



# Management Discussion and Analysis

03



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# Business Segment Performance Overview

## Transaction Banking

The Transaction Banking business was the key driver of BCA's performance in 2021. The bank's CASA rose 19.1% to reach Rp764.6 trillion, contributing 78.9% of the total third party funds. Overall, third party funds increased by 16.1%, generating total asset growth of 14.2% to Rp1,228.3 trillion.

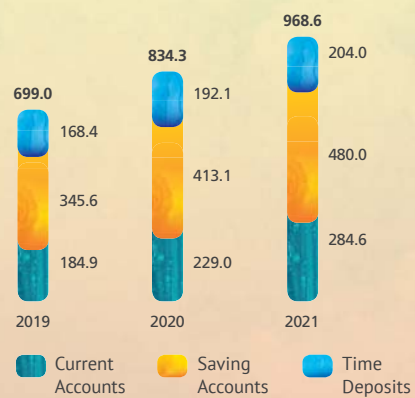
This solid CASA funding was backed by convenient and reliable transaction banking as well as customer trust. To sustain the Bank's strong foothold in transaction banking, BCA continues to expand its digital ecosystem through collaborations with strategic partners and to invest in various digital innovations. In 2021, total transaction volume rose by 42.0%, driven by a 59.9% increase in mobile banking transactions. Total customer accounts at BCA increased by 16.4%, reaching 28.5 million, most of which were accounts opened online.

## Number of Transaction Growth (YoY)

42.0%

## Third Party Funds Composition

(in trillion Rupiah)



## Corporate Banking

Newly disbursed loans in the corporate segment have doubled from pre-covid levels. In line with this achievement, corporate loans increased by 11.3% to Rp285.7 trillion in December 2021, being the key driver of BCA's overall loan growth. The sectors that supported the growth of corporate loans include edible oil, transportation, telecommunication, and infrastructure sectors.

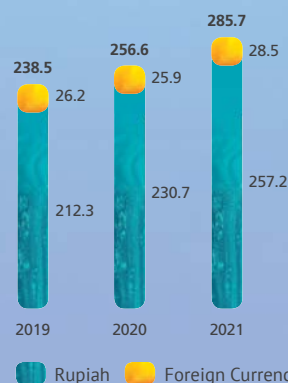
BCA continues to build holistic customer relationships and applies a customer-centric approach that ensures comprehensive financial solutions.

## Corporate Loan Portfolio Growth (YoY)

11.3%

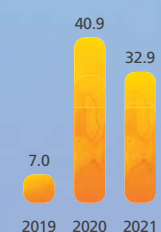
## Corporate Loan Portfolio

(in trillion Rupiah)



## LAR - Corporate

(in trillion Rupiah)



### Commercial & SME Loan Portfolio Growth (YoY)

# 5.4%

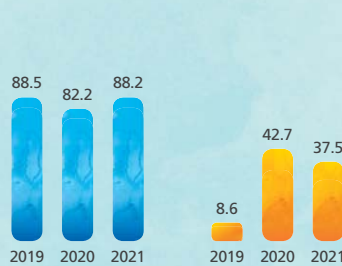
#### Commercial & SME Loan portfolio

(in trillion Rupiah)



#### LAR - Commercial & SME

(in trillion Rupiah)



Commercial  
Small and Medium Enterprise (SME)

### Commercial & SME Banking

Supported by gradual economic recovery in 2021, commercial and SME loans grew by 5.4% to Rp208.6 trillion.

In 2021, BCA developed a number of products and programs, such as the multipurpose loan program, BCA merchant financing, and partnership loans. BCA also developed other loan programs with competitive rates for business players to boost the use of loan facilities during certain periods.

To provide comprehensive solutions to commercial and SME customers, BCA also provided various payment solutions such as digital end-to-end infrastructure integrated with each customer's ecosystem.

### Individual Banking

The Individual Banking segment continues to grow in line with the rise of Indonesia's middle class. With the economy in the early stages of recovery, Individual Banking continued to grow in 2021, supported by increasing consumer loans as well as wealth management products. To stimulate consumer loan growth, BCA held a number of virtual events, including BCA Online Expoversary, KPR BCA ONLINEXPO, and KKB BCA Virtual Mall.

BCA has retained its place as a bank at the forefront of the latest developments through continuous innovation, making the most of arising opportunities, expanding attractive acquisition programs, and increasing the efficiency and effectiveness of its acquisition channels.

### Consumer Loan Growth (YoY)

# 4.3%

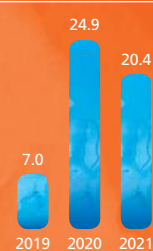
#### Consumer Loan by Product

(in billion Rupiah)

	2021	2020	2019	Increase/(decrease) 2021	
				Nominal	%
Mortgage	84,206	78,571	82,056	5,635	7.2%
Vehicle	27,248	28,356	36,469	(1,108)	-3.9%
Credit Card	11,790	11,206	14,106	584	5.2%
<b>Total Consumer</b>	<b>123,244</b>	<b>118,133</b>	<b>132,631</b>	<b>5,111</b>	<b>4.3%</b>

#### LAR - Consumer Loans

(in trillion Rupiah)



## BUSINESS REVIEW

## Transaction Banking



BCA consistently adapts and innovates to provide optimal solutions for its customers' transaction needs through various strategic partnerships and collaborations.

Transaction Banking  
in 2021

CASA



Rp **764.6**  
trillion

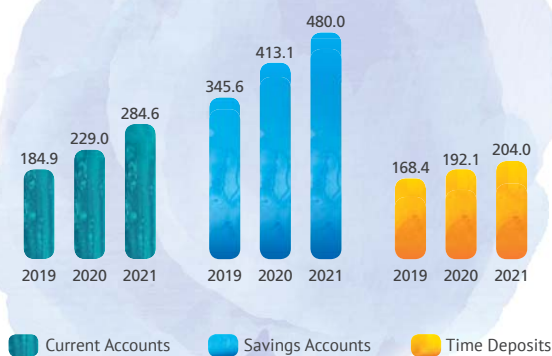
Number of  
Transactions Growth  
(YoY)

**42.0** %



## Third Party Funds

(in trillion Rupiah)



The adoption of technology and the accelerated growth of digital transactions during pandemic, had resulted a shift in customer behavior. Demand increased for 24/7 services, for variety in products and services and for connectivity to various platforms and ecosystems. Rapid developments in financial technology have also contributed to this change, providing a challenge for traditional banks.

BCA consistently adapts and innovates to provide optimal solutions for its customers' transaction needs through various strategic partnerships and collaborations. As BCA develops transaction banking services to enhance connectivity, security and convenience are prioritized to ensure the best experience for customers. The Bank continues to develop various supporting facilities, both in the form of products and through collaboration with other parties.

BCA digital apps have undergone development and introduced new features throughout 2021, especially related to online account opening, mobile banking, and internet banking. BCA continuously enhances the products and features of its API (Application Programming Interface), which allows integration of banking services with various ecosystems.



### Strengthening Transaction Banking Franchise through Digitalization

BCA continued to implement a digital transformation across various aspects, including transaction banking, where digital technology has been adopted to deliver product and service innovations focused on customer needs. These developments, particularly to BCA's mobile banking features, have brought positive impact on the significant growth in transactions and mobile banking users.

As of December 2021, the total number of transactions increased by 42.0%. Such solid growth is a reflection of the Bank's ability consistently to maintain customer trust. Virtual account transactions, QRIS (QR Indonesian Standard) payments, online & OneKlik debit transactions, and cardless cash withdrawals and deposits are some examples of transactions that have enjoyed rapid growth during the pandemic.

In May 2021, the Bank launched MyBCA, an application intended to improve the quality of digital services for mobile banking and internet banking users as well as delivering omni channel customer experience. MyBCA offers a more

seamless experience, in terms of accessibility, user interface and user experience. The application is equipped with a single ID, namely the BCA ID. The Bank is currently working on improvements to and enhancements of features and technology for MyBCA.

BCA also continues to provide comprehensive banking services that can be accessed through its mobile banking and internet banking applications. Customers have access to all integrated deposit accounts as well as to e-statement reports for the last five years.

To strengthen payment settlement services, BCA continues to facilitate access to payment infrastructure through the application of EDC and QRIS. In mid-2021, BCA launched its Merchant BCA application, which functions as an integrated platform for all BCA merchants, focusing on merchant onboarding, transaction monitoring and merchant services. Merchant BCA application can be accessed on various smartphones by users in various business segments, including individuals and small enterprises. This strategically contributed to the growth of the business segment as well as transactions and helped to strengthen fee-based income and CASA funds.

## BUSINESS REVIEW

### Transaction Banking

#### Integration of Multi-Channel Network

Customers have a wide range of needs and preferences in using transaction channels. BCA continues to expand its capability to fulfill these varied needs by enhancing integration across the multi-channel network, to provide wider access and greater convenience, and continuously updating its security.

As of December 2021, transactions conducted through branch offices contributed to 38.1% of the total transaction value. The Bank consistently improves the transaction experience at the branches through ongoing digital transformation, where services conducted through human interaction are augmented with digital banking machines, enabling customers to conduct transactions independently and efficiently. Examples of the digital experience machines include CS Digital, e-service, and STAR Teller.

BCA continues to expand its EDC and ATM networks. In an effort to support cash deposits and withdrawals, development is focused on the addition of CRM (Cash Recycle Machine) to the ATM network. BCA also has strategic partnerships with e-money providers on cash withdrawal infrastructure to meet customer needs.

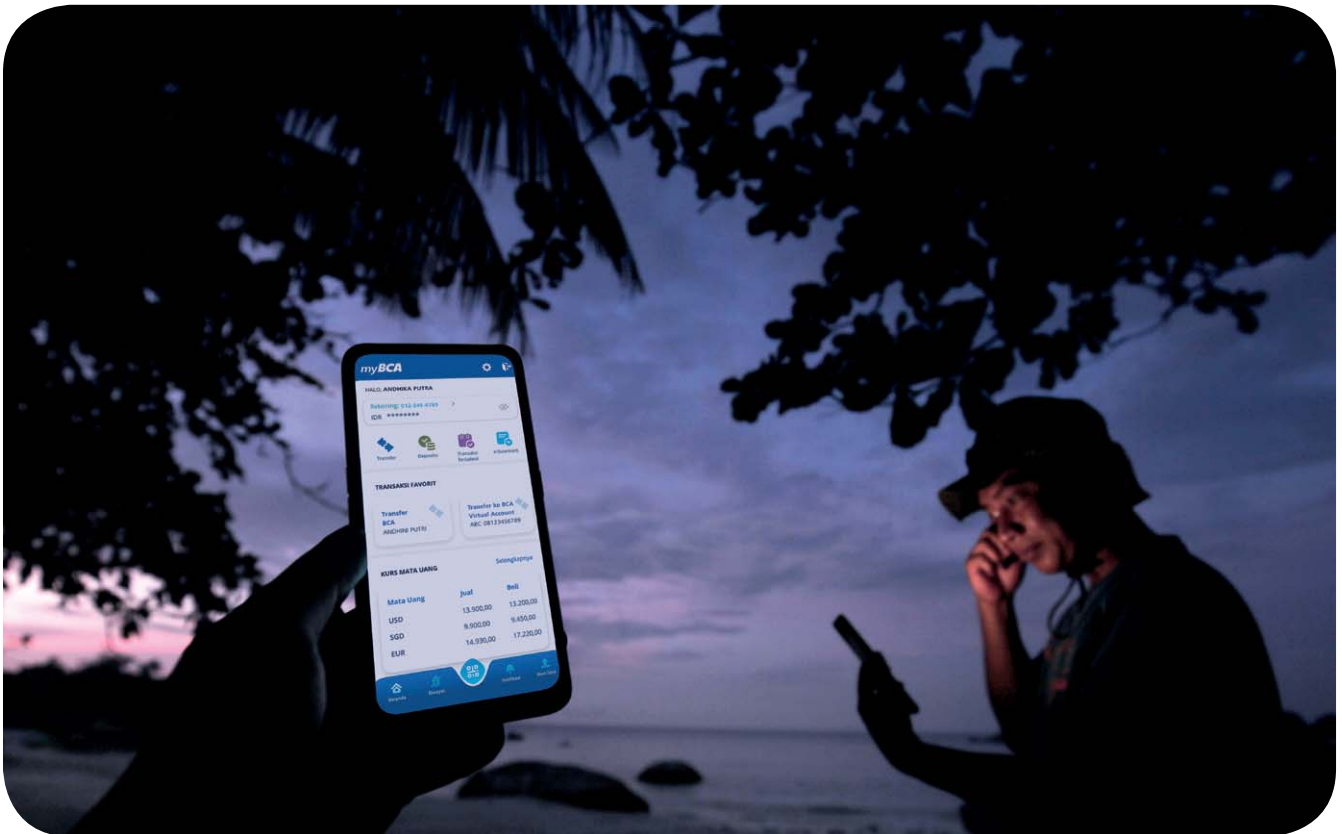
In July 2021, the Bank launched the HaloBCA App, which allows customers to interact with the BCA contact center 24 hours a day, through various channels (chat, call, e-mail and social media) integrated in one application. Through the HaloBCA application, customers may call HaloBCA agents free-of-charge using VoIP (Voice over Internet Protocol). HaloBCA, as a digital service center, is one of BCA's main platforms for communicating with customers concerning information and complaint handling.

#### Number of Distribution Channels (unit)

	2021	2020	2019
Number of Branches	1,242	1,248	1,256
Number of ATMs	18,034	17,623	17,928

#### Delivery Channels Transactions

	2021		2020		2019		Increase / (decrease) 2021		Increase / (decrease) 2020	
	Total	Composition	Nominal	Composition	Nominal	Composition	Nominal	%	Nominal	%
<b>Branch</b>										
Number of Transactions (in million)	105	0.6%	120	1.0%	152	1.8%	(16)	-12.9%	(32)	-21.2%
Transaction Value (in trillion Rupiah)	13,127	38.1%	12,443	43.7%	14,585	49.1%	682	5.5%	(2,142)	-14.7%
<b>ATM</b>										
Number of Transactions (in million)	1,957	11.9%	1,862	16.1%	2,075	24.2%	95	5.1%	(213)	-10.3%
Transaction Value (in trillion Rupiah)	2,145	6.2%	2,020	7.1%	2,322	7.8%	125	6.2%	(302)	-13.0%
<b>Mobile Banking</b>										
Number of Transactions (in million)	10,109	61.6%	6,321	54.7%	3,848	44.8%	3,788	59.9%	2,473	64.3%
Transaction Value (in trillion Rupiah)	4,049	11.8%	2,693	9.5%	2,089	7.0%	1,356	50.4%	604	28.9%
<b>Internet Banking</b>										
Number of Transactions (in million)	4,252	25.9%	3,264	28.2%	2,508	29.2%	988	30.3%	756	30.2%
Transaction Value (in trillion Rupiah)	15,118	43.9%	11,308	39.7%	10,701	36.0%	3,810	33.7%	607	5.7%
<b>Total</b>										
Number of Transactions (in million)	16,423	100.0%	11,567	100.0%	8,583	100.0%	4,856	42.0%	2,984	34.8%
Transaction Value (in trillion Rupiah)	34,439	100.0%	28,466	100.0%	29,697	100.0%	5,973	21.0%	(1,233)	(4.2%)



To educate users and improve the experience of adopting the latest features and programs, BCA has updated its official website [www.bca.co.id](http://www.bca.co.id) so that customers, the public, and investors can get up-to-date information and tutorials. The website is equipped with a live chat feature, providing all-year-round access for BCA customers. The Bank has VIRA (Virtual Assistant Chat Banking), which provides interactive and real-time information via the Bank's LINE account (@BankBCA), Facebook Messenger and Google Assistant.

### Offering Transaction Banking Solutions

Recent developments in the digital economy have encouraged BCA to implement various innovations. Through open banking, BCA strives to offer convenient access to banking products and services in a variety of ecosystems. BCA API grants business-to-business (B2B) and business-to-customer (B2C) the ability to connect to each other with ease. As of December 2021, more than 3,000 customers from various business sectors have used the BCA API, such as e-commerce, education, trade and MSMEs.

As well as convenience, ease of use and transaction speed, BCA recognizes the importance of security. Through its BCA Debit Mastercard product, customers can control limits when conducting online transactions. BCA has also equipped all of its debit cards with the National Standard Indonesian Chip Card Specification (NSICCS) in accordance with regulatory provisions, which envisions a fast, easy, safe and comfortable payment system. At the end of 2021, BCA supported the implementation of BI-FAST, a national retail payment system in real time and 24/7.

With regard to credit cards, BCA continues to improve its capabilities through collaboration with various international principals, such as Visa, Mastercard, AMEX, JCB. In 2021, the Bank launched its BCA Union Pay Credit Card and introduced its cobrand credit cards with BliBli and Tiket.com. These cards join the existing Singapore Airlines cobrand card. BCA is also the only bank in Indonesia that issues a private label or proprietary card, namely the BCA Card.



## BUSINESS REVIEW

### Transaction Banking



To support solid transaction banking growth, BCA carried out a comprehensive and sustainable series of marketing activities throughout the year. BCA continues to collaborate with its well-known strategic partners from various industries. In addition, BCA also plays a role in several online events in support of acceleration of economic recovery, including conducting and sponsoring UMKM Fest, KPR BCA Online Expo, Astindo Virtual Travel Fair, Jakarta Sneaker's Day and Big Bad Wolf Book Sale.

#### Future Development Plans

By presenting banking transaction products and services that are always on, secure, fast and convenient, BCA continues to strengthen the foundation for its transaction banking franchise. The Bank aims to provide up-to-date and innovative services, while being adaptable and interconnected across various ecosystems.

BCA consistently invests in technology, human resources, product development, business solutions and cyber-crime management, as well as marketing and education activities to support solid and sustainable growth in transaction banking. BCA continues to provide solutions tailored to individual, SME, commercial and corporate needs and preferences.

Going forward, BCA will continue to provide a holistic and sustainable customer experience with a focus on enhancing the omni-channel platform, where customers can fulfil all their banking needs from opening new accounts to seamlessly conducting transaction on various platforms.

Customer growth will also be a priority going forward to support transaction growth. The Bank will always be at its customers' side to provide safe, fast, and reliable banking services.



## BUSINESS REVIEW

# Corporate Banking



Amid an ongoing economic recovery, corporate banking took on an important role as the main driver of BCA's credit growth in 2021.

## Corporate Banking in 2021

### Corporate Loan Portfolio



Rp **285.7**  
trillion

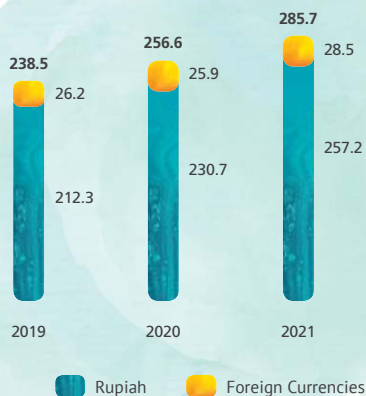
### Corporate Loan growth (YoY)

**11.3** %



## Corporate Loan Portfolio

(in trillion Rupiah)



BCA strives to support the long term business growth of its corporate clients, and remains committed to supporting them through the challenges of the pandemic.

As the economy began to recover in 2021, corporate loans grew by 11.3% to Rp285.7 trillion, with investment loans still dominating the portfolio. Corporate loans grew in the first quarter of 2021, but the social mobility restrictions enforced mid-year resulted in a slowdown, before it increased again towards the end of the year. The sectors that supported the growth of corporate loans include edible oil, transportation infrastructure, and telecommunication.

BCA's large customer base and low-cost funding provided a considerable advantage to BCA's lending business, including corporate banking. This enables BCA to explore potential lending business with customers with a proven track record, maintain prudent loan growth, and manage loan quality. Corporate banking focuses its loan disbursement on industry market leaders. As such, despite the fact that some of our debtors were affected by the pandemic, BCA was able to maintain the overall quality of its loan portfolio.



In 2021, corporate funding grew by 29.4% than previous year with total 1,789 customers, of which 778 were corporate loan debtors. BCA continues to build holistic customer relationships and applies a customer-centric approach that ensures comprehensive financial solutions.

### Credit Quality

The Bank works closely with its clients to understand their needs. We realise that the pandemic has affected most industries, hence, BCA is committed in assisting its clients through the pandemic by offering various credit disbursement and restructuring schemes to suit their business needs.

We have seen the positive results of the debt restructuring scheme on our debtors since 2020. As of December 2021, restructured corporate loan is Rp30.6 trillion. For corporate loans, the Bank managed Loan at Risk (LAR) at 11.5%. This is an improvement from 2020, with restructured corporate loan of Rp38.1 trillion and LAR of 15.9%. The significant improvement in LAR was due to the improving economic activity throughout 2021, thanks to some of our corporate debtors that were able to finalize debt restructuring ahead of the agreed schedule.

We continue to minimize concentration risk by lending to market leaders in various sectors. This strategy has helped to maintain our overall asset quality within an acceptable level. BCA has set an adequate provision for impairment to cover such risk. We remain prudent in assessing both existing and new debtors to ensure good credit quality.

### Comprehensive Solutions for Debtors

BCA has a professional and skilled team of Relationship Managers to provide solutions to debtors from various industries. Corporate Banking collaborates with businesses in various sectors that exhibit potential and business communities in the value chain.

The Corporate Transaction Group aims to manage the flow of funds of corporate customers by offering solutions or features that suit their unique needs.

BCA also prioritizes business communities, such as groups of companies that are in one business chain from suppliers to distributors (supply chain financing). Considering that, the Bank offers services and solutions tailored specifically to the needs of each community. Corporate banking continues to collaborate with communities in the areas of Healthcare, Transportation and Logistics, E-Commerce, Property and Building Materials.

## BUSINESS REVIEW

### Corporate Banking



BCA acknowledges the pandemic has spurred the acceleration of digital transformation, and in turn drives the shift in customer behaviour. Both businesses and individuals have had to adapt to the current conditions. BCA has responded by strengthening its cooperation with domestic and multinational partner companies. The Bank continually improves its 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 corporates to connect with BCA banking services through their platforms.

#### Syndicated Loans to Support Infrastructure Development

The Bank continues its commitment in supporting infrastructure development projects. In 2021, the appetite for syndicated loans improved as the economy began to recover. During the year, BCA has facilitated syndicated loans totaling Rp83.0 trillion with an underwriting value of Rp21.2 trillion and participation of Rp15.8 trillion. A noticeable growth from 2020, in which the Bank has facilitated syndicated loan totaling Rp31.7 trillion, with an underwriting value of Rp8.9 trillion.

BCA supports national projects by participating in facilitating loans in the areas of toll roads, mining, smelters, wheel manufacturing, multi finances, and viscose rayon manufacturing. We carefully calculate our risk appetite, liquidity position, capital, as well as project potential before making any commitment. As an arranger, underwriter, participant, and agent, BCA received a fee-based income of Rp208.4 billion in 2021.

## Future Development Plans

Corporate loans has been projected to grow from the first quarter of 2022, with improving and more stable economic conditions. Nevertheless, the Bank will continue to monitor its LAR ratio and bank liquidity to stay abreast of any potential challenges.

In 2022, Corporate Banking will continue to focus on sectors with strong potential, such as healthcare, logistics, e-commerce, and building materials.

BCA will continue to support Indonesia's economic growth and government projects, especially on infrastructure. In addition, the Bank intends to collaborate with its corporate clients using digital platforms, which will allow the Bank to strengthen its relationships by offering more comprehensive financial solutions. Some features that will be introduced and enhanced include: opening an account on an e-commerce platform, payments, VA enhancement, direct debit loan channeling with e-commerce, and daily calendar reconciliation.

## BUSINESS REVIEW

# Commercial and Small & Medium Enterprise (SME) Banking



BCA aims to provide comprehensive solutions for commercial and SME customers through product bundling and wide range of services.

## Commercial & SME Banking in 2021

### Commercial & SME Loan Portfolio

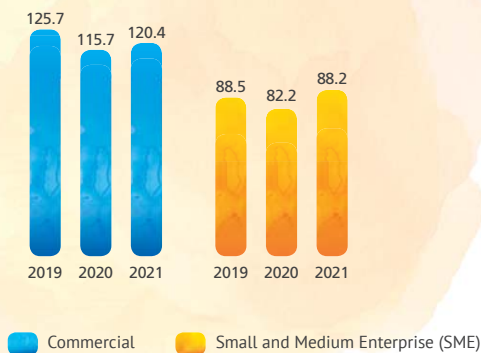


### Commercial & SME Loan Portfolio (YoY)

**5.4** %



## Commercial & SME Loan Portfolio (in trillion Rupiah)



Supported by gradual economic recovery in 2021, loan demand for commercial and small and medium enterprises (SME) continued to increase. Nevertheless, most businesses remained vigilant when taking loans due to the ongoing uncertainties associated with the COVID-19 pandemic. At the end of 2021, the total facility amount of commercial and SME loans grew by 7.4% from Rp311.1 trillion to Rp334.0 trillion. This growth was not followed by the drawdown of the approved loan facilities with the disbursement ratio reduced to 60.5% with an outstanding Rp208.6 trillion, an increase of 5.4% from Rp197.9 trillion in the previous year.

Amid this challenging situation, BCA continued being supportive and responsive to customers by maintaining prudential principles in channeling loans in order to ensure healthy loan quality. This support came in the form of various products, programs and services developed to meet various customer needs.

BCA realized that the ongoing pandemic impacted some debtors, and granted them a loan restructuring scheme based on their respective situations and capabilities.



As at December 2021, restructured loans in commercial and SME improved from Rp38.9 trillion to Rp34.8 trillion, or 16.7% of the total commercial and SME loans .

To provide comprehensive solutions to commercial and SME customers, BCA provided loan or financing facilities as well as services in the form of education, development and assistance, business matching and e-Commerce platform provision.

BCA also provided various payment solutions such as digital end-to-end infrastructure integrated with each customer's ecosystem. The cash management service allows business customers to perform transactions through a digital platform. Hence, BCA managed to expand its customer base and book a strong commercial and SME CASA growth of 24.6% in 2021.

### Growing with Quality

In loan disbursement, the Bank prioritized customers with a good standing. BCA emphasized prudential principles in loan disbursement, taking into account business prospects, needs, and scale.

Financing solutions could take the form of working capital and investment loans, with the size of each commercial loan above Rp15 billion, and each SME loan below Rp15 billion.

To support quality loan growth, BCA optimized various supporting infrastructure, including Commercial Business Centers ("SBK") and Micro, Small and Medium Enterprises Business Centers ("Sentra UMKM") in various cities across Indonesia to ensure more efficient loan services.

The Bank utilized internal data analytics for exploring business potentials, products, programs, and credit schemes to expand its quality loan portfolio. In 2021, BCA developed a number of products and programs, such as the multipurpose loan program, BCA merchant financing, and partnership loans. BCA also developed other loan programs with competitive rates for business players aimed at boosting the use of loan facilities during certain periods.

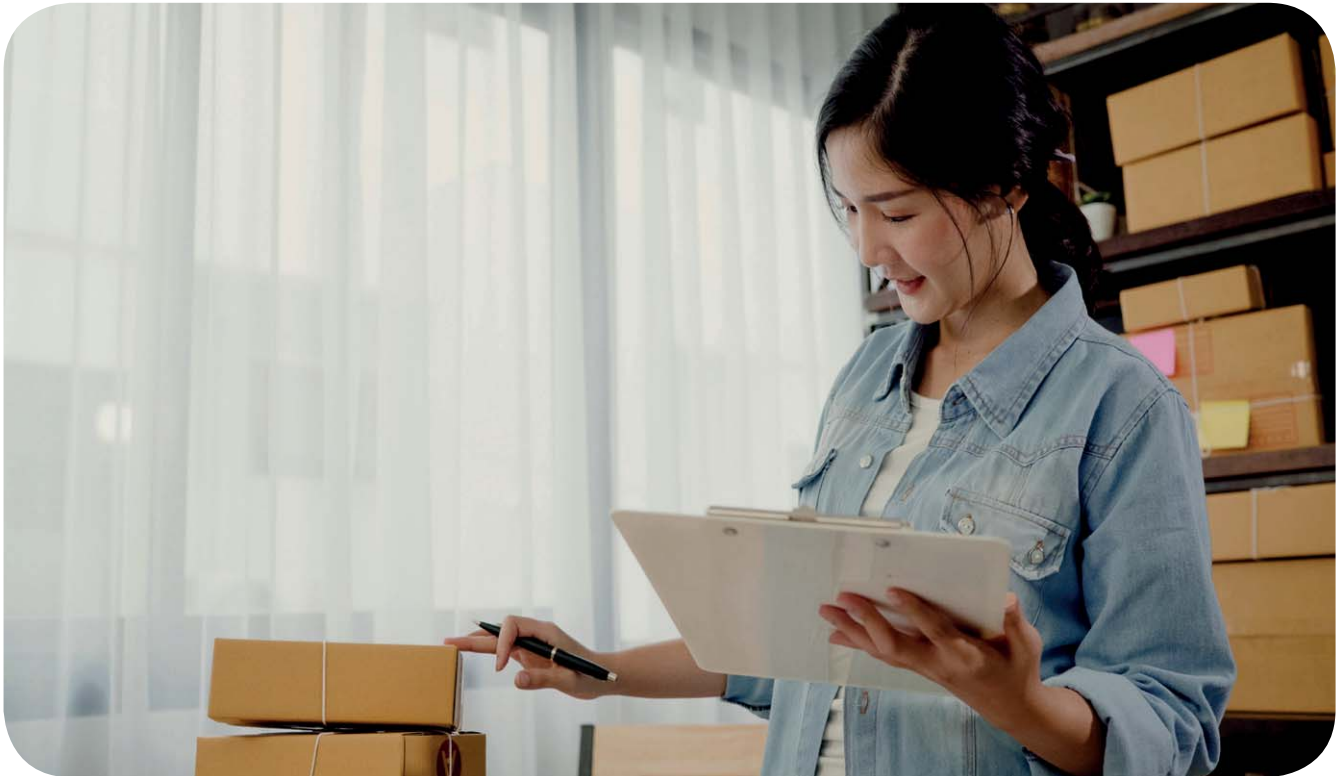
The products were developed through the value chain, focusing on business communities and business sectors, where the Bank had competitive advantage.

In supporting the Government's program related to the development and financing disbursement to MSME, including the health sector involved in the treatment of COVID-19, BCA received support from the regulators, OJK and BI. The Bank also collaborated with financial and non-financial institutions such as Embassies, the Trade Ministry, the Cooperatives Ministry, fintechs, and other institutions with expertise and infrastructure in the segments.



## BUSINESS REVIEW

### Commercial and Small & Medium Enterprise (SME) Banking



BCA provided various restructuring schemes for debtors affected by the pandemic in line with the prevailing regulations and prudential principles.

BCA also monitored the restructured loans to manage the quality of its loan portfolio, in which the Loans at Risk (LAR) for commercial and SME sector improved to 18.0% with NPL of 1.6% by the end of 2021 .

#### Providing Solutions for Customers

During the pandemic, BCA tried to provide the best possible solutions for customers and continually improved banking customers' experience through strong communication and engagement, such as by holding webinars and exhibitions to present up-to-date information about its products and services.

BCA held online exhibitions, UMKM Fest and BCA Expoversary, while participating in the Moscow Coffee Festival to support the "Bangga Buatan Indonesia (Indonesian Local Pride)" movement by promoting local products. The UMKM Fest benefited many MSME customers, as it provided them with a sales platform to market and sell their products. More than 1,800 MSMEs joined the event, offering more than 19,000 products including food, fashion, and health goods. Furthermore, 76 exporters also participated in the event, with some able to sell their products to overseas buyers.

Supported by reliable PIC Relationships, BCA aims to provide comprehensive and complete solutions for customers by continuing to improve the quality and capability of PIC Relationships. In addition, these PIC Relationships had access to data driven analytics in order to meet customer needs. BCA also consistently implemented its segmentation-based service model, the Service Model Implementation (SMILE) project, in which each customer was served by a dedicated human resource according to their segment.

## Growing Engagement in Cash Management

Cash Management plays a vital role in BCA's integrated transaction banking platform. The rapid digitalization of BCA's cash management services has helped to increase transaction frequency and volume, enlarge customer base and sustain CASA growth. Cash Management focuses on providing 3 main solutions: payable management, receivable management, and account and liquidity management.

As of December 2021, more than 240.000 commercial and SME companies used BCA Cash Management solutions, a 15.7% increase from 2020. Third party funds for this segment grew by 23.7% to Rp226.0 trillion, around 84% of which were CASA. Year-on-year transaction frequency rose by 23,7% to more than 550 millions and transaction value rose by 29.4% reached more than Rp7,900 trillion.

During the year, the Bank observed a significant growth in the capital market sector. The number of transactions in stocks, commodities, gold, P2P lending, and crypto currencies increased by 89%. Based on the Indonesian Capital Market Statistics, the number of new capital market investors as at September 2021 almost doubled to that recorded in 2020. BCA has continued to expand its collaboration with 98 securities companies. Some of the improvements made during the year included faster opening of Customer Fund Accounts, 24x7 deposit and withdrawal services, and development of FundSep KSEI.

BCA continues to expand its cash management business. The Bank cooperates with a start-up EduTech (Education Technology) to support the education ecosystem. In 2021, BCA integrated EduApps with BCA payment system at a number of private schools. Some EduApps' features include academic systems, access system for students and parents, administrative system, as well as financial system including e-Budgeting, invoicing, and point of sales (POS).

Amid the pandemic, BCA used online media to promote cash management services to customers. The capabilities of human resources were improved to increase sales effectiveness, customer-oriented cash management solutions, and the quality of vendors and partners. With these, the Bank aims to continue growing its customer base and engagement, as well as transactions.

## Future Development Plans

In the future, BCA's development strategy will focus on quality and sustainable growth to support national economic growth and recovery, especially in the commercial and SME sectors. The loan disbursement process will continue to be strengthened in a sustainable manner through automation, integration, and simplification while prioritizing prudential principles. In terms of service, the increase in quantity and quality of PIC Relationships will remain a focus.

In terms of cash management, BCA will remain a trusted partner for its customers, offering various comprehensive financial solutions to grow their businesses, from digital ecosystems and the use of API to employee excellence.

## BUSINESS REVIEW

# Individual Banking



Improving economic condition has driven up demand for consumer loans, from mortgages to vehicle loans, while credit card usage has increased in line with growing social mobility. BCA continues to present innovative solutions to its customers in the individual segment.



### Individual Banking in 2021

#### Consumer Loan Portfolio

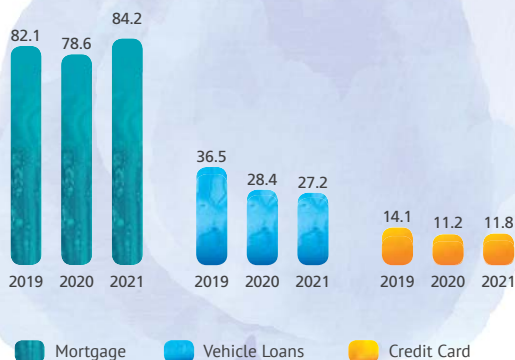


Rp **123.2**  
trillion

#### Number of Accounts Growth (YoY)

**16.4**%

### Consumer Loans Portfolio (in trillion Rupiah)



With the economy in the early stages of recovery, Individual Banking continued to grow in 2021, supported by improving mortgage and vehicle loans, as well as wealth management products. BCA retained its place at the forefront of trends and developments through continuous innovation and by mapping potential areas, expanding attractive acquisition programs, and increasing the efficiency and effectiveness of acquisition channels. Individual Banking was also supported by the shift towards digital banking, as seen in the significant growth of online account openings, which contributed more than 50% of the growth in new customers in 2021. The Individual Banking segment continues to grow in line with the rise of Indonesia's middle class population.

With its large customer base, BCA realizes the importance of customer segmentation, identifying customers according to their profile and behaviour. Customer segmentation helps the Bank to provide individual customers with the appropriate services and offerings based on their unique characteristics and needs. The Bank strengthens its relationships with its customers through regular updates on products and services, education of the public on features and facilities, and campaigns to promote digital channels. In addition, BCA also collaborates with its subsidiaries to present innovative solutions to individual customers.



### Prioritas and Solitaire Banking

BCA continues to offer in-person banking services for certain customers in branch offices. For more than two decades, the Bank has served High Net Worth Individual (HNWI) and Affluent customers through the Solitaire and Prioritas banking facilities, offering prime products and services, special communication platform, and exclusive branches or lounges.

Prioritas services are available in 176 branches across Indonesia, where members receive exclusive banking services with 24-hour call centre access. For HNWI customers, BCA provides two Solitaire lounges that can be visited in premium areas of Jakarta.

To increase its premium offerings for customers, BCA continues to cooperate with leading and trusted partners in creating special programs in healthcare, education, business network, travel, and lifestyle. The Bank also provides communication and interactive channels via the Prioritas Website.

### Quality Consumer Loans

BCA offers a wide array of banking services and products through individual banking, including mortgages (KPR), vehicle loans (KKB), credit cards and wealth management products.

In 2021, consumer loans, such as mortgages, vehicle loans, credit card, and wealth management continue to pick up as the economy and consumer confidence improved. The growth were driven mainly from economic recovery, government incentives, and favourable interest rates.

### Mortgages (KPR)

After a global pandemic caused a significant downturn in 2020, 2021 saw a revival for BCA mortgages. Various regulatory policies—such as low interest rates, relaxation of loan-to-value (LTV) ratio, and value added tax (VAT) incentive—helped to boost demand in mortgages. In 2021, new mortgage bookings amounted to Rp32.2 trillion, thus the loan outstanding is Rp84.2 trillion surpassing the pre-pandemic level in 2019.

Various online exhibitions such as BCA Expoversary and KPR BCA OnlinEXPO, received strong enthusiasm as demand for housing improved, especially for primary market. During 2021, BCA held 3 online exhibitions. More than 290 renowned housing and apartment developers and 150 property agents from various cities joined the event. Our competitive advantage in funding has also afforded us a strong position in pricing. This drove an increase in the number of mortgages, especially from existing customers.

## BUSINESS REVIEW

### Individual Banking



Besides expanding its portfolio, KPR BCA also continued to manage mortgage quality by regularly monitoring debtors, especially those under the credit restructuring scheme. At the end of 2021, NPL in KPR BCA was at a low 1.0%.

BCA is aware on the intense competition in the mortgage market. Hence, the Bank continued to develop digital services and data analytics to improve the portfolio of KPR, which reflect our belief that the property market hold a great deal of growth potential.

#### Vehicle Loans (KKB)

In 2021, vehicle loans slowly picked up as automotive sales improved. The Government's luxury tax incentives and Bank Indonesia's relaxation of down payments increased demand for four-wheel and two-wheel vehicles, which simultaneously boosted demand for auto financing.

BCA, in collaboration with BCA Finance (BCAF) and BCA Multi Finance (BCA MF), continued to strengthen partnerships with dealers and showrooms to offer auto financing. BCAF and BCA MF developed mobile applications to provide information on vehicle financing, integrated with the Halo BCA call centre. BCAF also manages a website that offers customers a virtual showroom experience and credit simulations.

KKB BCA has collaborated with 18 car brands and more than 400 car dealers from all over Indonesia to join the online exhibition. The participating brands include Honda, Daihatsu, Nissan, Hyundai and also some luxurious brands like BMW, Lexus, Maserati and Mercedes-Benz. The virtual exhibition can be accessed 24 hours a day, so customers can explore anytime and anywhere.

New booking in 2021 increased by 52.2% to Rp21.7 trillion. The total portfolio, however, slightly declined, due to a high number of repayments. BCA will continue to grow its vehicle loans in the future, through strong synergy with its subsidiaries and top industry players.

#### Credit Cards

The Bank booked a total transaction volume of Rp60.5 trillion in 2021, a 8.1% increase from 2020. BCA's market share in credit cards reached 24.7%, up from 23.4% in 2020. 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.

BCA continues to improve its capabilities through credit card collaboration with various international principles such as Visa, Master card, AMEX and JCB. In 2021, the Bank launched the BCA Union Pay credit card and introduced co-branded credit cards with BliBli.com and Tiket.com, this collaboration includes traveling and marketing programs. The co-brand card complements the existing variety of BCA co-brands.

Credit card usage in 2021 substantially improved, even though it has not yet recovered to pre-pandemic levels. While online shopping has driven growth in credit card usage, physical transactions remain significant, meaning that there is still a heavy dependency in the credit card market on social mobility.

## Wealth Management

BCA Wealth Management performance continues to progress year-on-year. In 2021, the Bank actively captured opportunities from increasing public awareness and interest in investment and protection assets during the pandemic, with Asset-Under-Management (AUM) reaching Rp97.2 trillion, a 37.8 % increase from 2020. BCA was able to capture this opportunity and booked wealth related fee-based income of Rp859.4 billion in 2021.

The Bank offers a comprehensive range of products and services, including bancassurance and investment products, in collaboration with top fund managers and insurance companies such as AIA and Prudential, as well as its subsidiaries, BCA Life and BCA Insurance. In addition, BCA continuously improves its services and engagements with customers through Wealth Inspiration Webinars. During the sessions, the Bank presented 'BCA House View' on a monthly basis. The BCA House View consists of updates on macroeconomic condition, capital market outlook and internal views on cash, fixed income, and stocks.

BCA continues to innovate and develop new products in order to remain relevant and meet the current market demand, especially with growing demand for insurance amid the pandemic.

BCA added more mutual fund products, both in US dollar and Rupiah, onshore & offshore based funds; as well as government bonds (ORI, SR, and ST) to its portfolio, as a commitment to support the Government.

In order to provide better advisory services to customers according to their risk profile and financial needs, BCA increased the number of its wealth specialists and skillful relationship managers (PIC relationship) in our branches. Our wealth management application, WELMA, allows customers to access information on their investment and insurance holdings; buy, sell or switch mutual funds; buy or sell bonds in the primary and secondary markets. WELMA's users grew significantly in 2021, with total active user more than 50.000 and transactions volume of Rp24.3 trillion, a 317% increase from 2020.

## Future Development Plans

In the near future, Individual Banking will still focus on understanding customer needs, increasing penetration of products (particularly in the Mass segment), and deepening customer relationships through dedicated PIC or digital initiatives. BCA will prepare and assist customers in their journey using BCA products and services after the on boarding process. The Bank will also continue to attract new customers through both online and offline channels.

BCA will continue to implement various initiatives, such as increasing customer engagement and awareness, introducing programs based on data analytics and customer behaviour, and continuous development and enhancement of supporting infrastructures.

Looking ahead, for mortgage product, BCA will continue to develop digital service infrastructure and data analysis capabilities for marketing purposes and mortgage processes. The synergy with BCA Finance and BCA Multi Finance will be further improved in order to present a comprehensive KKB product. Furthermore, BCA will continue to enter into strategic partnerships for credit card products, including through co-branding with various business partners.

BCA is aware that competition in the individual segment, especially in Mass and Upper Mass, will be more intense with the increasing presence of fintech companies and start-ups focused on the individual segment. Going forward, BCA will continue to make deep dive analyses to sharpen its approach to the individual segment, while creating appropriate solutions for each subdivision of the segment.

## BUSINESS REVIEW

# Treasury and International Banking



BCA continues to manage liquidity prudently and to provide treasury & international banking solutions to meet customer needs amid dynamic market conditions.

## Treasury and International Banking in 2021

Investment Funds Managed by Treasury (Treasury Portfolio)


 Rp **440.1**  
trillion

Treasury Portfolio growth (YoY)

**15.2** %



## Treasury Portfolio

(in trillion Rupiah)



## TREASURY

BCA Treasury has two main functions. Firstly, to manage liquidity prudently by maintaining a balance between tenors, returns and risk levels for each investment. Secondly, to provide treasury banking solutions that meet customer needs in the areas of foreign exchange transactions, capital markets, custodian services and other financial products. BCA Treasury synergizes with other work units and all BCA branch offices, and is active in socializing and providing hedging products to customers as a solution amid dynamic market conditions.

Indonesia's economy improved in 2021 as the pandemic remained under control for parts of the year, and the Indonesian government relaxed the social and business restrictions. The economic rebound was also supported by progress in public vaccination rates and Bank Indonesia's maintenance of its dovish stance on the benchmark interest rate.

Globally, the pandemic-induced supply glut largely benefited Indonesia as a net supplier of key energy-related commodities, such as coal, nickel, and CPO. The prices of these commodities had risen sharply in response to strong demand but the global supply chains remained a challenge. This resulted in a current account and balance of payment



surplus in Indonesia, giving stability to the Rupiah and higher foreign exchange reserves amid a recovering but challenging global economy.

### Liquidity Management

Throughout the second year of the pandemic, BCA maintained adequate liquidity supported by a strong CASA growth of 19.1% or Rp122.4 trillion. While the credit business entered a recovery phase, Transaction Banking became the main pillar of growth for BCA. New customers and higher number of customer transactions via digital channels supported organic growth in CASA. Strong CASA growth resulted in the growth of investments managed by BCA Treasury. These investments in 2021 rose by 15.2% to Rp440.1 trillion, representing 35.8% of BCA's total assets.

In managing liquidity prudently, BCA continues to monitor interest rates and market conditions. The Bank placed a large portion of its liquidity in low-risk and liquid assets, such as securities issued by the Indonesian Government and Bank Indonesia with short to medium term maturity.

It is estimated that interest rates will rise in the coming years in line with the global economic recovery. However, the Bank will be prepared to ensure good liquidity management.

### Treasury Banking Solutions

BCA remains a major player in money market, the foreign exchange and bond markets. Our digital infrastructure allows us to serve a large number of customers and offer them competitive rates.

The treasury product offerings are regularly evaluated and improved to meet evolving customer needs. The Bank's main offerings include foreign exchange transactions and hedging products such as FX Forward, FX Swaps and Interest Rate Swaps including Overnight Index Swaps, Cross Currency Swaps, and Call Spread Options.

BCA also offers custodian services such as the management of shares, government and corporate bonds, mutual funds, and fund management contracts. By the end of 2021, BCA Custodian's total AUM was Rp220.5 trillion, with more than 147,000 securities accounts. This was a 41.8% increase from 2020.

BCA Treasury has actively partnered with other work units to develop solutions for customers, the most recent being the launch of Dual Currency Investment products with the Wealth Management unit.



## BUSINESS REVIEW

### Treasury and International Banking



The Bank also acts as a primary dealer and distribution partner to support the government's program for government bonds. In 2021, BCA managed to sell Rp18.4 trillion of government bonds. BCA received several awards for this achievement, including Best Performing SUN Main Dealer in 2020, Best Performing SUN Main Dealer in the Secondary Market in 2020 and Retail SBSN Distribution Partner with the best performance in 2021.

#### INTERNATIONAL BANKING

BCA provides various international banking services, such as cross border remittance, trade finance, and other services for banks and financial institutions. BCA continuously enhances these products and services to accommodate customers' needs and expectations, and also to keep pace with the global innovations and trends.

#### Trade Finance

To support customers' business needs, BCA offers numerous trade products and services, including Letter of Credit, SKBDN, Documentary Collection, and Bank Guarantees.

Bank Indonesia appoints BCA as one of the "Local Currency Settlement" providers, collaborating with correspondent banks in Malaysia, Thailand, Japan, and China, which enable local currencies settlement for trade transactions with above mentioned countries.

In the midst of economic recovery and the various challenges, BCA was able to record solid trade transactions compared to the previous period. The Bank also continues to be committed to enhance its trade services through technology innovation and human capital empowerment.

## Remittance

BCA remittance services is available in hundreds of different currencies in an easy, fast, and secure way, available for all of BCA's customers in more than 1,000 branches and e-channels.

In 2021, the economic recovery was shown by the improvement of Indonesia's net trade balance. This is reflected by the growth in BCA's remittance transactions compared to the previous year. The enhancements that were made on e-channels for remittance services have contributed to this growth.

In response to the customers' increasing awareness towards technology advancements, BCA has been focusing on enhancing its e-channel remittance services for individual and business customers.

## Financial Institutions Group

BCA continues to strengthen its position in payment business through partnership strategies with licensed remittance companies and international money transfer operators - and also anticipated the digital era, by connecting with domestic and foreign financial technology firm - through API technology which created a more efficient and effective payment services for BCA customers.

The Bank consistently expanding its bank to bank businesses like cross border payment services, liquidity provider through bilateral loan scheme, trade finance scheme, and counter guarantee services. BCA also provided business referral and business matching service that provide financing or general banking services to the clients of correspondent banks who need banking services in Indonesia.

BCA held their first BCA UMKM Festival on 2021, which provided a place for BCA's MSME business clients to sell and promote their products for potential buyers abroad. BCA International Banking acted as liaison officer by contacting and coordinating with bank partners, and foreign representatives for potential buyers. BCA International Banking were also active as intermediary during the event between local MSMEs and overseas buyers. This Festival also provided an opportunity for local MSMEs to become exporter and penetrate international market.

## Future Development Plans

The growing customer base and business growth in various areas have encouraged BCA to continue improving the quality of its services and the variety of solutions offered to its customers. BCA will continue to carry out treasury and international banking initiatives to provide added value to customers, as well as convenient, reliable, and secure services.

In-line with digitalization and technology advancement, BCA Treasury will continue innovating to serve more customers and more complex customer needs, particularly for individual banking customers. System improvements and automation will be utilized to better process customer transactions.

BCA International Banking will continue to improve and diversify its money transfer services through electronic banking, as well as enhance solution offerings to serve evolving customer needs.

## BUSINESS SUPPORT

# Risk Management



Disciplined risk management practices form the foundations for the Bank's ability to navigate a dynamic business environment.



In managing a more complex and dynamic banking business, BCA has implemented an integrated risk management framework which covers the risks that the Bank and its subsidiaries face. Through the implementation of the Integrated Risk Management Framework, which consists of strategy, organizational structure, policies and procedures, as well as the risk management infrastructure itself, BCA can ensure that all risks are identified, measured, controlled, and reported appropriately.

In line with a dynamic organization, focused on the implementation of regulations within the business environment, BCA's risk management policies are constantly updated to adhere to prevailing regulations and international best practices. Additionally, BCA continues to increasing risk awareness through risk management training for all units.

## RISK MANAGEMENT FOCUS IN 2021

In implementing a business strategy that includes the application of risk management and compliance with applicable regulations, BCA follows the prudential principle while continually taking into account developments in the business environment.

In 2021, the Bank focused its risk management on several main activities:

- Proactively providing credit restructuring for debtors affected by COVID-19 in accordance with the prevailing regulations. The restructuring scheme was tailored based on an analysis of debtors' conditions and needs. BCA also participated in the National Economic Recovery (PEN) program by channelling interest subsidies for MSME debtors who met the criteria and credit guarantees for MSMEs or non-MSMEs from government-appointed guarantors.

- Implementing PSAK 71 as a substitute for PSAK 55 concerning "Financial Instruments". This 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 any impairment of financial assets, and improvements to the accounting hedging model. Due to the COVID-19 pandemic and its impact on economic uncertainty, BCA continuously identified and monitored the latest developments and established an adequate Allowance for Impairment Losses (CKPN).
- Developing a digital version of the work guideline (PAKAR) for Corporate, Commercial, SME, Consumer loans and Credit Cards, as well as Credit Terms Manual (MKK) for Interbank.
- Developing the Integrated Risk Management Information System (IRMIS) to support the preparation of BCA risk profile reports, integrated risk reports, and integrated capital adequacy reports.
- Conducting operational risk assessments for adjustments to work processes and customer service during the pandemic, as well as providing recommendations for mitigating risk and maintaining service.
- Conducting market risk reviews on LIBOR discontinuity and the use of alternative reference rates (ARRs), and preparing a system that could accommodate derivative transactions using ARR.

BCA regularly performs stress tests to measure the potential impact of possible changes in macroeconomic factors on capital, liquidity, asset quality, and profitability. In general, the results of these stress tests show that BCA's capital and liquidity position is appropriate to anticipate estimated losses from potential risks faced in various worsening scenarios.



BCA monitors the magnitude of risk and trends as evidenced in the Bank's Risk Profile Report and supporting factors in capital adequacy analysis.

In 2022, BCA will implement various initiatives as follows:

1. Continuing necessary infrastructure development for the Risk-Weighted Asset (RWA) calculation of Credit, Operational, and Market Risks using the new standardized approach that will be implemented in January 2023, according to regulatory provisions.
2. Continuing the adjustment of internal work processes and customer services in response to the COVID-19 pandemic. Consideration is given to the balance between convenience and security of customer service, customer and employee safety, and the implementation of proper risk management.

### Credit Quality

The COVID-19 pandemic has caused a slowdown in economic activities, which could have a significant impact on the performance and ability to pay in some of our debtors across all segments. BCA has issued several policies and regulations to maintain credit quality and support the PEN program, that include:

1. Credit restructuring policy for debtors affected by the COVID-19 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). POJK No. 17/POJK.03/2021 dated 10 September 2021 and POJK No. 48/POJK.03/2020 dated 3 December 2020 concerning the Second Amendment to POJK No. 11/POJK.03/2020.
2. Credit guarantee terms for MSMEs affected by the COVID-19 pandemic, a follow-up to Finance Minister Regulation (PMK) No. 71/PMK.08/2020 dated 23 June 2020 regarding The Procedures for the Government Guarantee through a Designated Guarantee Business Entity in order to Implement the National Economic Recovery Program.

3. Provisions regarding the interest subsidies for micro, small and medium business loans, as a follow-up to PMK No. 150/PMK.05/2021 dated 26 October 2021 regarding the Procedure for Granting Interest Subsidies or Margin Subsidies to Support the Implementation of the National Economic Recovery Program, PMK No. 50/PMK.05/2021 dated 27 May 2021 on the Amendment to Finance Minister Regulation No. 138/PMK.05/2020 concerning the Procedure for Granting Interest Subsidies or Margin Subsidies to Support the Implementation of the National Economic Recovery Program, and PMK No. 138/PMK.05/2020 dated 25 September 2020.
4. Credit guarantee provisions for corporate business (Non-MSMEs) affected by the COVID-19 pandemic. This is a follow-up to Finance Minister Regulation No. 98/PMK.08/2020 dated 28 July 2020 and PMK No. 32/PMK.08/2021 dated 1 April 2021 regarding the Amendment to Finance Minister Regulation No. 98/PMK.08/2020 concerning Government Guarantee Procedures for Corporate Business through a Designated Guarantee Business Entity in the context of Implementing the National Economic Recovery Program.
5. Relaxation of micro credit program (Kredit Usaha Mikro or KUR) affected by COVID-19 and a follow up to the Regulation of Coordinating Minister for Economic Affairs (Permenko) No. 3 of 2021 dated 17 May 2021

regarding the Fourth Amendment to Permenko No. 6 of 2020 concerning Special Treatment for Micro Credit Program Debtors Affected by the COVID-19 Pandemic, Permenko No. 19 of 2020 dated 30 December 2020 regarding the Third Amendment to Permenko No. 6 of 2020, Permenko No. 16 of 2020 dated 19 August 2020 concerning the Second Amendment to Permenko No. 6 of 2020, Permenko No. 8 of 2020 dated 6 May 2020 concerning the Amendment to Permenko No. 6 of 2020 and Permenko No. 6 of 2020 dated 14 April 2020 as to Special Treatment for the Micro Credit Program Debtors Affected by the COVID-19 Pandemic.

BCA continued to disburse new and additional loans to existing debtors with prudence, taking into account, amongst others, payment capabilities and in-depth knowledge of potential debtors, business sectors, and business locations.

BCA implemented disciplined risk management to manage the non-performing loan ratio. At the end of December 2021, the NPL ratio was at 2.2%, compared to the previous year's 1.8%. This ratio remained within the Bank's risk appetite limit supported by the implementation of a credit relaxation policy according to POJK No. 11/POJK.03/2020, which allowed restructured loans affected by the pandemic to be categorized as Current for debtors who met the criteria.

#### Restructured Loans (non consolidated – in billion Rupiah)

	2021	2020	2019	Increase / (decrease) 2021		Increase / (decrease) 2020	
				Nominal	%	Nominal	%
<b>Performing Loan</b>	<b>73,600</b>	<b>93,259</b>	<b>6,506</b>	<b>(19,659)</b>	<b>-21.1%</b>	<b>86,753</b>	<b>1,333.4%</b>
Current	64,918	88,005	3,145	(23,087)	-26.2%	84,860	2,698.1%
Special Mention	8,682	5,254	3,361	3,428	65.2%	1,893	56.3%
<b>NPL</b>	<b>8,896</b>	<b>4,228</b>	<b>2,642</b>	<b>4,668</b>	<b>110.4%</b>	<b>1,586</b>	<b>60.0%</b>
Substandard	1,302	1,620	895	(318)	-19.6%	725	81.0%
Doubtful	658	592	208	66	11.1%	384	184.1%
Loss	6,936	2,016	1,539	4,920	244.1%	477	31.0%
<b>Total Restructured Loan</b>	<b>82,496</b>	<b>97,487</b>	<b>9,149</b>	<b>(14,991)</b>	<b>-15.4%</b>	<b>88,338</b>	<b>965.6%</b>
<b>Total Loan Portfolio</b>	<b>620,640</b>	<b>575,649</b>	<b>588,251</b>	<b>44,991</b>	<b>7.8%</b>	<b>(12,602)</b>	<b>-2.1%</b>
<b>% Restructured Loans to Total Loans Portfolio</b>	<b>13.3%</b>	<b>16.9%</b>	<b>1.6%</b>	<b>n.a</b>	<b>-3.6%</b>	<b>n.a</b>	<b>15.3%</b>

In December 2021, restructured loans amounted to Rp82.5 trillion, a 15.4% decreased from Rp97.5 trillion in December 2020. This was derived from the current category of restructured loans that was reduced of Rp23.1 trillion or 26.2% to Rp64.9 trillion, of which Rp61.9 trillion (10.0% of total loans) were restructured under COVID-19. Total restructured loans stood at 13.3% of BCA's total loan portfolio.

BCA monitors the Loan at Risk (LAR) ratio that describes a broader scope of credit risk. The LAR comprises loans under "Current Restructured Loans", "Special Mention", and "Non-Performing Loans (NPL)".

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

	LAR (Nominal)			LAR (%)**			△ LAR			
	2021	2020	2019	2021	2020	2019	Increase / (decrease) 2021		Increase / (decrease) 2020	
							Nominal	%	Nominal	%
Corporate	32,913	40,866	7,023	11.5%	15.9%	2.9%	(7,953)	-19.5%	33,844	481.9%
Commercial & SME*	37,474	42,658	8,567	18.0%	21.6%	4.0%	(5,185)	-12.2%	34,092	398.0%
Consumer	20,435	24,942	7,019	16.6%	21.1%	5.3%	(4,508)	-18.1%	17,924	255.4%
<b>Total LAR</b>	<b>90,822</b>	<b>108,466</b>	<b>22,609</b>	<b>14.6%</b>	<b>18.8%</b>	<b>3.8%</b>	<b>(17,646)</b>	<b>-16.3%</b>	<b>85,858</b>	<b>379.8%</b>

\* including productive mortgage

\*\* LAR nominal/respective loan portfolio

In December 2021, the total of BCA's LAR stood at Rp90.8 trillion or 14.6% of total loans, a decrease from the level in the previous year at Rp108.5 trillion for all segments. The improvement in LAR ratio was supported by a decrease in restructuring loans in line with the reduction in COVID-19 cases followed by people's mobility having a positive impact on the recovery of the business activity of several debtors.

In December 2021, the Corporate Segment's LAR decreased by Rp7.9 trillion or 19.5% to Rp32.9 trillion, mainly from the plantation and agriculture sector. The LAR in the Commercial & SME Segment decreased Rp5.2 trillion or 12.2% to Rp37.5

trillion, with the largest decline coming from the textile sector. Meanwhile, the LAR in the Consumer Segment decreased Rp4.5 trillion or 18.1%, mostly from Mortgage and Vehicle Loan products.

BCA continues to monitor the condition of debtors who have restructured their loans and booked the provisions for impairment losses on assets of Rp9.3 trillion in 2021, with cost of credit at 1.6%. In December 2021, the credit provision was recorded at Rp32.2 trillion, which was considered adequate in anticipating the risk of bad credit.

### Top 10 Industry Sectors in Credit Portfolio of Corporate, Commercial and SME Segment (based on BCA's internal classification)\*

	2021	2020	2019
Financial Services	7.2%	8.3%	7.8%
Plantation and Agriculture	6.5%	7.1%	7.4%
Distributor, Retailer and Wholesaler	6.2%	6.2%	6.2%
Building Material and Other Construction Related	5.9%	6.1%	6.7%
Edible Oil	5.3%	4.1%	2.5%
Telecommunication	5.0%	4.1%	3.5%
Properties and Construction	5.0%	5.3%	5.4%
Transportation and Logistic	4.8%	4.6%	4.1%
Infrastructure for Transportation	4.6%	3.5%	2.7%
Automotive and Transportation	4.5%	4.3%	5.1%
<b>Total</b>	<b>55.1%</b>	<b>53.5%</b>	<b>51.4%</b>

\* 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.

As part of efforts to manage loan portfolios and concentration risk, loan diversification is at the forefront of BCA's attention. The Bank continuously evaluates the implementation of credit disbursement and credit monitoring to ensure there are no limit breaches and the credit is of good quality. Credit evaluation considers the prospect and performance of sectors, and sets limits for certain financing, including types of financing, cooperation, groups, locations, and other aspects that are adjusted to risk levels.

Most of the lending is provided in Rupiah, in line with the source of funding. Lending in USD is intended for business customers whose main income is in USD.

With credit infrastructure, BCA applies prudent risk management and focuses on projects with good credit worthiness. BCA provides syndicated loans together with other banks in financing large-scale infrastructure projects, as well as closely monitoring other potential sectors for lending opportunities and also sectors under economic pressure.

The Bank provides a comprehensive solution to fulfil customer credit needs and performs continuous credit monitoring. BCA will continue to develop capabilities in credit processing for a better quality of credit disbursement, using technology such as machine learning and data analytics.

Anticipating a potential decline of asset quality, the Bank has implemented an Early Warning System (EWS) to monitor changes in debtor repayment capacity as preventive actions to minimize the risk of default. BCA periodically reviews business performance and financial performance of its debtors and immediately takes the necessary actions if the debtors experience 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 rates. In 2021, CASA grew 19.1% to Rp764.6 trillion and contributed 78.9% of total third-party funds. High CASA ratio is one of BCA's strengths in facing future challenges, particularly related to the potential of interest rate hikes that may occur in the future.

BCA's Loan to Deposit Ratio (LDR) in December 2021 was 62.0%. This is inseparable from the CASA growth that increased higher than loan growth amidst the low credit demand during the pandemic. Meanwhile, the Liquidity Coverage Ratio (LCR) and Net Stable Funding Ratio (NSFR) were solid at 396.3% and 180.7%, respectively. In order to maintain the overall position of third-party funds, BCA proactively reviews suitable deposit rates in accordance with liquidity conditions.

### Capital Position

To support sustainable business growth at the Bank and its subsidiaries, BCA maintains an adequate capital condition. In 2021, BCA had a consolidated Capital Adequacy Ratio (CAR) of 26.9%. The Bank's capital needs are fulfilled 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). BCA's NOP was 0.08%, 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

Operational risk is the risk due to inadequacy or non-functioning internal processes, human error, system failure, and/or external events affecting Bank operations. Operational risk is taken into account in the calculation of capital adequacy.

In managing operational risk, BCA uses the Operational Risk Management Information System (ORMIS) application, a web-based application that includes Risk Control Self-Assessment, a Loss Event Database, and a Key Risk Indicator. BCA continually reviews operational risk in every product, service, and new activity. Furthermore, to instill risk culture, BCA socializes the implementation of operational risk management and regularly holds Risk Awareness programs for all units.

Related to the COVID-19 pandemic, the Bank has taken several actions to minimize the risks, such as:

1. Outreaching to employees with information related to COVID-19, anticipation of its spread, and preventive actions. In addition, a call centre was also provided for employees to seek more information related to COVID-19.

2. Safeguarding the work environment for employees and customers:
  - a. Imposing the mandatory use of masks
  - b. Advising to wash hands regularly
  - c. Conducting body temperature checks when entering the BCA building
  - d. Improving sanitation facilities and infrastructure
  - e. Providing hand sanitizers
  - f. Requiring worker and guest self-assessment (excluding customers) before entering the BCA work area
  - g. Requiring assessment for workers who have travelled out of town
  - h. Limiting cross-building activities, allowing only for urgent activities or certain activities that require cross-building. It has been effective with special events/crucial company events, audits, and so on
  - i. Implementing social distancing in office areas and elevators
  - j. Installing acrylic as protection covers at service counters
  - k. Conducting COVID-19 vaccinations for employees and families to break the spread of COVID-19.
3. Regulating office activities:
  - a. Controlling the maximum percentage of Work From Office (WFO) activities in line with the restrictions towards community activities (PPKM) regulated by The Ministry of Home Affairs through the so-called Inmendagri
  - b. Implementing split operation protocols at head office and regional offices for employees related to customer service operational transactions
  - c. Applying a hybrid working environment that combines Work From Home (WFH) and Work From Office (WFO) for all levels in the organization
  - d. Conducting internal and external meetings via video conference and other online communication tools
  - e. Closing temporarily the service operation of several Cash Offices and Mobile Sub Branches.
  - f. Adjusting working hours for Work from Office (WFO) staff:
    - Flexi time for non transactional operations at head office
    - Early finish for transactional operations at head office/regional offices/branches (after 16:00 and with permission from unit leaders during PPKM level 2-4).

The arrangement of office activities are supported by the implementation of security measures to minimize risks that may arise in connection with the WFH policies and changes to internal work processes.

Referring to the Financial Services Authority Regulation concerning the Risk Management Implementation in the Use of Information Technology by Commercial Banks, BCA has internal policies, including:

1. The fundamental policy for management of the use of information technology as a basic guideline for risk management implementation
2. Protection on information assets
3. Business Continuity Plan (BCP).

BCA manages IT-related operational risk by paying attention to reliability, security, availability, and timeliness to serve and protect the assets of customers and BCA, including:

1. Implementing a security system with reference to system standardization (both local and overseas)
2. Using a tool monitoring system to monitor or detect system disturbance, fraud threats, and cyber attacks on the BCA banking system in order to minimize risks that could harm BCA's reputation
3. Reviewing security access for office applications that require a VPN for WFH during the COVID-19 pandemic.

To ensure BCA can continue to operate in the event of force majeure, BCA has a Disaster Recovery Center (DRC) integrated with two Data Centers in different locations.

## INTEGRATED RISK MANAGEMENT

As the Main Entity of a financial conglomerate, BCA has implemented an integrated risk management framework to mitigate risk faced by BCA and its subsidiaries. BCA has monitored and managed ten types of risk, eight of which are faced by the Bank: credit, market, liquidity, operational, legal, reputation, strategic, and compliance risks, and two other risks: intra-group transaction risk and insurance risk.

In accordance with POJK No. 26/POJK.03/2015 dated 4 December 2015 on the Requirement of Integrated Minimum Capital Provision for Financial Conglomerates, BCA and its Subsidiaries have an adequate integrated minimum Capital Adequacy Ratio of 269%, above the specified minimum requirement of 100%.

BCA controls and manages financial conglomerate risk exposure in reference to four main pillars, summarized in the following table:



#### 4 Main Pillars of Integrated Risk Management

- |   |  |
|---|--|
| 1. Active supervision of the BCA Financial Conglomerate by the Board of Directors and Board of Commissioners of the main entity.                                | <ul style="list-style-type: none"> <li>Ensuring the implementation of:           <ul style="list-style-type: none"> <li>Integrated Risk Management in accordance with the characteristics and complexity of BCA Financial Conglomerate</li> <li>Risk Management at each Subsidiary</li> </ul> </li> </ul>  |
| 2. Adequacy of policies, procedures, and determination of Integrated Risk Management Limits   | <ul style="list-style-type: none"> <li>Formulating policies and procedures as well as determination of Integrated Risk Management Limits in accordance with risk appetite and risk tolerance.</li> </ul>   |
| 3. Adequacy of identification, measurement, monitoring, and control of Integrated Risk Management, as well as the Integrated Risk Management Information System | <ul style="list-style-type: none"> <li>Implementing an Integrated Risk Management Information System that generates reports or information concerning:           <ul style="list-style-type: none"> <li>Risk exposure.</li> <li>Compliance with the implementation of Integrated Risk Management through defined policies and procedures.</li> <li>Compliance with determined limits.</li> </ul> </li> </ul>                               |
| 4. Comprehensive internal control system concerning the implementation of Integrated Risk Management  | <ul style="list-style-type: none"> <li>Formulating an Internal Control System to ensure:           <ul style="list-style-type: none"> <li>Compliance of internal policies and regulations with prevailing legislation.</li> <li>Availability of complete, accurate, useful, and timely financial management information.</li> <li>Effectiveness of risk culture at the overall Financial Conglomerate organization.</li> </ul> </li> </ul> |

## INTERNAL CONTROL

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

BCA applies a threeline model framework in the internal control system and risk management to support the establishment of reliable governance. The application of the three-line model principle at BCA is as follows:

### 1. Governing Body

The Board of Commissioners and the committees under its coordination are responsible for ensuring, amongst others:

- The governance structure and processes are adequate and in place for the effective implementation of governance
- The goals and activities of the organization are aligned with the main interests of the stakeholders.

### 2. Management (The Board of Directors, the First Line Role and Second Line Role)

The responsibilities of the Board of Directors include the first line and second line roles. The first line is responsible for providing products and services to customers, including risk management. The second line plays a role in providing support related to risk management which includes enterprise risk management covered by the Compliance and Risk Management Director, the Risk Management Work Unit (SKMR), and the Compliance Work Unit (SKK).

### 3. Internal Audit Division

The Internal Audit Division as the third line role provides risk-based, independent, and objective assurance and advice regarding the adequacy and effectiveness of governance, risk management, and internal control processes. The Internal Audit Division (DAI) communicates audit results to the Board of Directors, the Audit Committee, and the Board of Commissioners.

In carrying out their roles, all lines communicate and collaborate regularly and contribute to creating and maintaining value that is in line with the interests of stakeholders.

## RISK PROFILE ASSESSMENT OF BCA AND SUBSIDIARIES

Based on self-assessment results, BCA's risk profile, both individually and integrated with subsidiaries in 2021, 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

BCA has implemented risk management in the Bank environment in reference to 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

1. In carrying out risk management functions, the Board of Commissioners has defined duties and responsibilities as follows:
  - Approving risk management policies including the risk management strategy and framework implemented in accordance with BCA's risk appetite and risk tolerance.
  - Ensuring effective and integrated implementation of overall risk management policies and processes.
  - Evaluating the following:
    - Risk management policies and strategies at least once a year, or more frequently if there are significant changes in factors affecting BCA's business activities
    - The accountability of the Board of Directors to ensure their effectiveness in managing BCA's activities and risks. The Board of Commissioners also provides guidance on improvements to the risk management policies implementation on a 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 duties and responsibilities as follows:
  - Establishing a 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.
  - Being responsible for the implementation of risk management policies, strategies approved by the Board of Commissioners, and evaluating and providing guidance based on reports by SKMR, 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

- Implementation of independent risk management function, which is reflected in, amongst others, the separation of risk management unit that identifies, measures, monitors, and controls the risks and the units that execute and settle transactions
  - Developing a risk management culture and risk awareness across all levels of the organization. This includes adequate communication to all levels of the organization regarding the importance of effective internal controls.
  - Evaluating and deciding on transactions that require the approval of the Board of Directors.
  - Conducting periodic reviews to ensure the following:
    - Accuracy of 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 has entered an emergency condition and, if necessary, the Board of Directors can request the opinion of the Risk Management Committee (KMR), the Assets and Liabilities Committee (ALCO) and/or other related committees. In emergency conditions, control of authority 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 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 Assets Liabilities Committee (ALCO), Credit Policy Committee, Credit Committee, Risk Management Committee, Information Technology Steering Committee, Employment Case Consideration Committee, and Integrated Risk Management Committee.
- 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**
- The adequacy of risk management policies and procedures as well as the determination of risk limits can be seen from, amongst others:
1. An adequate formal organizational structure to support the implementation of sound risk management and internal control, including the DAI, SKMR, SKK, Risk Management Committee, and Integrated Risk Management Committee.
  2. The direction of risk management policy is described in the Bank's Business Plan and is aligned with the Bank's vision, mission, business strategy, capital adequacy, human resources competencies, and risk appetite. The policy is reviewed regularly and adjusted in line with both internal and external developments/changes.
  3. Policies, procedures, and determination of risk management limits have been fully documented in writing and are regularly reviewed and updated.
  4. BCA has developed the Bank's Business Plan and Annual Budget Work Plan to address BCA's overall strategy, including business development direction after calculating risks. BCA's strategy considers its impact on the Bank's capital, projected capital and Capital Adequacy Ratio (CAR).
- 1.C. Adequacy of Risk Identification, Measurement, Monitoring and Mitigation Processes and Risk Management Information System**
- BCA has identified, measured, monitored, and controlled risk as part of the process of implementing adequate risk management, as seen from the following:
1. Risk exposure is monitored regularly and continually by the Risk Management Work Unit by comparing actual risk with the set risk limits, and whether risk exposure remains manageable according to the Bank's risk tolerance level.
  2. Reports on risk trends include a Risk Profile Report, Integrated Risk Profile Report, Credit Portfolio Report, and Corporate Business Plan Progress Report. These are submitted to the Board of Directors regularly, accurately and in a timely manner.

### I.D. Comprehensive Internal Control System

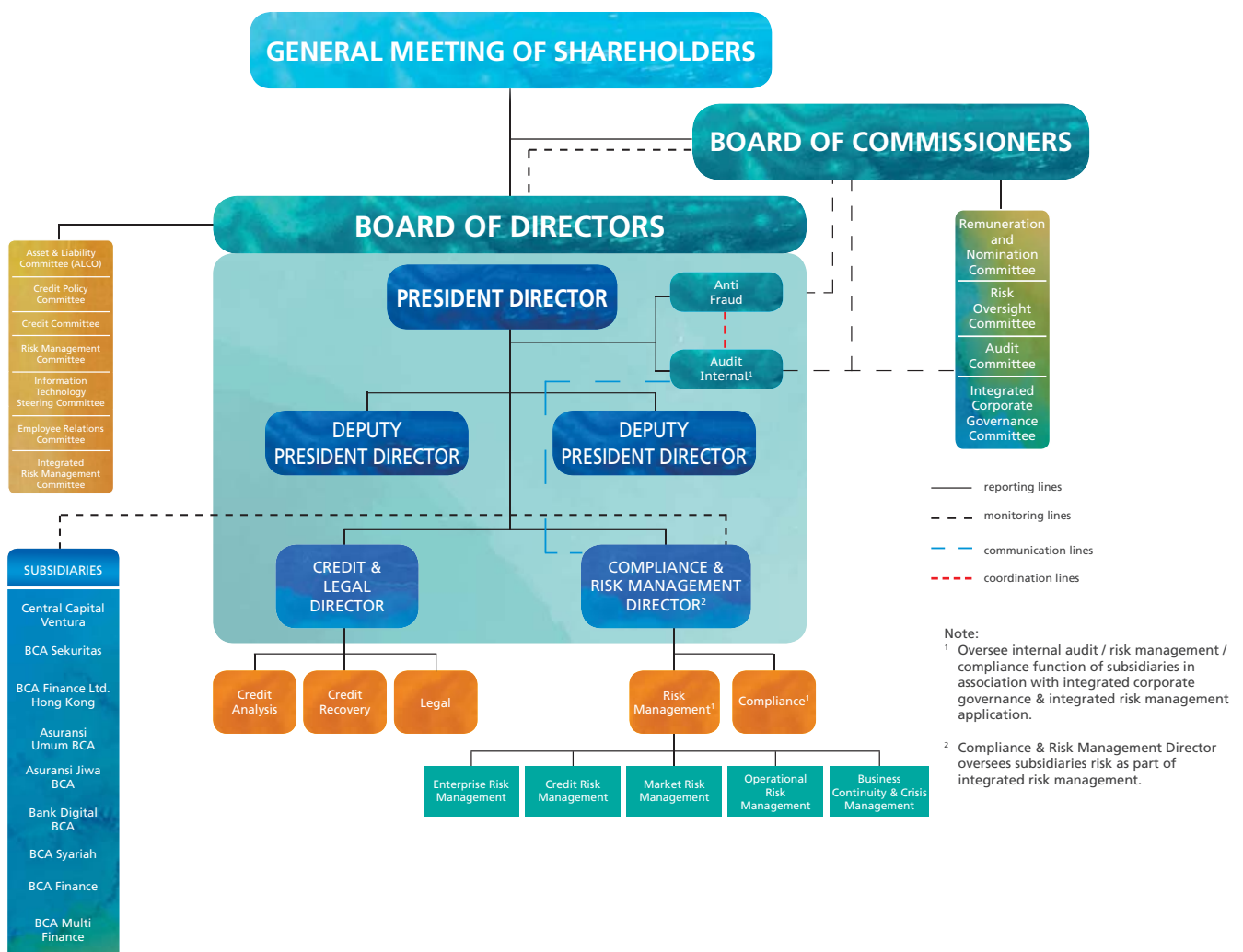
BCA's Internal Control consists of five main components that are in line with the Internal Control Integrated Framework developed by The Committee of Sponsoring Organization of the Treadway Commission (COSO), including:

1. Management Oversight and Control Culture
2. Risk Recognition and Assessment
3. Control Activities and Segregation of Duties
4. Accountancy, Information and Communication
5. Monitoring Activities and Correcting Deficiencies.

With the three-lines model concept, BCA's internal control system and risk management involve all levels of the organizational structure, with oversight by the Board of Commissioners and the Board of Directors.

To support the implementation of an internal control system, BCA has a fully documented risk management policy, which includes internal control (clear organizational structure, segregation of duties, risk limit procedures, and others). BCA strongly encourages a risk awareness culture and compliance with applicable policies and regulations. Risk management guidelines and policy implementation are monitored by the Risk Management Work Unit (SKMR) and Compliance Work Unit (SKK), which function as the Second Line Role.

### Risk Management and Internal Control Organizational Structure



## REVIEW OF THE EFFECTIVENESS OF THE BANK'S RISK MANAGEMENT SYSTEM

BCA's Boards of Commissioners and Directors evaluate the effectiveness of the Bank's risk management system, assisted by the committees under them. These committees meet regularly to discuss and provide input and recommendations to the Board of Commissioners and the Board of Directors.

The Bank 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 applicable regulations and operational conditions. Evaluation of 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 a Risk Management Policy Implementation Report, Risk Profile Report, Risk Update, and other related reports.

### Implementation of Basel Accords

The Bank continues to prepare for the implementation of the Basel Accords in Indonesia and participate in supporting the implementation of Basel III, both in capital and liquidity, such as through the Quantitative Impact Study (QIS). BCA participates in the implementation of QIS on capital position, Leverage Ratio, Net Stable Funding Ratio (NSFR), Credit Risk,

Market Risk, and Operational Risk, as well as being involved in the testing of Credit and Operations RWA calculation reports conducted by OJK.

OJK has implemented the NSFR ratio policy since 2017. BCA has complied with these rules, with regard to both reporting and the minimum ratio. Starting March 2020, the Bank has reported and published the Leverage Ratio.

### Risk Appetite

The Bank defines risk appetite as the level and type of risks which the Bank is willing to take to achieve its business objectives. The risk appetite set by BCA is reflected in the Bank's business strategies and objectives.

### Stress Test

BCA continually and regularly performs stress testing under 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 that consider qualitative risk factors. Stress testing is carried out to see the impact of changes in macroeconomic factors on various key indicators, including the NPL, profitability, liquidity, and capital.

The results of the Bank's stress testing for credit, market, and liquidity risks have been satisfactory, while the capital and liquidity of the Bank are sufficient to anticipate estimated potential losses based on the built-in scenarios. Additional to these Bank-only stress tests, BCA has conducted an integrated stress test that includes its subsidiaries.

## II. BCA Capital

### Capital Structure

BCA's capital structure consists of the following:

1. Core capital (Tier 1) reaching 96.3% of total capital or Rp196.1 trillion, an increase of 9.0% from the previous year.
2. Meanwhile, 3.7% of total BCA capital or Rp7.5 trillion is supplementary capital (Tier 2). Supplementary capital is mainly general reserve of Allowance for Asset Quality Assessment (PPKA).

### Capital Component (consolidated - in billion Rupiah)

	2021	2020	2019
<b>Capital</b>	<b>203,621</b>	<b>186,953</b>	<b>177,888</b>
Tier 1 Capital	196,114	179,945	170,750
Tier 2 Capital	7,507	7,008	7,138
<b>Risk Weighted Assets (Credit, Operational and Market Risk)</b>	<b>758,289</b>	<b>695,144</b>	<b>721,917</b>
<b>Capital Adequacy Ratio (CAR) - consolidated</b>	<b>26.9%</b>	<b>26.9%</b>	<b>24.6%</b>
<b>Capital Adequacy Ratio (CAR) - non consolidated</b>	<b>25.7%</b>	<b>25.8%</b>	<b>23.8%</b>

### Management Policy on Capital Structure

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 25.7%, above the minimum requirement according to the risk profile plus an additional 5.0% as a buffer. BCA has formed this buffer in accordance with the prevailing regulations regarding systemic bank compliance to fulfill 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 including various changes to NPL levels and their effects on income, liquidity position and capital position. In general, the stress tests 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 performance. 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 prudential principle. Regarding the provisions of the Financial Services Authority, the Board of Directors prepares a 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**, responsible for approving the Bank's credit plans and overseeing its implementation, approving the Bank's Credit Basic Policy, and requesting an explanation from the Board of Directors should there be any deviations in loan disbursement from the stipulated policies.
2. **The Board of Directors**, responsible for preparing the credit plans and credit policy, ensuring the Bank's compliance with the prevailing regulations on credit and credit policy, and reporting to the Board of Commissioners on matters such as the implementation of credit plans, irregularities in loan disbursement, loan portfolio quality, and credit in the special mention or in the non-performing loan category.
3. **Chief Risk Officer**, is a BCA director responsible for the management of credit, market, operational, and other risks within the Bank's organization, which is referred as Compliance and Risk Management Director. The role includes:
  - Guiding, supervising, and ensuring the implementation of credit policy, strategy, authority, and credit risk management framework. This includes setting the risk limit by taking into consideration the risk appetite and risk tolerance according to the Bank's condition.
  - Ensuring the implementation of credit risk management is effective, amongst other through monitoring the development and the problems of Bank's business activities related to credit risk and monitoring the credit risk of subsidiaries in the framework of integrated risk management.
4. **Work units that perform functions related to credit risk management**  
The units related to credit risk management are as follows:
  - Business unit performing credit disbursement activities
  - Credit risk analysis unit conducting credit worthiness analysis
  - Credit recovery unit handling bad debt issues.
  - The Risk Management Work Unit independently responsible for identifying, measuring, monitoring, and controlling the credit risk, such as regularly providing input on the formulation of credit policy, developing and reviewing risk management methodology, monitoring and reporting credit risk development (including limits) and so on, to Senior Management, Compliance and Risk Management Director, and/or other Directors as necessary.

The Bank has dedicated committees assisting the Board of Directors in the lending process:

#### 1. Credit Policy Committee

The main function is assisting the Board of Directors in formulating credit policies, especially those relating to the prudential principle in lending, monitoring, and evaluating the implementation of credit policies, conducting periodic reviews of the Bank's Credit Basic Policy (KDPB), monitoring the credit portfolio's progress and condition, and providing suggestions and corrective measures based on the results of evaluations.

## 2. Credit Committee

The main function is 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 at 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. Risk Management Committee

The main function is developing policies, strategies, and guidelines for risk management implementation, determining matters related to irregular business decisions, and enhancing 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

Risk management strategies are formulated in accordance with the overall business strategy and based on risk appetite and risk tolerance. Risk management strategies are designed to ensure that BCA's risk exposure is prudently managed in line with its credit policy, BCA's internal procedures, laws and regulations, and other applicable provisions.

BCA has designed a structured risk management strategy based on the following general principles:

- Risk management strategies should be long-term and oriented for the sustainability of BCA's 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
- Maintaining expected capital adequacy and allocating adequate resources to support the implementation of risk management.

The factors considered in designing risk management strategies are as follows:

- Economic and business development and the potential impacts of risks faced by BCA
- The organizational 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 risks arising from both external and internal factors
- The composition and diversification of BCA's portfolio.

### Credit Concentration Risk Management Policy

Portfolio management addresses credit concentration risk by determining limits for, amongst others, the industrial sector, foreign exchanges, and certain types of loans, as well as both individual and business group exposures. Along with the development of a rating database, technology, human

resources, the Bank's complexity level, and the market and regulations, the Bank's portfolio management unit actively works to optimize the allocation of the Bank's capital to achieve an acceptable level in line with risk appetite and risk tolerance.

### Credit Risk Measurement and Control

BCA measures credit risk using a standardized method that is compliant with OJK Circular Letter No. 42/SEOJK.03/2016 regarding Guidelines for Calculating Risk Weighted Assets Using a Standardized Approach. The regulation specifies that all banks must use RWA calculation for credit risk using a Standardized Approach.

For internal needs, the Bank uses an internal rating as a supporting tool in the credit decision-making process. Credit risk management is executed by establishing an independent internal credit review for an effective credit risk management process, covering:

- Evaluation of the credit administration process
- Assessment of the accuracy in the implementation of internal risk rating and the use of other monitoring tools
- Effectiveness of work units and Bank officers responsible for monitoring individual credit quality.

The Bank uses an early detection system to identify non-performing or potential non-performing loans to ensure it can take proactive steps in managing the loan portfolio in order to minimize 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 Group 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 Group determines the impairment of financial assets that are not individually significant, and where the impairment is assessed collectively, by classifying financial assets based on similar risk characteristics. Collective measurement is carried out statistically using the parameters of PD (Probability of Default), LGD (Loss Given Default), and EAD (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 12 (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 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**

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 experience a significant decline with a history of late payment (stage 3).

At each reporting date, the Bank assesses whether the credit risk on the financial instrument has increased significantly (SICR) since initial recognition. In making that assessment, the Bank 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 considers 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 modeling PSAK 71 depending on the results of statistical analysis of the suitability of the MEV with historical data for modeling 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 due to market prices progressing 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 Provided Collateral for A Credit Downgrade**

Collateral as a 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).

For consumer loans such as KPR, the impact of collateral value will directly affect the credit rating of the debtor. Hence, the higher collateral value, the better credit rating improvement will be.

### **Qualitative Disclosures regarding Securitization Exposures (SECA)**

To diversify risks and maximize returns, BCA has placed several portfolios in the form of securitization or Asset-Backed Securities Collective Investment Contracts (KIK EBA). BCA acts as an investor and invests in EBA products with investment grade ratings and conducts placement in class (tranche) senior to receive the first claim rights against the entire collection of financial assets.

### **Standardized 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 the Calculation of Risk Weighted Assets by using the Standardized Approach for Credit Risk, OJK Circular Letter No.48/SEOJK.03/2017 and OJK Circular Letter No.11/SEOJK.03/2018.

RWA for Credit Risk is calculated through the Basel II standardized approach, based on ratings issued by rating agencies recognized by OJK, as stipulated in OJK Circular Letter No.37/SEOJK.03/2016 regarding Rating Agencies and Ratings Recognized by OJK.



The use of 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 standardized 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 and Large Fund Provisions for Commercial Banks.

### Credit Risk Mitigation

The preferred type of collateral accepted to mitigate credit risk is solid collateral deemed 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 are 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.

The main guarantors/warrant providers are analyzed when processing credit and creditworthiness 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 rates.
Risk Management Work 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: <ul style="list-style-type: none"> <li>- Responsible for maintaining foreign currency Net Open Position (NOP) and mitigating interest rates on the trading book and ensuring the Bank's compliance with Bank Indonesia regulations regarding NOP.</li> <li>- Responsible for managing trading marketable securities and foreign currency transactions in line with customer needs and/or income considerations.</li> </ul>
Regional Offices and Branches	Manages 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 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 (VAR), 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
- The yield curve, in the even that market prices from independent sources are not available.

#### Market Risk Measurement

For monitoring market risk (exchange rates and interest rates) daily, Value at Risk measurements are taken based on a full valuation historical method using a 250-day window of data at a 99% confidence level. For the calculation of minimum Capital Adequacy Ratio (CAR), market risk is calculated based on the standardized method set by OJK.

#### Scope of Trading and Banking Book Portfolios Accounted for in Capital Adequacy Ratio

The 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, Domestic Non-Delivery Forward (DNDF) and Option (Structured Product)
- 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, and 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 at a bank-wide level includes the following:

- **Board of Commissioners and Board of Directors**  
Ensuring 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 Bank's business activities.
- **Risk Management Committee**  
Ensuring that the risk management framework provides adequate protection against risks faced by the Bank.
- **Risk Management Work Unit (SKMR)**  
Ensuring that the Bank mitigates risks correctly by identifying, measuring, monitoring, controlling, and reporting risks in accordance with the risk management framework and can deal with emergency scenarios that threaten the sustainability of the Bank's business.
- **Enterprise Security Work Unit**  
Protecting and securing information assets of the Bank and ensuring that the Bank's information security governance is implemented in accordance with the policy.
- **Internal Audit Division**  
Examining and assessing the adequacy and effectiveness of the risk management processes, internal controls, and the Bank's corporate governance.
- **Operating-Service Development and Strategy Division**  
Assisting SKMR in implementing operational risk management programs and providing support to all work units related to SKMR programs.
- **Work Units (Business and Support Units as the Risk Owners)**  
Managing risk in daily operations and reporting operational risk problems and events to the SKMR.

### Mechanism to Identify and Measure Operational Risk

The Bank has owned and implemented the Risk Self-Assessment (RSA) methodology to identify and measure operational risks since 2002, which latterly has been improved into Risk and Control Self-Assessment (RCSA). RCSA has been implemented in all work units at branches and head office that are identified as having significant operational risks.

RCSA is aimed at instilling a risk culture and increasing risk awareness as the main requirement of risk management. With improving risk culture, every employee is expected to embed risk culture in their daily activities to minimize risk.

In RCSA methodology, work units at branches and head office identify and measure operational risks inherent to their work units, determine the controls that must be implemented to mitigate risks, then design follow-up action plans should there be residual risk with significant value.

In addition to the RCSA methodology, the Bank has implemented a Loss Event Database (LED) and Key Risk Indicator (KRI). LED is designed to assist the Bank in monitoring, recording, and analyzing operational events that have occurred and could lead to losses so that the Bank can take corrective and preventive actions to minimize the possible risk of operational losses.

LED is also a means of operational risk loss data collection used by the Bank to determine the allocation of capital charge from operational losses using the Standardized Approach. Currently, LED has been implemented in all regional offices, branches, and work units at head office.

KRI is a method used to provide an early warning signal in the event of increased operational risk within a work unit. All regional offices, branches, and work units at head office are considered to have fairly significant operational risks and have implemented KRI. The KRI system has been further developed into a predictive risk management tool that can detect and respond to increased risks within work units.

The implementation of RCSA, LED and KRI methodologies is supported by the Operational Risk Management Information System (ORMIS).

### Mechanism for Operational Risk Mitigation

To mitigate operational risks, the Bank:

- Implements regular Risk Awareness Programs to promote risk awareness to all BCA stakeholders
- Sets and consistently updates policies, procedures, and limits in accordance with organizational development, regulations, and prevailing laws
- Has a Business Continuity Plan (BCP)
- Owns an internal control system, implemented with the four eyes principle and segregation of duty to reduce fraud potential.

Addressing the COVID-19 pandemic, BCA has taken efforts to minimize the impact of the pandemic risk as previously described in the Operational Risk section.

To maintain security in conducting digital banking transactions, BCA has implemented cyber risk management with reference to the Bank's strategy and regulators' direction. BCA regularly disseminates security awareness to employees and management in the form of e-learning, videos, infographics, and e-mail phishing simulations, as well as to customers in the form of webinars.

### New Product and Activity Risk Management

Every development plan of new products/activities will undergo a risk management process beforehand. The Bank has a process to ensure the new products/activities have adequate control or risk mitigation to minimize risks that could arise from the products/activities ensuring it will not significantly affect the Bank's risk profile. Risk management of new products/activities is implemented based on internal regulations in accordance with regulatory requirements.

The management of new products/activities at BCA includes several important aspects as follows:

- Every development plan for new products/activities must be approved by the Board of Directors and reported to the Board of Commissioners as part of active supervision by the Board of Directors and the Board of Commissioners
- Every development plan for new products/activities must identify risks that could appear, and the impact to all risks, in order to implement adequate risk mitigation
- Every new product/activity should pass several stages: planning, development, testing, implementation, and evaluation
- Newly implemented products/activities will be evaluated to ensure they have achieved the set targets and have adequate risk mitigation
- There is in place an accounting information system for every new product and activity
- Implementing information transparency to customers regarding newly launched products or activities.

### 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 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.
Risk Management Work Unit	Supports ALCO in monitoring and calculating liquidity risk.
Treasury Division	Manages overall operational liquidity of the Bank: <ul style="list-style-type: none"> <li>- Responsible for monitoring statutory reserves (GWM) and ensuring the Bank's compliance on Bank Indonesia regulations on GWM.</li> <li>- Responsible for managing secondary reserves to maintain liquidity and provide income generating opportunities for the Bank.</li> </ul>
Regional Offices and Branches	Manages liquidity risk at the respective regional offices and branches.

#### Funding Strategy

Funding strategy consists of methods 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 has identified and reviewed the primary factors that affect the ability of the Bank to obtain funds, including identifying and monitoring funding of alternative sources to strengthen the Bank's capacity to sustain business operations in a crisis condition.

#### Liquidity Risk Mitigation

To mitigate liquidity risk, the Bank has established guidelines to measure and mitigate liquidity risk, including limits on Secondary Reserves, Interbank Overnight Borrowing limits, Liquidity Coverage Ratios, and the 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 projections, 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 behavior, 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 and a general market stress scenario. Stress testing for specific stress scenarios within the Bank is carried out at least once every three months, while stress scenarios on the market are carried out at least once a year.

Stress testing is performed 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

The Bank has designed a contingency funding plan as 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 BCA with respect to the prevailing laws and regulations as it carries out business activities.

#### Legal Risk Control

BCA mitigates legal risks through the following:

- Setting a Legal Risk Management Policy and internal regulations to govern the organizational structure and job description for the Legal Group, and formulating the standardization of legal documents.
- Holding legal communication forums to leverage the competency of legal staff.
- Socializing the impact of new regulations applicable to BCA banking activities and various modus operandi of frauds and other banking crimes as well as the legal guidelines for prosecutions to branches, regional offices, and related work units at head office.
- Formulating a credit security strategy plan (in collaboration with other work units, including the Credit Rescue Work Unit) in connection with the problem of bad loans.
- Registering BCA assets, including Intellectual Property Rights for BCA's products and services, as well as a right to land and buildings owned by BCA, with the relevant authority.

- Monitoring and taking legal action against violations on BCA's assets, including infringement of intellectual property rights belonging to BCA.
- Performing legal defence of civil and criminal proceedings involving the Bank in court and the monitoring of the progress of such cases.
- Monitoring and analyzing cases faced by BCA currently on trial.
- Identifying, monitoring, analyzing, and quantifying 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) with the objective 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, and 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's 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 in accordance with prevailing regulations
- Setting of targets for business aspects regarding 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.

BCA's strategy formulation considers Bank Indonesia and OJK regulations and other relevant provisions, as well as the potential impact of strategic risk on the Bank's capital and the Capital Adequacy Ratio (CAR) based on risk appetite, risk tolerance and consideration of BCA's capabilities.

#### Measurement of the Bank's Business Plan

To measure progress in realizing its 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 realization of the Bank's Business Plan, which includes financial performance (actual vs budget), realization of the Bank's work program, and realization of branch network development/changes.

### 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. In managing customer complaints, BCA has established the Digital Services Center that specifically deals with customer complaints 24 hours a day, 7 days a week by phone, mail, e-mail, WhatsApp (WA), web chat at [www.bca.co.id](http://www.bca.co.id), halobca application, and social media.

In handling customer complaints, the Digital Services Center coordinates with relevant work units, including the Consumer Card Business Group, Consumer Credit Business Division, and Electronic Banking Services Center, to respond to events potentially creating reputation risk.

#### Policies and Mechanisms of Reputation Risk Control

In managing reputation risk, BCA has implemented the following:

- Establishing provisions for handling customer complaints that clearly set the policies, procedures, and work units that monitor and report customer complaints, including reporting to regulators
- Monitoring customer complaints and reporting them regularly to the heads of respective work units and to the Board of Directors. Customer complaint reports are analyzed and used to support the Bank in developing a systematic complaint handling process
- Developing an infrastructure that includes the implementation of appropriate software and hardware, as well as the development of better work management and procedures. The development of an information management system infrastructure facilitates monitoring and supports the speed and work quality of an organization 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:

- **Crisis Management, which includes:**
  - **Crisis Management Policy**  
Strategy to manage crises or events that disturb service operations and/or deteriorate BCA's reputation.
  - **Crisis Team Management**  
Responsible for coordinating crisis management processes, including the recovery process.
  - **Crisis Communication Management**  
Action to coordinate crisis communication to internal and external parties of BCA, including the mass media. The flow of communication protocols and person in charge for communication have been determined for all stages of a crisis.
  - **Crisis Management Guidelines**  
Covering emergency response, customer transaction services during a crisis, and emergency conditions.
- **Business Continuity Plan and Disaster Recovery Plan**  
Developed to minimize disruption and speed up the recovery process in the event of disasters.
- **Secondary Operation Center**  
A backup workplace for critical work units to maintain BCA's business continuity.
- **A backup system 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.

#### Organization of Compliance Risk Management

In minimizing potential compliance risk, all lines of the organization are responsible for the management of compliance risk in all bank activities. The Compliance and Risk Management Director, assisted by the Compliance Work Unit (which is independent from other working units), is responsible for ensuring compliance and minimizing compliance risk by formulating compliance risk management policies and procedures as well as monitoring implementation.

The Compliance and Risk Management Director reports the supervisory results quarterly to the President Director, copied 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 Prevention Program, in accordance with prevailing regulations from the regulators.

Work 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 minimize compliance risks, BCA has taken the following steps:

- Identifying sources of compliance risk
- Conducting gap analysis, analyzing 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)
- Socializing regulations and consulting on their implementation
- Conducting compliance tests on the implementation of provisions
- Developing a compliance matrix diary as a monitoring tool to comply with reporting obligations to regulators
- Making use of information technology with the term Regulatory Technology (RegTech) to increase efficiency and effectiveness in the process of managing regulatory provisions
- Monitoring suspicious financial transactions by using the STIM (Suspicious Transaction Identification Model) web-based applications and developing a system of applications that use the latest technology and updated parameters to detect suspicious transactions. These activities are performed by the Compliance Work Unit
- Screening customer data and transactions related to the List of Terrorists and Terrorist Organizations and the List of Funding for the Proliferation of Weapons of Mass Destruction issued by the relevant authorities 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 controls, the Risk Management Work Unit, Internal Audit Division, and Compliance Work Unit coordinate through regular meetings and intensive communication. Problems associated with internal compliance control, particularly 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).

In implementing Integrated Risk Management, BCA as the Main Entity has:

- Delegated a director to oversee the integrated risk management function
- Established the Integrated Risk Management Committee
- Adjusted the organizational structure of the Risk Management Work Unit to include an integrated risk management function
- Reported the Main Entity and Members of BCA FC to the OJK
- Conducted socialization and coordination with BCA FC members
- Delivered the Integrated Risk Profile Report on a semi-annual basis
- Delivered the Integrated Capital Adequacy Report on a semi-annual basis
- Formulated several policies related to the implementation of integrated risk management, such as:
  - Basic Policy of Integrated Risk Management
  - Policy for the preparation and submission of the Integrated Risk Profile Report (LPRT)
  - Integrated Minimum Capital Adequacy Policy for BCA FC
  - Intra-Group Transaction Risk Management Policy
  - Integrated Compliance Risk Management Policy
  - Integrated Risk Limit Policy
  - BCA FC Integrated Business Continuity Policy
- Reviewed the implementation of integrated risk management and stress tests (at BCA and its subsidiaries) to assess the resilience of capital (solvency) and liquidity on a regular basis
- Built the Integrated Risk Management Information System (IRMIS), a technology-based information system for the preparation of:
  - BCA Risk Profile Report
  - Integrated Risk Profile Report
  - Integrated Capital Adequacy Report.

Based on the results of an integrated risk assessment, BCA FC capital is adequate in anticipating potential losses 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.

### 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 manages Insurance Risk regarding those subsidiaries engaged in insurance. Based on the assessment results, Insurance Risk has had 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 Directors and Board of Commissioners	<ul style="list-style-type: none"> <li>Having the Audit Committee, Nomination and Remuneration Committee and Risk Oversight Committee at the level of the Board of Commissioners.</li> <li>Having the Risk Management Committee and Asset Liability Committee (ALCO) at the level of the Board of Directors.</li> <li>Conducting Regular Management Meetings and Consumer Meetings.</li> <li>The Board of Directors ensures the formulation of policies and evaluations, transaction approvals, risk management culture development, policies regarding independence of risk-taking work units on internal controls, and risk management.</li> <li>The Board of Directors oversees the implementation of internal company policies.</li> <li>The Board of Commissioners actively oversees the performance of the Board of Directors.</li> </ul>
Adequacy of policies and procedures, and determination of limits	<ul style="list-style-type: none"> <li>Having a Basic Risk Management Policy and Guidelines for a risk management policy implementation for each type of risk according to regulations.</li> <li>Having risk appetite and risk tolerance policies as well as risk limits for each type of risk managed.</li> <li>Policies, procedures, and determination of limits are socialized to all employees and regularly reviewed.</li> </ul>
Identification, measurement, monitoring and mitigation processes and risk management information system	<ul style="list-style-type: none"> <li>The identification process is carried out on all products/transactions that contain risk.</li> <li>Risks are measured according to the type, characteristic, and complexity of each product/transaction.</li> <li>Monitoring is conducted by the risk-taking unit and Corporate Risk Management Department.</li> <li>Risks are controlled according to the risk exposure and within risk appetite.</li> <li>Risk management process implementations are reflected in, amongst others, integrated risk profile reports with the main entity, monitoring reports, risk event reports through the Operation Risk Event Management application, risk profile reports submitted as part of assessment reports on the company's health, and regular limit reviews.</li> <li>The risk management information system is used to identify and detect watchlist customers, mitigate fraud potential through certain parameters as alerts, set risk and control self-assessment, and Engine Scoring to increase prudence in the credit acquisition process.</li> </ul>
Comprehensive internal control system	<ul style="list-style-type: none"> <li>The Internal Audit Division conducts audits independently and regularly.</li> </ul>
BCA FINANCE LIMITED	
Active supervision by the Board of Directors and Board of Commissioners	<ul style="list-style-type: none"> <li>Active supervision by the Board of Directors is conducted through discussions on business and operational activities between the Board of Directors and management through regular reports.</li> </ul>
Adequacy of policies and procedures, and determination of limits	<ul style="list-style-type: none"> <li>Having a Basic Risk Management Policy and Guidelines.</li> <li>Policies and procedures, and determination of limits are adequate and regularly reviewed.</li> </ul>
Identification, measurement, monitoring and mitigation processes and risk management information system	<ul style="list-style-type: none"> <li>Risk management processes are conducted and outlined in risk profile reports on a quarterly basis.</li> <li>Risk management processes are reflected in, amongst others, the monitoring of limits and regular limit reviews.</li> </ul>
Comprehensive internal control system	<ul style="list-style-type: none"> <li>Internal control is conducted by Compliance, Risk Management, and the Internal Audit division.</li> </ul>



**PT BCA SYARIAH**

<b>Active supervision by the Board of Directors and Board of Commissioners</b>	<ul style="list-style-type: none"> <li>• Having a Risk Oversight Committee, Audit Committee and Remuneration and Nomination Committee at the level of the Board of Commissioners.</li> <li>• Having a 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.</li> </ul>
<b>Adequacy of policies and procedures, and determination of limits</b>	<ul style="list-style-type: none"> <li>• Having a Basic Risk Management Policy and risk management policy for each type of risk.</li> <li>• Policies, procedures, and determination of limits are adequate and regularly reviewed.</li> </ul>
<b>Identification, measurement, monitoring and mitigation processes and risk management information system</b>	<ul style="list-style-type: none"> <li>• Identification, measurement, monitoring and risk control processes are implemented according to business development and complexity.</li> <li>• The risk management process is reflected in, amongst others, risk profile report, the monitoring of limits, and regular limit reviews.</li> </ul>
<b>Comprehensive internal control system</b>	<ul style="list-style-type: none"> <li>• Review is conducted by the Internal Audit Work Unit.</li> </ul>

**PT BCA SEKURITAS**

<b>Active supervision by the Board of Directors and Board of Commissioners</b>	<ul style="list-style-type: none"> <li>• The Board of Commissioners and Directors conduct active supervision on all activities and performance of the company through, amongst others, regular meetings between the Board of Commissioners and Directors.</li> <li>• The Board of Directors approves the company's internal policies.</li> <li>• The Board of Directors signs all reports submitted to regulators.</li> </ul>
<b>Adequacy of policies and procedures, and determination of limits</b>	<ul style="list-style-type: none"> <li>• Having policies and procedures in line with regulations.</li> <li>• Having a Basic Risk Management Policy (KDMR) and derivative policies.</li> <li>• Policies, procedures, and determination of limits are adequate and are regularly reviewed.</li> </ul>
<b>Identification, measurement, monitoring and mitigation processes and risk management information system</b>	<ul style="list-style-type: none"> <li>• The risk management process is reflected in, amongst others, regular monitoring of hair cut effects, customer limits, and daily monitoring of customer transactions, and these are outlined in regular reports.</li> <li>• The risk management process is implemented and outlined in a risk profile report.</li> </ul>
<b>Comprehensive internal control system</b>	<ul style="list-style-type: none"> <li>• Assessment on the adequacy of the internal control system is carried out by the Internal Audit Division.</li> </ul>

**PT ASURANSI UMUM BCA**

<b>Active supervision by the Board of Directors and Board of Commissioners</b>	<ul style="list-style-type: none"> <li>• Having the Audit Committee and Risk Oversight Committee at the level of the Board of Commissioners.</li> <li>• Having the Risk Management Committee, Investment Committee, Insurance Closure Acceptance Committee, and Insurance Claim Finalization Committee at the level of the Board of Directors</li> </ul>
<b>Adequacy of policies and procedures, and determination of limits</b>	<ul style="list-style-type: none"> <li>• Having Risk Management Implementation Guidelines and determination of limits.</li> <li>• Policies, procedures, and determination of limits are adequate and regularly reviewed.</li> </ul>
<b>Identification, measurement, monitoring and mitigation processes and risk management information system</b>	<ul style="list-style-type: none"> <li>• Risk management processes are conducted and stated in risk profile reports.</li> <li>• The risk management process is reflected in, amongst others, Risk Profile Report, RCSA Report, Loss Event Database Report, company Stress Test Simulation Reports and Evaluation Reports on Testing Results of the Business Continuity Plan (BCP).</li> </ul>
<b>Comprehensive internal control system</b>	<ul style="list-style-type: none"> <li>• Having an Internal Audit that assists the management in monitoring the effectiveness of the implementation of all policies/ procedures.</li> </ul>

**PT BCA MULTIFINANCE**

<b>Active supervision by the Board of Directors and Board of Commissioners</b>	<ul style="list-style-type: none"> <li>• The Board of Commissioners and the Board of Directors hold regular meetings to oversee the performance of the Bank.</li> <li>• The Board of Directors signs all reports for the authorities.</li> <li>• Having the Audit Committee, Risk Oversight Committee and Remuneration and Nomination Committee at the level of the Board of Commissioners.</li> </ul>
<b>Adequacy of policies and procedures, and determination of limits</b>	<ul style="list-style-type: none"> <li>• Having Risk Management Implementation Guidelines.</li> <li>• Policies, procedures, and the determination of limits are regularly reviewed.</li> </ul>
<b>Identification, measurement, monitoring and mitigation processes and risk management information system</b>	<ul style="list-style-type: none"> <li>• The identification, measurement, monitoring, and controlling of risks has been running properly.</li> <li>• The risk management process is reflected in the risk profile report.</li> <li>• The information system continues to be improved to provide fast and accurate data with the establishment of a data analysis team to support the risk management process.</li> </ul>
<b>Comprehensive internal control system</b>	<ul style="list-style-type: none"> <li>• Review of internal control system adequacy is conducted by the Internal Audit Division.</li> </ul>

**PT ASURANSI JIWA BCA**

<b>Active supervision by the Board of Directors and Board of Commissioners</b>	<ul style="list-style-type: none"> <li>• Having the Risk Oversight Committee and Audit Committee at the level of the Board of Commissioners.</li> <li>• Having the Product Development Committee, Investment Committee and Risk Management Committee at the level of the Board of Directors.</li> </ul>
<b>Adequacy of policies and procedures, and determination of limits</b>	<ul style="list-style-type: none"> <li>• Having a Basic Risk Management Policy and its Implementation Guidelines for each type of risk, as defined in job procedures and guidelines.</li> <li>• Policies, procedures, and determination of limits are adequate and regularly reviewed.</li> </ul>
<b>Identification, measurement, monitoring and mitigation processes and risk management information system</b>	<ul style="list-style-type: none"> <li>• Risk management processes have been implemented and outlined in risk profile reports.</li> <li>• Risk management processes are reflected in, amongst others, risk profile reports, monitoring reports and periodic limit reviews.</li> </ul>
<b>Comprehensive internal control system</b>	<ul style="list-style-type: none"> <li>• The Internal Audit Division holds audits independently and periodically.</li> </ul>

**PT CENTRAL CAPITAL VENTURA**

<b>Active supervision by the Board of Directors and Board of Commissioners</b>	<ul style="list-style-type: none"> <li>• Meetings of the Board of Commissioners and Directors are held regularly.</li> <li>• Organizational structure has been established with reference to the provisions of the regulator.</li> <li>• The Board of Commissioners approves the request of the Board of Directors regarding the injection of shares in PPU.</li> <li>• The Board of Directors approves internal policies.</li> <li>• The Board of Directors signs each report for the Regulator.</li> </ul>
<b>Adequacy of policies and procedures, and determination of limits</b>	<ul style="list-style-type: none"> <li>• Policies and procedures are in place in accordance with regulatory provisions.</li> <li>• Basic Risk Management Policy is in place.</li> <li>• Policies, procedures, and determination of limits related to company investment are adequate and are regularly reviewed.</li> </ul>
<b>Identification, measurement, monitoring and mitigation processes and risk management information system</b>	<ul style="list-style-type: none"> <li>• Monitoring business partners and potential business partners.</li> <li>• Risk management processes are reflected in, amongst others, risk profile reports, monitoring reports and periodic limit reviews.</li> </ul>
<b>Comprehensive internal control system</b>	<ul style="list-style-type: none"> <li>• Has an Internal Audit Function, but currently the function is carried out by external auditors.</li> </ul>

**PT BANK DIGITAL BCA**

<b>Active supervision by the Board of Directors and Board of Commissioners</b>	<ul style="list-style-type: none"> <li>• Having the Risk Oversight Committee, Audit Committee, and Remuneration and Nomination Committee at the level of the Board of Commissioners.</li> <li>• Having the Risk Management Committee, Information Technology Steering Committee, Asset and Liability Management Committee (ALCO), Credit Committee, and Credit Policy Committee at the level of the Board of Directors.</li> </ul>
<b>Adequacy of policies and procedures, and determination of limits</b>	<ul style="list-style-type: none"> <li>• Having a General Risk Management Policy and implementation guidelines for each type of risk.</li> <li>• Policies, procedures, and determination of limits are adequate and are regularly reviewed, including reviews to focus on digital banking.</li> </ul>
<b>Identification, measurement, monitoring and mitigation processes and risk management information system</b>	<ul style="list-style-type: none"> <li>• Having a General Risk Management Policy and implementation guidelines for each type of risk.</li> <li>• Policies, procedures, and determination of limits are adequate and are regularly reviewed, including reviews to focus on digital banking.</li> </ul>
<b>Comprehensive internal control system</b>	<ul style="list-style-type: none"> <li>• The internal control function is inherent in all work units and its implementation is monitored by the Compliance Work Unit, Risk Management Work Unit, and the Internal Audit Unit. The regular review is held by the Internal Audit work unit and is adequate in both methodology and reporting.</li> </ul>

## RISK SUMMARY

No.	Type of Risk	Summary
1	Credit Risk	<p>The global spread of COVID-19 since early 2020, as well as the decline in economic activities, had a significant impact on the performance and debtors' ability to pay in all credit segments. To maintain credit quality and to support the national economic recovery program, BCA has set several policies and provisions in accordance with government policies and regulatory, including providing interest subsidies to debtors that are deemed eligible, credit guarantees for MSMEs and non MSMEs from government-appointed guarantors, and restructuring scheme to debtors affected by COVID-19.</p> <p>BCA applies a disciplined risk management in lending, to maintain its NPL ratio relatively around 2.2% at the end of 2021. This level was higher than the previous year of 1.8%, and still within the limits of the Bank's risk appetite. This achievement was supported by the regulator's policy in credit relaxation based on POJK No.11/POJK.03/2020, No.48/POJK.03/2020 and No.17/POJK.03/2021, National Economic Stimulus as a Countercyclical Policy for the Impact of the Spread of Coronavirus Disease 2019.</p> <p>BCA continued to monitor an ongoing condition of debtors who have restructured their loans. In line with the Indonesian economic recovery, BCA noticed the several debtors which had recovered their business, and no need to continue the relaxation scheme that had been given previously</p> <p>In addition, BCA also booked the allowances for impairment losses on assets of Rp16.3 trillion in 2021, an increase of 103.5% from Rp15.8 trillion in 2020. This provisions was carried out in anticipating potential increases in credit risk amid the uncertainty on economic conditions. The coverage ratio to LAR at the level of 14.6%.</p> <p>In managing the credit portfolio (including risk concentration), BCA pays attention and evaluate the implementation of lending diversification, monitoring the use of credit limits to ensure no exceedances occurred, as well as monitoring credit growth and quality in each sectors. BCA's loan portfolio is well diversified, with exposures to each sectors was below 10% of BCA's total loans.</p>
2	Market Risk	<p>BCA conservatively manages its foreign currency risk exposure with a sustained Net Open Position (NOP) ratio. BCA's PDN position was 0.08%, far below the maximum 20% limit set by regulator.</p> <p>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.</p>
3	Operational Risk	<p>The COVID-19 pandemic has caused adjustments to internal work processes and bank's services to customers. To minimize operational risk due to these changes, BCA continued to conduct operational risk assessment, and implement the necessary mitigation measures to balance risk and service.</p> <p>BCA managed IT-related operational risk by paying attention to reliability, security, availability and timeliness to serve and protect the assets of customers and BCA.</p> <p>BCA conducted operational risk assessment in each new product, service, and activity as well as changes and developments.</p> <p>In managing operational risk, BCA used the Operational Risk Management Information System (ORMIS), a web-based application that including Risk Control Self-Assessment, Loss Event Database, and Key Risk Indicators. In addition, BCA also conduct regular socialization to increase risk awareness in working units.</p> <p>Currently, BCA is preparing the necessary infrastructure to meet regulatory requirements regarding the calculation of Operational Risk Weighted Average using the standardized approach which will be implemented in January 2023.</p>
4	Liquidity Risk	<p>BCA maintains an adequate liquidity position and monitors the balance between the Bank's shortterm 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.</p> <p>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 2021, CASA grew by 19.1% or Rp122.4 trillion and contributed to 78.9% 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.</p> <p>BCA recorded Loan to Deposit Ratio (LDR) of 62.0% at the end of year. 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 396.3% and 178.7% (bank only), 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.</p>

## RISK SUMMARY - continued

No.	Type of Risk	Summary
5	Legal Risk	<p>BCA mitigates its legal risks, by applying the following items :</p> <ul style="list-style-type: none"> <li>• 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.</li> <li>• Organizing forums of communication and socialization on: <ul style="list-style-type: none"> <li>- The impact of the new regulations on BCA banking activities</li> <li>- Various modus operandi of banking crimes and guidelines for relevant branch offices, regional offices and head office work units to legally handle the crimes.</li> </ul> </li> <li>• 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).</li> <li>• 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.</li> </ul>
6	Strategic Risk	<p>In order to identify and respond to changes from external and internal business environment, BCA takes the following measures:</p> <ul style="list-style-type: none"> <li>• 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.</li> <li>• 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 nonbanking sectors.</li> </ul> <p>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.</p>
7	Reputation Risk	<p>BCA is capable in managing reputation risk during a crisis, as follows:</p> <ul style="list-style-type: none"> <li>• The Bank has a Crisis Management, which includes: <ul style="list-style-type: none"> <li>- Crisis Management Policy, a strategy applied to manage crises or events that may disrupt service operations and/or jeopardize BCA's reputation.</li> <li>- Establishment of a Crisis Management Special Team, which is responsible for coordinating during crisis management process, including the recovery process.</li> <li>- 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.</li> <li>- Crisis management provisions on emergency response, customer transaction services in times of alert and crisis.</li> </ul> </li> <li>• 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.</li> <li>• The Bank has a Secondary Operation Center as backup work area for critical work units to maintain BCA's business sustainability.</li> <li>• The Bank has a backup system to prevent high risk business failure.</li> </ul>
8	Compliance Risk	<p>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.</p>
9	Intra-Group Transaction Risk	<p>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.</p> <p>Based on the results of the recent assessments, the Bank's Intra-group Transaction Risk has an insignificant impact to the overall</p>
10	Insurance Risk	<p>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.</p>

# Risk Management Table

## 1. General - Key Metrics - Bank as Consolidated with Subsidiaries

No.	Description
<b>Available Capital (amounts)</b>	
1	Common Equity Tier 1 (CET1)
2	Tier 1
3	Total Capital
<b>Risk-Weighted Assets (amounts)</b>	
4	Total Risk-Weighted Assets (RWA)
<b>Risk-based Capital Ratios as a percentage of RWA</b>	
5	CET1 Ratio (%)
6	Tier 1 Ratio (%)
7	Total Capital Ratio (%)
<b>Additional CET1 buffer requirements as a percentage of RWA</b>	
8	Capital Conservation Buffer requirement (2.5% from RWA) (%)
9	Countercyclical Buffer Requirement (0 - 2.5% from 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 (%)
<b>Basel III Leverage Ratio</b>	
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
<b>Liquidity Coverage Ratio (LCR)</b>	
15	Total High-Quality Liquid Assets (HQLA)
16	Total net cash outflow
17	LCR Ratio (%)
<b>Net Stable Funding Ratio (NSFR)</b>	
18	Total Available Stable Funding
19	Total Required Stable Funding
20	NSFR Ratio (%)

(in million Rupiah)

	Period of				
	31 December 2021	30 September 2021	30 June 2021	31 March 2021	31 December 2020
	196,114,396	191,283,174	181,626,564	172,750,494	179,945,482
	196,114,396	191,283,174	181,626,564	172,750,494	179,945,482
	203,621,221	198,381,042	188,604,107	179,659,509	186,953,899
	758,288,767	724,742,291	713,946,369	698,875,287	695,143,985
	25.86%	26.39%	25.44%	24.72%	25.89%
	25.86%	26.39%	25.44%	24.72%	25.89%
	26.85%	27.37%	26.42%	25.71%	26.89%
	2.50%	2.50%	2.50%	2.50%	2.50%
	0.00%	0.00%	0.00%	0.00%	0.00%
	2.50%	2.50%	2.50%	2.50%	2.50%
	5.00%	5.00%	5.00%	5.00%	5.00%
	16.86%	17.38%	16.43%	15.72%	16.90%
	1,346,918,546	1,281,798,363	1,237,321,048	1,202,459,279	1,182,698,728
	14.56%	14.92%	14.68%	14.37%	15.21%
	14.56%	14.92%	14.68%	14.37%	15.21%
	14.47%	14.56%	14.19%	14.36%	16.25%
	14.47%	14.56%	14.19%	14.36%	16.25%
	483,275,887	449,877,405	434,162,615	423,332,715	382,527,127
	120,687,059	113,662,225	111,813,631	105,680,187	100,230,657
	400.44%	395.80%	388.29%	400.58%	381.65%
	1,034,817,545	990,227,375	960,148,902	913,793,864	914,350,555
	572,616,224	544,981,601	536,020,991	522,651,591	532,293,427
	180.72%	181.70%	179.13%	174.84%	171.78%

## 2. General - Differences between accounting and regulatory scopes of consolidation and mapping of financial statement categories with regulatory risk categories (L11) - as of December 31, 2021

	a	b	
	Carrying values as reported in published financial statements	Carrying values under scope of regulatory consolidation	
<b>Asset</b>			
Cash	23,615,635	23,615,568	
Placement with Bank Indonesia	135,020,049	135,020,049	
Placement with other banks	29,523,621	28,794,972	
Spot and derivative/forward receivables	1,330,085	1,330,085	
Securities	231,066,100	228,917,929	
Securities sold under repurchase agreement (repo)	79,748	79,748	
Claims on securities bought under reverse repo	147,066,103	147,066,103	
Acceptance receivables	11,460,314	11,460,314	
Loans and financing	630,653,538	630,653,079	
Sharia financing	6,248,459	6,248,459	
Equity investment	841,711	1,811,817	
Other financial assets	10,758,103	10,133,553	
Impairment on financial assets -/-	(34,093,869)	(34,093,869)	
Intangible assets	3,605,958	3,568,293	
Accumulated amortization on intangible asset -/-	(2,023,666)	(2,009,736)	
Fixed assets and equipment	31,108,373	30,969,280	
Accumulated depreciation on fixed assets and equipment -/-	(8,939,074)	(8,867,880)	
Non earning assets	1,523,208	1,523,208	
Other assets	9,500,284	9,173,840	
<b>Total Assets</b>	<b>1,228,344,680</b>	<b>1,225,394,812</b>	
<b>Liabilities</b>			
Current account	285,639,525	285,652,812	
Saving account	481,372,612	481,372,612	
Time deposit	208,936,634	209,171,534	
Electronic money	935,221	935,221	
Liabilities to Bank Indonesia	577	577	
Liabilities to other banks	10,017,194	10,017,194	
Spot and derivative/forward liabilities	55,162	55,162	
Liabilities on securities sold under repurchase agreement (repo)	77,021	77,021	
Acceptance liabilities	6,644,294	6,644,294	
Issued securities	982,149	997,149	
Loans/financing received	975,648	975,648	
Margin deposit	229,556	229,556	
Interbranch liabilities	6,904	6,904	
Other liabilities	29,623,249	26,897,606	
Non-controlling interest	136,172	82,913	
<b>Total Liabilities</b>	<b>1,025,631,918</b>	<b>1,023,116,203</b>	

(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 securitization framework	Subject to the market risk framework	Not subject to capital requirements or subject to deduction from capital
	23,688,007	-	-	684,961	-
	133,835,129	-	-	36,312,216	-
	17,157,107	-	-	27,162,686	-
	-	1,330,085	-	-	-
	207,584,001	-	37,839	40,498,616	-
	-	79,748	-	-	-
	-	147,066,103	-	-	-
	9,573,834	-	-	7,259,429	-
	627,242,783	-	-	34,592,374	-
	6,248,459	-	-	-	-
	840,099	-	-	-	974,534
	10,133,183	-	155	193,449	-
	(32,467,925)	-	-	(4,672,123)	-
	2,009,736	-	-	-	1,558,557
	(2,009,736)	-	-	-	-
	30,967,928	-	-	22,652	-
	(8,872,199)	-	-	(11,540)	-
	1,578,883	-	-	17	-
	3,834,019	-	-	20,740	5,443,061
	<b>1,031,343,308</b>	<b>148,475,936</b>	<b>37,994</b>	<b>142,063,477</b>	<b>7,976,152</b>
	-	-	-	39,264,225	285,652,812
	-	-	-	17,542,104	481,372,612
	-	-	-	15,657,911	209,171,534
	-	-	-	-	935,221
	-	-	-	-	577
	-	-	-	4,240,497	10,017,194
	-	-	-	-	55,162
	-	-	-	-	77,021
	-	-	-	5,467,344	6,644,294
	-	-	-	-	997,149
	-	-	-	223,703	975,648
	-	-	-	80,361	229,556
	-	-	-	-	6,904
	-	-	-	903,886	26,897,606
	-	-	-	-	82,913
	-	-	-	<b>83,380,031</b>	<b>1,023,116,203</b>



### 3. General - Differences between carrying value in accordance with Indonesian Financial Accounting Standards with exposure value in accordance with Financial Services Authority (L12) - as of December 31, 2021

(in million Rupiah)

	Total	a	b	c	d	e
		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 L11)	1,321,920,715	1,031,343,308	148,475,936	37,994	142,063,477
2	Liabilities carrying value amount under regulatory scope of consolidation (as per template L11)	1,023,116,203	-	-	-	83,380,031
3	Total net amount under regulatory scope of consolidation	298,804,512	1,031,343,308	148,475,936	37,994	58,683,446
4	Off-balance sheet amounts	378,556,874	74,914,360	-	-	1,732,610
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	-	-	-	-	-
	<b>Exposure amounts considered for regulatory purposes</b>	<b>202,278,609</b>	<b>1,031,343,308</b>	<b>148,475,936</b>	<b>37,994</b>	<b>58,683,446</b>

### 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, 2021

No.	Component	Amount (in million Rupiah)		Reference from Consolidated Statements of Financial Position
		Individual	Consolidated	
<b>Common Equity Tier 1 Capital: Instruments and Reserves</b>				
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	172,491,234	179,627,598	i
3.	Accumulated other comprehensive income (and other reserves)	17,992,627	18,508,725	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.	<b>Common Equity Tier 1 capital before regulatory adjustments</b>	<b>197,736,167</b>	<b>205,388,629</b>	
<b>Common Equity Tier 1 capital: Regulatory Adjustments</b>				
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)	(411,074)	(444,943)	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	(1,250,771)	(1,298,081)	
c.	Deferred tax asset	(5,261,251)	(5,443,061)	d
d.	Investments in shares of stock	(9,653,544)	(974,534)	
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.	<b>Total regulatory adjustments to Common equity Tier 1</b>	<b>(16,576,640)</b>	<b>(9,274,233)</b>	
29.	<b>Common Equity Tier 1 capital (CET1)</b>	<b>181,159,527</b>	<b>196,114,396</b>	

## 5. Capital - Composition of Capital (CC1) - as of December 31, 2021

No.	Component	Amount (in million Rupiah)		Reference from Consolidated Statements of Financial Position
		Individual	Consolidated	
<b>Additional Tier 1 capital: instruments</b>				
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.	<b>Additional Tier 1 capital before regulatory adjustments</b>	-	-	
<b>Additional Tier 1 capital: regulatory adjustments</b>				
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.	<b>Total regulatory adjustments to Additional Tier 1 capital</b>	-	-	
44.	<b>Additional Tier 1 capital (AT1)</b>	-	-	
45.	<b>Tier 1 capital (T1 = CET 1 + AT 1)</b>	<b>181,159,527</b>	<b>196,114,396</b>	
<b>Tier 2 capital: instruments and provisions</b>				
46.	Directly issued qualifying Tier 2 instruments plus related stock surplus	376,750	376,750	
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.	General allowance for losses on earning assets that must be calculated with a maximum amount of 1.25% of RWA for Credit Risk	6,968,795	7,130,075	
51.	<b>Tier 2 capital before regulatory adjustments</b>	<b>7,345,545</b>	<b>7,506,825</b>	
<b>Tier 2 capital: regulatory adjustments</b>				
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	

## 5. Capital - Composition of Capital (CC1) - as of December 31, 2021

No.	Component	Amount (in million Rupiah)		Reference from Consolidated Statements of Financial Position
		Individual	Consolidated	
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.	<b>Total regulatory adjustments to Tier 2 capital</b>			
58.	<b>Tier 2 capital (T2)</b>	<b>7,345,545</b>	<b>7,506,825</b>	
59.	<b>Total capital (TC = T1 + T2)</b>	<b>188,505,072</b>	<b>203,621,221</b>	
60.	<b>Total risk weighted assets</b>	<b>734,522,161</b>	<b>758,288,767</b>	
	<b>Capital ratios and buffers</b>			
61.	<b>Common Equity Tier 1 (as a percentage of risk weighted assets)</b>	<b>24.66%</b>	<b>25.86%</b>	
62.	<b>Tier 1 (as a percentage of risk weighted assets)</b>	<b>24.66%</b>	<b>25.86%</b>	
63.	<b>Total capital (as a percentage of risk weighted assets)</b>	<b>25.66%</b>	<b>26.85%</b>	
64.	<b>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)</b>	<b>5.00%</b>	<b>5.00%</b>	
65.	Capital conservation buffer requirement	2.50%	2.50%	
66.	Bank specific countercyclical buffer requirement	0.00%	0.00%	
67.	Higher loss absorbency requirement	2.50%	2.50%	
68.	<b>Common Equity Tier 1 available to meet buffers (as a percentage of risk weighted assets)</b>	<b>15.67%</b>	<b>16.86%</b>	
	<b>National minimal (if different from Basel 3)</b>			
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	
	<b>Amounts below the thresholds for deduction (before risk weighting)</b>			
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	
	<b>Applicable caps on the inclusion of provisions in Tier 2</b>			
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	
	<b>Capital instruments subject to phase-out arrangements (only applicable between 1 Jan 2018 and 1 Jan 2022)</b>			
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 AT 1 included phase out 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, 2020**

No.	Component	Amount (in million Rupiah)		Reference from Consolidated Statements of Financial Position
		Individual	Consolidated	
<b>Common Equity Tier 1 Capital: Instruments and Reserves</b>				
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.	<b>Common Equity Tier 1 capital before regulatory adjustments</b>	<b>180,983,990</b>	<b>188,754,744</b>	
<b>Common Equity Tier 1 capital: Regulatory Adjustments</b>				
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	

## 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	
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	-	-	
	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.	<b>Total regulatory adjustments to Common equity Tier 1</b>	<b>(13,482,295)</b>	<b>(8,809,263)</b>	
29.	<b>Common Equity Tier 1 capital (CET1)</b>	<b>167,501,695</b>	<b>179,945,481</b>	
	<b>Additional Tier 1 capital: instruments</b>			
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.	<b>Additional Tier 1 capital before regulatory adjustments</b>	<b>-</b>	<b>-</b>	
	<b>Additional Tier 1 capital: regulatory adjustments</b>			
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.	<b>Total regulatory adjustments to Additional Tier 1 capital</b>	<b>-</b>	<b>-</b>	
44.	<b>Additional Tier 1 capital (AT1)</b>	<b>-</b>	<b>-</b>	
45.	<b>Tier 1 capital (T1 = CET 1 + AT 1)</b>	<b>167,501,695</b>	<b>179,945,481</b>	

## 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	
<b>Tier 2 capital: instruments and provisions</b>				
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.	General allowance for losses on earning assets that must be calculated with a maximum amount of 1.25% of RWA for Credit Risk	6,385,674	6,544,667	
51.	<b>Tier 2 capital before regulatory adjustments</b>	<b>6,849,424</b>	<b>7,008,417</b>	
<b>Tier 2 capital: regulatory adjustments</b>				
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.	<b>Total regulatory adjustments to Tier 2 capital</b>			
58.	<b>Tier 2 capital (T2)</b>	<b>6,849,424</b>	<b>7,008,417</b>	
59.	<b>Total capital (TC = T1 + T2)</b>	<b>174,351,119</b>	<b>186,953,898</b>	
60.	<b>Total risk weighted assets</b>	<b>674,968,017</b>	<b>695,143,985</b>	
<b>Capital ratios and buffers</b>				
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)	5.00%	5.00%	
65.	Capital conservation buffer requirement	2.50%	2.50%	
66.	Bank specific countercyclical buffer requirement	0.00%	0.00%	
67.	Higher loss absorbency requirement	2.50%	2.50%	
68.	<b>Common Equity Tier 1 available to meet buffers (as a percentage of risk weighted assets)</b>	<b>15.84%</b>	<b>16.90%</b>	

## 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	
<b>National minimal (if different from Basel 3)</b>				
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	
<b>Amounts below the thresholds for deduction (before risk weighting)</b>				
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	
<b>Applicable caps on the inclusion of provisions in Tier 2</b>				
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	
<b>Capital instruments subject to phase-out arrangements (only applicable between 1 Jan 2018 and 1 Jan 2022)</b>				
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 AT 1 included phase out 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, 2021

					(in million Rupiah)
No.	Accounts	Published Statements of Financial Position		Consolidated Statements of Financial Position Under Regulatory Scope of Consolidation as of December 31, 2021	Reference
		Individual	Consolidated		
<b>ASSETS</b>					
1.	Cash	23,607,364	23,615,635	23,615,568	
2.	Placement to Bank Indonesia	133,302,108	135,020,049	135,020,049	
3.	Interbank placement	28,114,587	29,523,621	28,794,972	
4.	Spot and derivative/forward receivables	1,330,085	1,330,085	1,330,085	
5.	Securities	222,804,896	231,066,100	228,917,929	
6.	Securities sold under repurchase agreement (repo)	-	79,748	79,748	
7.	Claims on securities bought under reverse repo	145,529,001	147,066,103	147,066,103	
8.	Acceptance receivables	11,460,314	11,460,314	11,460,314	
9.	Loans and financing	620,640,134	630,653,079	630,653,079	
10.	Sharia financing	-	6,248,459	6,248,459	
11.	Equity investment	10,193,904	1,811,817	1,811,817	
12.	Other financial assets	9,768,580	10,133,553	10,133,553	
13.	Impairment on financial assets -/-	(33,016,176)	(34,093,869)	(34,093,869)	
	a. Securities	(196,218)	(209,381)	(209,381)	
	b. Loans and Sharia financing	(32,189,591)	(33,238,656)	(33,238,656)	
	c. Others	(630,367)	(645,832)	(645,832)	
14.	Intangible assets	2,270,402	3,605,958	3,568,293	
	Goodwill	-	1,158,201	1,157,121	a
	Mortgage servicing rights	-	-	-	b
	Other intangibles (excluding Mortgage servicing rights)	2,270,402	2,447,757	2,411,172	c
	Accumulated amortization on intangible asset -/-	(1,859,328)	(2,023,666)	(2,009,736)	
	Goodwill	-	(43,512)	(43,507)	a
	Mortgage servicing rights	-	-	-	b
	Other intangibles (excluding Mortgage servicing rights)	(1,859,328)	(1,980,154)	(1,966,229)	c
15.	Fixed assets and equipment	29,940,202	31,108,373	30,969,280	
	Accumulated depreciation on fixed assets and equipment -/-	(8,481,767)	(8,939,074)	(8,867,880)	
16.	Non productive asset	1,338,993	1,523,208	1,523,208	
	a. Abandoned property	38,893	54,501	54,501	
	b. Foreclosed accounts	1,233,051	1,401,658	1,401,658	
	c. Suspense accounts	13,967	13,967	13,967	
	d. Interbranch assets	53,082	53,082	53,082	
17.	Other assets	8,548,500	9,500,284	9,173,840	
	Deferred tax assets	5,261,251	5,525,516	5,443,061	d
	<b>TOTAL ASSETS</b>	<b>1,205,491,799</b>	<b>1,228,344,680</b>	<b>1,225,394,812</b>	

## 6. Capital - Reconciliation of Capital (CC2) - as of December 31, 2021

(in million Rupiah)

No.	Accounts	Published Statements of Financial Position as of December 31, 2021		Consolidated Statements of Financial Position Under Regulatory Scope of Consolidation as of December 31, 2021	Reference
		Individual	Consolidated		
	<b>LIABILITIES AND EQUITIES</b>				
	<b>LIABILITIES</b>				
1.	Current account	284,639,503	285,639,525	285,652,812	
2.	Saving account	479,404,641	481,372,612	481,372,612	
3.	Time deposit	202,939,420	208,936,634	209,171,534	
4.	Electronic money	935,221	935,221	935,221	
5.	Liabilities to Bank Indonesia	577	577	577	
6.	Interbank liabilities	10,039,091	10,017,194	10,017,194	
7.	Spot and derivative/forward liabilities	55,162	55,162	55,162	
8.	Liabilities on securities sold under repurchase agreement	-	77,021	77,021	
9.	Acceptance liabilities	6,644,294	285,639,525	6,644,294	
10.	Issued securities	500,000	481,372,612	997,149	
11.	Loans/financing received	417	208,936,634	975,648	
	Recognized in AT 1	-	935,221	-	e
	Not recognized in capital	417	577	975,648	
12.	Margin deposit	229,304	10,017,194	229,556	
13.	Interbranch liabilities	6,904	55,162	6,904	
14.	Other liabilities	25,385,703	29,623,249	26,897,606	
15.	Non-controlling interest	-	136,172	82,913	
	<b>TOTAL LIABILITIES</b>	<b>1,010,780,237</b>	<b>1,025,631,918</b>	<b>1,023,116,203</b>	

## 6. Capital - Reconciliation of Capital (CC2) - as of December 31, 2021

(in million Rupiah)

No.	Accounts	Published Statements of Financial Position as of December 31, 2021		Consolidated Statements of Financial Position Under Regulatory Scope of Consolidation as of December 31, 2021	Reference
		Individual	Consolidated		
16.	<b>EQUITIES</b>				
	Paid in capital	1,540,938	1,540,938	1,540,938	
	a. Capital	5,500,000	11,500,000	11,500,000	
	a.1. amount eligible for CET 1	5,500,000	11,500,000	11,500,000	f
	a.2. amount eligible for AT 1	-	-	-	g
	b. Unpaid capital -/-	(3,959,062)	(9,959,062)	(9,959,062)	
	b.1. amount eligible for CET 1	(3,959,062)	(9,959,062)	(9,959,062)	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	12,455,457	13,023,485	12,978,971	
	a. Gains	15,480,062	16,042,726	15,997,545	
	b. Losses -/-	(3,024,605)	(3,019,241)	(3,018,574)	
19.	Reserves	2,512,565	2,512,565	2,512,565	h
	a. General reserves	2,512,565	2,512,565	2,512,565	
	b. Appropriated reserves	-	-	-	
20.	Gain/loss	172,491,234	180,086,797	179,627,598	
	a. Previous years	154,811,304	162,396,977	162,072,686	
	a.1. Gain/Loss previous years	154,811,304	162,396,977	162,072,686	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	31,412,770	31,422,660	31,287,752	
	b. 1. Gain/Loss current year	31,412,770	31,422,660	31,287,752	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 -/-	(13,732,840)	(13,732,840)	(13,732,840)	i
	<b>TOTAL EQUITIES</b>	<b>194,711,562</b>	<b>202,712,762</b>	<b>202,278,609</b>	
	<b>TOTAL LIABILITIES AND EQUITIES</b>	<b>1,205,491,799</b>	<b>1,228,344,680</b>	<b>1,225,394,812</b>	

## 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 as of December 31, 2021	Reference
		Individual	Consolidated		
	<b>ASSETS</b>				
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
	<b>TOTAL ASSETS</b>	<b>1,056,362,108</b>	<b>1,075,570,256</b>	<b>1,073,371,738</b>	

## 6. Capital - Reconciliation of Capital (CC2) - as of December 31, 2020

(in million Rupiah)

No.	Accounts	Published Statements of Financial Position as of December 31, 2020		Consolidated Statements of Financial Position Under Regulatory Scope of Consolidation as of December 31, 2021	Reference
		Individual	Consolidated		
	<b>LIABILITIES AND EQUITIES</b>				
	<b>LIABILITIES</b>				
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	
	<b>TOTAL LIABILITIES</b>	<b>879,758,243</b>	<b>890,973,930</b>	<b>889,078,485</b>	

## 6. Capital - Reconciliation of Capital (CC2) - as of December 31, 2020

(in million Rupiah)

No.	Accounts	Published Statements of Financial Position as of December 31, 2020		Consolidated Statements of Financial Position Under Regulatory Scope of Consolidation as of December 31, 2021	Reference
		Individual	Consolidated		
16.	<b>EQUITIES</b>				
	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
	<b>TOTAL EQUITIES</b>	<b>176,603,865</b>	<b>184,596,326</b>	<b>184,293,253</b>	
	<b>TOTAL LIABILITIES AND EQUITIES</b>	<b>1,056,362,108</b>	<b>1,075,570,256</b>	<b>1,073,371,738</b>	

**7. Capital - Main Features of Capital and TLAC - Eligible Instruments (CCA) - as of December 31, 2021**

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****)	12.5	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.

\*\*\*\*\*) Figure has been adjusted following a 1:5 stock split on 15 October 2021

## 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.



**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, 2021	
1	Total assets on the balance sheet in published financial statements. (Gross value before deducting impairment provision).		1,238,507,975
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 Otoritas Jasa Keuangan.		-
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 this OJK's regulation.		-
8	Adjustment to exposure of derivative transaction.		2,209,474
9	Adjustment to exposure of Securities Financing Transaction (SFT) as example: reverse repo transaction.		23,021,654
10	Adjustment to exposure of Off Balance Sheet transaction that already multiply with Credit Conversion Factor.		105,909,623
11	Prudent valuation adjustments in form of capital deduction factor and impairment.		(51,581,018)
12	Other adjustments		-
13	<b>Total Exposure in Leverage Ratio Calculation</b>		<b>1,318,067,708</b>

**B. Leverage Ratio Calculation Report**

(in million Rupiah)

No.	Information	Period	
		31 December 2021	30 September 2021
<b>On-Balance Sheet Exposure</b>			
1	On-balance sheet exposure including collateral, but excluding derivatives and securities financing transaction (SFTs) (gross value before deducting impairment provisions)	1,091,648,889	1,052,317,605
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)	(33,016,176)	(32,815,025)
6	(Asset amounts deducted in determining Basel III Tier 1 capital and regulatory adjustments)	(15,325,869)	(15,330,498)
7	<b>Total On-Balance Sheet Exposure</b> Sum of rows 1 to 6	<b>1,043,306,844</b>	<b>1,004,172,082</b>
<b>Derivative Exposure</b>			
8	Replacement cost associated with all derivatives transactions (where applicable net of eligible cash variation margin and/or with bilateral netting)	1,862,119	1,338,950
9	Add on amounts for PFE associated with all derivatives transactions.	1,677,440	2,136,555
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	<b>Total Derivative Exposure</b> Sum of rows 8 to 12	<b>3,539,559</b>	<b>3,475,505</b>

## B. Leverage Ratio Calculation Report

(in million Rupiah)

No.	Information	Period	
		31 December 2021	30 September 2021
<b>Securities Financing Transaction (SFT) Exposure</b>			
14	Gross SFT Assets.	145,529,001	128,391,369
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.	23,021,654	21,204,030
17	Agent transaction exposures.	-	-
18	<b>Total SFT Exposure</b>	<b>168,550,655</b>	<b>149,595,399</b>
	Sum of rows 14 to 17		
<b>Other Off-Balance Sheet Exposure</b>			
19	Off-balance sheet exposure at gross notional amount. (gross value before deducting impairment provision)	303,472,390	291,818,066
20	(Adjustment from the result of multiplying commitment payable or contingent payables with credit conversion factor and deducted with impairment provision)	(197,562,767)	(190,889,148)
21	(Impairment provision for off balance sheet inline with accounting standard)	(3,238,973)	(3,431,190)
22	<b>Total Other Off-Balance Sheet Exposure</b>	<b>102,670,650</b>	<b>97,497,728</b>
	Sum of rows 19 to 21		
<b>Capital and Total Exposure</b>			
23	<b>Tier 1 Capital</b>	<b>181,159,527</b>	<b>176,783,099</b>
24	<b>Total Exposure</b>	<b>1,318,067,708</b>	<b>1,254,740,714</b>
	Sum of rows 7,13,18,22		
<b>Leverage Ratio</b>			
25	<b>Leverage ratio (including the impact of any applicable temporary exemption of central bank reserves)</b>	<b>13.74%</b>	<b>14.09%</b>
25a	Leverage ratio (excluding the impact of any applicable temporary exemption of central bank reserves)	13.74%	14.09%
26	National Minimum Leverage Ratio Requirement	3.00%	3.00%
27	Applicable Leverage Buffer	N/A	N/A
<b>Disclosures of Mean Values</b>			
28	Mean value of gross SFT assets, after adjustment for sale accounting transactions and netted of amounts of associated cash payables and cash receivables.	154,355,670	161,881,110
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.	145,529,001	128,391,369
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.	1,326,894,377	1,288,230,455
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.	1,326,894,377	1,288,230,455
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.	13.65%	13.72%
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.	13.65%	13.72%

**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, 2021	
1	Total assets on the balance sheet in published financial statements. (Gross value before deducting impairment provision).		1,262,438,549
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)		(2,949,868)
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.		2,209,474
9	Adjustment to exposure of Securities Financing Transaction (SFT) as example: reverse repo transaction.		24,558,933
10	Adjustment to exposure of Off Balance Sheet transaction that already multiply with Credit Conversion Factor.		105,969,374
11	Prudent valuation adjustments in form of capital deduction factor and impairment.		(45,307,916)
12	Other adjustments		-
13	<b>Total Exposure in Leverage Ratio Calculation</b>		<b>1,346,918,546</b>

**B. Leverage Ratio Calculation Report**

(in million Rupiah)

No.	Information	Period	
		31 December 2021	30 September 2021
<b>On-Balance Sheet Exposure</b>			
1	On-balance sheet exposure including collateral, but excluding derivatives and securities financing transaction (SFTs) (gross value before deducting impairment provisions)	1,111,012,745	1,068,801,846
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)	(34,092,593)	(33,848,796)
6	(Asset amounts deducted in determining Basel III Tier 1 capital and regulatory adjustments)	(7,976,152)	(7,978,481)
7	<b>Total On-Balance Sheet Exposure</b> Sum of rows 1 to 6	<b>1,068,944,000</b>	<b>1,026,974,569</b>
<b>Derivative Exposure</b>			
8	Replacement cost associated with all derivatives transactions (where applicable net of eligible cash variation margin and/or with bilateral netting)	1,862,119	1,338,950
9	Add on amounts for PFE associated with all derivatives transactions.	1,677,440	2,136,555
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	<b>Total Derivative Exposure</b> Sum of rows 8 to 12	<b>3,539,559</b>	<b>3,475,505</b>

## B. Leverage Ratio Calculation Report

(in million Rupiah)

No.	Information	Period	
		31 December 2021	30 September 2021
<b>Securities Financing Transaction (SFT) Exposure</b>			
14	Gross SFT Assets.	147,144,575	130,467,224
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.	24,560,209	23,236,426
17	Agent transaction exposures.	-	-
18	<b>Total SFT Exposure</b>	<b>171,704,784</b>	<b>153,703,650</b>
	Sum of rows 14 to 17		
<b>Other Off-Balance Sheet Exposure</b>			
19	Off-balance sheet exposure at gross notional amount. (gross value before deducting impairment provision)	304,504,018	293,014,549
20	(Adjustment from the result of multiplying commitment payable or contingent payables with credit conversion factor and deducted with impairment provision)	(198,534,644)	(191,938,250)
21	(Impairment provision for off balance sheet inline with accounting standard)	(3,239,171)	(3,431,660)
22	<b>Total Other Off-Balance Sheet Exposure</b>	<b>102,730,203</b>	<b>97,644,639</b>
	Sum of rows 19 to 21		
<b>Capital and Total Exposure</b>			
23	<b>Tier 1 Capital</b>	196,114,396	191,283,174
24	<b>Total Exposure</b>	<b>1,346,918,546</b>	<b>1,281,798,363</b>
	Sum of rows 7,13,18,22		
<b>Leverage Ratio</b>			
25	<b>Leverage ratio (including the impact of any applicable temporary exemption of central bank reserves)</b>	<b>14.56%</b>	<b>14.92%</b>
25a	Leverage ratio (excluding the impact of any applicable temporary exemption of central bank reserves)	14.56%	14.92%
26	National Minimum Leverage Ratio Requirement	3.00%	3.00%
27	Applicable Leverage Buffer	N/A	N/A
<b>Disclosures of Mean Values</b>			
28	Mean value of gross SFT assets, after adjustment for sale accounting transactions and netted of amounts of associated cash payables and cash receivables.	155,289,862	162,451,820
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.	147,144,575	130,467,224
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.	1,355,063,833	1,313,782,959
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.	1,355,063,833	1,313,782,959
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.	14.47%	14.56%
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.	14.47%	14.56%

## 11.a. Disclosure of Net Receivables by Region - Bank Only

(in million Rupiah)

No.	Portfolio Category	Period of December 31, 2021				
		Net Receivables by Region				
		Sumatra	Java	Kalimantan	Eastern Indonesia	Total
(1)	(2)	(3)	(4)	(5)	(6)	(7)
1	Receivables on sovereigns	-	459,436,433	-	-	459,436,433
2	Receivables on public sector entities	-	44,938,662	68,982	-	45,007,644
3	Receivables on multilateral development banks and international institutions	-	-	-	-	-
4	Receivables on banks	150,780	73,419,688	31,377	62,011	73,663,856
5	Loans secured by residential property	2,619,385	42,353,044	957,259	2,466,323	48,396,011
6	Loans secured by commercial real estate	1,724,850	20,216,656	210,358	544,287	22,696,151
7	Employee/retired loans	-	-	-	-	-
8	Receivables on micro, small business & retail portfolio	2,331,925	52,340,068	804,786	1,439,855	56,916,634
9	Receivables on corporate	25,937,964	473,376,534	10,594,259	16,074,915	525,983,672
10	Past due receivables	164,795	2,500,463	33,207	83,776	2,782,241
11	Other assets	3,791,044	47,404,836	1,276,096	2,423,425	54,810,095,401
	<b>Total</b>	<b>36,720,743</b>	<b>1,215,986,384</b>	<b>13,976,324</b>	<b>23,094,592</b>	<b>1,289,778,043</b>

## 11.a. Disclosure of Net Receivables by Region - Bank Only

(in million Rupiah)

No.	Portfolio Category	Period of December 31, 2020				
		Net Receivables by Region				
		Sumatra	Java	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
	<b>Total</b>	<b>34,385,541</b>	<b>1,067,107,216</b>	<b>11,823,648</b>	<b>21,917,342</b>	<b>1,135,233,747</b>

## 11.b. Credit Risk - Disclosure of Net Receivables by Region - Consolidated

(in million Rupiah)

No.	Portfolio Category	Period of December 31, 2021					
		Net Receivables by Region					
		Sumatra	Java	Kalimantan	Eastern Indonesia	Foreign Operation	Total
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
1	Receivables on sovereigns	-	466,528,656	-	-	321,885	466,850,541
2	Receivables on public sector entities	-	45,472,890	68,982	-	-	45,541,872
3	Receivables on multilateral development banks and international institutions	-	-	-	-	-	-
4	Receivables on banks	150,780	74,083,035	31,377	62,011	49,439	74,376,642
5	Loans secured by residential property	2,622,588	42,535,539	957,259	2,466,323	-	48,581,709
6	Loans secured by commercial real estate	1,726,554	20,493,495	210,358	544,287	-	22,974,694
7	Employee/retired loans	-	277,746	-	-	-	277,746
8	Receivables on micro, small business & retail portfolio	2,336,811	60,646,460	804,786	1,439,855	-	65,227,912
9	Receivables on corporate	26,213,063	480,939,462	10,594,259	16,074,915	552,329	534,374,028
10	Past due receivables	164,794	2,569,597	33,207	83,776	-	2,851,374
11	Other assets	3,791,044	48,710,996	1,276,096	2,423,425	40,470	56,242,031
	<b>Total</b>	<b>37,005,634</b>	<b>1,242,257,876</b>	<b>13,976,324</b>	<b>23,094,592</b>	<b>964,123</b>	<b>1,317,298,549</b>

## 11.b. Credit Risk - Disclosure of Net Receivables by Region - Consolidated

(in million Rupiah)

No.	Portfolio Category	Period of December 31, 2020					
		Net Receivables by Region					
		Sumatra	Java	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
	<b>Total</b>	<b>34,635,444</b>	<b>1,087,877,376</b>	<b>11,823,648</b>	<b>21,917,342</b>	<b>884,173</b>	<b>1,157,137,983</b>

## 12.a. Credit Risk - Disclosure of Net Receivables by Contractual Maturity - Bank Only

(in million Rupiah)

No.	Portfolio Category	Period of December 31, 2021					
		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	313,226,662	53,010,913	43,584,558	49,106,635	507,665	459,436,433
2	Receivables on public sector entities	17,285,540	5,423,856	8,978,757	6,480,407	6,839,084	45,007,644
3	Receivables on multilateral development banks and international institutions	-	-	-	-	-	-
4	Receivables on banks	58,488,890	12,649,343	668,074	-	1,857,549	73,663,856
5	Loans secured by residential property	1,051,997	6,829,734	9,149,947	30,944,433	419,900	48,396,011
6	Loans secured by commercial real estate	2,447,203	2,096,175	3,284,784	12,709,276	2,158,713	22,696,151
7	Employee/retired loans	-	-	-	-	-	-
8	Receivables on micro, small business & retail portfolio	6,309,562	19,716,709	16,938,988	9,885,601	4,065,774	56,916,634
9	Receivables on corporate	244,189,082	59,698,702	65,861,745	118,967,086	37,267,057	525,983,672
10	Past due receivables	1,081	7,102	23,624	126,646	2,623,788	2,782,241
11	Other assets	-	-	-	-	54,895,401	54,895,401
	<b>Total</b>	<b>643,000,017</b>	<b>159,432,534</b>	<b>148,490,477</b>	<b>228,220,084</b>	<b>110,634,931</b>	<b>1,289,778,043</b>

## 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
	<b>Total</b>	<b>571,597,494</b>	<b>135,881,522</b>	<b>128,831,304</b>	<b>214,202,065</b>	<b>84,721,362</b>	<b>1,135,233,747</b>

## 12.b. Credit Risk - Disclosure of Net Receivables by Contractual Maturity - Consolidated

(in million Rupiah)

No.	Portfolio Category	Period of December 31, 2021					
		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	319,558,923	53,142,820	44,253,757	49,252,593	642,448	466,850,541
2	Receivables on public sector entities	17,346,484	5,607,968	9,117,685	6,630,651	6,839,084	45,541,872
3	Receivables on multilateral development banks and international institutions	-	-	-	-	-	-
4	Receivables on banks	59,172,193	12,678,811	668,089	-	1,857,549	74,376,642
5	Loans secured by residential property	1,143,476	6,838,026	9,158,840	31,021,467	419,900	48,581,709
6	Loans secured by commercial real estate	2,494,530	2,118,914	3,294,210	12,908,327	2,158,713	22,974,694
7	Employee/retired loans	9,441	59,037	63,218	146,050	-	277,746
8	Receivables on micro, small business & retail portfolio	8,034,413	24,360,313	19,087,744	10,009,895	3,735,547	65,227,912
9	Receivables on corporate	247,944,765	60,748,927	68,201,304	120,211,975	37,267,057	534,374,028
10	Past due receivables	15,909	36,799	45,857	129,022	2,623,787	2,851,374
11	Other assets	8,988	1,670	-	-	56,231,373	56,242,031
	<b>Total</b>	<b>655,729,122</b>	<b>165,593,285</b>	<b>153,890,704</b>	<b>230,309,980</b>	<b>111,775,458</b>	<b>1,317,298,549</b>

## 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
	<b>Total</b>	<b>582,763,979</b>	<b>140,537,866</b>	<b>132,157,701</b>	<b>216,008,316</b>	<b>85,670,121</b>	<b>1,157,137,983</b>



## 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)
	<b>As of December 31, 2021</b>					
1	Agriculture, hunting, and forestry	-	1,092,003	-	-	-
2	Fishery	-	-	-	-	-
3	Mining and quarrying	-	951,634	-	-	-
4	Manufacturing	-	3,337,293	-	-	-
5	Electricity, gas, and water	-	7,461,833	-	-	-
6	Construction	-	3,970,338	-	-	-
7	Wholesale and retail trading	-	-	-	-	-
8	Hotel and food & beverage	-	-	-	-	-
9	Transportation, warehousing, and communications	-	9,269,104	-	-	-
10	Financial intermediary	2,504,268	9,786,974	-	73,663,856	-
11	Real estate, rental, and business services	-	-	-	-	-
12	Public administration, defense, and compulsory social security	456,924,500	-	-	-	-
13	Education services	-	-	-	-	-
14	Human health and social work activities	-	-	-	-	-
15	Public, socio-culture, entertainment, and other personal services	-	2,763,653	-	-	-
16	Activities of households as employers	-	-	-	-	-
17	International institution and other extra international agencies	-	-	-	-	-
18	Undefined activities	-	-	-	-	-
19	Non business field	-	-	-	-	48,395,787
20	Others	7,665	6,374,812	-	-	224
	<b>Total</b>	<b>459,436,433</b>	<b>45,007,644</b>	<b>-</b>	<b>73,663,856</b>	<b>48,396,011</b>

(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)
	-	-	202,173	35,171,629	11,403	-
	-	-	42,746	1,000,654	1,527	-
	-	-	26,604	1,598,316	11,010	-
	-	-	1,030,712	152,311,321	599,025	-
	-	-	7,529	5,890,910	10,377	-
	286,071	-	249,303	26,271,310	66,981	-
	-	-	5,467,780	134,954,579	642,172	-
	-	-	233,782	13,396,376	492,264	-
	-	-	309,817	38,920,063	60,561	80
	-	-	37,685	21,260,482	1,669	538,722
	22,410,080	-	432,953	8,916,582	136,550	-
	-	-	-	-	-	-
	-	-	42,624	1,037,197	1,037	-
	-	-	105,273	4,735,791	809	-
	-	-	367,398	3,345,783	27,410	-
	-	-	-	-	-	-
	-	-	181	1,460	-	-
	-	-	-	273	-	-
	-	-	37,332,192	27,438,492	685,833	-
	-	-	11,027,882	49,732,454	33,613	54,356,599
	<b>22,696,151</b>	-	<b>56,916,634</b>	<b>525,983,672</b>	<b>2,782,241</b>	<b>54,895,401</b>

## 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)
	<b>As of December 31, 2020</b>					
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	Real estate, rental, and business services	-	-	-	-	-
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	-	-	-
	<b>Total</b>	<b>366,054,431</b>	<b>31,945,907</b>	<b>-</b>	<b>70,135,140</b>	<b>49,975,580</b>

(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
	<b>21,582,356</b>	-	<b>55,043,021</b>	<b>480,680,652</b>	<b>3,845,718</b>	<b>55,970,942</b>

## 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)
	<b>As of December 31, 2021</b>					
1	Agriculture, hunting, and forestry	-	1,092,002	-	-	-
2	Fishery	-	-	-	-	-
3	Mining and quarrying	-	951,634	-	-	-
4	Manufacturing	-	3,337,293	-	-	90,713
5	Electricity, gas, and water	-	7,561,833	-	-	-
6	Construction	-	3,970,338	-	-	-
7	Wholesale and retail trading	-	-	-	-	-
8	Hotel and food & beverage	-	-	-	-	116
9	Transportation, warehousing, and communications	-	9,269,104	-	-	-
10	Financial intermediary	2,504,269	10,196,115	-	74,376,642	-
11	Real estate, rental, and business services	-	-	-	-	-
12	Public administration, defense and compulsory social security	460,242,822	-	-	-	-
13	Education services	-	25,088	-	-	-
14	Human health and social work activities	-	-	-	-	-
15	Public, socio-culture, entertainment, and other personal services	-	2,763,653	-	-	-
16	Activities of households as employers	-	-	-	-	-
17	International institution and other extra international agencies	-	-	-	-	-
18	Undefined activities	-	-	-	-	-
19	Non business field	-	-	-	-	48,395,787
20	Others	4,103,450	6,374,812	-	-	95,093
	<b>Total</b>	<b>466,850,541</b>	<b>45,541,872</b>	<b>-</b>	<b>74,376,642</b>	<b>48,581,709</b>

(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)
	-	249,570	628,563	35,950,446	16,026	-
	-	-	120,702	1,198,553	2,309	-
	-	-	245,269	1,627,550	12,661	-
	17,400	-	2,960,459	154,103,048	619,958	-
	-	-	7,598	5,890,921	10,377	-
	333,284	-	262,673	26,857,654	67,146	-
	-	-	6,546,082	136,903,271	653,113	-
	-	-	338,970	13,405,100	493,981	-
	49,377	-	576,616	39,213,666	63,194	80
	-	-	681,628	22,563,809	2,754	933,165
	22,572,218	-	948,271	9,624,204	140,800	-
	-	-	395,220	204	3,329	-
	-	-	401,121	1,063,342	3,421	-
	-	-	399,214	4,747,837	2,120	-
	-	-	830,878	3,358,870	32,910	-
	-	-	1,089,079	1,239	944	-
	-	-	181	1,460	-	-
	-	-	668,747	12,631	6,885	-
	-	-	37,332,193	27,438,495	685,833	-
	2,415	28,176	10,794,448	50,411,728	33,613	55,308,786
	<b>22,974,694</b>	<b>277,746</b>	<b>65,227,912</b>	<b>534,374,028</b>	<b>2,851,374</b>	<b>56,242,031</b>

## 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)
	<b>As of December 31, 2020</b>					
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	Real estate, rental, and business services	-	-	-	-	-
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
	<b>Total</b>	<b>371,991,765</b>	<b>32,274,350</b>	<b>-</b>	<b>69,398,761</b>	<b>50,174,839</b>

(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
	<b>22,110,977</b>	<b>323,296</b>	<b>63,209,666</b>	<b>486,570,722</b>	<b>3,942,580</b>	<b>57,141,027</b>



## 14.a. Credit Risk - Disclosure of Receivables and Provisioning by Region - Bank Only

(in million Rupiah)

No.	Description	Period of December 31, 2021				
		Net Receivables by Region				
		Sumatra	Java	Kalimantan	Eastern Indonesia	Total
(1)	(2)	(3)	(4)	(5)	(6)	(7)
1	Receivables	28,543,673	1,120,771,045	11,088,225	18,061,539	1,178,464,482
2	Increased and impaired credit risk receivables (stage 2 and stage 3)	476,894	15,548,483	104,677	587,013	16,717,067
	a. Non past due	168,490	9,496,516	23,115	458,148	10,146,269
	b. Past due	308,404	6,051,967	81,562	128,865	6,570,798
3	Allowance for impairment losses - Stage 1	1,045,376	21,325,205	381,021	674,057	23,425,659
4	Allowance for impairment losses - Stage 2	6,764	414,580	1,178	24,845	447,367
5	Allowance for impairment losses - Stage 3	175,134	8,720,807	49,564	197,645	9,143,150
6	Written-off receivables	181,958	3,167,959	16,729	66,498	3,433,144

## 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				
		Sumatra	Java	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, 2021					
		Net Receivables by Region					
		Sumatra	Java	Kalimantan	Eastern Indonesia	Foreign Operation	Total
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
1	Receivables	28,608,729	1,133,117,114	11,088,225	18,061,539	890,010	1,191,765,617
2	Increased and impaired credit risk receivables (stage 2 and stage 3)	476,894	15,550,943	104,677	587,013	-	16,719,527
	a. Non Past Due	168,490	9,498,976	23,115	458,148	-	10,148,729
	b. Past Due	308,404	6,051,967	81,562	128,865	-	6,570,798
3	Allowance for impairment losses - Stage 1	1,045,877	21,845,046	381,022	674,057	1,551	23,947,553
4	Allowance for impairment losses - Stage 2	7,410	472,632	1,177	24,845	-	506,064
5	Allowance for impairment losses - Stage 3	175,766	8,980,780	49,564	197,645	-	9,403,755
6	Written-off receivables	181,958	3,414,109	16,729	66,498	-	3,679,294

## 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					
		Sumatra	Java	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)
<b>As of December 31, 2021</b>								
1	Agriculture, hunting, and forestry	34,185,867	94,447	25,129	1,232,990	22,510	23,443	6,574
2	Fishery	1,009,807	94,476	2,851	18,182	259	74,093	834
3	Mining and quarrying	1,978,012	490	14,140	45,424	34	3,130	1,098
4	Manufacturing	145,571,726	5,075,873	1,250,073	6,914,196	107,993	3,961,397	739,824
5	Electricity, gas, and water	11,320,800	47	17,423	155,741	1	7,050	122
6	Construction	28,083,111	65,502	135,068	669,998	23,490	69,330	13,232
7	Wholesale and retail trading	124,132,728	1,360,604	1,674,840	5,100,566	96,287	1,614,986	1,444,399
8	Hotel and food & beverage	14,414,466	702,082	1,122,480	1,892,838	7,759	923,100	25,329
9	Transportation, warehousing, and communications	43,263,035	28,873	117,364	956,258	2,499	65,392	23,841
10	Financial intermediary	110,429,367	692,508	3,135	495,219	9,049	396,565	2,432
11	Real estate, rental, and business services	28,928,436	65,993	312,362	3,144,415	4,252	191,909	32,130
12	Public administration, defense, and compulsory social security	457,793,767	-	-	45	-	-	-
13	Education services	989,871	10,967	1,515	18,868	475	478	332
14	Human health and social work activities	4,004,991	13,077	1,080	79,992	259	271	210
15	Public, socio-culture, entertainment, and other personal services	6,331,542	15,958	42,321	1,125,185	1,255	15,954	8,597
16	Activities of households as employee	-	-	-	-	-	-	-
17	International and other extra international institutions	1,640	-	-	4	-	-	-
18	Undefined activities	273	-	-	5	-	-	353
19	Non business field	114,973,363	1,243,840	1,605,445	1,269,229	134,090	1,112,508	784,588
20	Others	51,051,680	681,532	245,572	306,504	37,155	683,544	349,249
	<b>Total</b>	<b>1,178,464,482</b>	<b>10,146,269</b>	<b>6,570,798</b>	<b>23,425,659</b>	<b>447,367</b>	<b>9,143,150</b>	<b>3,433,144</b>

## 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)	
<b>As of December 31, 2020</b>									
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	
	<b>Total</b>	<b>1,023,393,292</b>	<b>4,757,914</b>	<b>8,222,730</b>	<b>20,664,465</b>	<b>788,826</b>	<b>6,122,938</b>	<b>2,682,404</b>	

## 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)
<b>As of December 31, 2021</b>								
1	Agriculture, hunting, and forestry	35,150,778	94,447	25,129	1,260,679	26,330	36,921	13,405
2	Fishery	1,092,643	94,476	2,851	22,290	798	76,253	2,752
3	Mining and quarrying	2,217,699	490	14,140	56,382	885	8,011	4,223
4	Manufacturing	148,664,627	5,075,873	1,250,073	7,021,651	120,351	4,019,468	772,856
5	Electricity, gas, and water	11,320,879	47	17,423	155,742	3	7,050	122
6	Construction	28,438,716	65,502	135,068	675,554	23,629	69,581	16,228
7	Wholesale and retail trading	125,911,397	1,360,604	1,674,840	5,153,912	102,823	1,644,497	1,507,723
8	Hotel and food & beverage	14,535,365	702,082	1,122,480	1,898,435	8,613	927,718	27,981
9	Transportation, warehousing and communications	43,771,711	28,873	117,364	970,912	3,765	72,072	28,212
10	Financial intermediary	104,123,443	692,508	3,135	513,337	9,566	412,514	30,311
11	Real estate, rental, and business services	29,659,552	65,992	312,362	3,172,043	7,745	205,747	40,998
12	Public administration, defense, and compulsory social security	461,524,625	-	-	20,289	2,294	9,448	3,688
13	Education services	1,389,152	10,967	1,515	36,633	2,377	7,562	3,287
14	Human health and social work activities	4,317,899	13,077	1,080	93,750	1,182	4,152	2,259
15	Public, socio-culture, entertainment, and other personal services	6,833,042	15,958	42,321	1,147,478	3,966	31,325	19,073
16	Activities of households as employee	1,249,923	-	-	137,157	16,809	52,844	63,644
17	International and other extra international institutions	1,641	-	-	4	-	-	-
18	Undefined activities	713,471	-	-	32,669	3,024	18,944	8,695
19	Non business field	114,973,366	1,243,840	1,605,445	1,269,229	134,090	1,112,508	784,588
20	Others	55,875,688	683,993	245,572	309,407	37,814	687,140	349,249
	<b>Total</b>	<b>1,191,765,617</b>	<b>10,148,729</b>	<b>6,570,798</b>	<b>23,947,553</b>	<b>506,064</b>	<b>9,403,755</b>	<b>3,679,294</b>

## 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)
<b>As of December 31, 2020</b>								
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
	<b>Total</b>	<b>1,034,789,107</b>	<b>4,771,613</b>	<b>8,222,730</b>	<b>21,305,414</b>	<b>840,386</b>	<b>6,282,057</b>	<b>2,939,827</b>

16.a. Credit Risk - Disclosure on Detail Movements of Allowance for Impairment Losses - Bank Only <sup>\*)</sup>

(in million Rupiah)

No.	Description	Period of December 31, 2021		
		Stage 1	Stage 2	Stage 3
(1)	(2)	(3)	(4)	(5)
1	Beginning balance - allowance for impairment losses <sup>**)</sup>	24,177,921	813,059	6,122,938
2	Additional/reversal allowance for impairment losses during the year (Net)	2,382,605	(367,478)	6,979,553
	2.a Additional allowance for impairment losses during the year			
	2.b Reversal allowance for impairment losses during the year			
3	Allowance for impairment losses used for written off receivables during the year	-	-	(3,881,047)
4	Other additional (reversal) of allowance during the year	43,437	11,443	(27,282)
<b>Ending Balance - Allowance for Impairment Losses</b>		<b>26,603,963</b>	<b>457,024</b>	<b>9,194,162</b>

\*) 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 included

16.a. Credit Risk - Disclosure on Detail Movements of Allowance for Impairment Losses - Bank Only <sup>\*)</sup>

(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 <sup>**)</sup>	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
	2.a Additional allowance for impairment losses during the year			
	2.b Reversal allowance for impairment losses during the year			
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
<b>Ending Balance - Allowance for Impairment Losses</b>		<b>24,177,921</b>	<b>813,059</b>	<b>6,122,938</b>

\*) 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. Credit Risk - Disclosure on Detail Movements of Allowance for Impairment Losses - Consolidated \*)

(in million Rupiah)

No.	Description	Period of December 31, 2021		
		Stage 1	Stage 2	Stage 3
(1)	(2)	(3)	(4)	(5)
1	Beginning balance - allowance for impairment losses **)	24,818,922	864,619	6,282,057
2	Additional/reversal allowance for impairment losses during the year (Net)	2,263,685	(360,342)	7,262,358
	2.a Additional allowance for impairment losses during the year			
	2.b Reversal allowance for impairment losses during the year			
3	Allowance for impairment losses used for written off receivables during the year	-	-	(4,062,365)
4	Other additional (reversal) of allowance during the year	43,448	11,444	(27,283)
<b>Ending Balance - Allowance for Impairment Losses</b>		<b>27,126,055</b>	<b>515,721</b>	<b>9,454,767</b>

\*) 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 included

## 16.b. Credit Risk - Disclosure on Detail Movements of Allowance for Impairment Losses - Consolidated \*)

(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 **)	17,491,098	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
	2.a Additional allowance for impairment losses during the year			
	2.b Reversal allowance for impairment losses during the year			
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
<b>Ending Balance - Allowance for Impairment Losses</b>		<b>24,818,922</b>	<b>864,619</b>	<b>6,282,057</b>

\*) 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. Credit Risk - 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-
(1)	(2)	(3)	(4)	(5)	(6)	(7)
1	Receivables on sovereigns		2,688,136	-	-	42,150,132
2	Receivables on public sector entities		25,383,678	12,234,972	2,083,944	1,691,172
3	Receivables on multilateral development banks and international institutions		-	-	-	-
4	Receivables on banks		13,984,745	16,721,428	23,192,673	3,097,992
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		24,636,799	15,173,142	24,835,905	189,220
10	Past due receivables					
11	Other assets		-			
	<b>Total</b>		<b>66,693,358</b>	<b>44,129,542</b>	<b>50,112,522</b>	<b>47,128,516</b>

(in million Rupiah)

Period of December 31, 2021

## Net Receivables

				Short-Term Rating				Unrated	Total
BB+ to BB-	B+ to B-	Lower than B-	A-1	A-2	A-3	Lower than A-3			
BB+ to BB-	B+ to B-	Lower than B-	F1+ to F1	F2	F3	Lower than F3	Unrated	Total	
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)	Unrated	Total	
[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 idA4	Lower than idA4	Unrated	Total	
(8)	(9)	(10)	(11)	(12)	(13)	(14)			
-	-	-	-	-	-	-	-	414,598,165	459,436,433
-	-	-	-	-	-	-	-	3,613,878	45,007,644
-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	16,667,018	73,663,856
								48,396,011	48,396,011
								22,696,151	22,696,151
								-	-
								56,916,634	56,916,634
1,003	413,597	119,062	-	-	-	-	-	460,614,944	525,983,672
								2,782,241	2,782,241
								54,895,401	54,895,401
1,003	413,597	119,062	-	-	-	-	-	1,081,180,443	1,289,778,043

## 17.a. Credit Risk - 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-
(1)	(2)	(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		-			
	<b>Total</b>		<b>69,910,004</b>	<b>39,897,274</b>	<b>30,578,403</b>	<b>41,119,727</b>

(in million Rupiah)

Period of December 31, 2020

Net Receivables								Unrated	Total	
			Short-Term Rating							
BB+ to BB-	B+ to B-	Lower than B-	A-1	A-2	A-3	Lower than A-3				
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 idA4	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. Credit Risk - 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-
(1)	(2)	(3)	(4)	(5)	(6)	(7)
1	Receivables on sovereigns		2,688,136	-	-	42,472,017
2	Receivables on public sector entities		25,540,138	12,480,013	2,171,157	1,711,599
3	Receivables on multilateral development banks and international institutions		-	-	-	-
4	Receivables on banks		14,461,914	16,774,273	23,198,840	3,127,401
5	Loans secured by residential property		-	-	90,713	-
6	Loans secured by commercial real estate					
7	Employee/retired loans					
8	Receivables on micro, small business & retail portfolio					
9	Receivables on corporate		24,917,429	15,259,942	25,691,965	284,220
10	Past due receivables					
11	Other assets		-			
	<b>Total</b>		<b>67,607,617</b>	<b>44,514,228</b>	<b>51,152,675</b>	<b>47,595,237</b>

(in million Rupiah)

Period of December 31, 2021

## 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 idA4	Lower than idA4			
(8)	(9)	(10)	(11)	(12)	(13)	(14)	(15)	(16)	
-	-	-	-	-	-	-	-	421,690,388	466,850,541
-	-	-	-	-	-	-	-	3,638,965	45,541,872
-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	16,814,214	74,376,642
-	-	-	-	-	-	-	-	48,490,996	48,581,709
								22,974,694	22,974,694
								277,746	277,746
								65,227,912	65,227,912
1,003	413,597	119,062	-	-	-	-	-	467,686,810	534,374,028
								2,851,374	2,851,374
								56,242,031	56,242,031
<b>1,003</b>	<b>413,597</b>	<b>119,062</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,105,895,130</b>	<b>1,317,298,549</b>

## 17.b. Credit Risk - 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-
(1)	(2)	(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		-			
	<b>Total</b>		<b>70,531,422</b>	<b>40,103,552</b>	<b>30,971,114</b>	<b>41,591,525</b>

(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	Unrated	Total	
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)	Unrated	Total	
[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 idA4	Lower than idA4	Unrated	Total	
(8)	(9)	(10)	(11)	(12)	(13)	(14)			
-	-	-	-	-	-	-	-	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. Credit Risk - Disclosure of Net Receivables by Risk Weight after Credit Risk Mitigation - Bank Only

No.	Portfolio Category	Net Receivables after Calculation of			
		0%	20%	25%	
(1)	(2)	(3)	(4)	(5)	
<b>A</b>	<b>Balance Sheet Exposures</b>				
1	Receivables on sovereigns	320,750,348	-	-	
2	Receivables on public sector entities	365,474	33,668,830	-	
3	Receivables on multilateral development banks and international institutions	-	-	-	
4	Receivables on banks	14,326	39,324,879	-	
5	Loans secured by residential property	-	11,243,357	20,036,100	
6	Loans secured by commercial real estate	782,113	1,625		
7	Employee/retired loans	-	-		
8	Receivables on micro, small business & retail portfolio	502,289	196,973		
9	Receivables on corporate	12,639,261	34,979,030		
10	Past due receivable	4,416	1,648		
11	Other assets	23,607,364	-		
	<b>Total Exposures - Balance Sheet</b>	<b>358,665,591</b>	<b>119,416,342</b>	<b>20,036,100</b>	
<b>B</b>	<b>Off Balance Sheet Commitment/Contingency Receivables Exposures</b>				
1	Receivables on sovereigns	500,000	-		
2	Receivables on public sector entities	-	3,949,820		
3	Receivables on multilateral development banks and international institutions	-	-		
4	Receivables on banks	5,575	204,333		
5	Loans secured by residential property	-	99,371	4,243	
6	Loans secured by commercial real estate	29,407	126		
7	Employee/retired loans	-	-		
8	Receivables on micro, small business & retail portfolio	196,179	965		
9	Receivables on corporate	2,132,258	4,820,650		
10	Past due receivable	409	-		
	<b>Total Exposures - Off Balance Sheet</b>	<b>2,863,828</b>	<b>9,075,265</b>	<b>4,243</b>	
<b>C</b>	<b>Counterparty Credit Risk Exposures</b>				
1	Receivables on sovereigns	22,066,604	-		
2	Receivables on public sector entities	-	-		
3	Receivables on multilateral development banks and international institutions	-	-		
4	Receivables on banks	-	955,050		
5	Receivables on micro, small business & retail portfolio	-	-		
6	Receivables on corporate	-	-		
	<b>Total Exposures - Counterparty Credit Risk</b>	<b>22,066,604</b>	<b>955,050</b>	<b>-</b>	
<b>D</b>	<b>Derivative Credit Risk Exposures</b>				
1	Receivables on sovereigns	-	-		
2	Receivables on public sector entities	-	-		
3	Receivables on multilateral development banks and international institutions	-	-		
4	Receivables on banks	-	389,953		
5	Receivables on micro, small business & retail portfolio	-	-		
6	Receivables on corporate	-	-		
7	Credit Valuation Adjustment (CVA risk weighted assets)				
	<b>Total Exposures - Derivative Credit Risk</b>	<b>-</b>	<b>389,953</b>	<b>-</b>	

(in million rupiah)

Period of December 31, 2021

Credit Risk Mitigation Impact							RWA (12)	Capital Charge (13)
35% (6)	50% (7)	75% (8)	100% (9)	150% (10)	Lainnya (11)			
-	-	-	-	-	-	-	-	
-	6,434,039	-	-	-	-	9,950,785	994,083	
-	-	-	-	-	-	-	-	
-	22,344,558	-	-	-	-	19,037,255	1,901,822	
17,012,458	-	-	-	-	-	13,212,057	1,319,884	
-	-	-	19,488,469	-	-	19,488,794	1,946,931	
-	-	-	-	-	-	-	-	
-	282	55,463,125	-	-	-	41,636,880	4,159,524	
-	25,256,189	-	387,273,729	393,715	-	407,488,202	40,708,071	
-	-	-	445,021	2,324,066	-	3,931,449	392,752	
-	-	-	29,997,294	1,290,743	-	31,933,409	3,190,148	
17,012,458	54,035,068	55,463,125	437,204,513	4,008,524	-	546,678,831	54,613,215	
-	-	-	-	-	-	-	-	
-	589,481	-	-	-	-	1,084,704	108,362	
-	-	-	-	-	-	-	-	
-	1,108,122	-	-	-	-	594,928	59,433	
482	-	-	-	-	-	21,104	2,108	
-	-	-	2,394,411	-	-	2,394,436	239,204	
-	-	-	-	-	-	-	-	
-	1	556,653	-	-	-	417,683	41,727	
-	1,747,305	-	56,412,306	139,332	-	58,459,087	5,840,063	
-	-	-	4	6,677	-	10,019	1,001	
482	3,444,909	556,653	58,806,721	146,009	-	62,981,961	6,291,898	
-	-	-	-	-	-	-	-	
-	-	-	-	-	-	-	-	
-	-	-	-	-	-	-	-	
-	-	-	-	-	-	191,010	19,082	
-	-	-	-	-	-	-	-	
-	-	-	-	-	-	-	-	
-	2,929,194	-	-	-	-	1,542,588	154,105	
-	-	167	-	-	-	125	13	
-	-	-	189,897	-	-	189,897	18,971	
-	-	-	-	-	-	138,512	13,837	
-	2,929,194	167	189,897	-	-	1,871,122	186,926	

## 18.a. Credit Risk - Disclosure of Net Receivables by Risk Weight after Credit Risk Mitigation - Bank Only

No.	Portfolio Category	Net Receivables after Calculation of			
		0%	20%	25%	
(1)	(2)	(3)	(4)	(5)	
<b>A</b>	<b>Balance Sheet Exposures</b>				
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	-		
	<b>Total Exposures - Balance Sheet</b>	<b>261,913,745</b>	<b>118,394,323</b>	<b>21,437,254</b>	
<b>B</b>	<b>Off Balance Sheet Commitment/Contingency Receivables Exposures</b>				
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	-	-		
	<b>Total Exposures - Off Balance Sheet</b>	<b>2,679,163</b>	<b>8,704,414</b>	<b>4,815</b>	
<b>C</b>	<b>Counterparty Credit Risk Exposures</b>				
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	-	-		
	<b>Total Exposures - Counterparty Credit Risk</b>	<b>22,507,703</b>	<b>584,316</b>	<b>-</b>	
<b>D</b>	<b>Derivative Credit Risk Exposures</b>				
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)				
	<b>Total Exposures - Derivative Credit Risk</b>	<b>90</b>	<b>440,568</b>	<b>-</b>	

(in million rupiah)

Period of December 31, 2020

Credit Risk Mitigation Impact							RWA	Capital Charge
35%	50%	75%	100%	150%	Lainnya			
(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	
-	-	-	-	-	-	-	-	
-	-	-	-	-	-	-	-	
-	-	-	-	-	-	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. Credit Risk - Disclosure of Net Receivables by Risk Weight after Credit Risk Mitigation - Consolidated

No.	Portfolio Category	Net Receivables after Calculation of			
		0%	20%	25%	
(1)	(2)	(3)	(4)	(5)	
<b>A</b>	<b>Balance Sheet Exposures</b>				
1	Receivables on sovereigns	326,656,534	-	-	
2	Receivables on public sector entities	365,475	34,070,330	-	
3	Receivables on multilateral development banks and international institutions	-	-	-	
4	Receivables on banks	14,326	40,005,486	-	
5	Loans secured by residential property	-	11,268,407	20,162,196	
6	Loans secured by commercial real estate	782,113	1,625	-	
7	Employee/retired loans	-	-	-	
8	Receivables on micro, small business & retail portfolio	502,289	196,973	-	
9	Receivables on corporate	12,639,261	35,539,590	-	
10	Past due receivable	4,415	1,648	-	
11	Other assets	23,615,569	-	-	
	<b>Total Exposures - Balance Sheet</b>	<b>364,579,982</b>	<b>121,084,059</b>	<b>20,162,196</b>	
<b>B</b>	<b>Off Balance Sheet Commitment/Contingency Receivables Exposures</b>				
1	Receivables on sovereigns	500,000	-	-	
2	Receivables on public sector entities	-	3,949,820	-	
3	Receivables on multilateral development banks and international institutions	-	-	-	
4	Receivables on banks	5,575	204,333	-	
5	Loans secured by residential property	-	99,371	4,243	
6	Loans secured by commercial real estate	29,407	126	-	
7	Employee/retired loans	-	-	-	
8	Receivables on micro, small business & retail portfolio	196,179	965	-	
9	Receivables on corporate	2,132,258	4,820,650	-	
10	Past due receivable	409	-	-	
	<b>Total Exposures - Off Balance Sheet</b>	<b>2,863,828</b>	<b>9,075,265</b>	<b>4,243</b>	
<b>C</b>	<b>Counterparty Credit Risk Exposures</b>				
1	Receivables on sovereigns	23,574,526	-	-	
2	Receivables on public sector entities	-	-	-	
3	Receivables on multilateral development banks and international institutions	-	-	-	
4	Receivables on banks	-	957,778	-	
5	Receivables on micro, small business & retail portfolio	-	-	-	
6	Receivables on corporate	-	-	-	
	<b>Total Exposures - Counterparty Credit Risk</b>	<b>23,574,526</b>	<b>957,778</b>	<b>-</b>	
<b>D</b>	<b>Derivative Credit Risk Exposures</b>				
1	Receivables on sovereigns	-	-	-	
2	Receivables on public sector entities	-	-	-	
3	Receivables on multilateral development banks and international institutions	-	-	-	
4	Receivables on banks	-	389,953	-	
5	Receivables on micro, small business & retail portfolio	-	-	-	
6	Receivables on corporate	-	-	-	
7	Credit Valuation Adjustment (CVA risk weighted assets)	-	-	-	
	<b>Total Exposures - Derivative Credit Risk</b>	<b>-</b>	<b>389,953</b>	<b>-</b>	

(in million rupiah)

Period of December 31, 2021							RWA	Capital Charge
Credit Risk Mitigation Impact								
35%	50%	75%	100%	150%	Lainnya			
(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)	
-	-	-	-	-	-	-	-	
-	6,566,766	-	-	-	-	10,097,450	1,008,735	
-	-	-	-	-	-	-	-	
-	22,374,009	-	-	-	-	19,188,102	1,916,891	
17,047,010	-	-	-	-	-	13,260,684	1,324,742	
-	-	-	19,767,012	-	-	19,767,337	1,974,757	
-	277,746	-	-	-	-	138,873	13,873	
-	282	63,771,865	-	-	-	47,868,434	4,782,057	
-	26,112,249	-	394,204,571	393,715	-	414,959,185	41,454,423	
-	-	-	445,922	2,392,299	-	4,034,700	403,067	
-	-	-	31,009,840	1,616,622	-	33,434,774	3,340,134	
17,047,010	55,331,052	63,771,865	445,427,345	4,402,636	-	562,749,539	56,218,679	
-	-	-	-	-	-	-	-	
-	589,481	-	-	-	-	1,084,704	108,362	
-	-	-	-	-	-	-	-	
-	1,108,122	-	-	-	-	594,928	59,433	
482	-	-	-	-	-	21,104	2,108	
-	-	-	2,394,411	-	-	2,394,436	239,204	
-	-	-	-	-	-	-	-	
-	1	559,191	-	-	-	419,586	41,917	
-	1,747,305	-	56,426,019	139,332	-	58,472,801	5,841,433	
-	-	-	4	6,677	-	10,019	1,001	
482	3,444,909	559,191	58,820,434	146,009	-	62,997,578	6,293,458	
-	-	-	-	-	-	-	-	
-	-	-	-	-	-	-	-	
-	-	-	-	-	-	-	-	
-	-	-	-	-	-	191,556	19,136	
-	-	-	-	-	-	-	-	
-	-	-	29,181	-	-	29,181	2,915	
-	-	-	29,181	-	-	220,737	22,051	
-	-	-	-	-	-	-	-	
-	-	-	-	-	-	-	-	
-	2,929,194	-	-	-	-	1,542,588	154,105	
-	-	167	-	-	-	125	13	
-	-	-	189,897	-	-	189,897	18,971	
-	-	-	-	-	-	138,512	13,837	
-	2,929,194	167	189,897	-	-	1,871,122	186,926	

## 18.b. Credit Risk - Disclosure of Net Receivables by Risk Weight after Credit Risk Mitigation - Consolidated

No.	Portfolio Category	Net Receivables after Calculation of			
		0%	20%	25%	
(1)	(2)	(3)	(4)	(5)	
<b>A</b>	<b>Balance Sheet Exposures</b>				
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	-	-	
	<b>Total Exposures - Balance Sheet</b>	<b>267,684,953</b>	<b>119,716,412</b>	<b>21,597,885</b>	
<b>B</b>	<b>Off Balance Sheet Commitment/Contingency Receivables Exposures</b>				
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	-	-	-	
	<b>Total Exposures - Off Balance Sheet</b>	<b>2,679,163</b>	<b>8,704,414</b>	<b>4,815</b>	
<b>C</b>	<b>Counterparty Credit Risk Exposures</b>				
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	-	-	-	
	<b>Total Exposures - Counterparty Credit Risk</b>	<b>22,681,635</b>	<b>584,316</b>	<b>-</b>	
<b>D</b>	<b>Derivative Credit Risk Exposures</b>				
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)				
	<b>Total Exposures - Derivative Credit Risk</b>	<b>90</b>	<b>440,568</b>	<b>-</b>	

(in million rupiah)

Period of December 31, 2020

Credit Risk Mitigation Impact							RWA	Capital Charge
35%	50%	75%	100%	150%	Lainnya			
(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	
-	1,761,807	-	254,962	-	-	1,299,041	129,775	



## 19.a. Credit Risk - Disclosure of Net Receivables and Credit Risk Mitigation Techniques - Bank Only

(in million rupiah)

No.	Portfolio Category	Period of December 31, 2021					Unsecured Portion
		Net Receivables	Collateral	Guarantee	Credit Insurance	Others	
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8) = (3) - [(4)+(5)+(6)+(7)]
<b>A</b>	<b>Balance Sheet Exposures</b>						
1	Receivables on sovereigns	320,750,348	-	-	-		320,750,348
2	Receivables on public sector entities	40,468,343	365,475	-	-		40,102,868
3	Receivables on multilateral development banks and international institutions	-	-	-	-		-
4	Receivables on banks	61,683,763	14,326	-	-		61,669,437
5	Loans secured by residential property	48,291,915	-	-	-		48,291,915
6	Loans secured by commercial real estate	20,272,207	783,738	-	-		19,488,469
7	Employee/retired loans	-	-	-	-		-
8	Receivables on micro, small business & retail portfolio	56,162,669	699,544	-	-		55,463,125
9	Receivables on corporate	460,541,924	14,902,468	-	-		445,639,456
10	Past due receivables	2,775,151	6,064	-	-		2,769,087
11	Other assets	54,895,401	-	-	-		54,895,401
	<b>Total Exposures - Balance Sheet</b>	<b>1,065,841,721</b>	<b>16,771,615</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,049,070,106</b>
<b>B</b>	<b>Off Balance Sheet Commitment/ Contingency Receivables Exposures</b>						
1	Receivables on sovereigns	500,000	-	-	-		500,000
2	Receivables on public sector entities	4,539,301	-	-	-		4,539,301
3	Receivables on multilateral development banks and international institutions	-	-	-	-		-
4	Receivables on banks	1,318,030	5,575	-	-		1,312,455
5	Loans secured by residential property	104,096	-	-	-		104,096
6	Loans secured by commercial real estate	2,423,944	29,533	-	-		2,394,411
7	Employee/retired loans	-	-	-	-		-
8	Receivables on micro, small business & retail portfolio	753,798	197,145	-	-		556,653
9	Receivables on corporate	65,251,851	2,147,939	-	-		63,103,912
10	Past due receivables	7,090	409	-	-		6,681
	<b>Total Exposures - Off Balance Sheet</b>	<b>74,898,110</b>	<b>2,380,601</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>72,517,509</b>
<b>C</b>	<b>Counterparty Credit Risk Exposures</b>						
1	Receivables on sovereigns	138,186,085		-	-		22,066,604
2	Receivables on public sector entities	-	116,119,481	-	-		-
3	Receivables on multilateral development banks and international institutions	-	-	-	-		-
4	Receivables on banks	7,342,916	6,387,866	-	-		955,050
5	Receivables on micro, small business & retail portfolio	-	-	-	-		-
6	Receivables on corporate	-	-	-	-		-
	<b>Total Exposures - Counterparty Credit Risk</b>	<b>145,529,001</b>	<b>122,507,347</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>23,021,654</b>
<b>D</b>	<b>Counterparty Credit Risk Exposures</b>						
1	Receivables on sovereigns	-	-	-	-		90
2	Receivables on public sector entities	-	-	-	-		-
3	Receivables on multilateral development banks and international institutions	-	-	-	-		-
4	Receivables on banks	3,319,147	-	-	-		3,319,147
5	Receivables on micro, small business & retail portfolio	167	-	-	-		167
6	Receivables on corporate	189,897	-	-	-		189,897
	<b>Total Exposures Derivative Credit Risk</b>	<b>3,509,211</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>3,509,211</b>
	<b>Total (A+B+C+D)</b>	<b>1,289,778,043</b>	<b>141,659,563</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,148,118,480</b>

## 19.a. Credit Risk - Disclosure of Net Receivables and Credit Risk Mitigation Techniques - Bank Only

(in million rupiah)

No.	Portfolio Category	Period of December 31, 2020					Unsecured Portion
		Net Receivables	Portion Secured By				
(1)	(2)	(3)	Collateral (4)	Guarantee (5)	Credit Insurance (6)	Others (7)	(8) = (3) - [(4)+(5)+(6)+(7)]
<b>A</b>	<b>Balance Sheet Exposures</b>						
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
	<b>Total Exposures - Balance Sheet</b>	<b>915,735,062</b>	<b>15,159,413</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>900,575,650</b>
<b>B</b>	<b>Off Balance Sheet Commitment/ Contingency Receivables Exposures</b>						
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
	<b>Total Exposures - Off Balance Sheet</b>	<b>70,523,209</b>	<b>2,299,363</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>68,223,846</b>
<b>C</b>	<b>Counterparty Credit Risk Exposures</b>						
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	-	-	-	-		-
	<b>Total Exposures - Counterparty Credit Risk</b>	<b>146,518,049</b>	<b>123,426,031</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>23,092,018</b>
<b>D</b>	<b>Counterparty Credit Risk Exposures</b>						
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
	<b>Total Exposures Derivative Credit Risk</b>	<b>2,457,426</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2,457,426</b>
	<b>Total (A+B+C+D)</b>	<b>1,135,233,747</b>	<b>140,884,807</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>994,348,940</b>

## 19.b. Credit Risk - Disclosure of Net Receivables and Credit Risk Mitigation Techniques - Consolidated

(in million rupiah)

No.	Portfolio Category	Period of December 31, 2021					Unsecured Portion
		Net Receivables	Collateral	Guarantee	Credit Insurance	Others	
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8) = (3) - [(4)+(5)+(6)+(7)]
<b>A</b>	<b>Balance Sheet Exposures</b>						
1	Receivables on sovereigns	326,656,534	-	-	-	-	326,656,534
2	Receivables on public sector entities	41,002,571	365,475	-	-	-	40,637,096
3	Receivables on multilateral development banks and international institutions	-	-	-	-	-	-
4	Receivables on banks	62,393,821	14,326	-	-	-	62,379,495
5	Loans secured by residential property	48,477,613	-	-	-	-	48,477,613
6	Loans secured by commercial real estate	20,550,750	783,738	-	-	-	19,767,012
7	Employee/retired loans	277,746	-	-	-	-	277,746
8	Receivables on micro, small business & retail portfolio	64,471,409	699,544	-	-	-	63,771,865
9	Receivables on corporate	468,889,386	14,902,468	-	-	-	453,986,918
10	Past due receivables	2,844,284	6,063	-	-	-	2,838,221
11	Other assets	56,242,031	-	-	-	-	56,242,031
	<b>Total Exposures - Balance Sheet</b>	<b>1,091,806,145</b>	<b>16,771,614</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,075,034,531</b>
<b>B</b>	<b>Off Balance Sheet Commitment/ Contingency Receivables Exposures</b>						
1	Receivables on sovereigns	500,000	-	-	-	-	500,000
2	Receivables on public sector entities	4,539,301	-	-	-	-	4,539,301
3	Receivables on multilateral development banks and international institutions	-	-	-	-	-	-
4	Receivables on banks	1,318,030	5,575	-	-	-	1,312,455
5	Loans secured by residential property	104,096	-	-	-	-	104,096
6	Loans secured by commercial real estate	2,423,944	29,533	-	-	-	2,394,411
7	Employee/retired loans	-	-	-	-	-	-
8	Receivables on micro, small business & retail portfolio	756,336	197,145	-	-	-	559,191
9	Receivables on corporate	65,265,564	2,147,939	-	-	-	63,117,625
10	Past due receivables	7,090	409	-	-	-	6,681
	<b>Total Exposures - Off Balance Sheets</b>	<b>74,914,361</b>	<b>2,380,601</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>72,533,760</b>
<b>C</b>	<b>Counterparty Credit Risk Exposures</b>						
1	Receivables on sovereigns	139,694,007	116,119,481	-	-	-	23,574,526
2	Receivables on public sector entities	-	-	-	-	-	-
3	Receivables on multilateral development banks and international institutions	-	-	-	-	-	-
4	Receivables on banks	7,345,644	6,387,866	-	-	-	957,778
5	Receivables on micro, small business & retail portfolio	-	-	-	-	-	-
6	Receivables on corporate	29,181	-	-	-	-	29,181
	<b>Total Exposures - Counterparty Credit Risk</b>	<b>147,068,832</b>	<b>122,507,347</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>24,561,485</b>
<b>D</b>	<b>Exposures Derivative Credit Risk</b>						
1	Receivables on sovereigns	-	-	-	-	-	-
2	Receivables on public sector entities	-	-	-	-	-	-
3	Receivables on multilateral development banks and international institutions	-	-	-	-	-	-
4	Receivables on banks	3,319,147	-	-	-	-	3,319,147
5	Receivables on micro, small business & retail portfolio	167	-	-	-	-	167
6	Receivables on corporate	189,897	-	-	-	-	189,897
	<b>Total Exposures - Derivative Credit Risk</b>	<b>3,509,211</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>3,509,211</b>
	<b>Total (A+B+C+D)</b>	<b>1,317,298,549</b>	<b>141,659,562</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,175,638,987</b>

## 19.b. Credit Risk - Disclosure of Net Receivables and Credit Risk Mitigation Techniques - Consolidated

(in million rupiah)

No.	Portfolio Category	Period of December 31, 2020					Unsecured Portion
		Net Receivables	Portion Secured By				
			Collateral	Guarantee	Credit Insurance	Others	
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8) = (3) - [(4)+(5)+(6)+(7)]
<b>A</b>	<b>Balance Sheet Exposures</b>						
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
	<b>Total Exposures - Balance Sheet</b>	<b>937,394,818</b>	<b>15,159,413</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>922,235,405</b>
<b>B</b>	<b>Off Balance Sheet Commitment/ Contingency Receivables Exposures</b>						
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
	<b>Total Exposures - Off Balance Sheets</b>	<b>70,465,342</b>	<b>2,299,363</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>68,165,979</b>
<b>C</b>	<b>Counterparty Credit Risk Exposures</b>						
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
	<b>Total Exposures - Counterparty Credit Risk</b>	<b>146,820,397</b>	<b>123,426,031</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>23,394,366</b>
<b>D</b>	<b>Exposures Derivative Credit Risk</b>						
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
	<b>Total Exposures - Derivative Credit Risk</b>	<b>2,457,426</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2,457,426</b>
	<b>Total (A+B+C+D)</b>	<b>1,157,137,983</b>	<b>140,884,807</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,016,253,176</b>

**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, 2021		
		Net Receivables	RWA before CRM	RWA after CRM
(1)	(2)	(3)	(4)	(5)
1	Receivables on sovereigns	320,750,348	-	-
2	Receivables on public sector entities	40,468,343	10,133,523	9,950,785
3	Receivables on multilateral development banks and international institutions	-	-	-
4	Receivables on banks	61,683,763	19,044,418	19,037,255
5	Loans secured by residential property	48,291,915	13,212,057	13,212,057
6	Loans secured by commercial real estate	20,272,207	20,272,207	19,488,794
7	Employee/retired loans	-	-	-
8	Receivables on micro, small business & retail portfolio	56,162,669	42,122,002	41,636,880
9	Receivables on corporate	460,541,924	421,243,649	407,488,202
10	Past due receivables	2,775,151	3,940,215	3,931,449
11	Other assets	54,895,401	-	31,933,409
<b>TOTAL</b>		<b>1,065,841,721</b>	<b>529,968,071</b>	<b>546,678,831</b>

**2. Disclosure of Off Balance Sheets Commitment/Contingency Receivables Exposures**

(in million rupiah)

No.	Portfolio Category	As of December 31, 2021		
		Net Receivables	RWA before CRM	RWA after CRM
(1)	(2)	(3)	(4)	(5)
1	Receivables on sovereigns	500,000	-	-
2	Receivables on public sector entities	4,539,301	1,084,704	1,084,704
3	Receivables on multilateral development banks and international institutions	-	-	-
4	Receivables on banks	1,318,030	597,715	594,928
5	Loans secured by residential property	104,096	21,104	21,104
6	Loans secured by commercial real estate	2,423,944	2,423,944	2,394,436
7	Employee/retired loans	-	-	-
8	Receivables on micro, small business & retail portfolio	753,798	565,348	417,683
9	Receivables on corporate	65,251,851	60,550,743	58,459,087
10	Past due receivables	7,090	10,633	10,019
<b>TOTAL</b>		<b>74,898,110</b>	<b>65,254,191</b>	<b>62,981,961</b>

**3. Counterparty Credit Risk Exposures**

(in million rupiah)

No.	Portfolio Category	As of December 31, 2021		
		Net Receivables	RWA before CRM	RWA after CRM
(1)	(2)	(3)	(4)	(5)
1	Receivables on sovereigns	138,186,085	-	-
2	Receivables on public sector entities	-	-	-
3	Receivables on multilateral development banks and international institutions	-	-	-
4	Receivables on banks	7,342,916	1,468,583	191,010
5	Receivables on micro, small business & retail portfolio	-	-	-
6	Receivables on corporate	-	-	-
<b>TOTAL</b>		<b>145,529,001</b>	<b>1,468,583</b>	<b>191,010</b>

## 4. Settlement Risk Exposures

(in million rupiah)

No.	Type of transaction	As of December 31, 2021		
		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	-	-	
<b>TOTAL</b>		-	-	-

## 5. Securitization Risk Exposures

(in million rupiah)

No.	Type of transaction	As of December 31, 2021	
		Exposure Value	Capital Deduction Factor
(1)	(2)	(3)	(4)
1	RWA for securitization exposures calculated by External Rating Base Approach (ERBA) method		3,349
2	RWA for securitization exposures calculated by Standardized Approach (SA) method		-
3	Securitization exposures as deduction factor of core capital	-	
<b>TOTAL</b>		-	3,349

## 6. Derivative Credit Risk Exposures

(in million rupiah)

No.	Portfolio Category	As of December 31, 2021	
		Exposure Value	RWA
(1)	(2)	(3)	(5)
1	Receivables on sovereigns	-	-
2	Receivables on public sector entities	-	-
3	Receivables on multilateral development banks and international institutions	-	-
4	Receivables on banks	3,319,147	1,542,588
5	Receivables on micro, small business & retail portfolio	167	125
6	Receivables on corporate	189,897	189,897
7	Credit Valuation Adjustment (CVA risk weighted assets)		138,512
<b>TOTAL</b>		<b>3,509,211</b>	<b>1,871,122</b>

## 7. Total Credit Risk Measurement

(in million rupiah)

As of December 31, 2021		
TOTAL RISK WEIGHTED ASSETS CREDIT RISK	(A)	611,726,273
RISK WEIGHTED ASSETS CREDIT RISK DEDUCTION FACTOR	(B)	-
TOTAL RISK WEIGHTED ASSETS CREDIT RISK (A-B)	(C)	611,726,273
TOTAL CAPITAL DEDUCTION FACTOR	(D)	-

**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
<b>TOTAL</b>		<b>915,735,062</b>	<b>483,623,196</b>	<b>502,218,333</b>

**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
<b>TOTAL</b>		<b>70,523,209</b>	<b>61,450,078</b>	<b>59,237,646</b>

**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	-	-	-
<b>TOTAL</b>		<b>146,518,049</b>	<b>1,008,530</b>	<b>116,863</b>

## 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	-	-	
<b>TOTAL</b>		-	-	-

## 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	-	
<b>TOTAL</b>		-	<b>8,070</b>

## 6. Derivative Credit Risk Exposures

(in million rupiah)

No.	Portfolio Category	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
<b>TOTAL</b>		<b>2,457,426</b>	<b>1,299,041</b>

## 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, 2021		
		Net Receivables	RWA before CRM	RWA after CRM
(1)	(2)	(3)	(4)	(5)
1	Receivables on sovereigns	326,656,534	-	-
2	Receivables on public sector entities	41,002,571	10,280,187	10,097,450
3	Receivables on multilateral development banks and international institutions	-	-	-
4	Receivables on banks	62,393,821	19,195,265	19,188,102
5	Loans secured by residential property	48,477,613	13,260,684	13,260,684
6	Loans secured by commercial real estate	20,550,750	20,550,750	19,767,337
7	Employee/retired loans	277,746	138,873	138,873
8	Receivables on micro, small business & retail portfolio	64,471,409	48,353,556	47,868,434
9	Receivables on corporate	468,889,386	428,714,632	414,959,185
10	Past due receivables	2,844,284	4,043,466	4,034,700
11	Other assets	56,242,031		33,434,774
<b>TOTAL</b>		<b>1,091,806,145</b>	<b>544,537,413</b>	<b>562,749,539</b>

**2. Disclosure of Off Balance Sheets Commitment/Contingency Receivables Exposures**

(in million rupiah)

No.	Portfolio Category	As of December 31, 2021		
		Net Receivables	RWA before CRM	RWA after CRM
(1)	(2)	(3)	(4)	(5)
1	Receivables on sovereigns	500,000	-	-
2	Receivables on public sector entities	4,539,301	1,084,704	1,084,704
3	Receivables on multilateral development banks and international institutions	-	-	-
4	Receivables on banks	1,318,030	597,715	594,928
5	Loans secured by residential property	104,096	21,104	21,104
6	Loans secured by commercial real estate	2,423,944	2,423,944	2,394,436
7	Employee/retired loans	-	-	-
8	Receivables on micro, small business & retail portfolio	756,336	567,250	419,586
9	Receivables on corporate	65,265,564	60,564,457	58,472,801
10	Past due receivables	7,090	10,633	10,019
<b>TOTAL</b>		<b>74,914,361</b>	<b>65,269,807</b>	<b>62,997,578</b>

**3. Counterparty Credit Risk Exposures**

(in million rupiah)

No.	Portfolio Category	As of December 31, 2021		
		Net Receivables	RWA before CRM	RWA after CRM
(1)	(2)	(3)	(4)	(5)
1	Receivables on sovereigns	139,694,007	-	-
2	Receivables on public sector entities	-	-	-
3	Receivables on multilateral development banks and international institutions	-	-	-
4	Receivables on banks	7,345,644	1,469,129	191,556
5	Receivables on micro, small business & retail portfolio	-	-	-
6	Receivables on corporate	29,181	29,181	29,181
<b>TOTAL</b>		<b>147,068,832</b>	<b>1,498,310</b>	<b>220,737</b>

## 4. Settlement Risk Exposures

(in million rupiah)

No.	Type of transaction	As of December 31, 2021		
		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	-	-	
<b>TOTAL</b>		-	-	-

## 5. Securitization Risk Exposures

(in million rupiah)

No.	Type of transaction	As of December 31, 2021	
		Capital Deduction Factor	RWA
(1)	(2)	(3)	(4)
1	RWA for securitization exposures calculated by External Rating Base Approach (ERBA) method		3,349
2	RWA for securitization exposures calculated by Standardized Approach (SA) method		-
3	Securitization exposures as deduction factor of core capital	-	
<b>TOTAL</b>		-	<b>3,349</b>

## 6. Derivative Credit Risk Exposures

(in million rupiah)

No.	Type of transaction	As of December 31, 2021	
		Net Receivables	RWA
(1)	(2)	(3)	(5)
1	Receivables on sovereigns	-	-
2	Receivables on public sector entities	-	-
3	Receivables on multilateral development banks and international institutions	-	-
4	Receivables on banks	3,319,147	1,542,588
5	Receivables on micro, small business & retail portfolio	167	125
6	Receivables on corporate	189,897	189,897
7	Credit Valuation Adjustment (CVA risk weighted assets)		138,512
<b>TOTAL</b>		<b>3,509,211</b>	<b>1,871,122</b>

## 7. Total Credit Risk Measurement

(in million rupiah)

As of December 31, 2021		
TOTAL RISK WEIGHTED ASSETS CREDIT RISK	(A)	627,842,325
RISK WEIGHTED ASSETS CREDIT RISK DEDUCTION FACTOR	(B)	
TOTAL RISK WEIGHTED ASSETS CREDIT RISK (A-B)	(C)	627,842,325
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
<b>TOTAL</b>		<b>937,394,818</b>	<b>495,652,600</b>	<b>515,531,099</b>

**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
<b>TOTAL</b>		<b>70,465,342</b>	<b>61,392,198</b>	<b>59,179,766</b>

**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
<b>TOTAL</b>		<b>146,820,397</b>	<b>1,136,945</b>	<b>245,278</b>

## 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	-	-	
<b>TOTAL</b>		-	-	-

## 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	-	
<b>TOTAL</b>		-	<b>8,070</b>

## 6. Derivative Credit Risk Exposures

(in million rupiah)

No.	Type of transaction	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
<b>TOTAL</b>		<b>2,457,426</b>	<b>1,299,041</b>

## 7. Total Credit Risk Measurement

(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 - as of December 31, 2021**

		(in million rupiah)					
		a	b	c	d	e	f
		Replacement Cost (RC)	Potential Future Exposure (SFT)	EEPE	Alpha used to calculate regulatory EAD	Net Receivables	RWA
1	SA-CCR (for derivative)	1,330,085	1,176,494		1,4	3,509,211	1,871,122
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	<b>Total</b>						<b>1,871,122</b>

**24. Credit Risk - CCR Exposure based on Portfolio Category and Risk Weighting (CCR3) - consolidated - as of December 31, 2021**

Weighted Risk	a	b	c	d	e	
Portfolio Category	0%	20%	35%	40%	45%	
Receivables on sovereigns	23,574,526	-	-	-	-	-
Receivables on public sector entities	-	-	-	-	-	-
Receivables on multilateral development banks and international institutions	-	-	-	-	-	-
Receivables on banks	-	957,778	-	-	-	-
Receivables on micro, small business & retail portfolio	-	-	-	-	-	-
Receivables on corporate	-	-	-	-	-	-
<b>Total</b>	<b>23,574,526</b>	<b>957,778</b>	-	-	-	-

**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) - as of December 31, 2021

		(in million 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	3,509,211	1,732,610
4	Total based on CVA Capital Charge		138,512

							(in million rupiah)
	f	g	h	i	j	k	
	50%	75%	100%	150%	Others	Total Net receivables	
	-	-	-	-	-	23,574,526	
	-	-	-	-	-	-	
	-	-	-	-	-	-	
	-	-	-	-	-	957,778	
	-	-	-	-	-	-	
	-	-	29,181	-	-	29,181	
	-	-	29,181	-	-	24,561,485	

## 27. Credit Risk - Securitization Exposure in the Banking Book (SEC1) - as of December 31, 2021

(in million 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	22,270		22,270
8	Commercial Loan			
9	Rent and Account Receivable			
10	Others retail exposure			
11	Re-securitization			

30. Credit Risk - Securitization Exposure in the Banking Book and related to its Capital Requirements  
Bank Acting as Investor (SEC4) - as of December 31, 2021

Credit Risk	a	b	c	d	e	f	g	h	i
	Exposure value (based on Risk Weight)					Exposure value (based on regulatory approach)			
	<20% Risk Weight	>20% to 50% Risk Weight	>50% to 100% Risk Weight	>100% to <1250% Risk Weight	1250% Risk Weight	IRB RBA	IRB SFA	SA/SSFA	1250%
Total exposure									
Traditional securitization									
Where securitization underlying is									
retail									
non-retail	22,270						22,270		
Where re-securitization is									
Senior									
Non-senior									
Synthetic security									
Where securitization underlying is									
retail									
non-retail									
Where re-securitization is									
Senior									
Non-senior									

**28. Credit Risk - Securitization Exposure Components in the Trading Book (SEC2) - as of December 31, 2021**

(in million rupiah)

		Bank as investor		Sub-total
		Traditional	Synthetic	
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	44,889		44,889
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

(in million rupiah)

	ATMR (based on regulatory approach)				Capital charge after cap			
	j	k	l	m	n	o	p	q
	IRB RBA	IRB SFA	SA/ SSFA	1250%	IRB RBA	IRB SFA	SA/ SSFA	1250%
			3,349					



**34.a.1. Disclosure of Interest Rate Risk in Banking Book (IRRBB) Exposure - Bank as Individual - as of December 31, 2021**

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) steeper 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 Dec 31 2021, IRRBB (EVE method) for BCA as individual decreased by 0.42% compared to Jun 30 2021, from 8.11% to 7.69%. And for NII Method increased by 5.49%, from 2.31% to 7.80%. This was caused by the decrease in GAP between rate sensitive assets (RSA) and rate sensitive Liabilities (RSL) by 15.70%.
No.	Qualitative Analysis
1.	Average repricing maturity applied for NMD is 4 years.
2.	The longest repricing maturity applied for NMD is 7 Years.

## 34.a.2. Disclosure of Interest Rate Risk in Banking Book Exposure (IRRBB) - Bank Individual

(Currency: Rupiah)

No.	(in million Rupiah) Period	Period of December 31, 2021			
		△ EVE		△ NII	
		T	T-1	T	T-1
1	Parallel up	(12,802,359)	(13,430,948)	(3,043,737)	(392,901)
2	Parallel down	13,492,080	16,043,381	2,930,900	278,565
3	Steeper	550,895	(3,868,188)		
4	Flattener	(3,224,975)	1,039,613		
5	Short rate up	(8,463,330)	(5,680,980)		
6	Short rate down	7,753,590	5,010,738		
7	Negative Maximum Value (absolute)	12,802,359	13,430,948	3,043,737	392,901
8	Tier 1 Capital (for △ EVE) or Projected Income (for △ NII)	181,159,527	168,611,858	56,454,810	54,653,441
9	Maximum Value dividend by Tier 1 Capital (for △ EVE) or Projected Income (for △ NII)	7.07%	7.97%	5.39%	0.72%

## 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, 2021			
		△ EVE		△ NII	
		T	T-1	T	T-1
1	Parallel up	1,405,144	665,026	1,362,103	872,038
2	Parallel down	(1,122,563)	(233,444)	(1,362,164)	(872,090)
3	Steeper	331,474	(81,139)		
4	Flattener	(190,123)	61,873		
5	Short rate up	423,284	328,528		
6	Short rate down	(661,113)	(241,589)		
7	Negative Maximum Value (absolute)	1,122,563	241,589	1,362,164	872,090
8	Tier 1 Capital (for △ EVE) or Projected Income (for △ NII)	181,159,527	168,611,858	56,454,810	54,653,441
9	Maximum Value dividend by Tier 1 Capital (for △ EVE) or Projected Income (for △ NII)	0.62%	0.14%	2.41%	1.60%

**34.b.1 Disclosure of Interest Rate Risk in Banking Book (IRRBB) Exposure - Bank Consolidated - as of December 31, 2021**

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: 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 Dec 31 2021, IRRBB (EVE method) for BCA as consolidated decreased by 0.38% compared to Jun 30 2021, from 8.01% to 7.63%. And for NII Method increased by 5.30%, from 2.12% to 7.42%. This was caused by the decrease in GAP between rate sensitive assets (RSA) and rate sensitive Liabilities (RSL) by 12.75%.
No.	Qualitative Analysis
1.	Average repricing maturity applied for NMD is 4 years.
2.	The longest repricing maturity applied for NMD is 7 Years.

## 34.b.2. Disclosure of Interest Rate Risk in Banking Book Exposure (IRRBB) - Bank Consolidated

(Currency: Rupiah)

No.	(in million Rupiah) Period	Period of December 31, 2021			
		△ EVE		△ NII	
		T	T-1	T	T-1
1	Parallel up	(13,864,470)	(14,304,124)	(2,958,534)	(320,593)
2	Parallel down	14,731,166	17,047,305	2,838,483	203,625
3	Steeper	456,966	(3,924,951)		
4	Flattener	(3,361,238)	903,381		
5	Short rate up	(9,065,578)	(6,192,133)		
6	Short rate down	8,362,856	5,516,071		
7	Negative Maximum Value (absolute)	13,864,470	14,304,124	2,958,534	320,593
8	Tier 1 Capital (for △ EVE) or Projected Income (for △ NII)	196,114,397	181,626,564	58,257,282	56,289,785
9	Maximum Value dividend by Tier 1 Capital (for △ EVE) or Projected Income (for △ NII)	7.07%	7.88%	5.08%	0.57%

## 34.b.2. Disclosure of Interest Rate Risk in Banking Book Exposure (IRRBB) - Bank Consolidated

(Currency: USD)

No.	(in million Rupiah) Period	Period of December 31, 2021			
		△ EVE		△ NII	
		T	T-1	T	T-1
1	Parallel up	1,378,198	633,966	1,364,292	874,396
2	Parallel down	(1,105,120)	(230,205)	(1,364,353)	(874,448)
3	Steeper	327,316	(86,667)		
4	Flattener	(193,743)	55,346		
5	Short rate up	408,550	312,470		
6	Short rate down	(652,290)	(238,371)		
7	Negative Maximum Value (absolute)	1,105,120	238,371	1,364,353	874,448
8	Tier 1 Capital (for △ EVE) or Projected Income (for △ NII)	196,114,397	181,626,564	58,257,282	56,289,785
9	Maximum Value dividend by Tier 1 Capital (for △ EVE) or Projected Income (for △ NII)	0.56%	0.13%	2.34%	1.55%

## 36. Report on Calculation for Quarterly Liquidity Coverage Ratio

No.	Components	Bank Only	
		Outstanding balance at end Quarter IV 2021	HQLA after haircut, outstanding commitment and liabilities times run-off rate or contractual receivables times inflow rate
1	Total data used in LCR calculation		65 days
<b>HIGH QUALITY LIQUID ASSET (HQLA)</b>			
2	Total High Quality Liquid Asset (HQLA)		<b>474,542,188</b>
<b>CASH OUTFLOW</b>			
3	Retail deposits and deposits from Micro and Small Business customers, consist of:	738,675,809	47,120,980
	a. Stable deposit / funding	534,932,032	26,746,602
	b. Less stable deposit/funding	203,743,777	20,374,378
4	Wholesale funding, consist of:	215,949,584	58,355,274
	a. Operational deposit	176,549,838	42,173,354
	b. Non operational deposit and/or other non operational liabilities	39,399,746	16,181,920
	c. Marketable securities issued by bank	-	-
5	<b>Secured Funding</b>		-
6	Other cash outflow (additional requirement), consist of:	324,585,560	44,357,853
	a. cash outflow from derivative transaction	20,202,241	20,202,241
	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	204,354,309	21,978,661
	e. cash outflow from other contractual liabilities related to placement of funds	-	-
	f. cash outflow from other funding related contingencies liabilities	99,033,327	1,181,268
	g. other contractual cash outflow	995,683	995,683
7	<b>TOTAL CASH OUTFLOW</b>		<b>149,834,107</b>
<b>CASH INFLOW</b>			
8	Secured lending	-	-
9	Inflows from fully performing exposures	29,540,783	9,481,752
10	Other cash inflow	20,612,818	20,612,818
11	<b>TOTAL CASH INFLOW</b>	<b>50,153,601</b>	<b>30,094,570</b>
			<b>TOTAL ADJUSTED VALUE<sup>1</sup></b>
12	<b>TOTAL HQLA</b>		<b>474,542,188</b>
13	<b>TOTAL NET CASH OUTFLOWS</b>		<b>119,739,537</b>
14	<b>LCR (%)</b>		<b>396.31%</b>

## Information:

<sup>1</sup> Adjusted values are calculated after the imposition of a haircut, run-off rate, and inflow rate. This also applies to 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 2021 is the average LCR during the working days of Oct 2021 to Dec 2021 (65 data points), while Quarter III 2021 is the average LCR during the working days of July 2021 to Sept 2021 (63 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. These are 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 2021		Consolidated		Outstanding balance at end Quarter III 2021	
Outstanding commitment and liabilities / contractual receivables	HQLA after haircut, outstanding commitment and liabilities times run-off rate or contractual receivables times inflow rate	Outstanding commitment and liabilities / contractual receivables	HQLA after haircut, outstanding commitment and liabilities times run-off rate or contractual receivables times inflow rate	Outstanding commitment and liabilities / contractual receivables	HQLA after haircut, outstanding commitment and liabilities times run-off rate or contractual receivables times inflow rate
	63 days		65 days		63 days
	<b>442,002,575</b>		<b>483,275,887</b>		<b>449,877,405</b>
714,259,597	45,450,712	743,315,763	47,489,600	717,933,785	45,742,666
519,504,962	25,975,248	536,839,529	26,841,976	521,014,244	26,050,712
194,754,635	19,475,464	206,476,234	20,647,624	196,919,541	19,691,954
197,314,462	53,140,605	218,173,855	59,454,193	199,333,559	54,119,783
161,433,224	38,393,857	177,493,961	42,402,626	162,365,366	38,627,190
35,881,238	14,746,748	40,679,894	17,051,567	36,968,193	15,492,593
-	-	-	-	-	-
305,926,927	36,943,711	325,887,894	44,875,333	306,839,864	37,465,339
13,581,633	13,581,633	20,202,241	20,202,241	13,581,633	13,581,633
-	-	-	-	-	-
-	-	-	-	-	-
196,316,924	22,196,397	204,017,272	21,966,000	195,761,619	22,185,269
-	-	-	-	-	-
96,028,370	1,165,681	100,145,212	1,183,923	96,965,708	1,167,533
-	-	1,523,169	1,523,169	530,904	530,904
	<b>135,535,028</b>		<b>151,819,126</b>		<b>137,327,788</b>
-	-	1,345	1,345	1,342	1,342
28,716,753	9,099,242	31,450,656	10,517,904	30,265,391	9,799,672
13,864,549	13,864,549	20,612,818	20,612,818	13,864,549	13,864,549
<b>42,581,302</b>	<b>22,963,791</b>	<b>52,064,819</b>	<b>31,132,067</b>	<b>44,131,282</b>	<b>23,665,563</b>
	<b>TOTAL ADJUSTED VALUE'</b>		<b>TOTAL ADJUSTED VALUE'</b>		<b>TOTAL ADJUSTED VALUE'</b>
	<b>442,002,575</b>		<b>483,275,887</b>		<b>449,877,405</b>
	<b>112,571,237</b>		<b>120,687,059</b>		<b>113,662,225</b>
	<b>392.64%</b>		<b>400.44%</b>		<b>395.80%</b>

## Quarterly Liquidity Coverage Ratio Report

### Analysis for Bank Only

- The calculation of BCA's Liquidity Coverage Ratio (Bank Only) for Quarter IV 2021 is based on the average daily position from October 2021 until December 2021. Meanwhile, the calculation for Quarter III 2021 is based on the average daily position from July 2021 until September 2021.
- BCA's Liquidity Coverage Ratio (Bank Only) for Quarter IV 2021 increased by 3.67%, from 392.64% (Quarter III 2021) to 396.31% (Quarter IV 2021). This was due, in particular, to an increase in the weighted value of HQLA of 7.36% (Rp32.54 trillion) which was higher than the increase in Net Cash Outflow after run-off by 6.37% (Rp7.17 trillion). The increase in HQLA was particularly driven by an increase in placement with BI that amounted to Rp27.49 trillion, and marketable securities issued by the Indonesian government and Bank Indonesia of Rp4.61 trillion. Meanwhile, the increase in NCO after run-off of Rp6.88 trillion was mainly caused by the increase in funding from individual, micro and small businesses, and corporate customers.
- The composition of BCA's HQLA for Quarter IV 2021 is comprised of Level 1 HQLA of 98.79%; Level 2A HQLA of 0.66%; and level 2B HQLA of 0.55%. The composition of total Level 1 HQLA was dominated by marketable securities issued by the Indonesian government and BI of 64.54% and placement with Bank Indonesia of 31.68%.
- BCA's third-party deposits composition during Quarter IV 2021 was mainly contributed to by CASA at around 79.25%. The composition can be seen in Table 1 below:

**Table 1. BCA's funding composition (Bank Only) during Quarter IV 2021.**

	Total Rp & Va
Current Account	30.28%
Saving Account	48.97%
CASA	79.25%
Time Deposit	20.75%
<b>Total</b>	<b>100%</b>

- BCA's derivative exposure mainly came from FX Swap Buy-Sell USD transactions at an average of USD3,706.59 million.
- In managing its liquidity, the Bank has properly identified, measured, monitored, and controlled its liquidity risk. Apart from the LCR ratio, the Bank monitors the condition and sufficiency of liquidity through maturity profile reports, cash flow projections, NSFR reports 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 2021 is based on the average daily position from October 2021 until December 2021. Meanwhile, the calculation for Quarter III 2021 is based on the average daily position from July 2021 until September 2021.
- BCA's Liquidity Coverage Ratio (Consolidated) for Quarter IV 2021 grew by 4.64%, from 395.80% (Quarter III 2021) to 400.44% (Quarter IV 2021). This was mainly due to an increase in the weighted value of HQLA of 7.42% (Rp33.40 trillion) which was higher than the increase in Net Cash Outflow after run-off by 6.18% (Rp7.02 trillion). The increase in HQLA was mainly driven by an increase in placement with BI that amounted to Rp27.56 trillion, and marketable securities issued by the Indonesian government and Bank Indonesia of Rp5.24 trillion. Meanwhile, the increase in NCO after run-off was mainly caused by an increase in funding from individual, micro and small businesses, and corporate customers amounting to Rp7.08 trillion.
- The composition of BCA's HQLA BCA for Quarter IV 2021 comprises Level 1 HQLA of 98.56%; Level 2A HQLA of 0.85%; and Level 2B HQLA of 0.59%. The composition of total HQLA Level 1 was dominated by marketable securities issued by the Indonesian government and BI of 64.38% and placement with Bank Indonesia of 31.89%.
- BCA's third-party deposits composition during Quarter IV 2021 was mainly contributed to by CASA at around 78.64%. The composition can be seen in Table 2 below:

**Table 2. BCA's Funding Composition (Consolidated) for Quarter IV 2021.**

	Total Rp & Va
Current Account	29.69%
Saving Account	48.95%
CASA	78.64%
Time Deposits	21.36%
<b>Total</b>	<b>100%</b>

- BCA's derivative exposure mainly came from FX Swap Buy-Sell USD transactions at an average of USD3,706.59 million.
- In managing its liquidity, the Bank has properly identified, measured, monitored, and controlled its liquidity risk. Apart from the LCR ratio, the Bank also monitors the condition and sufficiency of liquidity through maturity profile reports, cash flow projections, NSFR reports 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 2021)		
		Carrying Value by Residual Maturity (in million Rupiah)		
		No Specified Maturity	< 6 Months	≥ 6 Months - < 1 Year
1	Capital			
2	Regulatory Capital as per POJK KPMM	198,668,934	-	-
3	Other capital instruments	-	-	-
4	Retail deposits and deposits from micro and small business customers:			
5	Stable Deposits	409,615,185	118,466,233	-
6	Less Stable Deposits	155,045,089	41,892,971	-
7	Wholesale Funding			
8	Operational deposits	161,383,016	-	-
9	Other wholesale funding	301,952	36,773,415	-
10	Liabilities with matching interdependent assets	-	-	-
11	Other liabilities and equity:			
12	NSFR derivative liabilities		-	-
13	All other liabilities and equity not included in the above categories	45,758	30,559,636	345,842
14	<b>TOTAL ASF</b>			

		Reporting Position (December 2021)					
		Weighted Value	Carrying Value by Residual Maturity (in million Rupiah)				Weighted Value
	≥ 1 Year		No Specified Maturity	< 6 Months	≥ 6 Months - < 1 Year	≥ 1 Year	
	398,500	199,067,434	203,454,191	-	-	376,750	203,830,941
	-	-	-	-	-	-	-
	-	501,677,347	434,588,656	117,872,442	-	-	524,838,043
	-	177,244,254	156,608,101	42,416,333	-	-	179,121,991
	-	80,691,508	182,568,973	-	-	-	91,284,486
	-	18,049,230	279,014	42,689,136	-	417	20,966,270
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	17,232	190,153	40,352	24,002,146	534,708	5,418	272,773
		<b>976,919,926</b>					<b>1,020,314,504</b>

## 37. Net Stable Funding Ratio (NSFR) (Individu)

RSF Component		Reporting Position (September 2021)			
		Carrying Value by Residual Maturity (in million Rupiah)			
		No Specified Maturity	< 6 Months	≥ 6 Months - < 1 Year	
15	Total NSFR HQLA				
16	Deposits held at other financial institutions for operational purposes	12,297,881	-	-	
17	Performing loans and securities				
18	to financial institutions secured by Level 1 HQLA	-	660,218	-	
19	to financial institutions secured by non-Level 1 HQLA and unsecured performing loans to financial institutions	-	24,367,104	6,707,270	
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:	-	84,976,012	52,539,402	
21	meet a risk weight of less than or equal to 35% under SE OJK ATMR for credit risk	-	3,569,597	673,642	
22	Unpledged residential mortgages, of which:	-	3,543	24,003	
23	meet a risk weight of less than or equal to 35% under SE OJK ATMR for credit risk	-	208,851	934,875	
24	Securities that are unpledged, not in default and do not qualify as HQLA, including exchange-traded equities	-	16,286,108	3,334,362	
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	19,321	31,901,221	1,010,274	
32	Off-balance sheet items				
33	<b>TOTAL RSF</b>				
34	<b>Net Stable Funding Ratio (%)</b>				

		Weighted Value	Reporting Position (December 2021)				Weighted Value
			Carrying Value by Residual Maturity (in million Rupiah)				
	≥ 1 Year		No Specified Maturity	< 6 Months	≥ 6 Months - < 1 Year	≥ 1 Year	
		10,866,157					11,253,556
	-	6,148,941	11,394,411	-	-	-	5,697,206
	-	66,022	-	7,342,916	-	-	734,292
	33,524,324	40,533,025	-	26,216,906	6,024,757	35,512,247	42,457,161
	314,802,749	336,340,043	-	80,252,946	71,220,844	338,829,800	363,742,224
	21,027,318	15,789,376	-	850,057	470,297	15,772,707	10,912,437
	930,819	804,970	-	10,245	17,289	911,388	788,447
	46,299,822	30,666,747	-	370,055	549,249	47,372,611	31,251,849
	9,524,659	17,906,195	-	16,828,758	3,777,980	9,168,397	18,096,506
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	871,357	871,357				1,274,812	1,274,812
	-	-				-	-
	39,071,909	72,002,725	13,967	22,123,930	5,413,606	39,070,311	66,621,703
	291,818,066	10,982,565				303,472,390	11,486,769
		<b>542,978,121</b>					<b>564,316,961</b>
		<b>179.92%</b>					<b>180.81%</b>

## 37. Net Stable Funding Ratio (NSFR) (Consolidated)

ASF Component		Reporting Position (September 2021)		
		Carrying Value by Residual Maturity (in million Rupiah)		
		No Specified Maturity	< 6 Months	≥ 6 Months - < 1 Year
1	Capital			
2	Regulatory Capital as per POJK KPMM	205,961,023	-	-
3	Other capital instruments	-	-	-
4	Retail deposits and deposits from small business customers:			
5	Stable Deposits	410,873,176	118,520,709	-
6	Less Stable Deposits	155,204,857	45,193,485	-
7	Wholesale Funding			
8	Operational deposits	162,044,622	-	-
9	Other wholesale funding	301,952	39,313,708	18,560
10	Liabilities with matching interdependent assets	-	-	-
11	Other liabilities and equity:			
12	NSFR derivative liabilities		-	-
13	All other liabilities and equity not included in the above categories	127,960	27,422,863	345,842
14	<b>TOTAL ASF</b>			

		Weighted Value	Reporting Position (December 2021)				Weighted Value
			Carrying Value by Residual Maturity (in million Rupiah)				
	≥ 1 Year		No Specified Maturity	< 6 Months	≥ 6 Months - < 1 Year	≥ 1 Year	
	398,500	206,359,523	211,220,623	-	-	376,750	211,597,373
	-	-	-	-	-	-	-
	-	502,924,191	435,968,148	117,926,904	-	-	526,200,299
	-	180,358,508	156,818,255	45,948,963	-	-	182,490,496
	-	81,022,311	183,310,441	-	-	-	91,655,221
	50,235	18,793,580	279,014	46,944,603	21,261	49,283	22,269,896
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	514,140	769,261	123,269	25,314,861	1,031,857	5,418	604,260
		<b>990,227,375</b>					<b>1,034,817,545</b>

## 37. Net Stable Funding Ratio (NSFR) (Consolidated)

RSF Component		Reporting Position (September 2021)			
		Carrying Value by Residual Maturity (in million Rupiah)			
		No Specified Maturity	< 6 Months	≥ 6 Months - < 1 Year	
15	Total NSFR HQLA				
16	Deposits held at other financial institutions for operational purposes	12,516,834	-	-	
17	Performing loans				
18	to financial institutions secured by Level 1 HQLA	-	660,218	-	
19	to financial institutions secured by non-Level 1 HQLA and unsecured performing loans to financial institutions	107	25,915,115	6,737,130	
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:				
21	meet a risk weight of less than or equal to 35% under SE OJK RWA for credit risk	-	3,569,597	673,642	
22	Unpledged residential mortgages, of which:				
23	meet a risk weight of less than or equal to 35% under SE OJK RWA for credit risk	-	208,851	934,875	
24	Securities that are unpledged, not in default and do not qualify as HQLA, including exchange-traded equities	-	16,984,983	3,360,007	
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	19,321	28,144,363	1,024,999	
32	Off-balance sheet items				
33	<b>TOTAL RSF</b>				
34	<b>Net Stable Funding Ratio (%)</b>				

		Weighted Value	Reporting Position (December 2021)				Weighted Value
			Carrying Value by Residual Maturity (in million Rupiah)				
	≥ 1 Year		No Specified Maturity	< 6 Months	≥ 6 Months - < 1 Year	≥ 1 Year	
		11,350,451					11,796,042
	-	6,258,417	11,603,828	-	-	-	5,801,914
	-	66,022	-	7,342,916	-	-	734,292
	34,758,145	42,013,993	109	28,157,215	6,038,374	36,811,330	44,054,115
	324,337,615	345,189,715	-	81,065,008	72,188,058	349,757,202	373,920,154
	21,027,318	15,789,376	-	850,057	470,297	15,772,707	10,912,437
	1,346,132	1,204,262	-	77,173	43,037	1,306,925	1,170,991
	46,299,822	30,666,747	-	370,055	549,249	47,372,611	31,251,849
	9,553,968	18,293,368	-	17,604,153	3,777,980	9,275,533	18,575,269
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	871,357	871,357				1,274,812	1,274,812
	-	-				-	-
	33,095,008	62,283,691	13,967	23,101,613	5,433,259	33,086,576	61,635,304
	293,014,548	10,994,202				304,497,463	11,489,044
		<b>544,981,601</b>					<b>572,616,224</b>
		<b>181.70%</b>					<b>180.72%</b>



## B. QUALITATIVE ASSESSMENT ON NSFR

### Analysis on Bank Only Financial Statement

- Based on calculations, the value of the Net Stable Funding Ratio (NSFR) - Individual as of 31 Dec 2021 increased by 0.89% when compared to that of the period of 30 Sep 2021; namely from 179.92% (30 Sep'21) to 180.81% (31 Dec'21). The increase in the NSFR value was due to a rise in the Available Stable Funding (ASF) component of 4.44% (Rp43.39 trillion), which was greater than the increase in the Required Stable Funding (RSF) component of 3.93% (Rp21.34 trillion). The increase in the ASF component was mainly attributed to an increase in the weighted value of deposits provided by individual, small businesses, funding from corporate customers of Rp38.55 trillion, and an increase in the capital adequacy ratio of Rp4.76 trillion. Meanwhile, the rise 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 Rp25.88 trillion.
- BCA's NSFR ratio on an individual basis currently meets the minimum requirement of 100%. It was supported by a fairly large composition, particularly from Stable Funds (56.54%). 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, 2021**

Categories		%
Stable Funds	1. Retail	
	a. Fully covered and transactional	38.89%
	b. Fully covered, non-transactional and related	11.74%
	2. MSME	
	a. Fully covered and transactional	5.59%
	b. Fully covered, non-transactional and related	0.32%
Total Stable Funds		56.54%
Unstable Fund	1. Retail	18.50%
	2. MSME	1.87%
Total Unstable Funds		20.37%
Total Operational Deposits		18.69%
Total Non-Operational Deposits		4.40%
Total Third Party Funds and Bank Funds		100.00%

## B. QUALITATIVE ASSESSMENT ON NSFR

### Analysis on Consolidated Financial Statement

- Based on calculation results, the value of the Net Stable Funding Ratio (NSFR) - Consolidated as of 31 Dec 2021 - increased by 0.98% when compared to that of the period of 30 Sep 2021; namely from 181.70% (30 Sep'21) to 180.72% (31 Dec'21). The increase in the NSFR value was due to a rise in the Required Stable Funding (RSF) component of 5.07% (Rp27.63 trillion) which was greater than the increase in the Available Stable Funding (ASF) component of 4.50% (Rp44.59 trillion). The climb in the RSF component was mainly due to an increase in the in loans classified as current and under special mention (performing loans) and marketable securities amounting to Rp27.40 trillion. Meanwhile, the increase in the ASF component was mainly due to an elevation in weighted value of deposits provided by individual and small business customers, funding from corporate customers of Rp39.52 trillion, and an increase in capital adequacy ratio of Rp5.24 trillion.
- BCA's NSFR ratio on a consolidated basis currently meets the minimum requirement of 100%. It was supported by the sizeable composition of Stable Funds (56.16%). 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, 2021**

Categories		%
Stable Funds	1. Retail	
	a. Fully covered and transactional	38.65%
	b. Fully covered, non-transactional and related	11.64%
	2. MSME	
	a. Fully covered and transactional	5.55%
	b. Fully covered, non-transactional and related	0.32%
Total Stable Funds		56.16%
Unstable Fund	1. Retail	18.66%
	2. MSME	1.90%
Total Unstable Funds		20.56%
Total Operational Deposits		18.59%
Total Non-Operational Deposits		4.69%
Total Third Party Funds and Bank Funds		100.00%

## 38. Report On Asset Encumbrance - ENC - as of December 31, 2021

		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)	-	54,417,051
	i. Government Bonds (Foreign currencies)	-	-
	j. UST - Bond	-	-
2	HQLA Level 2A	-	-
3	HQLA Level 2B	-	-
	<b>TOTAL HQLA</b>	-	<b>54,417,051</b>

## Qualitative Analysis

- Encumbered assets are bank assets restricted, both legally and contractually, by the Bank and that support liquidity under stress conditions. Encumbered assets do not include assets placed with or pledged to Bank Indonesia but yet may continue to be used to create liquidity, as stipulated by the POJK on the Obligation to Fulfill the Liquidity Coverage Ratio for Commercial Banks.
- Unencumbered assets are assets that qualify as High-Quality Liquid Assets (HQLA) as stipulated by the POJK on the Obligation to Fulfill the Liquidity Coverage Ratio for Commercial Banks.
- Referring to the explanation of POJK No 42/POJK.03/2015 on the 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 that yet may still be used to create liquidity, is the secondary statutory reserve (now known as the Macroprudential Liquidity Buffer).
- The BCA HQLA position is categorized as encumbered assets as of 31 December 2021 and on a consolidated basis was Rp79.75 billion.

## 40.a. Quantitative Disclosure of Operational Risk - Bank Only

(in million rupiah)

No.	Indicator Approach	As of December 31, 2021		
		Average Gross Income in the past 3 years	Capital Charge	ATMR
(1)	(2)	(2)	(3)	(4)
1	Basic Indicator Approach	63,618,528	9,542,779	119,284,741
	<b>Total</b>	<b>63,618,528</b>	<b>9,542,779</b>	<b>119,284,741</b>

## 40.b. Quantitative Disclosure of Operational Risk - Consolidated

(in million rupiah)

No.	Indicator Approach	As of December 31, 2021		
		Average Gross Income in the past 3 years	Capital Charge	ATMR
(1)	(2)	(2)	(3)	(4)
1	Basic Indicator Approach	67,284,999	10,092,750	126,159,374
	<b>Total</b>	<b>67,284,999</b>	<b>10,092,750</b>	<b>126,159,374</b>

		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
23,607,364	23,607,364	-	-	23,615,569	23,615,569
65,385,536	65,385,536	-	-	65,785,161	65,785,161
59,917,794	59,917,794	-	-	60,362,709	60,362,709
7,998,778	7,998,778	-	-	8,872,178	8,872,178
-	-	-	-	-	-
-	-	-	-	-	-
-	-	-	-	1,504,242	1,504,242
29,074,357	29,074,357	-	-	29,074,357	29,074,357
145,529,001	145,529,001	-	-	147,036,923	147,036,923
91,335,674	145,752,725	-	54,819,781	93,253,206	148,072,987
8,433,028	8,433,028	79,748	-	8,670,884	8,750,632
185,018	185,018	-	-	185,018	185,018
3,957,498	3,957,498	-	-	4,495,810	4,495,810
5,527,137	5,527,137	-	-	6,186,828	6,186,828
<b>440,951,185</b>	<b>495,368,236</b>	<b>79,748</b>	<b>54,819,781</b>	<b>449,042,885</b>	<b>503,942,414</b>

## 40.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	ATMR
(1)	(2)	(2)	(3)	(4)
1	Basic Indicator Approach	58,509,646	8,776,447	109,705,586
	<b>Total</b>	<b>58,509,646</b>	<b>8,776,447</b>	<b>109,705,586</b>

## 40.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	ATMR
(1)	(2)	(2)	(3)	(4)
1	Basic Indicator Approach	62,223,619	9,333,543	116,669,286
	<b>Total</b>	<b>62,223,619</b>	<b>9,333,543</b>	<b>116,669,286</b>

## BUSINESS SUPPORT

# Human Capital Management



Embracing the new normal, BCA prioritises developing digital competencies and the skills required for transformational leadership rooted in BCA values. The spirit of SENADA and ONE BCA provides a strong foundation for a long-term trusted relationship with stakeholders.



The successes enjoyed by BCA cannot be separated from the people that drive its operations. As such, BCA is committed to developing a highly competent workforce that possesses agility, growth mindset, and embodies the BCA values to run the business against a dynamic landscape. The quality of human capital is dependent upon a combination of quality talent recruitment, continuous competency development, talent management, and leadership development programs.

Since 2020, the COVID-19 pandemic continued to present challenges for the Bank in managing its human capital. BCA believes that the spirit of *Senantiasa di sisi Anda* or “Always by your side”, which is realized through the behaviors of SENADA: *SEtia* (be loyal), *NAungi* (shade), and *DAMpingi* (accompany), provides a strong foundation for long-term relationships based on trust with all stakeholders.

### Talent Acquisition

To support BCA’s priority of sustainably developing its business based on digital technology, relationships, and solutions, the Bank recruits the top graduates from universities both within the country and abroad. Corporate branding as well as career campaigns involving BCA leaders are carried out actively in order to promote BCA and attract the best talents.

In line with the ongoing digital transformation, the Bank employs an application tracking system and Robotic Process Automation (RPA) to administer the recruitment process, which successfully implemented 63 RPA use cases in 2021. During the pandemic, BCA managed most recruitment activities online, such as receiving applications through career websites, campus hiring, job fairs, screening, and interviews.

BCA offers various trainee programs for new starters, such as BCA IT Trainee, Management Development Program, Wealth Management Program, and Customer Relationship Officer Program. Initial training equips participants with basic banking knowledge and specific skills required for their respective fields. BCA also provides opportunities for high school, diploma, and college graduates to gain work experience through “Magang Bakti”, an apprenticeship program for learning as Tellers and Customer Service Staffs at BCA branches.

In 2021, the Bank recruited 1,694 employees and 3,634 “Magang Bakti” apprentices.

### Developing a World-Class Human Capital with a Culture of Innovation

Development of world-class human capital is an important and strategic program for the Bank, which involves embedding responsibility into employees and line managers throughout the organization. This is monitored by the key performance indicator, HR Development, which includes the areas of key talent, learning culture, English proficiency, and digital proficiency.

Throughout their professional journey with BCA, employees receive training and development starting with the trainee and onboarding programs and continuing with programs that equip them with technical and leadership skills. The Bank instills the values and aptitudes of the BCA Way so that employees are prepared to lead with purpose, demonstrating BCA leadership characteristics as they progress through their careers, optimizing performance in their respective fields.

To enable human capital development, BCA consistently undertakes digital transformation initiatives through various digital applications that can be accessed via mobile and website. For example, MyGrowth as an application designed to ease the employee performance management process; MyXperience facilitates interaction and positive recognition amongst employees to engender a culture of appreciation; and HC Inspire is a HR One Stop Solution for personnel administration such as time management, medical details, and loans. HC Inspire has an embedded chatbot feature called EViA that can answer questions related to human capital policies and procedures.



Strengthening digital competencies and fostering a passion for innovation, BCA provides training to employees in all functions and at all levels concerning Robotic Process Automation (RPA), low code programming, design thinking, UI/UX, data analytic, machine learning, and remote working. BCA has also adopted the Digital Buddy Program (called D-dy), a mentoring initiative that allocates Digital Buddies—mostly millennials—to assist less digitally savvy workers to embrace digital technology and learn about various digital platforms and new work trends in the digital world.

As well as technical skills, agility and growth mindset are always emphasised as key elements of the BCA culture of innovation, creativity, and collaboration. The Bank hosts the annual “BCA Innovation Awards”, an employee competition focused on innovation, and in 2021 BCA held Young Innovation Festival (YNFEST) for young people who have newly joined BCA.

During the pandemic, BCA adopted the practice of providing most training and development programs via online digital learning approaches, such as e-learning, webinars, and online learning/collaboration. To enrich the learning process, BCA has provided audio learning via GOAL BCA (on the GO Audio Learning BCA), an online library via BLIMS (BCA Library Management System), virtual classroom, hybrid classroom, along with access to many open source learning platforms. BCA also built a mini studio for virtual trainings as well as video recording of other events.

In 2021, BCA held 1,571 training sessions over 235,581 days, with a total of 55,983 participants, delivered by 7,233 internal instructors.

The number of e-learning engagements has reached 305,822, with a total of 167 active e-learning programs accessible at anytime and anywhere. These numbers have doubled since before the pandemic.

### Preparing Future Leaders

BCA is committed to laying a firm foundation for investment in future leaders through a range of well-structured programs. From the entry level for fresh graduates, there are several alternative programs, designed based on a variety of roles and needs. Candidates will be offered training based on their interests and the results of their assessments during the recruitment process. For those identified as high potential talents, BCA offers MDP and BCA Banker Program, which cover comprehensive banking knowledge and skills, as well as self development and leadership development to prepare them to be future leaders.

BCA has developed a series of Career Development Programs to prepare employees to take the next step on their career journey with BCA, as well as preparing Leadership Development Programs to accelerate top talents’ capabilities to suit leadership roles. A great employee experience has been the focus of the HR strategy, aiming to ensure a positive experience from the first day to the last day with the Bank.

## BUSINESS SUPPORT

### Human Capital Management

To build and enhance continuously the quality of BCA leaders, there are also advisory and cross mentoring programs that connect new leaders with senior leaders from other working units. Specifically for branches, there is the Branch manager Buddy program, which assigns senior branch leaders as mentors for new branch leaders.

BCA also emphasizes the role of each employee as a companion to other employees, disseminating the values and culture of BCA through their decision making and daily activities.

#### Amplifying Productivity through a Conducive Work Environment

A conducive working environment is essential to motivating employees to thrive. To create a safe working environment in the era of the new normal, BCA applies both hybrid work place and flexible work hour policies for non-customer serving employees. Numerous tools have been developed to cope with the new way of working, such as: Office 365 ecosystem – tools for work and collaboration; Itend – a face biometric attendance application; I-sign – a tool to simplify internal signing; self-assessment platform – a tool to self-assess health conditions before entering BCA's office or after business travelling; and many more. BCA also kept strict health protocols at the Bank's premises, held vaccination programs for employees and their families, and collaborated with halodoc to provide online health consultation for employees.

For years, BCA has operated on the belief that establishing a healthy work-life balance is an important part of creating a conducive working environment, and the Bank has carried out various initiatives to promote this. BCA community activities and tournaments, such as photography, sports, and arts, are also run to facilitate employees developing their

hobbies and talents while also maintaining their physical and mental health.

BCA is committed to maintaining its employees' welfare and healthy industrial relations. In 2021, BCA and its employees, as represented by the Labor Union, agreed on the comprehensive HR policies on employee welfare and renewed the Joint Work Agreement (PKB), which has incorporated Job Creation Law No. 11 of 2020.

#### Future Development Plans

BCA continues to build its capacity and core capabilities to sustain its business growth. Digital transformation in human resources remains a priority and BCA will emphasize talent fulfillment to support digital and core business needs. Upgrading employee's competencies through up-skilling, re-skilling, and re-deployment is the next development focus in order to prepare employees in all roles to face dynamic challenges.

The Bank will continue leadership development to ensure a sustainable succession process with a healthy pipeline of future leaders who possess the relevant competencies and more importantly, possess the distinctive BCA leadership characteristics rooted in the BCA Way. An agile and conducive working environment will consistently be fostered, focusing on a buddy program for employees of Generation Z that join BCA's new workforce.

Embracing the new normal work style, the Bank continues to develop its wellness program to balance the physical health and mental health of employees as well as presenting a positive employer brand to both internal and external stakeholders. BCA values will always be instilled in all employees throughout the talent lifecycle management process by means of One BCA and the SENADA spirit.

#### Employee by Status

	2021	2020	2019
Permanent	22,527	23,206	23,211
Non Permanent (incl. contract, probationary, and trainee)	1,425	1,397	1,578
<b>Total</b>	<b>23,952</b>	<b>24,603</b>	<b>24,789</b>

\* including contract, probationary, and trainee

#### Employee by Organization Level

	2021	2020	2019
Non Staff	1,146	1,201	1,304
Staff	17,976	18,609	18,884
Managers	4,735	4,681	4,511
Senior Officers (Including the Board of Commissioners and Directors)	95	112	90
<b>Total</b>	<b>23,952</b>	<b>24,603</b>	<b>24,789</b>

**Employee by Seniority**

	2021	2020	2019
≤ 1 Year	1,561	1,653	1,842
> 1 – 5 Year	4,808	5,205	5,985
> 5 – 10 Years	6,430	5,588	3,864
> 10 – 15 Years	1,162	908	841
> 15 – 20 Years	594	824	1,436
> 20 Years	9,397	10,425	10,821
<b>Total</b>	<b>23,952</b>	<b>24,603</b>	<b>24,789</b>

**Employee by Age**

	2021	2020	2019
≤ 25 Years old	3,008	2,967	2,812
> 25 – 30 Years old	5,581	5,939	6,121
> 30 – 35 Years old	4,284	3,518	2,762
> 35 – 40 Years old	1,190	1,030	1,007
> 40 – 45 Years old	1,935	2,555	3,167
> 45 – 50 Years old	4,115	4,632	5,078
> 50 Years old	3,839	3,962	3,842
<b>Total</b>	<b>23,952</b>	<b>24,603</b>	<b>24,789</b>

**Employee by Education Level**

	2021	2020	2019
Up to Senior High School	2,876	3,452	4,016
Diploma and Undergraduate	20,064	20,212	19,885
Graduate and Doctorate	1,012	939	888
<b>Total</b>	<b>23,952</b>	<b>24,603</b>	<b>24,789</b>

**Employee Training**

	2021			2020			2019		
	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	245	21,458	8,947	270	32,304	9,039	642	63,968	19,923
Credit Management	152	19,798	5,536	128	26,578	3,721	200	30,788	5,261
Risk Management Certification Program	41	695	571	34	792	586	40	822	481
Sales	185	13,309	6,748	112	6,696	2,978	189	9,841	6,372
Service	16	9,665	995	77	3,854	3,213	144	8,619	6,429
Operations & Information Technology	623	108,851	15,470	566	81,753	13,714	861	123,706	21,285
Other	309	61,805	17,716	181	8,384	6,014	196	10,994	7,797
<b>Total</b>	<b>1,571</b>	<b>235,581</b>	<b>55,983</b>	<b>1,368</b>	<b>160,361</b>	<b>39,265</b>	<b>2,272</b>	<b>248,738</b>	<b>67,548</b>

**Employee Training Expenses (in million Rupiah)**

	2021	2020	2019
<b>Total Employee Training Expenses</b>	<b>193,417</b>	<b>208,954</b>	<b>395,659</b>



## BUSINESS SUPPORT

# Network and Operation



In the hybrid ecosystem, BCA has adopted different approaches to meet various customer needs, balancing its digital channels and strong physical network.



The use of digital banking services has increased exponentially, owing to the restrictions placed on personal mobility due to the COVID-19 pandemic. Individuals and businesses have turned to digital networks for their banking needs, and for many this has become the new norm, even as the pandemic shows signs of subsiding.

BCA implements a wide range of individualized approaches to meet the varied needs of different customers, striking an appropriate balance between digital channels and the established physical network.

### Digital Banking as the New Norm

The global pandemic has accelerated the growth of digital banking transactions. As of 2021, around 88% of transactions at BCA are done via digital channels. Our “Banking From Home” campaign and new services have encouraged the shift towards digital banking, as indicated by the number of online account openings via the BCA Mobile app, which reached 3.2 million in 2021, grow to nearly double from the previous year.

Digital banking is also transforming the way we will serve customers at our branches in the near future. The implementation of the future branch model has reached around 87% of the bank’s branches and will be 100% accomplished by 2022, optimizing digital technology and bringing rich digital experience for customers. For example, the CS digital machine lets customers get card replacements in less than 5 minutes.

Along with these developments, BCA continues to improve the roles of its customer service, teller and back office staff to provide an exceptional customer experience across BCA channels. The competencies of in-branch staff are continually developed through various training and skills-development programs.

### Selective Expansion of the Physical Network

Despite the growth of digital banking, the branch network remains a major channel for BCA’s business growth because it enables a more personalised interaction with customers. The value of BCA’s branch network cannot be separated from the importance of the team that assists customers with their transition to digital transactions, which are a part of the hybrid ecosystem at BCA branches.

Keeping in mind the ongoing process of digitalization, BCA carried out an analysis before selectively expanding its physical network, focusing on a compact branch format to establish a flexible yet efficient network.

As of the end of 2021, BCA has a total of 1.334 offices (137 Main Branch Offices, 1.105 Permanent Sub-Branch Offices, 70 Mobile Sub-Branch Offices, and 22 Functional offices). There are a total of 18.034 BCA ATMs, mostly comprising cash recycling machines (CRM) and multi-functional ATMs. The focus of expanding the ATM network is on replacing the multi-function ATMs with CRMs to allow customers to both deposit and withdraw cash.

In line with the Future Branch model, BCA has gradually introduced self-assisted machines at its branches, such as STAR Teller, which improves the efficiency of banking transactions by supporting tellers when completing cash deposits and withdrawals at the branches.

### Quality Services and Operations

Customers are the beating heart of BCA’s business. To build customer loyalty and become the Bank of choice, BCA emphasizes improvements to its service quality, enhancing customer experience, and strengthening customer engagement.



The growing number of digital transactions requires diverse assistance to ensure customer satisfaction. In 2021, Halo BCA, a solution service center, launched the Halo BCA App, providing an easy way for customers from Indonesia or overseas to contact the Bank using VOIP (Voice Over Internet Protocol) technology. The Halo BCA App complements Halo BCA's existing points of contact, which include various social media accounts, WhatsApp and webchat channels, e-mail, and twitter.

Halo BCA also has Digital Relationship Officers (DRO) who contact customers regularly under the 2-2-2 concept (two days, two weeks, and two months) to build stronger engagement and maintain trust-based relationships.

The position of a Solution Assistant (SOLA), a customer relationship assistant under Halo BCA, was developed in 2019 to focus on segment-based relationships and provide services according to customer profiles. SOLA serves the upper mass customers, while also increasing the business potential from this segment.

BCA has set up a SMART SOLUTION program to ensure quality services and operations. Introduced in 2001, SMART stands for *Sigap* (active), *Menarik* (attractive), *Antusias* (enthusiastic), *Ramah* (friendly), and *Teliti* (thorough). The SOLUTION program was added in 2010 with the principles of *Simak* (attentiveness), *Open-minded*, *Lengkap* (completeness), *Utamakan kebutuhan nasabah* (prioritization of Customer's needs), *Telling-solutions*, *Initiative*, and *ON-time follow-ups*.

Following Government's social restriction regulations, in 2021 BCA implemented strict health protocols for its in-branch services and operations. BCA's security team was available to assist the customers, ensuring their safety and convenience when making transactions at the branches. Weekend banking remained available throughout 2021 to provide convenience for customers.

### Future Development Plans

To meet the needs of its customers, BCA will continue balancing its digital and physical networks. Going forward, BCA will continue to develop its physical network in selected regions that are not covered by the existing network and/or are in emerging areas, developing the infrastructure needed to provide banking services that cannot be delivered through electronic or digital channels.

The future branch model, which relies heavily on automation and digital devices, will be expanded with new features. Banking services will be provided chiefly through digital technology, such as online reservations and digital forms on the e-Branch app; account opening via e-Service; cash deposits, withdrawals, and other transactions using the STAR Teller (teller-assisted machine) and dual-screen tablets; and many other self-service facilities at the branches. Furthermore, BCA's Customer eXperience Officers (CXO) will assist the customers with other products and service offerings.

BCA consistently utilizes the latest technology to enhance customer experience, while striving for operational excellence and optimum branch productivity. It is BCA's commitment to deliver simpler, faster, and safer in-branch transactions and services to its customers.

## BUSINESS SUPPORT

# Information Technology



**As the leading transaction bank, BCA continues to bring the best digital experience to its customers while ensuring the reliability, stability, and security of its systems.**



Since the COVID-19 pandemic hit the world in early 2020, digital transactions have continued to grow, and banking from home has become the new standard. BCA, as the leading transaction bank, continues to bring the best digital experience to its customers through product innovation that caters to their needs and adapts to trends. The Bank consistently invests in Information Technology (IT) and Security to ensure the reliability, stability, and security of its systems.

Serving a huge number of customer transactions, BCA prioritises ensuring the IT system is “Always ON” with zero downtime. The Bank has strengthened its IT systems with the addition of a new data centre, the modernization of IT infrastructure and core systems, and the formulation of a special team that is on standby 24/7 to maintain system and service availability. Along with the digitalization, the cyberthreat landscape is also growing. BCA strengthens its cybersecurity posture to protect customers’ transactions and data from fraud and cybercriminals in order to increase customer trust while using digital banking.

### Innovation for Customer Satisfaction

BCA emphasized innovation in providing the best banking solutions for various customer needs, such as payments, deposits, investments, loans, financial planning, and many more. myBCA, our newest electronic platform, is built on

micro service architecture and provides a complete and seamless experience for individual customers. myBCA integrates the services of BCA mobile (mobile banking) and KlikBCA (internet banking) with an enhanced user interface and user experience to increase customer satisfaction.

The micro services architecture allows for the scalable, rapid and secure implementation of new features for myBCA and has also been applied to many other applications in the BCA ecosystem.

With the rapid growth of digital transactions, BCA has implemented big data to record and analyse data sets in order to have a better understanding of customer needs and preferences. The Relationship Management Platform is one such initiative. It analyses and identifies the right products and services for each customer based on their specific needs. This will ensure optimal customer satisfaction and will streamline the bank’s efforts to build better relationships with customers.

### Ensuring Service Quality through Increased Capabilities

BCA’s primary IT focus has always been making sure that IT services are reliable (“Always On”). To that end, the Bank implemented the High Availability System strategy by adopting cloud technology, building new a data center, and continuously modernizing the IT infrastructure and security.

To support excellence in IT operations and availability, BCA applied automatic 24/7 real-time monitoring tools by optimizing data analytics and artificial intelligence for preventive problem detection. These initiatives enable us to increase system availability, reliability and security, while also increasing the capacity for BCA to serve more customers in the future.



BCA continues to develop its new in-country data centre to anticipate the growth of digital transactions and integration with subsidiaries. BCA and its subsidiaries will share resources in data center operations, infrastructure, network, and security, which will support a reliable and secure IT system across the BCA group. In 2021, BCA accomplished the infrastructure development of “Halo Semarang”, a call centre located in Semarang, to serve customers more quickly.

Various technologies employed by BCA—including Robotic Process Automation (RPA), Optical Character Recognition (OCR), Natural Language Processing (NLP), Artificial Intelligence (AI), Augmented Reality (AR) and Video Surveillance—have improved the bank’s operational processes, an important factor in its continuous pursuit of excellence.

Demand for digitalization and automation has also increased significantly, driving our need to adopt new technology and processes in anticipation of the changing banking trends. One of BCA’s approaches is the implementation of the Mini Company initiative, which supports faster IT implementation by forming dedicated and self-managed “scrum teams”.

These scrum teams consist of various roles and cross functional units for quick decisions and faster development processes. In 2021, more than 50 Mini Company teams have been formed, implementing more than 8,500 IT features together.

While adopting a Work From Anywhere (WFA) protocol, BCA enhanced its flexible and digital collaborative working environment with state-of-the-art security solutions, such as VPN with 2-factor authentication combined with limiting USB port access, balancing productivity and security. To improve working process efficiency in all working units, BCA continued to develop the Citizen Developer concept, which allows each working unit to develop and manage dedicated applications or systems to support their performance. Citizen Developer provides the capability for the non-IT user to develop simple and secure applications for internal use – the initiative results with more than 100 applications built by users.

## BUSINESS SUPPORT

# Information Technology

### Sustainable Improvement in Security

BCA's information security is ISO 27001:2013 certified to ensure its information security management system best practices are maintained. Striving for continuous improvement in cybersecurity, the Bank is committed to improving its infrastructure, network, application, and data protection. Strengthening the Security Monitoring Center and cybersecurity risk management for digital transactions are also part of improving cybersecurity vigilance.

Since social engineering is becoming more sophisticated, cybersecurity awareness has always been the Bank's key focus. BCA consistently increases customers' awareness through frequent webinars, social media, and the corporate website, and simultaneously conducts e-learning, phishing and smishing simulation for all employees. To improve cybersecurity governance, the implementation of policies, standards, procedures, and practices have been enforced throughout the organization.

Preventing data breaches from the use of personally owned devices for work-related activities (so called 'Bring Your Own Device' or BYOD), BCA applies mobile device management segmenting, separating the corporate data from private data. To strengthen BYOD security, BCA has implemented mobile threat prevention security solutions.

In order to safeguard customers' data, BCA implemented data security solutions such as data loss prevention policy, procedure and technology to prevent data leakage, masking sensitive data to mitigate data overexposure, as well as utilizing machine learning and artificial intelligence database activity monitoring to detect anomalies in data access.

To ensure the protection of customers' transactions, BCA utilizes the latest technology to secure Internet Banking transactions, including the capability to detect a transaction that is intercepted by a man-in-the-middle. Security Orchestration and Automation Response (SOAR) orchestrates automatic response for all detected anomalies. With the increasing needs of handling fraudulent banking transactions, the Bank has begun using Security Information & Event Management (SIEM) to correlate events for further visibility against suspicious activities.

BCA regularly conducts security incident drills to ensure its readiness against potential cyberattacks and to improve its cyber resilience.

### Future Development Plans

BCA has witnessed an exponential increase in the number of transactions through digital channels, and this trend is expected to continue in line with technological developments and shifts in customer behavior. BCA will continue to invest in IT capability and to develop employee competencies in digital field to support the achievement of the Bank's targets. There are opportunities for improvements to business and operational processes, focusing on automation, integration and data-driven analysis to sustain business growth in the long run.

For the next three years, BCA will focus on ensuring the IT system is "Always ON" with zero downtime and providing reliable services to customers. To achieve this very important initiative, BCA is simultaneously developing its new data center, modernizing hardware and software, and improving infrastructure to ensure a high-availability system.

To best enable business growth, BCA will extend its reach with regard to collaborations with business partners through open banking Application Programming Interface (API) and with fintech companies—in synergy with its subsidiary, CCV—to expand the digital finance ecosystem. The Bank is also committed to supporting the implementation of the regulator's initiatives, such as BI-FAST and Open Banking.

As WFA becomes a new standard way of working, BCA continues enhancing efficiency in the digital workplace,

developing remote working hub offices, and implementing process automation using artificial intelligence to improve operational efficiency and service quality at front-end and back-end processes.

BCA continues to develop its cybersecurity to support better business innovation, which focuses on three aspects: people, process, and technology. All of these initiatives will enable the Bank to adapt with the evolving cyberthreat landscape and more sophisticated cyberattacks.

# ECONOMY, BANKING SECTOR AND BCA FINANCIAL REVIEW



Credit demand recovered gradually, while a strong growth in CASA funds contributed to the growth of earning assets, underpinning the Bank's operating income performance.



## Economic Review

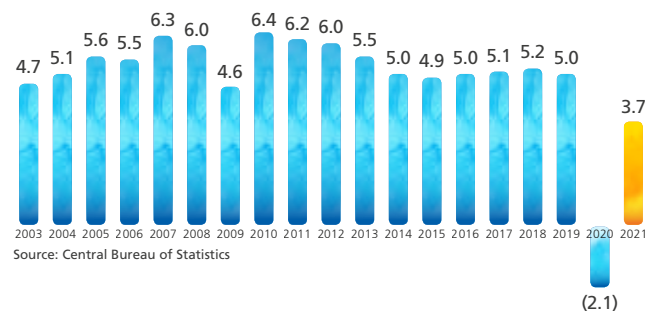
The economy showed an ongoing trend of recovery in 2021, despite disruptions from the Delta variant of COVID-19 in the middle of the year. After nearly two years of the COVID-19 pandemic, the global economy managed to achieve positive growth compared to 2020, with major economies, such as the US, China, and the European Union booking growth of 5.7%, 8.1%, and 5.1% (est. FY-2021), respectively. Economic recovery was supported by robust pent-up demand, which has driven up commodity prices amid global supply disruptions.

In the midst of economic recovery, the world faced global inflation, stemming from supply chain disruption and increased energy prices. In response, the US Federal Reserve began to tighten policy, while planning an increase of the Fed Funds Rate in 2022, anticipated to be around 75-100 bps.

Besides benefitting from the increase in exports, Indonesia also saw an improvement in domestic demand, which contributed to 3.7% GDP growth compared to -2.1% in 2020. The growth was held back by the rapid spread of the

Delta variant, but it rebounded in line with the increasing vaccination rate, which improved mobility and led to a wider reopening of economic activities. In the fourth quarter of 2021, economic recovery continued albeit clouded by increasing COVID-19 cases in several countries as the Omicron variant began to spread.

## Indonesia Gross Domestic Product (GDP) Growth (%)



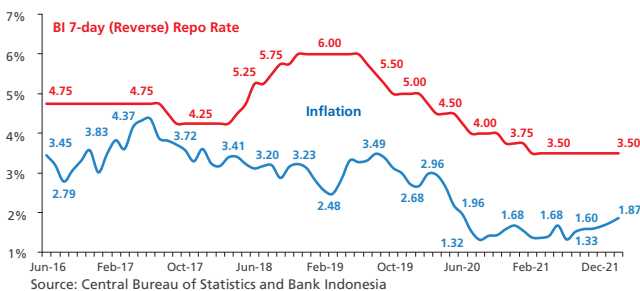


As one of the largest commodity exporters, Indonesia booked a record-high trade balance surplus in the second half of 2021, bringing the current account surplus to 1.5% of total GDP (Q3-2021). The consumer confidence index recovered, reaching 118.3 by the end of the year.

Remarkably, such good performance was achieved without any substantial increase in macroeconomic risks. Inflation remained under control at 1.87% year-on-year, while the USD/IDR exchange rate closed the year at Rp14,263 per December 2021 amid high global inflation and a strengthening US dollar.

Liquidity remained ample, supported by accommodative monetary policy and synergy between Bank Indonesia, OJK, and the Government. Abundant liquidity was also supported by the efforts of the Government and financial authorities through the National Economic Recovery (PEN) program. Fiscal stimulus was extended in 2021, amounting to Rp658.6 trillion, while tax incentives stimulated growth in the automotive and property sectors. Bank Indonesia (BI) continued to keep the balance between growth and macroeconomic risks with a low benchmark policy rate of 3.50%, while maintaining stability in the government bond and foreign exchange markets amid global volatility.

**Inflation and BI 7-day (Reverse) Repo Rate (%)**





## Banking Sector Review

Positive economic conditions supported the banking industry's performance. Liquidity remained ample during the pandemic, in line with the aforementioned policies. Therefore, in 2021, third party funds grew 12.2% to Rp7,479 trillion. Capital has been a major factor underpinning the performance of the Indonesian banking industry for the past decade, as reflected by the Capital Adequacy Ratio (CAR) at 25.7%. Another positive sign was loan growth, which was positive at 5.2% in 2021, after contracting in 2020. This growth was backed up by a manageable Non-Performing Loan (NPL) ratio of 3.0%. Meanwhile, the restructured loan ratio has begun to decline from the high rate at the start of the pandemic.

To support the banking industry in the settlement of bad loans, OJK through POJK No. 17/POJK.03/2021 extended the banking credit restructuring relaxation policy for

loans categorized as "Current" for the second time, from March 2022 to March 2023. This was a positive decision in maintaining economic momentum. When first issued, the credit restructuring relaxation regulation was effective until March 2021.

With improving economic conditions globally and domestically, BCA is confident the banking sector has the potential to continue growing in 2022, in terms of both lending and transactions. This is also supported by the government's proactive approach to managing the pandemic and various long-term positive catalysts, such as middle-class income growth and Indonesia's favorable demographic, with large portions of productive-age population. Loan growth is expected to improve along with economic recovery. BCA is also optimistic that the increasing digitalization in Indonesian banking will benefit the banking sector and drive further growth in the future.

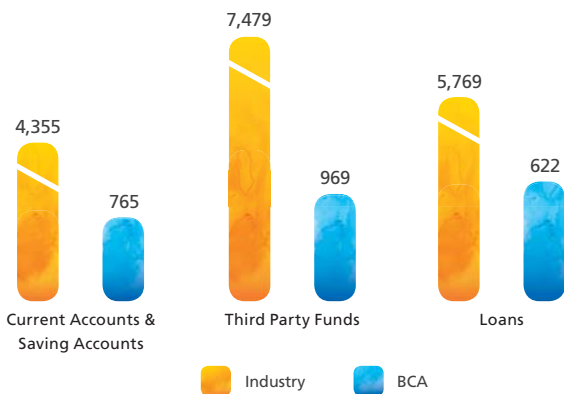
### BCA Financial Performance Overview 2021

BCA reported a net profit growth of 15.8% to Rp31.4 trillion in 2021, in line with the domestic economic recovery from the downturn cycle over the course of COVID-19 pandemic. Credit demand recovered gradually, while a strong growth in CASA funds contributed to the growth of earning assets, underpinning the Bank’s operating income performance.

Amid the acceleration of digitalization, BCA continued to drive innovations and collaborations with e-commerce and fintech firms in order to expand the Bank’s ecosystem as well as to increase number of customers and transaction volume. Solid performance of BCA’s transaction banking strengthened CASA core funds, which recorded a 19.1% growth in 2021. The ratio of CASA to total third party funds reached 78.9%, among the highest in the Indonesia’s banking industry. As of December 31, 2021, total third party funds increased 16.1% to reach Rp968.6 trillion.

The positive growth in net profit and larger third party funds led to a total assets growth of 14.2% to Rp1,228.3 trillion. BCA remained the largest private bank by total assets, with a market share of 12.5%, an increase from the previous year’s 11.7%.

#### BCA in the Banking Industry in 2021 (in trillion Rupiah)

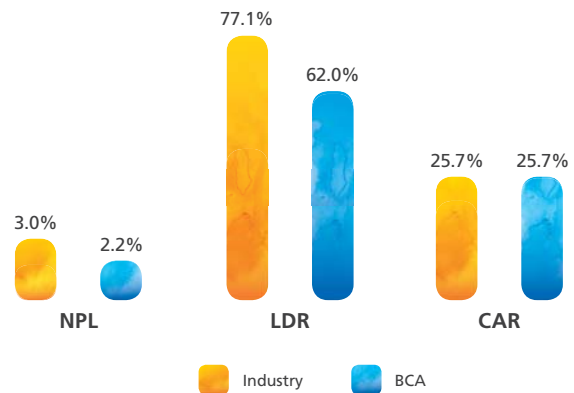


On the lending side, BCA explored opportunities in various industries while implementing prudent risk management in order to achieve quality loan growth. BCA recorded an increase in total loans of 8.3%, reaching Rp622.0 trillion, driven by corporate loans and mortgages. Stronger loan

growth was accompanied by improvement in credit quality. Loan at Risk (LAR) decreased to 14.6% from 18.8% last year due to business recovery of several debtors, meanwhile non-performing loans (NPL) stood at a tolerable level of 2.2%.

BCA proactively monitored the progress of debtors that were under debt restructuring, and ensured adequate credit provisions on the restructured portfolio. In 2021, total loan loss reserve (Allowance for Impairment Losses on Loans) reached Rp32.2 trillion with LAR coverage of 39.0% and NPL coverage ratio of 240.0%. BCA’s capital remained solid with capital adequacy ratio (CAR) of 25.7%, relatively high in the banking industry. Liquidity was adequate with loan to deposit ratio (LDR) at 62.0%.

#### BCA Financial Ratio in the Banking Industry in 2021



All in all, stronger liquidity; loan growth rebound; lower interest expenses and decrease in credit impairment losses, have contributed significantly to net profit growth. Return on Assets (ROA) and Return on Equity (ROE) were recorded at the levels of 3.4% and 18.3%, respectively, at the end of 2021.

Here we present the Management Discussion and Analysis on BCA’s financial performance in 2021 compared to 2020 in accordance with the applicable rules set out in the Indonesian Financial Accounting Standards Statement (PSAK). The Management Discussion and Analysis refers to the Consolidated Financial Statements of PT Bank Central Asia, Tbk and its Subsidiaries for the years ending December 31, 2021, and December 31, 2020, which have been audited by KAP Tanudiredja, Wibisana, Rintis & Rekan (a member firm of the PwC global network).

## FINANCIAL POSITION

### ASSETS

#### Total Assets (in billion Rupiah)

	2021		2020		2019		Increase / (decrease) 2021		Increase / (decrease) 2020	
	Nominal	(%) to Total Assets	Nominal	(%) to Total Assets	Nominal	(%) to Total Assets	Nominal	%	Nominal	%
Cash and Current Accounts with Bank Indonesia	89,401	7.3%	51,805	4.8%	73,326	8.0%	37,596	72.6%	(21,522)	-29.4%
Current Accounts with Other Banks	11,605	0.9%	11,972	1.1%	10,522	1.1%	(368)	-3.1%	1,451	13.8%
Placement with Bank Indonesia & Other Banks	87,149	7.1%	47,451	4.4%	30,948	3.4%	39,698	83.7%	16,503	53.3%
Securities	371,297	30.2%	339,372	31.6%	152,559	16.6%	31,925	9.4%	186,814	122.5%
Investment Securities	224,232	18.3%	192,553	17.9%	142,983	15.6%	31,679	16.5%	49,570	34.7%
Securities Purchased under Agreements to Resell	147,065	12.0%	146,819	13.7%	9,576	1.0%	246	0.2%	137,244	1,433.3%
Loans - gross	622,013	50.6%	574,590	53.4%	586,940	63.9%	47,424	8.3%	(12,350)	-2.1%
Allowance for Impairment Losses on Loans (-/)	(32,200)	-2.6%	(26,946)	-2.5%	(14,906)	-1.6%	5,254	19.5%	12,040	80.8%
Fixed Assets gross	22,169	1.8%	21,915	2.0%	20,852	2.3%	254	1.2%	1,063	5.1%
Others	56,910	4.6%	55,411	5.2%	58,749	6.4%	1,499	2.7%	(3,337)	-5.7%
<b>Total Assets</b>	<b>1,228,345</b>	<b>100.0%</b>	<b>1,075,570</b>	<b>100.0%</b>	<b>918,989</b>	<b>100.0%</b>	<b>152,774</b>	<b>14.2%</b>	<b>156,581</b>	<b>17.0%</b>

In 2021, BCA Total Assets grew by 14.2% to Rp1,228.3 trillion, supported by the growth in third party funds, especially CASA funds, and solid profitability as reflected in the increase in Retained Earnings. About 91.6% of BCA Total Assets were Earning Assets which largely comprised of loans and low-risk instruments, including short-term Bank Indonesia instruments and Government Bonds.

#### Total Earning Assets - gross (in billion Rupiah)

	2021		2020		2019		Increase / (decrease) 2021		Increase / (decrease) 2020	
	Nominal	(%) to Total Earning Assets	Nominal	(%) to Total Earning Assets	Nominal	(%) to Total Earning Assets	Nominal	%	Nominal	%
Placements with Bank Indonesia and Other Banks	87,153	7.7%	47,456	4.7%	30,948	3.8%	39,698	83.7%	16,507	53.3%
Securities*	370,736	32.9%	338,812	33.7%	151,925	18.6%	31,924	9.4%	186,887	123.0%
Investment Securities*	223,670	19.9%	191,992	19.1%	142,348	17.4%	31,678	16.5%	49,644	34.9%
Securities Purchased under Agreements to Resell	147,066	13.1%	146,820	14.6%	9,577	1.2%	246	0.2%	137,243	1,433.0%
Loans	622,013	55.3%	574,590	57.1%	586,940	71.7%	47,424	8.3%	(12,350)	-2.1%
Consumer Financing and Investment in Finance Leases	8,725	0.8%	8,514	0.8%	11,158	1.4%	212	2.5%	(2,645)	-23.7%
Others	36,790	3.3%	36,052	3.6%	37,723	4.6%	738	2.0%	(1,671)	-4.4%
<b>Total Earning Assets</b>	<b>1,125,418</b>	<b>100.0%</b>	<b>1,005,423</b>	<b>100.0%</b>	<b>818,694</b>	<b>100.0%</b>	<b>119,995</b>	<b>11.9%</b>	<b>186,729</b>	<b>22.8%</b>
<b>Total Earning Assets to Total Asset</b>	<b>91.6%</b>		<b>93.5%</b>		<b>89.1%</b>					

\* In audited Consolidated Financial Statements, Investment Securities (gross) was recorded at Rp224,512 billion in 2021 (including investment in shares amounting to Rp842 billion) and Rp192,753 billion in 2020 (including investment in shares amounting to Rp761 billion).

Total Earning Assets increased 11.9% to Rp1,125.4 trillion in 2021. Loans remained the largest component that contributed 55.3% of total Earning Assets at the end of 2021 despite loan demand had not fully recovered due to the pandemic. Higher growth of Earning Assets was recorded in Placements with Bank Indonesia and Other Banks and in Securities which mostly consisted of Government Bonds and Bank Indonesia's short-term instruments including Securities Purchased under Agreements to Resell.

### CASH, CURRENT ACCOUNTS WITH BANK INDONESIA & CURRENT ACCOUNTS WITH OTHER BANKS

Cash and Current Accounts with Bank Indonesia grew 72.6% to Rp89.4 trillion in 2021 from Rp51.8 trillion in the previous year. The cash balance decreased 2.9% to Rp23.6 trillion from Rp24.3 trillion, with Rupiah denominated cash balance contributing 97.1% of total cash. Cash balance in Rupiah included cash at Automated Teller Machines (ATM) stood at Rp8.0 trillion.

Current Accounts with Bank Indonesia in 2021 was recorded at Rp65.8 trillion, an increase of 139.4% from 2020. This increase was due to the new BI regulation reintroducing a

requirement of additional current accounts for banks to meet the Macroprudential Intermediation Ratio (RIM) in stages, effective May 1, 2021. The new regulation required RIM no lower than or equal to 84% and a maximum of or equal to 94%. BCA is required to increase the Current Account with Bank Indonesia because the Bank's RIM ratio is below the applicable regulations. In 2021, the average Primary Rupiah Statutory Reserves were recorded at 3.15%, and the daily foreign currency Statutory Reserves at 2.00%. Meanwhile, Current Accounts with Other Banks decreased by 3.1% to Rp11.6 trillion from Rp12.0 trillion. Current Accounts with Other Banks were placed with leading international banks.

### PLACEMENTS WITH BANK INDONESIA & OTHER BANKS

In 2021, Placements with BI and Other Banks increased 83.7% to Rp87.1 trillion compared to the previous year's Rp47.5 trillion. The increase was primarily due to placements in Bank Indonesia Instruments, such as Bank Indonesia Term Deposit as one of liquidity placements. Most of the Placements with Bank Indonesia and Other Banks were short-term instruments with tenor of less than 3 months.

### SECURITIES

At the end of 2021, placements in Securities reached Rp371.3 trillion, an increase of 9.4% from Rp339.4 trillion in the previous year. Placements in Securities consisted of Investment Securities and Securities Purchased under Agreements to Resell (reverse repo). The increase in Securities was due to higher third party funds growth compared to credit growth. However, in line with recovering mobility, business and economic activities, placements in Securities and Bank Indonesia are expected to be gradually replaced by credit growth.

#### Securities (in billion Rupiah)

	2021	2020	2019	Increase / (decrease) 2021		Increase / (decrease) 2020	
				Nominal	%	Nominal	%
Investment Securities	224,232	192,553	142,983	31,679	16.5%	49,570	34.7%
SBBI, SDBI & SBI Sharia	29,074	11,998	30,287	17,076	142.3%	(18,289)	-60.4%
Government Bonds	159,351	150,076	80,174	9,275	6.2%	69,902	87.2%
Other Securities	35,807	30,479	32,522	5,328	17.5%	(2,043)	-6.3%
Securities Purchased under Agreements to Resell	147,065	146,819	9,576	246	0.2%	137,244	1,433.3%
<b>Total</b>	<b>371,297</b>	<b>339,372</b>	<b>152,559</b>	<b>31,925</b>	<b>9.4%</b>	<b>186,814</b>	<b>122.5%</b>

Placements in Investment Securities recorded an increase, especially in Bank Indonesia's instruments which rose 142.3% to Rp29.1 trillion. Government Bonds also increased 6.2% to Rp159.4 trillion. Other Securities rose 17.5% to Rp35.8 trillion, with majority of investment in corporate bonds. Most of the corporate bond issuers were BCA debtors in the petrochemical sector, palm oil plantation and paper.

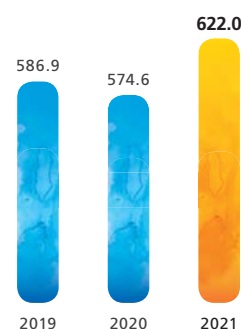
Meanwhile, Securities Purchased under Agreements to Resell (reverse repo) were recorded at Rp147.1 trillion, an increase of 0.2% compared to the previous year at Rp146.8 trillion. The reverse repo was almost entirely Bank Indonesia instruments with Government bonds as the transaction underlying. Reverse Repo only increased slightly compared to last year's position as larger liquidity was allocated to Placements with Bank Indonesia and Other Banks, Cash and Current Accounts with Bank Indonesia and Investment Securities.

## LOANS

Along with mobility recovery in 2021, BCA's loan portfolio increased 8.3% to Rp622.0 trillion, mainly supported by the growth in corporate loans and mortgages. The increase in BCA loans was relatively higher than the banking sector average, which grew by 3.2%. Total disbursed loans reached Rp361.3 trillion, up 22.3% compared to last year. The combined portfolio of loans and corporate bonds reached Rp646.5 trillion, an increase of 8.7% from last year. BCA is committed to step up in Environmental, Social and Governance (ESG) aspects. In 2021, sustainable financing

increased 20.9% YoY to Rp154.4 trillion, or 24.8% of the total loan portfolio. Sustainable financing, among others, is channeled into sustainable business activity loans (KKUB) for MSME activities, management of living natural resources and environmentally friendly transportation which all contribute to 95.2% of the total portfolio of sustainable financing loans in 2021.

**Loan Portfolio**  
(in trillion Rupiah)



## Loans by Segment

**Loan Composition by Segment** (non consolidated - in billion Rupiah)

	2021	2020	2019	Increase / (decrease) 2021		Increase / (decrease) 2020	
				Nominal	%	Nominal	%
Corporate	285,659	256,625	238,471	29,034	11.3%	18,154	7.6%
Commercial & SME*	208,633	197,942	214,203	10,691	5.4%	(16,261)	-7.6%
Consumer	123,244	118,133	132,631	5,111	4.3%	(14,498)	-10.9%
Mortgage	84,206	78,571	82,056	5,635	7.2%	(3,485)	-4.2%
Vehicle	27,248	28,356	36,469	(1,108)	-3.9%	(8,113)	-22.2%
Credit Card	11,790	11,206	14,106	584	5.2%	(2,900)	-20.6%
Employee	3,104	2,949	2,946	155	5.3%	3	0.1%
<b>Total</b>	<b>620,640</b>	<b>575,649</b>	<b>588,251</b>	<b>44,991</b>	<b>7.8%</b>	<b>(12,602)</b>	<b>-2.1%</b>

\* including productive mortgage (KPR)

Based on segment, Corporate loans increased 11.3% to reach Rp285.7 trillion from Rp256.6 trillion in the previous year, with the largest growth driven by the edible oil, transportation, telecommunication, and infrastructure sectors. Commercial & SME loans grew 5.4% to Rp208.6 trillion, the increase was mainly from the building materials and other steel construction, food and beverage, and plantation and agriculture sectors.

Consumer loans recorded an annual increase of 4.3% to Rp123.2 trillion, compared to the previous year's decrease of 10.9%. Consumer loan growth was supported by recovering mortgage demand and government incentives. BCA took this opportunity to host the BCA Expoversary Online from February 2021 to March 2021, as well as the KPR Online Expo and Virtual Auto Show from September to November 2021. These initiatives resulted in total applications of Rp50.1 trillion, driving a 7.2% growth of BCA mortgages to Rp84.2 trillion.

Vehicle loans still recorded a decline of 3.9% to Rp27.2 trillion, due to the limited supply of cars in Indonesia to meet higher consumer demand as a result of the lack of automobile parts. However, this was an improvement compared to previous year, which had a correction of 22.2%. The government's PPnBM (luxury tax) relaxation policy encouraged a recovery in vehicle loan demand in 2021.

## Loan by Type of Usage

### Loan Composition by Type of Usage (in billion Rupiah)

	2021		2020		2019		Increase / (decrease) 2021		Increase / (decrease) 2020	
	Nominal	Composition	Nominal	Composition	Nominal	Composition	Nominal	%	Nominal	%
Working Capital	294,561	47.4%	276,388	48.1%	278,378	47.4%	18,173	6.6%	(1,990)	-0.7%
Investment	201,105	32.3%	177,122	30.8%	172,994	29.5%	23,983	13.5%	4,128	2.4%
Consumer (including Credit Card)	123,272	19.8%	117,925	20.5%	132,622	22.6%	5,347	4.5%	(14,697)	-11.1%
Employee	3,076	0.5%	3,155	0.5%	2,946	0.5%	(79)	-2.5%	209	7.1%
<b>Total</b>	<b>622,013</b>	<b>100.0%</b>	<b>574,590</b>	<b>100.0%</b>	<b>586,940</b>	<b>100.0%</b>	<b>47,423</b>	<b>8.3%</b>	<b>(12,350)</b>	<b>-2.1%</b>

By type of usage, working capital loans were the largest contributor to total loans, amounting to 47.4% at the end of 2021. Meanwhile, investment, consumer and employee loans contributed 32.3%, 19.8% and 0.5%, respectively. In general, debtors in the corporate, commercial & SME segments showed business improvement, though they remained cautious.

At the end of 2021, working capital loans grew 6.6% to Rp294.6 trillion, while investment loans increased 13.5% to Rp201.1 trillion. Meanwhile, consumer loans increased 4.5% to Rp123.3 trillion and employee loans decreased 2.5% to Rp3.1 trillion.

## Loan by Industry Sectors

BCA's loan portfolio was channeled into various business sectors in accordance with the risk management policy of loan diversification to mitigate concentration risk. Based on industry, BCA's largest loan portfolio was in the finance services sector, accounting for 7.2% of total business loans. Loans in the plantation and agriculture sector were recorded at 6.5%, and 6.2% were extended to distribution, retail and wholesale sector.

### Top 10 Sectors by Corporate, Commercial and SME Segments (based on BCA internal classification)\*

	2021	2020	2019
Financial Services	7.2%	8.3%	7.8%
Plantation and Agriculture	6.5%	7.1%	7.4%
Distributor, Retailer and Wholesaler	6.2%	6.2%	6.2%
Building Material and Other Construction Related	5.9%	6.1%	6.7%
Edible Oil	5.3%	4.1%	2.5%
Telecommunication	5.0%	4.1%	3.5%
Properties and Construction	5.0%	5.3%	5.4%
Transportation and Logistic	4.8%	4.6%	4.1%
Infrastructure for Transportation	4.6%	3.5%	2.7%
Automotive and Transportation	4.5%	4.3%	5.1%
<b>Total</b>	<b>55.1%</b>	<b>53.5%</b>	<b>51.4%</b>

\* 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

BCA continued managing credit risk prudently, while observing growth opportunities. BCA consistently monitored external conditions, that could affect business sectors and in turn debtors' ability to repay loans. Loan disbursement was prioritized for customers who had established good relationships with BCA and showed positive or resilient business performance during the pandemic.

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

	LAR (Nominal)			LAR (%)**			△ LAR			
	2021	2020	2019	2021	2020	2019	Increase / (decrease) 2021		Increase / (decrease) 2020	
							Nominal	%	Nominal	%
Corporate	32,913	40,866	7,023	11.5%	15.9%	2.9%	(7,953)	-19.5%	33,844	481.9%
Commercial & SME*	37,474	42,658	8,567	18.0%	21.6%	4.0%	(5,185)	-12.2%	34,092	398.0%
Consumer	20,435	24,942	7,019	16.6%	21.1%	5.3%	(4,508)	-18.1%	17,924	255.4%
<b>Total LAR</b>	<b>90,822</b>	<b>108,466</b>	<b>22,609</b>	<b>14.6%</b>	<b>18.8%</b>	<b>3.8%</b>	<b>(17,646)</b>	<b>-16.3%</b>	<b>85,858</b>	<b>379.8%</b>

\* including productive mortgage (KPR)

\*\* LAR nominal/respective loan portfolio

BCA's loan quality showed improvement in 2021, with the LAR ratio showing a decline. LAR comprises Current Restructured loans, Special Mention and Non-Performing. In 2021, BCA's total LAR was recorded at 14.6% of total loans, down from 18.8% in the previous year. The improvement in the LAR ratio was supported by a decrease in restructured loans in line with slowing down of COVID-19 cases, as well as improving mobility and business activities of a number of debtors.

Around 77.5% of LAR was attributable to the business segment, with the rest of 22.5% coming from the consumption segment. By the end of 2021, sectors with the highest LAR ratio included tourism, textile, property and construction, which were estimated to require longer time to recover from the pandemic impact. To anticipate possible credit deterioration, BCA booked an allowance for impairment losses on loan of Rp32,2 trillion, with a coverage of 39.0% of the total LAR.

### Restructured Loan Outstanding (non consolidated – in billion Rupiah)

	2021	2020	2019	Increase / (decrease) 2021		Increase / (decrease) 2020	
				Nominal	%	Nominal	%
<b>Performing Loan</b>	<b>73,600</b>	<b>93,259</b>	<b>6,506</b>	<b>(19,659)</b>	<b>-21.1%</b>	<b>86,753</b>	<b>1,333.4%</b>
Current	64,918	88,005	3,145	(23,087)	-26.2%	84,860	2,698.1%
Special Mention	8,682	5,254	3,361	3,428	65.2%	1,893	56.3%
<b>NPL</b>	<b>8,896</b>	<b>4,228</b>	<b>2,642</b>	<b>4,668</b>	<b>110.4%</b>	<b>1,586</b>	<b>60.0%</b>
Substandard	1,302	1,620	895	(318)	-19.6%	725	81.0%
Doubtful	658	592	208	66	11.1%	384	184.1%
Loss	6,936	2,016	1,539	4,920	244.1%	477	31.0%
<b>Total Restructured Loan</b>	<b>82,496</b>	<b>97,487</b>	<b>9,149</b>	<b>(14,991)</b>	<b>-15.4%</b>	<b>88,338</b>	<b>965.6%</b>
<b>Total Loan Portfolio</b>	<b>620,640</b>	<b>575,649</b>	<b>588,251</b>	<b>44,991</b>	<b>7.8%</b>	<b>(12,602)</b>	<b>-2.1%</b>
<b>% Restructured Loans to Total Loans Portfolio</b>	<b>13.3%</b>	<b>16.9%</b>	<b>1.6%</b>	<b>n.a</b>	<b>-3.6%</b>	<b>n.a</b>	<b>15.3%</b>

Most of the restructured loans were collectibility 1 ("Current") loans valued at Rp64.9 trillion, where Rp61.9 trillion (10.0% of total loans) were restructured loans related to COVID-19.

BCA recorded a decline in restructured loans of 15.4% to Rp82.5 trillion, 13.3% of BCA's total loans. Last year, total restructured loans reached 16.9% of total loans, or Rp97.5 trillion. The decrease was due to a number of restructured loans returning to the normal credit category or "Current", amounting to Rp12.5 trillion, mostly in the plantation, transportation as well as logistic and telecommunication sectors in line with the improvement in debtors' operating performance. BCA will continue to monitor debtors' business condition, and to support their recovery through tailored credit restructuring schemes according to the needs of each debtor.

#### Loans by Collectibility (non consolidated – in billion Rupiah)

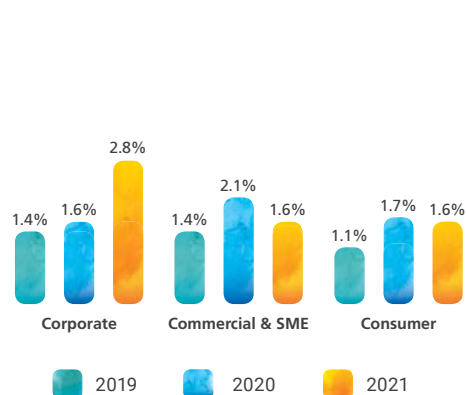
	2021		2020		2019	
	Nominal	(%) to Total Loans	Nominal	(%) to Total Loans	Nominal	(%) to Total Loans
<b>Performing Loan</b>	<b>607,228</b>	<b>97.8%</b>	<b>565,322</b>	<b>98.2%</b>	<b>580,374</b>	<b>98.7%</b>
Current	594,737	95.8%	555,188	96.4%	568,788	96.7%
Special Mention	12,492	2.0%	10,134	1.8%	11,586	2.0%
<b>NPL</b>	<b>13,412</b>	<b>2.2%</b>	<b>10,327</b>	<b>1.8%</b>	<b>7,877</b>	<b>1.3%</b>
Substandard	1,514	0.2%	2,048	0.4%	1,307	0.2%
Doubtful	969	0.2%	1,090	0.2%	687	0.1%
Loss	10,928	1.8%	7,189	1.2%	5,883	1.0%
<b>Total Loans</b>	<b>620,640</b>	<b>100.0%</b>	<b>575,649</b>	<b>100.0%</b>	<b>588,251</b>	<b>100.0%</b>
NPL Ratio – gross	2.2%	n.a	1.8%	n.a	1.3%	n.a
NPL Ratio – net	0.8%	n.a	0.7%	n.a	0.5%	n.a
Provision / NPL	240.0%	n.a	260.9%	n.a	189.2%	n.a

At the end of 2021, total non-performing loans (NPLs) stood at Rp13.4 trillion, up from last year at Rp10.3 trillion. The NPL ratio was recorded at 2.2%, an increase compared to 1.8% in the previous year. However, the ratio was still lower than the 3.2% average NPL ratio of the banking sector. In 2021, BCA's loan quality remained at tolerable level and within the limit of BCA's risk appetite.

BCA continuously conducted close monitoring on the adequacy of loan provisions to anticipate the risk of non-performing loans. BCA recorded expense for impairment losses on loans of Rp9.1 trillion, down 6.2% year on year. As of December 2021, the loan provision balance (Allowance for Impairment Losses on Loans) was recorded at Rp32.2 trillion, an adequate level to cover BCA's non-performing loans.

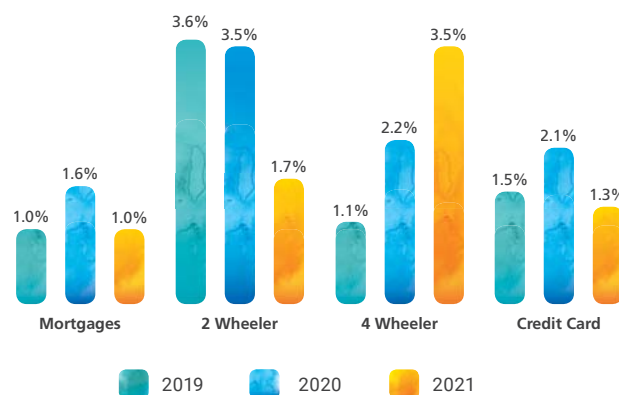
#### NPL Ratio by Segment

(non consolidated)



#### NPL Ratio of Consumer Loans

(non consolidated)





### Details of Loans Written Off (non consolidated – in billion Rupiah)

	2021	2020	2019	Increase / (decrease) 2021		Increase / (decrease) 2020	
				Nominal	%	Nominal	%
Corporate	846	655	524	191	29.2%	131	25.0%
Commercial	1,306	723	743	583	80.6%	(20)	-2.7%
SME	374	220	255	153	69.5%	(35)	-13.7%
Consumer	1,353	1,583	1,400	(231)	-14.6%	183	13.1%
Mortgage	399	360	305	39	10.8%	55	18.0%
4 Wheeler	531	465	420	66	14.2%	45	10.7%
2 Wheeler	10	87	157	(77)	-88.5%	(70)	-44.6%
Credit Card	413	671	518	(258)	-38.4%	153	29.5%
<b>Total</b>	<b>3,879</b>	<b>3,181</b>	<b>2,922</b>	<b>637</b>	<b>20.0%</b>	<b>259</b>	<b>8.9%</b>

In 2021, BCA wrote off loans of Rp3.9 trillion, mainly came from consumer segment (34.9% of written off loans) and commercial & SME segments (33.7% of written off loans). The ratio of written-off loans to BCA's outstanding loans was 0.6% at the end of 2021. Meanwhile, income from loan recovery were recorded at Rp898 billion, or equals to 28.2% of the total written-off loans in the previous year.

### FIXED ASSETS

In 2021 total fixed assets increased 1.2% to Rp22.2 trillion from Rp21.9 trillion. The increase was mostly occurred in office supplies and equipment, and fixed assets under construction. Most of the fixed assets were in the form of land and buildings, network investments in form of ATMs, EDCs and investments in information technology, as well as other fixed assets for network support that were recorded under Office Supplies and Equipment. The realization of Capital Expenditure (Capex) reached Rp3.3 trillion, of which the largest expenditure was investment in IT development, branch banking, network, including ATM machines and EDCs. BCA continues investing for expanding its digital features which have become part of customer lifestyle as well as upgrading IT infrastructure network.

### LIABILITIES

BCA's liabilities were recorded at Rp1,025.5 trillion in 2021, an increase of 15.1% compared to 2020, mainly driven by strong growth in third party funds.

#### Liabilities (in billion Rupiah)

	2021	2020	2019	Increase / (decrease) 2021		Increase / (decrease) 2020		Composition		
				Nominal	%	Nominal	%	2021	2020	2019
Third Party Funds	968,607	834,284	698,980	134,323	16.1%	135,304	19.4%	94.5%	93.6%	93.8%
Current Accounts	284,594	228,985	184,918	55,609	24.3%	44,067	23.8%	27.8%	25.7%	24.8%
Savings Accounts	480,000	413,161	345,634	66,839	16.2%	67,527	19.5%	46.8%	46.4%	46.4%
Time Deposits	204,013	192,138	168,428	11,875	6.2%	23,710	14.1%	19.9%	21.6%	22.6%
Deposits from Other Banks	10,017	10,163	6,717	(146)	-1.4%	3,446	51.3%	1.0%	1.1%	0.9%
Acceptance Payables	6,644	4,400	5,321	2,244	51.0%	(921)	-17.3%	0.6%	0.5%	0.7%
Debt Securities Issued	482	591	1,348	(109)	-18.4%	(757)	-56.2%	0.0%	0.1%	0.2%
Borrowings	976	1,307	2,333	(331)	-25.3%	(1,026)	-44.0%	0.1%	0.1%	0.3%
Accrued expenses and other liabilities	18,479	17,540	14,022	932	5.3%	3,518	25.1%	1.8%	2.0%	1.9%
Post-employment benefits obligation	7,257	9,646	7,955	(2,389)	-24.8%	1,691	21.3%	0.7%	1.1%	1.1%
Subordinated bonds	500	500	500	-	0.0%	-	0.0%	0.0%	0.1%	0.1%
Other Liabilities	12,533	12,425	7,670	115	0.9%	4,755	62.0%	1.2%	1.4%	1.0%
<b>Total Liabilities</b>	<b>1,025,496</b>	<b>890,856</b>	<b>744,846</b>	<b>134,640</b>	<b>15.1%</b>	<b>146,010</b>	<b>19.6%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>

## THIRD PARTY FUNDS

### Composition of Third Party Funds (in billion Rupiah)

	2021		2020		2019		Increase / (decrease) 2021		Increase / (decrease) 2020	
	Nominal	Composition	Nominal	Composition	Nominal	Composition	Nominal	%	Nominal	%
<b>Current Accounts</b>	<b>284,594</b>	<b>29.4%</b>	<b>228,985</b>	<b>27.4%</b>	<b>184,918</b>	<b>26.5%</b>	<b>55,610</b>	<b>24.3%</b>	<b>44,067</b>	<b>23.8%</b>
Rupiah	245,338	25.3%	200,217	24.0%	163,319	23.4%	45,122	22.5%	36,898	22.6%
Foreign Currency	39,256	4.1%	28,768	3.4%	21,599	3.1%	10,488	36.5%	7,169	33.2%
<b>Saving Accounts</b>	<b>480,000</b>	<b>49.6%</b>	<b>413,161</b>	<b>49.5%</b>	<b>345,634</b>	<b>49.4%</b>	<b>66,839</b>	<b>16.2%</b>	<b>67,527</b>	<b>19.5%</b>
Rupiah	462,457	47.7%	397,082	47.6%	332,406	47.6%	65,375	16.5%	64,676	19.5%
Foreign Currency	17,542	1.8%	16,079	1.9%	13,228	1.9%	1,463	9.1%	2,851	21.6%
<b>Total Transactional Account Balance (CASA)</b>	<b>764,594</b>	<b>78.9%</b>	<b>642,146</b>	<b>77.0%</b>	<b>530,552</b>	<b>75.9%</b>	<b>122,449</b>	<b>19.1%</b>	<b>111,593</b>	<b>21.0%</b>
<b>Time Deposits</b>	<b>204,013</b>	<b>21.1%</b>	<b>192,138</b>	<b>23.0%</b>	<b>168,428</b>	<b>24.1%</b>	<b>11,875</b>	<b>6.2%</b>	<b>23,710</b>	<b>14.1%</b>
Rupiah	188,355	19.4%	178,070	21.3%	154,115	22.0%	10,285	5.8%	23,955	15.5%
Foreign Currency	15,658	1.6%	14,068	1.7%	14,313	2.0%	1,590	11.3%	(245)	-1.7%
<b>Total Third Party Funds</b>	<b>968,607</b>	<b>100.0%</b>	<b>834,284</b>	<b>100.0%</b>	<b>698,980</b>	<b>100.0%</b>	<b>134,324</b>	<b>16.1%</b>	<b>135,303</b>	<b>19.4%</b>
Rupiah	896,151	92.5%	775,369	92.9%	649,840	93.0%	120,782	15.6%	125,529	19.3%
Foreign Currency	72,456	7.5%	58,915	7.1%	49,140	7.0%	13,542	23.0%	9,774	19.9%

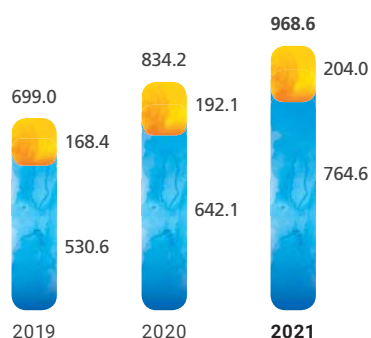
BCA posted a solid growth of third party funds by 16.1%, reaching Rp968.6 trillion by the end of 2021, driven by an increase in low-cost CASA (current account and savings account) funds of 19.1% year-on-year.

### Current Accounts and Savings Accounts (CASA)

#### CASA & Time Deposit

(in trillion Rupiah)

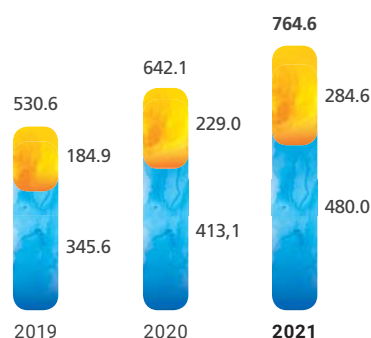
- Time Deposit
- CASA



#### Current Accounts & Saving Accounts

(in trillion Rupiah)

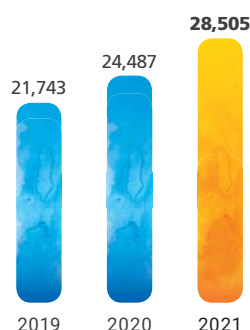
- Current Account
- Saving Account



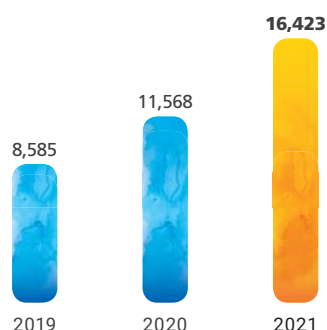
CASA grew 19.1%, reaching Rp764.6 trillion, mainly from current accounts which increased 24.3% to Rp284.6 trillion. Meanwhile, saving accounts increased 16.2% compared to previous year, reaching Rp480.0 trillion. The increase was driven by existing customers, who contributed 73.1% of total CASA growth.

BCA CASA showed higher growth than the banking industry of 16.1%, driven by the increase in transaction value (+21% YoY) in line with the increase in transaction frequency (+42% YoY) and the increase in number of customers (+14.6% YoY). Majority of the bank's customer growth came from online account openings. In 2021, BCA processed an average of 48.3 million transactions per day, up 40% from 34.5 million transactions in the same period last year.

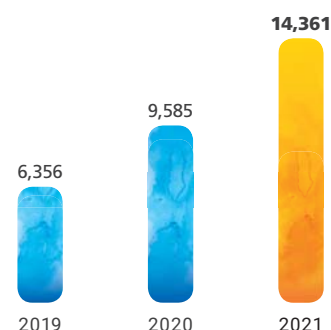
### Number of Account (in thousand)



### Number of Transaction in BCA Banking Network (in million)



### Number of Transaction in Mobile & Internet Banking (in million)



This achievement is inseparable from the digital investment in strengthening BCA's transaction banking platform and expanding BCA's ecosystem through collaboration with strategic business partners. Underpinned by secured and reliable digital services, BCA retained high customer trust as reflected in high transaction volume. Mobile channel recorded the highest growth of 60%, reaching 10.1 billion transactions compared to previous year, while transactions through internet banking increased by 30% to 4.3 billion transactions. Overall, transactions via mobile and internet banking accounted for 87% of all BCA transactions, an increase from 83% in the previous year. Transactions via API also increased by 198% to 1.7 billion transactions.

In term of transaction value, transactions via mobile banking & internet banking dominated 55.7% of total BCA transaction value. However, the combined transaction value through mobile banking and internet banking exceeded transaction value at branches in line with the increasing trend of digitalization. Since the start of the pandemic, various initiatives have been taken to enable customers in performing daily transactions, particularly through the #bankingfromhome campaign. During the enforcement of social and mobility restriction in 2021, BCA increased the daily transaction limit on internet banking from Rp250 million to Rp500 million, on myBCA up to Rp300 million, and on BCA Mobile up to Rp200 million depending on the customer card type.

## Deposits

### Time Deposits (based on maturity date, in billion Rupiah)

	2021		2020		2019	
	Nominal	Composition	Nominal	Composition	Nominal	Composition
1 Month	145,858	71.5%	131,355	68.4%	96,964	57.6%
3 Months	34,343	16.8%	37,895	19.7%	44,321	26.3%
6 Months	12,916	6.3%	12,404	6.4%	16,694	9.9%
12 Months	10,896	5.4%	10,484	5.5%	10,449	6.2%
<b>Total</b>	<b>204,013</b>	<b>100.0%</b>	<b>192,138</b>	<b>100.0%</b>	<b>168,428</b>	<b>100.0%</b>

At the end of 2021, BCA's time deposits grew 6.2% to Rp204.0 trillion despite ongoing downward trend in deposit rates. Deposit rates decreased by 125 bps throughout the year and were at 2.0% in December 2021. The increase in deposit funds reflects the level of customer confidence in BCA services.

## EQUITY

### Equity (in billion Rupiah)

	2021	2020	2019	Increase / (decrease) 2021		Increase / (decrease) 2020		Composition		
				Nominal	%	Nominal	%	2021	2020	2019
Issued and fully paid-up capital	1,541	1,541	1,541	-	0.0%	-	0.0%	0.8%	0.8%	0.9%
Additional paid-in capital	5,549	5,549	5,549	-	0.0%	-	0.0%	2.7%	3.0%	3.2%
Revaluation surplus of fixed assets	9,522	9,521	9,521	0	0.0%	0	0.0%	4.7%	5.2%	5.5%
Retained earnings	179,580	160,539	155,114	19,040	11.9%	5,426	3.5%	88.5%	86.9%	89.1%
Appropriated	2,513	2,241	1,956	271	12.1%	286	14.6%	1.2%	1.2%	1.1%
Unappropriated	177,068	158,298	153,159	18,769	11.9%	5,140	3.4%	87.3%	85.7%	87.9%
Other equity components	6,521	7,447	2,318	(924)	-12.4%	5,127	221.2%	3.2%	4.0%	1.3%
Non-controlling interest	136	118	100	18	15.0%	18	18.1%	0.1%	0.1%	0.1%
<b>Total Equity</b>	<b>202,849</b>	<b>184,715</b>	<b>174,143</b>	<b>18,134</b>	<b>9.8%</b>	<b>10,572</b>	<b>6.1%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>

BCA's total Equity in 2021 increased 9.8% year-on-year to Rp202.8 trillion. The increase in equity was in line with the increase in retained earnings, which reached Rp19.0 trillion. Net profit growth supported the increase in equity, and led to an increase in return on equity (ROE) in 2021, which was recorded at 18.3% compared to the previous year's 16.5%.

The increase in equity further strengthened BCA's capital position, with a capital adequacy ratio (CAR) of 25.7% taking into account credit risk, market risk and operational risk. The position is 10 bps lower than in 2020, which took into account the payment of cash dividends. BCA distributed

cash dividends of Rp13.1 trillion, or Rp530 per share, a total of 48.2% of net profit for the 2020 financial year. For 2021 financial year, BCA paid interim dividend in December 2021, amounting to Rp3.1 trillion or Rp25 per share (excluding the 1:5 stock split, the 2021 interim dividend was equivalent to IDR 125 per share) an increase of 27.6% compared to the previous year where BCA distributed an interim dividend of IDR 98 per share. In recent years, BCA has constantly reviewed the dividend payout ratio, maintaining a balance between capital position, business development of the Bank and its subsidiaries and the interests of shareholders.

## PROFIT AND LOSS STATEMENT

Profit and Loss Statement (in billion Rupiah)

Income Statements (in billion Rupiah)

	2021	2020	2019	Increase / (decrease) 2021		Increase / (decrease) 2020	
				Nominal	%	Nominal	%
Operating Income	78,473	75,165	71,622	3,308	4.4%	3,543	4.9%
Net Interest Income	56,136	54,161	50,477	1,975	3.6%	3,684	7.3%
Interest Income and Sharia	65,627	65,403	63,838	224	0.3%	1,565	2.5%
Interest Expense and Sharia	(9,491)	(11,242)	(13,361)	(1,751)	-15.6%	(2,119)	-15.9%
Operating Income other than Interest	22,337	21,004	21,145	1,333	6.3%	(141)	-0.7%
Operating Expenses	(30,308)	(29,969)	(30,742)	339	1.1%	(773)	-2.5%
Pre-Provision Operating Profit (PPOP)	48,165	45,196	40,880	2,969	6.6%	4,316	10.6%
Impairment losses on assets*	(9,324)	(11,628)	(4,591)	2,304	-19.8%	7,037	153.3%
Income Before Tax	38,841	33,568	36,289	5,273	15.7%	(2,721)	-7.5%
Net Income	31,440	27,147	28,570	4,293	15.8%	(1,423)	-5.0%
Income/(Expenses) Other Comprehensive	427	3,889	2,568	(3,462)	-89.0%	1,321	51.4%
Total Comprehensive Income	31,867	31,036	31,138	831	2.7%	(102)	-0.3%
<b>Net Income attributable to:</b>							
Equity holders of parent entity	31,423	27,131	28,565	4,292	15.8%	(1,434)	-5.0%
Non-controlling interest	17	16	5	1	9.4%	11	225.1%
<b>Comprehensive Income attributable to:</b>							
Equity holders of parent entity	31,849	31,018	31,132	831	2.7%	(114)	-0.4%
Non-controlling interest	18	18	6	(0)	-2.0%	12	180.1%

\* Including Foreclosed Collateral (AYDA)

BCA posted Net Profit of Rp31.4 trillion, an increase of 15.8%, supported by the growth of Operating Income and lower provision expense in line with recovering economic conditions in 2021. Operating Income increased by 4.4% supported by Net Interest Income which increased 3.6%, as well as an increase in Operating Income other than Interest by 6.3%. The recovery was also reflected in improved asset quality, marked by a decrease in Impairment Losses on Financial Assets of Rp2.3 trillion or 19.8%.

### Net Interest Income and Net Interest Margin

Net Interest Income (in billion Rupiah)

	2021	2020	2019	Increase / (decrease) 2021		Increase / (decrease) 2020	
				Nominal	%	Nominal	%
<b>Interest Income</b>	<b>65,627</b>	<b>65,403</b>	<b>63,838</b>	<b>224</b>	<b>0.3%</b>	<b>1,565</b>	<b>2.5%</b>
Loans	43,126	46,596	49,583	(3,470)	-7.4%	(2,987)	-6.0%
Placements with Bank Indonesia and Other Banks	1,026	669	1,322	357	53.3%	(653)	-49.4%
Securities	17,179	13,845	8,372	3,334	24.1%	5,473	65.4%
Consumer Financing and Investment in Finance Leases	2,848	2,750	2,954	98	3.6%	(204)	-6.9%
Others (Including Sharia revenue sharing)	1,448	1,543	1,607	(95)	-6.2%	(64)	-4.0%
<b>Interest Expense (-/-)</b>	<b>9,491</b>	<b>11,242</b>	<b>13,361</b>	<b>1,751</b>	<b>-15.6%</b>	<b>(2,119)</b>	<b>-15.9%</b>
Current Accounts	1,899	1,699	1,542	200	11.8%	157	10.2%
Savings Accounts	457	951	1,867	(494)	-52.0%	(916)	-49.1%
Time Deposits	5,025	6,508	7,997	(1,483)	-22.8%	(1,489)	-18.6%
Others (Including Sharia expenses)	2,111	2,084	1,955	27	1.3%	129	6.6%
<b>Net Interest Income</b>	<b>56,136</b>	<b>54,161</b>	<b>50,477</b>	<b>1,975</b>	<b>3.6%</b>	<b>3,684</b>	<b>7.3%</b>

Net Interest Income increased 3.6% or Rp2.0 trillion to Rp56.1 trillion, mainly supported by a 15.6% decrease in Interest Expense. The decrease in Interest Expense was contributed by lower Interest Expense on Savings and Time Deposits, which fell by a significant 52.0% and 22.8%, respectively, amid the downward trend in interest rates in 2021. Although deposit rates declined, BCA posted a high increase in Third Party Funds, up increased by 16.1% compared to the previous year, mainly supported by growth in CASA funds.

With the high growth of Third Party Funds, BCA placed investments in low-risk financial instruments, such as Government Bonds and short-term instruments with BI. Higher placement on these instruments boosted Interest Income from Securities and from Placement with Bank Indonesia and Other Banks, up by 24.1% and 53.3% respectively compared to the previous year. This growth was

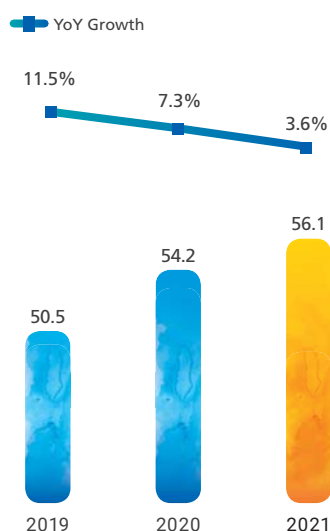
able to compensate for the decline in Interest Income stream from Loans amid the downward trend in interest rates and modest loan volume.

Taking into account BI's lower interest rate policy and ample liquidity condition throughout 2021, BCA made several adjustments to interest rates, including the decrease on deposit rate of 125 bps and saving rate of 13 bps. BCA's cost of funds stood at the level of 1.0%, decreased by 39 bps from the previous year.

On earning assets, yields decreased from 6.9% in 2020 to 6.0% in 2021, along with lower yields on Loans, Securities and short-term Placements with Bank Indonesia and Other Banks. Furthermore, Net Interest Margin (NIM) was recorded at 5.1%, or 60 bps lower than in 2020.

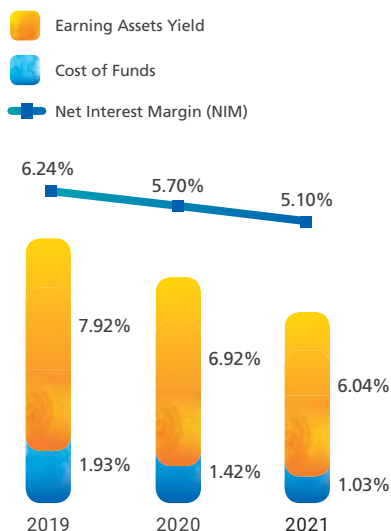
### Net Interest Income

(in trillion Rupiah)



### Net Interest Margin – NIM

(non consolidated)



## Operating Income Other Than Interest

### Operating Income other than Interest (in billion Rupiah)

	2021	2020	2019	Increase / (decrease) 2021		Increase / (decrease) 2020	
				Nominal	%	Nominal	%
Net Fee and Commission Income	14,680	13,160	13,609	1,520	11.6%	(449)	-3.3%
Net Trading Income	2,772	4,303	3,456	(1,531)	-35.6%	847	24.5%
Other Operating Income	4,886	3,541	4,080	1,345	38.0%	(539)	-13.2%
<b>Operating Income other than Interest</b>	<b>22,338</b>	<b>21,004</b>	<b>21,145</b>	<b>1,334</b>	<b>6.4%</b>	<b>(141)</b>	<b>-0.7%</b>

BCA recorded positive growth in Operating Income other than Interest of 6.4%, reaching Rp22.3 trillion, following a stagnant growth in the previous year. The growth mainly came from a rebound in recurring Fees and Commission, supported by accelerating growth in transaction banking. This was reflected in a 11.6% or Rp1.5 trillion increase of Fee and Commission Income. Meanwhile, Net Trade Transaction Revenue decreased significantly by 35.6% or Rp1.5 trillion,

mainly due to a one-off gain booked in 2020, coming from the sale of mutual fund.

Other Operating Income was recorded at Rp4.9 trillion, up 38.0% compared to the previous year, supported by the proceeds from written-off loans recovery, amounting to Rp0.5 trillion, and higher insurance premium income at subsidiaries, BCA Life and BCA Insurance, worth Rp0.4 trillion.

### Fee and Commissions Income - net (in billion Rupiah)

	2021	2020	2019	Increase / (decrease) 2021		Increase / (decrease) 2020	
				Nominal	%	Nominal	%
Deposits from customers	5,365	4,842	4,515	523	10.8%	327	7.2%
Credit cards	4,067	3,537	3,748	530	15.0%	(211)	-5.6%
Payment settlement	2,119	1,689	1,995	430	25.5%	(306)	-15.4%
Loans receivable	1,863	1,821	1,649	42	2.3%	172	10.4%
Remittances, clearings, and collections	342	311	332	31	10.0%	(21)	-6.3%
Others	924	961	1,371	(36)	-3.8%	(410)	-29.9%
<b>Total</b>	<b>14,680</b>	<b>13,161</b>	<b>13,610</b>	<b>1,519</b>	<b>11.5%</b>	<b>(449)</b>	<b>-3.3%</b>
Fee and commission expense	(0)	(1)	(1)	1	-68.0%	0	0.0%
<b>Net Fee and Commission Income</b>	<b>14,680</b>	<b>13,160</b>	<b>13,609</b>	<b>1,520</b>	<b>11.6%</b>	<b>(449)</b>	<b>-3.3%</b>

Net Fee and Commission Income increased 11.6% or Rp1.5 trillion compared to the previous year. The increase in various transaction banking service activities contributed significantly to the growth of Fee and Commission Income, in line with the growing number of customer accounts and high volume of digital-based transactions.

Deposits from Customers increased by Rp523 billion or 10.8%, mainly came from monthly administration fees from current and savings accounts, as well as BCA virtual accounts. Higher monthly administration income was supported by a 16.4% growth in the number of customers account, reaching more than 28 million accounts. Revenue from Credit Cards,

including revenue from auto-debit switching, recorded a growth of 15.0%, supported by growth in transaction volume through network switching activities and credit card transaction recovery. Meanwhile, income from Payment Settlement increased 25.5%. The three income items above (deposits from customers, credit cards (including auto-debit switching) and payment settlement) contributed approximately 78.7% of total Fee and Commission Income.

Credit-related fee income grew 2.3% to Rp1.9 trillion, in line with the recovery in lending activities compared to the previous year fee income of Rp1.8 trillion.

### Operating Expenses

#### Operating Expenses (in billion Rupiah)

	2021	2020	2019	Increase / (decrease) 2021		Increase / (decrease) 2020	
				Nominal	%	Nominal	%
General and Administrative Expenses	13,495	12,978	14,115	517	4.0%	(1,137)	-8.1%
Personnel Expenses	13,487	13,350	13,337	137	1.0%	13	0.1%
Others	3,326	3,641	3,290	(315)	-8.7%	351	10.7%
<b>Total</b>	<b>30,308</b>	<b>29,969</b>	<b>30,742</b>	<b>339</b>	<b>1.1%</b>	<b>(773)</b>	<b>-2.5%</b>

BCA monitored the cost to income ratio, which was recorded at 34.9% (Bank Only) in 2021 compared to 37.4% in the previous year. In 2021, operating expenses increased 1.1% to Rp30.3 trillion, prompted by a 4.0% increase of General and Administrative Expenses to Rp13.5 trillion. Meanwhile, Personnel Expenses increased 1.0% to Rp13.5 trillion and expenses from Others decreased 8.7%.

#### General & Administrative Expenses (in billion Rupiah)

	2021	2020	2019	Increase / (decrease) 2021		Increase / (decrease) 2020	
				Nominal	%	Nominal	%
Office supplies	4,551	4,471	4,659	80	1.8%	(188)	-4.0%
Depreciation	2,138	2,240	1,694	(102)	-4.6%	546	32.2%
Repair and Maintenance	1,887	1,444	1,517	443	30.7%	(73)	-4.8%
Communication	1,032	1,108	1,734	(76)	-6.9%	(626)	-36.1%
Rental	1,016	1,091	1,420	(75)	-6.9%	(329)	-23.2%
Promotion	965	870	1,118	95	10.9%	(248)	-22.2%
Professional fees	586	466	526	120	25.8%	(60)	-11.4%
Amortisation of Intangible assets - software	309	305	322	4	1.3%	(17)	-5.3%
Water, electricity and fuel	262	292	288	(30)	-10.3%	4	1.4%
Tax	174	144	156	30	20.8%	(12)	-7.7%
Computer and software	93	93	204	0	0.5%	(111)	-54.4%
Others	482	454	477	28	6.2%	(23)	-4.8%
<b>Total</b>	<b>13,495</b>	<b>12,978</b>	<b>14,115</b>	<b>517</b>	<b>4.0%</b>	<b>(1,137)</b>	<b>-8.1%</b>

In 2021, BCA posted a relatively stable General & Administrative Expenses compared to the previous year. The expenses focused on IT spending, in line with the bank's digital and automation initiatives.

Repair and Maintenance expenses increased significantly by 30.7% to reach Rp1.9 trillion, in line with software development and software license payments to support the development of digital initiatives. Office Supplies were relatively stable compared to the previous year, at Rp4.6 trillion, majority of which related expenses for supporting BCA daily operations. Communication expenses decreased 6.9% to Rp1.0 trillion, due to a decrease in IT related expenses associated with Visa and MasterCard credit card transactions.

#### Impairment on Financial Assets

BCA sets Allowance for Impairment Losses (CKPN or Provision Expense) on Financial Assets in accordance with applicable accounting standards and based on the conditions of financial asset quality. Provision Expenses in 2021 were recorded at Rp9.3 trillion, a decrease of 20.2% from the previous year's. This decrease was in line with lower LAR, along with business recovery of several debtors. Provision related to loans contributed 77.9% of total Provision for Financial Assets. The ratio of Provision Expense related to loans to the average outstanding Loans (cost of credit) was recorded at 1.6% in 2021 down from 1.7% in the previous year.



### Allowance for Impairment Losses on Financial Assets (in billion Rupiah)

	2021	2020	2019	Increase / (decrease) 2021		Increase / (decrease) 2020	
				Nominal	%	Nominal	%
<b>Beginning Balance</b>	<b>32,093</b>	<b>15,773</b>	<b>14,449</b>	<b>16,320</b>	<b>103.5%</b>	<b>1,324</b>	<b>9.2%</b>
Adjustment beginning balance of new acquired Subsidiary	-	-	5	-	-	(5)	n.a
Impact on initial implementation of SFAS 71	-	8,194	-	(8,194)	n.a	8,194	n.a
Addition of Allowance During the Year	9,261	11,599	4,591	(2,338)	-20.2%	7,008	152.6%
Assets Written-off During the Year (-/-)	4,056	3,462	3,283	594	17.2%	179	5.5%
Recoveries on Assets Previously Written-off	-	-	31	-	-	(31)	n.a
Exchange Rate Differences & Others	4,056	(11)	(20)	4,067	n.a	9	-45.0%
<b>Ending Balance</b>	<b>41,354</b>	<b>32,093</b>	<b>15,773</b>	<b>9,261</b>	<b>28.9%</b>	<b>16,320</b>	<b>103.5%</b>

### Profit Before Income Tax

In line with the increase in Operating Income and the decrease in Provision Expenses for Financial Assets, Profit Before Income Tax in 2021 rose 15.7% to Rp38.8 trillion. ROA was recorded at 3.4% at the end of 2021, higher than 3.3% in the previous year.

### Net Income

Net Income increased 15.8% to Rp31.4 trillion in 2021. Earnings per share (EPS) was recorded at Rp255 per share in 2021, up from Rp220 per share in 2020. Return on Equity (ROE) reached 18.3% in 2021.

### Statement of Comprehensive Income

The Statement of Comprehensive Income records changes in Equity a certain period, excluding changes caused by transactions with shareholders in their capacity as shareholders. The following is a statement of comprehensive income for the period 2019–2021.

### Statement of Comprehensive Income (in billion Rupiah)

	2021	2020	2019	Increase / (decrease) 2021		Increase / (decrease) 2020	
				Nominal	%	Nominal	%
<b>Net Income</b>	<b>31,440</b>	<b>27,147</b>	<b>28,570</b>	<b>4,293</b>	<b>15.8%</b>	<b>(1,423)</b>	<b>-5.0%</b>
<b>Other Comprehensive Income:</b>							
<b>Items that will not be reclassified to profit or loss</b>							
Remeasurements of defined benefit liability	1,667	(1,485)	(341)	3,152	212.3%	(1,144)	-335.5%
Income tax	(317)	243	70	(560)	-230.5%	173	247.1%
Revaluation surplus of fixed assets	0	1	769	(1)	-80.8%	(768)	-99.9%
<b>Items that will be reclassified to profit or loss</b>							
Unrealized gains (losses) for available-for-sale financial assets	(1,144)	6,291	2,605	(7,436)	-118.2%	3,686	141.5%
Income tax	216	(1,169)	(519)	1,385	118.5%	(650)	-125.2%
Foreign exchange differences arising from translation of financial statements in foreign currency	5	8	(16)	(3)	-43.7%	24	150.0%
<b>Total Other Comprehensive Income</b>	<b>427</b>	<b>3,889</b>	<b>2,568</b>	<b>(3,462)</b>	<b>-89.0%</b>	<b>1,321</b>	<b>51.4%</b>
<b>Total Comprehensive Income</b>	<b>31,867</b>	<b>31,036</b>	<b>31,138</b>	<b>831</b>	<b>2.7%</b>	<b>(102)</b>	<b>-0.3%</b>
<b>Net Income attributable to:</b>							
Equity holders of parent entity	31,423	27,131	28,565	4,292	15.8%	(1,434)	-5.0%
Non-controlling interest	17	16	5	1	9.4%	11	220.0%
<b>Comprehensive Income attributable to:</b>							
Equity holders of parent entity	31,849	31,018	31,132	831	2.7%	(114)	-0.4%
Non-controlling interest	18	18	6	(0)	-2.0%	12	200.0%
<b>Earning per Share attributable to Equity Holders of The Parent Entity (in full amount of Rupiah)</b>	<b>255</b>	<b>220</b>	<b>232</b>	<b>35</b>	<b>15.9%</b>	<b>(12)</b>	<b>-5.2%</b>

Total comprehensive income attributable to equity holders in the parent entity increased 2.7% to Rp31.8 trillion at the end of 2021. This increase was mainly due to a increase in BCA net profit in 2021 compared to the previous year.

As of year 2021, on other comprehensive items, BCA recorded an 'unrealized loss on available-for-sale financial assets' of Rp1.1 trillion, in contrast to the previous year's gain of Rp6.3 trillion. This loss was due to the large composition of placements in 'available-for-sale financial assets' in 2021, where this portfolio stood at a lower market value than the previous assessment.

## Cash Flow

### Cash Flow (in billion Rupiah)

	2021	2020	2019	Increase / (decrease) 2021		Increase / (decrease) 2020	
				Nominal	%	Nominal	%
Cash Flows from Operating Activities	126,186	50,979	51,942	75,207	147.5%	(963)	-1.9%
Cash Flows from Investing Activities	(41,248)	(44,118)	(34,732)	2,870	6.5%	(9,386)	-27.0%
Cash Flows from Financing Activities	(14,098)	(15,553)	(7,335)	1,455	9.4%	(8,218)	-112.0%
<b>Net (Decrease) Increase in Cash and Cash Equivalents</b>	<b>70,840</b>	<b>(8,692)</b>	<b>9,875</b>	<b>79,532</b>	<b>915.0%</b>	<b>(18,567)</b>	<b>-188.0%</b>
Cash and Cash Equivalents, Beginning of Year	106,271	113,068	103,312	(6,797)	-6.0%	9,756	9.4%
Effect of Foreign Exchange Rate Fluctuations on Cash and Cash Equivalents	157	1,895	(119)	(1,738)	-91.7%	2,014	1,692.4%
Cash and Cash Equivalents, End of Year	177,268	106,271	113,068	70,997	66.8%	(6,797)	-6.0%

BCA continued carefully managing liquidity from the aspect of funding and lending as well as cash requirement. In 2021, BCA recorded a cash and cash equivalent position of Rp177.3 trillion, an increase of 66.8% from Rp106.3 trillion in the previous year.

### Cash Flow from Operating Activities

Cash flow from operating activities reached Rp126.2 trillion, a significant increase of 147.5% compared to last year's Rp51.0 trillion. This increase was a surplus from cash flow receipts, largely due to high growth in customer deposits.

### Cash Flow from Investing Activities

Cash flow from investing activities recorded a deficit of Rp41.2 trillion due to the purchase of investment securities due to modest loan growth.

### Cash Flow from Financing Activities

Cash flow from financing activities was recorded a deficit of Rp14.1 trillion, mainly due to dividend payments of Rp13.7 trillion in 2021.

## KEY FINANCIAL RATIOS (non consolidated)

In 2021, BCA managed to keep the following key financial ratios:

	2021	2020	2019	2018	2017
ROA	3.4%	3.3%	4.0%	4.0%	3.9%
ROE	18.3%	16.5%	18.0%	18.8%	19.2%
NIM	5.1%	5.7%	6.2%	6.1%	6.2%
LDR	62.0%	65.8%	80.5%	81.6%	78.2%
NPL	2.2%	1.8%	1.3%	1.4%	1.5%
LAR	14.6%	18.8%	3.8%	3.7%	3.6%
CAR	25.7%	25.8%	23.8%	23.4%	23.1%
CIR*	36.3%	44.3%	43.3%	n.a	n.a
CIR**	34.9%	37.4%	41.3%	n.a	n.a
BOPO	54.2%	63.4%	59.1%	58.2%	58.6%

\* 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.

# PERFORMANCE REVIEW OF THE SUBSIDIARIES

BCA and its subsidiaries continue to build synergy to provide comprehensive financial solutions and meet the increasingly varied needs of the Bank's customers. The Business lines of our subsidiaries provide a wide range of financial solutions in various fields, including vehicle financing, remittance, sharia banking, digital banking, securities, general insurance, and life insurance, as well as venture capital.

Throughout 2021, all BCA subsidiaries continued to perform optimally amid challenging business conditions. BCA and its subsidiaries continued to adapt to maintain sustainable business performance amid the shifting trends in customer behavior, the transition to the new normal, and the acceleration of digitalization due to the pandemic.

## PT BCA Finance

BCA Finance has been a part of the BCA Group since 2001. In the last two decades, BCA Finance has grown to become one of the leading finance companies in Indonesia engaged in the financing of new and used four-wheeled vehicles. BCA Finance disburses financing through a joint financing scheme with BCA's parent entity. Through this scheme, BCA Finance has been able to maintain a solid funding structure while maintaining competitive financing interest rates.

In addition to the funding schemes, BCA Finance and the parent entity carry out joint product marketing activities across the network of BCA branch offices. In collaboration with BCA, BCA Finance has introduced the Hybrid Expo, which allows customers to participate in vehicle exhibitions both onsite and virtually. As of 2021, BCA Finance has 72 branch offices in 67 cities serving more than 415 thousand customers. In addition, BCA Finance cooperates with dealers and showrooms to support business growth.

BCA Finance has taken advantage of technological developments to increase efficiency and support its marketing processes via a mobile platform through which customers can access information in an easy, quick, and convenient manner. Furthermore, to facilitate customer installment payments, BCA Finance provides payment facilities such as BCA auto debit, virtual accounts, BCA ATMs, and e-commerce.

At the end of December 2021, BCA Finance recorded Rp39.4 trillion in assets under management (AUM), 1.9% lower than in December 2020. This was due to higher repayment value compared to new financing. Meanwhile, BCA Finance recorded new bookings of Rp24.5 trillion, 57.3% higher than in 2020.

Throughout 2021, BCA Finance managed its asset quality through the provision of restructuring policies for debtors affected by COVID-19, in accordance with the Government directives. As of December 2021, the total number of customers who benefited from restructuring were recorded at 91 thousand contracts or Rp8.9 trillion. In terms of asset quality, BCA Finance's Non Performing Financing (NPF) ended the year at 2.45%, an increase from 1.17% in the previous year, due to debtors who were unable to continue the restructuring process due to the impact of the pandemic on their businesses or income. Despite the increase, BCA's NPF was still relatively low compared to the financing industry average.

In 2021, BCA Finance recorded a net profit of Rp1.70 trillion, 39.5% higher than the previous year. BCA Finance is believed to have a fairly strong brand image in the financing industry and holds a 11.4% market share for new car financing, which is among the largest in the financing industry.

The 13 awards received by BCA Finance during 2021 include the "Titanium Trophy" award for achieving a "Very Good" rating for 15 consecutive years (2005–2020) and "The Most Profitable Finance Company" from the Infobank Magazine.

## PT BCA Multifinance

BCA Multifinance was established in 2010 and engaged in the investment, working capital, and multipurpose financing business by providing guarantees, especially for two-wheeled motor vehicles. In 2017, BCA increased its share of direct and indirect ownership to 100%. BCA Multifinance maintains close synergy with BCA through joint financing and joint marketing schemes, where it markets its products through the BCA branch network. As of the end of 2021, BCA Multifinance has 68 branches located across various regions in Java, Sumatra, and Kalimantan.

In 2021, BCA Multifinance focused on increasing quality financing amid the weak profile of multi-finance debtors in Indonesia. Total managed assets of BCA Multifinance were recorded at Rp2.0 trillion, a 23.8% growth from the previous year. Meanwhile, BCA Multifinance recorded Rp1.9 trillion in new bookings, an increase of 64.1% from 2020. Efforts to improve asset quality were reflected in the decrease of Non Performing Loans (NPL) to 2.32% in December 2021, down 1.87% from December 2020. Amid the recovery from the COVID-19 pandemic, BCA Multifinance managed to record a profit of Rp75.8 billion, an increase of 862% from the previous year.

BCA Multifinance focused on improving its fundamentals by selecting the right order source, efficiency, and centralization of the working process, as well as increasing service quality for debtors. The Company sought to increase quality growth by balancing its portfolio through the increase of new motorcycle financing, that is more quality order source of BCA customers supported with accurate debtors management. In the area of business development, the Company diversified its products through working capital financing and channeling.

Accurate debtor management and process digitalization resulted in increased productivity, good coordination between work units, and smooth monitoring and control functions. Those were reflected by improved NPF quality and smaller write-off value. Total write off in 2021 was Rp97 billion, down Rp146 billion from Rp243 billion recorded in 2020. BCA Multifinance improved its HR development programs through a better recruitment process, implementing Corporate values, and developing existing HR.

In line with the developments in digital technology, BCA Multifinance developed initiatives to expand its marketing reach using e-commerce and digital platforms. Furthermore, the loan process continued to be improved by optimizing technology to increase the quality of service and financing.

### PT Bank BCA Syariah

BCA Syariah, which is a subsidiary of BCA, is engaged in Sharia banking. As of the end of 2021, BCA Syariah has a network of 14 main branch offices, 16 sub branch offices, including 43 Syariah Service Units (ULS) spread across strategic cities in Indonesia.

BCA Syariah synergizes with the BCA banking system to provide added value for customers by providing transaction access at BCA ATMs and EDC machines, as well as access to the Halo BCA contact center service. In addition, BCA Syariah also conducts business to business (B2B) collaboration with third parties, Market Places, Online Shops, and Start Ups.

Throughout 2021, BCA Syariah managed to record solid growth in assets, financing and third party funds. This was in line with the general recovery in economic and business conditions. As of December 2021, BCA Syariah's total assets grew by 9.5% to Rp10.6 trillion. This asset growth was supported by an increase in third party funds of 12.1% to Rp7.7 trillion. Meanwhile, the total financing grew by 12.2% to Rp6.2 trillion.

BCA Syariah managed to maintain the quality of financing with a NPF gross non-performing financing ratio of 1.1%, lower than the industry average. The restructuring portfolio was recorded at Rp1.1 trillion or 17.7% of the total sharia financing. In 2021, BCA Syariah recorded a net profit of Rp87.4 billion, up by 19.6% from 2020.

In appreciation of its performance during 2021, BCA Syariah won the "Golden Trophy" (Predicated of "Very Good" for 5 consecutive years for the 2015-2020 period) at the 2021 Info Bank Awards, and the "Top Bank 2021 Award" from the Top Business Magazine.

### PT BCA Sekuritas

BCA owns 90% of BCA Sekuritas, which is engaged in securities trading and underwriting. BCA Sekuritas provides services in the trading of stocks and bonds as well as other capital market instruments. Corporate customers who want to raise funds from the capital market in capital and debt instruments can use the services of BCA Sekuritas. BCA Sekuritas also provides financial advisory services covering mergers and acquisitions, restructuring, divestments, joint ventures, and other corporate actions.

BCA Sekuritas provides a stock trading service through an online trading application, BEST Mobile, and through sales for individual or institutional clients. The number of BCA Sekuritas customers as of the end of 2021 was nearly 65,000 individual and institutional clients. BCA Sekuritas sat on the 12<sup>th</sup> position in transaction value and the 13<sup>th</sup> position in transactions volume in stock trading in the Indonesia Stock Exchange in 2021.

At the end of 2021, BCA Sekuritas recorded Adjusted Net Working Capital Value (MKBD) of Rp771 billion, up 27.3% from MKBD of Rp606.1 billion at the end of 2020, with 2021 net profit of Rp137.4 billion, up 52.7% from net profit of Rp90.0 billion in 2020. The profit increase of BCA Sekuritas was due to higher brokerage commission fees and securities guarantees.

In 2021, BCA Sekuritas received "Best Securities 2021" award in the category of assets between Rp1 trillion - Rp2 trillion from Berita Satu, "Indonesia Very Good Millennials' Brand Choice 2021" in the category of Online Investment Applications from Warta Ekonomi, and "Indonesia's Most Popular Digital Financial Brands (Millennials Choice)" from Iconomics.

### PT Asuransi Umum BCA

PT Asuransi Umum BCA (BCA Insurance) is a subsidiary of BCA engaged in providing general insurance products such as vehicle insurance, property insurance, transport insurance, travel insurance and personal accident insurance.

BCA Insurance, together with the parent entity and other subsidiaries such as BCA Finance, work to meet the general insurance needs of consumer loan and corporate loan customers of the BCA Group and work on various marketing activities at the branch offices, as well as special activities such as BCA Expoversary, UMKM Fest, Travel Fair, KPR Online Expo, and BCA Auto Show.

In line with the technological advancements, BCA Insurance continues to carry out digital transformation and maximize operational efficiency through various initiatives, such as API (Application Programming Interface) developed for transaction efficiency with business partners, as well as flight delay claim development based on block chain technology. BCA Insurance also relocated the Disaster Recovery Center (DRC) from Jakarta to Surabaya in 2021.

As of December 2021, BCA Insurance's total assets increased by 8.4% to Rp2.3 trillion. Gross premium income increased by 7.7% to Rp957.7 billion from Rp889.5 billion the previous year. Meanwhile, net profit of BCA Insurance was recorded at Rp134.7 billion, a growth of 8.5% from 2020. Solvency ratio at 31 December 2021 was 370%.

In 2021, BCA Insurance was awarded the "Platinum Trophy" for "Excellent" Financial Performance in 10 consecutive years (2011–2020) by the Infobank Magazine, "The Best Performing General Insurance 2021" in the category of Gross Premium of Rp500 billion–1 trillion from The Finance Magazine, and the "Indonesia Enterprise Risk Management Award IV 2021" in the category of assets below Rp5 trillion from the Economic Review.

### PT Asuransi Jiwa BCA

BCA owns 90% of PT Asuransi Jiwa BCA (BCA Life), which provides life insurance protection services for customers, including mortgage (KPR) customers and vehicle financing (KKB) customers. BCA Life markets traditional life insurance products for individuals in the Bancassurance cooperation scheme with BCA and markets modified or combined products with health insurance.

Taking advantage of technological developments, BCA Life provides facilities and services through mobile apps that can be used by policyholders and the general public, including for the provision of policy information (individual and group health) and for making electronic claims.

In 2021, BCA Life recorded total assets of Rp1.9 trillion, an increase of 32% from December 2020, and liabilities to policyholders of Rp1.3 trillion, an increase of 48% from December 2020. After posting high profit growth in 2019 and 2020, 2021 saw BCA Life post a profit after tax of Rp37.6 billion, 46.7% lower than in 2020. This was mainly due to an increase in insurance claim costs due to the second wave of the COVID-19 pandemic at the beginning of the second half of 2021.

BCA Life has received numerous awards, such as the "Most Innovative Insurance Company Award 2021" in the Life Insurance category from The Economics and "Best Insurance 2021" in the category of Life Insurance with Assets between Rp1 – 5 trillion from the Investor Magazine.

### BCA Finance Limited

BCA Finance Limited, which is located in Hong Kong, has an active role in facilitating remittance transactions, especially for Indonesian migrant workers. In addition, BCA Finance Limited has a strategic function in facilitating trade finance services for partners of BCA customers in Hong Kong and China. At the end of 2021, BCA Finance Limited recorded total assets of Rp930.2 billion, an increase of 2.2% from Rp910.0 billion in 2020. Net profit was recorded at Rp16.4 billion, an increase of 15.5% from 2020, mainly supported by income from foreign exchange rates.

### PT Central Capital Ventura

PT Central Capital Ventura (CCV) was established in 2017 and is engaged in venture capital. CCV carries out investment activities in start-up companies, especially those related to financial technology (fintech) that can contribute to the BCA service ecosystem as a whole.

CCV's business activities include investing in fintech companies and fintech-enabler companies, as well as exploring the potential of embedded fintech in non-fintech start-up companies. Embedded fintech is a financial product offered by start-ups such as edu-tech, health-tech, and digitizing MSMEs.

At the end of 2021, CCV's total assets were recorded at Rp405 billion. CCV has invested in more than 23 companies, which have shown great potential. CCV's total investment has reached Rp285 billion, growing by 30% from December 2020. Several companies funded by CCV have been declared unicorns, such as OY! Indonesia, Qoala and Airwallex. From those investments, CCV received an IRR of above 35%, which is in the top-quartile according to data from Cambridge Associates.

### PT Bank Digital BCA

PT Bank Digital BCA (formerly PT Bank Royal Indonesia) is engaged in the banking sector with a focus on providing digital banking solutions. In July 2021, PT Bank Digital BCA (BCA Digital) launched a mobile-based application (Blu) and web-view platform on partner applications, targeting the digital savvy market, with a focus on savings and transaction services. As of December 2021, Bank Digital BCA recorded total assets of Rp5.8 trillion.

With more than 550 thousand customers, BCA Digital has collected third party funds of Rp1.7 trillion from digital banking services up to the end of 2021. BCA Digital collaborates with the BCA banking system to provide added value for customers by providing transaction access at BCA ATMs. To widen the ecosystem, BCA Digital presents innovative end-to-end digital banking services by cooperating with large e-commerce Blibli, and integrating banking services with Telkomsel as the largest telecommunications firm in

Indonesia. In line with these innovative collaborations, BCA Digital received the “The Best Banking As a Service” award at the CNBC Indonesia Awards 2021.

The Haloblu Contact Center has been built specially for online account openings (verified by video call), and to facilitate customer complaints, information and/or advice/solutions related to banking services from BCA Digital.

BCA Digital continually updates data security, network, or information technology infrastructure (software and hardware) to providing secure and convenient banking services to customers.

In line with rapid technology developments, BCA Digital will continue innovating to increase digital banking transaction

services and support customer growth, transaction growth, and the Bank’s business development sustainably. These efforts will be complemented by digital banking services that are more integrated with various ecosystem and payment platforms.

BCA Digital will continue increasing the quality of customer experience through better information technology and service standards. With the “make your move” tagline, represented by three Blu icons named Benni (*berani investasi*, or dare to invest), Lea (*lebih kaya*, or richer) and Utta (*utamakan tabungan*, or prioritize savings), BCA Digital is expected to increase user engagement of the millennial generation, which is the target group of BCA Digital.

# OTHER MATERIAL INFORMATION

## ACHIEVEMENTS OF 2021 TARGET

The following is summary of BCA's financial performance achievements compared to the 2021 target.

### Achievement vs Target

	Achievement 2021	Target 2021
Loan growth	8.3%	4%-6%
Third party funds growth	16.1%	4%-6%
Return on Assets (ROA)	3.4%	3.2%-3.3%
Return on Equity (ROE)	18.3%	16%-17%
Capital Adequacy Ratio (CAR)	25.7%	24%-25%

## MARKETING ASPECT

Digitalization holds crucial role amid the change of customer preference in the last two years. This impacted the marketing of products and services by businesses including banking.

Given tight competition in the banking sector and the presence of financial technology (fintech) and digital banks, BCA continued educating customers and employees related to relevant digital services and products. BCA branding activities always factored in reputational risk to maintain trust of all stakeholders.

In line with increasing mobility, marketing activities through hybrid, offline and online channel, are pursued according to the prevailing condition. The activities include the development of online event platform (virtual Expo of KPR and KKB), and community webinar.

Our total promotional expense can be seen in page 289.

## DEBT SERVICE ABILITY AND LOAN RECEIVABLES COLLECTIBILITY

BCA's liquidity position remained at an adequate level as reflected by NSFR, LCR and LDR ratio of 180.7%, 396.3% and 62.0%, respectively in 2021, The Macprudential Intermediation Ratio (RIM) was 65.0%.

In terms of profitability, BCA booked a financial performance supported by solid operating activities in 2021 as reflected by Pre-Provision Operating Profit (PPOP) which was recorded at Rp48.2 trillion, an increase of 6.6% from the previous year. Asset quality is maintained with adequate level of financial assets provisions. BCA maintains prudent principles in lending according to the risk profile set by the management. This financial strength is reflecting the Bank's ability in meeting short-term and long-term liabilities.

In 2021 BCA maintained high-grade assessment from external rating agencies, Fitch Rating, and Pefindo Rating as follows:

### Fitch Ratings

Description	Rating
Outlook	Stable
Local long term rating	AA+ (idn)
Issuer default - long term rating	BBB-
Issuer default - short term rating	F3
Supporting rating	3

### Pefindo Ratings

Description	Rating
Issuer	idAAA/Stable
Local IDR Sub-Debt	idAA

## CAPITAL STRUCTURE AND MANAGEMENT POLICY ON CAPITAL STRUCTURE

### Capital Structure

BCA has a capital structure as follows:

- Tier 1 capital reaching 96.3% of total capital or Rp196.1 trillion, up 9.0% from the previous year
- Meanwhile, 3.7% of total BCA capital or Rp7.5 trillion was Tier 2 capital, which mostly was Provision for Assets Quality Assessment (PPKA).

BCA has adequate capital level, with the capital adequacy ratio (CAR) in 2021 reaching 26.9% (consolidated) relatively flat compared to the previous year.

### Capital Component (consolidated - in billion Rupiah)

	2021	2020	2019
<b>Capital</b>	<b>203,621</b>	<b>186,953</b>	<b>177,888</b>
Tier 1 Capital	196,114	179,945	170,750
Tier 2 Capital	7,507	7,008	7,138
<b>Risk Weighted Assets</b> (Credit, Operational and Market Risk)	<b>758,289</b>	<b>695,144</b>	<b>721,917</b>
<b>Capital Adequacy Ratio (CAR) - consolidated</b>	<b>26.9%</b>	<b>26.9%</b>	<b>24.6%</b>
<b>Capital Adequacy Ratio (CAR) - non consolidated</b>	<b>25.7%</b>	<b>25.8%</b>	<b>23.8%</b>

### Management Policy on Capital Structure

BCA has maintained the level of capital in accordance with regulatory requirement. Adequate capital level is measured by the *Capital Adequacy Ratio* (CAR) which covers credit, market and operational risks. BCA provides additional capital as buffer according to BI and OJK regulations, including Conservation Buffer, Countercyclical Buffer, and Capital Surcharge for Domestic Systemically Important Bank (D-SIB). In 2021, CAR was recorded above the regulatory requirement.

BCA (taking into account integrated subsidiaries' risks) holds stress test to simulate various crisis scenarios which may arise in connection to the impact to NPL, liquidity level, and capital position. Based on stress test result, BCA has adequate liquidity and capital in anticipating potential loss from the risks faced according to the set scenarios.

### Basis of Management Policy to Determine Capital Structure

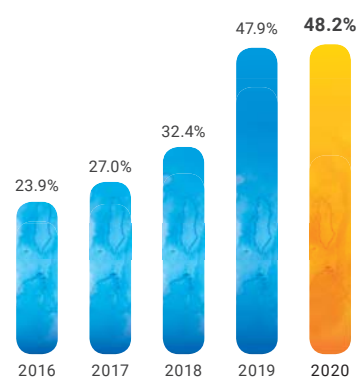
The Board of Directors set capital plan based on the Bank's Business Plan and is approved by the Board of Commissioners in reference to Financial Services Authority Regulation No.11/POJK.03/2016 dated 2 February 2016 and No.34/POJK.03/2016 dated 26 September 2016 on the Minimum Capital Requirement for Commercial Banks.

### DIVIDEND POLICY

Dividend payments are set in the Annual General Meeting of Shareholders (Annual GMS). BCA periodically assesses dividend payments to maintain solid capital position in supporting business growth.

Based on the Annual GMS dated 9 April 2021, the use of a portion of 2020 net profit was approved for cash dividends of Rp13.1 trillion or Rp106 per share (through interim dividend of Rp19.6 per share paid on December 22, 2020 and final dividend of Rp86.4 per share paid on April 28, 2021). The dividend payments are equal to the dividend payout ratio of 48.2% paid from the 2020 net profit. The following graph is a record of BCA's dividend payout ratio in recent years.

### Dividend Payout Ratio





## MATERIAL CAPITAL EXPENDITURE COMMITMENTS

### Purpose of Material Capital Expenditure Commitments

Material commitments related to capital expenditures are made primarily for the development of information technology infrastructure and networks, as well as investments in other operational activities.

### Fund Sources for Capital Expenditures

BCA's capital expenditures are largely related to information technology and network expansion. These expenditures are covered with internal funds from profit accumulation.

### Capital Expenditures Investment (in billion Rupiah)

	2021	2020	2019	Increase / (decrease) 2021		Increase / (decrease) 2020	
				Nominal	%	Nominal	%
Land	27	55	128	(28)	-50.8%	(73)	-56.9%
Buildings	272	1,424	35	(1,152)	-80.9%	1,389	3975.6%
Office furnitures, fixtures and equipments	2,182	1,723	2,262	459	26.7%	(539)	-23.8%
Motor vehicles	9	13	17	(4)	-28.3%	(4)	-23.6%
Construction in progress	804	536	585	268	50.0%	(48)	-8.3%
<b>Total</b>	<b>3,294</b>	<b>3,751</b>	<b>3,026</b>	<b>(457)</b>	<b>-12.2%</b>	<b>725</b>	<b>24.0%</b>

## MATERIAL INFORMATION AND FACTS SUBSEQUENT TO THE DATE OF ACCOUNTANT REPORT

There were no material and significant events, information or facts that occurred after the date of the accountant report.

## MANAGEMENT AND/OR EMPLOYEE SHARE OPTION PROGRAM (MSOP/ESOP)

During 2021, BCA did not engage in a share option program for the Board of Directors, the Board of Commissioners, or the employees.

## UTILIZATION OF PROCEEDS FROM PUBLIC OFFERINGS

In 2021, BCA did not engage in a public offering of new shares.

## Currency and Exchange Risk Mitigation Related to Capital Expenditures

BCA engages in capital expenditures from domestic or overseas suppliers. Most of these capital expenditures are billed and paid in Rupiah in order to minimize currency exchange risk.

## REALIZED CAPITAL EXPENDITURES

In 2021, capital expenditures that have been realized amounted to Rp3.3 trillion, mostly comprised of equipment related to the development of information technology, ATMs and EDCs network. BCA is committed to invest in technology-based development in order to improve the capabilities of the Bank's transaction banking services.

## MATERIAL INFORMATION ABOUT INVESTMENTS, EXPANSION, DIVESTMENTS AND ACQUISITIONS

Throughout 2021, BCA did not engage in any investments, expansion, divestment or acquisition transactions or activities at material value. However, BCA did engage in a number of corporate actions including:

BCA made an additional equity placement in Bank Digital BCA in the amount of Rp2.7 trillion in September 2021, resulting in a total capital of Rp4 trillion. The addition of capital intends to support Bank Digital BCA's business capabilities.

Following the approval of the EGMS on 23 September 2021, BCA conducted a 1:5 stock split on 15 October 2021. The stock split was conducted to help improve the liquidity of BCA share trading at the Indonesia Stock Exchange, and to make BCA's share price more affordable for retail investors, including those in the young demographic segment.

## INFORMATION ABOUT MATERIAL TRANSACTIONS WITH CONFLICTS OF INTEREST

Throughout 2021, BCA did not engage in any material transactions that can be classified as transactions with conflicts of interest.

## DISCLOSURE OF TRANSACTIONS WITH RELATED PARTIES

In the course of its business operations, BCA is engaged in a variety of transactions with related parties without any conflicts of interest. All related party transactions are conducted on the basis of the arm's length principle.

Details about transactions with related parties (including amount, type of transaction, and nature of relationship with related parties) are presented in the "Corporate

Governance" section under the "Transactions with Affiliate and Conflict of Interest" subsection (page 500-503) as well as in the Audited Consolidated Financial Statements, Note 49 Attachment 5/148 (page 713).

## THE PROVISION OF FUNDING, COMMITMENTS OR OTHER SIMILAR FACILITIES BY A BUSINESS OR LEGAL ENTITY WITHIN THE SAME BUSINESS GROUP AS THE BANK, TO A DEBTOR THAT ALREADY RECEIVED FUNDING FROM THE BANK

The combined credit facility provided by BCA and its subsidiaries to a certain debtors or groups of debtors as of December 2021 was Rp200.0 trillion, or 32.2% of the Bank's total outstanding loans. The NPL of these portfolio was 0.6%.

### Combined Lending Facilities provided by the Bank and its Subsidiaries (in billion Rupiah, except number of debtors)

Collectibility	Number of Debtors	Facilities at Subsidiaries pada Entitas Anak				Facilities in BCA	Total Exposure
		BCA Finance	BCA Finance Limited	BCA Syariah	BCA Multi Finance		
Current	312,642	2,138	28	2,906	190	186,441	191,703
Special Mention	31,900	204	-	11	12	4,483	4,711
Substandard	1,678	8	-	-	1	158	167
Doubtful	1,474	6	-	-	1	438	445
Loss	9,124	69	-	131	2	2,788	2,989
<b>Total</b>	<b>356,818</b>	<b>2,425</b>	<b>28</b>	<b>3,048</b>	<b>206</b>	<b>194,308</b>	<b>200,014</b>

## IMPACT OF REGULATORY CHANGES

A number of new regulations were issued in 2021 that may have an impact on the business activities of BCA and its subsidiaries, including:

- **PBI No. 23/2/PBI/2021 dated 26 February 2021**, in effect since 1 March 2021 (Third Amendment); **PADG No. 23/6/PADG/2021 dated 5 April 2021**, in effect since 5 April 2021 (Second Amendment); **PADG No. 23/26/PADG/2021 dated 24 November 2021**, in effect since 1 January 2022 (Third Amendment), concerning Loan To Value Ratio for Property Loans, Financing To Value Ratio for Property Financing, and Down Payments for Motor Vehicle Loan or Financing. With these regulations in force, BCA has relaxed its policies on Loan to Value and Down Payment ratios for its KPR and KKB products in accordance with BI regulations and the principle of prudence.
- **PBI No. 23/6/PBI/2021 dated 1 July 2021**, in effect since 1 July 2021, concerning Payment Service Providers. With this PBI in effect, BCA's license as a Payment System Service Provider has been converted into a license for Payment Services Providers (PJP), which also contains stipulations related to Technology Innovations in Payment Systems.
- **PBI No. 23/8/PBI/2021 dated 16 July 2021**, in effect since 1 July 2021 (Second Amendment); **PADG No. 23/5/PADG/2021 dated 31 March 2021**, in effect since 31 March 2021 (First Amendment); **PADG No. 23/13/PADG/2021 dated 1 July 2021**, in effect since 2 August 2021 (Second Amendment), concerning Integrated Reports of Commercial Banks. These regulations contain updates to the time frame for the implementation of Integrated Reports of Commercial Banks (LBUT). With these regulations in force, BCA needs to reconsider the periods for parallel runs and effective reporting in ANTASENA.
- **PBI No. 23/11/PBI/2021 dated 12 August 2021**, in effect since 31 December 2021, concerning National Standards for Payment Systems. With this regulation, BI has established national standards for cross-border transactions.

- **PBI No. 23/13/PBI/2021 dated 31 August 2021**, in effect since 31 August 2021, concerning Macroprudential Inclusive Financing Ratio for Conventional Commercial Banks, Sharia Commercial Banks, and Sharia Business Units. With this regulation in force, the Bank has to have the required Macroprudential Inclusive Financing Ratio (RPIM) of at least 20% for the positions as at the end of June 2022 and the end of December 2022, while staying within the corridors of the prudent banking principle and risk management.
- **PADG No. 23/25/PADG/2021 dated 12 November 2021**, in effect since 12 November 2021, concerning Providers of Bank Indonesia-Fast Payments (BI-FAST). Based on information received by the operational team (SLPD) at the working group attended by the SLPD, BCA will function both as a Direct Participant and as a Sponsor Bank for BCA Digital and BCA Syariah in the provision of BI-FAST services.
- **POJK No. 12/POJK.03/2021 dated 30 July 2021**, in effect since 30 October 2021, concerning Commercial Banks. This regulation governs various issues related to Corporate Bank Plans, Digital Banks, Banking Synergy, Redefinition of Bank Classification of Commercial Bank Business Groups (BUKU) into Bank Groups Based on Core Capital (KBMI), the Abolition of Cash Offices and Payment Points, and adjustments in the reporting mechanism and branch network permits for banks.
- **POJK No. 17/POJK.03/2021 dated 10 September 2021**, in effect since 10 September 2021, concerning the Second Amendment to POJK No. 11/POJK.03/2020 concerning the National Economic Stimulus as a Countercyclical Policy for alleviation of the Impact of the Coronavirus Disease 2019. BCA is required to update its internal policies regarding the extension of the time period for the economic stimulus.
- **SEOJK No. 16/SEOJK.04/2021 dated 29 June 2021**, in effect since 29 June 2021, concerning Format and Contents of Annual Reports of Issuers or Public Companies. The regulation governs certain key points related to the preparation of Annual Reports and Sustainability Reports. Accordingly, BCA is required to submit the 2021 Annual Report to the Financial Services Authority (OJK) with a format and contents as stipulated in the SEOJK.

## CHANGES IN ACCOUNTING POLICIES

The Board of Financial Accounting Standards of the Indonesian Institute of Accountants (DSAK-IAI) has issued a number of new policy amendments and interpretations, effective as of 1 January 2021:

- Annual adjustment to PSAK 1: "Presentation of Financial Statements";
- Annual adjustment to PSAK 13: "Property Investments";
- Annual adjustment to PSAK 48: "Impairment of Asset Value";
- Amendment to PSAK 71: "Financial Instruments"; Amendment to PSAK 55: "Financial Instruments: recognition and measurement"; Amendment to PSAK 60: "Financial Instruments: Disclosure"; Amendment to PSAK 62: "Insurance Contracts"; Amendment to PSAK 73: "Leases – Benchmark Interest Rate Reform - Phase 2";
- PSAK 112: "Wakaf Accounting";
- Annual adjustment to PSAK 110: "Sukuk Accounting";
- Annual adjustment to PSAK 111: "Wa'd Accounting";
- Amendment to PSAK 73: "Leases – Lease Concessions related to COVID-19 after 30 June 2021";
- Amendment to PSAK 22: "Business Combination – Definition of Business"

The adoption of the above amendments and interpretations did not result in any substantial changes to the Group's accounting policies and did not have a significant impact on the Consolidated Financial Statements for the current year or the previous year.

## BUSINESS CONTINUITY INFORMATION

BCA continuously maintain customer trust, through the development of comprehensive and quality financial solutions with the support of technology and digitalization.

Amid the development of digital innovation which increases cyber security risk, BCA continuously ensures the implementation of 3 (three) main aspects of information technology security: human resources, process, and technology.

BCA also manages operational risk related to IT by monitoring reliability, security, availability and timeliness to serve and protect the assets of customers and BCA, including:

- Implementing security system in reference to system standardization, domestic, and overseas.
- Using monitoring system tools to monitor/detect system disruption, fraud threat, and cyber attack to minimize loss risk and reputational risk.
- Making review and implementing policy on security for work from home (WFH) access (using VPN application) and implementing split operation during the pandemic, as well as providing security recommendation.

BCA also increases employee competence especially to support the innovation of digital banking services and strengthen relationships with customers. Regeneration process and leadership succession are prudently managed in line with corporate values and fair governance.

## PRIME LENDING RATE (SBDK)

Concerning transparency and publication of Reports, BCA discloses Prime Lending Rate (SBDK) through website and Annual Report. This supports corporate governance practices and drives healthy competition in the banking industry.

Prime lending rate is calculated based on: Cost of Funds for Credit (HPDK), overhead cost incurred by the Bank during loan approval process, and profit margin set for credit activities.

Information on changes to the prime lending rate is available on branches and accessible via website [www.bca.co.id](http://www.bca.co.id). The following is information of SBDK quarterly as set by BCA in 2021.

### 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 - 2020	8.25	8.75	8.75	8.61
Quarter I - 2021	8.00	8.25	7.25	6.01
Quarter II - 2021	7.95	8.20	7.20	5.96
Quarter III - 2021	7.95	8.20	7.20	5.96
Quarter IV - 2021	7.95	8.20	7.20	5.96

## PROSPECT, STRATEGIC PRIORITY AND PROJECTION FOR 2022

### Prospect of the Economy and Banking Sector for 2022

Overall, the trend of Indonesian economic fundamentals remained positive despite the risk of new COVID-19 variants should be monitored. Indonesian economic outlook is prospective, with the projected economic growth of around 5% YoY or reaching the average pre-pandemic level.

We elaborate economic and banking sector prospect on page 272-274.

### BCA Strategic Priorities and Projection for 2022

In general, policy direction and strategic moves by BCA in the short to medium term will refer to the following main initiatives:

#### i. Strengthening the transaction banking franchise through payment settlement service

BCA consistently strengthens payment settlement service as the main growth driver of current account and savings account (CASA).

In that regard, BCA will always improve features and facilities of banking products and services for customer convenience in making transactions. Wider and more integrated payment ecosystem will become one of BCA focuses. Customer base will be expanded, supported by digital platform (digital on-boarding).

All those initiatives are implemented with the support of adequate information technology infrastructure and system security in making transactions.

#### ii. BCA loan disbursement

Amid dynamic economic conditions, BCA will be prudent in driving quality loan growth. BCA will always implement prudent principles, such as loan diversification, to mitigate credit risk, and conduct tight monitoring of loan quality particularly the restructured ones.

BCA looks for new business opportunities through data optimization and deepening various potential industries and existing customers. The Bank explores business potentials from network related to debtors' business.

BCA will continue strengthening loan infrastructure by using technology development and building human resources capacity to accelerate credit processing and debtor acquisition.

### iii. Solution development and comprehensive services

BCA continues innovating to create more comprehensive financial solutions. With its subsidiaries, BCA offers financial products and services, including: vehicle financing (BCA Finance and BCA Multi Finance); sharia banking (BCA Syariah); brokerage and investment management service (BCA Sekuritas); insurance (BCA General Insurance and BCA Life Insurance); remittance (BCA Finance Ltd); venture capital (PT Central Capital Ventura); and PT Bank Digital BCA whose business starts operating in 2022 through a full digital bank apps namely 'blu'.

Besides collaboration in providing and marketing financial solutions, BCA supports its subsidiaries' capital based on business potentials, and supporting the capacity and capability related to network service and information technology.

In 2022, looking at the economic prospects and the strategic steps that have been set, we expect loan and third party funds growth between 6% - 8% and projects the ROA and ROE ratios in the range of 3% - 4% and 16% - 18%. Entering the year 2022, BCA has set a number of targets as follows:

### Target 2022

Category	Target 2022
GDP (Bank Indonesia)	5.0% - 5.5%
GDP (internal BCA)	5.2%
Loan Growth	6% - 8%
Third Party Funds Growth	6% - 8%
CASA (Current Account & Saving Account) Growth	5%-7%
Net Interest Margin (NIM)	4.9% - 5%
Return on Asset (ROA)	3% - 4%
Return on Equity (ROE)	16% - 18%
Cost to Income Ratio (CIR)	38% - 39%
Cost of Credit (CoC)	0.8% - 1%