of Law and Human Rights of the Republic of Indonesia, as evident from Letter of Acknowledgment of Receipt of Notice of Amendment of the Articles of Association Number AHU-AH.01.03-0153848 dated 18 April 2018, and published in the Official Gazette (Berita Negara) of the Republic of Indonesia number 73 dated 10 September 2018, Supplement thereto Number 2934/L year 2018.	Realized												

No	Agenda	2020 Extraordinary GMS Decision	Realization												
	Second Agenda (continued)	II. Granting power and authority to the Board of Directors of the Company with the right of substitution, to take any and all actions deemed necessary in relation to the above resolutions, including, without limitation, stating/expressing the resolutions before a Notary in order to be incorporated in a notarial deed, amending and/or restating all the provisions of the Company's Articles of Association in accordance with such resolutions including adjusting the wording of any article and the references to the articles, as may be deemed necessary with due regard for the resolution contained in point I, making or causing to be made and signing all deeds, letters or documents deemed necessary, and further filing a request for approval and/or the notice of the amendment of these Articles of Association under these Meeting resolutions with the competent authorities and making further amendments and/or additions as may be required to obtain the approval for such amendment and ensure the acceptance of the notice, and filing and signing any and all applications and other documents, electing a domicile and taking any other actions deemed necessary. III. Stating that the grant of power and authority under point II of this resolution will be effective as of the date on which the proposal in this agenda item is approved by this Meeting. <table> <tr> <th colspan="4">Voting Results:</th></tr> <tr> <th>Agree</th><th>Disagree</th><th>Abstain</th><th>Questions</th></tr> <tr> <td>17,829,823,261 (80.420%)</td><td>4,134,906,735 (18.650%)</td><td>206,130,471 (0.930%)</td><td>-</td></tr> </table>	Voting Results:				Agree	Disagree	Abstain	Questions	17,829,823,261 (80.420%)	4,134,906,735 (18.650%)	206,130,471 (0.930%)	-	
Voting Results:															
Agree	Disagree	Abstain	Questions												
17,829,823,261 (80.420%)	4,134,906,735 (18.650%)	206,130,471 (0.930%)	-												

9. 2019 AGMS and EGMS Decision and its Realization

BCA has implemented all recommendations from the Annual GMS decision and Extraordinary GMS decision in the 2019 financial year, therefore, there is no information pertaining to any reason with regards to decisions that has not been realized.

No	Agenda	2019 Annual GMS Decision	Realization												
1.	First Agenda Approval of the Annual Report including the Company's Financial Statements and the Board of Commissioners' Report on its Supervisory Duties for the financial year ended 31 December 2018 and grant of release and discharge of liability (acquit et discharge) to all members of the Board of Directors and the Board of Commissioners of the Company for all actions taken in relation to the management and supervision of the Company in the financial year ended 31 December 2018	I. Approving the Annual Report, including: - the Financial Statements, which include the Company's Balance Sheet and Profit or Loss Statement for the financial year ended December 31, 2018, audited by KAP Tanudiredja, Wibisana, Rintis & Rekan (a member firm of PwC Global Network), as evident from its report Number 00037/2.1025/ AU.1/07/0229-2/1/II/2019 dated February 11, 2019 with unmodified opinion, as contained in the 2018 Annual Report; and - the Board of Commissioners' Report on its Supervisory Duties, for the financial year ended December 31, 2018, as contained in the 2018 Annual Report; II. Granting a release and discharge of liability (acquit et discharge) to members of the Company's Board of Directors and Board of Commissioners for their respective management and supervisory actions taken during the financial year ended December 31, 2018, to the extent that such actions were reflected in the Company's Annual Report and Financial Statements for the financial year ended December 31, 2018 and any relevant supporting documents thereof. <table> <tr> <th colspan="4">Voting Results:</th></tr> <tr> <th>Agree</th><th>Disagree</th><th>Abstain</th><th>Question</th></tr> <tr> <td>21,328,133,721 (99.82%)</td><td>11,580,200 (0.05%)</td><td>27,098,300 (0.13%)</td><td>2</td></tr> </table>	Voting Results:				Agree	Disagree	Abstain	Question	21,328,133,721 (99.82%)	11,580,200 (0.05%)	27,098,300 (0.13%)	2	Realized
Voting Results:															
Agree	Disagree	Abstain	Question												
21,328,133,721 (99.82%)	11,580,200 (0.05%)	27,098,300 (0.13%)	2												

No	Agenda	2019 Annual GMS Decision	Realization												
2.	Second Agenda Appropriation of the Company's Net Profits for the financial year ended 31 December 2018	I. Determining that according to the Company's Balance Sheet and Profit or Loss Statement for the financial year ended December 31, 2018, audited by KAP Tanudiredja, Wibisana, Rintis & Rekan (a member firm of PwC Global Network), the Company's net profits for the financial year ended December 31, 2018 amounted to Rp25,855,154,148,976 (twenty-five trillion eight hundred fifty-five billion one hundred fifty-four million one hundred forty-eight thousand nine hundred seventy-six rupiah) ("Net Profits for 2018"). II. Appropriating the Company's Net Profits for 2018, which amounted to Rp25,855,154,148,976 (twenty-five trillion eight hundred fifty-five billion one hundred fifty-four million one hundred forty-eight thousand nine hundred seventy-six rupiah) as follows: 1. An amount of Rp340 (three hundred forty rupiah) per share will be distributed as cash dividends for the financial year ended 31 December 2018 to the shareholders entitled to receive cash dividends, such amount includes the interim dividends of Rp85 (eighty-five rupiah) share or a total amount of Rp2,095,675,850,000 (two trillion ninety-five billion six hundred seventy-five million eight hundred fifty thousand rupiah) paid out by the Company on 21 December 2018, accordingly, the remaining amount of dividends is Rp255 (two hundred fifty-five rupiah) per share or a total amount of Rp6,287,027,550,000 (six trillion two hundred eighty-seven billion twenty-seven million five hundred fifty thousand rupiah). As regards such dividend payments, the following terms and conditions shall apply: i. the remaining amount of dividends for the financial year 2018 will be paid out for each share issued by the Company as recorded in the Company's Register of Shareholders as at the record date, which will be determined by the Board of Directors; ii. as regards the payments on the remaining dividends for the financial year 2018, the Board of Directors shall withhold the tax on such dividends in accordance with the tax regulations in force; iii. the Board of Directors is granted the power and authority to stipulate any matters concerning the payment of the remaining dividends for the financial year 2018, including (but not limited to): (aa) stipulating the record date as referred to in item (i) to determine the shareholders of the Company eligible to receive payments on the remaining dividends for the financial year 2018; and (bb) stipulating the date of payment of the remaining dividends for the financial year 2018, and any other technical matters with due observance of the regulations of the Stock Exchange where the Company's shares are listed; 2. An amount of Rp258,551,541,490 (two hundred fifty-eight billion five hundred fifty-one million five hundred forty-one thousand four hundred ninety rupiah) will be appropriated as reserve fund; 3. The remainder of the Net Profits for 2018 that has not been appropriated for any particular use will be determined as retained earnings. III. Stating that such power and authority as described in point II item 1 of this resolution will be effective as of the date on which the proposal in this agenda item is approved by the Meeting. <table border="1"> <thead> <tr> <th colspan="4">Voting Results:</th></tr> <tr> <th>Agree</th><th>Disagree</th><th>Abstain</th><th>Question</th></tr> </thead> <tbody> <tr> <td>21,309,214,794 (99.73%)</td><td>20,134,127 (0.09%)</td><td>37,463,300 (0.18%)</td><td>1</td></tr> </tbody> </table>	Voting Results:				Agree	Disagree	Abstain	Question	21,309,214,794 (99.73%)	20,134,127 (0.09%)	37,463,300 (0.18%)	1	Realized
Voting Results:															
Agree	Disagree	Abstain	Question												
21,309,214,794 (99.73%)	20,134,127 (0.09%)	37,463,300 (0.18%)	1												

No	Agenda	2019 Annual GMS Decision	Realization												
3.	Third Agenda Change in the composition of the Board of Directors of the Company	I. Approving the honourable dismissal of Mr. Eugene Keith Galbraith as Deputy President Director with effect from the close of this Meeting. II. Expressing the highest appreciation and gratitude to Mr. Eugene Keith Galbraith for his services during his term of office as Deputy President Director of the Company. III. Appointing Mr. Suwignyo Budiman as Deputy President Director, which will be effective only to the extent of and as from the approval of such appointment by the Financial Services Authority until the close of the Company's Annual General Meeting of Shareholders which will be held on 2021 (two thousand twenty-one), provided that if the approval for such appointment from the Financial Services Authority has not been obtained, Mr. Suwignyo Budiman will remain in office as a Director until his appointment as Deputy President Director is approved by the Financial Services Authority. If his appointment as Deputy President Director is not approved by the Financial Services Authority, Mr. Suwignyo Budiman will remain in office as a Director until the close of the Company's Annual General Meeting of Shareholders which will be held in 2021 (two thousand twenty-one). IV. Replacing the Company's Director of Compliance by appointing Mrs. Inawaty Handojo to replace Mr. Tan Ho Hien/Subur a.k.a. Subur Tan, which will be effective only to the extent of and as from the approval of such appointment by the Financial Services Authority until the close of the Company's Annual General Meeting of Shareholders which will be held in 2021 (two thousand twenty-one). Before the approval for the appointment of Mrs. Inawaty Handojo as the Company's Director of Compliance is obtained from the Financial Services Authority or if such approval is not given by the Financial Services Authority, Mr. Tan Ho Hien/Subur a.k.a. Subur Tan will remain in office as the Company's Director of Compliance until the close of the Company's Annual General Meeting of Shareholders which will be held in 2021 (two thousand twenty-one), and Mrs. Inawaty Handojo will retain her current office as the Company's Director. V. Stating that accordingly the composition of the Board of Commissioners and the Board of Directors of the Company as from the close of this Meeting shall be as follows: <table><tr><th colspan="2">Board of Commissioners</th></tr><tr><td>Tuan Insinyur Djohan Emir Setijoso</td><td>President Commissioner</td></tr><tr><td>Tuan Tonny Kusnadi</td><td>Commissioner</td></tr><tr><td>Tuan Cyrillus Harinowo</td><td>Independent Commissioner</td></tr><tr><td>Tuan Doktor Insinyur Raden Pardede</td><td>Independent Commissioner</td></tr><tr><td>Tuan Sumantri Slamet</td><td>Independent Commissioner</td></tr></table>	Board of Commissioners		Tuan Insinyur Djohan Emir Setijoso	President Commissioner	Tuan Tonny Kusnadi	Commissioner	Tuan Cyrillus Harinowo	Independent Commissioner	Tuan Doktor Insinyur Raden Pardede	Independent Commissioner	Tuan Sumantri Slamet	Independent Commissioner	Realized
Board of Commissioners															
Tuan Insinyur Djohan Emir Setijoso	President Commissioner														
Tuan Tonny Kusnadi	Commissioner														
Tuan Cyrillus Harinowo	Independent Commissioner														
Tuan Doktor Insinyur Raden Pardede	Independent Commissioner														
Tuan Sumantri Slamet	Independent Commissioner														

No	Agenda	2019 Annual GMS Decision	Realization																														
3.	Third Agenda (continued)	Board of Directors <table><tr><td>Tuan Jahja Setiaatmadja</td><td>President Director</td></tr><tr><td>Tuan Armand Wahyudi Hartono</td><td>Deputy President Director</td></tr><tr><td>Tuan Insinyur Suwignyo Budiman</td><td>Director</td></tr><tr><td>Tuan Tan Ho Hien/Subur or called Subur Tan</td><td>Director (concurrently serving as Director of Compliance)</td></tr><tr><td>Tuan Henry Koenafi</td><td>Director</td></tr><tr><td>Tuan Erwan Yuris Ang, Sarjana Hukum, Magister Hukum</td><td>Independent Director</td></tr><tr><td>Tuan Rudy Susanto</td><td>Director</td></tr><tr><td>Nyonya Lianawaty Suwono</td><td>Director</td></tr><tr><td>Tuan Santoso</td><td>Director</td></tr><tr><td>Nyonya Inawaty Handojo</td><td>Director</td></tr><tr><td>Nona Vera Eve Lim</td><td>Director</td></tr></table> without prejudice to the right of the General Meeting of Shareholders to at any time dismiss any member of the Board of Commissioners and the Board of Directors of the Company as mentioned above. In accordance with the provisions of Article 12 paragraph 9 of the Company's Articles of Association, the Meeting further granted authority to the Board of Commissioners to determine the duties and authorities of and among the members of the Board of Directors. VI. Granting power and authority to the Board of Directors of the Company, with the right of substitution, to cause the resolution on the composition of the Board of Commissioners and the Board of Directors as described above to be expressed in a deed made before a Notary, including the composition of the Board of Commissioners and the Board of Directors after obtaining the Approval Letter from the Financial Services Authority in respect of the above-mentioned Meeting resolution, and subsequently file any notice with the competent authorities, and take any and all necessary actions in respect of such resolution in accordance with the prevailing laws and regulations. VII. Stating that the grant of power and authority under point VI of this resolution will be effective as of the date on which the proposal in this agenda item is approved by the Meeting. Voting Results: <table><tr><th>Agree</th><th>Disagree</th><th>Abstain</th><th>Question</th></tr><tr><td>21,182,881,652 (99.14%)</td><td>168,293,669 (0.79%)</td><td>15,636,900 (0.07%)</td><td>1</td></tr></table>	Tuan Jahja Setiaatmadja	President Director	Tuan Armand Wahyudi Hartono	Deputy President Director	Tuan Insinyur Suwignyo Budiman	Director	Tuan Tan Ho Hien/Subur or called Subur Tan	Director (concurrently serving as Director of Compliance)	Tuan Henry Koenafi	Director	Tuan Erwan Yuris Ang, Sarjana Hukum, Magister Hukum	Independent Director	Tuan Rudy Susanto	Director	Nyonya Lianawaty Suwono	Director	Tuan Santoso	Director	Nyonya Inawaty Handojo	Director	Nona Vera Eve Lim	Director	Agree	Disagree	Abstain	Question	21,182,881,652 (99.14%)	168,293,669 (0.79%)	15,636,900 (0.07%)	1	
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21,182,881,652 (99.14%)	168,293,669 (0.79%)	15,636,900 (0.07%)	1																														

No	Agenda	2019 Annual GMS Decision	Realization								
4.	Fourth Agenda Determination of the amount of salary or honorarium and benefits for the financial year 2019 as well as bonus payments (tantieme) for the financial year 2018 payable to members of the Board of Directors and the Board of Commissioners of the Company	I. a. Granting full power and authority to PT DWIMURIA INVESTAMA ANDALAN, as the majority shareholder of the Company, to determine the amount of honorarium and benefits to be paid by the Company to the members of the Board of Commissioners serving the Company over the financial year 2019; b. Granting full power and authority to the Company's Board of Commissioners to determine the amount of salary and benefits to be paid by the Company to the members of the Board of Directors of the Company serving the Company over the financial year 2019. In exercise of the power and authority mentioned above: aa. PT DWIMURIA INVESTAMA ANDALAN, as the current majority shareholder of the Company, will consider the recommendations from the Board of Commissioners, which will take into account the recommendations from the Remuneration and Nomination Committee; bb. The Board of Commissioners will consider the recommendations from the Remuneration and Nomination Committee. II. Upon considering the performance of the Company and the performance of the members of the Board of Commissioners and the Board of Directors of the Company who served in and over the financial year 2018, and with due observance of Regulation of the Financial Services Authority No. 55/POJK.03/2016 on the Implementation of Corporate Governance for Commercial Banks in conjunction with article 71 paragraph 1 of Law Number 40 of 2007 on Limited Liability Companies, and after receiving the recommendations from the Board of Commissioners, which also took into account the recommendations from the Company's Board of Directors and the inputs from the Remuneration and Nomination Committee, the Meeting further determined that a maximum amount of Rp413,500,000,000 (four hundred thirteen billion five hundred million rupiah) will be paid as bonuses (tantieme) to the members of the Board of Commissioners and the Board of Directors of the Company who served in and over the financial year 2018. In relation to such bonus payments (tantieme), PT DWIMURIA INVESTAMA ANDALAN, as the current majority shareholder of the Company, is hereby granted the power and authority to determine the amount of bonuses (tantieme) to be paid and to determine the distribution of such bonuses (tantieme) among the members of the Board of Commissioners and the Board of Directors of the Company who served in and over the financial year 2018, including all matters related to such bonus payments. III. Stating that the grant of power and authority under point I and point II of this resolution will be effective as of the date on which the proposal in this agenda item is approved by the Meeting. IV. The amount of salary or honorarium and benefits to be paid by the Company to the members of the Board of Directors and the Board of Commissioners serving the Company over the financial year 2019 and the amount of bonuses (tantieme) to be paid by the Company to the members of the Board of Directors and the Board of Commissioners who served in and over the financial year 2018 will be set out in the Annual Report for the financial year 2019.	Realized								
Voting Results: <table> <tr> <th>Agree</th><th>Disagree</th><th>Abstain</th><th>Question</th></tr> <tr> <td>20,647,772,218 (96.64%)</td><td>536,995,413 (2.51%)</td><td>182,044,590 (0.85%)</td><td>-</td></tr> </table>				Agree	Disagree	Abstain	Question	20,647,772,218 (96.64%)	536,995,413 (2.51%)	182,044,590 (0.85%)	-
Agree	Disagree	Abstain	Question								
20,647,772,218 (96.64%)	536,995,413 (2.51%)	182,044,590 (0.85%)	-								

No	Agenda	2019 Annual GMS Decision	Realization												
5.	Fifth Agenda Appointment of the Registered Public Accounting Firm (including the Registered Public Accountant practising through such Registered Public Accounting Firm) to audit/examine the Company's books and accounts for the financial year ended 31 December 2019	I. Granting power and authority to the Board of Commissioners to appoint and/or replace the Public Accounting Firm registered with the Financial Services Authority (including the Public Accountant registered with the Financial Services Authority practicing through such Registered Public Accounting Firm) that will audit the books and records of the Company for the financial year ended 31 December 2019 and to determine the amount of fee and other requirements in relation to the appointment of such Registered Public Accounting Firm registered with the Financial Services Authority (including the Public Accountant registered with the Financial Services Authority practicing through such Registered Public Accounting Firm) with due regard for the recommendations from the Audit Committee and the prevailing laws and regulations. II. Stating that such power and authority will be effective as of the date on which the proposal in this agenda item is approved by the Meeting. <table> <tr> <th colspan="4">Voting Results:</th></tr> <tr> <th>Agree</th><th>Disagree</th><th>Abstain</th><th>Question</th></tr> <tr> <td>20,854,616,849 (97.60%)</td><td>416,406,381 (1.95%)</td><td>95,788,99 (0.45%)</td><td>-</td></tr> </table>	Voting Results:				Agree	Disagree	Abstain	Question	20,854,616,849 (97.60%)	416,406,381 (1.95%)	95,788,99 (0.45%)	-	Realized
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Agree	Disagree	Abstain	Question												
20,854,616,849 (97.60%)	416,406,381 (1.95%)	95,788,99 (0.45%)	-												
6.	Sixth Agenda Grant of powers and authority to the Board of Directors to pay out interim dividends for the financial year ended 31 December 2019	I. Granting power and authority to the Company's Board of Directors (subject to the approval of the Board of Commissioners), to the extent the financial condition of the Company permits and with observance of the prevailing laws and regulations, to determine and pay out interim dividends for the financial year ended 31 December 2019, provided that to ensure compliance with Article 72 of Law No. 40 of 2007 on Limited Liability Companies, if the interim dividends are to be distributed, then the distribution must be made to the shareholders before the end of the financial year 2019, including to determine the form, amount and method of payment of such interim dividends. II. Stating that such power and authority will be effective as of the date on which the proposal in this agenda item is approved by the Meeting. <table> <tr> <th colspan="4">Voting Results:</th></tr> <tr> <th>Agree</th><th>Disagree</th><th>Abstain</th><th>Question</th></tr> <tr> <td>21,309,214,794 (99.73%)</td><td>20,134,127 (0.09%)</td><td>37,463,300 (0.18%)</td><td>-</td></tr> </table>	Voting Results:				Agree	Disagree	Abstain	Question	21,309,214,794 (99.73%)	20,134,127 (0.09%)	37,463,300 (0.18%)	-	Realized
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Agree	Disagree	Abstain	Question												
21,309,214,794 (99.73%)	20,134,127 (0.09%)	37,463,300 (0.18%)	-												
7.	Seventh Agenda Approval of the Revised Recovery Plan of the Company	I. Approving the amendments to the Company's Recovery Plan, as incorporated in the Recovery Plan of PT Bank Central Asia Tbk 2019, which has been filed with the Financial Services Authority for its supervision, as evident in letter from the Financial Services Authority Number S-21/PB.3/2019 dated 8 March 2019 on the Recovery Plan of PT Bank Central Asia Tbk 2019 ("the Company's Recovery Plan"). <table> <tr> <th colspan="4">Voting Results:</th></tr> <tr> <th>Agree</th><th>Disagree</th><th>Abstain</th><th>Question</th></tr> <tr> <td>21,355,521,921 (99.94%)</td><td>1,386,600 (0.01%)</td><td>9,903,700 (0.05%)</td><td>-</td></tr> </table>	Voting Results:				Agree	Disagree	Abstain	Question	21,355,521,921 (99.94%)	1,386,600 (0.01%)	9,903,700 (0.05%)	-	Realized
Voting Results:															
Agree	Disagree	Abstain	Question												
21,355,521,921 (99.94%)	1,386,600 (0.01%)	9,903,700 (0.05%)	-												

The decision of the 2019 EGMS and its realization

No	Agenda	2019 Extraordinary GMS Decision	Realization												
1.	Approving the acquisition plan to acquire shares of PT Bank Royal Indonesia by The Company.	I. Approving the acquisition plan in relation to the Company's plan to acquire all the subscribed and paid-up shares of PT Bank Royal Indonesia (whether directly or indirectly through the Company's controlled subsidiary, i.e. PT BCA Finance), including the draft acquisition deed, as appended to the acquisition plan, which had been distributed to the shareholders or proxies for the shareholders as materials for discussion at the Meeting. II. Approving the Company's action to purchase 2,871,999 (two million eight hundred seventy-one thousand nine hundred ninety-nine) shares from the shareholders of PT Bank Royal Indonesia or representing 99.99% (ninety-nine point nine nine percent) of the total subscribed and paid-up shares of PT Bank Royal Indonesia. III. Granting power and authority to the Board of Directors of the Company, with the right of substitution, to take any and all actions required or deemed necessary in relation to the acquisition of the subscribed and paid-up shares of PT Bank Royal Indonesia in accordance with the Meeting's resolution, including but not limited to determining the terms and conditions for the acquisition, as well as preparing, drawing up, making, procuring to be made, and signing the necessary documents including the acquisition deed, filing applications, and/or requesting approvals and/or filing the Meeting's resolution with the competent authorities, in accordance with the prevailing laws and regulations. IV. Stating that the grant of power and authority under point III of this resolution will be effective as of the date on which the proposal on this agenda is approved by the Meeting. <table border="1"> <thead> <tr> <th colspan="4">Voting Results:</th></tr> <tr> <th>Agree</th><th>Disagree</th><th>Abstain</th><th>Question</th></tr> </thead> <tbody> <tr> <td>17,919,918,203 (82.562%)</td><td>3,407,313,822 (15.698%)</td><td>377,571,925 (1.74%)</td><td>-</td></tr> </tbody> </table>	Voting Results:				Agree	Disagree	Abstain	Question	17,919,918,203 (82.562%)	3,407,313,822 (15.698%)	377,571,925 (1.74%)	-	Realized
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17,919,918,203 (82.562%)	3,407,313,822 (15.698%)	377,571,925 (1.74%)	-												

Independent Parties who Conducts Counting and/or Validation of the Votes in the AGMS

The independent parties that count and/or validate the votes at the 2019 AGMS were PT Raya Saham Registra as BCA's Securities Administration Bureau and Fathiah Helmi, S.H. as the Notary who verified the vote count.

Independent Parties who Conducts Counting and/or Validation of the Votes in the EGMS

The independent parties that count and/or validate the votes at the 2019 EGMS were PT Raya Saham Registra as BCA's Securities Administration Bureau and Christina Dwi Utami, SH, M.Hum., M.Kn., as the Public Notary who verified the vote count.

10. Realization of Dividend Payment

- Information related to the procedure of proposal and dividend distribution or payment, shareholders who are entitled to receive dividends, and related tax provisions are regulated in the BCA Dividend Distribution Policy. The main policy can be downloaded on the BCA website in the Corporate Governance-Corporate Action-Dividend section.

- Dividend payments (interim or final/annual) were made by BCA punctually and based on the principle of fairness. All shareholders are treated equally and dividends are paid no later than 30 (thirty) days after the announcement of an interim dividend and/or GMS approving the distribution of the final dividend.
- Payment of cash dividends for financial year 2019 was paid on May 11, 2020 and interim dividend payments for financial year 2020 were made on December 22, 2020.
- BCA published the announcement and procedure for payment of cash dividends 2019 on May 11, 2020 in daily newspaper namely Bisnis Indonesia and The Jakarta Post. The announcement and procedure for payment of the 2020 interim dividend was published on December 1, 2020 in daily newspaper namely Bisnis Indonesia and The Jakarta Post.
- The historical amount of dividend distribution can be seen on page 20 of this Annual Report.

11. Statement Regarding the Unrealized Decision of the GMS

BCA has implemented all recommendations from the Annual GMS decision and Extraordinary GMS decision in the 2020 financial year, therefore, there is no information pertaining to any reason with regards to decisions that has not been realized.

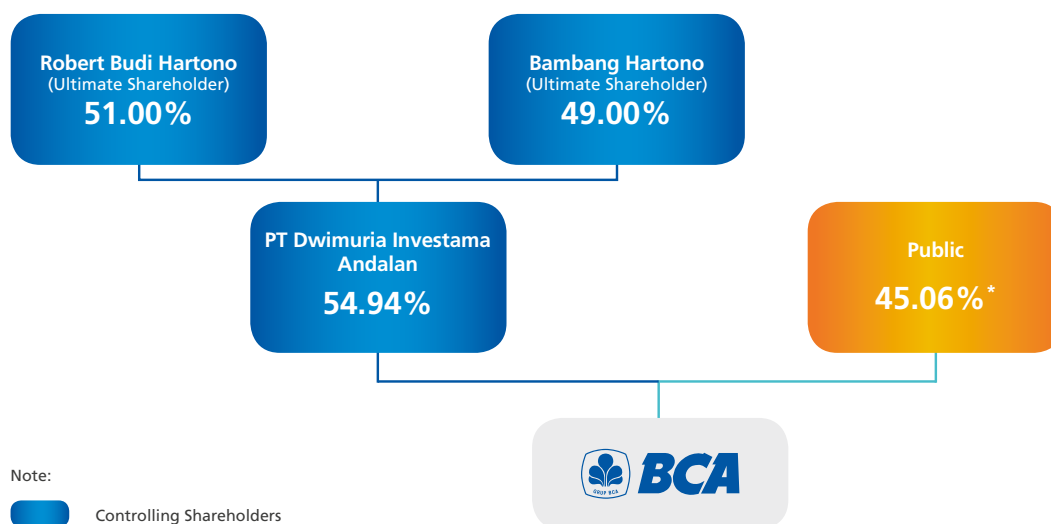
INFORMATION ON CONTROLLING SHAREHOLDER

The BCA's Controlling Shareholder since November 11, 2016 is PT Dwimuria Investama Andalan. BCA has approved the amendment to the BCA's Controlling Shareholder through letter No. KEP-15/D.03/2017 dated February 1, 2017 regarding the assessment of PT Dwimuria Investama Andalan to be fit and proper as a Potential Controlling Shareholder of the BCA.

In connection with the change in the controlling shareholders, there has been no change in control where the BCA's ultimate Controlling Shareholders remain Robert Budi Hartono and Bambang Hartono.

Information schemes or diagrams regarding the BCA's Controlling Shareholders, both directly and indirectly, to the individual owners are as follows:

Scheme/Diagram on Controlling Shareholders of BCA



* Of the portion of shares belonging to public shareholders as of December 31, 2020, 2.49% is owned by affiliated parties of PT Dwimuria Investama Andalan. In addition, 0.18% is owned by certain members of the current Board of Commissioners and Board of Directors of BCA.

Information regarding BCA's Controlling Shareholder can be seen on the BCA's website (www.bca.co.id) in the investor relations section.

BOARD OF COMMISSIONERS

Based on Law No. 40 of 2007 concerning Limited Liability Companies, the Board of Commissioners is the corporate organ that has duties and responsibilities to conduct supervision in general and/or specifically in accordance with Articles of Association, provide advice to the Board of Directors, and ensure the implementation of the principles of corporate governance in all business activities at all levels of the organization.

1. The Board of Commissioners' Charter

In carrying out duties and responsibilities, the Board of Commissioners' of BCA is guided by The Board of Commissioners' Charter so each member can perform the supervisory function effectively, efficiently, accountably, transparently and independently. The Board of Commissioners' Charter refers to OJK Regulation No. 55/POJK.03/2016 on the Implementation of Governance for Commercial Banks and OJK Regulation No. 33/POJK.04/2014 concerning The Board of Directors and The Board of Commissioners of Issuers or Public Companies. These guidelines are evaluated and updated periodically with reference to the prevailing laws and regulations.

The Board of Commissioners' Charter is listed in the BCA Governance Guidelines and can be accessed by the public through the BCA website in the Corporate Governance Section (<https://www.bca.co.id/en/Tentang-BCA/Tata-Kelola-Perusahaan/Struktur-Organisasi>). In general, The Board of Commissioners' Charter regulates the following:

- a. Legal basis.
- b. Values.
- c. Composition and Criteria of the Board of Commissioners.
- d. Independent Commissioners.
- e. Terms of Duties of the Board of Commissioners.
- f. Appointment of the Board of Commissioners.
- g. Dual Positions of the Board of Commissioners.
- h. Obligations, Duties, Responsibilities, and Authority of the Board of Commissioners.
- i. Transparency and Prohibition for the Board of Commissioners.
- j. Orientation and Training of the Board of Commissioners.
- k. Ethics and Working Hours of the Board of Commissioners.
- l. Board of Commissioners Meeting.
- m. Reporting and Accountability.
- n. Remuneration.
- o. The Board of Commissioners' Self-Assessment.

2. Duties and Responsibilities of the Board of Commissioners

The duties and responsibilities of the BCA Board of Commissioners include the following:

- a. Supervise BCA management policies and the running management in general, for the interest of BCA in accordance with BCA's purposes and objectives.
- b. Directing, monitoring and evaluating the implementation of BCA's strategic policies and advising the Board of Directors in accordance with the purposes and objectives of the BCA Articles of Association.
- c. Ensure the principles of Corporate Governance are implemented in every business activity at all levels of the organization, at least through monitoring of the following:
 - Implementation of the duties and responsibilities of the Board of Commissioners and Directors.
 - Completeness and implementation of the duties of the committees and work units that carry out the internal control function.
 - Implementation and periodic evaluation of the remuneration policy;
 - Implementation of the compliance, internal auditor and external auditor functions.
 - Implementation of risk management, including internal control systems;
 - Provision of funds to related parties and provision of funds in large amount;
 - BCA's strategic plan;
 - Transparency of BCA's financial and non-financial conditions;
 - Approval and periodic review of BCA's vision, mission and core values.
- d. Supervise the implementation of Integrated Governance.
- e. Ensure that the Board of Directors has followed up on audit findings and recommendations from the Internal Audit Division, external auditors, and the results of supervision by the authorities, including but not limited to OJK, Bank of Indonesia, and/or the Indonesia Stock Exchange.
- f. Notifying OJK/Bank Indonesia within 7 (seven) working days after the violation of laws and regulations in the financial and banking sector has been discovered, and/or circumstances or predicted condition that may endanger BCA's business continuity.

- g. Establish:
 - 1) Audit Committee;
 - 2) Risk Oversight Committee;
 - 3) Remuneration and Nomination Committee;
 - 4) Integrated Governance Committee;

The Board of Commissioners must ensure that the committees established perform their duties effectively and evaluate the performance of the committees at the end of the financial year.
 - h. Hold meetings and prepare minutes of meeting for the following:
 - 1) Regular meetings of the Board of Commissioners in accordance with applicable laws and regulation;
 - 2) Regular meetings of the Board of Commissioners with the Board of Directors at least once in 4 (four) months.
 - i. Under certain conditions, holding the Annual GMS and other GMS in accordance with respective powers as stipulated in the applicable laws and regulations, and BCA's Articles of Association.
 - j. Submit reports on supervisory tasks that have been carried out during the previous financial year to the Annual GMS and set forth in the Annual Report.
 - k. Approve the Sustainable Financial Action Plan prepared by the Board of Directors.
- All members of the Board of Commissioners are given the opportunity to contribute effectively;
 - Each member of the Board of Commissioners receives relevant information in a timely manner, including a brief explanation of the issues that will be discussed at the Board of Commissioners' meeting;
 - Meetings of the Board of Commissioners produce clear decisions and are recorded in the minutes of meeting.
- h. Ensure that the Board of Commissioners behaves in accordance with the Board of Commissioners' Charter.
 - i. Strive to meet the development needs of the Board of Commissioners.
 - j. Conduct a final evaluation, taking into account the recommendations of the Remuneration and Nomination Committee, on the results of the collective evaluation of the Board of Commissioners and Committees, as well as individual evaluation of members of the Board of Commissioners and committee members.

In accordance with their duties and responsibilities, throughout 2020 the Board of Commissioners of BCA was not involved in making decisions of operational activities.

Duties and Responsibilities of President Commissioner

The President Commissioner carries out the same duties and responsibilities as the Board of Commissioners above, plus other duties and responsibilities, as follows:

- a. Lead the Board of Commissioners in carrying out supervisory and assurance duties.
- b. Coordinate the implementation of the duties and responsibilities of the Board of Commissioners.
- c. Propose to hold Board of Commissioners meetings, including meeting agendas
- d. Initiate and lead the Board of Commissioners' meeting
- e. Submit a supervisory report to obtain the approval of the Annual GMS for the implementation of the duties and supervision of the Board of Commissioners
- f. Ensure that the responsibilities of the Board of Commissioners have been carried out according to procedures.
- g. Ensure that meetings of the Board of Commissioners make decisions effectively based on true and complete information, including ensuring that:
 - All strategic and important issues are taken into consideration by the Board of Commissioners;
 - Problems are discussed carefully and thoroughly;

3. Authorities of the Board of Commissioners

In carrying out its duties and responsibilities, the BCA Board of Commissioners has the authority to:

- a. Access to all buildings or other premises used or controlled by BCA.
- b. Check all bookkeeping, letters and other evidence.
- c. Request clarifications from the Board of Directors regarding all matters concerning BCA
- d. Temporarily terminate one or more members of the Board of Directors, should any member of the Board of Directors act contrary to BCA's Articles of Association, cause harm to the Bank, neglect obligations, and/or violate the prevailing laws and regulations.
- e. Propose replacement and/or appointment of members of the Board of Directors to the GMS taking into account the recommendations of the Remuneration and Nomination Committee.
- f. Evaluate and decide upon Directors' requests related to transactions that require the approval of the Board of Commissioners in accordance with BCA's Articles of Association:

- 1) Lending money or providing credit facilities or other banking facilities that correspond to or result in money borrowing:
 - i. To related parties as stipulated in the provisions of Bank Indonesia or OJK or other authorized agencies concerning the legal lending limit for commercial banks.
 - ii. Which exceeds a certain amount that periodically shall be determined by the Board of Commissioners.
 - 2) Provide a guarantee or debt security (borgtocht):
 - i. In order to guarantee payment obligations of related parties to other parties as stipulated in the provisions of Bank Indonesia or OJK or other authorized agencies concerning the legal lending limit for commercial banks.
 - ii. In order to guarantee the obligations of other parties for amounts exceeding a certain amount which will be determined periodically by the Board of Commissioners.
 - 3) Purchase or otherwise acquire immovable property, except for the purpose of implementing what is stipulated in point q paragraph 2 Article 3 of the BCA Articles of Association which exceeds a certain amount that determined periodically by the Board of Commissioners, that is to carry out other activities that are commonly carried out by banks as long as they are not contrary to prevailing laws and regulations, including but not limited to actions in the context of restructuring or saving credit including buying collateral, either in whole or in part, through an auction or other means, in the event that the debtor does not fulfill his obligations to the bank provided that the collateral purchased is must disbursed as soon as possible.
 - 4) Establish a new company, undertake or dispose or reduce capital participation or increase capital participation, except:
 - i. Additional capital participation from BCA stock dividends, or;
 - ii. Equity participation in the context of credit rescue,
 with regard to the prevailing laws and regulation.
 - 5) Borrow money that is not included in regulations that refer to the Articles of Association of BCA, namely collecting funds from the public in the form of deposits such as current accounts, time deposits, certificates of deposit, savings, and/or other equivalent forms.
 - 6) Transfer or relinquish BCA claim rights that have been written off, either in part or wholly, the amount of which will be determined periodically by the Board of Commissioners.
 - 7) Sell or transfer or relinquish rights or pledge/guarantee BCA's assets above a certain value that will be determined periodically by the Board of Commissioners but less than or equal to ½ (one half) of the total net worth of BCA recorded in the BCA balance sheet, either in one transaction or in several independent transactions or related to each other in 1 (one) financial year.
 - 8) Carry out legal actions or strategic transactions and may have a significant impact on BCA's business continuity. The type of legal action or transaction being determined periodically by the Board of Commissioners.
- The Board of Commissioners shall be aware of the provisions of BCA's Articles of Association, the Board of Commissioners' Charter, as well as the prevailing laws and regulations in order to carry out its duties, responsibilities and authority.

4. Criteria for Members of the Board of Commissioners

Members of the Board of Commissioners of BCA are individuals who meet the criteria and requirements in accordance with OJK Regulation No. 33/POJK.04/2014 concerning The Board of Directors and The Board of Commissioners of Issuers or Public Companies, OJK Regulation No. 55/POJK.03/2016 concerning Implementation of Good Corporate Governance For Commercial Banks, and OJK Regulation No. 27/POJK.03/2016 concerning Fit and Proper Test for Primary Parties of Financial Service Institutions.

The Criteria for members of the Board of Commissioners are as follows:

1. Have good character, morals and integrity.
2. Be competent in carrying out legal actions.
3. Within 5 (five) years before appointment and during their tenure:

- a. Have not been convicted of a criminal offense that is detrimental to the state finances and/or related to the financial sector; and
- b. Have not been a member of the Board of Directors and/or a member of the Board of Commissioners who during their tenure:
 - did not held an Annual GMS
 - accountability as a member of the Board of Directors and/or a member of the Board of Commissioners has been rejected by the GMS, or did not provide accountability as a member of the Board of Directors and/or a member of the Board of Commissioners to the GMS; and
 - had caused a company obtaining permits, approvals, or registrations from OJK to fail to comply with its obligation to submit annual reports and/or financial reports to OJK.
4. Has a commitment to comply with laws and regulations.
5. Has knowledge and/or expertise in the fields required by BCA.
6. Meets the following requirements for integrity, competence and financial reputation:
 - a. Integrity, includes:
 - 1) capable of carrying out legal actions;
 - 2) has good character and morals, at least shown through compliance with applicable provisions, including having not been convicted of a crime in a certain period before being nominated;
 - 3) has a commitment to comply with laws and regulations and uphold OJK policies;
 - 4) has a commitment towards the development of a healthy financial services institution;
 - 5) is not included as an individual principal prohibited from being a main party.
 - b. Competency, includes:
 - 1) knowledge in banking which is adequate and relevant to the position;
 - 2) knowledge of the duties and responsibilities of the Main Entity as well as the main business activities and main risks of the Subsidiary;
 - 3) experience and expertise in banking and/or finance;
 - 4) ability to carry out strategic management in developing a healthy bank;
 - 5) minimum 5 (five) years experience in the operational field and at least as an bank's Executive Officer.

- c. Financial reputation, at least proved by:
 - 1) not having bad credit and/or non performing loans; and
 - 2) has never been declared bankrupt and/or has never been a shareholder, controller of an insurance company who is not a shareholder, a member of the Board of Directors, or a member of the Board of Commissioners found guilty of causing a company to be declared bankrupt within the last 5 (five) years before being nominated.

5. Nomination for Members of the Board of Commissioners

The holding of nominations for members of the Board of Commissioners refers to Article 7 and Article 26 of OJK Regulation No. 33/POJK.04/2014 concerning The Board of Directors and The Board of Commissioners of Issuers or Public Companies and Article 27 of OJK Regulation No. 55/POJK.03/2016 concerning Implementation of Good Corporate Governance For Commercial Banks.

Nomination Mechanism

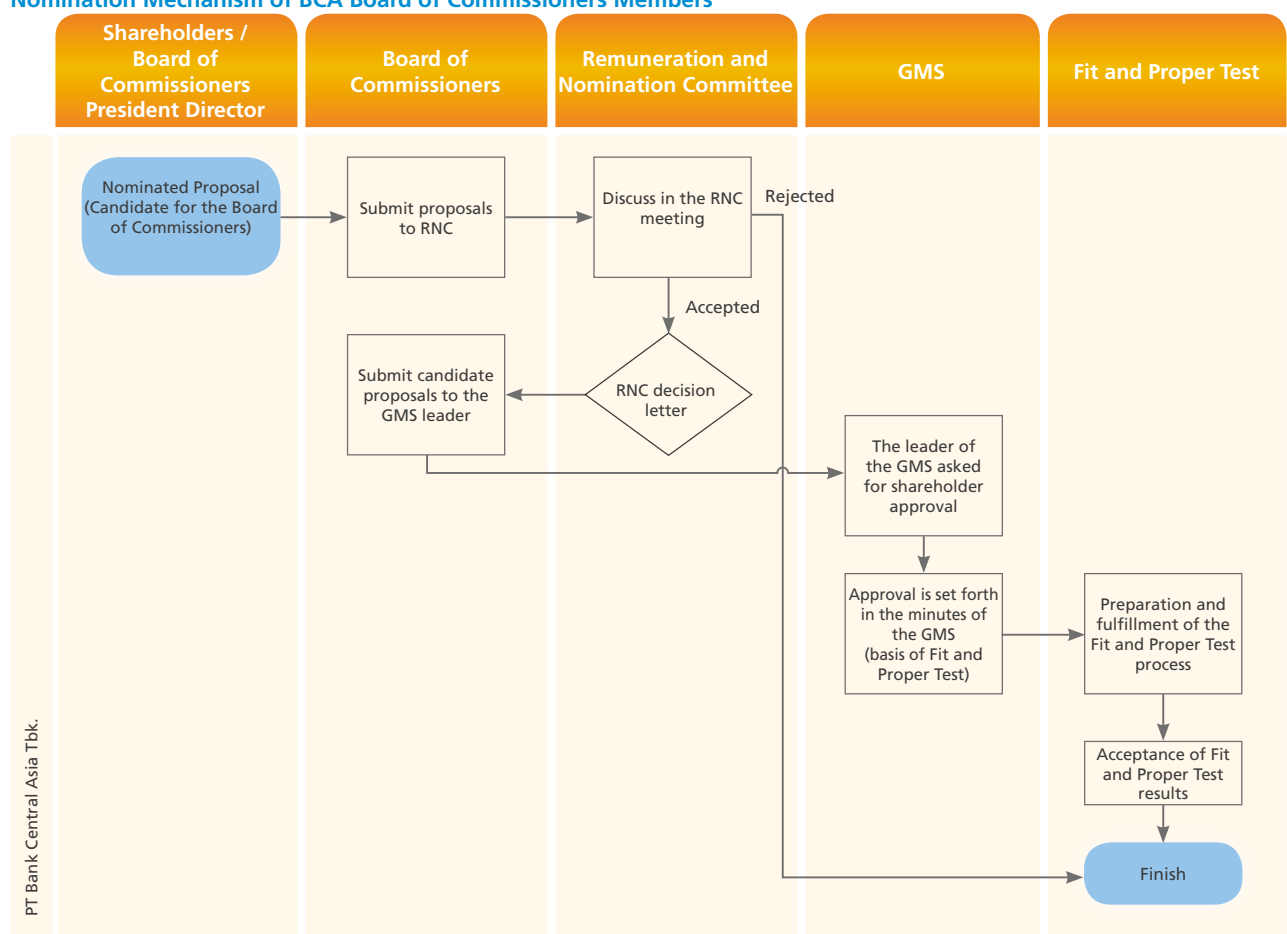
BCA has arrangements related to the nomination mechanism in the Mechanism for Nomination of Members of Board of Commissioners and Board of Directors document which can be accessed by the public through the BCA website in the Corporate Governance Section (<https://www.bca.co.id/en/Tentang-BCA/Tata-Kelola-Perusahaan/Tata-kelola>).

The flow of the nomination mechanism for members of the Board of Commissioners is as follows:

1. Proposals from Shareholders/Board of Commissioners/President Director related to the nominations of the Board of Commissioners are submitted to the Board of Commissioners.
2. The Board of Commissioners requests the Remuneration and Nomination Committee (RNC) to discuss proposals related to the nomination of the Board of Commissioners.
3. The Remuneration and Nomination Committee conducts discussions related to the proposal in the Remuneration and Nomination Committee meeting. The discussion is outlined in the minutes of the RNC meeting. Matters to be considered in the meeting include:
 - a. Reasons and/or considerations of proposals;
 - b. Criteria and qualifications of candidates in accordance with the direction of the BCA strategy;
 - c. The Remuneration and Nomination Committee takes the following steps:

- Pay attention to external and internal conditions.
 - Communicate with the Controlling Shareholder (if the proposal is not from the Controlling Shareholder).
- After conducting the discussion, the Remuneration and Nomination Committee provides recommendations to the Board of Commissioners as outlined in the Remuneration and Nomination Committee Decision Letter.
 - Based on the Remuneration and Nomination Committee recommendations, the Board of Commissioners submits candidates for the Board of Commissioners to the chairman of the GMS through the Decision Letter of the Board of Commissioners.
 - The GMS leader requests for Shareholders' approval in the GMS agenda related to the nominations of the Board of Commissioners.
 - After obtaining approval from the GMS, the approval shall be set forth in the minutes of the GMS which form the basis of the Fit and Proper Test of the candidates for the Board of Commissioners.
 - BCA may use third parties services to seek candidates for the Board of Commissioners.

Nomination Mechanism of BCA Board of Commissioners Members



6. Number and Composition of the Members of the Board of Commissioner

BCA has determined the number and composition of members of the Board of Commissioners in accordance with OJK Regulation No. 55/POJK.03/2016 concerning Implementation of Good Corporate Governance For Commercial Banks.

OJK Regulation No. 55/POJK.03/2016 concerning Implementation of Good Corporate Governance For Commercial Banks

Have at least 3 (three) people and at most the same as the number of members of the Board of Directors.

Have at least 1 (one) member of the Board of Commissioners domiciled in Indonesia.

Have Independent Commissioners represent at least 50% (fifty percent) of the total members of the Board of Commissioners.

Implementation at BCA

There are 5 (five) members of the Board of Commissioners

All members of BCA's Board of Commissioners are domiciled in Indonesia

The number of BCA Independent Commissioners is 3 (three) people or 60% (sixty percent) of the total members of the Board of Commissioners of BCA.

As of December 31, 2020, BCA has 5 (five) members of the Board of Commissioners, consisting of 1 (one) President Commissioner, 1 (one) Commissioner, and 3 (three) Independent Commissioners. The number of members of the BCA Board of Commissioners does not exceed the number of members of the BCA Board of Directors. The number of Independent Commissioners of BCA is 60% (sixty percent) of the total members of the BCA Board of Commissioners. All members of the BCA Board of Commissioners are domiciled in Indonesia.

Throughout 2020 there was no change in the composition of the Board of Commissioners, so in this Annual Report, BCA does not present the reasons for change in composition of the Board of Commissioners. The composition of the BCA Board of Commissioners' membership in 2020 is contained in The Meeting Resolution Deed of PT Bank Central Asia Tbk No. 162 dated May 28, 2020, made in the presence of Christina Dwi Utami, S.H. M.Hum., M.Kn., Notary in Jakarta.

The Composition of BCA Board of Commissioners as of December 31, 2020

Name	Position	No. Letter of Agreement	Position Period
Djohan Emir Setijoso	President Commissioner	13/99/GBI/DPIP/Rahasia dated August 25, 2011	2016 – 2021
Tonny Kusnadi	Commissioner	5/4/DpG/DPIP/Rahasia dated September 4, 2003	2016 – 2021
Cyrrillus Harinowo	Independent Commissioner	5/4/DpG/DPIP/Rahasia dated September 4, 2003	2016 – 2021
Raden Pardede	Independent Commissioner	8/84/DPB3/TPB3-2 dated August 16, 2006	2016 – 2021
Sumantri Slamet	Independent Commissioner	SR-117/D.03/2016 dated July 11, 2016	2016 – 2021

All members of the Board of Commissioners of BCA have obtained approval from Bank Indonesia or OJK and have passed the Fit and Proper Test from Bank Indonesia or OJK before carrying out their duties and functions. This is in accordance with Bank Indonesia Regulation No. 12/23/PBI/2010 concerning Fit and Proper Test and Bank Indonesia Circular Letter No. 13/8/DPNP concerning Fit and Proper Test as amended by Bank Indonesia Circular Letter No. 13/26/DPNP dated November 30, 2011.

7. Term of Office of the Board of Commissioners

In accordance with BCA's Articles of Association, the term of office of members of the Board of Commissioners is 5 (five) years from the date specified in the GMS. The term of office of the members of the Board of Commissioners for this period will end when BCA Annual GMS is closed in 2021. The GMS still has the authority to dismiss one or more members of the Board of Commissioners at any time before their term ends.

8. Orientation Program for New Board of Commissioners Members

New members of the Board of Commissioners participate in the orientation program in order to carry out their duties and responsibilities as members of the Board of Commissioners properly.

The Board of Commissioners orientation program are regulated in:

- The BCA corporate governance guidelines in Part B concerning procedures for implementing corporate governance principles-chapter 2 on guidelines and code of conduct for the Board of Commissioners.

- Board of Directors Decree No. 189/SK/DIR/2020 dated December 4, 2020 concerning Orientation Guidelines for New Members of the Board of Directors and Board of Commissioners of PT Bank Central Asia Tbk.

The orientation program includes, among others:

- a. Knowledge about BCA's Vision, Mission, Values, Strategy;
- b. BCA's mid term and long term plans (current year's Bank Business Plan)
- c. BCA's performance and finances; and
- d. Relevant matters in the banking sector.

Orientation Procedures

The orientation procedures for the new members of the Board of Commissioners may be conducted by:

- Explanation by work units of head office
- Visits to various BCA's activity locations.
- Meetings and discussions with other members of the Board of Directors and the Board of Commissioners to discuss various issues related to BCA or other information needed.
- Learn various information regarding BCA that is available electronically.

In 2020, there was no orientation program for members of the Board of Commissioners because there was no appointment of new members of the Board of Commissioners.

9. Training Programs to Enhance the Board of Commissioners Competence

BCA has established the training program policy for the Board of Commissioners, stipulated in the Guidelines and Code of Conduct for the Board of the Commissioners. BCA obliges the member of the Board of Commissioners to take a part in training programs at least 1 (one) time in a year to support the implementation of their duties and responsibilities. The list of training programs attended by the Board of Commissioners in 2020 is shown below:

Training Programs that Participated by the Board of Commissioners Members in 2020

No	Name	Training Program	Organizer	Location	Date
1.	Djohan Emir Setijoso	Trading Trends 2020	BCA	Jakarta, Indonesia	January 10, 2020
		Refreshment of Risk Management Certification : PSAK 71	PwC Indonesia	Jakarta, Indonesia	February 4, 2020
		Knowing Inheritance Law by K.U.H. Perdata and Marriage Agreement Post Constitutional Court Ruling	BCA	Jakarta, Indonesia	July 27, 2020
		BCA Digital Virtual Workshop	McKinsey	Jakarta, Indonesia	August 12, 2020
		Obligations that must be fulfilled by the Issuer, the role of members of the Board of Directors and members of the Board of Commissioners in running the company to meet expectations and protect the interests of shareholders	FSA and IDX	Jakarta, Indonesia	September 8, 2020
		Indonesia Knowledge Forum	BCA	Jakarta, Indonesia	October 6, 2020
		BCA Trade Webinar 2020: Indonesia Healthy. Indonesia Recovers. Indonesia Rises	BCA	Jakarta, Indonesia	November 24, 2020
2.	Tonny Kusnadi	Trading Trends 2020	BCA	Jakarta, Indonesia	January 10, 2020
		Risk Management Certification Refreshment: PSAK 71	PwC Indonesia	Jakarta, Indonesia	February 4, 2020
		Tax Stimulus related to the COVID-19 Pandemic	BCA	Jakarta, Indonesia	July 13, 2020
		Knowing Inheritance Law by K.U.H. Perdata and Marriage Agreement Post Constitutional Court Ruling	BCA	Jakarta, Indonesia	July 27, 2020
		BCA Digital Virtual Workshop	McKinsey	Jakarta, Indonesia	August 12, 2020
		Indonesia Knowledge Forum	BCA	Jakarta, Indonesia	October 6, 2020
3.	Cyrillus Harinowo	Refreshment of Risk Management Certification : PSAK 71	PwC Indonesia	Jakarta, Indonesia	February 4, 2020
		BCA Digital Virtual Workshop	McKinsey	Jakarta, Indonesia	August 12, 2020
		Economic Crisis in the Covid-19 Pandemic Era	Pusat Studi BUMN	Jakarta, Indonesia	August 24, 2020
		Obligations that must be fulfilled by the Issuer, the role of members of the Board of Directors and members of the Board of Commissioners in running the company to meet expectations and protect the interests of shareholders	FSA and IDX	Jakarta, Indonesia	September 8, 2020
		Indonesia Knowledge Forum	BCA	Jakarta, Indonesia	October 6, 2020
		Economic Outlook 2021: Remain Optimistic during the Pandemic	BCA	Jakarta, Indonesia	November 4, 2020
		BCA Trade Webinar 2020: Indonesia Healthy. Indonesia Recovers. Indonesia Rises	BCA	Jakarta, Indonesia	November 24, 2020

No	Name	Training Program	Organizer	Location	Date
4.	Raden Pardede	Speed Meter of Economy Outlook 2021	BCA	Jakarta, Indonesia	December 3, 2020
		Economy Outlook 2021: Winter or Spring?	BCA	Jakarta, Indonesia	December 11, 2020
		Trading Trends 2020	BCA	Jakarta, Indonesia	Januari 10, 2020
		Refreshment of Risk Management Certification : PSAK 71	PwC Indonesia	Jakarta, Indonesia	February 4, 2020
		Smart Outlook Economic: Business and Investment In Getting Around the Global Economic Recession	Indonesian Journalist Association	Jakarta, Indonesia	January 31, 2020
		CNBC Indonesia Economic Outlook 2020: Indonesia Responds to Global Economic Challenges	CNBC Indonesia	Jakarta, Indonesia	February 26, 2020
		Global Economic and Geopolitical Developments and Their Impact on the Indonesian Economy in 2020	BNI	Jakarta, Indonesia	March 13, 2020
		Financing Industry in the midst of the Covid-19 Pandemic	Indonesia Corporate Finance Association	Jakarta, Indonesia	May 28, 2020
		BCA Digital Virtual Workshop	McKinsey	Jakarta, Indonesia	August 12, 2020
		Indonesia Knowledge Forum	BCA	Jakarta, Indonesia	October 6, 2020
		Maintaining Positive Expectations of Indonesia's Economic Prospects	BCA	Jakarta, Indonesia	October 23, 2020
		CEO Forum Bank: 2021 Banking Industry Outlook, What Next?	Perbanas	Jakarta, Indonesia	November 19, 2020
		BCA Trade Webinar 2020: Indonesia Healthy. Indonesia Recovers. Indonesia Rises	BCA	Jakarta, Indonesia	November 24, 2020
5.	Sumantri Slamet	Trading Trends 2020	BCA	Jakarta, Indonesia	January 10, 2020
		Refreshment of Risk Management Certification : PSAK 71	PwC Indonesia	Jakarta, Indonesia	February 4, 2020
		Tax Stimulus related to the COVID-19 Pandemic	BCA	Jakarta, Indonesia	July 13, 2020
		Knowing Inheritance Law by K.U.H. Perdata and Marriage Agreement Post Constitutional Court Ruling	BCA	Jakarta, Indonesia	July 27, 2020
		BCA Digital Virtual Workshop	McKinsey	Jakarta, Indonesia	August 12, 2020
		Obligations that must be fulfilled by the Issuer, the role of members of the Board of Directors and members of the Board of Commissioners in running the company to meet expectations and protect the interests of shareholders	FSA and IDX	Jakarta, Indonesia	September 8, 2020
		Indonesia Knowledge Forum	BCA	Jakarta, Indonesia	October 6, 2020
		BCA Trade Webinar 2020: Indonesia Healthy. Indonesia Recovers. Indonesia Rises	BCA	Jakarta, Indonesia	November 24, 2020

Pursuant to Bank Indonesia Regulation No. 11/19/PBI/2009 dated June 4, 2009 as amended by Bank Indonesia Regulation No. 12/7/PBI/2010 dated April 19, 2010 concerning Risk Management Certification for Management and Official of Commercial Banks, all members of the Board of Commissioners attained the Risk Management Certification and/or Refreshment in accordance with applicable regulations.

10. The Board of Commissioners Share Ownership amounted to 5% or more of the paid-up capital

BCA policy that regulates the share ownership report for the Board of Commissioners refers to Article 39 of OJK Regulation No. 55/POJK.03/2016 concerning Implementation of Good Corporate Governance For Commercial Banks and Article 2 of OJK Regulation No. 11/POJK.04/2017 concerning Report of Ownership or Any Changes to Share Ownership in Public Companies.

Implementation of the Share Ownership or Any Changes of Share Ownership Policy

The Board of Commissioners' guidelines sets forth the following matters:

- The Board of Commissioner is obliged to disclose the share ownership of 5% or more of the paid-up capital, which includes the type and number of shares in BCA, other banks, non-bank financial institutions and other companies, which are domiciled in and outside the country. In addition to the above, BCA has also held and stored a Special List as regulated in Article 50 of the Limited Liability Companies Law.
- The Board of Commissioners is obliged to submit information regarding the ownership and any changes in ownership of the BCA's shares no later than 3 (three) working days. This policy is in accordance with Article 3 of OJK Regulation No. 11/POJK.04/2017 concerning Report of Ownership or Any Changes to Share Ownership in Public Companies and has been socialized through Memorandum No. 120/MO/DCS/2017 dated April 25, 2017 by the Corporate Secretary to the entire Board of Directors and Board of Commissioners.

BCA has also delivered a report on any changes in share ownership of the Board of Commissioners in 2020 through the e-reporting system and hardcopy document to OJK the Indonesia Stock Exchange (IDX) in compliance with internal and external policies regarding share ownership reports.

Table of the Board of Commissioners Share Ownership Amounted 5% or more of Paid-up Capital as of December 31, 2020

Name	The Board of Commissioners Share Ownership amounted 5% or more of paid-up capital on:			
	BCA	Other Banks	Non-Bank Financial Institution	Other Companies
Djohan Emir Setijoso	-	-	-	√
Tonny Kusnadi	-	-	-	√
Cyrillus Harinowo	-	-	-	√
Raden Pardede	-	-	-	√
Sumantri Slamet	-	-	-	-

Note:

√ Owns shares amounted 5% (five percent) or more.

Table of the BCA Shareholding for the Board of Commissioners in 2020

Name	Total Ownership in the beginning of the year (as of January 1, 2020)	Total Ownership at the end of year (as of December 31, 2020)
Djohan Emir Setijoso	22,147,163	21,200,121
Tonny Kusnadi	1,175,285	1,217,653
Cyrillus Harinowo	-	-
Raden Pardede	-	-
Sumantri Slamet	-	-

11. Dual Positions Held by Members of the Board of Commissioners

Throughout 2020, BCA ensured that the Board of Commissioners complied with the regulations related to Board of Commissioners dual positions in accordance with OJK Regulation No. 33/POJK.04/2014 concerning The Board of Directors and The Board of Commissioners of Issuers or Public Companies and OJK Regulation No. 55/POJK.03/2016 concerning Implementation of Good Corporate Governance For Commercial Banks.

- a. Members of BCA's Board of Commissioners do not hold concurrent positions as the members of the Board of Directors, the Board of Commissioners, or executive officers:
- In financial institutions or financial company, neither banks nor non-banks;
 - In more than one non-financial institution or non-financial company, both domestic and abroad.

- b. The following conditions are not considered concurrent positions, as referred to in the paragraph above (paragraph a.):

- Members of the Board of Commissioners serve as members of the Board of Directors, members of the Board of Commissioners, or executive officers who perform supervisory functions in 1 (one) non-bank subsidiary company controlled by BCA;
- Non-Independent Commissioners perform functional tasks from bank shareholders in the form of legal entities in the BCA's business group; and/or
- Members of the Board of Commissioners hold positions in non-profit organizations or institutions.

- c. BCA's Board of Commissioners members do not hold concurrent positions in more than 5 (five) Committees within the institutions/companies where they function as the member of the Board of Directors or Board of Commissioners.

Tabel of the Dual Position of the Board of Commissioners of BCA in 2020

Name	Position at BCA	Position at Other Banks	Position at Other Institutions/Companies	Industry
Djohan Emir Setijoso	President Commissioner	-	-	-
Tonny Kusnadi	Commissioner	-	President Commissioner of PT Sarana Menara Nusantara Tbk	Operator Telkom Tower
Cyrillus Harinowo	Independent Commissioner	-	-	-
Raden Pardede	Independent Commissioner	-	- Independent Commissioner of PT Adaro Energy Tbk - Executive Secretary I of the Committee for Handling COVID-19 and National Economic Recovery	Coal mining
Sumantri Slamet	Independent Commissioner	-	- Independent Commissioner of PT Multibintang Indonesia Tbk (*) - Member of Risk Committee of Universitas Indonesia	- Beverages Company - Education

(*) Serve until September 1, 2020

Tabel of the Dual Position of the Board of Commissioners in the BCA's Committee in 2020

Name	Position at BCA	Period	Position in the Committee
Djohan Emir Setijoso	President Commissioner	2016 – 2021	• Remuneration and Nomination Committee (RNC) member
Tonny Kusnadi	Commissioner	2016 – 2021	
Cyrillus Harinowo	Independent Commissioner	2016 – 2021	• Chairman of Audit Committee (AC)
Raden Pardede	Independent Commissioner	2016 – 2021	• Chairman of Remuneration and Nomination Committee (RNC)
Sumantri Slamet	Independent Commissioner	2016 – 2021	• Chairman of Risk Oversight Committee (ROC) • Chairman of Integrated Governance Committee (IGC)

12 Report on the Board of Commissioners Committees Assessment and the Impementation of their Duties

The Committes under the Board of Commissioners that have supported the duties of the Board of Commissioner include:

1. Audit Committee (AC)
2. Risk Oversight Committee (ROC)
3. Remuneration and Nomination Committee (RNC)
4. Integrated Governance Committee (IGC)

The Board of Commissioners conducts the assessment or those committees with the following conditions:

1. Criteria

The assessment criteria for the committees under the Board of Commissioners are based on their compliance with the guidelines and code of conduct, as well as the realization of work/ implementation of the duties of each committee.

2. Process

The assessment is performed by the Board of Commissioners once in every year.

3. Result

The Board of Committees considers that all of the committees under the Board of Commissioners have carried out their duties and responsibilities effectively and have been worked accordingly by upholding competency standards and with a good quality of work in 2020.

The Assessment Result of the Committees under the Board of Commissioners

Committee	Assessment
1. Audit Committee	Audit Committee (AC) has ensured the implementation of internal control and assists the Board of Commissioners effectively in supervising the implementation of the internal audit function internally and externally, corporate governance implementation and compliance with the prevailing rules and regulations. Throughout 2020, the Audit Committee has carried out its duties effectively and held 23 (twenty three) meetings. Aside from this, the Audit Committee has also implemented work programs as follows: a. Convened meetings with KAP Tanudiredja, Wibisana, Rintis & Rekan (a member firm of PwC Global Network) to discuss the final results of the audit of BCA's financial statements for the 2020 financial year, along with the Management Letter. b. Evaluated and Recommended to the Board of Commissioners on reusing KAP Tanudiredja, Wibisana, Rintis & Rekan (a member firm of PwC Global Network) to conduct an audit of BCA's financial statements for fiscal year 2020. c. Convened meetings with KAP Tanudiredja, Wibisana, Rintis & Rekan (a member firm of PwC Global Network) to discuss the plan and scope of the audit of BCA's financial statements for fiscal year 2020. d. Convened meetings with the Finance and Planning Division to: i. Review BCA's financial report, which will be published quarterly. ii. Review the adjustments and additional notes on the Consolidated Financial Statement in relation to some of the new Financial Accounting Standards (PSAK) issuance. e. Convened 6 (six) meetings with the Internal Audit Division to: i. Evaluate annual planning; ii. Evaluate the implementation of internal audits every semester; and iii. Discuss results of the audit considered significant. f. Attended internal audit exit meeting at 1 (one) of BCA's subsidiaries (BCA Multi Finance) as part of the internal audit quality assessment process. g. Reviewed internal audit reports and monitored their follow ups. h. Reviewed BCA's compliance with provisions, regulations, and applicable laws in the banking sector, through a review of reports on compliance with prudential provisions reported every semester. i. Reviewed credit portfolio reports issued every semester. j. Monitored the implementation of risk management through quarterly report on the BCA's risk profile and monthly report on Operation Risk Management Information System (ORMIS). k. Conducted studies on: i. Audit results of the OJK and their follow ups, and ii. Management letter from KAP Tanudiredja, Wibisana, Rintis & Rekan (a member firm of PwC Global Network) and its follow up. l. Reported the results of routine studies and evaluations of governance aspects, risk management, and compliance and control to the Board of Commissioners every quarter. m. Attended Analyst Meeting and National Work Meeting in 2021 through virtual meeting. n. Assessed DAI and the results were reported to the Board of Commissioners, to be further submitted to the Nomination and Remuneration Committee (KRN) according to OJK Regulation No. 1/POJK.03/2019.

Committee	Assessment
2. Risk Oversight Committee	The Risk Oversight Committee (ROC) has ensured the risk management system for BCA that provides the protection against the risks faced by the BCA. Throughout 2020, the Risk Oversight Committee held 9 (nine) meetings. Aside from this, the Risk Oversight Committee has also implemented work programs as follows: - Monitored the implementation of its duties, and those of the Risk Management Work Unit and ITSC (Information Technology Steering Committee). - Conducted on analysis of BCA's risk profile and specifically explored credit risk, operational, market, liquidity and reputation risk. - Conducted on analysis of the results of stress tests for credit, market and liquidity risk. - Ensured GCG was implemented well and in an appropriate manner. The committee also attended Analyst Meetings and National Work Meeting in 2021 through virtual conferencing. - Monitored of the implementation of risk management, specifically on credit risk, liquidity and market risk, and operational risk control and limit on monthly basis. - Conducted impact analysis and risk mitigation related to the COVID-19 pandemic.
3. Remuneration and Nomination Committee	The Remuneration and Nomination Committee (RNC) has performed its duties in providing recommendations to the Board of Commissioner related to BCA's remuneration policy as a whole. Throughout 2020, the Remuneration and Nomination Committee held 5 (five) meetings. Aside from this, the Remuneration and Nomination Committee also implemented work programs as follows: - Formulated recommendation on the nomination of new Directors for the year 2020-2021. - Formulated recommendation related to remuneration of new Directors for the year 2020-2021. - Formulated recommendation related to the proposed tantien to the Board of Commissioners and Board of Directors for 2019 performance. - Conducted the evaluation on the self assessment result of Board of Directors and Board of Commissioners.
4. Integrated Governance Committee	The Integrated Governance Committee (IGC) assists the Board of Commissioners of the main entity in supervising the implementation of Integrated Governance in BCA and Subsidiaries. Throughout 2020, the Integrated Governance Committee held 5 (five) meetings. Aside from this, the Integrated Governance Committee also implemented work programs such as, evaluating the implementation of integrated governance in the BCA financial conglomerate. The evaluations were carried out, among others, through the presentation and discussion of the Integrated Internal Audit Report and the Integrated Compliance Report.

Explanations regarding the Committees under the Board of Commissioners are detailed in the Board of Commissioners Committees chapter on page 391 - 412 of this Annual Report.

13. The Implementation of the Board of Commissioners' Duties Report

A full Report on the Implementation of the Duties of the Board of Commissioners is presented on page 34 under the Board of Commissioners' report section in this Annual Report.

The policies and the frequency of Board of Commissioners' meetings, including joint meetings with the Board of Directors, and the attendance of the individual members of the Board of Commissioners in those meetings are presented on page 370-373 and 377-379 under the section, Board of Commissioners, Directors, and Joint Meetings in this Annual Report.

14. Performance Assessment of the Members of the Board of Commissioners

Performance assessment of the members of the Board of Commissioners, which related to the procedures in carrying out performance appraisals, the criteria used, and the parties who conduct the assessment, can be seen on page 383 - 384 under Performance Assessment of the Board of Commissioners and the Board of Directors in this Annual Report.

INDEPENDENT COMMISSIONERS

As of December 31, 2020, Three out of five members of the Board of Commissioners are Independent Commissioners representing 60% (sixty percent) of the total members of the Board. As such, the composition of the Board of Commissioners complies with OJK Regulation No. 55/POJK.03/2016 concerning The Implementation of Corporate Governance for Commercial Banks and OJK Circular Letter No. 13/SEOJK.03/2017 concerning The Implementation of Governance for Commercial Banks, which states that the number of Independent Commissioners must be at least 50% (fifty percent) of the total members of the Board of Commissioners.

1. Independent Commissioners' Criteria

The criteria that need to be met by all Independent Commissioners of BCA:

1. Is not employed by BCA, and has not had the authority or responsibility to plan, lead, control, or oversee BCA activities within the last 6 (six months), except for re-appointment as an Independent Commissioner of BCA in the following period;
2. Have no share in BCA, directly or indirectly;
3. Have no affiliation with BCA, other members of the Board of Commissioners, members of the Board of Directors, or the Majority Shareholders of BCA;
4. Have no direct or indirect business relationships related to BCA business activities;
5. Meet other requirements for Independent Commissioners in accordance with prevailing regulations;

6. Prospective Independent Commissioners who are former members of the Board of Directors or BCA executive officers or other parties having a relationship with BCA must undergo a cooling off period of at least 1 (one) year before becoming an Independent Commissioner;
7. Non-Independent Commissioners who will shift to Independent Commissioners must undergo a cooling off period of at least 6 (six) months.

In addition to the criteria already mentioned above, Independent Commissioners also have to meet the general requirements of candidates for the members of Board of Commissioners.

2. Term of Duty of Independent Commissioners

Term of duty of Independent Commissioners follow the general terms of the Board of Commissioners. Independent Commissioners who have served for 2 (two) consecutive terms may be reappointed as Independent Commissioners in the next period in the case that:

- The Board of Commissioners Meetings assess that the Independent Commissioners remain able to act independently; and
- Independent Commissioners declare their independence at the GMS.

BCA has Independent Commissioners who have been appointed for more than 2 (two) periods, namely Cyrillus Harinowo and Raden Pardede. Based on the meeting of the members of the Board of Commissioners, both can still act independently and each has prepared a Statement of Independence, which was read at the appointment of the Independent Commissioner at the 2016 BCA Annual GMS.

3. Independent Statement of Independent Commissioners

The current BCA Independent Commissioners were appointed in 2016 and this will remain effective until 2021. Each Independent Commissioner has prepared a statement of independence and has submitted to OJK.

Independency Aspects	Cyrillus Harinowo	Raden Pardede	Sumantri Slamet
Is not employed by BCA, and has not had the authority or responsibility to plan, lead, control, or oversee BCA activities within the last 6 (six months), except for re-appointment as an Independent Commissioner of BCA in the following period.	√	√	√
Have no share in BCA, directly or indirectly.	√	√	√
Have no affiliation with BCA, other members of the Board of Commissioners, members of the Board of Directors, or the Majority Shareholders of BCA.	√	√	√
Have no direct or indirect business relationships related to BCA business activities.	√	√	√

BOARD OF DIRECTORS

Based on to Law No. 40 Year 2007 concerning Limited Liability Companies, the Board of Directors is the organ of the company that has the authority and full responsibility to manage the company in the interests of the company, in accordance with the purposes and objectives of the company as well as to represent the company, either in or out of court in accordance with the provisions of the articles of association and the applicable laws and regulations.

1. Guidelines and Code of Conduct of the Board of Directors (*Board of Directors' Charter*)

In performing its duties and responsibilities, the Board of Directors of BCA have been guided by the Board of Directors' Charter that is formulated based on to Article 18 of OJK Regulation No. 55/POJK.03/2016 concerning Implementation of Good Corporate Governance For Commercial Banks and Article 35 of OJK Regulation No. 33/POJK.04/2014 concerning Board of Directors and Board of Commissioners of Issuers or Public Companies. The Board of Directors' Charter has been evaluated and updated periodically with reference to prevailing laws and regulations.

Guideline and Code of Conduct of the Board of Directors are included in Corporate Governance Guideline and can be viewed on the BCA website (<https://www.bca.co.id/en/Tentang-BCA/Tata-Kelola-Perusahaan/Struktur-Organisasi>). In general, Guidelines and Code of Conduct of the Board of Directors regulate:

- a. Legal basis;
- b. Values;
- c. Composition, Criteria, and Independence of the Board of Directors;
- d. Terms of duties of the Board of Directors;
- e. Dual Positions of the Board of Directors;
- f. Appointment of the Board of Directors;
- g. Obligation, Duties, Responsibilities and Authorities of the Board of Directors;
- h. Transparency and Prohibitions for the Board of Directors;
- i. Orientation and Training of the Board of Directors;
- j. Ethics and Working hours of the Board of Directors;
- k. Board of Directors' Meetings;
- l. Reporting and Accountability; and
- m. Board of Directors' self-assessment.

2. Duties and Responsibilities of the Board of Directors

The duties and responsibilities of the Board of Directors include the following:

- a. Lead and manage BCA in accordance with the purposes and objectives of the BCA Articles of Association.
- b. Control, maintain, and manage BCA's assets in its interests.

- c. Create internal control structure, ensure the implementation of internal audit function in every level of management, and follow up on internal audit findings in accordance with policies or directions given by the Board of Commissioners.
- d. Review BCA's Vision and Mission at the beginning of appointment of his position.
- e. Prepare and submit Work Plan and Annual Budget, including other plans related to implementation of BCA's business, to the Board of Commissioners for approval, prior to the commencement of the forthcoming financial year, taking into account applicable regulations.
- f. Implement Good Corporate Governance principles in all BCA's business activities at all levels and stages of the organization, including implementation of Integrated Governance.
- g. Follow up on audit findings and recommendations from the External Auditor, the results of supervision of OJK, Bank Indonesia and/or the results of supervision of other authorities, including but not limited to the Indonesia Stock Exchange.
- h. Establish, at the very least, Internal Audit Division, Risk Management Work Unit, Risk Management Committee, and Compliance Work Unit.
- i. Appoint the members of Supporting Committees of the Board of Commissioners based on the Board of Commissioners' Meeting Decision.
- j. Establish Executive Committees of the Board of Directors to help the Board of Directors in carrying out their duties and responsibilities, if necessary, and evaluate the committees' performance at the end of each financial year.
- k. Conduct meetings, and record minutes of meetings as follows:
 - 1) The Board of Directors' meetings regularly, at least once in a month;
 - 2) The Board of Directors and the Board of Commissioners' meeting in accordance with applicable laws and regulations.
- l. Conduct and keep List of Shareholders, Special List, Minutes of Shareholders' General Meetings, Minutes of the Board of Directors' Meetings, Annual Report, BCA financial document, and other BCA document.
- m. Provide accountability and complete information regarding the Bank's situation and operation, including BCA's activity report, inclusive of financial report, either through the Annual Report or other documents with consideration to BCA Articles of Association and in accordance with prevailing laws and regulations.
- n. Provide accurate, relevant, and timely data and information to the Board of Commissioners.
- o. Perform Annual GMS and/or Extraordinary GMS or other GMS according to BCA's need and in accordance with applicable regulations.

- p. Carry out its duties and responsibilities to shareholders through GMS.
- q. Carry out other responsibilities with consideration to BCA Articles of Association or based on the Board of Commissioners Meetings or GMS.

Throughout 2020, the Board of Directors did not allow general power of attorney to the employees or other parties related to their duties and functions, as regulated in OJK Regulations with regard to Governance.

3. Authorities of the Board of Directors

Based on BCA's Articles of Association and other relevant regulations, the Board of Directors' authorities include:

- a. Represent BCA inside and outside Court concerning whole situations, binding BCA with other parties and vice versa, and perform many actions regarding management or ownership, with consideration to restrictions in BCA Articles of Association.
- b. Arrange the Board of Directors' handover of power to represent BCA inside and outside the Court to one or several members of the Board of Directors specifically appointed for that purpose, or to one or more BCA employees, either those employees itself or with other people or other entities.
- c. The Board of Directors, with its authorities, shall be entitled to appoint one or more persons to perform certain acts according to terms that have been stipulated by the Board of Directors using special power of attorney.
- d. Establish policies in leading and managing BCA.
- e. Regulate provisions on employment, including determination of salary, pension, and old age security, and other income for employees, based on applicable laws and/or GMS resolutions.
- f. Hire and dismiss employees based on personnel regulations. The Board of Directors also disclose to employees regarding BCA's personnel policies, including the recruitment, promotion and remuneration system, through communication facilities that can be accessed by employees.
- g. Perform other actions, either on management or on ownership, in accordance with provisions further regulated by the Board of Commissioners with due regard to the provisions of the prevailing laws and regulations.

In performing its duties, responsibilities and authorities, the Board of Directors shall take actions in good faith, with full responsibility and prudence, with regard to BCA's Articles of Association, the Board of Directors Code of Conduct and prevailing laws and regulations.

4. Criteria for the Board of Directors

Those who may be appointed as a member of the Board of Directors are individuals who meet the criteria and requirements in accordance with OJK Regulations No. 33/POJK.04/2014 concerning Board of Directors and Board of Commissioners of Issuers or Public Companies, Article 6 of OJK Regulations No. 55/POJK.03/2016 concerning the Implementation of Governance for Commercial Banks, and OJK Regulations No. 27/POJK.03/2016 concerning Fit and Proper Test for Main Parties of Financial Services Institutions.

Criteria for the Board of Directors are as follows:

1. Have good ethics, morals, and integrity.
2. Be proficient in performing legal actions.
3. Within 5 (five) years before appointment and during the term of office:
 - a. Not have been punished for committing a crime detrimental to state finances or relating to the financial sector; and
 - b. Have not been a member of the Board of Directors and/or a member of the Board of Commissioners who during their tenure:
 - did not held an Annual GMS
 - accountability as a member of the Board of Directors and/or a member of the Board of Commissioners has been rejected by the GMS, or did not provide accountability as a member of the Board of Directors and/or a member of the Board of Commissioners to the GMS; and
 - had caused a company obtaining permits, approvals, or registrations from OJK to fail to comply with its obligation to submit annual reports and/or financial reports to OJK.
4. Has a commitment to comply with laws and regulations.
5. Has knowledge and/or expertise in the fields required by BCA.
6. Meets the following requirements for integrity, competence and financial reputation:
 - a. Integrity, includes:
 - 1) capable of carrying out legal actions;
 - 2) has good character and morals, at least shown through compliance with applicable provisions, including having not been convicted of a crime in a certain period before being nominated;
 - 3) has a commitment to comply with laws and regulations and uphold OJK policies;
 - 4) has a commitment towards the development of a healthy financial services institution;
 - 5) is not included as an individual principal prohibited from being a main party.

- b. Competency, includes:
 - 1) knowledge in banking which is adequate and relevant to the position;
 - 2) Knowledge of the duties and responsibilities of the Main Entity as well as the main business activities and main risks of the Subsidiary;
 - 3) experience and expertise in banking and/or finance;
 - 4) ability to carry out strategic management in developing a healthy bank
 - 5) at least 5 (five) years experience in the operational field and at least as an bank's Executive Officer.
- c. Financial reputation, at least evidenced by:
 - 1) not having bad credit and/or non performing loans; and
 - 2) has never been declared bankrupt and/or has never been a shareholder, controller of an insurance company who is not a shareholder, a member of the Board of Directors, or a member of the Board of Commissioners found guilty of causing a company to be declared bankrupt within the last 5 (five) years before being nominated.

5. Nomination for Members of the Board of Directors

The holding of nominations for members of the Board of Directors refers to Article 7 of OJK Regulation No. 33/POJK.04/2014 concerning The Board of Directors and The Board of Commissioners of Issuers or Public Companies and Article 6 of OJK Regulation No. 55/POJK.03/2016 concerning Implementation of Good Corporate Governance For Commercial Banks.

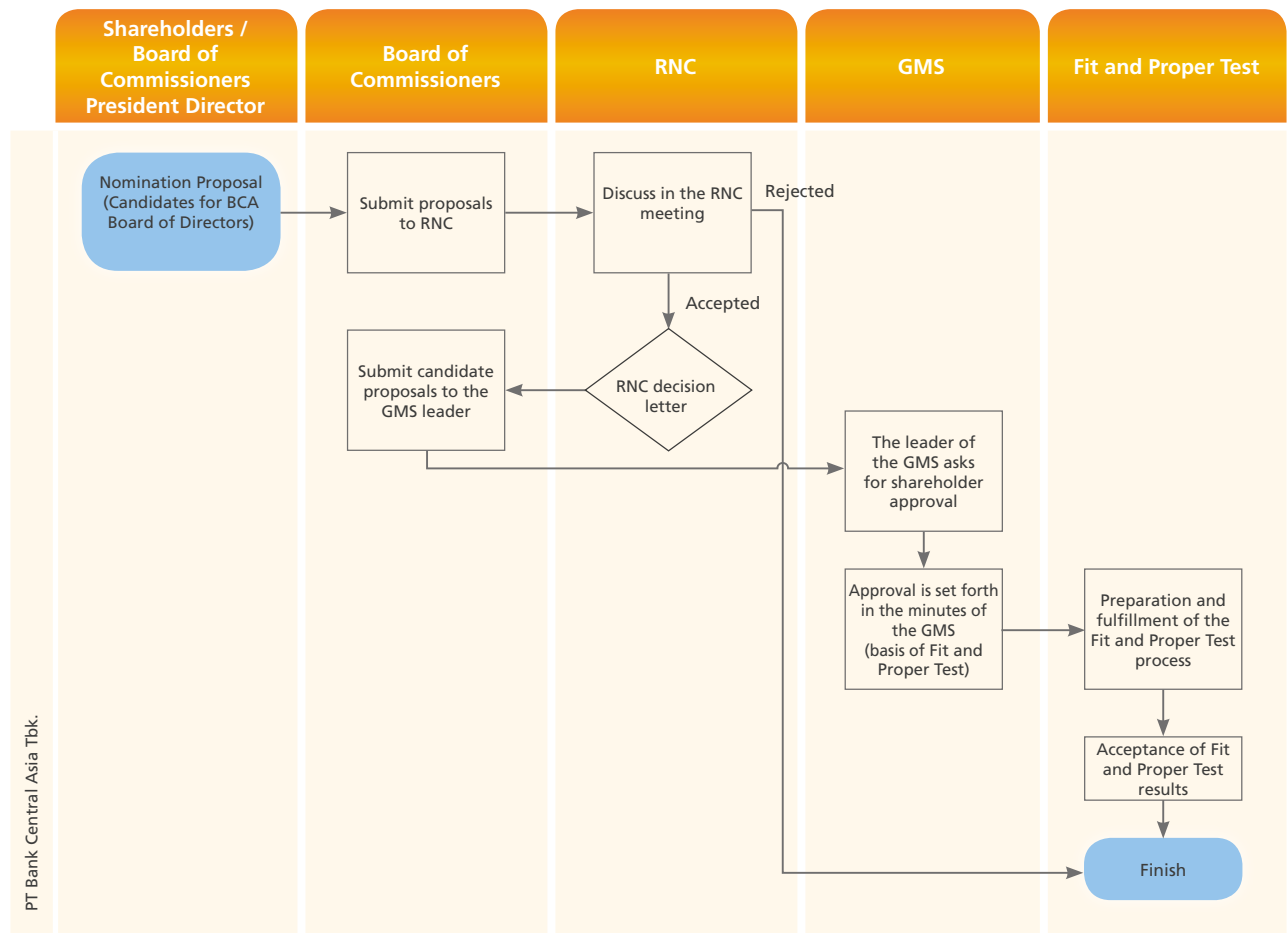
Nomination Mechanism

BCA has regulations related to nomination mechanism in document of Nomination Mechanism of the Board of Commissioners and the Board of Directors which is accessible to public through BCA website in Corporate Governance Section (<https://www.bca.co.id/en/Tentang-BCA/Tata-Kelola-Perusahaan/Tata-kelola>).

The flow of nomination mechanism for members of the Board of Directors is as follows:

1. Proposal from shareholders/Board of Commissioners/President Directors related to the nomination of Directors is submitted to the Board of Commissioners.
2. The Board of Commissioners request Remuneration and Nomination Committee (RNC) to discuss the proposal related to nomination of the Board of Directors.
3. RNC conducts discussions related to the proposal in RNC meeting, in which the summary is stated in minutes of RNC meeting. There are several things to considered in the meeting, among others:
 - a. Reasons and/or considerations of proposal;
 - b. Criteria and qualification of candidates according to direction of BCA strategy;
 - c. The steps taken by RNC include:
 - Pay attention to external and internal conditions.
 - Communicate with Controlling Shareholder (if the proposal is not from Controlling Shareholder).
4. After conducting the discussion, RNC provides recommendations to the Board of Commissioners, stated in RNC Decision letter.
5. Based on RNC recommendation, the Board of Commissioners decides to submit candidate(s) of the Board of Commissioners and/or Board of Directors to the chairman of the GMS through Board of Commissioners' Decision Letter.
6. The Chairman of GMS requests shareholders' approval in the GMS agenda related to the nominations of the Board of Directors.
7. After obtaining approval from the GMS, the approval is stated in minutes of GMS and becomes the basis for Fit and Proper Test of candidates for the Board of Directors.
8. BCA may use third-parties services in looking for candidates for the Board of Directors.

Nomination Mechanism of Members of the Board of Directors of BCA



The succession policy of the Board of Directors is prepared by RNC BCA. Implementation of the succession policy of the Board of Directors includes providing recommendations regarding system, procedures, and selection of candidates for the Board of Directors and/or replacement of members of the Board of Directors becoming the Board of Commissioners for submission to GMS. Succession policy of the Board of Directors can be viewed in the RNC section of this Annual Report.

6. Number and Composition of the Members of the Board of Directors

BCA has complied with the provisions regarding number and composition of the members of the Board of Directors in accordance with Article 4 of OJK Regulation No. 55/POJK.03/2016 concerning Implementation of Good Corporate Governance For Commercial Banks, which states that banks are required to have at least 3 (three) members of the Board of Directors.

As of December 31, 2020, the Board of Directors has twelve members, comprising:

- 1 (one) President Director;
- 2 (two) Deputy of President Directors;

- 1 (one) Compliance Director;
- 1 (one) Independent Director; and
- 7 (seven) other Directors.

Of the above, one member also serves as Compliance Director. The President Director is independent from Controlling Shareholders. BCA also has appointed an Independent Director who is responsible for supervising Regional and Branch Management, Network and Regional Development, and Procurement.

In 2020, the Board of Directors' composition changed based on The decision regarding the third item of the 2020 AGMS agenda. Changes to the Board of Directors' composition can be seen in General Meeting of Shareholders section of this Annual Report. The composition of BCA Board of Directors in 2020 has been written in Deed of Resolution of PT Bank Central Asia Tbk No. 162 dated 28 May 2020, of Notary Public Christina Dwi Utami, S.H., M.Hum., M.Kn., Notary in Jakarta.

Composition of BCA Board of Directors after AGMS 9 April 2020 (as of 31 December 2020)

Name	Position	No. Letter of Agreement BI/OJK	Position Period
Jahja Setiaatmadja	President Director	13/21/DPBB3/TPB3-7 dated June 17, 2011	2016-2021
Suwigno Budiman	Deputy President Director	38/KDK.03/2019 dated August 14, 2019	2019-2021
Armand Wahyudi Hartono	Deputy President Director	SR-106/D.03/2016 Dated June 21, 2016	2016-2021
Tan Ho Hien/Subur/Subur Tan	Director	4/69/DpG/DPIP/Rahasia dated August 13, 2002	2016-2021
Henry Koenafi	Director	10/32/DPB3/TPB3-2 dated February 13, 2008	2016-2021
Erwan Yuris Ang	Independent Director	13/99/GBI/DPIP/Rahasia dated August 25, 2011	2016-2021
Rudy Susanto	Director	SR-119/D.03/2014 dated July 21, 2014	2016-2021
Lianawaty Suwono	Director	SR-137/D.03/2016 dated July 27, 2016	2016-2021
Santoso	Director	SR-143/D.03/2016 dated August 8, 2016	2016-2021
Vera Eve Lim	Director	SR-79/PB.12/2018 dated April 23, 2018	2018-2021
Gregory Hendra Lembong	Director	13/KDK.03/2020 dated May 14, 2020	2020-2021
Haryanto Tiara Budiman	Director (concurrently as Compliance Director)	14/KDK.03/2020 dated May 14, 2020	2020-2021

Composition of BCA Board of Directors before AGMS 9 April 2020

Name	Position	No. Letter of Agreement BI/OJK	Position Period
Jahja Setiaatmadja	President Director	13/21/DPBB3/TPB3-7 dated June 17, 2011	2016-2021
Suwigno Budiman	Deputy President Director	38/KDK.03/2019 dated August 14, 2019	2019-2021
Armand Wahyudi Hartono	Deputy President Director	SR-106/D.03/2016 Dated June 21, 2016	2016-2021
Tan Ho Hien/Subur/Subur Tan	Director	4/69/DpG/DPIP/Rahasia dated August 13, 2002	2016-2021
Henry Koenafi	Director	10/32/DPB3/TPB3-2 dated February 13, 2008	2016-2021
Erwan Yuris Ang	Independent Director	13/99/GBI/DPIP/Rahasia dated August 25, 2011	2016-2021
Rudy Susanto	Director	SR-119/D.03/2014 dated July 21, 2014	2016-2021
Lianawaty Suwono	Director	SR-137/D.03/2016 dated July 27, 2016	2016-2021
Inawaty Handojo	Director (concurrently as Compliance Director)	39/KDK.03/2019 dated August 14, 2019	2019-2021
Santoso	Director	SR-143/D.03/2016 dated August 8, 2016	2016-2021
Vera Eve Lim	Director	SR-79/PB.12/2018 dated April 23, 2018	2018-2021

All members of the Board of Directors have obtained approval from Bank Indonesia or OJK and have passed the Fit and Proper Test before performing the duties and functions of their positions, in accordance with Bank Indonesia Regulations No. 12/23/PBI/2010 concerning Fit and Proper Tests and Bank Indonesia Circular Letter No. 13/8/DPNP concerning Fit and Proper Tests that has been amended to Bank Indonesia Circular Letter No. 13/26/DPNP dated November 30, 2011 or OJK Regulation No. 27/POJK.03/2016 concerning Fit and Proper Tests for Primary Parties of Financial Services Institutions.

At present, there is no BCA Directors who was former by BCA President Director in the last 2 (two) years.

7. Terms of Office for Board of Directors

Terms of office for BCA Board of Directors will expire when the fifth AGMS is closed since the GMS appointed the relevant members of the Board of Directors, without reducing the authority of GMS to dismiss one or more members of the Board of Directors any time before the position ends. BCA Article of Association state that members of the Board of Directors whose terms of office have ended can be reappointed.

8. Division of Duties and Responsibilities of the Board of Directors

The division of tasks and authorities among members of the Board of Directors is determined based on the decision of the Board of Directors with approbation by Board of Commissioners' Decree No. 067/SK/KOM/2020 dated June 2, 2020 concerning Division of the Duties and Responsibilities of the Board of Directors of PT Bank Central Asia Tbk, which is explained in the table as follows:

No.	Name	Position	Duties and Responsibilities	Alternative Director I	Alternative Director II	Alternative Director III
1.	Jahja Setiaatmadja (JS)	President Director (PD)	- Internal Audit^{*)} - Anti-Fraud - Corporate Social Responsibility	DHC DCR DTP	DCR DHC DCR	DJW DJW DJW
2.	Suwigno Budiman (SB)	Deputy President Director (WP1) ^{**) (}	- Consumer Business Credit - Individual Customer Business Development - Wealth Management - BCA Syariah - Asuransi Umum BCA (BCA Insurance) - Asuransi Jiwa BCA (BCA Life) - Bank Digital BCA	DKS DKR DTP DTP DKR	DBK DTP DKR DJW DKS	DTP WP2 WP2 WP2 DBK DBK DFC
3.	Armand W. Hartono (AH)	Deputy President Director (WP2) ^{**) (}	- Strategy and Operation Development Services - Domestic Payment Services - Electronic Banking Services - Trade and International Payment Services - Digital Services - Central Capital Ventura	DJW DKR DTP DBK DTP WP1	DHC DJW DJW DTI DJW DHC	DFC DKS DHC DHC DHC DTP
4.	Subur Tan (ST)	Director of Credit and Legal	- Credit Risk Analysis - Credit Recovery - Legal	DJW DJW DJW	PD PD WP1	DHC DHC DCR
5.	Henry Koenafi (HK)	Director of Commercial Banking and SME (DKS) ^{**) (}	- Commercial and SME Business - Cash Management - Credit Services - BCA Multi Finance - BCA Finance	DBK DBK DKR WP1 WP1	WP1 DTP DJW DKR DKR	DTP DTI DBK DTP DTP
6.	Erwan Yuris Ang (EY)	Director of Regional and Branch Network (DJW) ^{*) (}	- Regional and Branch Banking - Network and Regional Development - Logistic and Building	WP2 DFC DFC	DKS DKS DHC	DFC WP2 WP1
7.	Rudy Susanto (RS)	Corporate Banking Director (DBK) ^{**) (}	- Corporate Banking and Transaction - Corporate Finance - Corporate Branch - Treasury - International Banking - BCA Finance Ltd. (Hongkong) - BCA Sekuritas	DKS DKS PD WP1 DTP WP1	WP1 WP1 DKS PD DKR PD	DTP DTP DJW WP1 DKS DFC DFC

No.	Name	Position	Duties and Responsibilities	Alternative Director I	Alternative Director II	Alternative Director III
8.	Lianawaty Suwono (LS)	Director of Human Capital Management/ (DHC)	- Human Capital Management - Learning and Development	DKR DCR	PD WP2	WP1 WP1
9.	Santoso (SL)	Director of Banking Transaction (DTP)	- Banking Transactions of Business Development and Marketing - Banking Transactions of Partnership Solution Development - Banking Transaction of Product Development - Banking Transaction of Business Support and Services	DHC DBK DBK DKS	DTI DTI DTI DBK	DKS DKS DKS DTI
10.	Vera Eve Lim (VL)	Planning and Finance Director (DFC) ****)	- Corporate Strategy and Planning - Corporate Finance - Corporate Secretary and Communication	WP1 PD DCR	DKR DKR DBK	PD WP1 PD
11.	Haryanto T. Budiman (HB)	Compliance and Risk Management Director (DCR) ****)	- Compliance^{*)} - Risk Management^{*)}	DHC DJW	DKR DKR	DJW DHC
12.	Gregory Hendra Lembong (HL)	Director of Information Technology (DTI)	- Strategic Technology Information - Enterprise Security	WP2 DHC	DFC DKR	DTP DCR

Note :

- Substitute Director reports to the Field Director regarding all of actions have been done/decisions have been made during replacing the Field Director.
- Substitute Director for credit sector refers to Manual Credit Provisions.
- The Management Functions of Subsidiaries are regulated as follows:
 - ^{*)} Monitor the implementation of internal audit function/risk management/compliance with Subsidiaries in order to establishment of integrated corporate governance and integrated risk management.
 - ^{**)} Perform monitoring function on business development to Subsidiaries.
 - ^{***)} Perform risk monitoring function to Subsidiaries in order to integrated risk management.
 - ^{****)} Perform overall monitoring and alignment function to the management of Subsidiaries and monitoring of Subsidiaries' financial performance.

The implementation of functions above takes to principle in Limited Liability Companies, in which Subsidiary is an independent separate legal entity. The Board of Directors and/or Board of Commissioners of Subsidiaries have responsibility to GMS of Subsidiaries. Parent Company as a shareholder performs its authority and function through the GMS of Subsidiaries.
- ^{*)} Director of Regional and Branch Network as daily executors, supervisors, and mentors of regional and branch management. Head of Regional Office has responsibility to the Board of Directors.

9. Orientation Program for New Members of the Board of Directors

New members of the Board of Directors attend an orientation program in order to carry out their duties and responsibilities as members of the Board of Directors properly.

Policy of orientation program of the Board of the Directors is regulated in:

- BCA Corporate Governance Guidelines in Part B concerning Procedures for Implementation of Corporate Governance Principles – Chapter 4 on Guidelines and Code of Conduct of the Board of Directors ; and
- Directors Decree No. 189/SK/DIR/2020 dated December 4, 2020 concerning Orientation of New Members of the Board of Directors and Board of Commissioners Guidelines of PT Bank Central Asia Tbk.

The orientation program includes:

- Knowledge about Vision, Mission, Values, and Strategy of BCA;
- Medium and long term plans of BCA (Bank Business Plan current years);
- Performance and financial of BCA; and
- Other cases relevant to banking.

Orientation Procedures

The orientation procedures for new members of the Board of Directors may be conducted by:

- Presentation by Work Units of Head Office.
- Visiting to various locations of BCA's activities.
- Meetings and discussion with other members of the Board of Directors and Board of Commissioners to discuss various issues in BCA and other information needed.
- Learning various information of BCA available electronically.

Orientation program for new members of the Board of Directors that appointed based on AGMS dated April 9, 2020 have been implemented in 2020 as follows:

No.	Date	Topic	Participant
1.	May 4 - November 6, 2020	Overview, Duties and Responsibilities of Related Division/ Work Unit/Regional Offices and Subsidiaries.	Haryanto Tiara Budiman
2.	April 17- September 4, 2020	Overview, Duties and Responsibilities of Related Division/ Work Unit and Related Subsidiaries.	Gregory Hendra Lembong

10. Training Programs to Enhance Competency of Members of the Board of Directors

BCA has a Board of Directors training program policy in Guidelines and Code of Conduct of the Board of Directors.

BCA requires members of the Board of Directors to attend training programs at least once a year in order to improve competency and support implementation of duties and obligations of the Board of Directors. The list of training programs that attended by members of the Board of Directors throughout 2020 is as follows:

Training Programs that Attended by Members of the Board of Directors in 2020

No.	Name	Training Program	Organizer	Location	Date
1	Jahja Setiaatmadja	Trading Trends 2020	BCA	Jakarta, Indonesia	January 10, 2020
		Refreshment of Risk Management Certification : PSAK 71	PwC Indonesia	Jakarta, Indonesia	February 4, 2020
		Economic Outlook 2020 - Examine the Economic of Indonesia in Jokowi Era	CNBC	Jakarta, Indonesia	February 26, 2020
		Strategy to improve quality of human resources on SPPUR sector in facing digitalization era and global competition	BI	Jakarta, Indonesia	March 9, 2020
		Issuer greet New Normal, Challenges and Opportunity	AEI	Jakarta, Indonesia	June 11, 2020
		Knowing Inheritance Law by K.U.H. Perdata and Marriage Agreement Post Constitutional Court Ruling	BCA	Jakarta, Indonesia	July 27, 2020
		Discussing PT Kalbe Farma	Samuel Sekuritas	Jakarta, Indonesia	August 11, 2020
		BCA Digital Virtual Workshop	McKinsey	Jakarta, Indonesia	August 12, 2020
		How to Invest in Equity Market	BCA	Jakarta, Indonesia	August 18, 2020
		Shipping Company Perspective: Asia Pacific's Trade Outlook 2020	BCA	Jakarta, Indonesia	August 25, 2020
		2020 National Seminar: Efforts to Promote Inclusive Economy in the New Normal Era	ISEI	Jakarta, Indonesia	August 26, 2020
		High Impact Seminar: Realizing MSMEs as new force in national economy; synergy of the MSMEs transformation program into digital ecosystem	Gubernur BI	Jakarta, Indonesia	August 30, 2020
		Economic Growth of Indonesia and COVID-19	BCA	Jakarta, Indonesia	October 23, 2020
		Urban Farming	BCA	Jakarta, Indonesia	November 17, 2020
		Post COVID-19 Economies: The Growing and The Sunset Sectors, What and How to Adapt	ISEI	Jakarta, Indonesia	November 23, 2020
		BCA Trade : Government policy to improve the national economy in 2021	BCA	Jakarta, Indonesia	November 24, 2020

No.	Name	Training Program	Organizer	Location	Date
2	Suwignyo Budiman	Trading Trends 2020	BCA	Jakarta, Indonesia	January 10, 2020
		Refreshment of Risk Management Certification : PSAK 71	PwC Indonesia	Jakarta, Indonesia	February 4, 2020
		Indonesia Macroeconomic Update : Drawing a Silver Lining on Post COVID-19 Era	BCA	Jakarta, Indonesia	May 4, 2020
		Indonesia Macroeconomic Update : Invest During Pandemic "Hiding or Add More"	BCA	Jakarta, Indonesia	May 15, 2020
		BCA Young Community : How Business Stand Still in Pandemic Era, What's Strategy and For How Long	BCA	Jakarta, Indonesia	May 29, 2020
		Indonesia Macroeconomic Update : Against the COVID-19 Pandemic, The New Normal	BCA	Jakarta, Indonesia	June 3, 2020
		Capital Market Community Gathering : Banking and Capital Market in The New Normal	BCA	Jakarta, Indonesia	July 7, 2020
		Tax Stimulus During Pandemic of COVID-19	BCA	Jakarta, Indonesia	July 13, 2020
		The Effectiveness of Crisis Response and Digitalization	InfoBank	Jakarta, Indonesia	July 23, 2020
		Knowing Inheritance Law by K.U.H. Perdata and Marriage Agreement Post Constitutional Court Ruling (session 1)	BCA	Jakarta, Indonesia	July 27, 2020
		How to Invest in Equity Market	BCA	Jakarta, Indonesia	August 18, 2020
		Knowing Inheritance Law by K.U.H. Perdata and Marriage Agreement Post Constitutional Court Ruling (session 2)	BCA	Jakarta, Indonesia	August 27, 2020
		Knowing Inheritance Law by K.U.H. Perdata and Marriage Agreement Post Constitutional Court Ruling (session 3)	BCA	Jakarta, Indonesia	September 17, 2020
		Indonesia Knowledge Forum	BCA	Jakarta, Indonesia	October 6, 2020
		Economic Growth of Indonesia and COVID-19	BCA	Jakarta, Indonesia	October 23, 2020
		Urban Farming	BCA	Jakarta, Indonesia	November 17, 2020
		BCA Trade : Government policy to improve the national economy in 2021	BCA	Jakarta, Indonesia	November 24, 2020
		BCA Young Community : Ensuring Family Business Legacy	BCA	Jakarta, Indonesia	November 27, 2020
		Banking and Financial Outlook 2021 : How Banking Leaders Manage Strategy to Reborn From Crisis	INFOBANK	Jakarta, Indonesia	December 1, 2020
		Investor Gathering DJPPR : Synergy in Supporting State Budget Financing for Handling the COVID-19 Pandemic and Economic Recovery	KemenKeu RI	Jakarta, Indonesia	December 17, 2020

No.	Name	Training Program	Organizer	Location	Date
3	Armand Wahyudi Hartono	Sharia Business and Academic Synergy (SBAS) : Grand Strategy for Human Resources Development of Islamic Economy Based on Link and Match Superior HR Solutions, Indonesia Advanced	IAEI	Jakarta, Indonesia	December 29, 2020
		Trading Trends 2020	BCA	Jakarta, Indonesia	January 10, 2020
		Refreshment of Risk Management Certification : PSAK 71	PwC Indonesia	Jakarta, Indonesia	February 4, 2020
		IT Town Hall Prime	BCA	Jakarta, Indonesia	May 18, 2020
		A Conversation with Geoffrey Moore	Salesforce Virtual Executive Roundtable	Jakarta, Indonesia	May 20, 2020
		The Future of 5G	Goldman Sach	Jakarta, Indonesia	May 20-21, 2020
		Advertising During a Crisis	CMO Club - Hermawan Kertajaya	Jakarta, Indonesia	June 9, 2020
		In the People We Trust	BCA	Jakarta, Indonesia	June 10, 2020
		The Impact of the COVID-19 Pandemic on E-Commerce Businesses	BCA	Jakarta, Indonesia	June 17, 2020
		New Normal is Here	BCA	Jakarta, Indonesia	June 17, 2020
		Work From Home and Contact Center Experience	Bain	Jakarta, Indonesia	June 17, 2020
		Building Digital Factory with Low-Code	BCA	Jakarta, Indonesia	June 19, 2020
		Building Business Resilience: Achieving operational excellence to drive transformation	Vmware - A CIO Peer to Peer Roundtable	Jakarta, Indonesia	July 15, 2020
		Indonesia Knowledge Forum	BCA	Jakarta, Indonesia	October 6, 2020
		Economic Growth of Indonesia and COVID-19	BCA	Jakarta, Indonesia	October 23, 2020
		APAC Gartner Symposium	Gartner	Jakarta, Indonesia	October 27-29, 2020
		BCA Young Community : Challenging New Era in Banking Industry	BCA	Jakarta, Indonesia	November 13, 2020
		BCA Trade : Government policy to improve the national economy in 2021	BCA	Jakarta, Indonesia	November 24, 2020
		Cyber Fraud and Handling Management	BRI	Jakarta, Indonesia	December 1, 2020
		BCA Young Community : Accelerate Your Start Up	BCA	Jakarta, Indonesia	December 16, 2020
4	Tan Ho Hien/Subur/ Subur Tan	Trading Trends 2020	BCA	Jakarta, Indonesia	January 10, 2020
		Refreshment of Risk Management Certification : PSAK 71	PwC Indonesia	Jakarta, Indonesia	February 4, 2020
		Capital Market Community Gathering : Banking and Capital Market in The New Normal	BCA	Jakarta, Indonesia	July 7, 2020

No.	Name	Training Program	Organizer	Location	Date
5	Henry Koenaifi	Knowing Inheritance Law by K.U.H. Perdata and Marriage Agreement Post Constitutional Court Ruling	BCA	Jakarta, Indonesia	July 27, 2020
		BCA Digital Virtual Workshop	McKinsey	Jakarta, Indonesia	August 12, 2020
		How to Invest in Equity Market	BCA	Jakarta, Indonesia	August 18, 2020
		Indonesia Knowledge Forum	BCA	Jakarta, Indonesia	October 6, 2020
		SME Banking and Council	EFFMA	Jakarta, Indonesia	October 20, 2020
		Payment System Sharing in Indonesia	Bank Indonesia	Jakarta, Indonesia	December 15, 2020
		Omnibus Law and Government Plan to Combat COVID-19 Pandemic	BCA	Jakarta, Indonesia	December 16, 2020
		Trading Trends 2020	BCA	Jakarta, Indonesia	January 10, 2020
		Refreshment of Risk Management Certification : PSAK 71	PwC Indonesia	Jakarta, Indonesia	February 4, 2020
		Capital Market Community Gathering : Banking and Capital Market in The New Normal	BCA	Jakarta, Indonesia	July 7, 2020
		Banking Challenges : The Effectiveness of Crisis Response and Digitalization	InfoBank	Jakarta, Indonesia	July 23, 2020
		Knowing Inheritance Law by K.U.H. Perdata and Marriage Agreement Post Constitutional Court Ruling	BCA	Jakarta, Indonesia	July 27, 2020
		The 6th Indonesian Finance Association International Conference	BEI	Jakarta, Indonesia	September 18, 2020
		Economic Situation and Policy during Pandemic	ABDINEGARA RCRS	Jakarta, Indonesia	September 19, 2020
		Challenges and strategies during the pandemic, omnibus law application, and support needed by BCA debtor	BCA	Jakarta, Indonesia	October 23, 2020
		Economic Outlook : Stay optimistic during the pandemic	BCA	Jakarta, Indonesia	November 4, 2020
		Urban Farming	BCA	Jakarta, Indonesia	November 17, 2020
		SME Banking eCouncil - Supporting SMEs during and after the Crisis #3: Spotlighting Asian Leaders (Part 1)	EFMA	Jakarta, Indonesia	November 24, 2020
		Economy Outlook 2021 "Winter or Spring?"	BCA	Jakarta, Indonesia	December 11, 2020
		Effective Online Learning	BCA	Jakarta, Indonesia	December 15, 2020
6	Erwan Yuris Ang	World Environment Day and World Ocean Day 2020	BCA	Jakarta, Indonesia	June 21, 2020
		Business Banking: New Challenges and Strategies to Keep Growing	Koran Tempo	Jakarta, Indonesia	June 25, 2020
		Capital Market Community Gathering : Banking and Capital Market in The New Normal	BCA	Jakarta, Indonesia	July 7, 2020

No.	Name	Training Program	Organizer	Location	Date
7	Rudy Susanto	Tax Stimulus During Pandemic of COVID-19	BCA	Jakarta, Indonesia	July 13, 2020
		Indonesia Knowledge Forum	BCA	Jakarta, Indonesia	October 6, 2020
		Economic Growth of Indonesia and COVID-19	BCA	Jakarta, Indonesia	October 23, 2020
		Trading Trends 2020	BCA	Jakarta, Indonesia	January 10, 2020
		Refreshment of Risk Management Certification : PSAK 71	PwC Indonesia	Jakarta, Indonesia	February 4, 2020
		Economic Outlook 2020 - Examine the Economic of Indonesia in Jokowi Era	CNBC	Jakarta, Indonesia	February 26, 2020
		BCA Digital Virtual Workshop	McKinsey	Jakarta, Indonesia	August 12, 2020
		How to Invest in Equity Market	BCA	Jakarta, Indonesia	August 18, 2020
		Indonesia Knowledge Forum	BCA	Jakarta, Indonesia	October 6, 2020
		Appreciation of Treasury Customers 2020	BCA	Jakarta, Indonesia	November 20, 2020
		BCA Trade : Government policy to improve the national economy in 2021	BCA	Jakarta, Indonesia	November 24, 2020
		Payment System Sharing in Indonesia	Bank Indonesia	Jakarta, Indonesia	December 15, 2020
		Omnibus Law and Government Plan to Combat COVID-19 Pandemic	BCA	Jakarta, Indonesia	December 16, 2020
		Trading Trends 2020	BCA	Jakarta, Indonesia	January 10, 2020
8	Lianawaty Suwono	Refreshment of Risk Management Certification : PSAK 71	PwC Indonesia	Jakarta, Indonesia	February 4, 2020
		Safe Tips for Using Video Conference Application	BCA	Jakarta, Indonesia	May 8, 2020
		Post COVID-19 Business Recovery 2020 (Defining Your Target Markets)	Firstclass	Jakarta, Indonesia	May 11, 2020
		Women and Realizations in The "New Normal" Beyond COVID-19	Britcham Indonesia	Jakarta, Indonesia	May 12, 2020
		The Agility Mindset: Change is the New Normal	BCA	Jakarta, Indonesia	May 13, 2020
		Building Strong Employee Motivation and Engagement During and Beyond COVID-19	Future HR	Jakarta, Indonesia	May 14, 2020
		The Next Journey of Human Working Experience	Future HR	Jakarta, Indonesia	May 16, 2020
		Miracle of Coaching: A Real Story of COVID-19 Survivor	Vanaya	Jakarta, Indonesia	May 16, 2020
		Maintaining The Human Touch in A Virtual World oleh IBM	IBM	Jakarta, Indonesia	May 19, 2020
		Unboxing Your Talent (Recognize Strength and Self Potential)	Future HR and GenMuda ID	Jakarta, Indonesia	May 21, 2020
		How to Get Out of Your Comfort Zone	TICMI	Jakarta, Indonesia	May 22, 2020
		Supporting Managers in Times of Distress	LinkedIn and Glint	Jakarta, Indonesia	May 26, 2020

No.	Name	Training Program	Organizer	Location	Date
		Accepting Uncertainties	BCA	Jakarta, Indonesia	June 3, 2020
		New Normal and Mitigating Banking Business During COVID-19 Pandemic	Bisnis Indonesia	Jakarta, Indonesia	June 10, 2020
		In the People We Trust	BCA	Jakarta, Indonesia	June 10, 2020
		Grow Beyond The Pandemic: Develop Your Growth Mindset	OneHR Indonesia	Jakarta, Indonesia	June 12, 2020
		New Normal is Here	BCA	Jakarta, Indonesia	June 17, 2020
		Model of Apprenticeship of Students and Lecturers in Industry for Indonesia Excels	GNIK	Jakarta, Indonesia	June 27, 2020
		Next Level of Bank Digitalization for the New Era	Perbanas	Jakarta, Indonesia	July 3, 2020
		Capital Market Community Gathering : Banking and Capital Market in The New Normal	BCA	Jakarta, Indonesia	July 7, 2020
		Tax Stimulus During Pandemic of COVID-19	BCA	Jakarta, Indonesia	July 13, 2020
		Facing the Era of Compulsory Certification for HR Practitioners	GNIK	Jakarta, Indonesia	August 15, 2020
		Global Leadership E-Summit	ITD World	Jakarta, Indonesia	September 23-24, 2020
		Indonesia Knowledge Forum	BCA	Jakarta, Indonesia	October 6, 2020
		Omnibus law : Implications for Workers and the Business	BCA	Jakarta, Indonesia	October 9, 2020
		Leadership Energy Summit Asia 2020	ICLIF	Jakarta, Indonesia	November 16-19, 2020
		Service Leader Webinar Series : Humanity in Organization during New Normal	SQI	Jakarta, Indonesia	November 19, 2020
		Closing Ceremony Indonesia Fintech Summit 2020 : To Survive and To Thrive	OJK	Jakarta, Indonesia	November 25, 2020
		Inspigo 2021 Outlook : The Year of Possibilities (Session 1)	Yoris Sebastian Creative Circle	Jakarta, Indonesia	December 2, 2020
		HR Director Breakfast Meeting : Organization and Employee Resilience	PMSM Indonesia	Jakarta, Indonesia	December 4, 2020
		Inspigo 2021 Outlook : The Year of Possibilities (Session 2)	Yoris Sebastian Creative Circle	Jakarta, Indonesia	December 7, 2020
		How Can Digitalization Help Financial Sector Coping with Crisis and COVID-19 Impact	The Finance	Jakarta, Indonesia	December 10, 2020
		Inspigo 2021 Outlook : The Year of Possibilities (Session 3)	Yoris Sebastian Creative Circle	Jakarta, Indonesia	December 12, 2020
9	Santoso	Trading Trends 2020	BCA	Jakarta, Indonesia	January 10, 2020
		Refreshment of Risk Management Certification : PSAK 71	PwC Indonesia	Jakarta, Indonesia	February 4, 2020
		Strategy to Improve the quality of human resources in the field of SPPUR in the face of the era of digitalization and global competition	BI	Jakarta, Indonesia	March 9, 2020

No.	Name	Training Program	Organizer	Location	Date
		Knowing Inheritance Law by K.U.H. Perdata and Marriage Agreement Post Constitutional Court Ruling	BCA	Jakarta, Indonesia	July 27, 2020
		How to Invest in Equity Market	BCA	Jakarta, Indonesia	August 18, 2020
		Indonesia Knowledge Forum	BCA	Jakarta, Indonesia	October 6, 2020
		BCA Trade : Government policy to improve the national economy in 2021	BCA	Jakarta, Indonesia	November 24, 2020
10	Inawaty Handojo*	Trading Trends 2020	BCA	Jakarta, Indonesia	January 10, 2020
		Refreshment of Risk Management Certification : PSAK 71	PwC Indonesia	Jakarta, Indonesia	February 4, 2020
11.	Vera Eve Lim	Trading Trends 2020	BCA	Jakarta, Indonesia	January 10, 2020
		Refreshment of Risk Management Certification : PSAK 71	PwC Indonesia	Jakarta, Indonesia	February 4, 2020
		The Impact of Coronavirus on Indonesia Credit	Fitch Rating	Jakarta, Indonesia	April 8, 2020
		Global Banking Condition Update during COVID-19	CitiBank	Jakarta, Indonesia	April 16, 2020
		COVID-19: Key Accounting Implication of PSAK 71	PwC Indonesia	Jakarta, Indonesia	April 17, 2020
		Economic Impact and Indonesia Government Measures	KPMG	Jakarta, Indonesia	April 22, 2020
		SEA Bank Capital	Goldman Sachs	Jakarta, Indonesia	May 8, 2020
		Radically reimagining the productivity for banks	McKinsey	Jakarta, Indonesia	June 15, 2020
		Perbanas CFO Forum	Perbanas	Jakarta, Indonesia	June 19, 2020
		Digital Transformation in the age of COVID-19 - Time to Change	Oliverwyman	Jakarta, Indonesia	June 19, 2020
		Micro, Small And Medium Enterprises Guarantee Program Socialization (PMK71)	Perbanas	Jakarta, Indonesia	July 8, 2020
		Robotic Process Automation for Finance Function in Indonesia	PwC Indonesia	Jakarta, Indonesia	August 6, 2020
		The New Normal and Sustainable Finance	IBS	Jakarta, Indonesia	August 7, 2020
		BCA Digital Virtual Workshop	McKinsey	Jakarta, Indonesia	August 12, 2020
		Business Hustle	BCA	Jakarta, Indonesia	August 28, 2020
		Realizing MSMEs as a new force of the national economy; synergy of MSME transformation program into digital ecosystem	Gubernur BI	Jakarta, Indonesia	August 30, 2020
		Draft Policy Direction of Short-Term SJK	OJK	Jakarta, Indonesia	September 7, 2020
		Socialization and Dissemination of Regulations and Policies to Indonesian Capital Market industry	OJK	Jakarta, Indonesia	September 8, 2020
		Policy Maker Series - JKT City Government on Latest PSBB Policy	Verdhana Events	Jakarta, Indonesia	September 12, 2020

No.	Name	Training Program	Organizer	Location	Date
12.	Gregory Hendra Lembong**	Traditional Banks vs Challenger Banks in The Era of Open Banking	InfoBank	Jakarta, Indonesia	September 29, 2020
		Indonesia Knowledge Forum	BCA	Jakarta, Indonesia	October 6, 2020
		Asia Banking roundtable – AI Bank of Future	Mc Kinsey	Jakarta, Indonesia	October 21, 2020
		Perbanas CFO Forum	Perbanas	Jakarta, Indonesia	October 23, 2020
		APAC Gartner Symposium	Gartner	Jakarta, Indonesia	October 27-29, 2020
		Indonesia Fintech Summit 2020	Fintech	Jakarta, Indonesia	November 11, 2020
		BCA Young Community : Challenging New Era in Banking Industry	BCA	Jakarta, Indonesia	November 13, 2020
		Libor Transition Solution	Intellect Design	Jakarta, Indonesia	November 17, 2020
		CEO Forum Bank: 2021 Banking Industry Outlook, What Next?	Perbanas	Jakarta, Indonesia	November 19, 2020
		How Can Digitalization Help Financial Sector Coping with Crisis and COVID-19 Impact	The Finance	Jakarta, Indonesia	December 10, 2020
		Business Continuity (BCP), The New Paradigm for Financial Institutions (Batch #2)	Aktiv Konsultan Indonesia dan TrueVA Consulting	Jakarta, Indonesia	April 15, 2020
		BCA Ecosystem Enabler : AIT and McPay	Akar Inti Tech dan CCV	Jakarta, Indonesia	May 18, 2020
		A Conversation with Geoffrey Moore	Salesforce Virtual Executive Roundtable	Jakarta, Indonesia	May 20, 2020
		Accepting Uncertainties	BCA	Jakarta, Indonesia	June 3, 2020
		Make Better Decisions During COVID-19	Gartner - Virtual Executive Roundtable	Jakarta, Indonesia	June 5, 2020
		Return To Office: Insights and Best Practices	Gartner - Virtual Executive Roundtable	Jakarta, Indonesia	June 9, 2020
		In the People We Trust	BCA	Jakarta, Indonesia	June 10, 2020
		Building Digital Factory with Low-Code	BCA	Jakarta, Indonesia	June 19, 2020
		Next Level of Bank Digitalization for the New Era	Perbanas	Jakarta, Indonesia	July 3, 2020
		Branch banking post COVID-19 – what banks need to do	Infosys Finacle	Jakarta, Indonesia	July 14, 2020
		Building Business Resilience: Achieving operational excellence to drive transformation	Vmware - A CIO Peer to Peer Roundtable	Jakarta, Indonesia	July 15, 2020
		Banking Challenges : The Effectiveness of Crisis Response and Digitalization	InfoBank	Jakarta, Indonesia	July 23, 2020
		Research and Innovation in the future New Normal	Indonesia Banking School	Jakarta, Indonesia	September 4, 2020
		Women In Tech	MIMPI Movement	Jakarta, Indonesia	September 12, 2020

No.	Name	Training Program	Organizer	Location	Date
		Maintaining Financial System Resilience to the COVID-19 Black Swan: Deposit Insurance Strategic Responses and Policy Options	LPS	Jakarta, Indonesia	September 17, 2020
		Indonesia Knowledge Forum	BCA	Jakarta, Indonesia	October 6, 2020
		Economic Growth of Indonesia and COVID-19	BCA	Jakarta, Indonesia	October 23, 2020
		National IT Zoominar and Indonesia IT Award - III - 2020	IITA	Jakarta, Indonesia	November 6, 2020
		Gartner Virtual Symposium/Xpo 2020 EMEA	Gartner	Jakarta, Indonesia	November 9-12, 2020
		Impact of 2020 US Election on Financial Markets	BTPN	Jakarta, Indonesia	November 19, 2020
		BCA Trade : Government policy to improve the national economy in 2021	BCA	Jakarta, Indonesia	November 24, 2020
		Fintech, the 2020 industry shift and the way forward	MC. Kinsey	Jakarta, Indonesia	November 26, 2020
		3rd DataGovAi 2020 (day 3)	ABDI	Jakarta, Indonesia	December 1, 2020
13.	Haryanto T. Budiman***	Accepting Uncertainties	BCA	Jakarta, Indonesia	June 3, 2020
		McKinsey Webinar	BCA	Jakarta, Indonesia	June 12, 2020
		New Normal is Here	BCA	Jakarta, Indonesia	June 17, 2020
		Banking Business - New Challenges and Strategies to Keep Growing	Group Tempo	Jakarta, Indonesia	June 25, 2020
		Sharing Session with unions	BCA	Jakarta, Indonesia	June 30, 2020
		Next Level of Bank Digitalization for the New Era	Perbanas	Jakarta, Indonesia	July 3, 2020
		Policy Synergy for National Economic Recovery	BI	Jakarta, Indonesia	July 24, 2020
		BCA Digital Virtual Workshop	McKinsey	Jakarta, Indonesia	August 12, 2020
		Capital Market Socialization	OJK	Jakarta, Indonesia	September 8, 2020
		Indonesia Knowledge Forum	BCA	Jakarta, Indonesia	October 6, 2020
		Cyber Security	Perbanas	Jakarta, Indonesia	October 7, 2020
		Google for Indonesia	Google	Jakarta, Indonesia	November 18, 2020
		CEO Forum Bank: 2021 Banking Industry Outlook, What Next?	Perbanas	Jakarta, Indonesia	November 19, 2020
		CEO Networking 2020 : Building Resilience to Economic Recovery	Pasar Modal	Jakarta, Indonesia	November 24, 2020

Note:

* Mrs Inawaty Handojo ended her term in the AGMS on April 9, 2020.

** Mr Gregory Hendra Lembong served as the Board of Director based on OJK Circular Letter No.13/KDK.03/2020 dated May 14, 2020.

*** Mr Haryanto T. Budiman served as Compliance Director based on OJK Letter No.14/KDK.03/2020 dated May 14, 2020.

In accordance with Bank Indonesia Regulation No. 11/19/PBI/2009 dated June 4, 2009 and amendments to Bank Indonesia Regulation No. 12/7/PBI/2010 dated April 19, 2010 concerning Risk Management Certification for Management and Officers of Commercial Banks, all members of the Board of Directors have a Risk Management Certification and/or Refreshment in accordance with applicable regulations.

11. Share Ownership for the Board of Directors that Amounts to 5% or More of Paid-Up Capital

BCA policy in terms of reporting share ownership of members of the board of Directors refers to the Article 21 of OJK Regulation No. 55/POJK.03/2016 concerning Implementation of Corporate Governance for Commercial Banks and Article 2 of OJK Regulation No. 11/POJK.04/2017 concerning Report of Ownership or Any Changes in the Share Ownership of a Public Company.

Implementation of the Share Ownership or Any Changes of Share Ownership Policy

Guidelines and Code of Conduct of the Board of Directors have regulate among others:

- Members of the Board of Directors' obligation to disclose share ownership of 5% (five percents) or more of paid-up capital, which includes the type and number of shares in BCA, other banks, non-bank financial institutions and other companies, which are domiciled in and outside the country. In addition, BCA has also held and stored a Special List as regulated in Article 50 of the Limited Liability Companies Law.
- Members of the Board of Directors' obligation to disclose information of ownership and changes of BCA's shares within 3 (three) working days at the latest. This policy is in accordance with Article 3 of OJK Regulation No. 11/POJK.04/2017 concerning Report of Ownership or Any Changes in the Share Ownership of a Public Company. BCA has been socialized through Corporate Secretary Memo No. 120/MO/DCS/2017 dated 25 April 2017 to all members of the Board of Directors and Board of Commissioners.

BCA has submitted reports on any changes on share ownership of the Board of Directors in 2020 through e-reporting system and hardcopy document to OJK and Indonesia Stock Exchange to comply with internal and external policies regarding share ownership reports.

Table of Share Ownership of the Board of Directors amounting 5% or more as of December 31, 2020

Name	Share Ownership of members of the Board of Directors amounting 5% or more of paid-up capital to:			
	BCA	Other Bank	Non Bank Financial Institution	Other Companies
Jahja Setiaatmadja	-	-	-	√
Suwigno Budiman	-	-	-	-
Armand Wahyudi Hartono	-	-	-	√
Tan Ho Hien/Subur/Subur Tan	-	-	-	-
Henry Koenafi	-	-	-	-
Erwan Yuris Ang	-	-	-	-
Rudy Susanto	-	-	-	-
Lianawaty Suwono	-	-	-	-
Santoso	-	-	-	-
Vera Eve Lim	-	-	-	-
Gregory Hendra Lembong	-	-	-	-
Haryanto T. Budiman	-	-	-	-
Remarks: √ Have share ownership with amount up to 5% (five percents) or more.				

Table of Total BCA Share Ownership by the Board of Directors in 2020

Directors	Total Ownership at the Beginning of the Year (as of January 1, 2020)	Total Ownership at the End of the Year (as of December 31, 2020)
Jahja Setiaatmadja	8,007,628	7,905,463
Suwigno Budiman	7,475,051	7,556,800
Armand Wahyudi Hartono	851,213	851,213
Tan Ho Hien/Subur/Subur Tan	2,773,326	2,849,792
Henry Koenaifi	1,041,883	908,098
Erwan Yuris Ang	1,251,720	1,269,131
Rudy Susanto	480,926	360,411
Lianawaty Suwono	183,694	174,186
Inawaty Handojo ^{*)}	163,374	N/A
Santoso	237,324	264,593
Vera Eve Lim	57,348	115,201
Gregory Hendra Lembong ^{**)}	N/A	1,800
Haryanto T. Budiman ^{***)}	N/A	-

Information:

* Mrs. Inawaty Handojo ended her term in the AGMS on April 9, 2020.

** Mr. Gregory Hendra Lembong assumes the position of Director based on OJK Letter No.13/KDK.03/2020 dated May 14, 2020.

*** Mr. Haryanto T. Budiman assumes the position of Compliance Director based on OJK Letter No.14/KDK.03/2020 dated May 14, 2020.

12. Dual Positions Held by Members of the Board of Directors

Throughout 2020, BCA has ensured members of the Board of Directors comply with the relevant provisions regarding dual position for the Board of Directors in accordance with Article 6 of OJK Regulation No. 33/POJK.04/2014 concerning the Board of Directors and Board of Commissioners of Issuers or Public Companies and Article 7 of OJK Regulation No. 55/POJK.03/2016 concerning the Implementation of Corporate Governance for Commercial Banks.

- All members of the Board of Directors are prohibited to serving concurrently as members of the Board of Directors, members of the Board of Commissioners or Executive Officers in banks, other companies and/or institutions (exclude dual positions if the of Board of Directors are responsible to supervise participation in subsidiaries, perform functional duties as a member of the Board of Commissioners of a non-bank subsidiary company controlled by BCA).
- Members of the Board of Directors of BCA did not served dual position as a committee member on more than 5 (five) committees in institution/company where he is also served as members of the Board of Directors or the Board of Commissioners.

Table of Dual Positions of BCA Board of Directors in 2020

Name	Position in BCA	Position in Other Bank	Position in Other Company/Institution	Business Line
Jahja Setiaatmadja	President Director	-	-	-
Suwigno Budiman	Deputy President Director	-	-	-
Armand Wahyudi Hartono	Deputy President Director	-	-	-
Tan Ho Hien/Subur/Subur Tan	Director	-	-	-
Henry Koenaifi	Director	-	-	-
Erwan Yuris Ang	Independent Director	-	-	-
Rudy Susanto	Director	-	-	-
Lianawaty Suwono	Director	-	-	-
Santoso	Director	-	-	-
Vera Eve Lim	Director	-	-	-
Gregory Hendra Lembong	Director	-	-	-
Haryanto T. Budiman	Director (concurrently as the Director of Compliance)	-	-	-

Table of Dual Position of BCA Board of Directors in Committee in 2020

Name	Position	Period	Position in Committee
Jahja Setiaatmadja	President Director	2016-2021	- Chairman of ALCO - Chairman of Credit Policy Committee - Permanent Members of CC Corporate - Permanent Members of Risk Management Committee - Permanent Members of Integrated Risk Management Committee
Suwignyo Budiman	Deputy President Director	2019-2021	- Members of ALCO - Members of Credit Policy Committee - Permanent Members of CC Corporate - Permanent Members of Risk Management Committee - Permanent Members of Integrated Risk Management Committee
Armand Wahyudi Hartono	Deputy President Director	2016-2021	- Members of ALCO - Members of Information Technology Steering Committee - Permanent Members of Risk Management Committee - Permanent Members of Integrated Risk Management Committee
Tan Ho Hien/Subur/Subur Tan	Director	2016-2021	- Chairman of CC Corporation - Members of ALCO - Members of Credit Policy Committee - Permanent Members of CC Comercial - Permanent Members of Risk Management Committee - Permanent Members of Integrated Risk Management Committee
Henry Koenafi	Director	2016-2021	- Members of ALCO - Members of Credit Policy Committee - Permanent Members of CC Comercial - Permanent Members of Risk Management Committee - Permanent Members of Integrated Risk Management Committee - Non - Permanent Members of CC Comercial
Erwan Yuris Ang	Independent Director	2016-2021	- Members of ALCO - Members of Information Technology Steering Committee - Permanent Members of Risk Management Committee - Permanent Members of Integrated Risk Management Committee - Non - Permanent Members of CC Corporated
Rudy Susanto	Director	2016-2021	- Members of ALCO - Members of Credit Policy Committee - Permanent Members of CC Comercial - Permanent Members of Risk Management Committee - Permanent Members of Integrated Risk
Lianawaty Suwono	Director	2016-2021	- Permanent Members of Risk Management Committee - Permanent Members of Integrated Risk
Santoso	Director	2016-2021	- Members of ALCO - Members of Credit Policy Committee - Permanent Members of Risk Management Committee - Permanent Members of Integrated Risk

Name	Position	Period	Position in Committee
Vera Eve Lim	Director	2018-2021	• Members of ALCO • Permanent Members of Risk Management Committee • Permanent Members of Integrated Risk
Gregory Hendra Lembong	Director	2020-2021	• Chairman of Information Technology Steering Committee • Permanent Members of Risk Management Committee • Permanent Members of Integrated Risk
Haryanto Tiara Budiman	Director (concurrently as the Director of Compliance)	2020-2021	• Chairman of Risk Management Committee • Chairman of Integrated Risk Management Committee • Members of ALCO • Members of Credit Policy Committee • Members of Information Technology Steering Committee • Non-Permanent Members of CC Corporated • Non-Permanent Members of CC Comercial

13. Performance Assessment of Executive Committee of the Board of Directors

The executive committees of the Board of Directors was established by the Board of Directors to contribute to the fulfilment of BCA's business requirements in accordance with the Board of Directors' duties and responsibilities.

Currently there are 7 (seven) Executive Committees under the Board of Directors, namely:

- 1) Asset and Liability Committee (ALCO)
- 2) Risk Management Committee (RMC)
- 3) Integrated Risk Management Committee (IRMC)
- 4) Credit Policy Committee (CPC)
- 5) Credit Committee (CC)
- 6) Information Technology Steering Committee (ITSC)
- 7) Personnel Case Advisory Committee (PCAC)

The Board of Directors conducted assessment to Executive Committees of the Board of Directors above with the following conditions:

1. **Criteria:**
Criteria evaluation to Executive Committees of the Board of Directors are based on guidelines, code of conducts, and work realization/implementation of duties from each committee.
2. **Process:**
Assessment is conducted collegially by the Board of Directors and performed once in a year.

3. Result:

Throughout 2020, the Board of Directors asses all of Executive Committees who have contribute in accordance with their duties and responsibilities and provide useful opinions, so that it could support the implementation of the Board of Directors' duties. The Committees actively and periodically discuss regarding work programs in accordance with BCA development, economy, and regulations. The Board of Directors convey appreciation for the support and commitment of the committees.

Assessment Result of Committees under the Board of Directors

1) Asset and Liability Committee (ALCO)

Asset and Liability Committee (ALCO) is a permanent committee under the Board of Directors who has mission to achieve optimal level of BCA profitability and liquidity risk, interest rate risk, and controlled foreign exchange risk through the establishment of policies and strategies for BCA assets and liabilities (assets and liabilities management).

Realization of ALCO Work Program During 2020

Throughout 2020, ALCO has realized the following work programs:

- a. Evaluating the strategy and the position of BCA assets and liabilities in accordance with the objective of liquidity risk management, interest rate and exchange rate.

- b. Evaluating and establish the changes in interest rates funds and loans, the interest rate on a credit basis, and the limit related to Asset Liability Management (ALM).
- c. Reviewing of the results of the simulation of the profit/loss in accordance with ALM strategy of BCA.
- d. Establishing policy and strategy in the arrangement of balance sheet structure and investment portfolio.

2) Risk Management Committee (RMC)

The Risk Management Committee (RMC) was established to ensure that the risk management framework has provided adequate protection against all BCA risks.

Realization of Risk Management Committee Work Program 2020

In carrying out its duties during 2020, RMC accomplished the following work programs:

- a. Informing BCA's funding capacity for stressful conditions in the market.
- b. Informing simulation results regarding impact of the implementation of OJK Regulation No. 11/POJK.03/2020 related to national economic stimulus.
- c. Informing condition of BCA portfolio as of June 2020.
- d. Informing development of BCA liquidity up to July 2020 and BCA's funding capacity for stress condition in the market according to the stress test assumptions.
- e. Informing the new OJK Circular Letter regarding the calculation of RWA for Operational Risk.
- f. Informing the Cyber Risk and its mitigation.
- g. Informing the OJK Regulation No. 45/POJK.03/2020 concerning Financial Conglomerates, which includes the criteria and coverage of the financial conglomerate and the Company Charter.

3) Integrated Risk Management Committee (IRMC)

The Integrated Risk Management Committee was established to ensure that the risk management framework provided adequate protection against all risks of BCA and its subsidiaries in an integrated manner.

Realization of Integrated Risk Management Committee Work Program 2020

Throughout 2020, IRMC has realized the following work programs:

- Informing stress test results of integrated Financial Conglomerate BCA 2020.
- Informing integrated limit results.
- Informing the Integrated Risk Profile Report of BCA Financial Conglomerate on second Semester of 2019.
- Informing the Integrated Risk Profile Report of BCA Financial Conglomerate on first Semester of 2020.
- Informing IRMIS development updates.
- Informing as for OJK New Regulation 28/POJK.05/2020 concerning on the Assessment of Soundness Level for Non-Bank Financial Services Institutions.

4) Credit Policy Committee (CPC)

The Credit Policy Committee (CPC) was established to direct the lending through the formulation of credit policies in order to achieve prudent lending targets.

Realization of Credit Committee 2020

Throughout the implementation in 2020, the CPC has implemented the work program, which provides recommendations on the "Credit Restructuring Policy".

5) Credit Committee (CC)

The Credit Committee was established to assist the Board of Directors in evaluating and/or providing credit decisions within the authority limits established by the Board of Directors as stipulated in the BCA articles of association with due regard to business development without abandoning prudent principles. The committee consists of the Corporate Credit Committee and the Commercial Credit Committee.

Realization of CC Corporate and CC Commercial Work Program 2020

In performing its duties throughout 2020, CC Corporate held meetings for 29 times, and CC Commercial held meetings for 4 (four) times.

6) Information Technology Steering Committee (ITSC)

The Information Technology Steering Committee was established to ensure the implementation of information technology (IT) systems in line with BCA's strategic plan. The committee has the mission to enhance BCA's competitive advantage through the utilization of appropriate information technology (IT).

Realization of Information Technology Steering Committee (ITSC) Work Program 2020

Throughout the year 2020, RITSC has been the realization of the program of work, among others:

- Evaluate and oversee implementation of IT strategic projects that are aligned with strategic corporate objective of BCA as well as business direction of BCA.
- Evaluate the implementation process and technology used in IT development's projects.
- Review and oversee strategic plan to minimize risk of IT investment, lower operating costs, and improve IT service level.
- Monitor IT 2020 budget utilization.
- Review and evaluate these following new strategic IT projects:
 - a) New Acquisition through Digital by utilizing channel digital BCA to reduce the cost of acquisition of the customer.
 - b) Customer Retaining With the build Super Apps to keep customer satisfaction using channel digital BCA.
 - c) Proses Efficiency and Automation through the utilization of RPA (Robotic Process Automation) to process efficiency and reduce manual processes.
 - d) Customer Data Integration and Analytics through process data integration, include internal, external, alliance and subsidiary in order to do deeper analyzed by using media storage of Data Warehouse and Big Data.
- Evaluate and supervise IT initiatives that implemented to support the execution of IT strategic projects. These initiatives are:
 - a) Development of Open Banking which part of a digital ecosystem to support the development of the process of development and delivery of a product that is more agile.
 - b) Applying partial release to production to support product delivery faster and minimize the potential implementation failure.
 - c) Development of microservices based on architectural technology through many transactions features of banking that commonly used by focusing on efficiency of development and delivery changes.

- d) Development Work From Home (WFH) infrastructure to support government programs in anticipate the spread of COVID-19 without neglecting the support for customers' transactions.
 - e) Application of work concept "Work From Anywhere" as a culture in the work process of BCA to be more flexible while still upholding the principles of security, both in terms of network and data and experience to works are designed as Work from the Office.
 - f) Development of data architecture to be more efficient and effective and infrastructure automation to support customer data integration and analytics initiatives.
- Review and evaluate development of IT HR capabilities and Management Office to be able to adapt through technology changes.
 - Review and evaluate IT Risk Management process, IT Governance, and IT Compliance to achieve Good IT Governance.

7) Personnel Case Advisory Committee (PCAC)

The Personnel Case Advisory Committee was established to provide recommendations to the Board of Directors on the settlement of cases that meet the principles of justice and equity through reviewing cases of violations and/or crimes committed by employees.

Realization of PCAC Work Program 2020

In performing its duties throughout 2020, the PCAC held 11 (eleven) meetings. PCAC has realized the work program which includes the input in terms of information, analysis and consideration to provide recommendations to the Board of Directors in response to several cases of violations committed by employees that require decision from the Board of Directors to settle them, such as imposition of sanctions and/or improvement of systems and operational procedures and/or legal case processing.

Explanations related to the Executive Committee of the Board of Directors can be seen on page 413 Chapter of the Directors' Executive Committees in this Annual Report.

14. Report of the Board of Directors' Duties Implementation

Report of the Board of Directors' Duties Implementation is presented completely on page 24-33 section of the Board of Directors' Report in this Annual Report.

The Policy and implementation of board of Directors' meetings, including the meeting with the Board of Commissioners, and attendance level of meeting for each member of the Board of Directors are completely presented on page 373-379 section the Board of Commissioners and the Board of Directors Meetings and Joint Meetings in this Annual Report.

15. Performance Evaluation of Members of the Board of Directors

Performance evaluation of Members of the Board of Directors is related to procedure of performance evaluation, criteria used, and the parties who are conduct the evaluation that can be seen on page 383 - 384 section Performance Evaluation of the Board of Commissioners and Board of Directors in this Annual Report.

BOARD OF COMMISSIONERS' MEETINGS, BOARD OF DIRECTORS' MEETINGS, AND JOINT MEETINGS

1. Board of Commissioners' Meeting

Legal Basis

BCA refers to the following rules for holding a Board of Commissioners' meeting:

- a. Article 37 paragraph 1 OJK Regulation No. 55/POJK.03/2016 concerning Implementation of Good Corporate Governance For Commercial Banks, states that the Board of Commissioners meetings must be held periodically at least 4 (four) times in 1 (one) year.
- b. Article 31 paragraph 1 OJK Regulation No. 33/POJK.04/2014 concerning The Board of Directors and The Board of Commissioners of Issuers or Public Companies, states that the Board of Commissioners must conduct a meeting at least once in 2 (two) months.
- c. Article 31 paragraph 3 OJK Regulation No. 33/POJK.04/2014 concerning The Board of Directors and The Board of Commissioners of Issuers or Public Companies, states that The Board of Commissioners should conduct a meeting with the Board of Directors at least once in 4 (four) months.
- d. Article 16 of the BCA's Articles of Association.
- e. Board of Commissioners Charter.

Meeting Policy

The Board of Commissioners Meeting Policy has been regulated in the Corporate Governance Guidelines Part B Chapter 2 concerning Guidelines and Code of Conduct of the Board of Commissioner, which among others regulates:

- 1) Meeting Frequency

Meetings of the Board of Commissioners must be held periodically, at least 1 (one) time in 2 (two) months.
- 2) Scheduling and Meeting Materials
 - The Board of Commissioners schedules meetings for the following year before the end of the financial year.
 - Material for scheduled meetings must be submitted to meeting participants, no later than 5 (five) working days before the meeting is held.
- 3) Minutes of Board of Commissioners' Meeting
 - The results of the meeting of the Board of Commissioners must be stated in the Minutes of Meeting which are signed by all members of the Board of Commissioners who are present in the meeting.

- Meetings held through teleconferencing technology should be recorded and the Minutes of Meeting should be signed by all members of the Board of Commissioners who are present in teleconferencing.
- Minutes of Board of Commissioners' meetings that have been signed by all members of the Board of Commissioners who attended the meeting must be distributed to all members of the Board of Commissioners.

Quorum and Decision Making

Decision making at Board of Commissioners' meeting is considered valid and binding if more than ½ (one half) of the total number of members of the Board of Commissioners are present or represented at the meeting. This provision is in accordance with article 16 paragraph 4 of BCA's Articles of Association.

Decisions are made by consensus agreement. If the deliberation does not reach consensus, then the decision is made based on agreed votes of more than ½ (one half) of the total number of valid votes cast at the meeting. All decisions taken at the Board of Commissioners' meetings are binding. Dissenting opinions that occur in the Board of Commissioners' meeting and the reasons thereof must be clearly stated in the minutes of meeting.

Implementation

Throughout 2020, BCA held 30 (thirty) Board of Commissioners' meetings. BCA has fulfilled the provisions of the OJK Regulation on the minimum frequency of the Board of Commissioners' meetings.

Frequency of Attendance, Schedule and Agenda of the Board of Commissioners' Meetings

The frequency and attendance of members of the Board of Commissioners throughout 2020 are as follows:

Name	Position	Number of Meeting	Attendance	Percentage
Djohan Emir Setijoso	President Commissioner	30	29	97%
Tonny Kusnadi	Commissioner	30	30	100%
Cyrellus Harinowo	Independent Commissioner	30	26	87%
Raden Pardede	Independent Commissioner	30	25	83%
Sumantri Slamet	Independent Commissioner	30	30	100%

The Board of Commissioners' meeting schedule in 2020 has been posted on the BCA website and can be accessed at <https://www.bca.co.id/en/Tentang-BCA/Tata-Kelola-Perusahaan/Struktur-Organisasi>.

The schedule and agenda of the Board of Commissioners' meetings held throughout 2020 are as follows:

No.	Date	Meeting Agenda	Attendees
1.	January 8, 2020	Approval of Credit Request for Related Parties	DES, TK, CH, RP, SS
2.	January 15, 2020	- Presentation of Treasury Division - Presentation of Strategic Information Technology Group - Weekly Credit Decision Review	DES, TK, CH, RP, SS
3.	January 22, 2020	- Presentation of Audit Internal Division - Presentation of Strategic Information Technology Group - Weekly Credit Decision Review	DES, TK, RP, SS
4.	February 5, 2020	- Approval of Credit Request for Related Parties - Internal Discussion of the Board of Commissioners - Weekly Credit Decision Review	DES, TK, CH, RP, SS
5.	February 12, 2020	- Presentation of Treasury Division - Weekly Credit Decision Review	TK, CH, SS
6.	February 19, 2020	- Presentation of Risk Oversight Committee - Presentation of Audit Committee - Weekly Credit Decision Review	DES, TK, CH, RP, SS
7.	February 26, 2020	- Presentation of Subsidiary - Presentation of Corporate Secretary and Communication Division - Weekly Credit Decision Review	DES, TK, CH, SS
8.	February 26, 2020	Internal Discussion of the Board of Commissioners	DES, TK, RP, SS
9.	March 4, 2020	- Presentation of Transaction Banking Partnership Solution Development Division - Presentation of Credit Risk Analysis Group and Corporate Banking, Transaction and Finance Group - Weekly Credit Decision Review	DES, TK, CH, RP, SS

No.	Date	Meeting Agenda	Attendees
10	March 11, 2020	- Presentation of Integrated Governance Committee - Internal Discussion of the Board of Commissioners - Weekly Credit Decision Review	DES, TK, SS
11	March 19, 2020	Presentation of Remuneration and Nomination Committee	DES, TK, RP, SS
12	April 1, 2020	- Approval of Credit Request for Related Parties - Internal Discussion of the Board of Commissioners - Weekly Credit Decision Review	DES, TK, CH, RP, SS
13	April 29, 2020	- Internal Discussion of the Board of Commissioners - Weekly Credit Decision Review	DES, TK, CH, RP, SS
14	May 19, 2020	- Presentation of Risk Oversight Committee - Presentation of Audit Committee - Weekly Credit Decision Review	DES, TK, CH, SS
15	June 10, 2020	- Presentation of Consultant - Internal Discussion of the Board of Commissioners - Weekly Credit Decision Review	DES, TK, CH, RP, SS
16	July 1, 2020	- Presentation of Legal Group - Internal Discussion of the Board of Commissioners - Weekly Credit Decision Review	DES, TK, CH, RP, SS
17	July 15, 2020	- Presentation of Transaction Banking Product Development Division - Presentation of Finance Division - Weekly Credit Decision Review	DES, TK, CH, RP, SS
18	July 22, 2020	- Presentation of Audit Internal Division - Presentation of Corporate Secretary and Communication Division - Weekly Credit Decision Review	DES, TK, CH, SS
19	August 12, 2020	- Approval of Credit Request for Related Parties - Weekly Credit Decision Review	DES, TK, CH, RP, SS
20	August 19, 2020	- Presentation of Risk Oversight Committee - Presentation of Audit Committee - Weekly Credit Decision Review	DES, TK, CH, RP, SS
21	August 26, 2020	- Internal Discussion of the Board of Commissioners - Weekly Credit Decision Review	DES, TK, CH, RP, SS
22	September 2, 2020	- Presentation of Risk Management Unit - Weekly Credit Decision Review	DES, TK, CH, RP, SS
23	September 16, 2020	- Presentation of Operation Strategy and Development Division - Weekly Credit Decision Review	DES, TK, CH, RP, SS
24	September 23, 2020	- Presentation of Integrated Governance Committee - Presentation of SME and Commercial Business Division - Weekly Credit Decision Review	DES, TK, CH, RP, SS
25	October 14, 2020	- Presentation of Credit Risk Analysis Group and Corporate Banking, Transaction and Finance Group - Weekly Credit Decision Review	DES, TK, CH, RP, SS
26	October 21, 2020	- Internal Discussion of the Board of Commissioners - Weekly Credit Decision Review	DES, TK, CH, RP, SS
27	November 4, 2020	- Presentation of Risk Management Unit - Weekly Credit Decision Review	DES, TK, CH, RP, SS
28	November 18, 2020	- Presentation of Risk Oversight Committee - Presentation of Audit Committee - Weekly Credit Decision Review	DES, TK, CH, RP, SS
29	November 25, 2020	- Presentation of Corporate Strategy and Planning Division - Presentation of Consultant - Weekly Credit Decision Review	DES, TK, CH, RP, SS
30	December 16, 2020	- Approval of Credit Request for Related Parties - Weekly Credit Decision Review	DES, TK, CH, RP, SS

Remark:

Abbreviation	Name
DES	Djohan Emir Setijoso
TK	Tonny Kusnadi
CH	Cyrillus Harinowo
RP	Raden Pardede
SS	Sumantri Slamet

Plans of the Board of Commissioners' Meeting for 2021

BCA has scheduled the Board of Commissioners' meeting in 2021 as follows:

January - April		May - August		September - December	
Month	Date	Month	Date	Month	Date
January	13, 20, 27	May	5	September	1, 8, 15, 22, 29
February	3, 10, 17	June	2, 9, 23, 30	October	6, 13
March	3, 10, 24, 31	July	14, 21	November	3, 10, 17
April	7, 14, 21	August	4, 11, 18	December	1, 8

The schedule of the Board of Commissioners' meetings may change from time to time as deemed necessary.

The schedule of Board of Commissioners' meeting plan for 2021 has been posted on the BCA website since November 2020 and can be accessed at <https://www.bca.co.id/en/Tentang-BCA/Tata-Kelola-Perusahaan/Struktur-Organisasi>.

2. Board of Directors' Meeting

Legal Basis

The Board of Directors' meetings are held based on the following rules:

- Article 20 paragraph 1 OJK Regulation No. 55/POJK.03/2016 concerning Implementation of Good Corporate Governance For Commercial Banks, states that each policy and strategic decision is decided through a Board of Directors meeting with due regard for supervision in accordance with the duties and responsibilities of the Board of Commissioners.
- Article 16 paragraph 1 OJK Regulation No. 33/POJK.04/2014 concerning The Board of Directors and The Board of Commissioners of Issuers or Public Companies, states that the Board of Directors must conduct a regular meeting of Board of Directors at least once each month.
- Article 16 paragraph 3 OJK Regulation No. 33/POJK.04/2014 concerning The Board of Directors and The Board of Commissioners of Issuers or Public Companies, states that the Board of Directors shall conduct a regular meeting with the Board of Commissioners at least once every 4 (four) months.
- Article 13 of BCA's Articles of Association
- Board of Directors Charter

Meeting Policy

The Board of Directors Meeting Policy has been regulated in the Corporate Governance Guidelines Part B Chapter 4 concerning Guidelines and Code of Conducts of the Board of Director, which among others regulates:

- Meeting Frequency
Meetings of the Board of Directors must be held at least 1 (one) time each month.

2) Scheduling and Meeting Materials

- The Board of Directors schedules meetings for the following year before the end of the financial year.
- Material for scheduled meetings must be submitted to meeting participants, no later than 5 (five) working days before the meeting is held.

3) Minutes of Board of Directors' Meeting

- The results of the meeting of the Board of Directors must be stated in the Minutes of Meeting which are signed by all members of the Board of Directors who are present in the meeting.
- Minutes of Board of Directors' meetings that have been signed by all members of the Board of Directors who attended the meeting must be distributed to all members of the Board of Directors.

Quorum and Decision Making

Decision making at Board of Directors' meeting is considered valid and binding if more than 1/2 (one half) of the total number of members of the Board of Directors are present or represented at the meeting. This provision is in accordance with article 13 paragraph 4 of BCA's Articles of Association.

Decisions are made by consensus agreement. If the deliberation does not reach consensus, then the decision is made based on agreed votes of more than 1/2 (one half) of the total number of valid votes cast at the meeting. All decisions taken at the Board of Directors' meetings are binding. Dissenting opinions that occur in the Board of Directors' meeting and the reasons thereof must be clearly stated in the minutes of meeting.

Implementation

Throughout 2020, the Board of Directors held 57 (fifty-seven) Board of Directors' meetings. BCA has complied with OJK Regulation on the minimum frequency of the Board of Directors' meetings.

Frequency of Attendance, Schedule and Agenda of the Board of Directors' Meetings

The frequency and attendance of members of the Board of Directors throughout 2020 are as follows:

Name	Position	Number of Meeting	Attendance	Percentage
Jahja Setiaatmadja	President Director	57	56	98%
Suwigno Budiman	Deputy President Director	57	57	100%
Armand Wahyudi Hartono	Deputy President Director	57	53	93%
Henry Koenaifi	Director	57	57	100%
Tan Ho Hien/Subur or Subur Tan	Director	57	56	98%
Erwan Yuris Ang	Independent Director	57	49	86%
Rudy Susanto	Director	57	57	100%
Lianawaty Suwono	Director	57	56	98%
Santoso	Director	57	56	98%
Inawaty Handojo*	Director (concurrently serving as Director of Compliance)	24	24	100%
Vera Eve Lim	Director	57	57	100%
Gregory Hendra Lembong**	Director	33	31	94%
Haryanto T. Budiman***	Director (concurrently serving as Director of Compliance)	33	30	91%

Information:

* Mrs. Inawaty Handojo ended her term in the AGMS on April 9, 2020.

** Mr. Gregory Hendra Lembong assumes the position of Director based on OJK Letter No.13/KDK.03/2020 dated May 14, 2020.

*** Mr. Haryanto T. Budiman assumes the position of Compliance Director based on OJK Letter No.14/KDK.03/2020 dated May 14, 2020.

The Board of Directors' meeting schedule in 2020 has been posted on the BCA website and can be accessed at <https://www.bca.co.id/en/Tentang-BCA/Tata-Kelola-Perusahaan/Struktur-Organisasi>.

The schedule and agenda of the Board of Directors' meetings held throughout 2020 are as follows:

No.	Date	Meeting Agenda	Attendees
1.	January 9, 2020	Presentation of Wealth Management Division	JS, SB, AH, ST, HK, EY, RS, LS, SL, IH, VL
2.	January 14, 2020	Internal Discussion	JS, SB, HK, RS, SL, IH, VL
3.	January 23, 2020	- Presentation of Corporate Strategy and Planning Division - Presentation of Corporate Secretary and Communication Division	JS, SB, AH, ST, HK, EY, RS, LS, SL, IH, VL
4.	February 6, 2020	Presentation of Human Capital Management Division	JS, SB, AH, ST, HK, RS, LS, SL, IH, VL
5.	February 11, 2020	- Presentation of Subsidiary Company - Presentation of Risk Management Unit	JS, SB, ST, HK, RS, LS, SL, IH, VL
6.	February 13, 2020	Presentation of Subsidiary Company	JS, SB, AH, ST, HK, RS, LS, SL, IH, VL
7.	February 20, 2020	Presentation of Subsidiary Company	JS, SB, AH, ST, HK, EY, RS, LS, SL, IH, VL
8.	February 25, 2020	Presentation of Corporate Strategy and Planning Division	JS, SB, ST, HK, RS, LS, SL, IH, VL
9.	February 27, 2020	Internal Discussion	JS, SB, AH, ST, HK, RS, LS, SL, IH, VL
10.	March 5, 2020	- Presentation of Risk Management Unit - Presentation of Network and Regional Development Management Division - Presentation of Subsidiary Company	SB, AH, ST, HK, RS, LS, SL, IH, VL
11.	March 10, 2020	Presentation of Subsidiary Company	JS, SB, AH, ST, HK, EY, RS, LS, SL, IH, VL
12.	March 12, 2020	- Presentation of Corporate Secretary and Communication Division - Presentation of Corporate Social Responsibility Unit - Presentation of Subsidiary Company	JS, SB, AH, ST, HK, EY, RS, LS, SL, IH, VL

No.	Date	Meeting Agenda	Attendees
13	March 19, 2020	Presentation of Network and Regional Development Management Division	JS, SB, AH, ST, HK, EY, RS, LS, SL, IH, VL
14	March 26, 2020	Presentation of Finance Division	JS, SB, AH, ST, HK, EY, RS, LS, SL, IH, VL
15	April 14, 2020	- Presentation of Risk Management Unit - Internal Discussion	JS, SB, AH, ST, HK, EY, RS, LS, SL, IH, VL
16	April 16, 2020	Presentation of Finance Division	JS, SB, AH, ST, HK, EY, RS, LS, SL, IH, VL
17	April 23, 2020	Presentation of Finance Division	JS, SB, AH, ST, HK, EY, RS, LS, SL, IH, VL
18	April 28, 2020	- Presentation of Strategic Information Technology Group - Internal Discussion	JS, SB, AH, ST, HK, EY, RS, LS, SL, IH, VL
19	April 30, 2020	Presentation of Divisi Wealth Management	JS, SB, AH, ST, HK, EY, RS, LS, SL, IH, VL
20	May 12, 2020	Presentation of Subsidiary Company	JS, SB, AH, ST, HK, EY, RS, LS, SL, IH, VL
21	May 13, 2020	Presentation of Subsidiary Company	JS, SB, AH, ST, HK, EY, RS, LS, SL, IH, VL
22	May 14, 2020	- Presentation of Finance Division - Presentation of Subsidiary Company	JS, SB, AH, ST, HK, EY, RS, LS, SL, IH, VL
23	May 20, 2020	Presentation of Subsidiary Company	JS, SB, AH, ST, HK, EY, RS, LS, SL, IH, VL
24	May 28, 2020	- Presentation of Finance Division - Presentation of Operation Strategy and Development Division - Presentation of International Banking Division	JS, SB, AH, ST, HK, EY, RS, LS, SL, IH, VL
25	June 4, 2020	Presentation of Corporate Banking Group	JS, SB, AH, ST, HK, EY, RS, LS, SL, VL, HL, HB
26	June 8, 2020	Internal Discussion	JS, SB, ST, HK, EY, RS, LS, SL, VL, HL, HB
27	June 9, 2020	Presentation of Corporate Strategy and Planning Division	JS, SB, AH, ST, HK, EY, RS, LS, SL, VL, HL, HB
28	June 11, 2020	Internal Discussion	JS, SB, AH, ST, HK, EY, RS, LS, SL, VL, HL, HB
29	June 18, 2020	- Presentation of Risk Management Unit - Presentation of Network and Regional Development Management Division	JS, SB, AH, ST, HK, EY, RS, LS, SL, VL, HL, HB
30	June 25, 2020	Presentation of Finance Division	JS, SB, AH, ST, HK, EY, RS, LS, SL, VL, HL, HB
31	July 2, 2020	Presentation of Corporate Secretary and Communication Division	JS, SB, AH, ST, HK, EY, RS, LS, SL, VL, HL, HB
32	July 9, 2020	- Presentation of Corporate Secretary and Communication Division - Presentation of Finance Division - Internal Discussion	JS, SB, AH, ST, HK, EY, RS, LS, SL, VL, HL, HB
33	July 14, 2020	Presentation of Subsidiary Company	JS, SB, AH, ST, HK, EY, RS, LS, SL, VL, HL, HB
34	July 16, 2020	- Presentation of Finance Division - Presentation of Corporate Secretary and Communication Division	JS, SB, AH, ST, HK, EY, RS, LS, SL, VL, HL, HB
35	July 21, 2020	- Presentation of Corporate Secretary and Communication Division - Presentation of SME and Commercial Business Division	JS, SB, AH, ST, HK, EY, RS, LS, SL, VL, HL, HB
36	July 28, 2020	Presentation of Subsidiary Company	JS, SB, AH, ST, HK, EY, RS, LS, SL, VL, HL, HB
37	August 6, 2020	Presentation of Subsidiary Company	JS, SB, AH, ST, HK, EY, RS, LS, SL, VL, HL, HB
38	August 11, 2020	- Presentation of Risk Management Unit - Presentation of Subsidiary Company	JS, SB, AH, ST, HK, EY, RS, LS, SL, VL, HL, HB
39	August 13, 2020	Presentation of Subsidiary Company	JS, SB, AH, ST, HK, EY, RS, LS, SL, VL, HL
40	August 25, 2020	Presentation of Finance Division	JS, SB, AH, ST, HK, EY, RS, LS, SL, VL, HL, HB
41	August 27, 2020	Presentation of Subsidiary Company	JS, SB, AH, ST, HK, EY, RS, LS, SL, VL, HL, HB
42	September 3, 2020	- Presentation of Risk Management Unit - Presentation of Learning and Development Division - Presentation of Subsidiary Company	JS, SB, AH, ST, HK, EY, RS, LS, SL, VL, HL, HB

No.	Date	Meeting Agenda	Attendees
43	September 8, 2020	Presentation of Domestic Payment Services Center	JS, SB, AH, ST, HK, EY, RS, LS, SL, VL, HL, HB
44	September 10, 2020	Presentation of Subsidiary Company	JS, SB, AH, ST, HK, EY, RS, LS, SL, VL, HL, HB
45	September 17, 2020	- Presentation of Finance Division - Presentation of Wealth Management Division	JS, SB, AH, ST, HK, EY, RS, LS, SL, VL, HL, HB
46	September 24, 2020	- Presentation of Treasury Division - Presentation of International Banking Division - Presentation of Corporate Secretary and Communication Division	JS, SB, AH, ST, HK, EY, RS, LS, SL, VL, HL
47	October 1, 2020	Presentation of Risk Management Unit	JS, SB, AH, ST, HK, EY, RS, LS, SL, VL, HL, HB
48	October 7, 2020	Internal Discussion	JS, SB, AH, ST, HK, EY, RS, LS, SL, VL, HL, HB
49	October 15, 2020	Presentation of Corporate Strategy and Planning Division	JS, SB, AH, ST, HK, EY, RS, LS, SL, VL, HL, HB
50	October 22, 2020	- Presentation of Network and Regional Development Management Division - Presentation of Risk Management Unit - Presentation of Wealth Management Division	JS, SB, AH, ST, HK, EY, RS, LS, SL, VL, HL, HB
51	October 27, 2020	Presentation of Consultant	JS, SB, AH, ST, HK, EY, RS, LS, SL, VL, HL
52	November 5, 2020	Presentation of Finance Division	JS, SB, AH, ST, HK, EY, RS, LS, SL, VL, HL, HB
53	November 12, 2020	Internal Discussion	JS, SB, AH, ST, HK, EY, RS, LS, SL, VL, HL, HB
54	November 19, 2020	- Presentation of Corporate Strategy and Planning Division - Presentation of Corporate Secretary and Communication Division	JS, SB, AH, ST, HK, EY, RS, LS, SL, VL, HL, HB
55	November 26, 2020	- Presentation of Project Management Office Division - Presentation of Corporate Secretary and Communication Divisions - Presentation of Corporate Strategy and Planning Division	JS, SB, AH, ST, HK, RS, LS, SL, VL, HL, HB
56	December 17, 2020	- Presentation of Subsidiary Company - Presentation of Wealth Management Division - Presentation of Human Capital Management Division	JS, SB, AH, ST, HK, EY, RS, LS, SL, VL, HB
57	December 22, 2020	Presentation of Risk Management Unit	JS, SB, AH, ST, HK, EY, RS, LS, SL, VL, HB

Remark:

Abbreviation	Name
JS	Jahja Setiaatmadja
SB	Suwigno Budiman
AH	Armand Wahyudi Hartono
ST	Tan Ho Hien/Subur atau Subur Tan
HK	Henry Koenafi
EY	Erwan Yuris Ang
RS	Rudy Susanto
LS	Lianawaty Suwono
SL	Santoso
IH	Inawaty Handojo
VL	Vera Eve Lim
HL	Gregory Hendra Lembong
HB	Haryanto T. Budiman

Meeting Plan of Directors in 2021

BCA has scheduled the Board of Directors meetings in 2020 as follows:

January - April		May - August		September - December	
Month	Date	Month	Date	Month	Date
January	7, 12, 14, 21, 26, 28	May	6, 11, 13, 20, 25, 27	September	2, 9, 14, 16, 23, 28, 30
February	4, 9, 11, 18, 23, 25	June	3, 8, 10, 17, 22, 24	October	7, 12, 14, 21, 26, 28
March	4, 9, 11, 18, 23, 25	July	1, 8, 13, 15, 22, 27, 29	November	4, 9, 11, 18, 23, 25
April	1, 8, 13, 15, 22, 27, 29	August	5, 10, 12, 19, 24, 26	December	2, 9, 14, 16, 23, 28, 30

The schedule for the Board of Directors' meetings may change from time to time as deemed necessary.

The Board of Directors' meeting schedule for 2021 has been posted on the BCA website since November 2020 and can be accessed at <https://www.bca.co.id/en/Tentang-BCA/Tata-Kelola-Perusahaan/Struktur-Organisasi>.

3. Joint Meetings of the Board of Commissioners with the Board of Directors

Meeting Policy

The Joint Meeting Policy has been regulated in Guidelines and Code of Conducts of the Board of Commissioner/Director which regulates:

- 1) Meeting Frequency
The Board of Commissioners and the Board of Directors are required to hold joint meetings periodically at least 1 (one) in 4 (four) months.
- 2) Scheduling and Meeting Materials
 - The Board of Commissioners and the Board of Directors schedule joint meetings for the following year before the end of the financial year.
 - Material for scheduled meetings must be submitted to meeting participants, no later than 5 (five) working days before the meeting is held.

3) Minutes of Joint Meeting

The results of the meeting must be stated in the Minutes of Meeting which are signed by all members of the Board of Commissioner and the Board of Directors who are present in the meeting. Minutes of Meeting must be distributed to all members of the Board of Commissioner and the Board of Directors.

Quorum and Decision Making

Decision making at joint meeting is considered valid and binding if more than ½ (one half) of the total number of members of the Board of Commissioners and the Board of Directors are present or represented at the meeting. This provision is in accordance with article 13 paragraph 4 and article 16 paragraph 4 of BCA's Articles of Association.

All decisions taken at the joint meetings are binding. Dissenting opinions that occur in the joint meeting and the reasons thereof must be clearly stated in the Minutes of Meeting.

Implementation

Throughout 2020, the Board of Commissioners and the Board of Directors held 14 (fourteen) Joint Meetings.

Attendance Frequency of the Board of Commissioners in Joint Meetings of the Board of Commissioners and the Board of Directors in 2020:

Name	Position	Number of Meeting	Attendance	Percentage
Djohan Emir Setijoso	President Commissioner	14	14	100%
Tonny Kusnadi	Commissioner	14	14	100%
Cyrellus Harinowo	Independent Commissioner	14	12	86%
Raden Pardede	Independent Commissioner	14	12	86%
Sumantri Slamet	Independent Commissioner	14	14	100%

Attendance Frequency of the Board of Directors in Joint Meetings of the Board of Commissioners and the Board of Directors in 2020:

Name	Position	Number of Meeting	Attendance	Percentage
Jahja Setiaatmadja	President Director	14	13	93%
Suwarno Budiman	Deputy President Director	14	13	93%
Armand Wahyudi Hartono	Deputy President Director	14	13	93%
Henry Koenafi	Director	14	14	100%
Tan Ho Hien/Subur or Subur Tan	Director	14	14	100%
Erwan Yuris Ang	Independent Director	14	13	93%
Rudy Susanto	Director	14	14	100%
Lianawaty Suwono	Director	14	13	93%

Name	Position	Number of Meeting	Attendance	Percentage
Santoso	Director	14	14	100%
Inawaty Handojo*	Director (concurrently serving as Director of Compliance)	6	5	83%
Vera Eve Lim	Director	14	14	100%
Gregory Hendra Lembong**	Director	8	7	88%
Haryanto T. Budiman***	Director (concurrently serving as Director of Compliance)	8	8	100%

Information:

* Mrs. Inawaty Handojo ended her term in the AGMS on April 9, 2020.

** Mr. Gregory Hendra Lembong assumes the position of Director based on OJK Letter No.13/KDK.03/2020 dated May 14, 2020.

*** Mr. Haryanto T. Budiman assumes the position of Compliance Director based on OJK Letter No.14/KDK.03/2020 dated May 14, 2020.

The schedule and agenda of the Board of Commissioners and the Board of Directors in Joint Meetings held throughout 2020 are as follows:

No.	Date	Meeting Agenda	Attendees
1	January 30, 2020	Presentation of Finance Division	DES, TK, SS JS, SB, AH, ST, HK, EY, RS, LS, SL, IH, VL
2	February 19, 2020	- Presentation of Corporate Strategy and Planning Division - Presentation of Compliance Unit - Presentation of Compliance Unit and Risk Management Unit	DES, TK, CH, RP, SS AH, ST, HK, RS, LS, SL, IH, VL
3	March 11, 2020	Presentation of Corporate Strategy and Planning Division	DES, TK, RP, SS JS, SB, ST, HK, EY, RS, SL, VL
4	April 13, 2020	Presentation of Corporate Corporate Secretary and Communication Division	DES, TK, CH, RP, SS JS, SB, AH, ST, HK, EY, RS, LS, SL, IH, VL
5	April 21, 2020	Presentation of Finance Division	DES, TK, CH, RP, SS JS, SB, AH, ST, HK, EY, RS, LS, IH, SL, VL
6	May 12, 2020	Discussion Related to Government Regulations	DES, TK, CH, RP, SS JS, SB, AH, ST, HK, EY, RS, LS, IH, SL, VL
7	June 23, 2020	Internal Discussion	DES, TK, CH, RP, SS JS, SB, AH, ST, HK, EY, RS, LS, SL, VL, HL, HB
8	July 6, 2020	Internal Discussion	DES, TK, CH, RP, SS JS, SB, AH, ST, HK, EY, RS, LS, SL, VL, HL, HB
9	July 9, 2020	Internal Discussion	DES, TK, CH, SS JS, SB, AH, ST, HK, EY, RS, LS, SL, VL, HL, HB
10	October 7, 8, 12, 13, 15, 19, 2020	Presentation of Working Unit	DES, TK, CH, RP, SS JS, SB, AH, ST, HK, EY, RS, LS, SL, VL, HL, HB
11	October 21, 2020	Presentation of Compliance Unit	DES, TK, CH, RP, SS JS, SB, AH, ST, HK, EY, RS, LS, SL, VL, HL, HB
12	November 11, 2020	- Socialisation of the Law - Presentation of Corporate Strategy and Planning Division	DES, TK, CH, RP, SS JS, SB, AH, ST, HK, EY, RS, LS, SL, VL, HL, HB
13	November 19, 2020	- Presentation of Corporate Strategy and Planning Division - Presentation of Action Plan	DES, TK, CH, RP, SS JS, SB, AH, ST, HK, EY, RS, LS, SL, VL, HL, HB
14	December 16, 2020	Internal Discussion	DES, TK, CH, RP, SS

Remark:
The Board of Commissioners

Abbreviation	Name
DES	Djohan Emir Setijoso
TK	Tonny Kusnadi
CH	Cyrillus Harinowo
RP	Raden Pardede
SS	Sumantri Slamet

Remark:
The Board of Director

Abbreviation	Name
JS	Jahja Setiaatmadja
SB	Suwigno Budiman
AH	Armand Wahyudi Hartono
ST	Tan Ho Hien/Subur atau Subur Tan
HK	Henry Koenafi
EY	Erwan Yuris Ang
RS	Rudy Susanto
LS	Lianawaty Suwono
SL	Santoso
IH	Inawaty Handojo
VL	Vera Eve Lim
HL	Gregory Hendra Lembong
HB	Haryanto T. Budiman

Joint Meeting Plan of the Board of Commissioners and the Board of Directors for 2021

BCA has scheduled joint meetings of the Board of Commissioners and the Board of Directors for 2021 as follows:

January - April		May - August		September - December	
Month	Date	Month	Date	Month	Date
January	-	May	-	September	-
February	24	June	16	October	20, 27
March	17	July	7, 28	November	24
April	28	August	25	December	15

The joint meeting schedule above mentioned may change from time to time as deemed necessary.

The joint meeting plan of the Board of Commissioners and the Board of Directors in 2021 has been posted in BCA website since November 2020 and can be accessed at <https://www.bca.co.id/en/Tentang-BCA/Tata-Kelola-Perusahaan/Struktur-Organisasi>.

AFFILIATED RELATIONSHIPS

Affiliated relationships among members of the Board of Directors, the Board of Commissioners, and Major/ Controlling Shareholders are as follows:

- Affiliated relationship between members of the Board of Commissioners and other members of the Board of Commissioners, members of the Board of Directors, and Major and/or Controlling Shareholders.
- Affiliated relationship between members of the Board of Directors and other members of the Board of Directors, members of the Board of Commissioners, and Major and/or Controlling Shareholders.

BCA has disclosed financial and family relationship between member of the Board of Directors, the Board of Commissioners, and Major and/or Controlling Shareholders in the Corporate Governance Implementation Report. The disclosure is in line with Article 21 Point b and Article 39 Point b of OJK Regulation No. 55/POJK.03/2016 concerning Implementation of Good Corporate Governance For Commercial Banks.

1. Affiliated Relationships of Members of the Board of Commissioners

Affiliated relationships of members of the Board of Commissioners are shown in the table below:

Table of Affiliated Relationships of the Board of Commissioners of BCA

Name	Position	Family Relationship with:						Financial Relationship with:					
		Board of Commissioners		Board of Directors		Controlling Shareholders		Board of Commissioners		Board of Directors		Controlling Shareholders	
		Yes	No	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No
Djohan Emir Setijoso	President Commissioner	-	√	-	√	-	√	-	√	-	√	-	√
Tonny Kusnadi	Commissioner	-	√	-	√	-	√	-	√	-	√	-	√
Cyrellus Harinowo	Independent Commissioner	-	√	-	√	-	√	-	√	-	√	-	√
Raden Pardede	Independent Commissioner	-	√	-	√	-	√	-	√	-	√	-	√
Sumantri Slamet	Independent Commissioner	-	√	-	√	-	√	-	√	-	√	-	√

2. Affiliated Relationships of Members of the Board of Directors

Affiliated relationships of members of the Board of Directors are shown in the table below:

Table of Affiliated Relationships of the Board of Directors of BCA

Name	Position	Family Relationship with:						Financial Relationship with:					
		Board of Commissioners		Board of Directors		Controlling Shareholders		Board of Commissioners		Board of Directors		Controlling Shareholders	
		Yes	No	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No
Jahja Setiaatmadja	President Director	-	√	-	√	-	√	-	√	-	√	-	√
Armand Wahyudi Hartono	Deputy President Director	-	√	-	√	√	-	-	√	-	√	√	-
Suwarno Budiman	Deputy President Director	-	√	-	√	-	√	-	√	-	√	-	√
Henry Koenafi	Director	-	√	-	√	-	√	-	√	-	√	-	√

Name	Position	Family Relationship with:						Financial Relationship with:					
		Board of Commissioners		Board of Directors		Controlling Shareholders		Board of Commissioners		Board of Directors		Controlling Shareholders	
		Yes	No	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No
Tan Ho Hien/ Subur or Subur Tan	Director	-	√	-	√	-	√	-	√	-	√	-	√
Erwan Yuris Ang	Direktur Independen	-	√	-	√	-	√	-	√	-	√	-	√
Rudy Susanto	Director	-	√	-	√	-	√	-	√	-	√	-	√
Lianawaty Suwono	Director	-	√	-	√	-	√	-	√	-	√	-	√
Santoso	Director	-	√	-	√	-	√	-	√	-	√	-	√
Inawaty Handojo*	Director (concurrently Compliance Director)	-	√	-	√	-	√	-	√	-	√	-	√
Vera Eve Lim	Director	-	√	-	√	-	√	-	√	-	√	-	√
Gregory Hendra Lembong**	Director	-	√	-	√	-	√	-	√	-	√	-	√
Haryanto T. Budiman***	Director (concurrently Compliance)	-	√	-	√	-	√	-	√	-	√	-	√

* Mrs. Inawaty Handoyo ended her term in the AGMS on April 9, 2020.

** Mr. Gregory Hendra Lembong served as Director based on OJK Letter No.13/KDK.03/2020 dated May 14 2020.

*** Mr. Haryanto T. Budiman served as Compliance Director based on OJK Letter No.14/KDK.03/2020 dated May 14 2020.

3. Statement of Independence of the Board of Commissioners and the Board of Directors

BCA disclosed independence of members of the Board of Commissioners and the Board of Director based on OJK Circular Letter No. 13/SEOJK.03/2017 concerning The Implementation of Governance for Commercial Bank.

Independence Policy

BCA has and implements a policy that regulates the independence of the Board of Directors and the Board of Commissioners in article 11 paragraph 15 and article 14 paragraph 14 of BCA's Article of Association. The policy regulates that the majority of members of the Board of Directors or the Board of Commissioners is prohibited from having family ties up to the second degree, either horizontally or vertically, or son-in-law and brother-in-law relationship with fellow members of the Board of Directors and/or the Board of Commissioners.

Independence Statement of the Board of Commissioners

All members of the Board of Commissioners of BCA have no financial, management, share ownership, and/or family relationship up to the second degree with other fellow members of the Board of Commissioners, members of the Board of Directors, and/or Controlling Shareholders. In addition, all members of the Board of Commissioners of BCA also have no conflict of interest and/or have no relationship with BCA that may influence their abilities to act independently and perform their duties professionally and objectively.

Independence Statement of the Board of Directors

The majority members of the Board of Directors of BCA has no financial, management, share ownership, and/or family relationship up to the second degree with other fellow members of the Board of Directors, members of the Board of Commissioners, and/or Controlling Shareholders. In addition, the majority of members of the Board of Directors also have no conflict of interest and/or have no relationship with BCA that may influence their abilities to act independently and perform their duties professionally and objectively.

DIVERSITY IN THE COMPOSITION OF THE BOARD OF COMMISSIONERS AND THE BOARD OF DIRECTORS

The BCA Board of Commissioners and Board of Directors represent diversity in their composition. This diversity is important to support the management, governance, commissioning, and implementation of the duties of the Board of Commissioners and Board of Directors, and to support the acceleration of BCA's performance. The diversity of the Board of Commissioners and Board of Directors meets the provisions of the OJK's Principles and Recommendations, as regulated in OJK Circular Letter No. 32/SEOJK.04/2015 concerning Corporate Governance Guidelines for Public Company.

The policy of diversity in the composition of the Board of Commissioners and the Board of Directors is set out in the Board of Commissioners' and Board of Directors' Guidelines.

The guidelines regulate diversity in the composition of the Board of Commissioners and the Board of Directors in terms of education (field of study), working experience, age, expertise, and independence regardless of gender, ethnicity, religion, and race. Those considerations will have an impact on the accuracy of nomination and appointment of individual members of the Board of Commissioners and the Board of Directors or composition of the Board of Commissioners and the Board of Directors collectively.

BCA does not limit opportunities for women or men who meet the qualification requirements to become members of the Board of Commissioners or the Board of Directors.

The policy of diversity in the composition of the Board Commissioners and the Board of Directors is set out in the Board of Commissioners' and the Board of Directors' Guidelines and can be seen on BCA website (<https://www.bca.co.id/en/Tentang-BCA/Tata-Kelola-Perusahaan/Struktur-Organisasi>).

1. Diversity in the Composition of Members of the Board of Commissioners

Diversity in the composition of members of the Board of Commissioners in 2020 can be seen in the following table:

No.	Diversity Factor	Realization
1.	Expertise/Education	Members of the Board of Commissioners have various expertise/education backgrounds from bachelor's, master's, up to doctoral degrees, in the field of accounting, engineering, and economics.
2.	Professional Experience	Members of the Board of Commissioners have varied work experience as professionals in national/multinational banks and financial institutions, and as consultants, lecturers, and government officials.
3.	Age	Members of the Board of Commissioners range in age from 60 years old to 79 years old.
4.	Gender	All members of the Board of Commissioners of BCA are currently male.
5.	Independence	1. All members of the Board of Commissioners are independent of BCA's controlling shareholders. 2. The majority (more than 60% (sixty percent)) of the members of the Board of Commissioners are Independent Commissioners. Out of 5 (five) members members of the Board of Commissioners, BCA has 3 (three) Independent Commissioners.

Complete information on the Board of Commissioners' personal data can be seen in the Company Profile section on page 74-78 of this 2020 Annual Report.

2. Diversity in the Composition of Members of the Board of Directors

Diversity in the composition of members of the Board of Directors in 2020 can be seen in the following table

No.	Diversity Factor	Realization
1.	Expertise/Education	Members of the Board of Directors have various expertise/education backgrounds from bachelor's, and master's degrees, in the field of economics, accounting, information technology, law, engineering and business.
2.	Professional Experience	Members of the Board of Directors have varied work experience as professionals in national/multinational banks and financial institutions, and as consultants, lecturers, and accounting professionals.
3.	Age	Members of the Board of Directors range in age from 45 years old to 70 years old.
4.	Gender	Out of 12 (twelve) members of the Board of Directors, 2 (two) are women.
5.	Independence	- The President Director is independent of BCA controlling shareholders. - There is 1 (one) Independent Director. - The majority of members of the Board of Directors are independent of BCA controlling shareholders.

Complete information on the Board of Directors' personal data can be seen in the Company Profile section on page 62-73 of this 2020 Annual Report.

PERFORMANCE ASSESSMENT OF THE BOARD OF COMMISSIONERS AND THE BOARD OF DIRECTORS

BCA has a policy governing the performance assessment of the Board of Commissioners and the Board of Directors through self-assessment. The self-assessment policy is a form of accountability for the Board of Commissioners and the Board of Directors in carrying out their duties and responsibilities.

Performance assessment of the Board of Commissioners and the Board of Directors is implemented annually as follows:

- Performance assessment of the Board of Commissioners and Board of Directors collectively.
- Performance assessment of individual members of the Board of Commissioners and individual members of the Board of Directors.
- Performance assessment of President Director.

1. Performance Assessment Procedure of the Board of Commissioners

The performance assessment procedure of the Board of Commissioners includes the following:

a. Assessment Method and Instrument

Self-Assessment is performed by members of the Board of Commissioners using the Self-Assessment Form.

b. Frequency

The Board of Commissioners is obliged to perform self-assessment at least once every year.

c. Criteria or Benchmark

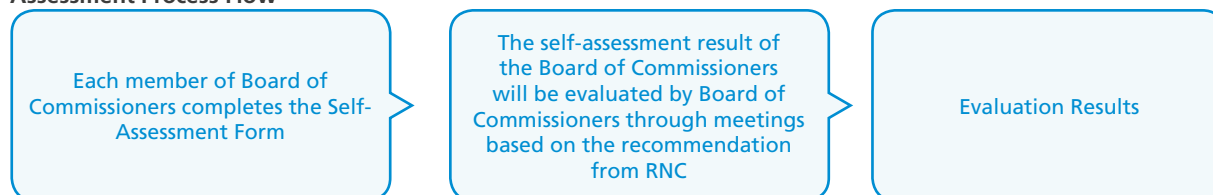
The criteria used to perform the assessment of the Board of Commissioners individually and collectively include:

- 1) Supervision and giving advice to the Board of Directors related to:
 - a. BCA's key strategy and plan;
 - b. Integrity of BCA's financial statement;
 - c. Internal control system and risk management; and
 - d. Good Corporate Governance.
- 2) Approval of the Board of Directors' decisions is granted in accordance with BCA's Articles of Association and laws and regulations.

d. Parties Who Perform Assessment and Evaluation

- Performance assessment of the Board of Commissioners collectively.
The Board of Commissioners jointly conducts self-assessment, which is then evaluated in the Board of Commissioners' Meeting based on the recommendations of RNC.
- Performance assessment of individual member of the Board of Commissioners
Each member of the Board of Commissioners conducts self-assessment, which is then evaluated in the Board of Commissioners' Meeting based on the recommendations of RNC.

e. Assessment Process Flow



f. 2020 Performance Assessment Result

- Performance assessment result of the Board of Commissioners collectively was "Very Good".
 - The average performance assessment result for individual member of the Board of Commissioners was "Very Good".
- The Board of Commissioners will strive to improve the implementation of Good Corporate Governance, internal control, and risk management in the digitalization era of banking.

2. Performance Assessment Procedure of the Board of Directors

The performance assessment procedure of the Board of Directors includes the following:

a. Assessment Method and Instrument

Self-Assessment is performed by members of the Board of Directors using the Self-Assessment Form. The form is issued in accordance with the duties and responsibilities of the Board of Directors as stated in the Company's decrees.

b. Frequency

The Board of Directors is obliged to perform self-assessment at least once every year.

c. Criteria and Benchmark

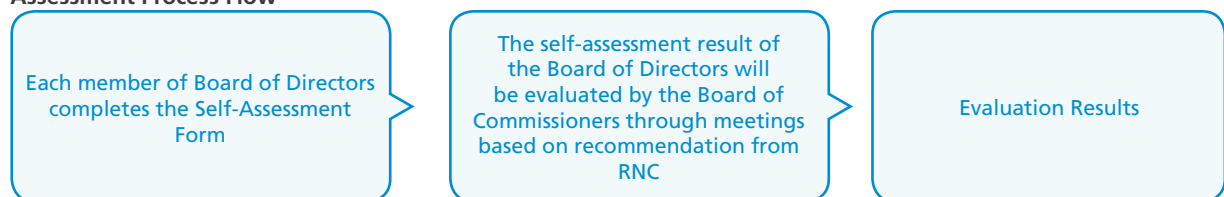
The criteria used to perform the assessment of the Board of Directors individually and collectively refers to the Bank's Business Plan, which has been approved by the Board of Commissioners.

d. Parties Who Perform Assessment and Evaluation

- Performance assessment of the Board of Directors collectively

The party who assesses the performance of the Board of Directors collectively is the Board of Directors itself through self assessment, which is then be evaluated by the Board of Commissioners in a meeting based on recommendations from RNC.

- Performance assessment of individual member of the Board of Directors
Each member of the Board of Directors conducts self-assessment, which is then evaluated in the Board of Commissioners Meeting based on the recommendations of RNC.

e. Assessment Process Flow**f. 2020 Performance Assessment Result**

- Performance assessment result of the Board of Directors collectively was "Very Good".
- The average performance assessment result for individual member of the Board of Directors was "Very Good"

Coming into 2021, the Board of Directors face several challenges, such as economic conditions that are not fully conducive, the disruption of digital technology and fin-tech, and changes in customer behavior in order to maintain BCA's sustainable business growth. BCA will also focus on implementation of Good Corporate Governance, internal controls and risk management in banking's digitalization era.

3. Performance Assessment Procedure of the President Director

The performance assessment procedure of the President Director includes the following:

a. Assessment Method and Instrument

Self-Assessment is conducted using the Self-Assessment Form. The form is issued in accordance with the duties and responsibilities of the President Director as stated in the Company's decrees.

b. Frequency

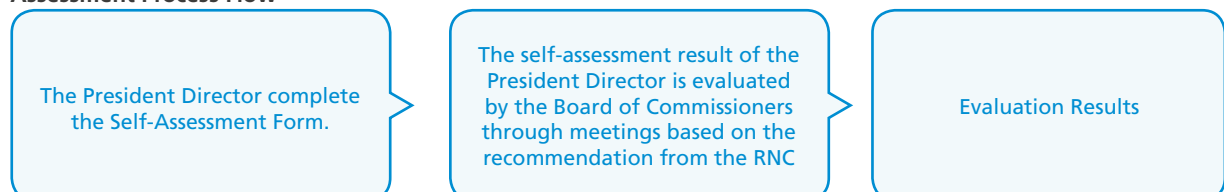
The President Director is obliged to perform self-assessment at least once every year.

c. Criteria and Benchmark

The criteria or benchmarks used to perform the assessment of the President of Director individually refers to the Bank's Business Plan, which has been approved by the Board of Commissioners. BCA has compiled the assessment component for the President Director in accordance with the duties and responsibilities of the President Director, which include financial, customer, business process, learning and development components.

d. Parties Who Perform Assessment and Evaluation

The President Director conducts self assessment, which is then evaluated in the Board of Commissioners' Meeting based on the recommendations of RNC.

e. Assessment Process Flow**f. 2020 Performance Assessment Result**

The 2020 performance assessment result of the President Director was "Very Good". The President Director will also focus on the input from the Board of Commissioners regarding Good Corporate Governance, internal control, and risk management in the era of banking digitalization, in order to maintain BCA's sustainable business growth.

REMUNERATION POLICY

The remuneration of the Board of Commissioners and the Board of Directors has been established based on procedures, structures, and indicators stipulated in BCA's Article of Association and Board of Commissioners' Decree No. 060/SK/KOM/2018 dated April 3, 2018 concerning the Remuneration of the Board of Directors and the Board of Commissioners, which is in line with:

- a. OJK Regulation No. 45/POJK.03/2015 concerning the Implementation of Governance for Commercial Banks in the Provision of Remunerations.
- b. OJK Regulation No. 55/POJK.03/2016 concerning the Implementation of Governance for Commercial Banks.
- c. OJK Circular Letter No. 40/SEOJK.03/2016 concerning the Implementation of Governance in Remuneration for Commercial Banks.

Remuneration Committee

The Board of Commissioners has established the Remuneration and Nomination Committee (RNC), whose function is to support the Board of Commissioners' in the development of policy and remuneration implementation for the members of Board of Commissioners and the Board of Directors.

The composition, membership structure, duties and responsibilities, meetings, and remuneration paid to the RNC members are presented in the Remuneration and Nomination Committee section on page 401-406 of this Annual Report.

The Process of Remuneration Policy Development

1. Background and Purpose
Remuneration policy is developed and established with the aim of enhancing the quality of management while maintaining BCA's resilience and business continuity.

Fixed remuneration policies must at least consider business scale, business complexity, peer groups, inflation rates, financial conditions and capabilities and must not conflict with the applicable laws and regulations. Specifically for variable remuneration, the distribution of remuneration also considers risk factors in BCA's business activities, namely credit risk, market risk, liquidity risk, operational risk, legal risk, reputation risk, strategic risk, and compliance risk.

2. Remuneration Policy Review
BCA reviews remuneration policy regularly by revising it to the prevailing laws and regulations. The revision of the policy based on the review result was conducted on April 3, 2018 with the issuance of Board of Commissioners' Decree No. 060/SK/KOM/2018 concerning the Remuneration Policy for the Board of Directors and Board of Commissioners.

3. The Independency of Remuneration Policy Implementation

To ensure the independency of remuneration implementation for employees in the control unit, the performance appraisal in the control unit is not linked to the achievement of business targets/performance of the work units it supervises. This can be ensured through 2 (two) ways, namely:

- a. Separation of the organizational structure of the control unit to ensure independency.
- b. Any approval of business targets must go through the approval of direct supervisors, and the supervisors of direct supervisors.

Remuneration Policy Coverage and Implementation

The scope of the remuneration policy established by BCA regulates the remuneration for members of the Board of Commissioners', members of the Board of Directors', and applies to the employees in the business unit and operational. The remuneration policy covers fixed and variable remuneration.

External Consultant Services

BCA utilized external consultant services, namely Wills Tower Watson in establishing or refining remuneration policy. The external consultant was tasked with identifying and analysing gaps in the stipulated remuneration provisions and conducting a Salary Survey which will be used as a basis / benchmark in determining BCA's remuneration strategy.

Material Risk Takers (MRT) Parties

BCA determined the parties who can become an MRT with the following criteria:

- a. Board of Directors and/or other employees due to their duties and responsibilities have to make decisions which have a significant impact on the BCA's risk profile; or
- b. Board of Directors, Board of Commissioners, and/or employees who received a greater amount of variable remuneration.

Based on those criteria, the parties determined MRT are all members of the Board of Commissioners and the Board of Directors with a total of 17 (seventeen) individuals according to the number who served as of December 31, 2020.

Remuneration Related to Risk and Performance

Remuneration Related to Risk

Key Risks in Determining Remuneration

In setting out the remuneration strategy, particularly on the variable remuneration, BCA considers of credit risk the key risk. Credit risk has been BCA's key risk in 2020 and the previous years. This is because of the credit risk attached to the types of transactions and businesses that are most significant in generating profits, and business decisions have a major impact on BCA's business.

Impacts of Key Risk on Remuneration

The determination of the key risk types will have an impact on the stipulation of the KPI and on the provision of variable remuneration.

Performance Measurement Related to Remuneration

Performance Measurement Indicators in Determining Remuneration of Members of The Board of Directors

The indicators in determining the remuneration of members of the Board of Directors among others are as follows:

- Performance of each member of the Board of Directors;
- BCA Financial performance;
- Industrial benchmarks;
- Risk that may arise in the future resulting in loss to BCA.

BCA's performance appraisal system is carried out as objectively as possible and oriented towards employee development:

1. Performance appraisal is directed to the work performance and the company's core values that manifested in the employees where:
 - The worker accomplishment is the work and achievement of employees against work targets/goals.
 - The demonstration of core values is a demonstration of the behavior exhibited by employees in carrying out their duties and responsibilities which reflect the company's core values.
2. The results from the performance appraisal combined with employee competency assessment become a reference to determine the direction of employee development.

Impacts of BCA's Performance, Work Unit Performance, and Individual Performance on Remuneration

BCA's performance will influence the determination of amount of remuneration, especially those with variables. Individual performance will be reviewed every 1 (one) year. The result of individual performance appraisal will be used as the basis for company appreciation in the form of bonuses, promotions, rank reviews and wages/salary increase.

Performance measurement is based on the agreed performance at the beginning of the year. Bonuses are given based on assessment of individual performance, where the determination has been set based on decrees and circular letters. For evaluation of the achievement of business/work targets that are quantitative in nature, the assessment guideline is used, i.e. exceeding the target (> 110%), achieving the target (100-110%), and achieving some of the target (80-99%).

Remuneration Adjustment related to Risk and Performance

1. Deferred Variable Remuneration

For Material Risk Takers (MRT), including all members of the Board of Directors and Board of Commissioners, 15% of tantien are deferred and paid in prorated terms in cash and shares, as follows:

- a. 5% in cash
- b. 10% in the form of shares to be locked-up during the withholding period.

Especially for Independent Commissioners, the deferred tantien is entirely in cash form

2. Postponed Payments (Malus) or Withdrawn Payments (Clawback)

In certain conditions, the tantien that has been paid to the Material Risk Taker (MRT) in cash or shares can be withdrawn.

3. Withholding Period

The withholding period is 3 (three) years from the first time variable remuneration is paid. An equal withholding period is applicable for all MRT.

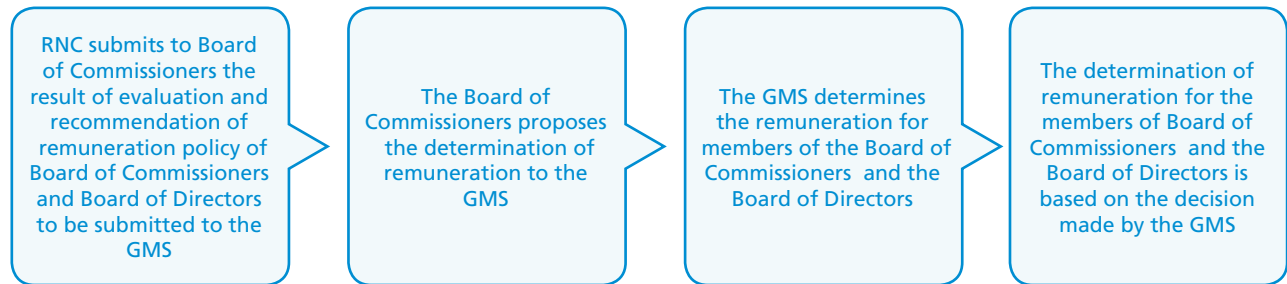
1. Procedure of Determination of Remuneration of Board of Commissioners and Board of Directors

Procedure

Based on the resolution of BCA Annual GMS held in 2020, power and authority has been given to:

- a. The Board of Commissioners to determine the salary and other allowances for members of Board of Directors, taking into account the recommendation of Remuneration and Nomination Committee.
- b. The BCA majority shareholders to determine the salary and other allowances to be paid to members of Board of Commissioners.
- c. The BCA majority shareholders to determine tantien distribution among members of Board of Commissioners and Board of Directors.

Scheme of Procedure of Proposal and Determination of Remuneration



2. Board of Commissioners' Remuneration

Remuneration Structure of Board of Commissioners

Remuneration packages and facilities received by the Board of Commissioners cover remuneration structure and details of the nominal amount, as specified in the table below:

Types of Remuneration and Facilities	Amount Received in 1 (One) Year			
	2020		2019	
	Number of People	In million Rupiah	Number of People	In million Rupiah
Salary, bonus, routine allowance, tantiem, and other non-natura facilities	5	132.750	5	134.313
Other facilities in the form of natura (housing, health insurance, etc) that :				
1. Can be possessed	-	-	-	-
2. Cannot be possessed	-	-	-	-
Total	5	132.750	5	134.313

The remuneration package is classified into income levels received by the Board of Commissioners within 1 (one) year, as indicated in the table below:

Total Remuneration per Person in 1 (one) Year *)	Amount Received in 1 (One) Year	
	2020	2019
Above Rp2 billion	5	5
Above Rp1 billion up to Rp2 billion	-	-
Above Rp500 million up to Rp1 billion	-	-
Below Rp500 million	-	-

Note: *) received in cash

3. Board of Directors' Remuneration

Indicators for Determination Remuneration for Members of the Board of Directors

The indicators for determining the remuneration for the members of Board of Directors, among others, are as follows:

- Performance of individual member of the Board of Directors.
- Financial performance and reserve fulfilment as stipulated in Law No. 40 Year 2007 on Limited Liability Companies.
- Fairness with peer group.
- The equality of positions within BCA and at several other similar banks, among others, in terms of assets and characteristics.
- Consideration of BCA's long term goals and strategy.

Remuneration Structure of Board of Directors

Remuneration packages and facilities received by the Board of Directors cover remuneration structure and details of the nominal amount, as specified in the table below:

Types of Remuneration and Facilities	Amount Received in 1 (One) Year			
	2020		2019	
	Number of People	In million Rupiah	Number of People	In million Rupiah
Salary, bonus, routine allowance, tantiem, and other non-natura facilities	12	464.414	11	456.602
Other facilities in the form of natura (housing, health insurance, etc) that :				
1. Can be possessed	-	-	-	-
2. Cannot be possessed	-	-	-	-
Total	12	464.414	11	456.602

The remuneration package is classified into income levels received by the Board of Directors within 1 (one) year, as indicated in the table below:

Total Remuneration per Person in 1 (one) Year *)	Amount Received in 1 (One) Year	
	2020	2019
Above Rp2 billion	12	11
Above Rp1 billion up to Rp2 billion	-	-
Above Rp500 million up to Rp1 billion	-	-
Below Rp500 million	-	-

Note: *) received in cash

4. Variable Remuneration

Variable Remuneration consists of cash and shares. Shares are in the form of extra bonuses which are spent on BCA shares. Extra bonuses which are spent on BCA shares are subsequently postponed (locked up) for 3 (three) years from the bonus disbursement.

Extra bonuses in form of BCA shares have the following objectives:

- Show appreciation to the employee's contribution throughout the year of performance;
- Foster a sense of belonging from employees that is expected to have a positive impact on increasing engagement of employees with the company;
- Increase productivity of employees;
- Create harmony among employees, management and shareholders in improving company performance.

Distribution of variable remuneration, which is the bonus budget (cash and shares), is distinguished based on position levels:

1. The Board of Directors and Board of Commissioners;
2. S1-S3 echelon employees;
3. S4-S8 echelon employees.

The underlying consideration of the differences in the distribution of variable remuneration is the impact of the position on the achievement of company performance,

so that the higher the position, the greater the bonus budget.

The Number of Commissioners, Directors, and Employees Who Received Variable Remuneration

Number of Directors, Commissioners, and employees who received the Variable Remuneration in 1 (one) year and the total nominal are specified in the table below:

Year	Total Variable Remuneration in 1 (one) year:					
	Board of Commissioners		Board of Directors		Employees	
	Number of People	In million (Rp)	Number of People	In million (Rp)	Number of People	In million (Rp)
2020	5	88,430	10*) **)	327,450	23,491	2,277,288
2019	5	78,750	9	297,850	24,030	2,091,529

Note:

*) Mrs. Inawaty Handojo ended her term in the AGMS on April 11 2020.

**) Mr. Gregory Hendra Lembong served as Director based on OJK Letter No.13/KDK.03/2020 dated May 14 2020 and Mr. Haryanto T. Budiman served as Compliance Director based on OJK Letter No.14/KDK.03/2020 dated May 14 2020.

Shares Option

There were no share options for Board of Directors, Board of Commissioners and/or Executive Officers during 2020.

Variable Remuneration that are Unconditionally Guaranteed to Board of Commissioners Candidates, Board of Directors Candidates, and/or Employee Candidates

There are no variable remuneration that are unconditionally guaranteed to be paid by BCA to Board of Commissioners Candidates, Board of Directors Candidates, and / or Employee Candidates during the first 1 (one) year of service.

Deferred Variable Remuneration

Total deferred variable remuneration, consisting of cash and/or shares or stock-based instruments issued by BCA and implemented as 2020 payments, as follows:

1. In cash Rp22,064,800,000.-
2. In shares Rp24,678,360,000.-

The total amount of deferred variable remuneration paid for 1 (one) year has been paid in 2020, with the details paid in cash of Rp22,064,800,000.-

5. Remuneration Implementation in BCA

The Amount of Remuneration Granted in 1 (one) year

The details of the amount of remuneration granted in 1 (one) year include:

A. Fixed Remuneration ^{*)}	2020	2019
1. In Cash	181,284	214,316
2. Shares/stock-based instruments issued by BCA	-	-

B. Variable Remuneration ^{*)}	2020		2019	
	Not Postponed	Postponed	Not Postponed	Postponed
1. In Cash	376,338	22,065	337,058	18,966
2. Shares/stock-based instruments issued by BCA ^{**)}	-	24,678	-	20,577

Note:

^{*)} Only applicable for Material Risk Takers and disclosed in millions of Rupiah

^{**) Shares are locked up for up to 3 (three) years}

Quantitative Information

Quantitative information related to the total remaining postponed remuneration, whether it is exposed to implicit or explicit adjustments, the total remuneration deduction caused by explicit adjustments during the reporting period, and the total remuneration deduction due to implicit adjustments during the reporting period are as follows:

Total Variable Remuneration	2020				2019			
	Postponed shares	Total deduction during the reporting report			Postponed shares	Total deduction during the reporting report		
		Due to explicit adjustment (A)	Due to implicit adjustment (B)	Total (A)+(B)		Due to explicit adjustment (A)	Due to implicit adjustment (B)	Total (A)+(B)
1. In cash (in million rupiah)	-	-	-	-	-	-	-	-
2. Shares/instruments based on the shares issued by BCA (in shares and nominal million rupiah which is a conversion of these shares)	859,032 shares	-	-	-	731,829 shares	-	-	-

Highest and Lowest Salary Ratios

Salary Ratio	2020	2019
The highest and lowest salary of employees ratio	22.97	25.37
The highest and lowest salary of the Board of Directors ratio	2.7	2.81
The highest and lowest salary of the Board of Commissioners ratio	1.62	1.62
The highest salary of the Board of Directors and highest salary of employees ratio	8.91	8.68
Ratio of Annual compensation of the President Director and median/mean of the annual compensation of all employees (except the President Director)	90.22	94.05

Number of Employees Who Have Been Terminated and Total Nominal Value of Severance Payments

The total number of employees affected by termination of employment and the total nominal severance paid are shown in the table below:

Total Nominal Severance Paid for 1 (one) Person in 1 (one) Year	Number of Employees	
	2020	2019
Above Rp1 billion	231 people	198 people
Above Rp500 million up to Rp1 billion	476 people	588 people
Below Rp500 million	513 people	774 people

BOARD OF COMMISSIONERS COMMITTEES

1. AUDIT COMMITTEE (AC)

Audit Committee is formed by and is responsible to the Board of Commissioners to assist the Board of Commissioners in supporting the effectiveness of the oversight duties and functions on matters related to quality of financial information, internal control systems, performance of internal and external audit functions, implementation of governance and compliance with applicable laws and regulations.

1. Legal Basis

The legal basis for the establishment of Audit Committee refers to:

- OJK Regulation No. 1/POJK.03/2019 concerning Application of Internal Audit Function in Commercial Banks.
- OJK Regulation No. 55/POJK.03/2016 concerning the Implementation of Governance for Commercial Banks.
- OJK Regulation No. 55/POJK.04/2015 concerning the Establishment and Guidelines for Work Implementation for Audit Committee.
- OJK Circular Letter No. 13/SEOJK.03/2017 concerning Implementation of Governance for Commercial Banks.
- Article 15 of BCA's Articles of Association.
- Board of Commissioners Decree No. 117/SK/KOM/2019 dated July 10, 2019 concerning the Audit Committee Charter.
- Board of Directors Decree No. 078/SK/DIR/2016 dated June 2, 2016 concerning the Appointment of Chairman and Members of the Audit Committee.

2. Audit Committee Charter

Audit Committee has the work guidelines which stipulated in the Audit Committee Charter to support the implementation of duties and responsibilities towards the internal control systems supervision. The Audit Committee Charter and the Audit Committee's Code of Conduct have been adjusted in accordance with OJK Regulation No. 1/POJK.03/2019 concerning the Implementation of the Internal Audit Function at Commercial Banks and have been ratified based on the Board of Commissioners Decree No. 117/SK/KOM/2019 dated July 10, 2019 concerning the Audit Committee Charter.

The scopes governed in the Audit Committee Charter are as follows:

- Duties and responsibilities;
- Authority;
- Committee membership structure;
- Membership requirements;
- Term of duty;
- Work mechanism;
- Work hours;
- Meetings;
- Reporting;
- Handling complaint/report regarding alleged violation of financial report;
- Code of Ethics.

The Audit Committee Charter and Audit Committee's Code of Conduct have been uploaded on the BCA website (www.bca.co.id) under Good Corporate Governance section.

3. Structure and Membership of the Audit Committee

The Audit Committee's composition meets the requirements of prevailing regulations in accordance with OJK Regulation No. 55/POJK.04/2015 concerning the Establishment and Guidelines for Work Implementation for Audit Committee and as stipulated in Audit Committee Charter. In 2020, BCA's Audit Committee consisted of 3 (three) members which appointed based on the Board of Directors Decree No. 078/SK/DIR/2016 dated June 2, 2016 and the Board Commissioners Meeting Resolution No. 23/RR/KOM/2016 dated June 1, 2016.

Members of Audit Committee as of December 31, 2020

Name	Position in Committee	Position in BCA	Expertise	Term of Duty
Cyrillus Harinowo	Chairman (concurrently as Independent Commissioner)	Independent Commissioner	Finance and Banking	June 2, 2016 - GMS 2021
Ilham Ikhsan	Member	Independent Party	Finance/Accounting	June 2, 2016 - GMS 2021
Tjen Lestari	Member	Independent Party	Banking	June 2, 2016 - GMS 2021

4. Profile and Qualification of Audit Committee Members

Cyrrillus Harinowo

The educational background, position, and work experience of Audit Committee members can be seen in the Corporate Profile section on page 76 of this 2020 BCA Annual Report.

Ilham Ikhsan

The educational background, position, and work experience of Audit Committee members can be seen in the Corporate Profile section on page 79 of this 2020 BCA Annual Report.

Tjen Lestari

The educational background, position, and work experience of Audit Committee members can be seen in the Corporate Profile section on page 80 of this 2020 BCA Annual Report.

5. Education or Training

During 2020, members of the Audit Committee have participated in the following educational or training activities:

Name	Education/Training	Organizer	Means / Location	Date
Cyrrillus Harinowo	Can be seen in the Board of Commissioner Chapter in the Sub Section of Training Programs to Enhance the Competence of Members of Board of Commissioner on page 341 of this 2020 BCA Annual Report.			
Ilham Ikhsan	Optimization of 3 (three) Lines of Defense Implementation on Digital Banking in terms of the Risk Management Performance and Internal Control Systems	Learning Media Indonesia (LMI)	Virtual Webinar Zoom	August 26, 2020
	Indonesia Knowledge Forum	BCA	Virtual	October 6-7, 2020
	Sustainable Finance Training– Introduction to the Sustainable Finance	BCA	Virtual	November 2, 2020
Tjen Lestari	Optimization of 3 (three) Lines of Defense Implementation on Digital Banking in terms of the Risk Management Performance and Internal Control Systems	Learning Media Indonesia (LMI)	Virtual Webinar Zoom	August 26, 2020
	Indonesia Knowledge Forum	BCA	Virtual	October 6-7, 2020
	Sustainable Finance Training– Introduction to the Sustainable Finance	BCA	Virtual	November 2, 2020

6. Term of Duty of Audit Committee

The term of duty of Audit Committee members shall expire at the end of the term of the Audit Committee's chairman, who is also an Independent Commissioner of BCA, and can be re-elected to serve for the next period. The Audit Committee's term of duty for this period will end at the closing of the 2021 Annual GMS.

7. Independence of Audit Committee Members

All members of the Audit Committee are independent parties who do not have the financial, management, share ownership and/or family relationship with members of the Board of Commissioners, members of the Board of Directors, and/or Controlling Shareholders, or business relationships with BCA that may influence their ability to act independently.

The independence aspect of the Audit Committee can be seen in this table:

Independence Aspect	Cyrellus Harinowo	Ilham Ikhsan	Tjen Lestari
Having no financial relationship with the Board of Commissioners and Board of Directors.	√	√	√
Having no management relationship at the Company, subsidiaries or affiliated companies.	√	√	√
Having no share ownership in the Company.	√	√	√
Having no family relationship with the Board of Commissioners, Board of Directors, and/or fellow members of the Audit Committee.	√	√	√
Not serving as an administrator at any political parties, officials, and government.	√	√	√

Requirements for Audit Committee's member are as follows:

General Requirements

- Chairman of Audit Committee can only hold concurrent position as chairman at no more than 1 (one) other committees in BCA.
- Audit Committee members who are independent parties, can hold concurrent position as an independent party at other committees in BCA, other banks, and/or at other companies as long as he or she:
 - Meets the required competencies.
 - Meets the independency criteria.
 - Can keep BCA matters confidential.
 - Adhere to the applicable Code of Conduct.
 - Do not neglect their duties and responsibilities as committee members.
- Audit Committee members must have good integrity, character, and morals.
- Audit Committee members must comply with the BCA's Code of Ethics and Audit Committee's Code of Conduct as stipulated by BCA.

Competency Requirements

- Audit Committee members must possess the necessary skills, knowledge, and experience in their respective fields with strong ability to communicate.
- Audit Committee members must have an understanding of the financial statements and business of the BCA, particularly in relation to its services and business activities, audit process, and rules and regulation in the capital market and other relevant laws and regulations.
- Audit Committee members are willing to continuously improve competence through training and education.

- Audit Committee must have at least 1 (one) member with educational background and expertise in accounting and/or finance.

Independency Requirements

- Audit Committee members are not serving as a member of a Public Accountant Firm, Law Firm, Appraiser, or other parties providing assurance service, non-assurance service appraisal, service, and/or other consulting services to the BCA within the past 6 (six) months.
- Audit Committee members are not currently working or having authority and responsibilities to plan, lead, control, or supervise the BCA's activities within the past 6 (six) months, except for a position as Independent Commissioner.
- Audit Committee members are prohibited originate from members of Board of Directors, either the same bank or other banks.
- Audit Committee members are not having either direct or indirect share ownership in the BCA.
- In the event that an Audit Committee member acquires BCA's shares either directly or indirectly as a result of a legal event, the concerned member must transfer the shares to other parties within a maximum period of 6 (six) months after the shares were acquired.
- Audit Committee members are not being affiliated with the members of Board of Commissioners, Board of Directors, or Major Shareholders of the BCA, and
- Audit Committee members are not having a direct or indirect business relationship with the BCA's business activities.

8. Duties and Responsibilities of Audit Committee

The Audit Committee has the following duties and responsibilities:

Financial Report and Information

1. Reviewing financial information to be released by BCA to public and/or authorities, and other financial-related information.
2. Reviewing and provide advices/recommendations to The Board of Commissioners related to the planned material affiliated transaction/related party transaction
3. Analyzing and report to the Board of Commissioners on any complaints that relate to the BCA's accounting and financial reporting processes.

Internal Audit

1. Provide recommendations to the Board of Commissioners regarding the appointment and dismissal of the Head of the Internal Audit Division.
2. Provide recommendations to the Board of Commissioners pertaining to the preparation of the audit plan, scope and budget of the Internal Audit Division (DAI).
3. Provide recommendations to the Board of Commissioners of the Internal Audit Charter's approval.
4. Monitor and review the effectiveness BCA's internal audit implementation.
5. Evaluate DAI's performance to see if the internal audit function at BCA is adequate and effective, and ensure the DAI upholds integrity in discharging its duties, and provide recommendations to the Board of Commissioners on the DAI annual reward and remuneration for its overall performance.
6. Ensure DAI communicates with the Board of Directors, the Board of Commissioners, the external auditor, the Financial Services Authority (OJK) and Central Bank of Indonesia (BI).
7. Ensure DAI works independently.

External Audit

1. Provide recommendations based on evaluation results to the Board of Commissioners on the appointment, reappointment, and dismissal or replacement of the Public Accounting Firm (PAF) and/or Public Accountant (PA) who will audit the BCA's financial statements based on independency, the scope of the assignment, and fee for the audit work.

2. Monitoring audit performance by the Public Accounting Firm, on the following aspects:
 - a. Conformity of audit implementation by the Public Accountant Firm to the applicable Audit Standards.
 - b. Conformity of Financial Statements to the applicable Accounting Standards.
 - c. Provide independent opinions in case of disagreements on opinions between the management and the Public Accounting Firm on the services they provide.

Process/Internal Control Systems

1. Ensure the Board of Directors takes the necessary and immediate actions on the findings by DAI, Public Accountants, and the results of supervision conducted by the OJK and BI.
2. Provide recommendations to the Board of Commissioners to appoint independent quality assurance from external parties to review DAI.

Governance and Compliance

1. Monitor the effective and sustainable Good Corporate Governance (GCG).
2. Analyze and give advice to the Board of Commissioners on conflicts of interest that may occur at BCA.
3. Review BCA's compliance on regulations of the banking industry, the Capital Market and other applicable laws and regulations, and other regulations related to BCA's business.
4. Keep the confidentiality of BCA's documents, data, and information.

Carry out other tasks relevant to the function of the Audit Committee at the request of the Board of Commissioners.

9. Authorities of Audit Committee

In performing its duties, the Audit Committee has the authority to carry out the following activities:

1. To receive reports from the head of the Internal Audit Division, including work plan Internal Audit Division, internal audit implementation report, and internal audit result report.
2. To access documents, data, and information regarding the BCA's employees, funds, assets, and other resources as required.
3. To communicate directly with employees, including the Board of Directors and parties who perform the functions of internal audit, risk management, and Accountants related to the duties and responsibilities of Audit Committee.
4. If needed, can involve independent parties outside the members of the Audit Committee whose services are required to assist the committee in carrying out its duties.
5. To perform other actions with authority granted by the Board of Commissioners.

10. Policies and Meetings Implementation of Audit Committee's Meetings

The Audit Committee holds 4 (four) meetings, at the very least, in a year as stipulated in the Board of Commissioner Decree No. 117/SK/KOM/2019 concerning the Audit Committee Charter of PT Bank Central Asia, Tbk. The meeting can only be held if it is attended by at least 51% (fifty-one percent) of the total committee members, including Independent Commissioners and Independent Parties. As of December 2020, Audit Committee held 23 (twenty three) meetings in total.

Submission of results of Audit Committee's meeting is as follows:

- a. Results of Audit Committee meetings should be stated in the minutes of the meeting and properly documented.
- b. Dissenting opinions that occur in the meetings should be clearly stated in the minutes of the meeting, along with the reasons thereof such dissent.

Attendance of Audit Committee's members in the meetings throughout 2020 are as follows :

Name	Number of Meetings	Attendance	Percentage
Cyrellus Harinowo	23	21	91%
Ilham Ikhsan	23	23	100%
Tjen Lestari	23	23	100%

Agenda of Audit Committee meetings held throughout 2020 are as follows:

No.	Date	Agenda
1	January 22, 2020	2019 Audit Realization and 2020 Audit Plan
2	January 29, 2020	Audit Committee Clearance Meeting with KAP Tanudiredja, Wibisana, Rintis & Rekan (a member firm of PwC Global Network)
3	February 19, 2020	Financial Performance BCA 2019
4	February 19, 2020	Committee Reporting to the Board of Commissioners (Q4/2019)
5	April 9, 2020	Regular Meeting of AC with Internal Audit Division (I)
6	April 20, 2020	Discussion on the External Reviewer candidates for Audit Internal Division (DAI) - KAP Discussion Paper
7	May 19, 2020	Committee Reporting to the Board of Commissioners (Q1/2020)
8	May 27, 2020	BCA Financial Performance March 2020
9	June 8, 2020	Audit Committee interviewed by DAI External Reviewer
10	June 29, 2020	Regular Meeting of AC with Internal Audit Division (II)
11	July 22, 2020	Report on the Realization of DAI's Work Semester 1 to the Board of Commissioners
12	July 22, 2020	BCA Financial Statement Disclosure June 2020 related to latest PSAK issuance
13	July 27, 2020	BCA Financial Performance June 2020
14	August 12, 2020	Regular Meeting of AC with Internal Audit Division (III)

No.	Date	Agenda
15	August 19, 2020	Committee Reporting to the Board of Commissioners (Q2/2020)
16	August 27, 2020	Audit Planning KAP Tanudiredja, Wibisana, Rintis & Rekan (a member firm of PwC Global Network) for the fiscal year 2020
17	September 23, 2020	Regular Meeting of AC with Internal Audit Division (IV)
18	October 15, 2020	<i>Bankwide Outlook</i>
19	November 3, 2020	Regular Meeting of AC with Internal Audit Division (V)
20	November 18, 2020	Committee Reporting to the Board of Commissioners (Q3/2020)
21	November 25, 2020	Report on the Results of Independent External Parties Review towards BCAs Internal Audit Unit (SKAI) Function and DAI Maturity Level
22	December 16, 2020	Progress Audit Update - KAP Tanudiredja, Wibisana, Rintis & Rekan (a member firm of PwC Global Network)
23	December 16, 2020	Regular Meeting of Audit Committee with Internal Audit Division (VI)

11. Work Program Performance and Implementation of Audit Committee Activities in 2020

Performances of BCA Audit Committee work program throughout 2020 are as follows:

- a. Convened meetings with KAP Tanudiredja, Wibisana, Rintis & Rekan (a member firm of PwC Global Network) to discuss the final results of the audit of the BCA's financial statements for the financial year 2020, along with the Management Letter.
- b. Evaluate and Recommended reusing of KAP Tanudiredja, Wibisana, Rintis & Rekan (a member firm of PwC Global Network) to the Board of Commissioners to conduct an audit of the BCA's financial statements for fiscal year 2020.
- c. Organize meetings with KAP Tanudiredja, Wibisana, Rintis & Rekan (a member firm of PwC Global Network) to discuss the plan and scope of the audit of the BCA's financial statements for fiscal year 2020.
- d. Organize meetings with the Finance and Planning Division to:
 - i. Review the BCA's financial report, which will be published quarterly.
 - ii. Review the adjustments and additional notes on the Consolidated Financial Statement in relation to the some of the new Financial Accounting Standards (PSAK) issuance.
- e. Conduct 6 (six) meetings with the Internal Audit Division to:
 - i. Evaluate annual planning;
 - ii. Evaluate the implementation of internal audits every semester; and
 - iii. Discuss the results of the audit that considered as significant.
- f. Attend internal audit exit meeting at 1 (one) of the BCA's subsidiary (BCA Multi Finance) as part of the internal audit quality assessment process.
- g. Review internal audit reports and monitoring its follow ups.
- h. Review the BCA's compliance with provisions, regulations, and applicable laws in the banking sector, through a review of reports on compliance with prudential provisions reported every semester.
- i. Review credit portfolio reports issued every semester.
- j. Monitor the implementation of risk management through quarterly report on the BCA's risk profile and monthly report on Operation Risk Management Information System (ORMIS).
- k. Conduct studies on:
 - i. Audit results of the OJK and their follow ups, and
 - ii. Management letter KAP Tanudiredja, Wibisana, Rintis & Rekan (a member firm of PwC Global Network) and its follow up.
- l. Release the results of routine studies and evaluations of governance aspects, risk management, and compliance and control to the Board of Commissioners every quarter.
- m. Attend Analyst Meeting and National Work Meeting BCA in 2021 through virtual meeting.
- n. Assess DAI and the results was reported to the Board of Commissioners, to be further submitted to Remuneration and Nomination Committee (RNC) according to OJK Regulation No. 1/POJK.03/2019.

2. RISK OVERSIGHT COMMITTEE (ROC)

ROC is formed to assist the Board of Commissioners in discharging its responsibilities to supervise risk in accordance with the prevailing regulations.

1. Legal Basis

The legal basis for the establishment of ROC refers to:

- OJK Regulation No. 55/POJK.03/2016 concerning Implementation of Good Corporate Governance For Commercial Banks.
- OJK Circular Letter No. 13/SEOJK.03/2017 concerning Implementation of Governance for Commercial Banks.
- Board of Commissioners Decree No. 172/SK/KOM/2019 dated November 7, 2019 on the Risk Oversight Committee Charter.
- Board of Directors Decree No. 147/SK/DIR/2020 dated August 27, 2020 on the Appointment and Changes of the Members of the Risk Oversight Committee.

2. ROC Charter

The ROC has its work guidelines as stipulated in the BCA's Governance guidelines under the Risk Oversight Committee charter, which has been approved by the Board of Commissioners Decree No. 172/SK/KOM/2019 dated November 7, 2019 concerning Risk Oversight Committee Charter.

The scope governed in the AC Charter, as follows:

- Duties and Responsibilities;
- Authority;
- Membership Structure;
- Membership Requirements;
- Work Mechanism;
- Code of Ethics;
- Work Hours;
- Meeting Mechanism.

The ROC Charter have been uploaded on the BCA website (www.bca.co.id) under the Good Corporate Governance section.

3. Structure and Membership of ROC

The ROC's composition meets the requirements of prevailing regulations in accordance with OJK Regulation No. 55/POJK.03/2016 concerning Implementation of Good Corporate Governance For Commercial Banks and as stipulated in Risk Oversight Committee Charter. In 2020, BCA's ROC Committee consisted of 3 (three) members which appointed based on the Board of Directors Decree No. 147/SK/DIR/2020 dated August 27, 2020 and the Board Commissioners Minutes of Meeting Resolution No. 21/RR/KOM/2020 dated Agustus 26, 2020.

Risk Oversight Committee Composition as of December 31, 2020

Name	Position in Committee	Position in BCA	Expertise	Term of Duty
Sumantri Slamet	Chairman (concurrently as member)	Independent Commissioner	Information Technology and Risk Management	September 30, 2016 - GMS 2021
Endang Swasthika Wibowo	member	Independent Party	Risk Management and Finance	September 30, 2016 - GMS 2021
Lianny Somyadewi D. *)	member	Independent Party	Risk Management	September 30, 2016 - GMS 2021
Ernawati Soegito **)	member	Independent Party	Risk Management	1 September 2020 - GMS 2021

*) Serve until August 31, 2020.

**) Effective on September 1, 2020.

4. Profile and Qualification of ROC Members

Sumantri Slamet

The educational background, position, and work experience of ROC members can be seen in the Corporate Profile section on page 78 of this 2020 BCA Annual Report.

Endang Swasthika Wibowo

The educational background, position, and work experience of ROC members can be seen in the Corporate Profile section on page 81 of this 2020 BCA Annual Report.

Lianny Somyadewi D.

The educational background, position, and work experience of ROC members can be seen in the Corporate Profile section on page 82 of this 2020 BCA Annual Report.

Ernawati Soegito

The educational background, position, and work experience of ROC members can be seen in the Corporate Profile section on page 82 of this 2020 BCA Annual Report.

5. Education or Training Activities

Throughout 2020, members of the ROC have participated in the following educational or training activities:

Name	Education/Training	Organizer	Means/Location	Date
Sumantri Slamet	Can be seen in the Board of Commissioner Chapter – in the Subsection of Training Programs to Enhance the Competence of Members of Board of Commissioner on page 342 of this 2020 BCA Annual Report.			
Endang Swasthika Wibowo	Instructor Methodology Training SPPUR	Bank Indonesia (BI) – Ministry of Manpower (KEMENAKER)	Bank Indonesia, Jakarta	February 24-26, 2020
	Optimization 3 (three) Lines of Defense Implementation on Digital Banking in terms of the Risk Management Performance and Internal Control Systems	Learning Media Indonesia (LMI)	Virtual Webinar Zoom	August 26, 2020
	Indonesia Knowledge Forum	BCA	Virtual	October 6-7, 2020
	Sustainable Finance Training	BCA	Virtual	November 2, 2020
	CEO Forum: “2021 Banking Industry Outlook, what next”	Perbanas	Virtual	November 19, 2020
	Webinar: “Indonesia Risk Management Outlook 2021”	LPPI	Virtual	December 10, 2020
Lianny Somyadewi D.	Optimization 3 (three) Lines of Defense Implementation on Digital Banking in terms of the Risk Management Performance and Internal Control Systems	Learning Media Indonesia (LMI)	Virtual Webinar Zoom	August 26, 2020
Ernawati Soegito	Indonesia Knowledge Forum 2020	BCA	Virtual	October 6-7, 2020
	Sustainable Finance Training– Introduction to the Sustainable Finance	BCA	Virtual	November 2, 2020
	Mitigating What’s next : from The Second Wave to The Great Reset – Indonesia Risk Management Outlook 2021	LPPI	Virtual	December 10, 2020

^{*)} Serve until August 31, 2020.

^{**)} Effective on September 1, 2020.

6. Term of Duty of ROC

The term of duty of ROC members shall expire at the end of the term of the ROC chairman, who is also an Independent Commissioner of BCA and can be re-elected to serve for the next period. The committee’s term of duty for this period will end at the closing of the 2021 Annual GMS.

7. Independence of ROC Members

All members of the ROC have fulfilled the independency aspects, which do not have the financial, management, share ownership and/or family relationship with members of the Board of Commissioners, members of the Board of Directors, and/or Controlling Shareholders, and business relationships with BCA that may influence their ability to act independently.

The Independence Aspect of the Risk Oversight Committee described in this table:

Independence Aspect	Sumantri Slamet	Endang S. Wibowo	Lianny Somyadewi D.	Ernawati Soegito
Having no financial relationship with the Board of Commissioners and Board of Directors.	√	√	√	√
Having no management relationship at the company, subsidiaries or affiliated companies.	√	√	√	√
Having no share ownership in the company.	√	√	√	√
Having no family relationship with the Board of Commissioners, Board of Directors, and/or fellow members of the IGC.	√	√	√	√
Not serving as an administrator at any political parties, officials and government.	√	√	√	√

Requirements for ROC members are as follows:

- General and Competency Requirements
 - a. Chairman of ROC can hold only 1 (one) other concurrent position as chairman at another committee of the BCA.
 - b. ROC members who are independent parties, holding more than one position as an independent party at other committees in BCA, other banks, and/or at other companies is allowed as long as he or she:
 - 1) Meets the required competencies.
 - 2) Meets the independency criteria.
 - 3) Can keep BCA matters confidential.
 - 4) Adhere to the applicable Code of Conduct.
 - 5) Do not neglect their duties and responsibilities as committee members of ROC's BCA.
 - c. ROC members shall possess high integrity, suitable experience, strong character and good morals.
- Independency Requirements
 - a. ROC members are not allowed to originate from Board of Directors, in the same bank and other banks.
 - b. ROC members who are independent parties, they must originate from the outside parties of the BCA and have no financial and management relationship, share ownership and/or Controlling Shareholders or relationship with BCA that may influence his or her ability to act independently.
 - c. Former members of Board of Directors or executive officers of the ROC or other parties having relationship with the BCA that may influence their ability to act independently are not allowed to become an independent party to serve on the committee, unless they have passed the cooling off period of 6 (six) months. This provision is not applicable for former Directors or executive officers whose duties are to conduct the oversight function.

8. Duties and Responsibilities of ROC

ROC has the following duties and responsibilities:

- a. Assisting and giving recommendations to the Board of Commissioners in order to improve the effectiveness of oversight duties and responsibilities in risk management and ensuring that risk management policies are properly implemented.
- b. In regard with the process to provide recommendations, the ROC should:
 - 1) Evaluate the consistency between risk management policies and policy implementation.
 - 2) Monitor and evaluate the implementation of duties of Risk Management Committee and the risk management work unit.
- c. Composing and/or updating the ROC's Guidelines and Procedures.
- d. Administer other duties that are relevant with the ROC function as requested by the Board of Commissioners.

9. Authority of ROC

The ROC has the following authority:

- a. To receive reports from the Board of Directors and management regarding significant risk management issues, then provide the recommendations to the Board of Commissioners.
- b. To perform other activities in accordance with the guidelines of the ROC Charter.

10. Policies and Meeting Implementation of ROC

The ROC holds 4 (four) meetings, at the very least, in a year as stipulated in the ROC Charter. A meeting can only be held if it is attended by at least 51% (fifty-one percent) of the total committee members, including Independent Commissioners and Independent Parties. As of December 2020, ROC held 9 (nine) meetings in total.

Delivery of results of ROC meetings as follows:

- a. For each of the ROC meeting, there are minutes of meeting documentations that state the dates of meetings, attendance of the ROC members, agenda, and meeting materials.
- b. Dissenting opinions that occur in the meetings of the committee should be clearly stated in the minutes of the meeting, along with the reasons behind such dissent.

Attendance of ROC's members in the meetings conducted throughout 2020 are as follows :

Name	Number of Meetings	Attendance	Percentage
Sumantri Slamet	9	9	100%
Endang Swasthika Wibowo	9	9	100%
Lianny Somyadewi D. *)	6	6	100%
Ernawati Soegito **)	3	3	100%

*) Serve until August 31, 2020.

**) Effective on September 1, 2020.

Meetings agenda of ROC throughout 2020 are as follows:

No.	Date	Agenda
1	January 29, 2020	1. IT Risk, product reliability (application), security testing and development process 2. Credit Risk Stress-test (corporation dan commercial)
2	February 19, 2020	Committee Reporting to the Board of Commissioners
3	April 29, 2020	Impact analysis and risk mitigation related to the COVID-19 pandemic, Implementation of restructuring programs
4	May 19, 2020	Committee Reporting to the Board of Commissioners
5	July 28, 2020	Updated the COVID-19 pandemic impact and reviewed restructuring implementation
6	August 19, 2020	Committee Reporting to the Board of Commissioners
7	September 2, 2020	Discussion with Risk Management Unit (SKMR) related to the prolonged COVID-19 pandemic
8	October 27, 2020	Evaluation, Implementation and Anticipation the COVID-19 pandemic impact
9	November 18, 2020	Committee Reporting to the Board of Commissioners

13. Realization of Work Program and Implementation of Activities of ROC in 2020

The following points are the realized work programs of the ROC in 2020:

- a. Monitor the implementation of the duties of the committee, and those of the Risk Management Work Unit and ITSC (Information Technology Steering Committee).
- b. Conduct the analysis on BCA's risk profile and specifically explored credit risk, operational, market, liquidity and reputation risk.
- c. Conduct the analysis on the results of stress tests of credit, market and liquidity risk.
- d. Ensure the implementation GCG was carried out well and in an appropriate manner. The committee also attended Analyst Meeting and National Work Meeting BCA in 2021 through virtual meeting.
- e. Conduct a monitoring of the realized implementation of risk management, specifically on credit risk, liquidity and market risk, and operational risk control and limit on monthly basis.
- f. Conduct impact analysis and risk mitigation related to the COVID-19 pandemic.

3. REMUNERATION AND NOMINATION COMMITTEE (RNC)

RNC is formed to assist the Board of Commissioners in the development of remuneration and nomination policy and its implementation in BCA.

1. Legal Basis

The legal basis for the establishment of RNC refers to:

- OJK Regulation No. 34/POJK.04/2014 concerning the Nomination and Remuneration Committee of Issuer or Public Company.
- OJK Regulation No. 45/POJK.03/2015 concerning Implementation of Governance for Commercial Banks in the Provision of Remunerations.
- OJK Regulation No. 55/POJK.03/2016 concerning Implementation of Good Corporate Governance For Commercial Banks.
- OJK Circular Letter No. 13/SEOJK.03/2017 concerning the Implementation of Governance for Commercial Banks.

- Board of Commissioners Decree No. 035/SK/KOM/2017 dated February 24, 2017 concerning the Remuneration and Nomination Committee Structure.
- Board of Directors Decree No. 107A/ SK/DIR/2016 dated August 10, 2016 concerning the Appointment of Members of Remuneration and Nomination Committee.

2. RNC Charter

In performing its duties and responsibilities, RNC has its work guidelines and procedures as stipulated in the BCA's Governance Guideline under the Board of Commissioners' Committee Chapters and Board of Commissioners Decree No. 035/SK/KOM/2017 concerning the Remuneration and Nomination Committee Structure.

The scopes governed in RNC Charter are as follows:

- Membership Composition and Structure;
- Duties and Responsibilities;
- Work Mechanism;
- Ethics and work hours;
- Meetings;
- Activity Reporting System;
- Procedure for Replacement of Members;
- Term of Duty;
- Decision Making and Accountability.

The RNC guidelines and procedures have been uploaded on the BCA website (www.bca.co.id) under the Good Corporate Governance section.

3. Structure and Membership of RNC

The RNC's composition meets the requirements of prevailing regulations in accordance with OJK Regulation No. 34/POJK.04/2014 concerning Nomination and Remuneration Committee for Issuer or Public Company and as stipulated in RNC Guidelines and Procedures. In 2020, BCA's RNC consisted of 3 (three) members which appointed based on the Board of Directors Decree No. 107A/ SK/DIR/2016 dated August 10, 2016 and the Board Commissioners Minutes of Meeting Resolution No. 31/RR/KOM/2016 dated August 10, 2016.

Members of Remuneration and Nomination Committee as of December 31, 2020

Name	Position in Committee	Position in BCA	Expertise	Term of Duty
Raden Pardede	Chairman (concurrently as member)	Independent Commissioner	- Economics-Finance - Scenario Planner	2016 - 2021
D.E. Setijoso	Member	President Commissioner	Banking	2016 - 2021
Hendra Tanumihardja	Member	Head of Human Capital Management Division	Human Capital*	2016 - 2021

* Head of Human Capital Management Division is the executive officer who has the knowledge of remuneration and/or nomination system and succession plan.

4. Profile and Qualification of RNC Members

Raden Pardede

The educational background, position, and work experience of RNC members can be seen in the Corporate Profile section on page 77 of this 2020 BCA Annual Report.

D.E. Setijoso

The educational background, position, and work experience of RNC members can be seen in the Corporate Profile section on page 74 of this 2020 BCA Annual Report.

Hendra Tanumihardja

The educational background, position, and work experience of RNC members can be seen in the Corporate Profile section on page 84 of this 2020 BCA Annual Report.

5. Education or Training Activities

During 2020, members of the RNC have participated in the following educational or training activities:

Name	Education/Training	Organizer	Means/Location	Date
Raden Pardede	Can be seen in the Board of Commissioner Chapter in the Subsection of Training Programs to Enhance the Competence of Members of Board of Commissioner on page 342 of this 2020 BCA Annual Report.			
D.E. Setijoso	Can be seen in the Board of Commissioner Chapter in the Subsection of Training Programs to Enhance the Competence of Members of Board of Commissioner on page 341 of this 2020 BCA Annual Report.			
Hendra Tanumihardja	Webinar Accelerating Digital Transformation During Crisis	Catapa.com	Jakarta, Indonesia	May 5, 2020
	Webinar Moving Forward_The Role Of HR During Unanticipated Challenges	Dunamis	Jakarta, Indonesia	May 19, 2020
	Webinar Optimizing cost while investing for the future of your company and Indonesia	Korn Ferry and IMD	Jakarta, Indonesia	May 20, 2020
	Webinar OJK	OJK	Jakarta, Indonesia	July 22, 2020
	Webinar Human Capital Trends in Indonesia : The social enterprise at work	Deloitte	Jakarta, Indonesia	August 5, 2020
	Webinar "Mengelola Talent di Era Digital"	OJK	Jakarta, Indonesia	August 18, 2020
	CLSA Conference "Indonesian market: Key change on severance pay in proposed Omnibus Law"	CLSA	Jakarta, Indonesia	September 9, 2020
	Indonesia Knowledge Forum 2020 - On Line	BCA	Jakarta, Indonesia	October 6, 2020
	Webinar "Introduction to the Omnibus law: the creation of employment - Manpower Cluster "	APINDO	Jakarta, Indonesia	October 9, 2020

Name	Education/Training	Organizer	Means/Location	Date
	OJK Regulation No. 44/POJK.05/2020 and No. 28/POJK.05/2020 Socialization	ADPI (The Indonesian Pension Fund Association)	Jakarta, Indonesia	October 27, 2020
	Sustainable Finance Training– Introduction to the Sustainable Finance for Members of Board of Commissioners	BCA	Jakarta, Indonesia	November 2, 2020
	Socialization of Law on Job Creation	BCA -Kemenaker	Jakarta, Indonesia	November 11, 2020
	CoP on Health "Healthy Digestive System for a Better Life" with dr Johannes Juwono Sadikin, Sp.PD	BCA	Jakarta, Indonesia	November 18, 2020
	Socialization of The Book of Guidance for Equality and Inclusion in the Workplace	BCA - Apindo - USAID	Jakarta, Indonesia	November 24, 2020

6. Term of Duty of RNC

The term of duty of RNC members shall expire at the end of the term of the RNC's chairman, who is also an Independent Commissioner of BCA, and can be re-elected to serve for the next period. The committee's term of duty for this period will end at the closing of the 2021 Annual GMS.

7. Independence of RNC Members

All members of the RNC have fulfilled the independency aspects, which do not have the financial, management, share ownership and/or family relationship with members of the Board of Commissioners, members of the Board of Directors, and/or Controlling Shareholders, or business relationships with BCA that may influence their ability to act independently.

The independence aspect of the members of RNC described in this table:

Independence Aspect	Raden Pardede	D.E. Setijoso	Hendra Tanumihardja
Having no financial relationship with the Board of Commissioners and Board of Directors.	√	√	√
Having no management relationship at the Company, subsidiaries or affiliated companies.	√	√	√
Having no share ownership in the Company.	√		
Having no family relationship with the Board of Commissioners, Board of Directors, and/or fellow members of the RNC.	√	√	√
Not serving as an administrator at any political parties, officials and government.	√	√	√

Requirements for RNC members are as follows:

- General and Competency Requirements
 1. Chairman of RNC can only hold concurrent position as chairman at no more than 1 (one) other committees in BCA.
 2. If the members of RNC are determined to be more than 3 (three) members of RNC, then the Independent Commissioners members shall be at least 2 (two) people.
 3. RNC members who are independent parties, can hold concurrent position as an independent party at other committees in BCA, other banks, and/or at other companies as long as he or she:

- a. Has no affiliation with the BCA, members of the Board of Directors, members of the Board of Commissioners, or the BCA's major shareholders.
- b. Has an experience related to nomination and/or remuneration.
- c. Does not hold concurrent positions as a member of another committee owned by BCA.

4. RNC members must comply with the BCA's Code of Ethics.
 5. The Executive Officer in charge of human resources or employee representatives who is the committee members must have knowledge of the BCA's remuneration and/or nomination system and succession plan.
- **Independency Requirements**
 1. RNC Committee members are prohibited originate from members of Board of Directors, either the same bank or other banks.
 2. RNC members who are independent parties must originate from the outside parties of the BCA and have no financial, management, share ownership and/or family relationship with members of the Board of Commissioners, members of the Board of Directors, and/or Controlling Shareholders, or business relationship with BCA that may influence their ability to act independently.
- 8. Duties and Responsibilities of RNC**
- The RNC has the following duties and responsibilities:
- **Related to the Remuneration Function:**
 1. To evaluate and ensure the BCA's remuneration policy conform with the prevailing provisions and it based on the performance, risk, fairness with peer groups, targets and the long-term strategy, fulfillment of reserves as stipulated in prevailing regulations and the potential future revenue for BCA.
 2. To give recommendations to the Board of Commissioners on:
 - a. Remuneration policy for the Board of Commissioners and Board of Directors to be submitted to the GMS.
 - b. Structures and amounts of remuneration for members of Board of Directors and/or members of Board of Commissioners.
 - c. Remuneration policy for all executive officers and employees to be submitted to the Board of Directors by the Board of Commissioners.
 - **Related to the Nomination Function:**
 1. To develop and recommend to the Board of Commissioners in regard to the selection and/or replacement systems and procedures of the members of Board of Commissioners and Board of Directors to be further submitted to the GMS.
 2. To give recommendations to the Board of Commissioners on:
 - a. Policy and criteria required in the nomination process;
 - b. Prospective members of the Board of Commissioners and/or Board of Directors to be submitted to the GMS.
 - c. Composition of the members of the Board of Directors and/or Board of Commissioners.
 - d. Competence development program of the members of the Board of Directors and/or members of the Board of Commissioners.
 - e. Performance evaluation policy for members of the Board of Directors and/or members of the Board of Commissioners.
 3. To recommend independent parties as prospective members of the Audit Committee and Risk Oversight Committee to the Board of Commissioners.
 4. To assist the Board of Commissioners in conducting the performance appraisals of the members of Board of Directors and/or members of Board of Commissioners based on pre-established benchmarks as the evaluation material.
 - To conduct other tasks assigned by the Board of Commissioners related to the remuneration and nomination in accordance with the prevailing provisions.
 - To report the result of reviews and recommendations with regard to the tasks of the RNC to the Board of Commissioners if needed.

9. Authority of RNC

In performing its duties, the RNC has the authority to carry out the following activities:

- To access documents, data and information regarding to the BCA's employees, funds, assets, and other resources as required.
- To communicate with working unit and other parties in BCA to obtain information or document related to the implementation of RNC's duties.
- To obtain input and/or suggestions from outside of BCA's parties related to the RNC's duties.
- To perform other authorities granted by the Board of Commissioners.

10. Policies and Meeting Implementation of RNC

The RNC holds meetings in accordance with the needs of the BCA, at the very least once every 4 (four) months, as stipulated in the OJK Regulation No. 34/POJK.04/2014 dated December 8, 2014 concerning Nomination and Remuneration Committee of Issuer or Public Company. The meeting can only be held if it is attended by at least 51% (fifty-one percent) of the total committee members, including Independent Commissioners and Executive Officer who is in charge of the human resources function. As of December 2020, RNC held 5 (five) meetings in total.

Submission of results of RNC meetings is as follows:

- The results of RNC meeting must be stated in the minutes of meeting which describing the date of meeting, attendance of RNC members, meeting agenda, and meeting materials
- Dissenting opinions that occur in the meetings of committee should be clearly stated in the minutes of the meeting, along with the reasons thereof such dissent.

Attendances of RNC's members in the meetings throughout 2020 are as follows:

Name	Number of Meetings	Attendance	Percentage
Raden Pardede	5	5	100%
D.E. Setijoso	5	5	100%
Hendra Tanumihardja	5	5	100%

Of the 5 (five) RNC meetings, 3 (three) meetings were held to discuss remunerations and 2 (two) were held to discuss nominations with the following details:

No.	Date	Agenda
1	January 22, 2020	Recommendation of the new proposed Director for the tenure 2020-2021
2	February 26, 2020	Discussion on the evaluation results of Board of Directors and Board of Commissioners self assessment
3	March 19, 2020	Recommendation of tantien distribution to the members of Board of Commissioners and members of Board of Directors for the year of 2019
4	April 29, 2020	Recommendation of remuneration package for new members of Board of Director for the financial year 2020 until the close of AGM in 2021
5	August 26, 2020	Recommendation of Risk Oversight Committee (ROC) member

11. RNC Remuneration

Remuneration paid to members of RNC for 1 (one) year is Rp62,447,642,283.00. The remuneration comprises of salary/honorarium and other bonuses as the BCA's officer.

12. The Work Program Performance of RNC Activities in 2020

The RNC work program performance throughout 2020 are as follows:

1. Formulate recommendation on the nomination of the new Directors for the year 2020-2021.
2. Formulate recommendation related to remuneration of the new Directors for the year 2020-2021.
3. Formulate recommendation related to the proposed tantien to the Board of Commissioners and Board of Directors for 2019 performance.
4. Conduct the evaluation on the self assessment result of Board of Director and Board of Commissioner.

13. Policy Related to Board of Director' Succession

This Board of Directors succession policy covers:

- a. Develop and provide recommendations on systems and procedure of selection and/or replacement of members of Board of Commissioners and Board of Directors to the Board of Commissioners, to be submitted to the GMS.
- b. Provide recommendations on prospective members of the Board of Commissioners and/or Board of Directors to the Board of Commissioners to be submitted to the GMS.
- c. In order to prepare BCA executive officers to gain the whole knowledge and experience as officers at the head office or branch offices, then each executive officer will get a rotation.

4. INTEGRATED GOVERNANCE COMMITTEE (IGC)

The IGC was formed by and is responsible to the Board of Commissioners of the BCA as the main entity in the Financial Conglomerate. IGC was formed with the aim to assist the Board of Commissioners of the main entity in supervising the implementation Integrated Governance in the BCA Financial Conglomerate.

The composition of BCA Financial Conglomerate can be seen in the Structure of BCA Financial Conglomerate on page 501 of this 2020 BCA Annual Report.

1. Legal Basis

The formation of the Integrated Governance Committee refers to the following regulations :

- OJK Regulation No. 18/POJK.03/2014 concerning Implementation of Integrated Good Corporate Governance for Financial Conglomerate.
- OJK Circular Letter No. 15/SEOJK.03/2015 Implementation of Integrated Governance for Financial Conglomerate.

- Board of Commissioners Decree No. 037/SK/KOM/2015 dated February 26, 2015 concerning the Establishment of Integrated Governance Committee.
- Board of Commissioners Decree No. 098/SK/KOM/2020 dated July 8, 2020 concerning the Integrated Governance Committee – BCA Financial Conglomerate.
- Board of Directors Decree No. 125/SK/DIR/2020 dated July 10, 2020 concerning the Appointment of Members of Integrated Governance Committee.

2. IGC Charter

IGC has the work guidelines which stipulated in the IGC Charter, which has been ratified based on the Board of Commissioners Decree No. 098/SK/KOM/2020 dated July 8, 2020 concerning Integrated Governance Committee – BCA Financial Conglomerate.

The scope governed in the IGC Charter, as follows:

- Legal Basis (Reference);
- Structure and Membership;
- Membership Requirements;
- Term of Duty
- Concurrent Position;
- Duties and Responsibilities;
- Competency;
- Authority;
- Work Mechanism;
- Work Ethics;
- Work Hours;
- Meetings;

The IGC Charter has been uploaded on the BCA website (www.bca.co.id) under the Good Corporate Governance section.

3. Structure and Membership of the IGC

The IGC's composition meets the requirements of prevailing regulations in accordance with OJK Regulation No. 18/POJK.03/2014 concerning the Implementation of Integrated Good Corporate Governance for Financial Conglomerates and stipulated in Integrated Committee Charter. In 2020, BCA's IGC's Committee consisted of 11 (eleven) members which appointed by the Board of Director of main entity through the Board of Directors Decree No. 125/SK/DIR/2020 dated July 10, 2020 concerning the Appointment of Members of the Integrated Governance Committee and the Board Commissioners of Main Entity Meeting Minutes Resolution No. 16/RR/KOM/2020 dated July 1, 2020.

Integrated Governance Committee Composition as of December 31, 2020

Name	Position in Committee*	Position in Financial Conglomerate	Expertise	Term of Duty
Members from Main Entity				
Sumantri Slamet	Chairman (concurrently as member)	Independent Commissioner in the Main Entity	Information Technology and Risk Management	GMS April 2021
Wimpie Rianto	Member	Independent Party in the Main Entity **	Risk Management and General Management	GMS April 2021
Members from Subsidiaries***				
Sulistiyowati	Member	Independent Commissioner PT BCA Finance	Accounting and Finance	GMS April 2021
Gustiono Kustianto	Member	Independent Commissioner PT Asuransi Umum BCA	Risk Management	GMS April 2021
Pudjianto	Member	Independent Commissioner PT Asuransi Jiwa BCA	Financial Management and Accounting, Risk Management, Life Insurance	GMS April 2021
Suyanto Sutjiadi	Member	Independent Commissioner PT Bank BCA Syariah	Risk Management	GMS April 2021
Sutedjo Prihatono	Member	Sharia Supervisory Board Member PT Bank BCA Syariah	Syariah Banking General Management	GMS April 2021
Rudy Harjono	Member	Independent Director BCA Finance Limited	Trade Finance	GMS April 2021
Mendari Handaya	Member	Independent Commissioner PT BCA Multi Finance d/h Central Santosa Finance	Credit Risk and Risk Management	GMS April 2021
Hendra Iskandar Lubis	Member	Independent Commissioner PT BCA Sekuritas	Capital Market and Finance	GMS April 2021
Ignatius Djulianto Sukardi	Member	Independent Commissioner PT Bank Digital BCA	Information Technology and Information Security	GMS April 2021

*) Membership of the Independent Commissioners, Independent Parties, and members of Sharia Supervisory Board in the IGC in the financial conglomerate is not counted as dual position.

**) Independent party who are the members of IGC Committee appointed by the Board of Commissioners of the main entity.

***) Appointment of the IGC members who are the Independent Commissioners and/or Sharia Supervisory Board, that representing Financial Services Institution (FSI) in BCA financial conglomerate are appointed based on the appointment of each of the Financial Services Institution (FSI).

Number and Composition of Independent Commissioners

The number and composition of Independent Commissioners who are IGC members are adjusted to the needs of the financial conglomerate, as well as the efficiency and effectiveness in carrying out the tasks of IGC, and heed the least representation of each financial service sector.

4. Profile and Qualification of IGC Members**Sumantri Slamet**

The educational background, position, and work experience of IGC members can be seen in the Corporate Profile section on page 78 of this 2020 BCA Annual Report.

Wimpie Rianto

The educational background, position, and work experience of IGC members can be seen in the Corporate Profile section on page 85 of this 2020 BCA Annual Report.

Sulistiyowati

The educational background, position, and work experience of IGC members can be seen in the Corporate Profile section on page 86 of this 2020 BCA Annual Report.

Gustiono Kustianto

The educational background, position, and work experience of IGC members can be seen in the Corporate Profile section on page 86 of this 2020 BCA Annual Report.

Pudjianto

The educational background, position, and work experience of IGC members can be seen in the Corporate Profile section on page 87 of this 2020 BCA Annual Report.

Suyanto Sutjiadi

The educational background, position, and work experience of IGC members can be seen in the Corporate Profile section on page 87 of this 2020 BCA Annual Report.

Sutedjo Prihatono

The educational background, position, and work experience of IGC members can be seen in the Corporate Profile section on page 88 of this 2020 BCA Annual Report.

Rudy Harjono

The educational background, position, and work experience of IGC members can be seen in the Corporate Profile section on page 88 of this 2020 BCA Annual Report.

Mendari Handaya

The educational background, position, and work experience of IGC members can be seen in the Corporate Profile section on page 89 of this 2020 BCA Annual Report.

Hendra Iskandar Lubis

The educational background, position, and work experience of IGC members can be seen in the Corporate Profile section on page 89 of this 2020 BCA Annual Report.

Ignatius Djulianto Sukardi

The educational background, position, and work experience of IGC members can be seen in the Corporate Profile section on page 90 of this 2020 BCA Annual Report.

5. Education or Training Activities

During 2020, members of the IGC have participated in the following educational or training activities:

Name	Education/Training	Organizer	Means/Location	Date
Sumantri Slamet	Can be seen in the Board of Commissioner Chapter – in the Subsection of Training Programs to Enhance the Competence of Members of Board of Commissioner on page 342 of this 2020 BCA Annual Report.			
Wimpie Rianto	Indonesia Knowledge Forum	Virtual	Virtual	October 6-7, 2020
	Sustainable Finance Training– Introduction to the Sustainable Finance	DPP BCA	Virtual	November 2, 2020
Sulistiyowati	Indonesia Knowledge Forum	BCA	Virtual	6-7 Oktober 2020
	Sustainable Finance Training– Introduction to the Sustainable Finance	DPP BCA	Virtual	November 2, 2020
	National Webinar “ Webinar Nasional “Recovery of Financing Industry Health”	APPI, Jakarta - Indonesia	Virtual	July 28, 2020
Gustiono Kustianto	How Risk Management Mitigate Window-dressing in Insurance Industry	Widya Dharma Artha	Jakarta	March 10, 2020
	Indonesia Knowledge Forum	BCA	Virtual	October 6-7, 2020

Name	Education/Training	Organizer	Means/Location	Date
Pudjianto	Webinar: Pandemic COVID-19: Lesson Learned and Moving Forward	Digital Risk Management in Indonesia.	Virtual	August 5, 2020
	Business Interruption: Policy Wordings and Claims Handling	AAMAI (Indonesian Association of Insurance Management Experts)	Jakarta	August 26, 2020
	Indonesia Knowledge Forum	BCA	Virtual	October 6-7, 2020
	Sustainable Finance Training– Introduction to the Sustainable Finance	DPP BCA	Virtual	November 2, 2020
Suyanto Sutjiadi	Indonesia Knowledge Forum	BCA	Virtual	October 6-7. 2020
	Sustainable Finance Training– Introduction to the Sustainable Finance	DPP BCA	Virtual	November 2, 2020
	Implementing Operational Risk Management for Operation Excellence in Digital Era and The Macroeconomic Factors Impact on Liquidity Risk	PT Nusantara Bona Pasogit, Jakarta	Wisma BCA Syariah	June 18, 2020
Sutedjo Prihatono	Indonesia Knowledge Forum	BCA	Virtual	October 6-7. 2020
	Sustainable Finance Training– Introduction to the Sustainable Finance	DPP BCA	Virtual	November 2, 2020
Rudy Harjono	Indonesia Knowledge Forum	BCA	Virtual	October 6-7. 2020
Mendari Handaya	Indonesia Knowledge Forum	BCA	Virtual	October 6-7. 2020
	“Multifinance Road to Recovery” Seminar	APPI	Virtual	Oktober 1, 2020
	Sustainable Finance Training– Introduction to the Sustainable Finance	DPP BCA	Virtual	November 2, 2020
Hendra Iskandar Lubis	Continuing Education Program for the Board of Directors and Board of Commissioners of Securities Companies	Indonesia Securities Companies Association	Virtual	June 18, 2020
	Indonesia Knowledge Forum	BCA	Virtual	October 6-7. 2020
	Sustainable Finance Training– Introduction to the Sustainable Finance	DPP BCA	Virtual	November 2, 2020
Ignatius Djulianto Sukardi	Indonesia Knowledge Forum	BCA	Virtual	October 6-7. 2020
	Sustainable Finance Training– Introduction to the Sustainable Finance	DPP BCA	Virtual	November 2, 2020

6. Term of Duty of IGC

Tenure of the members of the IGC is the same as the tenure of BCA's Board of Commissioners (main entity), and can be re-elected to serve for the next period. Tenure of the currently in charge members of the IGC will end at the closing of the 2021 Annual GMS.

7. Independence of IGC Members

Independence and requirements of IGC members follow the independence and requirements of the Board of Directors and/or Board of Commissioners of the main entity and/or independence and requirements of the Board of Directors and/or Board of Commissioners of subsidiaries in the Financial Conglomerate.

All members of the IGC are independent parties who do not have the financial relationship, management relationship, share ownership and/or family relationship with members of the Board of Commissioners, members of the Board of Directors, and/or Controlling Shareholders, or business relationship with BCA and/or subsidiaries that may influence their ability to act independently.

The Independence Aspect of the Integrated Governance Committee described in this table:

Independence Aspect	Sumantri Slamet	Wimpie Rianto	Sulistiyowati	Gustiono Kustianto	Pudjianto	Suyanto Sutjiadi
Having no financial relationship with the Board of Commissioners and Board of Directors.	√	√	√	√	√	√
Having no management relationship at the company, subsidiaries or affiliated companies.	√	√	√	√	√	√
Having no share ownership in the company.	√	√	√	√	√	√
Having no family relationship with the Board of Commissioners, Board of Directors, and/or fellow members of the IGC.	√	√	√	√	√	√
Not serving as an administrator at any political parties, officials and government.	√	√	√	√	√	√

Independence Aspect	Sutedjo Prihatono	Rudy Harjono	Mendari Handaya	Hendra Iskandar Lubis	Ignatius Djulianto Sukardi
Having no financial relationship with the Board of Commissioners and Board of Directors.	√	√	√	√	√
Having no management relationship at the company, subsidiaries or affiliated companies.	√	√	√	√	√
Having no share ownership in the company.	√	√	√	√	√
Having no family relationship with the Board of Commissioners, Board of Directors, and/or fellow members of the IGC.	√	√	√	√	√
Not serving as an administrator at any political parties, officials and government.	√	√	√	√	√

Requirements for IGC members are as follows:

- General Requirements
 - a. IGC members must have good integrity, character, and morals.
 - b. IGC members must meet the requirements as Independent Commissioner at the main entity and on each of Financial Services Institution (FSI), in accordance with regulatory provisions on each of the financial services sector.
 - c. IGC's independent members are allowed to holding more than one position as an independent party at other committees in BCA, other banks, and/or at other companies is allowed as long as he or she:
 - 1) Meets the required competencies.
 - 2) Meets the independency criteria.
 - 3) Can keep BCA/Financial Services Institution (FSI) incorporated within BCA Financial Conglomerate matters confidential.
 - 4) Adhere to the applicable Code of Conduct.
 - 5) Do not neglect their duties and responsibilities as committee members of IGC's BCA.
- Competency Requirements
 - a. IGC members must possess the necessary skill and knowledge in their respective fields.
 - b. IGC members are willing to continuously improve competence through training and education.
- Independency Requirements
 - a. IGC members are not allowed to originate from Board of Directors of the main entity, subsidiaries and other banks.
 - b. IGC members who are independent parties must originate from the outside parties of BCA and have no financial relationship, management relationship, share ownership and/or family relationship with members of the Board of Commissioners, members of the Board of Directors, and/or Controlling Shareholders, or business relationship with BCA that may influence their ability to act independently.

8. Duties and Responsibilities of IGC

IGC has the following duties and responsibilities:

- a. Evaluate the implementation of Integrated Governance, at least through the assessment of internal controls adequacy and the implementation of the compliance function in an integrated manner.
- b. Provide recommendations to the Board of Commissioners of BCA as the main entity in the Financial Conglomerate to improve the effectiveness of supervision of the Integrated Governance implementation, including Integrated Governance Guideline refinement.

9. Authority of IGC

In performing its duties, the IGC has the authority to carry out the following activities:

- a. Request the information from working units in the form of evaluation results related to:
 - 1) The implementation of Integrated Internal Audit Function;
 - 2) The implementation of Integrated Compliance Function; and
 - 3) The implementation of Integrated Risk Management Function.
- b. To perform other activities in accordance with IGC Charter.

10. Policies and Meeting Implementation of IGC

The implementation of IGC duties and responsibilities performed through the IGC meeting. IGC holds the meeting at least 1 (one) time in 1 (one) semester, as stipulated in IGC Charter. A meeting can only be held if it is attended by at least 51% (fifty-one percent) of the total committee members. As of December 2020, IGC held 5 (five) meetings in total.

Provisions for IGC meetings, as follows:

- a. IGC meetings can be held through electronic media (video conference).
- b. To expedite the implementation of duties, IGC assisted by Secretary of IGC to carry out secretarial duties with the following:
 - 1) Arrange the meeting schedule.
 - 2) Propose and contact the prescribed interviewees.
 - 3) Prepare and distribute the meeting invitation and materials.
 - 4) Prepare and distribute the minutes of meeting.

- c. If required, IGC can invite the interviewees from the Board of Commissioners members, Board of Directors members, or other parties from the internal and also external of the main entity and the Financial Services Institution (FSI) which part of BCA Financial Conglomerate.

Delivery of results of IGC meetings as follows:

- a. For each of the IGC meeting, there are minutes meeting documentations that state the dates of meetings, attendance of the IGC members, agenda, and meeting materials.
- b. Dissenting opinions that occur in the meetings of the committee should be clearly stated in the minutes of the meeting, along with the reasons behind such dissent.

Attendance of IGCs members in the meetings conducted throughout 2020 are as follows :

Name	Number of Meetings	Attendance	Percentage
Sumantri Slamet	5	5	100%
Wimpie Rianto	5	4	80%
Sulistiyowati	5	5	100%
Gustiono Kustianto	5	5	100%
Pudjianto	5	4	80%
Suyanto Sutjiadi	5	4	80%
Sutedjo Prihatono	5	3	60%
Rudy Harjono	5	5	100%
Mendari Handaya	5	5	100%
Hendra Iskandar Lubis	5	5	100%
Ignatius Djulianto Sukardi *)	2	2	100%

*) Mr. Ignatius Djulianto Sukardi effectively serve on July 10, 2020

Meetings agenda of IGC throughout 2020 are as follows:

No.	Date	Agenda
1	January 21, 2020	Integrated Governance Committee Self-Assessment
2	March 11, 2020	Integrated Governance Committee Reporting to the Board of Commissioners of the main entity (Q2/2019)
3	June 10, 2020	- COVID-19 Pandemic Discussion, impact to the main entity, subsidiary, issues and anticipation/mitigation and solution - Integrated Governance Committee Charter Finalization
4	September 23, 2020	Integrated Governance Committee Reporting to the Board of Commissioners of the main entity (Q1/2020)
5	December 10, 2020	Corporate Charter in accordance to OJK Regulation No. 45/POJK.03/2020, and OJK Regulation 44/POJK.05/2020 implementation

11. The Work Program of IGC Activities and Performance in 2020

Throughout 2020, the IGC carried out IGC activities/work programs, such as, evaluating the implementation of integrated governance in the BCA Financial Conglomerate. The evaluations were carried out, among others, through the presentation and discussion of the Integrated Internal Audit Report and the Integrated Compliance Report.

EXECUTIVE COMMITTEES OF THE BOARD OF DIRECTORS

BCA has 7 (seven) Executive Committees appointed by the Board of Directors to assist in carrying out the duties of the Board of Directors. The Executive Committees are tasked with providing objective opinions to the Board of Directors and help to improve the effectiveness of the implementation of the Board of Directors' duties in systematic manner, as well as making contributions in accordance with their duties and responsibilities. The Executive Committees under the Board of Directors are:

1. Asset and Liability Committee.
2. Risk Management Committee.
3. Integrated Risk Management Committee.
4. Credit Policy Committee.
5. Credit Committee.
6. Information Technology Steering Committee.
7. Personnel Case Advisory Committee.

1. ASSET AND LIABILITY COMMITTEE (ALCO)

ALCO is a permanent committee under the Board of Directors whose mission is to optimally achieve BCA's profitability levels, as well as ensuring liquidity risk,

interest rate risk, and controlled foreign exchange risk through the establishment of BCA's policies and strategies for assets and liabilities management.

Guidelines of ALCO

BCA has guidelines that support the implementation of ALCO's duties and responsibilities, which are listed in the Board of Directors Decree No. 167/SK/DIR/2019 dated October 25, 2019 regarding the Asset Liability Committee (ALCO) Structure and the Board of Commissioner Decree No. 067/SK/KOM/2020 dated June 2, 2020 regarding the Scope of Duties and Responsibilities of the Board Directors and the main organization structure of PT Bank Central Asia Tbk.

Scopes stipulated in ALCO's decree are as follows:

- Organization scope
 - Mission, Main Function, Position and Authority
 - Position and Composition of Committee
- Completeness of Committee
 - Committee Personnel
 - Main Duties
 - ALCO's working group
 - Decision Making and Accountability

1. Structure, Membership of ALCO, and Voting Rights Status

Based on the Board of Directors Decree No. 167/SK/DIR/2019 regarding the Asset Liability Committee (ALCO) Structure, so the structure, membership and voting rights status of ALCO are as follows:

Position in the Committee	Served by	Voting Rights Status
Chairman (concurrently as a member)	President Director	Reserve voting rights
Members	• Deputy President Director 1 • Deputy President Director 2 • Compliance and Risk Management Director • Corporate Banking Director • Commercial and SME Banking Director • Regional and Branch Network Director • Credit and Legal Director • Banking Transactions Director • Planning and Finance Director • Executive Vice President (EVP) in charge of Treasury Division and International Banking Division • Executive Vice President (EVP) in charge of the Corporate Banking Group • Executive Vice President (EVP) in charge of the Corporate Finance Division and the Corporate Secretary and Communications Division • Head of the International Banking Division • Head of Treasury Division • Head of Corporate Finance Division • Head of Corporate Strategy and Planning Division • Head of the Corporate Banking, Transaction and Finance Group • Head of Commercial and SME Business Division • Head of Banking Transaction Product Development Division • Head of Banking Transaction Business Development and Marketing Division • Head of Banking Transaction Cooperation Solution Development Division • Head of Consumer Credit Business Division • Head of Risk Management Work Unit	Reserve voting rights
Secretary	Senior Advisor Risk Management Work Unit in charge of Asset Liability Management (ALM)	No Voting Rights

2. Main Functions, Authorities, and Responsibilities of ALCO

Main Functions of ALCO

ALCO has the following functions:

- a. To establish and evaluate liquidity management policies and strategies to maintain liquidity in accordance with the applicable provisions, meet BCA's liquidity needs, including unexpected fund requirements, and minimize idle funds.
- b. To establish and evaluate policies and strategies related to market risks, such as interest rate risk and foreign exchange risk.
- c. To establish and evaluate pricing policies and strategies for funding products, loans and inter-office accounts.
- d. To establish and evaluate policies and strategies in structuring investment portfolios.
- e. To establish and evaluate policies and strategies for arranging balance sheet structure by anticipating changes in interest rates to achieve an optimal net interest margin.

Authorities of ALCO

ALCO has authority to take strategic decisions in the management of the BCA's assets and liabilities within parameters set by the Board of Directors. The authority of ALCO are as follows:

- a. To establish interest rates on time deposits, savings, and current accounts.
- b. To establish lending rates.
- c. To establish funding and investment strategies.
- d. To establish hedging strategy where necessary.
- e. To establish limits relating to liquidity risk, interest rate risk, and foreign exchange risk according to the overall risk management policy.

Duties and Responsibilities of ALCO

ALCO members who have voting rights, have the following main duties:

- a. To provide input to the ALCO secretary for the preparation of meeting agenda and materials
- b. To provide input in the form of information and analysis on the ALCO meeting, regarding:
 - Methodology for determining price of funds and loans products.
 - Methodologies for measuring liquidity risk, interest rate risk and foreign exchange risk.
 - Determination of the price of funds and loan products.
 - Competitiveness of interest rates for funds and loan products.
 - Competitor bank strategy.
 - Constraints on the application of ALCO's decision results.
 - Customer behavior and its changes.

3. Meeting of ALCO

The terms of ALCO meetings are as follows:

- ALCO meetings are held as necessary and at least once every month.
- ALCO meetings are valid if attended by at least 1/2 (one half) of the total members of ALCO plus 1 (one) member, including the chairman or alternate, or attended by 6 (six) Directors, including the chairman or alternate.

4. Decision Making

The decision-making provisions are as follows:

- Decision making in relation to the exercise of ALCO's authority will only be taken through legitimate ALCO meeting decisions.
- ALCO meeting decisions are valid and binding if approved by 1/2 (one half) of the members with voting rights present plus 1 (one) vote.

5. Frequency of ALCO Meetings in 2020

As of December 31, 2020, ALCO held 20 (twenty) meetings with details of the attendance of ALCO members as follows:

Position	Number of Meetings	Attendance	Percentage
President Director (Jahja Setiaatmadja) ¹⁾	20	20	100%
Deputy President Director (Suwignyo Budiman)	20	20	100%
Deputy President Director (Armand W. Hartono)	20	18	90%
Credit and Legal Director (Subur Tan)	20	20	100%
Corporate Banking Director (Rudy Susanto)	20	19	95%
Commercial and SME Banking Director (Henry Koenafi)	20	20	100%
Regional and Branch Network Director (Erwan Yuris Ang)	20	18	90%
Compliance and Risk Management Director (Inawaty Handojo)	8	8	100%
Compliance and Risk Management Director (Haryanto T. Budiman) ²⁾	12	11	92%
Banking Transactions Director (Santoso)	20	19	95%
Planning and Finance Director (Vera Eve Lim)	20	19	95%
Executive Vice President (EVP) in charge of Treasury Division and International Banking Division	20	18	90%
Executive Vice President (EVP) in charge of the Corporate Banking Group	20	15	75%
Executive Vice President (EVP) in charge of the Corporate Finance Division and the Corporate Secretary and Communications Division	20	9	45%
Division Head Member or Representative Officer:			
International Banking Division	20	18	90%
Treasury Division	20	20	100%
Corporate Finance Division	20	16	80%
<i>Corporate Strategy and Planning Division</i>	20	19	95%
<i>Corporate Banking, Transaction, and Finance Group</i>	20	18	90%
Commercial and SME Business Division	20	20	100%
Banking Transaction Product Development Division	20	17	85%
Banking Transaction Business Development and Marketing Division	20	19	95%
Banking Transaction Cooperation Solution Development Division	20	18	90%
Consumer Credit Business Division	20	19	95%
Risk Management Work Unit	20	20	100%

¹⁾ Chairman of ALCO

²⁾ Assuming the position of Compliance and Risk Management Director replacing Mrs. Inawaty Handojo since June 2, 2020 (No. 067/SK/KOM/2020)

The details of the implementation of ALCO meetings throughout 2020 are as follows:

No.	Date	Agenda
1	January 29, 2020	a. Follow-up report on the previous ALCO meeting resolutions.
2	February 25, 2020	b. Economic parameters which include inflation, Bank Indonesia interest rates, Term Deposit, Rupiah and USD yield curves, Rupiah and USD market liquidity, and Rupiah exchange rate.
3	March 17, 2020	c. Liquidity reserves comprising primary and secondary Rupiah and foreign exchange reserves, Rupiah and foreign exchange fund structure, credit projection, liquidity projection.
4	March 27, 2020	d. Banking Book Interest Rate Risk based on Earnings Perspective (NII method) and Economic Value Perspective (EVE method).
5	April 15, 2020	e. Development of Trading Book and Forex Interest Rate Risk.
6	April 27, 2020	f. Yield and Cost of Funds in rupiah and Foreign Currency.
7	May 15, 2020	g. Analysis of Assets Liabilities Management.
8	May 29, 2020	h. Stress Test for Liquidity Risk and Stress Test for Exchange Rate Risk and Trading Book Interest Rate.
9	June 22, 2020	i. Development of Bank Funds on Total Banking
10	June 29, 2020	j. Proposed Fund interest rate, Credit and Basic Credit Interest Rates (SBDK)
11	July 17, 2020	k. Profit/loss projections.
12	July 28, 2020	
13	August 12, 2020	
14	August 25, 2020	
15	September 15, 2020	
16	September 28, 2020	
17	October 14, 2020	
18	October 23, 2020	
19	November 16, 2020	
20	December 21, 2020	

6. Accountability Report

Accountability and realization of the committee's work are reported through:

- Minutes of regular meetings.
- Minutes of special meetings held to discuss specific issues.
- Data and information related to the areas covered.
- Notes and ALCO's opinion regarding the minutes of meetings and relevant data and information.

7. The Work Program Performance in 2020

Throughout 2020, ALCO has realized the following work programs:

- Evaluating the strategy and the position of BCA assets and liabilities in accordance with the objective of liquidity risk management, interest rate and exchange rate.
- Evaluating and establish the changes in interest rates funds and loans, the interest rate on a credit basis, and the limit related to Asset Liability Management (ALM).
- Reviewing of the results of the simulation of the profit/loss in accordance with ALM strategy of BCA.
- Establishing policy and strategy in the arrangement of balance sheet structure and investment portfolio.

8. Work Plan of ALCO

ALCO has established work plans for 2021 as follows:

- Establish and evaluate policies and strategies for the management of BCA's assets and liabilities to ensure liquidity, interest rate and exchange rate risks are controlled.
- Establish and evaluate pricing policies and strategies for fund and loan products, as well as basic lending rates.
- Establish and evaluate policies and strategies in structuring investment portfolios.
- Establish and evaluate policies and strategies for arranging balance sheet structure by anticipating changes in interest rates to achieve an optimal net interest margin.

2. RISK MANAGEMENT COMMITTEE (RMC)

RMC was established to ensure that the risk management framework provides adequate protection against all BCA risks.

Guidelines of RMC

In order to support the implementation of RMC's duties and responsibilities, RMC is guided by the Board of Directors Decree No. 120/SK/DIR/2019 dated August 6, 2019 concerning the Structure of the Risk Management Committee and OJK Regulation No.18/POJK/03/2016 dated March 16, 2016 concerning Implementation of Risk Management for Commercial Banks.

Scopes stipulated in the Structure of the Risk Management Committee are as follows:

- Organization Scope
 - Mission, Main Function, Position and Authority
 - Position and Composition of Committee
- Completeness of Committee
 - Committee Personnel
 - Main Duties
 - Decision Making and Accountability

1. Structure, Membership of RMC, and Voting Rights Status

Based on the Board of Directors Decree No. 120/SK/DIR/2019 dated August 6, 2019 concerning the Structure of the Risk Management Committee, the structure, membership and voting rights status of RMC are as follows:

Position in the Committee	Served by	Voting Rights Status
Chairman (concurrently as a member)	Secretary (concurrently permanent member)	Reserve voting rights
Permanent members ¹⁾	• All members of the Board of Directors • Executive Vice President of the Credit Risk Analysis Group (EVP GARK) • Head of Compliance Work Unit • Head of Internal Audit Division ³⁾	Reserve voting rights
Non-permanent members ²⁾	• Executive Vice President with the exception of EVP GARK • All Heads of Divisions/Work Units/Groups, outside Permanent Members	Reserve voting rights
Secretary (concurrently permanent member)	Head of Risk Management Work Unit/Substitute Officer	Reserve voting rights

Notes

¹⁾ For concurrent position, the person only has one vote.

²⁾ Presence is according to the topic discussed.

³⁾ Do not have voting rights.

2. Main Functions, Authorities, and Responsibilities of RMC

Main Functions of RMC

RMC has the following main functions:

- a. Draw up policies, strategies, and guidelines to implement risk management.
- b. Improve the implementation of risk management based on the results of evaluation of the effective implementation of the risk management process and system.
- c. Determine matters related to business decisions that deviate from the normal procedures (irregularities).

Authorities of RMC

The RMC has the authority to assess and provide recommendations on matters relating to the risk management for the Board of Directors to make decisions.

Duties and Responsibilities of RMC

RMC members have the following main duties:

- a. Provide suggestions to the RMC secretary on topics and meeting materials to be discussed at the meeting of RMC.
- b. Provide information and analysis related to the topics discussed at the meeting of RMC. Topics that can be discussed at the meeting include:
 - The direction and objectives of BCA in formulating policies, strategies and guidelines for the implementation of risk management and changes if necessary.
 - Assessment of effectiveness of the risk management framework implementation.
 - Development and trend of total risk exposure of BCA and proposing an acceptable level of overall risk tolerance (risk appetite).

- Results of studies regarding total risk exposure faced by BCA and its impact.
- Assessment of BCA's capital adequacy in facing the risk of losses that arise using various stress testing scenarios.
- Proposal for developing risk measurement methodologies, contingency plans in abnormal condition (worst cast scenario), and other methods related to BCA risk management.
- Matters requiring justification related to business decisions that deviate from normal procedures (irregularities).
- Limits of authority, exposure, and concentration of the loan portfolio as well as other parameters aimed at limiting risk.

3. Meeting of RMC

The provisions of RMC meetings are as follow:

- RMC meetings are carried out according to the needs and at least once in 3 (three) months or 4 (four) times in 1 (one) year.
- RMC meetings are valid if attended by at least 2/3 (two thirds) of permanent members, or 1/2 (one half) of the permanent members with full approval from all permanent members.

4. Decision Making

The followings are the provisions concerning decision making:

- Decision making concerning the use of RMC authority shall only be made through the legitimate results of RMC meeting.
- The decisions of RMC meeting are valid and binding if approved by more than 1/2 (one half) of members who present in the meeting.

5. Frequency of RMC Meetings in 2020

As of December 31, 2020, RMC held 4 (four) meetings with details of the attendance of RMC members as follows:

Position	Number of Meetings	Attendance	Percentage
President Director (Jahja Setiaatmadja)	4	4	100%
Deputy President Director (Suwignyo Budiman)	4	3	75%
Deputy President Director (Armand W. Hartono)	4	4	100%
Credit and Legal Director (Subur Tan)	4	4	100%
Commercial and SME Banking Director (Henry Koenafi)	4	4	100%
Regional and Branch Network Director (Erwan Yuris Ang)	4	4	100%
Corporate Banking Director (Rudy Susanto)	4	4	100%
Human Resource Director (Lianawaty Suwono)	4	1	25%
Transactions Banking Director (Santoso)	4	4	100%
Planning and Finance Director (Vera Eve Lim)	4	4	100%
Compliance and Risk Management Director (Inawaty Handojo) ¹⁾	1	1	100%
Compliance and Risk Management Director (Haryanto T. Budiman) ^{2)*)}	3	3	100%
Information Technology Director (Gregory Hendra Lembong) ^{3)*)}	3	3	100%
EVP of Credit Risk Analysis Group (GARK)	4	4	100%
Head of Compliance Work Unit	4	4	100%
Head of Risk Management Work Unit (Secretary)	4	4	100%
Head of Internal Audit Division	4	4	100%
EVP of Corporate Finance Division and the Corporate Secretary and Communications Division ⁴⁾	2	2	100%
Head of Commercial and SME Business Division ⁴⁾	1	1	100%
Head of Corporate Finance Group ⁴⁾	1	1	100%
Head of Network and Regional Development ⁴⁾	1	1	100%

Position	Number of Meetings	Attendance	Percentage
Head of Enterprise Security Work Unit ⁴⁾	1	1	100%
Head of Corporate Secretary and Communication Division ⁴⁾	1	1	100%
Head of Operation Strategy and Development Division ⁴⁾	1	1	100%
Head of Legal Group ⁴⁾	1	1	100%

Notes:

¹⁾ Served as chairman (Compliance and Risk Management Director) until May 2020.

²⁾ Served as chairman (Compliance and Risk Management Director) starting in June 2020.

³⁾ Served as Director starting in June 2020.

⁴⁾ The number of meetings for non-permanent members is in accordance with the invitations for the related discussion topic.

⁵⁾ Number of meetings in line with effectively serving as Directors.

The details of the implementation of RMC meetings throughout 2020 are as follows:

No.	Date	Agenda
1	March 27, 2020	- Liquidity Stress Test (General Market Stress Scenario) - Impact Simulation of OJK Regulation No. 11/POJK.03/2020
2	August 5, 2020	- Credit Portfolio as of June 2020 - Liquidity Stress Test (General Market Stress Scenario)
3	October 14, 2020	- Minimum Operational Risk Capital Adequacy Requirement using Standardized Approach. - Cyber Risk and Mitigations
4	November 18, 2020	- Financial Conglomerates (Preparation of the Corporate Charter)

6. Accountability Reporting

Accountability and work realization of the RMC are reported through:

- Periodical written report at least once in 1 (one) year to the Board of Directors concerning the results of the routine RMC meetings.
- Written report to the Board of Directors concerning the results of special meetings held to discuss certain matters.
- Special report or activity report (if necessary).

7. Realization of Work Program in 2020

In carrying out its duties during 2020, RMC accomplished the following work programs:

- Informing BCA's funding capacity under stressful conditions in the market.
- Informing simulation results regarding impact of the implementation of OJK Regulation No. 11/POJK.03/2020 related to national economic stimulus.

- Informing condition of BCA portfolio as of June 2020.
- Informing BCA liquidity up to July 2020 and BCA's funding capacity under stress condition in the market based on stress test assumptions.
- Informing new OJK Circular Letter regarding the calculation of RWA for Operational Risk.
- Informing Cyber Risk and its mitigation.
- Informing OJK Regulation No. 45/POJK.03/2020 concerning Financial Conglomerates, which includes the criteria and coverage of the financial conglomerate and the Company Charter.

3. INTEGRATED RISK MANAGEMENT COMMITTEE (IRMC)

IRMC was established to ensure that the risk management framework provides adequate protection against all risks faced by BCA and its Subsidiaries in an integrated manner.

The IRMC's structure is determined based on the Board of Directors Decree No. 121/SK/DIR/2019 dated August 6, 2019 concerning the Integrated Risk Management Committee Structure.

Guidelines/Charter

In carrying out its duties and responsibilities, IRMC refers to the Board of Directors Decree No. 121/SK/DIR/2019 dated August 6, 2019 concerning the Integrated Risk Management Committee Structure,

OJK Regulation No. 18/POJK.03/2016 concerning Implementation of Risk Management for Commercial Banks, OJK Regulation No. 17/POJK.03/2014 concerning The Implementation of Integrated Risk Management for Financial Conglomerates, and OJK Regulation No. 45/POJK.03/2020 concerning Financial Conglomerates.

Scopes stipulated in the Board of Directors Decree No. 121/SK/DIR/2019 concerning the Integrated Risk Management Committee Structure are as follow:

- Organization Scope
 - Mission, Main Function, Position and Authority, and
 - Position and Composition of Committee
- Completeness of Committee
 - Committee Personnel, Main Duties, and
 - Decision Making and Accountability

1. Structure, Membership of IRMC, and Voting Rights Status

Based on one of the articles of the Board of Directors Decree No. 121/SK/DIR/2019 concerning the Integrated Risk Management Committee Structure, the structure, membership and voting rights status of IRMC, are as follows:

Position in the Committee	Served by	Voting Rights Status
Chairman (concurrently as a permanent member)	The director in charge of the integrated risk management function	Reserve voting rights
Permanent member ¹⁾	• All members of the Board of Directors • Head of Compliance Work Unit • Head of Internal Audit Division ³⁾	
Non-permanent member ²⁾	• All of Executive Vice President • All Heads of Divisions/Business Units/Groups/Work Units related to Subsidiaries, other than Permanent Members	
1. Executive Officer		
2. Subsidiary Director ^{*)}	Directors who represent subsidiary, and are appointed by the Subsidiary	
Secretary (concurrently as a permanent member)	Head of Risk Management Work Unit/Alternate Officer	
Notes: ^{*)} The number and composition are adjusted to the needs as well as the efficiency and effectiveness of the implementation of IRMC duties by taking into account, among others, the representation of each financial service sector. ¹⁾ If there are concurrent positions, the person concerned only has one vote. ²⁾ According to the topics discussed. ³⁾ Do not have voting rights.		

2. Main Functions, Authorities, and Responsibilities of IRMC

Main Functions of IRMC

The IRMC has the main function to provide recommendations to the Board of Directors, which at least include:

- Compilation of integrated risk management policies.
- Revision or refinement of risk management policy based on evaluation results.

Authorities of IRMC

The IRMC has the authority to review and provide recommendations on matters related to integrated risk management for decisions by the Board of Directors.

Duties and Responsibilities of IRMC

In carrying out its functions, the IRMC has the following main duties:

- Provide recommendations to the IRMC secretary regarding the topics and meeting materials to be discussed in the IRMC meetings.
- Provide input of information and analysis related to the topics discussed at the IRMC meeting.

Topics that can be discussed at the IRMC meeting include:

- The direction and objectives of BCA in formulating policies, strategies, and guidelines for the implementation of integrated risk management, and amendments as needed.
- Assessment of the effectiveness of the implementation of an integrated risk management framework.
- Development and trend of integrated risk exposure and proposing an acceptable risk level of overall risk tolerance.
- Results of studies regarding total integrated risk exposure and its impacts.
- Assessment of BCA's capital adequacy in facing the risk of losses that arise using various stress testing scenarios.
- Proposal to develop risk measurement methods, contingency plans in abnormal condition (worst case scenario), and other methods related to integrated risk management.

- Matters requiring justification related to business decisions that deviate from normal procedures (irregularities).
- Limit of authority, exposure, and concentration of the loan portfolio as well as other parameters aimed at limiting risk.
- Refining the implementation of integrated risk management periodically and incidentally as a result of changes in internal and external conditions that affect capital adequacy, risk profile, and ineffectiveness in the implementation of integrated risk management based on evaluation results.

3. Meeting of IRMC

The provisions of IRMC meetings are as follows:

- IRMC meetings are held as needed and at least once every semester.
- IRMC meetings are valid if attended by at least 51% (fifty one percent) of the total permanent members.

4. Decision Making

The following provisions regulate the decision-making in the IRMC:

- Decision making related to the exercise of the IRMC's authority shall only be carried out through legitimate IRMC meeting decision.
- IRMC meeting decisions are valid and binding if approved by more than ½ (one half) of the total members who present in the meeting.

5. Frequency of IRMC Meetings in 2020

As of December 31, 2020, IRMC held 2 (two) meetings with the following details:

Position	Number of Meetings	Attendance	Percentage
President Director (Jahja Setiaatmadja) ¹⁾	2	2	100%
Deputy President Director (Armand W. Hartono) ¹⁾	2	2	100%
Deputy President Director (Suwignyo Budiman) ¹⁾	2	1	50%
Credit and Legal Director (Subur Tan) ^{1) 4)}	2	2	100%
Commercial and SME Banking Director (Henry Koenafi) ¹⁾	2	2	100%
Regional and Branch Network Director (Erwan Yuris Ang) ¹⁾	2	2	100%
Corporate Banking Director (Rudy Susanto) ¹⁾	2	2	100%
Compliance and Risk Management Director (Inawaty Handojo) ^{1) 4)}	1	1	100%
Compliance and Risk Management Director (Haryanto T. Budiman) ^{1) 4)}	2	2	100%
Human Resources Director (Lianawaty Suwono) ¹⁾	2	1	50%
Banking Transactions Director (Santoso) ¹⁾	2	2	100%
Planning and Finance Director (Vera Eve Lim) ¹⁾	2	2	100%
Information Technology Director (Gregory Hendra Lembong)	2	2	100%
Head of Compliance Work Unit ¹⁾	2	2	100%
Head of Risk Management Work Unit (Secretary) ^{1) 3)}	2	2	100%
Head of Internal Audit Division ²⁾	2	2	100%
PT BCA Finance Director ^{2) 3)}	2	2	100%
PT BCA Multi Finance Director ^{2) 3)}	2	2	100%
PT BCA Syariah Director ^{2) 3)}	2	2	100%
BCA Finance Limited Director ^{2) 3)}	2	2	100%
PT BCA Sekuritas Director ^{2) 3)}	2	0	0%
PT BCA Insurance Director ^{2) 3)}	2	2	100%
PT BCA Life Director ^{2) 3)}	2	2	100%
PT Central Capital Ventura Director ^{2) 3)}	2	2	100%
PT Bank Digital BCA Director ³⁾	2	2	100%

Notes:

¹⁾ Permanent member.

²⁾ Non-permanent member

³⁾ The number of meetings for non-permanent members is in accordance with the invitations for the related discussion topic.

⁴⁾ Chaired by Mrs. Inawaty Handojo for the period until May 2020; whereas since Mrs. Ibu Inawaty Handojo ended her term as a Director, IRMC is chaired by Mr. Haryanto T. Budiman (as of June 2020).

The implementation of IRMC meetings throughout 2020 is as follows:

No	Date	Agenda
1.	May 20, 2020	- Integrated Stress Test of the BCA Financial Conglomerates in 2020 - Integrated Limit Review - Integrated Risk Profile Report on the BCA Financial Conglomerates for Semester II 2019
2.	September 2, 2020	- Integrated Risk Profile Report on the BCA Financial Conglomerates for Semester I 2020 - IRMIS development update - OJK Regulation No. 28/POJK.05/2020 concerning Assessment of the Soundness of Nonbank Financial Institutions.

6. Accountability Reporting

Accountability and work realization of the IRMC are reported through:

- Written reports periodically at least once a year to the Board of Directors, containing results of regular IRMC meetings.
- Written report to the Board of Directors regarding the results of special meetings held to discuss certain matters.
- Special reports or activity reports (if needed).

7. Realization of Work Program in 2020

Throughout 2020, IRMC has realized the following work programs:

- Informing stress test results on integrated Financial Conglomerate BCA 2020.
- Informing integrated limit results.
- Informing the Integrated Risk Profile Report on BCA Financial Conglomerate for the second Semester of 2019.
- Informing the Integrated Risk Profile Report on BCA Financial Conglomerate for the first Semester of 2020.
- Informing IRMIS development update.
- Informing as for OJK New Regulation 28/POJK.05/2020 concerning on the Assessment of Soundness Level for Non-Bank Financial Services Institutions.

4. CREDIT POLICY COMMITTEE (CPC)

The Credit Policy Committee (CPC) was established to direct the disbursement granting of credit through the formulation of credit policies in order to achieve prudent lending.

Guidelines of CPC

CPC carries out its duties and responsibilities based on the Board of Directors Decree No. 175/SK/DIR/2019 dated November 5, 2019 concerning the Structure of the Credit Policy Committee (CPC) and OJK Regulation No. 42/POJK.03/2017 dated July 12, 2017 concerning Requirement to Compile and Implement Bank Credit or Financing Policies for Commercial Banks.

Scopes stipulated in the Structure of the Credit Policy Committee are as follows:

- Organization Scope
 - Mission, Main Function, Position and Authority
 - Position and Composition of Committee
- Completeness of Committee
 - Committee Personnel
 - Main Duties
 - Decision Making and Accountability

1. Structure, Membership of CPC, and Voting Rights Status

Based on the Board of Directors Decree No. 175/SK/DIR/2019 dated November 5, 2019 concerning the Structure of the Credit Policy Committee (CPC), the structure, membership, and voting rights status of the CPC are as follows:

Position in the Committee	Served by	Voting Rights Status
Chairman (concurrently as a member)	President Director	Reserve voting rights
Permanent Members ¹⁾	• Deputy President Director ¹⁾ • Credit and Legal Director • Compliance and Risk Management Director • Corporate Banking Director ²⁾ • Commercial and SME Banking Director ²⁾ • Transaction Banking Director ²⁾ • Executive Vice President of the Credit Risk Analysis Group (EVP GARK) ²⁾ • Executive Vice President of Corporate Banking Transaction and Finance Group (EVP GBKF) ²⁾ • Executive Vice President in charge of Treasury Division and International Banking Division (EVP DTR-DPI) ²⁾ • Head of Credit Risk Analysis Group and/or Head of Commercial and SME Business Division and/or Head of the Corporate Banking, Transaction and Finance Group and/or Head of Consumer Credit Business Division and/or Head of Work Units under the Directorate of Banking Transactions and/or Head of the International Banking Division or Substitute Officer ²⁾ • Head of Internal Audit Division or Substitute Officer • Head of Compliance Work Unit or Substitute Officer	Reserve voting rights
Secretary (Concurrently as a permanent member)	Head of Risk Management Work Unit or Substitute Officer	Reserve voting rights

Note:

¹⁾ Other Directors are entitled to attend CPC meetings, but without voting rights.

²⁾ According to the topics discussed.

2. Main Functions, Authorities, and Responsibilities of CPC

Main Functions of CPC

CPC has the following main functions:

- Assist the Board of Directors in formulating credit policies, especially those relating to the principle of prudence in credit.
- Monitor and evaluate the implementation of credit policies so they can be implemented consistently and consequently.
- Conduct periodic reviews of the Bank Basic Credit Policy of BCA.
- Monitor the development and condition of the credit portfolio.
- Provide suggestions and corrective measures for the results of monitoring and evaluation that have been carried out.

Authorities of CPC

CPC has the authority to provide recommendations on corrective measures to the Board of Directors on matters relating to credit policy.

Duties and Responsibilities of CPC

Main duties of the CPC members are as follows:

- Provide opinions to the CPC secretary in preparing the agenda and meeting materials.
- Provide opinions in the form of information and analysis at CPC meetings to make CPC decisions, regarding:
 - Development of credit policies (Corporate Loans, Commercial Loans, SME Loans, Small Enterprises Loans, Consumer Loans, Credit Card, and Interbank Credit) in accordance with the mission and business plan of BCA.

- Compliance with statutory provisions in disbursing credit.
- Development and quality of the overall credit portfolio
- The veracity of the exercise of authority to decide upon credit.
- The veracity of the process of disbursing, developing, and quality of credit given to related parties and certain large debtors.
- The veracity of the implementation of the legal lending limit (LLL).
- Settlement of problem loans in accordance with the provisions of the credit policy.
- BCA's fulfillment of adequacy of the allowance for credit write-offs.
- Results of supervision on the application and implementation of the Bank Basic Credit Policy.

3. Meeting of CPC

The provisions in implementing CPC meetings are as follows:

- CPC meetings are held as needed and at least 1 (one) time in a year.
- CPC meetings are valid if attended by at least 2/3 (two thirds) of the total members.

4. Decision Making

The decision-making provisions of the CPC are as follows:

- Decision making regarding to the use of the CPC's authority can be carried out through circulation to CPC members or through legitimate CPC meetings.
- Decisions through meetings or circulations to CPC members will be considered valid and binding if approved by more than 1/2 (one-half) of the members who present.

5. Frequency of CPC Meetings in 2020

As of December 31, 2020, CPC held 1 (one) meeting with attendance details of CPC members as follows:

Position	Number of Meetings	Attendance	Percentage
President Director (Jahja Setiaatmadja)	1	1	100%
Deputy President Director 1 (Suwignyo Budiman)	1	1	100%
Deputy President Director 2 ¹⁾ (Armand W. Hartono)	1	1	100%
Credit and Legal Directors (Subur Tan)	1	1	100%
Commercial and SME Banking Director (Henry Koenafi)	1	1	100%
Regional and Branch Network Director ¹⁾ (Erwan Yuris Ang)	1	1	100%
Corporate Banking Director (Rudy Susanto)	1	1	100%
Human Resource Director ¹⁾ (Lianawaty Suwono)	1	1	100%
Transaction Banking Director (Santoso)	1	1	100%
Planning and Finance Director ¹⁾ (Vera Eve Lim)	1	1	100%
Compliance and Risk Management Director (Haryanto T. Budiman)	1	1	100%
Information Technology Director ¹⁾ (Gregory Hendra Lembong)	1	1	100%
Executive Vice President in charge of Treasury Division and International Banking Division ²⁾	1	NA ³⁾	-
Executive Vice President of Corporate Banking Transaction and Finance Group (EVP GBKF)	1	1	100%
Executive Vice President of Corporate Banking Transaction and Finance Group (EVP GBKF)	1	1	100%
Head of Credit Risk Analysis Group or substitute officer	1	1	100%
Head of Commercial and SME Business Division or substitute officer	1	1	100%
Head of the Corporate Banking, Transaction and Finance Group a or substitute officer	1	1	100%
Head of Consumer Credit Business Division or substitute officer ²⁾	1	NA ³⁾	-
Head of Work Units under the Directorate of Banking Transactions or substitute officer ²⁾	1	NA ³⁾	-
Head of the International Banking Division or substitute officer ²⁾	1	NA ³⁾	-
Head of Internal Audit Division or substitute officer	1	1	100%
Head of Compliance Work Unit or substitute officer	1	1	100%
Head of Risk Management Work Unit or substitute officer	1	1	100%

Notes:

¹⁾ Other Directors are entitled to attend CPC meetings, but without voting rights.

²⁾ According to the topics discussed.

³⁾ N/A: Not attending the meeting (the topic presented is not on accordance with the field handled by the officer).

The details of the implementation of CPC meetings throughout 2020 are as follows:

No	Date	Agenda
1.	October 1, 2020	Proposal of Credit Restructuring Policy

6. Accountability Reporting

Responsibilities and work realization of the CPC are reported through:

- Periodic written reports to the Board of Directors with a copy to the Board of Commissioners regarding the results of supervision, monitoring and evaluation of the implementation of the Bank Basic Credit Policy as well as suggestions for the necessary improvements.
- Reports related to data and other information relating to the results of supervision, monitoring and evaluation of activities.

7. Realization of Work Program in 2020

Throughout the implementation in 2020, the CPC has implemented the work program, which provides recommendations on the "Credit Restructuring Policy".

8. Work Plan of CPC

CPC has established work plans for 2021 as follows:

- Evaluate and recommend credit policies.
- Monitor the implementation of credit policies to ensure BCA compliance with applicable credit policies.
- Monitor the development and quality of the credit portfolio as a whole.
- Identify new regulations issued by regulators and the impact on BCA's internal policies.

5. CREDIT COMMITTEE (CC)

Credit Committee (CC) was established to assist the Board of Directors in evaluating and/or providing credit decisions in accordance with the authority limits set by the Board of Directors, as stipulated in the BCA's articles of association and by taking into account business development and implementing the prudence principle.

The establishment of CC was determined through the Board of Directors Decree No. 176/SK/DIR/2019 dated November 5, 2019 concerning the Credit Committee Structure.

1. Structure, Membership of CC, and Voting Rights Status

Based on the Board of Directors Decree No. 176/SK/DIR/2019 concerning the Credit Committee Structure, regulates the structure, membership, and voting rights status of the CC as follows:

Structure, Membership, and Voting Rights Status of the Corporate CC

Position in the Committee	Served by	Voting Rights Status ⁽¹⁾
Chairman (concurrently as a permanent member)	Credit and Legal Director	
Permanent Members	• President Director (PD) • Deputy President Director 1 • Corporate Banking Director • EVP GARK • EVP GBKF⁽²⁾ • EVP DTR-DPI⁽²⁾	Reserve voting rights
	• Head of GBKF⁽²⁾ • Head of DPI⁽²⁾	No voting rights
Non-permanent members	• Other directors having the authority to decide on credit • Compliance and Risk Management Director (DCR)⁽³⁾	Reserve voting rights
Secretary (concurrently as a permanent member)	Head of GARK	No voting rights

Notes:

¹⁾ Decision making through meetings is done by a voting mechanism.

²⁾ According to the topics discussed.

³⁾ Has voting rights in terms of deciding credit settlement and matters relating to risk management.

Structure, Membership, and Voting Rights Status of the Commercial CC

Position in the Committee	Served by	Voting Rights Status ⁽¹⁾
Chairman ²⁾ (concurrently as a permanent member)	Head of GARK based on compliance with commercial credit exposure handled	
Permanent Members	• Commercial and SME Banking Director • Credit and Legal Director • EVP GARK • Head of Regional Office	Reserve voting rights
Non-permanent members	Compliance and Risk Management Director (DCR) ³⁾	
Secretary (concurrently as a permanent member)	Credit Adviser	No voting rights

Notes:

1) Decision making through meetings is done by a voting mechanism.

2) The duties of chairman can be substitute among the Head of Group in accordance to the commercial credit exposure that they handled.

3) Has voting rights in terms of deciding credit settlement and matters relating to risk management.

2. Main Functions, Authorities, and Responsibilities of CC

Main Functions of CC

The main functions of the CC are as follows:

- Provide direction and if necessary can conduct a more in-depth and comprehensive credit analysis.
- Provide decision or recommendation on the credit decision draft submitted by the referral/ proposer related to:
 - Corporate and Commercial debtors.
 - Specific Industry.
 - Special requests from the Board of Directors.
- Discuss credit applications that are the decisions of the Board of Directors which require approval from the Board of Commissioners, and the minutes of meeting are attached when requesting approval from the Board of Commissioners (with exceptions for credit extension).
- Coordinate with the Asset and Liability Committee (ALCO) in terms of aspects of credit funding and adjusting corporate loan interest rates.

CC Level

In carrying out its duties, the CC is grouped under the following credit categories:

1. Corporate CC.
2. Commercial CC.

Authorities of CC

The authority of the CC includes making credit decisions or providing recommendations for the draft of credit decisions, by referring to the provisions concerning the authority to approve credit as contained in the Corporate Credit Manual and Commercial Credit Manual.

The following is the scope of authority vested in the CC:

- In terms of authority level
The CC has the authority to approve credit in accordance with the authorized maximum amounts specified for each type of CC.
- In terms of object credit decisions:
 - Making credit decisions for corporate and commercial categories above a certain value.
 - Making decision on the proposed credit facility.
 - Determine plans for takeovers/ purchases of loans that have either been restructured or have not yet been restructured from other financial institutions.

Duties and Responsibilities of CC

The CC has the following main duties:

- Provide direction if a more comprehensive credit analysis is needed, should the presented information be not sufficient for decision making
- Provide consideration to the draft of credit decisions submitted by provider of recommendation/referral.
- Decide on credit based on professional skills in an honest, objective, accurate, and thorough manner
- Provide input to the secretary regarding the needs of the CC meetings.

3. Meeting of CC

The provisions of the CC meetings are as follows:

- CC meetings are held as needed, at least 6 (six) times in 1 (one) year.
- CC meetings can be held and declared valid if attended by at least 3 (three) members with voting rights.
- CC meetings can be conducted through teleconferences.
- For the Corporate CC, the Compliance and Risk Management Director or the substitute must attend each CC meeting.

- Commercial CC meetings can be held both at the head office and at the local regional office.
- Each CC meeting must be stated in the minutes of meeting.

4. Decision Making

The following provisions regulate the decision-making in the CC:

- Decision making on credit can be made through approval of a decision draft, which is circulated in writing or confirmation of approval by email (circular memo) to the CC members or through legitimate CC meetings. If the circulated draft decision is not approved by one of the CC members, then the secretary needs to reschedule CC meeting immediately.
- For the Corporate CC, if the credit decisions taken at the CC meeting have not met the provisions concerning the Board of Directors' authority to decide on credit, the credit decision draft is circulated for approval of other Directors and/or the Board of Commissioners.
- Observer and adviser do not have voting rights in credit decisions making.

5. Frequency of CC Meetings in 2020

Throughout 2020, Corporate CC meetings were held 29 (twenty nine) times and Commercial CC meetings were held 4 (four) times. Meeting and attendance levels for Corporate and Commercial CC are as follow:

Frequency of Meetings and Attendance of the Corporate CC Members in 2020

Position	Number of Meetings	Attendance	Percentage
President Director (Jahja Setiaatmadja)**	29	29	100%
Deputy President Director 1 (Suwignyo Budiman)**	29	20	69%
Deputy President Director 2 (Armand W. Hartono)****	29	22	76%
Credit and Legal Director (Subur Tan)*	29	29	100%
Corporate Banking Director (Rudy Susanto)**	29	29	100%
Commercial and SME Banking Director (Henry Koenafi)***	29	26	90%
Compliance and Risk Management Director (Inawaty Handoyo)****a	11	10	91%
Compliance and Risk Management Director (Haryanto T. Budiman)****b	21	16	76%
Regional and Branch Network Director (Erwan Yuris Ang)***	29	1	3%

Position	Number of Meetings	Attendance	Percentage
Transaction Banking Director (Santoso)***	29	2	7%
Human Resources Director (Lianawaty Suwono)****	29	1	3%
Planning and Finance Director (Vera Eve Lim)****	29	20	69%
Information Technology Director (Gregory Hendra Lembong)****a	21	4	19%
EVP GARK**	29	29	100%
EVP GBKF**	29	16	55%
EVP DTR-DPI**	29	2	7%

Notes:

* Chairperson (concurrently a permanent member)

** Permanent Member

*** Non-permanent member

****a Based on the BCA Annual GMS on April 9, 2020, the term of office of the Director has ended and has not been reappointed

****b Served as Director of Compliance and Risk Management starting in May 2020

**** Other Directors

****a Served as Director of Information Technology starting in May 2020.

Frequency of Meetings and Attendance of the Commercial CC Members in 2020

Position	Number of Meetings	Attendance	Percentage
Credit and Legal Director (Subur Tan)**	4	4	100%
Commercial and SME Banking Director (Henry Koenafi)**	4	3	75%
Compliance and Risk Management Director (Inawaty Handoyo)****a	2	-	0%
Compliance and Risk Management Director (Haryanto T. Budiman)****b	2	-	0%
EVP GARK**	4	4	100%
Head of GARK*	4	4	100%
Head of Small and Medium Business Division****	4	1	25%
Head of Compliance Work Unit ****	4	1	25%
Head of Regional Office**	4	2	50%

Notes:

* Chairperson (concurrently a permanent member)

** Permanent Member

****a Based on the BCA Annual GMS on April 9, 2020, the term of office of the Director has ended and has not been reappointed

****b Served as Director of Compliance and Risk Management starting in May 2020

**** Interviewees

**** Monitors

The implementation of Corporate CC meetings throughout 2020 is as follow:

No.	Attendance	Agenda
1	January 23, 2020	
2	January 30, 2020	
3	March 12, 2020	
4	March 17, 2020	
5	March 26, 2020	
6	April 7, 2020	
7	April 14, 2020	
8	April 28, 2020	Provide decision or recommendation on the Corporate credit decision draft submitted by the referral/proposer.
9	May 14, 2020	
10	May 19, 2020	
11	May 28, 2020	
12	June 9, 2020	
13	June 16, 2020	
14	June 25, 2020	
15	July 7, 2020	
16	July 16, 2020	

No.	Attendance	Agenda
17	July 30, 2020	Provide decision or recommendation on the Corporate credit decision draft submitted by the referral/proposer.
18	August 6, 2020	
19	August 13, 2020	
20	August 25, 2020	
21	September 10, 2020	
22	September 22, 2020	
23	September 24, 2020	
24	September 30, 2020	
25	October 20, 2020	
26	October 21, 2020	
27	November 10, 2020	
28	November 26, 2020	
29	December 10, 2020	

The implementation of Commercial CC meetings throughout 2020 is as follow:

No.	Attendance	Agenda
1	February 5, 2020	Provide decision or recommendation on the Commercial credit decision draft submitted by the referral/proposer.
2	March 24, 2020	
3	August 27, 2020	
4	November 9, 2020	

6. Accountability Reporting

The accountability of the CC can be conveyed through the minutes of the CC meeting, the memorandum of decision being circulated, and the CC periodic reports.

6. INFORMATION TECHNOLOGY STEERING COMMITTEE (ITSC)

The ITSC was established to ensure that the implementation of the information technology (IT) system is in line with the BCA's strategic plans. In addition, the implementation aims to improve the BCA's competitive advantage through the utilization of appropriate IT functions. The ITSC was established based on the Board of Directors Decree No. 127/SK/DIR/2020 dated July 14, 2020 concerning the Structure of Information Technology Steering Committee.

Guideline/Charter

The ITSC carry out the duties and responsibilities in accordance to the Board of Directors Decree No. 128/SK/DIR/2017 dated October 10, 2017 concerning the Information Technology Steering Committee Charter. The scopes governed in the Information Technology Steering Committee Charter are as follows:

- ITSC Mission
- ITSC Main Function
- ITSC Authorities
- ITSC Responsibilities

1. Structure, Membership, and Voting Rights Status of ITSC

In accordance to the Board of Directors Decree No. 127/SK/DIR/2020 dated July 14, 2020 concerning the Structure of the Information Technology Steering Committee (ITSC), the structure, membership, and voting rights status of ITSC are as follows:

Position in Committee	Served By	Voting Rights Status
Chairman (concurrently as member)	Information Technology Director	Voting Rights
Secretary	Head of Data Management and IT Management Office Group	No Voting Rights
Member	• Deputy President Director 2 • Compliance and Risk Management Director • Regional and Branch Network Director • Strategic Information Technology Group (GSIT)*): - Head of Data Management and IT Management Office Group - Head of IT Architecture and Service Quality Group - Head of Application Management Group - Head of IT Infrastructure and Operation Group - Head of Digital Innovation Solutions Group • Head of Enterprise Security Work Unit • Head of Risk Management Work Unit • Head of Compliance Work Unit • Head of Operations-Services Strategy and Development Division • Head of Unit for Main IT Users**)	Voting Rights
	• Head of Audit Internal Division	No Voting Rights

Notes:

* GSIT only has 1 (one) voting rights

** Participation in a meeting depends on the topic of the meeting that is relevant to the work unit concerned

2. Main Functions, Authorities and Responsibilities of ITSC

Main Functions of ITSC

The ITSC has the following main functions:

- Review and recommend IT strategic plans to match with the BCA's business plans.
- Conduct the periodic evaluations of IT support to the BCA's business activities.
- Ensure the IT investments provide added value to BCA.

Authorities of ITSC

The ITSC has the following authorities:

- Provide recommendations to the Board of Directors on the IT strategic plans to align with the BCA's strategic business activities plans.
- Provide recommendations for the strategic measures to minimize the risk of BCA investment in the IT sector.
- Provide recommendations for the investment feasibility in the IT sector that can contribute to the achievement of the BCA's business objective.
- Provide recommendations on the formulation of the key of the IT policies, standards, and procedures.

Duties and Responsibilities of ITSC

The ITSC has the following responsibilities:

- Review the IT strategic plans to match with the strategic BCA's business activities plans.
- Review the effectiveness of strategic measures to minimize the risk of BCA investment in the IT sector.
- Review the investment feasibility in the IT sector that can contribute to the achievement of the BCA's business objective
- Review the formulation of the key of the IT policies, standards, and procedures.
- Monitor and ensure the conformity of approved IT projects with the IT strategic plans.
- Monitor and ensure the suitability of IT projects implementation with the agreed project plans (project charter).
- Review and ensure the alignment of IT and management information system requirement and the needs of the BCA's business activities.
- Oversee the IT performance and the any effort to improve it

- Supervise the attempts to solve the variety of issues related to the IT, which cannot be resolved by the user work unit and IT work unit effectively, efficiently and in timely manner.
- Ensure the adequacy and allocation of the resources owned by BCA.

3. Meeting of ITSC

The following are the provisions of the ITSC meetings:

- ITSC held the meeting in accordance to the needs of BCA, at least 4 (four) times in 1 (one) year.
- ITSC meeting can only be held if it is attended by at least 2/3 (two thirds) of the total of invited members and have the voting rights.

4. Decision Making

The following are the provisions of the ITSC related to the decision making in the meeting:

- The decision making in relation to the authority utilization of ITSC can only be exercised through a legitimate ITSC meeting.
- The ITSC meeting decision are valid and binding if agreed by at least ½ (half) of the total members are present and have the voting rights plus 1 (one) vote.

5. Frequency of ITSC Meetings in 2020

As of December 31, 2020, the ITSC held 4 (four) meetings with the following details:

Schedule and Frequency of ITSC Meetings in 2020

Position	Number of Meetings	Attendance	Percentage
IT Director ¹⁾ (Armand Hartono) (Gregory Hendra Lembong ²⁾)	4	2 2	100%
Compliance and Risk Management Director	4	4	100%
Regional and Branch Network Director	4	4	100%
Strategic Information Technology Group (GSIT) ³⁾ :			
- Deputy President Director 2	4	4	100%
- Head of Data Management and IT Management Office Group	4	4	100%
- Head of IT Architecture and Service Quality Group ⁴⁾	3	3	100%
- Head of Application Management Group ⁴⁾	3	3	100%
- Head of IT Infrastructure and Operation Group	4	4	100%
- Head of Digital Innovation Solutions Group	4	4	100%
Head of Enterprise Security Work Unit	4	4	100%
Head of Risk Management Work Unit	4	4	100%
Head of Compliance Work Unit	4	4	100%

Position	Number of Meetings	Attendance	Percentage
Head of Operations-Services Strategy and Development Division	4	4	100%
Head of Audit Internal Division ⁵⁾	4	4	100%

Notes:

¹⁾ Chairman, serves as IT Director²⁾ Effectively served as the IT Director as of June 2020³⁾ GSIT has only 1 (one) voting rights, EVP position has been removed in accordance to 067/SK/KOM/2020⁴⁾ Application Management Group and IT Architecture and Service Quality Group Officer was effective as of May 2020⁵⁾ No voting rights

The following are the ITSC meetings held in 2020 :

No	Date	Agenda
1.	March 30, 2020	- IT Strategic Plan 2020 - Partial Release to Production - Work From Home Supporting Infrastructure
2.	July 17, 2020	- Omni Channel - IT Service Performance
3.	September 23, 2020	- Data Architecture Strategy - Digital Workspace
4.	December 2, 2020	- Service Availability and Always On - Enterprise Security Updates - GSIT Performance and Tindak Lanjut Arahan IT Steering Committee

6. Accountability Reporting

Accountability report/realization of ITSC work is submitted through the minutes of meeting of ITSC with the following conditions:

- ITSC members' presence in the meeting has fulfilled the quorum.
- The ITSC meeting results must be stated in the minutes of meeting and properly documented.
- Minutes of meetings are prepared by the ITSC secretary and signed by the ITSC chairman.

7. Realization of Work Program in 2020

Throughout the year 2020, ITSC has executed work programs, among others:

- Evaluate and oversee implementation of IT strategic projects that are aligned with strategic corporate objective of BCA as well as business direction of BCA.
- Evaluate the implementation process and technology used in IT development's projects.
- Review and oversee strategic plan to minimize risk of IT investment, lower operating costs, and improve IT service level.
- Monitor IT 2020 budget utilization.
- Review and evaluate the following new strategic IT projects:
 - New Acquisition through Digital by utilizing channel digital BCA to reduce the cost of acquisition customer.

- Customer Retaining through the development of Super Apps to keep customer satisfaction using BCA digital channel.
- Efficiency and Automation Process through the utilization of RPA (Robotic Process Automation) to process efficiency and reduce manual processes.
- Customer Data Integration and Analytics through process data integration, include internal, external, alliance and subsidiary data in order to do deepen analysis by using media storage of Data Warehouse and Big Data.

- Evaluate and supervise implemented initiatives to support the execution of IT strategic projects. These initiatives are:
 - Development of Open Banking which part of a digital ecosystem to support the development of the process of development and delivery of a product that is more agile.
 - Applying partial release of production to support faster product delivery and minimize potential implementation failure.
 - Development of microservices based on architectural technology on common banking transaction features by focusing on development efficiency and delivery changes.

- d) Development Work From Home (WFH) infrastructure to support government programs in anticipating the spread of COVID-19 without neglecting the support for customers' transactions.
- e) Application of work concept "Work From Anywhere" as a culture in the work process of BCA to be more flexible, while still upholding the principles of security, both in terms of network and data and experience, to be equal with the standard of Work from the Office.
- f) Development of data architecture to support customer data integration and analytics initiatives.
- Review and evaluate development of IT HR capabilities and Management Office to be able to adapt through technology changes.
- Review and evaluate IT Risk Management process, IT Governance, and IT Compliance to achieve Good IT Governance.

7. PERSONNEL CASE ADVISORY COMMITTEE (PCAC)

PCAC was formed by and reports to the Board of Directors. The PCAC has a mission to provide recommendations to the Board of Directors regarding case resolution that meets the principles of justice and equality through the review of violations and/or crimes committed by employees. The PCAC is determined by BCA based on the Board of Directors Decree No. 181/SK/DIR/2013 dated December 24, 2013 concerning the Personnel Case Advisory Committee Structure.

Guidelines of PCAC

In order to support the implementation of its duties and responsibilities, the PCAC refers to the Board of Directors Decree No. 181/SK/DIR/2013 dated December 24, 2013 concerning the Personnel Case Advisory Committee Structure.

1. Structure, Membership of PCAC, and Voting Rights Status

The structure, membership, and voting rights status of the PCAC are regulated in the Board of Directors Decree No. 181/SK/DIR/2013 dated December 24, 2013 concerning the Personnel Case Advisory Committee Structure, which are as follows:

Position in the Committee	Served by	Voting Rights Status
Chairman (concurrently as a member)	Head of Human Capital Management Division	Reserve voting rights
Members	• Head of Internal Audit Division • Head of Legal Group • Head of Operation-Services Strategy and Development Division	Reserve voting rights
Non-permanent member	Head of Network Management and Regional Development Division	Reserve voting rights
Secretary (concurrently as a member)	Head of Audit Sub-Division of Branch Offices and Regional Offices	No voting rights

Independency of PCAC

Each member of the PCAC will declare the independency on the cases discussed in the committee.

2. Main Functions, Authorities, and Responsibilities of PCAC

Main Functions of PCAC

PCAC has the following main functions:

- Examine cases of violations and/or crimes committed by employees that require a decision of the Board of Directors to follow up on the resolution.
- Provide considerations to the Board of Directors in determining the follow-up settlements to the cases of violations and/or crimes, which include the imposition of sanctions, improvement of operational systems and procedures, as well as legal proceedings if necessary.
- Periodically review the settlement of violation and/or crime cases decided by the Head of The Main Branch Office and the Head of Regional Office.
- Provide advice and direction (if needed) to branch and regional offices in handling cases of violations and/or crimes.

Authorities of PCAC

The PCAC has the authority to provide suggestions/recommendations to the Board of Directors regarding the resolution of violation and/or crime cases committed by employees.

Duties and Responsibilities of PCAC

The main duty of PCAC members who have voting rights is to provide input of information, analysis and consideration at meetings to make PCAC's proposals/recommendations regarding:

- Imposition of sanctions
- Improvements in operational system and procedures
- Legal proceedings

If there PCAC members are unable to attend the meeting, his presence may be represented by other officials (at the level of Head of Sub-Division or Bureau Chief) appointed by the member concerned.

3. Meeting of PCAC

Provisions regarding the implementation of PCAC meetings are as follows:

- PCAC meetings are held as needed.
- Voting rights are owned by members.
- PCAC meetings are considered valid if attended by at least 2/3 (two thirds) of total members.

4. Decision Making

Provisions related to the decisions of PCAC meetings and decision making by the PCAC are as follows:

- Decision making related to the exercise of the PCAC's authority shall only be made through legitimate PCAC meeting decisions.
- Decisions made in PCAC meetings can be in the form of:
 - One recommendation to the Board of Directors agreed by all members; or
 - More than one recommendation (if no mutual agreement is reached).

5. Frequency of PCAC Meetings in 2020

As of December 31, 2020, PCAC held 11 (eleven) meetings with the following dates:

- January 15, 2020
- March 2, 2020
- April 8, 2020
- May 15, 2020
- June 16, 2020
- July 23, 2020
- July 28, 2020
- September 14, 2020
- November 5, 2020
- November 23, 2020
- December 18, 2020

Frequency of PCAC Meetings in 2020:

Position	Number of Meetings	Attendance	Percentage
Head of Human Capital Management Division ^{*)}	11	11	100%
Head of Internal Audit Division ¹⁾	11	11	100%
Head of Legal Group ¹⁾	11	10 ^{#)}	90.91%
Head of Operation-Services Strategy and Development Division ¹⁾	11	9 ^{#)}	81.82%
Head of Network Management and Regional Development Division ²⁾	11	11	100%

Notes:

^{*)} Chairman¹⁾ Permanent member²⁾ Non-permanent member^{#)} Unable to attend meetings**6. Accountability Reporting**

Accountability report on work realization of the PCAC is reported in:

- Minutes of PCAC regular meetings.
- Minutes of special PCAC meetings held to discuss certain matters.

7. Realization of Work Program in 2020

In performing its duties throughout 2020, the PCAC held 11 (eleven) meetings.

PCAC has realized the work program which includes the input in terms of information, analysis and consideration to provide recommendations to the Board of Directors in response to several cases of violations committed by employees that require decision from the Board of Directors to settle them, such as imposition of sanctions and/or improvement of systems and operational procedures and/or legal case processing.

8. Work Plan of PCAC

PCAC will carry out its duties and responsibilities to provide input in the form of information, analysis, and considerations at meetings to make suggestions/recommendations related to employment cases in 2021.

CORPORATE SECRETARY

The establishment and implementation of BCA Corporate Secretary's obligation is based on OJK Regulation No. 35/POJK.04/2014 concerning Corporate Secretary of Issuers or Public Companies. Through the function of Corporate Strategy, BCA strives to improve the disclosure of information and communication to all stakeholders. Corporate Secretary has responsibilities for:

- Ensure that BCA has implemented Good Corporate Governance principles;
- Manage the positive images and interests of BCA;
- Maintain good relationship with all stakeholders
- Support BCA business operation by management;
- Implement secretarial duties; and
- Ensure the compliance in BCA to all applicable regulations

Structure and Position of Corporate Secretary

Corporate Secretary function of BCA is carried out by Division of Corporate Secretary and Communication, that has been led by Corporate Secretary of BCA as an Executive Vice President (EVP). Corporate Secretary of BCA has appointed based on Decree No. 2271/SK/HCM-KP/A/2019 dated September 1, 2019 and responsible directly to Director of Planning and Finance.

Figure 1: The position of the Corporate Secretary and Communications Division in the organizational structure of BCA

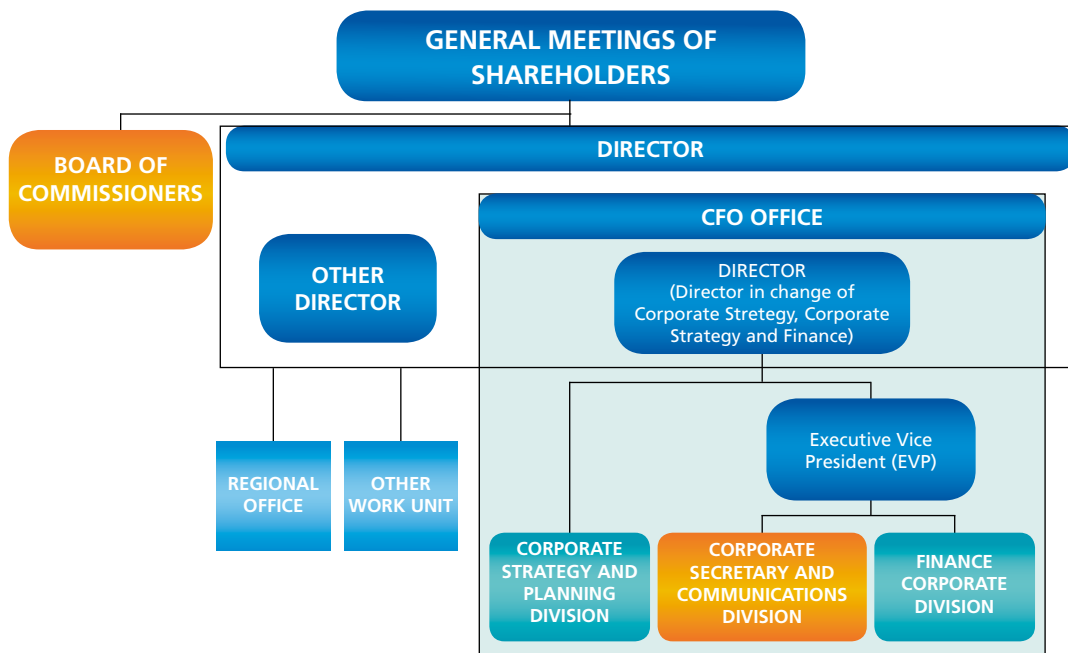
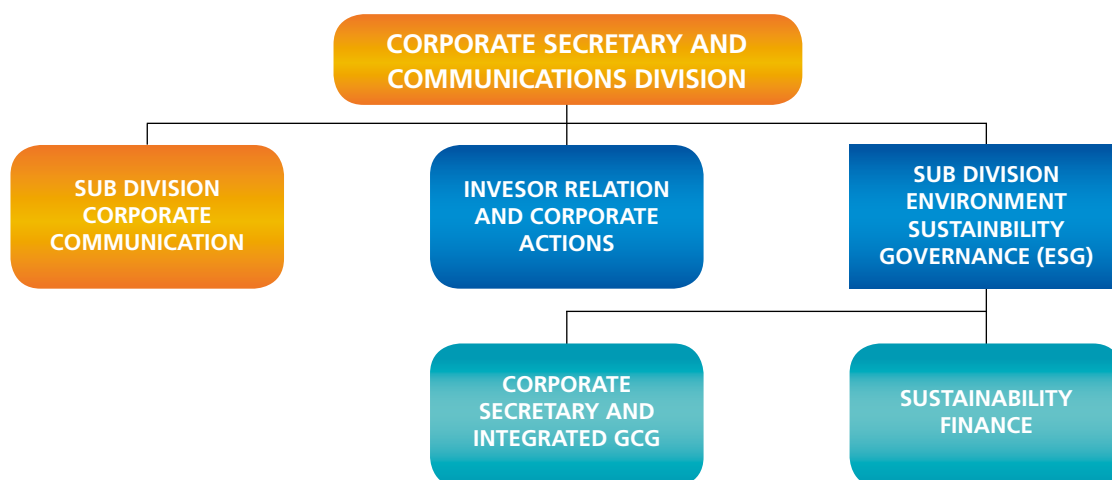


Figure 2: Organizational Chart of Corporate Secretary and Communication Division



Corporate Secretary Profile

Currently, Corporate Secretary of BCA is Raymon Yonarto.

Profile, position, legal basis of appointment, work experience, and educational background of Corporate Secretary of BCA can be seen on Company Profile page 91 of this Annual Report.

Competence Development and Training Programs

In order to support implementation of Corporate Secretary's duties, he has followed development of competence and training programs throughout 2020, as follows:

No	Training Program / Conference	Organizer	Location	Date
1	CFO Leadership Training Program "Highly Effective Finance Leadership Final Project Presentation"	DPP - Dunamis	Jakarta, Indonesia	January 10, 2020
2	Succeeding with Digital First Propositions	Infosys Finacle	Jakarta, Indonesia	June 11, 2020
3	CFO Perbanas and PwC Indonesia Forum "The Impact of COVID-19 on Credit Restructuring according to PSAK 71"	Perbanas and PwC Indonesia	Jakarta, Indonesia	June 19, 2020
4	Next Level of Bank Digitalization for New Era	Perbanas	Jakarta, Indonesia	July 3, 2020
5	Digitalization and Covid Situation	CLSA	Jakarta, Indonesia	July 23, 2020
6	Post Pandemic Recovery and Digital Banking Role	BCA Sekuritas	Jakarta, Indonesia	July 29, 2020
7	Addressing The Coronavirus Challenge (Part 2: Corporates, Infrastructure, International Public Finance)	Fitch Rating	Jakarta, Indonesia	September 2, 2020
8	Web Seminar and E-Awarding INFOBANK AWARDS 2020 with topic: TRADITIONAL BANKS VS CHALLENGER BANKS IN THE ERA OF NEW-NORMAL	InfoBank	Jakarta, Indonesia	September 29, 2020
9	IKF Forum IX 2020	BCA	Jakarta, Indonesia	October 6, 2020
10	CFO Forum Perbanas Banking Update – Post Implementation of PSAK 71 and its issues	Perbanas	Jakarta, Indonesia	October 23, 2020
11	Gartner Conference Global	Gartner	Jakarta, Indonesia	October 27-28, 2020

No	Training Program / Conference	Organizer	Location	Date
12	3 rd Chongqing Connectivity Initiative Financial Summit (CCI-FS)	Perbanas	Jakarta, Indonesia	November 23, 2020
13	Preparing for Economic Recovery	Mark plus	Jakarta, Indonesia	November 24, 2020
14	Morgan Stanley Virtual Asia Banks Trip "Digitalisation to Redefine the New Normal"	Morgan Stanley	Jakarta, Indonesia	December 4, 2020
15	Webinar and Awarding PROYEKSI PASAR MODAL INDONESIA 2021" ECONOMICS EMITEN AWARD 2020"	Iconomics	Jakarta, Indonesia	December 18, 2020

Corporate Secretary Functions

Corporate Secretary function of BCA refers to Article 5 of OJK Regulation No. 35/POJK.04/2014 concerning Corporate Secretary of Issuers or Public Companies, as follows:

1. To keep updated with the developments in the capital market, especially regarding laws and regulations applicable to capital market;
2. To provide recommendation to the Board of Directors and the Board of Commissioners to comply with laws and regulations in capital market field;
3. To assist the Board of Directors and the Board of Commissioners in implementing the corporate governance, which covers:
 - a. Information disclosure to the public, including information available on BCA website;
 - b. Timely reporting to the OJK;
 - c. Organization and documentation of GMS;
 - d. Organization and documentation of meetings of the Board of Directors and/or Board of Commissioners; and
 - e. Implementation of orientation program for the Board of Directors and/or Board of Commissioners.
4. As a connector between BCA with its shareholders, OJK, and other stakeholders.

Based on Board of Directors Decree No. 136/SK/ DIR/2019 dated August 30, 2019 on Implementation of Sustainable Finance at PT BCA Tbk, Secretariat and Corporate Communication Division, as an executor of Corporate Secretary function, has the following tasks:

1. Build and manage BCA image and be responsible for the secretarial duties of a listed company, integrated corporate governance, corporate communications, and investor relations.
2. Maintain and improve BCA's credibility and financial reputation within the wholesale financial markets community, so BCA has strong potential access to funding from the markets as needed.
3. Implement, ensure and monitor all aspects of integrated governance of BCA as a listed company in accordance with applicable rules and regulations; to ensure access to transparent information for shareholders, capital market authorities, analysts and the general public through BCA website, periodic reports, annual reports and other forms of reporting.
4. Develop a sustainable finance culture and to socialize to all relevant parties within the Company in order to achieve a sustainable performance.

Implementation of Corporate Secretary Duties in 2020

In 2020, Corporate Secretary has conducted the following duties and responsibilities:

- a. To keep updated with the developments in the capital market, especially regarding laws and regulations applicable to capital market.

No	Subject	Description
1.	Corporate actions	- Manage the AGMS for fiscal year 2019 on April 9, 2020. - Manage the Extraordinary GMS year 2020 on July 30, 2020.
2.	Implementation of capital market regulations	- Implementation of OJK Regulation No. 11/POJK.04/2017 concerning Report of Ownership or Changes to Ownership, of Shares in Public Company. - Coordination in preparation of Sustainable Finance Action Plan (RAKB).

- b. To provide recommendation to the Board of Directors and the Board of Commissioners of BCA in order to comply with laws and regulations in capital market field.

No	Subject	Description
1.	Analysis of Capital Market Provisions	Analysis of capital market provisions are listed in: - Memo that aimed to Board of Directors and/or Board of Commissioners through Director Bureau related to fulfillment of Good Corporate Governance (GCG), namely Memorandum No. 237/MO/DCS/2019 dated August 29, 2019. - BCA internal portal named MyBCA in the hotspot section, with Article link of GCG, related to: - Annual Report - Audit Internal Charter. - Investigation in Capital Market. - Commercial Bank Reporting through Reporting System of Otoritas Jasa Keuangan. - Summary of Amendment to OJK Regulation on Pre-emptive rights. - Summary of Amendment to Regulation on the Planning and Organizing of GMS of Public Company. - Re-examination for Main Party of Bank. - Buyback of Shares Issued by Public Company. - Merger or foundries of Public Company. - Special Provision on the Listing of Shares and Equity Securities issued by listed companies other than Stock at the Accelerated Board .
2.	Input/opinion	- Review and analyse of Affiliated Transaction at BCA. - Meetings and training for the Board of Commissioners and Board of Directors. - Formulation of the Sustainable Finance Action Plan. - Follow-up on fulfillment of ASEAN Corporate Governance Scorecard.
3.	Adjustment to the implementation of governance with the latest provisions such as Bank Indonesia Regulations, OJK Regulations, and other ACGS provisions.	- Update Corporate Governance Guidelines and Integrated Governance Guidelines. - Update Affiliated Transaction Policy. - Fulfillment of Annual Disclosure. - Review and arrange the policy with coordinate with other work unit. - Mapping the integrated governance within BCA Financial Conglomerate.

c. To assist the Board of Directors and the Board of Commissioners in implementing the corporate governance, which cover:

No	Subject	Description
1.	Information disclosure to public, including information availability on the website of issuer or listed company.	- Review and improvement of governance and Investor Relations section of BCA website; - Provide disclosure information/investor news to investors and public. The information can be access on BCA website: https://www.bca.co.id/en/Tentang-BCA/Hubungan-Investor/Berita-Investor. - Provide BCA reports on BCA website, including: a. Annual Report (https://www.bca.co.id/en/Tentang-BCA/Hubungan-Investor/Laporan-Tahunan); b. Monthly, Quarterly, and Annual Financial Statement (https://www.bca.co.id/en/Tentang-BCA/Hubungan-Investor/Laporan-Kuangan); c. Corporate Governance Report (https://www.bca.co.id/en/Tentang-BCA/Tata-Kelola-Perusahaan/Tata-kelola); d. Integrated Governance Implementation Report (https://www.bca.co.id/en/Tentang-BCA/Tata-Kelola-Perusahaan/Tata-kelola); e. Sustainability Report and/or Corporate Social Responsibility Report (https://www.bca.co.id/en/Tentang-BCA/Korporasi/Cari-Tahu-Tentang-BCA/sustainability-report). - Disclose information of Recovery Plan that can be access on BCA website : (https://www.bca.co.id/-/media/Files/product-files/20190520-pengungkapan-rp-2019-indonesia). - Disclose information related to Corporate Action Acquisition of Rabobank. (https://www.bca.co.id/-/media/Files/Report/RUPS/20200608-ringkasan-rancangan-akuisisi-investor-daily-8-juni-2020.ashx). - Disclose information related to Affiliated Transaction.
2.	Timely reporting to OJK	- Conducting Self Assessment of Corporate Governance Implementation for first semester and second semester in 2020. - Submitting reports or correspondences related to implementation of corporate governance and capital market provisions to OJK and the Indonesia Stock Exchange as described in the section on Access To Information of this Annual Report. - Submitting the Annual Good Corporate Governance Implementation Report. - Conducting Self-Assessment on Integrated Corporate Governance for the first Semester and for the second Semester in 2021. - Submitting reports or correspondences related to implementation of integrated corporate governance and capital market provisions to OJK and the Indonesia Stock Exchange as described in the section on Access To Information of this Annual Report. - Submitting the Annual Integrated of Good Corporate Governance Implementation Report.
3.	Organization and documentation of general meeting of shareholders (GMS)	Organizing the Annual GMS and the Extraordinary GMS, and the proper documentation of data on BCA Annual GMS and Extraordinary GMS comprising of the notice, invitation, and results of the Annual GMS and the Extraordinary GMS, through: - BCA website that can be access at https://www.bca.co.id/en/Tentang-BCA/Tata-Kelola-Perusahaan/Aksi-Korporasi. - Documentation data collection (softcopy and hardcopy) by the Corporate Secretariat and Integrated GCG Bureau - Corporate Secretary and Communication Division.

No	Subject	Description
4.	Organization and documentation of meetings of the Board of Directors and/or Board of Commissioners	Meetings of the Board of Directors and/or Board of Commissioners are documented by the Board of Directors Bureau. Board of Directors Bureau submit implementation data of Board of Directors and/or Board of Commissioners' meetings for data collection to Corporate of Secretariat Bureau and Integrated GCG Bureau - Corporate Secretary and Corporate Communication Division quarterly. The number of meetings of the Board of Directors and/or Board of Commissioners in 2020 is presented in the section on Meetings of the Board of Directors and Board of Commissioners in this Annual Report.
5.	Implementation of orientation program for the Board of Directors and/or the Board of Commissioners	An orientation program is provided for new members of the Board of Directors and /or Board of Commissioners. The report of the orientation program is presented in the sections on Board of Directors and Board of Commissioners in this Annual Report

d. As a connector between BCA with its shareholders, OJK, and other stakeholders:

No	Subject	Description
1.	Organization of public expose	Conduct Public Expose Live that held on August 28, 2020. BCA has reported the proceedings of Public Expose Live to Indonesia Stock Exchange regarding to regulations.
2.	Organization of press conferences and analyst meetings	In 2020, , Press Conferences and Analyst Meetings were conducted on: - February 20, 2020 (the position of Quarter IV - 2019). - May 27, 2020 (the position of Quarter I - 2020). - July 27, 2020 (the position of Semester I - 2020). - October 26, 2020 (the position of Quarter III - 2020).
3.	Internal communication and events	- National Work Meeting on December 8-9, 2020 (with other relevant work units). - Media internal, for example updates on news clippings, Info BCA magazine, TV Plasma, etc.
4.	BCA communications material	- Update the Corporate Governance section in BCA website. - Manage and update information on BCA website in accordance with prevailing regulations. - Issued press releases related to performance and development of BCA. The report on 2020 is presented on the Access to Information section in this Annual Report. - Conduct corporate communication of BCA, such as published financial statement of BCA through mass media, advertisement on national holidays, and others. - Developing and implementing sponsorship activities of BCA in accordance with BCA policies.

In addition to these functions, the Corporate Secretary has made communications related to the COVID-19, by extending information regarding adjustments on company operation during the COVID-19 pandemic to all stakeholders via multi-platform of communication.

Information Disclosure Report

Throughout 2020, BCA has disclosed information to public, both in Bahasa and in English on media, BCA website, and IDX website. BCA has also submitted periodic reports to IDX, OJK Capital Market and/or OJK Banking Supervision Department, and Integrated SPE-IDX e-reporting sites. The information disclosure report is presented in the section of Access to Information in this Annual Report.

INVESTOR RELATIONSHIP FUNCTION

Main Duties of Investor Relations

The main duties of investor relations are representing the Board of Directors in their relationship with investors and capital market community, including:

- Develop a communication strategy especially for investors, potential investors, analysts, and capital market community in general.
- Prepare materials and carry out road shows, analyst meetings and conference calls.
- Communicate various aspects related to BCA shares and performance as well as financial reports to interested parties, such as analysts, investors and potential investors.
- Manage relationships with analysts, fund-managers, experts and economists (related to equities).
- Monitor and report to the Board of Directors on the results of evaluations by analysts on the BCA performance and share price regularly.
- Coordinate the preparation, publication and distribution of the annual report to investors / analysts.
- Provide BCA financial data and information to investors and capital market community.

Activities of Investor Relations

Investor Relations maintains communication with the finance and capital market communities in order to provide them with precise and accurate perspectives on the performance, business prospects and any other information deemed necessary for investors to make decisions. Investor relations activities continuously uphold the principles of confidentiality and equal treatment for all investors.

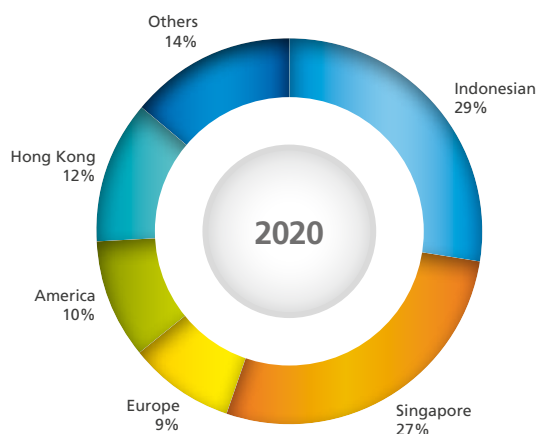
BCA holds analyst meetings and public expose regularly to present performance results every quarter. BCA also actively

attends conferences and non-deal road shows, activities organized by securities companies that connect BCA with both domestic and global investors. Apart from that, BCA also receives visits from investors and holds conference calls in line with investor's requests.

Statistics of BCA Investor Relations' Activities in 2020 and 2019

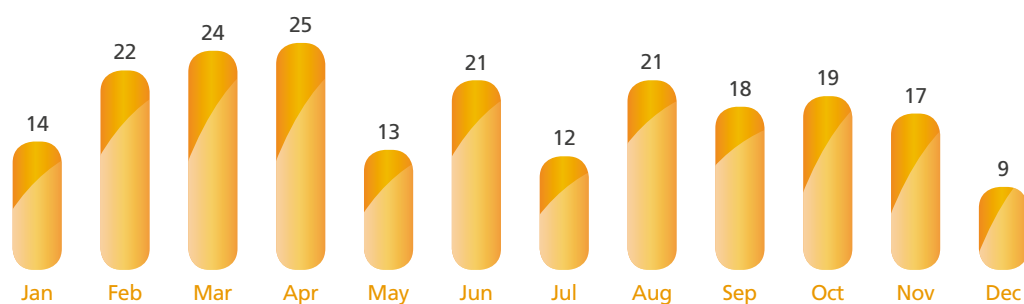
	2020	2019
Analyst Meeting and Public Expose	5	5
Non-deal road show	0	3
Investor Conferences and Group Call (domestic and international)	68	12
Investor's Visit	10	135
Conference Call	132	45
Total	215	200

The number of participants who attended investor visits, conferences, virtual conferences, group calls and conference calls was 667 (six hundred and sixty seven) people, comprising of people from the following countries:



Remark:

^{*)} Others come from Malaysia, India, Thailand, Australia, Taiwan, etc..

Frequency of Monthly Investor Relations Activities in 2020

The average frequency of Investor Relations activities in 2020 was 18 (eighteen) activities per month.

Investor Relations Contact

BCA Investor Relations can be contacted via:

Investor Relation Contact

PT Bank Central Asia Tbk

Menara BCA Lt.20

Jl. MH Thamrin No.1

Jakarta

Telp. : +62 21 235 88000

Email : investor_relations@bca.co.id

INTERNAL AUDIT FUNCTION

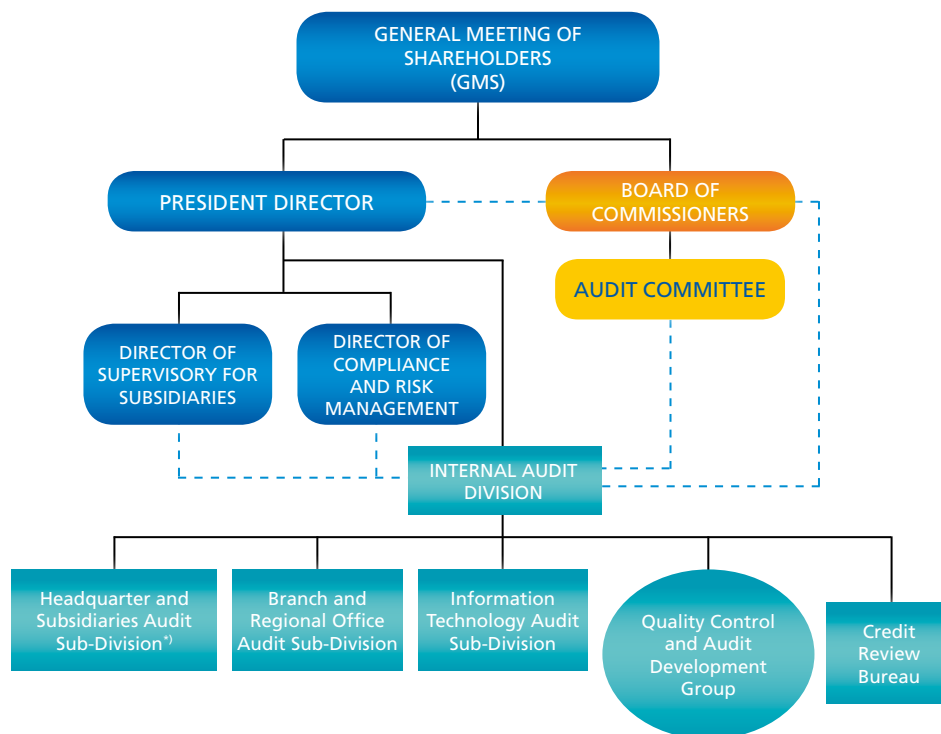
The Internal audit function is carried out by Internal Audit Division with reference to OJK Regulation No. 1/POJK.03/2019 dated January 28, 2019 concerning Implementation of Internal Audit Function in Commercial Banks. Internal Audit Division has a mission to improve and protect the value of BCA through providing risk-based and objective assurance, advice and insight, as well as acting as management strategic partner.

In carrying out its functions, the Internal Audit Division carries out independent and objective assurance and consultation to provide added value, by evaluating the effectiveness of the risk management process, internal control, governance, and the achievement of business goals.

Structure and Position of the Internal Audit Division

The Internal Audit Division's organizational structure is formed based on the Decree of the Board of Directors, recently adjusted by the Decree of the Board of Directors No. 063 / SK / DIR / 2017 dated May 17, 2017. Internal Audit Division is independent and responsible to President Director and can communicate directly with Board of Commissioners and Audit Committee. Internal Audit Division also submits audit reports to the Compliance and Risk Management Director.

The Internal Audit Division's organizational structure is as follows:



Remarks:

----- communication line/information delivery

*) Includes Integrated Internal Audit Function

To support the implementation of integrated governance for financial conglomerates, the Internal Audit Division carries out the integrated internal audit function in accordance with OJK Regulation No. 18/POJK.03/2014 concerning Implementation of Integrated Corporate Governance for Financial Conglomerates. The following are several initiatives undertaken in the implementation of integrated internal audits:

- Monitor the implementation of the Subsidiary's internal audit function and provide recommendations that enhances added value.

- Conduct audit on subsidiaries and provide recommendations for improvements.
- Support the development of Subsidiary's internal audit function.

In every semester, the Internal Audit Division submits an integrated internal audit report to the Board of Commissioners, Audit Committee, and the Board of Directors.

Appointment/Dismissal of the Head of Internal Audit Division

The Head of Internal Audit Division is appointed and dismissed by the President Director with the Board of Commissioners approval by considering the recommendations of the Audit Committee.

Profile of the Head of the Internal Audit Division

Ayna Dewi Setianingrum

Served as the Head of Internal Audit Division since November 1, 2017 based on the Employee Appointment Decree No. 314/SK/HCM-KP/A/2017 dated October 24, 2017.

Completed her Bachelor of Economics from Tarumanegara University in 1995 and obtained her Masters in Management from PPM School of Management in 2005.

Starting her career at BCA since 1995, she has experienced in various positions in the Internal Audit Division as Credit Audit Adviser (2006), Head Office Audit Adviser (2009), Head of Audit Office Sub Division (2012), Head of Information Technology Audit Sub Division (2014).

The Head of Internal Audit Division has participated in a series of competency development training programs to support her in carrying out the duties. The following are competency development programs that are followed in 2020.

No	Training Program/Workshop/Seminar/Conference	Organizer	Means/Location	Date
1	IIA CAE Summit – Assurance in Real Time 2020	IIA Malaysia	Virtual Event	September 8, 2020
2	Whistleblowing – The Best Fraud Detection Method	PwC Indonesia Webinar	Virtual Event	October 13, 2020
3	Heightened Fraud Risk Due to COVID-19	PwC Indonesia Webinar	Virtual Event	June 23, 2020
4	Accounting Impact of COVID-19 for Financial Services	PwC Indonesia Webinar	Virtual Event	June 2, 2020
5	Business Revamp: Overcoming Uncertainty through Knowledge	IKF IX 2020	Virtual Event	October 6, 2020

Internal Audit Charter

The Internal Audit Division has an internal audit charter as a frame of reference in carrying out its duties and contains mission, position in the organization, independency and objectivity, authority, and scope of work. Development of an internal audit charter is referring to OJK Regulation No. 56/POJK.04/2015 concerning Establishment and Guidelines for Internal Audit Charter and has been adjusted to OJK Regulation Number 1/POJK.03/2019 dated January 29, 2019 concerning Implementation of Internal Audit Function in Commercial Banks. The internal audit charter has been reviewed and updated periodically in accordance with BCA requirements and applicable regulations. The last update of the internal audit charter was carried out in May 2019, approved by the President Director and the Board of Commissioners, by taking into account the recommendations of the Audit Committee.

Independency

To support independency and ensure the effortless operation of the audit and monitoring the follow up of audit results, the Head of Internal Audit Division is responsible to the President Director and can communicate directly with the Board of Commissioners and the Audit Committee, to inform on various matters relating to the audit. Throughout 2020, there were 8 (eight) meetings with President Director, 8 (eight) meetings with Audit Committee, and 2 (two) meetings with the Board of Commissioners.

During 2020, Internal Audit Division has carried out audit activities independently. There are no conflicts of interest, limitation on the scope and access to data of personnel or property, as well as restriction of resources that can affect the independency.

Internal Audit Division has no authority and responsibility to carry out operational activities, both at BCA and its subsidiaries.

Auditor's Code of Ethics

In addition to complying with the BCA code of ethics, the Internal Audit Division has the auditor's code of ethics as a standard and reference in behaving and thinking in carrying out their duties and functions. The code of ethics refers to the International Professional Practices Framework (IPPF) -The Institute of Internal Auditors (IIA), which consists of integrity, objectivity, confidentiality and competency. Annually, auditors in the Internal Audit Division make a statement to comply with the auditor's code of ethics as an effort to increase commitment and trust of stakeholders.

To maintain the objectivity in performing audit, each auditor also makes a statement that the auditor has no family / financial / other interest in the object of the audit and / or the auditee which may allow the loss of objectivity.

Duties and Responsibilities of the Internal Audit Division

The scope of the assignment of the Internal Audit Division covers the activities in branch offices, regional offices, headquarters, subsidiaries, and outsourced to third parties activities, with the following duties and responsibilities:

1. Assist the President Director, the Board of Commissioners, and the Audit Committee in carrying out the supervisory function.
2. Develop and implement a risk-based annual audit plan and report the realization to the President Director, the Board of Commissioners and the Audit Committee.
3. Perform audit activities by testing and evaluating the adequacy and effectiveness of the risk management process, internal control, governance processes, and providing recommendations for improvements.
4. Evaluate the performance and achievement of targets from the work program of the Branch Office/Regional Office/Head Office.
5. Perform investigations if there any indications of fraud either obtained from audit activities or whistleblowing systems.
6. Perform special investigations/audit based on the request of Board of Commissioners, Audit Committee, or Board of Directors.
7. Coordinate with working units that perform other assurance functions to increase the effectiveness of the internal control system.

8. Monitor, analyze and report on the follow-up actions that have been carried out by the auditee in line with the recommendation of audit results.
9. Carry out continuous credit quality assessments.
10. Compile and submit reports of audit results to the Board of Commissioners, the Audit Committee and the Board of Directors, as well as other reports on the implementation of the internal audit function to the OJK in accordance with applicable regulations.
11. Carry out the integrated internal audit function.
12. Acting as a consultant for BCA internal parties, especially related to the scope of internal audit.

Audit Implementation Standards

The Internal Audit Division uses the Mandatory Guidance (covering Core Principles for the Professional Practice of Internal Auditing, the Code of Ethics, the Standards, and the Definition of Internal Auditing) established by The Institute of Internal Auditors and OJK Regulation Number 1/POJK.03/2019 concerning Implementation of Internal Audit Function in Commercial Banks, as the Internal Audit Professional Standard. In addition, Internal Audit Division also uses the standard issued by Information System Audit and Control Association (ISACA) as a reference for best practices.

Review by an independent external party is conducted at least once in 3 (three) years. The last review by an external party was carried out in June 2020 with the conclusion is generally conform and the report submitted to OJK in August 2020.

The Internal Audit Division applies risk-based audit methodology in performing audits. In line with developments in technology, the Internal Audit Division continues to optimize the use of data, develop tools and technology to increase the effectiveness and efficiency of audit as well as increase added value and early warning systems of potential errors/fraud, among others by implementing Continuous Auditing and Predictive Analytic Tools.

To support audit activities, the Internal Audit Division has used an integrated Audit Management System to support the implementation of the audit process, audit planning, and up to monitoring of follow up to audit results.

Number of Auditors in the Internal Audit Division

As of December 31, 2020, the Internal Audit Division supported by 188 (one hundred and eighty eight) internal auditors with various positions, work experience, and professional certifications.

Internal auditors have participated in various professional certification programs with the number of certifications held by the end of 2020 are as follows:

Certification	Number of Auditors
Chartered Accountant (CA)	2
Certified Information System Auditor (CISA)	2
Certified Fraud Examiner (CFE)	1
Enterprise Risk Management Certified Professional (ERMCP)	2
Certified General Insurance (CGI)	1
Risk Management Certification (SMR) – Level 1	33
SMR – Level 2	31
SMR – Level 3	16
SMR – Level 4	5
Qualified Auditor Intern Bank (QAIB) – Auditor	29
QAIB – Supervisor	18
Qualified Internal Auditor (QIA)	20

Competency Development

The Internal Audit Division has a continuous professional development program referring to The Institute of Internal Auditors - Competency Framework, aligned with the BCA strategy. The Internal Audit Division has conducted auditor competency mapping and skill assessment according to the Internal Audit Division's needs, as a reference in developing sustainable competency and to meet the needs of specialist auditors.

Auditor professional development is carried out continuously, both internally and externally, through training or seminars to gain insight and keep abreast of developments in the fields of auditing, business and information technology according to best practices.

Participation in the Internal Audit Professional Association

The Internal Audit Division has included its internal auditors in various internal audit professional associations in order to expand insight and develop auditors' professional competence, including Institute of Internal Auditors (IIA) - Indonesian Chapter, Association of Fraud Examiners (ACFE) - Indonesian Chapter, Information Systems Audit and Control Association (ISACA), the Bank's Internal Auditor Association (IAIB), Institute of Indonesia Chartered Accountants (IAI), and the Internal Audit Development Foundation (YPIA).

Internal Audit Division Activities in 2020

In 2020, the Internal Audit Division has carried out audits of Branch Offices, Regional Offices, Divisions/Work Units of the Head Office, and Subsidiaries in accordance with the Annual Audit Plan which is determined based on the periodic results of risk assessments. The focus of the audit adjusted to take into account the increasing risks associated with the COVID-19 pandemic, are as follows:

1. Assessment on credit quality, credit restructuring process including alignment with government and regulatory policies, as well as the adequacy of reserves.
2. Review on treasury activities related to risk management of market and liquidity.
3. Operational risk, especially related to Information Technology (IT) activities, in line with the increase in digital transactions. The assessment includes reviews of IT infrastructure, reliability of the main application systems that support BCA operations (deposit, credit, trade finance), mobile banking, development of Electronic Data Capture (EDC) and the Business Continuity Plan (BCP).
4. Regulatory audit in accordance with Bank Indonesia and OJK regulation:
 - Payment system process.
 - Internal Capital Adequacy Assessment Process (ICAAP).

Focus of the 2021 Audit Plan

Related to on going condition of the COVID-19 pandemic, the focus of 2021 audit assessment is adjusted in line the results of the risk assessment, especially related to credit, operational, market, and liquidity risk.

1. Credit quality related to restructuring and credit processes.
2. Implementation of Branch 2020 in line with the wider implementation to improve services in meeting customer needs by utilizing latest technological developments.
3. The reliability of main applications that support the Bank's operations (treasury, accounting, remittance).
4. Implementation of Anti Money Laundering and Prevention of Terrorism Funding (AML and CFT).
5. Increase the role of Early Warning Systems (EWS) by continuously expanding the scope of audits through continuous auditing and data analytics and developing predictive analytic tools for early detection of potential errors (fraud)/fraud by utilizing the latest technology.
6. Continue to develop auditor competence and professionalism on an ongoing basis.
7. Enhance the integrated internal audit function by providing support for the development of Subsidiary's internal audits, and provide recommendations for improvement.

PUBLIC ACCOUNTING FIRM (EXTERNAL AUDIT)

The Annual General Meeting of Shareholders on April 9, 2020 authorized the Board of Commissioners to appoint and/or replace the Public Accounting Firm Registered in OJK (including PA Registered in OJK incorporated in the Registered PAF) to audit/examine the BCA's books and records for the year ending December 31, 2020, and determine the amount of the honorarium and other conditions regarding the appointment of a PAF Registered in OJK (including PA Registered in OJK incorporated in the Registered PAF) by taking into account the recommendations of the Audit Committee and the prevailing laws and regulations.

Based on this power of attorney, the Board of Commissioners appointed the PAF to conduct an audit of BCA's financial statements for the financial year ending December 31, 2020, as follows:

Name of Public Accountant (PA)

Jimmy Pangestu

Name of Public Accounting Firm (PAF)

KAP Tanudiredja, Wibisana, Rintis & Rekan (a member firm of PwC Global Network)

During 2020, no former members of the Board of Directors, managerial levels, or employees of BCA who were BCA external auditors.

In 2020, KAP Tanudiredja, Wibisana, Rintis & Rekan (a member firm of PwC Global Network) was PAF who conducted audit of BCA for the fourth period and for Public Accountant is a first year assignment.

Upon the appointment of KAP Tanudiredja, Wibisana, Rintis and Rekan (a member firm of PwC Global Network), BCA submitted a report to OJK through the Board of Directors Letter No. 478/DIR/2020 dated July 1, 2020. This was in accordance with the provisions stipulated in OJK Regulation No. 13/POJK.03/2017 concerning Use of the Services of Public Accountants and Public Accounting Firms in Financial Services Activities and OJK Circular Letter No.36/SEOJK.03/2017 concerning Procedure for Use of the Services of Public Accountants and Public Accounting Firms in Financial Service Activities.

Every year BCA submits an annual publication report accompanied by a Management Letter on the audit of the annual financial report to OJK no later than 4 (four) months after the end of the financial year.

Procedures for Using Public Accountant Services

In order to fulfill the implementation of external audit function in accordance to OJK Regulation No. 13/POJK.03/2017 concerning Use of the Services of Public Accountants and Public Accounting Firms in Financial Services Activities and OJK Circular Letter No.36/SEOJK.03/2017 concerning Procedure for Use of the Services of Public Accountants and Public Accounting Firms in Financial Service Activities:

1. BCA uses the services of PA and/or PAF to carry out an annual audit of historical financial information based on work agreement with the PAF. The work agreement includes the scope of the audit.
2. BCA restricts the use of audit services from the same PA for the maximum period of 3 (three) consecutive financial reporting years. BCA may reappoint the same PA for the audit of annual historical financial information after 2 (two) consecutive financial reporting years, if not using such audit services from the same PA.
3. Appointment of PA and/or PAF shall be carried out on PA and/or PAF registered at OJK.
4. BCA's AGMS has given the power and authority to the Board of Commissioners to appoint PAF (including PA) based on prior recommendations from the Audit Committee to the Board of Commissioners.

5. The proposal for the appointment of PA and/or PAF submitted by the Board of Commissioners considers the recommendations of the Audit Committee, by taking into account:
 - a. Independence of PA, PAF, and staff of PAF;
 - b. Scope of audit;
 - c. Audit services fee;
 - d. Expertise and experience of PA, PAF, and audit team of PAF;
 - e. Audit methodology, techniques, and tools used by PAF;
 - f. Benefits of fresh eye perspectives that will be obtained through the replacement of PA, PAF, and audit team of PAF;
 - g. Potential risks for using audit services by the same KAP consecutively for a long period of time; and/or
 - h. Evaluation of the implementation of audit services on annual historical financial information by PA and PAF in the previous period.
6. BCA reports the appointment of PA and/or PAF regarding the audit of annual historical financial information by using the form contained in the attachment (OJK Circular Letter No.36/SEOJK.03/2017 concerning Procedure for Use of the Services of Public Accountants and Public Accounting Firms in Financial Service Activities), by attaching:
 - a. The documents for the appointment of PA and/or PAF, among others, the Summary of Minutes of General Meeting of Shareholders or Minutes of General Meeting of Shareholders, Work Agreement between BCA and PAF.
 - b. Recommendations of the Audit Committee and considerations used in providing recommendations for the appointment of PA and/or PAF.

Effectiveness of External Audit Implementation

The Audit Committee evaluates the implementation of audit services provision on annual historical financial information provided by the PA and/or PAF, at least including:

- a. Conformity of the implementation of audit by the PA and/or PAF with the applicable audit standards;
- b. Adequacy of time for field work;
- c. Assessment of the scope of services provided and the adequacy of sampling; and
- d. Recommendations for improvements provided by the PA and/or PAF.

The ACEvaluation report is submitted by the Board of Directors of BCA by using the form contained in the attachment (OJK Circular Letter No.36/SEOJK.03/2017 concerning Procedure for Use of the Services of Public Accountants and Public Accounting Firms in Financial Service Activities) and signed by the Audit Committee.

Relationship between Bank, Public Accountants, and OJK

In the implementation of audits, BCA always communicates with external auditors regarding the audit plan, audit progress and other important issues to support the smoothness of the audit process. The audit report is submitted to the OJK in accordance with the prevailing laws and regulations.

2020 Audit Fees

KAP Tanudiredja, Wibisana, Rintis & Rekan (a member firm of PwC Global Network) was appointed as BCA's auditor to audit BCA's financial statements for the year ending December 31, 2020, with the service fee of Rp7,580,000,000.- (seven billion five hundred and eighty million rupiah) excluding VAT.

Other Services Provided by PAF/PA Beyond Audit

In 2020, KAP Tanudiredja, Wibisana, Rintis & Rekan (a member firm of PwC Global Network) also provided services for validating the implementation of PSAK 71, and services for reviewing the internal audit function, with the service fee of Rp562,000,000.- (five hundred and sixty two million rupiah) excluding VAT and Rp850,000,000.- (eight hundred and fifty million rupiah) including VAT.

Information regarding PAF and PA that performed audit services of BCA for the past 5 (five) years, as follows:

	2020	2019	2018	2017	2016
Public Accounting Firm	Tanudiredja, Wibisana, Rintis & Rekan	Tanudiredja, Wibisana, Rintis & Rekan	Tanudiredja, Wibisana, Rintis & Rekan	Tanudiredja, Wibisana, Rintis & Rekan	Siddharta Widjaja and Rekan
Public Accountant	Jimmy Pangestu	Lucy Luciana Suhenda	Lucy Luciana Suhenda	Lucy Luciana Suhenda	Kusumaningsih Angkawijaya

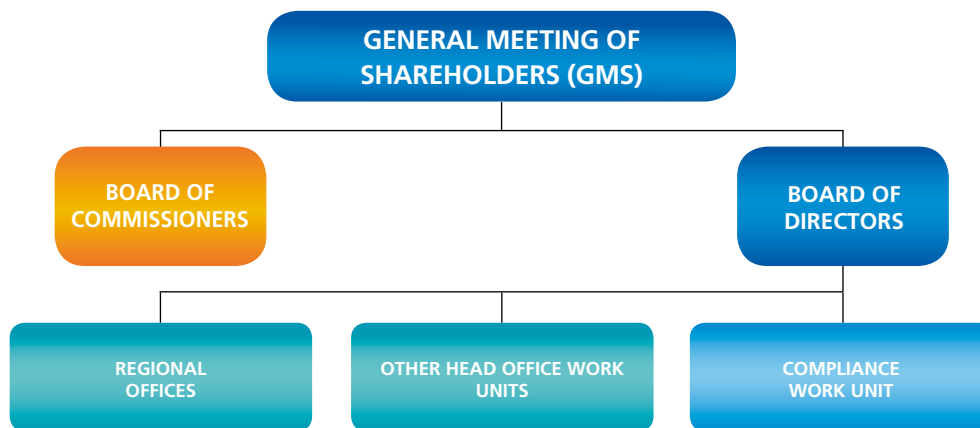
COMPLIANCE FUNCTION

In performing the compliance function based on the OJK Regulation No. 46/POJK.03/2017 concerning Implementation of Commercial Bank Compliance Function, BCA has established a Compliance Work Unit (SKK) that is independent and free from the influence of other work units. Moreover, as the main entities in the BCA financial conglomerate and in order to implement the Integrated Governance for financial conglomerate, BCA has added the integrated compliance aspect in the organizational structure of SKK.

SKK Organizational Structure

Compliance Work Unit (SKK) Organizational Structure is stipulated under the Board of Directors Decree No. 170/SK/DIR/2018 dated October 25, 2018. SKK is led by a Chairman of SKK where the appointment has been reported to the Financial Services Authority (OJK).

SKK is responsible directly to the Compliance Director. The appointment and dismissal of Compliance Directors meet the applicable requirements and go through the process which determined by Financial Services Authority (OJK).



SKK Responsibilities

The followings are the responsibilities of SKK:

- Monitor BCA's level of compliance in fulfilling the provisions by the Financial Services Authority (OJK), Bank Indonesia (BI) and other regulators. This includes ensuring that the policies, provisions, systems and procedures, as well as BCA's business activities are in compliance with the regulatory provisions;
- Coordinate the implementation of the Anti-Money Laundering and Prevention of Terrorism Funding Program (AML and CFT), i.e. by being responsible to make an assessment of the risk of AML and CFT program implementation in pursuant to the regulatory provisions.

Integrated Compliance Function

In accordance with OJK Regulation No. 18/POJK.03/2014 concerning Implementation of Integrated Good Corporate Governance for Financial Conglomerates, BCA as the main entity in financial conglomerate also added an integrated compliance function in the Compliance Work Unit organizational structure. The main tasks of the integrated compliance function in the Compliance Work Unit are monitoring and evaluating the compliance function implementation and its compliance level on each of the Financial Services Institution (FSI) that incorporated within BCA Financial Conglomerate, including the implementation of the AML and CFT program.

To ensure the BCA's compliance function implementation, the Board of Directors and the Board of Commissioners actively monitor its implementation through the policies and procedures approval, periodic reporting, clarification requests, and meetings.

Implementation of the Compliance Function Duties in 2020

In 2020, SKK has performed its functions as follow:

1. Encouraged the creation of a compliance culture
 - Conducted the socialization/informed the latest regulations from regulators to the Board of Directors, Board of Commissioners, and work units.
 - Provided the information about the regulations enacted by OJK, BI, and other laws and regulations on BCA's portal site that can be accessed by work units.
 - Engaged in various training, seminars, regulatory socialization, and compliance certification organized by the Banking Professional Certification Institute (LSPP) which attended by SKK human resources in order to improve quality, including active participation in the working group of the Banking Compliance Director Communication Forum (FKDKP).

- Carried out the consultative functions related to the implementation of applicable regulations through the provision of advice / response to questions from the work unit or branch.
2. Ensured that BCA's policies, provisions, systems and procedures, as well as business activities complied with the provisions:
 - Identified the sources of compliance risk.
 - Conducted the gap analysis, analyzed the impact of any new provision to BCA operations, and proposed manual adjustments, internal policies and procedures.
 - Updated the database in accordance to the applicable regulatory provisions.
 - Developed a Compliance Matrix Diary as a monitoring tool to keep BCA's commitment to the reporting obligations to regulators.
 - Reviewed and provided opinions to ensure the compliance with applicable regulatory provisions for:
 - ✓ New products and activities Design;
 - ✓ Internal regulations draft to be issued;
 - ✓ Corporate credit releases adherence; and
 - ✓ Documents in order to ensure operational readiness for opening, changing addresses and closing office networks.
 - Conducted a compliance test on the application of provisions at Branch Offices, in collaboration with the Branch Internal Supervisor.
 - Monitored the level of compliance with applicable regulatory provisions pertaining to prudential banking principles, such as:
 - ✓ Minimum Capital Adequacy Requirement (KPM);
 - ✓ Statutory Reserves (GWM);
 - ✓ Net Open Position (PDN);
 - ✓ Legal Lending Limit (BMPK);
 - ✓ Non Performing Loan (NPL); and
 - ✓ Macroprudential Intermediation Ratio (RIM).

Throughout 2020, BCA operations were run in compliance with prudential provision under the prudential banking principle.

 - Conducted monitoring towards if there were any sanctions/fines imposed by the regulator.
 - Made a compliance risk assessment and compiled a Compliance Risk Profile Report in every quarter as an effort to manage compliance risk.
 - Prepared the Quarterly Compliance Monitoring Report to be submitted to the Board of Director and Board of Commissioner.
 - Coordinated with the work units in order to assess the Bank's risk-based soundness.
 - Utilized the information technology, also known as Regulatory Technology (RegTech) to increase the efficiency and effectiveness in overseeing the regulatory provisions process.
 3. Ensured BCA compliance against the commitments made to regulators:
 - Monitored BCA's commitment to OJK, BI, and other regulators in collaboration with the Internal Audit Division (DAI).
 - Monitored and followed up on requests for information/data by OJK and BI in the context of bank oversight function.
 4. Monitored and evaluated the compliance function on each of the subsidiaries that incorporated under BCA financial conglomerate, and prepared the integrated compliance reports to be submitted to the Board of Director and Board of Commissioner.

Compliance Indicators in 2020

Compliance indicators in 2020 presented as the BCA's commitment and BCA's level of compliance with the prevailing rules and regulation, as follow:

Table of Compliance Indicators in 2020

No	Compliance Indicator	Applicable Provision	BCA's Achievement	Description
1	Minimum Capital Adequacy Requirement (KPM) Covers the credit risk, market risk, and operational risk.	Min. 14% to < 15%	23.80%	Higher than the minimum limit
2	Non Performing Loan (NPL) Net	Max. 5%	1.34%	Lower than the maximum limit
3	Legal Lending Limit (BMPK)	Max. 10% of Equity	0.00%	Not exceed or violate the Legal Lending Limit of the related party and non-related party.
4	Statutory Reserves (GWM) Rupiah	Min. 3%	6.05%	Comply
5	Macroprudential Liquidity Buffer (PLM)	Min. 6%	13.51%	Comply

No	Compliance Indicator	Applicable Provision	BCA's Achievement	Description
6	Statutory Reserves (GWM) Foreign Exchange	Min. 4%	8.52%	Comply
7	Net Open Position (PDN)	Max. 20% from Capital	0.94%	Lower than the maximum limit
8	Liquidity Coverage Ratio (LCR)	Min. 85%	276.29%	Higher than the minimum limit

Commitments to OJK, BI and other supervisory authorities have been properly met.

Anti-Money Laundering and Prevention of Terrorism Funding Program (AML and CFT)

BCA is committed to implement Anti-Money Laundering and Prevention of Terrorism Funding Program (AML and CFT) in accordance with OJK Regulation No. 12/POJK.01/2017 and OJK Regulation No. 23/POJK.01/2019 I Implementation of Anti Money Laundering and Combating the Financing of Terrorism Program in Financial Services Sector and OJK Circular Letter No. 32/POJK.03/2017 Implementation of Anti Money Laundering and Combating the Financing of Terrorism Program in Banking Sector. Activities related to the implementation of AML and CFT program during 2020 included the following:

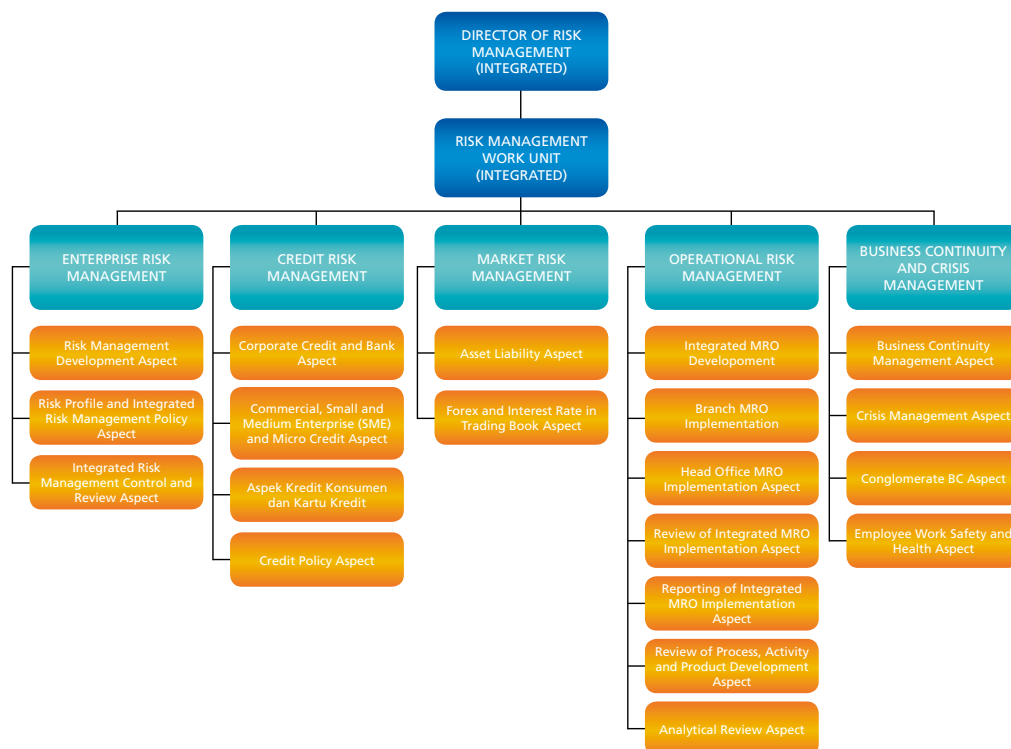
- Performed periodic reports of the AML and CFT implementation to the to the Board of Director and Board of Commissioner.
- Monitored suspicious financial transactions using web-based application, namely the STIM (Suspicious Transaction Identification Model), developed and improved a system of applications using the latest technology, and updating parameters that can detect suspicious transactions.
- Coordinated the customer data updates by setting up the targets and monitoring their realization.
- Reviewed the new products and activities plan to ensure they take into account the AML and CFT regulations.
- Screened the customer data and watch list transactions through the List of Suspected Terrorists and Terrorist Organizations (DTTOT), and the List of Funding of Proliferation of Weapons of Mass Destruction (DPPSP), The Office of Foreign Assets Control (OFAC) List, United Nations (UN) List, European Union (EU) List, which issued by the competent authority whenever a new account was opened and when there were any changes in the watch list transactions record.
- Identified and assessed the risk of AML and CFT implementation in BCA using a risk-based approach by considering the factors related to customers, countries or geographical areas, products and services and distribution networks.
- Conducted compliance tests of the AML and CFT implementation at branch offices in collaboration with branch internal supervisors.
- Reported suspicious financial transactions, cash financial transactions, and financial funds transfer transactions from and to overseas, and submitted the data via the Integrated Service User Information System (SiPESAT) to the Financial Transaction Reports and Analysis Center (PPATK).
- Improved the understanding of the AML and CFT continuously by organizing training and socialization through the classroom training, online training, e-learning, and virtual events and internal forums such as the Coordination Meeting with the Head of the Operational Branch and the Service Operation Forum.
- Developed the training materials of the AML and CFT Implementation.
- Conducted the periodic reviews of internal regulations related to AML and CFT which in accordance to the regulatory provisions, as well as the changes in BCA's processes or products.

IMPLEMENTATION OF RISK MANAGEMENT

BCA is applying the risk management and internal control system effectively in accordance with objectives, policies, the size and complexity of its business activities. The Board of Commissioners and the Board of Directors of the BCA responsible for the implementation of risk management and internal control system in BCA, and its Subsidiaries as part of BCA Financial Conglomerate.

In ensuring the implementation of effective risk management, the bank has guidelines that are in accordance with the requirements and procedures set by the regulator and refers to international best practices. BCA has The Basic Risk Management Policy based on Board of Directors Decree No. 126/SK/DIR/2017 Dated October 3rd 2017 dan The integrated risk management policy based on Board of Directors Decree No. 178/SK/DIR/2015 dated December 10th 2015. Both policies are in accordance with OJK Regulation No. 18/POJK.03/2016 concerning Application of risk management for commercial bank and OJK Regulation No. 17/POJK.03/2014 concerning Implementation of Integrated Risk Management for Financial Conglomerates.

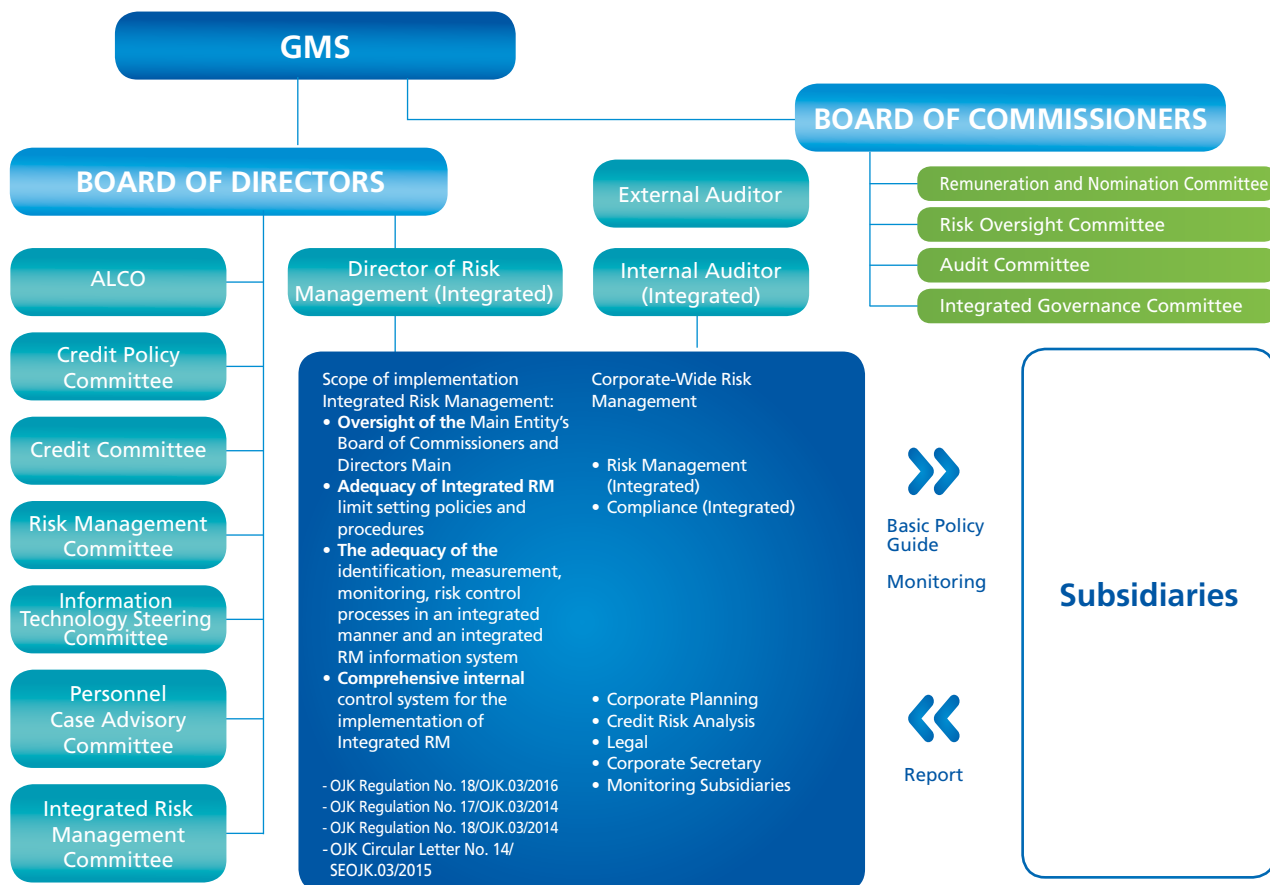
Risk Management Organizational Structure



Overview of the Company's Risk Management System

In the process of risk management, BCA has implemented the Integrated Risk Management Framework. This framework is used in the determination of organizational strategies, policies and procedures, and risk management infrastructure to ensure that all risks faced by the BCA can be identified, analyzed, evaluated, monitored, and reported correctly.

Risk Management Implementation Framework



The implementation of BCA risk management includes:

- Active supervision of the Board of Commissioners and Board of Directors.

The implementation supervision of the Board of Commissioners and Board of Directors are conducted in accordance with the duties and responsibilities in the Corporate Governance Guidelines on the Application of Risk Management. The board of Commissioners actively maintaining the communication with the board of Directors to provide advice on strategic steps in the application of risk management in the BCA.

- Supervision by Board of Commissioners assisted by Risk Oversight Committee (ROC), aims to ensure the existing risk management framework has provided adequate protection against all BCA's risks and has the main duty :
 - To provide recommendations and opinions in an independent professional manner regarding the suitability of policies with the implementation of risk management policies.

- Monitor and evaluate the implementation of the duties of the RMC and risk management unit

- Supervision by Board of Directors assisted by:
 - Risk Management Committee (RMC) specifically tasked with providing recommendations to the Board of Directors which at least includes:
 - Draw up policies, strategies, and guidelines for risk management implementation.
 - Improve the implementation of management based on the results of evaluation on the implementation of effective risk management processes and systems.
 - Determine other matters pertaining to business decisions that deviate from normal procedures (irregularities).

- b. Integrated Risk Management Committee (IRMC) specifically tasked with providing recommendations to the Board of Directors which at least includes:
 - The preparation of integrated risk management policies.
 - Improvement of completion of integrated risk management policies based on the results of the implementation evaluation.
 - c. Another committee that is tasked to handle risk more specifically, among others, the Credit Policy Committee, Credit Committee as well as Asset and Liability Committee (ALCO).
- The adequacy of risk management policies and procedures and risk limits.
 1. BCA has managed risks and ensure the availability of policies and determination of risk limits supported by procedures, reports and information systems that provide accurate and timely information and analysis to management, including determining steps to deal with changing market conditions.
 2. BCA has ensured that in the process of compiling work systems and procedures it has taken into account both the operational and business aspects and the level of risk that may occur in a work unit.
 3. BCA has the Basic Policy of Risk Management (KDMR) and the Basic Policy of Risk Management Integrated (KDMRT) as the main guidelines in the implementation of risk management in the BCA. The provisions set forth in KDMR and KDMRT include:
 - a. Framework of the risk management application of each type of risk.
 - b. Report of the risk management application.
 - c. The application of consolidated risk management.
 - d. The application of integrated risk management.
 4. The implementation of the review of the policies, procedures, and risk management framework are conducted periodically in accordance to the needs of the BCA and the laws and regulations that apply.
- The adequacy of the process of identification, analyze, evaluate, and control of risk as well as risk management information system.
 1. BCA has adequate procedures for the identification, analyze, evaluate, and control of risk as well as risk management information system. Monitoring risk exposures on an ongoing basis by SKMR
 2. SKMR has been formed to ensure BCA and its subsidiary company in an integrated manner to mitigate risks properly through the identification,

measurement, monitoring, control and reporting in accordance with risk management framework and be able to face an emergency that threatens going concern of BCA.

Roles and Responsibilities SKMR included:

- a. Provide suggestion to Board of Directors in formulating policies, strategies, and framework for the implementation of risk management.
 - b. Enhancement of procedures and tools to identification, analyze, evaluate, and control risk.
 - c. Design in implement infrastructure as needed for the implementation of risk management.
 - d. Monitoring the implementation of policy, strategy and risk management framework approved by the board of Directors.
 - e. Monitor the position or exposure risk overall and for each risk, including monitoring compliance with risk tolerance and limit.
 - f. Conducted stress testing.
 - g. Identify and control all risks including those originating from new products and new activities.
 - h. Provide recommendation to work units and/or to KMR/KMRT regarding the application of risk management.
 - i. Evaluate the accuracy and validity of the data used to measure risk.
 - j. Prepare and submit Risk Profile Reports at least quarterly and Report on the Risk Profile of the Integrated each semester.
 - k. review periodically to ensure the adequacy of the framework, methodology, and risk management information system.
 - l. Carry out the authority and responsibility as integrated risk management work unit integrated in accordance with the OJK Regulation No. 17/POJK.03/2014 concerning Implementation of Integrated Risk Management for Financial Conglomerates.
3. BCA has built a technology-based information system, which is an Integrated Risk Management Information System (IRMIS) application that will be used to prepare:
 - BCA Risk Profile Report (LPR BCA).
 - Integrated Risk Profile Report (LPRT).
 - Integrated Capital Adequacy Report (LKPT).
 The implementation of the review of the risk management information system is conducted periodically to adjusted the needs of the BCA and the laws and regulations that apply.

- Internal control system comprehensively.
The implementation of the system of internal control to support the implementation of risk management in BCA is presented on page 463 of the Internal Control System section in this Annual Report.

Risks Faced and Managed

In accordance with OJK Regulation No. 17/POJK.03/2014 concerning the Implementation of Integrated Risk Management for Financial Conglomerates and OJK Circular Letter No. 14/SEOJK.03/2015 concerning the Implementation of Integrated Risk Management for Financial Conglomerates, BCA becomes the Main Entity of the BCA's Financial Conglomerate, which integrates the managing of 10 (ten) types of risks, as follows:

1. Credit Risk

- Risk organization continues to be refined by referring to the four eyes principle where credit decisions are taken from two sides, namely business development, and credit risk analysis.
- BCA has a basic bank credit policy (KDPB) which is constantly refined in line with BCA's development, regulatory provisions and in accordance with the prudential banking principles and international best practices.
- Improvement of credit risk management system and procedures is carried out through the development of a "Loan Origination System on the workflow of crediting process (from beginning to end) so that an effective and efficient credit process can be achieved. The development of a debtor risk profile measurement system continues to be developed so that it can be applied as a whole, as well as the process of building a credit database that continues to be carried out and refined.
- To maintain credit quality, monitoring continues to be carried out regularly, both in the credit category (corporation, commercials, small and medium Enterprises (SME), Consumers and Credit Cards), the industrial sector and the overall credit portfolio and branches that have SME/KPR Credit Card with a DPK 30+ ratio (overdue > 30 days) and a high NPL, close monitoring and control of authority is carried out so that the branch can focus on improving credit quality.
- BCA has developed credit risk management by conducting stress testing analysis of the loan portfolio and monitoring the results of the stress testing. In response to conditions of market changes and economic turmoil, BCA periodically conducts stress testing analysis. Stress testing is useful for BCA as a tool to estimate the magnitude of the risk impact on "stressful conditions" so that the Company can make appropriate strategies to mitigate these risks as part of implementing the "contingency plan"
- In the context of monitoring and controlling credit risk that occurs in subsidiaries, BCA has regularly monitored the credit risk of subsidiaries, while ensuring that the subsidiaries have a good and effective Credit Risk Management Policy.
- BCA has already implement the Early Warning System (EWS), followed by credit provisions in accordance with the latest provisions of the regulator and the development of the credit business with due attention to the credit business and to the principles of prudence and BCA's risk appetite.
- In 2021, the focus will be on developing a credit scoring system with a more advanced analytics to support sustainable credit growth.
- BCA has also developed a policy regarding of restructuring of credit for borrowers who affected by COVID-19 with reference to the OJK regulation No. 11/POJK.03/2020 concerning National Economic Stimulus as a Countercyclical Policy on The Impact of The Spread of Coronavirus Disease 2019, through the mechanism of:
 - Determination of credit quality and the criteria of the debtor that can be given to restructuring.
 - Establish different restructuring scheme for each segment:
 - o Productive Credit: providing grace period, extension of the tenor and interest rate reduction.
 - o KPR: an extension of the tenor, providing grace period and interest rate reduction.
 - o KKB: postponement of installment payments and the option of an extension of the tenor.

2. Market Risk

- In managing foreign exchange risk, the BCA centralizes the management of Net Open Position (NOP) in the Treasury Division, which combines daily NOP Reports from all branches. In general, each branch must close its foreign exchange risk at the end of each working day, even though there is a PDN tolerance limit for each branch depending on the amount of foreign exchange transaction activity in the branch. BCA makes daily NOP Reports that combine PDN in consolidated and administrative account financial position reports (off-balance sheet accounts).

- To measure foreign exchange risk, BCA uses the Value at Risk (VaR) method with the Historical Simulation approach for internal reporting purposes, while for the calculation of reporting on the Minimum Capital Provision Obligation, the Company uses standard methods in accordance with regulatory provisions.
- ALCO regularly monitors market developments and adjusts deposit and credit interest rates.
- BCA deposits and credit interest rates based on market conditions and competition by monitoring the movement of the benchmark interest rates and interest rates offered by competing banks.
- In order to anticipate the impact of the pandemic COVID-19 to market risk, BCA has taken several steps which is to analyze and review the policy of risk weights to anticipate market risk which is reflected from the increased volatility of the exchange rate USD to IDR, as well as doing a stress test for the position of Trading and AFS.

3. Liquidity Risk

- BCA attaches great importance to safeguarding the adequacy of liquidity in fulfilling its commitments to customers and other parties, both in terms of providing credit, repaying customer deposits, and for meeting operational liquidity needs. The overall management function of liquidity needs is carried out by ALCO and operationally by the Treasury Division.
- The measurement and control of liquidity risk is carried out by:
 - Monitoring liquidity reserves and liquidity ratios such as Loan to Funding Ratio (LFR), Liquidity Coverage Ratio (LCR) and Net Stable Funding Ratio (NSFR).
 - Analyzing maturity profiles, cash flow projections.
 - Stress test regularly to see the impact on BCA's liquidity in the face of extreme conditions. The company also has a contingency funding plan to deal with these extreme conditions.
- BCA has implemented provisions related to liquidity in accordance with regulatory provisions that require the Bank to maintain Rupiah liquidity (Statutory Reserves/GWM) both on daily basis and on average for a certain reporting period:
 - Primary GWM and RIM Demand Deposits (Macroprudential Intermediation Ratio) in the form of Rupiah demand deposits at Bank Indonesia.

- PLM (Macroprudential Liquidity Buffer) in the form of SBI, SDBI, and SBN.
- Foreign currency GWM in the form of foreign currency demand deposits at Bank Indonesia
- In order to anticipate the impact of the pandemic COVID-19 against the liquidity risk, BCA has taken several steps among others:
 - Improving monitoring changes of secondary reserves and other liquidity ratios to ensure adequate liquidity and Early Warning Indicators (EWI) as the leading indicator of liquidity risk.
 - Simulation of liquidity risk stress testing.
 - Increasing the frequency Meeting of ALCO to review the funds rate and credit.

4. Operational Risk

- A reliable and effective Operational Risk Management is a key factor in maintaining BCA's position as the leading transaction bank in Indonesia. BCA faces operational risks caused by human errors, insufficient internal processes, system failures, and or external events. To manage, mitigate, and minimize operational risks, BCA has an Operational Risk Management Framework, and has implemented the Operational Risk Management Information System (ORMIS), a web-based application that consists of several tools and methodology, as follows:
 - Risk Control Self Assessment (RCSA) to all branches /regional offices and to work units/divisions at the Head Office that are considered to have significant operational risks. One of the objectives of RCSA implementation is to instill a risk culture and increase risk awareness which is the main requirement in risk management.
 - Loss Event Database (LED) as a database of cases of losses related to operational risk that occur in all Branch/Regional Office and Work Unit/Division at Head Office. The main purpose of implementing LEDs is as a means of recording operational losses that will be used in calculating the capital burden allocation for operational risks, continuous monitoring of events that can cause operational losses for BCA, and to analyze cases or problems encountered, so that corrective/preventive actions can be taken to minimize/mitigate the risk of operational losses that may arise in the future.

- Key Risk Indicator (KRI) which is an application used to provide an indicator as a means to be able to provide an early warning sign of the possibility of an increase in operational risk in a work unit. This KRI is also further developed as Predictive and Risk Management which can assist the Work Unit in monitoring risk exposures.
- In accordance with regulators provisions regarding the Minimum Capital Provision Obligation, in calculating BCA's capital adequacy ratio (CAR), BCA has allocated capital for the provision of losses from operational risk using the Basic Indicator Approach, excluding capital allocation for reserve losses from credit risk and market risk.
- With the enactment of the calculation of ATMR for Operational Risk using the standard approach by the regulator, the bank has conducted a gap analysis and prepare the things that need to be done in order to meet the specified requirements by the Regulator.
- To ensure that BCA can serve 24 hour and seamless banking transactions, the Company runs 2 (two) data centers in redundancy designed to ensure business continuity in the event of a system failure in one of the two data center locations.
In addition to 2 (two) data centers that work in mirroring, BCA also has a Disaster Recovery Center (DRC) in Surabaya. At present the Surabaya DRC continues to be developed as part of the Bank's Business Continuity Management and is designed to be able to operate as a Crisis and Command Center in the event of a disruption or natural disaster in the Jakarta area which causes the data center in Jakarta to be inoperable.
- BCA also has a Secondary Operation Center ready for use in the event of a disturbance/ disaster in the building/work location of BCA's Critical Work Unit.
- In order to support government programs in anticipation of the spread of COVID-19 to continue and to prioritize the safety and comfort of the customer in the transaction, without neglecting the health of customers and workers, then the BCA do the following things:
 - Improve the experience of customers in the trade in the digital world, with the initiative here :
 - ⇒ Cardless Banking
 - ⇒ Digital Account Opening
 - ⇒ QR Payment
 - ⇒ Omni Channel, which is an integrated individual data between electronic channels BCA
 - Developed infrastructure in order to support Work From Home (WFH) for workers according to the rules from the government without neglecting support for the customer in the transaction.
- Security awareness done on a routine basis to all workers and management BCA in the form of e-learning, videos, infographics, and simulated phishing email. As a form of awareness BCA to the security of the client and to provide the best service to the customer, the bank also conducts webinars on cybersecurity to the customer.
- In order to minimize the risk of impact of the pandemic COVID-19 BCA also do the following, among which:
 - a. Socialization to the workers regarding the information related to COVID-19, a plea to anticipate the spread of COVID-19 and the preventive measures that can be done. In addition, also provided call center as a means for workers who need information related to COVID-19.
 - b. Protecting the environment/work area for workers and customers:
 - Perform measurements of the body temperature at the time of entering the building BCA.
 - Enhancement of the sanitation facilities and infrastructure.
 - Providing hand sanitizer.
 - Conducted self assessment alongside workers/guests (unless the customer) that will fit into the work area BCA.
 - Conducted assessment for workers who want to travel.
 - Social distancing in office area and lift.
 - Forbidding cross building activities.
 - c. Regulating the activities at the office office:
 - Conducted split operation for workers in home office/branch office who related to transactions operational customer service.
 - Work From Home (WFH) alternately for the workers of the home office/branch office in accordance with the conditions and needs.
 - Postpone or conduct with conference call/video conference for those face-to-face activities involving many people, such as meeting and training.

- Restrictions/adjustments service hour in the branch office, the weekend service banking, and closing some of the KCP/ Cash Office/Car Cash
- Office hours arrangement for workers who are WFO:
 - ⇒ Flexi time: KP non Operational.
 - ⇒ Go Home Early: KP Operasional/ Regional/Branch Office (work hours beyond 16:00 and requires permit from work unit head).

Arrangements of the activity in the office is made to keep security under control to minimize the risks that may arise in connection with the implementation of the policy Work From Home (WFH) and the adjustments of the other internal working process.

5. Legal Risk

- Inherent Legal Risk is assessed based on the potential loss of cases that occur in BCA and Subsidiary Companies that are in the process as well as those that have been completed in court compared to capital on a consolidated basis. The parameters used to calculate the potential losses for cases currently in process in the court are the basis of the claim (case position), case value, and legal documentation. Meanwhile, the parameters used to calculate losses from a claim are losses suffered by the Company and Subsidiaries based on court decisions that have permanent legal force.
- To identify, measure, monitor and control legal risk, the Company has established a Legal Group at the Head Office and Legal Work Unit in all Regional Offices.
- In order to mitigate legal risk, the Legal Group has done, among others:
 - Creating a Legal Risk Management Policy, has internal provisions governing the organizational structure and job description of the Legal Group as well as standardizing legal documents.
 - Hold legal communication forums to improve the competence of legal staff.
 - Disseminating the impact of the new regulations in force on the Company's banking activities and various modus operandi of banking crimes and legal handling guidelines for branch officials, Regional Offices and related Head Office work units.

- Conduct legal defense of civil and criminal cases involving the Company that is in the process in court and monitor the progress of the case.
- Prepare a strategy for credit security strategies (in collaboration with other work units, including the Credit Rescue Unit) in connection with the problem of bad credit.
- Registering the assets of BCA, including Intellectual Property Rights (IPR) for BCA's banking products and services as well as rights to land and buildings owned by BCA at the competent authority.
- Monitor and carry out legal actions for violations of BCA's assets including violations of BCA's Intellectual Property Rights (IPR).
- Monitor and analyze cases currently in process in court faced by BCA and Subsidiaries.
- Conduct an inventory, monitor, analyze and calculate potential losses that may arise related to legal cases that occur.

6. Reputational Risk

- An assessment of reputation risk is carried out using parameters such as the number of complaints and negative publications as well as the achievement of complaints.
- Developing Infrastructure i.e. implementation the appropriate software and hardware (including: Halo BCA - 24-hour Telephone Service, BCA CRM Contact Center, Halo BCA Mail Application, Interactive Voice Response [IVR], Social Media Manager Application, Halo BCA Chat Service through www.bca.co.id), the development of procedures and better work management in order to facilitate monitoring and management information systems that allow speed and quality of organizational work.
- Reputation Risk is managed based on regulatory provisions.

7. Strategic Risk

- Inherent strategic risk assessment is carried out using parameters such as the suitability of the strategy with the conditions of the business environment, low risk strategies and high risk strategies, BCA's business position and the achievement of the Bank's Business Plan
- Quality assessment on strategic risk management is carried out using parameters such as risk governance, risk management framework, risk management process, Management Information System and Human Resources, and the adequacy of risk control system.

8. Compliance Risk

- Compliance risk is a type of risk that must be managed by the Company, considering that this risk can cause both financial and non-financial losses.
- In accordance with OJK Regulation No.46/POJK.03/2017 dated July 12, 2017 concerning the Implementation of Commercial Bank Compliance Function, BCA has appointed a member of the Board of Directors as Director in charge of the compliance function, who is responsible for ensuring compliance and minimizing compliance risk by formulating compliance risk management policies and procedures and monitor the implementation. In carrying out its duties, the Director in charge of the compliance function is assisted by the Compliance Unit (CU) which is independent of the operational work unit.
- In assessing inherent compliance risk, the parameters used are the type and significant of violations committed, frequency of violations committed or track records of compliance, and violations of provisions for certain financial transactions. In addition, CU is also responsible for the implementation of the Anti-Money Laundering and Prevention of Terrorism Funding Program (AML and CFT), including being responsible for conducting risk assessments on the implementation of the AML and CFT program according to regulatory provisions.
- BCA has compliance policies and procedures, which include, among other things, a process to always adjust the provisions and internal systems with applicable regulations, communicate provisions to related employees, conduct a review of new products activities conduct periodic compliance tests, and train employees. The results

of supervision of the Compliance Director are reported quarterly to the President Director with a copy to the Board of Commissioners.

- To increase efficiency and effectiveness in the process of managing regulatory provisions, BCA makes use of information technology or what is known as Regulatory Technology (RegTech).
- In order to support the bank's strategic positioning as a transactional bank, specifically related to preventing money laundering and terrorism funding, the Company uses a web-based application called STIM (Suspicious Transaction Identification Model) and has developed a system for cutting edge application and parameter updates to detect suspicious transactions.
- The Company also screens customer data and transactions related to the List of Terrorist and Terrorist Organizations (DTTOT) and the List of Funding for the Proliferation of Mass Destruction Weapons (DPPSP) issued by the competent authority whenever an account is opened, when BCA enters business relations, and changes to the list are identified.

9. Intra-Group Transaction Risk

- The assessment of inherent intra group transaction risk is carried out using parameters such as the composition of intra group transactions in the Financial Conglomerate, documentation and fairness of transactions and other information.
- Quality assessment of the implementation of intra group transaction risk management is carried out using parameters such as risk governance, risk management framework, risk management process, Management Information System and Human Resources, and the adequacy of the risk control system

10. Insurance Risk

- The inherent insurance risk assessment is carried out using parameters such as technical risk, insurance risk domination of the overall business line, product risk mix and types of benefits, and reinsurance structure.
- Quality assessment application of insurance risk management is carried out using parameters such as risk governance, risk management framework, risk management process, Management Information System and Human Resources, and the adequacy of the risk control system.

Review/Review Results on Management System Implementation Risk

Based on the results of self-assessment, BCA had a 'low to moderate' risk profile rating in 2020 both individually and when treated as an integrated entity with its subsidiaries.

The risk profile rating was the result of an assessment on "low to moderate" risk rating and the quality rating of the implementation of "satisfactory" risk management.

The risk ratings of the 10 (ten) types of risk assessed are as follows:

- Risks that were rated as "low" are Market Risk, Liquidity Risk, Legal Risk and Intra-Group Transaction Risk.
- Risks that had "low to moderate" risk level were Credit Risk, Operational Risk, Reputation Risk, Strategic Risk, Compliance Risk and Insurance Risk.

BCA was able to achieve "low to moderate" risk rating because the Company and its Subsidiaries had established a quite effective and efficient risk management process in all of its activities.

- The trend of integrated inherent risk for the coming period is stable because it is estimated that there will be no significant changes in inherent risk. BCA's Financial Conglomerate needs to pay close attention to the impact of the COVID-19 pandemic, which puts pressure on macroeconomic conditions because it can have an impact on BCA's Financial Conglomerate business activities, however, it is estimated that the risk in all BCA's Financial Conglomerate business activities will be able to be managed on a prudent basis.
- The quality of the implementation of risk management in the coming years will be stable because BCA and its Subsidiaries continuously adjust risk management in all their activities with more improvements allowing both to identify, measure, monitor and control any emerging risk.

BCA and its Subsidiaries have implemented integrated risk management covering all risks that may directly or indirectly affect its business sustainability. What BCA and its Subsidiaries aim is that they can manage risk better and determine risk appetite and risk tolerance in accordance with the complexity and characteristics of the business.

BCA's and its Subsidiaries' risk management policies are continually updated to remain compliant with all applicable regulations, the direction of Basel II and III Accord development, prudential banking principles and global best practices. BCA's Financial Conglomerate will continue to attend closely to economic situation and to latest development in the banking industry

Statement on the Adequacy and Effectiveness of the Risk Management System

The Board of Commissioners is assisted by the Risk Oversight Committee plays an active role in monitoring and evaluation of the implementation of the risk management system has been done by the Board of Directors. The Board of Directors continues to evaluate the effectiveness of the risk management system in BCA periodically based on the applicable policy and risk management procedure, the adequacy of the risk management information system, and risk exposures report and the risk profile BCA. Based on the results of the evaluation submitted by the management, the Board of Commissioners considered that the risk management system in BCA is adequate and effective.

INTERNAL CONTROL SYSTEM

BCA implements the monitoring mechanism formed by the management in a sustainable manner adapted to the purpose, the size and complexity of the business activities of the BCA and based on the requirements and procedure as set out by the regulator. BCA's internal control system abides by OJK Circular Letter No. 35/SEOJK.03/2017 dated July 7, 2017 on Internal Control System Standard Guidelines for Commercial Banks.

The Purpose of Internal Control System

The implementation of an effective internal control system in BCA aims to ensure:

1. Compliance with laws and regulations as well as policy/terms of internal.
2. Completeness, accuracy, efficiency, and timeliness of the provision of financial information and management.
3. The effectiveness and efficiency of operational activities.
4. The effectiveness of the risk culture thoroughly.

In addition, to support OJK Regulation No. 17/POJK.03/2014 concerning Implementation of Integrated Risk Management for Financial Conglomerates, BCA sets up a internal control system in a thorough manner against the application of integrated risk management to ensure:

- a. Compliance with internal policies or conditions and relevant regulations and laws;
- b. Financial and management information is fully available, accurate, appropriate, and timely; and
- c. The effectiveness of risk culture in the organization of a Financial Conglomerate thoroughly.

The Framework of Internal Control System

BCA applies three lines model framework to support the development of credible risk management and governance. The application of the three lines model principle to the BCA is as follows:

1. Management

The Board of Commissioners and its Supporting Committees, among others, ensure:

- Structures and processes are adequate and available for the implementation of effective governance.
- The purpose and activities of the organization have been aligned with the interests of the main stakeholders.

2. Board of Directors, First Line, and Second Line

The responsibility of the Board of Directors includes the role of first-line and second-line. First line is responsible for providing products and services to the customer, including managing associated risks. Second-line role is to provide support related to the management of risk, including the responsibility for enterprise risk management, among others, by the Director of Compliance and Risk Management, the Risk Management Unit (SKMR), and Compliance Unit (SKK).

3. Internal Audit Division

The Internal Audit Division provides independent and objective assurance and advice on the relevance and effectiveness of governance, risk management and internal control processes. The Internal Audit Division informs the Board of Directors, the Audit Committee, and the Board of Commissioners of the results of the audit.

In fulfilling its role, all lines communicate and collaborate in a periodic manner, as well as contributing to creating and maintaining values to be aligned with stakeholder interests.

Main Components of Internal Control System

BCA's Internal Control consists of 5 (five) main components that are consistent with the Internal Control Integrated Framework that has been developed by The Committee of Sponsoring Organizations of the Treadway Commission (COSO) which are:

1. Management Oversight and Control Culture.
2. Risk Identification and Assessment.
3. Control Activities and Segregation of Duties.
4. Accountancy, Information and Communication System.
5. Monitoring Activities and Correcting Deficiencies.

During 2020, the relevance of applying the system of internal control to the COSO integrated internal control framework is described as follows:

No	Components of internal control in accordance with the COSO Internal Control Integrated Framework	Implementation in BCA
1.	<u>Management Oversight and Control Culture</u> The oversight of the board of Directors in creating and maintaining an effective internal control system as well as ensure that the system runs safely and reliably in accordance with the objectives of the BCA, as well as supervision by the Board of Commissioners of the implementation of internal control in general, including the policy that established the board of Directors. It is the responsibility of the Board of Directors and the Board of Commissioners to develop a culture of control.	The Board of Directors creates the internal control structure, including publishing the Guidelines for Standards for Internal Control Systems, Policies and Operating Procedures. The Board of Commissioners assess the adequacy of the internal control committee under the coordination of the Board of Commissioners, among others, the Audit Committee and the Governance Committee Integrated.
2.	<u>Risk Identification and Assessment</u> A series of actions undertaken by the Board of Directors to identify, analyze and evaluate the risks incurred by the BCA in order to achieve the stated objective.	The process of identification and assessment of risks, among others through the formation of SKMR which aims to convince the BCA and the subsidiary company in an integrated manner to mitigate risks properly through the identify, analyze, evaluate, control and reporting of the risk management framework risk, as well as able to deal with emergency situations that threaten going concern of BCA in accordance with Board of Directors Decree No. 078/SK/DIR/2018 Dated May 28th 2018.
3.	<u>Control Activities and Segregation of Duties</u> Which includes the control activities are planned and implemented to control the risks that have been identified, and the determination of policies and control procedures including ensuring consistent adherence to policies and procedures.	In conducting a review of control activities, the Board of Directors, among others, conduct review of the adequacy of the scope of the internal audit and approve the annual audit plan to ensure the implementation of the internal audit function in each of the levels of management in assessing the adequacy and effectiveness of the internal control system.
4.	<u>Accountancy, Information and Communication system</u> Accounting, information, and communication systems can identify issues that may arise and are used as an exchange of information in the exercise of their functions in accordance with their respective responsibilities.	Implementation of accounting, information and communication system supported by the availability of information systems that can generate a report regarding the activities of the business, financial condition, risk management, and compliance to support the work of the Board of Directors and Board of Commissioners.
5.	<u>Monitoring Activities and Correcting Deficiencies</u> Ongoing monitoring of the overall effectiveness of the implementation of internal control, as well as the process of reporting internal control weaknesses and improvement actions is carried out.	Monitoring of the activities carried out by the Board of Directors, among others, through the follow-up report on the results of the follow-up audit submitted by DAI on a quarterly basis. Board of directors monitor and ensure the findings and recommendations of the DAI, the External Auditors, the results of the OJK supervision and the results of the other supervisory authority has been followed up by the relevant units. Adjustments to the target completion of the follow-up audit must be approved by the President Director and the Board of Commissioners and reported to the Audit Committee.

Implementation of Internal Control

Based on the framework and components of internal control that has been compiled, BCA implement internal controls to ensure the adequacy of financial control, the effectiveness and efficiency of operations, as well as compliance with applicable laws and regulations.

Internal control is implemented through several activities, namely

a. Financial Control

- 1) The Board of Directors has prepared strategic plans that have been approved by the Board of Commissioners. The strategic plans have been stipulated in the Bank Business Plan as the Blueprint

of a 3 (three) year business strategy which include Annual Work Plan and budget of BCA, which have been distributed to all relevant officers of BCA in order to be implemented.

- 2) The strategies have been established by factoring in any impact of strategic risk on BCA's capital, in among other areas, capital projections and the Minimum Capital Requirement.
- 3) The Board of Directors actively engages in discussions or offers input and monitors the internal situation, and developing external factors that directly or indirectly would affect meeting BCA's business strategic objectives.

- 4) BCA has implemented a financial control process, both on BCA and on the members of BCA's Financial Conglomerates, in order to monitor the realization against the budget as drafted in periodic reports. BCA has established a subsidiary monitoring unit to monitor the performance development of each of its subsidiaries.
- 5) BCA has ensured that all policies and accounting standards updated periodically in accordance with the provisions and regulations.

b. Operational Control

To support comprehensive operational risk control, BCA has implemented the following:

- a) Established an organizational structure as follows:
 - Segregation of duties to avoid conflict of interest.
 - Supervisor oversees the implementation of internal control at Branch Offices on daily basis.
 - Branch Internal Supervisor to oversee the implementation of internal control at Branch Offices
 - Regional Office/Internal Supervisor to oversee the implementation of internal control at Regional Offices.
 - Head Office internal supervisor to oversee the implementation of internal control in certain work units at Head Office.
 - Internal Audit Division that is independent of risk-taking unit to examine and assess the adequacy and effectiveness of risk management, internal control, and corporate governance processes, either at BCA or for members of BCA's Financial Conglomerates.
 - Risk Management Work Unit and Compliance Work Unit that are independent of risk-taking units.
 - Anti Fraud Bureau to improve the effectiveness of Anti Fraud strategy implementation on all activities of BCA.
- b) Each banking operational transaction that BCA undertakes has been equipped with a work procedure that is stipulated in work manuals. Such work procedure is developed by the Operational and Service Development and Strategy Division and reviewed by various relevant work units to ensure that operational risks that may arise have been effectively and properly mitigated.
- c) Established employee rotation and transfer policies.
- d) Imposing a limit and authorization for officers to conduct a transaction.
- e) Have an information security policy, such as: Utilizing User IDs and passwords as well as installing finger scan for employees to access computers.

c. Compliance to law and regulation, whereby

- 1) BCA is committed to comply with the prevailing laws and regulations and take the necessary steps to improve weaknesses found regarding risk, if any.
- 2) BCA has established a Compliance Work Unit independent of risk-taking units and is responsible for monitoring the compliance of BCA and its subsidiaries in an integrated manner.
- 3) BCA has:
 - Monitoring on Reporting Compliance to BI or OJK or other regulators.
 - Compliance Report of BCA, including Report on the Implementation of AML and CFT Program to be submitted to the OJK every 6 (six) months.
 - Compliance Monitoring Report on the Prudent Principles of BCA, including Report on the implementation of AML and CFT Program to be submitted to the Board of Commissioners, President Director and Deputy President Director every 3 (three) months.
- 4) BCA's Compliance Risk Management Strategy involves the necessary policies to always comply with applicable regulations which means proactively taking preventive measures (ex-ante) to minimize the possibilities of violations and conducting curative actions (ex-post) for improvements.

Evaluation of Internal Control Systems

The Board of Directors is responsible for ensuring the application of the internal control system to achieve BCA objectives. The Board of Commissioners assisted by the Audit Committee is also responsible to supervise the implementation of the internal control system in BCA.

To assess the adequacy and effectiveness of the BCA's internal control system, during 2020 BCA carried out follow-up and remediation activities, including:

1. BCA continuously evaluates and monitors the effectiveness of the overall implementation of internal control, including in cases where changes in internal and external conditions that may keep BCA from achieving its goals are identified.
2. Monitoring is prioritized on BCA's key risks and serves as part of daily activities, including through periodic evaluations to detect and prevent new risks, both by operational work units, risk monitoring work units, and by the Internal Audit Division.
3. The adequacy and effectiveness of the internal control system is evaluated independently by the Internal Audit Division and the results are reported to the Boards of Commissioners and Directors, and the Audit Committee.

APPLICATION OF ANTI-FRAUD STRATEGY

1. Introduction

According to OJK Regulation No. 39/POJK.03/2019 dated December 19, 2019 concerning on Implementation of Anti Fraud Strategy for Commercial Banks, BCA already has in place anti-fraud strategy guidelines been ratified by Circular Letter No.064/ SE/POL/2015 dated April 7, 2015. These guidelines reflect commitment of BCA management to prevent fraud by implementing an effective and continuous fraud control system. This system directs BCA in taking decisive measures to prevent, detect, investigate, and monitor any incidents of fraud.

In accordance with the OJK Regulation, BCA defines fraud as any deliberate act or omission intentionally committed by anyone working at the BCA to deceive, swindle or manipulate the BCA, its customers, or any other party, or to misuse office facilities that may lead to suffering financial loss or where the wrongdoers make either direct or indirect financial gain. Considered as fraudulent acts are:

- 1) Cheating;
- 2) Fraud;
- 3) Asset embezzlement;
- 4) Disclosure of information;
- 5) Banking felonies.

In prepared and implemented an effective of Anti-Fraud Strategy, BCA has paid attention to the matters, are as follows:

- 1) Internal and eksternal factors;
- 2) The complexity of business activities;
- 3) Potential, type, and risk of fraud;
- 4) The adequacy of required resources.

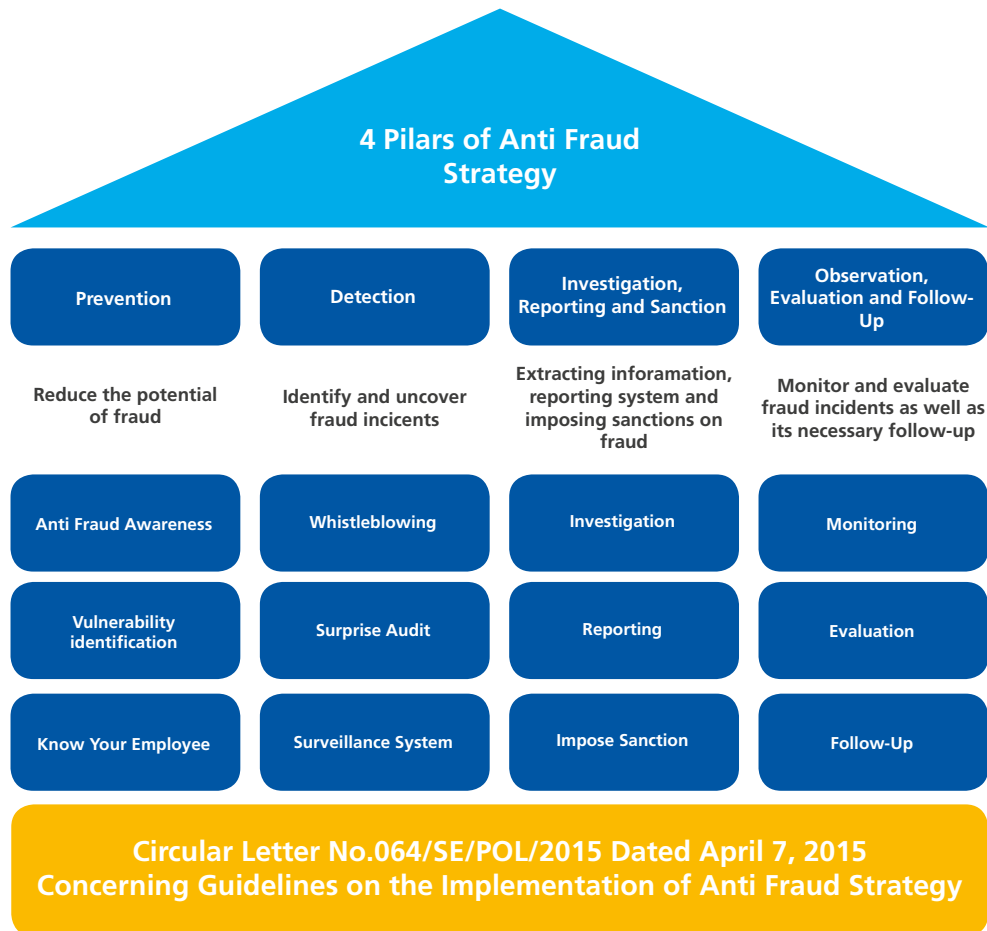
In supporting the implementation of Anti-Fraud Strategy, BCA has established Anti-Fraud Bureau who carries out out the implementation function of Anti-Fraud Strategy in BCA. Anti-Fraud Bureau responsible to reports directly to the President Director and has a direct communication and reporting to the Board of Commissioners.

2. Objectives

The objective of anti-fraud policy implementation in BCA are:

- To nurture an anti-fraud culture across BCA organization.
- To enhance awareness and concern for the risk of fraud in BCA's operations.
- As a reminder to all personnel of BCA to comply with applicable procedures and regulations.

Pillar and Implementation of Anti-Fraud Strategy



Anti-fraud strategy in its application is manifested in to a fraud control strategy, has 4 (four) pillars are as follows:

- 1) **Prevention**
Set up devises or equipments in order to reduce the potential risk of fraud, which encompasses at least, anti fraud awareness, vulnerability identification, know your employees.
- 2) **Detection**
Set up devises or equipments in order to detect fraud incidents in BCA's business operation which encompasses at least whistleblowing, surprise audit, and surveillance system mechanism.
- 3) **Investigation, reporting, and sanctions**
Intended to extract information, use reporting system, and impose sanctions on fraud incidents in BCA's business operations, which at least encompasses investigative standards, reporting mechanisms, and imposition of sanctions
- 4) **Monitoring, evaluation, and follow up**
To monitor and evaluate fraud incidents that at least covering monitoring, evaluation, and follow ups.

3. Implementation and Internalization

Anti Fraud Declaration

In line with the commitment of BCA in implementing Anti-Fraud strategy, BCA has formulated Anti-Fraud Declaration (Board of Directors Decree No. 139/SK/DIR/2020) are as follows:

In order to strenghten internal control system, implementation of Good Corporate Governance, and as a further implementation of OJK Regulation No. 39/POJK.03/2019 dated December 19, 2019 concerning on Implementation of Anti Fraud Strategy for Commercial Banks, therefore BCA declares its commitments to:

1. conduct the business fairly and transparently;
2. avoid doing business with third parties who were not committed to company's policy; and/or
3. apply consequences for violating policies and commitments.

Let all levels of BCA organization, customers, and partners work together to build anti-fraud culture and create BCA safe from fraud.

Socialization and Training Anti-Fraud

BCA improves the awareness and vigilance of employee against fraud, through anti-fraud statement, e-learning, comics, posters, videos, in class training, socialization of anti-fraud culture, and so on.

In 2020, all employees were required to attend e-Learning of Anti-Fraud Awareness that can be access through MyBCA internal portal or Mobile Learning.



Data of Anti Fraud Awareness in 2020 dan 2019

Participant	2020	2019
New Employees	2,310	2,914
Existing Employees	31,148	30,628

4. Reporting

In monitoring the implementation of Anti-Fraud strategy, BCA submits Implementation of Anti-Fraud Strategy Report to OJK in every semester and Incidental Report if there is fraud that have significant effect to disrupt BCA operations.

WHISTLEBLOWING SYSTEM

The whistleblowing system is a reporting tool where both internal and external parties can report fraud or violations presumed that have been committed by anyone at BCA.

BCA's whistleblowing policy is set forth in the Board of Directors Decree No. 146/SK/DIR/2017 dated November 1, 2017 and disclosed in the BCA website on the Corporate Governance section (<https://www.bca.co.id/en/Tentang-BCA/Tata-Kelola-Perusahaan/Tata-kelola>).

Objectives of Whistleblowing System

The whistleblowing system implementation in BCA aims:

- To raise stakeholders (employees, customers, etc.) awareness in reporting the fraud or violations activities that presumably being committed in BCA without any fear and anxious, as their confidentiality is guaranteed.
- To detect and prevent fraud or violations at the earliest stage possible through the information disclosed by a whistleblower.

1. Whistleblowing Procedure

A. Media

The media that can be utilized by the whistleblower to convey the report is accessible through BCA website (<https://www.bca.co.id/en/whistleblowing>). Correspondingly, the managing team of whistleblowing system will receive directly the report

B. Acceptable Reporting Criteria

For the convenience and acceleration of the follow up process, whistleblower must meet the following reporting criteria:

- 1) The reporting must be based on good faith and should not be a personal complaint or a fake story with bad intention.
- 2) The whistleblower's identity should be provided with a minimum of information, which include:
 - Whistleblower name (anonymous is permitted);
 - Whistleblower phone number that can be reached/an active email address;

- 3) The preliminary indication of fraudulent act or violations that are reliable and accountable with an additional of attached data (if any) which incorporated the 4W1H, as follows:
- Action/Reported actions (What);
 - Alleged Parties (Who);
 - Time of events (When);
 - Place/location of events (Where);
 - Chronology of events (How).

- 4) Types of fraud/violations to be reported:

Fraud	A deliberate misuse or omission to mislead, deceive or manipulate BCA, customer, or other party, that takes place in a BCA environment and/or uses BCA facilities, resulted in the bank, customer, or other party suffering a loss and/or the fraud perpetrator gain direct or indirect financial benefits. Type of fraud acts: 1. cheating, 2. scams, 3. assets embezzlement, 4. information leakage, 5. banking crimes.
Code of Conduct Violation	Measures that are not in accordance with the BCA's culture that has been formulated based on positive values that grow and develop within the BCA's employees, to achieve common goals and as a reference for the BCA's employees in making decisions and taking measures.
Conflict of Interest Violation	The acts that cause a circumstance in which a person who, in performing his or her fiduciary duty and obligation, pursues outside interests, such as personal, family related or other parties interests, that may have impaired or intruded upon his or her professional judgment and objectivity in making decisions and policies according to the authority that has been awarded by BCA to him or her.
Laws Violation	Any actions that violate applicable law in Indonesia.

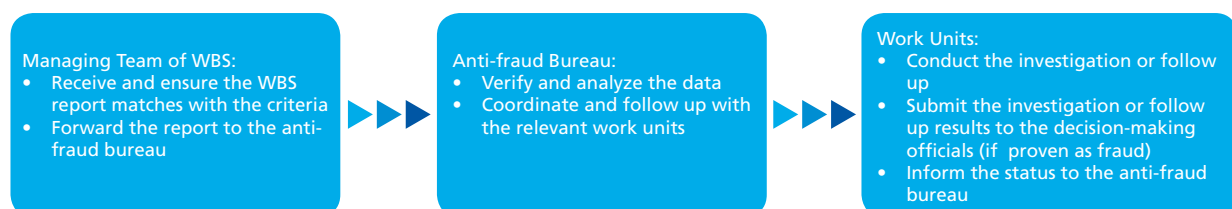
2. Whistleblower Protection

BCA will provide the protection to the whistleblower, which include:

- Guarantees the confidentiality of the submitted whistleblower's identity and the report contents;
- Guarantees the protection against mistreatments that might harm the whistleblower;
- Guarantees the protection against perpetrator's threats, intimidations, punishments or any unpleasant activities.

3. Management of Whistleblowing System (WBS) Report Flow

The following is the flow on how a report is handled by BCA regarding to the whistleblowing system:



4. Parties who Managed the Report

The management and follow-up on the reports are handled carefully with the BCA's internal team who were appointed by the BCA's management, in accordance to the prevailing BCA's internal laws and laws and regulations in Indonesia.

5. Disclosure of Internal Fraud and Complaints through Whistleblowing System in 2020

A. Number of Complaints Reported through Whistleblowing System

The recapitulation of reports received through the whistleblowing system is submitted to the Board of Directors periodically. As of December 2020, there were 22 (twenty-two) complaints received through the WBS with the following status:

Status	Number	Description
Open (still in process)	4	- In the process of investigation (1) - Forwarded to the relevant work units for further follow-up (1) - Waiting for data from the whistleblower (2)
Closed (settled)	18	Failed to fulfill the reporting criteria: - Personal information/complaint from customers (14) - Inadequacy of data and the whistleblower did not provide the additional data/information as requested (4)

B. Number of Internal Fraud Cases

BCA discloses internal fraud pursuant to article 64 of OJK Regulation No.55/ POJK.03/2016 on the Implementation of GCG for Commercial Banks and Section IX item 5 of OJK Circular Letter No.13/SEOJK.03/2017 in the Implementation of GCG for Commercial Banks.

Internal fraud is defined as fraud committed by management, supervisors, permanent and contract employees, or outsourced workers. Classified as fraud is a case where the financial loss or potential financial loss exceeds Rp100,000,000.- (one hundred million rupiah).

Table of Fraud Violation Committed by Management, Permanent Employees, and Non-Permanent Employees

Internal Fraud in 1 Year	Members of BoD and BoC		Permanent Employees		Contract and Outsourced Employees	
	2019	2020	2019	2020	2019	2020
Total Fraud	-	-	7	9	-	-
Settled	-	-	7	9	-	-
In the internal settlement process	-	-	-	-	-	-
Settlement process that has not been done	-	-	-	-	-	-
Through legal process	-	-	-	-	-	-

C. Sanctions and Follow-Up on Complaints through the Whistleblowing System

If the investigation results are proven that the perpetrator committed fraud or violations, consequently the decision-making officials will impose the sanctions in accordance to the prevailing regulations.

GRATIFICATION CONTROL

1. Background

The general public' and stakeholders' trust towards BCA are greatly influenced by ethical behavior of the BCA's personnel, ranging from the Board of Commissioner, Board of Director, management down to the employees. This trust is very important to maintain and foster business relationship with customers and other third parties that have relationships with BCA.

In this regard, to raise the public confidence and to uphold the Law No. 20/2001 on the Amendment to Law No. 31/1999 on Corruption Eradication, the Board of Director considers that it is necessary to enact the Gratification Control provision, which intended to pursue the implementation of Good Corporate Governance principles and provide the guideline to the BCA personnel as individuals workers in dealing with the customers, partners, fellow co-workers.

2. Gratification Control Policy

As one of the endeavors to prevent the occurrence of gratification, the Board of Director of BCA has issued the Board of Directors Decree No. 219/SK/DIR/2003 dated November 10, 2003 concerning Provisions Regarding Conflicts of Interest that embodied the gratification control provision to be enforced to all of the BCA personnel. The gratification control provision is intended to provide reasonable, proper and credible to all of the BCA personnel in engaging with the customers, partners and co-workers, and it is not designated to interfere with the employees' personal life.

Gratification Control Policy regulates several matters including:

- All BCA's personnel are prohibited from requesting or accepting or permitting or consenting to receive a gift or reward from any third parties who obtain or seek to obtained the favors from the BCA in the form of credit facilities or other facilities related to BCA's operational activities.
- All BCA's personnel are prohibited from requesting or accepting or permitting or consenting to receive a gift or reward from any third parties who obtain or seek to obtained a job or orders relating to the procurement of goods or services from BCA.
- In the event of customers, partners, and other parties are offering the gifts at certain times, such as religious celebrations or other kind of celebrations, if:

- The parcel/gifts that has been received, it is believed to have a negative impact and affect BCA's decision; and
- The value of the parcel/gifts is beyond the reasonable limits.
- The BCA's personnel who receive those parcel/ gifts shall immediately return the parcel/gifts and provide the explanation politely, stated that all of the BCA's personnel are not allowed to receive any parcel/gifts.

The summary of gratification control policy has been disclosed and can be downloaded through the BCA website in the section of Governance (<https://www.bca.co.id/en/Tentang-BCA/Tata-Kelola-Perusahaan/Tata-kelola>).

3. Joint Commitment

The Gratification Control provision is binding and must be understood and implemented earnestly by all of the BCA's personnel as a part of BCA's Code of Ethic and in shoring up the implementation of Good Corporate Governance principles. In the event of the violation or any misconduct occurred to this provision, the violator may be liable to the sanctions in accordance to the extent of violation.

In relation to the above aforementioned matter, all of the BCA's personnel are obliged to:

- To ascertain, comprehend and implement the Gratification Control Provision with full responsibility and without exception.
- To uphold the implementation of Gratification Control Provision, in which all of the Board of Commissioners members, Board of Directors members and BCA's employees must create the Annual Disclosure, containing all circumstances or conditions that permit the emergence of conflict of interest.

It has now been adopted as the part of BCA's culture to not accepting the gifts or payments from customers, debtors, vendors, partners, and other third-parties related to the services rendered by BCA's employee within his/her scope of work. In accordance to this matter, BCA's personnel must comply the code of ethics related with the vendors. This code of ethic statement is stated in the Corporate Governance Guideline and can be seen in this Annual Report section of Code of Ethic.

ANTI CORRUPTION POLICY

As a commitment to improve practices and culture of anti-corruption, BCA has established several following policies related to corruption preventions:

1. BCA's Code of Ethics that related to Anti-Corruption (details information can be seen in Code of Ethics sections page 492-493 of this Annual Report).
2. Application of Anti Fraud Strategy Guidelines (details information can be seen in Application of Anti Fraud Strategy section page 466-468 of this Annual Report).
3. Gratification Control Policy (details information can be seen in Anti-Gratuity Policy section page 471 of this Annual Report).
4. Conflict of Interest Policy (details information can be seen in Affiliated Transactions and Conflict of Interests section page 473-475 of this Annual Report).

These policies aim to provide guidance which are related to prevent the corruption in BCA, and it can be seen in BCA website under Governance section (<https://www.bca.co.id/en/Tentang-BCA/Tata-Kelola-Perusahaan/Tata-kelola>).

Implementation of Anti-Corruption Practices

BCA continuesly strive to enhance anti-corruption culture in BCA through various practices as follow:

1. Annual Disclosure

In order to prevent the corruption, all members of the Board of Commissioners, the Board of Directors, and BCA employees are required to declare the Annual Disclosure that contains of all circumstances or situations which allow conflicts of interest. Details information regarding Annual Disclosure can be seen in Internalization section page 311-313 of this Annual Report).

2. Internalization of Anti-Corruption Values

The implementation is carried out through sharing sessions, socialization, articles posted on internal portal, plasma TV, info magazine of BCA and other internal communication media.

3. Reporting on Corruption

In order to support the implementation of anti-corruption policy, BCA has had reporting channel named Whistleblowing System for internal or external BCA. During 2020, there is no cases regarding corruption violations that have been received through Whistleblowing System. Details information of Whistleblowing System can be seen in Whistleblowing System section page 468-470 of this Annual Report.

Furthermore, during 2020 BCA never made any political donations/contributions or voluntary donations that lead to corruption or bribery. Provisions of politic or social donations have been regulated in Corporate Governance Guidelines in Code of Ethics sections, as follow:

- Every participation of BCA personnel in social and/or political activities is on personal behalf and can not represent BCA. Each attitude and action that reflects position of BCA must be approved by Board of Directors.
- Every donation on behalf of BCA, either for social or political activities, must be approved by Board of Directors.

AFFILIATED TRANSACTIONS AND CONFLICT OF INTERESTS

Policy of Affiliated Transactions and Conflict of Interests

BCA has implemented policies related to affiliated transactions and conflict of interests, as stipulated in Board of Directors Decree No. 214/SK/DIR/2019 dated December 27, 2019 concerning Affiliated and Conflict of Interest Transactions and Circular Letter No.319/SE/POL/2019 dated December 27, 2019 on Guidelines for the Implementation of Affiliated and Conflict of Interest Transactions and Decree of the Chairman of Bapepam and LK no. Kep.12/BL/2009.

The Policy of Affiliated Transactions and Conflict of Interests is cover the following items:

1. Definition of affiliated and conflict of interest transactions.
2. Affiliated parties.
3. Affiliated transaction category.
4. Reporting mechanism and approval of affiliated transactions plan.
5. Mechanism flow and reporting period and/or disclosure of information.

BCA continuously ensure the suitability of internal policy to development of prevailing regulations. Based on OJK Regulation No. 42/POJK.04/2020 dated July 1, 2020 concerning Affiliated Transactions and Conflict of Interest Transactions, BCA is currently conducting an analysis to improve internal policy related to Affiliated Transactions and Conflict of Interest Transactions.

Review Mechanism and dan Approval of Affiliated Transactions and Conflict of Interest Transactions.

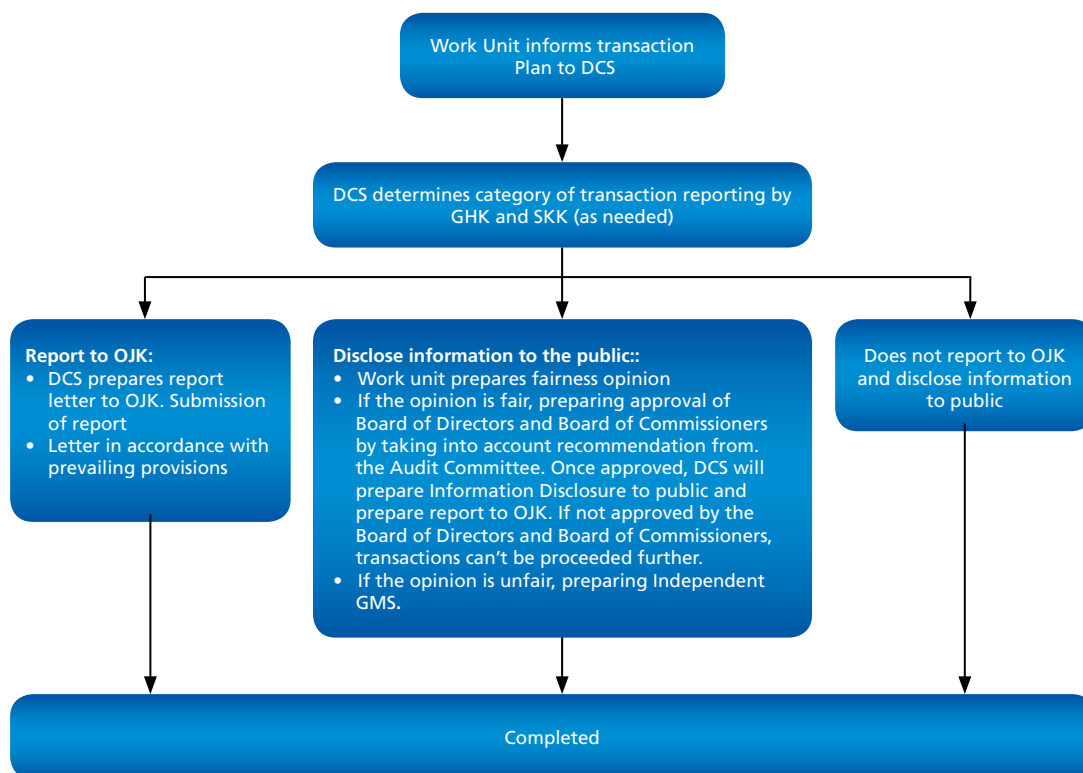
In real case, every work unit who conduct transactions with affiliated parties is required to inform in written to Division of Secretariat and Corporate Communication accompanied by required data. Division of Secretariat and Corporate Communication is coordinating with others work unit to analyze in determining category of transactions. In order to

improve quality of disclosure of information on affiliated transactions and conflict of interest, in 2020, BCA conduct review on mechanism and reporting flow of affiliated transactions and conflict of interest, affiliated transaction reporting system, and analyzation and socialization of affiliated transactions in accordance with OJK Regulation No. 42/POJK.04/2020 concerning Affiliated Transactions and Conflict of Interest Transactions.

To ensure that each transaction is made in the best interests of BCA and to prevent conflicts of interest from affiliated transaction, particularly in material Related Party Transactions that has been proposed to management, therefore Audit Committee is authorized to review and provide advices regarding those transactions to the Board of Commissioners.

Flow of Affiliated Transactions and Conflicts of Interest Reporting

The following illustrates the flow of affiliated and conflict of interest transactions reporting in BCA:



Note:
DCS : Secretariat and Corporate Communication Division
GHK : Legal Group
SKK : Compliance Work Unit

1. Affiliated Transactions

Affiliated Parties of BCA are as follows:

1. Employees, Directors, and Commissioners of BCA.
2. Major shareholders of BCA, who are the person or the entities that own at least 20% (twenty percents) of BCA's shares with voting rights, or own less than that, directly or indirectly, as has been regulated by OJK.

3. Company Controlled by BCA, is company that has been controlled by BCA, either directly or indirectly.
4. Companies that have one or more Board of Directors or Board of Commissioners who are also be the members of Board of Directors or Board of Commissioners of BCA.
5. Companies that have been controlled by Major Shareholders of BCA.
6. Anyone who has a familial relationship due to marriage or family lines of up to the second degree, either horizontally or vertically with members of the Board of Directors, Board of Commissioners, and/or major shareholders of BCA.

Details of disclosure of BCA affiliated parties, nature of relationship, nature of transactions, and details of significant balances and transactions with related parties are in accordance with PSAK 7 (Revision 2015) that can be seen on Consolidated Financial Statements – Audited on Notes No. 49 which it is part of this Annual Report.

Realization of Affiliated Transaction in 2020

Throughout 2020, BCA has 9 (nine) affiliated transactions with the following details:

No	Date	Type of Transaction	Affiliated Party	Transaction Value	Nature of Relationship
1	February 12*	Rental Bali Room – Hotel Indonesia Kempinski for Lunch Together Management	PT Grand Indonesia	Rp151,915,500.-	Transaction between BCA and company controlled by BCA's controlling shareholder
2	February 20*	Rental Bali Room – Hotel Indonesia Kempinski for Analyst Meeting Q4 2019	PT Grand Indonesia	Rp128,742,000.-	
3	November 10	Application of Maintenance Service of Static Document OCR (Optical Character Recognition)	PT Darta Media Indonesia	Rp45,000,000.-	
4	November 23	Implementation of Software Enhancement Chatbot Human Capital Inspire	PT Darta Media Indonesia	Rp2,400,000,000.-	
5	November 23	Maintenance Service for Software Enhancement Chatbot Human Capital Inspire	PT Darta Media Indonesia	Rp312,000,000.-	
6	November 27	Buy and Sell Software OCR Context Dynamic and its implementation	PT Darta Media Indonesia	Rp800,000,000.-	
7	December, 11	Penetration Test Service	PT Darta Media Indonesia	Rp5,000,000.- /Many days with a range of transaction values Rp880,000,000.- for 1 (one) year,	
8	December, 14	Affiliated Transaction related to merger of PT BCA Syariah and Bank Interim	PT BCA Syariah and Bank Interim	Share Conversion	Transaction between 2 (two) companies controlled by BCA
9	December,30	Manage Service Support System	PT Akar Inti Teknologi	Rp4,818,000,000.-	Transaction between BCA and company controlled by BCA's controlling shareholder

* Affiliated Transaction according to Decree of the Chairman of Bapepam and LK no. Kep.12/BL/2009.

Nature of Affiliated Relationship

The transactions in the table above are affiliated transactions in accordance with Article Number 1 on OJK Regulation No. 42/POJK.04/2020 concerning of Affiliated Transactions and Conflict of Interest Transactions.

Fairness of Transaction

The principles that must be observed when conducting transactions with affiliated parties are as follows:

1. Have to pay attention to the principles of Good Corporate Governance, which are transparency, accountability, responsibility, independency dan fairness.
2. The appropriateness and fairness of transactions' value and requirement (arm's length transaction).

All affiliated transactions that have been carried out by BCA during 2020 are fair and at arms' length transaction.

Compliance of Affiliated Transactions with the Applicable Procedures

Transactions that have been conducted with affiliated parties are implemented in context of normal business activities for business interests of BCA. All affiliated transactions that took in place in 2020 have been through the procedures related to affiliated transactions established by BCA.

2. Conflict of Interests Transactions

Policy Related to Conflicts of Interest

In accordance with Code of Ethic of BCA, decision making process is not influenced by other parties and any conflicts of interest. The results of decision making and existing conflicts of interest are always recorded and documented as evidence.

Conflict of interest policy of BCA has regulated to all BCA personnel to know and avoid the activities that may contain any conflicts of interest. In order to

manage the potential of conflicts of interest, all of BCA employees of echelon 5 and above are required to sign the Annual Disclosure (details information can be seen in Internalization page 311-313 of this Annual Report).

In relation to Integrated Governance, Board of Directors of BCA ensure that implementation of risk management for intra-group transactions in Financial Conglomerate are independent from conflict of interest that may occur between each individual of Financial Service Institutions.

Policy of Conflict of Interest for Board of Directors and Board of Commissioners

Provisions related to conflicts of interest for Board of Directors and Board of Commissioners are regulated in Corporate Governance Guidelines, with details as follow:

- Members of Board of Commissioners and/or Board of Directors who have conflicts of interest are prohibited to make any decisions and/or any actions and/or being involved in process of executing transactions that brings disadvantage for BCA or reduce BCA profit, and he/she has to disclose condition of conflicts of interest in each decision.
- Members of Board of Directors are not authorized to represent BCA, in cases where he/she has conflicts of interest with BCA.

Throughout 2020, members of Board of Directors and members of Commissioners of BCA have no any conflicts of interest and have managed any potential of conflicts of interest that have been regulated in accordance with prevailing provisions.

Disclosure of Conflicts of Interest Transactions

Throughout 2020, BCA did not have any conflicts of interest transactions.

Name and position of parties who have conflicts of interest	Name and position of decision makers	Types of Transaction	Value of Transaction	Description
-	-	-	-	-

Independent Parties in Affiliated and Conflicts of Interest Transactions

In accordance with BCA policy, if there is a transaction with affiliated party that required to be disclose to public and to be reported to OJK, then BCA will appointed independent appraiser to evaluating fairness of the transaction values.

If the independent appraiser states that the transaction is unfair, therefore the transaction is considered as having conflicts of interest, then it is required to collect approval from Independent Shareholders of BCA via Independent GMS.

LEGAL CASES

The legal cases, both criminal and civil, that have been faced by BCA in 2020, 2019, and 2018 are presented in the table below:

1. Criminal Law Issues

Details of criminal law issues that have been faced by BCA during 2020, 2019, and 2018 are as follows:

Legal Issues in Criminal Cases	2020	2019	2018
Legally settled (a verdict has been issued with legal power)	9	8	11
In settlement process	4	5	4
Total	13	13	15

Criminal cases in the Court over reports from BCA against customers, employees, or other third parties which cover the cases of suspicion of funds transfer, theft, embezzlement, fraud, letter forgery, transfer / transferring information and / or electronic documents to other people's electronic systems without rights, but there is not a case with a material loss value of more than Rp1 Billion.

Whereas, criminal cases in the Court over reports from customers, employees, or other third parties against BCA are non/zero.

2. Civil Law Issues

Details of civil law issues that have been faced by BCA during 2020, 2019, and 2018 are as follows:

Legal Issues in Civil Cases	2020	2019	2018
Legally settled (a verdict has been issued with legal power)	118	123	120
In settlement process	145	144	145
Total	263	267	265

Civil cases faced by BCA are occur as a result of:

- 1) Lawsuit filed on accounts inherited by customers' heirs.
- 2) Customer claims/appeal against account blocking by BCA as request from the Court, Tax Office and or other third parties.
- 3) Lawsuit filed by customers/other third parties on payment transactions, transfers, balances, and/or disbursement of documents.
- 4) Lawsuit on the use and payment of credit card bills.
- 5) Lawsuit filed by third parties on disputes over BCA properties i.e. land and buildings.
- 6) Lawsuits on accounts of legal entities in accordance with a dispute of legal entities management and/or association.
- 7) Lawsuit/appeal filed by BCA on the settlement of bad loans and saving collateral.
- 8) Lawsuit/rebuttal of debtor (husband/wife), collateral owner and/or other parties related to foreclosure, auction and or cleaning up foreclosed collateral.
- 9) Lawsuit/rebuttal of debtor (husband/wife) and or third parties on credit and/or collateral.
- 10) Lawsuit filed by BCA or its employees on Industrial Relations.

Civil Cases of BCA which are still on going in 2020 with value of claims over Rp10 billion, but the material value of cases did not exist or did not have any effect to business continuity of BCA, are as follows:

No.	Cases Code	BCA Position	Lawsuit	Case Status	Risk for BCA
1.	431/PDT.G/2017/ PN.BDG.	Defendant II	Third party lawsuit against collateral with collateral reason is inheritance that has not been divided	Cassation: Adjudication Process (District Court and High Court: Ruled in favor of BCA)	Potential of compensation payments by joint and several liability
2.	758/Pdt.G/2020/ PN.Sby.	Defendant I	Debtor lawsuit against auction by reason of value auction limit is too low because it is below market value and the auction shouldn't be can be implemented because the debtor's lawsuit	District Court: Adjudication Process	Potential of compensation payments by joint and several liability
3.	121/PDT.G/2020/ PN.CKR.	Defendant III	The suit of the heirs of the customer who is the defendant criminal, to sue return of property confiscated deceased customer as evidence by prosecutor's office on the grounds the criminal charges have been dropped by passing away the accused's customer	District Court: Adjudication Process	Potential of compensation payments by joint and several liability
4.	145/PDT. BTH/2019/ PN.BPP	Opposition I	Debtor lawsuit against ex land emptying, collateral that was purchased through auction by BCA (AYDA) on the grounds of the auction is not valid because of the limit value below market value	High Court: Adjudication Process (District Court : Ruled in favor of BCA)	Potential of compensation payments by joint and several liability
5.	114/PDT.G/2018/ PN.SRG	Defendant	Debtor lawsuit against auction on the grounds of BCA do deeds It's against the law for not provide restructuring credit and auction should be done based on court order (fiat execution)	Cassation: Adjudication Process (District Court & High Court: Ruled in favor of BCA)	Potential of compensation payments
6.	485/PDT.G/2015/ PN.JKT.PST	Defendant V	Third party lawsuit against collateral with collateral reason is inheritance that has not been divided	Cassation: Adjudication Process (District Court and High Court: Ruled in favor of BCA)	Potential of compensation payments by joint and several liability
7.	249/PDT.G/2018/ PN.DPS	Defendant I	Debtor lawsuit against auction by reason of process auction does not match rule of law	Cassation: Adjudication Process (District Court and High Court: Ruled in favor of BCA)	Potential of compensation payments by joint and several liability

Throughout 2020, BCA did not face any significant risks over legal cases, because based on self assessment, BCA legal risk level is in a "low" position.

SIGNIFICANT CASES

1. Significant Cases faced by BCA, members of Board of Directors, and members of Board of Commissioners.
Throughout 2020, BCA dan all of members of Board of Directors or Board of Commissioners who are currently officiate have never been involved in significant cases, both criminal cases and/or civil cases.

2. Cases faced by Subsidiaries

Throughout 2020, all of cases in the Court that have been faced by subsidiaries, are as follows:

Subsidiary	Case Status	Civil	Criminal
PT BCA Finance	Legally settled (a verdict has been issued with legal power)	73	0
	In settlement process	65	0
PT BCA Multi Finance (d/h PT Central Santosa Finance)	Legally settled (a verdict has been issued with legal power)	0	10
	In settlement process	4	0
BCA Finance Ltd	Legally settled (a verdict has been issued with legal power)	0	0
	In settlement process	0	0
PT BCA Syariah	Legally settled (a verdict has been issued with legal power)	0	0
	In settlement process	13	0
PT Asuransi Umum BCA	Legally settled (a verdict has been issued with legal power)	0	0
	In settlement process	0	0
PT Asuransi Jiwa BCA	Legally settled (a verdict has been issued with legal power)	0	0
	In settlement process	1	0
PT BCA Sekuritas	Legally settled (a verdict has been issued with legal power)	0	0
	In settlement process	0	0
PT Central Capital Ventura	Legally settled (a verdict has been issued with legal power)	0	0
	In settlement process	0	0
PT Bank Digital BCA (d/h PT Bank Royal Indonesia)	Legally settled (a verdict has been issued with legal power)	0	0
	In settlement process	1	0

3. Significant Cases Faced by Members of Board of Directors and Board of Commissioners of BCA Subsidiaries
Throughout 2020, all of members of Board of Directors and Board of Commissioners of BCA Subsidiaries have never been involved in any significant cases, whether criminal and/or civil.

Impact of Legal Issues for BCA and Subsidiaries

All of legal Issues faced by BCA and Subsidiaries during 2020 did not have material impact on position and business continuity of BCA and its subsidiaries.

ADMINISTRATIVE SANCTIONS FROM RELATED AUTHORITIES

Throughout 2020, there was no administrative sanctions that may have the an impact to business continuity of BCA or administrative sanctions to members of Board of Directors and/or Commissioners from related authorities.

INFORMATION ACCESS AND CORPORATE DATA

BCA is continuously maintaining an effective communication with regulators, shareholders, customers, BCA's employees, business partners, and the public as part of the implementation of transparency and the accountability principle to the stakeholders. The BCA's good relation with the stakeholders is stipulated under the Communication Policy.

BCA's Communication policy is set in the Communication Function and Information section and in the Information Disclosure section under the BCA Corporate Governance Guidelines. As a form of communication, BCA provides the access to its corporate data and information to the public through several communication channels as further explained below.

Communication Channels of Stakeholders

Stakeholders are the parties who have interests in the BCA's business activity and significantly influence the sustainability of BCA.



BCA collaborate and interact with the stakeholders through the formal process and a related engagement as needed. The interaction with the stakeholders is managed by the Secretariat and Corporate Communication Division.

In establishing the interaction with the stakeholders, BCA provide various communication channels to ensure that the information distribution can be executed intensively and effectively.

Name of Stakeholders	Interest	Media	Frequency
Customers and Clients	- Information related to the products and banking services, as well as the security of customer privacy. - Providing the best banking solution for the stakeholders. - Banking solutions development always comes from the customer needs and it takes into account the customers' protection and safety, while it is also conducted consistently and continuously. - Providing solutions to the transaction problems and to the products and/or services while it is in used.	- Halo BCA Contact center - BCA website - Social media	At all times
Investors and Shareholders	Financial performance and the implementation of prudence principle and the Good Corporate Governance.	1. GMS 2. Quarterly Report 3. Annual Report and Sustainability Report 4. Investor Relations Contact: Phone: +62 21 235 88000 Email: investor_relations@bca.co.id	1. Once a year 2. Quarterly 3. Once a year 4. At all times
Regulators (Financial Services Authority and Bank Indonesia)	Compliance and the implementation of prudence principle and the Good Corporate Governance.	- Monthly Report - Quarterly Report - Information disclosure related to the Affiliated Transaction. - Information elaboration in mass media - Submission of evidence of AGMS and EGMS announcement, summary of Consolidated Financial Statements - E-reporting GMS preliminary notice, GMS plan, monthly report, and public expose plan - Press release on Financial Report, photocopy of AGMS and EGMS deeds and newspaper ads - Submission of evidence of GMS preliminary notice - Reports and announcement of the dividend distribution schedule - Ownership or any changes to share ownership report	According to the regulations (monthly, quarterly, and incidental)
Public Communities	Empowerment programs and opportunities through community programs and Corporate Social Responsibility (CSR).	a. Sustainability report b. Bakti BCA Pillars: - BCA Smart Solutions - BCA Synergy Solutions - BCA Excellence Business Solutions	a. Once a year b. At all times
Media, Interest Groups, Public	Information and BCA's data, concerning to the BCA's financial condition, products and corporate actions.	a. Press release through printed and electronic media b. Secretariat and Corporate Communication Division Contact: humas@bca.co.id	a. If needed b. At all times

Name of Stakeholders	Interest	Media	Frequency
Business Partners/Suppliers/Vendors	- Procurement of goods and/or services, types of needs / specification, information and BCA's data, criteria for partners. - Input, advice and other informations.	- BCA website - Beauty Contest - Code of ethics for vendors - Logistic Division (Procurement Aspects)	If needed
Labor dan Labor Union	Industrial relations and matters related to welfare, rights and obligations of labor.	Internal communication through info BCA, BCA Update, MyBCA, audio visual media, Halo SDM - call center for BCA employees, sharing session, GCG series articles, banking services and/or facilities	At all times

Product Information and Transparency

BCA has provided clear, accurate and up-to-date information related to the BCA's products and services in pursuant to the Financial Service Authority/Bank Indonesia provisions, which its customers can retrieve the information conveniently through:

- BCA website that provides comprehensive and timely information on BCA's products and/or services;
- Leaflet, brochure, Plasma TV, or other printed materials in every BCA branch offices throughout Indonesia that contain the banking product information to facilitate the customer in understanding the information.
- BCA officers, comprises of Relationship Office, Account Officer, and Customer Service at all BCA branch offices, who are keen to give the product/service information and the solutions that needed by customers.

BCA also provides the information of its banking products and/or services directly to the customers. The information conveyed to the customers is based on their prior approval when they signed in approval column form during opening an account, in which they are agreed to receive more data. The publication of information on BCA products, services, and/or banking facilities is carried out in accordance with regulatory provisions concerning Transparency in Bank Product Information and Use of Customer Personal Data.

Media

BCA's business management does not only focus in gaining the profits, but also it also encompasses the effort to provide the best banking solutions for the stakeholders. The best solution of banking is given by BCA through the communication channels:

1. Halo BCA

BCA continues to give the convenience to the consumers to access its BCA's information, reporting mechanism and/or problem solving through:

Halo BCA

- Phone number: 1500888.
- Email address: halobca@bca.co.id.
- Halo BCA Chat: www.bca.co.id, Whatsapp (0811 1500 998).
- Video Call in main branch offices: BSD, SCBD, Alam Sutera, Thamrin, Matraman, Darmo, and at myBCA.
- Video Banking at myBCA Gandaria City, Bintaro Xchange, Central Park, Kota Kasablanka, Emporium Pluit, Ciputra World Surabaya, Grand City Surabaya, BCA Learning Institute Sentul.

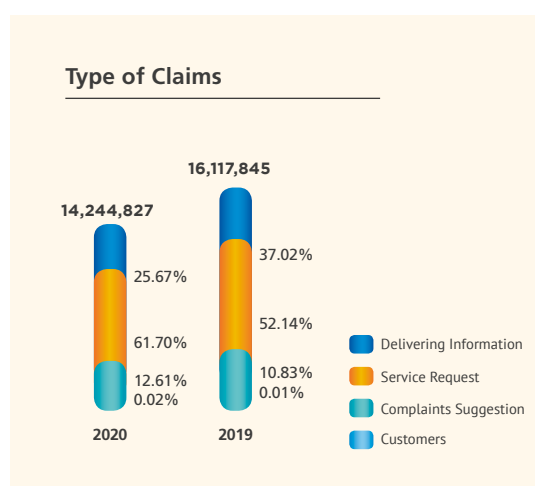
Service level at Halo BCA

Service level for receiving customer contacts:

- Call Response time: 20 seconds
- Whatsapp Response time : 2 minutes
- Twitter Response time: 3 minutes
- Halo BCA Chat Response time: 2 minutes
- Email Response time: 1 hour

Service Level Agreement (SLA)

BCA has established the duration of problem solving, which varies starting from 1 (one) until 45 (fourty five) working days, depending on the types of the reported problems. Currently, 99,3% of the problems raised through Halo BCA have been resolved in accordance with the service level agreement (SLA). The number of customers contacting Halo BCA in 2020 is 14,244,827 (fourteen million two hundred forty-four thousand eight hundred twenty-seven).



Types of customer complaints are divided into the following criteria:

- 25.67% are information delivery.
- 61.70% are customer services inquiries (e.g. blocking, activation, etc.).
- 12.61% are customer who file the complaints.
- 0.02% are suggestion given by customers.

2. BCA Website

BCA website, www.bca.co.id serves as the sources of reliable information for the existing customers and/or prospective customers. It offers variety of products, services and attractive promotions, as well as it provides various BCA information, consists of, corporate information, finance and banking, BCA's shareholders information, credit rating, investor news, and other information disclosures. It also shows the corporate activities, comprises of analyst meeting, financial reports, and a wide array of BCA Corporate Social Responsibility (CSR) programs that are held regularly and presented in BCA website. The disclosures of those informations are inline with the BCA's commitment to maintain the transparency of information as part of Good Corporate Governance (GCG) implementation and in compliance with the regulations, while satisfy the needs of information that are essential for investors, Capital Market communities and shareholders. Through the BCA website, these parties can subscribe their e-mails to receive quarterly financial information publications.

In addition, to fulfill the customer needs in this digital era, BCA website (www.bca.co.id) exists as the digital channel by providing various types of online form (e-form) that includes the online application form for Home Ownership Loan (KPR), Working Capital Loan, Application Program Interface (API) Partnership and other application forms for various services of BCA.

3. BCA Social Media

Social media has become an integral part of people's lives. With the BCA's motto, "Always by Your Side", it is not only a written motto, but it is proven by the existence of BCA in numerous social media platforms that growth continuously.

- Twitter Account (@XpresiBCA, @GoodLifeBCA, @BizGuideBCA, @HaloBCA, @BankBCA, @KartuKreditBCA),
- Facebook (/XpresiBCA, /GoodLifeBCA, /BizGuideBCA, /BankBCA, /KartukreditBCA),
- Youtube (Solusi BCA),
- Slideshare (www.slideshare.net/SolusiBCA),
- LinkedIn PT Bank Central Asia Tbk,
- Instagram (@goodlifeBCA),
- Line (@BankBCA),

The official BCA accounts and social media activities can be accessed through www.bca.co.id/sociamedia.

BCA continues to innovate by providing VIRA chat-bot or BCA Virtual Assistant Chat Banking. VIRA can be accessed through Facebook Messenger and LINE chat application of BCA bank account. Through VIRA, customers can receive information related to the recent promotions, account balances check and mutation, exchange rates, ATM information, credit card information, and other banking access.

Throughout 2020, BCA actively conducted the communication campaign that relies on social media, as follows:

- Campaigns on updates in BCA banking products to communicate the benefits of the products to the potential markets.
- Educational campaigns related to the secure banking transaction for the public.
- Campaigns related to the recent promotional programs from BCA.

4. List of Press Releases in 2020

BCA's press releases represent the implementation of Good Corporate Governance (GCG) principles, specifically on the principle of transparency. During 2020, there were 138 (one hundred thirty eight) press releases made by BCA, which include:

No.	Month	Date	Press Releases Distribution
1	January	January 2, 2020	BCA Jabodetabek Branches that Have Not Resumed Normal Operations
2		January 3, 2020	BCA Jabodetabek Gradually Resumed Normal Operations
3		January 6, 2020	All BCA Branches Have Resumed Normal Operations
4		January 24, 2020	Modern Money Transfer, Five Simple Ways Using BagiBagi Feature on BCA mobile and Sakuku
5		January 24, 2020	Latest and Unique, BCA Now Has BagiBagi Feature on BCA Mobile!
6		January 28, 2020	Strengthening MSME, BCA Join Forces with Modalku
7		January 30, 2020	BCA's Ad "Buat Apa Susah" Named Youtube's Favorite Ads
8	February	February 09, 2020	9 Young Talents Win BCA Young HackR 2020
9		February 13, 2020	Enhancing the Role of MSMEs, BCA Organizes MSMEs Development in Bekasi
10		February 18, 2020	BCA Expoversary 2020 offers a City-wide Atmosphere will be Hold in 8 Days
11		February 18, 2020	Teamed with GK – Plug and Play, SYNRGY Accelerator Batch 2 Program is Ready to Start!
12		February 19, 2020	Consistently Providing The Best Services, BCA Receive Eight Awards in Top Brand Award 2020
13		February 20, 2020	PT Bank Central Asia Tbk Full Year 2019 Results - Solid Performance Amid Modest Business Environment
14		February 21, 2020	Presenting Special Prizes, BCA Expoversary 2020 is Officially Held!
15		February 21, 2020	Let's Go to Bobaland at BCA Expoversary 2020. Enjoy the Promo of Up to 63%
16		February 21, 2020	Crazy Promo: Happy Hour Gadget Flash Sale at BCA Expoversary 2020!
17		February 21, 2020	Promoting One Stop Shopping Concept, BCA Expoversary 2020 visits Surabaya!
18		February 22, 2020	BCA Credit Card Holders, Come Join Reward BCA Auction at BCA Expoversary 2020
19		February 22, 2020	More Than 7,000 Visitors Enliven BCA Expoversary Day One
20		February 23, 2020	For Three Days, BCA Expoversary 2020 Packed with More Than 50,000 Visitors
21		February 24, 2020	BCA Organizes Team Building for Wirawisata Goa Pindul
22		February 25, 2020	BCA Jabodetabek Branches that Have Not Resumed Normal Operations
23		February 25, 2020	Educating Customers on Forex Remittance, BCA Holds Remittance Seminar
24		February 25, 2020	[Infographic] BCA Financial Performance 2019
25		February 26, 2020	All BCA Branches Have Resumed Normal Operations
26		February 28, 2020	Realizing Millennial Tourism, BCA Launches Peramun Hill Virtual Guide in Belitung
27	March	March 7, 2020	Improving 21st Century Teacher Competencies, BCA Organizes Teacher Training in Yogyakarta
28		March 11, 2020	Consistently Providing Service Excellence, BCA Wins Two Award from Infobank
29		March 16, 2020	MSMEs as Drivers of Indonesia Economic, BCA Held Coaching of MSME Batik Lamongan
30		March 19, 2020	[Infographic] #BankingFromHome
31		March 20, 2020	BCA Supports Work from Home Movement, Easy Transactions from Home
32		March 24, 2020	Temporary Closure of half of Select BCA Branches
33		March 24, 2020	Fight COVID-19, BCA donates medical equipment for Patients and Healthcare Workers
34		March 27, 2020	Supporting the #BankingfromHome Movement, BCA Increases KlikBCA Individu Transfer Limit to Rp250 million/day
35	April	April 1, 2020	SYNRGY Accelerator Batch 2 Presents 10 Startups at Virtual Demo Day
36		April 1, 2020	#BankingFromHome, Free GoPay Balance Topup and 50% Off LinkAja Topup using BCA
37		April 2, 2020	Addressing the Needs of COVID-19 Referral Hospitals, BCA Donated Ventilators to RSPAD Gatot Soebroto
38		April 2, 2020	Temporary Closure of Select BCA Branches
39		April 6, 2020	Offering Customer Service Excellence, BCA Relocates KCU Metro
40		April 8, 2020	Reach out Excellence Digital Talent, BCA launch BCA SYNRGY Academy Program and Jogja Development Lab (JDL) in Yogyakarta
41		April 9, 2020	BCA Holds Annual General Meeting of Shareholders
42		April 17, 2020	BCA Makes Adjustments to Branch Services
43		April 24, 2020	Supporting COVID-19 Handling Efforts, BCA Hands Over Medical Equipments in Lombok

No.	Month	Date	Press Releases Distribution
44	May	May 12, 2020	Supporting COVID-19 Handling Efforts, BCA Distributes Aid Package in Padang
45		May 12, 2020	Fighting Against COVID-19, Kanwil I BCA Distributes Donation from BCA Employees to Community
46		May 12, 2020	Helping Communities Affected by COVID-19, BCA Employees and Bakti BCA Hands Over Donations in Surabaya
47		May 12, 2020	Fighting Against COVID-19, Employees of BCA and Bakti BCA Hands Over Donations to the Community
48		May 12, 2020	Reducing Burden on COVID-19 Affected Communities, BCA Employees and Bakti BCA Hand Over Donations in Aceh
49		May 12, 2020	Caring for People Affected by COVID-19, BCA Employees and Bakti BCA Hand Over Donation at Wisma BCA BSD
50		May 12, 2020	Facing Communities Affected by COVID-19, BCA Employees and Bakti BCA Hands Over Donations in Balikpapan
51		May 12, 2020	Helping Communities Affected by COVID-19, BCA Employees and Bakti BCA Hands Over Donations at KCU Matraman
52		May 12, 2020	Caring for People Affected by COVID-19, BCA Employees and Bakti BCA Hand Over Donation at Pluit Sub-Branch Office
53		May 12, 2020	Supporting COVID-19 Handling, BCA Donated Medical Equipments in Medan
54		May 12, 2020	Initiating a Fundraiser, BCA Employees and Bakti BCA Help Communities Affected by COVID-19
55		May 12, 2020	Helping Communities Affected by COVID-19, BCA Employees and Bakti BCA Hands Over Donation in Malang
56		May 12, 2020	Caring for Communities Affected by COVID-19, BCA Employees Distribute Aid to Regional Office VIII Pondok Indah
57		May 12, 2020	Invoking Solidarity, Insan BCA and Bakti BCA Hands Over Donation to Fight Against COVID-19
58		May 13, 2020	After Sumatra, BCA Distributes Aid to Central Java and Yogyakarta
59		May 14, 2020	Consistently Fighting Against COVID-19, BCA Channels Aids in Tarakan
60		May 14, 2020	United in Preventing COVID-19, BCA Employees and Bakti BCA Distribute Donation in Palembang
61		May 15, 2020	Helping Handling COVID-19, BCA Distributes Aid to Medical Personnel in Makassar
62		May 20, 2020	United in Fighting Against COVID-19, BCA Participates in Large-Scale Social Collaboration (KSBB)
63		May 20, 2020	Eid al-Fitr 2020 Special Moments: BCA Presents #BankingFromHome and #RamadanDiRumah
64		May 20, 2020	Eid Mubarak 2020, #HolidayWithoutMudik with BCA
65		May 23, 2020	Welcoming Eid Al-Fitr at Home, BCA and Narasi Holds Live Streaming "Rayakan Kebaikan"
66	June	May 27, 2020	[Infographic] BCA Financial Report Q1 2020
67		May 27, 2020	PT Bank Central Asia Tbk First Quarter 2020 Results - Sustaining Solid Financial Position to Weather Uncertainties
68		May 28, 2020	Supporting COVID-19 Handling, BCA Donated Medical Equipments in Medan
69		June 05, 2020	Synergize to Fight COVID-19, BCA Group Channeled Donations to PERSI
70		June 07, 2020	BCA and Detik Collaborate on "Living a Good Life with Bakti BCA" Webinar
71		June 09, 2020	BCA Distributed PPE and Medical Masks to Kediri
72		June 22, 2020	Activate Your BCA Credit Card PIN before 1 July 2020
73		June 22, 2020	Offering Service Excellence, BCA Relocates KCP Seberang Hulu
74		June 26, 2020	After Sumatera, BCA Distributes Aid to Central Java and Yogyakarta
75		July 06, 2020	Achieving Success, BCA Secures First Place for Indonesia's Most Valuable Brand
76	July	July 07, 2020	BCA Distributed PPE to Airlangga University Hospital in Surabaya
77		July 10, 2020	Contributing to the Country, BCA's Welma Sets ORI017 Sales Record
78		July 16, 2020	BCA Launches SYNRGY Accelerator Batch 3!
79		July 16, 2020	Supporting Frontliners in Combating COVID-19, BCA Distributes PPE to RSUD RA Kartini Jepara

No.	Month	Date	Press Releases Distribution
80		July 16, 2020	BCA and Desa Wisata Institute Hold a Post-COVID-19 Tourism Village Strategy Webinar
81		July 24, 2020	BCA Distributes Donations for Inadequate Housing in Surakarta
82		July 27, 2020	PT Bank Central Asia Tbk First Half 2020 Results - Navigating the Bank through Pandemic Cycle
83		July 28, 2020	BCA, Nusantara Institute and Nusantara Kita Foundation to Hold Indonesian Women and Culture Webinar
84		July 30, 2020	Shareholders Approve BCA's bank's Plan to Acquire PT Bank Rabobank International Indonesia
85	August	August 05, 2020	BCA and Bogor Agricultural University (IPB) Hold "Striving for Excellence During New Normal" Webinar
86		August 11, 2020	Latest Feature, Activate Debit Online on BCA mobile Now!
87		August 13, 2020	Encouraging Digital Promotion Optimization, BCA and Desa Wisata Institute Organize Webinar for 12 Assisted Tourism Villages
88		August 19, 2020	Supporting Mask Movement (GPM), BCA Donates 100,000 Face Masks to Three Provinces in Indonesia
89		August 22, 2020	Raising MSMEs in Indonesia, BCA Supports Micro Loan Distribution at Kertalangu Denpasar Tourism Village
90	September	September 01, 2020	Supporting KUR Distribution, BCA Collaborates with BPR Karya Perdana Sejahtera
91		September 01, 2020	BCA's Commitment to Building Tourism Village Potentials in Indonesia
92		September 02, 2020	BCA Donated Rp1 billion for 81 Community Health Centers in Jawa Timur
93		September 04, 2020	National Customer Day, BCA Continues to Present Service Innovations for Customers
94		September 09, 2020	New and Fresh, BCA Presents ONLINEXPO KPR BCA
95		September 10, 2020	Making Life Easier, Three Must-Know Features in New Normal Era
96		September 11, 2020	ATM BCA, Easy Solution for PDAM Payment
97		September 11, 2020	Supporting Nelayan Berseri Laut Lestari Program, BCA Donated Rp280 million for Fishermen
98		September 24, 2020	BCA Holds Financial and Investment Literacy Webinar for 500 UGM Vocational Students
99		September 29, 2020	BCA Officially Acquires Bank Interim
100	October	September 30, 2020	10 BCA SYNRGY Accelerator Batch 3 Startups Appear at Virtual Demo Day
101		October 01, 2020	Ahead of the Youth Pledge Day, BCA Supports the Startup Weekend Indonesia
102		October 02, 2020	BCA Wins Indonesia's HR Asia Best Companies to Work in Asia 2020 Award
103		October 06, 2020	Virtual Intellectual Forum: BCA Holds Indonesia Knowledge forum (IKF) IX 2020
104		October 08, 2020	Commemorating World Tourism Day, BCA Holds Webinar for Tourism Villages in Indonesia
105		October 12, 2020	BCA Distributes Bakti BCA Scholarships 790 Indonesian Students
106		October 12, 2020	BCA Improves Investment Solutions with 2 (Two) Schroders Mutual Funds
107		October 14, 2020	BCA and Its Employees Distribute Donation for Palu
108		October 22, 2020	BCA Introduce the Assisted Village through Talkshow Program "Liburan dari Rumah"
109		October 24, 2020	BCA Always Stands by Your Side through #BankingFromHome During Long Holiday
110	November	October 26, 2020	PT Bank Central Asia Tbk January-September 2020 - Results Solid Liquidity in the Challenging Time
111		November 04, 2020	BCA Organizes "Economic Outlook: Remain Optimistic Amid the Pandemic" Webinar for MSMEs
112		November 05, 2020	BCA Invites Customers to "Holiday from Home" to Assisted Village in West Sumatra
113		November 07, 2020	Encouraging the Youth to Preserve Indonesian Culture, BCA Supports Virtual Dance Competition and Traditional Fashion Competition
114		November 09, 2020	BCA Supports Indonesia Fashion Week 2020
115		November 17, 2020	BCA Distributes Rp30 Billion to MSME via Akseleran
116		November 17, 2020	BCA Distributes PPE and 30,000 Cloth Masks to Central Java
117		November 18, 2020	BCA and Blibli.com Hold an Online Marketing Webinar "Digital Marketing Strategies on E-Commerce Platforms"
118		November 19, 2020	Calling for the Public to Take Virtual Walks, BCA Introduces Assisted Villages in Belitung
119		November 20, 2020	Advancing the MSME Sector in Indonesia, BCA Launches Bangga Lokal Program
120		November 25, 2020	Offering Ease of JKN-KIS Payment, BCA Received Payment Channel Award

No.	Month	Date	Press Releases Distribution
121		November 25, 2020	Collaborating with Blibli, BCA Presents a Virtual Automotive Festival "KKB BCA x BLIBLI Autofest"
122		November 26, 2020	BCA Holds an Inspirational Webinar: "Women's Involvement in Tourism Village Development"
123		November 27, 2020	Supporting Teacher Development, BCA Holds Series of National Teachers Day 2020 Program
124		November 30, 2020	BCA Wins Top Innovative Choice Award 2020 via Welma Application
125	December	December 01, 2020	Financial Literacy Webinar "Dare To Dream, Start Action", BCA's Commitment to Provide Financial Education for the Younger Generation.
126		December 02, 2020	SYNRGY Academy to Open Batch 2 After Producing 36 Ready-for-Work Digital Talents in Batch 1
127		December 03, 2020	BCA Invites the Community to Recognize Tamansari Tourism Village and Wukisari Wayang Tourism Village
128		December 03, 2020	Supporting Education in East Indonesia, BCA Encourages Creative Virtual Learning
129		December 07, 2020	Maximize Banking Activities with BCA #BankingFromHome on Simultaneous Regional Election Holiday
130		December 10, 2020	President Director of BCA Jahja Setiaatmadja Won the Most Influential Leader Award
131		December 14, 2020	Having Committed to Sustainable Governance, BCA Re-Enters the SRI-KEHATI Index
132		December 14, 2020	BCA Receives the Private Commercial Bank Award at Bisnis Indonesia Award 2020
133		December 17, 2020	Recording the Best Retail SBN Investment Sales, BCA Obtains Two Awards from Indonesian Ministry of Finance
134		December 17, 2020	BCA Invites the Public to Take Virtual Travel to Doesoen Kopi Sirap and Gemah Sumilir Batik Village
135		December 18, 2020	BCA Wins Indonesia Most Admired CEO 2020
136		December 21, 2020	Commemorating Mother's Day, BCA Holds "Women's Role in Developing Villages"
137		December 21, 2020	BCA Always by Your Side through #BankingFromHome Throughout Christmas and New Year Holiday
138		December 29, 2020	Welcoming End of Year Holiday Season, BCA Presents Lifestyle Feature on BCA mobile

5. Correspondence with OJK and IDX

BCA's correspondence with the Financial Services Authority (OJK) and the Indonesia Stock Exchange (IDX) represent the implementation of Good Corporate Governance (GCG) principles, specifically on the principle of transparency and accountability. During 2020, correspondences with the two regulators that have been performed by BCA, which include:

Financial Services Authority (OJK)

Date	Letter No.	To	Subject
January 25, 2020	064/DIR/2020	Financial Services Authority	Submission of Result of filling out the Fulfillment Checklist of PT Bank Central Asia Tbk
February 3, 2020	008/DCS/2020	Financial Services Authority (OJK)	Report on Affiliated Transaction
February 14, 2020	021/DCS/2020	Financial Services Authority (OJK)	Information Disclosure on Affiliate Transaction
February 18, 2020	141/DIR/2020	Financial Services Authority (OJK)	Announcement of Agenda of Annual General Meeting of Shareholders of PT Bank Central Asia Tbk ("Company") for fiscal year 2019
February 21, 2020	024/DCS/2020	Financial Services Authority (OJK)	Information Disclosure on Affiliate Transaction
February 21, 2020	025/DCS/2020	Financial Services Authority (OJK)	Submission of Q4 2019 Financial Statement (audited) of PT Bank Central Asia Tbk ("Company")
February 21, 2020	026/DCS/2020	Department of Bank Supervision 3	Submission of Q4 2019 Financial Statement (audited) of PT Bank Central Asia Tbk ("Company")
February 21, 2020	028/DCS/2020	Financial Services Authority (OJK)	Submission of Proof of Announcement of Summary Consolidated Financial Statement of PT Bank Central Asia Tbk and Subsidiaries as of December 31, 2019

Date	Letter No.	To	Subject
February 21, 2020	029/DCS/2020	Department of Bank Supervision 3	Submission of Proof of Announcement of Summary Consolidated Financial Statement of PT Bank Central Asia Tbk and Subsidiaries as of December 31, 2019
February 26, 2020	032/DCS/2020	Department Head of Bank Supervision 3	Submission of Proof of Announcement of Summary of Minutes of Annual General Meeting of Shareholders of PT Bank Central Asia Tbk ("Company")
February 28, 2020	034/DCS/2020	Financial Services Authority (OJK)	Report of Ownership or Changes in Share Ownership
March 10, 2020	039/DCS/2020	Financial Services Authority	Submission of Annual Report and Sustainability Report of PT Bank Central Asia Tbk ("Company") for Financial Year 2019
March 10, 2020	040/DCS/2020	Department Head of Bank Supervision 3	Submission of Annual Report and Sustainability Report of PT Bank Central Asia Tbk ("Company") for Financial Year 2019
March 13, 2020	068/DCS/2020	Financial Services Authority (OJK)	Report of Ownership or Changes in Share Ownership of PT Bank Central Asia Tbk
March 13, 2020	069/DCS/2020	Financial Services Authority (OJK)	Report of Ownership or Changes in Share Ownership of PT Bank Central Asia Tbk
March 27, 2020	070/DCS/2020	Financial Services Authority (OJK)	Report of Ownership or Changes in Share Ownership of PT Bank Central Asia Tbk
March 27, 2020	071/DCS/2020	Financial Services Authority (OJK)	Report of Ownership or Changes in Share Ownership of PT Bank Central Asia Tbk
March 30, 2020	237/DIR/2020	Financial Services Authority (OJK)	Report of Ownership or Changes in Share Ownership of PT Bank Central Asia Tbk
April 2, 2020	245/DIR/2020	Financial Services Authority (OJK)	Revision of Summons Related to changes of venue for Annual General Meeting of Shareholders of PT Bank Central Asia Tbk ("Company")
April 14, 2020	092/DCS/2020	Financial Services Authority (OJK)	Submission of Copy of Minutes of Annual General Meeting of Shareholders of PT Bank Central Asia Tbk ("Company")
April 14, 2020	093/DCS/2020	Department Head of Bank Supervision 3	Submission of Copy of Minutes of Annual General Meeting of Shareholders of PT Bank Central Asia Tbk ("Company")
April 15,2020	096/DCS/2020	Financial Services Authority (OJK)	Submission of Proof of Announcement of Summary of Minutes of Annual General Meeting of Shareholders (AGMS) of PT Bank Central Asia Tbk (Company)
April 15,2020	097/DCS/2020	Department Head of Bank Supervision 3	Submission of Proof of Announcement of Summary of Minutes of Annual General Meeting of Shareholders (AGMS) of PT Bank Central Asia Tbk (Company)
April 15,2020	098/DCS/2020	Financial Services Authority (OJK)	Report of Ownership or Changes in Share Ownership of PT Bank Central Asia Tbk
April 15,2020	099/DCS/2020	Financial Services Authority (OJK)	Report of Ownership or Changes in Share Ownership of PT Bank Central Asia Tbk
April 5, 2020	100/DCS/2020	Financial Services Authority (OJK)	Report of Ownership or Changes in Share Ownership of PT Bank Central Asia Tbk
April 15,2020	101/DCS/2020	Financial Services Authority (OJK)	Report of Ownership or Changes in Share Ownership of PT Bank Central Asia Tbk
April 16, 2020	102/DCS/2020	Financial Services Authority (OJK)	Report of Ownership or Changes in Share Ownership of PT Bank Central Asia Tbk
April 16, 2020	103/DCS/2020	Financial Services Authority (OJK)	Report of Ownership or Changes in Share Ownership of PT Bank Central Asia Tbk
April 16, 2020	104/DCS/2020	Financial Services Authority (OJK)	Report of Ownership or Changes in Share Ownership of PT Bank Central Asia Tbk
April 16, 2020	105/DCS/2020	Financial Services Authority (OJK)	Report of Ownership or Changes in Share Ownership of PT Bank Central Asia Tbk
April 17, 2020	106/DCS/2020	Financial Services Authority (OJK)	Report of Ownership or Changes in Share Ownership of PT Bank Central Asia Tbk

Date	Letter No.	To	Subject
April 17, 2020	107/DCS/2020	Financial Services Authority (OJK)	Report of Ownership or Changes in Share Ownership of PT Bank Central Asia Tbk
April 17, 2020	108/DCS/2020	Financial Services Authority (OJK)	Report of Ownership or Changes in Share Ownership of PT Bank Central Asia Tbk
April 17, 2020	109/DCS/2020	Financial Services Authority (OJK)	Report of Ownership or Changes in Share Ownership of PT Bank Central Asia Tbk
April 17, 2020	110/DCS/2020	Financial Services Authority (OJK)	Report of Ownership or Changes in Share Ownership of PT Bank Central Asia Tbk
April 17, 2020	111/DCS/2020	Financial Services Authority (OJK)	Report of Ownership or Changes in Share Ownership of PT Bank Central Asia Tbk
April 17, 2020	112/DCS/2020	Financial Services Authority (OJK)	Report of Ownership or Changes in Share Ownership of PT Bank Central Asia Tbk
April 23, 2020	113/DCS/2020	Department Head of Bank Supervision 3	Submission of Annual Report and Financial Statement of Subsidiaries
April 29, 2020	115/DCS/2020	Financial Services Authority (OJK)	Submission of a Copy of Deed of Minutes of Annual General Meeting of Shareholders of PT Bank Central Asia Tbk ("Company")
April 29, 2020	116/DCS/2020	Department Head of Bank Supervision 3	Report of Ownership or Changes in Share Ownership of PT Bank Central Asia Tbk
April 29, 2020	117/DCS/2020	Department of Bank Supervision 3	Submission of Annual Report of the Integrated Governance Implementation - Financial Conglomerate of PT Bank Central Asia Tbk ("Company")
May 26, 2020	121/DCS/2020	Department Head of Bank Supervision 3	Submission of Annual Financial Statement of BCA Finance Limited (audited)
May 27, 2020	123/DCS/2020	Financial Services Authority (OJK)	Submission of Q1 2020 Financial Statement (unaudited) of PT Bank Central Asia Tbk ("Company")
May 27, 2020	124/DCS/2020	Department of Bank Supervision 3	Submission of Q1 2020 Financial Statement (unaudited) of PT Bank Central Asia Tbk ("Company")
May 27, 2020	125/DCS/2020	Financial Services Authority (OJK)	Submission of Proof of Announcement of Summary Consolidated Financial Statement of PT Bank Central Asia Tbk and Subsidiaries as of March 31, 2020
May 27, 2020	126/DCS/2020	Department Head of Bank Supervision 3	Submission of Proof of Announcement of Summary Consolidated Financial Statement of PT Bank Central Asia Tbk and Subsidiaries as of March 31, 2020
June 4, 2020	131/DCS/2020	Financial Services Authority (OJK)	Report on Information or Material Facts
June 5, 2020	133/DCS/2020	Financial Services Authority (OJK)	Report of Ownership or Changes in Share Ownership of PT Bank Central Asia Tbk
June 8, 2020	134/DCS/2020	Financial Services Authority (OJK)	Report of Ownership or Changes in Share Ownership of PT Bank Central Asia Tbk
June 8, 2020	135/DCS/2020	Financial Services Authority (OJK)	Report of Ownership or Changes in Share Ownership of PT Bank Central Asia Tbk
June 8, 2020	136/DCS/2020	Financial Services Authority (OJK)	Submission of Proof of Announcement of Acquisition Summary Plan
June 8, 2020	137/DCS/2020	Financial Services Authority (OJK)	Report of Ownership or Changes in Share Ownership of PT Bank Central Asia Tbk
June 8, 2020	138/DCS/2020	Financial Services Authority (OJK)	Report of Ownership or Changes in Share Ownership of PT Bank Central Asia Tbk
June 22, 2020	152/DCS/2020	Financial Services Authority (OJK)	Continuous Submission of Sustainable Subordinated Bonds I of PT Bank Central Asia Tbk ("Company")
June 24, 2020	154/DCS/2020	Financial Services Authority (OJK)	Submission of Proof of Announcement of Extraordinary General Meeting of Shareholders of PT Bank Central Asia ("Company")
June 24, 2020	155/DCS/2020	Department Head of Bank Supervision 3	Submission of Proof of Announcement of Extraordinary General Meeting of Shareholders of PT Bank Central Asia ("Company")

Date	Letter No.	To	Subject
July 8, 2020	164/DCS/2020	Financial Services Authority (OJK)	Submission of Proof of Notice of Extraordinary General Meeting of Shareholders of PT Bank Central Asia ("Company")
July 8, 2020	165/DCS/2020	Department Head of Bank Supervision 3	Submission of Proof of Notice of Extraordinary General Meeting of Shareholders of PT Bank Central Asia ("Company")
June 10, 2020	166/DCS/2020	Financial Services Authority (OJK)	Report of Ownership or Changes in Share Ownership of PT Bank Central Asia Tbk
June 10, 2020	167/DCS/2020	Financial Services Authority (OJK)	Report of Ownership or Changes in Share Ownership of PT Bank Central Asia Tbk
June 10, 2020	168/DCS/2020	Financial Services Authority (OJK)	Report of Ownership or Changes in Share Ownership of PT Bank Central Asia Tbk
June 10, 2020	169/DCS/2020	Financial Services Authority (OJK)	Report of Ownership or Changes in Share Ownership of PT Bank Central Asia Tbk
June 10, 2020	170/DCS/2020	Financial Services Authority (OJK)	Report of Ownership or Changes in Share Ownership of PT Bank Central Asia Tbk
June 10, 2020	171/DCS/2020	Financial Services Authority (OJK)	Report of Ownership or Changes in Share Ownership of PT Bank Central Asia Tbk
July 10, 2020	172/DCS/2020	Financial Services Authority (OJK)	Report of Ownership or Changes in Share Ownership of PT Bank Central Asia Tbk
June 10, 2020	173/DCS/2020	Financial Services Authority (OJK)	Report of Ownership or Changes in Share Ownership of PT Bank Central Asia Tbk
June 10, 2020	174/DCS/2020	Financial Services Authority (OJK)	Report of Ownership or Changes in Share Ownership of PT Bank Central Asia Tbk
June 10, 2020	175/DCS/2020	Financial Services Authority (OJK)	Report of Ownership or Changes in Share Ownership of PT Bank Central Asia Tbk
June 10, 2020	176/DCS/2020	Financial Services Authority (OJK)	Report of Ownership or Changes in Share Ownership of PT Bank Central Asia Tbk
July 13, 2020	177/DCS/2020	Financial Services Authority (OJK)	Report of Ownership or Changes in Share Ownership of PT Bank Central Asia Tbk
June 16, 2020	431/DIR/2020	Financial Services Authority (OJK)	Announcement of Agenda of Extraordinary General Meeting of Shareholders of PT Bank Central Asia Tbk
June 17, 2020	433/DIR/2020	The Board of Commissioner of Financial Services Authority	Notification of Termination of Subordinated Bond Public Offering
July 28, 2020	191/DCS/2020	Financial Services Authority (OJK)	Submission of Q2 2020 Financial Statement (unaudited) of PT Bank Central Asia Tbk ("Company")
July 28, 2020	192/DCS/2020	Department Head of Bank Supervision 3	Submission of Q2 2020 Financial Statement (unaudited) of PT Bank Central Asia Tbk ("Company")
July 28, 2020	193/DCS/2020	Financial Services Authority (OJK)	Submission of Proof of Announcement of Summary Consolidated Financial Statement of PT Bank Central Asia Tbk and Subsidiaries as of June 30, 2020
July 28, 2020	194/DCS/2020	Department Head of Bank Supervision 3	Submission of Proof of Announcement of Summary Consolidated Financial Statement of PT Bank Central Asia Tbk and Subsidiaries as of June 30, 2020
August 4, 2020	195/DCS/2020	Financial Services Authority (OJK)	Submission of Copy of Minutes of Extraordinary General Meeting of Shareholders of PT Bank Central Asia Tbk ("Company")
August 4, 2020	196/DCS/2020	Department Head of Bank Supervision 3	Submission of Copy of Minutes of Extraordinary General Meeting of Shareholders of PT Bank Central Asia Tbk ("Company")
August 4, 2020	197/DCS/2020	Financial Services Authority (OJK)	Submission of Proof of Announcement of Summary Minutes of Extraordinary General Meeting of Shareholders of PT Bank Central Asia Tbk
August 4, 2020	198/DCS/2020	Department Head of Bank Supervision 3	Submission of Proof of Announcement of Summary Minutes of Extraordinary General Meeting of Shareholders of PT Bank Central Asia Tbk

Date	Letter No.	To	Subject
August 10, 2020	200/DCS/2020	Financial Services Authority (OJK)	Submission of a Copy of Deed of Minutes of Extraordinary General Meeting of Shareholders of PT Bank Central Asia Tbk
August 11, 2020	201/DCS/2020	Department Head of Bank Supervision 3	Submission of a Copy of Deed of Minutes of Extraordinary General Meeting of Shareholders of PT Bank Central Asia Tbk
September 14, 2020	210/DCS/2020	Financial Services Authority (OJK)	Report of Ownership or Changes in Share Ownership of PT Bank Central Asia Tbk
September 29, 2020	215/DCS/2020	Financial Services Authority (OJK)	Report on Information or Material Facts
October 21, 2020	237/DCS/2020	Department Head of Bank Supervision 3	Submission of a Copy of Letter of the Ministry of Law and Human Rights of the Republic of Indonesia and the Deed of Statement of Meeting Resolution of PT Bank Central Asia Tbk
October 21, 2020	238/DCS/2020	Financial Services Authority (OJK)	Submission of a Copy of Letter of the Ministry of Law and Human Rights of the Republic of Indonesia and the Deed of Statement of Meeting Resolution of PT Bank Central Asia Tbk
October 27, 2020	242/DCS/2020	Financial Services Authority (OJK)	Submission of Q3 2020 Financial Statement (unaudited) of PT Bank Central Asia Tbk ("Company")
October 27, 2020	243/DCS/2020	Department Head of Bank Supervision 3	Submission of Q3 2020 Financial Statement (unaudited) of PT Bank Central Asia Tbk ("Company")
October 27, 2020	244/DCS/2020	Financial Services Authority (OJK)	Submission of Proof of Announcement of Summary Consolidated Financial Statement of PT Bank Central Asia Tbk and Subsidiaries as of September 30, 2020
October 27, 2020	245/DCS/2020	Department Head of Bank Supervision 3	Submission of Q3 2020 Financial Statement (unaudited) of PT Bank Central Asia Tbk ("Company")
November 10, 2020	250/DCS/2020	Financial Services Authority (OJK)	Information Disclosure on Affiliate Transaction
November 20, 2020	252/DCS/2020	Financial Services Authority (OJK)	Report of Ownership or Changes in Share Ownership of PT Bank Central Asia Tbk
November 23, 2020	253/DCS/2020	Financial Services Authority (OJK)	Information Disclosure on Affiliate Transaction
November 23, 2020	254/DCS/2020	Financial Services Authority (OJK)	Information Disclosure on Affiliate Transaction
November 27, 2020	255/DCS/2020	Financial Services Authority (OJK)	Report of Affiliated Transaction
December 11, 2020	262/DCS/2020	Financial Services Authority (OJK)	Report of Affiliated Transaction
December 14, 2020	1086/DIR/2020	Financial Services Authority (OJK)	Report of Affiliated Transaction
December 30, 2020	264/DCS/2020	Financial Services Authority (OJK)	Report of Affiliated Transaction

Indonesia Stock Exchange (IDX)

Date	No Letter	To	Subject
February 20, 2020	023/DCS/2020	Indonesia Stock Exchange (IDX)	Submission of Press Release of Summary Information of Q4 2019 (audited) Financial Performance of PT Bank Central Asia Tbk ("Company")
March 6, 2020	038/DCS/2020	Indonesia Stock Exchange (IDX)	Explanation of Implication of the Effectiveness of PSAK 71, 72, and 73 for 2020 on the Financial Statement of PT Bank Central Asia Tbk ("Company")
April 14, 2020	094/DCS/2020	Indonesia Stock Exchange (IDX)	Report and Announcement of Schedule and Procedure of Distribution of Cash Dividends for Financial Year 2019 of PT Bank Central Asia Tbk ("Company")

Date	No Letter	To	Subject
August 12, 2020	202/DCS/2020	Indonesia Stock Exchange (IDX)	Respond to the Letter No. S-04454/BEI.PP2/08-2020
September 28, 2020	213/DCS/2020	Indonesia Stock Exchange (IDX)	Respond to the Letter No. S-05636/BEI.PP2/09-2020
October 27, 2020	246/DCS/2020	Indonesia Stock Exchange (IDX)	Respond to the Letter No. S-06452/BEI.PP2/10-2020

6. Internal Communication

Internal communication plays a pivotal role in building the character and culture of BCA and the solidity of the working teams. Seamless, intensive and effective internal communication in disseminating BCA's related information accelerate work processes and mechanisms across all of the BCA's lines, having a positive impact on the overall performance targets.

The content of information and media communication are the keys to the success of internal communication. Each complements the other, providing comprehensible information that is convenient for employees to follow up.

Effective internal communication is key to BCA's success in achieving its vision and mission. With a relatively large workforce which spread across Indonesia, BCA recognizes the need to devise a proper internal communications strategy aimed at creating a harmonious relationship with all employees.

The following are BCA's internal media communication:

1. InfoBCA Magazine

InfoBCA magazine is an internal monthly magazine that serves as media for education, socialization, entertainment and a tool to share knowledge and experiences, activities within BCA for all employees. InfoBCA magazine contains BCA's information, banking products, banking services, networking, internal programs, awards, technologies, management, and other useful information for employees. InfoBCA magazine is published in both print and e-magazine versions (which can be downloaded from MyBCA internal portal).

2. MyBCA

MyBCA is an internet-based internal communication system. The internet network can only be accessed by internal parties using facilities provided by BCA. MyBCA is managed by the Information Technology Group, in accordance with public relations aspects and other work units in the head office. It serves as a tool to convey BCA information, business unit programs, socialization of banking products, services, learning, and various other important information. MyBCA has been developed for its online employment information and

administration services, including healthcare fees, leave request, overtime, business trips, employee data, compensation, appraisals and others.

3. Plasma TV

Plasma TV is an internal media communication installed in strategic places within the building or other premises in BCA offices. This audio visual media contains information regarding BCA, its banking products and services, work unit activities, and other important information.

4. E-mail

BCA adopts an emailing system for its internal media communication. Another internal communication built through the email system includes a management communication forum.

5. Microsoft Lync

Through the Microsoft Lync facility, BCA's employees can send data or information via PC (personal computer) and communicate with each other, it is similar to chatting features on modern gadgets. The Microsoft Lync facility is very useful for urgent matters, because the incoming messages directly appear on the screen along with the incoming message alert. Other than that, the facility can also be used to transmit large files and data.

6. Internal Events

Internal communication is also built through various internal events, such as:

- BCA anniversary celebrations;
- Lunch time with the Management (Lunch Together Management);
- Gatherings, i.e. the celebrations of Christmas/ New Year and Eid al-Fitr and annual gatherings/ recreations, pre-retirement events for retiring employees, and others;
- National work meeting;
- Bakorseni (arts, sport-related);
- Sessions of knowledge sharing i.e. COP (Community of Practice) activities, BCA Open Source, etc.

7. Corporate Identity Manual

An internal guide or a set of standards for BCA, especially in the use of the corporate logo, how the logo is used in different forms, and other corporate materials.

8. Facebook Semua Beres and Instagram Semua Beres

BCA uses Facebook and Instagram as a means of internal communication under the Semua Beres Facebook and (@bcasemuaberes) Instagram accounts. Subscribed employees are connected to one another and can share information and experiences.

9. Halo SDM

A call center facility for employees which serves as a communication bridge for all information about provisions enacted on human resources. The facility provides an opportunity for every employee to know better, understand and comply with BCA's internal rules.

5. Record all of the transactions accurately in accordance with applicable policies.
6. Foster and protect a harmonious working environment and fair competition.
7. To not abuse the position and authority for personal or family interests.
8. To not commit in any misconduct that may damage the professional image and the reputation of BCA in general.
9. To avoid any types of gambling or speculation.
10. Improve knowledge and insight continually by keeping abreast of developments in the banking industry in particular and the business in general.

Enforcement of BCA's Code of Ethics

BCA's Code of Ethics provides the framework for ethical values and ethical standard that must be fulfilled. In addition, it is part of the responsibility of individual BCA employees and applicable across all levels of the organization, including the Board of Directors, Board of Commissioners and all BCA employees.

Code of Ethics Related to Anti-Corruption

BCA complies with the Anti-Corruption regulations to ensure that business activities are in line with the principles of prudence and Good Corporate Governance principle. BCA employees are committed to an anti-corruption culture in all work aspects.

Anti-Corruption policies in the BCA's Code of Ethics include:

1. Ensuring that there are no conflicts of interest between personal interests and BCA or customer interests.
2. Not abusing the position and authority for personal or family interests.
3. Not committing any misconduct that may damage the professional image and the reputation of BCA in general.

Code of Ethics Related to Vendors

In performing their duties, BCA employees often work with vendors. Therefore, in relation to anti-corruption culture, each of BCA's employees has to observe the Code of Ethics related to vendors, including:

1. In carrying out their duties, all BCA employees must protect the reputation of BCA, including but not limited to:
 - a. Maintaining the self-appearance and behaving with the good ethics and manners (through the actions and words).
 - b. Not compromising excessively while performing vendor pre-qualifications and vendor bill verification.
 - c. Avoiding any meetings that will influence the decisions related to the employees' duties and responsibilities.

CODE OF ETHICS

BCA upholds the positive values to all BCA employees. Accordingly, BCA's Code of Ethics is established to regulate ethical standards, values, and principles that must be carried out by the BCA employees. BCA's Code of Ethics is the elaboration of BCA's culture of implementing Good Corporate Governance and achieving its vision and mission. The BCA's Code of Ethics serves as guidance for BCA employees to act and make decision while they are carrying out their duties and responsibilities professionally on a daily basis. It provides the guidelines on what is expected of BCA employees as they conduct relations with customers, shareholders, suppliers/partners, government and the communities where the company operates.

The main principles of the BCA's Code of Ethics are:

1. Professionalism.
2. Integrity.
3. Excellent team
4. Prime service.
5. Social care.

Core of BCA's Code of Ethics

The core of the BCA's Code of Ethics comprises:

1. Comply and adhere to the prevailing laws and regulations;
2. Protect the bank's reputation and safeguard the corporate assets;
3. Protect the confidentiality of bank and customer data;
4. Ensure that there are no conflicts of interest between personal interests and the bank or customer interests.

2. Avoiding any situations where the vendors' behavior might lead to personal gain and/or create loss for BCA.
3. Protecting the confidentiality of BCA and vendor data obtained when performing their duties and not using them for personal gain.
4. Providing information proactively to Management or the authorities if there is any family relationship or affiliation with the vendors that may potentially influence objectivity in carrying out tasks.
5. Not taking any profit from vendor's mistakes.
6. Not asking for or receiving any form of money/gift/parcel/services and not binding to the debt transactions.
7. Returning any form of money/gift/parcel/services in accordance to the prevailing regulations and proving that such of returns with a letter signed by the work unit head and a receipt for the return of goods.
8. Preventing conflict of interest consistently while dealing with vendors.

Socialization

BCA make an effort to ensure that the Code of Ethics is communicated and distributed to all BCA employees. Initiatives taken to socialize the Code of Ethics include:

1. BCA Code of Ethics pocketbook has been distributed to all BCA employees.
2. BCA's Code of Ethics is presented in the form of e-learning which accessible to all BCA employees, including the first jobber and pro hire employees who have just joined with BCA.
3. BCA's Code of Ethics has been uploaded on the BCA internal portal (MyBCA) and BCA website in the Corporate Governance section.
4. BCA's Code of Ethics has been socialized through sharing sessions or COP (Community of Practice) in each Division/work unit, such as BCA's confidential rules, confidential position, fraud, etc.

Enforcement and Sanctions for the Code of Ethics Violation

1. The Code of Ethics is binding in nature and all BCA employees must understand and implement it wholeheartedly to support the fulfillment of Good Corporate Governance principles.
2. All BCA employees, including members of the Board of Commissioners and Board of Directors signed a statement stating that they understand and promise to comply with and implement BCA's Code of Ethics as guidance for conduct inside and outside of the workplace.
3. Code of Ethics violations can be reported through the whistleblowing system as stipulated in the implementation of BCA's Whistleblowing System policy, in accordance with the Board of Directors Decree Letter No. 146/SK/DIR/2017 dated November 1, 2017.
4. In the event of a violation or non-compliance with the Code of Ethics, the offender is subject to sanctions according to the severity of the wrongdoing. The sanctions are stipulated in the Collective Labor Agreement which include:
 - Main sanctions can be in the form of a verbal warning, a written reprimand, written warning, demotion or termination.
 - Additional sanctions can be given in the form of job transfer (rotation), promotion delay, salary/wage increase delay, revocation of facilities attached to the offender's position, dismissal, or other sanctions which in line to the prevailing laws.

Any decisions that were taken by BCA regarding sanctions for violations are in accordance with the type and severity of the violation and based on comprehensive evaluation of the individual who committed misconduct.

Code of Ethics Violation Cases in 2020

In 2020, there was a total of 186 (one hundred eighty six) Code of Ethics violation cases. The following are the recapitulation of the Code of Ethics violations cases:

Types of Code of Ethics Violation Cases in 2020:

Year	Category of Cases	Total Cases	Status of Resolution
2020	SP I	162	Case Resolved
	SP II	16	
	SP III	8	

Note: SP = Warning Letter

CORPORATE CULTURE

BCA believes that culture has an important role in determining the success of BCA while conducting business activities. BCA has established a culture as follows:

- Vision and Mission to provide foundation, direction, and guidance for all of BCA personnel in conducting their business activities.
Vision and Mission of BCA were evaluated by management in 2014 and were found to be still in accordance with the current BCA's strategic direction. Descriptions about Vision and Mission of BCA are listed in the Company Profile chapter.
- Values provide moral guidance for all BCA personnel in carrying out the Mission and achieving the Vision of BCA.

BCA Values

1. **Customer Focus**
Paying attention to, understanding, and providing services to meet customers' specific expectations and/or needs.
2. **Integrity**
Persistence in upholding honesty, openness, and consistency in carrying out roles/duties in various situations and conditions to build customer trust.
3. **Teamwork**
Interaction and synergy based on understanding of the self and others to reach organizational goals.
4. **Continuous Pursuit of Excellence**
Continuous efforts to achieve the best in order to provide added value to customers.

Socialization of Vision, Mission and Values

Socialization of the Vision, Mission, and Values is carried out in the following ways:

1. Socialization involving all work units and employees of BCA, such as COP, team sharing sessions, and weekly briefings.
2. Coordination meetings or quality meetings for all regional offices.
3. Career development programs such as management development programs or manager development programs, special forums such as account officer forums, and special groups such as project management offices.
4. Video on BCA's internal portal.
5. E - learning.
6. BCA Info Magazine (internal monthly magazine).
7. Employees' PC screen savers and mouse pads.
8. Internal training.
9. Internal culture video clip.
10. BCA Handbook.
11. Comic books that are distributed to all employees.
12. Games.
13. Other media.

Introduction of Corporate Culture for New Employees

For all new employees in BCA, introduction of corporate culture is provided through an induction program, which includes introduction of the Vision, Mission, and Values of BCA. Games are effective to introduce the Vision, Mission and Values of BCA to new employees, who are categorized as Y and Z generations.

BUY BACK SHARES AND/OR BONDS

Throughout 2020, BCA did not repurchase any shares or bonds.

OTHER CORPORATE ACTIONS

In 2020, BCA conducted other corporate actions with the following details:

1. Disclosure of Acquisition of PT Bank Rabobank International Indonesia

In 2020, BCA and its subsidiary (PT BCA Finance) acquired PT Bank Rabobank International Indonesia. Acquisition by BCA and its subsidiary (PT BCA Finance) was approved at the 2020 EGMS and has been published with the following description:

Date	Disclosure of Information /Publication	Description
June 8, 2020	• BCA website • Investor Daily	BCA announced an abridged acquisition plan of PT Bank Rabobank International Indonesia on the BCA website (https://www.bca.co.id/) in the "Investor News" section and the Investor Daily Newspaper. The acquisition plan will be implemented with the following conditions: • BCA will buy 3.719.069 (three million seven hundred nineteen thousand sixty-nine) shares from the shareholders of PT Bank Rabobank International Indonesia representing 99,999973% (ninety-nine point nine nine nine seven three percent) of the total shares that have been issued and paid up in PT Bank Rabobank International Indonesia, and • PT BCA Finance ("BCA Finance"), which is a controlled subsidiary of BCA, will buy one share from the shareholders of PT Bank Rabobank International Indonesia representing 0,000027% (zero point zero zero zero zero two seven percent) of the total shares that have been issued and paid up in PT Bank Rabobank International Indonesia.
June 23, 2020	• The Jakarta Post • Bisnis Indonesia • BCA website • KSEI website	Announcement of the 2020 EGMS can be downloaded in the "Corporate Action" section on the BCA website (https://www.bca.co.id/).
July 8, 2020	• The Jakarta Post • Bisnis Indonesia • BCA website • KSEI website	Notice of the 2020 EGMS in which one of the meeting agendas was the approval of shares acquisition plan in PT Bank Rabobank International Indonesia by BCA, can be downloaded in the "Corporate Action" section on the BCA website (https://www.bca.co.id/).
July 30, 2020	-	The 2020 EGMS, in which one of the meeting agendas was the approval of shares acquisition plan in PT Bank Rabobank International Indonesia by BCA, was held at Menara BCA Grand Indonesia, 19th Floor, Jl. M.H. Thamrin No. 1, Jakarta 10310.
August 3, 2020	• BCA website	Announcement of the summary of the minutes of the 2020 EGMS can be downloaded in the "Corporate Action" section on the BCA website (https://www.bca.co.id/), which includes the results of decisions related to the agenda for the approval of shares acquisition plan in PT Bank Rabobank International Indonesia by BCA, as follows: • Approving BCA action to purchase shares of PT Bank Rabobank International Indonesia • Approving the acquisition plan; • Approving the acquisition deed concept; and • Granting the power and authorization to the Board of Directors of BCA to implement the acquisition of shares of PT Bank Rabobank International Indonesia
August 4, 2020	• The Jakarta Post • Bisnis Indonesia • BCA website • KSEI website	
September 25, 2020	-	Completion of the acquisition of PT Bank Interim Indonesia ("Bank Interim") previously known as PT Bank Rabobank International Indonesia by BCA and its subsidiary, BCA Finance (the "Buyers"), from the shareholders of Bank Interim, namely Coöperatieve Rabobank U.A., PT Aditirta Suryasentosa, PT Antarindo Optima, PT Antariksabuana Citanagara, and PT Mitra Usaha Kencana Sejati (the "Sellers"), under the Conditional Sale and Purchase Agreement dated December 11, 2019, and the Amended and Restated Conditional Sale and Purchase Agreement dated May 11, 2020 between the Buyers and the Sellers ("CSPA").
September 29, 2020	• BCA website	BCA has submitted a notification to the OJK that on September 29, 2020 an Acquisition Deed was signed in order to settle acquisition of the PT Bank Interim Indonesia. BCA also published this information on the BCA website (https://www.bca.co.id/) in the "Investor News" section.

Acquisition Funding

The acquisition plan will be funded through BCA's own capital from funds reserved as retained earnings. In this case, BCA also states and guarantees that the acquisition funding:

- Does not originate from loans or financing facilities in any form from a Bank or other party in Indonesia
- Does not originate from or for the purpose of money laundering as stipulated in Law No. 8 of 2010 on the Prevention and Eradication of Money Laundering Crimes
- Does not originate from banking felonies; or
- Does not originate from other felonies.

Relationship Between the Transacting Parties

The parties involved in the acquisition transaction of Bank Interim (previously known as PT Bank Rabobank International Indonesia) are BCA and BCA Finance as "Buyers" and shareholders of Bank Interim, namely Coöperatieve Rabobank UA, PT Aditirta Suryasentosa, PT Antarindo Optima, PT Antariksabuana Citanagara, and PT Mitra Usaha Kencana Sejati as "Sellers".

BCA Finance is a controlled subsidiary whose shares are entirely owned by BCA (both directly and indirectly). The Buyers and the Sellers are not affiliated under the laws and regulations applicable in the capital markets.

Therefore, the transaction is not subject to OJK Regulation No. 42/POJK.04/2020 dated July 1, 2020 concerning Affiliated Transactions and Conflict of Interest Transactions.

Transaction Value

- A. In accordance with the provisions of the CSPA and as described in the Acquisition Deed, the Buyers have purchased 3,719,070 shares of Bank Interim, representing all the subscribed and paid-up share capital held by the Sellers in Bank Interim. Thus, the composition of shareholders in Bank Interim is currently as follows:

Name	Number of Shares	Nominal Value
BCA	3,719,069	1,859,534,500,000
BCA Finance	1	500,000

- B. The acquisition amounted to Rp643,650,000,000,- (six hundred forty three billion six hundred and fifty million Rupiah).
- C. The transaction is not a Material Transaction based on OJK Regulation No. 17/POJK.04/2020 dated April 20, 2020 concerning Material Transactions and Alterations of Business Activities.

2. Disclosure of the Merger of PT Bank Interim Indonesia into PT Bank BCA Syariah

The merger of Bank Interim into PT Bank BCA Syariah (hereinafter referred to as the "Merger") is effective as of December 10, 2020 and the Merger has been approved by the Financial Services Authority ("OJK") as evident in the Duplicate Copy of Decision of Member of the Board of Commissioners of the Financial Services Authority Number KEP-182/D.03/2020 concerning the Granting of Approval for the Merger of PT Bank Interim Indonesia into PT Bank BCA Syariah dated December 8, 2020.

As a follow-up to such OJK approval, PT Bank BCA Syariah ("BCA Syariah") as the surviving bank in the Merger has submitted to the Minister of Law and Human Rights ("MOLHR") a notice of Merger Deed No. 65, made before Christina Dwi Utami, S.H., M.Hum., M.Kn., a Notary in the Municipality of West Jakarta (the "Merger Deed") and a notice of Amendment of BCA Syariah's Articles of Association following the merger, both of which have been received by the MOLHR, as evident in Letter of Acknowledgement of Receipt of Notice of Corporate Merger No. AHU-AH.01.10-0012509 and Letter of Acknowledgement of Receipt of Notice of Amendment of Articles of Association No. AHU-AH-01.03-0417472, each dated December 10, 2020.

In connection with the foregoing and in accordance with:

- Article 20 letter a of OJK Regulation No. 41/POJK.03/2019 dated December 26, 2019 on Merger, Consolidation, Acquisition, Integration and Conversion of Commercial Banks; and
- Article 10 paragraph 1 in conjunction with Article 1 point 10 of the Merger Deed

The Merger is effective as of December 10, 2020, which is the date the MOLHR issued the letters of acknowledgement of receipt of the notice of the Merger Deed and the notice of the amendment of BCA Syariah's articles of association.

Upon the effectiveness of the Merger, BCA Syariah becomes the surviving bank following the Merger, whereas Bank Interim is dissolved by law without having to first go into liquidation, and all the assets and liabilities of Bank Interim pass by law to BCA Syariah as the surviving bank following the Merger.

Relationship Between the Transacting Parties

BCA Syariah and Bank Interim are companies controlled by BCA with more than 99% (ninety-nine percent) of their shares owned by BCA, so BCA only reports this merger transaction to OJK in accordance with Article 6 of OJK Regulation Number 42/POJK.04/2020 dated July 1, 2020 concerning Affiliated Transactions and Conflict of Interest Transactions. This Merger does not involve or result in any conflicts of interest, whether between the banks conducting the Merger or with any member of the Board of Directors, the Board of Commissioners, or the Sharia Supervisory Board.

BCA has appointed Ruky, Safrudin & Rekan ("Independent Party") Public Appraisal Services Office to evaluate the fairness of the merger of PT Bank Interim Indonesia into PT Bank BCA Syariah. The independent party believes that the transaction is fair as disclosed in the fairness opinion report No. 00079/2.0095-00/BS/07/0269/1/X/2020 dated 7 October 2020.

Transaction Value

The conversion of Bank Interim's shares in connection with the Merger was carried out on the following provisions:

- The fair market value of 100% (one hundred percent) of Bank Interim's shares as of July 31, 2020 is Rp312,984,000,000.- (three hundred twelve billion nine hundred eighty-four million rupiah) (rounded) or equivalent to Rp84,156.52 (eighty-four thousand one hundred fifty-six point five two rupiah) per share, and the fair market value of 100% (one hundred percent) of BCA Syariah's shares as of July 31, 2020 is Rp2,413,482,000,000.-

(two trillion four hundred thirteen billion four hundred eighty-two million rupiah) (rounded) or equivalent to Rp1,208,977.61 (one million two hundred eight thousand nine hundred seventy-seven point six one rupiah) per share, so that 100% (one hundred percent) of Bank Interim's shares, namely 3,719,070 (three million seven hundred nineteen thousand and seventy) shares entitle the shareholders of Bank Interim to hold 258,883.207 (two hundred fifty-eight thousand eight hundred eighty-three point two zero seven) (rounded) shares in BCA Syariah, or every one share in Bank Interim will entitle the shareholders of Bank Interim to hold 0,07 (zero point zero seven) share in BCA Syariah (rounded).

- BCA Syariah conducts a stock split, in which 1 (one) share of BCA Syariah will be split into 1,000 (one thousand) shares, resulting in a change in the nominal value of the share from Rp1,000,000.- (one million rupiah) per share to Rp1,000.- (one thousand rupiah) per share, and therefore after the split of BCA Syariah's shares, all Bank Interim's shareholders are entitled to the post-conversion shares totaling 258,883,207 (two hundred fifty-eight million eight hundred eighty-three thousand two hundred seven) shares in BCA Syariah (rounded), representing 11.48% (eleven point four eight percent) of the shares of BCA Syariah as the surviving bank following the Merger (enlarged capital). Then, the post-conversion shares will be distributed in the amount of 258,883,137 (two hundred fifty-eight million eight hundred eighty-three thousand one hundred thirty-seven) shares to BCA and 70 (seventy) shares to BCA Finance.

Accordingly, upon the effectiveness of the Merger, as of December 10, 2020, the capital structure and shareholder composition of BCA Syariah as the surviving bank following the Merger as follows:

Description	Nominal Value of Rp1,000.- per share		(%)
	Number of Share	Total Nominal Value (Rp)	
Authorized Capital	5,000,000,000	5,000,000,000,000.-	
Subscribed and Paid-up Capital			
- BCA	2,255,182,137	2,255,182,137,000.-	99.999950
- BCA Finance	1,070	1,070,000.-	0.000050
Total Subscribed and Paid-up Capital	2,255,183,207	2,255,183,207,000.-	100.00
Total Unissued Shares (Treasury Shares)	2,744,816,793	2,744,816,793,000.-	

PROVISION OF FUNDS TO RELATED PARTY AND LARGE EXPOSURE

Disclosure regarding provision of funds to related parties (individuals or groups, including the Board of Directors, the Board of Commissioners, Executive Officers of the Bank, and other related parties) and provision of large exposure refers to OJK Circular Letter No. 13/SEOJK.03/2017 concerning Implementation of Good Corporate Governance for Commercial Banks under the Transparency of the Implementation of Governance section.

Lending Policy to the Board of Directors and the Board of Commissioners

BCA has policies related to loans for the Board of Directors and the Board of Commissioners, which are regulated in:

- Credit Provision Guidance for Small & Medium Enterprises, Commercials, Corporates, and Consumers;
- Policy regarding Credit Approval Mechanism to Related Parties; and
- The Basic Bank Lending Policy of PT BCA Tbk (KDPB) published on July 22, 2019 (hereinafter referred to as "The Lending Policy for Board of Directors and Board of Commissioners")

The Lending Policy of the Board of Directors and Board of Commissioners regulates that the credit loans to the Board of Directors and the Board of Commissioners are granted:

- on the basis of the fairness principle or arm's length basis; and
- at market interest rates.

Policy on Provision of Funds to Related Parties

Provision of funds to related parties and to debtors in large exposure is always carried out with due regard to the prudence principle, through a review process and mechanism in accordance with BCA policies and fulfilling the OJK provisions and prevailing laws and regulations, including the Legal Lending Limit (LLL). In addition, the provision of funds to related parties must be decided by the credit decision officer and obtain approval from the Board of Commissioners.

Implementation of Provision of Funds to Related Parties in 2020

During 2020, BCA has implemented a policy of provision of funds to related parties, large exposure, and lending to the Board of Directors and the Board of Commissioners in accordance with applicable regulations, which must meet, among others the following conditions:

- Provision of funds to related parties shall not conflict with the general lending regulations and procedures and must generate reasonable profits for BCA.
- The credit terms to related parties policy, particularly in regard to credit interest rates and the form or type of loan shall still comply with general credit regulation at BCA.

Provision of Funds to Related Parties and to Main Debtors individuals and Groups (Large Exposure) at BCA during 2020:

Fund Provisioned	Total	
	Debtors/Group	Nominal (Rp)
To Related Parties	553	8,052,576,179,617
To Main Debtors:		
a. Individual	50	142,954,539,368,656
b. Group	30	203,391,293,789,214

Detailed information on related party transactions can be viewed in the Financial Report Section 49 on Page 712-719 of this Annual Report.

STRATEGIC PLAN

The Board of Commissioners and Board of Directors continuously build active communication to align their views with the business strategy of BCA in the banking sector. The Board of Commissioners is responsible for directing, monitoring and evaluating the implementation of strategic policies of BCA and providing advice to the Board of Directors in accordance with the aims and objectives of BCA's Article of Association.

Every year the Board of Directors has a major role in the development and review process, monitoring and supervising the company's strategy and its implementation in accordance with internal policy and regulatory provisions. During 2020, the Board of Directors reviewed, monitored, and supervised the implementation of company's strategy through Joint Meeting of Board of Directors and Board of Commissioners regarding the Strategic Plan and related work unit.

Detailed information regarding the exposure of BCA's Strategic Plan is stated on page 286 Strategic Priorities & Projection 2021 of this Annual Report.

TRANSPARENCY OF BCA FINANCIAL AND NON-FINANCIAL CONDITIONS UNDISCLOSED IN OTHER REPORTS

BCA has policies and procedures applying transparency in financial and non-financial conditions in accordance with OJK Regulation No. 37/POJK.03/2019 dated December 19, 2019 concerning Transparency and Publication of Bank Reports and OJK Regulation No. 29/POJK.04/2016 concerning Annual Report of Issuers or Public Companies. Information of financial and non-financial conditions of BCA have been stated clearly and transparently in several reports through printed media and BCA website, as follows:

Transparency of Financial Conditions

BCA has prepared and presented report on financial transparency according to procedures, type, and scope as stipulated in OJK Regulation and submitted monthly, quarterly, and annually according to the types of report.

1. Annual Report

- a. BCA has prepared and presented an Annual Report to OJK, shareholders, and other institutions as required or deemed necessary. Annual Report contains information as follows:

- Highlights of important financial data including an overview of shares, Board of Commissioners reports, Board of Directors reports, company profile, management discussion and analysis on business and financial performance, corporate governance, corporate social responsibility and sustainable finance.
- Annual Financial Statements audited by Public Accountant and Public Accounting Firm registered in OJK which is prepared for 1 (one) fiscal year and is presented in comparison with 1 (one) previous fiscal year, as well as the beginning of the previous comparative year.
- Responsibility statement of the Board of Commissioners and Board of Directors on the accuracy of the Annual Report, signed by all members of the Board of Commissioners and Board of Directors.

- b. Annual Reports (including Audited Annual Reports) have been posted on BCA website – www.bca.co.id and have been published through Indonesian newspapers that have wide circulation in Indonesia.

2. Quarterly Published Report

- a. BCA has announced Quarterly Published Report on newspapers and BCA website – www.bca.co.id, includes informed Financial Quarterly Published Report to OJK or stakeholders in accordance with the prevailing OJK Regulation.
- b. Announcement of Quarterly Published Report on BCA website including the Financial Quarterly Published Report and other reports, which are maintain for at least 5 (five) fiscal years.
- c. Announcement of Quarterly Published Report on BCA website including the Financial Published Report. The consolidation of BCA and its subsidiaries is carried out in 2 (two) newspapers and Financial Statement of Parent Company of BCA shall be published in 1 (one) newspaper. The selected newspapers are printed daily in Indonesian and have wide circulation in BCA's head office. The Financial Quarterly Published Report is signed by President Director and 1 (one) member of the Board of Directors.

3. Monthly Published Report

- BCA has published its Monthly Published Report on the BCA website, and reported them to OJK in accordance with prevailing OJK Regulations.

Transparency of Non-Financial Conditions

BCA has provided some reports related to transparency of non-financial conditions with procedures, type, and scope as stipulated in prevailing OJK Regulations, and provide and published other information related to non-financial conditions, as follows:

1. Published financial and non-financial conditions transparently to stakeholders, including Periodic Report of LLL to OJK, corporate governance information through Governance Implementation Report of BCA or published information in BCA website, and other transparent information of non-financial conditions in Analyst Meeting, Press Conference, Public Expose and Road Show, and BCA website in accordance with prevailing provisions.
2. Disclosed transparency of Ownership Structure in Annual Report and BCA website.
3. Published product information and/or BCA services clearly, accurate by, and up to date in accordance with OJK Regulations related to Transparency of Bank Product Information and Utilization of Customer Personal Data. This information can be easily obtained by customers through leaflets, brochures, or other written forms from BCA's branch offices in accessible locations, and/or in the form of electronic information provided through hotline service/call center or BCA's website.
4. Provided and informed procedures for customer complaints and dispute resolution for customers in accordance with OJK Regulations that regulate Customer Complaints and Banking Mediation, through the BCA website – www.bca.co.id.
Furthermore, the mediation in order to settle complaints of BCA customers through complaints channel, which are BCA Branch Office or Halo BCA Contact Center 1500888 or email halobca@bca.co.id.
5. Provide internal reports that have been carried out completely, accurately, and in a timely manner, supported by adequate management of the information system. BCA has a reliably managed information system and supported by the competent of human resources, and an adequate IT security system capable to providing complete, accurate, and timely information to the Board of Directors to support the business decision making process.

PROVISION OF FUNDS FOR SOCIAL ACTIVITIES

BCA actively contributes towards the improvement of people's welfare and the environmental conditions through a program called "Bakti BCA" as a form of Corporate Social Responsibility.

Bakti BCA is focused on 3 (three) primary pillars:

1. BCA Smart Solution
2. BCA Synergi Solution
3. BCA Excellent Business Solution

Other than the abovementioned programs, BCA also makes donations to other social institutions.

Complete information on BCA's social activities and total funding for social activities in 2020 is listed in the Corporate Social Responsibility chapter on page 524 in this 2020 BCA Annual Report.

PROVISION OF FUNDS FOR POLITICAL ACTIVITIES

Throughout 2020, and in previous years, BCA has never made any donations for political activities.

IMPLEMENTATION OF INTEGRATED GOVERNANCE

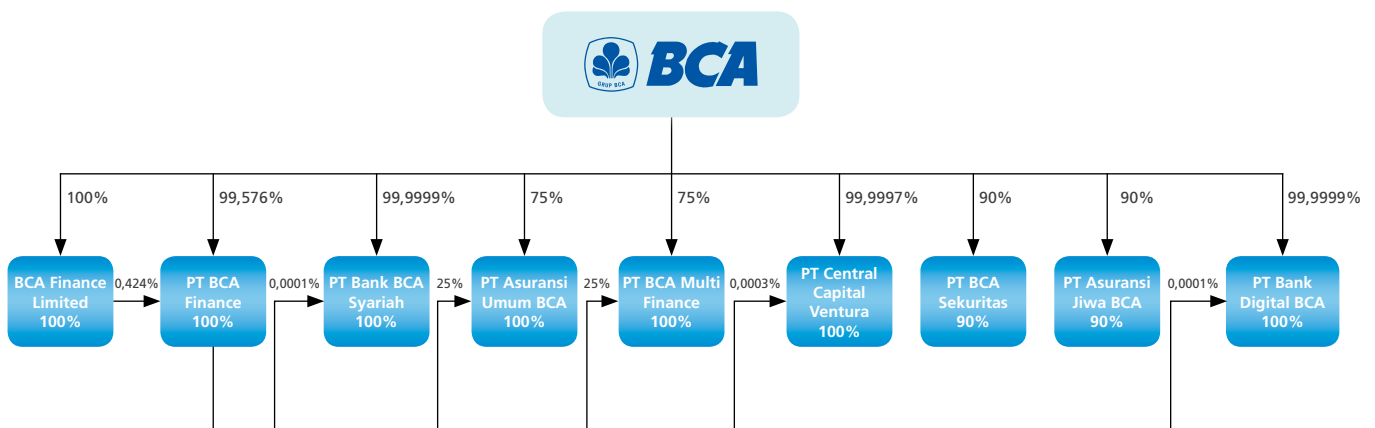
In accordance with OJK Regulation No. 18/POJK.03/2014 dated November 18th, 2014 and OJK Circular Letter No. 15/SEOJK.03/2015 dated May 25, 2015 concerning Implementation of Integrated Good Corporate Governance for Financial Conglomerate, BCA as a Main Entity and Subsidiary and/or Affiliated Company, including its subsidiaries in the Financial Conglomerate, has implemented Integrated Good Corporate Governance comprehensively and effectively. As a main entity, BCA has established integrated governance, formed the Integrated Governance Committee, and added Integrated Compliance Work Unit, Integrated of Internal Audit Unit, and Integrated Risk Management Work Unit to BCA's governance structure. In addition, based on OJK Regulation No. 45 /POJK.03/2020 dated October 14, 2020 concerning Financial Conglomerate, BCA has established and submitted Corporate Charter to OJK based on Letter No. 1118/DIR/2020 dated December 22, 2020 concerning Submission of documents Corporate Charter PT Bank Central Asia Tbk.

BCA as a main entity has prepared an annual report on integrated governance for the year 2020 and communicated it to OJK. The Annual report on implementation of integrated governance is prepared in accordance with OJK Circular Letter No. 15/SEOJK.03/2015 on the Implementation of Integrated Governance and contains coverage of the Report on the Implementation of Good Corporate Governance (GCG) as set forth in the applicable regulations for commercial banks.

1. FINANCIAL CONGLOMERATE STRUCTURE OF BCA

Throughout 2020, BCA has revised the financial conglomerate structure with:

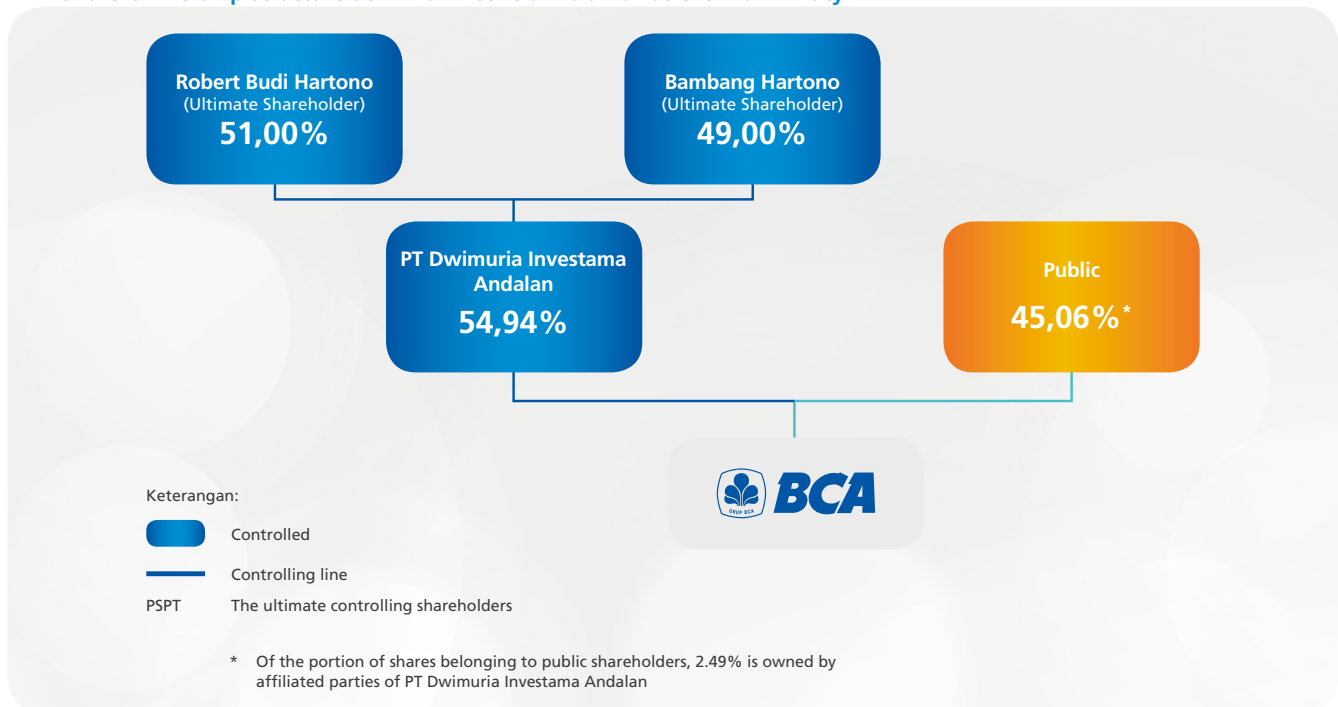
1. Board of Directors Decree No. 850/DIR/2020 dated October 19, 2020 concerning Report Submission of changes of financial conglomerate members of PT Bank Central Asia Tbk, in accordance with the acquisition of PT Bank Interim Indonesia; and
2. Board of Directors Decree No. 1109/DIR/2020 dated December 17, 2020 concerning Report Submission of changes of financial conglomerate members of PT Bank Central Asia Tbk, in accordance with the merger of PT Bank Interim Indonesia into PT Bank BCA Syariah.



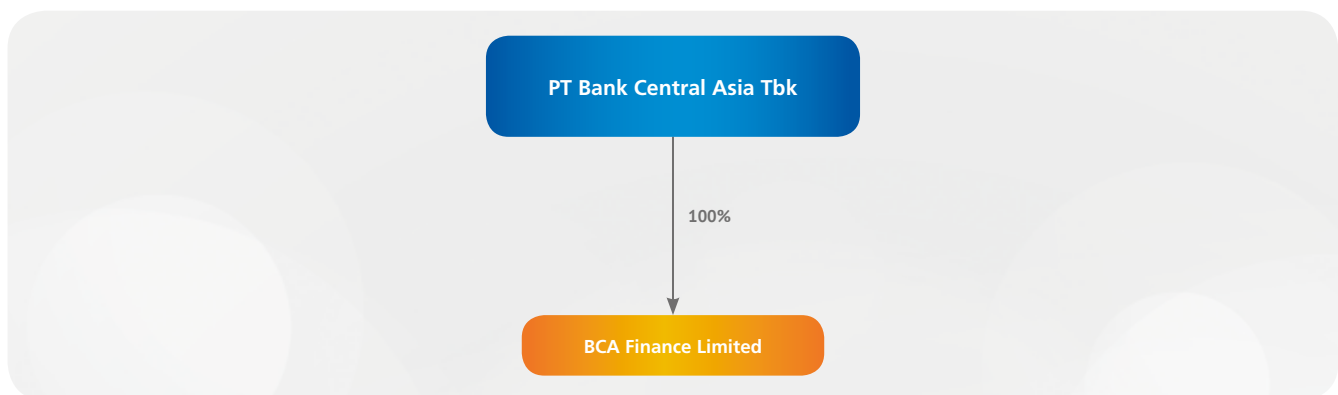
2. SHARE OWNERSHIP STRUCTURE OF BCA FINANCIAL CONGLOMERATE

As of December 31, 2020, share ownership structure of PT Bank Central Asia Tbk as the Main Entity and FSI (Subsidiaries) in the Financial Conglomerate, as follows:

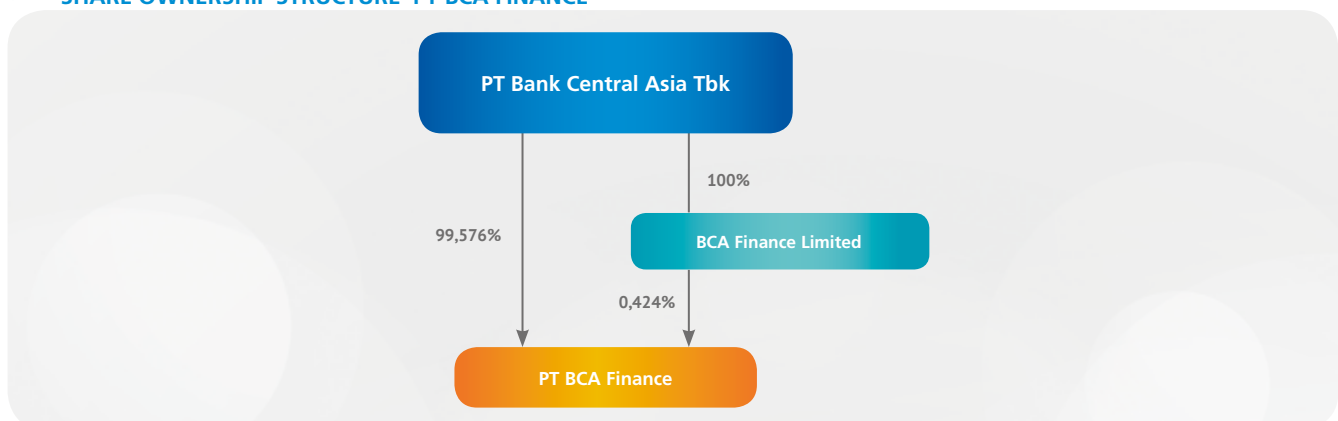
• **Share Ownership structure at PT Bank Central Asia Tbk as the Main Entity**



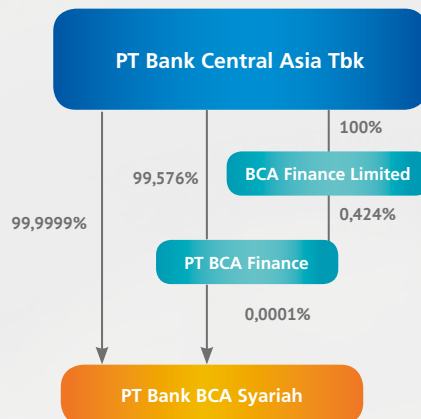
• **SHARE OWNERSHIP STRUCTURE BCA FINANCE LIMITED**



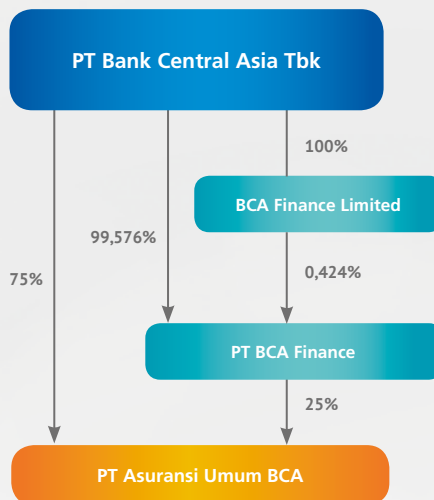
• **SHARE OWNERSHIP STRUCTURE PT BCA FINANCE**



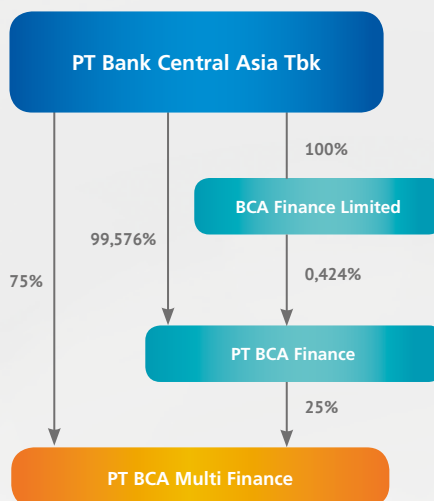
• **SHARE OWNERSHIP STRUCTURE PT BANK BCA SYARIAH**



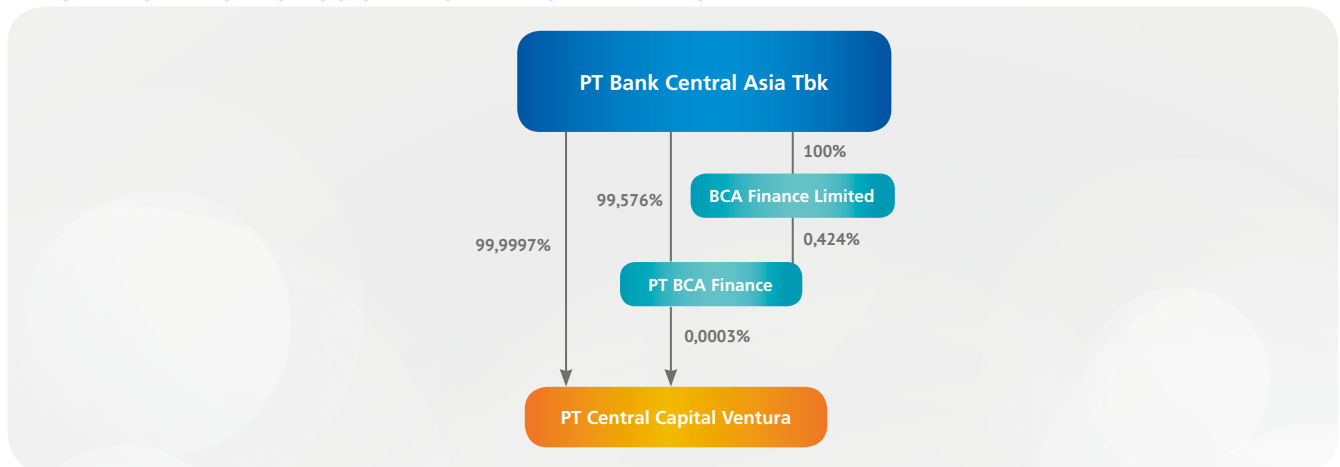
• **SHARE OWNERSHIP STRUCTURE PT ASURANSI UMUM BCA**



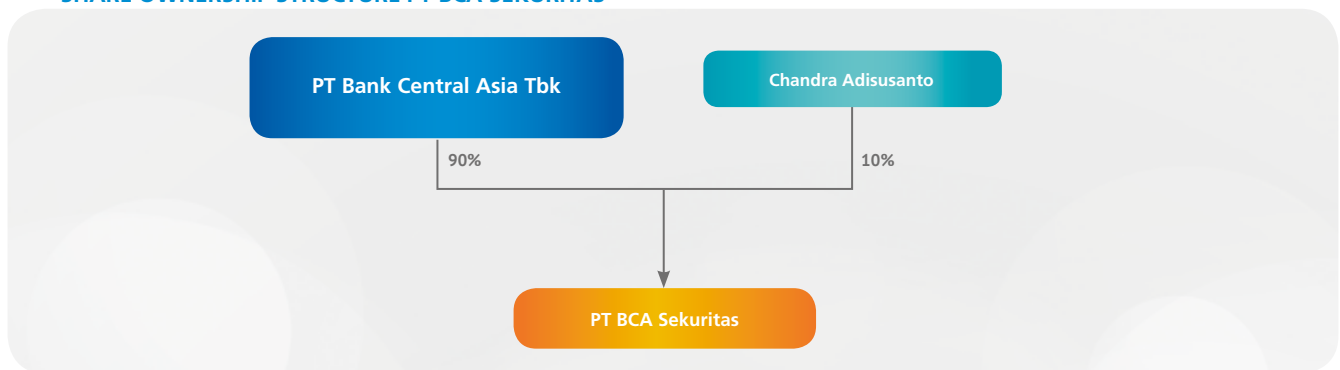
• **SHARE OWNERSHIP STRUCTURE PT BCA MULTI FINANCE**



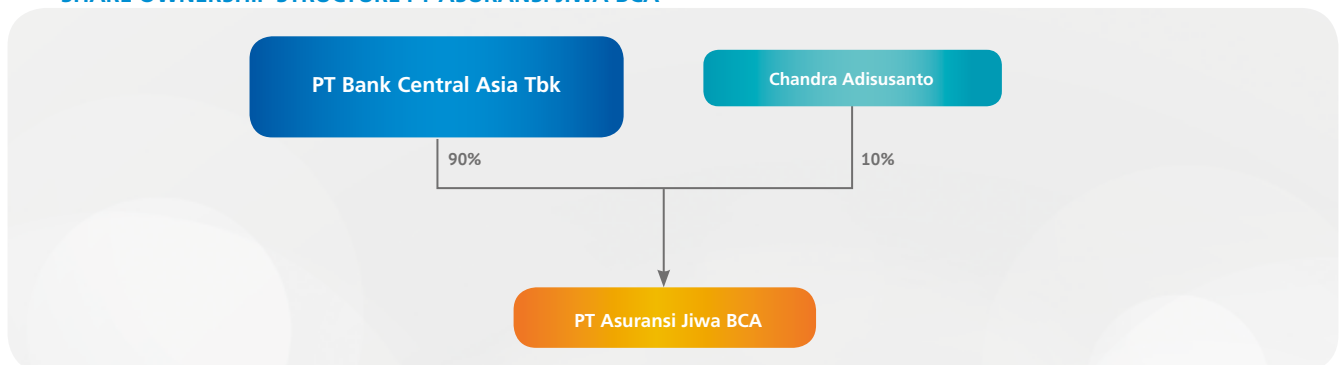
- SHARE OWNERSHIP STRUCTURE PT CENTRAL CAPITAL VENTURA**



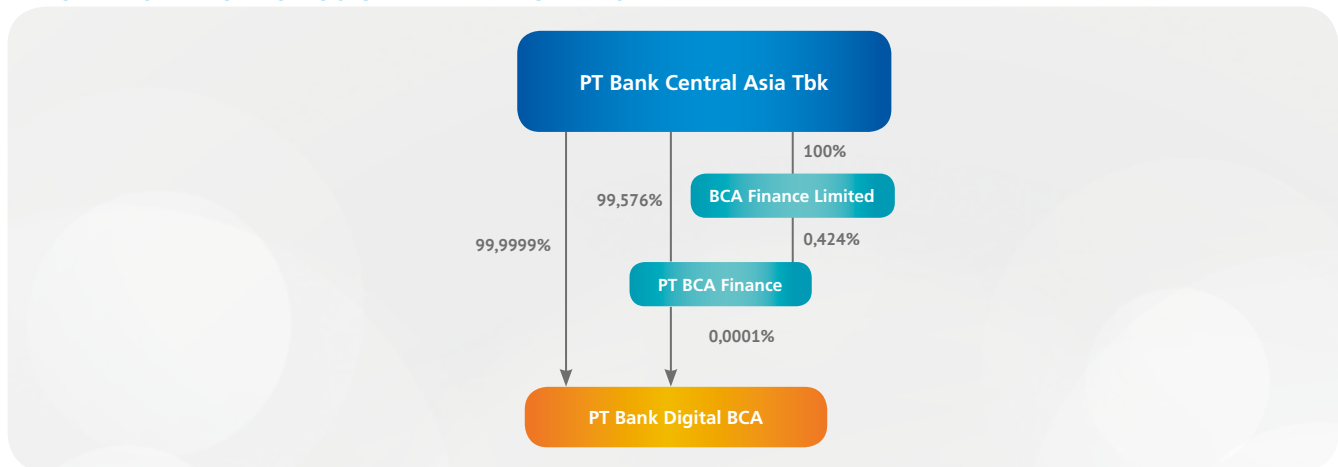
- SHARE OWNERSHIP STRUCTURE PT BCA SEKURITAS**



- SHARE OWNERSHIP STRUCTURE PT ASURANSI JIWA BCA**



• **SHARE OWNERSHIP STRUCTURE PT BANK DIGITAL BCA**



3. MANAGEMENT STRUCTURE OF BCA FINANCIAL CONGLOMERATE

Management Structure of the Main Entity

Management structure at PT Bank Central Asia Tbk as the Main Entity

BOARD OF COMMISSIONER

Position	Name
President Commissioner	Djohan Emir Setijoso
Commissioner	Tonny Kusnadi
Independent Commissioner	Cyrellus Harinowo
Independent Commissioner	Raden Pardede
Independent Commissioner	Sumantri Slamet

BOARD OF DIRECTOR

Position	Name
President Director	Jahja Setiaatmadja
Vice President Director	Suwigno Budiman
Vice President Director	Armand Wahyudi Hartono
Director	Tan Ho Hien/Subur atau Subur Tan
Director	Henry Koenafi
Independent Director	Erwan Yuris Ang
Director	Rudy Susanto
Director	Lianawaty Suwono
Director	Santoso
Director	Vera Eve Lim
Director	Gregory Hendra Lembong
Director (Concurrently Compliance Director)	Haryanto Tiara Budiman

Duties and Responsibilities of Main Entity's Board of Commissioners and Board of Directors

1. Duties and responsibilities of Main Entity's Board of Commissioners
 - a. Monitoring the implementation of Integrated Governance;
 - b. In the efforts to monitor the implementation of Integrated Governance as mentioned above, at least:
 - 1) Monitor the implementation of governance in each Subsidiary for conformity with the Integrated Governance Guidelines;
 - 2) Monitor the implementation of duties and responsibilities of the Board of Directors of the Main Entity, as well as providing directives or advice to the Board of Directors of the Main Entity over the implementation of Integrated Governance Guidelines; and
 - 3) Evaluate the Integrated Governance Guidelines and provide directives for improvement.
 - c. Hold a meeting at least once every semester. The meeting can be held through video conference.
- d. Outlining the meeting resolutions in well-documented minutes of the meeting, as well as clearly stating the dissenting opinions occurring in the meeting, complete with the reason for the dissenting opinion.
- e. Establish the Integrated Governance Committee.
2. Duties and Responsibilities of Main Entity's Board of Directors
 - a. Ensure the implementation of integrated governance in the Financial Conglomerate.
 - b. In the efforts to ensure the implementation of Integrated Governance as mentioned above, at least:
 - 1) Formulating integrated governance guidelines;
 - 2) Direct, monitor, and evaluate the implementation of the Integrated Governance Guidelines; and
 - 3) Follow-up the directives or advice from the Board of Commissioners of the Main Entity in the effort to improve the Integrated Governance Guidelines
 - c. Ensure that audit findings and recommendations from the integrated internal audit unit, external auditors, results of OJK's monitoring and/or monitoring results of other authorities have been followed-up by the Subsidiary.

Management Structure of FSI in the Financial Conglomerate

• MANAGEMENT STRUCTURE BCA FINANCE LIMITED

DIRECTOR	
Position	Name
Director	Andy Kwok Sau Lai
Director	Rudy Harjono

• MANAGEMENT STRUCTURE PT BCA FINANCE

BOARD OF COMMISSIONER	
Position	Name
President Commissioner	Jacobus Sindu Adisuwono
Commissioner	David Hamdan
Independent Commissioner	Sulistiyowati

DIRECTOR	
Position	Name
President Director	Roni Haslim
Director	Petrus Santoso Karim
Director	Amirdin Halim
Director	Lim Handoyo
Director	Sugito Lie

• **MANAGEMENT STRUCTURE PT BANK BCA SYARIAH**

BOARD OF COMMISSIONER

Position	Name
President Commissioner	Tantri Indrawati
Independent Commissioner	Suyanto Sutjiadi
Independent Commissioner	Joni Handrijanto

DIRECTOR

Position	Name
President Director	John Kosasih
Compliance Director	Houda Muljanti
Director	Rickyadi Widjaja
Director	Pranata

SHARIA SUPERVISORY BOARD

Position	Name
Chairman	Prof. DR. H. Fathurrahman Djamil, MA
Member	Sutedjo Prihatono

• **MANAGEMENT STRUCTURE PT ASURANSI UMUM BCA**

BOARD OF COMMISSIONER

Position	Name
President Commissioner	Petrus Santoso Karim
Commissioner	Liston Nainggolan
Independent Commissioner	Gustiono Kustianto
Independent Commissioner	Gunawan Budi Santoso

DIRECTOR

Position	Name
President Director	Hariyanto
Director	Hendro Hadinoto Wenan
Director	Antonius
Director	Sri Angraini
Compliance Director	Arif Singgih Halim Wijaya

• **MANAGEMENT STRUCTURE PT BCA MULTI FINANCE**

BOARD OF COMMISSIONER

Position	Name
President Commissioner	Roni Haslim
Commissioner	Hermanto, SH
Independent Commissioner	Mendari Handaya

DIRECTOR

Position	Name
President Director	Herwandi Kuswanto
Director	Senjaya Komala
Director	Adhi Purnama
Director	Parmanto Adhi Tjahjono*
Director	Liston Nainggolan**

* Resigned 30 September 2020

** Activated 1 October, 2020

- MANAGEMENT STRUCTURE PT CENTRAL CAPITAL VENTURA

BOARD OF COMMISSIONER

Position	Name
Commissioner	Jan Hendra

DIRECTOR

Position	Name
President Director	Armand Widjaja
Director	Michelle Suteja

- MANAGEMENT STRUCTURE PT BCA SEKURITAS

BOARD OF COMMISSIONER

Position	Name
President Commissioner	Dharwin Yuwono
Independent Commissioner	Ir. Hendra Iskandar Lubis

DIRECTOR

Position	Name
President Director	Mardi Henko Sutanto
Director	Imelda Arismunandar

- MANAGEMENT STRUCTURE PT ASURANSI JIWA BCA

BOARD OF COMMISSIONER

Position	Name
President Commissioner	Christina Wahjuni Setyabudhi
Commissioner	Eva Agrayani Tjong
Independent Commissioner	Pudjianto
Independent Commissioner	Hardjono

DIRECTOR

Position	Name
President Director	Rio Cakrawala Winardi
Director	Yannes Chandra
Director	Antonius Widodo Mulyono
Compliance Director	Sukawati Lubis

- MANAGEMENT STRUCTURE PT BANK DIGITAL BCA

BOARD OF COMMISSIONER

Position	Name
President Commissioner	Theresia Endang Ratnawati
Independent Commissioner	Ignatius Djulianto Sukardi
Independent Commissioner	Sri Indrajanti Dewi

DIRECTOR

Position	Name
President Director	Lanny Budiati
Director	Iman Sentosa
Compliance Director	Nugroho Budiman

Duties and Responsibilities of the Board of Commissioners, Board of Directors and Sharia Supervisory Board in the BCA Financial Conglomerate

1. The Financial Services Institution (FSI) Board of Commissioners' duties and responsibilities in the BCA financial conglomerate, include:
 - a. Supervising the implementation of corporate governance implementation, duties and responsibilities of the Board of Director and reviewing the audit results from internal and external parties;
 - b. Establishing committee or appointing the parties to perform functions that support the duties and responsibilities of the Board of Commissioners, at least the audit supervision committee or function, and compliance supervision committee or function;
 - c. Organizing the Board of Commissioners meeting, which covers at least the frequency, attendance and decision making procedures;
 - d. Compose the Board of Commissioner's work rules.
2. The Financial Services Institution (FSI) Board of Directors' duties and responsibilities in the BCA financial conglomerate, covering at least:
 - a. Implement the corporate governance principles in the subsidiaries;
 - b. Review the audit results from the internal and external;
 - c. Prepare the work rules;
 - d. Organize the Board of Directors meeting which covers at least the decision making procedures and the meeting documentation;
3. The Financial Services Institution (FSI) Sharia Supervisory Board duties and responsibilities in the BCA financial conglomerate, covering at least:
 - a. Provide an advice and recommendation to the Board of Directors and supervise the BCA Syariah Bank activities in accordance to the Sharia Principles;
 - b. Prepare the Shariah Supervisory Board work rules.

Structure of Integrated Governance in the BCA Financial Conglomerate

Entity	Integrated Governance Committee*	Compliance Function	Internal Audit Function	Risk Management Function
PT BCA Tbk (Main Entity)	√	√ (Including Integrated Compliance Function)	√ (Including Integrated Internal Audit Function)	√ (Including Integrated Risk Management Function)
PT BCA Finance Limited	-	√	√	√
PT BCA Finance	-	√	√	√
PT Bank BCA Syariah	-	√	√	√
PT Asuransi Umum BCA	-	√	√	√
PT BCA Multi Finance	-	√	√	√
PT Central Capital Ventura	-	√	√	√
PT BCA Sekuritas	-	√	√	√
PT Asuransi Jiwa BCA	-	√	√	√
PT Bank Digital BCA	-	√	√	√

*) The IGC (Integrated Governance Committee) Committee is compulsory to be formed in the main entity which consist of the representative of the Independent Board of Commissioner and/or Shariah Supervisory Board members from each of the FSI in the BCA financial conglomerate.

Integrated Governance Committee (IGC)

In accordance with the Board of Commissioners Decree No. 037/SK/KOM/2015 concerning the Establishment of Integrated Governance Committee dated February 26, 2015, BCA has formed the Integrated Governance Committee which consist of the BCA's Independent Board of Commissioner's representative, independent party and all of the BCA's Independent Board of Commissioner and/or Sharia Supervisory Board representative of the subsidiaries members. The IGC's duty is to assist the Board of Commissioners of the main entity in supervising the implementation of Integrated Governance in the BCA Financial Conglomerate.

In 2020, some adjustments were made to the IGC due to:

- a. The composition changes in the Board of Commissioners of subsidiaries;
- b. The addition of Financial Services Institutions (subsidiaries).

Further explanation regarding the IGC can be seen on page 406-412 in the Integrated Governance Committee (IGC) section in this Annual Report.

a. Integrated Compliance Work Unit

BCA as the main entity in the BCA financial conglomerate has added the integrated compliance function in the Compliance Work Unit (SKK) to supervise and evaluate the implementation of compliance in each of the financial services institution (FSI) in the BCA financial conglomerate through coordination with compliance function in each of subsidiaries.

The integrated compliance unit has the following duties and responsibilities:

- a. Monitor and evaluate the implementation of the compliance function of the Subsidiaries;
- b. Develop the required methods and processes to implement Integrated Compliance Risk Management;
- c. Assess and prepare the integrated compliance risk profile based on the implementation of integrated risk management;
- d. Prepare report on the implementation of integrated compliance duties and responsibilities and submit to the Compliance Director of the Main Entity. The Compliance Director prepares and submits the report on the implementation of duties and responsibilities of integrated compliance to the Board of Directors and Board of Commissioners of the Main Entity.

b. Integrated Internal Audit Work Unit

BCA as the main entity in the BCA financial conglomerate has added the integrated internal audit function in the Internal Audit Division (DAI) to monitor the implementation of the internal audit function on each of the financial services institution (FSI) in the BCA financial conglomerate and provide recommendations to increase the added value.

The Integrated Internal Audit Work Unit has the following duties and responsibilities:

- a. Assess the adequacy and effectiveness of risk management internal control, and governance processes of the Subsidiaries, as well as providing improvement recommendations;
- b. Monitor the implementation of internal audits in the Subsidiaries;
- c. Monitor and evaluate the appropriateness of recommendations based on audit results of the Subsidiaries, as well as submitting the report to the Board of Directors, Board of Commissioners, and audit committee of the Main Entity;
- d. Submit the integrated internal audit report to the Director appointed to supervise the Subsidiaries, the Board of Commissioners of the main entity, as well as the Director in charge of the compliance function of the Main Entity
- e. Provide support to Subsidiaries in developing the internal audit function.

c. Integrated Risk Management Implementation

In accordance with the OJK Regulation No. 17/POJK.03/2014 dated November 18, 2014 concerning Implementation of Integrated Risk Management for Financial Conglomerates, BCA and the subsidiaries in the BCA financial conglomerate have implemented the integrated risk management comprehensively and effectively based on the characteristics and complexity of the Financial Conglomerate's business.

In the implementation of integrated risk management, BCA as the main entity has established the Integrated Risk Management Committee (IRMC) and added the Integrated Risk Management Function in the Risk Management Work Unit (SKMR) which also serves as the Integrated Risk Management Work Unit (SKMRT).

- BCA's Integrated Risk Management Committee (IRMC) consists of BCA's Subordinating Director of the Integrated Risk Management Function, all of the Board of Director members, some of the related BCA's senior management, and Director of subsidiaries as the representative from the FSI in BCA's financial conglomerate. Further explanation regarding the Integrated Risk Management Committee (IRMC) can be seen in the Integrated Risk Management Committee (IRMC) section on page 420-423 in this Annual Report.
- In carrying out the function, the Integrated Risk Management Committee (IRMC) is also supported by the Integrated Risk Management Work Unit (SKMRT) to ensure that the risks faced by the main entity and the subsidiaries are integrated which can be identified, measured, supervised, controlled, and reported correctly through the implementation of the suitable risk management framework. Duties and responsibilities of the Integrated Risk Management Work Unit (SKMRT), as follows:
 - a. Provide recommendation to the Board of Directors of the main entity and the Integrated Risk Management Committee (IRMC), including the preparation of and improvements to the Integrated Risk Management Policy.
 - b. Oversee the implementation of the Integrated Risk Management Policy such as developing and conducting periodical reviews of the procedure and the tools for identifying, measuring, monitoring and controlling the risks.
 - c. Conduct risk monitoring in the BCA's financial conglomerate.
 - d. Conduct stress testing.
 - e. Review the proposed new lines business that are strategic and have a significant impact on the financial conglomerate risk exposure.

- f. Provide information to the Integrated Risk Management Committee (IRMC) regarding the matters that need to be follow-up related to the evaluation results of the integrated risk management implementation.
- g. Prepare and submit the Integrated Risk Profile Report periodically.

4. INTER-GROUP TRANSACTION POLICY

As the Main Entity of Financial Conglomerate, BCA is required to manage the risk of inter-group transactions and monitor inter-group transactions in an integrated manner.

Definition of Inter-Group Transactions Risk

Inter-group transaction risk that occurs because of the entity's dependence, both directly and indirectly, on other entities in the Financial Conglomerate in order to fulfill obligations on written or unwritten agreements followed and/or unfollowed by a transfer of funds.

Objective of Inter-Group Transaction Risk Management

Main objectives of the inter-group transaction risk management are as follows:

- a. To manage and supervise inter-group transactions of the Financial Conglomerate based on the precautionary principle.
- b. To ensure the risk management process can minimize the possibility of negative impacts caused by dependency of Financial Service Institutions (FSI), directly or indirectly, on other FSI in the Financial Conglomerate.

Types of inter-group transactions

Inter-group transaction risk may arise from:

- a. Cross ownership between FSIs in the Financial Conglomerate.
- b. Centralized management of short-term liquidity.
- c. Collateral, loans, and commitments given or obtained by an FSI from another FSI in the Financial Conglomerate.
- d. Exposure to controlling shareholders, including loan exposure and off-balance sheet exposures, such as guarantees and commitments.
- e. Purchase or sale of assets to other FSI in the Financial Conglomerate.
- f. Risk transfer through reinsurance.
- g. Transactions to divert exposure of risk from third party between FSIs in the Financial Conglomerate.

Scope of inter-group transaction risk management policy

The implementation of inter-group risk management in the Financial Conglomerate includes:

1. Supervision by the Board of Commissioners and Board of Directors

Supervision by the Board of Commissioners and Board of Directors is required to ensure the effectiveness of the implementation of inter-group transaction risk management and compliance with the applicable regulations.

Authority and responsibilities of the Board of Commissioners

authority and responsibilities of the Board of Commissioners in the implementation of inter-group transaction risk management are as follows:

- a. Approve the inter-group transaction risk management policies.
- b. Evaluate the accountability of the Board of Directors and provide direction for improvement of implementation of inter-group transaction risk management policies.

Authority and responsibilities of the Board of Directors

Authority and responsibilities of the Board of Directors in the management of inter-group transaction risk are as follows:

- a. Understand inherent risks of inter-group transactions in the Financial Conglomerate.
- b. Formulate and establish inter-group transaction risk management policies.
- c. Be responsible for the implementation of inter-group transaction risk management.
- d. Ensure that each entity in the Financial Conglomerate implements inter-group transaction risk management.
- e. Monitor risk of inter-group transactions regularly.
- f. Develop risk culture as part of the implementation of inter-group transaction risk management.
- g. Ensure the implementation of inter-group transaction risk management is free from conflicts of interest between the Financial Conglomerate and individual FSIs.

2. Adequacy of Policies, Procedures, and Determination of Risk Limits of Inter-Group Transaction

Policies, procedures, and determination of risk limits of inter-group transaction refer to the Integrated Risk Management Basic Policy.

Risk appetite and risk tolerance

Risk appetite and risk tolerance in inter-group transactions are described as follow:

- a. Risk appetite is risk that is willing to be taken in order to achieve targets in an integrated manner. Risk appetite is reflected in business strategies and objectives.
- b. Risk tolerance is the maximum level of risk that is willing to be taken.
- c. Risk appetite and risk tolerance must be in line with the business strategy, risk profile, and capital plan of the Financial Conglomerate.

Policy and procedures

Several matters that need to be considered in the policies and procedures related to the risk of inter-group transaction are as follows:

- a. The Financial Conglomerate policy must comply with applicable regulations related to inter-group transactions.
- b. The Financial Conglomerate has to ensure fulfillment of the arm's length (fairness of transaction) principle related to inter-group transactions.
- c. Inter-group transaction risk management procedures contain at least:
 - 1) Accountability and clear level of authority delegation in implementation of inter-group transaction risk management.
 - 2) Implementation of reviews on the procedures periodically.
 - 3) Adequate and complete procedure documentation in order to make it easier to carry out the audit trail.

Risk Limits of inter-group transactions

The Financial Conglomerate has to ensure that the establishment of inter-group transaction limits is in accordance with the applicable regulatory provisions.

3. Adequacy in Process of Identification, Measurement, Monitoring, Risk Control, and Information System of Inter-Group Transaction Risk Management

In the implementation of inter-group transaction risk management, BCA as the Main Entity is required to conduct the identification, measurement, monitoring and risk control of all significant risk factors in an integrated manner, supported by an adequate information system of inter-group transaction risk management.

Identification of risk of inter-group transactions

Identification of risk of inter-group transactions is carried out through:

- a. Identification of composition of inter-group transactions in the Financial Conglomerate.
- b. Identification of documentation of transactions and the arm's length.
- c. Identification of other information.

Measurement of risk of inter-group transactions

Measurement of risk of inter-group transactions aim to rank the risk level of inter-group transactions of the Financial Conglomerate. Furthermore, BCA as the Main Entity is required to prepare a risk profile of inter-group transactions with members of the Financial Conglomerate in an integrated manner.

The following are measurements that have to be conducted to obtain a risk profile for integrated inter-group transactions:

Measurement	Description	Measurement Result
Inherent Risk	In determining the inherent risk level, Main Entity has to conduct a comprehensive analysis by using all relevant quantitative and qualitative indicators, covering 3 (three) aspects, as follows: 1. Composition of inter-group transactions in Financial Conglomerate. 2. Documentation and fairness of transactions. 3. Other information.	1. Low 2. Low to Moderate 3. Moderate 4. Moderate to High 5. High
Quality of risk management implementation	Measurement of quality implementation of integrated risk management, covering 4 (four) aspects, as follows: 1. Supervision of the Board of Commissioners and Board of Directors. 2. Adequacy of inter-group transaction policies, procedures, and determination of risk limits. 3. Adequacy in identification process, measurement, monitoring, and risk control of inter-group transaction risk management. 4. Comprehensive internal control system for implementation of inter-group transaction risk management.	1. Strong 2. Satisfactory 3. Fair 4. Marginal 5. Unsatisfactory

Risk Rating

Risk rating is a combination of inherent risk measurement and the quality of risk management implementation results.

Mapping of risk rating of inter-group transaction risk rating can be viewed in the following matrix:

Result of Assessment Rank of Level		Rank of Risk Management Implementation Quality (KPMR)				
		Strong	Satisfactory	Fair	Marginal	Unsatisfactory
Rank of Integrated of Inherent Risk	Low	Low	Low	Low to Moderate	Moderate	Moderate
	Low to moderate	Low	Low to Moderate	Low to Moderate	Moderate	Moderate to High
	Moderate	Low to Moderate	Low to Moderate	Moderate	Moderate to High	Moderate to High
	Moderate to high	Low to Moderate	Moderate	Moderate to High	Moderate to High	High
	High	Moderate	Moderate	Moderate to High	High	High

Monitoring risk of inter-group transactions

Monitoring risk of inter-group transactions is carried out with consideration to the following:

- Composition of inherent risk parameters in intra-group transactions in the integrated risk profile report.
- Complete documentation of inter-group transactions.
- Fairness of the inter-group transactions.
- Other information relating to inter-group transactions.

Management of risk of inter-group transactions

Management of risk of inter-group transactions is carried out with consideration to the following:

- Fairness of inter-group transactions of the Financial Conglomerate.
- Existence of documentation for every inter-group transaction.
- Every inter-group transaction has to comply with prevailing law/regulator provisions.

Management information system of risk of inter-group transactions

Management information system of inter-group transaction risk comprises Risk Profile Report on the risk of inter-group transaction which is an integral part of the Integrated Risk Profile Report

4. A Comprehensive Internal Control System for the Implementation of Inter-Group Transaction Risk Management

The process of implementing effective inter-group transaction risk management must be complemented by a comprehensive internal control system. An effective implementation of internal control system of inter-group transactions

risk refers to internal controls as stipulated under the Integrated Risk Management Main Policy.

Implementation of the internal control system is as follows:

- BCA is required to implement an inter-group transaction risk internal control system effectively by referring to the established policies and procedures.
- Internal control system was structured to ensure:
 - Compliance with internal policies or provisions as well as laws and regulations.
 - The effectiveness of risk culture in the Financial Conglomerate as a whole to identify weaknesses and deviations early and to reassess the fairness of policies and procedures in the Financial Conglomerate on an ongoing basis.
- Review of the measurement of inter-group transaction risk, including:
 - Conformity of policy, organizational structure, resource allocation, design of inter-group transaction risk management processes, information system, and risk reporting in accordance with the business needs of the Financial Conglomerate, as well as the development of regulations and best practices related to inter-group transaction risk management.
 - Complete and adequate documentation on the scope, operational procedures, audit findings, and responses of the management of the Financial Conglomerate based on audit results.

5. Self-assessment on the Implementation of Integrated Governance Report

In accordance with the provisions of OJK Regulation No. 18/POJK.03/2014 concerning Implementation of Integrated Good Corporate Governance for Financial Conglomerates Article 44 and 45 in Chapter VIII and OJK Circular Letter No. 15/SEOJK.03/2015 concerning Implementation of Integrated Governance for Financial Conglomerates, BCA as the Main Entity, is required to prepare the assessment report on the integrated governance implementation periodically, which will be submitted to OJK.

Assessment of the implementation of Integrated Governance is conducted every semester (twice a year). In 2020, BCA as the Main Entity conducted the assessment on the Integrated Governance implementation in the first semester and second semester. The assessment covers three integrated governance aspects: Structure, Process, and Results of Integrated Governance.

The assessment on Implementation of Integrated Governance covers at least 7 (seven) assessment factors, as follows:

1. Implementation of duties and responsibilities of the Board of Directors of the Main Entity;
2. Implementation of duties and responsibilities of the Board of Commissioners of the Main Entity;
3. Duties and responsibilities of the Integrated Governance Committee;
4. Duties and responsibilities of the Integrated Compliance Unit;
5. Duties and responsibilities of the integrated Internal Audit Unit;
6. Implementation of Integrated Risk Management;
7. Formulation and implementation of the Integrated Governance Guidelines.

Results of the assessment on the Integrated Governance Implementation in the first semester were given **"Rank 2"** (**"Good"**) and second semester of 2020 were given **"Rank 1"** (**"Very Good"**).

Result of Self Assessment Implementation of Integrated Governance Semester I – 2020

Rank	Definition of Rank
2	The Financial Conglomerate has implemented Integrated Governance that is generally good . This is reflected in the adequate fulfillment of the implementation of Integrated Governance principles. In the event of weaknesses in the implementation of Integrated Governance, the weaknesses are less significant in general and can be resolved with normal actions by the Main Entity and/or FSI.

Result of Self Assessment Implementation of Integrated Governance Semester II – 2020

Rank	Definition of Rank
1	The Financial Conglomerate has implemented Integrated Governance that is generally very good . This is reflected in the adequate fulfillment of the implementation of Integrated Governance principles. In the event of weaknesses in the implementation of Integrated Governance, the weaknesses are not significant in general and can be immediately corrected by the Main Entity and/or FSI.

FULFILMENT INDEX OF GOVERNANCE RECOMMENDATION

Reference:

- Appendix OJK Circular Letter No. 32/SEOJK.04/2015 concerning Governance Guidelines for Public Companies
- ASEAN Corporate Governance Scorecard (ACGS).

OJK Circular Letter No. 32/SEOJK.04/2015 concerning Governance Guidelines for Public Companies

No.	Reference	Fulfilment
A	Relationship of public company with its shareholders in guaranteeing shareholder rights	Explained on page 305-310 of this Annual Report
B	Function and role of the Board of Commissioners	
C	Function and role of the Board of Directors	
D	Participation of stakeholders	
E	Information disclosure	

ASEAN Corporate Governance Scorecard (ACGS)

The principles of corporate governance based on ACGS are as follows:

No.	Principles and Recommendations	Page
A	Rights of Shareholders	
A.1	Basic Shareholder Rights	
A.1.1	Does the company pay (interim and final/annual) dividends in an equitable and timely manner; that is, are all shareholders treated equally and paid within 30 days after being (i) declared for interim dividends and (ii) approved by shareholders at general meetings for final dividends? If the company has offered a scrip dividend, did it pay the dividend within 60 days	333-334
A.2	Right to participate in decisions concerning fundamental corporate changes	
	Do shareholders have the right to participate in:	
A.2.1	Amendments to the company's constitution?	315-316
A.2.2	The authorization of additional shares?	315-316
A.2.3	The transfer of all or substantially all assets, which in effect results in the sale of the company?	315-316
A.3	Right to participate effectively in and vote in general shareholder meeting, and should be informed of the rules, including voting procedures that govern general shareholder meetings	
A.3.1	Do shareholders have the opportunity, evidenced by an agenda item, to approve remuneration (fees, allowances, benefits in kind and other emoluments), or any increases in remuneration for the non-executive directors/commissioners?	322-325
A.3.2	Does the company provide non-controlling shareholders a right to nominate candidates for the Board of Directors/Commissioners?	315-316
A.3.3	Does the company allows shareholders to elect directors/commissioners individually?	315-316
A.3.4	Does the company disclose the voting procedures used before the start of meeting?	320
A.3.5	Do the minutes of the most recent AGM record that the shareholders were given the opportunity to ask questions, and the questions raised by shareholders and answers given recorded?	320
A.3.6	Does the company disclose the voting results, including approving, dissenting, and abstaining votes for all resolutions/each agenda item for the most recent AGM?	322-325
A.3.7	Does the company disclose the list of board members who attended the most recent AGM?	316-317
A.3.8	Does the company disclose if all board members and the CEO (if they are not a board member) attended the most recent AGM?	316-317
A.3.9	Does the company allow voting in absentia?	320-321
A.3.10	Did the company vote by poll (as opposed to by show of hands) for all resolutions at the most recent AGM?	320-321

No.	Principles and Recommendations	Page
A.3.11	Does the company disclose that it has appointed an independent party (scrutineers/inspectors) to count and/or validate the votes at the AGM?	321
A.3.12	Does the company make publicly available by the next working day the results of the votes taken during the most recent AGM/EGM for all resolutions?	319
A.3.13	Does the company provide at least 21 days' notice for all AGMs and EGMs?	318-319
A.3.14	Does the company provide the rationale and explanation for each agenda item which requires shareholder approval in the notice of AGM/circulars and/or the accompanying statement?	318
A.3.15	Does the company give the opportunity for shareholders to place item/s on the agenda of AGM?	318
A.4	Markets for corporate control should be allowed to function in an efficient and transparent manner	
A.4.1	In cases of mergers, acquisitions and/or takeovers requiring shareholder approval, does the board of directors/commissioners of the company appoint an independent party to evaluate the fairness of the transaction price?	497
A.5	The exercise of ownership rights by all shareholders, including institutional investors, should be facilitated	
A.5.1	Does the company disclose its practices to encourage shareholders to engage the company beyond the AGM?	480
B	Fair Treatment to Shareholders	
B.1	Shares and Voting Rights	
B.1.1	Do the company's ordinary or common shares have one vote for one share?	318
B.1.2	Where the company has more than one class of shares, does the company publicize the voting rights attached to each class of shares (eg., through the company website reports/the stock exchange/the regulator's website)?	N/A
B.2	Notice of AGM	
B.2.1	Does each resolution in the most recent AGM deal with only one item, ie, there is no bundling of several items into the same resolution?	322-325
B.2.2	Are the company's notice of the most recent AGM/circulars fully translated into English and published on the same date as the local language version?	319
	Do the notice of AGM/circulars have the following details:	
B.2.3	Are the profiles of directors/commissioners (at least age, academic qualification, date of appointment, experience, and directorships in other listed companies) in seeking election/re-election included?	Website BCA
B.2.4	Are the auditors seeking appointment/re-appointment clearly identified?	322-325
B.2.5	Were the proxy documents made easily available?	Website BCA
B.3	Insider trading and abusive self-dealing should be prohibited	
B.3.1	Does the company have policies and/or rules prohibiting directors/commissioners and employees from benefiting from knowledge which is not generally available to the market?	303
B.3.2	Are the directors/commissioners required to report their dealings in company shares within three business days?	343, 364-365
B.4	Related party transactions by directors and key executives	
B.4.1	Does the company have a policy requiring directors/commissioners to disclose their interest in transactions and any other conflicts of interest?	475
B.4.2	Does the company have a policy requiring a committee of independent directors/commissioners to review material RPTs to determine whether they are in the best interests of the company and shareholders?	394
B.4.3	Does the company have a policy requiring board members (directors/commissioners) to abstain from participating in the board discussion on a particular agenda when they are conflicted?	475
B.4.4	Does the company have policies on loans to directors and commissioners, either forbidding this practice or ensuring they are being conducted on an at arm's length basis and at market rates?	498

No.	Principles and Recommendations	Page
B.5	Protecting minority shareholders from abusive actions	
B.5.1	Does the company disclose that RPTs are conducted in such a way as to ensure they are fair and at arms' length?	473-475
B.5.2	In case of related party transactions requiring shareholder approval, is the decision made by disinterested shareholders?	473-475
C	Role of Stakeholders	
C.1	The rights of stakeholders established by law or through mutual agreements are to be respected	
	Does the company disclose a policy and practices that address:	
C.1.1	The existence and scope of the company's efforts to address customer welfare?	479-481
C.1.2	Supplier/contractor selection procedures?	304, 492-493
C.1.3	The company's efforts to ensure its value chain is environmentally friendly or is consistent with promoting sustainable development?	Sustainability Report
C.1.4	The company's efforts to interact with the communities in which they operate?	
C.1.5	The company's anti-corruption programmes and procedures?	472
C.1.6	How creditor rights are safeguarded?	309
C.1.7	Does the company have a separate report/section that discusses its efforts on environment/ economy and social issues?	
C.2	Where stakeholder interests are protected by law, stakeholders should have the opportunity to obtain effective redress for violation of their rights	
C.2.1	Does the company provide contact details via the its website or annual report which stakeholders (eg, customers, suppliers, general public etc) can use to voice their concerns and/or complaints for possible violation of their rights?	479-481
C.3	Mechanisms for employee participation should be permitted to develop	
C.3.1	Does the company explicitly disclose its policies and practices on health, safety and welfare to its employees?	Sustainability Report
C.3.2	Does the company explicitly disclose the policies and practices on training and development programmes to its employees?	94
C.3.3	Does the company have a reward/compensation policy that accounts for the performance of the company beyond short-term financial measures?	385-390
C.4	Stakeholders including individual employee and their representative bodies, should be able to freely communicate their concerns about illegal or unethical practices to the board and their rights should not be compromised for doing this	
C.4.1	Does the company have a whistleblowing policy which includes procedures for complaints by employees and other stakeholders concerning alleged illegal and unethical behavior, and provide contact details via its website or annual report?	468-470
C.4.2	Does the company have a policy or procedures to protect an employee/person who reveals alleged illegal/unethical behavior from retaliation?	468-470
D	Disclosure and Transparency	
D.1	Transparent Ownership Structure	
D.1.1	Does the information on shareholdings reveal the identity of beneficial owners, holding 5% shareholding or more?	334
D.1.2	Does the company disclose the direct and indirect (deemed) shareholdings of major and/or substantial shareholders?	334
D.1.3	Does the company disclose the direct and indirect (deemed) shareholdings of directors (commissioners)?	343, 365
D.1.4	Does the company disclose the direct and indirect (deemed) shareholdings of senior management?	Website BCA
D.1.5	Does the company disclose details of the parent/holding company, subsidiaries, associates, joint ventures and special purpose enterprises/vehicles (SPEs)/(SPVs)?	501-505

No.	Principles and Recommendations	Page
D.2	Quality of annual report	
	Does the company's annual report disclose the following items:	
D.2.1	Corporate objectives	56
D.2.2	Financial performance indicators	14-17, 257
D.2.3	Non-financial performance indicators	12-15
D.2.4	Dividend policy	282,303
D.2.5	Biographical details (at least age, academic qualifications, date of first appointment, relevant experience, and any other directorships of listed companies) of all directors/ commissioners	62-73
D.2.6	Attendance details of each director/commissioner in all directors/commissioners meetings held during the year	371-372, 374-376
D.2.7	Total remuneration of each member of the board of directors/commissioners	387-388
	Corporate governance confirmation statement	
D.2.8	Does the annual report contain a statement confirming the company's full compliance with the code of corporate governance, and, where there is non-compliance, identify and explain reasons for each such issue?	302
D.3	Disclosure of related party transactions (RPT)	
D.3.1	Does the company disclose its policy covering the review and approval of material RPTs?	473
D.3.2	Does the company disclose the name, relationship, nature and value for each material RPT?	474
D.4	Director and commissioner dealings in company shares	
D.4.1	Does the company disclose trading in its shares by insiders?	303, 309
D.5	External auditor and auditor report	
	Where the same audit firm is engaged for both audit and non-audit services	
D.5.1	Are the audit and non-audit fees disclosed?	450
D.5.2	Does the non-audit fee exceed the audit fee?	450
D.6	Medium of communication	
	Does the company use the following modes of communication?	
D.6.1	Quarterly reporting	499
D.6.2	Company website	https://www.bca.co.id/
D.6.3	Analyst meeting	443
D.6.4	Media briefings/press conferences	482-486
D.7	Timely filing/release of annual/financial reports	
D.7.1	Are the audited annual financial report/statement released within 120 days of the financial year end?	552
D.7.2	Is the annual report released within 120 days of the financial year end?	553
D.7.3	Is the true and fairness/fair representation of the annual financial statement/report affirmed by the board of directors/commissioners and/or the relevant officers of the company?	552
D.8	Company website	
	Does the company have a website disclosing up to date information on the following:	
D.8.1	Financial statements/reports (latest quarterly)	Website BCA
D.8.2	Materials provided in briefings to analysts and media	Website BCA
D.8.3	Downloadable annual report	Website BCA
D.8.4	Notice of AGM and/or EGM	Website BCA
D.8.5	Minutes of AGM and/or EGM	Website BCA
D.8.6	Company's constitution (by-laws, memorandum and articles of association)	Website BCA
D.9	Investor relations	
D.9.1	Does the company disclose the contact details (eg, telephone, fax, and email) of the officer/ office responsible for investor relations?	444

No.	Principles and Recommendations	Page
E	Responsibilities of the Board	
E.1	Duties and Responsibilities of the Board	
	Clearly defined board responsibilities and corporate governance policy	
E.1.1	Does the company disclose its corporate governance policy/board charter?	335, 348
E.1.2	Are the types of decisions requiring Board of Directors/Commissioners' approval disclosed?	336-337, 349
E.1.3	Are the roles and responsibilities of the Board of Directors/Commissioners' clearly stated?	335-336, 348-349
	Corporate vision/mission	
E.1.4	Does the company have an updated vision and mission statement?	56, 494
E.1.5	Does the Board of Directors play a leading role in the process of developing and reviewing the company's strategy at least annually?	499
E.1.6	Does the Board of Directors have a process to review, monitor and oversee the implementation of the corporate strategy?	499
E.2	Board structure	
	Code of ethics or conduct	
E.2.1	Are the details of the code of ethics or conduct disclosed?	492-493
E.2.2	Are all directors/commissioners, senior management and employees required to comply with the code/s?	492-493
E.2.3	Does the company have a process to implement and monitor compliance with the code/s of ethics or conduct?	492-493
	Board of Commissioners and Board of Directors Structure and Composition	
E.2.4	Do independent directors/commissioners make up at least 50% of the board of directors/commissioners	339
E.2.5	Does the company have a term limit of nine years or less or two terms of five years each for its independent directors/commissioners?	340, 353
E.2.6	Has the company set a limit of five board seats that an individual independent/non-executive director/commissioner may hold simultaneously?	344, 365-366
E.2.7	Does the company have any executive directors who serve on more than two boards of listed companies outside of the group?	365-366
	Nomination Committee	
E.2.8	Does the company have a nominating committee?	401
E.2.9	Is the nominating committee comprised of a majority of independent directors/commissioners?	402
E.2.10	Is the chairman of the nominating committee an independent director/commissioner?	402
E.2.11	Does the company disclose the terms of reference/governance structure/chapter of the nominating committee?	401
E.2.12	Is the meeting attendance of the nominating committee disclosed and if so, did the committee meet at least twice during the year?	405
	Remuneration Committee	
E.2.13	Does the company have a remuneration committee?	401
E.2.14	Is the remuneration committee comprised of a majority of independent directors/commissioners?	402
E.2.15	Is the chairman of the remuneration committee an independent director/commissioner?	402
E.2.16	Does the company disclose the terms of reference/governance structure/chapter of the remuneration committee?	401
E.2.17	Is the meeting attendance of the remuneration committee disclosed and, if so, did the committee meet at least twice during the year?	405
	Audit Committee	
E.2.18	Does the company have an audit committee?	391
E.2.19	Is the audit committee comprised entirely of non-executive directors/commissioners with a majority of independent directors/commissioners?	391
E.2.20	Is the chairman of the audit committee an independent director/commissioner?	391

No.	Principles and Recommendations	Page
E.2.21	Does the company disclose the terms of reference/governance structure/chapter of the audit committee?	391
E.2.22	Does at least one of the independent directors/commissioners of the committee have accounting expertise (accounting qualification or experience)?	79-80
E.2.23	Is the meeting attendance of the audit committee disclosed and, if so, did the committee meet at least four times during the year?	395-396
E.2.24	Does the audit committee have primary responsibility for recommendation on the appointment, and removal of the external auditor?	394
E.3	Board processes	
	Board meetings and attendance	
E.3.1	Are the Board of Directors meetings scheduled before the start of the financial year?	373, 376
E.3.2	Does the Board of Directors/Commissioners meet at least six times during the year?	371, 374
E.3.3	Has each of the directors/commissioners attended at least 75% of all the board meetings held during the year?	371, 374
E.3.4	Does the company require a minimum quorum of at least two/three for board decisions?	371, 373
E.3.5	Did the non-executive directors/commissioners of the company meet separately at least once during the year without any executives present?	370-379
	Access to information	
E.3.6	Are board papers for Board of Directors/Commissioners' meetings provided to the board at least five business days in advance of the board meeting?	370, 373
E.3.7	Does the company secretary play a significant role in supporting the board in discharging its responsibilities?	439
E.3.8	Is the company secretary trained in legal, accountancy or company secretarial practices and kept abreast of relevant developments?	438-439
	Board appointments and re-election	
E.3.9	Does the company disclose the criteria used in selecting new directors/commissioners?	337-338, 349-350
E.3.10	Did the company describe the process followed in appointing new directors/ commissioners?	339, 351
E.3.11	Are all directors/commissioners subject to re-election every three years; or five years for listed companies in countries whose legislation prescribes a term of five years ² each? The five years term must be required by legislation which pre-existed the introduction of the ASEAN Corporate Governance Scorecard in 2011	340, 353
	Remuneration matters	
E.3.12	Does the company disclose its remuneration (fees, allowances, benefits in kind and other emoluments) policy/practices (ie, the use of short term and long term incentives and performance measures) for its executive directors and CEO?	388-389
E.3.13	Is there disclosure of the fee structure for non-executive directors/commissioners?	388-389
E.3.14	Do the shareholders or the Board of Directors approve the remuneration of the executive directors and/or the senior executives?	324-325
E.3.15	Does the company have measurable standards to align the performance-based remuneration of the executive directors and senior executives with long-term interests of the company, such as claw back provisions and deferred bonuses?	388
	Internal audit	
E.3.16	Does the company have a separate internal audit function?	445
E.3.17	Is the head of internal audit identified or, if outsourced, is the name of the external firm disclosed?	446
E.3.18	Does the appointment and removal of the internal auditor require the approval of the audit committee?	446
	Risk oversight	
E.3.19	Has the company established a sound internal control procedures/risk management framework, and does it periodically review the effectiveness of that framework?	463/454-455
E.3.20	Does the annual report/annual corporate governance report disclose that the board of directors/ commissioners has conducted a review of the company's material controls (including operational, financial and compliance controls) and risk management systems?	457-461

No.	Principles and Recommendations	Page
E.3.21	Does the company disclose the key risks to which it is materially exposed (ie financial, operational including IT, environmental, social, economic)?	457-461
E.3.22	Does the annual report/annual CG report contain a statement from the board of directors/commissioners or audit committee commenting on the adequacy of the company's internal controls/risk management systems?	462
E.4	People on the board	
	Board chairman	
E.4.1	Do different persons assume the roles of chairman and CEO?	74
E.4.2	Is the chairman an independent director/commissioner?	340
E.4.3	Are any of the directors a former CEO of the company in the past two years?	352-353
E.4.4	Are the roles and responsibilities of the chairman disclosed?	336
	Lead independent director	
E.4.5	If the chairman is not independent, has the board appointed a lead/senior independent director and has his/her role been defined?	340
	Skills and competencies	
E.4.6	Does at least one non-executive director/commissioner have prior working experience in the major sector that the company is operating in?	62-78
E.5	Board performance	
	Director development	
E.5.1	Does the company have orientation programmes for new directors/commissioners?	354
E.5.2	Does the company have a policy that encourages directors/commissioners to attend on-going or continuous professional education programmes?	355-363
	CEO/executive management appointments and performance	
E.5.3	Does the company disclose the process of how the Board of Directors/Commissioners plans for the succession of the CEO/managing director/president and key management?	406
E.5.4	Does the Board of Directors/Commissioners conduct an annual performance assessment of the CEO/managing director/president?	383-384
	Board appraisal	
E.5.5	Did the company conduct an annual performance assessment of the Board of Directors/Commissioners and disclose the criteria and process followed for the assessment?	383-384
	Director appraisal	
E.5.6	Did the company conduct an annual performance assessment of the individual directors/commissioners and disclose the criteria and process followed for the assessment?	383-384
	Committee appraisal	
E.5.7	Did the company conduct an annual performance assessment of the board committees and disclose the criteria and process followed for the assessment?	345-346, 367-369

Bad Corporate Governance Statement

BCA continues to implement regulations or provisions of corporate governance. During 2020, BCA did not practice any bad corporate governance that can interfere with the application of Good Corporate Governance as shown in the table below:

No.	Remarks	Practice
1	Reported as a company that pollutes the environment	Nil
2	Important cases faced by the company, subsidiaries, current members of the Board of Directors and/or members of the Board of Commissioners, that are not disclosed in the Annual Report	Nil
3	No disclosure of operating segments in listed companies	Nil
4	Discrepancies between the hardcopy of the Annual Report and its softcopy	Nil



CORPORATE SOCIAL RESPONSIBILITY





Location:
Sendang Seruni, Desa Wisata Tamansari, Banyuwangi

CORPORATE SOCIAL RESPONSIBILITY



BCA is continuously growing with its stakeholders to support sustainable development.



Stakeholders are important factor in BCA's sustainable business. BCA's Corporate Social Responsibility (CSR) implementation has added value for all stakeholders who have supported the business and grown together with BCA. The CSR activities support the nine Sustainable Development Goals (SDGs) in the economic, environmental, and social aspects.

The CSR program beneficiaries are grouped into three, namely customers, employees, and communities. In this report, we will present the programs that cover the core values of human rights, fair operating practices, environment, employment practices, customer service, and community empowerment & engagement (Bakti BCA).

BCA continued to carry out CSR activities amid the COVID-19 pandemic with some adjustments and implemented strict health protocols. BCA believes that its CSR activities can support and provide more benefits to stakeholders, especially during the pandemic that affecting all communities. BCA's dedication in carrying out its CSR activities were appreciated with various awards.



Indonesian CSR Brand Equity Award 2020 - Excellence Corporate Social Responsibility Program - Bank Category



Indonesia Human Capital Awards (IHCA) VI 2020



Indonesia CSRxPKBL Award 2020 – Top 4 CSR, Category Finance, Subsector Bank - Book IV Category



Foundation for International Human Rights Reporting Standards (FIHRRST) - Rank A+ for Public Company with the Best 2019 Sustainability Report



Berita Satu Environmental, Social, and Governance (ESG) Award 2020



BCA Sustainability Pillars

Determining BCA's main support for



The Sustainable Development Goals

Of the 17 Sustainable Development Goals (SDGs)
BCA has prioritized the following 9 goals:



The Implementation of Policies and Strategies



Responsible Banking Pillar

This pillar covers the key material topics for the Bank to conduct its business responsibly and support the achievement of the Sustainable Development Goals



Sustainability Culture Pillar

This pillar covers the implementation of sustainability values and Bank's efforts to carry out its operational activities responsibly.



Social Value Creation Pillar

This pillar covers the community engagement and empowerment programs:

- Bakti BCA program
- Financial literacy & inclusion program

The Implementation of Policies and Strategies

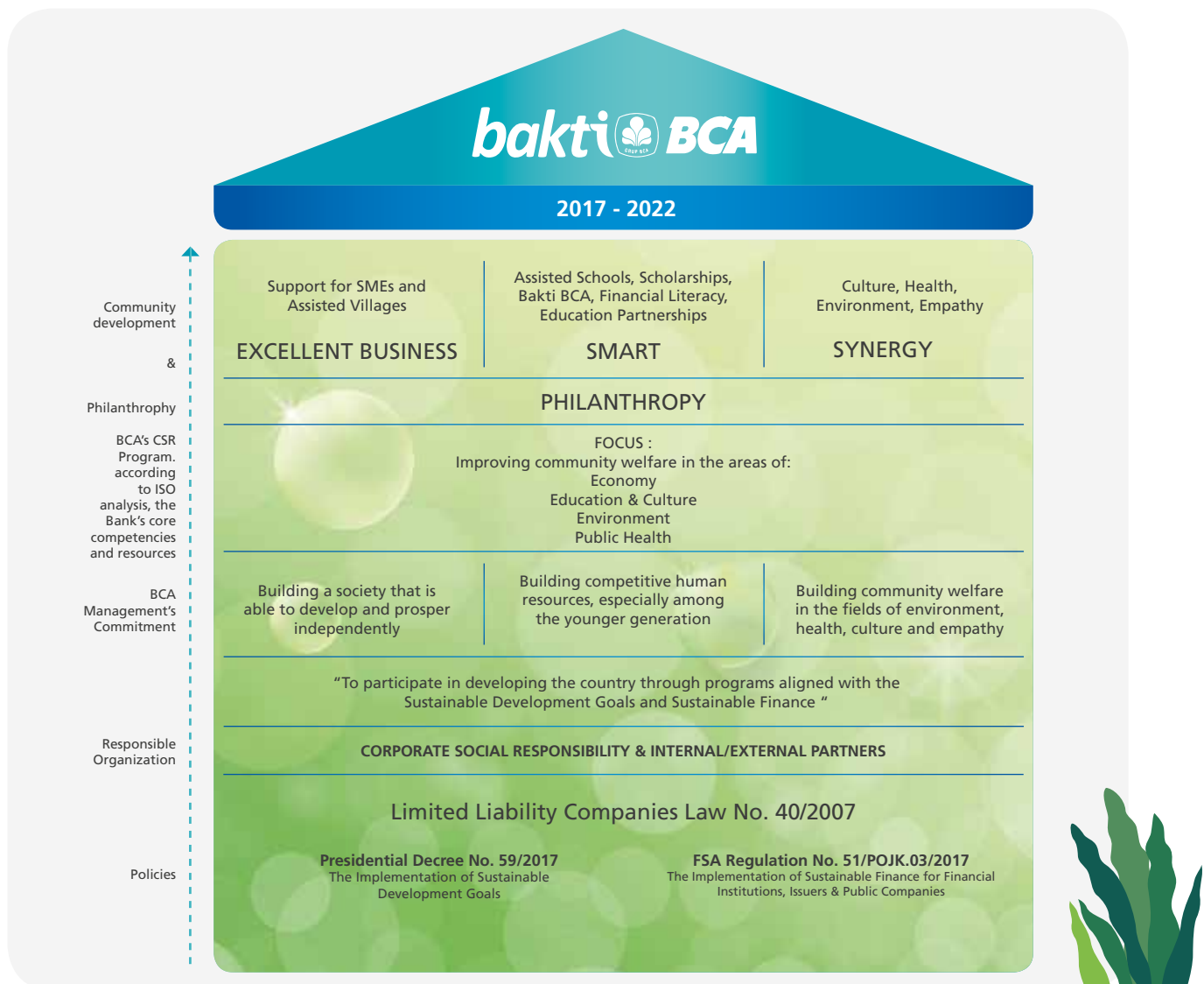
The CSR policies and strategies cover the activities to be implemented in line with the three Pillars: Responsible Banking, Sustainability Culture, and Social Value Creation. These three Pillars form the basis for the implementation of the Sustainable Finance Vision, Mission, and Values. Under the three Pillars, all activities are carried out in accordance with the ISO26000 core values. The scope of these activities is carried out by following the strategies to support the achievement of the Sustainable Development Goals (SDGs) targets.

BCA reviews the achievement of CSR activities based on each objective every year. We ensure that CSR activities provide benefits for both internal and external stakeholders.

BAKTI BCA AS THE IMPLEMENTATION OF THE CSR STRATEGIES

BCA established a Corporate Social Responsibility Unit (SKCSR) as a commitment to implementing its Community Development CSR program. The SKCSR main duties and responsibilities involve developing and managing the Company's image through corporate social responsibility activities as a form of corporate care. The SKCSR reports to the President Director.

The community empowerment program called “Bakti BCA” is implemented in accordance with regulations and takes into account stakeholder needs, which is conducted based on three key complementary Pillars, namely:





CORPORATE SOCIAL RESPONSIBILITY GOVERNANCE

Social Responsibility Commitment

BCA's CSR activities are carried out to support the SDGs and sustainable finance, with this commitment outlined in the Sustainability Governance Guidelines. This commitment and the policies also refer to the Financial Services Authority Regulation (POJK) No. 51/POJK.03/2017 concerning the Implementation of Sustainable Finance for Financial Service Institutions, Issuers, and Public Companies, as well as the 2007 Limited Liability Companies Law No.40, Article 1 Number 3 regarding corporate social responsibility (CSR). The CSR implementation is expected to encourage all BCA personnel and stakeholders to behave in a responsible manner.

All CSR programs' planning, implementation, and achievements are comprehensively reported in the Annual Reports and Sustainability Reports. The CSR activities are also mapped to ascertain how they support the achievement of the Sustainable Development Goals (SDGs) and Sustainable Finance. The SDG mapping can be found in the Sustainability Report.

Due Diligence Method and Scope for the Social, Economic, and Environment Impact of Bank Activities

BCA's social, economic, and environmental impact management is the responsibility of the Environment Sustainability Governance (ESG) Sub Division that was established based on the Board of Directors' Decree No. 136/SK/DIR/2019. The ESG Sub Division is responsible for building and implementing Sustainable Finance culture across the organization to support the sustainability of the Bank's activities.

The ESG Sub Division is under coordination of Corporate Secretary and Communication Division which reports to Corporate Secretary (EVP) who in turn reports the performance to the Planning and Finance Director. The sustainable governance implementation is the responsibility of all BCA personnel.

Currently, BCA is conducting an analysis and due diligence on the social, economic and environmental impact of the Bank's activities to be implemented gradually in 2021.

The due diligence includes the following stages:

1. Identifying and formulating the Company's CSR and stakeholders;
2. Identifying the significant direct and indirect impact of the Company's activities and decisions;

3. Reviewing all regulations related to CSR issues;
4. Outlining the mechanism for formulating the important CSR issues;
5. Outlining the mechanism for dealing with risks that may occur from failure to implement CSR;
6. Outlining the mechanism for identifying and formulating the stakeholder expectations regarding the Company's social role.

Key Stakeholders Affected or Influenced by the Bank's Activities

BCA has mapped the stakeholders affected or influenced by its operational activities against the economic, social, and environmental aspects, and the mapping results have been used as a reference for developing the strategies and work programs. Details on the stakeholder mapping can be found in the Sustainability Report.

BCA has a collective approach to stakeholder management through a number of working units, including the Environment Sustainability Governance (ESG) Sub Division. BCA's stakeholder engagement is conducted through surveys, discussions, and others activities to ensure there is a common understanding of the significant topics and stakeholder needs. This stakeholder input is taken into consideration when developing the policies and when implementing the banking activities.

Important Social, Economic, and Environmental Issues related to the Impact of the Bank's Activities

The Bank's main activities, including the deposit and distribution of funds, helps drive the economy at all levels of society. These activities provide benefits to the economic, environmental, and social aspects.

Banking activities need human resources with integrity, competence and reliability. These competencies are the foundation for building customers' trust and minimizing economic and social risks.

In addition, the Bank pays attention to environmental issues arising both internally and through its financing activities. The internal activities include efficiencies in using electricity, water, paper, and the management of paper and plastic waste. For its financing activities, BCA only distributes funds to businesses that comply with the environmental regulations.

Information related to material topics can be found in the Sustainability Report.

Corporate Social Responsibility scope, both Obligatory or Beyond Compliance and Programs that Exceeded the Minimum Responsibilities and Relevance to Bank's Business

BCA has established Sustainability Governance Guidelines covering corporate social responsibility aspects and the scope of their implementation. CSR is carried out in compliance with the 2007 Law No. 40 concerning Limited Liability Companies, in particular Article 1 Number 3, regarding corporate social responsibility (CSR). CSR activities are also carried out in line with the ISO26000 core values and follow the beyond compliance programs. The CSR activities were developed in accordance with the Bank's business strategies, as well as the stakeholders' needs.

During the COVID-19 pandemic, BCA continued its support its customers, employees and the communities through: #ServingOurCustomer #CaringOurEmployee and #HelpingOurCommunity

#ServingOurCustomer	#CaringOurEmployee	#HelpingOurCommunity
24/7 Available #BankingFromHome Campaign  BCA's commitment to encourage our customers to follow #BankingFromHome safely using BCA digital channels. • BCA Mobile • Klik BCA • Halo BCA • etc.	 BCA adjusted its work activities by splitting its operations between the offices and home (Work From Home), introduced a flexi hour policy, and divided up the work areas. For employees in the offices serving customers, they must follow all COVID-19 health protocols determined by the WHO and the Government.	BCA Employees Solidarity Response  As always, BCA employees were eager to step up and make a difference during the pandemic. A fundraising drive was initiated through our internal communication portal, making it easier for employees to make donations to help the people and the communities. Total donations collected Rp1 billion 
Loan Restructuring  Based on OJK stimulus • Debtors affected by COVID-19 should contact BCA • BCA will conduct assessments on the debtors' condition	Keeping Our Employees Safe    Employee buses COVID-19 Call Center Work Activities regulations	> Rp20 billion used to provide healthcare workers/communities with Masks, PPE, Ventilators    Mask PPE Ventilator

The Bank's Strategies and Work Programs to Manage Social, Economic, and Environment Issues, and Engage Stakeholders as well as Increasing Stakeholders and Shareholder Value

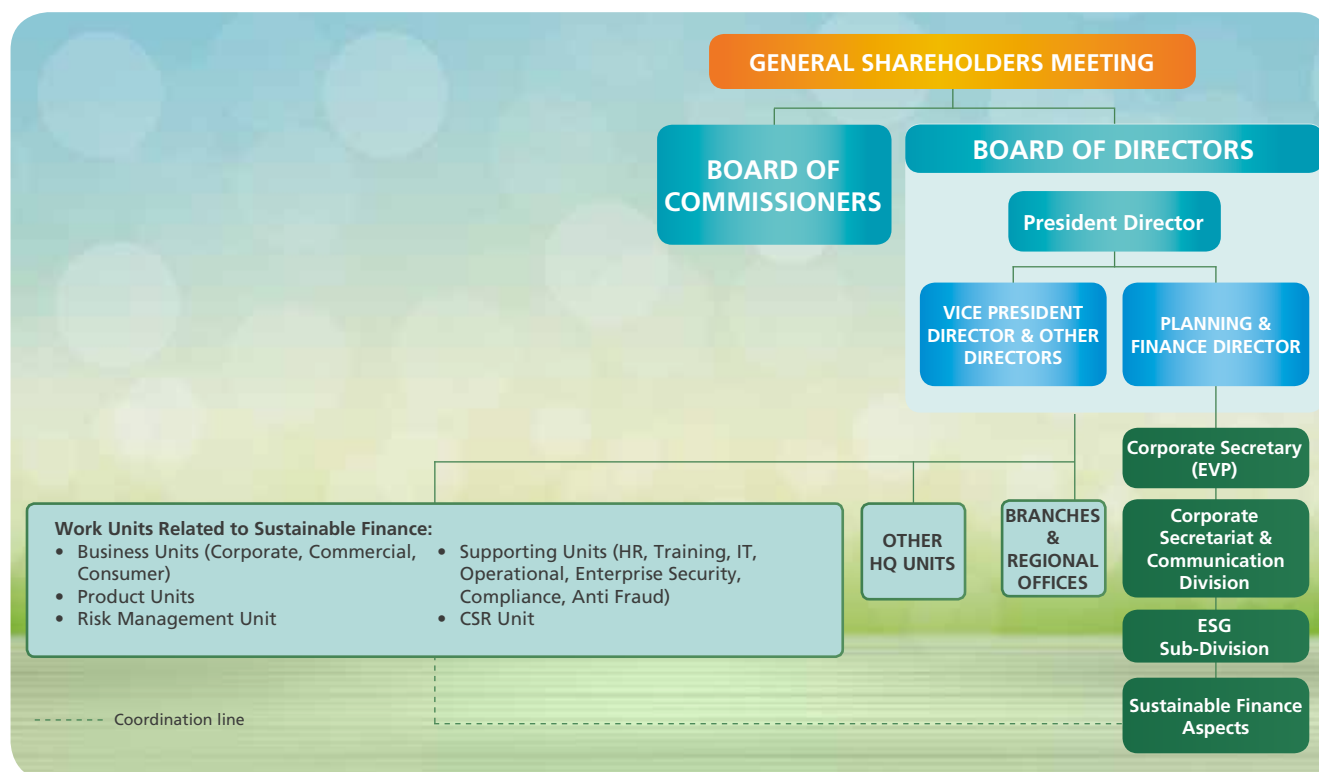
The strategies for managing the social, economic, and environment issues are implemented through CSR activities aligned with the Sustainable Finance Action Plan (RAKB) and the Bank Business Plan (RBB). CSR strategic planning involves the active role of stakeholders including the communities, customers, partners, businesses, and the Government. The stakeholder engagement mechanism in the CSR strategic planning is conducted through regular meetings, community surveys, and community training. BCA hopes that this stakeholder engagement during the CSR planning will help reduce any negative impact from the Bank's decisions and activities.

The social, economic, and environmental issues are also managed through responsible financing activities. BCA applies sustainable banking by mitigating environmental, social, and governance (ESG) risks when providing loans to prospective debtors. All debtors must have the commitment, capacity, and capability to comply with the regulations related to these three issues.

The Bank only provides loans to individuals and companies that have a healthy business, trustworthy management, and have the ability to repay their loans. Any decisions to provide loans must be based on an analysis of the creditor/creditor group, the collateral, and the overall health condition of the company, to ensure they are adequate enough to repay their loans.



BCA Sustainability Governance Organization Structure



Social Responsibility Funding and Budget

BCA prepares CSR budget every year, and for 2020 the Bakti BCA funds realization reached Rp116.8 billion.

CORPORATE SOCIAL RESPONSIBILITY RELATED TO HUMAN RIGHTS



BCA respects human rights, supports gender equality and conducts fair operating practice

Human Rights Social Responsibility Commitment and Policy

BCA respects the human rights (HAM) aspect and implements it as a reference in its employment or human resources (HR) management practices. Employees' rights and obligations are outlined in the 2019-2021 Collective Labor Agreement (CLA). At the end of 2020, the BCA Workers Union agreed that the CLA which will expire in early 2021 will be extended until 2022 due to pandemics. BCA's commitment to human rights and employment are stated in the Sustainability Governance

Guidelines as part of the Sustainability Culture Pillar. The human rights aspect in these guidelines refers to the ISO 26000 Guidance for Social Responsibility that places human rights as one of the core values of social responsibility.

Human Rights Initiatives, Planning, and Implementation

The human rights initiatives relate to all employees and are in line with the Collective Labor Agreement (CLA). BCA ensures that all employees receive equal treatment, both during performance appraisals and evaluations, as well as for promotions and remuneration. Performance appraisals are conducted for all employees regardless of gender, age, ethnicity, religion, race, or other discriminatory matters.

BCA provides nursing rooms and facilities in the head office and some regional offices, demonstrating its respect for the rights and existence of its female employees. BCA ensures that the husbands and children of female employees also receive health benefits.

There were no significant complaints related to human rights throughout 2020.

BCA's success in applying the human rights principles was reflected in an award as "Public Company with Best Sustainability Report for 2019 with A+ rating" from the Foundation for International Human Rights Reporting Standards (FIHRRST). This award was given based on an assessment of the disclosure completeness for the economic, social, environmental and other sustainability issues based on POJK No. 51/POJK.03/2017 and GRI standard indicators. This achievement indirectly shows that BCA has complied with the regulations and standards, and has disclosed its sustainability performance well, including human rights issues through its policies, training, and socialization of human rights procedures to its employees.

CORPORATE SOCIAL RESPONSIBILITY RELATED TO FAIR OPERATING PRACTICES

Fair Operating Practices Social Responsibility Commitment and Policy

BCA's commitment to fair operating practices in its banking activities is stipulated in the BCA Sustainable Governance Guidelines. The implementation of fair operating practices covers employment, financing, services, and stakeholder relations. This fair operating practices commitment is also reflected in having a whistleblowing system, complaint management policies, anti-fraud policies, and product policies that include transparency. During 2020, the cost of supporting the fair operating practices was taken from the operational costs, and therefore, there was no separate cost budget allocation.

In 2020, BCA updated its anti-fraud policy through Board of Directors' Decree No. 139/SK/DIR/ 2020 concerning Anti-Fraud Declaration and Integrity Pact. All employees must comply with this policy and must agree online to the latest integrity pact, using their respective user ID. Through the BCA online e-learning system, all employees are required to follow the socialization programs related to Anti-Money Laundering (AML) and the Prevention of Terrorism Funding (PTF). BCA also encourages its vendors to participate in implementing fair operating practices. BCA's Circular No. 114/SE/POL/2020, stipulates that the appointment of new vendors must comply with BCA regulations, vendors must commit that there is no forced labor nor child labor and that they have implemented an Occupational Health and Safety Management System (OHSMS).

Through its BCA's Corporate Governance policy, BCA provides freedom for employees to take part in political and social activities. However, BCA firmly states that any political/social participation or contribution is the employees' personal initiative and they do not represent BCA.

Fair Operating Practices Initiatives Planning and Implementation

Fair operating practices include providing equal opportunities and career opportunities to all employees. Promotions are carried out objectively and fairly, and include providing female employees with the opportunity to reach the highest position in their career path.

Currently, BCA has two female directors, or 16.7% of the total number of Directors, and 613 female branch heads, or 56.7% of the total branch heads throughout Indonesia. The assignment of female employees to the top positions in BCA is carried out fairly, without discrimination, and is based purely on merit and required performance.

Fair operating practices for employees are facilitated through the 'HC Inspire' application, using Progressive Web Apps that can be accessed via mobile devices as a means of communication and information for BCA's HR. In 2020, the 'HC Inspire' application feature was developed in line with the work from home (WFH) policy in response to the COVID-19 pandemic.

Fair operating practices are also reflected in the BCA goods and services procurement system that is integrated in the 'Enterprise Backoffice Integration (EBI)' application. This application covers all processes, from budgeting, procurement, preparing PO/contracts or rental agreements, building maintenance, procurement, through to payment. This system supports fair value chain and goods and services procurement practices. Procurement work contracts are also treated equally and adhere to good governance.

As part of its good corporate governance (GCG) implementation, BCA has implemented procedures and mechanisms to deal with any conflicts related to fair operating practices. Conflict prevention is carried out through policies and procedures, as well as adequate internal control. During 2020, internal controls and audits were conducted online. Prevention efforts implemented to date include an anti-gratification application, anti-fraud socialization, improved data security systems, and increasing awareness of the whistleblowing system. In addition, BCA provides digital communication facilities as well as the HaloBCA call center for customers who wish to report complaints.



BCA's relationship with the public and its customers is also based on equality that supports fair operating practices. The financial literacy education programs in the communities are developed and implemented regardless of background. In 2020, BCA held a financial literacy and investment webinar for 500 UGM vocational school students. Bakti BCA also held a public lecture with the theme "Striving for Excellence during New Normal" for IPB students, and for Bakti BCA 2019/2020 academic year scholarship students in 18 state universities. Furthermore, BCA does not differentiate customers' and debtors' backgrounds in providing excellent services and fulfilling their rights.

BCA's respect for equal employment opportunities complies with the 1998 Government Regulation No. 43 concerning Initiatives to Improve the Welfare for People with Disabilities.

Efforts to Promote Social Responsibility in the Fair Operating Value Chain Practices

BCA also provides opportunities for people with disabilities to gain work experience. In 2020, 13 outsourced employees with disabilities were employed at the Center of Digital.

BCA implements fair employment contracts and provides equal treatment and adheres to good governance.

Fair Operating Practices Achievements

BCA's CSR fair operating practices were carried out in a conducive manner in accordance with the duties and responsibilities of each employee. There were no complaints received from employees, customers, or the communities related to any unfair practices that had a material impact. BCA complies with the prevailing laws and regulations, and no sanctions or complaints were received regarding lost data or misuse of customer data.

BCA was listed in the top ten companies implementing the best corporate governance in Indonesia based on a biennial assessment by the ASEAN Corporate Governance Scorecard (ACGS) in 2019. BCA was awarded the ASEAN Asset Class predicate with a score of 101.93 thanks to its implementation of strict sustainability governance regulations, showing that ASEAN investors view BCA operations as being fair and reliable.

BCA will continue to carry out its fair banking activities to strengthen its stakeholder engagement, as well as to provide a sense of security and comfort for employees in carrying out their work. BCA's efforts to manage fair operating practices are also directed at supporting the Sustainable Development Goals, especially Goal 3: Health and Well Being; Goal 4: Quality Education; Goal 5: Gender Equality; and Goal 10: Reduced Inequality.

Procedures or Mechanisms for Handling Conflicts Related to Fair Operating Practices

BCA provides a complaint facility for customers and business partners through the 'HaloBCA' call center or the whistleblowing system on the bca.co.id website.

During 2020, fair operating practices were conducted in a conducive manner in line with each employee's duties and authorities. There were no complaints received from employees or customers regarding unfair practices that caused a material impact.



CORPORATE SOCIAL RESPONSIBILITY RELATED TO THE ENVIRONMENT



BCA received a Certificate as a Constituent of Sustainable Investment (SRI)-KEHATI Index from the KEHATI Foundation for its environmental support

Environment Social Responsibility Commitment and Policy

As one of the largest national private banks in Indonesia, BCA is committed to reducing the impact of environmental damage and risks by reducing its use of energy and natural resources. This effort is in line with POJK No. 51/POJK.03/2017 concerning Sustainable Finance and supports the Sustainable Development Goals.

In 2020, BCA developed a strategy containing a climate change action road map, to be followed in 2021 to strengthen BCA's commitment to the environment. In addition, BCA invited employees to take an active role in environment protection through education and internal communication media. External environmental preservation efforts include financing environmental, social, and governance (ESG) projects.

Environment Planning, Implementation and Achievements

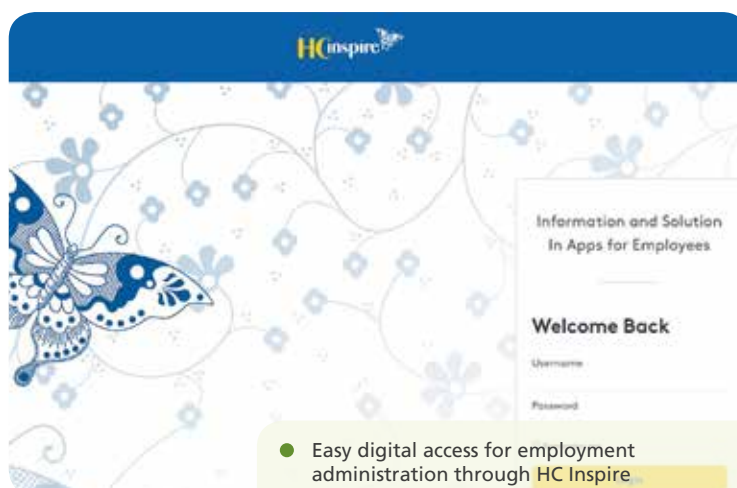
For financing non-MSME Sustainable Business Activities (KKUB), especially in the plantation sector, BCA supports prospective debtors to obtain biodiversity management and sustainable land use certification.

Other environment preservation activities cover customer and bank activities which cover the implementation of e-statement system for savings, current accounts and credit card bills; cash withdrawal without receipt option at ATMs; STAR ATM; e-branch; and digital banking solutions (m-BCA, Klik BCA, and Sakuku). These efforts were made to reduce paper usage.

For its banking activities, BCA has taken advantage of technological advances enabling its employees to use HC Inspire, Enterprise Backoffice Integration (EBI), digital library (BLIMS), e-learning, teleconferencing, video conferencing, MyBCA portal, car pooling, tracking system and other applications. By using these technologies, BCA is supporting the efforts to preserve the environment and is reducing energy-intensive transportation and emissions and reducing paper usage.

In addition to banking activities, as part of its support for climate change action, BCA is working with independent parties to formulate a climate change strategy and roadmap this year to be implemented next year.

One of BCA's internal environmental preservation activities involves establishing agents of change in each working unit to motivate its employees. This is to ensure that employees behave in an environmentally friendly manner in their





daily activities. BCA provides its agents of change with environmentally friendly knowledge/insights to follow in their bank operations and everyday life. On September 24, 2020, BCA held an agent of change webinar throughout Indonesia.

In November 2020, BCA held a Sustainability Awareness Month using social media through Instagram @bcasemuaberes. The activities included direct commitments by the BCA Directors and management to raise awareness to the spirit of togetherness #OneBCA; energy savings with #BCASwitchOff, #BCAGreenTransport; a healthy and balanced lifestyle with #BCAHealthGoals; less waste more sustainable with #BCALessIsMore, and #BCAGreenShopping.

BCA has adjust its green office concept to save energy in the workplace. The programs implemented to date include regulating the temperature of air conditioners, turning off lights during breaks or in unused areas, and a water saving campaign. BCA is also reducing the use of styrofoam and paper, and has participated in Earth Hour Day, and the Green Ramadhan movement.

BCA also supports the green building concept. In 2020, the Wisma BCA Foresta Building that was built to green building specifications was opened. All building operations use the Building Automation System (BAS) technology to regulate air conditioning, LED lights, and electricity consumption automatically. This building also uses a sewage treatment plan (STP) system technology to treat colorless and odorless wastewater, making it more environmentally sustainable. The water from the STP is safe to reuse for watering plants and flushing toilets.

BCA is piloting a waste management project in two of its office buildings, the Wisma Asia 2 Building started in November 2020, and the Wisma BCA Foresta Building started in December 2020. In this project, BCA employees will start sorting waste by type, based on what can be recycled or not. BCA will be working with Yayasan Tzu Chi as a third party to help manage and process the recycled waste.

BCA also helps in the protection of Kalimantan's endemic fauna that is protected by law and must be preserved. This effort involves collaborating with the Borneo Orangutan Survival Foundation (BOSF) in their programs to preserve and conserve the orangutans' habitat. BCA also collaborates with the Banyuwangi Sea Turtle Foundation (BSTF). A series of programs includes relocation of turtle eggs, maintenance of semi-natural hatcheries and education on turtle conservation and the environment through the book "The Life of Sea Turtle"

CORPORATE SOCIAL RESPONSIBILITY RELATED TO EMPLOYMENT, OCCUPATIONAL HEALTH AND SAFETY PRACTICES



BCA pays attention to its employees' health, security, safety, and comfort while respecting the equal rights of each employee.



● Wisma BCA Foresta Green Building



Employment and Occupational Health and Safety (OHS) Social Responsibility Commitment and Policy

Human Resources (HR) play an important role in determining the Bank's performance. BCA is committed to focusing on its employees' welfare and career development, including creating a healthy, safe, and comfortable work environment (occupational health and safety/OHS).

BCA's social responsibility commitment is reflected in its comprehensive HR policies, including transparency of information for employees, implementation of Collective Labor Agreements (CLA), personal and career development, equal employment opportunities, as well as compensation and benefits programs. BCA's HR policies also cover the OHS aspects whereby BCA is committed to complying with the prevailing laws and regulations. As a result of this commitment, BCA did not receive any sanctions or complaints related to employment.

Employment and OHS Practices Implementation and Achievements

BCA's activities to support employment and OHS practices, include:

a. OHS Adjustments during the New Normal Period

To maintain its employees' health during the COVID-19 pandemic, BCA made adjustments to several working routines. All employee activities and training were transferred to remotely accessible online programs, thus avoiding employees gathering in one place. BCA also established a work schedule for employees to rotate between work from home (WFH) and work from office (WFO), and split operations to reduce the number of employees in the office by 50%. To reduce contact with crowds, BCA also provided shuttle buses to transport employees to the office and implemented flexible work hours, between 07.00-09.30 to achieve a fixed eight-

hour working day. Employees who are pregnant at a certain gestational age are not required to WFO but can WFH during the COVID-19 pandemic.

BCA also provided a rapid test facility for employees who experienced symptoms or were at risk of contracting COVID-19. Employees in the office were given temperature checks, made to wear masks, fill out online self-assessment forms and maintain a safe distance. Office areas were routinely cleaned using disinfectants and ozonation. BCA instigated procedures to isolate floors or office areas if there were any positive cases of COVID-19 in those areas. BCA also provided masks, vitamins, and lunch for employees during the COVID-19 pandemic to create a healthy working environment. Employees could also contact the BCA call center to report on any health conditions or other matters related to COVID-19.

b. Gender Equality and Job Opportunities

BCA respects the right to equal opportunities and gender equality and provides equal opportunities to all employees to develop their careers based on their competencies. BCA does not differentiate ethnicity, religion, race, class, and gender when providing job opportunities. Female employees have the same opportunities as other employees to occupy the highest management levels.

c. Education and/or Training

Social responsibility also involves providing competency and performance development training opportunities. The training materials are tailored to the employees' needs and covers banking and soft skills related to leadership, personality, expertise and environmental preservation. Training is conducted through in-class





training, e-learning, on the job training, coaching, and mentoring.

During 2020, online training activities were conducted for a total of 160,361 days, with an average training 6.5 days per employee. This training is expected to deliver value and improve HR qualities for all employees.

As a form of employee development, every year BCA provides bachelor and master's degree scholarships. BCA directors and management also became speakers in the online community of practice (COP) program, which was accessible to all BCA employees. Recordings were made available through the MyVideo portal so that all BCA employees could re-listen.

d. Employment Complaints Mechanism

BCA maintains open communication channels with its employees, including 'Halo SDM' (66900) that can be accessed through the internal telephone network, and the whistleblowing system (WBS) where employees can submit any complaints. The communication channels can also be used to find employment or industrial relations information. BCA guarantees the confidentiality of employee information and data when they use the Halo SDM and WBS services.

e. Occupational Safety Facilities

Work safety and comfort are important in supporting employee performance. Therefore, BCA pays attention to the completeness and appropriateness of the working facilities, environmental hygiene, spatial planning, and security facilities for employees, both at the head office, regional offices and branch offices.

During 2020 due to the COVID-19 pandemic, BCA ozonized the workspaces, and disinfected the working

facilities and infrastructure regularly, and postponed regular evacuation drills to train employees in the event of force majeure situations, such as fires or earthquakes. However, fire extinguisher (APAR) checks were still carried out regularly.

f. Employees' Health

Employees have access to health facilities, including inpatient care, outpatient care, maternity, optical, dental, laboratory examinations, medical check-ups, and pap smears. For employees over the age of 40 and their spouses, BCA provides annual medical check-up facilities. BCA collaborates with Halodoc, an online health consultation media. BCA also provided health services through Government programs by covering its employees and their families in BPJS Kesehatan.

During the pandemic, BCA established a COVID-19 call center for employees, accessible through (021) 2556-3119 ext. 66066. In addition, several health policy adjustments were made, including the work from home (WFH) program for pregnant women up to childbirth, and after childbirth during their maternity leave. This policy is expected to make a positive contribution on the employees' well being.

BCA continuously conducted health education and socialization for all its employees through its internal media, including Instagram @bcasemuaberes, HCM We Care (Aku yang #lebihbaik) e-mails, and online Community of Practice (COP) discussions with health practitioners.

BCA has not let up on providing socialization and education to its employees regarding these new habits and the efforts taken to maintain health during the COVID-19 pandemic. The Human Capital Management



(HCM), Risk Management Work Unit (SKMR) and Public Relations socialize the information through email messages, plasma TV, myBCA, booklets, MyVideo and Instagram @bcasemuaberes. The COVID-19 socialization and education material includes knowledge-sharing, illustrations on the spread, anticipation and prevention, handling guidance, list of referral hospitals and COVID-19 call center service info. The costs incurred by BCA for implementing these health programs during the pandemic was Rp47.6 billion. This expenses is specifically for all BCA employees such as medical expenses, masks, disinfectants, thermo gun, vitamins and others.

The employment and OHS regulations were applied strictly and as a result, during 2020 there were no work accidents and no employee lay-offs. BCA recorded an employee turnover rate of 3.5%. During the pandemic, BCA did not terminate any employees, did not reduce any salaries, and bonuses and allowances were still paid on schedule. In fact, BCA paid some of the employees' bonuses early to help them make ends meet during the economic uncertainty caused by the pandemic.





CORPORATE SOCIAL RESPONSIBILITY RELATED TO CUSTOMERS (CONSUMERS)

Customers Social Responsibility Commitment and Policies

BCA's social responsibility to customers is implemented in accordance with the prevailing policies and regulations, as follows:

1. Financial Services Authority Regulation (POJK) No. 1/POJK.07/2013 concerning Consumer Protection in the Financial Services Sector; and
2. Bank Indonesia Regulation (PBI) No. 7/7/PBI/2005 concerning Settlement of Customer Complaints, which was amended by PBI No. 10/10/PBI/2008 concerning Customer Protection.

Social responsibility to customers involves delivering fair services and ensuring customer data protection and security. This commitment to customer data protection is delivered with reference to the ISO 9001:2008 Quality Management System, ISO 9001:2015 Quality Management System, and ISO/IEC 27001:2013 Information Security Management System certifications.

One of BCA's responsibilities to customers in 2020 involved maintaining a healthy, safe, and comfortable environment when delivering its services. BCA is committed to implementing strict health protocols when it comes to meeting customers directly, especially during the COVID-19 pandemic. This commitment is stated in memo No. 212/MO/MRK/2020.

Activities Planning and Achievements

To increase customer trust and satisfaction, meet customer needs, and strengthen customer engagement, BCA has established service standards called SMART SOLUTION. The Operations-Services Strategy and Development Division ensures that BCA employees have adequate competencies in the services sectors. BCA has taken advantage of technological developments and has developed a complete and reliable digital banking service to respond to the dynamic needs of its customers.

During the pandemic, BCA implemented health protocols including the wearing of masks, checking body temperatures, completing online self-assessment forms, for all employees, whether they had direct or indirect contact with customers. The health protocols also applied to customers and debtors visiting the branches. In addition, BCA also installed partitions at the teller and CSO counters, and provided hand sanitizers.

As technology advances, BCA management establishes target service activities that are more directed towards digital education including maintaining transaction security. These are aimed at reducing the possibility of technology crime. BCA also involves its stakeholders in its banking education programs via news sections in the media, such as Beritagar, Kompas.com, IDNTimes.com, and Kumparan.com.

Banking and financial solutions education is also delivered at customer gatherings as a medium for sharing experiences, knowledge, or current topics with customers and for networking. This joint activity enables BCA to get closer to its customers, so that together they can build a harmonious and mutually supportive relationship. In 2020, several activities were held online, including the Expo KPR, analyst meetings, General Meeting of Shareholders (GMS), Indonesia Knowledge Forum (IKF), Regional Office customer gatherings, and the Big Bad Wolf (BBW) book bazaar.

BCA endeavored to provide safe and comfortable banking services to its customers during the pandemic, and issued several policies to adjust its banking services to enable customers to conduct their transactions without coming to the branch offices. This was stipulated in Decree No. 048/SK/DIR/2020 dated March 27, 2020 concerning KeyBCA Limit Changes for Fund Transfer Transactions using KlikBCA Individu. In addition, BCA also issued policies related to loan structuring, including:

- No. 054/SK/DIR/2020 dated March 31, 2020 concerning Credit Restructuring for KPR BCA Debtors Affected by the Spread of Coronavirus Disease (COVID-19);
- No. 059/SK/DIR/2020 dated April 6, 2020 concerning KPR BCA Interest Rates. Debtors affected by COVID-19 received special treatment and exemption from migration fees and penalties for repayment made during a minimum period of time (as stipulated in the Loan Agreement);
- No. 077/SK/DIR/2020 dated April 28, 2020 concerning Credit Restructuring for Debtors Affected by the Spread of COVID-19. This provision applied to loans in the SME, commercial and corporate sectors;
- No. 083/SK/DIR/2020 dated April 30, 2020 concerning changes in BCA credit card interest rates;
- No. 085/SK/DIR/2020 dated April 30, 2020 concerning the Signing of Agreement for Credit Restructuring for KPR BCA Debtors Affected by the Spread of COVID-19;
- No. 086/SK/DIR/2020 dated April 30, 2020 concerning Changes to the Maximum Cash Advance Limit for BCA Credit Cards;
- No. 088/SK/DIR/2020 dated May 4, 2020 concerning Issuance of EXPERT - Tax Policy, a temporary tax incentive for taxpayers affected by the Spread of COVID-19;

- No. 093/SK/DIR/2020 dated May 20, 2020 concerning Loan Restructuring Policy for Debtors Affected by the Spread of COVID-19;
- No. 094/SK/DIR/2020 dated May 20, 2020 concerning KUR Restructuring for Debtors Affected by the Spread of COVID-19;
- No. 095/SK/DIR/2020 dated May 28, 2020 concerning BCA Business Personal Loan and Non-KUR Channeling Restructuring for Debtors Affected by the Spread of COVID-19;
- No. 126/SK/DIR/2020 dated July 13, 2020 concerning a Review Period for Debtors when Calculating an Expected Credit Loss using a Worst Case Scenario. The worst case scenario review period is applied to debtors affected by the spread of COVID-19, and includes reporting stages for debtors affected by the spread of COVID-19;
- No. 132/SK/DIR/2020 dated July 24, 2020 concerning Additional Loan Restructuring Policy for Debtors Affected by the Spread of COVID-19;
- No. 149/SK/DIR/2020 dated August 31, 2020 concerning Credit Guarantees for MSMEs Affected by the Spread of COVID-19 in the Context of the National Economic Recovery (PEN);
- No. 204/SK/DIR/2020 dated December 29, 2020 concerning Interest Subsidies for BCA MSME and KPR Loans in the framework of the National Economic Recovery Program (PEN);
- No. 208/SK/DIR/2020 dated December 29, 2020 concerning Extension of the BCA Credit Card Easing Program Period in the Emergency of COVID-19;

During 2020, BCA realized Rp116.8 billion of its CSR budget. These funds were used for customer service improvements and community empowerment programs, including the Bakti BCA activities.

BCA provides an open communication channel for its customers through the 24-hour 'HaloBCA' contact center at 1500888, Whatsapp Bank BCA at 08111500998 - #halobca, Halo BCA Chat at www.bca.co.id, and Twitter @HaloBCA. Customers can use these channels to deliver suggestions, complaints, or their dissatisfaction with the BCA banking services or solutions. The customer complaints management and settlement refer to the Bank Indonesia provisions on Customer Complaints and Banking Mediation, as well as OJK Circular No. 17/SEOJK.07/2018 dated December 6, 2018.

BCA has continued to increase a sense of urgency in its work units for handling customer complaints appropriately and quickly. Customer complaint management and resolution follows service level standards that define the maximum

period allowed for problem resolution, depending on the type and complexity of the problem. Service level fulfillment can be monitored via the HaloBCA application.

In 2020, 14,244,827 suggestions and complaints phone calls were received through HaloBCA. 61.70% related to requests (including limit increases, account blocking); 25.67% related to customers' need for information on BCA banking solutions; 12.61% related to customer complaints; and 0.02% related to suggestions. Most complaints were related to cards stuck in ATM machines, money stuck in ATMs, accounts debited but the money not received by customers, and credit cards being declined.

Achievements

BCA continuously develops and delivers safe, comfortable, reliable, and easily accessible banking IT-based solutions. BCA has received several awards for its commitment to providing the best services and to resolving customer complaints. These awards include Contact Center Service Excellence Award (CCSEA) 2020.

Excellence in its comprehensive and exceptional customer service has positioned BCA as one of the largest market cap banks in Southeast Asia at year-end 2020.

To encourage customer interaction, BCA regularly conducts surveys. In 2020, BCA scored of 4.67 out of 5 in the Customer Engagement Index. This achievement was thanks to BCA's commitment and performance in providing the best customer service.

CORPORATE SOCIAL RESPONSIBILITY RELATED TO SOCIAL AND COMMUNITY DEVELOPMENT

Community Development Social Responsibility Commitment and Policy

BCA provides job opportunities in the surrounding communities based on the applicants' competencies and suitability and the Bank's needs. This is stated in the CLA article 7 paragraphs 1 and 2 that regulate the Recruitment of New Employees. BCA's presence in the communities, and the resulting employment opportunities are expected to return economic benefits to the areas concerned.

BCA's CSR program includes "Bakti BCA" community development activities, which are delivered through three pillars, namely Smart Solutions, Synergy Solutions, and Excellent Business Solutions. In 2020, the total funds for implementation of these three pillars was Rp116.8 billion.



Social and Community Development Planning, Implementation and Achievements

bakti BCA

FOR INDONESIA

BCA exists to grow with the people of Indonesia. Not only through its strength in its financial and banking business, but also through its contribution in building the country through its sustainable development programs in Indonesia.

BAKTI EDUCATION

Developing quality human resources through education and financial literacy education programs in Indonesia

1 ACCOUNTING EDUCATION PROGRAM (PPA)
396 Participants

2 INFORMATICS TECHNOLOGY EDUCATION (PPTI)
172 Participants

3 BAKTI BCA Internship
1,920 Participants

4 ASSISTED SCHOOLS
20 Schools **727** Teachers **>9,900** Students
in Serang, Lampung, Yogyakarta, and Banyuwangi

5 BCA BAKTI SCHOLARSHIPS
790 Students **18** State Universities
USU, UNAND, UNSRI, IPB, UI, ITB, UNPAD, UGM, UNDIP, ITS, UNAIR, UNBRAW, UNUD, UNMUL, UNHAS, UNSRAT, UNCEN, UNTAN
>2,000 Students
Participants in seminars and public lectures

6 PARTNERSHIP WITH EDUCATIONAL INSTITUTIONS
Online training for elementary, middle & high school teachers in Eastern Indonesia. Followed by 740 schools in 12 cities and around 5,000 teachers

7 FINANCIAL LITERACY EDUCATION
>14,000 Students **>90,000** People
North Sumatra, West Sumatra, South Sumatra, West Java, Central Java, East Java, Bali, Kalimantan, South Sulawesi, North Sulawesi.

SMART SOLUTIONS

12 VILLAGES & COMMUNITIES DEVELOPMENT

YOGYAKARTA

Goa Pindul Tourism Village,
Peting Sari Tourism Village,
Wukirsari Wayang Tourism

BANYUWANGI

Tamansari Tourism Village

PEKALONGAN

Gemah Sumilir Batik Village

BELITUNG

Bukit Peramun, Wisata Aik

Rusa Barehun, Gunung Lumut

WEST SUMATRA

Sijunjung Traditional Village,

Nagari Silokek

BALI

Pucak Tinggan Tourism Village

SEMARANG

Doesoen Kopi Sirap

HR development

- Tour guide service standards training & homestay development
- Webinar on developing tourism villages during the COVID-19 pandemic
- Digital marketing optimization webinars & strategies using the e-commerce platform

Promotion Strategy

- Launching the Peramun Hill 4.0 application
- Instagram & Youtube Live Virtual tour LDR (Vacation from Home)
- Series of Assisted Villages in Yogyakarta, West Sumatra, Belitung, Banyuwangi, Semarang, and Pekalongan

Supporting Facilities Development

- Construction of "Hand Washing Facilities"
- Standard medical equipment assistance for new normal health procedures
- Bukit Peramun Village Development Center
- Digital Information System for Bukit Peramun Assisted Village
- Pentingsari Assisted Village Tour Car

EXCELLENT BUSINESS SOLUTIONS

385

Ginger farming communities.

14

Seminar training for assisted villages & communities.

130

Development of small & medium enterprises in Jakarta.

5

Series for virtual vacation tours from home.

BAKTI COMMUNITY

Community empowerment programs through economic activities, especially for micro, small and medium enterprises (MSME), rural communities and empowerment of community groups



BAKTI ENVIRONMENT

BCA SUPPORT IN REALIZING ENVIRONMENTALLY FRIENDLY ACTIVITIES IN BCA OFFICE & BIODIVERSITY CONSERVATION

- Rehabilitated **31** orangutans
- Relocated **100** turtle egg nests
- Released **8,909** hatchlings
- Earthcare actions by **100** branches and work units
- **14,700** mangrove trees planted in the Ujung Kulon National Park
- **2,100** endemic seeds planted at Sepahat Village, Bengkalis Regency, Riau
- **4** new boats donated to fishermen



BAKTI CULTURE

BCA SUPPORT FOR GROWING THE YOUNG GENERATIONS LOVE FOR THE NATION'S CULTURE

- MSME batik painting training for **55** MSME
- National cultural dialogue with the topic "Women and Indonesian Culture"
- Nusantara Academic Awards granted to 2 culture activists.
- Waskita Nusantara cultural Awards to **2** cultural researchers
- Nusantara Writing Grant to **5** students
- Archipelago Creative Dance Competition with **564** participants and **16** winners
- Regional Fashion Competition with **309** participants and **9** winners
- **5** Virtual Wayang Performances
- Basic food assistance to **100** wayang painters



BAKTI HEALTH

SUPPORT FOR ADEQUATE COMMUNITY HEALTH SERVICE DISTRIBUTION

Routine assistance for **2** clinics
Medicine subsidy assistance
for **16,611** patients
443 Blood bags

Assistance for handling COVID-19
>20 billion Rupiah

SYNERGY SOLUTIONS

A. SMART SOLUTIONS

Developing quality human resources starts with available and adequate access to education. To that end, BCA supports Indonesian Education through its Smart Solution pillar. This involves supporting an education equality program throughout Indonesia that focuses on providing access to education for people with financial constraints or who live in low-income areas.

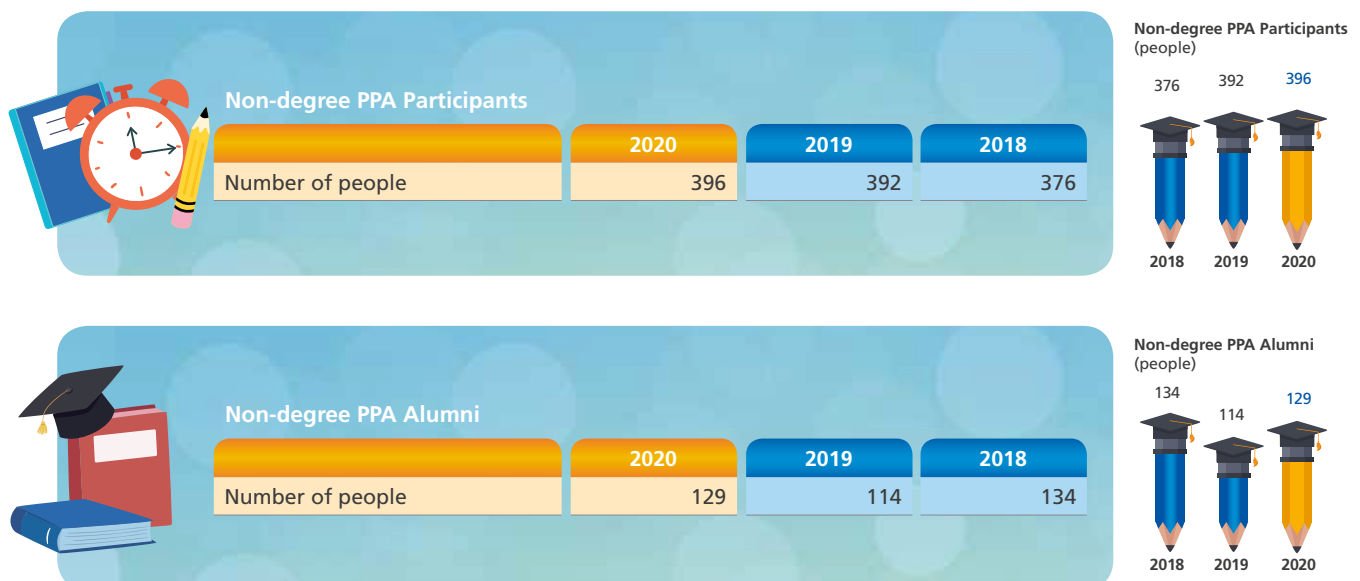
The Smart Solution programs carried out to date includes:

- Non-degree Accounting Education Program (PPA);
- Non-degree Technological Information Education Program (PPTI);
- Bakti BCA Internship Program;
- Bakti BCA School Assistance;
- Bakti BCA Scholarships;
- Education Partnerships; and
- Financial Literacy Education.

1. Non-degree Accounting Education Program (PPA)

BCA assists high school, vocational, or equivalent graduates who have performed well academically but have financial constraints to continue their education at a higher level. Since 1996, BCA has provided this non-degree Accounting Education Program (PPA) to graduates so they can continue their education and gain experience of the working world. It lasts 30 months and delivers accounting knowledge to high-achieving young people in regions across Indonesia.

After completing their education, alumni have the opportunity to continue their education at the undergraduate level as well as the opportunity to work at BCA. During 2020, there were 396 new PPA participants, with a total of 1,617 PPA alumni between 1996 and 2020. In 2020, there are 129 PPA alumni with 9 intakes still studying.



2. Non-degree Technological Information Education Program (PPTI)

BCA provides a non-degree Technological Information Education Program (PPTI) for high school, vocational or equivalent graduates who have excelled and are interested in improving their skills in the field of Technological Information. The PPTI program runs for 30 months and incorporates a dropout system with a relatively high passing standard.

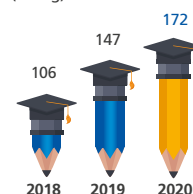
Since the program started until 2020, there have been 10 intakes resulting in 153 alumni. During 2020, there were 172 non-degree PPTI participants undergoing education.



Non-degree PPTI Participants

	2020	2019	2018
Number of people	172	147	106

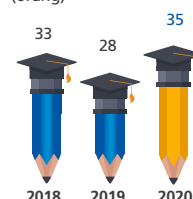
Non-degree PPTI Participants (orang)



Non-degree PPTI Alumni

	2020	2019	2018
Number of people	35	28	33

Non-degree PPTI Alumni (orang)



3. Bakti BCA Internship Program

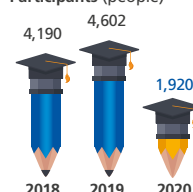
The Bakti BCA Internship Program for high school to undergraduate students has been running since 2002 and is aimed at improving the quality of human resources among Indonesia's younger generation. Through this program, the interns can gain new knowledge and experience related to the working world, especially banking. During 2020, there were 1,920 interns, a decrease from last year's 4,602. This decrease was due to an increase in branch office productivity and an increase in PKWT (Fixed-term work agreement) employees.



Bakti BCA Internship Program Participants

	2020	2019	2018
Number of people	1,920	4,602	4,190

Bakti BCA Internship Program Participants (people)



4. Bakti BCA Schools Assistance

The Bakti BCA Schools Assistance program supports the Government programs for improving the quality, access and development of educational infrastructure, and facilitates children's access to quality and affordable education wherever they live. During 2020, BCA assisted 20 schools in Lampung, Serang, Yogyakarta, and Banyuwangi, and included three new schools in Banyuwangi, namely SMAN 1 Wongsorejo, SMPN 1 Licin, and SDN 1 Tamansari. This program benefited 727 teachers and educators as well as 9,938 students, an increase from 539 teachers and 8,694 students in 2019. The support of Bakti BCA Schools Assistance program is expected to ease children's access to quality and affordable education from wherever they live.

The Bakti BCA Assistance School Program involves training teachers to increase their knowledge capacity to cope with the current needs and challenges. Especially during the COVID-19 pandemic, training was given to prepare teachers in using online and offline Teaching From Home (TFH) systems. BCA also delivered training for teachers related to the curriculum, soft skills and hard skills and how to teach creatively and effectively.

In 2020, training on 21st century learning was carried out for Bakti BCA assisted elementary school teachers in Yogyakarta in their third phase, with the theme "learning assessment and evaluation development". In addition, during the COVID-19 pandemic, Bakti BCA held online training for 180 elementary, middle and high

school teachers in 20 assisted schools with the theme “Becoming an Effective Blended Learning Teacher in the Age of Teaching From Home”. This training was aimed at motivating the teachers to implement TFH with tips on dealing with the learning challenges during the pandemic. This training program will continue with the SMART Teacher Awards program to encourage teachers to be innovative and creative in their teaching and learning activities in the schools.

5. Bakti BCA Scholarships

This educational assistance scheme is delivered through a scholarship program for bachelor's degree (S1) students who have excelled but need financial assistance. By the end of 2020, the Bakti BCA scholarship funds amounted to Rp5.5 billion in 18 state universities throughout Indonesia.

The Bakti BCA Scholarships facilitated soft skill development programs for 790 students and included training on leadership, self-awareness, creative thinking, and financial planning for millennials. It is hoped that Bakti BCA scholarships will help students recognize and develop their true potential to achieve their optimal performance and prepare them for entry into the working world. During the COVID-19 pandemic this program was conducted online.

6. Partnerships with Educational Institutions

To support the development of education and human resources in Indonesia, Bakti BCA together with several institutions and universities in Indonesia held public seminars and lectures at a number of universities. In 2020, the seminars were held online and included public lectures at IPB University and Sekolah Vokasi UGM, and a webinar for young people in Indonesia on the Bakti BCA Youth Pledge Day.

With the aim of improving the competencies of teachers in providing TFH to students, BCA organized online training for elementary, middle and high school teachers in eastern Indonesia, involving 740 schools in 40 cities and around 5,000 teachers.

7. Financial Literacy Education

BCA continued its programs to improve the literacy index and financial inclusion of the Indonesian people. These included:

- **Financial Literacy Education for Students** to improve their financial management skills from an early age. The program was implemented in 105 school/universities and was attended by 14,941 students, including the Bakti BCA assisted school students. Students are expected to gain basic financial knowledge such as managing pocket money, and a culture of saving through SimPel (Student Savings) products.
- **Financial Literacy Education to increase LAKU BCA products** for housewives, SMEs, farmers and employees. Activities were carried out in West Java (Kuningan, Ciamis, Cirebon, Majalengka and Tasikmalaya), Central Java (Demak, Kudus, Grobogan, and Wonogiri), and Yogyakarta (Gunung Kidul). 90,000 participants attended the program.
- **Financial Literacy Education using the Financial Literacy Cars (SiMOLEK) initiated by OJK (Financial Services Authority)** to increase the financial literacy and inclusion index in areas with inadequate infrastructure. Education participants come from various backgrounds, including MSMEs, private sector employees, civil servants, lecturers and students. In total there were 353 financial literacy education participants.



● Financial Literacy Education for students



● Supporting teacher development through National Teachers' Day Webinar



- **Early Childhood Development**

Every year, BCA supports early childhood development programs, one way being in partnership with the United Nations Children's Fund (UNICEF). In 2020, BCA donated Rp500 million to UNICEF to support holistic-integrative early childhood education (PAUD HI) in Sorong and Raja Ampat districts, West Papua. Through this assistance, BCA hopes that the quality of PAUD HI will improve. This activity also strengthens the coordination between government agencies, and creates alternative models for early childhood education based on local wisdom in accordance with the culture of Papua.

B. SYNERGY SOLUTIONS

BCA's community programs cover culture, health, environment, and empathy and are included under the Synergy Solutions pillar. BCA synergizes with competent and trusted institutions in their respective fields. In carrying out these programs, which include:

1. Culture Preservation

a. Wayang Art Culture

Since 2012, BCA has supported the development of regular "Wayang For Student" and "Wayang Day" puppet preservation programs, where young people are invited to learn about wayang and to understand the values of wayang art to ensure its future preservation. The younger generation can take part in puppeteer training, wayang training, wayang assembly workshops, puppeteer workshops, exhibitions, and performances.

As a result of the pandemic, in 2020 there were no live wayang shows. Therefore, they were broadcast virtually in collaboration with:

- Swargaloka, "The Indonesia Opera Drayang Swargaloka"
- Rumah Cinwa, "Bakar Tongkang, Tradisi dan Masa Kini Budaya Peranakan, Tionghoa di Bagansiapiapi"
- Sahabat Pencinta Wayang Orang "Pagelaran Wayang Orang Putri"
- Puppeteer Jose Amadeus Krisna "Wayang Geger Pecinan"
- Wayang Tavip "Beringin Satan"

In addition, BCA provided direct assistance to 100 puppet artists.

b. Discussion on the Recognition and Preservation of Indonesian Culture

BCA held a discussion program on the recognition and preservation of Indonesian culture with the topic "Women and Indonesian Culture". This discussion program focused on the complexity of problems faced by women in Indonesia and the important role women play in creating and preserving the Indonesian culture. By the end of 2020, 1,590 viewers had participated in this activity via YouTube.

c. Cultural Preservation Awards

BCA also held an award event for cultural observers and fighters in appreciation of their struggle to preserve Indonesian culture. This year, two awards were presented, the Nusantara Academic Award 2020 to 2 students, and the Waskita Award 2020 to 2 cultural activists.



d. Nusantara Writing Grant

In addition to the awards to the cultural observers and fighters, BCA also presented Nusantara Writing Grant to students to assist them in writing their master's thesis or doctoral dissertation on the various local cultures and religions in Indonesia. In 2020, a Nusantara Writing Grant was presented to 5 students.

e. Indonesian Creative Dance Competition and Regional Fashion Competition

BCA collaborated with Sampan Bujana Sentra and the Ministry of Education and Culture to organize an Indonesian Creative Dance Competition and a Regional Fashion Competition. This activity was held virtually in Jakarta, and was attended by 564 participants with 16 winners for the Indonesian Creative Dance Competition, and 309 participants with 9 winners for the Regional Fashion Competition from different regions in Indonesia.

f. MSME Batik Painters Training

BCA Indonesian batik preservation involves the empowerment and basic training of batik MSMEs. From March 16-20, 2020, BCA held training for MSME Batik Painters in the Lamongan Regency. The participants included 24 MSME owners, 31 MSME employees, and 16 additional non-MSME people, including 8 teachers who taught batik techniques to students.

2. Health Improvement

BCA's contribution to improving public health is carried out through several activities, including:

- **Cataract Surgery**

The cataract surgery program is a collaboration between BCA and the Cataract Blindness Prevention Section of the Indonesian Ophthalmologist Association (SPBK Perdami) since 2001, and the Kick Andy Foundation since 2017.

Due to the pandemic conditions in 2020, cataract surgery was not carried out. However, BCA has already prepared plans and mapped the beneficiaries for future cataract surgery programs to be implemented as soon as the COVID-19 pandemic is under control.

In previous years, BCA also supported the procurement of cataract surgery tools, including microscopes that were donated to SPBK Perdami and Perdami DKI Jaya Branch, and phacoemulsification tools to Perdami Riau Branch.

- **Bakti BCA Blood Donor**

Since November 1990, BCA has collaborated with the Indonesian Red Cross (PMI) to organize regular blood donor activities over a four times period, eight days per year at BCA's Head Office. During 2020, due to the COVID-19 pandemic, the blood donor activities could only take place over two days from February 27-28, 2020, where 443 blood bags were collected.

- **Free Healthcare**

BCA has collaborated with Bakti Medika Clinic since 2015 and the Duri Utara Doctors since 2012 to provide quality healthcare facilities at an affordable cost. These healthcare services include general health consultations, treatment for common diseases, family planning services (KB), wound handling and care, immunization for children, and adult vaccinations.

By the end of 2020, this healthcare assistance had helped a total of 16,611 patients with 12,317 patients in Duri Utara and 4,294 patients at Bakti Medika Clinic. During the COVID-19 pandemic, BCA also helped provide 75 rapid test kits for the two clinics and 500 surgical masks. The total assistance distributed amounted to Rp541.245.000.

Free treatment social service in 2020 also provided healthcare services to the general public in the regions in the form of free reading glasses, blood pressure checks, and health check-ups through simple lab tests. A total of 325 patients benefited from this program.

3. Environmental Conservation

BCA's contribution to society is realized through environmental conservation activities that include maintaining the existing flora and fauna. These efforts help maintain the balance of nature, reduce any negative impact from global warming, and protect the surrounding ecosystem. The total funds disbursed for environmental CSR activities in 2020 amounted to Rp575.5 million.



BCA's Environmental conservation activities include:

- **Orangutan Release**

BCA has supported the Borneo Orangutan Rescue Foundation (BOSF) since 2012. In 2020, BCA donated Rp450 million to support the orangutan conservation efforts. In addition, BCA supported the rehabilitation efforts for 31 orangutans so that they have the chance to be released back into their habitat.

BCA also supports orangutan conservation awareness activities in the community by providing big screen LED communication media at BCA Pluit, BCA Rawamangun, BCA Diponegoro Surabaya, Fairmont Senayan, Menara BCA, Merdeka Bandung, BCA Alam Sutera, SCBD, and at Bali Ngurah Rai Airport.

- **Biodiversity Conservation**

BCA supports the NEWtrees Program initiated by WWF Indonesia to preserve and plant mangroves in the Ujung Kulon National Park area. Since 2017, Mangrove tree planting reached 27,918 trees, covering an area of 12 ha. The presence of Tsunami waves and changes in sea breezes are the biggest challenges in this planting effort. At the end of December 2020, 14,700 of the trees survived. By engaging stakeholders and local community groups such as the Bayawak and Compilation, this program is implemented in Ujungjaya Village which is part of the Ujung Kulon National Park. This planting potentially absorb emissions of 31.7 tons CO₂eq/year. The amount of CO₂ absorption will continue increase with the growth of trees.

The mangrove planting had a positive impact on the surrounding communities, raising their

awareness of mangrove nurseries, care, planting and monitoring of mangrove tree growth. This program is expected to create a sense of community togetherness, and open up an alternative source of income for the community.

In addition, BCA has also provided support for the efforts to restore peat areas affected by forest and land fires. 2,100 endemic seedlings have been planted in an area of 6 ha in the peat area of Giam Siak Kecil - Bukit Batu in the Sepahat, Bengkalis Regency, Riau. This planting is estimated will absorb 8.0 tons of CO₂eq per year.

This restoration activity also involves the community Fire Care group and is expected to provide balanced and inclusive economic, social and ecological benefits in a sustainable manner for the community. Support for the fire prevention activities also comes from the villages, sub-districts, and Bengkalis district governments responsible for sustainable peat management.

Environment and fauna conservation also includes turtle conservation where BCA collaborates with the Banyuwangi Sea Turtle Foundation (BSTF). This collaboration included the release of hatchlings in the Save and Preserve Turtle program. In 2020, BCA and BSTF relocated 100 turtle egg nests and 8,909 young turtles successfully released.

BCA's support for the turtle egg relocation program includes a semi-natural hatchery nest maintenance program, which was conducted in April 2020 before the egg-laying season started. The total cost of the turtle conservation program in 2020 amounted to Rp105 million.



● BCA collaborates with BOSF to release orangutan



● Collaborating in biodiversity restoration with Fire Care Community (MPA)

- **Environmentally Friendly Culture**

The environmentally friendly culture continues to be socialized to employees with the aim of creating a green office. Several programs help support an environmentally friendly culture at the Head Office and Branch Offices, and include:

- Increasing environmental awareness every year through agents of change in the working units at head office, and in the regional offices and branch offices throughout Indonesia, and in the subsidiaries. Knowledge sharing event in 2020 was held on September 24, 2020, with the theme "Being an Environmentally Friendly Consumer" and was attended by more than 200 agents of change.
- Socializing the environmentally friendly movement to all BCA employees through the agents of change with total more than from 100 offices/work units throughout Indonesia.
- Action to take care of the earth run by more than 100 offices/work units throughout Indonesia. This involved regular meetings to discuss the different projects' progress, constraints, and evaluation. The projects included conserving electricity and water; reducing paper, plastic and waste; reducing the use of styrofoam, and participating in Earth Hour; growing plants; and other activities.
- Calling for an environmentally friendly movement through the company's internal communication media and social media. This activity was carried out seven times with various themes including: conserving water, earth hour, earth day, green Ramadan, environment day, mangrove day, and orangutan day.

- **Support for Sea Fishermen Sustainability Program**

It is undeniable that fishermen have an important role to play in maintaining the fishery ecosystem, and this is also very important for improving the economy, as well as the nutrition of the communities, especially during the COVID-19 pandemic.

Currently there are several boats used by fishermen that are sub-standard, and do not use environmentally friendly Fishing Gear (API), so fishing is not optimal.

As an institution that is close to the communities, BCA saw the need to contribute to reviving the fishermen's enthusiasm to go to sea. For that reason, we supported the Sea Fishermen Sustainability Program and provided 4 new good quality and environmentally friendly boats to the fishermen.

BCA donated Rp280,000,000 to this program, collaborated with Benihbaik.com.

4. Empathy Program

BCA's Empathy Program involves assisting people affected by natural disasters, disease outbreaks, and other events. The assistance is distributed through partners who have the capability and competence in dealing with emergencies and dangerous situations.

During 2020, BCA assisted in handling the COVID-19 pandemic in Indonesia, by:

- Providing 41,000 rapid test kits at a total cost of Rp2.6 billion, to be distributed by PERSI to 30 hospitals.
- Providing 9 ventilator units, 7 syringe pump units, 2 isolation transport units, and 2 N95 sterilizer mask units to 6 hospitals at a total cost of more than Rp6.1 billion.
- Providing personal protective equipment (PPE) for the protection of medical personnel at several health agencies at a total cost of Rp6.3 billion.
- Providing assistance to MSMEs to obtain masks at a total cost of Rp99 million. The MSMEs receiving assistance were located in Pekalongan, Kediri, Bogor, Jakarta and Padang.
- Providing assistance to 21,750 families in communities around BCA's branch offices that were affected by the pandemic in the form of food packages at a total cost of Rp2.2 billion.



● BCA donates personal protective equipment, rapid test kits, ventilators and other supplies to support the COVID-19 response



- BCA also actively supported government partners and private agencies in dealing with the COVID-19 pandemic at a total cost of Rp3.2 billion

BCA's total COVID-19 pandemic assistance throughout 2020 reached Rp21.4 billion.

During 2020, with the COVID-19 pandemic, BCA supported the 'Movement to Wear Masks' (GPM) program to educate on the use of proper masks, and donated 100,000 paper masks in East Java (50 thousand), Central Java (30 thousand) and West Java (20 thousand). Especially in East Java, BCA also distributes 500 PPE (Sidoarjo) and 5,000 surgical mask for health workers and for Central Java, BCA also distributed 1,000 sets of personal protective equipment (PPE) and 10,000 surgical masks for health center and hospital workers. These cloth masks were produced by MSME assisted by BCA and village community members of Bakti BCA. By using their masks, our business partners managed to increase their income, during the weakening economic times.

In an effort to help the Government reduce the spread of the corona virus, CSR BCA installed 60 washing facilities in the BCA branch offices in Jabodetabek. The locations chosen were based on the population density and closeness to public facilities. The hope is that these hand-washing facilities will not only be used by BCA customers, but also by the surrounding communities.

In addition BCA also donated 21 washing facilities in other areas in the Jakarta area, including Pasar Jaya, mosques, Islamic boarding schools, and community health centers, etc.

Outside the COVID-19 pandemic, BCA also made donations to communities affected by disasters, including floods in Jakarta and the surrounding areas. BCA distributed relief assistance after the earthquakes and tsunami in Donggala and Palu to be used in the construction of facilities and infrastructure for the Anapapura Lolu Kindergarten School, in Sigi Biromaru, Sigi, Palu Central Sulawesi, and for buying teaching and learning tools in several schools, TK Kartika XXI-18, TK Kartika XXI-19, Early Childhood Education (Paud) Kartika Kodim 1306/DGL, TK Negeri Satu Atap Petobo and TK Antapura Lolu.

C. EXCELLENT BUSINESS SOLUTIONS

For its community economic empowerment efforts, BCA has been running its Excellent Business Solution program since 2013. The programs are specifically aimed at Micro, Small and Medium Enterprises (MSMEs), rural communities, and community empowerment groups. Moving forward, it is hoped that these communities will become independent and able to support the development of the national economy over the long term.

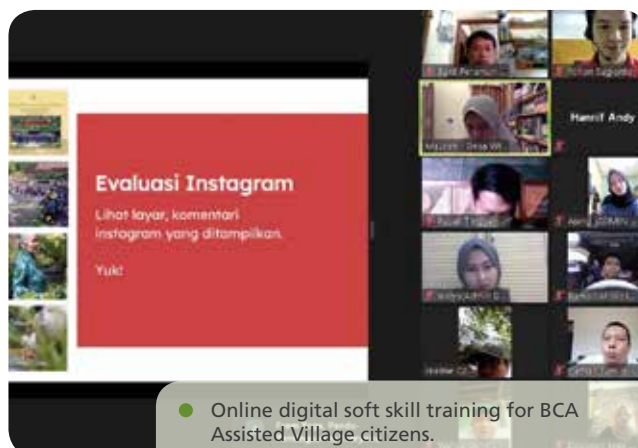
During 2020, several partnership programs with communities were carried out, including:

1. Goa Pindul Tourism Village

The Goa Pindul tourist village located in Bejiharjo Village, Karangmojo, Gunung Kidul, Yogyakarta is a tourist destination with caves and a river that is 350 meters long with a width of 5 meters. The tourism village development is carried out with the Gelaran II Wirawisata Association.



● Easy access to health and hygiene facilities



● Online digital soft skill training for BCA Assisted Village citizens.

2. Pentingsari Tourism Village

The Pentingsari Tourist Village (Dewi Peri) is located on the slopes of Mount Merapi, Cangkringan, Sleman, Yogyakarta. Dewi Peri's tourism potential covers nature, cultural, and agriculture tourism. The attraction for tourists visiting this village is that they can live in the countryside directly with local residents.

3. Wukirsari Wayang Tourism Village

BCA has provided assistance to the Wukirsari Village in Imogiri District, Yogyakarta since 2015. The village is known for its tatah sungging (leather craft), used in the making of shadow puppets and other leather crafts. The village has become an art-learning destination for local and foreign tourists. Wukirsari Village also provides cultural education for the younger generation in preserving traditional puppets.

4. Gemah Sumilir Assisted Batik Village

BCA has provided assistance to the Batik Gemah Sumilir Village in Kajen, Pekalongan Regency, Central Java since 2016. The village has the potential to become a batik center offering batik education and research facilities. The village's development plan focuses on batik education reaching a wider community of various ages and professions.

5. Doesoen Kopi Sirap, Gunung Kelir

BCA began developing Doesoen Kopi Sirap, a village located on the slopes of Mount Kelir, Semarang in September 2019. BCA has provided assistance in the form of tour guide training as well as assistance in developing research and development facilities for coffee and baristas.

Doesoen Kopi Sirap is known for having tens of hectares of land for growing coffee. The coffee farmers' children in Doesoen Sirap have set up a coffee shop called Warung Ndeso as a coffee culinary attraction with the theme "Fun Coffee in the Beautiful Nature of Doesoen Kopi Sirap". Visitors gain knowledge about the cultivation, processing and serving of coffee while enjoying the natural beauty.

6. Tamansari Tourism Village

BCA has provided assistance to the Tamansari Tourism Village on the slopes of Mount Ijen, Licin District, Banyuwangi Regency since 2015. The village has the potential for natural tourism thanks to its wealth of flora and fauna. Tourists are attracted to the rural life with its culture of coffee, corn, clove, and cocoa farming. The sulfur mining in the region is also a source of livelihood for the villagers, and is another tourist attraction. Tamansari Tourism Village is also known for its local cultural show featuring the Gandrung Dance.

7. Pucak Tinggan Tourism Village, Badung, Bali

The Pucak Tinggan (Dewi Cakti) Tourism Village is located in Pelaga, Petang, Badung, Bali. The village is known for its Hindu religious tourist attractions including the Kharisma Pira Pucak Mangu, and the natural beauty and culture of Tinggan. Since 2016, BCA has provided excellent service training for the village administrators.

8. Gunong Lumut

BCA has provided assistance in the Gunong Lumut protected forest area in East Belitung, with its wealth of flora spread over 42,000 hectares, with the highest peak at 1,210 meters. 70 meters below



● Tamansari Tourism Village, Banyuwangi



● Coffee Cultivation at Doesoen Kopi Sirap, Mount Kelir



the peak there is an expanse of moss in various shapes and types covering the surface of the ground, rocks, and trees. Tourists can also enjoy orchids with unique types, shapes, and colors.

9. Bukit Peramun

Bukit Peramun is located at an altitude of 129 mdpl in West Belitung and has a wealth of flora and fauna. The Bukit Peramun tourist destination has been developed into several points for taking pictures, including hobbit houses, love bridges, twin rocks, and flying cars. Bukit Peramun has become a digital-based village with a QR Code system as a virtual guide providing information on the types and benefits of the plants.

10. Aik Rusa 'Berehun, Terong Tourism

BCA has provided assistance for the development and management of Aik Rusa 'Berehun Tourism Village in Terong since 2018. The assistance provided covers service training, digital marketing, and leadership to the management. BCA also helped develop a cooking demo kitchen, selfie spots, and a bridge to complement the tourist facilities.

11. Sijunjung Minangkabau Traditional Village

The Minangkabau Traditional Village in Sijunjung is a cultural tourist attraction, as it still maintains and preserves the Rumah Gadang and the

Minangkabau culture. Since 2018, BCA has provided assistance for training the traditional village administrators in excellent service and for refreshment of tourism materials.

12. Silokek Village

The Silokek Village is a national geopark area in West Sumatra that offers exotic panoramas, geological heritage, and a diversity of flora and fauna. BCA's has provided assistance for training the tourism village administrators, as well as for the tourism facilities and infrastructure, such as cave railings and cleaning equipment. BCA has also provided assistance for the production of Silokek tourism videos, and donated funds for the sepak takraw championships at the RI Kemenpora Cup in Pasir Putih, Silokek.

During the pandemic, BCA provided other assistance to these communities and tourist attractions, including tourist car facilities, hand washing facilities and thermoguns, as well as masks and faceshields. The human resource capacity building continued through webinars. BCA also distributed basic food to all administrators during the new normal period.

Philanthropic Activities

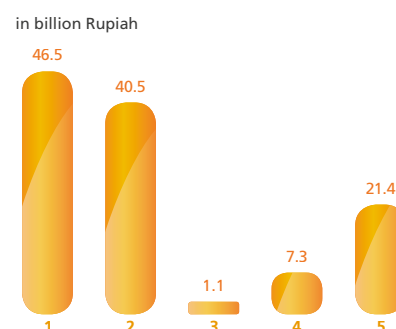
BCA makes donations to organizations that have shown their dedication and integrity in developing the nation's culture, education, environment, social, sports, etc. During 2020, BCA philanthropic funds amounted to Rp7.3 billion.

Bakti BCA Implementation Funds

The total funds disbursed for the Bakti BCA activities during 2020, including donations, amounted to Rp116.8 billion.

Fund Utilization of Bakti BCA Implementation (Rp)

	2020
1. BCA Smart Solutions	Rp 46.5 billion
2. BCA Synergy Solutions	Rp 40.5 billion
3. BCA Excellence Business Solution	Rp 1.1 billion
4. Philanthropy	Rp 7.3 billion
5. COVID Assistance	Rp 21.4 billion
TOTAL	Rp 116.8 billion



Comprehensive information on **Corporate Social Responsibility** and **implementation of Sustainable Finance** can be read in the Sustainability Report.



Statement of Members of the Board of Commissioners and the Board of Directors regarding Responsibility for the 2020 Annual Report of PT Bank Central Asia Tbk

We, the undersigned, hereby declare that all information in the Annual Report of PT Bank Central Asia Tbk for the year 2020 has been presented in its entirety, and that we assume full responsibility for the accuracy of the contents of this Annual Report.

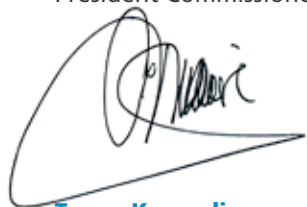
This statement is duly made in all integrity.

Jakarta, February 2021

Members of the Board of Commissioners



Djohan Emir Setijoso
President Commissioner



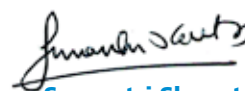
Tonny Kusnadi
Commissioner



Cyrillus Harinowo
Independent Commissioner



Raden Pardede
Independent Commissioner



Sumantri Slamet
Independent Commissioner

Members of the Board of Directors



Jahja Setiaatmadja
President Director



Armand Wahyudi Hartono
Deputy President Director



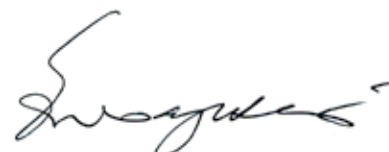
Suwignyo Budiman
Deputy President Director



Subur Tan
Director



Henry Koenai
Director



Erwan Yuris Ang
Independent Director



Rudy Susanto
Director



Lianawaty Suwono
Director



Santoso
Director



Vera Eve Lim
Director



Gregory Hendra Lembong
Director



Haryanto Tiara Budiman
Director



PT BANK CENTRAL ASIA Tbk AND SUBSIDIARIES

**CONSOLIDATED FINANCIAL STATEMENTS
31 DECEMBER 2020 AND 2019**

**DIRECTORS' STATEMENT
REGARDING
THE RESPONSIBILITY FOR THE CONSOLIDATED FINANCIAL STATEMENTS
AS AT AND FOR THE YEAR ENDED
31 DECEMBER 2020**

PT BANK CENTRAL ASIA Tbk AND SUBSIDIARIES

We, the undersigned:

1. Name	: Jahja Setiaatmadja
Office Address	: Menara BCA Grand Indonesia Jl. M.H. Thamrin No. 1, Jakarta 10310
Home Address	: Jl. Metro Kencana V/6 RT 001 RW 015, Pondok Pinang, Kebayoran Lama, Jakarta Selatan
Phone Number	: (021) 2358-8000
Title	: President Director
2. Name	: Vera Eve Lim
Office Address	: Menara BCA Grand Indonesia Jl. M.H. Thamrin No. 1, Jakarta 10310
Home Address	: Teluk Gong Raya Blk C.4/20, Pejagalan, Penjaringan Jakarta Utara
Phone Number	: (021) 2358-8000
Title	: Director

declare that:

1. We are responsible for the preparation and the presentation of the consolidated financial statements of PT Bank Central Asia Tbk (the "Bank") and its subsidiaries;
2. The consolidated financial statements of the Bank and its subsidiaries have been prepared and presented in accordance with Indonesian Financial Accounting Standards;
3. a. All information has been fully and correctly disclosed in the consolidated financial statements of the Bank and its subsidiaries; and
b. The consolidated financial statements of the Bank and its subsidiaries do not contain false material information or facts, nor do they omit material information or facts;
4. We are responsible for the Bank and its subsidiaries internal control system.

This statement has been made truthfully.

Jakarta, 29 January 2021

For and on behalf of the Board of Directors




Jahja Setiaatmadja
President Director



Vera Eve Lim
Director

PT BANK CENTRAL ASIA TBK

Head Office : Menara BCA Grand Indonesia, Jl. M. H. Thamrin No. 1 Jakarta 10310 Tel. (021) 2358-8000 Fax. (021) 2358-8300



**INDEPENDENT AUDITORS' REPORT
TO THE SHAREHOLDERS OF**

PT BANK CENTRAL ASIA Tbk

We have audited the accompanying consolidated financial statements of PT Bank Central Asia Tbk (the "Company") and its subsidiaries, which comprise the consolidated statement of financial position as of 31 December 2020, and the consolidated statements of profit or loss and other comprehensive income, changes in equity and cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

Management's responsibility for the consolidated financial statements

Management is responsible for the preparation and fair presentation of these consolidated financial statements in accordance with Indonesian Financial Accounting Standards, and for such internal control as management determines is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

Auditors' responsibility

Our responsibility is to express an opinion on these consolidated financial statements based on our audit. We conducted our audit in accordance with Standards on Auditing established by the Indonesian Institute of Certified Public Accountants. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the consolidated financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the consolidated financial statements. The procedures selected depend on the auditors' judgment, including the assessment of the risks of material misstatement of the consolidated financial statements, whether due to fraud or error. In making those risk assessments, the auditors consider internal control relevant to the entity's preparation and fair presentation of the consolidated financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the consolidated financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the accompanying consolidated financial statements present fairly, in all material respects, the consolidated financial position of PT Bank Central Asia Tbk and its subsidiaries as of 31 December 2020, and their consolidated financial performance and cash flows for the year then ended, in accordance with Indonesian Financial Accounting Standards.

JAKARTA,
29 January 2021

Jimmy Pangestu, S.E.
License of Public Accountant No. AP.1124

Kantor Akuntan Publik Tanudiredja, Wibisana, Rintis & Rekan

WTC 3, Jl. Jend. Sudirman Kav. 29-31, Jakarta 12920 – Indonesia

T: +62 21 50992901 / 31192901, F: +62 21 52905555 / 52905050, www.pwc.com/id

CONSOLIDATED STATEMENTS OF FINANCIAL POSITION
31 DECEMBER 2020 AND 2019

(Expressed in millions of Rupiah, unless otherwise stated)

		31 December	
	Notes	2020	2019
ASSETS			
Cash	2b,2g,5,39,42,45	24,322,335	25,421,406
Current accounts with Bank Indonesia	2b,2g,2i,6,39,42,45	27,482,178	47,904,674
Current accounts with other banks - net of allowance for impairment losses of Rp 927 as of 31 December 2020 (31 December 2019: Rp nil)	2b,2g,2i,7,39,42,45	11,972,409	10,521,687
Placements with Bank Indonesia and other banks - net of allowance for impairment losses of Rp 4,700 as of 31 December 2020 (31 December 2019: Rp nil)	2b,2g,2j,8,39,42,45	47,450,890	30,948,274
Financial assets at fair value through profit or loss	2g,2k,9,39,42,45	2,936,245	5,910,146
Acceptance receivables - net of allowance for impairment losses of Rp 409,132 as of 31 December 2020 (31 December 2019: Rp 176,622)	2g,2l,10,39,42,45	8,144,843	9,492,755
Bills receivable - net of allowance for impairment losses of Rp 8,012 as of 31 December 2020 (31 December 2019: Rp 2,734)	2g,11,39,42,45	8,091,013	7,909,020
Securities purchased under agreements to resell - net of allowance for impairment losses of Rp 1,148 as of 31 December 2020 (31 December 2019: Rp 1,733)	2g,2n,12,39,45	146,819,249	9,575,565
Loans receivable - net of allowance for impairment losses of Rp 26,945,942 as of 31 December 2020 (31 December 2019: Rp 14,905,584)	2g,2m,13,39,42,45		
Related parties	2ak,49	5,203,700	4,227,386
Third parties		542,439,966	567,806,613
Consumer financing receivables - net of allowance for impairment losses of Rp 806,306 as of 31 December 2020 (31 December 2019: Rp 473,097)	2g,2o,14,39,45	7,605,934	10,532,424
Finance lease receivables - net of allowance for impairment losses of Rp 1,009 as of 31 December 2020 (31 December 2019: Rp 3,147)	2g,2p,39,45	100,299	149,428
Assets related to sharia transactions - net of allowance for impairment losses of Rp 161,203 as of 31 December 2020 (31 December 2019: Rp 146,132)	2g,2q	5,408,030	5,499,287
Investment securities - net of allowance for impairment losses of Rp 199,637 as of 31 December 2020 (31 December 2019: Rp 70,420)	2g,2r,15,39,42,45	192,553,101	142,982,705
Prepaid expenses	16		
Related parties	2ak,49	-	211,012
Third parties		788,583	1,325,468
Prepaid tax	21a	31,215	7,045
Fixed assets - net of accumulated depreciation of Rp 11,994,702 as of 31 December 2020 (31 December 2019: Rp 11,021,327)	2h,2s,17	21,915,054	20,852,301
Intangible assets - net of accumulated amortisation of Rp 1,726,035 as of 31 December 2020 (31 December 2019: Rp 1,424,329)	2e,2u,18	1,629,620	1,377,452
Deferred tax assets - net	2ai,21h	4,880,722	3,184,290
Other assets - net of allowance for impairment losses of Rp 24,622 as of 31 December 2020 (31 December 2019: Rp 902)	2g,2h,2t,19,42,45		
Related parties	2ak,49	8,368	7,758
Third parties		15,786,502	13,142,616
TOTAL ASSETS		1,075,570,256	918,989,312

The accompanying notes to the consolidated financial statements form an integral part of these consolidated financial statements.

PT BANK CENTRAL ASIA Tbk AND SUBSIDIARIES

Schedule 1/2

CONSOLIDATED STATEMENTS OF FINANCIAL POSITION

31 DECEMBER 2020 AND 2019

(Expressed in millions of Rupiah, unless otherwise stated)

	Notes	31 December	
		2020	2019
LIABILITIES, TEMPORARY SYIRKAH DEPOSITS, AND EQUITY			
LIABILITIES			
Deposits from customers	2g,2v,20,39,42,45		
Related parties	2ak,49	1,628,726	1,326,903
Third parties		832,655,117	697,653,165
Sharia deposits	2g,2w	1,151,652	1,035,526
Deposits from other banks	2g,2v,20,39,42,45	10,163,163	6,717,474
Financial liabilities at fair value through profit or loss	2g,2k,9,39,42,45	138,757	106,260
Acceptance payables	2g,2k,10,39,42,45	4,400,045	5,321,249
Securities sold under agreements to repurchase	2g,2n,15,39,42,45	-	113,249
Debt securities issued	2g,2y,22,39,45	590,821	1,347,523
Tax payable	2ai,21b	2,272,189	1,635,469
Borrowings	2g,23,39,42,45	1,307,298	2,332,870
Deferred tax liabilities	2ai,21h	5,957	-
Estimated losses from commitments and contingencies	2g,2ab,24,42,45	3,537,741	12
Accrued expenses and other liabilities	2g,2ab,25,42,45	17,540,226	14,022,357
Post-employment benefits obligation	2ah,40	9,646,227	7,955,070
Subordinated bonds	2g,2z,26,39,45	500,000	500,000
TOTAL LIABILITIES		885,537,919	740,067,127
TEMPORARY SYIRKAH DEPOSITS	2x	5,317,628	4,779,029
EQUITY			
Equity attributable to equity holders of parent entity			
Share capital - par value per share of Rp 62.50 (full amount)			
Authorised capital: 88,000,000,000 shares			
Issued and fully paid-up capital:			
24,655,010,000 shares	1c,27	1,540,938	1,540,938
Additional paid-in capital	1c,2e,2ad,28	5,548,977	5,548,977
Revaluation surplus of fixed assets	2s,17	9,521,414	9,520,945
Foreign exchange differences arising from translation of financial statements in foreign currency	2f	373,092	364,984
Unrealised gains on financial assets at fair value through other comprehensive income - net	2g,2r,8,15	7,070,825	1,951,554
Retained earnings			
Appropriated	38	2,241,254	1,955,604
Unappropriated	2ah	158,298,441	153,158,544
Other equity components	2e	1,385	1,385
Total equity attributable to equity holders of parent entity		184,596,326	174,042,931
Non-controlling interest	1d,2e,48	118,383	100,225
TOTAL EQUITY		184,714,709	174,143,156
TOTAL LIABILITIES, TEMPORARY SYIRKAH DEPOSITS, AND EQUITY		1,075,570,256	918,989,312

The accompanying notes to the consolidated financial statements form an integral part of these consolidated financial statements.

PT BANK CENTRAL ASIA Tbk AND SUBSIDIARIES**Schedule 2/1**
**CONSOLIDATED STATEMENTS OF PROFIT OR LOSS AND
OTHER COMPREHENSIVE INCOME
FOR THE YEARS ENDED 31 DECEMBER 2020 AND 2019**
(Expressed in millions of Rupiah, unless otherwise stated)

	Notes	2020	2019
OPERATING INCOME AND EXPENSES			
Interest and sharia income	2ae,2ak,30,49		
Interest income		64,728,072	63,215,353
Sharia income		675,089	622,442
Total interest and sharia income		65,403,161	63,837,795
Interest and sharia expense	2ae,2ak,31,49		
Interest expense		(10,959,204)	(13,063,276)
Sharia expense		(282,687)	(297,071)
Total interest and sharia expense		(11,241,891)	(13,360,347)
NET INTEREST AND SHARIA INCOME		54,161,270	50,477,448
OTHER OPERATING INCOME			
Fee and commission income - net	2af,32	13,159,846	13,608,381
Net income from transaction at fair value through profit or loss	2ag,33	4,302,773	3,456,342
Others		3,541,409	4,080,378
Total other operating income		21,004,028	21,145,101
Impairment losses on assets	2g,34	(11,628,076)	(4,591,343)
OTHER OPERATING EXPENSES			
Personnel expenses	2ah,2ak,35,40,49	(13,349,775)	(13,337,264)
General and administrative expenses	2ak,17,36,49	(12,978,260)	(14,115,175)
Others		(3,640,680)	(3,289,769)
Total other operating expenses		(29,968,715)	(30,742,208)
INCOME BEFORE TAX		33,568,507	36,288,998
INCOME TAX EXPENSE	2ai,21c	(6,421,398)	(7,719,024)
NET INCOME		27,147,109	28,569,974
OTHER COMPREHENSIVE INCOME:			
Items that will not be reclassified to profit or loss:			
Remeasurements of defined benefit liability	2ah,40	(1,483,912)	(341,292)
Income tax on remeasurements of defined benefit liability	2ai	243,248	70,080
Revaluation surplus of fixed assets	2s,17	(1,240,664)	(271,212)
		469	769,197
		(1,240,195)	497,985
Items that will be reclassified to profit or loss:			
Unrealised gains on financial assets at fair value through other comprehensive income	2j,2r,8,15	6,290,838	2,604,958
Income tax	2ai	(1,169,409)	(519,218)
Unrealised gains on financial assets at fair value through other comprehensive income - net of income tax		5,121,429	2,085,740
Foreign exchange differences arising from translation of financial statements in foreign currency	2f	8,108	(15,438)
		5,129,537	2,070,302
OTHER COMPREHENSIVE INCOME, NET OF INCOME TAX		3,889,342	2,568,287
TOTAL COMPREHENSIVE INCOME (Carried forward)		31,036,451	31,138,261

The accompanying notes to the consolidated financial statements form an integral part of these consolidated financial statements.

PT BANK CENTRAL ASIA Tbk AND SUBSIDIARIES**Schedule 2/2**
**CONSOLIDATED STATEMENTS OF PROFIT OR LOSS AND
OTHER COMPREHENSIVE INCOME
FOR THE YEARS ENDED 31 DECEMBER 2020 AND 2019**
(Expressed in millions of Rupiah, unless otherwise stated)

	Notes	2020	2019
TOTAL COMPREHENSIVE INCOME (Brought forward)		31,036,451	31,138,261
NET INCOME ATTRIBUTABLE TO:			
Equity holders of parent entity		27,131,109	28,565,053
Non-controlling interest	2e,48	16,000	4,921
		27,147,109	28,569,974
COMPREHENSIVE INCOME ATTRIBUTABLE TO:			
Equity holders of parent entity		31,018,293	31,131,779
Non-controlling interest	2e,48	18,158	6,482
		31,036,451	31,138,261
BASIC AND DILUTED EARNINGS PER SHARE ATTRIBUTABLE TO EQUITY HOLDERS OF PARENT ENTITY (full amount of Rupiah)	2ac,37	1,100	1,159

The accompanying notes to the consolidated financial statements form an integral part of these consolidated financial statements.

PT BANK CENTRAL ASIA Tbk AND SUBSIDIARIES

Schedule 3/1

**CONSOLIDATED STATEMENTS OF CHANGES IN EQUITY
FOR THE YEARS ENDED 31 DECEMBER 2020 AND 2019**
(Expressed in millions of Rupiah, unless otherwise stated)

	2020											
	Attributable to equity holders of parent entity										Non- controlling interest	Total equity
	Notes	Issued and fully paid- up capital	Additional paid-in capital	Revaluation surplus of fixed assets	Foreign exchange differences arising from translation of financial statements in foreign currency	Unrealised gains on financial assets at fair value through other comprehensive income - net	Retained earnings		Other equity components	Total equity attributable to equity holders of parent entity		
							Appropriated	Unappropriated				
Balance, 31 December 2019		1,540,938	5,548,977	9,520,945	364,984	1,951,554	1,955,604	153,158,544	1,385	174,042,931	100,225	174,143,156
Impact on initial implementation of SFAS 71 and 73 (after deferred tax)	2.53	-	-	-	-	-	-	(6,830,677)	-	(6,830,677)	-	(6,830,677)
Balance as of 1 January 2020, after impact on initial implementation of SFAS 71 and 73	2.53	1,540,938	5,548,977	9,520,945	364,984	1,951,554	1,955,604	146,327,867	1,385	167,212,254	100,225	167,312,479
Net income for the year		-	-	-	-	-	-	27,131,109	-	27,131,109	16,000	27,147,109
Revaluation surplus of fixed assets	2s, 17	-	-	469	-	-	-	-	-	469	-	469
Foreign exchange differences arising from translation of financial statements in foreign currency	2f	-	-	-	8,108	-	-	-	-	8,108	-	8,108
Unrealised gains on financial assets at fair value through other comprehensive income - net	2j, 2i, 8, 15	-	-	-	-	5,119,271	-	-	-	5,119,271	2,158	5,121,429
Remeasurements of defined benefit liability - net	40	-	-	-	-	-	-	(1,240,664)	-	(1,240,664)	-	(1,240,664)
Total comprehensive income for the year		-	-	469	8,108	5,119,271	-	25,890,445	-	31,018,293	18,158	31,036,451
General reserve	38	-	-	-	-	-	285,650	(285,650)	-	-	-	-
Cash dividends	38	-	-	-	-	-	-	(13,634,221)	-	(13,634,221)	-	(13,634,221)
Balance, 31 December 2020		1,540,938	5,548,977	9,521,414	373,092	7,070,825	2,241,254	158,298,441	1,385	184,596,326	118,383	184,714,709

The accompanying notes to the consolidated financial statements form an integral part of these consolidated financial statements.

PT BANK CENTRAL ASIA Tbk AND SUBSIDIARIES

Schedule 3/2

CONSOLIDATED STATEMENTS OF CHANGES IN EQUITY
YEARS ENDED 31 DECEMBER 2020 AND 2019

(Expressed in millions of Rupiah, unless otherwise stated)

	Notes	2019									
		Attributable to equity holders of parent entity									
		Foreign exchange differences arising from translation of financial statements in foreign currency									
		Issued and fully paid-up capital	Additional paid-in capital	Revaluation surplus of fixed assets	Unrealised gains (losses) on available-for-sale financial assets - net	Retained earnings	Other equity components	Total equity attributable to equity holders of parent entity	Non-controlling interest	Total equity	
						Appropriated	Unappropriated				
Balance, 31 December 2018		1,540,938	5,548,977	8,751,748	(132,647)	1,697,052	133,871,809	1,385	151,659,684	93,743	151,753,427
Net income for the year		-	-	-	-	-	28,565,053	-	28,565,053	4,921	28,569,974
Revaluation surplus of fixed assets	2s	-	-	769,197	-	-	3,997	-	773,194	-	773,194
Foreign exchange differences arising from translation of financial statements in foreign currency	2f	-	-	-	(15,438)	-	-	-	(15,438)	-	(15,438)
Unrealised gains on available-for-sale financial assets - net	2j, 2i, 8, 15	-	-	-	2,084,201	-	-	-	2,084,201	1,539	2,085,740
Remeasurements of defined benefit liability - net	40	-	-	-	-	-	(271,234)	-	(271,234)	22	(271,212)
Total comprehensive income for the year		-	-	769,197	(15,438)	-	28,297,816	-	31,135,776	6,482	31,142,258
General reserve	38	-	-	-	-	258,552	(258,552)	-	-	-	-
Cash dividends	38	-	-	-	-	-	(8,752,529)	-	(8,752,529)	-	(8,752,529)
Balance, 31 December 2019		1,540,938	5,548,977	9,520,945	1,951,554	1,955,604	153,158,544	1,385	174,042,931	100,225	174,143,156

The accompanying notes to the consolidated financial statements form an integral part of these consolidated financial statements.

PT BANK CENTRAL ASIA Tbk AND SUBSIDIARIES

Schedule 4/1

**CONSOLIDATED STATEMENTS OF CASH FLOWS
FOR THE YEARS ENDED 31 DECEMBER 2020 AND 2019**

(Expressed in millions of Rupiah, unless otherwise stated)

	Notes	2020	2019
CASH FLOWS FROM OPERATING ACTIVITIES			
Receipts of interest and sharia income, fees and commissions		78,589,390	76,539,139
Other operating income		3,438,074	4,019,391
Payments of interest and sharia expenses, fees and commissions		(11,422,371)	(13,523,795)
Payments of post-employment benefits	40	(1,031,589)	(239,230)
Gains from foreign exchange transactions - net		106,142	1,864,822
Other operating expenses		(26,021,802)	(27,088,835)
Payment of tantiem to Board of Commissioners and Board of Directors	38	(445,180)	(413,500)
Other increases (decreases) affecting cash:			
Placements with Bank Indonesia and other banks - mature more than 3 (three) months from the date of acquisition		(3,278,195)	580,463
Financial assets at fair value through profit or loss		2,622,554	1,242,920
Acceptance receivables		1,115,402	2,248,758
Bills receivable		30,292	523,988
Securities purchased under agreements to resell		(137,243,099)	(118,822)
Loans receivable		9,394,072	(52,792,003)
Consumer financing receivables		2,327,408	(3,316,911)
Finance leases receivables - net		51,267	25,193
Assets related to sharia transactions		(65,298)	(854,413)
Other assets		(2,568,705)	1,065,298
Deposits from customers		135,030,737	70,428,018
Sharia deposits		116,126	414,211
Deposits from other banks		3,474,062	287,817
Acceptance payables		(921,204)	(522,237)
Accrued expenses and other liabilities		4,075,180	(702,168)
Temporary <i>syirkah</i> deposits		538,599	183,291
Net cash provided by operating activities before income tax		57,911,862	59,851,395
Payment of income tax		(6,932,987)	(7,909,355)
Net cash provided by operating activities		50,978,875	51,942,040
CASH FLOWS FROM INVESTING ACTIVITIES			
Acquisition of investment securities		(130,808,823)	(113,341,023)
Proceeds from sales of investment securities		61,671	189,740
Proceeds from investment securities that matured during the year		89,587,869	81,979,747
Payment for acquisition activities	4	(303,726)	(924,002)
Cash dividends received from investment in shares		9,147	1,445
Acquisition of fixed assets		(2,673,737)	(2,675,281)
Proceeds from sale of fixed assets	17	9,755	36,960
Net cash used in investing activities		(44,117,844)	(34,732,414)

The accompanying notes to the consolidated financial statements form an integral part of these consolidated financial statements.

PT BANK CENTRAL ASIA Tbk AND SUBSIDIARIES

Schedule 4/2

**CONSOLIDATED STATEMENTS OF CASH FLOWS
FOR THE YEARS ENDED 31 DECEMBER 2020 AND 2019**
(Expressed in millions of Rupiah, unless otherwise stated)

	Notes	2020	2019
CASH FLOWS FROM FINANCING ACTIVITIES			
Proceeds from debt securities issued		-	1,346,617
Payment of debt securities issued	22,50	(762,000)	(240,000)
Proceeds from borrowings		29,096,721	88,649,720
Payment of borrowings		(30,118,379)	(88,406,964)
Payment of cash dividends	38	(13,634,221)	(8,752,529)
Proceeds from securities sold under agreements to repurchase		896,290	698,016
Payment of securities sold under agreements to repurchase		(1,031,679)	(629,756)
Net cash used in financing activities		(15,553,268)	(7,334,896)
NET (DECREASE) INCREASE IN CASH AND CASH EQUIVALENTS		(8,692,237)	9,874,730
CASH AND CASH EQUIVALENTS, BEGINNING OF YEAR		113,067,545	103,311,560
EFFECT OF FOREIGN EXCHANGE RATE FLUCTUATIONS ON CASH AND CASH EQUIVALENTS		1,895,929	(118,745)
CASH AND CASH EQUIVALENTS, END OF YEAR		106,271,237	113,067,545
Cash and cash equivalents consist of:			
Cash	5	24,322,335	25,421,406
Current accounts with Bank Indonesia	6	27,482,178	47,904,674
Current accounts with other banks	7	11,973,336	10,521,687
Placements with Bank Indonesia and other banks - mature within 3 (three) months or less from the date of acquisition	8	42,493,388	29,219,778
Total cash and cash equivalents		106,271,237	113,067,545

The accompanying notes to the consolidated financial statements form an integral part of these consolidated financial statements.

PT BANK CENTRAL ASIA Tbk AND SUBSIDIARIES**Schedule 5/1****NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS****31 DECEMBER 2020 AND 2019**

(Expressed in millions of Rupiah, unless otherwise stated)

1. GENERAL**a. Establishment and general information of the Bank**

PT Bank Central Asia Tbk (the "Bank") was established in the Republic of Indonesia based on the Notary Deed No. 38 of Raden Mas Soeprapto dated 10 August 1955 under the name of "N.V. Perseroan Dagang Dan Industrie Semarang Knitting Factory". This deed of establishment was approved by the Minister of Justice in its decision letter No. J.A.5/89/19 dated 10 October 1955 and was published in Supplement No. 595 to State Gazette of the Republic of Indonesia No. 62 dated 3 August 1956. The name of the Bank has been changed several times with the latest change became PT Bank Central Asia based on the Notary Deed No. 144 of Wargio Suhardjo, S.H., the substitute of Notary Public Ridwan Suselo, dated 21 May 1974.

The Bank's Articles of Association have been amended several times, including amendments in relation to the Initial Public Offering of the Bank's shares in May 2000, which among others, changed its status to a publicly-listed company and its name to PT Bank Central Asia Tbk. These amendments were made based on Notary Deed No. 62 of Hendra Karyadi, S.H., dated 29 December 1999, which was approved by the Minister of Justice in its decision letter No. C-21020 HT.01.04.TH.99 dated 31 December 1999 and published in Supplement No. 1871 to the State Gazette of the Republic of Indonesia No. 30 dated 14 April 2000.

The amendment made in relation to the issuance of new shares under the Management Stock Option Plan ("MSOP"), for which the options were exercised up to 31 December 2006, was made based on Notary Deed No. 1 of Hendra Karyadi, S.H., dated 9 January 2007. This deed was approved by the Minister of Justice and Human Rights under its decision letter No. W7-HT.01.04-797 dated 18 January 2007 and published in Supplement No. 185 to the State Gazette of the Republic of Indonesia No. 15 dated 20 February 2007.

The latest amendment to the Bank's Articles of Association was made based on Notary Deed No. 145 of Christina Dwi Utami S.H., M.HUM., M.KN., dated 24 August 2020. This deed was approved by the Minister of Justice and Human Rights in its decision letter No. AHU-AH.01.03-0383825 dated 8 September 2020.

The Bank started its commercial operations in the banking business since 12 October 1956. According to Article 3 of the Bank's Articles of Association, the Bank operates as a commercial bank. The Bank is engaged in banking activities and other financial services in accordance with the prevailing regulations in Indonesia. The Bank obtained its license to conduct these activities under the Minister of Finance Decision Letter No. 42855/U.M.II dated 14 March 1957. The Bank obtained its license to engage in foreign exchange activities based on the Directors of Bank Indonesia Decision Letter No. 9/110/Kep/Dir/UD dated 28 March 1977.

The Bank is domiciled in Jakarta with its head office located at Jalan M.H. Thamrin No. 1. As of 31 December 2020 and 2019, the number of branches and representative offices owned by the Bank was as follows:

	2020	2019
Domestic branches	1,013	1,012
Overseas representative offices	<u>2</u>	<u>2</u>
	<u>1,015</u>	<u>1,014</u>

The domestic branches are located in major business centers all over Indonesia. The overseas representative offices are located in Hong Kong and Singapore.

PT BANK CENTRAL ASIA Tbk AND SUBSIDIARIES

Schedule 5/2

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

31 DECEMBER 2020 AND 2019

(Expressed in millions of Rupiah, unless otherwise stated)

1. GENERAL (continued)

b. Recapitalisation

Based on the Indonesian Bank Restructuring Agency ("IBRA") Decision Letter No. 19/BPPN/1998 dated 28 May 1998, IBRA took over the operations and management of the Bank. Accordingly, the Bank's status was changed into a Bank Taken Over ("BTO"). The Bank was determined as a participant of the bank recapitalisation program under the Minister of Finance and the Governor of Bank Indonesia joint decision No. 117/KMK.017/1999 and No. 31/15/KEP/GBI dated 26 March 1999 regarding the implementation of the bank recapitalisation program for Bank Taken Over.

In conjunction with the recapitalisation program, on 28 May 1999 the Bank received a payment of Rp 60,877,000 from the Government of the Republic of Indonesia. This amount consisted of (i) the principal amount of loans granted to affiliated companies that were transferred to IBRA (consisting of Rp 47,751,000 transferred effectively on 21 September 1998 and Rp 4,975,000 transferred effectively on 26 April 1999), and (ii) accrued interest on the loans granted to affiliated companies calculated from their respective effective transfer dates up to 30 April 1999, amounted to Rp 8,771,000, minus (iii) the excess of outstanding Liquidity Support from Bank Indonesia (including interest) amounted to Rp 29,100,000 over the recapitalisation payment from the government through IBRA of Rp 28,480,000. On the same date, the Bank used such proceeds to purchase newly issued government bonds of Rp 60,877,000 (consisted of fixed-rate government bonds amounted to Rp 2,752,000 and variable-rate government bonds amounted to Rp 58,125,000 through Bank Indonesia).

Pursuant to the Chairman of IBRA Decision Letter No. SK-501/BPPN/0400 dated 25 April 2000, IBRA returned the Bank to Bank Indonesia effective on that date. To fulfill the requirement of Bank Indonesia Regulation ("PBI") No. 2/11/PBI/2000 dated 31 March 2000, Bank Indonesia announced in its press release Peng. No. 2/4/Bgub dated 28 April 2000, that the recovery program including the restructuring of the Bank had been completed and the Bank had been returned to be under the supervision of Bank Indonesia.

c. Public offering of the Bank's shares and subordinated bonds

Public Offering of the Bank's Shares

Based on the Letter of the Chairman of the Capital Market Supervisory Agency No. S-1037/PM/2000 dated 11 May 2000, the Bank through an Initial Public Offering, offered its 662,400,000 shares with total par value of Rp 331,200 (offering price of Rp 1,400 (full amount) per share), which represents 22% (twenty two percent) of the issued and paid-up share capital, as part of the divestment of shares owned by the Republic of Indonesia as represented by IBRA. This public offering was registered at the Jakarta Stock Exchange and the Surabaya Stock Exchange on 31 May 2000 (both exchanges have been merged and now named the Indonesia Stock Exchange).

The Bank's shareholders through the Extraordinary General Meeting of Shareholders ("EGMS") held on 12 April 2001 (with the minutes prepared by Notary Public Hendra Karyadi, S.H., in Deed No. 25) resolved to conduct a stock split from Rp 500 (full amount) per share to Rp 250 (full amount) per share and to increase the issued shares through the issuance of 147,199,300 shares (or equivalent to 294,398,600 shares after the stock split) under the Management Stock Option Plan ("MSOP"). The stock split was made under the Notary Deed No. 30 of Hendra Karyadi, S.H., dated 12 April 2001, which was approved by the Minister of Justice and Human Rights on 18 April 2001.

PT BANK CENTRAL ASIA Tbk AND SUBSIDIARIES**Schedule 5/3****NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
31 DECEMBER 2020 AND 2019**

(Expressed in millions of Rupiah, unless otherwise stated)

1. GENERAL (continued)**c. Public offering of the Bank's shares and subordinated bonds (continued)**Public Offering of the Bank's Shares (continued)

Based on the Letter of the Chairman of the Capital Market Supervisory Agency No. S-1611/PM/2001 dated 29 June 2001, the Bank offered additional 588,800,000 shares with total par value of Rp 147,200 (at an offering price of Rp 900 (full amount) per share), which represents 10% (ten percent) of the issued and paid-up share capital, as part of the divestment of shares owned by the Republic of Indonesia as represented by IBRA. This public offering was registered at the Jakarta Stock Exchange and the Surabaya Stock Exchange on 10 July 2001.

The Bank's shareholders through the Annual General Meeting of Shareholders ("AGMS") held on 6 May 2004 (with the minutes prepared by Notary Public Hendra Karyadi, S.H., in Deed No. 16) approved the stock split from Rp 250 (full amount) per share to Rp 125 (full amount) per share. The stock split was made under the Notary Deed No. 40 of Hendra Karyadi, S.H., dated 18 May 2004, which was approved by the Minister of Justice and Human Rights on 26 May 2004.

EGMS held on 26 May 2005 (with the minutes prepared by Notary Public Hendra Karyadi, S.H., in Deed No. 42) approved the buy back of the Bank's shares, provided that the buy back of shares has been approved by Bank Indonesia, whereby the number of shares to be bought back should not exceed 5% (five percent) of the Bank's total issued shares as of 31 December 2004, i.e. in total of 615,160,675 shares, and total fund to buy back the shares should not exceed Rp 2,153,060. With Letter No. 7/7/DPwB2/PwB24/Rahasia dated 16 November 2005, Bank Indonesia expressed no objection on the Bank's plan to buy back its shares.

EGMS held on 15 May 2007 (with the minutes prepared by Notary Public Hendra Karyadi, S.H., in the Deed No. 6) approved the buy back of the Bank's shares stage II, provided that the buy back of shares has been approved by Bank Indonesia and executed from time to time during the period of 18 (eighteen) months after the date of the meeting, whereby the number of shares to be bought back should not exceed 1% (one percent) of the Bank's total issued shares as of 27 April 2007 or in total of 123,275,050 shares and the total fund to buy back the shares should not exceed Rp 678,013. With Letter No. 9/160/DPB 3/TPB 3-2 dated 11 October 2007, the Bank has received an approval from Bank Indonesia in relation to buy back of shares stage II.

EGMS held on 28 November 2007 (with the minutes prepared by Notary Public Hendra Karyadi, S.H., in Deed No. 33), approved to conduct a stock split of the Bank's shares from Rp 125 (full amount) to Rp 62.50 (full amount) per share and therefore decided to amend note 1, note 2 and note 3 of Article 4 of the Bank's Articles of Association. The Amendments of the Bank's Articles of Association by the Deed of Notary Public Hendra Karyadi, S.H., dated 11 December 2007 were received and recorded by the Department of Law and Human Rights of the Republic of Indonesia by the Receipt Report of the Deed on Amendment of the Articles of Association No. AHU-AH.01.10-0247 dated 3 January 2008.

PT BANK CENTRAL ASIA Tbk AND SUBSIDIARIES**Schedule 5/4****NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS****31 DECEMBER 2020 AND 2019**

(Expressed in millions of Rupiah, unless otherwise stated)

1. GENERAL (continued)**c. Public offering of the Bank's shares and subordinated bonds (continued)**Public Offering of the Bank's Shares (continued)

Based on Letter No. 038/IQ-ECM/LTR/HFJ/XI/2008.TRIM dated 26 November 2008, the buy back of shares stage II for the period of 11 February 2008 to 13 November 2008 had been performed with the number of shares bought back in total of 397,562 lot or 198,781,000 shares at the average acquisition cost of Rp 3,106.88 (full amount) per share. Therefore, the total shares bought back as of 13 November 2008 were 289,767,000 shares with a total amount of Rp 808,585.

On 7 August 2012, the Bank sold 90,986,000 shares of its treasury stocks at Rp 7,700 (full amount) per share, with total net sales amounted to Rp 691,492. The difference between the acquisition costs and the selling price of treasury stocks amounted to Rp 500,496 was recorded as "additional paid-in capital from treasury stock transactions", which is part of additional paid-in capital (Note 28). As of 31 December 2012, total treasury stocks of the Bank were 198,781,000 shares with a total amount of Rp 617,589.

On 7 February 2013, the Bank sold 198,781,000 shares of its treasury stocks at Rp 9,900 (full amount) per share, with total net sales amounted to Rp 1,932,528. The difference between the acquisition costs and the selling price of treasury stocks amounted to Rp 1,314,939 was recorded as "additional paid-in capital from treasury stock transactions", which is part of additional paid-in capital (Note 28). As of 31 December 2013, the Bank did not have any treasury stocks.

The Bank's immediate parent company is PT Dwimuria Investama Andalan, which was incorporated in Indonesia, the owner of 54.94% of Bank's shares as of 31 December 2020 and 2019. The ultimate shareholders of the Bank are Mr. Robert Budi Hartono and Mr. Bambang Hartono.

Public Offering of Subordinated Bonds

Bank Central Asia Continuous Subordinated Bonds I Phase I Year 2018 were offered at par value. Interest will be paid on a quarterly basis based on interest payment due date. The first payment is on 5 October 2018, while the last payment of interest will be paid on the maturity date of the bond's principal.

The Bank entered into a Trustee Agreement with PT Bank Rakyat Indonesia (Persero) Tbk. (act as the Bond's Trustee) of Bank Central Asia Continuous Subordinated Bonds I Phase I Year 2018 based on Trusteeship Agreement No. 27 dated 22 March 2018, of Notary Public Aulia Taufani, S.H., in Jakarta. This agreement were amended due to several changes which had been legalised on Amendment I No. 5 dated 5 June 2018 and Amendment II No. 2 dated 3 July 2018.

As of 31 December 2020 and 2019, the rating of Bank Central Asia Continuous Subordinated Bonds I Phase I Year 2018 based on Pefindo was idAA. On 26 June 2018, the bonds were listed on the Indonesian Stock Exchange (Note 26).

PT BANK CENTRAL ASIA Tbk AND SUBSIDIARIES**Schedule 5/5****NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
31 DECEMBER 2020 AND 2019**

(Expressed in millions of Rupiah, unless otherwise stated)

1. GENERAL (continued)**d. The Subsidiaries**

The Subsidiaries, directly and non-directly owned by the Bank as of 31 December 2020 and 2019, were as follows:

Name of the Company	Year of starting the commercial operation	Type of business	Domicile	Percentage of ownership		Total assets	
				2020	2019	2020	2019
PT BCA Finance	1981	Investment financing, working capital financing, multipurpose financing, operating lease, other financing activities based on approval from authorised agency	Jakarta	100%	100%	8,536,082	10,873,175
BCA Finance Limited	1975	Money lending and remittance	Hong Kong	100%	100%	909,996	783,743
PT Bank BCA Syariah	1991	Sharia banking	Jakarta	100%	100%	9,720,254	8,634,374
PT BCA Sekuritas	1990	Securities brokerage dealer and underwriter for issuance of securities	Jakarta	90%	90%	1,258,384	762,320
PT Asuransi Umum BCA	1988	General or loss insurance	Jakarta	100%	100%	2,127,340	2,060,362
PT BCA Multi Finance (previously PT Central Santosa Finance)	2010	Investment financing, working capital financing, multipurpose financing, operating lease, other financing activities based on approval from authorised agency	Jakarta	100%	100%	1,069,918	1,358,022
PT Asuransi Jiwa BCA	2014	Life insurance	Jakarta	90%	90%	1,467,896	1,154,689
PT Central Capital Ventura	2017	Venture capital	Jakarta	100%	100%	405,964	404,054
PT Bank Digital BCA (previously PT Bank Royal Indonesia)	1965	Banking	Jakarta	100%	100%	2,893,909	2,808,300

PT BCA Finance

PT BCA Finance, a company domiciled in Indonesia and located at Wisma BCA Pondok Indah, 2nd Floor, Jalan Metro Pondok Indah No. 10, South Jakarta, is engaged in investment financing, working capital financing, multipurpose financing, operating lease, other financing activities based on approval from authorised agency.

PT BCA Finance was established in 1981 under the name of PT Central Sari Metropolitan Leasing Corporation ("CSML"). At its inception, the shareholders of CSML were PT Bank Central Asia and Japan Leasing Corporation.

In 2001, PT Central Sari Metropolitan Leasing Corporation changed its name to PT Central Sari Finance ("CSF"), followed by the change in the composition of its shareholders, where PT Bank Central Asia Tbk became the majority shareholder, and the change in its business focus to motor vehicles financing activities, particularly in vehicles with four or more wheels. Further, based on the Decision Letter of Minister of Law and Human Rights of the Republic of Indonesia No.C-08091 HT.01.04.TH.2005 dated 28 March 2005, PT Central Sari Finance's name was changed to PT BCA Finance.

PT BANK CENTRAL ASIA Tbk AND SUBSIDIARIES**Schedule 5/6****NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS****31 DECEMBER 2020 AND 2019**

(Expressed in millions of Rupiah, unless otherwise stated)

1. GENERAL (continued)**d. The Subsidiaries (continued)****BCA Finance Limited**

BCA Finance Limited, a company domiciled in Hong Kong and located at The Center, 47th Floor, Unit 4707, 99 Queen's Road Central, Hong Kong, is engaged in money lending and remittance and has been operated commercially since 1975.

PT Bank BCA Syariah

PT Bank BCA Syariah, a company domiciled in Indonesia and located at Jalan Raya Jatinegara Timur No. 72, East Jakarta, is engaged in sharia banking activities and has been operated commercially since 1991.

Based on the Deed of Resolutions in lieu of General Meeting of Shareholders of PT Bank UIB No. 49, of Notary Public Ny. Pudji Redjeki Irawati, S.H., dated 16 December 2009, PT Bank UIB changed its business activities to become sharia bank and changed its name to PT Bank BCA Syariah. The deed of amendment was approved by the Minister of Justice of the Republic of Indonesia in its Decision Letter No. AHU-01929.AH.01.02 dated 14 January 2010.

The change in business activities of this subsidiary from conventional bank into sharia bank was approved by the Governor of Bank Indonesia through its Decision Letter No. 12/13/KEP.GBI/DpG/2010 dated 2 March 2010. Through this approval, on 5 April 2010, PT Bank BCA Syariah officially operated as a sharia bank.

On 10 December 2020, PT Bank BCA Syariah entered into a merger with PT Bank Interim Indonesia, a company domiciled in Jakarta. The decision on the merger is stated in Deed No. 65, of Notary Public Christina Dwi Utami S.H., M.Hum., M.Kn., Notary in Jakarta, dated 16 November 2020.

1. Merger plan of PT Bank BCA Syariah and PT Bank Interim Indonesia, in which PT Bank BCA Syariah will act as the beneficiary bank.
2. Compile the merger plan.
3. Approve the stock split of the Bank in accordance with the merger plan, where 1 share will be split into 1,000 shares so that the nominal value of the Bank's shares, which was originally Rp 1,000,000 (one million rupiah) for each share, becomes Rp 1,000 (one thousand rupiah) stock.
4. Approved the increase in issued and paid-up capital in relation to the merger by issuing 258,883,207 new shares so that the total number of outstanding shares was 2,255,183,207 shares. The new shares will be allocated to shareholders of PT Bank Interim Indonesia consist of of PT Bank Central Asia Tbk will get 258,883,137 shares and PT BCA Finance will get 70 shares.

The deed of amendment was approved by the Minister of Law and Human Rights of the Republic of Indonesia in its Decision Letter No. AHU-AH.01.10-0012509 dated 10 December 2020.

PT BANK CENTRAL ASIA Tbk AND SUBSIDIARIES**Schedule 5/7****NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS****31 DECEMBER 2020 AND 2019**

(Expressed in millions of Rupiah, unless otherwise stated)

1. GENERAL (continued)**d. The Subsidiaries (continued)****PT BCA Sekuritas**

PT BCA Sekuritas, a company domiciled in Indonesia and located at Menara BCA, Grand Indonesia, 41st Floor, Suite 4101, Jalan M.H. Thamrin No. 1, Jakarta, is engaged as securities brokerage dealer and underwriter for issuance of securities since 1990.

On 2 October 2012, based on the Deed of Minutes of Extraordinary General Meeting of Shareholders of PT Dinamika Usaha Jaya No. 5, of Notary Public Dr. Irawan Soerodjo, S.H., Msi., PT Dinamika Usaha Jaya changed its name to PT BCA Sekuritas. This change was approved by the Minister of Law and Human Rights of the Republic of Indonesia in its Decision Letter No. AHU-54329.AH.01.02 dated 22 October 2012.

PT Asuransi Umum BCA

PT Asuransi Umum BCA, a company domiciled in Indonesia and located at Sahid Sudirman Center Building, 10th Floor/unit E, F, G, H Jalan Jendral Sudirman Kav. 86, Jakarta, is engaged in insurance activities, particularly in general or loss insurance activities.

PT Asuransi Umum BCA was established in 1988 under the name of PT Asuransi Ganesha Danamas. In 2006, PT Asuransi Ganesha Danamas changed its name to PT Transpacific General Insurance and later in 2011, this subsidiary's name was changed to PT Central Sejahtera Insurance.

On 5 December 2013, based on the Deed of Minutes of Extraordinary General Meeting of Shareholders of PT Central Sejahtera Insurance No. 7, of Notary Public Veronica Sandra Irawaty Purnadi, S.H., PT Central Sejahtera Insurance changed its name to PT Asuransi Umum BCA. This change was approved by the Minister of Law and Human Rights of the Republic of Indonesia in its Decision Letter No. AHU-64973.AH.01.02 dated 11 December 2013.

PT BCA Multi Finance (previously PT Central Santosa Finance)

PT BCA Multi Finance (previously PT Central Santosa Finance), a company domiciled in Indonesia and located at WTC Mangga Dua, 6th Floor, Block CL No. 001, Jalan Mangga Dua Raya No. 8, Kelurahan Ancol, Kecamatan Pademangan, Jakarta, is engaged in investment financing, working capital financing, multipurpose financing, operating lease, other financing activities based on approval from authorised agency.

PT Central Santosa Finance was incorporated in the Republic of Indonesia with Deed of Notary Public Fransiscus Xaverius Budi Santosa Isbandi, S.H., dated 29 April 2010 No. 95. The deed was approved by the Minister of Law and Human Rights of the Republic of Indonesia in its Decision Letter No. AHU-23631.AH.01.01 dated 10 May 2010.

On 27 May 2019, based on the Deed of Minutes of Extraordinary General Meeting of Shareholders of PT Central Santosa Finance No. 54 of Notary Public Veronica Sandra Irawaty Purnadi, S.H., PT Central Santosa Finance changed its name to PT BCA Multi Finance. This change was approved by Minister of Law and Human Rights of Republic of Indonesia in its Decision Letter No. AHU-0029530.AH.01.02 dated 29 May 2019.

PT BANK CENTRAL ASIA Tbk AND SUBSIDIARIES**Schedule 5/8****NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS****31 DECEMBER 2020 AND 2019**

(Expressed in millions of Rupiah, unless otherwise stated)

1. GENERAL (continued)**d. The Subsidiaries (continued)****PT Asuransi Jiwa BCA**

PT Asuransi Jiwa BCA, a company domiciled in Indonesia and located at Chase Plaza Building, 22nd floor, Jalan Jenderal Sudirman Kav 21, Jakarta 12920, is engaged in life insurance activities, including life insurance with sharia principle.

PT Asuransi Jiwa BCA was incorporated in the Republic of Indonesia with Deed of Notary Public of Dr. Irawan Soerodjo, S.H., Msi., dated 16 October 2013 No. 90. The deed was approved by the Minister of Law and Human Rights of the Republic of Indonesia in its Decision Letter No. AHU-56809.AH.01.01 dated 7 November 2013.

The Subsidiary obtained business permit in life insurance activities from the Chairman of the Board of Commissioner of Financial Services Authority through Decision Letter No. KEP-91/D.05/2014 dated 14 July 2014.

PT Central Capital Ventura

PT Central Capital Ventura, a company domiciled in Indonesia and located at Office 8 Building, 16th floor, Unit F, SCBD Lot 28, Jalan Jenderal Sudirman Kav 52-53, Kelurahan Senayan, Kecamatan Kebayoran Baru, South Jakarta, is engaged in venture capital activities.

PT Central Capital Ventura was incorporated in the Republic of Indonesia with Deed of Notary Public Veronica Sandra Irawaty Purnadi, S.H., dated 25 January 2017 No. 15. The deed was approved by the Minister of Law and Human Rights of the Republic of Indonesia in its Decision Letter No. AHU-0004845.AH.01.01 dated 2 February 2017. The Subsidiary obtained venture capital business permit based on Copy of Decision of Board of Commissioner of Financial Services Authority number: KEP-39/D.05/2017 dated 19 June 2017.

PT Bank Digital BCA (previously PT Bank Royal Indonesia)

PT Bank Digital BCA (previously PT Bank Royal Indonesia), a company domiciled in Indonesia and located at Jalan Suryopranoto No.52, Central Jakarta, Indonesia, is engaged in banking and has been operated since 1965.

PT Bank Royal Indonesia was established under the name of PT Bank Rakjat Parahyangan based on Notarial Deed No. 35 of Notary Public R. Soerojo Wongsowidjojo, SH., dated 25 October 1965. Based on Amendments to the Articles of Association No. 19 dated 21 August 1982, of Notary Public R. Soerojo Wongsowidjojo, SH., PT Bank Rakjat Parahyangan changed its name to PT Bank Pasar Rakyat Parahyangan. The deed of establishment was approved by Ministry of Justice of the Republic of Indonesia in its Decision Letter No. C2-1092-HT.01.01.TH.82 dated 3 September 1982.

In 1990, based on the Deed of Resolution of PT Bank Pasar Rakyat Parahyangan No. 68 dated 8 January 1990, of Notary Public Misahardi Wilamarta, S.H., PT Bank Pasar Rakyat Parahyangan changed its name to PT Bank Royal Indonesia, with status and activity of conventional Bank, and the location changed to Jakarta.

PT Bank Royal Indonesia obtained its conventional banking license from the Minister of Finance of the Republic of Indonesia through its letter No. 1090/KMK.013/090 dated 12 September 1990 and as foreign currency trader from Bank Indonesia through its letter No. 30/182/UOPM dated 13 November 1997 which was extended through Decree of Banking Licensing and Information of Bank Indonesia No. 5/7/KEP.Dir.PIP.2003 dated 24 December 2003, as set out in Letter of Bank Indonesia No. 10/449/DPIP/Prz dated 2 May 2008.

PT BANK CENTRAL ASIA Tbk AND SUBSIDIARIES

Schedule 5/9

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
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(Expressed in millions of Rupiah, unless otherwise stated)

1. GENERAL (continued)

d. The Subsidiaries (continued)

PT Bank Digital BCA (previously PT Bank Royal Indonesia) (continued)

Based on the deed of Minutes of Extraordinary General Meeting of Shareholders of PT Bank Central Asia No. 62 dated 20 June 2019, of Notary Public Christina Dwi Utami, S.H., M.Hum., M.Kn., the Bank has decided to acquire PT Bank Royal Indonesia.

Acquisition of PT Bank Royal Indonesia was approved by Financial Services Authority ("OJK") through its Letter No. SR-60/PB.33/2019 dated 22 October 2019.

Based on the Deed of Minutes of Extraordinary General Meeting of PT Bank Royal Indonesia No. 308 dated 31 October 2019, of Notary Public Christina Dwi Utami, S.H., M.Hum., M.Kn., the shareholders approved the transfer of all issued shares in PT Bank Royal Indonesia owned by PT Royalindo, Mr. Leslie, Mr. Ibrahim, Mr. Herman, Mr. Sugiarto, and Mr. Nevin to the Bank and PT BCA Finance (Subsidiary) amounted to 99.99% and 0.01%, respectively (Note 4). This deed was approved by the Minister of Law and Human Rights of the Republic of Indonesia in its Decision Letter No. AHU-AH.01.03-0356474 dated 7 November 2019.

Based on the Deed of Resolutions of Shareholders of PT Bank Royal Indonesia No. 37, of Notary Public Sakti Lo, S.H., Notary in Jakarta, dated 2 April 2020, PT Bank Royal Indonesia changed its name to PT Bank Digital BCA. The deed of amendment was approved by the Minister of Law and Human Rights of the Republic of Indonesia in its Decision Letter No. AHU-0027414.AH.01.02 dated 2 April 2020.

e. Board of Commissioners and Board of Directors

The compositions of the Bank's management as of 31 December 2020 and 2019 are as follows:

	2020	2019
Board of Commissioners		
President Commissioner	: Djohan Emir Setijoso	Djohan Emir Setijoso
Commissioner	: Tonny Kusnadi	Tonny Kusnadi
Independent Commissioner	: Cyrillus Harinowo	Cyrillus Harinowo
Independent Commissioner	: Raden Pardede	Raden Pardede
Independent Commissioner	: Sumantri Slamet	Sumantri Slamet
Board of Directors		
President Director	: Jahja Setiaatmadja	Jahja Setiaatmadja
Deputy President Director	: Armand Wahyudi Hartono	Armand Wahyudi Hartono
Deputy President Director	: Suwignyo Budiman	Suwignyo Budiman ^{*)}
Director	: Tan Ho Hien/Subur Tan	Tan Ho Hien/Subur Tan
Director	: Henry Koenafi	Henry Koenafi
Independent Director	: Erwan Yuris Ang	Erwan Yuris Ang
Director	: Rudy Susanto	Rudy Susanto
Director	: Lianawaty Suwono	Lianawaty Suwono
Director	: Santoso	Santoso
Director	: Vera Eve Lim	Vera Eve Lim
Director ^{*)}	: Haryanto Tiara Budiman ^{***)}	Inawaty Handojo ^{**))}
Director	: Gregory Hendra Lembong ^{***)}	-

^{*)} Compliance Director

^{**))} Effective since 3 October 2019

^{***)} Effective since 2 Juni 2020

PT BANK CENTRAL ASIA Tbk AND SUBSIDIARIES**Schedule 5/10****NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS****31 DECEMBER 2020 AND 2019**

(Expressed in millions of Rupiah, unless otherwise stated)

1. GENERAL (continued)**e. Board of Commissioners and Board of Directors (continued)**

The composition of the Bank's management as of 31 December 2020 based on the Deed of Resolution of PT Bank Central Asia No. 162 dated 28 May 2020, of Notary Public Christina Dwi Utami, S.H., M.Hum., M.kn., a Notary of the Municipality of West Jakarta.

f. Audit Committee

The Bank's Audit Committee as of 31 December 2020 and 2019 are as follows:

Chairman	: Cyrillus Harinowo
Member	: Ilham Ikhsan
Member	: Tjen Lestari

The establishment of the Bank's Audit Committee was in line with Financial Services Authority Regulation ("POJK") No. 55/POJK.04/2015 dated 23 December 2015 regarding Establishment and Implementation Guidelines on Audit Committee Work.

g. Internal Audit Division and Corporate Secretary

The Head of the Bank's Internal Audit Division as of 31 December 2020 and 2019 is as follows:

Internal Audit Division Head : Ayna Dewi Setianingrum

The Corporate Secretary of the Bank as of 31 December 2020 and 2019 is as follows:

Corporate Secretary : Raymon Yonarto

h. Number of employees

As of 31 December 2020 and 2019, the Bank and Subsidiaries had 26,123 and 25,877 permanent employees.

Key management personnel of the Bank consists of members of Board of Commissioners and Board of Directors.

i. Changes in regulation and supervision of capital market sectors and banking sectors

Effective since 31 December 2012, functions, duties, and regulatory authorities and supervisory in capital market sectors have been transferred from Bapepam-LK Ministry of Finance to Capital Market and Financial Institutions Agency section in OJK. Effective since 31 December 2013, functions, duties, and regulatory authorities and supervisory in banking sectors shift from Bank Indonesia to OJK.

j. Completion of the consolidated financial statements

The Bank's Management is responsible for the preparation of these consolidated financial statements, which were authorised for issuance on 29 January 2021.

PT BANK CENTRAL ASIA Tbk AND SUBSIDIARIES**Schedule 5/11****NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
31 DECEMBER 2020 AND 2019**

(Expressed in millions of Rupiah, unless otherwise stated)

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

The significant accounting policies applied by the Bank and its Subsidiaries (“the Group”) in the preparation of its consolidated financial statements are consistent with those of the consolidated financial statements for the year ended 31 December 2019, except for the adoption of new and amended standards and interpretations effective beginning 1 January 2020 as disclosed in Note 2d as follows:

a. Statement of compliance

The consolidated financial statements of the Group have been prepared and presented in accordance with Indonesian Financial Accounting Standards (“SFAS”) which include Statement and Interpretation issued by the Financial Accounting Standard Board of Indonesian Institute of Accountant and Bapepam-LK Regulation No. KEP-347/BL/2012 dated 25 June 2012, Regulation No. VIII.G.7 regarding “Presentation and Disclosure of Public Company’s Financial Statements”.

Financial statements of PT Bank BCA Syariah (Subsidiary) are presented in accordance with Sharia Financial Accounting Standards and other Financial Accounting Standards issued by Indonesian Institute of Accountant.

b. Basis for preparation of the consolidated financial statements

These consolidated financial statements are presented in Rupiah, which is the functional currency. Except as otherwise stated, the financial information presented has been rounded to the nearest million of Rupiah.

The consolidated financial statements have been prepared under the historical cost concept, except for fixed assets - land, financial assets at fair value through other comprehensive income, and financial assets and liabilities (including derivative instruments) at fair value through profit or loss, which are measured at fair value.

The consolidated financial statements have been prepared based on the accrual basis, except for the consolidated statements of cash flows.

The consolidated statements of cash flows present the changes in cash and cash equivalents from operating, investing and financing activities, and are prepared using the direct method. For the purpose of the presentation of the consolidated statements of cash flows, cash and cash equivalents consist of cash, current accounts with Bank Indonesia, current accounts with other banks, placements with Bank Indonesia and other banks mature within 3 (three) months or less from the date of acquisition, as long as they are not being pledged as collateral for borrowings nor restricted.

c. Use of judgments, estimates and assumptions

The preparation of consolidated financial statements in conformity with Indonesian Financial Accounting Standards (“SFAS”) requires management to make judgments, estimates and assumptions that affect the application of accounting policies and the reported amounts of assets, liabilities, income and expenses. Although these estimates are based on management’s best knowledge of current events and activities, actual results may differ from prior estimates.

PT BANK CENTRAL ASIA Tbk AND SUBSIDIARIES

Schedule 5/12

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

31 DECEMBER 2020 AND 2019

(Expressed in millions of Rupiah, unless otherwise stated)

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

c. Use of judgments, estimates and assumptions (continued)

In order to provide understanding of the financial performance of the Group, due to the significance of their nature or amount, several items of income or expense have been presented separately.

Estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate are revised and in any future periods affected.

Information about significant areas of estimation uncertainty and critical judgments in applying accounting policies that have significant effect on the amount recognised in the consolidated financial statements are described in Note 3.

d. Changes in accounting policies

Financial Accounting Standard Board of Indonesian Institute of Accountant (DSAK-IAI) has issued the following amendments and interpretations which were effective on or after 1 January 2020 as follows:

- SFAS 71 "Financial Instruments";
- SFAS 72 "Revenue from Contracts with Customers";
- SFAS 73 "Leases";
- Amendment to SFAS 1 "Presentation of Financial Statement";
- Amendment to SFAS 15 "Investment in Associates and Joint Ventures: Long-term Interests in Associates and Joint Ventures";
- Amendment to SFAS 25 "Accounting Policies, Changes in Accounting Estimates and Errors";
- Amendment to SFAS 62 "Insurance Contract";
- Amendment to SFAS 71 "Financial Instruments: Prepayment Features with Negative Compensation";
- Amendment to SFAS 73 "Leases related to COVID-19 Rent Concessions";
- Amendment to SFAS 102 "Accounting for Murabahah";
- Annual improvements 2019 to SFAS 1 "Presentation of Financial Statements";
- IFAS 35 "Presentation of Non-Profit Oriented Entities Financial Statements";
- IFAS 36 "Interpretation of Interaction between Provisions relating with Right of Land in SFAS 16: Fixed Assets and SFAS 73: Leases";
- IFAS 101 "Recognition of Deferred Murabahah Income without Significant Inventory Ownership Risks";
- IFAS 102 "Impairment of Murabahah Receivables";
- PPSAK 13 "Revocation of SFAS 45 Financial Reporting for Non-profit Organisations".

Except for the changes as explained below, the implementation of the above standards did not result in substantial changes to the Group's accounting policies and had no material impact to the consolidated financial statements for current period or prior financial years. Impact of the implementation of these new standards disclosed in Note 53.

SFAS 71 "Financial Instruments"

SFAS 71 replaces SFAS 55 (Revision 2014) "Financial Instruments: Recognition and Measurement" and introduces new requirements for classification and measurement for financial instruments based on business model and contractual cashflow assessment, recognition and measurement for allowance for impairment losses of financial instruments using the expected credit loss model, which replaced the incurred credit loss model and also provides simplified approach to hedge accounting.

PT BANK CENTRAL ASIA Tbk AND SUBSIDIARIES**Schedule 5/13****NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS****31 DECEMBER 2020 AND 2019**

(Expressed in millions of Rupiah, unless otherwise stated)

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)**d. Changes in accounting policies (continued)****SFAS 71 "Financial Instrument" (continued)**

In accordance with the transition requirements in SFAS 71, the Group elected to apply retrospectively with the cumulative effect of initial implementation recognised at 1 January 2020 and did not restate comparative information. The Group has adjusted the beginning balance of 2020 retained earnings amounting Rp 6,830,539 net after tax (Note 53).

The hedge accounting rules in this standard also had no impact to the Group as currently the Group did not enter into transactions related to the hedge accounting.

The Bank's subsidiaries engaged in insurance have not implemented SFAS 71 in 2020 in accordance with the prevailing standard.

SFAS 73 "Leases"

In relation to the implementation of SFAS 73, the Group as lessee recognised right-of-use assets and leases liabilities related to leases which were previously classified as operating leases based on SFAS 30 "Leases", except for short-term leases or leases with low value assets, refer to Note 2ai. the Group has applied SFAS 73 using modified retrospective approach without restated comparative period. Lease liabilities were measured at the present value of the remaining lease payments, discounted using the Group's incremental borrowing rate as of 1 January 2020. Right-of-use assets were measured at the amount equal to the lease liability, adjusted by the amount of any prepaid or accrued lease payments relating to that lease recognised in the balance sheet as at 31 December 2019.

In applying SFAS 73 for the first time, the Group has used the following practical expedients permitted by the standard:

- Applying a single discount rate to a portfolio of leases with reasonably similar characteristics;
- Relying on previous assessments on whether leases are onerous as an alternative to performing an impairment review - there were no onerous contracts as at 1 January 2020;
- Accounting for operating leases with a remaining lease term of less than 12 months as at 1 January 2020 as short-term leases;
- Excluding initial direct costs for the measurement of the right-of-use asset at the date of initial application; and
- Using hindsight in determining the lease term where the contract contains options to extend or terminate the lease.

The Group has also elected not to reassess whether a contract contains a lease at the date of initial application. Instead, for contracts entered into before the transition date, the Group relied on its assessment made applying SFAS 30 and IFAS 8 in determining whether an arrangement contains a lease.

To determine the incremental borrowing rate, the Group:

- Uses a build-up approach that starts with a risk-free interest rate adjusted for credit risk for leases held by Group (AAA spread); and
- Makes adjustments specific to the lease, for example, lease term.

PT BANK CENTRAL ASIA Tbk AND SUBSIDIARIES**Schedule 5/14****NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS****31 DECEMBER 2020 AND 2019**

(Expressed in millions of Rupiah, unless otherwise stated)

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)**e. Basis of consolidation**

The consolidated financial statements consist of financial statements of the Bank and Subsidiaries (PT BCA Finance, BCA Finance Limited, PT Bank BCA Syariah, PT BCA Sekuritas, PT Asuransi Umum BCA, PT BCA Multi Finance (previously PT Central Santosa Finance), PT Asuransi Jiwa BCA, PT Central Capital Ventura and PT Bank Digital BCA (previously PT Bank Royal Indonesia) together “the Group”. Subsidiaries are all entities over which the Bank has control.

Subsidiaries are all entities (including structured entities) over which the Group has control. The Group controls an entity when the Group is exposed to, or has rights to, variable returns from its involvement with the entity and has the ability to affect those returns through its power over the entity. Subsidiaries are fully consolidated from the date on which control is transferred to the Group. They are de-consolidated from the date on which that control ceases.

The Group applies the acquisition method to account for business combinations. The consideration transferred for the acquisition of a Subsidiary is the fair value of the assets transferred, the liabilities incurred to the former owners of the acquiree and the equity interests issued by the Group. The consideration transferred includes the fair value of any asset or liability resulting from a contingent consideration arrangement. Identifiable assets acquired and liabilities and contingent liabilities assumed in a business combination was measured initially at their fair values at the acquisition date.

All material intercompany transactions, balances, gains and losses are eliminated.

The Group recognises any non-controlling interest in the acquiree on a acquisition-by-acquisition basis, either at fair value or at the non-controlling interest's proportionate share of the acquiree's net assets. Non-controlling interest is reported as equity in the consolidated statement of financial position, separated from the owner of the parent's equity. Non-controlling interest is recognised at the date of business combination.

The excess of the consideration transferred, the amount of any non-controlling interest in the acquiree and the fair value at the acquisition date of any previous equity interest in the acquiree over the fair value of the net identifiable assets acquired is recorded as goodwill. If those amounts are less than the fair value of the net identifiable assets of the business acquired, in the case of a bargain purchase, the difference is recognised directly in the consolidated statement of profit or loss.

Any contingent consideration to be transferred by the Group is recognised at fair value at the acquisition date. Subsequent changes to the fair value of the contingent consideration that is deemed to be an asset or liability is recognised in accordance with SFAS 71 (2019: SFAS 55 (Revised 2014)) “Financial Instrument: Recognition and Measurement” in the consolidated statement of profit or loss. Contingent consideration that is classified as equity that is not remeasured, and its subsequent settlement is accounted for within equity.

PT BANK CENTRAL ASIA Tbk AND SUBSIDIARIES**Schedule 5/15****NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS****31 DECEMBER 2020 AND 2019**

(Expressed in millions of Rupiah, unless otherwise stated)

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)**e. Basis of consolidation (continued)**

Acquisition-related costs are expensed as incurred.

Non-controlling interests are presented in equity in the consolidated statements of financial position, separated from equity, which can be attributed to the owner, and expressed as the proportion of non-controlling shareholders for current year earnings and equity that can be attributed to non-controlling interests based on ownership percentage of non-controlling shareholders in the Subsidiary.

If the Group loses control of a Subsidiary, the Group:

- Derecognises the assets and liabilities of the former Subsidiary from the consolidated statements of financial position;
- Recognises any investment retained in the former Subsidiary at fair value on the date when control is lost and subsequently accounts for it and for any amounts owed by or to the former Subsidiary in accordance with the relevant financial accounting standard. That fair value is regarded as the fair value on initial recognition of a financial asset in accordance with SFAS 71 (2019: SFAS 55 (Revised 2014), "Financial Instruments: Recognition and Measurement";
- Recognises the gain or loss associated with the loss of control attributable to the former controlling interest.

Changes affected the Bank's ownership interest and equity of Subsidiary that do not result in the loss of control are accounted for as equity transactions and presented as other equity components within equity in the consolidated statements of financial position.

Business combination of entities under common control transactions, such as transfer of business in relation to reorganisation of entities within the same business group, is not a change of ownership in terms of economic substance, therefore such transaction cannot generate any gains or losses for the Group as a whole as well as the individual entity within the business group.

Business combination of entities under common control transactions, according to SFAS No. 38 (Revised 2012), "Business Combination under Common Control", is recognised at its carrying amount based on pooling-of-interest method. Entity that receives the business as well as the entity that disposes the business recognises the difference between the proceeds transferred/received and carrying amount arising from a business combination under common control transaction as part of equity in the additional paid-in capital account and will never be recognised as realised profit or loss or reclassified into retained earnings in the future.

f. Translation of transactions in foreign currencies

Items included in the consolidated financial statements of the Group are measured using the currency of the primary economic environment in which the entity operates (the "functional currency").

PT BANK CENTRAL ASIA Tbk AND SUBSIDIARIES

Schedule 5/16

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
31 DECEMBER 2020 AND 2019

(Expressed in millions of Rupiah, unless otherwise stated)

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

f. Translation of transactions in foreign currencies (continued)

The Group domiciled in Indonesia maintained its accounting record in Rupiah, which is the functional and presentation currency of the Group. Transactions denominated in foreign currencies are translated into Rupiah at the exchange rates prevailing at the date of the transaction. At the reporting date, year-end balances of monetary assets and liabilities denominated in foreign currencies are translated into Rupiah at the exchange rates prevailing at the date of consolidated statements of financial position.

For consolidation purposes, foreign currency financial statements of the Bank's overseas Subsidiary are translated into Rupiah based on the following basis:

- (1) Assets and liabilities, commitments and contingencies are translated using the Reuters spot rates at 16:00 WIB at the statement of financial position date.
- (2) Income, expenses, gains and losses represent the accumulated amount from monthly profit or loss balance during the year, are translated into Rupiah using the average Reuters middle rate for the respective month.
- (3) Equity accounts are translated using historical rates.
- (4) Statements of cash flows is translated using the Reuters spot rate at 16:00 WIB at the statement of financial position date, except for profit or loss accounts which are translated using the average middle rates and equity accounts which are translated using historical rates.

Differences arising from the above translation are presented as "foreign exchange differences arising from translation of financial statements in foreign currency" under the equity section of the consolidated statements of financial position.

Exchange gains or losses arising from transactions in foreign currencies and from the translation of monetary assets and liabilities in foreign currencies are recognised in the current year consolidated profit or loss.

The foreign currency gain or loss on monetary items is the difference between amortised cost at Rupiah at the beginning of the period as adjusted for effective interest and payments during the period, and the amortised cost measured in foreign currency translated into Rupiah at the exchange rate at the end of the year.

Summarised below are the major exchange rates as of 31 December 2020 and 2019, using Reuters middle rate at 16:00 WIB (full amount of Rupiah):

	Foreign currencies	2020	2019
1	United States Dollar (USD)	14,050.0	13,882.5
1	Australian Dollar (AUD)	10,752.5	9,725.4
1	Singapore Dollar (SGD)	10,606.2	10,315.1
1	Hong Kong Dollar (HKD)	1,812.3	1,782.8
1	Great Britain Poundsterling (GBP)	19,012.5	18,238.1
100	Japanese Yen (JPY)	13,597.0	12,781.0
1	Euro (EUR)	17,234.4	15,570.6

PT BANK CENTRAL ASIA Tbk AND SUBSIDIARIES**Schedule 5/17****NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS****31 DECEMBER 2020 AND 2019**

(Expressed in millions of Rupiah, unless otherwise stated)

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)**g. Financial assets and liabilities****g.1. Financial assets****Policies applied before 1 January 2020**

In accordance with SFAS 55, the Group classifies their financial assets in the following categories at initial recognition (a) at fair value through profit or loss, (b) loans and receivables, (c) held-to-maturity, and (d) available-for-sale. This classification depends on the purpose of obtaining these financial assets. Management determines the classification of financial assets at the time of initial recognition.

(a) Financial assets recognised at fair value through profit or loss

This category has 2 (two) sub-classifications, i.e. those designated as such upon initial recognition and those classified as held for trading and financial assets which at the initial recognition have been determined by the Group to be measured at fair value through profit or loss.

Held for trading are those financial assets that the Group acquired or incurred principally for the purpose of selling or repurchasing in the near term, or held as part of a certain financial instrument portfolio that is managed together for short-term profit (short term profit-taking). Derivatives are also categorised as trading groups, except derivatives that are designated and effective as hedging instruments.

(b) Loans and receivables

Loans and receivables are non-derivative assets with fixed or determinable payments and fixed maturity did not have quotation in active market, unless:

- those that the Group intends to sell immediately or in the short term, which are classified as held for trading, and those that the Bank upon initial recognition designates as at fair value through profit or loss;
- those that upon initial recognition designates as available-for-sale; or
- those for which the Group may not recover substantially all of its initial investment, other than because of deterioration of loans and receivables.

Loans and receivables are initially recognised at fair value plus transaction costs and subsequently measured at amortised cost using the effective interest rate method less allowance for impairment losses. Interest income on financial assets classified as loans and receivables is included in the consolidated statements of profit or loss and reported as "Interest income". In the case of impairment, the impairment loss is reported as a deduction from the carrying value of the financial assets classified as loan and receivables and recognised in the consolidated statement of profit or loss as "Allowance for impairment losses on financial assets".

PT BANK CENTRAL ASIA Tbk AND SUBSIDIARIES**Schedule 5/18****NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS****31 DECEMBER 2020 AND 2019**

(Expressed in millions of Rupiah, unless otherwise stated)

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)**g. Financial assets and liabilities (continued)****g.1. Financial assets (continued)****Policies applied before 1 January 2020 (continued)****(c) Held-to-maturity financial assets**

Held-to-maturity financial assets are non-derivative financial assets with fixed or determinable payment and fixed maturities that the Group has the positive intention and ability to held to maturity other than:

- those that upon initial recognition designated as at fair value through profit or loss;
- those that the Group designated as available-for-sale; and
- those that met the definition of loans and receivables.

(d) Financial assets available-for-sale

Available-for-sale financial assets are non-derivative financial assets that are intended to be held for certain period of time, which may be sold in response to needs for liquidity or changes in interest rates or exchange rates or that are not classified as loans and receivables, held-to-maturity financial assets or financial assets at fair value through consolidated statements of profit or loss.

Policies applied from 1 January 2020

In accordance with SFAS 71, the Group classifies its financial assets in the following categories: (a) financial assets measured at amortised cost, (b) financial assets at fair value through other comprehensive income, and (c) financial assets at fair value through profit or loss.

The Group uses 2 (two) basis to classify its financial assets which are group business model in managing financial assets and contractual cash flow characteristics solely payment of principal and interest ('SPPI') from its financial assets.

Business model assessment

The Group determines its business model based on the level of most reflects how groups of financial assets are managed to achieve business objective.

PT BANK CENTRAL ASIA Tbk AND SUBSIDIARIES**Schedule 5/19****NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS****31 DECEMBER 2020 AND 2019**

(Expressed in millions of Rupiah, unless otherwise stated)

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)**g. Financial assets and liabilities (continued)****g.1. Financial assets (continued)****Policies applied from 1 January 2020 (continued)**Business model assessment (continued)

The Group business model are not assessed based on each of its instrument, but at portfolio level in higher aggregate and based on the following factors:

- How the performance of the business model and the financial assets held within that business model are evaluated and reported to key management personnel;
- The risks that affect the performance of the business model (and the financial assets held within that business model) and, in particular, the way those risks are managed;
- How managers of the business are compensated (for example, whether the compensation is based on the fair value of the assets managed or on the contractual cash flows collected);
- Frequency, amount, and expected selling time, are also important aspects from Group assessment.

Business model assessment is based on a reasonably expected scenario without considering "worst case" or "stress case" scenario. If the subsequent cash flows are realised in a different manner than originally expected, the Group does not change the remaining classification of financial assets held in the business model, but incorporating those informations in assessing new financial assets or purchasing financial assets subsequently.

SPPI Testing

As the first step of the classification process, the Group assesses the financial contractual requirements to identify whether they meet the SPPI testing.

The principal payment for this testing purposes is defined as the fair value of the financial assets at initial recognition and may change over the lifetime of the financial assets (for example, if there are payments of principal or amortisation of premiums/discounts).

The most significant element of interest in a credit agreement is usually a consideration of the time value of money and credit risk. In exercising the assessment of SPPI, the Group applies consideration and pays attention into relevant factors such as the currency in which financial assets are denominated and the period when interest rates are determined.

Alternatively, contractual terms that provide more than de minimis exposure to risk or volatility in contractual cash flows that are not related to the basis of the loan arrangement, do not generate SPPI's contractual cash flows on the total balance. In such cases, the financial assets are required to be measured at fair value through profit or loss.

PT BANK CENTRAL ASIA Tbk AND SUBSIDIARIES

Schedule 5/20

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
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(Expressed in millions of Rupiah, unless otherwise stated)

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)**g. Financial assets and liabilities (continued)****g.1. Financial assets (continued)****Policies applied from 1 January 2020 (continued)**Financial assets measured at amortised cost

A financial asset is measured at amortised cost only if it meets both of the following conditions:

- The financial assets are held within a business model whose objective is to hold the asset to collect contractual cash flows (held to collect); and
- Its contractual terms give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

A financial asset is initially measured at amortised cost at fair value plus transaction costs and subsequently measured at amortised cost using effective interest rate less allowance for impairment losses.

Interest income on financial assets measured at amortised cost is included in the statement of comprehensive income and recognised as "Interest income". When impairment occurs, the impairment loss is recognised as a deduction from the carrying amount of the investment and recognised in the financial statements as "Allowance for impairment losses on financial assets".

Financial assets at fair value through other comprehensive income

A financial asset is measured at fair value through other comprehensive income only if it meets both of the following conditions:

- The financial assets are held within a business model whose objective is to hold the asset to collect contractual cash flows and to sell financial asset; and
- Its contractual terms give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

At initial recognition, a financial asset measured at fair value through other comprehensive income recognised at fair value plus the transaction costs and are subsequently remeasured at its fair values when such gains or losses recognised in other comprehensive income except for recognition of impairment and foreign exchange gains and losses, until derecognition of financial asset. If financial asset measured at fair value through other comprehensive income is impaired, the cumulative gains or losses previously recognised at other comprehensive gains (losses), would be recognised at profit or loss. Interest income is calculated by applying the effective interest rate and gains or losses arising from foreign exchange from monetary assets which classified as at fair value through other comprehensive income recognised in the consolidated statement of profit or loss.

PT BANK CENTRAL ASIA Tbk AND SUBSIDIARIES**Schedule 5/21****NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS****31 DECEMBER 2020 AND 2019**

(Expressed in millions of Rupiah, unless otherwise stated)

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)**g. Financial assets and liabilities (continued)****g.1. Financial assets (continued)****Policies applied from 1 January 2020 (continued)**Financial assets measured at fair value through profit or loss

All financial assets not classified as measured at amortised cost or at fair value through other comprehensive income as described above are measured at fair value through profit or loss.

Financial instruments grouped into this category are recognised at their fair value at initial recognition; transaction costs are recognised directly in the consolidated statements of profit or loss. Gains and losses arising from changes in fair value and sale of financial instruments are recognised in the consolidated statements of profit or loss and recorded as respectively "Gains (losses) from changes in fair value of financial instruments" and "Gains (losses) from the sale of financial instruments". Interest income from financial instruments measured at fair value through profit or loss is recorded as interest income as part of net income from transaction measured at fair value through profit or loss.

Group measures all equity investments at fair value. Where the Group has elected to present fair value gains and losses on equity investments in other comprehensive income, there is no subsequent reclassification of fair value gains and losses to profit or loss following the derecognition of the investment.

g.2. Financial liabilities

There is no changes for classification and measurement of financial liabilities before and after 1 January 2020. The Group classifies its financial liabilities in the category of (a) financial liabilities at fair value through profit or loss and (b) financial liabilities measured at amortised cost. Financial liabilities are derecognised when they have redeemed or otherwise extinguished or expired.

(a) Financial liabilities measured at fair value through profit or loss

A financial liability is classified as held for trading if it is acquired or incurred principally for the purpose of selling or repurchasing it in the near term or if it is part of a portfolio of identified financial instruments that are managed together and for which there is evidence of a recent actual pattern of short-term profit taking. Derivatives are also categorised as held for trading instrument unless they are designated and effective as hedging instruments.

Gains and losses arising from changes in fair value of financial liabilities classified held for trading are included in the consolidated statements of profit or loss and reported as "Gains (losses) from changes in fair value of financial instruments". Interest expenses on financial liabilities held for trading are recorded as "Interest expenses".

Fair value changes related to financial liabilities designated at fair value through profit or loss are recognised in "Gains (losses) from changes in fair value of financial instruments".

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2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

g. Financial assets and liabilities (continued)

g.2. Financial liabilities (continued)

(b) Financial liabilities measured at amortised cost

Financial liabilities that are not classified as at fair value through profit and loss fall into this category and are measured as amortised cost.

Financial liabilities at amortised cost are initially recognised at fair value plus transaction costs (if any).

After initial recognition, the Group measures all financial liabilities at amortised cost using effective interest rate method.

g.3. Recognition

The Group initially recognises loans and deposits on the date of origination.

All other financial assets and liabilities are initially recognised on the trade date at which the Group becomes a party to the contractual provisions of the instruments.

Regular way purchases and sales of financial assets are recognised on the trade date at which the Group commits to purchase or sell those assets.

Transaction costs include only those costs that are directly attributable to the acquisition of a financial asset or issuance of a financial liability and are incremental costs that would not have been incurred if the instrument had not been acquired or issued.

Financial assets measured at fair value through profit or loss are initially recognised at fair value and transaction costs are expensed in the profit or loss. Financial assets at fair value through other comprehensive income and financial assets at fair value through profit or loss are subsequently carried at fair value. Financial assets at amortised cost (2019: loans and receivables and financial asset held to maturity) initially recognised at fair value, subsequently recognised at amortised cost using the effective interest rate method.

For financial liabilities, transaction costs are deducted from the amount of debt initially recognised. Such transactions costs are amortised over the terms of the instruments based on the effective interest rate method and are recorded as part of interest expense.

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2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)**g. Financial assets and liabilities (continued)****g.4. Determination of fair value**

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date in the principal market or, in its absence, the most advantageous market to which the Group has access at that date. The fair value of a liability reflects its non-performance risk.

When available, the Group measures the fair value of a financial instrument using the quoted price in an active market for that instrument.

A financial instrument is regarded as quoted in an active market if quoted prices are readily and regularly available from an exchange, dealer, broker, industry group, pricing service or regulatory agency, and those prices represent actual and regularly occurring market transactions on an arm's length basis. If the above criteria are not met, the active market is regarded as being unavailable. Indications that a market is inactive are when there is a wide bid-offer spread or significant increase in the bid-offer spread or there are few recent transactions.

For financial instruments with no quoted market price, a reasonable estimate of the fair value is determined by referencing to the current market value of another instrument which substantially have the same characteristic or calculated based on the expected cash flows of the underlying net asset base of the marketable securities. For the investment in shares do not have readily determinable fair values, the estimated fair value recognised as at acquisition cost.

For all other financial instruments, fair value is determined using valuation techniques. In these techniques, fair values are estimated from observable data in respect of similar financial instruments, using models to estimate the present value of expected future cash flows or other valuation techniques, using inputs (for example, LIBOR yield curve, foreign exchange rates, volatilities and counterparty spreads) existing at the dates of the statement of financial position.

g.5. Derecognition

Financial assets are derecognised when the contractual rights to receive the cash flows from these assets have ceased to exist or the assets have been transferred and substantially all the risks and rewards of ownership of the assets are also transferred (that is, if substantially all the risks and rewards have not been transferred, the Group tests control to ensure that continuing involvement on the basis of any retained powers of control does not prevent derecognition). Financial liabilities are derecognised when they have been redeemed or otherwise extinguished or expired.

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2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)**g. Financial assets and liabilities (continued)****g.6. Modification of financial assets**

The Group sometimes renegotiates or otherwise modifies the contractual cash flows of loans. When this happens, the Group assesses whether the new terms are substantially different to the original terms. The Group does this by considering, among others, the following factors:

- If the borrower is in financial difficulty whether the modification merely reduces the contractual cash flows to amounts the borrower is expected to be able to pay;
- Significant extension of the loan term when the borrower is not in financial difficulty;
- Significant change in the interest rate; and
- Change in the loan's currency.

If the terms are substantially different, the Group derecognises the original financial asset and recognises a 'new' asset at fair value and recalculates a new effective interest rate for the asset. The date of renegotiation is consequently considered to be the date of initial recognition for impairment calculation purposes, including for the purpose of determining whether a significant increase in credit risk has occurred. However, the Group also assesses whether the new financial asset recognised is deemed to be credit-impaired at initial recognition, especially in circumstances where the renegotiation was driven by the debtor being unable to make the originally agreed payments. Differences in the carrying amount are also recognised in profit or loss as a gain or loss on derecognition.

If the terms are not substantially different, the renegotiation or modification does not result in derecognition, and the Group recalculates the gross carrying amount based on the revised cash flows of the financial asset and recognises a modification gain or loss in consolidated statement of profit or loss. The new gross carrying amount is recalculated by discounting the modified cash flows at the original effective interest rate.

g.7. Reclassification of financial assets**Policies applied before 1 January 2020**

Financial assets that are no longer held for trading or repurchase of financial assets in the near future could be reclassified as loans and receivables if it met the definition of loans and receivables and entity has the intention and ability to hold the financial assets for foreseeable future or until maturity date.

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2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)**g. Financial assets and liabilities (continued)****g.7. Reclassification of financial assets (continued)****Policies applied before 1 January 2020 (continued)**

The Group shall not classify any financial assets as held-to-maturity if during the current financial year or during the two preceding financial years, the Group has sold or reclassified more than an insignificant amount of held-to-maturity investments before maturity (more than insignificant in relation to the total amount of held-to-maturity investments) other than sales or reclassifications that:

- (a) are so close to maturity or the financial asset's call date that changes in the market rate of interest would not have a significant effect on the financial asset's fair value;
- (b) occur after the Group has collected substantially all of the financial asset's original principal through scheduled payments or prepayments; or
- (c) are attributable to an isolated event that is beyond the Group control, is non-recurring and could not have been reasonably anticipated by the Group.

Reclassification of financial assets from held-to-maturity classification to available-for-sale are recorded at fair value. Unrealised gains or losses shall be recognised in other comprehensive income until the financial assets is derecognised, at which time the cumulative gain or loss previously recognised in other comprehensive income shall be reclassified from equity to statement of profit or loss as a reclassification adjustment.

Policies applied from 1 January 2020

The Group can reclassify its all of its financial assets when and only, its business model for managing those financial assets changes.

The characteristic of business model changes must significantly impact to the Group operational activities such as collecting, disposing or terminating a business line. In addition, the Group has to prove the changes to external parties.

The Group will reclassify all financial assets impacted by business model changes. Changes of the objective of the Group's business model must be impacted before reclassification date.

The following lists are not changes in business model:

- (a) changes in intention in relation with certain financial asset (even in situations of significant changes in market conditions).
- (b) temporary loss of certain markets for financial assets.
- (c) transfer of financial asset between Group with different business model.

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2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

g. Financial assets and liabilities (continued)

g.8. Classification of financial assets and liabilities

The Group classifies the financial assets and liabilities into classes that reflects the nature of information and take into account the characteristic of those financial instruments. The classification can be seen in the table below.

Policies applied before 1 January 2020

Category of financial assets and liabilities		Classes (as determined by the Group)	Subclasses
Financial assets	Financial assets at fair value through profit or loss	Financial assets held for trading	Securities
			Placement with other Banks
			Derivative assets
	Loans and receivables	Cash	
		Current accounts with Bank Indonesia	
		Current accounts with other banks	
		Placements with Bank Indonesia and other banks	
		Acceptance receivables	
		Bills receivable	
		Securities purchased under agreements to resell	
		Loans receivable	
		Consumer financing receivables	
		Finance leases receivables	
		Assets related to sharia transactions - <i>murabahah</i> receivables	
		Other assets	Accrued interest income
			Transactions related to ATM and credit card
			Unaccepted bills receivables
			Receivables from customer transactions
			Receivables from insurance transactions
	Held-to-maturity investments	Investment securities	
	Available-for-sale financial assets	Placements with Bank Indonesia and other banks	Certificates of Deposits
		Investment securities	
Financial liabilities	Financial liabilities at fair value through profit or loss	Financial liabilities held for trading	Derivative liabilities
	Financial liabilities at amortised cost	Deposits from customers	
		Sharia deposits	
		Deposits from other banks	
		Acceptance payables	
		Securities sold under agreements to repurchase	
		Debt securities issued	
		Borrowings	
		Accrued expenses and other liabilities	Other liabilities:
			- Accrued interest expenses
			- Liabilities related to ATM and credit card transactions
			- Liabilities from customer transactions
		Subordinated bonds	- Liabilities from insurance transactions
Commitment and contingencies	Unused credit facilities		
	Irrevocable letters of credit		
	Bank guarantee issued		

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2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

g. Financial assets and liabilities (continued)

g.8. Classification of financial assets and liabilities (continued)

The Group classifies the financial assets and liabilities into classes that reflects the nature of information and take into account the characteristic of those financial instruments. The classification can be seen in the table below. (continued)

Policies applied from 1 January 2020

Category of financial assets and liabilities		Classes (as determined by the Group)	Subclasses
Financial assets	Financial assets at fair value through profit or loss (FVPL)	Financial assets measured at fair value through profit or loss	Securities
			Placement with other Banks
			Derivative assets
	Financial assets at amortised cost	Cash	
		Current accounts with Bank Indonesia	
		Current accounts with other banks	
		Placements with Bank Indonesia and other banks	
		Acceptance receivables	
		Bills receivable	
		Securities purchased under agreements to resell	
		Loans receivable	
		Consumer financing receivables	
		Finance lease receivables	
		Assets related to sharia transactions - <i>murabahah</i> receivables	
		Investment securities	
	Other assets	Accrued interest income	
		Transactions related to ATM and credit card	
Unaccepted bills receivables			
Receivables from customer transactions			
Receivables from insurance transactions			
Financial assets at fair value through other comprehensive income (FVOCI)	Placements with Bank Indonesia and other banks	Certificates of Deposits	
	Investment securities		
Financial liabilities	Financial liabilities at fair value through profit or loss (FVPL)	Financial liabilities measured at fair value through profit or loss	Derivative liabilities
	Financial liabilities at amortised cost	Deposits from customers	
		Sharia deposits	
		Deposits from other banks	
		Acceptance payables	
		Securities sold under agreements to repurchase	
		Debt securities issued	
		Borrowings	
		Estimated losses from commitments and contingencies	
		Accrued expenses and other liabilities	Other liabilities:
			- Accrued interest expenses
			- Liabilities related to ATM and credit card transactions
			- Liabilities from customer transactions
	- Liabilities from insurance transactions		
	Subordinated bonds		
	Commitment and contingencies	Unused credit facilities	
Irrevocable letters of credit			
Bank guarantee issued			

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2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)**g. Financial assets and liabilities (continued)****g.9. Offsetting financial instruments**

Financial assets and liabilities are offset and the net amount reported in the consolidated statements of financial position when there is a legally enforceable right of set-off and there is an intention to settle on a net basis, or realise the asset and settle the liability simultaneously. In certain situations, even though master netting agreements exist, the lack of management intention to settle on a net basis results in the financial assets and liabilities being reported gross on the consolidated statements of financial position.

g.10. Financial guarantee contracts and other commitment receivables

Financial guarantee contracts are contracts that require the issuer to make specified payments to reimburse the holder for a loss incurred because a specified debtor defaulted to make payments when due, in accordance with the terms of a debt instrument. Such financial guarantees are given to banks, financial institutions and other institutions on behalf of customers to secure loans and other banking facilities, and unused provision of funds facilities.

Financial guarantees are initially recognised in the consolidated financial statements at fair value on the date the guarantee was given. The fair value of a financial guarantee at inception is likely to equal the premium received because all guarantees are agreed on arm's length terms and the initial fair value is amortised over the life of the financial guarantees.

Subsequently, they are measured at the higher of amortised amount and expected credit losses amount based on SFAS 71 (before 1 January 2020, with the present value of any expected payment).

Allowance for impairment losses on financial guarantee contracts that have credit risk are calculated based on historical losses.

g.11. Allowance for impairment losses of financial assets**Policies applied before 1 January 2020****(a) Financial assets carried based at amortised cost**

At each reporting date, the Group assess whether there is objective evidence that financial assets not carried at fair value through profit or loss are impaired. Financial assets are impaired when objective evidence demonstrates that a loss event has occurred after the initial recognition of the assets and the loss event has an impact on the future cash flows on the assets that can be estimated reliably.

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2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)**g. Financial assets and liabilities (continued)****g.11. Allowance for impairment losses of financial assets (continued)****Policies applied before 1 January 2020 (continued)****(a) Financial assets carried based at amortised cost (continued)**

When a loan is uncollectible, it is written off against the related allowance for impairment losses. Such loans are written off after all the necessary procedures have been completed and the amount of the loss has been determined. Impairment charges relating to financial assets category as held-to-maturity and loans and receivables are classified in "Allowance for impairment losses".

If, in subsequent year, the amount of the impairment loss decreases and the decrease can be related objectively to an event occurring after the impairment was recognised (such as an improvement in the debtor's credit rating), the previously recognised impairment loss is reversed by adjusting the allowance account. The amount of the reversal is recognised in the consolidated statements of profit or loss.

Subsequent recoveries of loans written off are credited to the other operating income.

Objective evidence that financial assets are impaired can include default or delinquency by a borrower, restructuring of a loan by the Group on terms that the Group would not otherwise consider, indications that a borrower or issuer will enter into bankruptcy, the disappearance of an active market for a security due to financial difficulties, or other observable data relating to a group of assets such as adverse changes in the payment status of borrowers or issuers in the group, or economic conditions that correlate with defaults in the group.

The Group considers evidence of impairment for financial assets at both individual and collective level. All individually significant financial assets are assessed for individual impairment.

All individually significant financial assets not to be individually impaired are then collectively assessed for any impairment that has been incurred but not yet identified. Financial assets that are not individually significant are collectively assessed for impairment by grouping together such financial assets with similar risk characteristics. Financial assets that are individually assessed for impairment and for which an impairment loss is recognised are no longer included in a collective assessment of impairment.

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2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

g. Financial assets and liabilities (continued)

g.11. Allowance for impairment losses of financial assets (continued)

Policies applied before 1 January 2020 (continued)

(a) Financial assets carried based at amortised cost (continued)

In assessing collective impairment, the Group uses statistical modelling of historical trends of the probability of default, timing of recoveries and the amount of loss incurred, adjusted for management judgement as to whether current economic and credit conditions are such that the actual losses are likely to be greater or less than suggested by statistical modelling. Default rates, loss rates and the expected timing of future recoveries are regularly benchmarked against actual outcomes to ensure that they remain appropriate.

Impairment losses on financial assets carried at amortised cost are measured as the difference between the carrying amount of the financial assets and the present value of estimated future cash flows discounted at the financial assets original effective interest rate.

The calculation of the present value of the estimated future cash flows of a collateralised financial asset reflects the cash flows that may result from foreclosure less costs for obtaining and selling the collateral. Losses are recognised in the current year consolidated profit or loss and reflected in an allowance account against financial assets in the consolidated statements of financial position. Interest on the impaired financial asset continues to be recognised using the rate of interest used to discount the future cash flows for the purpose of measuring the impairment loss. When a subsequent event causes the amount of impairment loss to decrease, the impairment loss is reversed through the current year consolidated profit or loss.

(b) Available-for-sale financial assets

Impairment losses on available-for-sale marketable securities are recognised by transferring the cumulative losses that have been recognised directly as other comprehensive income to profit or loss as a reclassification adjustment. The cumulative losses that are reclassified from other comprehensive income to profit or loss are the difference between the acquisition cost, net of any principal repayment and amortisation, and the current fair value, less any impairment loss previously recognised to consolidated profit or loss. Changes in impairment provisions attributable to time value are reflected as a component of interest income.

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2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)**g. Financial assets and liabilities (continued)****g.11. Allowance for impairment losses of financial assets (continued)****Policies applied before 1 January 2020 (continued)****(b) Available-for-sale financial assets (continued)**

If, in a subsequent year, the fair value of an impaired available-for-sale debt security increases and the increase can be objectively related to an event occurring after the impairment loss is recognised, then the amount of impairment has to be reversed and recognised in current year consolidated profit or loss.

If the terms of a loan, receivable, or investment are renegotiated or otherwise modified because of financial difficulties of the borrower or issuer, impairment is measured using the original effective interest before the modification of terms.

Policies applied from 1 January 2020

The group assesses on a forward-looking basis the expected credit loss associated with its debt instruments carried at amortised cost and fair value at other comprehensive income. The impairment methodology applied depends on whether there has been a significant increase in credit risk to financial asset measured at amortised cost and at fair value through other comprehensive income (FVOCI). If at the reporting date, credit risk on financial asset has not increased significantly since initial recognition, the Group shall measure the allowance for losses for that financial asset at the amount of 12 (twelve) months expected losses. If the credit risk on that financial asset has increased significantly since initial recognition, the Group shall measure the allowance for losses at the amount of expected credit losses over its lifetime.

12-month ECL and Lifetime ECL

12-month ECL is the portion of ECL that result from default events that are possible within the 12 months after reporting date (or the shorter period if expected life of financial asset is less than 12 months). 12-month ECL is weighted by probability of default.

Lifetime ECL is the ECL that result from all possible default events over the expected life of financial asset.

Staging Criteria

Financial asset must be allocated to one of three stages of impairment (stage 1, stage 2, stage 3) by determining whether there is a significant increase in credit risk on the financial asset since initial recognition or whether the facility has defaulted on each reporting date.

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2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

g. Financial assets and liabilities (continued)

g.11. Allowance for impairment losses of financial assets (continued)

Policies applied from 1 January 2020 (continued)

Staging Criteria (continued)

Stage 1: include financial assets that do not have a significant increase in credit risk since initial recognition or have a low credit risk at the reporting date. For these assets, a 12-month ECL will be calculated.

Stage 2: includes financial assets that experience a significant increase in credit risk since initial recognition (unless having low credit risk at the reporting date), but do not have objective evidence of impairment. For these assets, Lifetime ECL will be calculated. Lifetime ECL are the ECL that results from all possible default events over the expected life of financial asset.

Stage 3: includes financial assets that have an objective evidence of impairment at the reporting date. This stage consists of default debtors.

The main factor in determining whether the financial assets need 12-month ECL (stage 1) or Lifetime ECL (stage 2) is Significant Increase in Credit Risk criteria (SICR). Determinations of SICR criteria needs review whether significant increase in credit risk occurred at each reporting date.

SFAS 71 requires supportable information about past events, current condition and forecasts of future economic conditions. Estimated movement on expected credit losses have to be reflected and directly consistent with changes in observed related data over the period. This ECL calculation needs forward-looking estimation from Probability of Default (PD), Loss Given Default (LGD) and Exposure At Default (EAD).

For loan commitments and financial guarantee contracts, the date when the Group become a party in a irrevocable commitment is the date of initial recognition for implementation of impairment purposes.

Probability of Default ("PD")

The probability at a point in time that a counterparty will default, calibrated over up to 12 months from the reporting date (Stage 1) or over the lifetime of the product (Stage 2 and 3) and incorporating the impact of forward-looking economic assumptions that have an effect on credit risk. PD is estimated at a point in time that means it will fluctuate in line with the economic cycle.

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2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)**g. Financial assets and liabilities (continued)****g.11. Allowance for impairment losses of financial assets (continued)****Policies applied from 1 January 2020 (continued)**Loss Given Default ("LGD")

The loss that is expected to arise on default, incorporating the impact of relevant forward-looking economic assumptions (if any), which represents the difference between the contractual cash flows due and those that the Group expects to receive. The Group estimates LGD based on the historical recovery rates and taking into account forward-looking economic assumptions if relevant.

Exposure at Default ("EAD")

The expected balance sheet exposure at the time of default, taking into account that expected change in exposure over the lifetime of the exposure. This incorporates the impact of repayments of principal and interest, amortisation and prepayments, together with the impact of forward-looking economic assumptions where relevant.

h. Allowance for impairment losses on non-financial assets

Assets that have an indefinite useful life - for example, goodwill or intangible assets not ready for use - are not subject to amortisation but tested annually for impairment, or more frequently if events or changes in circumstances indicate that they might be impaired. Assets that are subject to amortisation are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount. The recoverable amount is the higher of an asset's fair value less costs to sell and value in use. For the purposes of assessing impairment, assets are grouped at the lowest levels for which there are separately identifiable cash inflows, which are largely independent of the cash inflows from other assets or group of assets (cash generating units). Non-financial assets other than goodwill that suffer impairment are reviewed for possible reversal of the impairment at each reporting date.

Reversal on impairment loss for assets other than goodwill would be recognised if, and only if, there has been a change in the estimates used to determine the asset's recoverable amount since the last impairment test was carried out. Reversal on impairment losses will be immediately recognised on profit or loss, except for assets measured using the revaluation model as required by other SFAS. Impairment losses relating to goodwill would not be reversed.

i. Current accounts with Bank Indonesia and other banks

Current accounts with Bank Indonesia and other banks are stated at face value or the gross value of the outstanding balance, less allowance for impairment losses, where appropriate. Current accounts with Bank Indonesia and other banks are classified as financial assets measured at amortised cost. Refer to Note 2g for accounting policy for financial assets measured at amortised cost.

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2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)**j. Placements with Bank Indonesia and other banks**

Placements with Bank Indonesia and other banks are classified as financial assets measured at amortised cost, and measured at fair value through other comprehensive income. Refer to Note 2g for accounting policy for financial assets measured at amortised cost and measured at fair value through other comprehensive income.

k. Financial assets and liabilities at fair value through profit or loss

Financial assets and liabilities at fair value through profit or loss consist of securities traded in the money market such as Certificates of Bank Indonesia ("SBI"), Bank Indonesia Treasury Bills ("SBBI"), Government Treasury Bills ("SPN"), Sharia Government Treasury Bills ("SPNS"), Corporate Bonds, derivative financial instruments, and securities traded on the stock exchanges.

Refer to Note 2g for the accounting policy of financial assets and liabilities at fair value through profit or loss.

Derivative financial instruments

Derivative instruments are initially recognised at fair value on the date of which a derivative contract is entered into and are subsequently measured at their fair values. Fair values are obtained from quoted market prices in active markets, including recent market transactions and valuation techniques, including discounted cash flow and options pricing models, as appropriate. All derivatives are carried as assets when fair value is positive and as liabilities when fair value is negative.

Investment in sukuk measured at fair value through profit or loss

The Group initially recognises the investment in sukuk measured at fair value through profit or loss at acquisition cost. Such cost does not include transaction costs. Subsequent to initial recognition, the difference between fair value and the carrying amount is recognised in the consolidated profit or loss.

The fair value of investment is determined by referencing to the following order:

- quoted price (without adjustments) in active market; or
- input other than quoted price in the observable active market.

Investment in sukuk measured at fair value through profit or loss is presented in the consolidated statement of financial position as part of financial assets at fair value through profit or loss.

l. Acceptance receivables and payables

Acceptance receivables are classified as financial assets measured at amortised cost, while acceptance payables are classified as financial liabilities measured at amortised cost. Refer to Note 2g for the accounting policy of financial assets measured at amortised cost and financial liabilities measured at amortised cost.

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2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)**m. Loans receivable**

Loans receivable are classified as financial assets measured at amortised cost. Refer to Note 2g for the accounting policy of financial assets measured at amortised cost.

Syndicated, joint financing, and channeling loans are stated at amortised cost in accordance with the portion of risks borne by the Bank.

The Group records restructure of troubled debt in accordance with the restructured type. In troubled debt restructuring which involves a modification of terms, reduction of portion of loan principal and/or combination of both, the Group records the effect of the restructuring by referring to Note 2g for the accounting policy of modification of financial assets.

n. Securities purchased under agreements to resell and securities sold under agreements to repurchase

Securities purchased under agreements to resell (reverse repo) are presented as receivables and stated at the agreed resell price less the difference between the purchase price and the agreed resale price. The difference between the purchase price and the agreed resale price is amortised using the effective interest method as interest income over the period commencing from the acquisition date to the resell date. Securities purchased under agreements to resell (reverse repo) are classified as financial asset measured at amortised cost. Refer to Note 2g for the accounting policy of financial assets measured at amortised cost.

Securities sold under agreements to repurchase (repo) are presented as liabilities and stated at the agreed repurchase price less the unamortised interest expense. Unamortised interest expense is the difference between selling price and agreed repurchase price and is recognised as interest expense during the period from the securities are sold until the securities are repurchased. Securities sold are still recorded as assets in the consolidated statements of financial position because the securities ownership remains substantially with the Bank as a seller. Securities sold under agreements to repurchase (repo) are classified as financial liabilities measured at amortised cost. Refer to Note 2g for the accounting policy of financial liabilities measured at amortised cost.

o. Consumer financing receivables

Consumer financing receivables are stated at net of joint financing, unearned consumer financing income and allowance for impairment losses. Consumer financing receivables are classified as financial assets measured at amortised cost. Refer to Note 2g for the accounting policy of financial assets measured at amortised cost.

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2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)**o. Consumer financing receivables (continued)**

Unearned consumer financing income represents the difference between total installments to be received from the consumer and the principal amount financed, plus or deducted with the unamortised transaction cost (income), which will be recognised as income over the term of the contract using effective interest rate method of the related consumer financing receivables.

Unamortised transaction cost (income) are financing administration income and transaction expense which are incurred at the first time and directly attributable to consumer financing.

Early termination of a contract is treated as a cancellation of an existing contract and the resulting gain is recognised in the current year consolidated profit or loss.

Consumer financing receivables will be written-off when they are overdue for more than 150 (one hundred and fifty) days for four-wheeled motor vehicles and 180 (one hundred and eighty) days for two-wheeled motor vehicles, and based on management of case by case basis.

Joint financing

All joint financing agreements entered by the Subsidiary are joint financing without recourse in which only the Subsidiary's financing portion of the total installments are recorded as consumer financing receivables in the consolidated statements of financial position (net approach). Consumer financing income is presented in the consolidated statements of profit or loss after deducting the portions belong to other parties participated to these joint financing transactions.

Receivables from collateral vehicles reinforced

Receivables from collateral vehicles reinforced represent receivables derived from motor vehicle collaterals owned by customers for settlement of their consumer financing receivables, which is presented as part of consumer financing receivables.

In case of default, the customer gives the right to the Group to sell the motor vehicle collaterals or take any other actions to settle the outstanding receivables.

Consumers are entitled to the positive differences between the proceeds from sales of foreclosed collaterals and the outstanding consumer financing receivables. If the differences are negative, the resulting losses are charged to the current year consolidated profit or loss.

Expenses in relation with the acquisition and maintenance of receivables from collateral vehicles reinforced are charged to the current year consolidated profit or loss when incurred.

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2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

p. Finance lease receivables

The determination of whether an arrangement is, or contains a lease is based on the substance of the arrangement at inception date and whether the fulfillment of the arrangement is dependent on the use of a specific asset and the arrangement conveys a right to use the asset.

Lease are classified as finance leases if such leases transfer substantially all the risks and rewards related to the ownership of the lease assets. Leases are classified as operating leases if the leases do not transfer substantially all the risks and rewards related to the ownership of the leased assets.

Assets held under finance lease receivables are recognised in the statement of financial position at an amount equal to the net investment in the leases. Receipts from lease receivables are treated as repayments of principal and financing lease income. The recognition of financing lease income is based on a pattern reflecting constant periodic rate of return on the Group's net investment as lessor in the finance leases.

Finance leases receivables will be written off when they are overdue for more than 150 (one hundred fifty) days and based on management review of individual case. Recoveries from receivables previously written-off are recognised as other income upon receipt.

q. Assets related to sharia transactions

Assets related to sharia transactions is financing activities carried out by PT Bank BCA Syariah, a Subsidiary, in the form of *murabahah* receivables, funds of *qardh*, *mudharabah* financing, *musyarakah* financing and assets acquired for *ijarah*.

Brief explanation for each type of sharia financing is as follows:

Murabahah is a financing agreement to sell or purchase of goods, in which the selling price equals to the cost of goods plus a pre-agreed profit margin and the seller should disclose its cost to the buyer. *Murabahah* receivables is stated at balance of receivables less deferred margin and allowance for impairment losses.

Ijarah is a lease agreement for goods and/or services, including the right to use, between the owner of a leased object (lessor) and lessee, to generate income from the leased object. *Ijarah muntahiyah bittamlik* is a lease agreement between lessor and lessee to obtain income from the leased object with an option to transfer the ownership title of leased object through purchase/sale or as a gift (*hibah*) at certain period as agreed in the lease agreement (*akad*). *Ijarah muntahiyah bittamlik* assets are stated at the acquisition costs less accumulated depreciation. *Ijarah* receivable is recognised at maturity date based on unearned lease income and presented at net realisable value, i.e. balance of the receivables less allowance for impairment losses.

Mudharabah is an investment of funds from the owner of fund (*malik*, *shahibul maal*, or sharia bank) to a fund manager (*amil*, *mudharib*, or customer) for a specific business activity, under a profit or revenue sharing agreement between the two parties at a pre-agreed ratio (*nisbah*). *Mudharabah* financing is stated at financing balance less allowance for impairment losses.

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2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

q. Assets related to sharia transactions (continued)

Musyarakah is an investment of funds from the owners of funds to combine their funds for a specific business activity, for which the profits are shared based on a pre-agreed *nisbah*, while losses are borne proportionally by the fund owners.

Permanent *musyarakah* is a *musyarakah* for which the amount of funds contributed by each party is fixed until the end of the agreement. Declining *musyarakah* (*musyarakah mutanaqisha*) is *musyarakah* with a condition that the amount contributed by a party will be declining from time to time as it is transferred to another party, such that at the end of the agreement, the other party will fully own the business. *Musyarakah* financing is stated at financing balance less allowance for impairment losses.

The Subsidiary determines the allowance for impairment losses of sharia financing receivables in accordance with the quality of each financing receivable by referring to the requirements of Financial Services Authority, except for *murabahah* receivables for which the identification and measurement of impairment losses follows SFAS 55.

r. Investment securities

Investment securities consist of traded securities in the money market and stock exchange such as Government Bonds, Sukuk, Corporate Bonds, Certificates of Bank Indonesia, mutual funds, medium term notes and shares. Investment securities are classified as financial assets measured at amortised cost and measured at fair value through other comprehensive income. Refer to Note 2g for the accounting policy for financial assets measured at amortised cost and at fair value through other comprehensive income.

Investments in sukuk measured at cost and measured at fair value through other comprehensive income

The Group determines the classification of their investment in sukuk based on business model in accordance with SFAS 110 "Accounting for Sukuk" as follows:

- **Measured at amortised cost**

If the investment is held within a business model that aims to acquire assets in order to collect contractual cash flows and there is a contractual requirement to determine the specific date of principal payments and/or the result.

At the initial measurement, the investment is recorded at acquisition cost which includes the transaction cost. After the initial recognition, the investment in sukuk is measured at amortised cost. The difference between acquisition cost and nominal value is amortised using straight-line method during the period of the sukuk instrument.

- **Measured at fair value through other comprehensive income**

At the initial recognition, the investment in sukuk is presented at acquisition cost which includes transaction cost.

After initial recognition, the investment in sukuk is recognised at-fair-value. The difference between fair value and recorded amount is recognised in other comprehensive income. The difference between acquisition cost and nominal value is amortised using straight-line method during the period of the sukuk instrument and recognised in profit or loss.

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2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)**s. Fixed assets**

Fixed assets are initially recognised at acquisition cost. Acquisition cost includes expenditures directly attributable to bring the assets for their intended use. Except for land, subsequent to initial measurement, all fixed assets are measured using cost model, which is cost less accumulated depreciation and accumulated impairment losses. Land is not depreciated.

In 2016, the Bank changed its accounting policy related to subsequent measurement of land from cost model to revaluation model. The change of accounting policy is implemented prospectively.

Land is presented at fair value, based on valuation performed by external independent valuers which are registered with OJK. Valuation of land is carried out by appraisers who have professional qualifications. Revaluation is carried out with sufficient regularity to ensure that the carrying amount of revalued assets does not differ materially from their fair values at the reporting date.

Increases arising on the revaluation are credited to "revaluation surplus of fixed assets" as part of other comprehensive income. However, the increase is recognised in profit or loss up to the amount of the same asset impairment from revaluation previously recognised in the consolidated statements of profit or loss. Decreases that offset previous increases of the same asset are debited against "revaluation surplus of fixed assets" as part of other comprehensive income, all other decreases are charged to the consolidated statements of profit or loss.

Costs relating to the acquisition of legal titles on the land rights are recognised as part of acquisition cost of land, except there is evidence which indicates that the extension or renewal of land rights is probable or certainly not be obtained. The costs of extension or renewal of legal titles on the land rights are charged to consolidated profit or loss as incurred because the amount is not significant.

Buildings are depreciated using the straight-line method over their estimated useful lives of 20 (twenty) years. Other fixed assets are depreciated over their estimated useful lives ranging from 2 (two) to 8 (eight) years using the double-declining balance method for the Bank and PT BCA Finance, and straight-line method for other Subsidiaries. The effect of such different depreciation method is not material to the consolidated financial statements. For all fixed assets, the Group has determined residual values to be "nil" for the calculation of depreciation.

Subsequent costs are included in the asset's carrying amount or recognised as a separate asset as appropriate, only when it is probable that future economic benefits associated with the item will flow to the Group and the cost of the item can be measured reliably. The carrying amount of replaced part is derecognised. All other repairs and maintenance are charged to the consolidated statement of profit or loss during the financial period in which they are incurred.

Buildings under construction are stated at acquisition cost. The accumulated costs will be transferred to the buildings account when construction is completed and the buildings are ready for their intended use.

When assets are disposed, their acquisition cost and the related accumulated depreciation are eliminated from the consolidated statements of financial position, and the resulting gain or loss on the disposal of fixed assets is recognised in the current year consolidated statements of profit or loss. When revalued assets are sold, the amounts included in equity are transferred to retained earnings.

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2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)**s. Fixed assets (continued)**

At each reporting date, residual value, useful life and depreciation method are reviewed, and if required, will be adjusted and applied in accordance with the requirement of prevailing Financial Accounting Standards.

When the carrying amount of fixed assets measured using cost model is greater than its estimated recoverable amount, it is written down to its recoverable amount and the impairment loss is recognised in the current year consolidated statements of profit or loss.

t. Other assets

Other assets include accrued interest income, receivables, foreclosed assets, abandoned properties, interoffice accounts and others.

Foreclosed assets represent assets acquired by the Group, both from auction and non-auction based on voluntary transfer by the debtor or based on debtor's approval to sell the collateral when the debtor could not fulfill their obligations to the Group. Foreclosed assets represent loan collateral that were taken over as part of loans settlement and presented in "Other Assets".

Abandoned properties represent the Group's fixed assets in the form of properties which were not used for the Group business operational activity.

Foreclosed assets are presented at their net realisable values. Net realisable value is the fair value of the repossessed assets less estimated costs to sell the foreclosed assets. Differences between the net realisable value and the proceeds from disposal of the foreclosed assets are recognised as current year gain or loss at the year of disposal.

Expenses for maintaining repossessed assets and abandoned properties are recognised in the current year consolidated statements of profit or loss and other comprehensive income as incurred. Any permanent impairment loss that occurred will be charged to the current year consolidated statements of profit or loss and other comprehensive income. Refer to Note 2h for changes in accounting policy to determine impairment losses on repossessed assets and abandoned properties.

u. Intangible assets

Intangible assets consist of software and goodwill.

Software

Software is stated at cost less accumulated amortisation and accumulated impairment losses. Acquired computer software licences are capitalised on the basis of the costs incurred to acquire and bring to use the specific software. Costs associated with maintaining computer software programs are recognised as an expense as incurred. Development costs that are directly attributable to the design and testing of identifiable and unique software products controlled by the Group are recognised as software. Other development expenditures that do not meet these criteria are recognised as an expense as incurred. Development costs previously recognised as an expense are not recognised as an asset in a subsequent period. Amortisation is recognised in consolidated statements of profit or loss using a double-declining balance method over the estimated useful economic life of 4 (four) years.

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2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)**u. Intangible assets (continued)**

Intangible assets consist of software and goodwill. (continued)

Goodwill

Goodwill represents the excess of the aggregate amount of the consideration transferred and the amounts of non-controlling interest and the amounts of the identifiable assets acquired and the liabilities assumed at the date of acquisition. Goodwill is not amortised but tested for impairment at each reporting date and carried at cost less accumulated impairment losses.

For the purpose of impairment testing, goodwill acquired in a business combination is allocated to each cash-generating unit (CGU), or group of CGUs, that is expected to benefit from the synergies of the business combination. Each unit or group of units to which the goodwill is allocated represents the lowest level within the entity at which the goodwill is monitored for internal management purposes. Goodwill is monitored at the operating segment level. For Group accounting policy of impairment losses refer to Note 2h.

v. Deposits from customers and other banks

Deposits from customers are the fund trusted by customers (exclude banks) to the Bank based on fund deposits agreements. Included in this accounts are current accounts, saving accounts, time deposits and certificates of deposits.

Deposits from other banks represent liabilities to other banks, both domestic and overseas banks, in the form of current accounts, saving accounts, time deposits, and interbank call money.

Deposits from customers and deposits from other banks are classified as financial liabilities at amortised cost. Incremental costs directly attributable to acquisition of deposits from customers and deposits from other banks are deducted from the amount of deposits from customers and deposits from other banks. Refer to Note 2g for the accounting policy of financial liabilities at amortised cost.

w. Sharia deposits

Sharia deposits are deposits from third parties in form of *wadiah* demand deposits and *wadiah* savings. *Wadiah* demand deposits can be used as payment instrument, and can be withdrawn using cheque and payment slip. *Wadiah* demand deposits and *wadiah* savings are entitled to receive bonus in accordance with Subsidiary's policy. *Wadiah* demand deposits and *wadiah* savings are stated at nominal amount of deposits from customers. Sharia deposits are classified as financial liabilities measured at amortised cost. Refer to Note 2g for accounting policy on financial liabilities measured at amortised cost.

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2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

x. Temporary *syirkah* deposits

Temporary *syirkah* deposit is an investment with *mudharabah muthlaqah* agreement, where the owner of funds (*shahibul maal*) gives flexibility to fund manager (*mudharib*/Subsidiary) in managing the investment with the purpose that the returns are to be shared based on a pre-agreed basis.

Temporary *syirkah* deposits consist of *mudharabah* saving deposit, *mudharabah* time deposits and *Sertifikat Investasi Mudharabah Antarbank* ("SIMA"). These funds obtained by Subsidiary which has the right to manage and invest fund, according to Subsidiary's policy or limitation from fund holders, whereby gains are to be shared based on the agreement. In case that the decrease of temporary *syirkah* deposits was caused by normal losses, and not caused by willful default, negligence or breach of the agreement, the Subsidiary has no obligation to return or cover the fund losses or deficit.

Mudharabah saving deposits are deposits from third parties which are entitled to receive sharing revenue from Subsidiary for the utilisation of the funds with a pre-agreed and approved *nisbah*. *Mudharabah* saving deposits are stated at the liabilities to customers.

Mudharabah time deposits are deposits from third parties which can only be withdrawn at a specific time based on the agreement between holder of *mudharabah* time deposits and the Subsidiary. *Mudharabah* time deposits are stated at nominal amount based on the agreement between holder of *mudharabah* time deposits and the Subsidiary.

Temporary *syirkah* deposits can not be classified as liability. When the Subsidiary incurs losses, the Subsidiary does not possess any liability to return the initial fund amount from the fund owners except from negligence or default of the Subsidiary. Temporary *syirkah* deposits can not be classified as equity because it has maturity date and owners and it does not possess any ownership rights equal to shareholders as voting rights and rights of gain realisation from current assets and non-investment assets.

Temporary *syirkah* deposits is one of the elements of consolidated financial statements, it in accordance with sharia principle which give rights to Subsidiary to manage the fund, including blending the funds with other funds.

Owners of temporary *syirkah* deposits obtain part of gain as agreed and incur losses based on the amount from each parties. Revenue sharing of temporary *syirkah* deposits can be done by revenue sharing concept or profit sharing concept.

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2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)**y. Debt securities issued**

Debt securities issued by Subsidiary which consists of bonds payable, are classified as other financial liabilities measured at amortised cost. Issuance costs in connection with the issuance of debt securities are recognised as discounts and directly deducted from the proceeds of debt securities issued and amortised over the period of debt securities using the effective interest method. Debt securities issued is classified as financial liabilities at amortised cost. Refer to Note 2g for the accounting policy of financial liabilities measured at amortised cost.

z. Subordinated bonds

Subordinated bonds are classified as financial liabilities measured at amortised cost. Incremental costs directly attributable to the issuance of subordinated bonds are deducted from the amount of subordinated bonds received. Refer to Note 2g for the accounting policy for financial liabilities at amortised cost.

aa. Provision

A provision is recognised if, as a result of a past event, the Group has a present legal or constructive obligation that can be estimated reliably, and it is probable that an outflow of economic benefits will be required to settle the obligation. Provisions are measured at the present value of management's best estimate of the expenditure required to settle the present obligation at the end of the reporting period. Provisions are determined by discounting the estimated future cash flows at a pre-tax rate that reflects current market assessments of the time value of money and the risks specific to the liability.

ab. Accrued expenses and other liabilities

Accrued expenses and other liabilities consist of accrued interest expense, liabilities related to customer and insurance transactions, security deposits, unearned revenue, finance lease liabilities and others.

ac. Earnings per share

Basic earnings per share is computed based on net income for the current year attributable to equity holders of parent entity divided by the weighted average number of outstanding issued and fully paid-up common shares during the year after considering the treasury stocks.

As of 31 December 2020 and 2019, there were no instruments which could potentially result in the issuance of common shares. Therefore, diluted earnings per share is equivalent to basic earnings per share.

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2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)**ad. Interest income and expenses & sharia income and expenses**Interest income and expenses

Interest income and expenses are recognised in the consolidated statements of profit or loss using the effective interest method. The effective interest rate is the rate that exactly discounts the estimated future cash payments and receipts through the expected life of the financial asset or financial liability (or, where appropriate, a shorter period) to the carrying amount of the financial asset or financial liability. When calculating the effective interest rate, the Group estimates future cash flows by considering all contractual terms of the financial instrument but not future credit losses.

The calculation of the effective interest rate includes transaction costs (Note 2g) and all fees and points paid or received that are an integral part of the effective interest rate.

Interest income and expenses presented in the consolidated statements of profit or loss and other comprehensive income include:

- Interest on financial assets and liabilities at amortised cost calculated using the effective interest rate method;
- Interest on investment securities at fair value through other comprehensive income calculated using the effective interest rate method;
- Interest income on all financial assets at fair value through profit or loss are considered to be incidental to the Bank's trading operations and are presented as part of net trading income; and
- Interest income on the impaired financial assets continues to be recognised using the rate of interest used to discount the future cash flows for the purpose of measuring the impairment losses.

Sharia income and expenses

Sharia income consists of *murabahah* profit, *ijarah* revenue (leases), and profit sharing from *mudharabah* and *musyarakah* financing.

Recognition of *murabahah* transaction profit with deferred payment or installments is carried out during the contractual period in accordance with effective (annuity) method.

Ijarah revenue is recognised proportionally during the contractual period.

Musyarakah revenue sharing which is entitled to passive partner is recognised during the period in which the revenue occurs according to agreed *nisbah*.

Mudharabah revenue sharing is recognised during the period in which revenue sharing in accordance to agreed *nisbah* occurs, and not allowed to recognise revenue from projected business result.

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2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)**ad. Interest income and expenses & sharia income and expenses (continued)**Sharia income and expenses (continued)

Sharia expenses consist of *mudharabah* expense and *wadiah* bonus expense. Sharia expenses consist of expense for profit distribution on third party funds which are calculated using profit distribution principle in accordance with agreed sharing ratio (*nisbah*) based on *wadiah*, *mudharabah muthlaqah* and *mudharabah muqayyadah* principles.

ae. Fees and commission income and expenses

Significant fees and commission income and expenses that are integral to the effective interest rate on a financial asset or liability are included in the measurement of the effective interest rate.

Other fees and commission income, including bancassurance activity related fees, export-import related fees, cash management fees, service fees and/or related to a specific period and the amount is significant, are recognised as unearned income/prepaid expenses and amortised based on the straight-line method over the terms of the related transactions; otherwise, they are directly recognised as the related services are performed. Loan commitment fees are recognised on a straight-line method over the commitment period.

Other fees and commission expenses which are mainly related to interbank transaction fees are expensed as the services are received.

af. Net income from transactions at fair value through profit or loss

Net income from transactions at fair value through profit or loss comprises of net gains or losses related to financial assets and liabilities at fair value through profit or loss, including interest income and expenses from all financial instruments at fair value through profit or loss and all realised and unrealised fair value changes and foreign exchange differences.

ag. Post-employment benefits obligation**ag.1. Short-term liability**

Liabilities for wages and salaries, including non-monetary benefits and accumulating sick leave that are expected to be settled wholly within 12 months after the end of the period in which the employees render the related service are recognised in respect of employees' services up to the end of the reporting period and are measured at the amounts expected to be paid when the liabilities are settled. The liabilities are presented as current employee benefit obligations in the consolidated statements of financial position.

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2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)**ag. Post-employment benefits obligation (continued)****ag.2. Pension obligation**

Entities in the Group operate various pension schemes. The Group has both defined benefit and defined contribution plans. A defined contribution plan is a pension plan under which the Group pays fixed contributions into a separate entity. The Group has no legal or constructive obligations to pay further contributions if the fund does not hold sufficient assets to pay all employees the benefits relating to employee service in the current and prior periods. A defined benefit plan is a pension plan that is not a defined contribution plan. Typically, defined benefit plans define an amount of pension benefit that an employee will receive on retirement, usually dependent on one or more factors such as age, years of service, and compensation.

The liability recognised in the consolidated statements of financial position in respect of defined benefit pension plans is the present value of the defined benefit obligation at the end of the reporting period less the fair value of plan assets. The defined benefit obligation is calculated annually by independent actuaries using the projected unit credit method. The present value of the defined benefit obligation is determined by discounting the estimated future cash outflows using interest rates of Government Bonds (considering currently there is no deep market for high-quality corporate bonds) that are denominated in the currency in which the benefits will be paid, and that have terms to maturity approximating to the terms of the related pension obligation.

The net interest cost is calculated by applying the discount rate to the net balance of the defined benefit obligation and the fair value of plan assets. This cost is included in employee benefit expense in the consolidated statements of profit or loss.

Remeasurement gains and losses arising from experience adjustments and changes in actuarial assumptions are charged or credited to equity in other comprehensive income in the period in which they arise. They are included in retained earnings in the consolidated statements of changes in equity and in the consolidated statements of profit or loss.

Changes in the present value of the defined benefit obligation resulting from plan amendments or curtailment programs are recognised immediately in the consolidated statements of profit or loss as past service costs.

For defined contribution plans, the Group pays contributions to pension plans on a mandatory, contractual or voluntary basis. However, since Labour Law No. 13 of 2003 requires an entity to pay to a worker entering into pension age a certain amount based on, the worker's length of service, the Group is exposed to the possibility of having to make further payments to reach that certain amount in particular when the cumulative contributions are less than that amount. Consequently for financial reporting purposes, defined contribution plans are effectively treated as if they were defined benefit plans.

ag.3. Other post-employment obligations

The Bank provides post-retirement healthcare benefits to their employees. The entitlement to these benefits is usually conditional on the employee remaining in service up to retirement age and the completion of a minimum service period. The expected costs of these benefits are accrued over the period of employment using projected unit credit method. These obligations are valued annually by independent qualified actuaries.

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2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)**ag. Post-employment benefits obligation (continued)****ag.4. Termination benefits**

Termination benefits are payable when employment is terminated by the Group before the normal retirement date, or whenever an employee accepts voluntary redundancy in exchange for these benefits. The Group recognises termination benefits at the earlier of the following dates: (i) when the Group can no longer withdraw the offer of those benefits; and (ii) when the Group recognises costs for a restructuring that is within the scope of SFAS 57 and involves the payment of termination benefits. In the case of an offer made to encourage voluntary redundancy, the termination benefits are measured based on the number of employees expected to accept the offer. Benefits falling due more than 12 months after the reporting date are discounted to their present value.

ah. Current and deferred income tax

Income tax expense comprises of current and deferred taxes. Income tax expense is recognised in the consolidated statements of profit or loss except to the extent that it relates to items recognised directly in other comprehensive income or equity. In this case, the tax is also recognised in other comprehensive income or directly in equity, respectively.

The current income tax charge is calculated on the basis of the tax laws enacted or substantively enacted at the end of the reporting period in the countries where the entities in the Group operate and generate taxable income. Management periodically evaluates positions taken in annual tax returns with respect to situations in which applicable tax regulation is subject to interpretation. It establishes provisions where appropriate on the basis of amounts expected to be paid to the tax authorities.

Deferred income tax is provided in full, using the liability method, on temporary differences which arise from the difference between the tax bases of assets and liabilities and their carrying amounts in the consolidated financial statements. However, deferred tax liabilities are not recognised if they arise from the initial recognition of goodwill. Deferred income tax is also not accounted for if it arises from initial recognition of an asset or liability in a transaction other than a business combination that at the time of the transaction affects neither accounting nor taxable profit or loss.

Deferred income tax is determined using tax rates that have been enacted or substantially enacted by the end of the reporting period and are expected to apply when the related deferred income tax asset is realised or the deferred income tax liability is settled.

Deferred tax assets are recognised only if it is probable that future taxable amounts will be available to utilise those temporary differences and losses.

Deferred tax liabilities are not recognised for temporary differences between the carrying amount and tax bases of investments in foreign operations where the company is able to control the timing of the reversal of the temporary differences and it is probable that the differences will not reverse in the foreseeable future.

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2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

ah. Current and deferred income tax (continued)

Deferred tax assets and liabilities are offset when there is a legally enforceable right to offset current tax assets and liabilities and when the deferred tax balances relate to the same taxation authority. Current tax assets and tax liabilities are offset where the entity has a legally enforceable right to offset and intends either to settle on a net basis, or to realise the asset and settle the liability simultaneously.

ai. Leases transaction

Policies applied before 1 January 2020

In accordance with SFAS 30, the Group determines arrangement is, or contains, a lease based on the substance of the arrangement and requires an assessment of whether fulfillment of the arrangement is dependent on the use of a specific asset or assets and the arrangement conveys a right to use the asset.

The leases transaction entered into by the Group was classified as an operating lease if it does not transfer substantially all the risks and rewards incidental to ownership. Lease payment is recognised as an expense on a straight-line basis over the leases term. All incentives for the agreement of a new or renewal operating leases are recognised as an integral part of the net consideration agreed for the use of the leased asset, irrespective of the incentive's nature or form or the timing of payments. The Group recognises the aggregate benefit of incentives as a reduction of rental expense over the leases term, on a straight-line basis.

Policies applied from 1 January 2020

At the inception of a contract, the Group assesses whether the contract is or contains a lease. A contract is or contains a lease if the contract conveys the right to control the use of an identified assets for a period of time in exchange for consideration. The Group can choose not to recognise the right-of-use asset and lease liabilities for:

- Short-term leases; and
- Low value underlying assets.

To assess whether a contract conveys the right to control the use of an identified asset, the Group shall assess whether:

- The Group has the right to obtain substantially all the economic benefit from use of the identified asset; and
- The Group has the right to direct the use of the identified asset. The Group has described when it has a decision-making rights that are the most relevant to changing how and for what purpose the asset is used are predetermined:
 1. The Group has the right to operate the asset;
 2. The Group has designed the asset in a way that predetermine how and for what purposes it will be used throughout the period of use.

The Group recognises a right-of-use asset and a leases liability at the leases commencement date. The right-of-use asset is initially measured at cost, which comprises the initial amount of the leases liability adjusted for any lease payment made at or before the commencement date, plus any initial direct cost incurred.

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2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)**ai. Lease Transaction (continued)****Policies applied from 1 January 2020 (continued)**

The right-of-use asset is amortised over the straight-line method throughout the lease term.

The lease liability is initially measured at the present value of the lease payments that are not paid at the commencement date, discounted using the interest rate implicit in the lease or, if that right cannot be readily determined, using incremental borrowing rate. Generally, the Group uses its incremental borrowing rate as a discount rate.

Each lease payment is allocated between the liability and finance cost. The finance cost is charged to profit or loss over the lease period so as to produce a constant periodic rate of interest on the remaining balance of the liability for each period.

The Group presents right-of-use assets as part of "Fixed assets" and lease liabilities as part of "Other liabilities" in the consolidated statement of financial position.

If the lease transfers ownership of the underlying asset to the Group by the end of the lease term or if the cost of the right-of-use asset reflects that the Group will exercise a purchase option, the Group depreciates the right-of-use asset from the commencement date to the end of the useful life of the underlying asset. Otherwise, the Group depreciates the right-of-use asset from the commencement date to the earlier of the end of the useful life of the right-of-use asset or the end of the leases term.

The Group analyses the facts and circumstances for each type of landrights in determining the accounting for each of these land rights so that it can accurately represent an underlying economic event or transaction. If the landrights do not transfer control of the underlying assets to the Group, but gives the rights to use the underlying assets, the Group applies the accounting treatment of these transactions as leases under SFAS 73, "Lease", except if landrights substantially similar to land purchases, the Group applies SFAS 16, "Fixed Assets".

aj. Operating segment

An operating segment is a component of the entity that engages in business activities from which it may earn revenues and incur expenses, including revenues and expenses that relate to transactions with any of the entity's other components, whose operating results are reviewed regularly by the chief operating decision-maker to make decisions about resources allocated to the segment and assess its performance, and for which discrete financial information is available. Segment results that are reported to the chief operating decision-maker include items directly attributable to a segment as well as those that can be allocated on a reasonable basis. Unallocated items mainly comprise of head office expenses, fixed assets, income tax assets/liabilities, including current and deferred taxes.

The Group manages its businesses and identify reporting segment based on geographic region and product. Several regions have similar characteristics, have been aggregated and evaluated regularly by management. Gains/losses from each segment is used to assess the performance of each segment.

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2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)**ak. Related parties transactions**

The Group has transactions with related parties. In accordance with SFAS 7 (Revised 2015) - Related Party Disclosure, the meaning of a related party is a person or entity that is related to a reporting entity as follow:

- a. A person or a close member of that person's family is related to a reporting entity if that person:
 - i. has control or joint control over the reporting entity;
 - ii. has significant influence over the reporting entity; or
 - iii. is member of the key management personnel of the reporting entity or a parent of the reporting entity.
- b. An entity is related to a reporting entity if any of the following conditions applies:
 - i. the entity and the reporting entity are members of the same group (which means that each parent, subsidiary and fellow subsidiary is related to the others);
 - ii. one entity is an associate or joint venture of the other entity (or an associate or joint venture of member of a company of which the other entity is a member);
 - iii. both entities are joint ventures of the same third party;
 - iv. one entity is a joint venture of a third entity and the other entity is an associate of the third entity;
 - v. the entity is a post-employment benefit plan for the benefit of employees of either the reporting entity or an entity related to the reporting entity;
 - vi. the entity controlled or jointly controlled by a person identified in (a);
 - vii. a person identified in (a) (i) has significant influence over the entity or is a member of the key management personnel of the entity (or of a parent of the entity).

The nature of transactions and balances of accounts with related parties are disclosed in the Note 49.

3. USE OF ESTIMATES AND JUDGMENT

This disclosure supplements the commentary on financial risk management (Note 44).

a. Key sources of estimation uncertainty**a.1. Allowance for impairment losses of financial assets**

According to SFAS 71, the measurement of the expected credit loss allowance for financial assets measured at amortised cost and at fair value through other comprehensive income is an area that requires the use of complex models and significant assumptions about future economic conditions and credit behavior.

Significant estimates are required in applying the SFAS 71 requirements for measuring allowance for impairment losses, such as:

- Determining criteria for Significant Increase in Credit Risk;
- Choosing appropriate models and assumptions for the measurement of allowance for impairment losses;
- Establishing the number and relative weightings of forward-looking scenarios for each type of segment/product;
- Establishing groups of similar financial assets for the purposes of measuring allowance for impairment losses;
- Estimate debtor's cash flow in the calculation of individual impairment.

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3. USE OF ESTIMATES AND JUDGMENT (continued)

This disclosure supplements the commentary on financial risk management (Note 44).
(continued)

a. Key sources of estimation uncertainty (continued)**a.1. Allowance for impairment losses of financial assets (continued)**

Detailed information about the judgements and estimates made by the Group is set out in Note 44.

a.2. Determining fair values of financial instruments

In determining the fair value of financial assets and liabilities for which there is no observable market price, the Group must use the valuation techniques as described in Note 2g for financial instruments that trade infrequently and have little price transparency, fair value is less objective and requires varying degrees of judgment depending on liquidity, concentration, uncertainty of market factors, pricing assumptions and other risks.

a.3. Post-employment benefits obligations

Present value of retirement obligations depends on several factors which determined by actuarial basis using several assumptions. Assumptions used to determine expenses (revenues) of net pension including discount rate and future salary growth. Any changes on these assumptions will affect the recorded amount of pension obligations.

a.4. Taxation

The Group requires significant judgment in determining tax provisions. Group determines tax provisions based on estimates of the possible additional tax expense. If the final outcome is different from the amount originally recorded, the difference will have an impact in the profit or loss.

b. Critical accounting judgments in applying the Group accounting policy

Critical accounting judgments in applying the Group accounting policies include:

b.1. Valuation of financial instruments

The Group accounting policies on fair value measurements are discussed in Note 2g.

Information regarding the fair value of financial instruments is disclosed in Note 39.

b.2. Financial asset and liability classification

The Group's accounting policies provide scope for assets and liabilities to be designated at the inception into different accounting categories in accordance with the prevailing accounting standards and based on certain circumstances:

- In classifying financial assets as "measured at fair value through profit or loss", the Group has determined that the financial assets meet the description of assets measured at fair value through profit or loss as set out in Note 2g;

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3. USE OF ESTIMATES AND JUDGMENT (continued)

This disclosure supplements the commentary on financial risk management (Note 44).
(continued)

b. Critical accounting judgments in applying the Group accounting policy
(continued)

Critical accounting judgments in applying the Group accounting policies include:
(continued)

b.2. Financial asset and liability classification (continued)

- In classifying financial assets as “measured at amortised cost”, the Group has determined that the financial assets meet the description of assets measured at amortised cost as set out in Note 2g;
- In classifying investment in sukuk as “measured at cost” and “measured at fair value through other comprehensive income”, the Group has determined that the investment meets the classification requirements as set out in Note 2r.

4. BUSINESS COMBINATIONS

Acquisition of PT Bank Royal Indonesia

On 31 October 2019, the Group acquired 100% of the shares of PT Bank Royal Indonesia ("Bank Royal") with the Bank's ownership of 99.99% and through PT BCA Finance (Subsidiary) 0.01% with a total cost of Rp 988,047. PT Bank Royal Indonesia is commercial banking and the Bank plans to develop Bank Royal's business in digital banking, and conduct alliances and business synergies with the Group's business activities.

The following table is the reconciliation of cash flow payment and received from the acquisition of Bank Royal.

	<u>31 October 2019</u>
Cash consideration paid	988,047
Less balance of cash and cash equivalents acquired:	
Cash and cash equivalents	(64,045)
Cash and cash equivalents outflow - investing activities	<u>924,002</u>

The fair value of the net identifiable assets acquired and goodwill arising from the acquisition at the date of acquisition are as follows:

	<u>31 October 2019</u>
Purchase price	988,047
Fair value of the net identifiable assets acquired	(299,842)
Goodwill	<u>688,205</u>

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4. BUSINESS COMBINATIONS (continued)Acquisition of PT Bank Royal Indonesia (continued)

Acquisition-related cost of Rp 6,270 are charged to administrative expenses in the consolidated statements of profit or loss for the year ended 31 December 2019.

The acquisition of PT Bank Royal Indonesia has been conducted in accordance with Bapepam-LK Regulation No. KEP-347/BL/2012 dated 25 June 2012, Regulation No. VIII.G.7 regarding "Presentation and Disclosure of Public Company's Financial Statements".

On 31 December 2020, the Group has assessed the impairment of goodwill from the acquisition transaction of PT Bank Royal Indonesia. Based on this assessment, there is no indication of impairment.

Acquisition of PT Bank Interim Indonesia

As at 25 September 2020, the Group acquired 100% of the shares of PT Bank Interim Indonesia (formerly PT Rabobank International Indonesia) with the Bank's ownership of 99.99% and through PT BCA Finance (Subsidiary) 0.01% with a total cost of Rp 643,648. PT Bank Interim Indonesia is a company engaged in banking industry, and PT Bank Interim Indonesia will provide added value to the BCA Group through its merger with PT Bank BCA Syariah (Subsidiary). The merger of PT Bank Interim Indonesia and PT Bank BCA Syariah is a strategic initiative to strengthen PT Bank BCA Syariah.

The following table is the reconciliation of cash flow payment and received from the acquisition of PT Bank Interim Indonesia.

	<u>25 September 2020</u>
Cash consideration paid	643,648
Less balance of cash and cash equivalents acquired:	
Cash and cash equivalents	(339,922)
Cash and cash equivalents outflow - investing activities	303,726

The fair value of the net identifiable assets acquired and goodwill arising from the acquisition at the date of acquisition are as follows:

	<u>25 September 2020</u>
Purchase price	643,648
Fair value of the net identifiable assets acquired	(341,277)
Goodwill	302,371

Acquisition-related cost of Rp 16,346 are charged to administrative expenses in the consolidated statement of profit or loss for the year ended 31 December 2020.

The acquisition of PT Bank Interim Indonesia has been conducted in accordance with Bapepam-LK Regulation No. KEP-347/BL/2012 dated 25 June 2012, Regulation No. VIII.G.7 regarding "Presentation and Disclosure of Public Company's Financial Statements".

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4. BUSINESS COMBINATIONS (continued)

Acquisition of PT Bank Interim Indonesia (continued)

PT Bank BCA Syariah entered into a business merger with PT Bank Interim Indonesia which is domiciled in Jakarta. The decision on the merger is stated in Deed No. 65 dated 16 November 2020 made before Notary Christina Dwi Utami S.H., M.Hum., M.Kn., in Jakarta. This amendment deed has been approved by the Minister of Law and Human Rights of the Republic of Indonesia with Decree No. AHU-AH.01.10-0012509 on 10 December 2020.

As at 31 December 2020, the Group has assessed the impairment of goodwill from the acquisition transaction of PT Bank Interim Indonesia. Based on this assessment, there is no indication of impairment

5. CASH

	2020	2019
Rupiah	23,564,935	23,928,010
Foreign currencies	757,400	1,493,396
	24,322,335	25,421,406

The balance of cash in Rupiah includes cash in Automatic Teller Machines ("ATM") amounting to Rp 10,334,399 and Rp 9,644,181 as of 31 December 2020 and 2019, respectively.

6. CURRENT ACCOUNTS WITH BANK INDONESIA

	2020	2019
Rupiah	24,669,882	43,257,848
Foreign currencies	2,812,296	4,646,826
	27,482,178	47,904,674

Weighted average effective interest rates per annum of current accounts with Bank Indonesia denominated in Rupiah as of 31 December 2020 and 2019 were 0.63% and nil, respectively.

Current accounts with Bank Indonesia are provided to comply with the Minimum Statutory Reserve ("GWM") of Bank Indonesia. On 31 December 2020 and 2019, the Ratio of Rupiah and Foreign Exchange Statutory Reserves as well as the Macro-prudential Liquidity Buffer ("PLM") that must be met by the Bank are as follows:

	2020	2019
Rupiah		
- Primary GWM	3.00%	6.00%
(i) GWM on daily basis	0.00%	3.00%
(ii) GWM on average basis	3.00%	3.00%
- GWM PLM (previously Secondary GWM)	6.00%	4.00%
Foreign Currencies		
- Primary GWM	4.00%	8.00%
(i) GWM on daily basis	2.00%	6.00%
(ii) GWM on average basis	2.00%	2.00%

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6. CURRENT ACCOUNTS WITH BANK INDONESIA (continued)

Primary GWM is a minimum reserve that should be maintained by the Bank in the form of current accounts with Bank Indonesia. PLM is a minimum liquidity reserves that should be maintained by Bank, in form of Bank Indonesia Certificates ("SBI"), Bank Indonesia Deposit Certificates ("SDBI"), Treasury Bills ("SBN") which is determined by Bank Indonesia at certain percentage of the Bank's Third Party Fund.

As of 31 December 2020 and 2019, the Bank has fulfilled the GWM ratios in Rupiah and foreign currency as follows:

	2020	2019
Rupiah		
- Primary GWM	3.17%	6.05%
(i) GWM on daily basis	0.00%	3.00%
(ii) GWM on average basis	3.17%	3.05%
- GWM PLM (previously Secondary GWM)	35.63%	13.51%
Foreign Currencies		
- Primary GWM	4.20%	8.52%
(i) GWM on daily basis	2.00%	6.00%
(ii) GWM on average basis	2.20%	2.52%

As of 31 December 2020 and 2019, the GWM Macro-prudential Intermediation Ratio ("RIM") (formerly GWM LFR) that must be met by the Bank was nil and 0.43%, respectively.

Information on the classification and fair value of current account with Bank Indonesia is disclosed in Note 39. Information on the maturity of current account with Bank Indonesia is disclosed in Note 45

7. CURRENT ACCOUNTS WITH OTHER BANKS

	2020	2019
Rupiah	311,552	2,888
Foreign Currencies	11,661,784	10,518,799
 Total current accounts with other banks		
Before deducting allowance for impairment losses	11,973,336	10,521,687
Less:		
Allowance for impairment losses		
Rupiah	(376)	-
Foreign Currencies	(551)	-
	(927)	-
 Total current accounts with other banks - net	11,972,409	10,521,687

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7. CURRENT ACCOUNTS WITH OTHER BANKS (continued)

Details of current accounts with other banks by counterparty as of 31 December 2020 and 2019 were as follows:

	2020	2019
JPMorgan Chase Bank, N.A.	4,031,919	3,649,852
The Bank of New York Mellon Corporation	2,010,227	542,958
United Overseas Bank Limited, Co.	1,138,575	1,066,227
DBS Bank Ltd.	1,101,320	327,277
Oversea-Chinese Banking Corporation Limited	699,199	288,321
Bank of China Limited	522,303	128,244
Wells Fargo Bank, N.A.	469,174	2,607,679
National Australia Bank Limited	295,445	109,772
GBC International Bank	280,895	277,444
Australia and New Zealand Banking Group Limited	238,211	22,676
PT Bank ICBC Indonesia	209,337	155,497
Standard Chartered Bank	146,564	76,242
ING Bank NV	138,604	46,635
Barclays Bank PLC	104,847	17,100
PT Bank Mandiri (Persero) Tbk	96,141	290,726
Sumitomo Mitsui Banking Corporation	70,509	284,528
Societe Generale S.A.	63,901	-
Commonwealth Bank of Australia	51,341	13,317
PT Bank Mizuho Indonesia	44,765	48,497
MUFG Bank, Ltd.	42,315	45,263
The Hongkong and Shanghai Banking Corporation Limited	38,016	27,179
Euroclear Bank	29,156	145,906
KB Kookmin Bank	21,819	43,186
Citibank, N.A.	-	76,770
Westpac Banking Corporation	-	39,173
Royal Bank of Scotland PLC	-	49,352
Others	128,753	141,866
	11,973,336	10,521,687
Less:		
Allowance for impairment losses	(927)	-
Total current accounts with other banks - net	11,972,409	10,521,687

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7. CURRENT ACCOUNTS WITH OTHER BANKS (continued)

As of 31 December 2020 and 2019, the Group did not have balances of current accounts with other banks from related party.

Weighted average effective interest rates per annum of current accounts with other banks were as follows:

	2020	2019
Rupiah	1.87%	5.15%
Foreign currencies	0.54%	1.93%

During 2020, all current accounts with other banks were categorised as stage 1, had not experienced a significant increase in credit risk since initial recognition and had no objective evidence of impairment. The changes in the allowance for impairment losses on current accounts with other banks are as follows:

	2020		
	Stage 1	Stage 2	Stage 3
			Total
Balance, beginning of year			-
Impact on initial implementation of SFAS 71 (Note 53)			(1,999)
Balance, after impact on initial implementation of SFAS 71	(1,999)	-	-
Net changes in exposure	1,262	-	-
Exchange rate differences	(190)	-	-
Balance, end of year	(927)	-	-

	2020		
	Rupiah	Foreign currencies	Total
Balance, beginning of year	-	-	-
Impact on initial implementation SFAS 71 (Note 53)	(114)	(1,885)	(1,999)
(Additions) reversal of allowance for impairment losses during the year	(262)	1,524	1,262
Exchange rate differences arise from impairment losses in foreign currencies	-	(190)	(190)
Balance, end of year	(376)	(551)	(927)

As of 31 December 2020, management believes that the allowance for impairment losses is adequate to cover possible losses arising from uncollectible current accounts with other banks.

Information on the classification and fair value of current accounts with other banks is disclosed in Note 39. Information on the maturity of current accounts with other banks is disclosed in Note 45.

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8. PLACEMENTS WITH BANK INDONESIA AND OTHER BANKS

Details of placements with Bank Indonesia and other banks by type and contractual period at initial placement were as follows:

	2020					Total
	Up to 1 month	> 1 - 3 months	> 3 - 6 months	> 6 - 12 months	More than 12 months	
Bank Indonesia:						
Rupiah	6,091,459	-	-	-	-	6,091,459
Foreign currencies	15,455,000	16,157,500	702,500	-	-	32,315,000
Call money:						
Rupiah	3,400,000	-	-	-	-	3,400,000
Foreign currencies	843,000	-	3,020,750	-	-	3,863,750
Time deposits:						
Rupiah	348,987	191,000	234,849	133,358	-	908,194
Foreign currencies	1,372	4,965	4,983	-	-	11,320
Certificates of deposits:						
Rupiah	-	-	-	271,642	594,120	865,762
Others:						
Foreign currencies	105	-	-	-	-	105
	<u>26,139,923</u>	<u>16,353,465</u>	<u>3,963,082</u>	<u>405,000</u>	<u>594,120</u>	<u>47,455,590</u>
Less:						
Allowance for impairment losses						
Rupiah						(4,433)
Foreign currencies						(267)
						<u>(4,700)</u>
Total placements with Bank Indonesia and other banks - net						<u>47,450,890</u>

	2019					Total
	Up to 1 month	> 1 - 3 months	> 3 - 6 months	> 6 - 12 months	More than 12 months	
Bank Indonesia:						
Rupiah	2,019,439	-	-	-	-	2,019,439
Foreign currencies	6,247,125	18,047,250	-	-	-	24,294,375
Call money:						
Rupiah	100,000	1,425,000	-	-	-	1,525,000
Foreign currencies	948,276	-	-	-	-	948,276
Time deposits:						
Rupiah	214,445	211,990	192,749	57,100	-	676,284
Foreign currencies	1,344	4,813	4,820	-	-	10,977
Certificates of deposits:						
Rupiah	-	-	49,655	336,860	1,087,312	1,473,827
Others:						
Foreign currencies	96	-	-	-	-	96
	<u>9,530,725</u>	<u>19,689,053</u>	<u>247,224</u>	<u>393,960</u>	<u>1,087,312</u>	<u>30,948,274</u>

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8. PLACEMENTS WITH BANK INDONESIA AND OTHER BANKS (continued)

Details of placements with Bank Indonesia and other banks by counterparty as of 31 December 2020 and 2019 were as follows:

	2020	2019
Bank Indonesia	38,406,459	26,313,814
PT Bank Rakyat Indonesia (Persero) Tbk	2,691,887	150,815
Mizuho Bank, Ltd. - Hongkong Branch	2,177,750	-
PT Bank Negara Indonesia (Persero) Tbk	702,500	196,592
PT Bank Maybank Indonesia Tbk	600,000	98,550
MUFG Bank, Ltd. - Indonesia Branch	594,120	606,905
PT Bank BTPN Tbk	454,500	1,280,000
MUFG Bank, Ltd. - Singapore Branch	281,000	498,063
Deutsche Bank AG - Jakarta Branch	200,000	-
PT Bank Mega Syariah	195,000	-
PT Shinhan Bank Indonesia	183,358	81,749
PT Bank Pembangunan Daerah Nusa Tenggara Timur	142,045	-
PT Bank QNB Indonesia Tbk	137,849	25,000
PT Bank Commonwealth	129,597	259,100
PT Bank ANZ Indonesia	100,000	-
PT Bank Bukopin Tbk	100,000	-
PT Bank Mega Tbk	80,000	30,000
PT Bank Syariah Bukopin	75,000	-
PT Bank CTBC Indonesia	51,100	34,800
PT Bank BRI Syariah Tbk	40,000	-
PT Bank KEB Hana Indonesia	34,948	40,633
PT Bank Mandiri Taspen	25,000	273,830
PT Bank Pan Indonesia Tbk	25,000	208,238
PT Bank Pembangunan Daerah Jawa Tengah Tbk	-	237,550
PT Bank Pembangunan Daerah Jawa Barat & Banten Tbk	-	124,090
Landesbank Baden-Württemberg	-	103,150
PT Bank Panin Dubai Syariah Tbk	-	100,000
PT Bank ICBC Indonesia	-	100,000
PT Bank Mizuho Indonesia	-	99,310
PT Bank DKI	-	66,710
Others	28,477	19,375
	47,455,590	30,948,274

As of 31 December 2020 and 2019, the Group did not have balances of placements with other banks from related party.

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8. PLACEMENTS WITH BANK INDONESIA AND OTHER BANKS (continued)

Changes in unrealised gain (loss) from placements with other banks measured at fair value through other comprehensive income are as follows:

	2020	2019
Balance, beginning of year - before deferred income tax	15,853	(3,869)
Addition of unrealised (losses) gains during the year - net	(33,209)	20,124
Realised gains (losses) during the year - net	22,000	(402)
Total before deferred income tax	4,644	15,853
Deferred income tax (Note 21)	(882)	(3,171)
Balance, end of year - net	3,762	12,682

During 2020, all placements with other banks were categorised as stage 1, had not experienced a significant increase in credit risk since initial recognition and had no objective evidence of impairment. The changes in the allowance for impairment losses on placements with other banks are as follows:

	2020		
	Stage 1	Stage 2	Stage 3
Balance, beginning of year	-	-	-
Impact on initial implementation of SFAS 71 (Note 53)	-	-	(3,972)
Balance, after impact on initial implementation of SFAS 71	(3,972)	-	-
Net changes in exposure	(697)	-	-
Exchange rate differences	(31)	-	-
Balance, end of year	(4,700)	-	(4,700)

	2020		
	Rupiah	Foreign currencies	Total
Balance, beginning of year	-	-	-
Impact on initial implementation of SFAS 71 (Note 53)	(3,827)	(145)	(3,972)
Reversal of allowance for impairment losses during the year	(606)	(91)	(697)
Exchange rate differences arise from impairment losses in foreign currencies	-	(31)	(31)
Balance, end of year	(4,433)	(267)	(4,700)

Weighted average effective interest rates per annum of placements with Bank Indonesia and other banks were as follows:

	2020	2019
Bank Indonesia and call money:		
Rupiah	3.95%	5.77%
Foreign currencies	0.62%	2.24%
Time deposits:		
Rupiah	5.09%	6.37%
Foreign currencies	1.79%	3.01%
Certificates of deposits:		
Rupiah	7.10%	7.56%

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8. PLACEMENTS WITH BANK INDONESIA AND OTHER BANKS (continued)

The range of contractual interest rates of time deposits owned by the Group in Rupiah currency during the years ended 31 December 2020 and 2019 were 2.25% - 8.75% and 4.00% - 9.00%, respectively, and for certificates of deposit in Rupiah are 5.94% - 8.20%, while the range of contractual interest rates of time deposits owned by the Group in foreign currencies were 0.25% - 2.50% and 1.00% - 3.25%, respectively, during the years ended 31 December 2020 and 2019.

As of 31 December 2020 and 2019, there were no placements with Bank Indonesia and other banks which were used as collateral for securities trading transaction.

As of 31 December 2020 and 2019, all placements with Bank Indonesia and other banks are classified as current and management believes that the allowance for impairment losses is sufficient to cover losses that may arise from uncollectible placements with Bank Indonesia and other banks.

Information on the classification and fair value of placements with Bank Indonesia and other banks is disclosed in Note 39. Information on the maturity of placements with Bank Indonesia and other banks is disclosed in Note 45.

9. FINANCIAL ASSETS AND LIABILITIES AT FAIR VALUE THROUGH PROFIT OR LOSS

Financial assets and liabilities at fair value through profit or loss consist of:

	2020		2019	
	Nominal value	Fair value	Nominal value	Fair value
Financial assets:				
Securities				
Government bonds	1,306,650	1,416,462	256,747	265,868
Certificates of Bank Indonesia	-	-	798,516	783,393
Bank Indonesia Treasury Bills	-	-	2,012,963	1,996,290
Government Treasury Bills	-	-	222,308	221,323
Sukuk	172,443	177,715	108,507	111,347
Corporate bonds	138,000	139,307	132,000	132,990
Mutual Funds	21,057	22,288	-	-
Shares	-	100,430	-	68,619
	1,638,150	1,856,202	3,531,041	3,579,830
Placements with other banks				
Certificates of Deposits	-	-	400,000	394,720
Derivative assets				
Forward		53,823		60,958
Currency swap		1,024,639		1,871,037
Spot		1,581		3,601
		1,080,043		1,935,596
		2,936,245		5,910,146
Financial liabilities:				
Derivative liabilities				
Forward		121,224		75,092
Currency swap		14,012		27,622
Spot		3,521		3,546
		138,757		106,260

As of 31 December 2020 and 2019, the Group did not have balances of financial assets and liabilities at fair value through profit or loss (2019: held for trading) from and to related party.

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9. FINANCIAL ASSETS AND LIABILITIES AT FAIR VALUE THROUGH PROFIT OR LOSS
 (continued)

During the years ended 31 December 2020 and 2019, the Bank reclassified the investment securities at fair value through other comprehensive income (2019: available for sale) to financial assets at fair value through profit or loss (2019: held for trading) amounting to Rp nil and Rp 132,000 (fair value of Rp 133,003), respectively.

Information on the classification and fair value of financial assets and liabilities held for trading is disclosed in Note 39. Information on the maturity of financial assets and liabilities held for trading is disclosed in Note 45.

10. ACCEPTANCE RECEIVABLES AND PAYABLES

a. The details of acceptance receivables

	2020	2019
<u>Rupiah</u>		
Non-bank debtors	2,942,310	2,275,034
Other banks	238,716	217,999
	3,181,026	2,493,033
Less:		
Allowance for impairment losses	(140,042)	(33,086)
	3,040,984	2,459,947
<u>Foreign currencies</u>		
Non-bank debtors	5,106,667	6,918,002
Other banks	266,282	258,342
	5,372,949	7,176,344
Less:		
Allowance for impairment losses	(269,090)	(143,536)
	5,103,859	7,032,808
Total acceptance receivables - net	8,144,843	9,492,755

b. The details of acceptance payables

	2020	2019
<u>Rupiah</u>		
Non-bank debtors	327,095	280,956
Other banks	453,588	570,549
	780,683	851,505
<u>Foreign currencies</u>		
Non-bank debtors	266,282	258,343
Other banks	3,353,080	4,211,401
	3,619,362	4,469,744
Total acceptance payables	4,400,045	5,321,249

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10. ACCEPTANCE RECEIVABLES AND PAYABLES (continued)

c. The movement of allowance for impairment losses of acceptance receivables

	2020		
	Stage 1	Stage 2	Stage 3
Balance, beginning of year			
Impact on initial implementation of SFAS 71 (Note 53)			
Balance, after impact on initial implementation of SFAS 71	(190,958)	-	-
Transfer to lifetime expected credit losses (Stage 2)	6,461	(78,615)	-
Transfer to credit impaired (Stage 3)	3	41,849	(23,986)
Transfer to 12 months expected credit losses (Stage 1)	(2,684)	2,808	-
Net changes in exposure	(221,183)	33,261	23,978
Exchange rate differences	(756)	682	8
Balance, end of year	(409,117)	(15)	-

	2020		
	Rupiah	Foreign currencies	Total
Balance, beginning of year	(33,086)	(143,536)	(176,622)
Impact on initial implementation of SFAS 71 (Note 53)	(103,427)	89,091	(14,336)
Addition of allowance during the year	(3,529)	(214,579)	(218,108)
Exchange rate difference arising from allowance for impairment losses denominated in foreign currencies	-	(66)	(66)
Balance, end of year	(140,042)	(269,090)	(409,132)

	2019		
	Rupiah	Foreign currencies	Total
Balance, beginning of year	(120,959)	(214,891)	(335,850)
Reversal of allowance during the year	87,873	68,689	156,562
Exchange rate difference arising from allowance for impairment losses denominated in foreign currencies	-	2,666	2,666
Balance, end of year	(33,086)	(143,536)	(176,622)

Management believes that the allowance for impairment losses provided was adequate to cover possible losses on uncollectible acceptance receivables.

As of 31 December 2020 and 2019, the Bank did not have balances of acceptance receivables and payables from and to related party.

Information on the classification and fair value of acceptance receivables and payables is disclosed in Note 39. Information on the maturity of acceptance receivables and payables is disclosed in Note 45.

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11. BILLS RECEIVABLE

a. The details of bills receivable

	2020	2019
<u>Rupiah</u>		
Non-bank debtors	62,643	90,508
Other banks	6,056,177	5,660,501
	6,118,820	5,751,009
Less:		
Allowance for impairment losses	(6,377)	(127)
	6,112,443	5,750,882
<u>Foreign currencies</u>		
Non-bank debtors	932,983	620,714
Other banks	1,047,222	1,540,031
	1,980,205	2,160,745
Less:		
Allowance for impairment losses	(1,635)	(2,607)
	1,978,570	2,158,138
Total bills receivables - net	8,091,013	7,909,020

b. The movement of allowance for impairment losses of bills receivables

During 2020, all bills receivables that were categorised as stage 1, had not experienced a significant increase in credit risk since initial recognition and had no objective evidence of impairment. The movement in allowance for impairment losses on bills receivable were as follows:

	2020		
	Stage 1	Stage 2	Stage 3
Balance, beginning of year			(2,734)
Impact on initial implementation of SFAS 71 (Note 53)			(2,156)
Balance, after impact on initial implementation of SFAS 71	(4,890)	-	-
Net changes in exposure	(3,069)	-	-
Exchange rate difference	(53)	-	-
Balance, end of year	(8,012)	-	(8,012)

	2020		
	Rupiah	Foreign currencies	Total
Balance, beginning of year	(127)	(2,607)	(2,734)
Impact on initial implementation of SFAS 71 (Note 53)	(3,586)	1,430	(2,156)
Addition of allowance during the year	(2,664)	(405)	(3,069)
Exchange rate difference arising from allowance for impairment losses denominated in foreign currencies	-	(53)	(53)
Balance, end of year	(6,377)	(1,635)	(8,012)

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11. BILLS RECEIVABLE (continued)

b. The movement of allowance for impairment losses of bills receivables (continued)

	2019		
	Rupiah	Foreign currencies	Total
Balance, beginning of year	(60)	(5,614)	(5,674)
(Addition) reversal of allowance during the year	(67)	2,207	2,140
Exchange rate difference arising from allowance for impairment losses denominated in foreign currencies	-	800	800
Balance, end of year	(127)	(2,607)	(2,734)

Management believes that the allowance for impairment losses provided was adequate to cover possible losses on uncollectible bills receivables.

As of 31 December 2020 and 2019, the Bank did not have balances of bills receivables from and to related party.

Weighted average effective interest rates per annum of bills receivable were as follows:

	2020	2019
Rupiah	9.22%	7.20%
Foreign currencies	2.60%	3.29%

Information on the classification and fair value of bills receivables is disclosed in Note 39. Information on the maturity of bills receivables is disclosed in Note 45.

12. SECURITIES PURCHASED UNDER AGREEMENTS TO RESELL

This account represents receivables to Bank Indonesia, other banks and third party for securities purchased with agreements to resell with details as follows:

	2020				
	Range of purchase date	Range of sale date	Resell price	Deferred interest income	Allowance for impairment losses
Transactions with Bank Indonesia:					
Underlying instruments:					
Government bonds	10 Jan - 30 Dec 20	4 Jan - 5 Nov 21	142,211,337	(735,940)	-
Government Treasury Bills	30 Sep - 30 Dec 20	4 - 27 Jan 21	174,126	(193)	-
			142,385,463	(736,133)	-
Transactions with other banks:					
Underlying instruments:					
Government bonds	7 - 28 Dec 20	4 - 18 Jan 21	5,048,871	(6,219)	-
			5,048,871	(6,219)	-
Transactions with third parties:					
Underlying instruments:					
Shares	30 Sep - 8 Dec 20	8 Jun - 30 Dec 21	138,320	(9,905)	(1,148)
			138,320	(9,905)	(1,148)
			147,572,654	(752,257)	(1,148)
					146,819,249

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12. SECURITIES PURCHASED UNDER AGREEMENTS TO RESELL (continued)

This account represents receivables to Bank Indonesia, other banks and third party for securities purchased with agreements to resell with details as follows: (continued)

	2019					Carrying value
	Range of purchase date	Range of sale date	Resell price	Deferred interest income	Allowance for impairment losses	
Transactions with Bank Indonesia:						
Underlying instruments:						
Government bonds	2 - 18 Oct 19	2 Jan - 16 Oct 20	9,137,326	(158,871)	-	8,978,455
Government Treasury Bills	26 - 31 Dec 19	2 - 7 Jan 20	168,759	(86)	-	168,673
			9,306,085	(158,957)	-	9,147,128
Transactions with other banks:						
Underlying instruments:						
Government bonds	12 Nov 19	6 Nov 20	305,329	(14,882)	-	290,447
			305,329	(14,882)	-	290,447
Transactions with third parties:						
Underlying instruments:						
Shares	4 - 30 Dec 19	4 Mar - 17 Dec 20	147,965	(8,242)	(1,733)	137,990
			147,965	(8,242)	(1,733)	137,990
			9,759,379	(182,081)	(1,733)	9,575,565

The movement of allowance for impairment losses on securities purchased under agreements to resell was as follows:

	2020	2019
Balance, beginning of year	(1,733)	-
Reversal (addition) of allowance during the year	585	(1,733)
Balance, end of year	(1,148)	(1,733)

Management believes that the allowance for impairment losses provided was adequate to cover possible losses on uncollectible securities purchased under agreements to resell.

All securities purchased under agreements to resell as of 31 December 2020 and 2019 were denominated in Rupiah currency.

As of 31 December 2020 and 2019, the Group did not have balances of securities purchased under agreements to resell with related party.

Weighted average effective interest rates per annum of securities purchased under agreements to resell for the years ended 31 December 2020 and 2019 were 4.22% and 6.08%, respectively.

Information on the classification and fair value of securities purchased under agreements to resell is disclosed in Note 39. Information on the maturity of securities purchased under agreements to resell is disclosed in Note 45.

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13. LOANS RECEIVABLE

Loans receivable consisted of:

a. By type and currency

	2020	2019
<u>Rupiah</u>		
Related parties:		
Working capital	1,511,386	2,177,595
Investment	3,731,914	2,040,865
Consumer	20,356	14,662
	<u>5,263,656</u>	<u>4,233,122</u>
Third parties:		
Working capital	256,491,269	256,839,251
Investment	160,592,842	158,899,381
Consumer	106,906,552	118,501,479
Credit card	11,204,230	14,105,502
Employee loans	2,948,981	2,945,929
	<u>538,143,874</u>	<u>551,291,542</u>
	<u>543,407,530</u>	<u>555,524,664</u>
<u>Foreign currencies</u>		
Third parties:		
Working capital	18,385,222	19,360,794
Investment	12,796,856	12,054,125
	<u>31,182,078</u>	<u>31,414,919</u>
Total loans receivable	<u>574,589,608</u>	<u>586,939,583</u>
Less: Allowance for impairment losses		
Rupiah	(24,198,731)	(13,826,649)
Foreign currencies	(2,747,211)	(1,078,935)
	<u>(26,945,942)</u>	<u>(14,905,584)</u>
Total loans receivable - net	<u>547,643,666</u>	<u>572,033,999</u>

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13. LOANS RECEIVABLE (continued)

Loans receivable consisted of: (continued)

b. By economic sector and Bank Indonesia's collectability

	2020						Total
	Current	Special mention	Sub-standard	Doubtful	Loss	Allowance for impairment losses	
Rupiah							
Manufacturing	105,810,363	2,124,341	990,255	373,239	832,333	(6,039,498)	104,091,033
Business services	71,482,556	1,849,030	31,276	6,571	150,212	(2,584,474)	70,935,171
Trading, restaurants and hotels	126,916,201	1,820,637	347,170	242,323	4,271,561	(8,829,399)	124,768,493
Agriculture and agricultural facilities	26,582,460	35,923	23,742	1,612	114,471	(1,202,567)	25,555,641
Construction	20,425,455	300,238	937	3,138	63,968	(644,997)	20,148,739
Transportation, warehousing and communications	30,894,576	186,750	15,783	9,641	131,090	(799,278)	30,438,562
Social/public services	10,906,141	185,632	4,246	6,681	37,210	(381,652)	10,758,258
Mining	1,999,284	1,141	-	-	3,376	(82,904)	1,920,897
Electricity, gas, and water	13,113,396	3,658	11	14,991	4,288	(143,511)	12,992,833
Others	115,746,809	3,232,651	264,943	432,215	1,413,005	(3,490,451)	117,599,172
	523,877,241	9,740,001	1,678,363	1,090,411	7,021,514	(24,198,731)	519,208,799
Foreign currencies							
Manufacturing	11,838,064	378,222	-	-	-	(1,512,978)	10,703,308
Business services	2,164,220	-	-	-	-	(56,347)	2,107,873
Trading, restaurants and hotels	3,919,288	16,147	369,386	-	17,564	(818,584)	3,503,801
Agriculture and agricultural facilities	7,758,679	-	-	-	-	(98,403)	7,660,276
Construction	1,042	-	-	-	-	-	1,042
Transportation, warehousing and communications	1,984,190	-	-	-	149,474	(203,102)	1,930,562
Social/public services	19,579	-	-	-	-	(113)	19,466
Mining	247,463	-	-	-	-	(6,555)	240,908
Electricity, gas, and water	2,318,760	-	-	-	-	(51,129)	2,267,631
	30,251,285	394,369	369,386	-	167,038	(2,747,211)	28,434,867
Total	554,128,526	10,134,370	2,047,749	1,090,411	7,188,552	(26,945,942)	547,643,666
	2019						Total
	Current	Special mention	Sub-standard	Doubtful	Loss	Allowance for impairment losses	
Rupiah							
Manufacturing	105,931,000	2,303,019	397,208	30,423	779,168	(3,369,108)	106,071,710
Business services	67,728,211	1,259,279	2,155	27,935	65,766	(881,011)	68,202,335
Trading, restaurants and hotels	134,515,965	2,116,305	149,308	172,597	3,581,860	(6,010,033)	134,526,002
Agriculture and agricultural facilities	26,096,930	64,795	107,327	14,026	7,894	(366,871)	25,924,101
Construction	17,579,351	54,815	5,766	22,141	259,002	(597,880)	17,323,195
Transportation, warehousing and communications	25,810,896	226,072	67,487	3,526	144,782	(527,516)	25,725,247
Social/public services	9,865,729	57,202	1,178	2,051	31,414	(141,118)	9,816,456
Mining	2,477,142	10,825	70	-	448	(23,390)	2,465,095
Electricity, gas, and water	17,941,989	19,747	-	4,179	-	(49,203)	17,916,712
Others	129,129,377	4,962,714	248,341	258,004	989,245	(1,860,519)	133,727,162
	537,076,590	11,074,773	978,840	534,882	5,859,579	(13,826,649)	541,698,015
Foreign currencies							
Manufacturing	11,993,341	221,278	328,555	-	5,421	(565,328)	11,983,267
Business services	2,675,902	-	-	-	-	(2,985)	2,672,917
Trading, restaurants and hotels	4,267,154	289,745	-	-	17,534	(290,048)	4,284,385
Agriculture and agricultural facilities	7,931,423	-	-	-	-	(36,771)	7,894,652
Construction	19,552	-	-	-	-	-	19,552
Transportation, warehousing and communications	761,759	-	-	152,115	-	(156,300)	757,574
Social/public services	12,633	-	-	-	-	(58)	12,575
Mining	580,610	-	-	-	-	(4,091)	576,519
Electricity, gas, and water	2,157,897	-	-	-	-	(23,354)	2,134,543
	30,400,271	511,023	328,555	152,115	22,955	(1,078,935)	30,335,984
Total	567,476,861	11,585,796	1,307,395	686,997	5,882,534	(14,905,584)	572,033,999

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13. LOANS RECEIVABLE (continued)

Loans receivable consisted of: (continued)

c. By maturity

Loans receivable by maturity period based on loan agreements:

	2020	2019
<u>Rupiah</u>		
Up to 1 year	197,103,730	81,946,749
> 1 - 5 years	100,693,346	236,052,755
> 5 years	246,357,415	238,319,036
	<u>544,154,491</u>	<u>556,318,540</u>
<u>Foreign currencies</u>		
Up to 1 year	9,142,899	7,098,437
> 1 - 5 years	10,649,549	13,233,986
> 5 years	11,390,423	11,083,868
	<u>31,182,871</u>	<u>31,416,291</u>
Total loans receivable	<u>575,337,362</u>	<u>587,734,831</u>
Less:		
Deferred provision and commission income ^{*)}	(747,754)	(795,248)
Allowance for impairment losses	(26,945,942)	(14,905,584)
Total loans receivable - net	<u>547,643,666</u>	<u>572,033,999</u>

^{*)} Deferred provision and commission income represent all provisions, commissions and other fees received by the Bank on loan agreements, which are integral part of effective interest rate.

d. By staging

Below is movement of loans based on stages during the period ended 31 December 2020:

	2020			
	Stage 1	Stage 2	Stage 3	Total
Balance, beginning of year				586,939,583
Impact on initial implementation of SFAS 71 (Note 53)				(246,982)
Balance, after impact on implementation of SFAS 71	575,321,742	3,239,137	8,131,722	586,692,601
Net changes in exposure	(13,017,901)	(443,814)	5,208,374	(8,253,341)
Written-off	-	-	(3,186,527)	(3,186,527)
Exchange rate difference	(567,322)	(139,953)	44,150	(663,125)
Balance, end of year	<u>561,736,519</u>	<u>2,655,370</u>	<u>10,197,719</u>	<u>574,589,608</u>

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13. LOANS RECEIVABLE (continued)

Loans receivable consisted of: (continued)

e. Syndicated loans

Syndicated loans represent loans provided to debtors under syndication agreements with other banks. Syndicated loans with risk sharing participation to the Bank's financing were as follows:

	2020	2019
Bank's participation as participant, ranged between 4.17% - 50.00% and 2.78% - 50.00% respectively, for the years ended 31 December 2020 and 2019, with outstanding balance of Rp 20,945,955 and USD 155,905,844 (full amount) as of 31 December 2020 (2019: Rp 21,216,619 and USD 174,835,195 (full amount))	23,136,432	23,643,769
Bank's participation as arranger, ranged between 14.67% - 85.14% and 15.10% - 64.28% respectively, for the years ended 31 December 2020 and 2019, with outstanding balance of Rp 18,430,632 and USD 56,833,672 (full amount) as of 31 December 2020 (2019: Rp 17,065,452 and USD 84,896,704 (full amount))	19,229,145	18,244,030
	42,365,577	41,887,799

f. Restructured loans

In accordance with POJK No. 11/POJK.03/2020 dated 16 March 2020 due to the impact of the COVID-19 pandemic (Note 54), the Bank has restructured loans for debtors affected by COVID-19, and reported the balance of the restructured loans to the current collectability.

The amount of restructured loans by the Bank as of 31 December 2020 and 2019 amounting to Rp 97,487,028 and Rp 9,148,143, respectively. Credit restructuring carried out by modifying credit terms, deduction, or amnesty of part of outstanding credit balance and/or both. For the restructured credit, Bank is not committed to provide additional credit facilities.

Below are the amount of restructured loans based on Bank Indonesia's collectability:

	2020	2019
Current	88,005,299	3,145,217
Special mention	5,253,453	3,360,446
Sub-standard	1,620,326	895,114
Doubtful	592,123	208,402
Loss	2,015,827	1,538,964
	97,487,028	9,148,143

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13. LOANS RECEIVABLE (continued)

Loans receivable consisted of: (continued)

f. Restructured loans (continued)

Total restructured loans and under non-performing loans (NPL) category as of December 2020 and 2019 are amounting to Rp 4,228,276 and Rp 2,642,480, respectively.

In relation with the COVID-19 pandemic which has created global and domestic economic uncertainty, the Bank continues to identify and monitor debtor conditions on an ongoing basis. As well as taking precautions to keep making allowance for impairment losses if the debtors who have obtained the restructuring facility perform well initially, are expected to decline due to the impact of COVID-19 and cannot recover after the restructuring/impact of COVID-19 ends (Note 44c.iii).

g. The movement of allowance for impairment losses on loans receivable

	2020			Total
	Stage 1	Stage 2	Stage 3	
Balance, beginning of year				(14,905,584)
Impact on initial implementation of SFAS 71 (Note 53)				(5,528,081)
Balance, after impact on initial implementation of SFAS 71	(14,268,019)	(967,471)	(5,198,175)	(20,433,665)
Transfer to lifetime expected credit losses (Stage 2)	5,020,856	(8,117,725)	627,155	(2,469,714)
Transfer to credit impaired (Stage 3)	1,077,006	4,348,300	(6,959,273)	(1,533,967)
Transfer to 12 months expected credit losses (Stage 1)	(4,365,932)	3,767,570	2,229,077	1,630,715
Net changes in exposure	(7,641,309)	136,197	165,449	(7,339,663)
Written-off	-	-	3,186,527	3,186,527
Foreign exchange difference	42,795	44,318	(73,288)	13,825
Balance, end of year	(20,134,603)	(788,811)	(6,022,528)	(26,945,942)

	2020		Total
	Rupiah	Foreign currencies	
Balance, beginning of year	(13,826,649)	(1,078,935)	(14,905,584)
Impact on initial implementation of SFAS 71 (Note 53)	(5,054,162)	(473,919)	(5,528,081)
Addition of allowance during the year	(8,498,673)	(1,213,956)	(9,712,629)
Written-off during the year	3,180,753	5,774	3,186,527
Exchange rate difference arising from allowance for impairment losses denominated in foreign currencies	-	13,825	13,825
Balance, end of year	(24,198,731)	(2,747,211)	(26,945,942)

	2019						
	Collective impairment losses			Individual impairment losses			
	Rupiah	Foreign currencies	Sub-total	Rupiah	Foreign currencies	Sub-total	Total
Balance, beginning of year	(9,459,984)	(324,180)	(9,784,164)	(3,451,477)	(333,345)	(3,784,822)	(13,568,986)
Beginning balance of new acquired Subsidiary	(5,027)	-	(5,027)	-	-	-	(5,027)
Addition of allowance during the year	(2,690,969)	(335,964)	(3,026,933)	(1,122,408)	(119,449)	(1,241,857)	(4,268,790)
Loans written-off during the year	1,674,277	10,676	1,684,953	1,259,952	7,415	1,267,367	2,952,320
Recoveries on loans previously written-off	(29,597)	-	(29,597)	(1,416)	-	(1,416)	(31,013)
Exchange rate difference	-	11,521	11,521	-	4,391	4,391	15,912
Balance, end of year	(10,511,300)	(637,947)	(11,149,247)	(3,315,349)	(440,988)	(3,756,337)	(14,905,584)

Management believes that allowance for impairment losses provided was adequate to cover possible losses on uncollectible loans receivable.

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13. LOANS RECEIVABLE (continued)

Loans receivable consisted of: (continued)

g. The movement of allowance for impairment losses on loans receivable (continued)

As of 31 December 2020 and 2019, allowance for impairment losses on loans receivable to related parties amounting to Rp 59,956 and Rp 5,736, respectively.

h. Joint financing

The Bank entered into joint financing agreements with PT BCA Finance and PT BCA Multi Finance (previously PT Central Santosa Finance), the Subsidiaries, for financing the purchase of vehicles. All risks from the loss arising from these joint financing facilities will be borne proportionally by both parties based on respective financing participation (without recourse). The Bank's portion of outstanding balance of joint financing receivable facilities as of 31 December 2020 and 2019 were Rp 32,682,538 and Rp 42,551,484, respectively.

i. The carrying amount of loans receivable at amortised cost are as follows:

	2020	2019
Loans receivable (Note 13c)	575,337,362	587,734,831
Accrued interest income	2,041,236	2,349,170
Deferred provision and commission income	(747,754)	(795,248)
Allowance for impairment losses (Note 13f)	(26,945,942)	(14,905,584)
	549,684,902	574,383,169

j. Other significant information relating to loans receivable

As of 31 December 2020 and 2019, the Bank had no loans receivable which were pledged as collaterals.

Demand deposits, saving and time deposits pledged as collateral for loans receivable amounting to Rp 13,367,389 and Rp 13,295,914, respectively, as of 31 December 2020 and 2019 (Note 20).

As of 31 December 2020 and 2019, the Bank at individual level and at consolidated level, complied with Legal Lending Limit ("LLL") requirements for both related parties and third parties.

Employee loans are loans given to Bank's employees with interest rate at 4% per annum for housing loans, motor vehicle loans, and loans for other purposes and the terms between 8 years to 20 years. Repayment of principal and interest which will be effected through monthly salary deductions. The difference between the rate and market rate will be recognised as subsidy and recorded as other assets, also amortised over the life of the loans.

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13. LOANS RECEIVABLE (continued)

Loans receivable consisted of: (continued)

j. Other significant information relating to loans receivable (continued)

Weighted average effective interest rates per annum of loans receivable were as follows:

	2020	2019
Rupiah	8.36%	9.24%
Foreign currencies	3.62%	4.67%

Ratio of small enterprises loans to loans receivable provided by Bank as of 31 December 2020 and 2019 was 1.83% and 1.95%, respectively.

The Bank's non-performing loans (classified as sub-standard, doubtful and loss) as of 31 December 2020 and 2019 amounting to Rp 10,326,712 and Rp 7,876,926, respectively.

As of 31 December 2020, the ratio of gross non-performing loan ("NPL") and net NPL was 1.79% and 0.74% (2019: 1.34% and 0.47%), which was calculated based on prevailing POJK.

Information on the classification and fair value of loans receivable is disclosed in Note 39. Information on the details of loans receivable by geographic region is disclosed in Note 43. Information on the maturity of loan receivables is disclosed in Note 45.

14. CONSUMER FINANCING RECEIVABLES

The Subsidiaries' consumer financing receivables at amortised cost were as follows:

	2020	2019
Consumer financing receivables		
- Self-financing by Subsidiaries	7,958,484	10,361,580
- Share in joint financing with related party without recourse	5,536,425	6,462,450
Unamortised transaction cost - net	(385,212)	(602,360)
Unearned consumer financing income	(4,697,457)	(5,216,149)
Consumer financing receivables, before allowance for impairment losses	8,412,240	11,005,521
Less:		
Allowance for impairment losses	(806,306)	(473,097)
Total consumer financing receivables - net	7,605,934	10,532,424

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14. CONSUMER FINANCING RECEIVABLES (continued)

Contractual interest rates per annum for consumer financing during 2020 and 2019 were 6.48% - 29.20% and 6.50% - 31.99%, respectively.

The Subsidiaries extend consumer financing contracts for 4 (four) wheel vehicles with terms ranging from 3 (three) months to 6 (six) years, while consumer financing contracts for 2 (two) wheel vehicles ranging from 1 (one) year to 4 (four) years.

The movement in the allowance for impairment losses on consumer financing receivables was as follows:

	2020			Total
	Stage 1	Stage 2	Stage 3	
Balance, beginning of year				(473,097)
Impact on initial implementation of SFAS 71 (Note 53)				(17,180)
Balance, after initial impact on implementation of SFAS 71	(328,431)	(44,601)	(117,245)	(490,277)
Net changes in exposure	(249,319)	(6,415)	(326,169)	(581,903)
Written-off	-	-	265,874	265,874
Balance, end of year	(577,750)	(51,016)	(177,540)	(806,306)

	2020	2019
Balance, beginning of year	(473,097)	(364,028)
Impact on initial implementation of SFAS 71 (Note 53)	(17,180)	-
Addition of allowance during the year	(581,903)	(398,196)
Written-off during the year	265,874	289,127
Balance, end of year	(806,306)	(473,097)

The collection of consumer financing receivables previously written-off amounting to Rp 17,112 and Rp 17,799 for the years ended 31 December 2020 and 2019, respectively.

Written-off consumer financing receivables were receivables which overdue for more than 150 (one hundred and fifty) days for 4 (four) wheels vehicles and more than 180 (one hundred and eighty) days for 2 (two) wheels vehicles. The write-offs are execute based on management case by case assessment.

As of 31 December 2020 and 2019 consumer financing receivables, before deduction of unearned income, amounting to Rp 222,555 and Rp 1,178,714, respectively, were pledged as collateral to borrowings and overdraft, and debt securities issued.

The consumer financing receivables are secured by the related certificates of ownership ("BPKB") of the vehicles financed by the Subsidiaries.

Management believes that the allowance for impairment losses is adequate to cover possible losses arising from uncollectible consumer financing receivables.

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14. CONSUMER FINANCING RECEIVABLES (continued)

Information on the classification and fair value of consumer financing receivables is disclosed in Note 39. Information on the maturity of consumer financing receivables is disclosed in Note 45.

15. INVESTMENT SECURITIES

The details of investment securities by type and currency as of 31 December 2020 and 2019 were as follows:

	2020				
Description	Nominal amount	Unamortised premium (discount)	Unrealised gain (loss)	Allowance for impairment losses	Carrying value
<u>Rupiah</u>					
Measured at amortised cost:					
Government bonds, non-recapitalisation	12,680,245	814,846	-	-	13,495,091
Sharia Certificates of Bank Indonesia	67,037	-	-	-	67,037
Sukuk	7,108,428	20,616	-	-	7,129,044
Mutual fund units	50,000	-	-	(500)	49,500
Corporate bonds	1,361,000	(100,000)	-	(704)	1,260,296
Medium-term notes	15,000	-	-	-	15,000
Others	17,979	-	-	-	17,979
Measured at fair value through other comprehensive income:					
Government bonds, non-recapitalisation	55,044,359	1,622,155	3,945,131	-	60,611,645
Sukuk of Bank Indonesia	596,727	845,129	2,730	-	1,444,586
Sukuk	59,549,006	(726,332)	3,414,794	(4,086)	62,233,382
Mutual fund units	8,680,676	43,781	728,588	(4,311)	9,448,734
Corporate bonds	18,754,000	(30,000)	213,955	(111,821)	18,826,134
Investment in shares	757,945	-	-	(75,217)	682,728
Others	49,492	-	312	(12)	49,792
	164,731,894	2,490,195	8,305,510	(196,651)	175,330,948
<u>Foreign currencies</u>					
Measured at amortised cost:					
Government bonds, non-recapitalisation	295,040	21,276	-	(132)	316,184
Corporate bonds	28,212	762	-	(12)	28,962
Sukuk	42,150	(313)	-	-	41,837
Measured at fair value through other comprehensive income:					
Bank Indonesia Treasury Bills	11,942,500	(11,848)	257	-	11,930,909
Government bonds, non-recapitalisation	1,545,500	15,583	127,400	-	1,688,483
Sukuk	2,838,241	(13,915)	291,299	-	3,115,625
Corporate bonds	98,350	(117)	1,946	(26)	100,153
Investment in shares	2,816	-	-	(2,816)	-
	16,792,809	11,428	420,902	(2,986)	17,222,153
Total investment securities	181,524,703	2,501,623	8,726,412	(199,637)	192,553,101

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15. INVESTMENT SECURITIES (continued)

The details of investment securities by type and currency as of 31 December 2020 and 2019 were as follows: (continued)

	2019				
Description	Nominal amount	Unamortised premium (discount)	Unrealised gain (loss)	Allowance for impairment losses	Carrying value
<u>Rupiah</u>					
Held-to-maturity:					
Government bonds, non-recapitalisation	3,461,041	87,061	-	-	3,548,102
Certificates of Bank Indonesia	34,111	(76)	-	-	34,035
Sharia Certificates of Bank Indonesia	310,000	-	-	-	310,000
Sukuk	10,937,381	(19,415)	-	-	10,917,966
Mutual fund units	50,000	-	-	(500)	49,500
Corporate bonds	1,007,000	(260,000)	-	-	747,000
Medium-term notes	15,000	-	-	-	15,000
Money market securities	100,000	-	-	(1,000)	99,000
Others	19,738	-	-	-	19,738
Available-for-sale:					
Government bonds, non-recapitalisation	15,769,089	255,484	408,173	-	16,432,746
Certificates of Bank Indonesia	4,055,181	(26,682)	4,453	-	4,032,952
Sharia Government Treasury Bills	80,357	(747)	(65)	-	79,545
Sukuk of Bank Indonesia	294,132	-	205	-	294,337
Sukuk	45,794,534	351,170	714,726	(2,763)	46,857,667
Mutual fund units	14,271,353	30,566	1,234,189	(4,558)	15,531,550
Corporate bonds	15,081,944	(50,268)	(21,442)	-	15,010,234
Medium-term notes	150,000	-	1,275	-	151,275
Investment in shares	702,174	-	-	(58,646)	643,528
Others	74,833	-	(149)	-	74,684
	112,207,868	367,093	2,341,365	(67,467)	114,848,859
<u>Foreign currencies</u>					
Held-to-maturity:					
Government bonds, non-recapitalisation	319,235	5,082	-	(132)	324,185
Sukuk	41,647	(393)	-	-	41,254
Available-for-sale:					
Government bonds, non-recapitalisation	1,513,193	(2,220)	62,211	-	1,573,184
Bank Indonesia Treasury Bills	26,099,100	(189,995)	416	-	25,909,521
Sukuk	180,611	(11,512)	15,558	-	184,657
Corporate bonds	97,178	(384)	4,251	-	101,045
Investment in shares	2,821	-	-	(2,821)	-
	28,253,785	(199,422)	82,436	(2,953)	28,133,846
Total investment securities	140,461,653	167,671	2,423,801	(70,420)	142,982,705

As of 31 December 2019, investment securities include government bonds with carrying value amounting to Rp 120,173 (nominal amount of Rp 117,978), which according to the agreements on 17 October 2023, the Bank is required to repurchase the respective government bonds. Total liabilities at carrying value ("securities sold under agreements to repurchase") in the consolidated statements of financial position as of 31 December 2019 amounting to Rp 113,249.

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15. INVESTMENT SECURITIES (continued)

As of 31 December 2020 and 2019, the Bank did not have investment securities pledged as collateral.

During the years ended 31 December 2020 and 2019, the Bank did not reclassify investment securities.

The detail of investment in mutual funds owned by the Group by name and total units owned as of 31 December 2020 and 2019 are as follows:

	2020		2019	
	Total units	Carrying amount	Total units	Carrying amount
Investment in mutual funds				
Reksa Dana Terproteksi Schroders IDR Income Plan V	1,000	1,073,165	1,000	1,081,485
Reksa Dana Terproteksi Trimegah Terproteksi Dana Berkala 5	950	1,031,408	950	992,919
Reksa Dana Terproteksi Bahana Centrum Protected Fund 192	500	533,785	500	505,887
Reksa Dana Terproteksi Mandiri Seri 173	490	530,151	490	505,262
Reksa Dana Terproteksi Batavia Proteksi Maxima 8	500	528,064	500	505,664
Reksa Dana Terproteksi Danareksa Proteksi 64	500	525,707	500	502,133
Reksa Dana Terproteksi Syailendra Capital Protected Fund 30	451	509,899	451	478,730
Reksa Dana Terproteksi Panin Proteksi 2022	462	462,559	462	464,645
Reksa Dana Terproteksi Panin Terproteksi 2024	445	457,641	445	449,662
Reksa Dana Terproteksi Mandiri Seri 199	421	442,625	420	427,890
Reksa Dana Terproteksi Trimegah Terproteksi Dana Berkala 3	372	399,773	373	388,909
Reksa Dana Terproteksi Bahana Centrum Protected Fund 156	297	306,109	297	299,128
Reksa Dana Terproteksi Aberdeen Standard Proteksi 1	300	300,219	300	298,731
Reksa Dana Terproteksi Danareksa Proteksi 56	259	267,981	259	261,607
Reksa Dana BNP Paribas Obligasi Berlian	227	248,549	200	211,210
Reksa Dana Terproteksi Bahana Centrum Protected Fund 158	237	246,033	432	441,918
Reksa Dana Terproteksi BNP Paribas Gemilang 2	200	206,128	200	204,937
Reksa Dana Terproteksi Mandiri Seri 157	169	180,440	217	222,286
Reksa Dana Syariah Trimegah Kas Syariah	125	151,132	130	150,215
Reksa Dana Terproteksi Batavia Proteksi Ultima 2	143	146,016	293	295,853
Reksa Dana Schroder Prestasi Gebyar Indonesia II	38	111,486	38	100,403
Reksa Dana Terproteksi Samuel Aset Manajemen Dana Obligasi Terproteksi 7	100	107,048	200	211,043
Reksa Dana Terproteksi BNP Paribas Gemilang	87	101,328	85	92,875
Reksa Dana Panin Gebyar Indonesia II	37	93,849	37	82,465
Reksa Dana Danareksa Gebyar Indonesia II	36	90,905	36	80,313
Reksa Dana Nikko Gebyar Indonesia Dua	34	80,121	34	76,113
Reksa Dana Syariah Mandiri Pasar Uang Syariah	64	75,576	67	75,143
Reksa Dana Syariah Pasar Uang PNM Falah 2	47	50,486	49	50,157

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15. INVESTMENT SECURITIES (continued)

The detail of investment in mutual funds which owned by the Group by name and total units owned as of 31 December 2020 and 2019 are as follows: (continued)

	2020		2019	
	Total units	Carrying amount	Total units	Carrying amount
Investment in mutual funds (continued)				
Reksa Dana Syariah Panin Dana Likuid Syariah	44	50,329	46	50,088
Reksa Dana Syariah Trimegah Kas Syariah 2	50	50,370	50	50,043
Reksadana Syariah Penyertaan Terbatas PNM Pembiayaan Mikro BUMN Seri III	50	50,000	50	50,000
Reksa Dana Syariah Lautandhana Pasar Uang Syariah	24	25,291	25	25,014
Reksa Dana Syariah Majoris Pasar Uang Syariah Indonesia	22	25,168	22	25,053
Reksa Dana Sucorinvest Money Market Fund	7	10,745	7	10,081
Reksa Dana Syailendra Dana Kas	7	10,667	7	10,068
Reksadana BNP Paribas Pasar Uang Syariah	10	10,602	10	10,199
Reksa Dana Bahana Dana Likuid	6	10,582	6	10,068
Reksa Dana Syariah Majoris Sukuk Negara Indonesia	1	1,108	1	1,001
Reksa Dana Tram Pundi Kas 2	-	-	733	979,184
Reksa Dana Danareksa Gebyar Dana Likuid II	-	-	503	716,364
Reksa Dana Batavia Dana Kas Gebyar	-	-	493	613,946
Reksa Dana Bahana Revolving Fund	-	-	424	603,456
Reksa Dana Schroder Money Market Fund	-	-	423	583,524
Reksa Dana Terproteksi Emco XVII	-	-	405	422,650
Reksa Dana Mandiri Dana Optima	-	-	382	553,977
Reksa Dana Terproteksi Batavia Proteksi Cemerlang 60	-	-	303	313,254
Reksa Dana Terproteksi Danareksa Proteksi 44	-	-	222	228,491
Reksa Dana Terproteksi Schroder IDR Income Plan IV	-	-	218	216,294
Reksa Dana Terproteksi Trimegah Terproteksi Dana Berkala 2	-	-	191	198,289
Reksa Dana Terproteksi Bahana E Optima Protected Fund 122	-	-	178	182,230
Reksa Dana Terproteksi Mandiri Seri 82	-	-	111	112,364
Reksa Dana Terproteksi Emco XV	-	-	104	107,010
Reksa Dana Syariah Pool Advista Pasar Uang Syariah	-	-	30	30,094
Reksa Dana Ashmore Dana Obligasi Nusantara	-	-	17	25,783
		9,503,045		15,586,108
Less:				
Allowance for impairment losses		(4,811)		(5,058)
Total Investment in mutual funds - net		9,498,234		15,581,050

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15. INVESTMENT SECURITIES (continued)

The detail of investment in shares owned by the Bank as of 31 December 2020 and 2019 are as follows:

a. Based on counterparties:

	2020	2019
Related party	32,717	29,117
Third party	728,044	675,878
Total investment in shares	760,761	704,995
Less: Allowance for impairment losses	(78,033)	(61,467)
Total investment in shares - net	682,728	643,528

b. Based on nature of business and percentage of ownership:

Company Name	Nature of business	2020		2019	
		Percentage of ownership	Carrying amount	Percentage of ownership	Carrying amount
- PT Bank BTPN Tbk	Banking	1.02%	297,085	1.02%	297,085
- PT Bank HSBC Indonesia	Banking	1.06%	184,025	1.06%	184,025
- PT Bank DBS Indonesia	Banking	1.00%	56,400	1.00%	42,600
- PT Akselerasi Usaha Indonesia	P2P Lending	3.30%	29,620	3.30%	10,676
- Finch Capital Fund II Cooperatief U.A.	Fund				
	Management	4.00%	29,248	4.00%	29,248
- Airwallex (Cayman) Limited	Crossborder				
	Payments	0.43%	28,850	0.43%	28,850
- PT Digital Otomotif Indonesia	Marketplace	20.00%	17,600	20.00%	14,000
- Element Ventures Inc.	Biometrix	3.00%	13,760	3.00%	13,760
- PT Anchor Teknologi Digital	Insure-tech	7.40%	13,005	7.40%	6,749
- Wavemaker Pacific 1 Pte., Ltd.	Fund				
	Management	2.00%	12,797	2.00%	12,438
- PT Sentral Investama Andalan	Holding				
	Company	2.00%	10,000	2.00%	10,000
- CeeSuite Pte., Ltd.	Analytics for				
	Stock	5.00%	7,075	5.00%	7,075
- Silot (Cayman) Limited	AI	0.44%	7,014	0.44%	7,014
- 6ESTATES Pte., Ltd.	AI	2.16%	6,987	2.16%	6,987
- Mangosteen BCC Pte., Ltd.	Robo Advisory	1.06%	6,952	-	-
- Julo Holdings Pte., Ltd.	P2P Lending	1.30%	6,311	1.30%	6,311
- Pomona Technologies Pte., Ltd.	Customer				
	Behavior				
	Analytics	12.58%	5,187	12.58%	4,289
- PT ALTO Network	Switching	2.00%	5,117	2.00%	5,117
- Others (respectively under Rp 5,000)	Various	0.06% - 17.50%	23,728	0.06% - 17.50%	18,771
Total investment in shares			760,761		704,995
Less: Allowance for impairment losses			(78,033)		(61,467)
Total investment in shares - net			682,728		643,528

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15. INVESTMENT SECURITIES (continued)

The detail of investment in shares owned by the Bank as of 31 December 2020 and 2019 are as follows: (continued)

c. Based on collectibility of Bank Indonesia:

	2020	2019
Current	757,535	701,764
Loss	3,226	3,231
Total investment in shares	760,761	704,995
Less: Allowance for impairment losses	(78,033)	(61,467)
Total investment in shares - net	682,728	643,528

The weighted average effective interest rates per annum for investment securities were as follows:

	2020		2019	
	Rupiah (%)	Foreign currencies (%)	Rupiah (%)	Foreign currencies (%)
Measured at amortised cost:				
Government bonds	6.80	3.71	6.91	4.81
Sharia Certificates of Bank Indonesia	5.17	-	6.61	-
Sukuk	7.00	4.62	7.50	4.50
Corporate bonds	8.07	2.87	8.32	-
Medium-term notes	7.65	-	7.65	2.68
Others	9.08	-	6.38	-
Measured at fair value through other comprehensive income:				
Government bonds	6.93	4.47	7.18	5.14
Certificates of Bank Indonesia	6.35	-	6.73	-
Bank Indonesia Treasury Bills	-	1.58	-	2.47
Sharia Government Treasury Bills	-	-	6.02	-
Sukuk Bank Indonesia	4.01	-	5.14	-
Sukuk	7.00	3.73	7.22	5.39
Corporate bonds	8.03	5.36	8.14	4.59
Medium-term notes	-	-	8.74	-
Others	8.01	-	9.08	-

The movement of allowance for impairment losses of investment securities for the years ended 31 December 2020 and 2019 was as follows:

	2020			
	Stage 1	Stage 2	Stage 3	Total
Balance, beginning of year				(70,420)
Impact on initial implementation of SFAS 71 (Note 53)				(125,823)
Balance, after impact on initial implementation of SFAS 71	(192,964)	-	(3,279)	(196,243)
Transfer to lifetime expected credit losses (Stage 2)	95,364	(96,275)	-	(911)
Transfer to credit impaired (Stage 3)	-	92,760	(100,000)	(7,240)
Net changes in exposure	1,191	3,515	53	4,759
Foreign exchange difference	(2)	-	-	(2)
Balance, end of year	(96,411)	-	(103,226)	(199,637)

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15. INVESTMENT SECURITIES (continued)

The movement of allowance for impairment losses of investment securities for the years ended 31 December 2020 and 2019 was as follows: (continued)

	2020		
	Rupiah	Foreign currencies	Total
Balance, beginning of year	(67,467)	(2,953)	(70,420)
Impact on initial implementation of SFAS 71 (Note 53)	(125,779)	(44)	(125,823)
(Addition) reversal of allowance during the year	(3,405)	13	(3,392)
Exchange rate difference arising from allowance for impairment losses denominated in foreign currencies	-	(2)	(2)
Balance, end of year	(196,651)	(2,986)	(199,637)

	2019						
	Collective impairment losses			Individual impairment losses			
	Rupiah	Foreign currencies	Sub-total	Rupiah	Foreign currencies	Sub-total	Total
Balance, beginning of year	(45,315)	(181)	(45,496)	-	(45,962)	(45,962)	(91,458)
(Addition) reversal of allowance during the year	(22,152)	48	(22,104)	-	2,116	2,116	(19,988)
Write-offs during the year	-	-	-	-	40,220	40,220	40,220
Exchange rate difference	-	1	1	-	805	805	806
Balance, end of year	(67,467)	(132)	(67,599)	-	(2,821)	(2,821)	(70,420)

Management believes that the balance of allowance for impairment losses provided was adequate to cover possible losses on uncollectible investment securities.

The movement of unrealised gains (losses) from the change in fair value of investment securities at fair value through other comprehensive income was as follows:

	2020		
	Rupiah	Foreign currencies	Total
Balance, beginning of year - before deferred income tax	2,340,037	82,437	2,422,474
Addition of unrealised gains during the year - net	5,936,085	352,483	6,288,568
Realised gains during the year - net	25,339	(1,882)	23,457
Exchange rate difference	-	(12,136)	(12,136)
Total before deferred income tax	8,301,461	420,902	8,722,363
Deferred income tax (Note 21)			(1,655,300)
Balance, end of year - net			7,067,063

	2019		
	Rupiah	Foreign currencies	Total
Balance, beginning of year - before deferred income tax	(216,788)	56,078	(160,710)
Addition of unrealised gains during the year - net	2,686,431	32,864	2,719,295
Realised losses during the year - net	(129,606)	(3,979)	(133,585)
Exchange rate difference	-	(2,526)	(2,526)
Total before deferred income tax	2,340,037	82,437	2,422,474
Deferred income tax (Note 21)			(483,602)
Balance, end of year - net			1,938,872

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15. INVESTMENT SECURITIES (continued)

The following table represents the summary of ratings and credit rating companies of Bank's investment securities as of 31 December 2020 and 2019:

	2020		2019	
	Rating	Rating Agency	Rating	Rating Agency
Indonesian Government	BBB	Fitch	BBB	Fitch
United States of America Government	AAA	Fitch	AAA	Fitch
Lembaga Pembiayaan Ekspor Indonesia/Indonesia Eximbank	AAA	Pefindo	AAA	Pefindo
PT Adira Dinamika Multi Finance Tbk	AAA	Pefindo	AAA	Pefindo
PT Angkasa Pura I (Persero)	AAA	Pefindo	AAA	Pefindo
PT Astra Sedaya Finance	AAA	Pefindo	AAA	Pefindo
PT Bank CIMB Niaga Tbk	AAA	Pefindo	AAA	Pefindo
PT Bank Commonwealth	AA-	Fitch	-	-
PT Bank DKI	AA-	Pefindo	AA-	Pefindo
PT Bank Pembangunan Daerah Jawa Barat dan Banten Tbk	AA-	Pefindo	AA-	Pefindo
PT Bank Mandiri (Persero) Tbk	AAA	Pefindo	AAA	Pefindo
PT Bank Mandiri Taspen (previously PT Bank Mandiri Taspen Pos)	AAA	Fitch	AA	Fitch
PT Bank Negara Indonesia (Persero) Tbk	AAA	Pefindo	AAA	Pefindo
PT Bank OCBC NISP Tbk	AAA	Pefindo	AAA	Pefindo
PT Bank Pan Indonesia Tbk	AA	Pefindo	AA	Pefindo
PT QNB Indonesia Tbk	AAA	Fitch	-	-
PT Bank Rakyat Indonesia (Persero) Tbk	AAA	Pefindo	AAA	Pefindo
PT Bank BTPN Tbk	-	-	AAA	Pefindo
PT Bank Tabungan Negara (Persero) Tbk	AA+	Pefindo	AA+	Pefindo
PT Bank UOB Indonesia	-	-	AAA	Fitch
PT Barito Pacific Tbk	A	Pefindo	-	-
PT BFI Finance Indonesia Tbk	A+	Fitch	-	-
PT Bussan Auto Finance	AA	Pefindo	AA	Pefindo
PT Chandra Asri Petrochemical Tbk	AA-	Pefindo	-	-
PT Dharma Satya Nusantara Tbk	A-	Pefindo	-	-
PT Fast food Indonesia Tbk	AA	Pefindo	AA	Pefindo
PT Federal International Finance	AAA	Pefindo	AAA	Pefindo
PT Hutama Karya (Persero)	AAA	Pefindo	AAA	Pefindo
PT Indah Kiat Pulp & Paper Tbk	A+	Pefindo	-	-
PT Indonesia Power	AAA	Pefindo	AAA	Pefindo
PT Indosat Tbk	AAA	Pefindo	AAA	Pefindo
PT Jakarta Lingkar Baratsatu	A+	Pefindo	A+	Pefindo
PT Jasa Marga (Persero) Tbk	AA	Pefindo	AA	Pefindo
PT Kereta Api Indonesia (Persero)	AAA	Pefindo	AAA	Pefindo
PT Lautan Luas Tbk	A-	Pefindo	A-	Pefindo
PT Mayora Indah Tbk	AA	Pefindo	-	-
PT JACCS Mitra Pinasthika Mustika Finance Indonesia	AA	Fitch	AA	Fitch
PT Oto Multiartha	AA+	Pefindo	AA+	Pefindo
PT Pegadaian (Persero)	AAA	Pefindo	AAA	Pefindo
PT Pertamina (Persero)	BBB	S&P	BBB	S&P
PT Pupuk Indonesia (Persero)	AAA	Pefindo	AAA	Fitch
PT Sarana Multi Infrastruktur (Persero)	AAA	Pefindo	AAA	Pefindo
PT Sarana Multigriya Finansial (Persero)	AAA	Pefindo	AAA	Pefindo
PT Semen Indonesia Tbk	AA	Pefindo	AA	Pefindo
PT Sinar Mas Agro Resources and Technology Tbk	A+	Pefindo	-	-
PT Sumber Alfaria Trijaya Tbk	AA-	Fitch	AA-	Fitch
PT Tiphone Mobile Indonesia Tbk	D	Pefindo	BBB+	Pefindo
PT Toyota Astra Financial Services	AAA	Fitch	-	-
PT Wahana Ottomotra Multiartha Tbk	AA-	Pefindo	-	-

Information on the classification and fair value of investment securities is disclosed in Note 39.
Information on the maturity of investment securities is disclosed in Note 45.

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16. PREPAID EXPENSES

	2020	2019
Prepaid rent	261,156	856,582
Prepaid insurance	9,234	10,735
Others	518,193	669,163
	788,583	1,536,480

As of 31 December 2019, prepaid expenses for related parties is amounting to Rp 211,012 (Note 49).

17. FIXED ASSETS

Fixed assets consisted of:

	2020					
	Beginning balance	Additions ^{*)}	Deductions	Reclassifications	Revaluations	Ending balance
Acquisition cost/revaluation amount						
Direct ownership						
Land	13,545,892	52,502	(16,836)	86,027	469	13,668,054
Buildings	5,298,136	131,257	(2,480)	173,401	-	5,600,314
Office furnitures, fixtures, and equipments	11,665,563	1,720,323	(1,554,642)	611	-	11,831,855
Motor vehicles	63,210	2,905	(7,407)	-	-	58,708
Construction in progress	1,300,827	536,102	(131,113)	(260,039)	-	1,445,777
Right of use assets						
Land	-	2,730	-	-	-	2,730
Buildings	-	1,292,805	(2,739)	-	-	1,290,066
Office furnitures, fixtures, and equipments	-	2,476	-	-	-	2,476
Motor vehicles	-	9,776	-	-	-	9,776
	31,873,628	3,750,876	(1,715,217)	-	469	33,909,756
Accumulated depreciation						
Direct ownership						
Buildings	(1,988,348)	(230,273)	(1,456)	-	-	(2,220,077)
Office furnitures, fixtures, and equipments	(9,000,206)	(1,561,521)	1,137,235	-	-	(9,424,492)
Motor vehicles	(32,773)	(8,673)	5,762	-	-	(35,684)
Right of use assets						
Land	-	(854)	-	-	-	(854)
Buildings	-	(309,225)	-	-	-	(309,225)
Office furnitures, fixtures, and equipments	-	(1,304)	-	-	-	(1,304)
Motor vehicles	-	(3,066)	-	-	-	(3,066)
	(11,021,327)	(2,114,916)	1,141,541	-	-	(11,994,702)
Net book value	20,852,301					21,915,054

^{*)} Included in additions of fixed assets is beginning balance of new acquired Subsidiary amounting to Rp 877.

^{**)} Included in the additions of right of use assets is the impact on initial implementation of SFAS 73 (land amounting to Rp 3,072, buildings amounting to Rp 875,407, office furnitures, fixtures, and equipment amounting to Rp 2,476 and motor vehicles amounting to Rp 9,776).

	2019					
	Beginning balance	Additions ^{*)}	Deductions	Reclassifications	Revaluations	Ending balance
Acquisition cost/revaluation amount						
Direct ownership						
Land	12,482,110	128,167	(12,670)	177,916	770,369	13,545,892
Buildings	4,948,467	34,941	(4,409)	319,137	-	5,298,136
Office furnitures, fixtures, and equipments	10,635,392	2,261,746	(1,232,619)	1,044	-	11,665,563
Motor vehicles	58,446	16,604	(11,840)	-	-	63,210
Construction in progress	1,328,213	584,551	(113,840)	(498,097)	-	1,300,827
Leased assets	162	-	(162)	-	-	-
	29,452,790	3,026,009	(1,375,540)	-	770,369	31,873,628
Accumulated depreciation						
Direct ownership						
Buildings	(1,774,145)	(215,371)	1,168	-	-	(1,988,348)
Office furnitures, fixtures, and equipments	(8,311,909)	(1,366,143)	677,846	-	-	(9,000,206)
Motor vehicles	(29,673)	(10,692)	7,592	-	-	(32,773)
Leased assets	(162)	-	162	-	-	-
	(10,115,889)	(1,592,206)	686,768	-	-	(11,021,327)
Net book value	19,336,901					20,852,301

^{*)} Included in additions of fixed assets is beginning balance of new acquired Subsidiary amounting to Rp 32,827.

As of 31 December 2020, there are right of use assets - net for related parties amounting to Rp 278,025 (Note 49).

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17. FIXED ASSETS (continued)

Fixed asset on construction process as of 31 December 2020 and 2019 were as follows:

	2020	2019
Land	488,068	575,412
Buildings	583,245	581,923
Others	374,464	143,492
	1,445,777	1,300,827

Estimated percentage of the asset completion as of 31 December 2020 and 2019 were at 1% - 100% and 2% - 100%, respectively.

Revaluation of fixed assets

In 2019, the Group revalued its fixed assets in land classification using external independent appraisal, which was performed in accordance with Indonesian Valuation Standards (SPI 2013), Indonesian Appraisal Code of Conduct ("KEPI"), Bapepam-LK Regulation No. VIII.C4 regarding "Guidelines for Appraisal and Presentation of Property Appraisal Reports in the Capital Market" and prevailing rules and regulations.

In 2019, the revaluation was performed by Kantor Jasa Penilai Publik ("KJPP") Antonius Setiady & Rekan based on the appraisal report dated 30 October 2019.

The differences arising on land of revaluation for the year 2019 were recorded as "revaluation surplus of fixed assets" and presented in other comprehensive income amounting to Rp 765,076. The increase (decrease) of carrying value arising from revaluation for the years 2019 amounting to Rp 5,293 as other operating income as other operating expenses, respectively, were recorded in the consolidated profit or loss.

The fair value of land is determined based on market approach by comparing several comparable land transactions that either have occurred or still in sales offering stage and adjusting the differences between fair value of land appraised and the comparable data and list of land price that has been obtained. The value is also affected by the location, property rights, physical characteristic, utilisation and other comparative elements.

The fair value measurement of the land is categorised as level 2 fair value based on the inputs to the valuation technique used.

As of 31 December 2020 and 2019, the carrying value of land if the land was recorded using cost model amounting to Rp 3,956,906 and Rp 3,827,328, respectively.

As of 31 December 2020 and 2019, there were no significant difference between the fair value and carrying value of buildings or other fixed assets group.

Other informations

As of 31 December 2020 and 2019, the Bank did not have any fixed assets pledged as collateral.

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17. FIXED ASSETS (continued)**Other informations (continued)**

Fixed assets disposal includes sales of assets are as follows:

	2020	2019
Proceeds from sale	9,755	36,960
Net book value	(8,138)	(28,844)
Gain on sale	1,617	8,116

Depreciation charged to general and administrative expenses for the years ended 31 December 2020 and 2019 amounting to Rp 2,101,403 and Rp 1,581,811, respectively.

Gain on sale of fixed assets recognised as part of other operating income for the years ended 31 December 2020 and 2019 amounting to Rp 7,601 and Rp 21,668, respectively.

Loss on sale of fixed assets recognised as part of other operating expenses for the years ended 31 December 2020 and 2019 amounting to Rp 5,984 and Rp 13,552, respectively.

The Bank has insured its fixed assets (excluding land rights) to cover the possible losses from fire, theft and natural disaster with a total coverage of Rp 13,800,212 as of 31 December 2020, and Rp 13,193,888 as of 31 December 2019. Management believes that the insurance coverage is adequate to cover possible losses from such risks.

As of 31 December 2020 and 2019, the cost of fully depreciated fixed assets that were still in use amounting to Rp 7,364,023 and Rp 6,925,863, respectively.

As of 31 December 2020 and 2019, the Bank has no fixed assets, which were no longer used but classified as available-for-sale.

No impairment losses on fixed assets during 2020 and 2019.

Right of Use

The finance lease liability in the Group's financial position amounting to Rp 320,472 was recorded as accrued expense and other liabilities (Note 25). Interest expense on the finance lease liabilities as of 31 December 2020 amounting to Rp 17,205 recorded as part of interest and sharia expense (Note 31).

18. INTANGIBLE ASSETS

	2020	2019
Software	2,197,454	1,945,951
Goodwill (Note 4)	1,158,201	855,830
Total intangible assets	3,355,655	2,801,781
Less: Amortisation of software	(1,726,035)	(1,424,329)
Total intangible assets - net	1,629,620	1,377,452

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19. OTHER ASSETS

	2020	2019
Rupiah:		
Accrued interest income	5,031,466	4,304,511
Transactions related to ATM and credit card	4,314,577	3,824,093
Foreclosed assets - net	1,528,414	1,036,258
Receivables from customer transactions	466,288	166,736
Receivables from insurance transactions	401,030	287,556
Abandoned properties	44,835	26,020
Unaccepted bills receivable	17,059	2,193
Others	3,636,285	3,180,764
	15,439,954	12,828,131
Foreign currencies:		
Accrued interest income	124,025	182,985
Unaccepted bills receivable	60,679	38,403
Transactions related to ATM and credit card	9,019	2,443
Receivables from insurance transactions	6,145	9,153
Others	179,670	90,161
	379,538	323,145
Total other assets	15,819,492	13,151,276
Less: Allowance for impairment losses	(24,622)	(902)
Total other assets - net	15,794,870	13,150,374

Accrued interest income consists of interest income from the placement, marketable securities, government bonds, loans, and assets from sharia transactions.

Receivables related to ATM and credit card transactions consist of receivables arising from ATM transactions within ATM Bersama, Prima and Link network as well as receivables from Visa and Master Card for credit card transactions.

Accrued interest income consists of interest income from the placement, marketable securities, government bonds, loans, and assets from sharia transactions.

Receivables from insurance transactions represent the Subsidiary's premium receivables from policyholders and broker, premium receivables and claim from others insurance companies and broker of closed policies, also reinsurance assets.

Receivables from customer transactions represent receivables arising from the Subsidiaries' securities trading transactions.

Unaccepted bills receivable represent unaccepted export bills receivables from customer due to export import transactions.

Others mainly consist of interoffice accounts, various form of receivables from transaction with third parties, including clearing transactions and others.

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19. OTHER ASSETS (continued)

Movement of allowance for impairment losses on other assets are as follows:

	2020			Total
	Stage 1	Stage 2	Stage 3	
Balance, beginning of year				(902)
Impact on initial implementation of SFAS 71 (Note 53)				634
Balance, after impact on initial implementation of SFAS 71	(268)	-	-	(268)
Net changes in exposure	(24,322)	-	-	(24,322)
Exchange rates difference	(32)	-	-	(32)
Balance, end of year	(24,622)	-	-	(24,622)

	2020	2019
Beginning balance	(902)	(10,401)
Impact of initial implementation of SFAS 71 (Note 53)	634	-
(Addition) reversal of allowance during the year	(24,322)	9,478
Exchange rate difference	(32)	21
Ending balance	(24,622)	(902)

Management believes that the allowance for impairment losses is adequate to cover any loss possibility due to uncollectible other assets.

20. DEPOSITS FROM CUSTOMERS AND OTHER BANKS

a. Deposits from customers

	2020			2019		
	Rupiah	Foreign currencies	Total	Rupiah	Foreign currencies	Total
<u>Demand deposits:</u>						
Related parties	1,017,226	116,412	1,133,638	717,985	125,743	843,728
Third parties	199,199,579	28,651,447	227,851,026	162,600,583	21,473,702	184,074,285
	200,216,805	28,767,859	228,984,664	163,318,568	21,599,445	184,918,013
<u>Savings:</u>						
Related parties	90,459	64,326	154,785	71,299	44,528	115,827
Third parties:						
Tahapan	365,168,263	-	365,168,263	312,099,890	-	312,099,890
Tapres	14,669,156	-	14,669,156	8,646,250	-	8,646,250
Tabunganku	5,696,044	-	5,696,044	4,157,508	-	4,157,508
Tahapan Xpresi	10,018,200	-	10,018,200	5,873,736	-	5,873,736
Tahapan Berjangka	1,439,384	-	1,439,384	1,556,601	-	1,556,601
Simpanan Pelajar	1,109	-	1,109	1,152	-	1,152
BCA Dollar	-	16,014,347	16,014,347	-	13,183,258	13,183,258
	397,082,615	16,078,673	413,161,288	332,406,436	13,227,786	345,634,222
<u>Time deposits:</u>						
Related parties	330,932	9,371	340,303	349,363	17,985	367,348
Third parties	177,739,096	14,058,492	191,797,588	153,765,993	14,294,492	168,060,485
	178,070,028	14,067,863	192,137,891	154,115,356	14,312,477	168,427,833
Total deposits from customers	775,369,448	58,914,395	834,283,843	649,840,360	49,139,708	698,980,068

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20. DEPOSITS FROM CUSTOMERS AND OTHER BANKS (continued)

b. Deposits from other banks

	2019			2018		
	Rupiah	Foreign currencies	Total	Rupiah	Foreign currencies	Total
Demand deposits	6,763,322	3,314,750	10,078,072	4,757,368	1,840,568	6,597,936
Time deposits	85,091	-	85,091	119,538	-	119,538
Total deposits from other banks	6,848,413	3,314,750	10,163,163	4,876,906	1,840,568	6,717,474

As of 31 December 2020 and 2019, the Bank did not have balances of deposits from other banks from related parties.

c. The weighted average effective interest rates per annum for deposits from customers and other banks were as follows:

	2020		2019	
	Rupiah (%)	Foreign currencies (%)	Rupiah (%)	Foreign currencies (%)
Deposits from customers:				
Demand deposits	0.92	0.13	0.95	0.14
Savings	0.26	0.18	0.59	0.21
Time deposits	3.95	0.59	5.51	1.38
Deposits from other banks:				
Demand deposits	0.51	0.01	0.54	0.01
Time deposits	3.53	-	4.60	-

d. Time deposits based on maturity period:

	2020			2019		
	Rupiah	Foreign currencies	Total	Rupiah	Foreign currencies	Total
1 month	120,674,237	10,726,321	131,400,558	85,478,890	11,566,241	97,045,131
3 months	36,860,999	1,039,589	37,900,588	43,263,455	1,063,354	44,326,809
6 months	10,581,159	1,824,449	12,405,608	15,446,808	1,247,582	16,694,390
12 months	10,038,724	477,504	10,516,228	10,045,741	435,300	10,481,041
	178,155,119	14,067,863	192,222,982	154,234,894	14,312,477	168,547,371

e. Time deposits based on remaining period until maturity date:

	2019			2018		
	Rupiah	Foreign currencies	Total	Rupiah	Foreign currencies	Total
Up to 1 month	133,103,758	11,234,749	144,338,507	104,221,104	12,029,297	116,250,401
> 1 - 3 months	32,110,207	1,248,703	33,358,910	33,884,550	950,181	34,834,731
> 3 - 6 months	6,149,343	1,332,326	7,481,669	8,130,600	1,120,450	9,251,050
> 6 - 12 months	6,791,811	252,085	7,043,896	7,998,640	212,549	8,211,189
	178,155,119	14,067,863	192,222,982	154,234,894	14,312,477	168,547,371

f. Deposits pledged as collateral to loans granted by the Bank as of 31 December 2020 and 2019 (Note 13) were as follows:

	2020	2019
Demand deposits	2,827,520	3,364,491
Savings	1,731,532	1,582,018
Time deposits	8,808,337	8,349,405
	13,367,389	13,295,914

Information on the classification and fair value of deposits from customers and other banks is disclosed in Note 39. Information on the maturity of deposits from customers and other banks is disclosed in Note 45.

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21. INCOME TAX**a. Prepaid tax**

	2020	2019
Bank	22,914	5,637
Subsidiaries	8,301	1,408
	31,215	7,045

b. Tax payable

	2020	2019
<u>Current tax payable</u>		
Bank:		
Company tax payable - Article 25/29	1,419,618	1,001,518
Subsidiaries:		
Company tax payable - Article 25/29	201,261	33,532
Total current tax payable	1,620,879	1,035,050
<u>Other tax payable</u>		
Bank:		
Income tax		
Article 21	146,441	139,837
Article 23	236,704	230,187
Article 26	143,505	122,300
Others	71,956	60,385
Total Bank	598,606	552,709
Subsidiaries	52,704	47,710
Total other tax payable	651,310	600,419
	2,272,189	1,635,469

c. Tax expenses

	2020	2019
Current tax:		
Current year		
Bank	7,034,750	7,562,007
Subsidiaries	452,850	641,179
	7,487,600	8,203,186
Deferred tax:		
Origination of temporary differences		
Bank	(1,051,658)	(471,106)
Subsidiaries	(14,544)	(13,056)
	(1,066,202)	(484,162)
	6,421,398	7,719,024

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21. INCOME TAX (continued)

- d. For the fiscal year 2020, based on article 5 paragraph 2 of Government Regulation In lieu of the Law of the Republic of Indonesia No. 1 of 2020 regarding Government Financial Policy and Financial System Stability for Handling the Coronavirus Disease 2019 (COVID-19) Pandemic and/or in Terms of Facing Threats that Endangering the National Economy and/or Financial System Stability as stipulated by Law number 2 year 2020 dated 16 May 2020, Tax Payers can obtain a reduction on income tax rate of 3% (three percent) lower than the corporate income tax rate in country as is regulated in article 5 paragraph 1 of Government Regulation in Lieu of Law Republic of Indonesia No. 1 year 2020 (the rate will be 19% for 2020 and 2021, and 17% as of 2022), if the following criteria are met:

1. In the form of a public company.
2. With the total of paid-up shares traded on the stock exchange in Indonesia at least 40% (forty percent).
3. Fulfill certain requirements which are further regulated by or based on Government Regulations.

For the fiscal year 2020, based on Article 3 of Government Regulation No. 30 year 2020 regarding the Decrease in Income Tax Rates ("PPH") for Domestic Corporate Tax Payers in the Form of Public Companies, tax payers can obtain a reduction in the PPH rate of 3% (three percent) lower than the rate of domestic corporate tax payers as regulated in the Taxation Law, if it meets the following additional criteria:

1. The public owned 40% (forty percent) or more of the total paid up shares and those shares are owned by at least 300 (three hundred) parties.
2. Each party can only own less than 5% (five percent) of total paid-up shares.
3. The tax payer should fulfill the above mentioned criteria at least within 6 (six) months (183 (one hundred and eighty three) calendar days) in 1 (one) fiscal year.
4. Parties that meet the requirements of 300 (three hundred) parties and 5% (five percent) as stated above, do not include:
 - a. Public Company Tax Payers who buy back their shares; and/or
 - b. Those who have a special relationship as stipulated in the Income Tax Law with Public Company Tax Payers (reflected in: share ownership by the controlling party and/or major shareholder).

Fulfillment of these requirements is carried out by Public Company Tax Payers by submitting reports to the Directorate General of Taxes, including: monthly reports of share ownership of issuers or public companies and recapitulation that has been reported from the Securities Administration Bureau.

On 6 January 2021 and 6 January 2020, the Bank received a declaration letter from the Securities Administration Bureau for the fulfillment of the above criteria for fiscal year 2020 and 2019, respectively.

Management believes that it is possible that the deferred tax assets arising from temporary differences will be realised in future years.

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21. INCOME TAX (continued)

- e. The reconciliation of consolidated accounting income before tax and taxable income of the Bank was as follows:

	2020	2019
Consolidated accounting income before tax	33,568,507	36,288,998
Elimination	815,677	685,893
Before elimination	34,384,184	36,974,891
Subsidiary's accounting income before tax	(2,121,941)	(2,620,078)
Accounting income before tax - Bank only	32,262,243	34,354,813
Permanent differences:		
Employees' welfare	245,794	197,652
Rent income	(41,459)	(40,439)
Dividends from Subsidiaries	(766,735)	(637,286)
Interest income from off-shore government bonds	(79,743)	(84,666)
Other expense (income) which cannot be deducted for tax calculation purposes - net	(842,170)	102,236
	(1,484,313)	(462,503)
Temporary differences:		
Post-employment benefits obligation	181,688	1,202,812
Impairment losses on financial assets	4,691,382	1,643,900
Impairment losses on non-financial assets	196,032	62,977
Accrued employees' benefits	1,004,728	848,372
Unrealised losses of trading and available-for-sale investment securities and placements with other banks	15,600	29,929
Others	157,640	129,731
	6,247,070	3,917,721
Taxable income	37,025,000	37,810,031

- f. The reconciliation between consolidated accounting income before tax multiplied by the maximum tax rate and income tax expense was as follows:

	2020	2019
Consolidated accounting income before tax	33,568,507	36,288,998
Maximum tax rate	22%	25%
	7,385,072	9,072,250
Permanent differences at 22% (2019: 25%) - Bank	(326,548)	(115,626)
Permanent differences at 22% (2019: 25%) - Subsidiaries	150,927	144,576
	7,209,451	9,101,200
Adjustment of corporate income tax rate - Bank (Note 21d)	(920,514)	(1,694,615)
Adjustment of deferred tax rate	132,461	312,439
Income tax expense - consolidated	6,421,398	7,719,024

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21. INCOME TAX (continued)

g. The calculation of current tax and income tax payable were as follows:

	2020	2019
Taxable income:		
Bank	37,025,000	37,810,031
Subsidiaries	2,058,409	2,564,716
	<u>39,083,409</u>	<u>40,374,747</u>
Current tax:		
Bank	7,034,750	7,562,007
Subsidiaries	452,850	641,179
	<u>7,487,600</u>	<u>8,203,186</u>
Prepaid taxes:		
Bank	(5,615,132)	(6,560,489)
Subsidiaries	(251,589)	(607,647)
	<u>(5,866,721)</u>	<u>(7,168,136)</u>
Income tax payable:		
Bank	1,419,618	1,001,518
Subsidiaries	201,261	33,532
	<u>1,620,879</u>	<u>1,035,050</u>

Annual corporate income tax return for fiscal year 2020 has yet been submitted. Taxable income results from above reconciliation is the basis in filling the Bank's Annual Tax Return ("SPT") of Corporate Income Tax for the year ended 31 December 2020.

The calculations of income tax for the year ended 31 December 2019 conform to the Bank's Annual Tax Returns ("SPT").

h. The significant items of deferred tax assets and liabilities as of 31 December 2020 and 2019 were as follows:

	2019	Recognised in current year profit or loss ¹⁾	Recognised in current year other comprehensive income	Impact on initial implementation of SFAS 71	2020
Parent entity - Bank:					
Post-employment benefits obligations	785,477	(4,753)	-	-	780,724
Allowance for impairment losses of financial assets	1,427,018	820,011	-	1,553,661	3,800,690
Allowance for impairment losses of non-financial assets	12,596	36,616	-	-	49,212
Accrued employees' benefits	350,041	173,397	-	-	523,438
Depreciation on fixed assets	-	5,232	-	-	5,232
Unrealised loss on investment securities and placement with other banks at fair value through other comprehensive income	(480,798)	-	(1,157,441)	-	(1,638,239)
Remeasurements of defined benefit liability	785,809	-	241,627	-	1,027,436
Unrealised gain on investment securities and placement with other banks at fair value through profit or loss	(4,759)	3,202	-	-	(1,557)
Fiscal correction regarding SFAS 73	-	3,444	-	-	3,444
Others	78,852	14,509	-	-	93,361
Deferred tax assets - net	<u>2,954,236</u>	<u>1,051,658</u>	<u>(915,814)</u>	<u>1,553,661</u>	<u>4,643,741</u>

¹⁾ Included in current year profit or loss balance is the balance of tax rate adjustment from changes in the tax regulations amounting to Rp 132,461.

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21. INCOME TAX (continued)

- h. The significant items of deferred tax assets and liabilities as of 31 December 2020 and 2019 were as follows: (continued)

	2019	Recognised in current year profit or loss ¹⁾	Recognised in current year other comprehensive income	Impact on initial implementation of SFAS 71	2020
Deferred tax assets - net (brought forward)	2,954,236	1,051,658	(915,814)	1,553,661	4,643,741
Subsidiary:					
PT BCA Finance	34,243	24,217	1,342	-	59,802
PT BCA Sekuritas	3,604	143	113	-	3,860
PT BCA Syariah	18,369	2,822	(5,714)	-	15,477
PT Asuransi Umum BCA	55,908	5,803	(266)	-	61,445
PT BCA Multi Finance (previously PT Central Santosa Finance)	115,569	(19,673)	(918)	(2,691)	92,287
PT Central Capital Ventura	3,045	720	21	-	3,786
PT Asuransi Jiwa BCA	-	-	-	-	-
PT Bank Digital BCA	-	324	-	-	324
Deferred tax assets - net	230,738	14,356	(5,422)	(2,691)	236,981
Total deferred tax assets - net	3,184,974	1,066,014	(921,236)	1,550,970	4,880,722
Deferred tax liabilities					
Subsidiary:					
PT Asuransi Jiwa BCA	684	(188)	5,461	-	5,957
Total Deferred tax liabilities - net	684	(188)	5,461	-	5,957

	2018	Recognised in current year profit or loss ¹⁾	Recognised in current year other comprehensive income	2019
Parent entity - Bank:				
Post-employment benefits obligations	623,858	161,619	-	785,477
Allowance for impairment losses of financial assets	1,323,220	103,798	-	1,427,018
Allowance for impairment losses of non-financial assets	6	12,590	-	12,596
Accrued employees' benefits	190,647	159,394	-	350,041
Unrealised loss on available-for-sale investment securities and placements with other banks	32,588	-	(513,386)	(480,798)
Remeasurements of defined benefit liability	714,391	-	71,418	785,809
Unrealised gain from financial assets held for trading	(12,518)	7,759	-	(4,759)
Others	52,906	25,946	-	78,852
Deferred tax assets - net	2,925,098	471,106	(441,968)	2,954,236
Subsidiary:				
PT BCA Finance	34,263	5,101	(5,121)	34,243
PT BCA Sekuritas	2,783	775	46	3,604
PT BCA Syariah	13,316	4,974	79	18,369
PT Asuransi Umum BCA	44,917	11,029	(38)	55,908
PT BCA Multi Finance (previously PT Central Santosa Finance)	120,566	(8,105)	3,108	115,569
PT Central Capital Ventura	2,413	624	8	3,045
PT Asuransi Jiwa BCA	4,310	258	(5,252)	(684)
Deferred tax assets - net	222,568	14,656	(7,170)	230,054
Total deferred tax assets - net	3,147,666	485,762	(449,138)	3,184,290

¹⁾ Included in current year profit or loss balance is the balance of tax rate adjustment from changes in the tax regulations amounting to Rp 132,461.

²⁾ Included in current year profit or loss balance is the beginning balance of new acquired Subsidiary amounting to Rp 1,600.

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21. INCOME TAX (continued)

- h. The significant items of deferred tax assets and liabilities as of 31 December 2020 and 2019 were as follows: (continued)

Included in total deferred tax asset and liability of the Group were deferred tax asset and liability arising from unrealised (loss) gain from changes in fair value of investment securities at fair value through other comprehensive income (2019: available-for-sale) (Note 15) amounting to Rp (1,637,357) and Rp (18,833) as of 31 December 2020, and Rp (477,627) and Rp (5,975) as of 31 December 2019. Moreover, included in total deferred tax asset of the Bank was deferred tax asset arising from unrealised (loss) gain from changes in fair value of placements with Bank Indonesia and other banks at fair value through other comprehensive income (2019: available-for-sale) (Note 8) amounting to Rp (882) and Rp (3,171) as of 31 December 2020 and 2019, respectively.

Management believes that total deferred tax assets arising from temporary differences are probable to be realised in the future years.

- i. Under the taxation laws of Indonesia, the Group in Indonesia calculate, pay and report individual company tax return (submission of consolidated income tax computation is not allowed) on the basis of self-assessment. The tax authorities may assess or amend taxes within the statute of limitations, under prevailing regulations.
- j. The Group tax positions may be challenged by the tax authorities. Management vigorously defends the Group tax positions which are believed to be grounded on sound technical basis, in compliance with the tax regulations. Accordingly, management believes that the accruals for tax liabilities are adequate for all open tax years based on the assessment of various factors, including interpretations of tax law, other tax provisions and prior experience. This assessment relies on estimates and assumptions and may involve judgement about future events. New information may become available that causes management to change its judgement regarding the adequacy of existing tax liabilities. Such changes to tax liabilities will impact tax expense in the period in which such determination is made.
- k. Other Information

Fiscal Year 2016

On 18 July 2017, the Bank received tax audit result notice for fiscal year 2016. For the tax examination for fiscal year 2016, Directorate General of Taxation (DGT) through Tax Assessment Letter ("SKP") and Tax Collection Letter ("STP") dated 11 July 2019, has determined shortfall of tax payment with detail as follows:

- a. Income tax (including Corporate Income Tax) amounting to Rp 1,590,596.
- b. Value Added Tax (VAT) amounting to Rp 63,686.

The Bank has made partial payments for the SKP and STP amounting to Rp 190,311 on 9 August 2019, this amount includes taxes that the Bank has not objected to amounting to Rp 184,754 which was charged during the year. On 9 October 2019, the Bank has made partial payments of SKP and STP of Rp 546,104. Amounts that have been paid by the Bank, but which were objected to, are recorded as other assets (Note 19).

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21. INCOME TAX (continued)**k. Other Information (continued)**Fiscal Year 2016 (continued)

Of the tax objected by the Bank on 10 October 2019 amounting to Rp 1,469,528, a portion of Rp 724,935 was approved by the Directorate General of Taxes on 9 September 2020 and 29 September 2020.

The Bank has filed an appeal of the tax objections which the Directorate General of Taxes did not approve on 7 December 2020 amounting to Rp 735,407. Up to the date of these consolidated financial, the results of the appeal is not yet known.

Fiscal Year 2017

On 27 November 2018, the Bank received a tax audit notification letter for the 2017 fiscal year. Upon the tax audit for 2017 fiscal year, the Directorate General of Taxes based on the Tax Assessment Letter (SKP) and Tax Collection Letter (STP), dated 9 September 2020 and 10 September 2020, stipulates the underpayment of taxes with details:

- a. Income Tax (including Corporate Income Tax) of a total of Rp 883,411.
- b. Value Added Tax (VAT) of a total of Rp 51,060.

The Bank has made partial payments of the SKP and STP amounting to Rp 700,000 on 8 October 2020, this amount includes tax that the Bank has not objected amounting to Rp 157,603 which was charged in current year profit or loss. Amounts that have been paid by the Bank, but which were objected to, are recorded as other assets (Note 19).

The Bank has submitted an objection regarding the SKP to the Directorate General of Taxes, on 8 December 2020 amounting to Rp 776,869.

Management believes that objection filed by the Bank has been in accordance with applicable tax regulations. Up to the date of these consolidated financial, the results of the appeal is not yet known.

22. DEBT SECURITIES ISSUED

As of 31 December 2020 and 2019, the outstanding balance of bonds payable related to bonds issued were as follows:

By type and currency:

	<u>2020</u>	<u>2019</u>
Rupiah		
BCA Finance Continuous Bonds III Phase I	593,000	1,355,000
Less:		
Deferred bonds issuance costs - net	(2,179)	(7,477)
Total - net	<u>590,821</u>	<u>1,347,523</u>
Amortisation of bonds issuance costs charged to profit or loss	<u>5,298</u>	<u>1,224</u>

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22. DEBT SECURITIES ISSUED (continued)

As at 31 December 2020, the Subsidiary has bonds payable that will be matured within 12 (twelve) months amounting to Rp 160,000 (2019: Rp 842,000).

BCA Finance Continuous Bonds III - Phase I Year 2019

BCA Finance Continuous Bonds III - Phase I were offered at nominal value. Interest will be paid on a quarterly basis based on interest payment due date. The first interest payment was made on 5 February 2020 and the final interest payment will be with the repayment of the principal of each series of bonds. Following are the nominal value, interest rate and maturity date of BCA Finance Continuous Bonds III - Phase I

Bonds name	Year issued	Nominal value	Fixed interest rate per annum	Maturity date	Interest payment schedule
BCA Finance Continuous Bonds III Phase I					
- Series A	2019	842,000	6.75%	12 November 2020	Quarterly
- Series B	2019	160,000	7.10%	5 November 2021	Quarterly
- Series C	2019	498,000	7.80%	5 November 2022	Quarterly

The Subsidiary entered into a Trusteeship Agreement with PT Bank Rakyat Indonesia (Persero) Tbk (acts as the Bond's Trustee) for BCA Finance Continuous Bonds III - Phase I Year 2019 based on the Trusteeship Agreement No. 14 dated 12 August 2019 which was made before Fathiah Helmi, SH., Notary in Jakarta.

As of 31 December 2020, BCA Finance Continuous Bonds III - Phase I were rated at idAAA by Pefindo and AA+(idn) by Fitch (2019: rated idAAA by Pefindo and AAA(idn) by Fitch).

The Trusteeship Agreement provides several negative covenants that should be complied by the Subsidiary that, among others, prior to the repayment of the bonds payable, the Subsidiary, without the written consent from the Trustee, is not allowed to transfer, pledge and/or mortgage over all or any of the present or future assets of the Subsidiary, merge and/or amalgamate, take over business, make changes in the articles of association regarding the changes of the purpose and objective in the Subsidiary's business, and grant any credit or make investment in other parties other than in the ordinary course of the business.

Total principal and interest of bonds have been paid in accordance with the respective bonds' maturity date.

As of 31 December 2020 and 2019, the Subsidiary was in compliance with covenants in relation to the bonds payable agreements and complied with all the requirements mentioned in Trusteeship Agreement.

All of the Subsidiary's continuous bonds III - Phase I year 2019 are not be guaranteed with specific collateral, but rather with all the Subsidiary's assets.

Information on the classification and fair value of debt securities issued is disclosed in Note 39. Information on the maturity of debt securities issued is disclosed in Note 45.

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23. BORROWINGS

Borrowings received by the Group were as follows:

By type and currency:

	2020	2019
(1) Liquidity loans from Bank Indonesia, Rupiah: Agriculture loans (<i>Kredit Usaha Tani</i> /"KUT"), due date between 13 March 2000 up to 22 September 2000, in the process of closing the agreement	577	577
(2) Borrowings from other banks: Rupiah:		
PT Bank DKI	150,000	250,000
PT Bank Mandiri (Persero) Tbk	100,000	775,000
PT Bank Pan Indonesia Tbk	60,467	71,268
PT Bank Mizuho Indonesia	50,000	325,000
PT Bank Ina Perdana Tbk	25,000	225,000
PT Bank Index Selindo	17,941	15,000
PT Bank Danamon Indonesia Tbk	-	250,000
PT Bank Victoria International Tbk	-	200,000
PT Bank Nationalnobu Tbk	-	140,000
PT Bank KEB Hana Indonesia (previously PT Bank Hana)	-	11,228
Foreign currencies:		
Sumitomo Mitsui Banking Corporation - Hongkong	112,396	-
Malayan Banking Berhad Co. - Singapore	70,247	69,399
The Shanghai Commercial & Savings Bank - Taiwan	52,686	-
PT Bank Danamon Indonesia Tbk	49,596	-
	688,333	2,331,895
(3) Others:		
Foreign currencies	618,388	398
	618,388	398
Total borrowings	1,307,298	2,332,870

The weighted average effective interest rates per annum for borrowings were as follows:

	2020	2019
Rupiah	7.27%	6.57%
Foreign currencies	1.40%	2.88%

As of 31 December 2020 and 2019, the Group does not have any borrowing balance from other banks from related parties.

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23. BORROWINGS (continued)

(1) Rupiah liquidity loans from Bank Indonesia

Rupiah liquidity loans from Bank Indonesia represent credit facility obtained by the Bank as a national private bank in Indonesia, to be distributed to qualified Indonesian debtors under the loan facility program.

(2) Borrowings from other banks

Represent working capital loans of Subsidiaries. The details of borrowing facilities received as of 31 December 2020 and 2019 were as follows:

Bank	Total facility		Maturity date of facility	
	2020	2019	2020	2019
Rupiah:				
PT Bank Mandiri (Persero) Tbk	1,000,000	1,000,000	24-May-2021	24-May-2020
PT Bank BTPN Tbk ^{*)}	800,000	800,000	31-May-2021	29-May-2020
PT Bank Danamon Indonesia Tbk ^{*)}	600,000	300,000	12-Sep-2021	24-Sep-2020
PT Bank UOB Indonesia ^{*)}	550,000	550,000	21-Sep-2021	21-Jul-2020
PT Bank DKI	500,000	500,000	24-Sep-2021	24-Sep-2020
PT Bank Mizuho Indonesia ^{*)}	500,000	500,000	22-Nov-2021	22-Nov-2020
PT Bank Victoria International Tbk	400,000	400,000	14-Jan-2021	14-Jan-2021
	-	100,000	-	27-Jun-2020
PT Bank Pan Indonesia Tbk	300,000	300,000	11-May-2023	11-May-2023
	-	300,000	-	28-Feb-2020
	-	400,000	-	26-Oct-2020
PT Bank Ina Perdana Tbk	225,000	225,000	21-Dec-2021	21-Dec-2020
PT Bank Nationalnobu Tbk	140,000	140,000	24-Feb-2021	24-Feb-2020
	-	40,000	-	31-Mar-2020
PT Bank Index Selindo	50,000	50,000	20-Jan-2023	26-Dec-2022
PT Bank KEB Hana Indonesia (previously PT Bank Hana)	-	200,000	-	30-Apr-2021
PT Bank DBS Indonesia ^{*)}	-	100,000	-	31-May-2020
PT Bank Oke Indonesia Tbk (previously PT Bank Dinar Indonesia Tbk)	-	72,500	-	29-Mar-2020
Foreign currencies (full amount):				
Citibank, N.A. - Indonesia Branch ^{*)}	USD 60,000,000	USD 60,000,000	20-Mar-2021	20-Mar-2020
Malayan Banking Berhad Co. - Singapore	USD 5,000,000	USD 5,000,000	21-Jan-2021	03-Jan-2020
The Shanghai Commercial & Savings Bank, Ltd. - Taiwan	USD 3,749,999	-	10-Jan-2023	-
Sumitomo Mitsui Banking Corporation - Hongkong	USD 2,000,000	-	11-Jan-2021 ^{*)}	-
	USD 4,200,000	-	19-Jan-2021 ^{*)}	-
	USD 1,800,000	-	22-Jan-2021 ^{*)}	-
MUFG Bank, Ltd. - Indonesia Branch ^{*)}	-	USD 60,000,000	-	14-Sep-2019 ^{*)}

^{*)} In extension process

^{**)} Available to be withdrawn in US Dollar/Rupiah

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23. BORROWINGS (continued)**(2) Borrowings from other banks (continued)**

As of 31 December 2020 and 2019, these bank loans were secured by consumer financing receivables amounting to Rp 222,555 and Rp 1,178,714 (Note 14).

All loan agreements above include certain covenants which are normally required for such credit facilities, such as limitations to initiate merger or consolidation with other parties, obtain loans from other parties except loans obtained in the normal course of business, or changes its capital structure and/or Articles of Association without notification to/prior written approval from the creditors and maintenance of certain agreed financial ratios.

The required financial ratios was as follows:

	2020		2019	
	Requirement	Fulfillment	Requirement	Fulfillment
1. Debt to Equity	Maximum 10 times	< 1 time	Maximum 10 times	< 1 time
2. Receivable to Total Assets	Minimum 40%	81.65%	Minimum 40%	88.49%
3. Current ratio	Minimum 1.1 times	5 times	Minimum 1.1 times	1.75 times
4. Non performing loans (NPL)	Maximum 5% of total receivables	2.43%	Maximum 5% of total receivables	2.79%

The range of contractual interest rates for borrowings from other banks was as follows:

	2020	2019
Rupiah	4.00% - 9.00%	5.45% - 9.60%
Foreign currencies	0.85% - 2.40%	1.99% - 3.25%

Information on the classification and fair value of borrowings is disclosed in Note 39. Information on the maturity of borrowings is disclosed in Note 45.

24. ESTIMATED LOSSES FROM COMMITMENTS AND CONTINGENCIES

Estimated losses from commitments and contingencies consist of:

a. By type and currencies

	2020
<u>Rupiah</u>	
Related parties:	
Unused borrowing facilities	5,851
Bank guarantees issued	182
	<u>6,033</u>
Third parties:	
Unused borrowing facilities	3,307,499
Outstanding irrevocable letters of credit	6,586
Bank guarantees issued	1,963
	<u>3,316,048</u>
	<u>3,322,081</u>

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24. ESTIMATED LOSSES FROM COMMITMENTS AND CONTINGENCIES (continued)

Estimated losses from commitments and contingencies consist of: (continued)

a. By type and currencies (continued)

	2020
<u>Foreign currencies</u>	
Related parties:	
Extended irrevocable letters of credit	1
Third parties:	
Unused borrowing facilities	193,994
Outstanding irrevocable letters of credit	14,333
Bank guarantees issued	7,332
	215,659
	215,660
Total estimated losses from commitments and contingencies	3,537,741

b. Changes in estimated losses from commitments and contingencies

	2020			
	Stage 1	Stage 2	Stage 3	Total
Balance, beginning of year				(12)
Impact on initial implementation of SFAS 71 (Note 53)				(2,502,541)
Balance, after impact on initial implementation of SFAS 71	(2,483,648)	(18,905)	-	(2,502,553)
Transfer to lifetime expected credit losses (Stage 2)	181,948	(209,688)	-	(27,740)
Transfer to credit impaired (Stage 3)	2,521	73,997	(309)	76,209
Transfer to 12 months expected credit losses (Stage 1)	(70,913)	90,624	304	20,015
Net changes in exposure	(1,140,936)	39,245	-	(1,101,691)
Foreign exchange difference	(2,480)	494	5	(1,981)
Balance, end of year	(3,513,508)	(24,233)	-	(3,537,741)

	2020
Balance, beginning of year	(12)
Impact on initial implementation of SFAS 71 (Note 53)	(2,502,541)
Additions on estimated losses from commitments and contingencies	(1,033,207)
Foreign exchange difference	(1,981)
Balance, end of year	(3,537,741)

Management believes that the outstanding balance of estimated losses on commitments and contingencies is adequate to cover possible losses from off-balance sheet transactions.

Information regarding the classification and estimated losses from commitments and contingencies value are disclosed in Note 39. Information regarding the estimated maturity of commitments and contingencies losses are disclosed in Note 45.

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25. ACCRUALS AND OTHER LIABILITIES

	2020	2019
Rupiah:		
Liabilities related to ATM and credit card transactions	3,620,523	2,697,038
Unearned revenue	1,899,382	2,007,510
Liabilities to policyholders	1,714,821	1,420,687
Electronic money	825,293	800,108
Customers transfer transactions	783,185	772,759
Liabilities from customer transactions	387,833	115,636
Accrued interest expenses	324,228	434,749
Finance lease liabilities	315,268	-
Security deposits	131,464	119,182
Liabilities from insurance transactions	42,217	38,746
Others	6,157,294	4,839,973
	16,201,508	13,246,388
Foreign currencies:		
Customers transfer transactions	1,155,283	530,475
Unearned revenue	72,959	88,896
Security deposits	52,490	69,515
Finance lease liabilities	5,204	-
Accrued interest expenses	4,300	35,156
Liabilities from insurance transactions	-	4,826
Others	48,482	47,101
	1,338,718	775,969
Total accruals and other liabilities	17,540,226	14,022,357

Liabilities related to ATM and credit card transactions consist of liabilities on ATM transactions within ATM Bersama, Prima and Link, and liabilities to Visa and Master Card for credit card transactions.

Unearned revenue consists of income from loan commission.

Liabilities to policyholders represent liabilities of subsidiary for long-term insurance contract, liability for future policy benefits, unearned premium reserves and estimated claim.

Electronic money represent liabilities of the Bank from cash deposited by customers electronically and not considered as deposits as stipulated in banking laws.

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25. ACCRUALS AND OTHER LIABILITIES (continued)

Accrued interest expenses consist of accrued interest from deposits from customers and other banks, derivatives, borrowings, debt securities issued, securities sold under repurchase agreement and subordinated obligation.

Liabilities from customer transactions represent liabilities of subsidiary for trading securities transactions, which consist of liabilities to PT Kliring Penjaminan Efek Indonesia (KPEI) related to purchase of securities transactions and deposits rendered by Subsidiary, and liabilities from customer transactions related to selling of securities transactions that will be matured in a short period, usually in 2 (two) days from date of trading.

The guarantee deposit is a guarantee of cash deposited by customers from export-import transaction and issuance of bank guarantees.

Liabilities from insurance transactions was liabilities of subsidiary for reinsurance payables, coinsurance payable and claim in process.

Finance lease liabilities represent lease liabilities related to the implementation of SFAS 73.

Others mainly consist of interoffice accounts, deposit and unsettled transactions.

26. SUBORDINATED BONDS

	2020	2019
Bank Central Asia Continuous Subordinated Bonds I Phase I Year 2018	500,000	500,000
Total subordinated bonds	500,000	500,000

The details of subordinated bonds were as follows:

Instruments	Effective and issued date	Approval	Principal amount	Terms	Maturity date	Interest rate
Bank Central Asia Continuous Subordinated Bonds I Phase I Year 2018 - Series A	Effective date 26 June 2018 Issued date 5 July 2018	No.: S-03825/ BEI.PP2/07-2018	Rp 435,000	7 Years	5 July 2025	7.75%
Bank Central Asia Continuous Subordinated Bonds I Phase I Year 2018 - Series B	Effective date 26 June 2018 Issued date 5 July 2018	No.: S-03825/ BEI.PP2/07-2018	Rp 65,000	12 Years	5 July 2030	8.00%

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26. SUBORDINATED BONDS (continued)

Interest of Bank Central Asia Continuous Subordinated Bonds I Phase I Year 2018 - Series A and B are paid quarterly since the issuance date, with no option of accelerating the Subordinated Bonds interest payment. The first payment of interest was due on 5 October 2018. Bank Central Asia Continuous Subordinated Bonds I Phase I Year 2018 - Series A and B can be calculated as supplementary capital (Tier 2) based on OJK Regulation No. 11/POJK.03/2016 and to increase collection structure of long term funding. The proceeds from issuance of Bank Central Asia Continuous Subordinated Bonds I Phase I Year 2018 - Series A and B will be used to grow the Bank's business, especially for credit expansion.

The trustee of the above subordinated bonds is PT Bank Rakyat Indonesia (Persero) Tbk, a third party.

The rating of this bonds based on PT Pemeringkat Efek Indonesia (PT Pefindo) rating is as follows:

Description	2020		2019	
	Rating	Rating Period	Rating	Rating Period
Bank Central Asia Continuous Subordinated Bonds I Phase I Year 2018	idAA	10 March 2020 - 1 March 2021	idAA	6 March 2019 - 1 March 2020

The Trusteeship Agreement provides several negative covenants that should be complied by the Bank among others, prior to the repayment of the bonds payable, without the written consent from the Trustee, the Bank is not allowed to:

- Pledge majority or all of the Bank's present or future income or assets outside Bank's main business, except if the actions are performed to meet regulatory requirements or related with short term liquidity borrowing or related with the Bank's option for recovery plan;
- Change the Bank main business;
- Reduce authorised capital and paid-up capital unless if it is performed based on Government of Indonesia or authority order (include but not limited to BI, OJK, the Indonesia Finance Ministry and/or other authorities in Indonesian Banking Restructuring Agency ("IBRA") in accordance with the prevailing laws in Indonesia);
- Merger or consolidation with other companies which cause dilution of the Bank.

As of 31 December 2020 and 2019, the Bank was in compliance with the aforementioned covenants in relation to the issued subordinated debts agreements. Payments of interest had been done on a timely basis.

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27. SHARE CAPITAL

The composition of the Bank's share capital as of 31 December 2020 and 2019 (after stock split, see Note 1c) were as follows:

	2020		2019	
	Number of shares	Total par value	Number of shares	Total par value
Authorised capital at par value Rp 62.50 (full amount) per share	88,000,000,000	5,500,000	88,000,000,000	5,500,000
Unissued	(63,344,990,000)	(3,959,062)	(63,344,990,000)	(3,959,062)
Outstanding shares (issued and fully paid)	24,655,010,000	1,540,938	24,655,010,000	1,540,938

The composition of shareholders as of 31 December 2020 and 2019 were as follows:

	2020		
	Number of shares	Total par value	%
PT Dwimuria Investama Andalan ^{*)}	13,545,990,000	846,624	54.94
Commissioners			
Djohan Emir Setijoso	21,200,121	1,325	0.09
Tonny Kusnadi	1,217,653	77	0.01
Directors			
Jahja Setiaatmadja	7,905,463	494	0.03
Armand W. Hartono	851,213	53	0.00
Suwignyo Budiman	7,556,800	472	0.03
Subur Tan	2,849,792	178	0.01
Henry Koenafi	908,098	57	0.01
Erwan Yuris Ang	1,269,131	79	0.01
Rudy Susanto	360,411	23	0.00
Lianawaty Suwono	174,186	11	0.00
Santoso	264,593	17	0.00
Vera Eve Lim	115,201	7	0.00
Gregory Hendra Lembong	1,800	-	0.00
Public shareholders ^{**)}	11,064,345,538	691,521	44.87
	24,655,010,000	1,540,938	100.00

^{*)} The shareholders of PT Dwimuria Investama Andalan are Mr. Robert Budi Hartono and Mr. Bambang Hartono, therefore the ultimate shareholders of the Bank are Mr. Robert Budi Hartono and Mr. Bambang Hartono.

^{**)} In the composition of shares held by the public, there was 2.49% shares owned by parties affiliated with PT Dwimuria Investama Andalan.

	2019		
	Number of shares	Total par value	%
PT Dwimuria Investama Andalan ^{*)}	13,545,990,000	846,624	54.94
Anthoni Salim	434,079,976	27,130	1.76
Commissioners			
Djohan Emir Setijoso	22,147,163	1,384	0.09
Tonny Kusnadi	1,175,285	74	0.01
Directors			
Jahja Setiaatmadja	8,007,628	501	0.03
Armand W. Hartono	851,213	53	0.00
Suwignyo Budiman	7,475,051	467	0.03
Subur Tan	2,773,326	173	0.01
Henry Koenafi	1,041,883	65	0.01
Erwan Yuris Ang	1,251,720	78	0.01
Rudy Susanto	480,926	30	0.00
Lianawaty Suwono	183,694	12	0.00
Santoso	237,324	15	0.00
Inawaty Handojo	163,374	10	0.00
Vera Eve Lim	57,348	4	0.00
Public shareholders ^{*)}	10,629,094,089	664,318	43.11
	24,655,010,000	1,540,938	100.00

^{*)} The shareholders of PT Dwimuria Investama Andalan are Mr. Robert Budi Hartono and Mr. Bambang Hartono, therefore the ultimate shareholders of the Bank are Mr. Robert Budi Hartono and Mr. Bambang Hartono.

^{**)} In the composition of shares held by the public, there was 2.49% shares owned by parties affiliated with PT Dwimuria Investama Andalan.

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28. ADDITIONAL PAID-IN CAPITAL

	2020	2019
Additional paid-in capital from share capital payments	29,453,007	29,453,007
Elimination of accumulated loss through quasi-reorganisation on 31 October 2000 ¹⁾	(25,853,162)	(25,853,162)
Additional paid-in capital from the exercise of stock options	296,088	296,088
Additional paid-in capital from treasury stock transactions (Note 1c)	1,815,435	1,815,435
Difference in values from business combination transaction of entities under common control (Note 2e)	(162,391)	(162,391)
	5,548,977	5,548,977

¹⁾ On 31 October 2000, the Bank adopted SFAS No. 51, "Accounting for Quasi-Reorganisation" to achieve a "fresh start" reporting. Fresh start reporting requires the revaluation of all its assets and liabilities recorded by using the fair value and elimination of its accumulated deficit. Pursuant to the implementation of quasi-reorganisation, the Bank's accumulated losses as of 31 October 2000 amounted to Rp 25,853,162 had been eliminated against the additional paid-in capital. The implementation of quasi-reorganisation had been approved by Bank Indonesia through its Letter No. 3/165/DPwB2/IDWB2 dated 21 February 2001 and by the shareholders in their Extraordinary General Meeting of Shareholders on 12 April 2001 (the minutes of meeting prepared by Notary Public Hendra Karyadi, S.H., in Notary Deed No. 25).

29. COMMITMENTS AND CONTINGENCIES

As of 31 December 2020 and 2019, the Group commitments and contingencies were as follows:

		2020		2019	
	Type of Currencies	Amount in foreign currencies ^{*)}	Rupiah equivalent	Amount in foreign currencies ^{*)}	Rupiah equivalent
Commitments					
<u>Committed receivables:</u>					
Borrowing facilities received and unused	Rupiah		4,705,404		3,023,194
	USD	60,000,000	843,000	120,000,000	1,665,900
	Others, USD equivalent	-	-	399,922	5,552
			5,548,404		4,694,646
<u>Committed liabilities:</u>					
Unused credit facilities to customers - committed	Rupiah		174,992,855		144,251,023
	USD	571,809,961	8,033,930	585,683,844	8,130,756
	Others, USD equivalent	19,405,174	282,287	16,019,074	222,385
			183,309,072		152,604,164
Unused credit facilities to other banks - committed	Rupiah		2,209,700		2,455,331

¹⁾ Total in full amount.

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29. COMMITMENTS AND CONTINGENCIES (continued)

As of 31 December 2020 and 2019, the Group commitments and contingencies were as follows:
(continued)

Type of Currencies	2020		2019	
	Amount in foreign currencies ¹⁾	Rupiah equivalent	Amount in foreign currencies ¹⁾	Rupiah equivalent
Commitments (continued)				
Committed liabilities: (continued)				
Irrevocable Letters of Credit facilities to customers				
Rupiah		2,610,335		1,939,571
USD	408,602,561	5,740,866	346,560,926	4,811,132
Others, USD equivalent	78,117,259	1,097,547	132,556,292	1,840,213
		9,448,748		8,590,916
		194,967,520		163,650,411
Contingencies				
Contingent receivables:				
Bank guarantees received	Rupiah	718,023		623,876
		718,023		623,876
Contingent liabilities:				
Bank guarantee issued to customers				
Rupiah		13,297,835		13,715,024
USD	169,941,520	2,387,678	139,732,825	1,939,841
Others, USD equivalent	4,509,522	63,359	5,938,961	82,447
		15,748,872		15,737,312
Others	Rupiah	78		78
		15,748,950		15,737,390

¹⁾ Total in full amount.

Additional information

As of 31 December 2020 and 2019, the Group had unused credit facilities to customers - uncommitted amounting to Rp 68,608,465 and Rp 63,355,677, respectively.

As of 31 December 2020 and 2019, the Group had unused credit facilities to other Banks - uncommitted amounting to Rp 2,621 and Rp 1,861, respectively.

The Bank is a party to various unresolved legal actions, administrative proceedings, and claims in the ordinary course of its business. It is not possible to predict with certainty whether or not the Bank will be successful in any of these legal matters or, if not, what the impact might be. However, the Bank's management does not expect that the results in any of these proceedings will have a material adverse effect on the Bank's results of operations, financial position or liquidity.

Commitments and contingencies from related parties are disclosed in Note 49.

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30. INTEREST AND SHARIA INCOME

Interest and sharia income consist of:

	2020	2019
<u>Interest income</u>		
Loan receivable	46,596,091	49,583,414
Investment securities	10,859,037	7,116,277
Securities purchased under agreements to resell	2,986,119	1,255,466
Consumer financing and investment in finance leases	2,749,734	2,953,510
Placements with Bank Indonesia and other banks	669,235	1,321,761
Bills receivable	573,700	433,535
Others	294,156	551,390
	64,728,072	63,215,353
<u>Sharia income</u>		
Sharia profit sharing	675,089	622,442
	675,089	622,442
Total interest and sharia income	65,403,161	63,837,795

Included in interest income from loans receivable and investment securities were interest from the effect of discounting (unwinding interest) of impaired financial assets for the year ended 31 December 2020 and 2019 amounting to Rp 25,575 and Rp 72,189, respectively.

Interest income from loans receivable to related parties is disclosed in Note 49.

31. INTEREST AND SHARIA EXPENSES

Interest and sharia expenses consist of:

	2020	2019
<u>Interest expenses</u>		
Deposits from customers	9,157,514	11,405,559
Guarantee premium	1,544,538	1,365,777
Debt securities issued	129,704	63,578
Borrowings	41,903	121,761
Deposits from other banks	39,826	68,708
Securities sold under agreements to repurchase	28,514	37,893
Others	17,205	-
	10,959,204	13,063,276
<u>Sharia expense</u>		
Sharia	282,687	297,071
	282,687	297,071
Total interest and sharia expenses	11,241,891	13,360,347

Interest and sharia expenses for deposits from customers to related parties are disclosed in Note 49.

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32. FEE AND COMMISSION INCOME - NET

Represent fee and commission income related to:

	2020	2019
Deposits from customers	4,841,825	4,514,809
Credit cards	3,537,211	3,748,312
Loans receivable	1,821,204	1,648,551
Payment settlement	1,688,603	1,994,805
Remittance, clearing and collections	311,352	332,089
Others	960,400	1,370,943
Total	13,160,595	13,609,509
Fee and commission expenses	(749)	(1,128)
Fee and commission income - net	13,159,846	13,608,381

Fee and commission income from loans receivable were fee and commission income related to disbursement of loan facilities which were not an integral part of effective interest rates.

33. NET INCOME FROM TRANSACTION AT FAIR VALUE THROUGH PROFIT OR LOSS

Net income from transaction at fair value through profit or loss consists of:

	2020	2019
Interest income from financial assets at fair value through profit or loss	385,388	346,446
Unrealised loss from financial assets at fair value through profit or loss - net	(891,067)	(469,291)
Gain on spot and derivative transactions - net	3,181,701	2,885,242
Gain on sale of financial assets at fair value through profit or loss - net	1,626,751	693,945
	4,302,773	3,456,342

34. ADDITION (REVERSAL) OF IMPAIRMENT LOSSES ON ASSETS

	2020	2019
Acceptance receivables (Note 10c)	218,108	(156,562)
Loans receivable (Note 13f)	9,712,629	4,268,790
Consumer financing receivables (Note 14)	581,903	398,196
Sharia financing	24,690	71,247
Investment securities (Note 15)	3,392	19,988
Estimated losses from commitments and contingencies (Note 24)	1,033,207	(22)
Others	54,147	(10,294)
	11,628,076	4,591,343

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35. PERSONNEL EXPENSES

	2020	2019
Salaries and wages	6,555,962	6,221,674
Employees' benefits and compensations	4,889,955	4,952,095
Post-employment benefits (Note 40)	1,238,806	1,446,952
Training	222,103	428,708
Pension plan contribution	442,949	287,835
	13,349,775	13,337,264

36. GENERAL AND ADMINISTRATIVE EXPENSES

	2020	2019
Office supplies	4,470,749	4,658,930
Depreciation	2,240,482	1,693,877
Repair and maintenance	1,444,209	1,517,288
Communication	1,108,314	1,734,480
Rental	1,091,233	1,420,339
Promotion	870,086	1,118,345
Professional fees	465,759	525,897
Amortisation of intangible assets - software	304,529	321,738
Water, electricity and fuel	291,555	287,852
Tax	143,858	156,464
Computer and software	92,751	203,919
Insurance	54,498	33,735
Transportation	35,017	45,877
Research and development	25,429	32,889
Security	23,258	21,250
Others	316,533	342,295
	12,978,260	14,115,175

37. BASIC AND DILUTED EARNINGS PER SHARE

Basic and diluted earnings per share are calculated based on the weighted average number of shares outstanding during the year, as follows:

	2020	2019
Net income attributable to equity holder of parent entity	27,131,109	28,565,053
Weighted average number of outstanding shares (in full amount)	24,655,010,000	24,655,010,000
Basic and diluted earnings per share attributable to equity holder of parent entity (in full amount of Rupiah)	1,100	1,159

As of 31 December 2020 and 2019, there were no instruments which can potentially be converted into common shares. Therefore, diluted earnings per share is equivalent to basic earnings per share.

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38. APPROPRIATION OF NET INCOME

The Bank's Annual General Meeting of Shareholders on 9 April 2020 (the minutes was prepared by Notary Public Dwi Utami, S.H., with Notary Deed No. 27) resolved the appropriation of 2019 net income, as follows:

- a. Allocate 2019 net income for general reserve amounting to Rp 285,650.
- b. Distribute cash dividends amounting to Rp 13,683,531 (Rp 555 (full amount) per share) to shareholders who have the right to receive cash dividends. The actual cash dividends paid was Rp 11,218,030 on 11 May 2020 (interim dividend for year 2019 amounting to Rp 2,465,501 had been paid on 20 December 2019).
- c. Determine the tantiem for the members of Board of Commissioners and Board of Directors on duty in 2019 with a maximum amount of Rp 445,180.
- d. Determine the remaining 2019 net income after dividends as unappropriated retained earnings.

The Bank's Annual General Meeting of Shareholders on 9 April 2020 also resolved to grant the power and authority to the Bank's Board of Directors (with approval from Board of Commissioners) to pay interim dividend for the year 2020, where possible, by considering the financial condition of the Bank.

In accordance with the Board of Directors' Decision Letter dated 26 November 2020 No. 187 regarding the Distribution of Interim Dividends for year 2020, the Board of Directors resolved that the Bank will pay interim dividends to shareholders from the 2020 net income amounting to Rp 98 (full amount) per share. The actual interim dividends paid amounting to Rp 2,416,191.

The Bank's Annual General Meeting of Shareholders on 11 April 2019 (the minutes was prepared by Notary Public Fathiah Helmi, S.H., with Notary Deed No. 33) resolved the appropriation of 2018 net income, as follows:

- a. Allocate 2018 net income for general reserve amounting to Rp 258,552.
- b. Distribute cash dividends amounting to Rp 8,382,704 (Rp 340 (full amount) per share) to shareholders who have the right to receive cash dividends. The actual cash dividends paid was Rp 6,287,027 on 30 April 2019 (interim dividend for year 2018 amounting to Rp 2,095,676 had been paid on 21 December 2018).
- c. Determine the tantiem for the members of Board of Commissioners and Board of Directors on duty in 2018 with a maximum amount of Rp 413,500. The actual amount of tantiem paid was Rp 413,500.
- d. Determine the remaining 2018 net income after dividends as unappropriated retained earnings.

The Bank's Annual General Meeting of Shareholders on 11 April 2019 also resolved to grant the power and authority to the Bank's Board of Directors (with approval from Board of Commissioners) to pay interim dividend for the year 2019, where possible, by considering the financial condition of the Bank.

In accordance with the Board of Directors' Decision Letter dated 27 November 2019 No. 191 regarding the Distribution of Interim Dividends for year 2019, the Board of Directors resolved that the Bank will pay interim dividends to shareholders from the 2019 net income amounting to Rp 100 (full amount) per share. The actual interim dividends paid amounting to Rp 2,465,501.

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39. FINANCIAL INSTRUMENTS**Classification of financial assets and financial liabilities**

Financial instruments have been classified based on their respective classifications. The significant accounting policies in Note 2g describe how the categories of the financial assets and liabilities are measured and how income and expenses, including fair value gains and losses (changes in fair value of financial instruments) are recognised.

Valuation models of financial instruments

The Group measures fair values using the following hierarchy of methods:

- Level 1: inputs that are quoted prices (unadjusted) in active markets for identical instruments that the Group can access at the measurement date;
- Level 2: inputs other than quoted prices included within level 1 that are observable either directly or indirectly. This category includes instruments valued using: quoted market prices in active markets for similar instruments; quoted prices for identical or similar instruments in markets that are not active; or other valuation techniques in which all significant inputs are directly or indirectly observable from market data;
- Level 3: inputs that are unobservable. This category includes all instruments for which the valuation technique includes inputs not based on observable data and the unobservable inputs have a significant effect on the instrument's valuation. This category includes instruments that are valued based on quoted prices for similar instruments for which significant unobservable adjustments or assumptions are required to reflect differences between the instruments.

Fair values of financial assets and financial liabilities that are traded in active market are based on quoted market prices. For all other financial instruments, the Bank determines fair values using valuation techniques.

Valuation techniques include net present value and discounted cash flow models, comparison with similar instruments for which market observable prices exist and other valuation models. Assumptions and inputs used in valuation techniques include risk-free interest rates, benchmark interest rate, credit spreads and other variables used in estimating discount rates, bond prices, foreign currency exchange rates, and expected price volatilities and correlations.

The objective of valuation techniques is to arrive at a fair value measurement that reflects the price that would be received to sell the asset or paid to transfer the liability in an orderly transaction between market participants at the measurement date.

The Group uses widely recognised valuation models for determining the fair values of common and more simple financial instruments, such as interest rate and currency swaps that used only observable market data and require little management judgement and estimation. Observable prices or model inputs are usually available in the market for listed debt securities and simple over-the-counter derivatives such as interest rate swaps. Availability of observable market prices and model inputs reduces the needs for management judgement and estimation and also reduces the uncertainty associated with determining the fair values. Availability of observable market prices and inputs varies depending on the products and markets and is prone to changes based on specific events and general conditions in the financial markets.

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39. FINANCIAL INSTRUMENTS (continued)

Valuation models of financial instruments (continued)

Management judgement and estimation are usually required for selection of the appropriate valuation models to be used, determination of expected future cash flows on the financial instruments being valued, determination of the probability of counterparty default, prepayments and selection of appropriate discount rates.

Valuation Framework

Valuation of financial assets and financial liabilities are subject to an independent review from the business by Corporate Finance Division ("DKP") and Risk Management Work Unit ("SKMR"). DKP is primarily responsible for ensuring that valuation adjustments have been properly accounted for. SKMR performs an independent price validation to ensure that the Bank uses reliable market data from independent sources, e.g., traded prices and broker quotes.

Valuation model is proposed by SKMR and approved by the management. SKMR performs a periodic review of the feasibility of the market data sources used for valuation. The market data used for price validation may include those sourced from recent trade data involving external counterparties or third parties such as Bloomberg, Reuters, brokers and pricing providers. The market data used should be representative of the market as much as possible, which can evolve over time as markets and financial instruments develop. To determine the quality of the market data inputs, factors such as independence, relevance, reliability, availability of multiple data sources and methodology employed by the pricing providers are taken into consideration.

Valuation of financial instruments

Financial instruments measured at fair value

The following table sets out the carrying amounts and fair values of financial instruments of the Group, measured at fair values, and their analysis by the level in the fair value hierarchy.

	2020			Fair value
	Carrying amount	Measured at fair value through other comprehensive income	Total	
Measured at fair value through profit or loss				Level 2
Financial assets				
Placements with Bank Indonesia and other banks - net	-	723,717	723,717	723,717
Financial assets at fair value through profit or loss	2,936,245	-	2,936,245	2,936,245
Investment securities - net	-	169,449,443	169,449,443	169,449,443
	2,936,245	170,173,160	173,109,405	173,109,405
Financial liabilities				
Financial liabilities at fair value through profit or loss	138,757	-	138,757	138,757
	138,757	-	138,757	138,757

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39. FINANCIAL INSTRUMENTS (continued)

Valuation of financial instruments (continued)

Financial instruments measured at fair value (continued)

	2019		
	Carrying amount		Fair value
	Held for trading	Available-for-sale	Level 2
Financial assets			
Placements with Bank Indonesia and other banks	-	1,473,827	1,473,827
Financial assets held for trading	5,910,146	-	5,910,146
Investment securities - net	-	126,233,397	126,233,397
	5,910,146	127,707,224	133,617,370
Financial liabilities			
Financial liabilities held for trading	106,260	-	106,260
	106,260	-	106,260

Fair value of placements with Bank Indonesia and other banks which measured at fair value through other comprehensive income (2019: available-for-sale) were calculated using valuation techniques based on the Bank's internal model, which is a discounted cash flow method. Input used in the valuation techniques is market interest rate for money market instruments which have similar credit characteristics, maturity and yield.

As of 31 December 2020 and 2019, the fair value of securities which measured at fair value through profit or loss (2019: held for trading) was based on market price issued by pricing provider (Indonesian Bond Pricing Agency/"IBPA"). If the information is not available, the fair value is estimated using the quoted market prices of securities which have similar credit characteristics, maturity and yield.

As of 31 December 2020 and 2019, the fair value of investment securities which measured at fair value through other comprehensive income (2019: available-for-sale) was based on market price issued by pricing provider (Indonesian Bond Pricing Agency/"IBPA"). If the information is not available, the fair value was estimated using the quoted market prices of securities which have similar credit characteristics, maturity and yield.

As of 31 December 2020 and 2019, the fair value of investment securities which measured at fair value through other comprehensive income (2019: available-for-sale) did not include the fair value of investments in shares amounting to Rp 682,728 and Rp 643,528, respectively, which were valued at cost, since the fair value cannot be measured reliably.

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39. FINANCIAL INSTRUMENTS (continued)

Valuation of financial instruments (continued)

Financial instruments not measured at fair value

The following table sets out the carrying amounts and fair values of financial instruments of the Group, which are not measured at fair values and their analysis by the level in the fair value hierarchy.

	2020				
	Carrying value		Fair value		
	Amortised cost	Total	Level 2	Level 3	Total
Financial assets					
Loans receivables - net	547,643,666	547,643,666	25,499,479	520,382,492	545,881,971
Consumer financing receivables - net	7,605,934	7,605,934	-	6,166,403	6,166,403
Finance lease receivables - net	100,299	100,299	-	92,785	92,785
Assets related to sharia transaction - murabahah receivables - net	1,333,825	1,333,825	-	1,333,825	1,333,825
Investment securities - net	22,420,930	22,420,930	23,007,591	-	23,007,591
	579,104,654	579,104,654	48,507,070	527,975,505	576,482,575
Financial liabilities					
Deposits from customers	834,283,843	834,283,843	834,283,843	-	834,283,843
Sharia deposits	1,151,652	1,151,652	1,151,652	-	1,151,652
Finance lease	320,472	320,472	320,472	-	320,472
Deposits from other banks	10,163,163	10,163,163	10,163,163	-	10,163,163
Debt securities issued	590,821	590,821	614,236	-	614,236
Borrowings	1,307,298	1,307,298	1,307,362	-	1,307,362
Subordinated bonds	500,000	500,000	500,000	-	500,000
	848,317,249	848,317,249	848,340,728	-	848,340,728

	2019					
	Carrying amount			Fair value		
	Held-to-maturity	Loans and receivables	Other amortised cost	Total	Level 2	Level 3
Financial assets						
Loans receivable - net	-	572,033,999	-	572,033,999	25,507,282	544,945,781
Consumer financing receivables - net	-	10,532,424	-	10,532,424	-	9,169,952
Finance lease receivables - net	-	149,428	-	149,428	-	143,104
Assets related to sharia transactions - murabahah receivables - net	-	1,584,223	-	1,584,223	-	1,584,223
Investment securities - net	16,105,780	-	-	16,105,780	16,294,680	-
	16,105,780	584,300,074	-	600,405,854	41,801,962	555,843,060
Financial liabilities						
Deposits from customers	-	-	698,980,068	698,980,068	698,980,068	-
Sharia deposits	-	-	1,035,526	1,035,526	1,035,526	-
Deposits from other banks	-	-	6,717,474	6,717,474	6,717,474	-
Debt securities issued	-	-	1,347,523	1,347,523	1,361,032	-
Borrowings	-	-	2,332,870	2,332,870	2,335,314	-
Subordinated bonds	-	-	500,000	500,000	500,000	-
	-	-	710,913,461	710,913,461	710,929,414	-

Majority of the financial instruments not measured at fair value are measured at amortised cost.

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39. FINANCIAL INSTRUMENTS (continued)**Valuation of financial instruments (continued)****Financial instruments not measured at fair value (continued)**

The following financial instruments are short-term financial instruments or financial instruments which are re-priced periodically to current market rates, therefore, the fair values of financial instruments are reasonable approximation of carrying value.

Financial assets:

- Cash
- Current accounts with Bank Indonesia
- Current accounts with other banks
- Placements with Bank Indonesia and other banks
- Acceptance receivables
- Bills receivables
- Securities purchased under agreements to resell
- Other assets

Financial liabilities:

- Securities sold under agreements to repurchase
- Acceptance payables
- Estimated losses from commitment and contingency
- Other liabilities

As of 31 December 2020 and 2019, the fair values of loans receivable, consumer financing receivables, investment in finance leases and borrowings were determined using discounted cash flows based on internal interest rate.

As of 31 December 2020 and 2019, the fair values of securities and debt securities issued at amortised cost (2019: held to maturity) based on market prices issued by pricing provider (Indonesian Bond Pricing Agency/"IBPA"). If the information is not available, the fair values were estimated using quoted market prices of securities which have similar credit characteristics, maturity and yield.

As of 31 December 2020 and 2019, the fair values of deposits from customers and deposits from other banks are the same with the carrying amount because they are payables on demand in nature.

The fair values calculated are for disclosure purposes only and do not have any impact on the Group reported financial performance or position. The fair values calculated by the Group may be different from the actual amount that will be received/paid on the settlement or maturity of the financial instrument. As certain categories of financial instruments are not traded, there is management judgment involved in calculating their fair values.

40. POST-EMPLOYMENT BENEFITS OBLIGATION

In accordance with Law of the Republic of Indonesia No. 13/2003 concerning Manpower, the Bank is required to provide post-employment benefits to its employees when their employments are terminated or when they retire. These benefits are primarily based on years of services and the employees' compensation at termination or retirement. These post-employment benefits are defined benefits program.

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40. POST-EMPLOYMENT BENEFITS OBLIGATION (continued)

The Bank also had a defined contribution pension plan that covers all permanent employees who fulfilled the criteria determined by the Bank. This defined contribution pension plan is managed and administered by Dana Pensiun BCA which was established by the Bank to manage the assets, generate investment income and pay the post-employment benefits to the employees. The establishment of Dana Pensiun BCA had been ratified by the Minister of Finance of Republic of Indonesia in its Decision Letter No. KEP-020/KM.17/1995 dated 25 January 1995. The contribution to the pension plan is computed based on certain percentage of employees' basic salary, for which the contribution from employees and the Bank are 3% (three percent) and 5% (five percent), respectively. During the year ended 31 December 2020 and 2019, the accumulated contribution from the Bank are 2% (two percent) respectively, which are considered as a deduction against the post-employment benefits obligation in accordance with the manpower law.

During the year ended 31 December 2020, the Bank has provided some funds to support the fulfillment of its post-employment benefit obligations amounting to Rp 752,750. These funds were placed in several insurance companies in the form of saving plan program and *Dana Pensiun Lembaga Keuangan* ("DPLK") in the form of *Program Pensiun Untuk Kompensasi Pesangon* ("PPUKP"), which meet the criteria to be recorded as plan assets.

During the year ended 31 December 2019, the Bank has provided some funds to support the fulfillment of its post-employment benefit obligations amounting to Rp 2,740 and was placed in several insurance companies in the form of saving plan program, which meet the criteria to be recorded as plan assets.

The defined benefit pension plan provides actuarial risk exposures to the Bank, e.g., investment risk, interest rate risk and inflation risk.

Post-employment benefits provided by the Bank consist of pension, other long-term compensations in the form of service award and post-employment healthcare benefits. The post-employment benefits obligation as of 31 December 2020 and 2019 were calculated by PT Dayamandiri Dharmakonsilindo as the Bank's independent actuary, using the projected-unit-credit method. The main assumptions used by independent actuary were as follows:

	2020	2019
Economic assumptions:		
Annual discount rate		
Defined benefit pension plan	6.25%	7.35%
Other long-term compensation	6.30%	7.40%
Post-employment healthcare benefits	6.65%	7.70%
Annual basic salary growth rate	9.00%	9.00%
Healthcare cost rate	10.00%	10.00%

The discount rate is used in determining the present value of the post-employment benefits obligation at valuation date. In general, the discount rate correlates with the yield on high quality government bonds that are traded in active capital markets at the reporting date.

The future basic salary growth assumption projects the post-employment benefits obligations starting from the valuation date through the normal retirement age. The basic salary growth rate is generally determined by applying inflation adjustment to payment scales and by taking into account of the years of service.

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40. POST-EMPLOYMENT BENEFITS OBLIGATION (continued)

The Bank's obligation for post-employment benefits for the years ended 31 December 2020 and 2019 were in accordance with the independent actuary reports dated 8 January 2021 and 8 January 2020, respectively.

a. Post-employment benefits obligation

The post-employment benefits obligation as of 31 December 2020 and 2019 were as follows:

	Defined benefit pension plan and other long-term compensations		Post-employment healthcare benefits	
	2020	2019	2020	2019
Present value of obligation for post-employment benefits	12,966,647	11,724,337	214,570	209,355
Fair value of plan assets	(3,664,581)	(4,077,260)	-	-
Net obligation for post-employment benefits - Bank	9,302,066	7,647,077	214,570	209,355

The Subsidiaries' obligation for post-employment benefits as of 31 December 2020 and 2019 which were recorded in the consolidated statements of financial position amounting to Rp 129,591 and Rp 98,638, respectively.

b. Movement of post-employment benefits obligation

	Defined benefit pension plan and other long-term compensations		Post-employment healthcare benefits	
	2020	2019	2020	2019
Movement in the defined benefit obligation				
Defined benefit obligation, beginning of the year - Bank	7,647,077	6,059,770	209,355	236,760
Included in profit or loss				
Current service cost	620,373	572,244	14,930	17,372
Past service cost - amendment	-	306,374	-	-
Interest cost	528,338	501,358	15,400	18,594
Termination cost	25,062	14,433	-	-
Liability assumed due to recognition of past services	3,176	2,945	143	133
Included in other comprehensive income				
Actuarial gains (losses) arising from:				
Changes in financial assumptions	952,177	517,390	(2,365)	(48,205)
Changes in demographic assumptions	(22)	(16,073)	(415)	(556)
Experience adjustments	(9,914)	116,222	(15,955)	(7,038)
Return on plan assets excluding interest income	555,010	(204,650)	-	-
Others				
Fund placements in insurance companies (plan assets)	(752,750)	(2,740)	-	-
Benefits paid directly by the Bank	(266,461)	(220,196)	(6,523)	(7,705)
Post-employment benefits obligation, end of the year - Bank	9,302,066	7,647,077	214,570	209,355

The Subsidiaries' post-employment benefits expenses for the years ended 31 December 2020 and 2019 recorded in the profit or loss amounting to Rp 31,384 and Rp 13,499, respectively.

During the years ended 31 December 2020 and 2019, payments for post-employment benefits in the Subsidiaries amounting to Rp 1,355 and Rp 2,989, respectively, and the Subsidiaries have set aside funds that will be used to support the fulfillment of post-employment benefits obligation for each employee of the amount Rp 4,500 and Rp 5,600 by placing them with several insurance companies, which meet the criteria to be recorded as plan assets.

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40. POST-EMPLOYMENT BENEFITS OBLIGATION (continued)

c. The composition of plan assets

The composition of plan assets from pension fund for the years ended 31 December 2020 and 2019, were as follows:

	Percentage allocation as of 31 December 2020 Quoted market price for severance program			Percentage allocation as of 31 December 2020 Quoted market price for DPLK PPUK		
	AIA	Allianz	Manulife	AIA	Allianz	Manulife
Shares	0.00%	0.00%	0.00%	10.49%	16.55%	13.26%
Bonds	0.00%	0.00%	0.00%	69.82%	69.70%	68.36%
Property	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Derivatives	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Cash	100.00%	100.00%	100.00%	19.69%	13.75%	18.38%
Others	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Total	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

	Percentage allocation as of 31 December 2019 Quoted market price for severance program			Percentage allocation as of 31 December 2019 Quoted market price for DPLK PPUK		
	AIA	Allianz	Manulife	AIA	Allianz	Manulife
Shares	0.00%	0.00%	0.00%	14.86%	14.26%	11.96%
Bonds	0.00%	0.00%	0.00%	70.08%	67.41%	61.26%
Property	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Derivatives	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Cash	100.00%	100.00%	100.00%	15.06%	18.33%	26.78%
Others	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Total	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

d. Changes in fair value of plan assets for post-employment program

	2020	2019
Fair value of plan assets, beginning of the year - Bank	4,077,260	4,410,076
Fund placements in insurance companies	752,750	2,740
Return on plan assets excluding interest income	(555,010)	204,650
Interest income on plan assets	294,057	318,565
Post-employment benefits paid	(904,476)	(858,771)
Fair value of plan assets, end of the year - Bank	3,664,581	4,077,260

e. Historical information - Bank:

	31 December				
	2020	2019	2018	2017	2016
Defined benefits pension plan and other long-term compensation					
Present value of post-employment benefits obligation	12,966,646	11,724,337	10,469,846	10,801,602	9,056,905
Fair value of plan assets	(3,664,581)	(4,077,260)	(4,410,076)	(4,688,075)	(3,218,848)
Deficit	9,302,065	7,647,077	6,059,770	6,113,527	5,838,057
Experience adjustment on plan liabilities	(9,914)	116,222	353,216	4,479	6,803
Experience adjustment on plan assets	555,010	(204,650)	371,291	(211,993)	(69,840)
Post-employment healthcare benefits					
Present value of post-employment benefits obligation	214,570	209,355	236,760	249,861	254,195
Experience adjustment on plan liabilities	(15,955)	(7,038)	(24,089)	(50,912)	(23,948)

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40. POST-EMPLOYMENT BENEFITS OBLIGATION (continued)**f. Sensitivity analysis**

Changes in 1 (one) percentage of actuarial assumptions will have the following impacts:

	2020					
	Defined benefit pension plan		Other long-term compensations		Post-employment healthcare benefits	
	Increase	Decrease	Increase	Decrease	Increase	Decrease
Discount rate (1% movement)	(555,528)	622,944	(112,110)	387,981	(9,815)	22,500
Basic salary rate (1% movement)	673,028	(611,152)	388,088	(116,583)	-	-
Healthcare cost rate (1% movement)	-	-	-	-	20,687	(8,539)

	2019					
	Defined benefit pension plan		Other long-term compensations		Post-employment healthcare benefits	
	Increase	Decrease	Increase	Decrease	Increase	Decrease
Discount rate (1% movement)	(485,718)	541,185	(206,131)	230,223	(13,874)	15,698
Basic salary rate (1% movement)	592,411	(540,724)	233,059	(212,274)	-	-
Healthcare cost rate (1% movement)	-	-	-	-	14,171	(12,802)

g. Expected maturity analysis of undiscounted pension benefits and post-employment healthcare benefits is as follows:

	Up to 10 years	10 - 20 years	20 years and so on
Pension benefit	9,106,163	2,602,475	2,056,152
Other long-term compensations	3,619,831	1,092,395	916,886
Post-employment healthcare benefits	214,638	64,724	107,375

h. The weighted-average duration of the defined benefits obligation, other long-term compensations, and post-retirement healthcare benefits were 9.61 years; 10.10 years; and 12.56 years as of 31 December 2020 (31 December 2019: 9.02 years; 9.47 years; and 11.50 years).**41. CUSTODIAL SERVICES**

The Bank's Custodial Services Bureau obtained its license to provide custodial services from the Capital Market Supervisory Agency (Bapepam, currently Financial Services Authority or "OJK") under its Decision Letter No. KEP-148/PM/1991 dated 13 November 1991.

The services offered by the Bank's Custodial Services Bureau include safekeeping, settlement and transaction handling, income collection, proxy, corporate action, cash management, investment recording/reporting and tax reclamation.

As of 31 December 2020 and 2019, assets administered by the Bank's Custodial Services Bureau consist of shares, bonds, time deposits, certificate of deposits, commercial papers and other money market instruments.

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42. MONETARY ASSETS AND LIABILITIES IN FOREIGN CURRENCIES

Balances of monetary assets and liabilities in foreign currencies were as follows:

	2020		2019	
	Foreign currencies (in thousand)	Rupiah equivalent	Foreign currencies (in thousand)	Rupiah equivalent
Monetary assets				
Cash				
US Dollar (USD)	28,898	406,020	61,491	853,650
Australian Dollar (AUD)	4,096	44,039	16,078	156,368
Singapore Dollar (SGD)	14,920	158,241	22,022	227,153
Hong Kong Dollar (HKD)	10,202	18,489	13,792	24,588
GB Poundsterling (GBP)	134	2,555	1,247	22,734
Japanese Yen (JPY)	97,663	13,279	146,652	18,744
Euro (EUR)	3,971	68,446	8,689	135,290
Others, USD equivalent	3,298	46,331	3,952	54,869
		757,400		1,493,396
Current accounts with Bank Indonesia				
US Dollar (USD)	200,163	2,812,296	334,725	4,646,826
		2,812,296		4,646,826
Current accounts with other banks				
US Dollar (USD)	492,637	6,921,552	548,930	7,620,521
Australian Dollar (AUD)	54,405	584,987	19,016	184,939
Singapore Dollar (SGD)	228,811	2,426,814	154,031	1,588,842
Hong Kong Dollar (HKD)	62,860	113,920	52,238	93,127
GB Poundsterling (GBP)	4,166	79,198	3,229	58,882
Japanese Yen (JPY)	1,196,201	162,648	2,996,826	383,024
Euro (EUR)	40,283	694,256	20,194	314,440
Others, USD equivalent	48,246	677,858	19,811	275,024
		11,661,233		10,518,799
Placements with Bank Indonesia and other banks				
US Dollar (USD)	2,575,787	36,189,803	1,775,791	24,652,415
Australian Dollar (AUD)	-	-	30,000	291,761
Singapore Dollar (SGD)	-	-	30,000	309,452
Hong Kong Dollar (HKD)	58	105	54	96
		36,189,908		25,253,724
Financial assets at fair value through profit or loss				
US Dollar (USD)	3,207	45,052	149,856	2,080,379
Singapore Dollar (SGD)	-	-	17	179
Japanese Yen (JPY)	2,459	334	3,068	392
Others, USD equivalent	2	31	15	212
		45,417		2,081,162
Acceptance receivables - net				
US Dollar (USD)	302,352	4,248,046	395,902	5,496,109
Singapore Dollar (SGD)	4,828	51,208	492	5,077
GB Poundsterling (GBP)	-	-	195	3,548
Japanese Yen (JPY)	1,151,917	156,626	978,890	125,112
Euro (EUR)	23,918	412,214	77,793	1,211,283
Others, USD equivalent	16,780	235,765	13,807	191,679
		5,103,859		7,032,808

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42. MONETARY ASSETS AND LIABILITIES IN FOREIGN CURRENCIES (continued)

Balances of monetary assets and liabilities in foreign currencies were as follows: (continued)

	2020		2019	
	Foreign currencies (in thousand)	Rupiah equivalent	Foreign currencies (in thousand)	Rupiah equivalent
Monetary assets (continued)				
Bills receivable - net				
US Dollar (USD)	137,283	1,928,826	149,488	2,075,265
Japanese Yen (JPY)	63,953	8,696	121,009	15,466
Euro (EUR)	316	5,443	1,050	16,346
Others, USD equivalent	2,534	35,605	3,678	51,061
		1,978,570		2,158,138
Loans receivable - net				
US Dollar (USD)	1,960,310	27,542,355	2,129,232	29,559,065
Australian Dollar (AUD)	42	450	-	-
Singapore Dollar (SGD)	41,288	437,907	39,356	405,961
Hong Kong Dollar (HKD)	243,119	440,604	195,531	348,582
Japanese Yen (JPY)	71,001	9,654	79,149	10,116
Euro (EUR)	226	3,897	787	12,260
		28,434,867		30,335,984
Investment securities - net				
US Dollar (USD)	1,201,210	16,877,007	2,003,217	27,809,661
Hong Kong Dollar (HKD)	190,446	345,146	181,846	324,185
		17,222,153		28,133,846
Other assets - net				
US Dollar (USD)	11,867	166,736	15,059	209,060
Australian Dollar (AUD)	-	-	12	120
Singapore Dollar (SGD)	52	555	69	708
Hong Kong Dollar (HKD)	3,190	5,781	3,881	6,919
Japanese Yen (JPY)	2,523	343	1,083	138
Euro (EUR)	99	1,713	359	5,591
Others, USD equivalent	21	301	690	9,575
		175,429		232,111
Monetary liabilities				
Deposits from customers				
US Dollar (USD)	3,800,244	53,393,428	3,195,045	44,355,210
Australian Dollar (AUD)	50,219	539,973	54,689	531,873
Singapore Dollar (SGD)	278,280	2,951,491	247,199	2,549,866
Hong Kong Dollar (HKD)	33,802	61,260	27,564	49,139
GB Poundsterling (GBP)	4,184	79,549	2,920	53,261
Japanese Yen (JPY)	1,619,298	220,176	1,810,609	231,414
Euro (EUR)	58,566	1,009,357	67,389	1,049,284
Others, USD equivalent	46,915	659,161	23,026	319,661
		58,914,395		49,139,708

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42. MONETARY ASSETS AND LIABILITIES IN FOREIGN CURRENCIES (continued)

Balances of monetary assets and liabilities in foreign currencies were as follows: (continued)

	2020		2019	
	Foreign currencies (in thousand)	Rupiah equivalent	Foreign currencies (in thousand)	Rupiah equivalent
Monetary liabilities (continued)				
Deposits from other banks				
US Dollar (USD)	231,167	3,247,899	128,706	1,786,768
Australian Dollar (AUD)	5,461	58,720	5,288	51,429
Euro (EUR)	1	24	-	-
Singapore Dollar (SGD)	743	7,880	229	2,363
Others, USD equivalent	16	227	1	8
		3,314,750		1,840,568
 Financial liabilities at fair value through profit or loss				
US Dollar (USD)	13	184	248	3,437
Singapore Dollar (SGD)	9	93	34	356
Hong Kong Dollar (HKD)	51	92	18	33
Japanese Yen (JPY)	724	98	2,185	279
Others, USD equivalent	49	682	43	592
		1,149		4,697
 Acceptance payables				
US Dollar (USD)	222,069	3,120,067	277,319	3,849,883
Singapore Dollar (SGD)	4,839	51,327	158	1,626
GB Poundsterling (GBP)	-	-	198	3,618
Japanese Yen (JPY)	367,650	49,989	901,748	115,252
Euro (EUR)	10,710	184,574	20,628	321,183
Others, USD equivalent	15,189	213,405	12,835	178,182
		3,619,362		4,469,744
 Securities sold under agreement to repurchase				
Hong Kong Dollar (HKD)	-	-	63,525	113,249
		-		113,249
 Borrowings				
US Dollar (USD)	47,517	667,614	4	55
Hong Kong Dollar (HKD)	129,851	235,329	38,928	69,399
GB Poundsterling (GBP)	1	18	-	-
Others, USD equivalent	25	352	25	343
		903,313		69,797

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42. MONETARY ASSETS AND LIABILITIES IN FOREIGN CURRENCIES (continued)

Balances of monetary assets and liabilities in foreign currencies were as follows: (continued)

	2020		2019	
	Foreign currencies (in thousand)	Rupiah equivalent	Foreign currencies (in thousand)	Rupiah equivalent
Monetary liabilities (continued)				
Estimated losses from commitments				
contingencies				
US Dollar (USD)	14,934	209,826	-	-
Singapore Dollar (SGD)	349	3,701	-	-
Hong Kong Dollar (HKD)	29	52	7	12
Japanese Yen (JPY)	1,215	165	-	-
Euro (EUR)	99	1,708	-	-
Others, USD equivalent	15	208	-	-
		215,660		12
 Accruals and other liabilities				
US Dollar (USD)	178	2,507	2,720	37,764
Australian Dollar (AUD)	2	24	15	141
Singapore Dollar (SGD)	1	8	2	25
Hong Kong Dollar (HKD)	2,994	5,426	883	1,575
GB Poundsterling (GBP)	-	1	-	1
Japanese Yen (JPY)	-	-	2	-
Euro (EUR)	36	614	21	333
Others, USD equivalent	11	161	10	143
		8,741		39,982

43. OPERATING SEGMENTS

The Group disclosed the financial information based on the products were as follows:

	2020			
	Loans	Treasury	Others	Total
Assets	547,643,666	437,305,085	90,621,505	1,075,570,256
Loans receivable - net	547,643,666	-	-	547,643,666
Interest and sharia income	46,596,092	15,228,367	3,578,702	65,403,161
Fee-based income	4,057,827	207,137	12,437,040	16,702,004
	2019			
	Loans	Treasury	Others	Total
Assets	572,033,999	255,752,071	91,203,242	918,989,312
Loans receivable - net	572,033,999	-	-	572,033,999
Interest and sharia income	49,583,414	10,339,749	3,914,632	63,837,795
Fee-based income	4,910,039	175,689	12,604,159	17,689,887

The Group main operations are managed in Indonesian territory. Bank's business segment is classified into 5 (five) main geographic areas, which are Sumatera, Java, Kalimantan, East Indonesia and overseas operation.

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43. OPERATING SEGMENTS (continued)

Information regarding segment based on geographic of the Group is presented in table below:

	2020					Total
	Sumatera	Java	Kalimantan	East Indonesia	Overseas operation	
Interest and sharia income	3,786,155	58,322,084	1,298,134	1,969,148	27,640	65,403,161
Interest and sharia expense	(664,167)	(10,037,346)	(208,658)	(327,500)	(4,220)	(11,241,891)
Net interest and sharia income	3,121,988	48,284,738	1,089,476	1,641,648	23,420	54,161,270
Net fee and commission income	782,641	11,604,296	274,115	495,060	3,734	13,159,846
Net income from transaction at fair value through profit or loss	55,229	4,173,776	27,751	31,257	14,760	4,302,773
Other operating income	43,332	3,428,744	14,783	49,483	5,067	3,541,409
Total segment income	4,003,190	67,491,554	1,406,125	2,217,448	46,981	75,165,298
Depreciation and amortisation	(69,464)	(2,391,955)	(26,085)	(51,284)	(6,223)	(2,545,011)
Other material non-cash elements:						
Reversal of allowance for impairment losses on asset	(317,565)	(11,150,754)	(94,185)	(65,114)	(458)	(11,628,076)
Other operating expenses	(1,331,710)	(24,795,191)	(425,632)	(846,210)	(24,961)	(27,423,704)
Income before tax	2,284,451	29,153,654	860,223	1,254,840	15,339	33,568,507
Income tax expense						(6,421,398)
Net income for the year						27,147,109

	2020					Total
	Sumatera	Java	Kalimantan	East Indonesia	Overseas operation	
Assets	70,567,076	949,092,235	22,627,875	32,373,074	909,996	1,075,570,256
Liabilities	70,567,076	759,630,175	22,627,875	32,373,074	339,719	885,537,919
Loans receivable - net	25,524,186	496,248,876	9,410,057	16,019,943	440,604	547,643,666
Deposits from customers	69,933,204	709,942,157	22,488,477	31,920,005	-	834,283,843
Sharia deposits	-	1,151,652	-	-	-	1,151,652
Temporary <i>syirkah</i> deposits	-	5,317,628	-	-	-	5,317,628

	2019					Total
	Sumatera	Java	Kalimantan	East Indonesia	Overseas operation	
Interest and sharia income	3,727,661	56,795,098	1,213,833	2,065,663	35,540	63,837,795
Interest and sharia expense	(882,676)	(11,739,231)	(279,273)	(452,056)	(7,111)	(13,360,347)
Net interest and sharia income	2,844,985	45,055,867	934,560	1,613,607	28,429	50,477,448
Net fee and commission income	750,866	12,110,220	242,974	500,002	4,319	13,608,381
Net trading income	56,573	3,343,939	20,674	31,436	3,720	3,456,342
Other operating income	49,942	3,968,050	9,118	45,316	7,952	4,080,378
Total segment income	3,702,366	64,478,076	1,207,326	2,190,361	44,420	71,622,549
Depreciation and amortisation	(42,845)	(1,922,521)	(13,824)	(30,190)	(6,235)	(2,015,615)
Other material non-cash elements:						
Addition of impairment on assets	(202,473)	(4,230,486)	41,598	(201,915)	1,933	(4,591,343)
Other operating expenses	(1,315,499)	(26,136,084)	(441,694)	(809,677)	(23,639)	(28,726,593)
Income before tax	2,141,549	32,188,985	793,406	1,148,579	16,479	36,288,998
Income tax expense						(7,719,024)
Net income for the year						28,569,974

	2019					Total
	Sumatera	Java	Kalimantan	East Indonesia	Overseas operation	
Assets	59,995,632	807,755,303	19,315,578	31,139,056	783,743	918,989,312
Liabilities	59,995,632	629,379,469	19,315,578	31,139,034	237,414	740,067,127
Loans receivable - net	27,461,980	516,363,191	9,531,400	18,328,846	348,582	572,033,999
Deposits from customers	59,366,497	589,593,111	19,239,284	30,781,176	-	698,980,068
Sharia deposits	-	1,035,526	-	-	-	1,035,526
Temporary <i>syirkah</i> deposits	-	4,779,029	-	-	-	4,779,029

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44. FINANCIAL RISK MANAGEMENT

The Bank has exposures to the following risks:

- Asset and liability risk
- Credit risk
- Liquidity risk
- Market risk
- Operational risk
- Consolidated risk

The following notes present information about the Bank's exposure to each of the above risks, the Bank's objectives, policies and process which are undertaken by the Bank in measuring and managing risk.

a. Risk management framework

The Bank recognises that in operating its business, there are inherent risks in its financial instruments, i.e. credit risk, liquidity risk, market risk which consists of foreign exchange risk and interest rate risk, operational risk and other risk.

In order to control those risks, the Bank implemented an integrated Risk Management Framework which is stated in its Basic Policy of Risk Management ("KDMR"). This framework is used as a tool for determining the strategies, organisation, policies and guidances as well as the Bank's infrastructures to ensure that all risks faced by the Bank can be properly identified, measured, controlled and reported.

To implement an effective risk management, the Bank has established a Risk Management Committee whose functions are to address overall risk issues faced by the Bank and recommend risk management policies to the Board of Directors.

In addition to the above-mentioned committee, the Bank also has other committees which are responsible to handle specific risks, such as: Credit Policy Committee, Credit Committee and Asset and Liability Committee ("ALCO").

The Bank always conducts a thorough risk assessment on management plan to release new products and/or activities in accordance with the type of risks regulated by the prevailing Bank Indonesia Regulations ("PBI"), Financial Services Authority Regulation ("POJK") and other prevailing regulations.

b. Assets and liabilities risk management

ALCO is responsible for evaluating, recommending and establishing the Bank's funding and investing strategies. Included in the scope of ALCO activities are managing liquidity risk, interest rate risk and foreign exchange risk; minimising funding cost and at the same time maintaining liquidity; and optimising the Bank's interest income by allocating the funds to productive assets in a prudent manner.

ALCO is led by the President Director (concurrently as a member of ALCO), with other members consisting of 10 (ten) directors, Executive Vice President which supervise Treasury and International Banking Division, Executive Vice President which supervise Corporate Banking Group, Executive Vice President which supervise Corporate Finance Division also Corporate Secretary, Head of International Banking Division, Head of Treasury Division, Head of Corporate Finance Division, Head of Corporate Strategy and Planning, Head of the Corporate Banking and Corporate Finance Group, Head of Commercials and SME Division, Head of Transaction Banking Product Development Division, Head of Business Development & Transaction Banking Marketing Division, Head of Transaction Banking Cooperation Solution Development Division, Head of Consumer Credit Business Unit and Head of Risk Management Unit.

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44. FINANCIAL RISK MANAGEMENT (continued)**b. Assets and liabilities risk management (continued)**

The Bank's asset and liability management process begins with an assessment of economic parameters affecting the Bank, which primarily consist of inflation rate, market liquidity, yield curve, US Dollar-Rupiah exchange rate, and other macro economic factors. Liquidity risks, foreign currency exchange risks and interest rate risks are reviewed by the Risk Management Unit and reported to ALCO. ALCO then decides the pricing strategy for the interest rates on deposits and loans based on the conditions and competition in the market.

c. Credit risk management

The credit organisation is continuously being improved with an emphasis on the four eyes principle, in which the credit decision is determined with the considerations of 2 (two) functions, i.e. business development function and credit risk analysis function.

The Bank has Basic Policy of Bank's Credit ("KDPB") which are continuously being improved, in line with the Bank's development, PBI, POJK and in accordance with International Best Practices.

The improvement on procedures and credit risk management system are conducted through the development of "Loan Origination System" which is a policy that regulates the workflow on loan origination process (end-to-end) in order to achieve an effective and efficient credit process. Risk profile measurement system is continuously being developed to determine the risk of debtor completely and correctly. The credit database development process is also continuously being conducted and improved.

The Credit Policy Committee is responsible for formulating credit policies, especially those that relate to prudence principles in credit, monitoring and evaluating the implementation of credit policies so that it can be applied consistently and in accordance with credit policy, and give advice and corrective actions to resolve problems in the implementation.

The Credit Committee was established to assist Board of Directors in evaluating and/or providing credit decisions in accordance with their level of authorisation through the Credit Committee Meeting or Directors' Circular Letter. The main functions of Credit Committee are as follows:

- providing further guidance if a thorough and comprehensive credit analysis is needed;
- making a decision or giving a recommendation on a credit proposal for big debtors and specific industries; and
- coordinating with ALCO, especially when it relates with sources of funding for credits.

The Bank has developed a debtor's risk rating system, which is known as the Internal Credit Risk Rating/Scoring System. The Internal Credit Risk Rating/Scoring System consists of 11 (eleven) categories of risk rating ranging from RR1 to RR10, and the worst is Loss. The Bank also implements debtor risk rating system for consumptive segment, which is also called as Internal Credit Risk Scoring System, consists of 10 (ten) risk rating categories ranging from RR1 (the best/the lowest) to RR10 (the worst/the highest). Debtor's risk rating provides an authorised officer with a valuable input for a better and more appropriate credit decision.

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44. FINANCIAL RISK MANAGEMENT (continued)**c. Credit risk management (continued)**

To maintain the credit quality, monitoring over credit quality is performed regularly on each credit category (Corporate, Commercial, Small & Medium Enterprise ("SME") and Consumer) as well as to overall credit portfolio. The Bank also sets limits in loans so that it can maintain the suitability of credit extension with the Bank's risk appetite and new regulations.

The Bank has developed a credit risk management tools through credit portfolio stress testing analysis and monitoring the results of such stress testing. Stress testing is used by the Bank as a tool to estimate the impact of stressful condition in order to enable the Bank creating appropriate strategies to mitigate the risks as part of its contingency plan implementation.

In order to monitor and control credit risk of the Subsidiaries, the Bank monitors the Subsidiaries' credit risk regularly, to ensure that the Subsidiaries have a good and effective Credit Risk Management Policy.

The spread of the COVID-19 pandemic in early 2020 has caused most economic activities to stop in various regions, this is a big challenge for debtors to make repayments of their loans due to decreasing/no income received. This condition will certainly pose a challenge to credit growth and also credit quality at the Bank, therefore the Bank immediately takes steps to maintain stability and reduce this impact by:

1. Provide relaxation/debt restructuring in all credit categories/segments for debtors affected by the spread COVID-19 while still paying attention to the provisions made by regulators, namely OJK, BI and the Government of Indonesia.
2. Monitor regularly and proactively, as well as maintain good relationships with debtors so that they can get through this difficult condition together.
3. Keep making new and additional loans while paying attention to the Bank's prudential principles and to be more selective, by taking into account, among other things, the introduction of prospective debtors, their industry sector, financial conditions and business prospects, and collateral requirements.
4. Prepare new policies in support of Government programs in providing stimulus to the real sector and also accelerating national economic recovery, namely providing new working capital loans or additional working capital loans in the context of restructuring through a credit guarantee program, as well as interest subsidies for borrowers of micro, small and medium enterprises (MSMEs) according to the criteria set by the government.
5. Conduct more routine coordination among related work units at head office including Directors, together with regional offices and branch offices to accelerate the necessary steps and seek solutions to problems faced in the debtor credit process.

i. Maximum exposure to credit risk

For financial assets recognised in the consolidated statements of financial position, the maximum exposure to credit risk generally equals their carrying amount. For bank guarantees and irrevocable Letters of Credit issued, the maximum exposure to credit risk is the maximum amount that the Bank would have to pay if the obligations of the bank guarantees and irrevocable Letters of Credit issued are called upon. For credit commitments, the maximum exposure to credit risk is the full amount of the unused committed loan facilities granted to customers.

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44. FINANCIAL RISK MANAGEMENT (continued)

c. Credit risk management (continued)

i. Maximum exposure to credit risk (continued)

The following table presents maximum exposure to Bank and Subsidiaries credit risk of financial instruments in the consolidated statements of financial position (on-balance sheet) and consolidated administrative accounts (off-balance sheet).

	2020	2019
Consolidated financial position:		
Current accounts with Bank Indonesia	27,482,178	47,904,674
Current accounts with other banks - net	11,972,409	10,521,687
Placements with Bank Indonesia and other banks - net	47,450,890	30,948,274
Financial assets at fair value through profit or loss	2,936,245	5,910,146
Acceptance receivables - net	8,144,843	9,492,755
Bills receivable - net	8,091,013	7,909,020
Securities purchased under agreements to resell - net	146,819,249	9,575,565
Loans receivable - net	547,643,666	572,033,999
Consumer financing receivables - net	7,605,934	10,532,424
Finance lease receivables - net	100,299	149,428
Assets related to sharia transactions - <i>murabahah</i> receivables - net	1,333,825	1,584,223
Investment securities - net	192,553,101	142,982,705
Other assets - net		
Accrued interest income	5,155,487	4,487,493
Transactions related to ATM and credit card	4,323,596	3,826,536
Unaccepted bills receivable	53,120	39,697
Receivables from customer transactions	466,288	166,736
Receivables from insurance transactions	407,175	296,709
	1,012,539,318	858,362,071
Consolidated administrative account - net:		
Unused credit facilities to customers - committed	179,801,728	152,604,164
Unused credit facilities to other banks - committed	2,209,700	2,455,331
Irrevocable Letters of Credit facilities	9,427,828	8,590,916
Bank guarantees issued to customers	15,739,395	15,737,312
	207,178,651	179,387,723
	1,219,717,969	1,037,749,794

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44. FINANCIAL RISK MANAGEMENT (continued)

c. Credit risk management (continued)

ii. Concentration of credit risk analysis

The Bank encourages the diversification of its credit portfolio among a variety of geographic area, industries and products in order to minimise the credit risk.

The concentration of loans by type of loan, currency and economic sector is disclosed in Note 13.

Based on counterparty

The following table presents concentration of credit risk of the Group by counterparty:

	2020				
	Corporate	Government and Bank Indonesia	Bank	Individual	Total
Consolidated financial position:					
Current accounts with Bank Indonesia	-	27,482,178	-	-	27,482,178
Current accounts with other banks	-	-	11,973,336	-	11,973,336
Placement with Bank Indonesia and other banks	-	38,406,460	9,049,130	-	47,455,590
Financial assets at fair value through profit or loss	337,706	1,594,178	1,004,361	-	2,936,245
Acceptance receivables	8,013,313	-	504,998	35,664	8,553,975
Bills receivable	951,476	44,149	7,103,400	-	8,099,025
Securities purchased under agreements to resell	-	141,649,330	5,042,652	128,415	146,820,397
Loans receivable	377,131,751	-	26,558,606	170,899,251	574,589,608
Consumer financing receivables	203,009	-	158	8,209,073	8,412,240
Finance lease receivables	94,056	-	-	7,252	101,308
Assets related to sharia transactions - <i>murabahah</i> receivables	903,911	-	-	456,335	1,360,246
Investment securities	22,355,283	161,759,898	8,637,557	-	192,752,738
Other assets					
Accrued interest income	1,585,543	2,788,764	210,746	570,438	5,155,491
Transactions related to ATM and credit card	4,323,596	-	-	-	4,323,596
Unaccepted bills receivable	77,738	-	-	-	77,738
Receivables from customer transactions	24,301	-	-	441,987	466,288
Receivables from insurance transactions	368,384	-	11,443	27,348	407,175
Total	416,370,067	373,724,957	70,096,387	180,775,763	1,040,967,174
Less:					
Allowance for impairment losses					(28,427,856)
					1,012,539,318
Commitments and contingencies with credit risk:					
Unused credit facilities - committed	157,595,839	2,000,000	2,209,701	23,713,232	185,518,772
Irrevocable Letters of Credit facilities	9,442,307	-	-	6,441	9,448,748
Bank guarantees issued to customers	13,691,051	-	894,272	1,163,549	15,748,872
	180,729,197	2,000,000	3,103,973	24,883,222	210,716,392
Less:					
Allowance for impairment losses					(3,537,741)
					207,178,651

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44. FINANCIAL RISK MANAGEMENT (continued)

c. Credit risk management (continued)

ii. Concentration of credit risk analysis (continued)

Based on counterparty (continued)

The following table presents concentration of credit risk of the Group by counterparty:
(continued)

	2019				
	Corporate	Government and Bank Indonesia	Bank	Individual	Total
Consolidated financial position:					
Current accounts with Bank Indonesia	-	47,904,674	-	-	47,904,674
Current accounts with other banks	-	-	10,521,687	-	10,521,687
Placement with Bank Indonesia and other banks	-	26,313,814	4,634,460	-	30,948,274
Financial assets held for trading	299,865	3,378,221	2,232,060	-	5,910,146
Acceptance receivables	9,192,501	535	476,341	-	9,669,377
Bills receivable	627,260	83,962	7,200,532	-	7,911,754
Securities purchased under agreements to resell	114,620	9,147,128	290,447	25,103	9,577,298
Loans receivable	369,169,253	1,500,000	25,507,282	190,763,048	586,939,583
Consumer financing receivables	291,920	-	298	10,713,303	11,005,521
Finance lease receivables	141,806	-	-	10,769	152,575
Assets related to sharia transactions - <i>murabahah</i> receivables	732,819	-	-	886,916	1,619,735
Investment securities	23,447,231	110,735,136	8,870,758	-	143,053,125
Other assets					
Accrued interest income	1,719,981	1,813,411	274,181	679,923	4,487,496
Transactions related to ATM and credit card	3,826,536	-	-	-	3,826,536
Unaccepted bills receivable	40,596	-	-	-	40,596
Receivables from customer transactions	35,593	-	-	131,143	166,736
Receivables from insurance transactions	239,947	-	20,245	36,517	296,709
Total	409,879,928	200,876,881	60,028,291	203,246,722	874,031,822
Less:					
Allowance for impairment losses					(15,669,751)
					858,362,071
Commitments and contingencies with credit risk:					
Unused credit facilities - committed	128,677,077	500,000	2,455,331	23,427,087	155,059,495
Irrevocable Letters of Credit facilities	8,590,009	-	-	907	8,590,916
Bank guarantees issued to customers	14,061,967	-	577,578	1,097,767	15,737,312
Total	151,329,053	500,000	3,032,909	24,525,761	179,387,723

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44. FINANCIAL RISK MANAGEMENT (continued)

c. Credit risk management (continued)

iii. Credit risk analysis

The following table presents the financial assets classified into stage 1, stage 2 and stage 3:

	2020			
	Carrying Value			
	Stage 1	Stage 2	Stage 3	Total
Measured at amortised cost:				
Current accounts with Bank Indonesia	27,482,178	-	-	27,482,178
Current account with other banks - net	11,972,409	-	-	11,972,409
Placement with Bank Indonesia and other banks - net	46,727,654	-	-	46,727,654
Acceptance receivables - net	8,143,736	1,107	-	8,144,843
Bills receivables - net	8,091,013	-	-	8,091,013
Securities purchased under agreements to resell - net	146,819,249	-	-	146,819,249
Loans receivable - net	541,602,055	1,873,382	4,168,229	547,643,666
Investment securities - net	22,420,930	-	-	22,420,930
Consumer financing receivables - net	6,443,288	284,558	878,088	7,605,934
Finance lease receivables - net	100,299	-	-	100,299
Assets related to sharia transactions - <i>murabahah</i> receivables - net	1,327,600	6,224	-	1,333,824
Other assets - net				
Accrued interest income	5,155,487	-	-	5,155,487
Transactions related to ATM and credit card	4,323,596	-	-	4,323,596
Unaccepted bills receivable	53,120	-	-	53,120
Receivables from customer transactions	466,288	-	-	466,288
Receivables from insurance transactions	407,175	-	-	407,175
	831,536,077	2,165,271	5,046,317	838,747,665
Measured at fair value through profit or loss (FVPL):				
Financial assets at fair value through profit or loss	2,936,245	-	-	2,936,245
	2,936,245	-	-	2,936,245
Measured at fair value through other comprehensive income (FVOCI):				
Placements with Bank Indonesia and other banks	723,236	-	-	723,236
Investment securities - net	170,132,171	-	-	170,132,171
	170,855,407	-	-	170,855,407
	1,005,327,729	2,165,271	5,046,317	1,012,539,317

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44. FINANCIAL RISK MANAGEMENT (continued)

c. Credit risk management (continued)

iii. Credit risk analysis (continued)

The following table presents individually impaired financial assets, financial assets that are not individually significant and collectively assessed for impairment, past due but not impaired financial assets and neither past due nor impaired financial assets.

	2019							Not individually significant and collectively assessed for		
	Individually impaired	Past due but not impaired			Neither past due nor impaired			Other financial assets	impairment	Total
		1 - 30 days	31 - 60 days	61 - 90 days	Acceptance receivables, bills receivable and loans receivable					
					High grade	Standard grade	Low grade			
Loans and receivables:										
Current accounts with Bank Indonesia	-	-	-	-	-	-	-	47,904,674	-	47,904,674
Current accounts with other banks	-	-	-	-	-	-	-	10,521,687	-	10,521,687
Placements with Bank Indonesia and other banks	-	-	-	-	-	-	-	29,474,447	-	29,474,447
Acceptance receivables - net	-	-	-	-	4,863,217	4,311,314	17,851	-	300,373	9,482,755
Bills receivable - net	-	-	-	-	2,979,636	1,321,656	55,514	-	3,552,214	7,909,020
Securities purchased under agreements to resell - net	-	-	-	-	-	-	-	9,575,565	-	9,575,565
Loans receivable - net	1,469,364	716,117	156,606	136,021	244,286,451	83,481,169	1,309,528	-	240,478,743	572,033,999
Consumer financing receivables - net	-	-	-	-	-	-	-	-	10,532,424	10,532,424
Finance lease receivables - net	-	-	-	-	-	-	-	-	149,428	149,428
Assets related to sharia transactions - <i>murabahah</i> receivables - net	6,556	-	-	-	-	-	-	-	1,577,667	1,584,223
Other assets - net	-	-	-	-	-	-	-	-	4,487,493	4,487,493
Accrued interest income	-	-	-	-	-	-	-	-	-	-
Transactions related to ATM and credit card	-	-	-	-	-	-	-	3,826,536	-	3,826,536
Unaccepted bills receivable	-	-	-	-	-	-	-	-	39,697	39,697
Receivables from customer transactions	-	-	-	-	-	-	-	-	166,736	166,736
Receivables from insurance transactions	-	-	-	-	-	-	-	-	296,709	296,709
	1,475,920	716,117	156,606	136,021	252,129,304	89,114,139	1,382,893	101,302,909	261,581,484	707,995,393
Measured at fair value through profit or loss:										
Financial assets held-for-trading	-	-	-	-	-	-	-	5,910,146	-	5,910,146
	-	-	-	-	-	-	-	5,910,146	-	5,910,146
Available-for-sale:										
Placements with Bank Indonesia and other banks	-	-	-	-	-	-	-	1,473,827	-	1,473,827
Investment securities - net	-	-	-	-	-	-	-	126,876,925	-	126,876,925
	-	-	-	-	-	-	-	128,350,752	-	128,350,752
Held-to-maturity:										
Investment securities - net	-	-	-	-	-	-	-	16,105,780	-	16,105,780
	-	-	-	-	-	-	-	16,105,780	-	16,105,780
	1,475,920	716,117	156,606	136,021	252,129,304	89,114,139	1,382,893	251,669,587	261,581,484	858,362,071

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44. FINANCIAL RISK MANAGEMENT (continued)**c. Credit risk management (continued)****iii. Credit risk analysis (continued)****Classification of Financial Assets**

The classification of financial assets is based on a business model and tests of cash flows characteristics (Solely Payment of Principal & Interest (SPPI)). The Bank's financial assets are classified as follows:

- Fair Value Through Profit/Loss (FVPL)
- Fair Value Through Other Comprehensive Income (FVOCI)
- Amortised Cost

Measurement of Expected Credit Loss

As of 1 January 2020, the calculation of Bank provisions refers to SFAS 71. Where in SFAS 71 introduces the expected credit loss method to measure the loss of a financial instrument resulting from the impairment of financial instruments. Different from the previous SFAS 55 that recognizes a credit loss when the credit loss event occurs, SFAS 71 requires immediate recognition for the impact of expected credit loss changes after initial recognition of the financial asset.

If at the reporting date, credit risk on a financial instrument has not increased significantly since initial recognition, the entity shall measure the allowance for losses for that financial instrument at the amount of 12 (twelve) months expected losses. An entity shall measure the allowance for losses on a financial instrument at the amount of expected credit losses over its lifetime, if the credit risk on that financial instrument has increased significantly since initial recognition.

The Bank develops risk parameter modeling such as PD (Probability of Default), LGD (Loss Given Default) and EAD (Exposure at Default) which are used as components for calculating expected credit losses.

Staging Criteria

SFAS 71 requires entity to classify financial instruments into three stages of impairment (stage 1, stage 2, and stage 3) by determining whether there is a significant increase in credit risk.

The Bank measures the allowance for losses of an expected 12 months credit loss for financial assets with low credit risk at the reporting date (stage 1) and lifetime credit losses for financial assets with a significant increase in credit risk (stage 2).

At each reporting date, the entity assesses whether the credit risk of the financial instrument has increased significantly (SICR) since initial recognition. In making that assessment, an entity compares the risk of default on initial recognition and considers the reasonable and supportable information available without undue cost or effort, which is an indication of a significant increase in credit risk (SICR) since initial recognition.

In general, financial assets with arrears of 30 days or more and not yet experiencing an impairment will always be considered to have significant increase credit risk (SICR).

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44. FINANCIAL RISK MANAGEMENT (continued)**d. Credit risk management (continued)****iii. Credit risk analysis (continued)****Staging Criteria (continued)**

Financial assets are only considered impaired and expected credit losses over their lifetime are recognised, if there is observable objective evidence of impairment, including, among others, default or experiencing significant financial difficulties.

Forward-looking Information

In calculating expected credit losses, the Bank considers the effect of the macroeconomic forecast. In addition, the Bank also determines a probability weighted for the possibility of such macro scenario.

Various macroeconomic variables (MEV) are used in the modeling of SFAS 71 depending on the results of statistical analysis of the suitability of the MEV with historical data for impairment model development. The calculation of the expected credit loss and the macroeconomic forecast (MEV) are reviewed by the Bank periodically. MEV used by the Bank includes GDP, inflation rate, exchange rate and others.

Related to the COVID-19 pandemic which has created global and domestic economic uncertainty, the Bank continues to identify and monitor on an ongoing basis and stay alert to keep making allowances for impairment losses if debtors who have restructured perform well initially, is expected to decline due to the impact of COVID-19 and are unable to recover after the restructuring/impact of COVID-19.

Individually impaired financial assets

Individually impaired financial assets are financial assets that are individually significant and there is objective evidence that impairment loss has incurred after initial recognition of the financial assets.

Based on the Bank's internal policy, loans that are determined to be individually significant are loans to corporate and commercial debtors.

Individual measurements are made by considering the difference between all contractual cash flows that are due to the entity in accordance with the contract and all cash flows that the entity expects to receive (i.e. all cash shortfalls), discounted with the effective interest rate.

Financial assets that are not individually significant and assessed for collective impairment

Financial assets that are not individually significant consist of loans and receivables of the Group to retail debtors, i.e. Small & Medium Enterprise ("SME") debtors, consumer financing receivables (including joint financing) debtors, mortgage and its housing renovation loans, vehicle loans and credit card.

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44. FINANCIAL RISK MANAGEMENT (continued)**c. Credit risk management (continued)****iii. Credit risk analysis (continued)****Financial assets that are not individually significant and assessed for collective impairment (continued)**

The Group determines that impairment losses of financial assets that are not individually significant are assessed collectively, by grouping those financial assets based on similar risk characteristics.

Collective measurement is done statistically using the parameters PD (Probability of Default), LGD (Loss Given Default) and EAD (Exposure at Default).

Financial assets that are past due and impaired

Receivables that are due are all receivables that are past due for more than 90 days, either for principal payments and/or interest payments. Meanwhile, impaired receivables are financial assets that have significant value individually and there is objective evidence that individual impairment occurs after the initial recognition of the financial assets.

Loans, acceptances and bills receivable with a rating scale internal risk RR1 through RR7 according to the internal credit risk rating/scoring system is included in the high grade category. High category grade is a loan whose debtor has a strong capacity in terms of repayment of all obligations in a timely manner because they are supported by sound fundamental factors and are not easily influenced by changes in unfavorable economic conditions.

Loans, acceptances and bills receivable with a rating scale internal risks RR8 through RR9 according to the internal credit risk rating/scoring system are included in the standard grade category. Standard grade category is a loan whose debtor is deemed to have adequate capacity in terms of interest and principal payments, but is quite sensitive against changes in unfavorable economic conditions.

In accordance with the quality, loans, acceptances, and bills receivable are grouped into 3 (three) categories, namely high grade, standard grade, and low grade, based on the Bank's internal estimate of probability defaults on certain debtors or portfolios which are assessed based on a number of qualitative and quantitative factors.

Loans, acceptances and notes receivable with a rating scale internal risk RR10 and loss according to the internal credit risk rating/scoring system (Note 44c) is included in the low grade category. Low grade category is a loan whose debtor is vulnerable in terms of interest and principal payment capacity due to unfavorable fundamental factors and/or very sensitive to unfavorable economic conditions.

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44. FINANCIAL RISK MANAGEMENT (continued)**c. Credit risk management (continued)****iv. Collateral**

Collateral is held to mitigate credit risk exposures and risk mitigation policies determine the eligibility of collateral types that can be accepted by the Bank. The Bank differentiates collateral types based on its liquidity and existence into solid collaterals and non-solid collaterals. Solid collaterals are collaterals which have relatively high liquidity value and/or the existence is permanent (is not easily moved) i.e., cash collaterals and land/building, and therefore, the collaterals can be repossessed or taken over by the Bank when the loan to debtor/group debtor becomes non-performing. Non-solid collaterals are collaterals which have relatively low liquidity value and/or the existence is temporary (easily moveable) i.e., vehicles, machineries, inventories, receivables, etc. As of 31 December 2020 and 2019, the Bank held collaterals against loans receivables in the form of cash, properties (land/building), motor vehicles, guarantees, machineries, inventories, debt securities, etc.

The Bank's policy in connection with collateral as mitigation of credit risk depends on the credit category or facilities provided. For SME loans, all loans should be supported with collateral (collateral based lending) whereby at least 50% (fifty percent) of it are solid collaterals. For corporate and commercial loans, the collateral values are determined based on the individual debtor credit worthiness. The collateral value is determined based on the appraisal value at the time of loan approval and periodically reviewed.

For mortgage facility ("KPR"), the Bank requires that all facilities should be supported by collateral properties (land/building). The Bank applies the Loan-to-Value ("LTV") regulation gradually, starting from the first mortgage facility and so forth, in accordance with the rules imposed by the regulator. Value of the collateral for KPR is calculated based on the collateral value when credit is granted and renewed every 30 (thirty) months. For auto loan facility ("KKB"), the Bank requires that all facilities should be supported by collateral vehicles. The Bank applied the down payment rule, in accordance with the regulation imposed by the regulator.

Subsidiaries' consumer financing receivables are secured by the related certificates of ownership ("BPKB") of the vehicles being financed.

For foreign exchange transactions, either spot or forward, the Bank requires cash collaterals which is set at a certain percentage of facility provided. If the debtor has other credit facilities in the Bank, the debtor may use the collateral that has been given previously to be crossed with each other. The policy on percentage of the required collateral will be reviewed periodically, in line with the fluctuation and volatility of Rupiah currency to foreign currency exchange rate.

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44. FINANCIAL RISK MANAGEMENT (continued)**c. Credit risk management (continued)****iv. Collateral (continued)**

Details of financial and non-financial assets obtained by the Bank during the year by taking possession of collaterals held as security against financial assets as of 31 December 2020 and 2019, presented in other assets at the lower of carrying amount and net realisable value, were as follows:

	2020	2019
Land	110,272	131,980
Building	1,114,471	803,028
Other commercial properties	45,035	39,911
Financial assets and other assets	144,075	1,960
Fair value	1,413,853	976,879

The Bank generally does not use repossessed non-cash collateral for its own operations. The Bank's policy is to realise collaterals which are repossessed as part of the settlement of credit.

As of 31 December 2020 and 2019, collateral taken over by the Subsidiaries amounting to Rp 143,161 and Rp 59,379, respectively.

v. Financial assets measured at fair value through profit or loss

As of 31 December 2020 and 2019, the Group had financial assets at the fair value through profit or loss (2019: held for trading) amounting to Rp 2,936,245 and Rp 5,910,146, respectively (Note 9). Information on credit quality of the maximum exposure to credit risk of financial assets at fair value through profit or loss (2019: held for trading) was as follows:

	2020	2019
Government securities:		
Investment grade	1,594,177	3,378,221
Corporate bonds:		
Investment grade	161,595	132,990
Derivative assets:		
Other banks as counterparties	1,000,870	1,814,854
Corporates as counterparties	79,173	120,742
Others	100,430	463,339
Fair value	2,936,245	5,910,146

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44. FINANCIAL RISK MANAGEMENT (continued)

c. Credit risk management (continued)

vi. Investment securities

As of 31 December 2020 and 2019, the Group had investment securities at the carrying value amounting to Rp 192,553,101 and Rp 142,982,705, respectively (Note 15). Information on credit quality of the maximum exposure to credit risk of investment securities was as follows:

	2020	2019
Government securities:		
Investment grade	160,947,807	109,838,886
Corporate bonds:		
Investment grade	21,414,524	16,839,052
Non-investment grade	9,808	-
Others	10,180,962	16,304,767
Carrying value	192,553,101	142,982,705

d. Liquidity risk management

The Bank emphasises the importance of maintaining adequate liquidity to meet its commitments to its customers and other parties, whether in loans disbursement, repayment of customers' deposits or to meet operational liquidity requirements. The management of overall liquidity needs is overseen by ALCO and operationally by the Treasury Division.

The Bank has implemented the relevant liquidity rules in accordance with regulatory requirement for the Bank to maintain Rupiah liquidity (Minimum Statutory Reserve/*Giro Wajib Minimum* or GWM) both on daily and on average for a particular reporting period, which consists of Primary Minimum Statutory Reserve and MIR (Macroprudential Intermediation Ratio) in the form of Rupiah demand deposits at Bank Indonesia, MLB (Macroprudential Liquidity Buffer) in the form of SBI, SDBI and SBN, as well as foreign currency Minimum Statutory Reserve in the form of foreign currency demand deposits in Bank Indonesia.

The Bank monitors its liquidity by maintaining sufficient liquid assets to repay the customers' deposits and ensuring that total assets mature in each period is sufficient to cover total matured liabilities.

The Bank's liquid assets mainly consist of placements with Bank Indonesia and other banks, including current accounts with Bank Indonesia and other banks and cash. If the Bank needs liquidity, the Bank can immediately drawdown excess reserve funds over its Minimum Statutory Reserve in the current accounts with Bank Indonesia ("GWM"), sell the Certificates of Bank Indonesia ("SBI")/State Debentures ("SUN")/other government securities or sell SBI/SUN/other government securities under repurchase agreements, early redemption of BI term deposits or seek for borrowings from interbank money market in Indonesia. The Bank's primary reserve consists of the Minimum Statutory Reserve and cash held at branches.

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44. FINANCIAL RISK MANAGEMENT (continued)

d. Liquidity risk management (continued)

In order to reduce risk of dependency to single funding, the Subsidiaries have diversified its funding resources. Besides capital and collection from customers, the Subsidiaries generate funding resources from bank loans and capital market, through bonds and medium-term notes issuance.

The following table presents the undiscounted contractual cash flows of financial liabilities and administrative accounts of the Group based on remaining period to contractual maturity as of 31 December 2020 and 2019:

	2020						
	Carrying value	Gross nominal inflow/ (outflow)	Up to 1 month	> 1 - 3 months	> 3 months - 1 year	> 1 – 5 years	> 5 years
Non-derivative financial liabilities							
Deposits from customers	(834,283,843)	(834,580,063)	(786,759,743)	(33,294,855)	(14,525,465)	-	-
Sharia deposits	(1,151,652)	(1,151,653)	(1,151,653)	-	-	-	-
Deposits from other banks	(10,163,163)	(10,163,231)	(10,099,076)	(64,055)	(100)	-	-
Acceptance payables	(4,400,045)	(4,400,045)	(1,633,103)	(1,637,031)	(1,071,440)	(58,471)	-
Securities sold under agreements to repurchase	-	(222)	(222)	-	-	-	-
Debt securities issued	(590,821)	(682,048)	-	(12,551)	(147,653)	(521,844)	-
Borrowings	(1,307,298)	(1,307,421)	(801,731)	-	(374,596)	(131,094)	-
Estimated losses from commitments and contingencies	(3,537,741)	(3,537,741)	(295,858)	(645,249)	(1,846,960)	(740,524)	(9,150)
Other liabilities	(4,697,120)	(4,697,120)	(4,346,976)	(31,069)	(39,724)	(186,019)	(93,332)
Subordinated bonds	(500,000)	(509,296)	(9,296)	-	-	(435,000)	(65,000)
	(860,631,683)	(861,028,840)	(805,097,658)	(35,684,810)	(18,005,938)	(2,072,952)	(167,482)
Derivative financial liabilities							
Financial liabilities at fair value through profit or loss:	(138,757)						
Outflow		(6,840,201)	(3,236,520)	(3,466,803)	(136,877)	-	-
Inflow		6,702,880	3,170,013	3,400,383	132,485	-	-
Other liabilities	(1,690)	(1,690)	(1,690)	-	-	-	-
	(140,447)	(139,011)	(68,197)	(66,420)	(4,392)	-	-
Administrative accounts							
Unused credit facilities to customers - committed		(183,309,072)	(183,309,072)	-	-	-	-
Unused credit facilities to other banks - committed		(2,209,700)	(2,209,700)	-	-	-	-
Irrevocable Letters of Credit facilities		(9,448,748)	(3,119,611)	(5,162,011)	(1,161,222)	(5,904)	-
Bank guarantees issued to customers		(15,748,872)	(1,733,840)	(2,498,341)	(9,245,606)	(2,271,085)	-
		(210,716,392)	(190,372,223)	(7,660,352)	(10,406,828)	(2,276,989)	-
	(860,772,130)	(1,071,884,243)	(995,538,078)	(43,411,582)	(28,417,158)	(4,349,941)	(167,482)

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44. FINANCIAL RISK MANAGEMENT (continued)

d. Liquidity risk management (continued)

The following table presents the undiscounted contractual cash flows of financial liabilities and administrative accounts of the Group based on remaining period to contractual maturity as of 31 December 2020 and 2019: (continued)

	2019						
	Carrying Value	Gross nominal inflow/ (outflow)	Up to 1 month	> 1 - 3 months	> 3 months - 1 year	> 1 – 5 years	> 5 years
Non-derivative financial liabilities							
Deposits from customers	(698,980,068)	(699,367,072)	(647,106,202)	(34,798,731)	(17,462,139)	-	-
Sharia deposits	(1,035,526)	(1,036,015)	(1,036,015)	-	-	-	-
Deposits from other banks	(6,717,474)	(6,717,597)	(6,681,497)	(36,000)	(100)	-	-
Acceptance payables	(5,321,249)	(5,321,249)	(1,919,003)	(2,301,825)	(1,026,305)	(74,116)	-
Securities sold under agreements to repurchase	(113,249)	(114,750)	(114,750)	-	-	-	-
Debt securities issued	(1,347,523)	(1,551,087)	-	(26,760)	(842,279)	(682,048)	-
Borrowings	(2,332,870)	(2,335,654)	(73,158)	(148,286)	(1,864,397)	(249,813)	-
Estimated of losses from commitments and contingencies	(12)	(12)	(12)	-	-	-	-
Other liabilities	(3,287,368)	(3,287,368)	(3,268,228)	(17,426)	(1,704)	(10)	-
Subordinated bonds	(500,000)	(509,296)	(9,296)	-	-	-	(500,000)
	(719,635,339)	(720,240,100)	(660,208,161)	(37,329,028)	(21,196,924)	(1,005,987)	(500,000)
Derivative financial liabilities							
Financial liabilities held for trading:							
Outflow	(106,260)	(9,189,024)	(5,244,953)	(3,163,079)	(780,992)	-	-
Inflow		9,084,206	5,193,975	3,119,612	770,619	-	-
Other liabilities	(38,783)	(38,783)	(38,783)	-	-	-	-
	(145,043)	(143,601)	(89,761)	(43,467)	(10,373)	-	-
Administrative accounts							
Unused credit facilities to customers - committed		(152,604,164)	(152,604,164)	-	-	-	-
Unused credit facilities to other banks - committed		(2,455,331)	(2,455,331)	-	-	-	-
Irrevocable Letters of Credit facilities		(8,590,916)	(3,142,922)	(4,293,786)	(1,154,208)	-	-
Bank guarantees issued to customers		(15,737,312)	(1,563,549)	(2,954,540)	(8,987,269)	(2,220,596)	(11,358)
	(179,387,723)	(159,765,966)	(7,248,326)	(10,141,477)	(2,220,596)	(11,358)	(11,358)
	(719,780,382)	(899,771,424)	(820,063,888)	(44,620,821)	(31,348,774)	(3,226,583)	(511,358)

The tables above were prepared based on remaining contractual maturities of the financial liabilities and irrevocable Letters of Credit facility, while for issued guarantee contracts and unused committed credit facility were based on its earliest possible contractual maturity. The Bank's and Subsidiaries' expected cash flows from these instruments vary significantly from the above analysis. For example, current accounts and saving accounts are expected to have a stable or increasing balance, or unused committed credit facility to customers/other banks are not all expected to be drawn down immediately.

The nominal inflow and outflow disclosed in the above table represents the contractual undiscounted cash flows relating to the principal and interest on the financial liabilities or commitments. The disclosure for derivatives shows a gross inflow and outflow amount for derivatives that have simultaneous gross settlement (e.g., foreign currency forward).

Analysis on the carrying value of financial assets and liabilities based on remaining contractual maturities as of 31 December 2020 and 2019 are disclosed in Note 45.

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44. FINANCIAL RISK MANAGEMENT (continued)**e. Market risk management****i. Foreign exchange risk**

The Bank conducts foreign currency trading in accordance with its internal policies and regulations from Bank Indonesia regarding Net Open Position ("NOP"). In managing its foreign exchange risk, the Bank centralises the management of its NOP at the Treasury Division, which consolidates daily NOP reports from all branches. In general, each branch is required to square its foreign exchange risk at the end of each business day, although there is a NOP tolerance limit set for each branch depending on the volume of its foreign exchange activity. The Bank prepares its daily NOP report which combines the NOP from consolidated statements of financial position and administrative accounts. Bank has considered Domestic Non delivery Forward (DNDF) transaction as part of NOP report.

The Bank's revenue from foreign currency trading is mainly obtained from customer-related transactions and sometimes the Bank has NOP in certain amount to fulfill the customer's needs, in accordance with the Bank's internal guidelines. Trading for profit-taking purposes (proprietary trading) can only be performed for limited foreign currencies with small limits.

The Bank's foreign currency liabilities mainly consist of deposits and borrowings denominated in US Dollar. To comply with the NOP regulations, the Bank maintains its assets which consist of placements with other banks and loans receivable in USD.

To measure foreign exchange risk on trading book, the Bank uses Value at Risk ("VaR") method with Historical Simulation approach for the purpose of internal reporting, meanwhile for the purpose of Bank's Capital Adequacy Ratio ("CAR") report, the Bank used OJK standard method.

Bank's sensitivity towards foreign currency is taken into account by using NOP information translated to major foreign currency of the Bank, which is USD. The table below summarises the Bank's profit before tax sensitivity on changes of foreign exchange rate as of 31 December 2020 and 2019:

	Impact on profit before tax	
	+5%	-5%
31 December 2020	(30,199)	30,199
31 December 2019	(3,881)	3,881

Information about Bank's NOP as of 31 December 2020 and 2019 were disclosed in Note 46.

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44. FINANCIAL RISK MANAGEMENT (continued)

e. Market risk management (continued)

ii. Interest rate risk

Interest Rate Risk in the Banking Book

The calculation of interest rate risk in the banking book ("IRRBB") uses two perspectives, which are the economic value perspective and the earnings perspective. It is intended so the Bank can identify risks more accurately and perform appropriate corrective actions.

To mitigate IRRBB, the Bank has set nominal limits for fixed rate loans and banking book securities, IRRBB limits and pricing strategies.

The measurement of IRRBB using 2 (two) methods is in accordance to Circular Letter of OJK No. 12/SEOJK.03/2018 regarding the Implementation of Risk Management and Standard Approach for Risk Measurement of Interest Rate Risk in Banking Book for Conventional Banks:

- a. Measurement based on the changes in the economic value of equity, which measures the impact of changes in interest rates on the economic value of Bank equity; and
- b. Measurement based on the changes in net interest income, which measures the impact of changes in interest rates on the Bank's earnings.

The Bank measures IRRBB for significant currencies, which are IDR and USD. In total of IRRBB, the maximum negative (absolute) value of the two currencies is aggregated.

Interest Rate Risk in the Trading Book

The risk measurement is performed on Rupiah and USD which are then reported to ALCO. To measure interest rate risk on the trading book, the Bank uses VaR method with Historical Simulation approach for internal reporting purposes, while for the Minimum Capital Adequacy Ratio purpose, the Bank uses OJK's standard approach.

Cash flow interest rate risk is the risk that future cash flow from financial instruments fluctuates due to the movement in market interest rates. Fair value interest rate risk is the risk that the fair value of financial instruments fluctuates due to the movement in market interest rates. The Bank has exposure to the volatility in market interest rates both to the fair value risk and cash flows risk. To mitigate this risk, the Board of Directors have set VaR limits for trading book, which are monitored by the Risk Management Unit on a daily basis.

The Subsidiary is exposed to interest rate risk arising from consumer financing receivables, factoring receivables, other receivables, the issuance of fixed rate bonds payable and medium-term notes payable. The Subsidiary manages the interest rate risk by diversifying its financing sources to find the most suitable fixed interest rate to minimise mismatch.

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44. FINANCIAL RISK MANAGEMENT (continued)

e. Market risk management (continued)

ii. Interest rate risk (continued)

The table below summarises the Group financial assets and liabilities (non-trading purposes) at carrying amounts, categorised by the earlier of contractual re-pricing or maturity dates:

	2020						Total
	Floating interest rate		Fixed interest rate			Non-interest bearing	
	Up to 3 months	> 3 months - 1 year	Up to 3 months	> 3 months - 1 year	More than 1 year		
Financial assets							
Current accounts with Bank Indonesia	24,669,882	-	-	-	-	2,812,296	27,482,178
Current accounts with other banks - net	11,972,409	-	-	-	-	-	11,972,409
Placements with Bank Indonesia - net and other banks	-	-	-	45,192,474	2,258,416	-	47,450,890
Acceptance receivables - net	1,917,517	1,324,375	-	-	-	4,902,951	8,144,843
Bills receivable - net	-	-	8,091,013	-	-	-	8,091,013
Securities purchased under agreements to resell - net	-	-	125,466,792	21,352,457	-	-	146,819,249
Loans receivable - net	389,070,986	50,041,381	1,798,548	18,180,442	88,552,309	-	547,643,666
Consumer financing receivables - net	-	-	539,560	2,971,884	4,094,490	-	7,605,934
Finance lease receivables - net	-	-	29,429	35,148	35,722	-	100,299
Assets related to sharia transactions - <i>murabahah</i> receivables - net	-	-	-	-	-	1,333,825	1,333,825
Investment securities - net	9,453,045	-	3,601,249	31,946,157	146,869,922	682,728	192,553,101
Other assets	-	-	126,847	1,480	-	10,277,339	10,405,666
Total	437,083,839	51,365,756	139,653,438	119,680,042	241,810,859	20,009,139	1,009,603,073
Financial liabilities							
Deposits from customers	(642,145,952)	-	(173,241,158)	(18,896,733)	-	-	(834,283,843)
Sharia deposits	-	-	-	-	-	(1,151,652)	(1,151,652)
Deposits from other banks	(10,078,072)	-	(84,991)	(100)	-	-	(10,163,163)
Acceptance payables	-	-	-	-	-	(4,400,045)	(4,400,045)
Debt securities issued	-	-	-	(109,609)	(481,212)	-	(590,821)
Borrowings	-	-	(854,293)	(374,597)	(78,408)	-	(1,307,298)
Estimated losses from commitments and contingencies	-	-	-	-	-	(3,537,741)	(3,537,741)
Other liabilities	-	-	-	-	-	(4,698,810)	(4,698,810)
Subordinated bonds	-	-	-	-	(500,000)	-	(500,000)
Total	(652,224,024)	-	(174,180,442)	(19,381,039)	(1,059,620)	(13,788,248)	(860,633,373)
Interest rate re-pricing gap	(215,140,185)	51,365,756	(34,527,004)	100,299,003	240,751,239	6,220,891	148,969,700
	2019						Total
	Floating interest rate		Fixed interest rate			Non-interest bearing	
	Up to 3 months	> 3 months - 1 year	Up to 3 months	> 3 months - 1 year	More than 1 year		
Financial assets							
Current accounts with Bank Indonesia	-	-	-	-	-	47,904,674	47,904,674
Current accounts with other banks	10,521,687	-	-	-	-	-	10,521,687
Placements with Bank Indonesia - net and other banks	-	-	29,679,822	711,202	557,250	-	30,948,274
Acceptance receivables - net	2,195,448	1,294,721	-	-	-	6,002,586	9,492,755
Bills receivable - net	-	-	7,909,020	-	-	-	7,909,020
Securities purchased under agreements to resell - net	-	-	5,289,326	4,286,239	-	-	9,575,565
Loans receivable - net	412,930,737	44,350,584	3,172,180	11,587,817	99,992,681	-	572,033,999
Consumer financing receivables - net	-	-	1,199,425	3,866,249	5,466,750	-	10,532,424
Finance leases receivables - net	-	-	28,800	47,803	72,825	-	149,428
Assets related to sharia transactions - <i>murabahah</i> receivables - net	-	-	-	-	-	1,584,223	1,584,223
Investment securities - net	15,586,109	-	16,815,066	36,497,675	73,440,328	643,527	142,982,705
Other assets	-	-	86,558	4,100	-	8,726,513	8,817,171
Total	441,233,981	45,645,305	64,180,197	57,001,085	179,529,834	64,861,523	852,451,925

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44. FINANCIAL RISK MANAGEMENT (continued)

e. Market risk management (continued)

ii. Interest rate risk (continued)

The table below summarises the Group financial assets and liabilities (non-trading purposes) at carrying amounts, categorised by the earlier of contractual re-pricing or maturity dates: (continued)

	2019					
	Floating interest rate		Fixed interest rate			Non-interest bearing
	Up to 3 months	> 3 months - 1 year	Up to 3 months	> 3 months - 1 year	More than 1 year	
Financial liabilities						
Deposits from customers	(530,552,234)	-	(149,514,560)	(18,913,274)	-	-
Sharia deposits	-	-	-	-	-	(1,035,526)
Deposits from other banks	(6,597,936)	-	(119,438)	(100)	-	-
Acceptance payables	-	-	-	-	-	(5,321,249)
Securities sold under agreements to repurchase	-	-	(113,249)	-	-	-
Debt securities issued	-	-	-	(758,006)	(589,517)	-
Borrowings	-	-	(468,660)	(1,614,397)	(249,813)	-
Estimated losses from commitments and contingencies	-	-	-	-	-	(12)
Other liabilities	-	-	-	-	-	(3,326,151)
Subordinated bonds	-	-	-	-	(500,000)	-
Total	(537,150,170)	-	(150,215,907)	(21,285,777)	(1,339,330)	(9,682,938)
Interest rate re-pricing gap	(95,916,189)	45,645,305	(86,035,710)	35,715,308	178,190,504	55,178,585
						132,777,803

f. Operational risk management

The Bank has Basic Policy of Operational Risk Management ("KMRO") as the basic guideline for managing operational risk in all working units. The Bank's operational risk management are outlined in Financial Services Authority Regulation ("POJK") No. 18/POJK/03/2016 dated 16 March 2016 regarding the Implementation of Operational Risk Management for Domestic Banks.

In line with the current rapid development of information technology, the Bank continues to innovate digital banking products to provide better services to customers and increase the efficiency of internal work processes. Each new product/activity development plan will first go through a risk management process and the Bank has a process to ensure that the new product/activity has adequate risk control/mitigation in order to minimize risks that may arise from the product/activity so that it does not significantly affects the Bank's risk profile. Risk management for new products/activities is carried out based on internal regulations that refer to regulatory provisions.

Furthermore, the Bank has qualified infrastructure to support implementation of operational risk management, named Operational Risk Management Information System (ORMIS), which consists of three modules. The modules are Risk and Control Self Assessment (RCSA), Loss Event Database (LED), and Key Risk Indicator (KRI). This web-based application can be used by all working units to help them in managing operational risk. In order to make implementation of operational risk management is more effective and efficient, the bank continuously enhance the ORMIS in accordance with the latest bank operational activities.

Risk and Control Self Assessment ("RCSA")

RCSA aims to improve the awareness culture in managing operational risk to improve risk control of each employee in conducting their daily activities so it can minimize operational risk loss.

RCSA is conducted regularly in all working units (branches and head office) that are significantly exposed to operational risk.

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44. FINANCIAL RISK MANAGEMENT (continued)**f. Operational risk management (continued)****Risk and Control Self Assessment (“RCSA”) (continued)**

The Bank regularly reviews and revalidates operational risk that may occur in working unit and also assess impact and likelihood grading that is used for RCSA so that the assessment of operational risk can provide more precise overview of activities and risk profiles of each working unit and bankwide.

Loss Event Database (“LED”)

LED is used to gather operational risk loss data from all working units. The data are used by Bank to calculate Capital Requirement using Standardized Measurement Approach (SMA) method for operational risk. On the other hand, LED data is used to analyze and monitor operational risk events to take action immediately and minimize loss.

The Bank always conducts an independent review of operational risk loss data comprehensively to maintain the validity of data which are provided by working units.

Key Risk Indicator (“KRI”)

KRI can provide an early warning sign of increasing operational risk in a working unit. Whenever there is an increase in risk, the system will send a notification to Risk Manager, so they can immediately take necessary actions to minimize operational risk that may occur.

The Bank regularly reviews and revalidates KRI parameters and thresholds to ensure KRI effectiveness in providing early warning signs of increased operational risk in working units.

The Bank presents implementation of operational risk management to working units and conducts Risk Awareness Program to embed and enhance the awareness culture in managing operational risk in working units including risk awareness of information technology and system security.

In anticipating the impact of the COVID-19 Pandemic and supporting government policies, several things the Bank has done include:

- Dissemination of information and preventive actions in dealing with COVID-19 to employees;
- Safety environment/work area for employees and customers;
- Arrangements for office activities, such as implementing split operations, working from home, conducting meetings/training via conference calls/video conferences, adjusting service hours, setting employee working hours, etc. The regulation of office activities is carried out while still implementing the necessary mitigation measures to minimize the risks that may arise from the implementation of the work from home (WFH) policy, as well as from changes to other internal work processes.

g. Consolidated risk management

In accordance with Financial Services Authority Regulation (“POJK”) No. 38/POJK.03/2017 dated 12 July 2017 regarding the Implementation of Consolidated Risk Management for Banks with Control over Subsidiaries, the Bank is required to implement consolidated risk management.

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44. FINANCIAL RISK MANAGEMENT (continued)**g. Consolidated risk management (continued)**

Implementation of consolidated risk management in the Bank is performed based on the above-mentioned Financial Services Authority regulation, including:

- Active supervision of Board of Commissioners and Board of Directors;
- Adequate policies and procedures and setting limits;
- Adequacy of the process of identification, measurement, monitoring and risk control, as well as risk management information system; and
- A comprehensive internal control system.

By referring to the concept for implementation of consolidated risk management, the implementation of risk management framework in Subsidiaries has been indirectly monitored and examined by the Bank's management.

In accordance with Financial Services Authority Regulation ("POJK") No. 17/POJK.03/2014 dated 19 November 2014 regarding the Implementation of Integrated Risk Management for Financial Conglomeration, a financial conglomeration should implement a comprehensive and effective integrated risk management, in this case the Bank as the Main Entity is obliged to integrate the implementation of risk management within the financial conglomeration.

Referring to the implementation of integrated risk management concept, implementation of tasks and responsibilities of Integrated Risk Management Working Unit is one of the functions of the existing Risk Management Working Unit. In performing their duties, Integrated Risk Management Working Unit coordinates with working units that conduct Risk Management function on the respective Financial Service Institution ("LJK") in Subsidiaries financial conglomeration.

In addition to implement risk management in accordance with the regulations of their respective regulators, Subsidiaries have also implemented risk management in line with the implementation of risk management in the Main Entity. The purpose of implementing risk management in Subsidiaries is to provide added value and increase the competitiveness of companies, considering this is one of the fulfillments of the Bank's compliance with regulations and international standard practices.

In order to implement of integrated risk management effectively, the Bank also has an Accounting Information System and Risk Management System that can identify, measure and monitor the business risks of the financial conglomeration.

The Bank as the Main Entity has:

1. Formed Integrated Risk Management Committee ("KMRT") with the aim of ensuring that the risk management framework has provided adequate protection to all Bank's and Subsidiaries' risks in integrated manner;
2. Compiled Basic Policy of Integrated Risk Management ("KDMRT");
3. Compiled several policies related to the implementation of Integrated Risk Management, including policies governing integrated capital, intra-group transactions, Integrated Risk Profile Reports and others; and
4. Submitted to OJK:
 - a. Reports regarding the Main Entity and LJK included as members of the financial conglomeration to the OJK.
 - b. Integrated Risk Profile Report.
 - c. Integrated Capital Sufficiency Report.
 - d. Report on Changes in Members of the Financial Conglomerate.

Beside that the Group as conglomeration has performed integrated Stress Test to ensure that capital and liquidity on conglomeration level are still adequate during worst conditions (stress).

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45. MATURITY GAP OF FINANCIAL ASSETS AND LIABILITIES

The following table summarises the maturity gap profile of the Group financial assets and liabilities based on the remaining period until the contractual maturity date as of 31 December 2020 and 2019:

	2020						Total
	Up to 1 month	> 1 - 3 months	> 3 months - 1 years	> 1 - 5 years	More than 5 years	No contractual maturity	
Financial assets							
Cash	-	-	-	-	-	24,322,335	24,322,335
Current accounts with Bank Indonesia	11,582,035	-	-	-	-	15,900,143	27,482,178
Current accounts with other banks	11,972,405	-	-	-	-	4	11,972,409
Placement with Bank Indonesia and other banks - net	31,361,728	13,831,250	2,257,912	-	-	-	47,450,890
Financial assets at fair value through profit or loss	450,720	570,718	94,589	629,636	1,190,582	-	2,936,245
Acceptance receivables - net	2,306,045	3,113,125	2,668,926	56,747	-	-	8,144,843
Bills receivable - net	2,193,037	3,594,713	2,303,263	-	-	-	8,091,013
Securities purchased under agreements to resell - net	89,661,270	39,288,323	17,869,656	-	-	-	146,819,249
Loans receivable	28,681,293	56,624,936	160,373,922	167,777,633	161,879,578	-	575,337,362
Less:							
Allowance for impairment losses and deferred provision and commission income	-	-	-	-	-	-	(27,693,696)
Consumer financing receivable - net	99,899	134,492	1,027,650	5,449,533	894,360	-	7,605,934
Finance lease receivable - net	3,786	3,979	11,338	81,196	-	-	100,299
Assets related to sharia transactions - <i>murabahah</i> receivables - net	334	4,198	47,573	729,158	552,562	-	1,333,825
Investment securities - net	12,760,365	124,280	32,268,395	93,604,777	53,112,556	682,728	192,553,101
Other assets - net	4,949,607	256,557	1,015,254	2,137,716	1,725,228	321,304	10,405,666
	196,022,524	117,546,571	219,938,478	270,466,396	219,354,866	41,226,514	1,036,861,653
Financial liabilities							
Deposits from customers	(786,463,523)	(33,294,855)	(14,525,465)	-	-	-	(834,283,843)
Sharia deposits	(1,151,652)	-	-	-	-	-	(1,151,652)
Deposits from other banks	(10,099,008)	(64,055)	(100)	-	-	-	(10,163,163)
Financial liabilities at fair value through profit or loss	(69,231)	(64,916)	(4,610)	-	-	-	(138,757)
Securities sold under agreement to repurchase	-	-	-	-	-	-	-
Acceptance payables	(1,633,103)	(1,637,031)	(1,071,440)	(58,471)	-	-	(4,400,045)
Debt securities issued	-	-	(109,609)	(481,212)	-	-	(590,821)
Borrowings	(801,608)	-	(374,596)	(131,094)	-	-	(1,307,298)
Estimated losses from commitments and contingencies	(295,858)	(645,249)	(1,846,960)	(740,524)	(9,150)	-	(3,537,741)
Other liabilities	(4,348,666)	(31,069)	(39,724)	(186,019)	(93,332)	-	(4,698,810)
Subordinated bonds	-	-	-	(435,000)	(65,000)	-	(500,000)
	(804,862,649)	(35,737,175)	(17,972,504)	(2,032,320)	(167,482)	-	(860,772,130)
Net position	(608,840,125)	81,809,396	201,965,974	268,434,076	219,187,384	41,226,514	176,089,523
	2019						Total
	Up to 1 month	> 1 - 3 months	> 3 months - 1 years	> 1 - 5 years	More than 5 years	No contractual maturity	
Financial assets							
Cash	-	-	-	-	-	25,421,406	25,421,406
Current accounts with Bank Indonesia	-	-	-	-	-	47,904,674	47,904,674
Current accounts with other banks	10,521,687	-	-	-	-	-	10,521,687
Placement with Bank Indonesia and other banks	16,437,828	13,320,874	632,322	557,250	-	-	30,948,274
Financial assets held for trading	584,848	1,605,433	3,169,828	366,685	183,352	-	5,910,146
Acceptance receivables - net	2,589,902	4,334,386	2,495,647	72,820	-	-	9,492,755
Bills receivable - net	1,940,666	3,198,668	2,769,486	-	-	-	7,909,020
Securities purchased under agreements to resell - net	5,264,535	23,466	4,287,564	-	-	-	9,575,565
Loans receivable	31,190,189	48,679,014	174,808,447	186,644,023	146,413,158	-	587,734,831
Less:							
Allowance for impairment losses and deferred provision and commission income	-	-	-	-	-	-	(15,700,832)
Consumer financing receivable - net	119,797	170,298	1,464,379	8,627,482	150,468	-	10,532,424
Investment in finance leases - net	4,104	2,320	30,277	112,727	-	-	149,428
Assets related to sharia transactions - <i>murabahah</i> receivables - net	325	3,091	57,537	919,045	604,225	-	1,584,223
Investment securities - net	25,056,036	7,046,253	36,774,299	72,107,766	1,354,823	643,528	142,982,705
Other assets - net	4,175,291	379,227	1,160,054	2,204,225	710,400	187,974	8,817,171
	97,885,408	78,763,030	227,649,840	271,612,023	149,416,426	74,157,582	883,783,477
Financial liabilities							
Deposits from customers	(646,719,198)	(34,798,731)	(17,462,139)	-	-	-	(698,980,068)
Sharia deposits	(1,035,526)	-	-	-	-	-	(1,035,526)
Deposits from other banks	(6,681,374)	(36,000)	(100)	-	-	-	(6,717,474)
Financial liabilities held for trading	(62,716)	(35,786)	(2,613)	(5,145)	-	-	(106,260)
Securities sold under agreement to repurchase	(113,249)	-	-	-	-	-	(113,249)
Acceptance payables	(1,919,003)	(2,301,825)	(1,026,305)	(74,116)	-	-	(5,321,249)
Debt securities issued	-	-	(758,006)	(589,517)	-	-	(1,347,523)
Borrowings	(70,374)	(148,286)	(1,864,397)	(249,813)	-	-	(2,332,870)
Estimasi kerugian komitmen dan kontinjensi	(12)	-	-	-	-	-	(12)
Other liabilities	(3,307,011)	(17,426)	(1,704)	(10)	-	-	(3,326,151)
Subordinated bonds	-	-	-	-	(500,000)	-	(500,000)
	(659,908,463)	(37,338,054)	(21,115,264)	(918,601)	(500,000)	-	(719,780,382)
Net position	(562,023,055)	41,424,976	206,534,576	270,693,422	148,916,426	74,157,582	164,003,095

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46. NET OPEN POSITION

The Bank's net foreign exchange positions (Net Open Position or "NOP") as of 31 December 2020 and 2019 were calculated based on prevailing Bank Indonesia Regulations. Based on those regulations, banks are required to maintain the NOP (including all domestic and overseas branches) at the maximum of 20% (twenty percent) of capital.

The aggregate NOP represents the sum of the absolute values of (i) the net difference between assets and liabilities denominated in each foreign currency and (ii) the net difference of receivables and liabilities of both commitments and contingencies recorded in the administrative account (administrative account transactions) denominated in each foreign currency, which are all stated in Rupiah. The NOP for statement of financial position represents the sum of the net differences of assets and liabilities on the statement of financial position for each foreign currency, which are all stated in Rupiah.

The Bank's NOP as of 31 December 2020 and 2019 were as follows:

	2020		
	NOP for statement of financial position (net difference between assets and liabilities)	Net difference between receivables and liabilities in administrative accounts	Overall NOP (absolute amount)
USD	35,239,152	(35,820,282)	581,130
SGD	28,872	(23,109)	5,763
AUD	(2,435)	2,151	284
HKD	62,769	(61,640)	1,129
GBP	49	1,901	1,950
EUR	(38,455)	39,122	667
JPY	64,671	(62,643)	2,028
CAD	4,403	(4,205)	198
CHF	2,515	-	2,515
DKK	867	-	867
MYR	715	-	715
NZD	5,729	(5,548)	181
SAR	23,406	(21,069)	2,337
SEK	237	-	237
CNY	(72,799)	75,343	2,544
THB	574	-	574
Others	857	-	857
Total			603,976
Total capital (Note 47)			174,351,119
Percentage of NOP to capital			0.35%

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46. NET OPEN POSITION (continued)

The Bank's NOP as of 31 December 2020 and 2019 were as follows: (continued)

	2019	
	NOP for statement of financial position (net difference between assets and liabilities)	Net difference between receivables and liabilities in administrative accounts
		Overall NOP (absolute amount)
USD	54,416,449	1,434,605
SGD	(42,209)	101,219
AUD	32,891	1,831
HKD	26,061	1,050
GBP	26,774	1,241
EUR	301,204	11,828
JPY	192,370	191
CAD	18,984	581
CHF	16,352	2,295
DKK	2,611	180
MYR	1,533	1,533
NZD	21,660	2,989
SAR	6,214	726
SEK	2,080	692
CNY	(85,679)	1,520
THB	(639)	639
Others	1,393	1,393
Total		1,564,513
Total capital (Note 47)		167,281,590
Percentage of NOP to capital		0.94%

47. CAPITAL MANAGEMENT

The primary objective of the Bank's capital management policy is to ensure that the Bank has a strong capital to support the Bank's current business expansion strategy and to sustain future development of the business, to meet regulatory capital adequacy requirements and also to ensure the efficiency of the Bank's capital structure.

The Bank prepares the Capital Plan based on assessment of and review over the capital situation in terms of the legal capital adequacy requirement, combined with current economic outlook assesment and the result of stress testing method. The Bank will continue to link financial goals and capital adequacy to risk appetite through the capital planning process and stress testing and assess the businesses based on Bank's capital and liquidity requirements.

The Bank's capital needs are also planned and discussed on a routine basis, supported by data analysis.

The Capital Plan is prepared by the Board of Directors as part of the Bank's Business Plan and approved by the Board of Commissioners. This plan is expected to ensure an adequate level of capital optimum capital structure.

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47. CAPITAL MANAGEMENT (continued)

Based on BI Regulation No. 8/6/PBI/2006 dated 30 January 2006 and BI Circular Letter No. 8/27/DPNP dated 27 November 2006 requires all banks to meet Capital Adequacy Ratio (CAR) requirements for the bank on an individual and consolidated basis. The calculation of minimum CAR on consolidated basis is performed by calculating capital and Risk-Weighted Assets ("RWA") based on risks from consolidated financial statements as provided in the prevailing Bank Indonesia Regulations.

BI Circular Letter No. 11/3/DPNP dated 27 January 2009 requires all banks in Indonesia with certain qualification to take into account operational risk in the CAR calculation.

The Bank is required to provide minimum capital in accordance with risk profile as of 31 December 2020 and 2019 based on Financial Services Authority Regulation No. 11/POJK.03/2016 dated 2 February 2016 regarding the Minimum Capital Requirement for Commercial Banks.

The Bank calculates its capital requirements based on the prevailing OJK Regulations, where the regulatory capital consisted of two tiers:

- Core Capital (Tier 1), which includes:
 1. Common Equity (CET 1), which includes issued and fully paid-up capital (after deduction of treasury stock), additional paid-up capital, allowable non-controlling interest and deductions from Common Equity.
 2. Additional Core Capital
- Supplementary Capital (Tier 2), which includes capital instrument in form of shares or other allowable instruments, agio or disagio from supplementary capital issuance, required general allowance for productive assets (maximum of 1.25% RWA credit risk), specific reserve and deductions from tier 2 capital.

The CAR as of 31 December 2020 and 2019, calculated in accordance with the prevailing regulations, taking into account the credit risk, market risk and operational risk, were as follows:

	2020		2019	
	Bank	Consolidated	Bank	Consolidated
I. Core Capital (Tier 1)	167,501,695	179,945,482	160,318,613	170,750,375
II. Supplementary Capital (Tier 2)	6,849,424	7,008,417	6,962,977	7,137,864
Total Capital	174,351,119	186,953,899	167,281,590	177,888,239
Risk-Weighted Assets based on risk profile				
RWAs Considering Credit Risk	562,879,953	576,263,253	596,998,897	609,939,978
RWAs Considering Market Risk	2,382,478	2,211,446	6,942,916	6,566,021
RWAs Considering Operational Risk	109,705,586	116,669,286	98,983,486	105,411,073
Total RWAs	674,968,017	695,143,985	702,925,299	721,917,072
Min. Capital Requirement based on risk profile	9.99%	9.99%	9.99%	9.99%
CAR ratio				
CET 1 ratio	24.82%	25.89%	22.81%	23.65%
Tier 1 ratio	24.82%	25.89%	22.81%	23.65%
Tier 2 ratio	1.01%	1.01%	0.99%	0.99%
CAR ratio	25.83%	26.89%	23.80%	24.64%
CET 1 for Buffer	15.84%	16.90%	13.81%	14.65%

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47. CAPITAL MANAGEMENT (continued)

The CAR as of 31 December 2020 and 2019, calculated in accordance with the prevailing regulations, taking into account the credit risk, market risk and operational risk, were as follows: (continued)

	2020		2019	
	Bank	Consolidated	Bank	Consolidated
Regulatory Minimum Capital Requirement				
Allocation				
From CET 1	8.98%	8.98%	9.00%	9.00%
From AT 1	0.00%	0.00%	0.00%	0.00%
From Tier 2	1.01%	1.01%	0.99%	0.99%
Regulatory Buffer percentage required by Bank				
Capital Conservation Buffer	2.500%	2.500%	2.500%	2.500%
Countercyclical Buffer	0.000%	0.000%	0.000%	0.000%
Capital Surcharge for Systemic Bank	2.500%	2.500%	2.500%	2.500%

48. NON-CONTROLLING INTEREST

The movement of non-controlling interest in net assets of Subsidiaries was as follows:

	2020	2019
Balance, beginning of year	100,225	93,743
Non-controlling interest portion of Subsidiaries net profit during the year	16,000	4,921
Increase (decrease) of non-controlling interest from other comprehensive income of Subsidiaries during the year	2,158	1,561
Balance, end of year	118,383	100,225

49. TRANSACTIONS AND BALANCES WITH RELATED PARTIES

Related parties	Nature of relationship	Nature of transaction
PT Dwimuria Investama Andalan	Shareholder	Deposits from customers
Dana Pensiun BCA	Employer pension fund	Pension fund contribution, deposits from customers
Konsorsium Iforte HTS	Owned by the same ultimate shareholder	Deposits from customers
PT Adiwisesa Mandiri Building Product Indonesia	Owned by the same ultimate shareholder	Loans receivable, deposits from customers
PT Agra Bareksa Indonesia	Owned by the same ultimate shareholder	Deposits from customers
PT Agra Primera Plantation	Owned by the same ultimate shareholder	Deposits from customers
PT Akar Inti Teknologi	Owned by the same ultimate shareholder	Deposits from customers
PT Alpha Merah Kreasi	Owned by the same ultimate shareholder	Loans receivable, deposits from customers
PT Altius Bahari Indonesia	Owned by the same ultimate shareholder	Deposits from customers
PT Alto Halodigital International	Owned by the same ultimate shareholder	Deposits from customers

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49. TRANSACTIONS AND BALANCES WITH RELATED PARTIES (continued)

Related parties	Nature of relationship	Nature of transaction
PT Alto Network	Owned by the same ultimate shareholder	Deposits from customers
PT Andil Bangunsekawan	Owned by the same ultimate shareholder	Deposits from customers
PT Angkasa Komunikasi Global Utama	Owned by the same ultimate shareholder	Deposits from customers
PT Ansvia	Owned by the same ultimate shareholder	Loans receivable, deposits from customers
PT Ardijaya Karya Appliances Product Manufacturing	Owned by the same ultimate shareholder	Deposits from customers
PT Arta Karya Adhiguna	Owned by the same ultimate shareholder	Deposits from customers
PT Artha Dana Teknologi	Owned by the same ultimate shareholder	Deposits from customers
PT Artha Mandiri Investama	Owned by the same ultimate shareholder	Deposits from customers
PT Bahtera Maju Selaras	Owned by the same ultimate shareholder	Deposits from customers
PT Bangun Media Indonesia	Owned by the same ultimate shareholder	Deposits from customers
PT Bhumi Mahardika Jaya	Owned by the same ultimate shareholder	Deposits from customers
PT Bukit Muria Jaya Estate	Owned by the same ultimate shareholder	Deposits from customers
PT Bukit Muria Jaya	Owned by the same ultimate shareholder	Loans receivable, deposits from customers
PT Bukit Muria Jaya Karton	Owned by the same ultimate shareholder	Loans receivable
PT Caturguwiratna Sumapala	Owned by the same ultimate shareholder	Deposits from customers
PT Cipta Karya Bumi Indah	Owned by the same ultimate shareholder	Deposits from customers
PT Cipta Teknologi Cerdas	Owned by the same ultimate shareholder	Deposits from customers
PT Ciptakreasi Buana Persada	Owned by the same ultimate shareholder	Deposits from customers
PT Dart Media Indonesia	Owned by the same ultimate shareholder	Loans receivable, deposits from customers
PT Daya Cipta Makmur	Owned by the same ultimate shareholder	Deposits from customers
PT Daya Maju Lestari	Owned by the same ultimate shareholder	Deposits from customers
PT Digital Otomotif Indonesia	Owned by the same ultimate shareholder	Loans receivable, deposits from customers
PT Digital Startup Nusantara	Owned by the same ultimate shareholder	Loans receivable, deposits from customers
PT Djarum	Owned by the same ultimate shareholder	Loans receivable, deposits from customers
PT Dwi Cermat Indonesia	Owned by the same ultimate shareholder	Deposits from customers
PT Dwi Putri Selaras	Owned by the same ultimate shareholder	Deposits from customers
PT Dynamo Media Network	Owned by the same ultimate shareholder	Loans receivable, deposits from customers

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49. TRANSACTIONS AND BALANCES WITH RELATED PARTIES (continued)

Related parties	Nature of relationship	Nature of transaction
PT Ecogreen Oleochemicals	Owned by the same ultimate shareholder	Deposits from customers, guarantees issued, letter of credit
PT Energi Batu Hitam	Owned by the same ultimate shareholder	Loans receivable, deposits from customers, guarantees issued
PT Fajar Minera	Owned by the same ultimate shareholder	Deposits from customers
PT Fajar Surya Perkasa	Owned by the same ultimate shareholder	Deposits from customers
PT Fajar Surya Swadaya	Owned by the same ultimate shareholder	Loan receivable, deposits from customers
PT Farindo Investama Indonesia	Owned by the same ultimate shareholder	Deposits from customers
PT Fira Makmur Sejahtera	Owned by the same ultimate shareholder	Deposits from customers
PT Fokus Solusi Proteksi	Owned by the same ultimate shareholder	Deposits from customers
PT Futami Food & Beverages	Owned by the same ultimate shareholder	Deposits from customers
PT Gajah Merah Terbang	Owned by the same ultimate shareholder	Loan receivable, deposits from customers
PT General Buditekindo	Owned by the same ultimate shareholder	Loans receivable, deposits from customers, guarantees issued
PT Global Dairi Alami	Owned by the same ultimate shareholder	Loan receivable, deposits from customers
PT Global Digital Niaga	Owned by the same ultimate shareholder	Loans receivable, deposits from customers, guarantees issued
PT Global Digital Ritelindo	Owned by the same ultimate shareholder	Deposits from customers
PT Global Distribusi Nusantara	Owned by the same ultimate shareholder	Deposits from customers
PT Global Distribusi Paket	Owned by the same ultimate shareholder	Deposits from customers
PT Global Distribusi Pusaka	Owned by the same ultimate shareholder	Deposits from customers, guarantees issued
PT Global Kassa Sejahtera	Owned by the same ultimate shareholder	Deposits from customers
PT Global Media Visual	Owned by the same ultimate shareholder	Loan receivable, deposits from customers
PT Global Poin Indonesia	Owned by the same ultimate shareholder	Loan receivable, deposits from customers
PT Global Tiket Network	Owned by the same ultimate shareholder	Loans receivable, deposits from customers, guarantees issued
PT Global Visi Media	Owned by the same ultimate shareholder	Loan receivable, deposits from customers
PT Global Visitama Indonesia	Owned by the same ultimate shareholder	Deposits from customers
PT Globalnet Aplikasi Indotravel	Owned by the same ultimate shareholder	Loan receivable, deposits from customers
PT Globalnet Sejahtera	Owned by the same ultimate shareholder	Deposits from customers

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49. TRANSACTIONS AND BALANCES WITH RELATED PARTIES (continued)

Related parties	Nature of relationship	Nature of transaction
PT Gonusa Prima Distribusi	Owned by the same ultimate shareholder	Loan receivable, deposits from customers
PT Graha Padma Internusa	Owned by the same ultimate shareholder	Deposits from customers
PT Grand Indonesia	Owned by the same ultimate shareholder	Loans receivable, deposits from customers, guarantees issued, office rental transaction
PT Grand Teknologi Indonesia	Owned by the same ultimate shareholder	Deposits from customers
PT Griya Karya Mandiri	Owned by the same ultimate shareholder	Deposits from customers
PT Griya Muria Kencana	Owned by the same ultimate shareholder	Deposits from customers
PT Hartono Istana Teknologi	Owned by the same ultimate shareholder	Loan receivable, deposits from customers
PT Hartono Plantation Indonesia	Owned by the same ultimate shareholder	Deposits from customers
PT Helpio Glovin Teknologi	Owned by the same ultimate shareholder	Loan receivable, deposits from customers
PT Iforte Global Internet	Owned by the same ultimate shareholder	Deposits from customers
PT Iforte Solusi Infotek	Owned by the same ultimate shareholder	Loan receivable, deposits from customers
PT Indo Paramita Sarana	Owned by the same ultimate shareholder	Deposits from customers
PT Intershop Prima Centre	Owned by the same ultimate shareholder	Deposits from customers
PT Kalimusada Motor	Owned by the same ultimate shareholder	Deposits from customers
PT Kecerdasan Buatan Indonesia	Owned by the same ultimate shareholder	Deposits from customers
PT Komet Infra Nusantara	Owned by the same ultimate shareholder	Loan receivable, deposits from customers
PT Kudos Istana Furniture	Owned by the same ultimate shareholder	Deposits from customers
PT Kumala Rimba Lestari	Owned by the same ultimate shareholder	Deposits from customers
PT Kumparan Kencana Electrindo	Owned by the same ultimate shareholder	Deposits from customers
PT Legal Tekno Digital	Owned by the same ultimate shareholder	Loan receivable, deposits from customers
PT Legian Paradise	Owned by the same ultimate shareholder	Deposits from customers
PT Lingkarmulia Indah	Owned by the same ultimate shareholder	Deposits from customers
PT Lintas Cipta Media	Owned by the same ultimate shareholder	Loans receivable, deposits from customers, guarantees issued
PT Lunar Inovasi Teknologi	Owned by the same ultimate shareholder	Loan receivable, deposits from customers
PT Marga Sadhya Swasti	Owned by the same ultimate shareholder	Loan receivable, deposits from customers

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49. TRANSACTIONS AND BALANCES WITH RELATED PARTIES (continued)

Related parties	Nature of relationship	Nature of transaction
PT Margo Hotel Development	Owned by the same ultimate shareholder	Deposits from customers
PT Margo Property Development	Owned by the same ultimate shareholder	Deposits from customers
PT Mediapura Digital Indonesia	Owned by the same ultimate shareholder	Loan receivable, deposits from customers
PT Merah Cipta Media	Owned by the same ultimate shareholder	Loan receivable, deposits from customers
PT Mitra Media Integrasi	Owned by the same ultimate shareholder	Deposits from customers
PT Multigraha Lestari	Owned by the same ultimate shareholder	Deposits from customers
PT Nagaraja Lestari	Owned by the same ultimate shareholder	Deposits from customers
PT Nova Digital Perkasa	Owned by the same ultimate shareholder	Deposits from customers
PT Orbit Abadi Sakti	Owned by the same ultimate shareholder	Loan receivable, deposits from customers
PT Pradipta Mustika Cipta	Owned by the same ultimate shareholder	Deposits from customers
PT Prima Top Boga	Owned by the same ultimate shareholder	Deposits from customers
PT Profesional Telekomunikasi Indonesia	Owned by the same ultimate shareholder	Loan receivable, deposits from customers
PT Promedia Punggawa Satu	Owned by the same ultimate shareholder	Deposits from customers
PT Promoland Indowisata	Owned by the same ultimate shareholder	Deposits from customers, guarantees issued
PT Prosa Solusi Cerdas	Owned by the same ultimate shareholder	Loan receivable, deposits from customers
PT Puri Dibya Property	Owned by the same ultimate shareholder	Deposits from customers
PT Puri Zuqni	Owned by the same ultimate shareholder	Deposits from customers
PT Quattro International	Owned by the same ultimate shareholder	Deposits from customers
PT Resinda Prima Entertama	Owned by the same ultimate shareholder	Deposits from customers
PT Sapta Adhikari Investama	Owned by the same ultimate shareholder	Deposits from customers
PT Sarana Kencana Mulya	Owned by the same ultimate shareholder	Deposits from customers
PT Sarana Menara Nusantara	Owned by the same ultimate shareholder	Deposits from customers
PT Savoria Kreasi Rasa	Owned by the same ultimate shareholder	Deposits from customers, guarantees issued
PT Seminyak Mas Propertindo	Owned by the same ultimate shareholder	Deposits from customers
PT Sentral Investama Andalan	Owned by the same ultimate shareholder	Deposits from customers

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49. TRANSACTIONS AND BALANCES WITH RELATED PARTIES (continued)

Related parties	Nature of relationship	Nature of transaction
PT Sewu Nayaga Tembaya	Owned by the same ultimate shareholder	Deposits from customers
PT Silva Rimba Lestari	Owned by the same ultimate shareholder	Deposits from customers
PT Sineira Rimba Belantara	Owned by the same ultimate shareholder	Deposits from customers
PT Suarnianga Indonesia	Owned by the same ultimate shareholder	Deposits from customers
PT Sumber Kopi Prima	Owned by the same ultimate shareholder	Loans receivable, deposits from customers
PT Tricipa Mandhala Gumilang	Owned by the same ultimate shareholder	Deposits from customers
PT Trigana Putra Mandiri	Owned by the same ultimate shareholder	Deposits from customers
PT Verve Persona Estetika	Owned by the same ultimate shareholder	Deposits from customers
PT Wana Hijau Pesaguan	Owned by the same ultimate shareholder	Deposits from customers
Key management personnel	Bank's Board of Commissioners and Board of Directors	Loans receivable, deposits from customers, employee benefits
The Bank's controlling individuals and their family members	Shareholder	Loans receivable, deposits from customers

In the normal course of business, the Bank has transactions with related parties due to their common ownership and/or management. All transactions with related parties are conducted with agreed terms and conditions.

The details of significant balances and transactions with related parties that were not consolidated as of 31 December 2020 and 2019, and for the years then ended were as follows:

	2020		2019	
	Amount	Percentage to total	Amount	Percentage to total
Loans receivable ^{*)} (Note 13)	5,263,656	0.91%	4,233,122	0.72%
Prepaid expense ^{**)} (Note 16)	-	-	211,012	13.73%
Right of use asset - net ^{***)} (Note 17)	278,025	1.33%	-	-
Other assets ^{****)}	8,368	0.05%	7,758	0.06%
Deposits from customers (Note 20)	1,628,726	0.20%	1,326,903	0.19%
Unused credit facilities to customers (Note 29)	2,832,981	1.12%	2,374,191	1.10%
Letter of credit facilities to customers (Note 29)	2,317	0.02%	53,004	0.62%
Bank guarantee issued to customers (Note 29)	119,910	0.76%	144,500	0.92%
Interest and sharia income (Note 30)	196,703	0.30%	88,462	0.14%
Interest and sharia expenses (Note 31)	51,719	0.46%	40,388	0.30%
Contribution to pension plan (Note 35)	380,336	85.86%	228,359	79.34%
Rental expenses (Note 36)	13,398	1.23%	13,398	0.94%

^{*)} Before allowance for impairment losses.

^{**)} Represent prepaid rental to PT Grand Indonesia.

^{***)} Represent right of use asset to PT Grand Indonesia.

^{****)} Represent security deposits to PT Grand Indonesia.

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49. TRANSACTIONS AND BALANCES WITH RELATED PARTIES (continued)

Compensations for key management personnel of the Bank (Note 1e) were as follows:

	2020	2019
Short-term employee benefits (including tantiem)	637,370	604,627
Long-term employee benefits	38,032	37,161
Total	675,402	641,788

Rental agreement with PT Grand Indonesia

On 11 April 2006, the Bank signed a rental agreement with PT Grand Indonesia (a related party), in which the Bank agreed to lease, on a long-term basis, the office space from PT Grand Indonesia with a total area of 28,166.88 sqm at an amount of USD 35,631,103.20, including Value Added Tax ("VAT"), with an option to lease for long-term additional space of 3,264.80 sqm at an amount of USD 4,129,972, including VAT. This rental transaction was approved by the Board of Directors and Shareholders in the Bank's Extraordinary General Meeting of Shareholders on 25 November 2005 (the minutes of meeting was prepared by Notary Public Hendra Karyadi, S.H., with Deed No. 11). This rental agreement started on 1 July 2007 and will end on 30 September 2035.

The Bank was required to pay an advance of USD 3,244,092.50 on 5 December 2005, including VAT and 10 (ten) installments of USD 3,238,701.07, including VAT, for the period of 15 April 2006 to 31 December 2006.

As of 31 December 2006, the Bank had paid USD 32,392,402.13, including VAT and it was recorded as lease liability. On 2 January 2007, the Bank settled the payments (paid the tenth installment) amounting to USD 3,238,701.07, including VAT.

On 29 June 2007, the Bank paid the lease for additional space in the 28th and 29th floors of 3,264.80 sqm at an amount of USD 4,129,972, including VAT.

This agreement was notarised by Notary Public Hendra Karyadi, S.H., under Deed No. 14 dated 11 April 2006.

As of 31 December 2020, right of use asset to PT Grand Indonesia amounted to Rp 278,025, and of this amount, Rp 197,614 has been fully paid. The finance lease obligation to PT Grand Indonesia which was recorded on 31 December 2020 was Rp 78,923.

Starting May 2008, the Bank has calculated the amortisation for those prepaid rental expenses. As of 31 December 2019 and 2018, amortisation of prepaid rental expenses was Rp 153,402 and Rp 140,005, respectively, such that the remaining prepaid rental payment to PT Grand Indonesia as of 31 December 2019 and 2018 were Rp 211,012 and Rp 224,409, respectively, which was recorded as prepaid expenses.

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49. TRANSACTIONS AND BALANCES WITH RELATED PARTIES (continued)**Rental agreement with PT Grand Indonesia (continued)**

On 24 October 2008, the Bank paid security deposits for additional space on the 30th (thirtieth) and 31st (thirty first) floor of 3,854.92 sqm at an amount of USD 208,165.68. This agreement was notarised in Deed No. 110 dated 22 May 2008 of Notary Public Dr. Irawan Soerodjo, S.H., Msi.

Rental payment for the 30th (thirtieth) and 31st (thirty first) floor started on 1 August 2009, for which in accordance with the agreement between the Bank and PT Grand Indonesia, starting from the first rental payment date (1 August 2009), the Bank will make the rental payments on a quarterly basis until the lease expires.

On 19 July 2011, the Bank paid security deposits for additional space on the 32nd (thirty second) floor of 1,932.04 sqm at an amount of USD 118,801.46. This agreement was notarised in Deed No. 32 dated 12 September 2011 of Notary Public Lim Robbyson Halim, S.H., M.H., replacement of Notary Public Dr. Irawan Soerodjo, S.H., Msi., Notary in Jakarta.

Rental payments for the 32nd (thirty second) floor have started on 1 September 2011, which is in accordance with the agreement between the Bank and PT Grand Indonesia, starting from the first lease payment date (1 September, 2011), the Bank will make rental payments every 3 (three) months until the lease ends.

On 22 June 2015 the Bank has paid a security deposit for the lease of additional space for the 33rd (thirty third) floor of 1,932.04 sqm at an amount of USD 231,844.80. This agreement was notarised in Deed No. 413 dated 30 June 2015 of Notary Public Dr. Irawan Soerodjo, S.H., M.Si., Notary in Jakarta.

Rental payment for the 33rd (thirty third) floor started on 1 September 2015, for which in accordance with the agreement between the Bank and PT Grand Indonesia, starting from the first rental payment date (1 September 2015), the Bank will make the rental payments on a quarterly basis until the lease expires.

On 20 June 2016, the Bank paid security deposits for additional space on the 36th (thirty sixth) floor of 390.76 sqm at an amount of Rp 517.

Rental payment for the 36th (thirty sixth) floor started on 1 September 2016, for which in accordance with the agreement between the Bank and PT Grand Indonesia, starting from the first rental payment date (1 September 2016), the Bank will make the rental payments on a quarterly basis until the lease expires.

PT BANK CENTRAL ASIA Tbk AND SUBSIDIARIES

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NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

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50. NET PAYABLE RECONCILIATION

	2020			
	Subordinated bonds	Debt securities issued	Borrowings	Securities sold under agreements to repurchase
Net payable 31 December 2019	500,000	1,347,523	2,332,870	113,249
Cash flow:				
Payment of debt securities issued	-	(762,000)	-	-
Proceeds from borrowings	-	-	29,096,721	-
Payment of borrowings	-	-	(30,118,379)	-
Proceeds from securities sold under agreements to repurchase	-	-	-	896,290
Payment of securities sold under agreements to repurchase	-	-	-	(1,031,679)
Non-cash changes:				
Amortisation of deferred bonds issuance costs	-	5,298	-	-
Adjustment of foreign currency	-	-	(3,914)	22,140
Net payable 31 December 2020	500,000	590,821	1,307,298	-

	2019			
	Subordinated bonds	Debt securities issued	Borrowings	Securities sold under agreements to repurchase
Net payable 31 December 2018	500,000	239,735	2,093,475	48,111
Cash flow:				
Proceeds from debt securities issued	-	1,346,617	-	-
Payment of debt securities issued	-	(240,000)	-	-
Proceeds from borrowings	-	-	88,649,720	-
Payment of borrowings	-	-	(88,406,964)	-
Proceeds from securities sold under agreements to repurchase	-	-	-	698,016
Payment of securities sold under agreements to repurchase	-	-	-	(629,756)
Non-cash changes:				
Amortisation of deferred bonds issuance costs	-	1,171	-	-
Adjustment of foreign currency	-	-	(3,361)	(3,122)
Net payable 31 December 2019	500,000	1,347,523	2,332,870	113,249

51. GUARANTEES ON THE OBLIGATIONS OF DOMESTIC BANKS

Based on Law No. 24 regarding Deposit Insurance Corporation ("LPS") dated 22 September 2004, effective since 22 September 2005, the LPS was established to provide guarantee on certain deposits from customers based on prevailing guarantee schemes, the amount of which is subject to change if they meet certain applicable schemes. The law was changed with the Government Regulation as the Replacement of Law No. 3 Year 2008, which was stipulated as a law since 13 January 2009 based on the Republic of Indonesia Law No. 7 Year 2009.

PT BANK CENTRAL ASIA Tbk AND SUBSIDIARIES**Schedule 5/160****NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
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51. GUARANTEES ON THE OBLIGATIONS OF DOMESTIC BANKS (continued)

Based on the Government of Republic of Indonesia Regulation No. 66/2008 dated 13 October 2008 regarding the deposit amount guaranteed by LPS, as of 31 December 2020 and 2019, the deposit amount guaranteed by LPS for every customer in a bank was a maximum of Rp 2,000.

As of 31 December 2020 and 2019, the Bank was the participant of this guarantee scheme.

52. ACCOUNTING STANDARD ISSUED BUT NOT YET EFFECTIVE

Financial Accounting Standard Board of Indonesian Institute of Accountants (DSAK-IAI) has issued the following new standards, amendments and interpretations, but not yet effective for the financial year beginning 1 January 2020 as follows:

- Amendment to SFAS 71 "Financial Instruments", Amendment to SFAS 55: "Financial Instruments: Recognition and Measurement", Amendment to SFAS 60: "Financial Instruments: Disclosure", Amendment to SFAS 62: "Insurance Contract" dan Amendment to SFAS 73: "Leases regarding Interest Rate Benchmark Reform - Phase 2";
- SFAS 112 "Accounting for Endowments";
- Annual improvements SFAS 110 "Sukuk Accounting";
- Annual improvements SFAS 111 "Wa'd Accounting".

The above standards will be effective on 1 January 2021.

- Amendment to SFAS 22, "Business Combination";
- Amendment to SFAS 57 "Provision, Contingent Liabilities, dan Contingent Assets regarding Onerous Contracts - The Cost of Fulfilling";
- Annual improvements SFAS 69 "Agriculture";
- Annual improvements SFAS 71 "Financial Instruments";
- Annual improvements SFAS 73 "Leases".

The above standards will be effective on 1 January 2022.

- Amendments to SFAS 1 "Presentation of Financial Statement".

The above standard will be effective on 1 January 2023.

- SFAS 74 "Insurance Contract".

The above standard will be effective on 1 January 2025.

As at the authorisation date of these consolidated financial statements, the Group is still evaluating the potential impact from the implementation of these new standards and the effect on the Group's consolidated financial statements.

PT BANK CENTRAL ASIA Tbk AND SUBSIDIARIES**Schedule 5/161****NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
31 DECEMBER 2020 AND 2019**

(Expressed in millions of Rupiah, unless otherwise stated)

53. IMPACT OF THE IMPLEMENTATION OF SFAS 71 AND 73

As described in Note 2d, the Group has adopted SFAS 71 and SFAS 73 as of 1 January 2020, the effect of this transition on these consolidated financial statements as of 1 January 2020 are as follows:

	Balance before adoption of SFAS 71 & 73	SFAS 71 ¹⁾	SFAS 73	Balance after adoption of SFAS 71 & 73
ASSETS				
Cash	25,421,406	-	-	25,421,406
Current accounts with Bank Indonesia	47,904,674	-	-	47,904,674
Current accounts with other banks - net of allowance for impairment losses	10,521,687	(1,999)	-	10,519,688
Placements with Bank Indonesia and other banks - net of allowance for impairment losses	30,948,274	(3,972)	-	30,944,302
Financial assets at fair value through profit or loss	5,910,146	-	-	5,910,146
Acceptance receivables - net of allowance for impairment losses	9,492,755	(14,336)	-	9,478,419
Bills receivable - net of allowance for impairment losses	7,909,020	(2,156)	-	7,906,864
Securities purchased under agreements to resell - net of allowance for impairment losses	9,575,565	-	-	9,575,565
Loans receivable - net allowance for impairment losses	572,033,999	(5,775,063)	-	566,258,936
Consumer financing receivables - net of allowance for impairment losses	10,532,424	(17,180)	-	10,515,244
Finance lease receivables - net of allowance for impairment losses	149,428	1,444	-	150,872
Assets related to sharia transactions - net of allowance for impairment losses	5,499,287	-	-	5,499,287
Investment securities - net of allowance for impairment losses	142,982,705	(125,823)	-	142,856,882
Prepaid expenses	1,536,480	-	-	1,536,480
Prepaid tax	7,045	-	-	7,045
Fixed assets - net of accumulated depreciation	20,852,301	-	890,731	21,743,032
Intangible assets - net of accumulated amortisation	1,377,452	-	-	1,377,452
Deferred tax assets - net	3,184,290	1,550,970	-	4,735,260
Other assets - net of allowance for impairment losses	13,150,374	60,117	(703,721)	12,506,770
TOTAL ASSETS	918,989,312	(4,327,998)	187,010	914,848,324

¹⁾ Included in loans and other assets balances are the impact on initial implementation of SFAS 71 on the adjustment to the carrying value of (Rp 246,982) and Rp 58,369, respectively.

PT BANK CENTRAL ASIA Tbk AND SUBSIDIARIES

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NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
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(Expressed in millions of Rupiah, unless otherwise stated)

53. IMPACT OF THE IMPLEMENTATION OF SFAS 71 AND 73 (continued)

As described in Note 2d, the Group has adopted SFAS 71 and SFAS 73 as of 1 January 2020, the effect of this transition on these consolidated financial statements as of 1 January 2020 are as follows: (continued)

	Balance before adoption of SFAS 71 & 73	SFAS 71 ¹⁾	SFAS 73	Balance after adoption of SFAS 71 & 73
LIABILITIES, TEMPORARY SYIRKAH DEPOSITS, AND EQUITY				
LIABILITIES				
Deposits from customers	698,980,068	-	-	698,980,068
Sharia deposits	1,035,526	-	-	1,035,526
Deposits from other banks	6,717,474	-	-	6,717,474
Financial liabilities at fair value through profit or loss	106,260	-	-	106,260
Acceptance payables	5,321,249	-	-	5,321,249
Securities sold under agreements to repurchase	113,249	-	-	113,249
Debt securities issued	1,347,523	-	-	1,347,523
Tax payable	1,635,469	-	-	1,635,469
Borrowings	2,332,870	-	-	2,332,870
Estimated losses from commitments and contingencies	12	2,502,541	-	2,502,553
Accrued expenses and other liabilities	14,022,357	-	187,148	14,209,505
Post-employment benefits obligation	7,955,070	-	-	7,955,070
Subordinated bonds	500,000	-	-	500,000
TOTAL LIABILITIES	740,067,127	2,502,541	187,148	742,756,816
TEMPORARY SYIRKAH DEPOSITS				
	4,779,029	-	-	4,779,029

¹⁾ Included in loans and other assets balances are the impact on initial implementation of SFAS 71 on the adjustment to the carrying value of (Rp 246,982) and Rp 58,369, respectively.

PT BANK CENTRAL ASIA Tbk AND SUBSIDIARIES**Schedule 5/163****NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
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53. IMPACT OF THE IMPLEMENTATION OF SFAS 71 AND 73 (continued)

As described in Note 2d, the Group has adopted SFAS 71 and SFAS 73 as of 1 January 2020, the effect of this transition on these consolidated financial statements as of 1 January 2020 are as follows: (continued)

	Balance before adoption of SFAS 71 & 73	SFAS 71 ¹⁾	SFAS 73	Balance after adoption of SFAS 71 & 73
EQUITY				
Equity attributable to equity holders of parent entity				
Share capital - Per value per share of Rp 62,50 (full amount) Authorised capital: 88,000,000,000 shares Issued and fully paid-up capital: 24,655,010,000 shares	1,540,938	-	-	1,540,938
Additional paid-in capital	5,548,977	-	-	5,548,977
Revaluation surplus of fixed assets	9,520,945	-	-	9,520,945
Foreign exchange differences arising from translation of financial statements in foreign currency	364,984	-	-	364,984
Unrealised gain (losses) on financial assets at fair value through other comprehensive income - net	1,951,554	-	-	1,951,554
Retained earnings				
Appropriated	1,955,604	-	-	1,955,604
Unappropriated	153,158,544	(6,830,539)	(138)	146,327,867
Other equity components	1,385	-	-	1,385
Total equity attributable to equity holders of parent entity	174,042,931	(6,830,539)	(138)	167,212,254
Non-controlling interest	100,225	-	-	100,225
TOTAL EQUITY	174,143,156	(6,830,539)	(138)	167,312,479
TOTAL LIABILITIES, TEMPORARY SYIRKAH DEPOSITS, AND EQUITY	918,989,312	(4,327,998)	187,010	914,848,324

¹⁾ Included in loans and other assets balances are the impact on initial implementation of SFAS 71 on the adjustment to the carrying value of (Rp 246,982) and Rp 58,369, respectively.

PT BANK CENTRAL ASIA Tbk AND SUBSIDIARIES

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NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

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(Expressed in millions of Rupiah, unless otherwise stated)

53. IMPACT OF THE IMPLEMENTATION OF SFAS 71 AND 73 (continued)

Impact on implementation of SFAS 71

Impairment on Financial Instruments

Allowance for impairment losses on financial instruments is recalculated in accordance with the transitional provisions of SFAS 71 on 1 January 2020, and the resulting difference of Rp 8,194,010 is booked into the beginning balance of earnings on 1 January 2020.

The following summarizes the effects of transitioning from the “incurred loss approach” to the “expected credit loss” approach for financial assets of the Group measured at amortised cost and at fair value through other comprehensive income (FVOCI):

	1 January 2020							
	Allowance for impairment losses per SFAS 55			Impairment losses per SFAS 71				Increase (decrease)
	Collective impairment provision	Individual impairment provision	Total	Stage 1	Stage 2	Stage 3	Total	
Current account with other banks	-	-	-	1,999	-	-	1,999	1,999
Placement with Bank Indonesia and other banks	-	-	-	3,972	-	-	3,972	3,972
Acceptance receivables	176,622	-	176,622	190,958	-	-	190,958	14,336
Bills receivable	2,734	-	2,734	4,890	-	-	4,890	2,156
Loans receivable	11,149,247	3,756,337	14,905,584	14,268,019	967,471	5,198,175	20,433,665	5,528,081
Consumer financing receivables	473,097	-	473,097	328,431	44,601	117,245	490,277	17,180
Finance lease receivables	3,147	-	3,147	1,703	-	-	1,703	(1,444)
Assets from sharia transactions	1,577,667	6,556	1,584,223	1,577,667	-	6,556	1,584,223	-
Investment securities	67,599	2,821	70,420	193,012	-	3,231	196,243	125,823
Other receivables	902	-	902	268	-	-	268	(634)
Commitments and contingencies	12	-	12	2,483,648	18,905	-	2,502,553	2,502,541
	13,451,027	3,765,714	17,216,741	19,054,567	1,030,977	5,325,207	25,410,751	8,194,010

54. NEW REGULATIONS ISSUED BY REGULATORS RELATED TO CORONAVIRUS DISEASE 2019 (COVID-19)

Regarding with the rising cases of the Coronavirus Disease 2019 (COVID-19), there are several new regulations issued by the regulator, such as follows:

- POJK No. 11/POJK.03/2020 dated 16 March 2020 related to the National Economic Stimulus as a Countercyclical Policy on the Impact of the Spread of Coronavirus Disease 2019 aims to encourage optimisation of banking performance, especially the intermediation function, maintain financial system stability, and support economic growth.
- OJK press release No. SP 28/DHMS/OJK/IV/2020 regarding Guidelines for the Application of SFAS 71 and SFAS 68 for Banking during the COVID-19 Pandemic Period dated 16 April 2020.
- Regulation of the Minister of Finance of the Republic of Indonesia No. 138/PMK.05/2020 regarding the Procedures for Providing Interest Subsidies/Margin Subsidies in terms of Supporting the Implementation of the National Economic Recovery Program dated 28 September 2020.
- POJK No. 48/POJK.03/2020 dated 3 December 2020 concerning the changes of POJK No. 11/POJK.03/2020 regarding National Economic Stimulus as a Countercyclical Policy on the Impact of the Spread of Coronavirus Disease 2019.

As at the authorisation date of these consolidated financial statements, the Group has evaluated the impact arising from the application of the regulations above and the impact on the consolidated financial statements.

PT BANK CENTRAL ASIA Tbk AND SUBSIDIARIES**Schedule 5/165****NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
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(Expressed in millions of Rupiah, unless otherwise stated)

55. ADDITIONAL INFORMATION

Information presented in schedule 6/1 - 6/7 are additional financial information of PT Bank Central Asia Tbk, (Parent Entity), which presented investment in Subsidiaries according to cost method and are an integral part of the consolidated financial statements of the Group.

PT BANK CENTRAL ASIA Tbk**Schedule 6/1**

ADDITIONAL INFORMATION
STATEMENTS OF FINANCIAL POSITION (PARENT ENTITY ONLY)
31 DECEMBER 2020 AND 2019
 (Expressed in millions of Rupiah, unless otherwise stated)

	2020	2019
ASSETS		
Cash	24,314,463	25,402,712
Current accounts with Bank Indonesia	27,287,352	47,611,639
Current accounts with other banks - net of allowance for impairment losses of Rp 551 at 31 December 2020 (31 December 2019: Rp nil)	11,581,080	10,451,954
Placements with Bank Indonesia and other banks - net of allowance for impairment losses of Rp 986 at 31 December 2020 (31 December 2019: Rp nil)	45,792,189	29,541,325
Financial assets at fair value through profit or loss	2,656,701	5,838,673
Acceptance receivables - net of allowance for impairment losses of Rp 409,132 as of 31 December 2020 (31 December 2019: Rp 176,622)	8,144,843	9,492,755
Bills receivable - net of allowance for impairment losses of Rp 8,012 as of 31 December 2020 (31 December 2020: Rp 2,734)	8,091,013	7,909,020
Securities purchased under agreements to resell	146,518,049	9,268,902
Loans receivable - net of allowance for impairment losses of Rp 26,944,873 as of 31 December 2020 (31 December 2019: Rp 14,905,039)		
Related parties	6,704,863	5,896,763
Third parties	541,998,999	567,449,148
Investment securities - net of allowance for impairment losses of Rp 112,840 as of 31 December 2020 (31 December 2019: Rp nil)	184,456,962	136,424,944
Prepaid expenses	495,804	1,174,300
Prepaid tax	22,914	5,637
Fixed assets - net of accumulated depreciation of Rp 11,578,505 as of 31 December 2020 (31 December 2019: Rp 10,716,816)	21,220,060	20,225,494
Intangible assets - net of accumulated amortisation of Rp 1,590,257 as of 31 December 2020 (31 December 2019: Rp 1,307,319)	464,556	527,812
Deferred tax assets - net	4,643,741	2,954,236
Investment in shares - net of allowance for impairment losses of Rp 75,217 as of 31 December 2020 (31 December 2019: Rp 58,646)	7,405,887	5,765,385
Other assets - net of allowance for impairment losses of Rp 24,618 as of 31 December 2020 (31 December 2019: Rp 899)	14,562,632	13,095,263
TOTAL ASSETS	1,056,362,108	899,035,962

PT BANK CENTRAL ASIA Tbk**Schedule 6/2****ADDITIONAL INFORMATION****STATEMENTS OF FINANCIAL POSITION (PARENT ENTITY ONLY)****31 DECEMBER 2020 AND 2019**

(Expressed in millions of Rupiah, unless otherwise stated)

	2020	2019
LIABILITIES AND EQUITY		
LIABILITIES		
Deposits from customers		
Related parties	2,175,952	1,652,310
Third parties	832,655,117	697,652,276
Deposits from other banks	10,197,909	6,726,687
Financial liabilities at fair value through profit or loss	138,292	106,260
Acceptance payables	4,400,045	5,321,249
Tax payables	2,018,224	1,554,227
Borrowings	618,965	975
Estimated losses from commitments and contingencies	3,537,689	-
Post-employment benefits obligation	9,516,636	7,856,432
Accruals and other liabilities	13,999,414	10,718,960
Subordinated bonds	500,000	500,000
TOTAL LIABILITIES	879,758,243	732,089,376
EQUITY		
Share capital - par value per share of Rp 62.50 (full amount)		
Authorised capital: 88,000,000,000 shares		
Issued and fully paid: 24,655,010,000 shares	1,540,938	1,540,938
Additional paid-in capital	5,711,368	5,711,368
Revaluation surplus of fixed assets	9,423,741	9,423,272
Unrealised gains on financial assets at fair value through others comprehensive income	6,984,074	1,923,192
Retained earnings		
Appropriated	2,241,254	1,955,604
Unappropriated	150,702,490	146,392,212
TOTAL EQUITY	176,603,865	166,946,586
TOTAL LIABILITIES AND EQUITY	1,056,362,108	899,035,962

PT BANK CENTRAL ASIA Tbk

Schedule 6/3

ADDITIONAL INFORMATION
STATEMENTS OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME
(PARENT ENTITY ONLY)
FOR THE YEARS ENDED 31 DECEMBER 2020 AND 2019
 (Expressed in millions of Rupiah, unless otherwise stated)

	2020	2019
OPERATING INCOME AND EXPENSES		
Interest income	61,559,479	59,999,838
Interest expenses	(10,845,040)	(12,925,739)
INTEREST INCOME - NET	50,714,439	47,074,099
OTHER OPERATING INCOME		
Fee and commission income - net	13,076,593	13,540,023
Net income from transaction at fair value through profit or loss	4,216,471	3,394,113
Others	1,993,936	2,124,389
Total other operating income	19,287,000	19,058,525
Impairment losses on assets	(10,991,026)	(4,104,654)
OTHER OPERATING EXPENSES		
Personnel expenses	(12,254,952)	(12,248,042)
General and administrative expenses	(12,005,817)	(13,209,161)
Others	(2,487,401)	(2,215,954)
Total other operating expenses	(26,748,170)	(27,673,157)
INCOME BEFORE TAX	32,262,243	34,354,813
INCOME TAX EXPENSE	5,983,092	(7,090,901)
NET INCOME	26,279,151	27,263,912
OTHER COMPREHENSIVE INCOME:		
Items that will not be reclassified to profit or loss:		
Remeasurements of defined benefit liability	(1,478,516)	(357,090)
Income tax on remeasurements of defined benefit liability	241,627	71,418
	(1,236,889)	(285,672)
Revaluation surplus of fixed assets	469	747,865
	(1,236,420)	462,193
Items that will be reclassified to profit or loss:		
Unrealised gains on financial assets at fair value through other comprehensive income	6,218,323	2,566,931
Income tax	(1,157,441)	(513,386)
Unrealised gains on financial assets at fair value through other comprehensive income - net of tax	5,060,882	2,053,545
OTHER COMPREHENSIVE INCOME, NET OF INCOME TAX	3,824,462	2,515,738
TOTAL COMPREHENSIVE INCOME	30,103,613	29,779,650
BASIC AND DILUTED EARNINGS PER SHARE ATTRIBUTABLE TO EQUITY HOLDERS OF THE PARENT ENTITY (full amount of Rupiah)	1,066	1,106

PT BANK CENTRAL ASIA Tbk

Schedule 6/4

ADDITIONAL INFORMATION
STATEMENTS OF CHANGES IN EQUITY (PARENT ENTITY ONLY)
FOR THE YEARS ENDED 31 DECEMBER 2020 AND 2019
 (Expressed in millions of Rupiah, unless otherwise stated)

[illegible]

PT BANK CENTRAL ASIA Tbk

Schedule 6/5

ADDITIONAL INFORMATION
STATEMENTS OF CHANGES IN EQUITY (PARENT ENTITY ONLY)
FOR THE YEARS ENDED 31 DECEMBER 2020 AND 2019
 (Expressed in millions of Rupiah, unless otherwise stated)

[illegible]

PT BANK CENTRAL ASIA Tbk**Schedule 6/6****ADDITIONAL INFORMATION****STATEMENTS OF CASH FLOWS (PARENT ENTITY ONLY)****FOR THE YEARS ENDED 31 DECEMBER 2020 AND 2019**

(Expressed in millions of Rupiah, unless otherwise stated)

	2020	2019
CASH FLOWS FROM OPERATING ACTIVITIES		
Receipts of interest income, fees and commissions	74,658,063	72,670,644
Other operating income	1,204,477	1,431,543
Payments of interest expenses, fees and commissions	(11,023,058)	(13,088,561)
Payments of post-employment benefits	(1,025,734)	(230,641)
Gains from foreign exchange transactions - net	85,911	1,855,221
Other operating expenses	(23,036,980)	(24,340,293)
Payment of tantien to Board of Commissioners and Board of Directors	(445,180)	(413,500)
Other increases (decreases) affecting cash:		
Placements with Bank Indonesia and other banks - mature more than 3 (three) months from the date of acquisition	(3,159,674)	769,565
Financial assets at fair value through profit or loss	2,806,332	1,235,090
Acceptance receivables	1,115,402	2,248,758
Bills receivable	30,292	459,371
Securities purchased under agreements to resell	(137,249,147)	(86,885)
Loans receivable	9,641,046	(54,608,008)
Other assets	(1,350,405)	137,504
Deposits from customers	135,253,336	70,923,556
Deposits from other banks	3,499,596	287,519
Acceptance payables	(921,204)	(522,237)
Accruals and other liabilities	3,766,285	(1,187,393)
Net cash provided by operating activities before income tax	53,849,358	57,541,253
Payment of income tax	(6,639,563)	(7,232,682)
Net cash provided by operating activities	47,209,795	50,308,571
CASH FLOWS FROM INVESTING ACTIVITIES		
Proceeds from sales of investment securities	-	100,000
Acquisition of investment securities	(108,885,066)	(99,560,248)
Proceeds from investment securities that matured during the year	69,063,414	71,826,721
Payment for acquisition activities	(643,648)	(988,047)
Cash dividends received from investment in shares	773,624	637,792
Acquisition of fixed assets	(2,547,927)	(2,522,307)
Proceeds from sale of fixed assets	6,091	5,826
Net cash used in investing activities	(42,233,512)	(30,500,263)

PT BANK CENTRAL ASIA Tbk

Schedule 6/7

ADDITIONAL INFORMATION
STATEMENTS OF CASH FLOWS (PARENT ENTITY ONLY)
FOR THE YEARS ENDED 31 DECEMBER 2020 AND 2019
 (Expressed in millions of Rupiah, unless otherwise stated)

	2020	2019
CASH FLOWS FROM FINANCING ACTIVITIES		
Proceeds from borrowings	617,989	-
Payment of borrowings	-	(11)
Payment of cash dividends	(13,634,221)	(8,752,529)
Payment of additional paid-in capital on Subsidiaries	(1,000,000)	(1,200,000)
Net cash used in financing activities	(14,016,232)	(9,952,540)
NET (DECREASE) INCREASE IN CASH AND CASH EQUIVALENTS	(9,039,949)	9,855,768
CASH AND CASH EQUIVALENTS, BEGINNING OF YEAR	111,533,803	101,795,841
EFFECT OF FOREIGN EXCHANGE RATE FLUCTUATIONS ON CASH AND CASH EQUIVALENTS	1,893,755	(117,806)
CASH AND CASH EQUIVALENTS, END OF YEAR	104,387,609	111,533,803
Cash and cash equivalents consist of:		
Cash	24,314,463	25,402,712
Current accounts with Bank Indonesia	27,287,352	47,611,639
Current accounts with other banks	11,581,631	10,451,954
Placement with Bank Indonesia and other banks - mature within 3 (three) months or less from the date of acquisition	41,204,163	28,067,498
Total cash and cash equivalents	104,387,609	111,533,803

FINANCIAL STATEMENTS

PT DWIMURIA INVESTAMA ANDALAN AND SUBSIDIARY

CONSOLIDATED STATEMENTS OF FINANCIAL POSITION

As of December 31, 2020 and 2019
(in millions of Rupiah)

No.	ACCOUNTS	Audited Dec 31, 2020	Audited Dec 31, 2019
ASET			
1.	Cash	24.322.341	25.421.413
2.	Current accounts with Bank Indonesia	27.482.178	47.904.674
3.	Current accounts with other banks - net of allowance	13.412.064	10.529.509
4.	Placements with Bank Indonesia and other banks - net of allowance	50.560.163	33.718.077
5.	Financial assets measured at fair value through profit or loss	2.936.245	5.910.146
6.	Acceptance receivable - net of allowance	8.144.843	9.492.755
7.	Bills receivable - net of allowance	8.091.013	7.909.020
8.	Securities purchased under agreements to resell - net of allowance	146.819.249	9.575.565
9.	Loans receivable - net of allowance	547.643.666	572.033.999
10.	Consumer financing receivable - net of allowance	7.605.934	10.532.424
11.	Finance lease receivable - net of allowance	100.299	149.428
12.	Assets related to sharia transactions - net of allowance	5.373.030	5.434.287
13.	Investment securities - net of allowance	196.572.701	147.634.308
14.	Prepaid expenses	795.405	1.543.036
15.	Prepaid tax	33.250	7.396
16.	Fixed assets - net of accumulated depreciation	22.471.820	20.858.503
17.	Intangible assets - net of accumulated amortisation	126.594.984	126.340.469
18.	Deferred tax assets - net	4.904.502	3.194.609
19.	Other assets - net of allowance	23.451.084	17.859.479
TOTAL ASSETS		1.217.314.771	1.056.049.097
LIABILITIES, TEMPORARY SYIRKAH DEPOSITS, DAN EQUITY			
LIABILITAS			
1.	Deposits from customers	834.080.678	698.797.262
2.	Sharia deposits	1.081.327	1.034.703
3.	Deposits from other banks	10.163.163	6.717.474
4.	Financial liabilities measured at fair value through profit or loss	138.757	106.260
5.	Acceptance payables	4.400.045	5.321.249
6.	Securities sold under agreements to repurchase	-	113.249
7.	Debt securities issued	590.821	1.347.523
8.	Tax payable	2.286.968	1.637.331
9.	Borrowings	1.307.298	2.332.870
10.	Deferred tax liabilities	5.957	-
11.	Estimated losses on commitments and contingencies	3.537.741	12
12.	Accrued expenses and other liabilities	17.553.945	14.044.076
13.	Post-employment benefits obligation	9.652.753	7.957.700
14.	Subordinated bonds	500.000	500.000
TOTAL LIABILITIES		885.299.453	739.909.709
15.	Temporary syirkah deposits	5.317.628	4.779.029
EKUITAS			
16.	Share capital	210.619.700	210.619.700
17.	Additional paid in capital	(24.766.946)	(24.766.946)
18.	Revaluation surplus of fixed assets	1.665.160	1.664.902
19.	Foreign exchange differences arising from translation of financial statements in foreign currency	9.904	7.002
20.	Unrealised gains (losses) on financial assets measured through other comprehensive income	3.672.856	860.219
21.	Retained earnings	51.726.350	43.967.287
22.	Other equity components	(5.073)	(5.073)
Total equity attributable to equity holders of the parent entity		242.921.951	232.347.091
23.	Non-controlling interest	83.775.739	79.013.268
TOTAL EQUITY		326.697.690	311.360.359
TOTAL LIABILITIES, TEMPORARY SYIRKAH DEPOSITS, AND EQUITY		1.217.314.771	1.056.049.097

CONSOLIDATED STATEMENTS OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME

For The Years Ended December 31, 2020 and 2019
(in millions Rupiah, unless earnings per share)

No.	ACCOUNTS	Audited Dec 31, 2020	Audited Dec 31, 2019
OPERATING INCOME AND EXPENSES			
1.	Interest and sharia income	65.106.855	63.574.097
2.	Sharia income	674.686	622.442
Total interest and sharia income		65.781.541	64.196.539
3.	Interest and sharia expense	(10.938.171)	(13.058.662)
4.	Interest expense	(281.323)	(297.071)
Total interest and sharia expense		(11.219.494)	(13.355.733)
NET INTEREST AND SHARIA INCOME		54.562.047	50.840.806
OTHER OPERATING INCOME			
5.	Fee and commission income - net	13.150.999	13.608.381
6.	Net trading income	4.302.773	3.456.342
7.	Others	3.741.761	4.259.488
Total other operation income		21.195.533	21.324.211
8.	Impairment losses on assets	(11.628.076)	(4.591.343)
OTHER OPERATING EXPENSES			
9.	Personnel expenses	(13.445.168)	(13.408.696)
10.	General and administrative expenses	(13.075.283)	(14.240.757)
11.	Others	(3.846.696)	(3.363.388)
Total other operating expenses		(30.367.147)	(31.012.841)
INCOME BEFORE TAX		33.762.357	36.560.833
INCOME TAX EXPENSE		(6.432.992)	(7.715.453)
NET INCOME		27.329.365	28.845.380
OTHER COMPREHENSIVE INCOME:			
12.	Items that will not be reclassified to profit or loss:		
a.	Remeasurements of defined benefit liability	(1.484.210)	(341.381)
b.	Income tax	243.313	70.102
c.	Remeasurements of defined benefit liability - net of income tax	(1.240.897)	(271.279)
	Revaluation surplus of fixed assets	469	769.197
		(1.240.428)	497.918
13.	Items that will be reclassified to profit or loss:		
a.	Unrealised gains (losses) on financial assets measured through other comprehensive income	6.290.838	2.604.958
b.	Income tax	(1.169.409)	(519.218)
	Unrealised gains (losses) on financial assets measured through other comprehensive income - net of income tax	5.121.429	2.085.740
c.	Foreign exchange differences arising from translation of financial statements in foreign currency	6.486	(17.117)
		5.127.915	2.068.623
OTHER COMPREHENSIVE INCOME, NET OF INCOME TAX		3.887.487	2.566.541
TOTAL COMPREHENSIVE INCOME		31.216.852	31.411.921
NET INCOME ATTRIBUTABLE TO:			
	Equity holders of parent entity	15.099.418	15.982.303
	Non-controlling interest	12.229.947	12.863.077
		27.329.365	28.845.380
NET INCOME ATTRIBUTABLE TO:			
	Equity holders of parent entity	17.233.335	17.391.492
	Non-controlling interest	13.983.517	14.020.429
		31.216.852	31.411.921
BASIC AND DILUTED EARNINGS PER SHARE ATTRIBUTABLE TO EQUITY HOLDERS OF THE PARENT ENTITY			
		71.690	75.882

FINANCIAL STATEMENTS

PT DWIMURIA INVESTAMA ANDALAN AND SUBSIDIARY - CONTINUED

CONSOLIDATED STATEMENTS OF CHANGES IN EQUITY

For The Years Ended December 31, 2020 and 2019
(in millions of Rupiah)

ACCOUNTS	For The Years Ended December 31, 2020 and 2019 (Audited)									
	Attributable to equity holders of the parent entity								Non-controlling interest	Total equity
	Issued and fully paid-up capital	Additional paid-in capital	Revaluation surplus of fixed assets	Foreign exchange differences arising from translation of financial statements in foreign currency	Unrealised gains (losses) on financial assets measured at fair value through other comprehensive income - net	Retained earnings	Other equity components	Total equity attributable to equity holders of the parent entity		
Balance, 31 December 2018	210.619.700	(24.766.946)	1.242.289	16.441	(284.885)	28.131.877	(5.073)	214.953.403	68.934.740	283.888.143
Net income for the year	-	-	-	-	-	15.982.303	-	15.982.303	12.863.077	28.845.380
Revaluation surplus of fixed assets	-	-	422.613	-	-	2.196	-	424.809	348.385	773.194
Foreign exchange differences arising from translation of financial statements in foreign currency	-	-	-	(9.439)	-	-	-	(9.439)	(7.678)	(17.117)
Unrealised gains (losses) on available-for-sale financial assets - net	-	-	-	-	1.145.104	-	-	1.145.104	940.636	2.085.740
Remeasurements of defined benefit liability - net	-	-	-	-	-	(149.089)	-	(149.089)	(122.190)	(271.279)
Total comprehensive income for the year	-	-	422.613	(9.439)	1.145.104	15.835.410	-	17.393.688	14.022.230	31.415.918
Cash dividends	-	-	-	-	-	-	-	-	(3.943.702)	(3.943.702)
Balance, 31 December 2019	210.619.700	(24.766.946)	1.664.902	7.002	860.219	43.967.287	(5.073)	232.347.091	79.013.268	311.360.359
Balance, 31 December 2019	210.619.700	(24.766.946)	1.664.902	7.002	860.219	43.967.287	(5.073)	232.347.091	79.013.268	311.360.359
The impact of initial implementation of SFAS 71 and 73 (after deferred tax)	-	-	-	-	-	(3.752.920)	-	(3.752.920)	(3.077.757)	(6.830.677)
Balance as of 1 January 2020, after the impact of initial implementation of SFAS 71 and 73	210.619.700	(24.766.946)	1.664.902	7.002	860.219	40.214.367	(5.073)	228.594.171	75.935.511	304.529.682
Net income for the year	-	-	-	-	-	15.099.418	-	15.099.418	12.229.947	27.329.365
Revaluation surplus of fixed assets	-	-	258	-	-	-	-	258	211	469
Foreign exchange differences arising from translation of financial statements in foreign currency	-	-	-	2.902	-	-	-	2.902	3.584	6.486
Unrealised gains (losses) on financial assets measured at fair value through other comprehensive income - net	-	-	-	-	2.812.637	-	-	2.812.637	2.308.792	5.121.429
Remeasurements of defined benefit liability - net	-	-	-	-	-	(681.880)	-	(681.880)	(559.017)	(1.240.897)
Total comprehensive income for the year	-	-	258	2.902	2.812.637	14.417.538	-	17.233.335	13.983.517	31.216.852
Cash dividends	-	-	-	-	-	(2.905.555)	-	(2.905.555)	(6.143.289)	(9.048.844)
Balance, 31 December 2020	210.619.700	(24.766.946)	1.665.160	9.904	3.672.856	51.726.350	(5.073)	242.921.951	83.775.739	326.697.690

Consolidated Commitments and Contingencies

As of December 31, 2020 and 2019
(in millions of Rupiah)

No.	ACCOUNTS	Audited Dec 31, 2020	Audited Dec 31, 2019
COMMITMENTS			
<i>Committed receivables:</i>			
1.	Unused borrowing/financing facilities	5.548.404	4.694.646
2.	Foreign currency positions to be received from spot and derivatives/forward transactions	6.770.672	11.822.675
		12.319.076	16.517.321
<i>Liabilitas komitmen:</i>			
1.	Unused credit/financing facilities	185.518.772	155.059.495
<i>- Committed</i>			
2.	Outstanding irrevocable letters of credit	68.611.086	63.357.538
<i>- Uncommitted</i>			
3.	Foreign currency positions to be submitted for spot and derivatives/forward transactions	9.448.748	8.590.916
		42.650.651	67.392.624
		306.229.257	294.400.573
CONTINGENCIES			
<i>Contingent receivables:</i>			
1.	Received guarantees	718.023	623.876
2.	Others	-	-
		718.023	623.876
<i>Liabilitas kontinjensi:</i>			
1.	Issued guarantees	15.748.872	15.737.312
2.	Others	78	78
		15.748.950	15.737.390

Jakarta, February 23, 2021

Honky Hario
President Director

Agus Santoso Suwanto
Director

2020

ANNUAL REPORT

Beyond Uncertainties: Managing the Next Normal



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