

PT BANK CENTRAL ASIA TBK

2019

ANNUAL REPORT



BCA

Always by your side

NAVIGATING CHANGE



Theme Continuity

2015

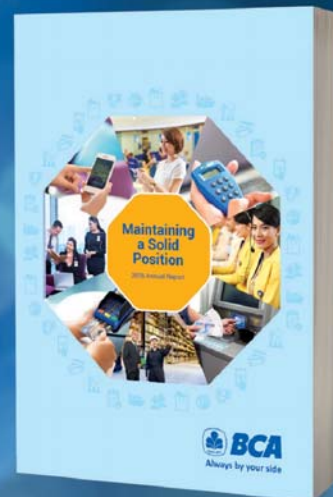
Maintaining a Solid Position

Navigating Challenges, Capturing Opportunities

The Indonesian economy continued to be negatively impacted by a weak global economy and a variety of domestic macro-economic challenges. The relative slowdown in the domestic economy was reflected in the Indonesian banking industry with deterioration in loan quality and slower loan and third party funds growth.

BCA successfully maintained its solid position in 2015 by consistently implementing prudent policies focused on maintaining loan quality, a strong capital and a healthy liquidity position.

BCA's solid financial position allows the Bank to support its customers through all economic conditions while providing a strong base to capture business opportunities for future growth.



2016

Expanding Capabilities

Capturing Opportunities

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

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



2017

Trust Through Quality

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

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

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





2018 Positioning for Growth

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

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

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

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

2019



Navigating Change

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

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

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

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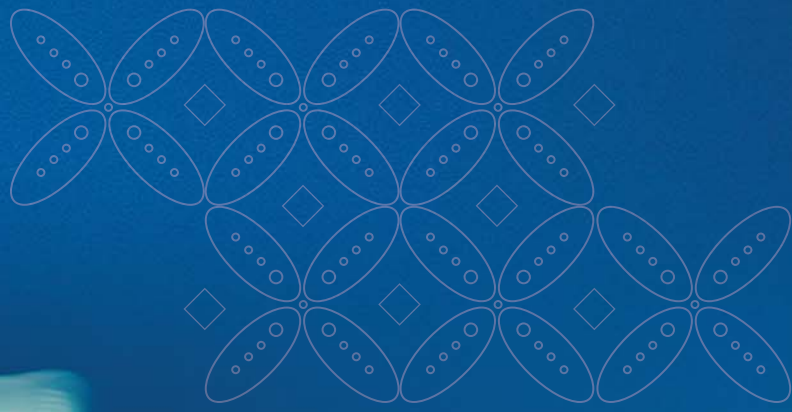
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NAVIGATING CHANGE

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● **Third Party Funds**
Rp **699.0**
trillion
YoY **11.0%**

● **Loans**
Rp **586.9**
trillion
YoY **9.1%**

● **Net Profit**
Rp **28.6**
trillion
YoY **10.5%**

MAINTAINING THE QUALITY OF GROWTH

Financial Performance

Solid Growth

Through well-directed strategic policies and business management, BCA maintains strong and robust growth amid the dynamics of the economy, business disruption and accelerated digital development.

Current Account and Savings Accounts (CASA)

75.9% (contribution to total Third Party Funds)

Rp **530.6** trillion
YoY 9.8%



Operating Income

Rp **71.6** trillion
YoY 13.6%



Income Before Provision and Tax (PPOP)

Rp **40.9** trillion
YoY 15.5%



Net Interest Margin (NIM)

6.2%



Non Performing Loan (NPL) - gross

1.3%



Loan to Deposits Ratio (LDR)

80.5%



Capital Adequacy Ratio (CAR)

23.8%





Strong Growth in Digital Transactions

Number of Transactions

Mobile Banking

YoY 99.2%

3.8 billion



Internet Banking

YoY 10.8%

2.5 billion



Transaction Value

Mobile Banking

YoY 50.4%

Rp **2,089** trillion



Internet Banking

YoY 17.5%

Rp **10,701** trillion



DELIVERING EASE and CONVENIENCE



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



banking virtual assistant accessible through a number of popular chat apps



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



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



Access to banking transactions through mobilephone keyboard in various chatting platforms



online merchant payment feature emphasizing speed of transaction



online savings account opening through BCA Mobile

Number of Accounts

>21

million customers



Online Account Opening (April - December 2019)

>450

thousand accounts



Composition of Number of Transactions in Digital Channels

98.2 %

to total transaction



Forbes



Forbes List of The World's Best Bank 2019

FinanceAsia



FinanceAsia Country Awards for Achievement 2019

- Best Asian Bank
- Best Bank in Indonesia

Euromoney



Euromoney Awards for Excellence 2019

BCA – The Best Bank in Indonesia

Asiamoney



Asiamoney Awards 2019

- Best Domestic Bank
- Best Digital Bank

BrandZ & WPP Kantar



Most Valuable Brands 2019

BCA - Top 100 Most Valuable Global Brands 2019

Bank Indonesia



Bank Indonesia Award 2019

Bank dengan Kepatuhan Pelaporan Keuangan Terbaik

2019 SUSTAINABILITY PERFORMANCE HIGHLIGHTS

Economic Performance



Branch Service Quality (BSQ) index

4.86

(Scale of 1-5)



Amount of Tax paid

Rp7.7

trillion

↑ 12.6% YoY



Customer Engagement (CE) index

4.67

(Scale of 1-5)



Total sustainable business activity categories (KKUB) financing

Rp116.3 trillion

↑ 13.8% YoY



Total frequency of digital banking transactions

8.4 billion

↑ 35.4% YoY



Social and Community Performance



27.3%

Women that occupy Director positions



55.3%

Women that occupy Branch Head positions



63.8%

Female employees of total employees that received promotion



17,976

patients

Received health service from Bakti BCA Partner Clinics



613

people

Received service Cataract surgery



98,072

people

Financial literacy education participants



20

ATMs

Number of ATM Wicara for people with disabilities



656

people

Employee received sustainability finance training



1,606

people

Non-degree education program Alumni

Environmental Performance



20,200
trees

Mangrove trees planted with a total planted area of 12 hectares



12.9%

Reduction in paper usage at 7 head office locations, potential reduction of 24.5 tCO₂ eq



61

Branches that support the green office concept



6 orangutans

Reintroduction of orangutans in Kalimantan

BCA contributes to preservation's efforts of protected faunas' habitats including Tarsiers on the Peramun hill, Orangutans in Kalimantan and Turtles in Banyuwangi



261 kWh/m²/year

Electricity consumption at Menara BCA, Wisma Asia II, and Wisma BCA Pondok Indah

12 BAKTI BCA ASSISTED VILLAGES



- Pentingsari Tourism Village, Sleman, Yogyakarta
- Wirawisata Goa Pindul, Gunung Kidul, Yogyakarta
- Aik Rusa Berehun Tourism Village, Terong, West Belitung
- Tamansari Tourism Village, Banyuwangi, East Java
- Bukit Peramun, West Belitung
- Gunung Lumut, East Belitung
- Nagari Silokek, West Sumatera
- 'Wayang Wukirsari' Tourism Village, Imogiri, Yogyakarta
- 'Kampung Batik Gemah Sumilir', Pekalongan, Central Java
- 'Kampung Adat Sijunjung', West Sumatera
- Doesoen Kopi Sirap, Semarang, Central Java
- Pucak Tinggan Tourism Village, Badung, Bali



MSCI

First Place in the list of 10 MSCI Indonesia's Main Constituents as LST/ESG Leaders – January 31, 2020

MSCI index calculates reported ESG performance with its peers in Indonesia's capital markets. BCA achieved first place in the list of 10 main constituents of MSCI Indonesia ESG Leaders as of January 31, 2020. Furthermore BCA was granted a rating of A from MSCI ESG rating in February 2020.

FTSE4Good

Fourth Place in the list of 10 FTSE4Good ASEAN 5 Main Constituents – January 31, 2020

FTSE4Good Index is an index that transparently selects and segregates based on ESG criteria in ASEAN's capital markets. BCA is ranked fourth in the list of 10 main constituents as of January 31, 2020.

KEHATI

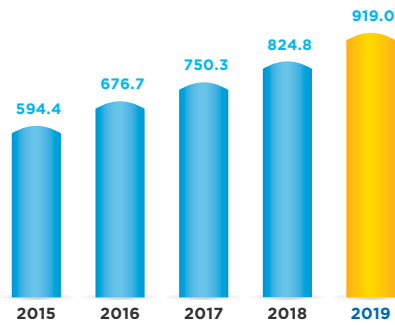
BCA is included in the SRI-KEHATI index company list period November 2019 - April 2020. The SRI-KEHATI index refers to Sustainable and Responsible Investment criteria. Companies in this index are considered to have concern for the environment, corporate governance, community involvement, human resources, human rights, and business behaviour with business ethics that are accepted at the international level.

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

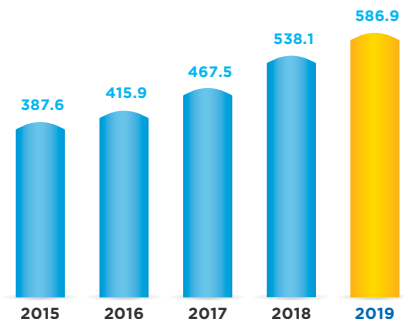


FINANCIAL HIGHLIGHTS

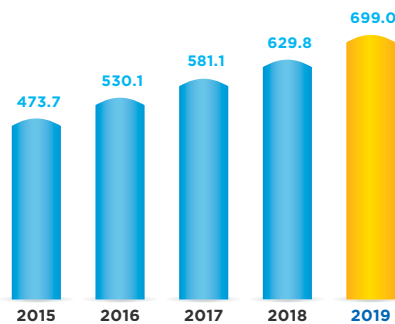
Total Assets
(in trillion Rupiah)



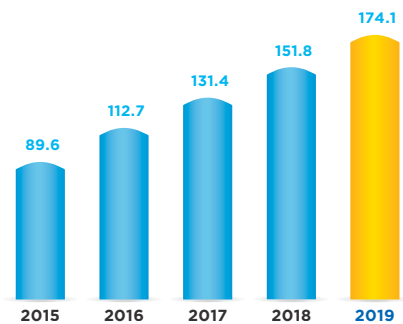
Loans - gross
(in trillion Rupiah)



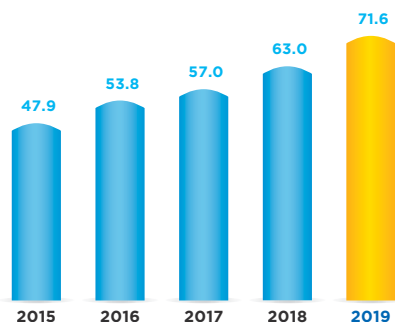
Third Party Funds
(in trillion Rupiah)



Total Equity
(in trillion Rupiah)

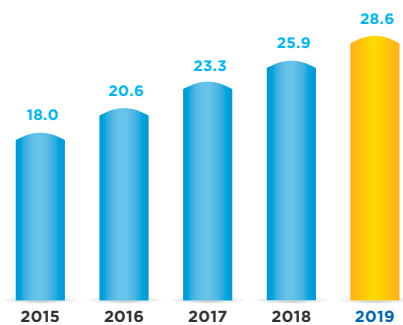


Operating Income
(in trillion Rupiah)

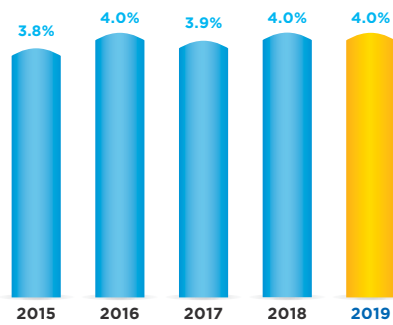


Net Income

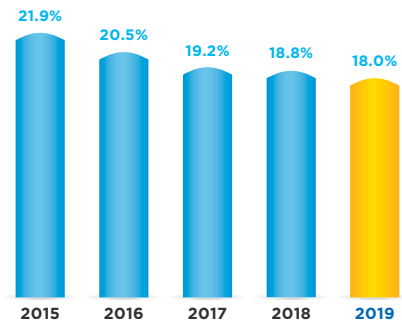
Attributable to Equity Holders of Parent Entity
(in trillion Rupiah)



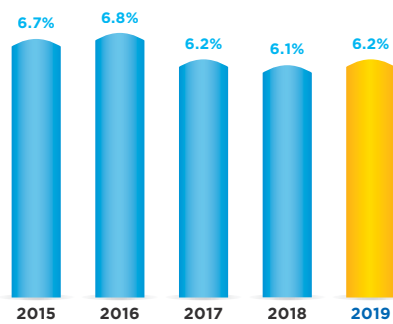
Return on Assets (ROA)



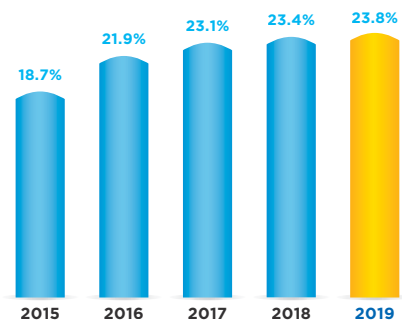
Return on Equity (ROE)



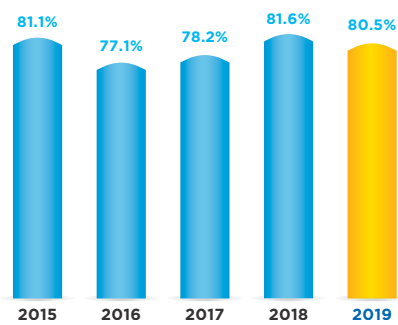
Net Interest Margin (NIM)



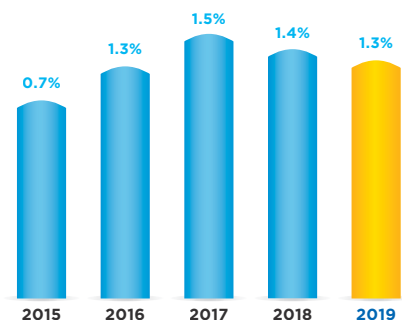
Capital Adequacy Ratio (CAR)



Loan to Deposit Ratio (LDR)



Non-Performing Loans (NPL) - gross



FINANCIAL HIGHLIGHTS - Continued

Financial Highlights in the last 5 years¹ (Audited, Consolidated, as of or for the year ended December 31)

(in billion Rupiah)	2019	2018	2017	2016	2015
Financial Position					
Total Assets	918,989	824,788	750,320	676,739	594,373
Total Earning Assets	818,694	734,401	672,235	604,049	527,407
Loans - gross	586,940	538,100	467,509	415,896	387,643
Loans - net	572,034	524,531	454,265	403,391	378,616
Securities - net (including Securities Purchased Under Agreements to Resell)	152,559	118,294	140,350	111,256	51,668
Placements with Bank Indonesia and Other Banks	30,948	31,683	18,969	35,364	56,259
Total Liabilities¹	744,846	673,035	618,918	564,024	504,748
Third Party Funds ²	698,980	629,812	581,115	530,134	473,666
CASA	530,552	483,004	443,666	408,205	360,261
Current Accounts	184,918	166,822	151,250	137,853	115,653
Savings Accounts	345,634	316,182	292,416	270,352	244,608
Time Deposits	168,428	146,808	137,449	121,929	113,405
Borrowings and Deposits from Other Banks	9,050	8,588	8,799	7,690	5,899
Debt Securities Issued ³	1,348	240	610	2,332	2,821
Subordinated Bonds	500	500	-	-	-
Total Equity	174,143	151,753	131,402	112,715	89,625
Comprehensive Income					
Operating Income	71,623	63,034	56,982	53,779	47,876
Net Interest Income	50,477	45,291	41,827	40,079	35,869
Operating Income other than Interest	21,145	17,743	15,155	13,700	12,007
Impairment Losses on Financial Assets	(4,591)	(2,676)	(2,633)	(4,561)	(3,505)
Operating Expenses	(30,742)	(27,651)	(25,190)	(23,379)	(21,714)
Income Before Tax	36,289	32,707	29,159	25,839	22,657
Net Income	28,570	25,852	23,321	20,632	18,036
Other Comprehensive Income (Expenses)	2,568	910	755	6,772	(344)
Total Comprehensive Income	31,138	26,762	24,076	27,404	17,692
Net Income Attributable to:					
Equity Holders of Parent Entity	28,565	25,855	23,310	20,606	18,019
Non-Controlling Interest	5	(3)	11	26	17
Comprehensive Income Attributable to:					
Equity Holders of Parent Entity	31,132	26,766	24,064	27,378	17,674
Non-Controlling Interest	6	(4)	12	26	18
Earnings per Share (in Rupiah, full amount)	1,159	1,049	945	836	731

All numbers in this document use English notation, unless otherwise stated.

1. Including temporary syirkah funds amounting to Rp 4,779 billion in 2019, Rp 4,596 billion in 2018, Rp 3,978 billion in 2017, Rp 3,467 billion in 2016 and Rp 2,802 billion in 2015.

2. Third party funds excluding deposits from other banks.

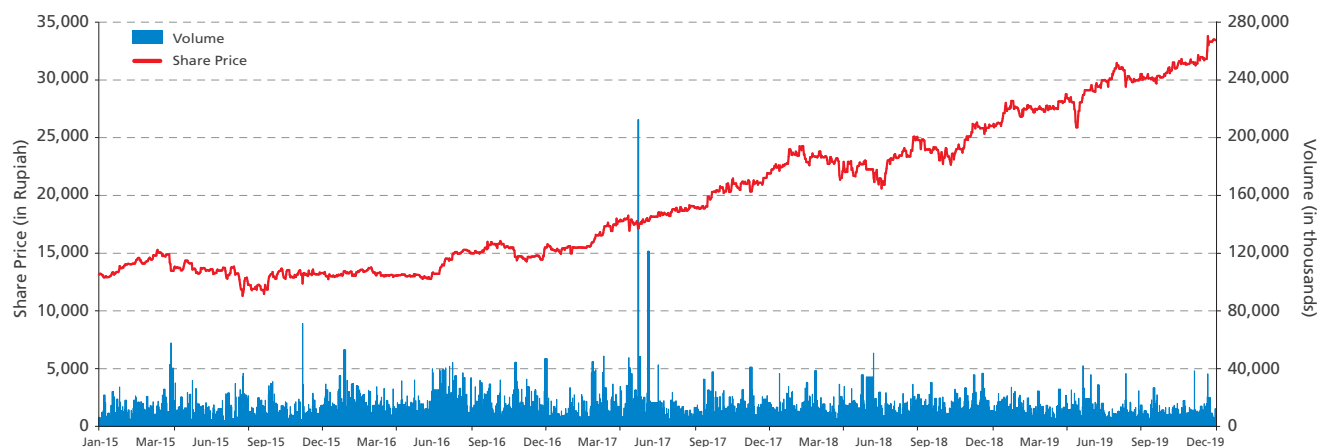
3. The debt securities issued represent bonds and medium-term notes issued by BCA Finance, a subsidiary of the Bank that is engaged in 4-wheeler financing.

	2019	2018	2017	2016	2015
Financial Ratios⁴					
Capital					
Capital Adequacy Ratio (CAR) ⁵	23.8%	23.4%	23.1%	21.9%	18.7%
CAR Tier 1	22.8%	22.4%	22.1%	21.0%	17.8%
CAR Tier 2	1.0%	1.0%	1.0%	0.9%	0.9%
Fixed Assets to Capital	18.5%	19.4%	19.8%	22.4%	18.6%
Assets Quality					
Non Performing Earning Assets and Non Earning Assets to Total Earning Assets and Non Earning Assets	0.9%	0.9%	0.9%	0.8%	0.6%
Non Performing Earning Assets to Total Earning Assets	1.0%	1.1%	1.1%	1.1%	0.7%
Allowance Provision on Earning Assets to Total Earning Assets	1.9%	1.9%	2.1%	2.3%	2.0%
Non Performing Loans (NPL) - gross ⁶	1.3%	1.4%	1.5%	1.3%	0.7%
Non Performing Loans (NPL) - net	0.5%	0.4%	0.4%	0.3%	0.2%
Rentability					
Return on Assets (ROA) ⁷	4.0%	4.0%	3.9%	4.0%	3.8%
Return on Equity (ROE) ⁸	18.0%	18.8%	19.2%	20.5%	21.9%
Net Interest Margin (NIM) ⁹	6.2%	6.1%	6.2%	6.8%	6.7%
Cost Efficiency Ratio (CER)	43.7%	44.3%	44.4%	43.9%	46.5%
Operating Expenses to Operating Revenues (BOPO)	59.1%	58.2%	58.6%	60.4%	63.2%
Liquidity					
Loan to Deposit Ratio (LDR) ¹⁰	80.5%	81.6%	78.2%	77.1%	81.1%
Current Accounts & Savings Accounts (CASA) Ratio	75.9%	76.7%	76.3%	77.0%	76.1%
Liabilities to Equity Ratio	438.5%	454.2%	479.3%	507.5%	570.4%
Liabilities to Assets Ratio	81.4%	82.0%	82.7%	83.5%	85.1%
Liquidity Coverage Ratio (LCR) ¹¹	276.3%	278.2%	353.0%	391.3%	363.3%
Compliance					
Percentage Violation of Legal Lending Limit					
a. Related Parties	0.0%	0.0%	0.0%	0.0%	0.0%
b. Non Related Parties	0.0%	0.0%	0.0%	0.0%	0.0%
Percentage Lending in Excess of Legal Lending Limit					
a. Related Parties	0.0%	0.0%	0.0%	0.0%	0.0%
b. Non Related Parties	0.0%	0.0%	0.0%	0.0%	0.0%
Minimum Reserve Requirement					
a. Primary Reserve Requirement - Rupiah	6.1%	6.6%	7.0%	7.3%	7.5%
b. Reserve Requirement - Foreign Currency	8.5%	8.4%	8.5%	8.5%	9.1%
Net Open Position (NOP)	0.9%	0.5%	0.5%	0.2%	0.4%
Other Key Indicators					
Number of Accounts (in thousands)	21,743	19,040	17,048	15,583	14,129
Number of Branches ¹²	1,256	1,249	1,235	1,211	1,182
Number of ATMs	17,928	17,778	17,658	17,207	17,081
Number of ATM Cards (in thousands)	20,069	17,594	15,767	14,402	13,090
Number of Credit Cards (in thousands)	4,029	3,609	3,296	2,983	2,748

4. Parent company only, financial ratios have been presented based on Circular Letter of Indonesia Financial Services Authority No.43/SEOJK.03/2016 dated September 28, 2016 regarding Transparency and Publication of Commercial Bank.
5. CAR is calculated with credit risk, operational risk and market risk based on Circular Letter of Bank Indonesia No.11/3/DPNP dated January 27, 2009 which was later changed into Circular Letter of Indonesia's Financial Services Authority No. 24/SEOJK.03/2016 dated July 14, 2016 regarding the Risk Weighted Assets Calculation for Operational Risk using the Basic Indicator Approach; and calculated based on Indonesia's Financial Services Authority Regulation No. 11 /POJK.03/2016 dated January 29, 2016, regarding Capital Adequacy Ratio (CAR) for Commercial Banks.
6. Calculated from total non performing loans (substandard, doubtful, loss) divided by total loans.
7. Calculated from income (loss) before tax divided by average total assets.
8. Calculated from net income (loss) divided by average Tier 1 Capital.
9. Calculated from net interest income (expense) divided by average of earning assets.
10. Calculated from total loan portfolio to third party divided by total third party funds and securities that met certain criterias and issued by the Bank for funding purposes.
11. Calculated from total High Quality Liquid Asset (HQLA) divided by total net cash flow based on Indonesia Financial Services Authority Regulation No 42/POJK.03/2015 regarding Liquidity Coverage Ratio for Commercial Bank.
12. Including cash offices.

STOCK AND BOND HIGHLIGHTS

BCA Share Performance in 2015 - 2019



Source: Bloomberg

	2019	2018	2017	2016	2015
Highest Price (in Rupiah)	34,000	26,975	22,750	16,200	15,600
Lowest Price (in Rupiah)	25,575	20,600	14,950	12,625	11,000
Closing Price (in Rupiah)	33,425	26,000	21,900	15,500	13,300
Market Capitalization (in billion Rupiah)	824,094	641,030	539,945	382,153	327,912
Earnings per Share (in Rupiah)	1,159	1,049	945	836	731
Book Value per Share (in Rupiah)	7,059	6,151	5,326	4,560	3,625
P/E (x)	28.8	24.8	23.2	18.5	18.2
P/BV (x)	4.7	4.2	4.1	3.4	3.7

Source: Bloomberg

BCA Share Price, Volume & Market Capitalization

in 2015 – 2019

Year	Quarter	Price			Transaction Volume (in thousand)	Market Capitalization (in billion Rupiah)
		Highest (in Rupiah)	Lowest (in Rupiah)	Closing (in Rupiah)		
2019	I	28,750	25,575	27,750	904,895	684,177
	II	30,950	25,700	29,975	806,069	739,034
	III	31,450	28,825	30,350	765,867	748,280
	IV	34,000	29,750	33,425	764,201	824,094
2018	I	24,700	21,325	23,300	1,002,328	574,462
	II	23,650	20,825	21,475	876,115	529,466
	III	25,475	20,600	24,150	919,397	595,418
	IV	26,975	22,175	26,000	1,016,290	641,030
2017	I	17,000	14,950	16,550	919,042	408,040
	II	18,550	16,575	18,150	1,360,255	447,488
	III	20,375	18,075	20,300	824,300	500,497
	IV	22,750	20,050	21,900	968,402	539,945
2016	I	13,925	12,750	13,300	1,179,220	327,912
	II	13,450	12,625	13,325	992,972	328,528
	III	16,000	13,200	15,700	1,410,037	387,084
	IV	16,200	13,950	15,500	1,158,886	382,153
2015	I	14,825	12,800	14,825	771,201	365,511
	II	15,600	12,900	13,500	977,269	332,843
	III	13,900	11,000	12,275	850,501	302,640
	IV	13,800	11,875	13,300	891,297	327,912

Source: Bloomberg

BCA Capital Structure in 2015 – 2019

	2019	2018	2017	2016	2015
Authorized Capital					
Number of Shares	88,000,000,000	88,000,000,000	88,000,000,000	88,000,000,000	88,000,000,000
Total par Value (in Rupiah)	5,500,000,000,000	5,500,000,000,000	5,500,000,000,000	5,500,000,000,000	5,500,000,000,000
Unissued					
Number of Shares	63,344,990,000	63,344,990,000	63,344,990,000	63,344,990,000	63,344,990,000
Total par Value (in Rupiah)	3,959,061,875,000	3,959,061,875,000	3,959,061,875,000	3,959,061,875,000	3,959,061,875,000
Issued and Fully Paid Up Capital					
Number of Shares	24,655,010,000	24,655,010,000	24,655,010,000	24,655,010,000	24,655,010,000
Total par Value (in Rupiah)	1,540,938,125,000	1,540,938,125,000	1,540,938,125,000	1,540,938,125,000	1,540,938,125,000
Outstanding Shares					
Number of Shares	24,655,010,000	24,655,010,000	24,655,010,000	24,655,010,000	24,655,010,000
Total par Value (in Rupiah)	1,540,938,125,000	1,540,938,125,000	1,540,938,125,000	1,540,938,125,000	1,540,938,125,000

BCA Cash Dividends in 2015 – 2019

	2019	2018	2017	2016	2015
Earnings per Share (in Rupiah)	1,159	1,049	945	836	731
Cash Dividends per Share (in Rupiah)	na	340.0	255.0	200.0	160.0
Cash Dividends Amount (in Rupiah)	na	8,382,703,400,000	6,287,027,550,000	4,931,002,000,000	3,944,801,600,000
Interim Dividend (in Rupiah)	100.0	85.0	80.0	70.0	55.0
Cum Dividend for Trading in:					
Regular and Negotiated Market	5 Dec 2019	30 Nov 2018	28 Nov 2017	30 Nov 2016	12 Nov 2015
Cash Market	9 Dec 2019	4 Dec 2018	4 Dec 2017	5 Dec 2016	17 Nov 2015
Final Dividend (in Rupiah)	na	255.0	175.0	130.0	105.0
Cum Dividend for Trading in:					
Regular and Negotiated Market	na	23 Apr 2019	12 Apr 2018	13 Apr 2017	14 Apr 2016
Cash Market	na	25 Apr 2019	17 Apr 2018	20 Apr 2017	19 Apr 2016
Dividend Payout Ratio	na	32.4%	27.0%	23.9%	21.9%

BCA Dividends History*

Description	Amount per Share	Declared	Cum-Dividend	Recording Date	Payment Date
2019 Interim	Rp 100.0	29 Nov 2019	Regular and Negotiation Market Cash Market 5 Dec 2019 9 Dec 2019	9 Dec 2019	20 Dec 2019
2018 Final	Rp 255.0	15 Apr 2019	Regular and Negotiation Market Cash Market 23 Apr 2019 25 Apr 2019	25 Apr 2019	30 Apr 2019
2018 Interim	Rp 85.0	26 Nov 2018	Regular and Negotiation Market Cash Market 30 Nov 2018 4 Dec 2018	4 Dec 2018	21 Dec 2018
2017 Final	Rp 175.0	9 Apr 2018	Regular and Negotiation Market Cash Market 12 Apr 2018 17 Apr 2018	17 Apr 2018	30 Apr 2018
2017 Interim	Rp 80.0	23 Nov 2017	Regular and Negotiation Market Cash Market 28 Nov 2017 4 Dec 2017	4 Dec 2017	20 Dec 2017
2016 Final	Rp 130.0	10 Apr 2017	Regular and Negotiation Market Cash Market 13 Apr 2017 20 Apr 2017	20 Apr 2017	28 Apr 2017
2016 Interim	Rp 70.0	25 Nov 2016	Regular and Negotiation Market Cash Market 30 Nov 2016 5 Dec 2016	5 Dec 2016	22 Dec 2016
2015 Final	Rp 105.0	11 Apr 2016	Regular and Negotiation Market Cash Market 14 Apr 2016 19 Apr 2016	19 Apr 2016	29 Apr 2016
2015 Interim	Rp 55.0	9 Nov 2015	Regular and Negotiation Market Cash Market 12 Nov 2015 17 Nov 2015	17 Nov 2015	9 Dec 2015
2014 Final	Rp 98.0	13 Apr 2015	Regular and Negotiation Market Cash Market 16 Apr 2015 21 Apr 2015	21 Apr 2015	13 May 2015
2014 Interim	Rp 50.0	17 Nov 2014	Regular and Negotiation Market Cash Market 4 Dec 2014 9 Dec 2014	9 Dec 2014	23 Dec 2014
2013 Final	Rp 75.0	10 Apr 2014	Regular and Negotiation Market Cash Market 29 Apr 2014 5 May 2014	5 May 2014	20 May 2014
2013 Interim	Rp 45.0	11 Nov 2013	Regular and Negotiation Market Cash Market 28 Nov 2013 3 Dec 2013	3 Dec 2013	17 Dec 2013
2012 Final	Rp 71.0	8 May 2013	Regular and Negotiation Market Cash Market 28 May 2013 31 May 2013	31 May 2013	17 Jun 2013
2012 Interim	Rp 43.5	12 Nov 2012	Regular and Negotiation Market Cash Market 3 Dec 2012 6 Dec 2012	6 Dec 2012	20 Dec 2012
2011 Final	Rp 70.0	22 May 2012	Regular and Negotiation Market Cash Market 8 Jun 2012 13 Jun 2012	13 Jun 2012	27 Jun 2012
2011 Interim	Rp 43.5	17 Nov 2011	Regular and Negotiation Market Cash Market 6 Dec 2011 9 Dec 2011	9 Dec 2011	23 Dec 2011
2010 Final	Rp 70.0	16 May 2011	Regular and Negotiation Market Cash Market 6 Jun 2011 9 Jun 2011	9 Jun 2011	23 Jun 2011
2010 Interim	Rp 42.5	1 Nov 2010	Regular and Negotiation Market Cash Market 19 Nov 2010 24 Nov 2010	24 Nov 2010	9 Dec 2010
2009 Final	Rp 70.0	7 May 2010	Regular and Negotiation Market Cash Market 31 May 2010 3 Jun 2010	3 Jun 2010	17 Jun 2010
2009 Interim	Rp 40.0	26 Oct 2009	Regular and Negotiation Market Cash Market 12 Nov 2009 17 Nov 2009	17 Nov 2009	2 Dec 2009
2008 Final	Rp 65.0	20 May 2009	Regular and Negotiation Market Cash Market 9 Jun 2009 12 Jun 2009	12 Jun 2009	26 Jun 2009

Description	Amount per Share	Declared	Cum-Dividend	Recording Date	Payment Date
2008 Interim	Rp 35.0	22 Dec 2008	Regular and Negotiation Market Cash Market	15 Jan 2009 20 Jan 2009	20 Jan 2009 30 Jan 2009
2007 Final	Rp 63.5	26 May 2008	Regular and Negotiation Market Cash Market	12 Jun 2008 17 Jun 2008	17 Jun 2008 1 Jul 2008
2007 Interim	Rp 55.0	12 Nov 2007	Regular and Negotiation Market Cash Market	29 Nov 2007 4 Dec 2007	4 Dec 2007 18 Dec 2007
2006 Final	Rp 115.0	21 May 2007	Regular and Negotiation Market Cash Market	8 Jun 2007 13 Jun 2007	13 Jun 2007 27 Jun 2007
2006 Interim	Rp 55.0	21 Sep 2006	Regular and Negotiation Market Cash Market	10 Oct 2006 13 Oct 2006	13 Oct 2006 3 Nov 2006
2005 Final	Rp 90.0	17 May 2006	Regular and Negotiation Market Cash Market	6 Jun 2006 9 Jun 2006	9 Jun 2006 23 Jun 2006
2005 Interim	Rp 50.0	15 Sep 2005	Regular and Negotiation Market Cash Market	6 Oct 2005 11 Oct 2005	11 Oct 2005 25 Oct 2005
2004 Final	Rp 80.0	28 Jun 2005	Regular and Negotiation Market Cash Market	19 Jul 2005 22 Jul 2005	22 Jul 2005 5 Aug 2005
2004 Interim	Rp 50.0	27 Oct 2004	Regular and Negotiation Market Cash Market	22 Nov 2004 25 Nov 2004	25 Nov 2004 8 Dec 2004
2003 Final	Rp 112.5	8 Jun 2004	Regular and Negotiation Market Cash Market	30 Jun 2004 6 Jul 2004	6 Jul 2004 20 Jul 2004
2002 Final	Rp 225.0	7 Nov 2003	Regular and Negotiation Market Cash Market	3 Dec 2003 8 Dec 2003	8 Dec 2003 19 Dec 2003
2001 Final	Rp 140.0	10 Oct 2002	Regular and Negotiation Market Cash Market	29 Oct 2002 1 Nov 2002	1 Nov 2002 15 Nov 2002
2001 Interim	Rp 85.0	29 Oct 2001	Regular and Negotiation Market Cash Market	14 Nov 2001 20 Nov 2001	20 Nov 2001 4 Dec 2001

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

Bonds Highlights

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

Consolidated basis, the Bank possesses obligations in the form of bonds issued by the subsidiary BCA Finance, which per 31 December 2019 was recorded at Rp1,347.5 billion. Information on bonds issued by BCA Finance can be found in the audited Consolidated Financial Statements on pages 681-682.



MANAGEMENT REPORT





REPORT OF THE BOARD OF DIRECTORS

“

BCA takes into account both internal and external factors to determine its strategic initiatives, while preserving strong liquidity and capital positions, and promoting a balance between loan growth and asset quality.

”

Dear Valued Shareholders,

We are pleased to report that BCA and its subsidiaries booked a solid performance through disciplined execution of the Bank's policies and business plan.

BCA continues to strengthen its ability to provide exceptional banking services in response to the digitally evolving business environment, and navigate challenges into new opportunities to support future business performance.

Indonesia's Economy and Banking Industry

2019 has been a year of challenges and change, marked by global issues such as the prolonged US-China trade war which became the major cause of a global economic slowdown. The US experienced a similar slowdown in its economy, which only grew by 2.3%, a decrease from the previous year of 2.9%. The Fed gradually lowered its Fed Funds Rate (FFR) by 75 basis point (bps) to 1.75% by year end, and actively intervened in the interbank market through Permanent Open Market Operations (POMO) to improve liquidity. We expect FFR adjustments will continue, depending on US economic developments.

Jahja Setiaatmadja
President Director

Indonesia managed well its biggest election ever for president and legislative seats. We wish to express our appreciation to all parties who contributed to the successful elections.

The Indonesian economy remained defensive, achieving economic growth of 5.0%. It maintained the pace of GDP growth with large domestic consumption and government spending. We appreciate the government continuing taking appropriate measures to keep domestic macroeconomic stability in check.

The current account deficit narrowed to USD30.4 billion in 2019, accounting for 2.7% of GDP, an improvement from USD30.6 billion (2.9% of GDP) the previous year. This was due to government efforts amongst others to manage imports, as well as declining global oil prices, which eventually led to a relatively stable Rupiah. At year end, the Rupiah exchange rate strengthened and stood at below Rp14,000 per USD. In 2019, Indonesia received a sovereign rating upgrade from international rating agency of BBB-/Outlook Stable from BBB-/Outlook Stable. This has boosted the confidence level in the country's economic growth prospects.

The Indonesian monetary authority adopted accommodative policies to sustain economic growth. Bank Indonesia lowered its policy rate (seven-day reverse repo rate) four times or 100 bps to 5.0% at year end. This was consistent with emerging countries such as Malaysia, Philippines and India, and the global decline in interest rates. Inflation was contained at 2.7% throughout the year. The Financial Services Authority (OJK) also carried out its supervisory role, and proactively discussed future risks with financial players.

The banking sector reported a moderate performance, with loan and third party funds growth of 6.1% and 6.5% respectively. Liquidity in the sector remained tight with LDR at 94.4%, with banks continuing to compete for third party funds. Competition was intensified by the issuance

of government marketable debt securities with a more attractive return than bank deposits.

Banking sector loan growth was mainly derived from the construction, household, manufacturing industries and wholesale & retail trade sector. These four industries recorded nominal loan growth of Rp190.4 trillion, accounting for 59.1% of overall sector loan growth. Credit demand came in below our expectations despite declining interest rates. Businesses remained cautious about expansion considering the recent macroeconomic outlook. The new cabinet is expected to foster stronger business confidence, and may lead to higher loan growth in the long run. The banking sector managed credit quality with a tolerable NPL ratio of 2.5%, compared to 2.4% the previous year. Capital remained solid with a CAR of 23.4%, relatively stable from 23.0% in 2018.

Indonesian banks experience a more competitive environment due to shifting of customer behavior as well as from the entrance of fintech and e-commerce players which gained a prominent presence in the financial service industry. These new players' "time to market" is faster, while banks have to adhere to stringent regulations. Notwithstanding the challenges, banks also see many opportunities for collaboration with marketplace and startup players to create synergy in offering financial services, particularly to millennial or tech-savvy customers.

BCA believes the government will continue implementing necessary macroprudential measures to ensure the country's macroeconomic stability.

Implementation of BCA Strategic Policy

BCA takes into account both internal and external factors to determine its strategic initiatives, while preserving strong liquidity and capital positions, and promoting a balance between loan growth and asset quality.

BCA focused on growing its CASA through the provision of reliable, secure and convenient banking transaction services, to maintain its strong liquidity. It carried out initiatives to improve facilities, products and services using digital technology, expand network coverage in the payment ecosystem, and enlarge the customer base, which translates into a higher number of accounts and transactions. In 2019, the Bank registered a remarkable increase in the number of accounts by 14.2% to more than 21 million accounts, while the number of transactions also grew strongly by 34.5%. This led to a sustainable growth of CASA, which is the Bank's core funds, growing 9.8% to Rp530.6 trillion, contributing 75.9% of total third party funds.

Loans outgrew the banking industry amid the modest pace of economic recovery. Loan quality was intact through the implementation of prudent banking principles and disciplined risk management. Loan disbursement focused on potential sectors and customers with sound track records. We took part in government programs through loan syndication to prospective infrastructure developments, including electricity, toll road and telecommunication projects. Loan diversification in various economic sectors was carried out to reduce concentration risk.

BCA co-operated with its subsidiaries to develop new products and services. We are committed to supporting the performance of our subsidiaries, to deliver the highest possible customer satisfaction with the group's products and services.

The Board of Directors is dedicated to implementing strategic initiatives that take into account sound risk management and the principles of good corporate governance. This is reflected in strong stakeholder confidence, as acknowledged by the appreciation received from regulators, investors and leading independent agencies.

Development of transaction banking and digital banking services

BCA prioritized strengthening transaction banking, reflected in its annual business plan and strategic work programs. Reliable payment settlement services are the driving force behind customer trust in our services, leading to sticky and solid CASA growth.

The Bank's initiatives to strengthen transaction banking capabilities were heavily focused on the development of digital platform services, such as online account opening through BCA Mobile. Since its launch early in the year, this facility has received positive feedback and contributed to customer growth.

Other notable innovations launched include: BCA Keyboard which allows customers to transact without having to close chatting apps, cardless cash ATM withdrawal using a one-time pin via BCA Mobile, and the Welma application to meet customer demand for investment products such as mutual funds, bonds and insurance.

The Bank continued to strengthen collaboration with e-commerce and fintech companies to expand the coverage of its payment ecosystem. It utilized Application Programming Interface (API) technology for integration of co-partner systems with its system. More than 1,600 co-partners, consisting of e-commerce and fintech players, have now connected with our system.

These initiatives were supported by a robust information technology infrastructure and a reliable security system. Information technology was modernized to support the reliability of banking transaction services. Machine learning, big data and artificial intelligence technology were adopted to enhance data analytics capability, enriching user experience and improving the security and operational systems.

BOARD OF DIRECTORS



Rudy Susanto
Director

Vera Eve Lim
Director

Subur Tan
Director

Jahja Setiaatmadja
President Director

Suwignyo Budiman
Deputy President Director

Lianawaty Suwono
Director



Inawaty Handojo
Director

Henry Koenafi
Director

Armand Wahyudi Hartono
Deputy President Director

Santoso
Director

Erwan Yuris Ang
Independent Director

Enhancement of the BCA Mobile banking and Klik BCA internet banking platforms saw the number of transactions performed through these two digital channels grow by 99.2% and 10.8% from previous year. These two digital channels are the driving force of BCA's integrated e-channels. Some 98.2% of customer transactions were performed via electronic channels outside the branch network. We welcome this achievement and are committed to offering high quality digital banking solutions to our customers.

The Bank selectively expanded its conventional branch network (bricks and mortar) to complement its digital banking network. We believe the branches remain important to building relationships with customers and serving those with sizable transactions. Even though they only made up 1.8% of the total transaction volume, branch transactions represented 49.1% of our total transaction value during the year. Expansion of the branch network will focus on simplicity and efficiency, including cash offices or non-permanent branch networks that use digital equipment - BCA Express. We utilized digital technology to improve branch service quality and operational efficiency, and continued to install self-service machines. To complement the branch network's cash deposit and withdrawal services, we increased the composition of cash recycling machines to total ATM machines. A number of transaction banking service initiatives fostered our CASA growth at a CAGR of 11.4% over the past 10 years.

Quality Growth of Loan Portfolio

BCA posted solid loan growth, higher than the banking industry average, thanks to consistent execution of its work plan and programs. This growth did not come at the expense of loan quality as we continue to implement disciplined and prudent credit risk management.

The less favorable macroeconomic environment and general elections forced many business players to postpone expansion. Nevertheless, we recorded loan growth of 9.1%,

higher than the industry average of 6.1%. We focused on disbursing loans to customers with positive track records and maintained loan diversification to mitigate concentration risk. Loan growth was supported by the corporate segment, which grew by 11.8% compare to previous year. We also participated in loan syndication for prospective infrastructure projects related to toll roads, electricity, telecommunications and airports.

Loan growth was also driven by the commercial and SME segments at 12.2% and 13.6% respectively, supported by the optimization of the role of the commercial business centers at the regional offices, and the development of SME centers at branches. The consumer segment saw loan growth of 0.7%, largely supported by mortgage growth. Vehicle loan growth was under pressure due to the slowdown in auto sales. The Bank remained proactive by offering products at competitive interest rates and holding various promotional activities and special events, such as BCA Expoversary, to optimize its performance in the consumer segment.

In 2019, NPL was 1.3%, a slight decrease from 1.4% in 2018, supported by write-offs of older non-performing loans. The NPL level remained in line with the Bank's risk appetite. To maintain loan quality, the business units and risk management team monitored debtor payment capacity and conducted stress tests to measure the impact of any significant changes in the macroeconomy against debtor performance.

BCA improved its loan infrastructure, leveraging technology to accelerate the approval process, while implementing prudent banking principles. We also focused on improving the competency of our credit employees (account and relationship officers) through training programs, both on-site and e-learning through a digital application. Information technology was utilized to manage data and debtor information, which complemented credit analysis and captured potential new debtors in various customer segments.

The development of comprehensive solutions and services

BCA strives to provide comprehensive products and services, improving coordination among business units and synergy with subsidiaries, to meet growing customer needs.

The Bank strengthened its business in foreign exchange, cross border remittance, trade finance, wealth management and bancassurance, and in the business lines of its subsidiaries. We collaborated with subsidiaries engaged in vehicle financing, sharia bank, securities, remittance, general insurance, life insurance and venture capital investment in startup company.

The provision of comprehensive financial products and services complemented our core transaction banking and generated cross selling opportunities to support overall performance. We are confident our subsidiaries have room for growth by leveraging our wide customer base. Comprehensive financial services delivered in cooperation with subsidiaries will reinforce the relationship with our customers.

We recently completed the acquisition of Bank Royal, part of our business plan for the year, and are in the process of formulating its business model, which will focus on the provision of digital services in collaboration with BCA. We also signed a conditional sale and purchase agreement to acquire Rabobank Indonesia. This acquisition is expected to be completed in 2020.

Financial Performance, Targets and Challenges

BCA and its subsidiaries recorded a solid financial performance in 2019 with a net profit of Rp28.6 trillion, a 10.5% increase from 2018. Operating income grew by 13.6% to Rp71.6 trillion.

Overall performance in 2019 exceeded the set targets, with loans growing 9.1% to Rp586.9 trillion, compared to the target of 6%-8%. Third party funds grew by 11.0% to Rp699.0 trillion, higher than the target of 8%-10%.

BCA recorded strong Return on Assets (ROA) and Return on Equity (ROE) of 4.0% and 18.0%, respectively, with the capital and liquidity positions remaining solid. The Capital Adequacy Ratio (CAR) was at 23.8%, and the Loan to Deposit Ratio (LDR) at 80.5%.

Target vs Achievement 2019

	Achievement 2019	Target 2019
Loan growth	9.1%	6.0% - 8.0%
Third party funds growth	11.0%	8.0% - 10.0%
Return on Assets (ROA)	4.0%	> 3.5%
Return on Equity (ROE)	18.0%	> 17.0%
Capital Adequacy Ratio (CAR)	23.8%	> 23.0%
Loan to Deposit Ratio (LDR)	80.5%	< 83.0%

The Indonesia banking sector encountered many challenges, including maintaining adequate liquidity in the high LDR environment. As for BCA, maintaining a solid liquidity position is always a priority.

BCA continued to focus on improving transaction banking through the development of payment settlement features and services to support solid CASA growth. As loan demand was lower than anticipated, we made rate adjustments on the time deposit side, lowering the one-month time deposit by 125 bps in July-December 2019.

The Indonesian banking sector also faced challenges in keeping loan growth at sound quality. BCA embraced these challenges by seeking lending opportunities while adopting disciplined risk management. Loan disbursement focused on high quality debtors with strong track records, and extended to various economic sectors to minimize concentration risk. Stress testing was also carried out to measure the impact of the deterioration of macroeconomic conditions on loan quality and overall performance.

Analysis of Business Prospects and Strategy in 2020

The Indonesian economy will continue to face external and internal challenges in 2020. It is estimated to grow at a modest pace in line with a gradual economic recovery. The corona-virus outbreak added challenges to the global and domestic economy, particularly in the first semester of 2020. Given such a backdrop, as a proxy to the economy banks are now even more cautious on the asset quality rather than on growth. In response to macroeconomic developments, banks expect to grow moderately both in the lending and funding. BCA's third party funds and loans are projected to grow moderately. Given the high LDR, banking sector liquidity is estimated to remain tight, which may lead to more competition for third party funds. We will remain focused on maintaining adequate liquidity and prioritizing CASA growth. We will continue to develop the numerous features and facilities of digital banking products and services, expand the network and payment acceptance system for customers, and pursue customer base growth.

Indonesian banks also face competition from fintech companies that leverage technology advancements to provide financial services. While this is a threat to transaction banks, it also provides opportunities for collaboration with the companies in a fast growing payment ecosystem.

We collaborate with numerous fintech and e-commerce companies leveraging on the API technology. The collaborations provide convenient services and encourage customers to perform banking transactions through digital channels, providing the Bank with strong grounds to widen the customer base and grow the number of transactions.

Indonesia's business environment is expected to be more favorable after the successful general elections, the inauguration of the president and the formation of a new cabinet, serving as an investment catalyst for business expansion and supporting loan growth in 2020 and beyond. BCA will seek market opportunities to expand its lending services in various segments, while remaining cautious in regard to changes in loan quality. The implementation of disciplined risk management is key to maintaining sound asset quality, and sound asset quality.

BCA is committed to growing with its subsidiaries, and supporting capital needs in line with business development. We are optimistic our subsidiaries will increase their contribution to our overall performance, either in interest or fee-based income.

Implementation of Corporate Governance

BCA implements good corporate governance at all levels, from the Board of Commissioners and the Board of Directors to middle management and employees. The application of GCG plays a role in business sustainability and minimizing risks.

This GCG is based on the principles of transparency, accountability, responsibility, independence and fairness. GCG is conducted with reference to national and international practices, including regulations of the Financial

Services Authority, Bank Indonesia, and the ASEAN Corporate Governance Scorecard. GCG is also based on banking industry best practices.

The Bank engages in active communication with its customers, regulators and the capital market community, and promotes transparency to stakeholders. We ensure the clear segregation of duties and responsibilities among business units and apply checks and balances when carrying out internal controls.

In 2019, Board of Directors held 36 of Board of Directors Meetings and 20 of joint meetings with the Board of Commissioners. BCA achieved 'Good' rating in a corporate governance self-assessment, and for its commitment to GCG, was awarded the Best Rights of Shareholders award by the Indonesian Institute for Corporate Directorship (IICD).

Performance of Committees

The Board of Directors is assisted by a number of committees. We wish to express our gratitude to the executive committees under the Board, which have performed their duties and responsibilities and offered valuable input to support our role. Each committee held regular meetings to discuss business programs, taking into account macroeconomic conditions, the Bank's internal dynamics, and the prevailing regulations.

Development of Human Resources

Employees play an important role in maintaining our sustainable business and financial performance. Anticipating the increasing complexity of customer needs and rapid changes in technology, we are committed to enhancing the competencies and capabilities of employees, while building an agile culture to respond to the dynamic business environment.

To instill a culture of employee innovation in the digital era and prepare for succession, BCA set up training development and recruitment programs. We believe human resources who match our needs, and are adaptive to any changes in the business environment, are essential to our success. To achieve higher productivity, we promote human resource governance while providing a positive work environment.

The focus on regeneration and succession is part of a strategy to ensure a sustainable organizational structure. The Bank promotes coaching programs for senior staff to share their knowledge, values and experiences with junior staff, and encourages community groups such as BCA Open Source (BOS), a knowledge sharing forum for broadening strategic perspective at managerial level.

BCA is determined to maintain its position as an employer of choice by promoting a conducive work environment, providing a continuous learning culture, and encouraging a work life balance for employees. This commitment to creating a positive working environment has gained the appreciation of several leading institutions, including: Best Companies to Work for in Asia from HR Asia, and Indonesia's Most Admired Companies from the Frontier Consulting Group and Marketing Magazine.

Corporate Social Responsibility

The Bank is continuously involved in numerous corporate social responsibility (CSR) activities that focus on making a difference in the lives of Indonesian society. The CSR program cooperates with highly reputable institutions such as WWF, UNICEF and Indonesian Red Cross (PMI), as well as leading Indonesian universities. Social activities focus on community empowerment, education and culture, as well as healthcare and sports.

We cooperate with local communities to empower tourist villages, creating business opportunities and local employment for 12 villages across the country. This focus on empowering communities has been fruitful and gained recognition, with Desa Pentingsari tourist village in Yogyakarta receiving a Green Foundation award for being one of Indonesia's Top 100 Sustainable Destinations. We also received an Indonesia Sustainable Tourism Award – Green Gold for Bukit Peramun village empowerment in Belitung island.

To promote quality education in Indonesia, the Bank runs accounting and computer engineering education programs, offering scholarships to students enrolled in the accounting scholarship program (PPA) and information technology scholarship program (PPTI). Some 392 students were enrolled in the PPA, 147 for PPTI, and 4,602 in teller and CSO on-the-job training. We also offer education facilities aid, scholarships in banking education, financial literacy support, and support 17 schools in the Lampung, Banten and Yogyakarta provinces.

To preserve and develop local culture, BCA cooperated with institutions to introduce Indonesian culture to the younger generation through events such as the Wayang Day and the Wayang Seminar. We encourage employees to participate in blood donor activities and facilitate healthcare services for the disadvantaged, including the provision of free cataract surgery for more than 5,000 people.

Sustainable Finance Implementation at BCA

BCA is inspired to go beyond making profit and to create value in a sustainable way. The Bank has adopted and implemented a broad range of sustainability practices in promoting sustainable finance in the areas of environment, social and governance. BCA was one of the first movers in implementing sustainable banking, fully backed by management board commitments to increase our sustainable finance contribution, which is in line with the agenda of our regulators.

One of the key milestones in 2019 was the establishment of the *Environment Sustainability Governance* (ESG) unit as part of the corporate secretary and communication division. Our sustainability finance vision is "to be the bank of choice and a major pillar of the Indonesian economy that aligns with Indonesia's sustainable development". This vision is supported by the mission statement of "to align its business activities with the principles of sustainable finance".

As a part of the commitment to implement sustainable finance, the Bank extended financing to the environmentally-friendly energy conservation and organic agriculture sectors. The financing portfolio for sustainable business activities category (KKUB) grew by 13.8% to Rp116.3 trillion, 70% of which was made up of SMEs and 30% from non-SME environmentally-friendly businesses. Growth in this portfolio exceeded the earlier target of 8%.

BCA has also carried out a number of initiatives to support responsible banking, such as promoting energy savings activities, embracing diversity and gender equality, and creating social and environmental impact. Achievement highlights include a MSCI ESG Rating of "A", the highest in the country, and a score of 4.67 out of 5.00 for the Gallup Customer Engagement index.

Last year we rolled out a sustainable banking e-learning to educate and increase awareness of sustainable finance to our employees. We promote the green office concept through the use of motion sensor LEDs in some offices, switching off lights during the lunch hour, and pursuing other sustainable activities such as limiting plastic bottle use. We believe that long term value creation has to begin with being more responsible to our environment, society and governance.

Changes in the Composition of the Board of Directors

In 2019, the annual general meeting of shareholders appointed Suwignyo Budiman as Deputy President Director, replacing Eugene Keith Galbraith who has completed his service. BCA wishes to express its gratitude and appreciation to Eugene for his commitment, dedication and hard work. His long service contributed to BCA's strategic business development and sustainable performance. Eugene served as President Commissioner from 2002 to 2011, and Deputy President Director from 2011 to 2019.

There were changes in the composition of the Board of Directors, with Inawaty Handojo replacing Subur Tan as the new compliance director. Subur Tan took a new role as the new Director in charge of the credit and legal department. With these changes, BCA is confident that it will sustain its solid performance well into the future.

Appreciation for all Stakeholders

We wish to express our appreciation to our customers for their trust and loyalty, and all employees for their hard work to achieve the set targets despite a challenging year. BCA's motto: One Goal, One Soul, One Joy has been our continual motivation and a reminder to look for a common direction to achieve the vision of becoming the bank of choice for the community.

We appreciate the support and guidance of the members of the Board of Commissioners who have helped us to carry out our duties, enabling BCA to record a solid performance. The Board of Directors is grateful to the Financial Services Authority (OJK) and Bank Indonesia for their prudent supervision, advice, and maintaining a stable financial system in Indonesia.

Last but certainly not least, on behalf of the Board of Directors and management, we would like to express our gratitude to all stakeholders for their trust and support throughout 2019.

Jakarta, March 2020

On behalf of the Board of Directors,



Jahja Setiaatmadja
President Director



BOARD OF COMMISSIONER'S SUPERVISORY REPORT

“

The Board of Commissioners recognizes the consistent execution of the business plan with the Bank's stated vision, mission and strategic directions. The Bank successfully adapted its business strategy in responding to the dynamic economic environment, growing competition, and rapid technological changes.

”

Dear Valued Shareholders,

Against the backdrop of prolonged global uncertainties and moderate domestic GDP growth, BCA delivered a positive performance with 10.5% growth in net profit to Rp28.6 trillion. This stellar achievement is accompanied by an ample capital and liquidity position, while asset quality remained intact. In addition to robust financial strengths, BCA continues to pursue a sound strategy in navigating change and ensuring good corporate governance practices for sustainable value creation and growth.

We respectfully thank the Board of Directors for addressing the challenges and changes of business dynamics, while maintaining business sustainability. The Board of Directors have formulated a business plan that adopts prudential banking principles and ensures the execution of BCA's strategic initiatives.

Djohan Emir Setjoso
President Commissioner

BOARD OF COMMISSIONERS



Left to right :

Sumantri Slamet
Independent Commissioner

Djohan Emir Setijoso
President Commissioner

Raden Pardede
Independent Commissioner

Cyrellus Harinowo
Independent Commissioner

Tonny Kusnadi
Commissioner

Review of the Indonesian Economy and Banking Sector

The 2019 economy experienced a slowdown across the globe, centered around the uncertainties of the US-China trade war and the anxiety over Brexit in the Eurozone. Major developed countries saw lower growth relative to the previous year. Global policymakers have implemented an accommodative approach by lowering their policy rates to boost economic growth. This was led by The US Federal Reserve (Fed), which cut its Fed Fund Rate (FFR) by 75 bps to 1.75%, while other countries followed suit.

The Indonesian economy has been resilient, with a moderate 5.0% GDP growth in 2019, supported by large private consumption, government spending, and prompt monetary and fiscal measures. Bank Indonesia cautiously eased its monetary policy by gradually lowering its 7-day reverse repo rate by 100 bps in total to 5.0%.

The government focused on managing the current account deficit and maintaining the attractiveness of the domestic financial market. The current account deficit was curbed at USD30.4 billion, or 2.7% of GDP, as the government placed necessary actions to control imports, particularly for oil and consumer products. Inflation was contained at the low rate of 2.7%. Foreign financial market inflow remained strong, resulting in a capital account surplus for the country and a relatively stable local currency. By the end of the year, the Rupiah closed at Rp13,866 per USD.

While the Indonesian banking sector posted modest growth in both loans and third party funds, banks were cautious to safeguard loan quality after the economic slowdown and to address liquidity challenges. The sector LDR has been above 93% since 2018, triggering intensified competition for third party funds. The race for funding was also heightened by government initiatives to raise funds through a series of government bonds issuance offering more attractive returns compared to conventional savings products. Overall, banking sector liquidity remained adequate as loan demand was softer than expected.

Stagnant domestic growth over the last few years has caused a deterioration of loan quality in many sectors. Nominal non-performing and special mentioned loans showed an increasing trend throughout 2019. Restructured loans as a percentage of total loans also showed no signs of improvement. Despite declining asset quality, the overall banking sector NPL ratio remained at a manageable level, standing at 2.5% compared to 2.4% in the previous year. The capital position remained robust to absorb potential loan losses. CAR stood at 23.4% compared to 23.0% a year ago.

We believe the regulator will continue to focus on protecting macroeconomic and banking industry stability through policies tailored in accordance to the global and domestic market developments.

Assessment of Performance of Board of Directors

The Board of Commissioners acknowledges the Board of Director's strong performance in delivering positive business growth and maintaining sound asset quality with full support from employees. BCA's overall performance was above the banking industry average, on the grounds of good corporate governance and prudent risk management practices. Execution of appropriate strategies and initiatives played a pivotal role to respond the macroeconomic developments and business dynamics.

In 2019, BCA achieved its strategic targets both in financial and non-financial aspects. On the financial side, net profit grew by 10.5% to Rp28.6 trillion, on the back of a 13.6% increase in operating income to Rp71.6 trillion. Balance sheets grew healthily with loans expanding 9.1% to Rp586.9 and third party funds rose 11.0% to Rp699.0 trillion. CASA, being the bank's core funding, grew by 9.8% to Rp530.6 trillion, higher than the industry average of 8.6%, thanks to customer trust in the Bank's transaction banking franchise. The growth was in sync with the Bank's aspiration to consistently provide convenient, secure and reliable transaction banking services in reaching customers across all segments. Return on Assets (ROA) and Return on Equity (ROE) also achieved the set

targets. The Bank maintained its sound capital and liquidity position, with a Capital Adequacy Ratio (CAR) of 23.8%, a Loan to Deposit Ratio (LDR) of 80.5% and a Liquidity Coverage Ratio (LCR) of 276.3%. The Board of Commissioners appreciates the steps taken by the management team to maintain the Bank's solid performance.

On the non-financial front, we are excited to see the Bank has well embraced the era of digitalization which has changed the banking industry landscape. The bank's various digital initiatives and innovations are the key differentiators to strengthen the transaction banking franchise. BCA has developed a host of attractive features and facilities using state-of-the-art technology to meet evolving customer needs and to facilitate convenient transactions. Management has built an agile organization promoting an innovative culture, automation and digitalization of business processes and operations, and developing staff competencies. We believe agility is one of the key features for the organization to grow sustainably in these ever-changing business dynamics.

The Board of Commissioners appreciates the efforts carried out by the Board of Directors in registering solid performance of CASA growth, stronger transaction banking franchise and quality loans. With customer satisfaction as our top priority, the Board of Directors has our full support throughout the journey of becoming the bank of choice, offering comprehensive financial solutions across the country. We are also supportive of BCA in strengthening the synergies with its subsidiaries and in providing full support to subsidiary business performance.

Supervision of Strategy Implementation

The Board of Commissioners recognizes the consistent execution of the business plan with the Bank's stated vision, mission and strategic directions. The Bank successfully adapted its business strategy in responding to the dynamic economic environment, growing competition, and rapid technological changes.

The Bank established strategic steps to continuously enhance its capabilities as a provider of reliable transaction banking services while maintaining customer trust. Its competitive advantages are sustained by the adoption of technology-based products and services, and expansion of the payment ecosystem through collaboration with fintech and e-commerce companies. Development initiatives always take into account security, convenience and good governance, both from the perspective of customers and the Bank itself.

E-channel capabilities, particularly the Bank's internet and mobile banking and application-based services, are constantly upgraded to cater to the shift in customer behavior and the need for convenience. These efforts have garnered encouraging results as 98.2% of transactions were conducted through the internet, mobile banking and ATMs, while the remaining 1.8% came from branches. In terms of value, some 49.1% of the total transaction amount originated from branch banking. This strongly indicates the important role of branches for serving large banking transactions and maintaining close customer relationships.

We are pleased to see that BCA's robust transaction franchise supported CASA growth of 9.8% to reach Rp530.6 trillion, accounting for 75.9% of total third party funds, its main source of funding. Time deposits grew by 14.7%, even though the interest rates were relatively lower than competitors, reflecting strong customer trust of the Bank. Total third party funds grew by 11.0% to Rp699.0 trillion, outperforming the average industry growth.

On the loan side, apart from improving its products and services, BCA also focused on strengthening its credit process infrastructure by leveraging technology. BCA aims to improve the turnaround time from the loan application cycle up to loan disbursement, while still adhering to prudential banking principles. The bank emphasizes disbursing loans to sectors with growth potential and to customers with strong track records.

BCA's loan growth was seen across segments, especially from corporate, commercial and SME. Disbursement was well diversified in various economic sectors to manage concentration risk, while regular stress testing was carried out to measure the adverse impact of macroeconomic changes on loan quality. The Bank consistently outperforms its competitors and the industry average when managing asset quality, as reflected in the lowest NPL ratio within the industry.

To support overall performance and provide comprehensive financial services, BCA strengthened the coordination between transaction banking, loans and other business units, and established synergy with its subsidiaries. During the year, BCA accommodated the needs of its subsidiaries through the provision of capital, with cooperation in various ventures such as joint financing and marketing, which will generate mutual benefits for all parties. The subsidiaries showed positive business growth and made a positive contribution to overall group profitability.

BCA completed the acquisition of Bank Royal as part of our commitment to support Indonesian banking consolidation. The Bank also signed a conditional sale and purchase agreement to acquire all stakes in Rabobank Indonesia, which is expected to reach completion in 2020.

The Board of Commissioners and the Board of Directors are committed to maintain public trust while setting appropriate strategic initiatives to deliver value added to stakeholders. The executions must be within the framework of good governance principles, prudent risk management and effective internal control.

Board of Commissioners View on Board of Directors Assessment in relation to the Bank's Business Prospect

The Board of Directors is of the view that global economic challenges will remain in 2020. After the first stage of the trade agreement between the US and China, the next trade arrangement will be one of the main factors affecting future global economic growth. The corona-virus outbreak toward the end of 2019 is likely to add pressure to business players across industries, and may lead to an imbalance of supply and demand.

Further interest rate cuts are expected in 2020 to stimulate economic growth, while banks may face tight liquidity, presenting more funding competition. The success story of the presidential and legislative elections and the formation of the new cabinet are expected to be the catalysts for domestic reform and boosting investor confidence to support long term economic growth. As for 2020, Indonesia's GDP growth is projected at a modest 5.0–5.2%, leading to a moderate pace of growth in loans and third party funds in the banking sector.

The Board of Commissioners shares the same view as the Board of Directors on the above outlook, and remains cautiously optimistic. We agree with the Bank's strategic directions, particularly in keeping a balance between the aspects of liquidity and capital positions, as well as loan growth and asset quality. All of these have been accommodated in the Bank's 2020 business plan as the base to tap opportunities and manage risks.

The Bank will continue focusing on strategic initiatives in strengthening transaction banking capabilities, applying a prudent intermediary role and promoting collaboration with subsidiaries. We are confident that BCA will maintain robust growth in the long run and offer added value to stakeholders.

Implementation of Good Corporate Governance

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

BCA is committed to preserve the trust of stakeholders and sustain long-term corporate performance. This goal is inseparable from constant implementation of GCG. In recognition of this, and for transparency and information disclosure while keeping a sound sustainable business, the Bank received an award in the Best Financial Sector category from the Indonesian Institute for Corporate Directorship (IICD). Furthermore, GCG self-assessments, on a stand-alone and consolidated basis with its subsidiaries, were rated "Good".

Sustainable Finance Initiatives

BCA is devoted to implementing economic, social and environmental sustainability programs under the supervision of the Board of Commissioners. Sustainability programs were set through the formulation of the sustainable finance action plan, and are implemented and monitored on a regular basis.

The Board of Commissioners fully supports BCA's sustainable finance vision which is "to become the bank of choice and a major pillar of the Indonesian economy that aligns with Indonesia's sustainable development". The Bank is committed to supporting Indonesia's sustainable development, which is in line with the Bank's mission statement of "to align corporate activities with the principles of sustainable finance".

BCA is inspired to go beyond making profit and to create value in a sustainable way, reflected by a 13.8% increase in its financing portfolio for sustainable business activities category (KKUB) to Rp116.3 trillion, with the SME sector providing 70.0% of total KKUB financing. The remaining 30% comprised of non-SME environmentally-friendly businesses.

The Bank's ESG program was also carried out through a number of initiatives, such as promoting energy savings activities, embracing diversity and gender equality, and creating social and environmental impact. Achievement highlights include a MSCI ESG Rating of "A", the highest in the country and a score of 4.67 out of 5.00 for the Gallup Customer Engagement index.

Board of Commissioners Role and Opinion on Whistleblowing System

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

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

To promote the whistleblowing system to employees as part of anti-fraud awareness, socialization is conducted through compulsory e-learning, e-posters and visual advertisements within BCA premises. Fraud and other violations can be reported by internal and external parties through the company website. The whistleblowing system is expected to detect and provide early warning signs of fraudulent activities and violations, supporting the implementation of good corporate governance.

Supervising and Advising the Board of Directors

The Board of Commissioners and the Board of Directors work together to ensure the Bank's sustainable growth. The Board of Commissioners supervises the activities of the Board of Directors, and provides guidance and advice to the Board of Directors regarding policy and strategic plans, through meetings and memorandums. There were 37 meetings of the Board of Commissioners and 20 joint meetings of the Boards of Commissioners and Directors. The Board of Commissioners also conducted ad-hoc meetings as required.

Below is a summary of the input and advice provided by the Board of Commissioners to the Board of Directors from January to December 2019.

Topic	Summary
Business Strategy and Management	<ul style="list-style-type: none"> • The Board of Commissioners along with the Board of Directors regularly reviewed and assessed the Bank's performance and the competition landscape in banking industry. • The Board of Commissioners gave guidance as well as approval on the Bank's corporate actions, including among others the decision on dividend payouts, plan and follow up on the acquisitions process.
Risk Management	<ul style="list-style-type: none"> • The Board of Commissioners emphasized to maintain the solid liquidity positions as one of the Banks priority. • Direction to performed reviews on certain industries consistent with the latest development of macroeconomic. • The Board of Commissioners put high attention on potential Bank's strategic risks and ask for an assessment and mitigation plans on those risks. • In relation to the implementation of integrated risk management, the Board of Commissioners always focus on the importance of monitoring the interdependence risks among entities within BCA's financial conglomeration.
Audit and Compliance	<ul style="list-style-type: none"> • The implementation of the duties and responsibilities of the Board of Commissioners are aligned with the latest laws/regulations. • The Board of Commissioners put attention to the rescheduling of audit results' follow ups that requires its consent, while ask to submit the proposal before the deadline. • Emphasize the importance of the quality of audit process and institution in each subsidiary regarding the implementation of integrated internal audit.

Assessment of Performance of Committees Under Board of Commissioners

The audit, risk oversight, remuneration and nomination and the integrated corporate governance committees showed good performances and upheld high standards of competency. These committees supported the performance of the Board of Commissioners throughout the year.

The audit committee ensures the appropriate implementation of internal controls, and assists the Board of Commissioners in overseeing the implementation of internal and external audit functions, corporate governance, and compliance with prevailing laws and regulations. The committee held 21 meetings, met with the internal audit division 6 times, and reviewed more than 114 internal audit reports.

The risk oversight committee supports, and provides recommendations to the Board of Commissioners to improve the effectiveness of its risk management duties and responsibilities. The committee held 14 meetings that covered credit risk, operational risk, cyber security and the business continuity plan, as well as evaluating the performance of the

risk management committee, the risk management working unit and the IT Steering Committee.

The remuneration and nomination committee provides recommendations to the Board of Commissioners on BCA's overall remuneration policy. It held five meetings, including those related to the tantiem policy, remuneration and talent mapping.

The integrated corporate governance committee supports the Board of Commissioners in supervising the implementation of the integrated corporate governance of BCA and its subsidiaries. It held four meetings and reported on the implementation of integrated corporate governance to the Board of Commissioners.

Changes to Composition of Board of Commissioners

There were no changes to the membership of the Board of Commissioners. Commissioner profiles are elaborated in the company profile section of this report on pages 75-79. Each member of the Board carries out their supervisory function and provides advice to the Board of Directors in accordance with their respective competencies and experience.

Members of the Board of Commissioners are:

Name	Position
Djohan Emir Setijoso	President Commissioner
Tonny Kusnadi	Commissioner
Cyrellus Harinowo	Independent Commissioner and the Head of the Audit Committee
Raden Pardede	Independent Commissioner and the Head of the Remuneration and Nomination Committee
Sumantri Slamet	Independent Commissioner and the Head of the Risk Oversight Committee and the Integrated Corporate Governance Committee

Appreciation of Stakeholders

We understand the Bank's achievements are inseparable from the support given by all stakeholders. The Board of Commissioners wishes to express our gratitude to all shareholders, business partners, staff and other stakeholders for their trust and supports. We applaud the Board of Directors, who managed business growth and steered toward a solid financial position, and to the subsidiaries who contributed to the overall performance of the BCA group.

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

Jakarta, March 2019

On behalf of the Board of Commissioners,



Djohan Emir Setijoso
President Commissioner



CORPORATE PROFILE



COMPANY GENERAL INFORMATION

As of 31 December 2019

Name

PT Bank Central Asia Tbk



Line of Business

Commercial Bank

Ownership

PT Dwimuria Investama Andalan 54.94%
Public 45.06%

Establishment

10 October 1955

Legal Basis of Incorporation

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

Authorized Capital

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



Issued and Fully Paid Up Capital

Rp1,540,938,125.000
(24,655,010,000 shares)

Stock Exchange

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



Listing Date

31 May 2000

Share Code

BBCA

ISIN Code

ID1000109507

SWIFT Code

CENAIDJA

Total Employees

24,789

Change of Name

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



Headquarters:

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

Networks:

1,256 branches, 17,928 ATM, and hundreds of thousands EDCs (Information of branches address can be found in the Branches section on pages 108-110)

Subsidiaries:

- PT BCA Finance
 - BCA Finance Limited
 - PT Bank BCA Syariah
 - PT BCA Sekuritas
 - PT Asuransi Umum BCA
 - PT BCA Multi Finance
 - PT Asuransi Jiwa BCA
 - PT Central Capital Ventura
 - PT Bank Royal Indonesia
- (Information of subsidiaries address can be found in the Information on Subsidiaries section on pages 100-101)

Company Website:

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



Call Center:

Halo BCA 1500888

Corporate Secretary

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

LINE OF BUSINESS

In 2019, BCA carried out banking business and activities with consideration to the Bank's Articles of Association. Based on Article 3 of its Articles of Association, BCA as a Commercial Bank may engage the following business activities:

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

MILESTONES

1955

Bank Central Asia (BCA) founded as "NV Perseroan Dagang Dan Industrie Semarang Knitting Factory."

1957

BCA commenced operations on 21 February 1957 with Head Office located in Jakarta.

1970's

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

BCA strengthens its delivery channels and obtained a license to open as a Foreign Exchange Bank in 1977.

1980's

BCA aggressively expanded its branch network in line with the deregulation of the Indonesian banking sector.

BCA developed its information technology capacity, by establishing an online system for its branch office network, and launches new products and services including the Tahapan BCA savings accounts product.

1990's

BCA develops the Automated Teller Machine (ATM) network as an alternative delivery channel.

In 1991, BCA installed 50 ATM units in various locations in Jakarta.

BCA intensively develops the ATM network and features.

BCA works with well-known institutions, such as PT Telkom and Citibank, allowing BCA's customers to pay their Telkom phone bill or Citibank credit card bill through BCA ATMs.

1997-1998

BCA experiences a bank rush during the Indonesian economic crisis.

In 1998 BCA became a Bank Take Over (BTO) and was placed under the recapitalization and restructuring program operated by the Indonesian Bank Restructuring Agency (IBRA), a Government Institution.

1999

BCA was fully recapitalized with the Government of Indonesia, through IBRA, assuming ownership of 92.8% of BCA shares in exchange for liquidity support from Bank Indonesia and a swap of related-party loans for Government Bonds.

► Corporate actions highlights in 2000-2005

2000

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

2001

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

2002

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

2004

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

2005

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

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

► Business development after 2000

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

BCA establishes a Disaster Recovery Center in Singapore.

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

2007

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

2008-2009

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

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

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

2010-2013

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

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

2014-2016

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

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

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

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

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

2017-2018

To embrace the growing e-commerce and cashless payment sectors, BCA started to collaborate with fintech and e-commerce companies through the Application Programming Interface (API) platform. This platform facilitates an interconnected system between those companies with the BCA transaction banking system.

BCA continued developing various methods of payment for online transactions. In 2018 BCA launched a peer-to-peer transfer feature using QR code technology, applicable on m-BCA and Sakuku. BCA launched the OneKlik service, a payment feature available at online merchants. OneKlik offers speed and convenience.

In 2018 BCA launched the VIRA virtual assistant, accessible through a number of popular chat apps, utilizing artificial intelligence technology.

The micro, small and medium-sized enterprise (MSME) center pilot project was launched in several branches to increase penetration in the segment amid tight competition.

BCA and PT AIA Financial (AIA Indonesia) renewed their bancassurance agreement in 2017 to expand the scope of their partnership.

BCA increased ownership in its subsidiaries, CS Finance, BCA Sekuritas and BCA Life, in 2017, to further strengthen integration and enhance business cooperation between these subsidiaries and BCA.

2019

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

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

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

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

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

EVENT HIGHLIGHTS 2019



9 January

BCA OneKlik, Another Payment Option at Shopee
 Online payment is increasingly becoming more popular among consumers who shop in e-commerce portals. Recognizing this trend, PT Bank Central Asia Tbk (BCA) and Shopee Indonesia collaborated in a strategic initiative to provide payment for purchases through OneKlik.

10 January

In Support of Inclusive Finance, BCA is Distribution Partner of SBR005
 Following its previous participation as distribution partner for the issuance of SBR004, BCA is again entrusted to become a distribution partner for SBR005.



22 February

BCA Expoversary 2019 Officially Opened in Commemoration of BCA's 62nd Anniversary
 In its 62nd year of existence, PT Bank Central Asia Tbk (BCA) consistently strives to provide the best for customers through its routine event, the BCA Expoversary, as a one-stop services event where customers may find a variety of financial and banking solutions in one single location.

23 February

Enjoy the Convenience of Banking Transaction while Chatting with BCA Keyboard
 BCA launches the BCA Keyboard, the newest feature in its BCA Mobile app, giving the convenience of banking transaction access via the keyboard of a mobile device.



28 February

PT Bank Central Asia Tbk Full Year 2018 Results - Positioning for Growth
 PT Bank Central Asia Tbk (IDX: BBCA) and its subsidiaries reported the consolidated financial performance for 2018, ending the year with growth of 10.9% in net profit to Rp25.9 trillion, compared with Rp23.3 trillion recorded in 2017. The Bank's operational revenue, consisting of net interest income and other operational income, grew by 10.6% to Rp63.0 trillion in 2018, compared with Rp57.0 trillion in 2017. Net interest income increased 8.3% to Rp45.3 trillion, while other operational income grew by 17.0% to Rp17.7 trillion in 2018.



1 March

First in Indonesia, the BCA Super League Triathlon Bali, a Memorable Multi-Sport Festival for All
 The Super League Triathlon (SLT), a global multi-sport race festival in which participants compete for endurance, collaborated with PT Bank Central Asia Tbk (BCA) in organizing the BCA Super League Triathlon Bali, a unique triathlon race that also provide enjoyable entertainment for sport fans and families in Indonesia.

13 March

BCA Again Received the Taxpayer Award for Timely and Compliance in Tax Payment

As a result of consistency in tax payment and tax reporting, BCA was one of several recipients of the Taxpayer Award 2019 from the Directorate General of Taxation Regional Office - Large Taxpayer. This is the second time BCA received such award following the same award given to BCA in 2018 for compliance in taxation.



BCA Awarded the ISO 9001:2015 Certification
PT Bank Central Asia Tbk (BCA) received ISO 9001:2015 Certification for its performance in consumer loans. The certification was based on an evaluation of the quality of the consumer loan process and services provided by BCA, which resulted in the creation of added value with consideration of investment continuity and sustainability for BCA as a bank and for consumers as beneficiaries.



15 March

BCA Contributed Rp300 billion in Syndicated Loan Facility to PT Buana Finance Tbk.

PT Bank Central Asia Tbk (BCA), as a mandated lead arranger and bookrunner, channeled a syndicated loan facility of Rp1 trillion to PT Buana Finance Tbk. An eight-bank syndication provided the facility with a 36-month tenor and a six-month drawdown period.

27 March

BCA Launches SYNRGY, an Accelerator Program and Collaboration Forum for Startups
BCA collaborated with Digtaraya, a world-class accelerator company supported by Google Developers Launchpad as a partner in the accelerator program, and with KUMPUL as a partner in community and co-working space management, in the launch of SYNRGY, a fintech startup accelerator program and simultaneously a collaborative forum for fintech startups to help support the growth of the startup ecosystem in Indonesia.



11 April

BCA Held the Annual General Meeting of Shareholders

PT Bank Central Asia Tbk held an Annual General Meeting of Shareholders (AGMS), which gave approval to the annual report including the Company's financial statements and the report of the Board of Commissioners supervisory duties for the 2018 fiscal year. With the approval of the annual report, The AGMS provides discharge and acquittal of responsibility (acquit et decharge) to members of the Board of Directors and Board of Commissioners for the management and supervision actions carried out throughout the fiscal year 2018.



BCA Officially Launched the Account Opening Feature on BCA Mobile for a Simpler Account Opening Process

Opening an account with BCA is now possible via online. The new feature will facilitate customers who do not have the time to visit a BCA branch to open an account.

EVENT HIGHLIGHTS 2019 - continued

25 April

PT Bank Central Asia Tbk Quarter I 2019 Results - Positioning for Growth
 PT Bank Central Asia Tbk (IDX: BBCA) and its subsidiaries reported consolidated financial performance in the first quarter of 2019 with net profit growth of 10.1% reaching Rp 6.1 trillion compared to Rp 5.5 trillion a year earlier. The Bank's operating income, which consists of net interest income and other operating income, grew by 13.7% to Rp16.7 trillion in the first quarter of 2019 compared to Rp14.7 trillion in the previous year. Net interest income increased 11.2% YoY to Rp12.0 trillion, while other operating income grew 20.7% YoY to Rp4.7 trillion in the first quarter of 2019.



2 May

BCA Supports Financial Inclusion through SimPel BCA
 BCA re-launched the SimPel BCA savings account product during the SimPel Day organized by the Financial Services Authority (OJK) and the national banking industry, including BCA, in an effort to support financial inclusion through the Students Savings (SimPel) program.



9 May

BCA Affirms Commitment to Smart Farming-Based Agriculture
 PT Bank Central Asia Tbk (BCA), through the excellent business solution pillar of its corporate social responsibility (CSR) Bakti BCA program, affirms its commitment for development of agriculture sector through the implementation of SMART Farming 4.0 in Indonesia. This commitment takes the form of a Rp 120 million aid to corn farmers in Manggalewa District, Dompu Regency, Nusa Tenggara Barat (NTB).



4 June

BCA received the Gallup Great Workplace Award for the Third Time
 PT Bank Central Asia Tbk received the Gallup Great Workplace Award for the third time, following the same award given in 2015 and again in 2017.

20 June

BCA EGMS Approves the Acquisition of PT Bank Royal Indonesia
 PT Bank Central Asia Tbk (BCA) held an Extraordinary General Meeting of Shareholders (EGMS), which approved the planned acquisition of all shares of PT Bank Royal Indonesia (Bank Royal).





21 June

Improving Service Quality, BCA Inaugurated the Makassar Regional Office

PT Bank Central Asia Tbk (BCA) strives at all times to provide conveniences and improved service quality to its loyal customers. On June 21, 2019, BCA officially inaugurated the operations of the Makassar Regional IV Office in Panakkukang.



1 August

BCA Launched the 'Teaching Factory: BCA Cash Management Academy' Program

PT Bank Central Asia Tbk and PT E-Science Indonesia officially launched the **BCA Cash Management Academy**, a teaching factory program intended to facilitate vocational schools (SMK) to produce work-ready graduates for cash management and ATM management companies.

12 July

BCA and KSEI Sign Agreement as Administrator Bank for Customer Fund Account (RDN) and as Payment Bank

In support of the progress of the capital market industry in Indonesia, BCA cooperated with PT Kustodian Sentral Efek Indonesia (KSEI) to provide services as administrator bank for customer fund accounts (RDN) and as payment bank for the 2019-2024 period. Cooperation between BCA and KSEI began in 2005, and in 2012, BCA was appointed to serve as one of the administrator banks for RDN.



24 July

PT Bank Central Asia Tbk First Half 2019 Results - Positioning for Better Growth
PT Bank Central Asia Tbk and its subsidiaries reported consolidated financial performance for the first semester of 2019 with a net profit growth of 12.6% to Rp12.9 trillion compared to Rp 11.4 trillion in the previous year. The Bank's operating income, which consists of net interest income and other operating income, increased by 16.1% to Rp34.2 trillion in the first half of 2019 compared to Rp29.5 trillion in the previous year. Net interest income increased by 13.1% YoY to Rp24.6 trillion, while other operating income grew 24.5% YoY to Rp9.6 trillion in the first half of 2019.



14 August

The Initiator of Digital Banking at BCA, Jahja Setiaatmadja, CEO of BCA, Received a 'Lifetime Achievement' Award

Following excellent results in the implementation of digital banking and innovation at BCA throughout 2018, Jahja Setiaatmadja, CEO of BCA, received the award for Lifetime Achievement at the IDX Channel Innovation Award in Jakarta.



EVENT HIGHLIGHTS 2019 - continued



21 August

Public Expose 2019 - Positioning for Growth

BCA disseminated its loan performance in Semester I 2019 at the Public Expose - Investor Summit 2019 event organized by the Indonesia Stock Exchange.

4 September

In Appreciation of Loyal Customers, Six BCA Directors Serve Customers during National Customer Day During the National Customer Day 2019, six BCA directors went to serve customers at a number of branch offices in Jakarta, in the spirit of creating quality product and services to serve BCA's customers throughout Indonesia.



7 September

In Support of Farmers Communities in Central Java, BCA Inaugurated the Doesoen Kopi Sirap Foster Village in Semarang

In awareness of local economic potential, BCA officially launched the Griya Kopi donation program in conjunction with coffee harvest time on Sunday at the Doesoen Kopi Sirap foster village, Semarang.



25 September

For the Seventh Time, BCA Received International Recognition at the Asiamoney Awards

BCA was again successful in receiving two international recognitions as Best Domestic Bank and Best Digital Bank at the Asiamoney 2019 Award held in Singapore.

8 October

BCA Launched the WELMA Wealth Management Apps at the Indonesia Knowledge Forum VIII 2019

In conjunction with the Indonesia Knowledge Forum (IKF) VIII event with the theme of Nurturing Mindset for the Next Era of Capital Culture, BCA launched the WELMA wealth management app that can be used for the purchase of investment products such as mutual funds and bonds, as well as for education on insurance, via mobile device.



11 October

CS Finance Becomes BCA Multi Finance to Provide the Best in Services

PT Bank Central Asia Tbk (BCA) is committed to deliver innovations in various financing solutions to help customers and business partners to meet their needs. In support of this commitment, BCA inaugurated a new multifinance entity, PT BCA Multi Finance (BCAMF) replacing the previous financing entity, PT Central Sentosa Finance (CS Finance). BCA Multi Finance now officially provides the various financing functions previously delivered by CS Finance, with additional business focus.



28 October

PT Bank Central Asia Tbk First Nine Month 2019 Results - Solid and Sustainable Growth
 PT Bank Central Asia Tbk (IDX: BBCA) and its subsidiaries reported consolidated financial performance for the first nine months of 2019. Net income increased by 13.0% YoY to Rp20.9 trillion supported by the achievement of solid operational performance. In line with BCA's credit growth, net interest income increased by 12.2% YoY to Rp37.4 trillion. Other operating income rose 19.3% YoY to Rp15.0 trillion, driven by increased fees and commissions as well as trade transaction revenues.

11 November

BCA and JCB International launched the BCA JCB Black Credit Card
 The BCA JCB Black credit card product was launched to accommodate the needs of customers for transactions, travelling and product purchases at domestic and overseas merchants.



18 November

BCA's Cash Recycling machine (CRM) Awarded MURI Record
 BCA was awarded the MURI Record as The National Private Bank with the Most in Number of Cash Recycling Machines in Indonesia.



3 December

Consistent in its Support for Healthcare, BCA Donated Equipment for Cataract Surgery and Blood Donor
 BCA donated equipment for cataract surgery and blood donation, valued at a total of Rp1.3 billion, to SPBK Perdami Head Office, Perdami DKI Jakarta Chapter, and Perdami Riau Chapter, as well as donation of equipment for blood donation to UTD PMI DKI Jakarta.

6 December

Halo BCA Garnered 26 Medals at 2019 Contact Center World
 Halo BCA – the digital services center and technology innovation system group garnered 26 medals at the 2019 Top Ranking Performance Award Contact Center World. The medals were awarded in two categories, namely the individual and the corporate categories, consisting of 17 Gold, eight Silver, and one Bronze medals.



10 December

BCA Donated to 15,000 Informal Workers Through BPJS Ketenagakerjaan
 The Bank paid the premiums for working accident protection and life insurance for 15,000 informal workers through BPJS Ketenagakerjaan at the Jakarta Grogol branch, hoping it can be used to for informal workers from segments such as market traders, public transport drivers, fishermen and online motorbike taxi/dispatchers.

CORPORATE CULTURE

Vision

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

Mission

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

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

To enhance our corporate franchise and stakeholders value

Core Values



Teamwork



Customer
Focus



Integrity



Continuous
Pursuit of Excellence







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

More detailed information of corporate culture can be found in the Corporate Governance section on pages 526-527.

PRODUCTS AND SERVICES

As of 31 December 2019

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

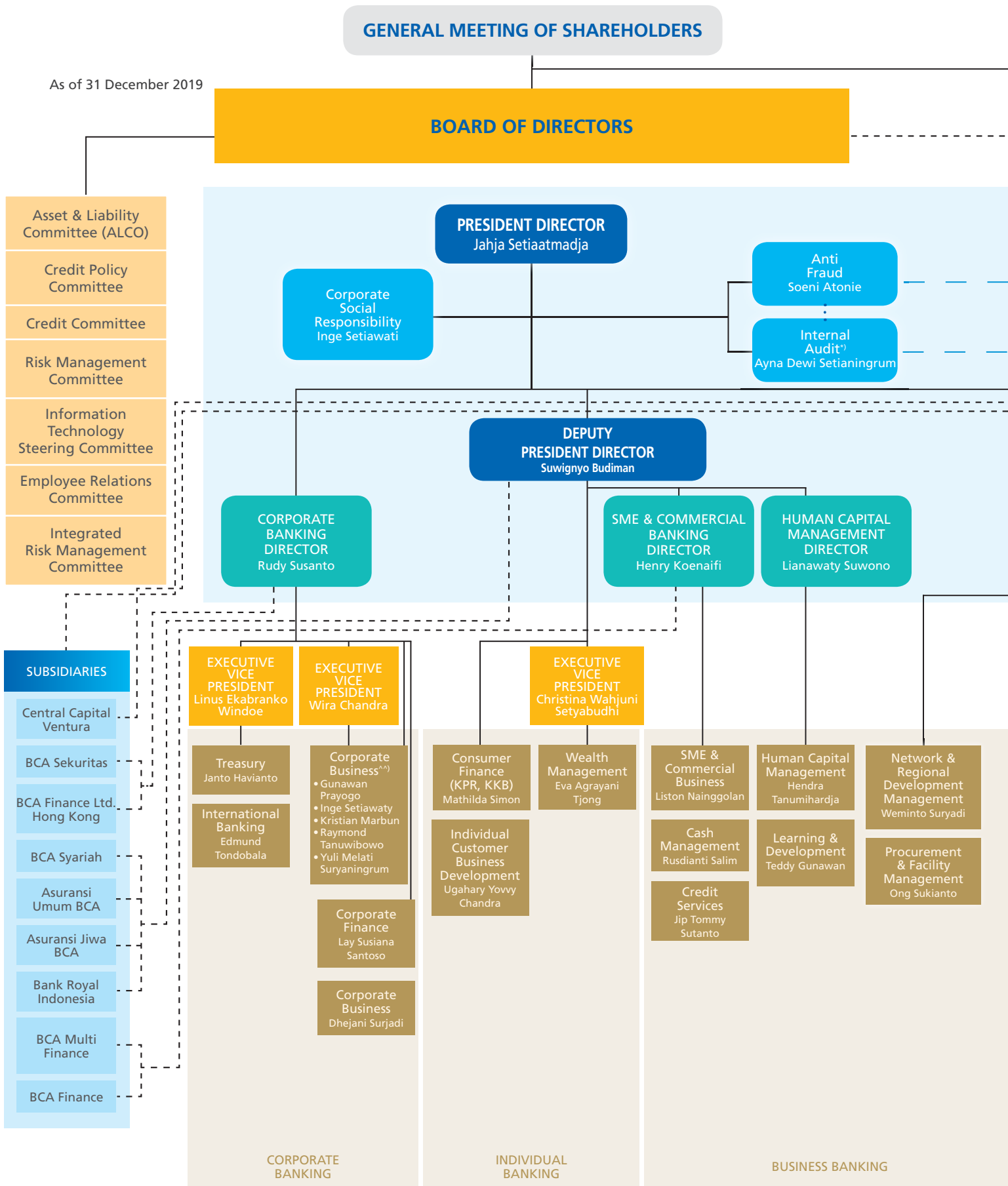
Products and Services	Description	Products and Services	Description			
 <p>Mutual Fund Investment Products (continued)</p>	Danareksa Proteksi Gebyar 1	 <p>Credit Facilities</p>	Negotiable Certificate of Deposit (NCD)			
	Danareksa Proteksi Gebyar 2		Sukuk BI (SukBI)			
	Fixed Income Mutual Fund (IDR)		Surat Berharga Komersial (SBK)			
	Bahana Pendapatan Tetap Makara Prima		Deposito Berjangka Money Market (DBMM)			
	Batavia Dana Obligasi Ultima		Mortgage			
	BNP Paribas Prima II		Vehicle Loan			
	Danareksa Gebyar Indonesia II		Syndication Loan			
	Eastspring Investments Yield Discovery		Working Capital Loan			
	Nikko Gebyar Indonesia Dua		Pre-Export Financing			
	Panin Gebyar Indonesia II		Trust Receipt			
	Schroder Dana Mantap Plus II	Investment Loan				
	Schroder Prestasi Gebyar Indonesia II	Distributor Financing				
	Fixed Income Mutual Fund (USD)	Supplier Financing				
	BNP Paribas Prima USD	Dealer Financing				
	Schroder USD Bond Fund	Franchise Financing				
	Hybrid Mutual Fund	Showroom Financing				
	BNP Paribas Spektra *	Investment Financing				
	Schroder Dana Terpadu II	Business Personal Loan				
	Schroder Syariah Balanced Fund	Kredit Usaha Rakyat				
	Equity Mutual Fund (IDR)	Personal Loan				
	Ashmore Dana Ekuitas Nusantara	Pinjaman Berjangka Money Market (PBMM)				
	Ashmore Dana Progresif Nusantara	Advance Payment Guarante				
	Batavia Dana Saham	Bid Guarantee				
	Batavia Dana Saham Optimal	Counter Guarantee				
	BNP Paribas Ekuitas	Custom Guarantee (P4BM)				
	BNP Paribas Pesona	Direct Pay Guarantee				
	BNP Paribas Pesona Syariah	Financial Guarantee				
	Danareksa Mawar Konsumer 10	Maintenance Guarantee				
	Eastspring Investments Value Discovery	Payment Guarantee				
	First State IndoEquity Sectoral Fund **	Performance Guarantee				
	Schroder 90 Plus Equity Fund	Inward Documentary Collection				
	Schroder Dana Istimewa	LC Issuance				
Schroder Dana Prestasi	Trust Receipt					
Schroder Dana Prestasi Plus	LC Forfaiting					
Reksa Dana Saham USD	LC Confirmation					
BNP Paribas Cakra Syariah USD	LC Discounting					
Schroder Global Sharia Equity Fund (USD)	LC Negotiation					
Government Securities (SBN)	Letter of Guarantee					
Conventional Government Securities (SUN):	Outward Documentary Collection					
Indonesian Retail Bond (ORI)	Pre Export Financing (Export Loan)					
Surat Perbendaharaan Negara (SPN)	SKBDN Issuance					
Saving Bond Ritel (SBR)	Trust Receipt					
Global Bond	SKBDN Forfaiting					
Government Sharia Securities (SBSN) or Sukuk Negara:	Letter of Guarantee					
Surat Perbendaharaan Negara Syariah (SPNS)	SKBDN Discounting					
Project Based Sukuk (PBS)	TOD					
Sukuk	TOM					
Global Bond	SPOT					
Surat Berharga Korporasi	Forward					
Surat Berharga Negara Asing (Government Bills/Bonds)	Swaps					
Medium Term Notes (MTN)	Cross Currency Swap (CCS)					
Promissory Notes	Interest Rate Swaps (IRS)					
Kredit Derivatif: CLN, EBA	FX Option					
Surat Berharga Pasar Uang: *	Domestic Non-Deliverable Forward (DNDF)					
Sertifikat Bank Indonesia (SBI) **	Overnight Index Swap					
Sertifikat Deposito Bank Indonesia (SDBI) ***						
Surat Berharga Bank Indonesia (SBBi) Valas						
		 <p>Standby LC / Bank Guarantees</p>				
			 <p>Export Import Facilities (Trade Finance)</p>			
				 <p>Local LC</p>		
					 <p>Foreign Exchange Facilities</p>	

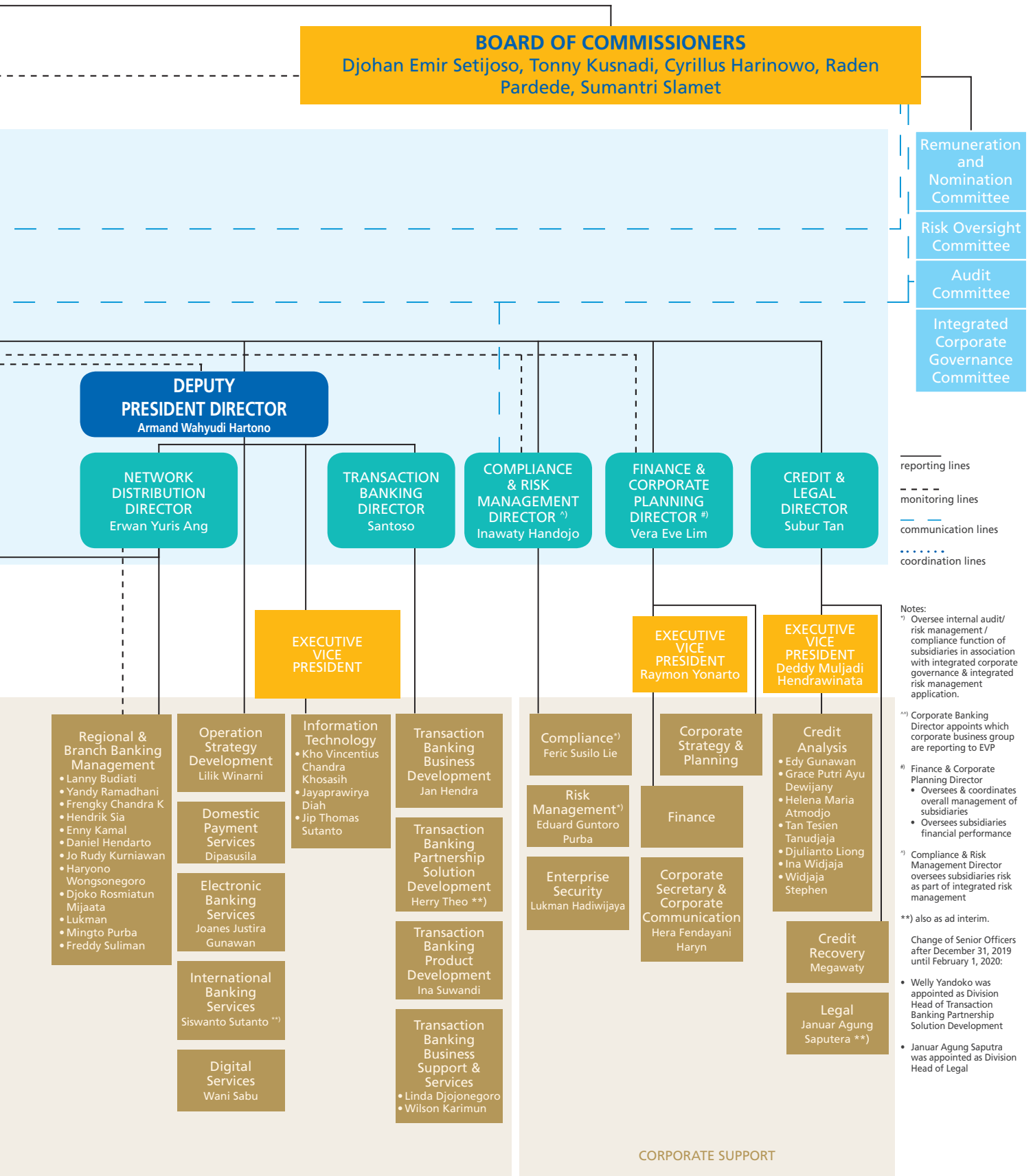
* Not Available for purchase transactions and incoming transfers, but BCA still serves sales transactions and outgoing transfers.

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

*** Has matured on September 2, 2019

ORGANIZATION STRUCTURE





BOARD OF DIRECTORS PROFILE



Jahja Setiaatmadja
President Director

Indonesian citizen, aged 64. Domiciled in Indonesia. Appointed as the President Director of BCA at the 2011 Annual GMS and approved by Bank Indonesia on June 17, 2011. He was last reappointed at the 2016 Annual GMS for a five-year term.

Roles and Responsibilities

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

Career

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

Educational Background and Training

Graduated with a bachelor's degree in Accounting from University of Indonesia (1982).

In 2019, participated in the following training, seminars and conferences:

- Annual Meeting of the Financial Services Industry - OJK - Jakarta, Indonesia.
- Banking Economic Dialogue with the Governor of Bank Indonesia - INDEF, Bank Sinarmas, The Consumer Banking School - Jakarta, Indonesia.
- KEPP and Banking Discussion - OJK - Jakarta, Indonesia.
- Bank Indonesia Meeting on the Direction of Digitizing the National Banking Industry - Bank Indonesia - Jakarta, Indonesia.
- National Seminar on SOE Awakening, Infrastructure Sector - BUMN Study Center - Jakarta, Indonesia.
- 5th Asia Pacific CEO Forum - ICC (International Chamber of Commerce) - Jakarta, Indonesia.
- The Wall Street Journal CEO Council - The Wall Street Journal - Tokyo, Japan.
- FGD: Prospects and Risks of the Banking sector after the 2019 Election amid an increasingly uncertain International Economic and (Trade) environment - BIN (State Intelligence Agency) - Jakarta, Indonesia.
- IMC Meeting 2019 - IMC (International Monetary Conference) - Paris, France.
- Digital Transformation in BCA - BCA - Jakarta, Indonesia.
- Indonesia Knowledge Forum - BCA - Jakarta, Indonesia.
- Intensive Leadership Program (ILP) Training for Senior Leader Competency Development, Topic: Building A Great Corporate Culture Work Life Integration - BPJS Health - Bogor, Indonesia.
- CEO Networking 2019 (42nd Anniversary of the Indonesian Capital Market) Topic: Embracing the Opportunities in Dynamic Global Economy - OJK, PT BEI, PT KPEI, PT KSEI - Jakarta, Indonesia.
- Prospect of Economic Challenges 2020 - Communication Forum for Banking Compliance Director - Jakarta, Indonesia
- Sharing Session Navigating Change by HDFC Bank (Housing Development Finance Corporation) India - BCA - Jakarta, Indonesia.
- Sharing Session The Ecosystem by OVO, Tokopedia, HaloDoc and Djarum Group - BCA - Jakarta, Indonesia.

Affiliation

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

Dual Positions

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



Suwignyo Budiman
Deputy President Director

Indonesian citizen, aged 69. Domiciled in Indonesia. Appointed as the Deputy President Director of BCA at the Annual GMS on April 11, 2019 for the term of office until the closing of the Annual GMS of BCA held in 2021 and has effectively served as Deputy President Director of BCA since October 3, 2019.

Roles and Responsibilities

BCA's Deputy President Director who is responsible for the mortgage business, auto loans (four-wheeled and two-wheeled), individual customer business development and wealth management business and coordination/supervision in the SME/commercial and HR department. He also monitors the business development of BCA's subsidiary entities engaged in sharia banking, PT BCA Syariah, subsidiaries engaged in general insurance and life insurance, PT Asuransi Umum BCA (BCA Insurance), and PT Asuransi Jiwa BCA (BCA Life) and subsidiaries engaged in general banking PT Bank Royal Indonesia.

Career

Suwignyo Budiman began his career as a System Analyst in Bank Rakyat Indonesia (BRI) in 1975, and held various managerial positions including, the Head of the Technology Division (1992-1995), Special Staff to the Board of Directors (1995-1996), Head of Palembang Region (1996-1998), Head of the Operational Division (1998-2000) and his last position at BRI was as the Head of the Central Java Region.

Joined BCA and served as Director (2002-2019) and was appointed as the Deputy President Director since 2019.

He was also a member of the proxy team of the Board of Directors at BCA (May to July 1998).

Educational Background and Training

Holds a bachelor's degree from University of Gadjah Mada (1974) and an MBA from the University of Arizona, USA (1986).

In 2019, participated in the following training, seminars and conferences:

- Digital Transformation in BCA - BCA - Jakarta, Indonesia.
- Indonesia Knowledge Forum - BCA - Jakarta, Indonesia.
- Sharing Session Navigating Change by HDFC Bank (Housing Development Finance Corporation) India - BCA - Jakarta, Indonesia.
- Sharing Session The Ecosystem by OVO, Tokopedia, HaloDoc and Djarum Group - BCA - Jakarta, Indonesia.

Affiliation

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

Dual Positions

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



Armand Wahyudi Hartono
Deputy President Director

Indonesian citizen, 44 years old. Domiciled in Indonesia. Appointed as the Deputy President Director of BCA at the 2016 Annual GMS for a five-year term and approved by OJK on June 21, 2016.

Roles and Responsibilities

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

Career

Previously served as a Director of BCA in 2009. He served as BCA's Head of Regional Planning and Development (2004-2009). Prior to joining BCA, Armand Wahyudi Hartono held various managerial positions at PT Djarum (1998-2004) with several positions as Finance Director, Deputy Purchasing Director and Head of Human Resources. He became an analyst at Global Credit Research and Investment Banking, JP Morgan Singapore (1997-1998).

Educational Background and Training

Graduated from the University of California, San Diego (1996) and holds a degree of Master of Science in Engineering Economic System and Operation Research (1997) from Stanford University, USA.

In 2019, participated in the following training, seminars and conferences:

- Trading Trends 2019 - BCA - Jakarta, Indonesia
- Information Technology Symposium 2019 - Gartner - Barcelona, Spanyol - Gartner- Barcelona, Spain
- Sharing Session "Navigating Change" by HDFC Bank (Housing Development Finance Cooperation) India - BCA - Jakarta, Indonesia
- Sharing Session "The Ecosystem" by OVO, Tokopedia, Halodoc, and Djarum Group - BCA - Jakarta, Indonesia.

Affiliation

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

Dual Positions

Holds no position as a members of the Board of Commissioners, the Board of Directors or Executive Officers at another banks, companies and/or other institutions.



Subur Tan
Director

Indonesian citizen, 59 years old. Domiciled in Indonesia. Appointed as a Director of BCA at the 2002 Annual GMS and approved by Bank Indonesia on August 13, 2002. The latest appointment was effective since the 2016 Annual GMS for a five-year term.

Roles and Responsibilities

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

Career

Joined BCA since 1986 and held several managerial positions including as the Head of Credit for Operational Headquarter (1991-1995), head of legal bureau (1995-1999) and Deputy Head of Legal Division (1999-2000). His last position was Head of Internal Legal Counsel before being appointed as a member of the Board of Directors of BCA.

Educational Background and Training

He holds a bachelor of law from Jenderal Soedirman University (1986) and completed his Notary Program from the Faculty of Law at the University of Indonesia (2002).

In 2019, participated in the following training, seminars and conferences:

- Trading Trends 2019 - BCA - Jakarta, Indonesia.
- Indonesia Knowledge Forum - BCA - Jakarta, Indonesia.
- Sharing Session Navigating Change by HDFC Bank (Housing Development Finance Corporation) India - BCA - Jakarta, Indonesia.
- Sharing Session The Ecosystem by OVO, Tokopedia, HaloDoc and Djarum Group - BCA - Jakarta, Indonesia.

Affiliation

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

Dual Positions

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



Henry Koenafi
Director

Indonesian citizen, 60 years old. Domiciled in Indonesia. Appointed as a Director of BCA at the 2007 Extraordinary GMS and approved by Bank Indonesia on February 13, 2008. The latest appointment was effective since the 2016 Annual GMS for a five-year term.

Roles and Responsibilities

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

Career

Prior to serving as Director of BCA, Henry Koenafi was President Director of PT BCA Finance (2000-2008). Appointed by the Indonesian Bank Restructuring Agency (IBRA) to serve as the Coordinator of the Management Team of PT Bank Bali Tbk and members of the Bank Jaya Management Team (1999-2000). Joined BCA in 1989 and has held various managerial positions, both in branch offices and head office. Before starting his career in the banking industry and joining BCA in 1989, Henry Koenafi worked at IBM, a global company in the field of information technology, for 6 years.

Educational Background and Training

Graduated with MBA from Monash University, Melbourne, Australia (2001), a masters in Management from the Indonesian Institute of Management Development (IPMI) in 2000, and a Civil Engineering Engineer from Parahyangan Catholic University (1984).

In 2019, participated in the following training, seminars and conferences:

- Trading Trends 2019 - BCA - Jakarta, Indonesia
- Economic Dialogue Seminar 2019 Economic Prospects & Fiscal Policy - Indonesian China Institute (LIT) - Jakarta, Indonesia.
- Digital Transformation in BCA - BCA - Jakarta, Indonesia.
- Indonesia Knowledge Forum - BCA - Jakarta, Indonesia.
- Indonesia Banking Expo 2019 - PERBANAS - Jakarta, Indonesia.
- Sharing Session with Prof. Andy Rose and Mr. Samuel Tsien - Business School, National University of Singapore - Singapore.
- Sharing Session Navigating Change by HDFC Bank (Housing Development Finance Corporation) India - BCA - Jakarta, Indonesia.
- Sharing Session The Ecosystem by OVO, Tokopedia, HaloDoc and Djarum Group - BCA - Jakarta, Indonesia.

Affiliation

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

Dual Positions

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



Erwan Yuris Ang
Independent Director

Indonesian citizen, 60 years old. Domiciled in Indonesia. Appointed as a Director of BCA at the 2011 Annual GMS and approved by Bank Indonesia on August 25, 2011. Appointed as an Independent Director on April 7, 2014. The latest appointment is effective since the 2016 Annual GMS for a five-year term.

Roles and Responsibilities

Network Distribution Director who is responsible for managing, supervising and monitoring of regional and branch daily operations, and is in charge of the Branch Support Divisions, the Procurement Division and the Network Management and Regional Development Division.

Career

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

Educational Background and Training

Graduated with a Bachelor of Law from Satyagama University (2010) and a Masters of Business Law from Trisakti University, Jakarta (2012).

In 2019, participated in the following training, seminars and conferences:

- Refreshment of SMR Level V Managing People Risk in a Bank - KIRAN - Jakarta, Indonesia.
- ASEAN Global Leadership Program LSE 2019 - London School of Economics & Political Science (LSE) and SRW & Co. - London, England.
- Indonesia Knowledge Forum - BCA - Jakarta, Indonesia.
- Sharing Session Navigating Change by HDFC Bank (Housing Development Finance Corporation) India – BCA Jakarta, Indonesia.
- Sharing Session The Ecosystem by OVO, Tokopedia, HaloDoc and Djarum Group - BCA - Jakarta, Indonesia.

Affiliation

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

Dual Positions

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



Rudy Susanto
Director

Indonesian citizen, aged 57. Domiciled in Indonesia. Appointed as a Director of BCA at the 2014 annual general meeting of shareholders and approved by OJK on July 21, 2014. He was last reappointed at the 2016 annual general meeting of shareholders for a five-year term.

Roles and Responsibilities

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

Career

Since joining BCA in 2002, Rudy Susanto has held various managerial positions, including Executive Vice President of the Credit Risk Analysis Group (2011-2014), Head of the Credit Risk Analysis Group (2004-2011), and Head of The Credit Division (2002-2004). Prior to joining BCA, he worked at the Indonesian

Bank Restructuring Agency (IBRA) as Head of the Loan Work Out II division (2001-2002) and Senior Credit Officer (1999-2001). He also served at PT Bank LTCB Central Asia (a joint venture between the Long-Term Credit Bank of Japan Ltd. And PT Bank Central Asia Tbk) as Vice President of Corporate Finance (1998-1999), Senior Manager of Corporate Finance (1996-1998), Manager of Corporate Finance (1995), and Assistant Manager of Corporate Finance (1994). He started his career at PT Bank Danamon Indonesia Tbk in 1992 as a trainee in the Credit Marketing Program.

Educational Background and Training

Graduated with a bachelor's degree in Civil Engineering from Tarumanegara University (1989), and earned an MBA in Finance from the University of Tennessee, Knoxville, USA (1992).

In 2019, participated in the following training, seminars and conferences:

- Trading Trends 2019 - BCA - Jakarta, Indonesia.
- Treasury certification (Advance level) refreshment program - ACI - Bali, Indonesia.
- Discussion of KEPP and Banking - Financial Services Authority - Jakarta, Indonesia.
- Focus Group Discussion (FGD) Development of Indonesian Banking Strategy Issues - Financial Services Authority - Jakarta, Indonesia.
- In House Briefing EFMA - EFMA - Jakarta, Indonesia.
- BCA International Banking Workshop - DIB - Jakarta, Indonesia.
- Financial System Stability Communication Forum Quarter II 2019 - Bank Indonesia - Jakarta, Indonesia.
- Treasury customer appreciation 2019 - BCA - Jakarta, Indonesia.
- Sibos 2019 - Sibos - London, England.
- Indonesia Knowledge Forum - BCA - Jakarta, Indonesia.
- Sharing Session Navigating Change by HDFC Bank (Housing Development Finance Corporation) India - BCA Jakarta, Indonesia.
- Sharing Session The Ecosystem by OVO, Tokopedia, HaloDoc and Djarum Group - BCA - Jakarta, Indonesia.

Affiliation

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

Dual Positions

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



Lianawaty Suwono
Director

Indonesian citizen, 53 years old. Domiciled in Indonesia. Appointed as a Director of BCA at the 2016 annual general meeting of shareholders for a five-year term and approved by OJK on July 27, 2016.

Roles and Responsibilities

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

Career

Previously, served as Head of the Human Capital Management Division (2006-2016), and as a member of the Remuneration and Nomination Committee (2007-2016). Her career at BCA began in 1991 as a management trainee in the BCA Management Development Program and was later appointed as Business Analyst (1992-1996) in the Information Systems division, handling Integrated Banking Systems Project for Integrated Deposit Systems and integrated loan systems. After working in Information Technology, Lianawaty Suwono continued her career in Human Resources starting with the assignment to

develop Human Resource Information Systems. She has held various managerial positions, such as Head of HR Operations Support (1996-1998), Head of the HR Operations and Support System Bureau (1998-1999), Head of Management Development Program and Head of Career Development Bureau (1999-2000), Head of HR Resourcing and Development Bureau (2000-2002), Deputy Head of Human Resources Division (2002-2006). From 2014 to July 2016, she also served as President Commissioner of PT Asuransi Jiwa BCA.

Educational Background and Training

Graduated in Business Information Computing Systems, San Francisco State University, California, USA (1990).

In 2019, participated in the following training, seminars and conferences:

- The 10th HRDI Gathering - HR Directors Indonesia & SAP - Jakarta, Indonesia.
- The 5th Indonesia HR Director Summit - Intipesan - Jakarta, Indonesia.
- CEO of Power Breakfast Building a Lasting Legacy in the Digital Economy Era - Siloam Hospital - Jakarta, Indonesia.
- HR Symposium: Back To Basics - Center for Islamic Banking, Finance and Management (CIBFM) - Bandar Sri Begawan, Brunei Darussalam.
- Gallup Great Workplace Award & Clifton Strengths Summit - Gallup - Nebraska, USA.
- Mercer Annual Forum 2019 "Becoming Future Fit - Curating the Work Experience" - Mercer- Jakarta, Indonesia.
- Digital Company, Digital Process, Digital Workforce - IDStar - Jakarta, Indonesia.
- Digital Transformation in BCA - BCA - Jakarta, Indonesia.
- Indonesia Knowledge Forum - BCA - Jakarta, Indonesia.
- Information Technology Symposium 2019 - Gartner - Barcelona, Spain
- Compassionate Systems Leadership for a Sustainable World: Transforming Public Policies, Corporate and Education Systems in the Digital Era - OJK - Jakarta, Indonesia.
- Sharing Session Navigating Change by HDFC Bank (Housing Development Finance Corporation) India - BCAJakarta, Indonesia.
- Sharing Session The Ecosystem by OVO, Tokopedia, HaloDoc and Djarum Group - BCA - Jakarta, Indonesia.

Affiliation

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

Dual Positions

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



Inawaty Handojo
Director

Indonesian citizen, 68 years old. Domiciled in Indonesia. Appointed as a Director in charge of compliance at the Annual GMS held on April 11, 2019 for a term of office until the closing of the BCA Annual GMS held in 2021 and was approved by OJK on August 23, 2019.

Roles and Responsibilities

BCA Director who is responsible for the Compliance, Risk Management and Information Asset Security (Enterprise Security).

Career

Previously served as Director of BCA (2016-2019). Joined BCA in 1980 and has held several managerial positions in the internal audit field, namely as Head of the Internal Audit Bureau (1985-1988), Deputy Head of the Internal Audit Division (1988-1990) and Head of the Internal Audit Division (1990-2008).

Subsequently she served as a member of the Audit Committee (2008-2016) and a member of the Integrated Governance Committee (2015-2016). Inawaty Handojo was active as a university lecturer and at several training internal audit institutions in Jakarta (2000-2016), besides being active as a consultant/expert in various consultancy projects in internal audit (2010-2016). Before joining BCA, served as Head of Finance of PT Naintex (1976-1980), a company engaged in the textile sector.

Educational Background and Training

Graduated with a bachelor's degree from the Faculty of Economics, Parahyangan Catholic University, Bandung, majoring in Business/ Management (1976) and Accounting (1979), and a Master's in Management from Prasetya Mulya Business School, Jakarta (2003).

In 2019, participated in the following training, seminars and conferences:

- Trading Trends 2019 - BCA - Jakarta, Indonesia
- Digital Transformation in BCA - BCA - Jakarta, Indonesia.
- Indonesia Knowledge Forum - BCA - Jakarta, Indonesia.
- ICA's 2nd Annual APAC Conference 2019 - International Compliance Association - Singapore.
- Sharing Session Navigating Change by HDFC Bank (Housing Development Finance Corporation) India - BCA Jakarta, Indonesia.
- Sharing Session The Ecosystem by OVO, Tokopedia, HaloDoc and Djarum Group - BCA - Jakarta, Indonesia.

Affiliation

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

Dual Positions

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



Santoso
Director

Indonesian citizen, aged 54. Domiciled in Indonesia. Appointed as a Director of BCA at the 2016 Annual GMS for a five-year term and approved by OJK on August 8, 2016.

Roles and Responsibilities

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

Career

Previously served as Head of the Consumer Card Business Services and Support Group (2015-2016). His career at BCA began in 1992 as Head of Supporting Administration Department. Throughout his career, he held various managerial positions, such as Head of Marketing for non Jabodetabek Area (1996-1998), Chief of Area Marketing Bureau (1998-2000), Deputy Head of Consumer Network Division and Deputy Head of Network and Sales (2000-2005), Head of the Small and Medium Business Division (2005-2009), Head of the Credit Card Business Unit (2009-2012), Head of Merchant and Consumer Credit Card Group (2012-2014). He was also head of the BCA Pension Fund, a pension fund management company (2003-2016), Commissioner of PT Abacus Cash Solution, a cash management service provider company (2010-2016), Board of executives of the Indonesian Credit Card Association (AKKI) (2013-present), chairperson of Committee VII of the Indonesian Payment System Association (ASPI) (2016-present), Chair of Research, Study and Publication (RPP) at the Indonesian Bankers Association (IBI) (2019-present).

Educational Background and Training

Completed the education at the Faculty of Engineering, Trisakti University, Jakarta (1989).

In 2019, participated in the following training, seminars and conferences:

- Indonesia Knowledge Forum - BCA - Jakarta, Indonesia.
- American Express Conference: Global Network Partner Forum - AMEX - New York, USA.
- Sharing Session Navigating Change by HDFC Bank (Housing Development Finance Corporation) India - BCA Jakarta, Indonesia.
- Sharing Session The Ecosystem by OVO, Tokopedia, HaloDoc and Djarum Group - BCA - Jakarta, Indonesia.

Affiliation

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

Dual Positions

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



Vera Eve Lim
Director

Indonesian citizen, aged 54. Domiciled in Indonesia. Appointed as a Director of BCA at the 2018 Annual GMS and approved by OJK on April 23, 2018.

Roles and Responsibilities

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

Career

Previously served as the Executive Vice President of Finance and Planning and Corporate Secretariat. Prior to joining BCA, she held various Director and Commissioner positions including Director and Chief Financial Officer of PT Bank Danamon Indonesia Tbk (2006-2017), Commissioner of PT Adira Dinamika Multi Finance and concurrently Director of PT Bank Danamon Indonesia Tbk (2010-2017), Deputy President Commissioner of PT Asuransi Adira Dinamika and concurrently a Director of PT Bank Danamon Indonesia Tbk (2008-2013), and various managerial positions, including as Chief Financial Officer of PT Bank Danamon Indonesia Tbk (2003-2006), and Head of Division and Deputy Head of Divisions In Corporate Planning, Investor Relations, Financial Accounting and Tax, Regulatory Reporting, Management Information System (MIS) and others

at PT Bank Danamon Indonesia Tbk (1998-2003). In 1990, she began at PT Bank Danamon Indonesia Tbk as Head of Corporate Planning and Information Systems. She started her career as an Assistant Financial Manager at PT Asuransi Sinarmas (1987-1998), Assistant Manager of Accounting and Finance at PT MBF Leasing (1988-1990).

Educational Background and Training

Completed undergraduate education at Tarumanegara University in Economics/Accounting (1989) and enrolled in the Executive Program at the Stanford Graduate School of Business in 2008.

In 2019, participated in the following training, seminars and conferences:

- Trading Trends 2019 - BCA - Jakarta, Indonesia
- Banking Economic Dialogue with BI-INDEF Governor, Sinarmas Bank, The Consumer Banking School - Jakarta, Indonesia.
- Mandiri Investment Forum - Mandiri Sekuritas - Jakarta, Indonesia.
- Money Live Indonesia Conference - Money Force - Jakarta, Indonesia
- UBS Indonesia Conference - UBS - Jakarta, Indonesia.
- 5th Asia Pacific CEO Forum - ICC (Indonesia International Chamber of Commerce) - Jakarta, Indonesia.
- 2019 CFO Office Strategic Workshop - BCA - Jakarta, Indonesia.
- Credit Suisse Asian Investment Conference - Credit Suisse - Hong Kong, Hong Kong.
- ACSI XV Seminar - HIMA Perbanas Institute - Jakarta, Indonesia.
- 2019 ABF Retail Banking Forum - CMG Business Conference - Jakarta, Indonesia.
- CIMB Non Deal Roadshow - CIMB - Hong Kong, Hong Kong.
- Digital BCG Asia Pacific Conference - BCG - Hong Kong, Hong Kong.
- Nomura Investment Forum Asia 2019 - Nomura - Singapore
- CGS-CIMB 13th Annual Indonesia Conference-CIMB-Bali
- MoneyLIVE Digital Banking 2019 - APAC - Singapore
- Citi Indonesia Investor Conference 2019- Citi - Jakarta
- Macquarie ASEAN Conference in Singapore - Macquarie - Singapore
- JP Morgan Asia Pacific CEO CFO- JP Morgan- USA
- Transforming ASEAN Organization: Understanding China Next Move - AGLP - Shanghai, China
- Information Technology Symposium 2019 - Gartner - Barcelona, Spain
- Sharing Session Navigating Change by HDFC Bank (Housing Development Finance Corporation) India - BCAJakarta, Indonesia.
- Sharing Session The Ecosystem by OVO, Tokopedia, HaloDoc and Djarum Group - BCA - Jakarta, Indonesia.

Affiliation

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

Dual Functions

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

BOARD OF COMMISSIONERS PROFILE



Djohan Emir Setijoso
President Commissioner

Indonesian citizen, aged 78. Lives in Indonesia. Appointed president commissioner of BCA at the 2011 annual general meeting of shareholders and approved by Bank Indonesia on August 25, 2011. He was last reappointed at the 2016 annual general meeting of shareholders for a five-year term.

Career

Djohan Emir Setijoso previously served as president director of BCA (1999-2011) responsible by the end of that period for general coordination, internal audit, corporate planning, finance and accounting division as well as corporate affairs. Prior to joining BCA, he worked at Bank Rakyat Indonesia from 1965 to 1998, with his last position being director; and was president commissioner of Inter Pacific Bank (1993-1998). Aside from serving as president commissioner of BCA, he is actively involved in various organizations.

Educational Background and Training

Graduated from the Bogor Institute of Agriculture (1964).

In 2019, he participated in a number of training programs, seminars and conferences, including:

- Trading Trends 2019 – BCA – Jakarta, Indonesia.
- Knowledge Sharing BCA Open Source: Arab-China Relations in Economy and Business in the Middle East – BCA – Jakarta, Indonesia.
- GRC Summit 2019: Sustaining Through Integrated GRC – CRMS Indonesia – Jakarta, Indonesia.
- Seminar: The Role of the Compliance Director in Addressing the Challenges of Digital Economy and Banking Readiness in Facing Mutual Evaluation Review (MER) – Banking Compliance Director Communication Forum – Jakarta, Indonesia.
- Digital Transformation in BCA – BCA – Jakarta, Indonesia.
- Indonesia Knowledge Forum – BCA – Jakarta, Indonesia.
- Sharing Session Navigating Change by HDFC Bank (Housing Development Finance Corporation) India – BCA – Jakarta, Indonesia
- Sharing Session The Ecosystem by OVO, Tokopedia, HaloDoc and Djarum Group – BCA – Jakarta, Indonesia.

Affiliations

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

Dual Functions

Also serves as a member of the remuneration and nomination committee of PT Bank Central Asia Tbk but holds no position as a member of the Board of Commissioners, a member of the Board of Directors, or executive officer at another bank, company, and/or institution.



Tonny Kusnadi
Commissioner

Indonesian citizen, aged 72. Lives in Indonesia. Appointed a commissioner of BCA at the 2003 annual general meeting of shareholders and approved by Bank Indonesia on September 4, 2003. He was last reappointed at the 2016 annual general meeting of shareholders for a five-year term.

Career

Prior to joining BCA, he was a director at PT Cipta Karya Bumi Indah, a property development and construction company (2001-2002), where he previously served as commissioner. He also held several previous managerial positions: president director of PT Sarana Kencana Mulya, an electronic appliance distributor (1999-2001); chief manager of corporate banking for PT Bank Central Asia (1992-1998); general manager at PT Tamara Indah, an engineering and general supplier company (1988-1992); and general manager at PT Indomobil, a leading Indonesian automotive company (1987).

Educational Background and Training

Holds a bachelor's degree in mechanical engineering from the University of Brawijaya, Malang (1978).

Participated in several training programs, seminars and conferences in 2019, including:

- Trading Trends 2019 – BCA – Jakarta, Indonesia.
- Indonesia Knowledge Forum – BCA – Jakarta, Indonesia.
- The Asia Global Payment Summit – Currency Research Malta Limited – Bali, Indonesia.
- Sharing Session Navigating Change by HDFC Bank (Housing Development Finance Corporation) India – BCA – Jakarta, Indonesia
- Sharing Session The Ecosystem by OVO, Tokopedia, HaloDoc and Djarum Group – BCA – Jakarta, Indonesia

Affiliations

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

Dual Functions

Concurrently serving as president commissioner of PT Sarana Menara Nusantara Tbk.



Cyrillus Harinowo
Independent Commissioner

Indonesian citizen, aged 66. Lives in Indonesia. Appointed an independent commissioner of BCA at the 2003 annual general meeting of shareholders and approved by Bank Indonesia on September 4, 2003. He was last reappointed at the 2016 annual general meeting of shareholders for a five-year term.

Career

Prior to joining BCA, he served twenty-five years with Bank Indonesia as, among others, director of the money market and giralization, and monetary management department (1994-1998), a director level position. He also served as an alternate executive director and technical assistance advisor for the monetary and exchange affairs department, International Monetary Fund (IMF), Washington (1998-2003). He has experience as a delegation member in meetings for the Inter Governmental Group on Indonesia (IGGI), Consultative Group for Indonesia (CGI), IMF and World Bank. He has held several managerial positions in both governmental and nongovernmental institutions and was assistant to the minister of trade (1988-1989). A lecturer at several major universities in Jakarta, speaker and article writer on Indonesia's public debt (2002), the IMF (2004), and the The Spring of Indonesia's Economy (2005).

Educational Background and Training

Graduated and received a bachelor's degree in accounting from Gadjah Mada University (1977), obtained a master's degree in development economics from the Centre for Development Economics, Williams College, Massachusetts (1981), and a PhD in monetary and international policy from Vanderbilt University, Nashville, Tennessee, USA (1985).

In 2019, he participated in a number of training programs, seminars and conferences, including:

- ASEAN Global Leadership Programme LSE 2019 – London School of Economics & Political Science (LSE) and SRW & Co. – London, United Kingdom.
- National Seminar on SOE Revitalization: Infrastructure Sector – SOE Centre of Studies – Jakarta, Indonesia.
- Knowledge Sharing BCA Open Source: Arab-China Relations in Economy and Business in the Middle East – BCA – Jakarta, Indonesia.
- Digital Transformation in BCA – BCA – Jakarta, Indonesia.
- Digital Knowledge Forum – BCA – Jakarta, Indonesia.
- Sharing Session Navigating Change by HDFC Bank (Housing Development Finance Corporation) India – BCA – Jakarta, Indonesia
- Sharing Session The Ecosystem by OVO, Tokopedia, HaloDoc and Djarum Group – BCA – Jakarta, Indonesia

Affiliations

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

Dual Functions

Also serves as chairman of the audit committee of PT Bank Central Asia Tbk but holds no position as a member of the Board of Commissioners, a member of the Board of Directors, or executive officer at another bank, company, and/or institution.



Raden Pardede
Independent Commissioner

Indonesian citizen, aged 59. Lives in Indonesia. Appointed an independent commissioner of BCA at the 2004 annual general meeting of shareholders and approved by Bank Indonesia on June 14, 2004. Since May 15, 2006, he has served as an independent commissioner. He was last reappointed as an independent commissioner at the 2016 annual general meeting of shareholders for a five-year term.

Career

He was president commissioner of state asset management company PPA (2008-2009), after serving as a vice president director of PPA (2004-2008). He has served both in governmental and nongovernmental institutions, including as vice chairman of the National Economic Committee (2010-2014), special adviser to minister of finance (2008-2010), chairman of Indonesia Financial Stability System Forum (2007-2009), secretary of financial stability system committee (2008-2009), chief of financing for Indonesian infrastructure development (2004-2005), special adviser to coordinating minister for economic affairs (2004-2005), executive director of PT Danareksa (2002-2004), deputy coordinator of the assistance team to the minister of finance Republic of Indonesia (2000-2004), chief economist and division head at PT Danareksa (1995-2002), founder of Danareksa Research Institute in 1995, consultant to the World Bank (1994-1995), member of planning staff in the Department of Industry Republic of Indonesia (1985-1990), and process engineer at PT Pupuk Kujang Fertilizer Industry in 1985. He is also a guest lecturer at Bandung Institute of Technology, University of Indonesia and Prasetya Mulya Business School.

Educational Background and Training

Graduated in chemical engineering from Bandung Institute of Technology (1984) and obtained a PhD in economics from Boston University, USA (1995).

In 2019, he participated in a number of training programs, seminars and conferences, including:

- Trading Trends 2019 – BCA – Jakarta, Indonesia.
- JP Morgan's Asia Pacific CEO-CFO Conference 2019 – JP Morgan – New York, United States.
- Indonesia Knowledge Forum – BCA – Jakarta, Indonesia.
- Sharing Session Navigating Change by HDFC Bank (Housing Development Finance Corporation) India – BCA – Jakarta, Indonesia
- Sharing Session The Ecosystem by OVO, Tokopedia, HaloDoc and Djarum Group – BCA – Jakarta, Indonesia

Affiliations

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

Dual Functions

Concurrently serving as chairman of the remuneration and nomination committee of PT Bank Central Asia Tbk, and independent commissioner of PT Adaro Energy Tbk.



Sumantri Slamet
Independent Commissioner

Indonesian citizen, aged 65. Lives in Indonesia. Appointed an independent commissioner of BCA at the 2016 annual general meeting of shareholders for a five-year term and approved by OJK on July 11, 2016.

Career

Previously served as a member of Board of Trustee of Universitas Indonesia Foundation, member of risk committee of Universitas Indonesia, member of information technology and risk management committee of PT Bursa Efek Indonesia, audit committee and remuneration and nomination committee at PT CIMB Niaga Tbk, and president commissioner of PT Danakita Investama, an investment management company. He also held various managerial positions and served as director in several companies, including as head of project finance and investor relations – strategy and business development at PT Medco Energy International Tbk (Medco) and as managing director of several subsidiaries of Medco outside of Indonesia: in Singapore, the US, Oman, Yemen and France (2008-2013). He was a director of PT Surya Citra Televisi – SCTV (2005-2008) and director at PT Surya Citra Media Tbk (2004-2008).

Educational Background and Training

Completed undergraduate studies at the faculty of mathematics and natural sciences, the University of Indonesia (1978) and earned his MSc (1981) and PhD in computer science (1983) from the University of Illinois, Urbana Champaign (US).

In 2019, he participated in a number of training programs, seminars and conferences, including:

- Trading Trends 2019 – BCA – Jakarta, Indonesia.
- National Seminar on SOE Revitalization: Infrastructure Sector – SOE Centre of Studies – Jakarta, Indonesia.
- Knowledge Sharing BCA Open Source: Arab-China Relations in Economy and Business in the Middle East – BCA – Jakarta, Indonesia.
- Data Analysis and Programming for Finance – New York Institute for Finance – New York, United States.
- JP Morgan's Asia Pacific CEO-CFO Conference 2019 – JP Morgan – New York, United States.
- Indonesia Knowledge Forum – BCA – Jakarta, Indonesia.
- Sharing Session Navigating Change by HDFC Bank (Housing Development Finance Corporation) India – BCA – Jakarta, Indonesia
- Sharing Session The Ecosystem by OVO, Tokopedia, HaloDoc and Djarum Group – BCA – Jakarta, Indonesia

Affiliations

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

Dual Functions

Concurrently serving as chairman of the risk oversight committee and the integrated corporate governance committee of PT Bank Central Asia Tbk, independent commissioner and head of audit committee of PT Multi Bintang Indonesia Tbk, and also member of the Risk Committee of University of Indonesia. Previously served as member of the Board of Trustees of University of Indonesia, member of information technology and risk management committee of PT Bursa Efek Indonesia.

AUDIT COMMITTEE PROFILE



Cyrillus Harinowo
Chairman

Cyrillus Harinowo has been chairman of the audit committee of BCA since 2015. His latest appointment became effective on June 2, 2016 according to the Decree of the Board of Directors No. 078/SK/DIR/2016. He concurrently serves as Independent Commissioner. More detailed information can be found at the Board of Commissioners profile on page 77.



Ilham Ikhsan
Member

Indonesian citizen, aged 69. Resides in Indonesia. He has been a member of the audit committee since 2011. His latest appointment became effective on June 2, 2016 according to the Decree of the Board of Directors No. 078/SK/DIR/2016.

Career

Prior to joining BCA, he served at Bank Indonesia for thirty years, most of his career was spent in the banking supervisory area, and also as chief representative of Bank Indonesia in Singapore (2002-2005), with his last position before retiring from Bank Indonesia as director of assets recovery special unit (2005-2008). Following his retirement, he was appointed finance director of Bank Indonesia Employee Welfare Foundation or YKK-BI (2008-2010).

Educational Background

Graduated with a bachelor's degree in accounting from Airlangga University (1978) and obtained his master of science degree in economic development and international trade from Colorado State University, USA (1984).

Training and Certification

In 2019, he participated in various training programs, seminars and conferences, including:

- ACIA Conference 2019 and On-Site Learning Towards Sustainable Management in A New Era – ACIA – Tokyo, Japan.
- Indonesia Knowledge Forum – BCA – Jakarta, Indonesia.
- Sharing Session Navigating Change by HDFC Bank (Housing Development Finance Corporation) India - BCA- Jakarta, Indonesia.
- Sharing Session The Ecosystem by OVO, Tokopedia, HaloDoc and Djarum Grup - BCA - Jakarta, Indonesia.



Tjen Lestari
Member

Indonesian citizen, aged 64. Resides in Indonesia. Appointed a member of the audit committee on June 2, 2016 according to the Decree of the Board of Directors No. 078/SK/DIR/2016.

Career

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

Educational Background

Completed her undergraduate studies at the economic faculty of the University of Indonesia in 1982.

Training and Certification

In 2019, she participated in various training programs, seminars and conferences, including:

- Advanced Bank Liquidity Management: Stress Test - Contingency Planning - and Funds Transfer Pricing – LMI Yogyakarta, Indonesia.
- Indonesia Knowledge Forum – BCA – Jakarta, Indonesia.
- Sharing Session Navigating Change by HDFC Bank (Housing Development Finance Corporation) India - BCA- Jakarta, Indonesia.
- Sharing Session The Ecosystem by OVO, Tokopedia, HaloDoc and Djarum Grup - BCA - Jakarta, Indonesia.

RISK OVERSIGHT COMMITTEE PROFILE



Sumantri Slamet
Chairman

Sumantri Slamet has been chairman of the risk oversight committee since September 30, 2016 according to the Decree of the Board of Directors No. 144A/SK/DIR/2016. Currently he also serves as an independent commissioner and chairman of the integrated governance committee. More detailed information can be found in the Board of Commissioners profile on page 79.



Endang Swasthika Wibowo
Member

Indonesian citizen, aged 58. Resides in Indonesia. She has been a member of the risk oversight committee since 2007. Her latest appointment become effective on September 30, 2016 according to the Decree of the Board of Directors No. 144A/SK/DIR/2016

Career

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

Educational Background

Graduated in economics from Indonesian Islamic University, Yogyakarta (1985), and earned a graduate diploma in banking and finance (1996) as well as a master's degree in banking from Monash University, Australia (1998).

Training and Certification

In 2019, she participated in various training programs, seminars and conferences, including:

- Advanced Bank Liquidity Management: Stress Test - Contingency Planning - and Funds Transfer Pricing – LMI - Yogyakarta, Indonesia.
- Indonesia Knowledge Forum – BCA – Jakarta, Indonesia.
- Sharing Session Navigating Change by HDFC Bank (Housing Development Finance Corporation) India - BCA- Jakarta, Indonesia.
- Sharing Session The Ecosystem by OVO, Tokopedia, HaloDoc and Djarum Grup - BCA - Jakarta, Indonesia.



Lianny Somyadewi D.
Member

Indonesian citizen, aged 58. Resides in Indonesia. Appointed as a member of the risk oversight committee on September 30, 2016 according to the Decree of the Board of Directors No. 144A/SK/ DIR/2016.

Career

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

Educational Background

Graduated in civil engineering from the Trisakti University, Jakarta, in 1986.

Training and Certification

In 2019, participated in various training programs, seminars and conferences, including:

- Treasury Dealer and Risk Management How to Mitigate Market Risk in Banks – LSPP – Jakarta, Indonesia.
- Indonesia Knowledge Forum – BCA – Jakarta, Indonesia.
- Sharing Session Navigating Change by HDFC Bank (Housing Development Finance Corporation) India - BCA- Jakarta, Indonesia.
- Sharing Session The Ecosystem by OVO, Tokopedia, HaloDoc and Djarum Grup - BCA - Jakarta, Indonesia.

REMUNERATION AND NOMINATION COMMITTEE PROFILE



Raden Pardede
Chairman

Raden Pardede has been the chairman of the remuneration and nomination committee since 2007. His latest appointment become effective on August 10, 2016 according to the Decree of the Board of Directors No. 107A/SK/DIR/2016. He concurrently serves as an independent commissioner. More detailed information can be found in the Board of Commissioners profile on page 78.



Djohan Emir Setijoso
Member

Djohan Emir Setijoso has been a member of the remuneration and nomination committee since 2011. His latest appointment become effective on August 10, 2016 according to the Decree of the Board of Directors No. 107A/SK/DIR/2016. He concurrently serves as president commissioner. More detailed information can be found in the Board of Commissioners profile on page 75.



Hendra Tanumihardja
Member

Indonesian citizen, aged 47. Resides in Indonesia. Appointed as a member of the remuneration and nomination committee on August 10, 2016 according to the Decree of the Board of Directors No. 107A/SK/DIR/2016. He has also served as head of the human capital management division since August 1, 2016.

Career

Began his career in BCA in 1990 and has had many experiences in developing the Bank's human resources training programs since 1997. Later held various managerial positions including as deputy head of the training and development division (2009-2011), head of the learning and development sub division (2011-2015), head of network and regional planning work unit (2015-2016), and head of human capital management division (2016-present). Once worked in PT Kalbe Farma Tbk as senior manager (2006-2008).

Educational Background

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

Training and Certification

In 2019, he participated in various training programs, seminars and conferences, including:

- Annual Conference ILO – ILO – Geneva, Swiss.
- Agile Leadership & Strategic Visioning for Driving Innovation - National University of Singapore (NUS), NUS Business School - Bogor, Indonesia.
- Agile Organization - Pivotal Labs - Singapore.
- General Management Training for Pension Funds (Diklat Manajemen Umum Dana Pensiun) – Indonesian Association of Pension Funds (Asosiasi Dana Pensiun Indonesia) - Menara Taspen, Jakarta.
- Sharing Session Navigating Change oleh HDFC Bank (Housing Development Finance Corporation) India -BCA- Jakarta, Indonesia.
- Sharing Session The Ecosystem by OVO, Tokopedia, HaloDoc and Djarum Grup - BCA - Jakarta, Indonesia.

PROFILE OF THE INTEGRATED CORPORATE GOVERNANCE COMMITTEE



Sumantri Slamet
Chairman

Sumantri Slamet has been the chairman of the integrated corporate governance committee since 2016. His latest appointment became effective on September 25, 2017 according to the Decree of the Board of Directors No. 119/SK/DIR/2017. Currently he also serves as an independent commissioner and chairman of the risk oversight committee. More detailed information can be found in the Board of Commissioners profile on page 79.



Wimpie Rianto
Member

Indonesian citizen, aged 72. Resides in Indonesia. He was appointed a member of the integrated corporate governance committee in 2016. His latest appointment became effective on September 25, 2017 according to the Decree of the Board of Directors No. 119/SK/DIR/2017.

Career

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

Educational Background

Obtained his bachelor's degree in economics from the Atmajaya Catholic University, Jakarta (1972). Active attending professional training and skills enhancement programs, such as in risk management, both domestic and overseas.

Training and Certification

In 2019, he participated in various training programs, seminars and conferences, including

- Indonesia Knowledge Forum – BCA – Jakarta, Indonesia.
- Sharing Session Navigating Change by HDFC Bank (Housing Development Finance Corporation) India - BCA- Jakarta, Indonesia.
- Sharing Session The Ecosystem by OVO, Tokopedia, HaloDoc and Djarum Grup - BCA - Jakarta, Indonesia.



Sulistiyowati
Member

Indonesian citizen, aged 60. Resides in Indonesia. She was appointed a member of the integrated corporate governance committee in 2019 according to the Decree of the Board of Directors No. 076/SK/DIR/2019 dated May 27, 2019. She concurrently serves as the independent commissioner of PT BCA Finance.

Career

Starting her career in 1978 – 1981 in import and export companies and in 1981 began to join PT Bank Central Asia Tbk, with various positions throughout her career until July 2004 with her last position as Head of Finance and Accounting Division. And after that until now she has been a trainer and financial consultant and partner at Leny-Astrid & Associates, also since 2016 until now she has served as an Independent Commissioner at PT BCA Finance.

Educational Background

Graduated in accounting from Yayasan Akuntansi Indonesia (1983) and Sekolah Tinggi Management PPM (1996)

Training and Certification

In 2019, she participated in various training programs, seminars and conferences, including:

- Seminar Nasional Anti Fraud Strategy In Multifinance Industry - APPI - Jakarta, Indonesia.
- Sharing Session Navigating Change by HDFC Bank (Housing Development Finance Corporation) India – BCA - Jakarta, Indonesia.
- Sharing Session The Ecosystem by OVO, Tokopedia, HaloDoc and Djarum Grup - BCA - Jakarta, Indonesia.



Gustiono Kustianto
Member

Indonesian citizen, aged 65. Resides in Indonesia. He became a member of the integrated corporate governance committee in 2015. His latest appointment became effective on September 25, 2017 according to the Decree of the Board of Directors No. 119/SK/DIR/2017. Currently, he also serves as independent commissioner of PT Asuransi Umum BCA since 2011.

Career

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

Educational Background

Obtained a civil engineering degree from the civil engineering faculty of the Petra Christian University, Surabaya (1979), and a master of business administration from Institut Pengembangan Manajemen Indonesia (Indonesian Management Development Institute, IPMI) in 1988

Training and Certification

In 2019, he participated in various training programs, seminars and conferences, including:

- Workshop ISO 31000: International Risk Management Standard ERM Guidance for The Implementation ISO-31004 - CRMS Indonesia - Bandung.
- Master Class Risk Governance for Senior Managers and Board Members CRMS Global dan ERMA- Enterprise Risk Management Academy - Bali, Indonesia.
- Risk Management: The Next Generations ERMA - Enterprise Risk Management Academy - Bali, Indonesia.

Profession Related Certification:

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



Pudjianto
Member

Indonesian citizen, aged 63. Resides in Indonesia. He has been a member of the integrated corporate governance committee since 2015. His latest appointment became effective on September 25, 2017 according to the Decree of the Board of Directors No. 119/SK/DIR/2017. Currently he also serves as independent commissioner and chairman of the audit committee of PT Asuransi Jiwa BCA, since November 2014.

Career

Prior to joining BCA, Pudjianto developed his career at PT Asuransi Kesehatan Indonesia (PT Askes - Persero) for 31 years and at PT Asuransi Jiwa InHealth Indonesia for five years. He began his career at PT Askes, Jakarta, as staff in the finance division, in 1977. He was promoted to finance manager assistant (1983-1987), accounting manager (1988-1999), and accounting general manager (2000-2008). During 2009-2013, Pudjianto was the finance director, human resources and general affairs of PT Asuransi Jiwa InHealth Indonesia, Jakarta.

Educational Background

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

Training and Certification

In 2019, he participated in various training programs, seminars and conferences, including:

- Seminar Digital & Risk Management in Insurance tahun 2019 - Asosiasi Asuransi Jiwa Indonesia (Indonesian Life Insurance Association - AAJI) - Bali, Indonesia.
- Sharing Session Navigating Change by HDFC Bank (Housing Development Finance Corporation) India - BCA- Jakarta, Indonesia.
- Sharing Session The Ecosystem by OVO, Tokopedia, HaloDoc and Djarum Grup - BCA - Jakarta, Indonesia.



Suyanto Sutjiadi
Member

Indonesian citizen, aged 65. Resides in Indonesia. He has been a member of the integrated corporate governance committee since 2015. His latest appointment became effective on September 25, 2017 according to the Decree of the Board of Directors No. 119/SK/DIR/2017. Currently he also serves as independent commissioner PT Bank BCA Syariah since November 2013.

Career

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

Educational Background

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

Training and Certification

In 2019, participated in various training programs, seminars and conferences, including:

- Sharing Session Navigating Change by HDFC Bank (Housing Development Finance Corporation) India - BCA- Jakarta, Indonesia.
- Sharing Session The Ecosystem by OVO, Tokopedia, HaloDoc and Djarum Grup - BCA - Jakarta, Indonesia.



Sutedjo Prihatono
Member

Indonesian citizen, aged 51. Resides in Indonesia. He became a member of the integrated corporate governance committee in 2015. His latest appointment became effective on September 25, 2017 according to the Decree of the Board of Directors No. 119/SK/DIR/2017. Currently he also serves as the member of syariah supervisory board of TP Bank BCA Syariah.

Career

Prior to joining PT Bank BCA Syariah, he developed his career at PT Bank Muamalat Indonesia Tbk as senior corporate banking (1993-1994), then held the position as director of Karim Business Consultant (2004-2014). From 2010-2015, Sutedjo Prihatono served as a member of the audit committee and risk oversight committee of PT Bank BCA Syariah.

Educational Background

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

Training and Certification

In 2019, he participated in various training programs, seminars and conferences, including:

- Workshop Pra Ijtima Sanawi (Annual Meeting) DPS Tahun 2019 Bidang Perbankan Syariah - Dewan Syariah Nasional-Majelis Ulama Indonesia - Semarang, Indonesia.
- Sharing Session Navigating Change by HDFC Bank (Housing Development Finance Corporation) India - BCA- Jakarta, Indonesia.
- Sharing Session The Ecosystem by OVO, Tokopedia, HaloDoc and Djarum Grup - BCA - Jakarta, Indonesia.



Rudy Harjono
Member

Indonesian citizen, aged 61. Resides in Indonesia. He was appointed a member of the integrated corporate governance committee in 2016. His latest appointment became effective on September 25, 2017 according to the Decree of the Board of Directors No. 119/SK/DIR/2017. Currently he also serves as independent director of BCA Finance Limited since January 2016.

Career

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

Educational Background

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

Training and Certification

In 2019, he participated in various training programs, seminars and conferences, including:

- Sharing Session Navigating Change by HDFC Bank (Housing Development Finance Corporation) India - BCA- Jakarta, Indonesia.
- Sharing Session The Ecosystem by OVO, Tokopedia, HaloDoc and Djarum Grup - BCA - Jakarta, Indonesia.



Mendari Handaya
Member

Indonesian citizen, aged 62. Resides in Indonesia. He was appointed a member of integrated corporate governance committee of BCA in 2016. His latest appointment became effective on September 25, 2017 according to the Decree of the Board of Directors No. 119/SK/DIR/2017. Currently he also serves as an independent commissioner of Central Santosa Finance since November 28, 2016, a member of the audit committee of PT Asuransi Jiwa BCA since October 1, 2014, and a member of the audit committee of PT BCA Finance since August 2015.

Career

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

Educational Background

Obtained a bachelor's degree and a master's degree in economics from the University of Mannheim, Germany (1991)

Training and Certification

In 2019, he participated in various training programs, seminars and conferences, including:

- Sharing Session Navigating Change by HDFC Bank (Housing Development Finance Corporation) India - BCA- Jakarta, Indonesia.
- Sharing Session The Ecosystem by OVO, Tokopedia, HaloDoc and Djarum Grup - BCA - Jakarta, Indonesia.



Hendra Iskandar Lubis
Member

Indonesian citizen, aged 53. Resides in Indonesia. He was appointed a member of the integrated corporate governance committee on September 25, 2017 according to the Decree of the Board of Directors No. 119/SK/DIR/2017. Currently he also serves as an independent commissioner of PT BCA Sekuritas since 2017.

Career

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

Educational Background

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

Training and Certification

In 2019, he participated in various training programs, seminars and conferences, including:

- Multifinance: Consumer Protection, Risk Management and Fraud Early Warning System in Digital Era - Asosiasi Perusahaan Pembiayaan Indonesia - Bali, Indonesia.
- Sharing Session Navigating Change by HDFC Bank (Housing Development Finance Corporation) India - BCA- Jakarta, Indonesia.
- Sharing Session The Ecosystem by OVO, Tokopedia, HaloDoc and Djarum Grup - BCA - Jakarta, Indonesia.

CORPORATE SECRETARY PROFILE



Raymon Yonarto
Corporate Secretary

Indonesian citizen, aged 49. Resides in Jakarta. Appointed the corporate secretary of BCA on September 1, 2019 according to the Decree No. 2271/SK/HCM/KP/A/2019. He has also served as senior executive vice president responsible for accounting & finance and tax and economic research since May 1, 2018.

Career

Raymon Yonarto held various managerial position at BCA including the division head of finance and planning (2011-2018), corporate secretary (2007-2011) and head of investor relations (2005-2006). Prior to joining BCA, he was the vice president of the Financial Sector Policy Committee (2002-2002), vice president of the Indonesian Bank Restructuring Agency (1998-2002), banking analyst at PT DBS Securities Indonesia (1996-1998) and staff at the finance, accounting and internal audit department of Modern Group (1994-1996).

Educational Background

He obtained a bachelor of arts major in accounting from the Philippines Christian University (1994) and He holds an MBA from Strathclyde University in the United Kingdom, where he attended as a Chevening Scholar.

Training and Certification

In 2019, he participated in various training programs, seminars and conferences, including:

- 22nd Credit Suisse Asian Investment Conference - Credit Suisse - Hong Kong, Hong Kong.
- Agile Leadership & Strategic Visioning for Driving Innovation - National University of Singapore (NUS), NUS Business School - Bogor, Indonesia.
- Asia Pacific CEO-CFO Conference - JP Morgan - New York.
- The 10th Annual Collaborative Indonesia Corporate Day - Daiwa & Bahana - Tokyo, Japan.
- Indonesia Knowledge Forum - BCA - Jakarta, Indonesia.
- 18th Annual Asia Pacific Summit – Morgan Stanley - Singapore.
- Sharing Session Navigating Change by HDFC Bank (Housing Development Finance Corporation) India – BCA – Jakarta, Indonesia
- Sharing Session The Ecosystem by OVO, Tokopedia, HaloDoc and Djarum Group – BCA – Jakarta, Indonesia.

SENIOR OFFICERS

As of 31 December 2019

Name	Position
Lanny Budiati	Head of Regional Office I, Bandung
Yandy Ramadhani	Head of Regional Office II, Semarang
Frengky Chandra Kusuma	Head of Regional Office III, Surabaya
Hendrik Sia	Head of Regional Office IV, Denpasar
Enny Kamal	Head of Regional Office V, Medan
Daniel Hendarto	Head of Regional Office VI, Palembang
Jo Rudy Kurniawan	Head of Regional Office VII, Malang
Haryono Wongsonegoro	Head of Regional Office VIII, Pondok Indah, Jakarta
Djoko Rosmiatun Mijaata	Head of Regional Office IX, Matraman, Jakarta
Lukman	Head of Regional Office X, Pluit, Jakarta
Mingto Purba	Head of Regional Office XI, Balikpapan
Freddy Suliman	Head of Regional Office XII, Wisma Asia, Jakarta
Raymon Yonarto	Executive Vice President of Finance and Corporate Secretary & Corporate Communication Division
Linus Ekabranko Windoe	Executive Vice President of Treasury & International Banking Division
Christina Wahjuni Setyabudhi	Executive Vice President of Wealth Management Division
Deddy Muljadi Hendrawinata	Executive Vice President of Credit Risk Analysis Group
Wira Chandra	Executive Vice President of Corporate Banking & Corporate Finance
Inge Setiawati*	Head of Corporate Social Responsibility
Soenie Atonie	Head of Anti Fraud Bureau
Ayna Dewi Setianingrum	Internal Audit Division Head
Liston Nainggolan	Commercial & SME Business Division Head
Mathilda Simon	Consumer Credit Division Head
Ugahary Yovvy Chandra	Individual Customer Business Development Division Head
Rusdianti Salim	Cash Management Division Head
Hendra Tanumihardja	Human Capital Management Division Head
Teddy Gunawan	Learning and Development Division Head
Ong Sukianto	Logistic & Building Division Head
Weminto Suryadi	Network & Regional Development Division Head
Jan Hendra	Transaction Banking Business Development & Marketing Division Head
Ina Suwandi	Transaction Banking Product Develop Division Head
Janto Havianto*	Treasury Division Head
Edmund Tondobala*	International Banking Division Head
Hera Fendayani Haryn	Corporate Secretary and Communication Division Head
Lilik Winarni	Operation Strategy & Development Division Head
Eva Agrayani Tjong*	Wealth Management Division Head
Edy Gunawan*	Head of Corporate Credit Risk Analysis Group
Grace Putri Ayu Dewijany*	Head of Corporate Credit Risk Analysis Group
Helena Maria Atmodjo*	Head of Corporate Credit Risk Analysis Group
Tan Tesien Tanudjaja*	Head of Corporate Credit Risk Analysis Group
Djulijanto Liong*	Head of Commercial & SME Credit Risk Analysis Group
Ina Widjaja*	Head of Commercial & SME Credit Risk Analysis Group

As of 31 December 2019

Name	Position
Widjaja Stephen*	Head of Commercial & SME Credit Risk Analysis Group
Gunawan Prayogo	Head of Corporate Banking Group
Inge Setiawaty*	Head of Corporate Transaction Group
Kristian Marbun	Head of Corporate Banking Group
Raymond Tanuwibowo	Head of Corporate Banking Group
Yuli Melati Suryaningrum	Head of Corporate Banking Group
Lay Susiana Santoso	Head of Corporate Finance Group
Dhejani Surjadi	Head of Menara BCA Corporate Branch Office
Kho Vincentius Chandra Khosasih*	Head of Data Management & IT Management Office Group
Jayaprawira Diah*	Head of Digital Innovation Solution Group
Jip Thomas Sutanto*	Head of IT Infrastructure & Operation Group
Linda Djojonegoro	Head of Credit & Consumer Card Services Group
Wilson Karimun	Head of Transaction Banking Business Support Group
Feric Susilo Lie	Head of Compliance
Lukman Hadiwijaya	Head of Enterprise Security
Eduard Guntoro Purba	Head of Risk Management
Megawaty	Head of Credit Recovery
Wani Sabu	Head of Digital Services
Jip Tommy Sutanto	Head of Credit Services
Dipususila	Head of Domestic Payment Services
Joanes Justira Gunawan	Head of Electronic Banking Services
Siswanto Sutanto ¹⁾	Head of International Payment & Support Services
Herry Theo ²⁾	Senior Vice President management KFCC & Branch
Januar Agung Saputera ³⁾	Senior Adviser of Legal Group

* Report to the Executive Vice President

¹⁾ ad interim as Head of Global Trade & Payment Services²⁾ ad interim as Transaction Banking Partnership Solution Development Division Head³⁾ ad interim as Head of Legal Group

NUMBER OF EMPLOYEES AND COMPETENCE DEVELOPMENT

Number of Employees

At the end of 2019 BCA had 24,789 employees, representing a decrease of 0.6% compared to 24,941 employees in 2018.

Employee by Organization Level

	2019	2018	2017
Non Staff	1,304	1,181	1,187
Staff	18,884	19,330	19,994
Managers	4,511	4,346	4,176
Senior Officers (Including the Board of Commissioners and Directors)	90	84	82
Total	24,789	24,941	25,439

Employee by Seniority

	2019	2018	2017
≤ 1 Year	1,842	1,177	1,712
> 1 – 5 Year	5,985	6,967	7,048
> 5 – 10 Years	3,864	2,626	1,802
> 10 – 15 Years	841	773	621
> 15 – 20 Years	1,436	1,712	1,936
> 20 Years	10,821	11,686	12,320
Total	24,789	24,941	25,439

Employee by Age

	2019	2018	2017
≤ 25 Years	2,812	2,740	3,387
> 25 – 30 Years old	6,121	6,128	5,706
> 30 – 35 Years old	2,762	2,060	1,629
> 35 – 40 Years old	1,007	1,203	1,595
> 40 – 45 Years old	3,167	3,712	4,278
> 45 – 50 Years old	5,078	5,375	5,429
> 50 Years old	3,842	3,723	3,415
Total	24,789	24,941	25,439

Employee by Education Level

	2019	2018	2017
Up to Senior High School	4,016	4,357	4,868
Diploma and Undergraduate	19,885	19,741	19,771
Graduate and Doctorate	888	843	800
Total	24,789	24,941	25,439

Employee by Status

	2019	2018	2017
Permanent	23,211	23,833	24,343
Non Permanent*	1,578	1,108	1,096
Total	24,789	24,941	25,439

* including contract employee, probationary and trainee

Employee Competence Development

Employee Training

	2019			2018			2017		
	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	642	63,968	19,923	706	58,656	22,973	617	43,598	18,082
Credit Management	200	30,788	5,261	179	22,721	4,111	115	7,240	2,624
Risk Management Certification Program	40	822	481	39	831	511	21	635	437
Sales	189	9,841	6,372	123	7,443	3,840	118	6,730	4,004
Service	144	8,619	6,429	93	5,812	4,129	25	1,718	1,350
Operations & Information Technology	861	123,706	21,285	835	110,200	24,152	904	122,056	22,404
Other	196	10,994	7,797	30	1,850	732	168	10,448	7,929
Total	2,272	248,738	67,548	2,005	207,513	60,448	1,968	192,425	56,830

Employee Training Expenses (in million Rupiah)

	2019	2018	2017
Total Employee Training Expenses	395,659	335,991	297,826

More detailed information regarding competence development can be seen in this Annual Report under the Human Resources chapter on page 244-251.

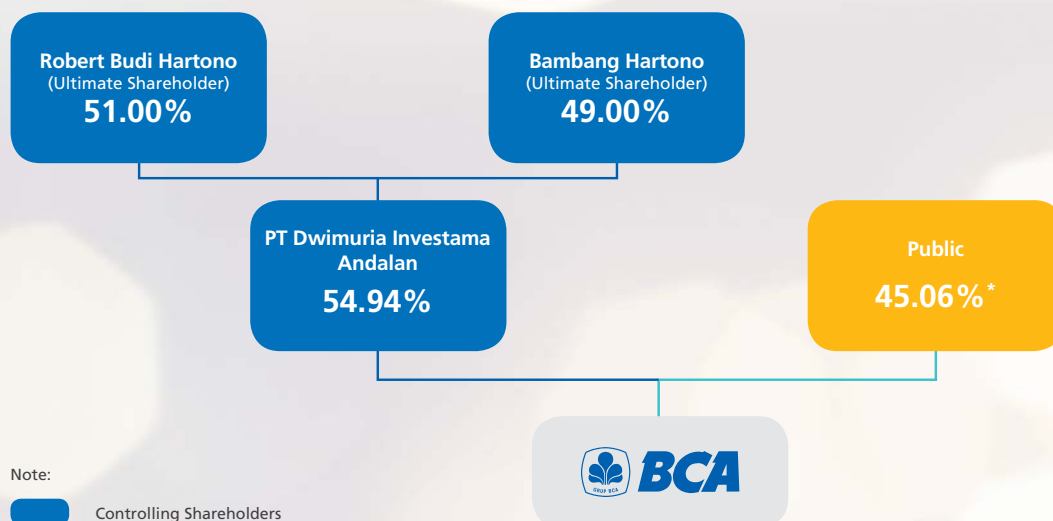
TRAINING AND/OR EDUCATION FOR THE BOARD OF COMMISSIONERS, BOARD OF DIRECTORS, COMMITTEES, CORPORATE SECRETARY, AND INTERNAL AUDIT UNIT

Information regarding training and/or education for the Board of Commissioners, Board of Directors, Committees, Corporate Secretary, and Internal Audit Unit is presented in the section on Corporate Profile, pages 64-91 and Corporate Governance, pages 304-565 in this Annual Report.


SHAREHOLDER COMPOSITION


BCA Ultimate Shareholder

As of 31 December 2019



Note:

 Controlling Shareholders

 Controlling Line

* Of the portion of shares belonging to public shareholders, 2.49% is owned by affiliated parties of PT Dwimuria Investama Andalan, 1.76% is owned by Anthoni Salim. In addition, 0.19% is owned by certain members of the current Board of Commissioners and Board of Directors of BCA.

Details of 20 Largest Shareholders

As of 31 December 2019

No	Name	Number of Shares (in millions)	%
1	DWIMURIA INVESTAMA ANDALAN	13,546	54.94
2	GIC S/A GOVERNMENT OF SINGAPORE	279	1.38
3	TRICIPTA MANDHALA GUMILANG	263	1.07
4	CATURGUWIRATNA SUMAPALA	252	1.06
5	JPMCB NA RE-EUROPACIFIC GROWTH FUND	245	1.02
6	ANTHONI SALIM	171	1.00
7	BNYM RE BNYMLB RE EMPLOYEES PROVIDENTFD BOARD-2039927326	158	0.75
8	HSBC BANK PLC S/A SAUDI ARABIAN MONETARY AUTHORITY	157	0.61
9	JPMCB NA RE-VANGUARD TOTAL INTERNATIONAL STOCK INDEX FUND	156	0.59
10	JPMCB NA RE - VANGUARD EMERGING MARKETS STOCK INDEX FUND	143	0.55
11	JPMBL SA UCITS CLT RE-JPMORGAN FUNDS	129	0.54
12	LGT BANK AG - CLIENT ASSETS	129	0.47
13	JPMCB NA RE-NEW WORLD FUND,INC	124	0.46
14	DJS KETENAGAKERJAAN PROGRAM JHT	121	0.46
15	ANTHONI SALIM	105	0.45
16	JPMBLSAA AIF CLT RE-STICHTING DEPOSITARY APG EMERGING MARKETS EQUITY POOL	105	0.44
17	PT. PRUDENTIAL LIFE ASSURANCE - REF	105	0.43
18	BBH BOSTON S/A MATTHEWS PACIFIC TIGER FUND	101	0.43
19	JPMCB NA RE-T.ROWE PRICE EMERGING MARKETS STOCK FUND	94	0.42
20	LINGKAR MULIA INDAH, PT	90	0.41
Total		16,470	66.80

Source: Indonesian Central Securities Depository (KSEI)

Note:

Several of the listed institutions act as custodians for shareholders

Details of Shareholders with More than 5% Share Ownership

As at 31 December 2019, there are no shareholders with more than 5% shareownership, except PT Dwimuria Investama Andalan as the controlling shareholder of BCA.

Public Shareholders with Less than 5% Shares Ownership

	Composition*
Individual	3.30%
Local	3.27%
Foreign	0.03%
Institution	41.76%
Local	6.95%
Foreign	34.81%
Total	45.06%

	Composition*
Local Shareholders	10.22%
Individual	3.27%
Limited Liability Company	3.03%
Insurance	1.82%
Danareksa	1.63%
Foundation	0.47%
Cooperative	0.00%
Foreign Shareholders	34.84%
Individual	0.03%
Foreign Entity	34.81%
Total	45.06%

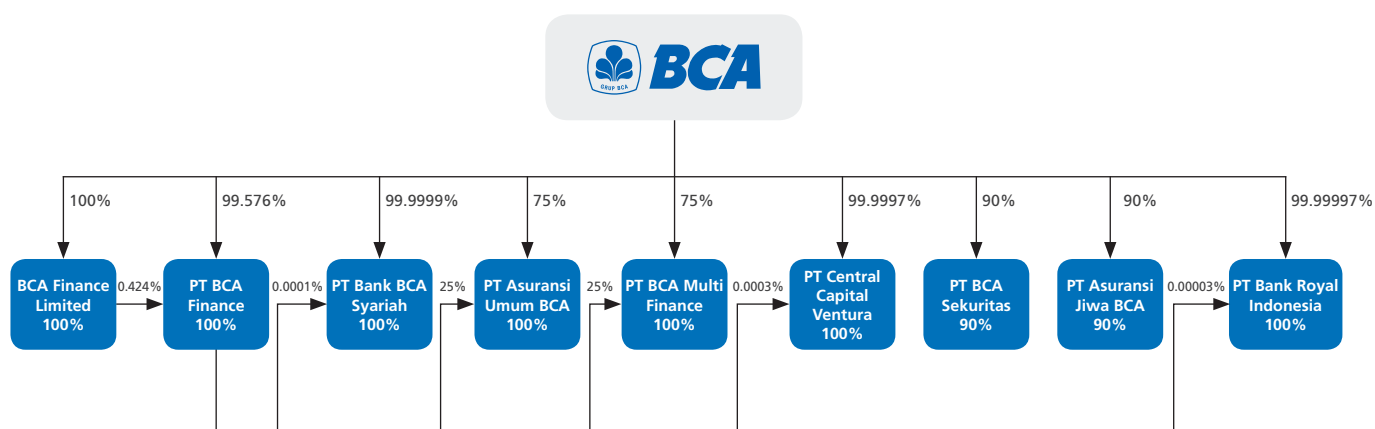
* Calculated based on total number of BCA outstanding share amounting to 24,655,010,000.

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

Share Ownership Percentage of Commissioners and Directors

As at 31 December 2019, the Board of Commissioners and Board of Directors of BCA hold on aggregate 0.19% of the shares of BCA. Details of the share ownership of individual Commissioner and Director are presented in the section on Consolidated Financial Statements on page 688-689.

BCA GROUP STRUCTURE AND SUBSIDIARIES OWNERSHIP



Subsidiaries Business

PT BCA Finance



Investment financing, working capital financing, multipurpose financing, operating lease, other financing activities based on approval from authorized agency

BCA Finance Limited



Remittance and money lending

PT Bank BCA Syariah



Sharia Banking

PT BCA Sekuritas



Securities brokerage dealer and underwriter for issuance of securities

PT Asuransi Umum BCA (BCA Insurance)



General insurance

PT BCA Multi Finance

(Formerly Central Santosa Finance/ CSF)



Investment financing, working capital financing, multipurpose financing, operating lease, other financing activities based on approval from authorized agency

PT Asuransi Jiwa BCA (BCA Life)



Life insurance

PT Central Capital Ventura (CCV)



Venture capital company

PT Bank Royal Indonesia (Bank Royal)



Banking (Commercial Banking)

RECORD OF BCA SHARE AND OTHER SECURITIES LISTING

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

Record of BCA Share Listing at the Indonesia Stock Exchange

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

Note:

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

Record of Other Securities Listing

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

INFORMATION ON SUBSIDIARIES

As of 31 December 2019

Company Name	Share Ownership	Type of Business
PT BCA Finance	PT Bank Central Asia Tbk : 99.576%	Investment Financing; Working Capital Financing; Multipurpose Financing Activities; Operating Lease; Other Financing Activities based on approval from authorized agency
	BCA Finance Limited : 0.424%	
	Total : 100%	
BCA Finance Limited	PT Bank Central Asia Tbk : 100%	Remittance dan Money Lending
PT Bank BCA Syariah (BCA Syariah)	PT Bank Central Asia Tbk : 99.9999%	Sharia Banking
	PT BCA Finance : 0.0001%	
	Total : 100%	
PT BCA Sekuritas	PT Bank Central Asia Tbk : 90%	Securities Brokerage Dealer and Underwriter for Issuance of Securities
	Chandra Adisusanto : 10%	
	Total : 100%	
PT Asuransi Umum BCA (BCA Insurance)	PT Bank Central Asia Tbk : 75%	General Insurance
	PT BCA Finance : 25%	
	Total : 100%	
PT BCA Multi Finance (Formerly PT Central Santosa Finance/ CSF)	PT Bank Central Asia Tbk : 75%	Investment Financing; Working Capital Financing; Multipurpose Financing Activities; Operating Lease; Other Financing Activities based on approval from authorized agency
	PT BCA Finance : 25%	
	Total : 100%	
PT Asuransi Jiwa BCA (BCA Life)	PT Bank Central Asia Tbk : 90%	Life Insurance
	Chandra Adisusanto : 10%	
	Total : 100%	
PT Central Capital Ventura (CCV)	PT Bank Central Asia Tbk : 99.99975%	Venture Capital Company
	PT BCA Finance : 0.00025%	
	Total : 100%	
PT Bank Royal Indonesia (Bank Royal)	PT Bank Central Asia Tbk : 99.999965%	Banking (Commercial Banking)
	PT BCA Finance : 0.000035%	
	Total : 100%	

Brief Profile	Total Assets (in billion Rupiah)	Company Address	Operational Status
PT BCA Finance was established in 1981 and currently provides vehicle financing, particularly 4-wheeler or more. BCA became a major shareholder in 2001.	10,873.2	Wisma BCA Pondok Indah Lantai 8, Jl. Metro Pondok Indah No. 10 Jakarta 12310 Tel. : (021) 29973100	Operating
BCA Finance Limited was established in 1975, and currently holds a business license as a money lender with a focus on fund remittance services. BCA owned direct and indirect ownership to 100% in 1996.	783.7	Unit 4707,47/F, The Center, 99 Queen's Road Central, Hong Kong Telp. : (852) 28474249	Operating
PT Bank BCA Syariah (formerly PT Bank UIB) was established in 1991 and currently operates as a sharia bank. BCA owned direct and indirect ownership to 100% in 2009.	8,634.4	Jl. Jatinegara Timur No. 72 Jakarta 13310 Telp. : (021) 8505030, 8505035, 8190072	Operating
PT BCA Sekuritas (formerly PT Dinamika Usaha Jaya) was established in 1990 with business lines as securities brokerage and investment bank. BCA became a major shareholder in 2011.	762.3	Menara BCA, Grand Indonesia Lantai 41, Suite 4101 Jl. M.H. Thamrin No.1 Jakarta 10310 Telp. : (021) 23587222	Operating
PT Asuransi Umum BCA (formerly PT Central Sejahtera Insurance) was established in 1988 as an insurance company particularly engaged in general or loss insurance activities. BCA through PT BCA Finance held a 25% shares ownership in 2010 and increased its direct and indirect ownership to 100% in 2013.	2,060.4	Gedung Sahid Sudirman Center Lantai 10 Unit 10F Jl. Jend. Sudirman Kav.86 Jakarta 10220 Telp. : (021) 27889588	Operating
PT BCA Multi Finance (formerly known as PT Central Santosa Finance/CSF) was established in 2020 and is engaged in motorcycle, car and multipurpose financing. In 2010, BCA owned a 25% stake of the company indirectly through PT BCA Finance. (In 2014, the Bank became the majority shareholder with ownership of 45%. In 2017, it increased its direct and indirect ownership to 100%).	1,358.0	WTC Mangga Dua Lantai 6 Blok CL No. 001 Jl. Mangga Dua Raya No.8 Jakarta 14430 Telp. : (021) 29648200	Operating
PT Asuransi Jiwa BCA was established in 2013 as a life insurance company and began its operation in 2014. In 2017, BCA became a direct shareholder in PT Asuransi Jiwa BCA with 90% shares ownership, whereas previously BCA has indirect shareholding through PT BCA Sekuritas and PT Asuransi Umum BCA.	1,154.7	Chaze Plaza Lantai 22 Jl. Jend. Sudirman Kav.21 Jakarta 12920 Telp. : (021) 21888000	Operating
PT Central Capital Ventura, was established in 2017 as a venture capital company. BCA owned direct and indirect ownership to 100%.	404.1	Gedung Office 8 Lantai 16 Unit F SCBD Lot 28 Jl. Jend. Sudirman Kav 52-53 Jakarta 12190	Operating
PT Bank Royal Indonesia engages in commercial banking business with the status of Bank BUKU I. BCA owned direct and indirect ownership to 100% in 2019.	2,808.3	Jl. Suryopranoto No.52 Jakarta Pusat 10130 Telp. : (021) 63864472, 63864473	Operating

CAPITAL MARKET SUPPORTING INSTITUTION

As of 31 December 2019

Public Accounting



Tanudiredja, Wibisana, Rintis & Rekan
(a member firm of PwC Global network)

WTC 3
Jl. Jend. Sudirman Kav. 29-31
Jakarta 12920
Indonesia
Tel. (62-21) 521 2901
Fax. (62-21) 5290 5555, 5290 5050

Share Registrar

PT Raya Saham Registra



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

Securities Rating Agency

Fitch Ratings Singapore Pte Ltd



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

PT Fitch Ratings Indonesia

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

PT Pemeringkat Efek Indonesia (PEFINDO)

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

Trustee



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

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

Notary (Annual GMS)

Fathiah Helmi, S.H.



Graha Irama 6c Floor
Jl. HR. Rasuna Said Blok X-1 Kav 1&2,
Kuningan, Jakarta Selatan 12950
Indonesia
Tel. (62-21) 5290 7304-6
Fax. (62-21) 526 1136

Notary (Extraordinary GMS)

Christina Dwi Utami, S.H., M.Hum., M.Kn

Jl. K.H. Zainul Arifin No.2
Jakarta Barat 11140
Indonesia
Tel. (62-21) 634 5668
Fax. (62-21) 634 5666

Law Firm Consultant

Hadiputranto, Hadinoto & Partners

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



AWARDS AND CERTIFICATIONS

Living Legend Companies Award 2019



Warta Ekonomi
Living Legend Company
- Excellence Customer Relation Services

Obsession Awards 2019



Obsession Media Group
Best Private Bank

2018 Asiamoney Asia's Outstanding Companies Poll



Asiamoney

- Overall Outstanding Company in Indonesia
- Indonesia's Outstanding Companies in Financials

Indonesia Millennials Top Brand Award 2019



Warta Ekonomi

- Flazz BCA- 2nd Millennial's Choice in E-Money Category
- KPR BCA - 2nd Millennial's Choice in Home Ownership Loans Category
- Kartu Kredit BCA - 1st Millennial's Choice in Credit Card Category
- Bank BCA - 1st Millennial's Choice in Bank Category
- Tahapan BCA - 1st Millennial's Choice Saving Account Category

Indonesia Inhouse Magazine Awards 2019



Serikat Perusahaan Pers

- InfoBCA - Silver Winner category: The Best of E-Magazine Private Company
- InfoBCA - Gold Winner category: The Best of Private Company

Euromoney Awards For Excellence 2019



Euromoney Magazine
Indonesia's Best Bank

2019 Euromoney-Asiamoney Trade Finance Survey



Asiamoney
Trade Finance Market Leader in Indonesia (Asian Banks Only) 2019

Indonesia 4th Digital Innovation Award 2019



Warta Ekonomi
Innovative Company in Quickly Responding to Customer Problems in Digital Financial Services - Category: National Private Foreign-Exchange Commercial Bank

2018 Asiamoney Country Awards



Asiamoney
Indonesia's Best Domestic Bank

AWARDS AND CERTIFICATIONS - Continued

Digital Popular Brand Award 2019



TRAS n CO Indonesia

Category:

- Credit Card
- Internet Banking
- Mobile Banking
- Bank Call Center

HR Asia Awards 2019



HR Asia

Best Companies to Work for In Asia 2019

Digital Brand Awards 2019



Infobank Magazine

Rank I

- E-Money Bank
- Conventional Commercial Bank
- Wealth - Conventional Commercial Bank
- E-Money Bank
- Bank Umum Konvensional
- Wealth Management - Conventional Commercial Bank
- Vehicle Loan - Conventional Commercial Bank

Rank II

- Credit Card – Conventional Commercial Bank
- Debit Card - Conventional Commercial Bank
- Time Deposit – Conventional Commercial Bank
- Saving – Conventional Commercial Bank
- Saving – Conventional Commercial Bank
- Time Deposit – Conventional Commercial Bank
- Debit Card - Conventional Commercial Bank
- Credit Card – Conventional Commercial Bank

Rank III

- Mortgage - Conventional Commercial Bank

The Best Digital Brand 2014-2018

- The Best Digital Brand 2014-2018
- Time Deposit – Conventional Commercial Bank
- Conventional Commercial Bank
- Saving – Conventional Commercial Bank
- Debit Card - Conventional Commercial Bank
- Credit Card – Conventional Commercial Bank
- Wealth Management - Conventional Commercial Bank
- Vehicle Loan - Conventional Commercial Bank

Banking Service Excellence Awards 2019



Majalah Infobank

- 1st Best Mobile Banking
- 1st Best Digital Lounge
- 1st Best Atm Public Area
- 1st Best Opening Account Mobile Application
- 2nd Best CDM/CRM
- 4th Best Overall Performance
- 4th Best Digital Banking

Positive Organization Award 2019



SWA

The Most Positive Organization For its Achievement in Implementing Positive Organization Dimensions

Indonesia Finance Award - II – 2019



Economic Review Magazine

The Best in Finance for Sustainable Performance Award

Best Bank Awards 2019



Investor Magazine

Best Bank 2019 Category Commercial Bank of Category Buku-IV (Core Capital > Rp 30 Trillion)

MRI - Infobank Better Brand 2019



Infobank Magazine Better Brand Financial Service

Bisnis Indonesia Award 2019



Bisnis Indonesia Category Private Commercial Bank - Foreign Exchange

RRI Finansial Award 2019



Economics & RRI

- Top 10 Most Famous Indonesia Financial CEO 2019 (Mr. Jahja Setiaatmadja)
- Brand Awareness, Brand Image, Customer Service Quality (Bank of BUKU 4 category)

Marketeers OMNI Brand of The Year 2019



Markplus Inc
OMNI Brand of The Year 2019 (Perbankan)

Corporate Image Award 2019



Frontier Group & Majalah Marketing

- The Best Building and Managing Corporate Image, Category: National Bank (Asset > 500 Trillion)

Service Quality Award 2019



Service Excellence Magazine

- Priority Banking
- Reguler Banking
- Platinum Credit Card
- Gold Credit Card
- Silver Credit Card
- Banking for Corporate Customers

CSA Award



Indonesia Stock Analyst Association & CSA Research
Best Issuer of Analyst's Choice in 2019

Contact Center World (CCW) Asia Pacific Award 2019



Contact Center World GOLD

1. Best in Mega Contact Center
2. Best Green Contact Center
3. Best Contact Center Design
4. Best Community Spirit
5. Best Technology Innovation
6. Best Outbound Campaign
7. Best in Customer Service
8. Best Recruitment
9. Best Use of Social Media
10. Best Analyst
11. Best Sales Manager
12. Best Quality Auditor
13. Best WFM
14. Best HR
15. Best IT
16. Best Sales Pro
17. Best Supervisor
18. Best Manager
19. Best Trainer

SILVER

1. Best Self Service Technology
2. Best Direct Response
3. Best Sales Campaign
4. Best Help Desk
5. Best Executive/Director
6. Best Sales Manager
7. Best WFM
8. Best Project Manager
9. Best CS Professional
10. Best Sales Pro
11. Best Supervisor

BRONZE

1. Best Incentive Scheme
2. Best Quality Auditor
3. Best IT Support
4. Best Project Manager

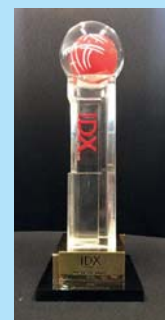
SWA 100 Wealth Added Creator Award 2019



SWA Magazine

- Rank I - Indonesia The Best Public Companies Based on WAI
- Rank I - ASEAN The Best Public Companies Based on WAI
- Rank I - Indonesia The Best Public Companies Based on WAI, Category: Banks
- Rank I - ASEAN The Best Public Companies Based on WAI, Category : Banks

IDX Channel Innovation Award 2019



IDX Channel

- Lifetime Achievement (Mr. Jahja Setiaatmadja)
- Best CTO (Mr. Armand W. Hartono)

AWARDS AND CERTIFICATIONS - Continued

24th Infobank Awards 2019



Infobank Magazine

- The Best Performance Bank 2019
- The Most Efficiency Bank in Indonesia 2019
- The Most Value Bank 2019 predicate "Very Good" for Financial Performance of 2014-2018

BrandZ TOP 50 Most Valuable Indonesian Brands 2019



BrandZ

Rank No. 1 of Top 50 Most Valuable Indonesian Brands 2019

WPP Kantar

Rank No. 99 Top 100 Most Valuable Global Brands 2010

The Asiamoney Awards 2019



Asiamoney

- Best Domestic Bank
- Best Digital Bank

CECT Award



Center for Entrepreneurship, Change and Third Sector (CECT) Universitas Trisakti

- CSR Core Subject based on ISO 26000: "Consumer Issues"
- Overall Sustainability Performance: "Finance Industry"

Indonesia Contact Center Association (ICCA) Award 2019



Indonesia Contact Center Association

Grand Champion (17 Platinum, 9 Gold, 13 Silver dan 6 Bronze)

IBIA Indonesia Best Issuers Award 2019



Thinknovatecomm & Pikiran Rakyat

Top 20 Companies with Highest Market Capitalization



Indonesia Property&Bank Award 2019

Property&Bank Magazine

- Top Banker of The Year 2019 (Mr. Jahja Setiaatmadja)
- Top Leader in Innovative Banking Technology

The Finance Top Financial Institution 2019



The Finance (Infobank Group)

- Top 20 Financial Institution 2019
- Top 3 The Best CFO on Financial Institution 2019 (Mrs. Vera Eve Lim)

Social Media Award 2019



Marketing Magazine

Great Performing Brand in Social Media category Credit Card

The 11th IICD Corporate Governance Award 2019



Indonesia Institute for Corporate Governance (IICG) & Berita Satu Best Financial Sector

Kementerian Keuangan



- The Best Performance as the Main Dealer in the Secondary Market in 2018.
- The Best SBSN Auction Participant in 2019 for Conventional Bank category

Tempo Financial Business Award 2019



Tempo Magazine

- The Best Financial Performance Bank (Category Conventional Bank with Asset >100T)
- The Best Bank in Digital Banking Services
- The Best Bank in Retail Banking Services
- The Best Bank in Customer Satisfaction Services
- The Best Payment in Customer Satisfaction Services (Electronic Money Category)

Bank Indonesia Award 2019



Bank Indonesia The Bank with the Best Financial Reporting Compliance

Contact Center Service Excellence Award



Service Excellence Magazine

- Contact Center - Customer Service Email Centers
- @HaloBCA - Twitter Customer Service
- Bank BCA - Facebook Customer Service
- Halo BCA Prioritas - Call Center
- Halo BCA - Call Center In the Category of:
 - Regular Banking
 - Platinum Credit Card
 - Regular Credit Card
 - Personal Loan
 - EDC
 - Mortgage
- Halo BCA Chat
- Halo BCA Life Chat

Forbes Indonesia Best of The Best Awards 2019



Forbes Indonesia 8th Rank - TOP 50 Best of The Best High Performing Public Listed Companies in Indonesia

Marketeer of The Year 2019



- Markplus Inc
- The Best Industry Marketing Champion 2019 for the Commercial Banking sector
 - Marketeer of the Year 2019 (Mr. Armand W. Hartono)

CNBC Indonesia Award 2019



CNBC Indonesia The Best CEO 2019 (Mr. Jahja Setiaatmadja)

Bankers of the Year 2019



Majalah Infobank Bankers of the Year 2019 (Mr. Jahja Setiaatmadja)

BRANCHES

As of 31 December 2019

REGION I

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

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

Locations:

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

REGION II

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

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

Locations:

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

REGION III

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

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

Locations:

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

REGION IV

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

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

Locations:

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

REGION V

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

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

Locations:

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

REGION VI

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

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

Locations:

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

REGION VII

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

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

Locations:

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

REGION VIII

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

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

Locations:

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

REGION IX

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

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

Locations:

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

BRANCHES - continued

REGION X

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

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

Locations:

Jakarta (Barat, Pusat & Utara)	
--------------------------------	--

REGION XI

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

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

Locations:

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

REGION XII

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

Number of Branches:
12 Main Branches
94 Sub Branches
26 Cash Offices

Locations:

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

NON REGION OFFICE

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

Number of Branches:
1 Main Branches

Locations:

Jakarta (Pusat)	
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REPRESENTATIVE OFFICE

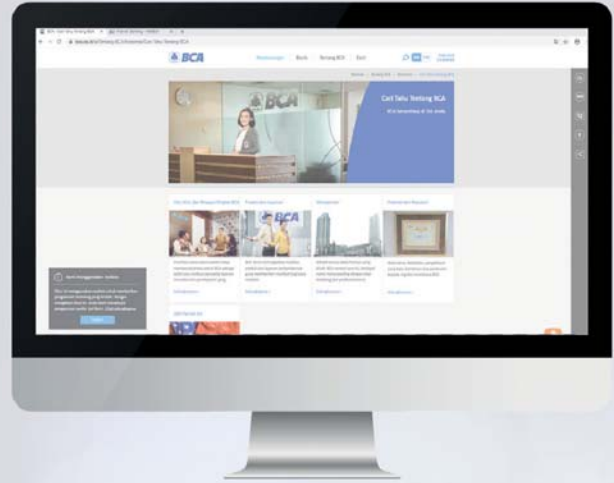
Singapore
Address:
360 orchard road
#06-06A International building
Singapore 238869

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

INFORMATION ON COMPANY'S WEBSITE

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

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



Information on The Company's Website

Individual

Banking products and services solutions to meet individual needs



Individual Solution

- Ideal Residential
- Ideal Transportation
- Future Investment
- Maximum Protection
- Education Plan
- Dream Lifestyle
- Need for Additional Funds
- Practical Savings
- Easy of Transactions

Product and Services

- Saving
- Loans
- E-Banking
- Debit Card
- Credit Card
- Remittance
- Investment and Insurance

Innovation

- myBCA
- BCA Alam Sutera
- VIRA
- BCA Express

Tools

- Simulation
- Currency and Interest Rate
- Fee & Limit
- Application

About BCA

This section provides detailed information about the company



Corporate

- Get to Know About BCA
- CSR (Bakti BCA)
- Social Media BCA
- BCA Group
- News
- Newsroom (Kafe BCA)

Investor Relations

- Financial Highlights
 - Quarterly Financials
 - Laporan Keuangan Per Bulan
- Annual Report
- Stock Information BCA
- Credit Ratings
- Investor News

Good Corporate Governance

- Organization Structure
- Deed of Company
- Corporate Action
- Corporate Governance

Business

Banking products and services solutions to meet business needs



Solution for Business and Corporate

- Commercial Business & SME Solutions
- Corporate Business
- Solutions for Financial Institution
- Financial Technology

Product and Services

- Saving
- Loans
- E-Banking
- Credit Card
- Banking Services
- Treasury and Custodian

Career

Working environment, career opportunities and other information about careers at BCA.



Daily Activities in BCA

Career Opportunity

- Fresh Graduates
- Experienced
- Magang Bakti

Our Team

Information

- News & Article
- Schedule
- Announcement

There is also the Halo BCA services section on the website to allow communication through chatting should there be questions related to the Bank's products and services, or to give feedback to the company. For further information about BCA, please contact:

Corporate Secretary:

- Public Relations
- Investor Relations

Menara BCA, 20th Floor Grand Indonesia

Jl.M.H.Thamrin No.1, Jakarta 10310

Phone (62 21) 2358 8000

Fax. (62 21) 2358 8300

Email : humas@bca.co.id

investor_relations@bca.co.id



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BUSINESS SEGMENT PERFORMANCE OVERVIEW

Transaction Banking

Third-party deposits grew by 11.0% to Rp699.0 trillion in 2019, supported by a 9.8% growth in CASA to Rp530.6 trillion. Overall, CASA contributed 75.9% of total third party deposits, supported by high growth in payment transaction frequency, particularly through electronic channels.

In 2019, BCA reached a significant growth in customer base by 14.7% YoY, the highest growth in the past three years. The number of transactions through internet and mobile banking in the last two years experienced remarkable growth of 10.9% and 82.1% (CAGR Dec 2017-Dec 2019), respectively. Almost 75% of customer transactions are conducted through internet banking and mobile banking

At the end of the year, we had 1,256 branch offices consisting of 139 main branch offices, 873 sub-branch offices, and 244 cash offices. In addition to the branch offices, 57 BCA Express and 22 functional offices are also part of our network

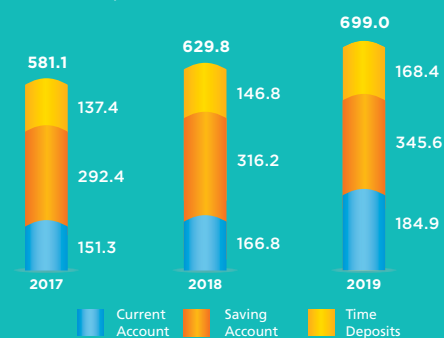
Number of Transaction (YoY)

34.5%

Number of Account (YoY)

14.2%

Third Party Funds Composition (in trillion Rupiah)

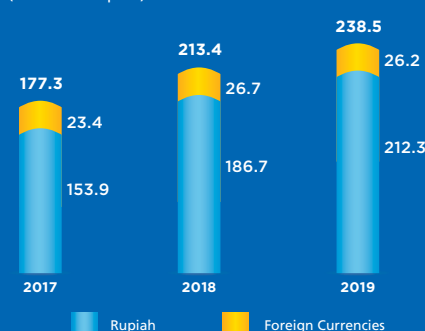


Corporate Banking

Corporate Loan Growth (YoY)

11.8%

Corporate Loan Portfolio (in trillion Rupiah)



Throughout 2019, corporate banking was one of main drivers of the Bank's overall credit growth, as corporate loans grew 11.8% to Rp238.5 trillion, contributing 40.5% of total loans.

Corporate loan growth was mainly driven by 17.6% growth of investment loans to Rp114.7 trillion. Working capital loans grew 6.8% from last year to Rp123.8 trillion, mostly due to loan growth in the financial services and consumer financing sector. We managed a non-performing loan (NPL) level of 1.4%.

In order to sustain corporate loan growth, we continue to explore business opportunities and deepen penetration by targeting high quality customers in prospective industries

Commercial and SME Banking

Loans from Commercial and SME segments grew 12.8% to Rp214.2 trillion, contributing 36.4% of the Bank's total loans in 2019. Commercial loans grew 12.2% to Rp125.7 trillion while SME loans increased 13.6% to Rp88.5 trillion. The Bank saw working capital needs supporting both segments' loan growth. The NPL level for commercial and SME loans was 1.4%, compared to 1.6% the previous year.

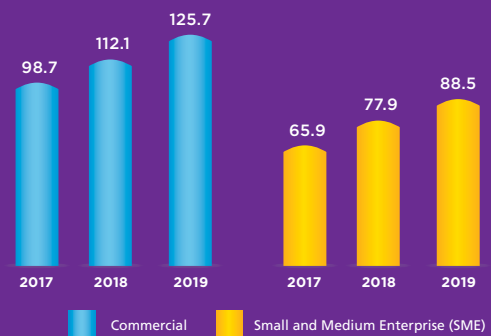
To reinforce the growth of commercial loans, BCA strengthened the role of commercial business centers. In the SME segment, the loan portfolio managed by SME centers across major cities showed increasing performance. The centers contributed significantly at 45% of the growth of SME loans.

Commercial and SME Loan growth (YoY)

12.8

 %

Commercial and SME Loan Portfolio (in trillion Rupiah)



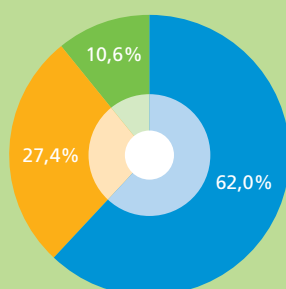
Individual Banking

Supported by a large customer base, BCA is well-positioned to expand its products and services to cater to the needs of today's customers. Digital account opening which was launched in April 2019 recruited more than 450,000 new customer accounts, contributing significantly to the Bank's customer accounts growth of 14.2% YoY in 2019.

During the past decade, BCA's consumer loans have grown at a compounded annual growth rate (CAGR) of 17.0%. Throughout 2019, they grew by 0.7% to Rp132.6 trillion.

In 2019, BCA booked mortgage growth of Rp3.3 trillion, a 4.2% increase from the previous year. The mortgage portfolio made up 61.9% of the Bank's total consumer loans. BCA had 4.0 million credit cards in circulation, a 11.6% increase from the end of 2018, with transaction value reaching Rp78.5 trillion.

2019



■ Mortgage
 ■ Vehicle Loans
 ■ Credit Card

Consumer Loan Composition in 2019

	2019	2018	2017	Increase / (decrease) 2019		Increase / (decrease) 2018	
				Nominal	%	Nominal	%
Mortgage	82,056	78,780	73,025	3,276	4.2%	5,755	7.9%
Vehicle	36,469	39,998	38,302	(3,529)	-8.8%	1,696	4.4%
Credit Card	14,106	12,893	11,528	1,213	9.4%	1,365	11.8%
Total Consumer	132,631	131,671	122,855	960	0.7%	8,816	7.2%

● Business Review

TRANSACTION BANKING



BCA continues to improve the features and facilities of its transaction banking products and services, in accordance with customer needs and the latest technology. Third party funds grew by 11.0% YoY in 2019 to Rp699.0 trillion, with the Bank's CASA reaching 75.9% of the total third party funds.

As one of the leading transaction banking service providers in Indonesia, BCA continues to strengthen its capabilities through various strategies to bring its platform and services to the next level, for better user experience as well as security for any financial services and transaction.

Recent rapid technology development has enabled new innovations in various areas, including transaction banking services, and has transformed customer behavior. Today, customers are increasingly searching for products, services and facilities that are easier, faster and more convenient to use. BCA strengthens the capabilities of its transaction services through the development of an integrated multi-channel network and the expansion of its payment services ecosystem. This is done through the development of innovative features for digital banking services, which are in line with customer needs and the latest technology trends.

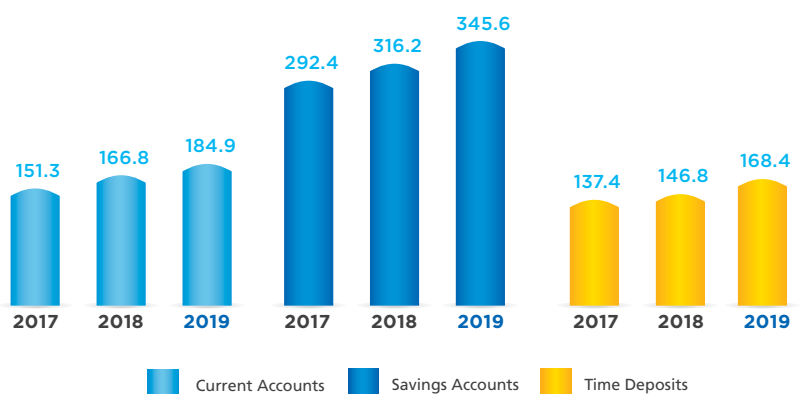
Transaction Banking in 2019

CASA
Rp **530.6** trillion

Number of transactions (YoY)

34.5%

Third Party Funds (in trillion Rupiah)





Such strategic initiatives, and customer trust in BCA's transaction banking, drove the Bank's solid CASA growth. Third-party deposits grew by 11.0% to Rp699.0 trillion in 2019, supported by a 9.8% growth in CASA to Rp530.6 trillion. Overall, CASA contributed 75.9% of total third party funds, supported by high growth in payment transaction frequency, particularly through electronic channels.

Solid Transaction Banking Franchise

To meet the need for transaction banking services, BCA offers various products for each customer segment, both individual and business, such as savings and current accounts, debit cards, credit cards, electronic money, and virtual accounts that can be used for making payments.

These products are supported by a reliable transaction network that integrates various channels such as branch offices, ATMs, EDCs and digital networks like BCA Mobile, KlikBCA internet banking and other banking channels.

BCA continues to improve the features and facilities of its transaction banking products and services, in accordance with customer needs and the latest technology. The Bank develops innovative digital-based business solutions through the Application Programming Interface (API) to facilitate connectivity between various digital applications in the payment ecosystem. This supports the use of the Bank's products and services through wider payment ecosystem.

Business Review

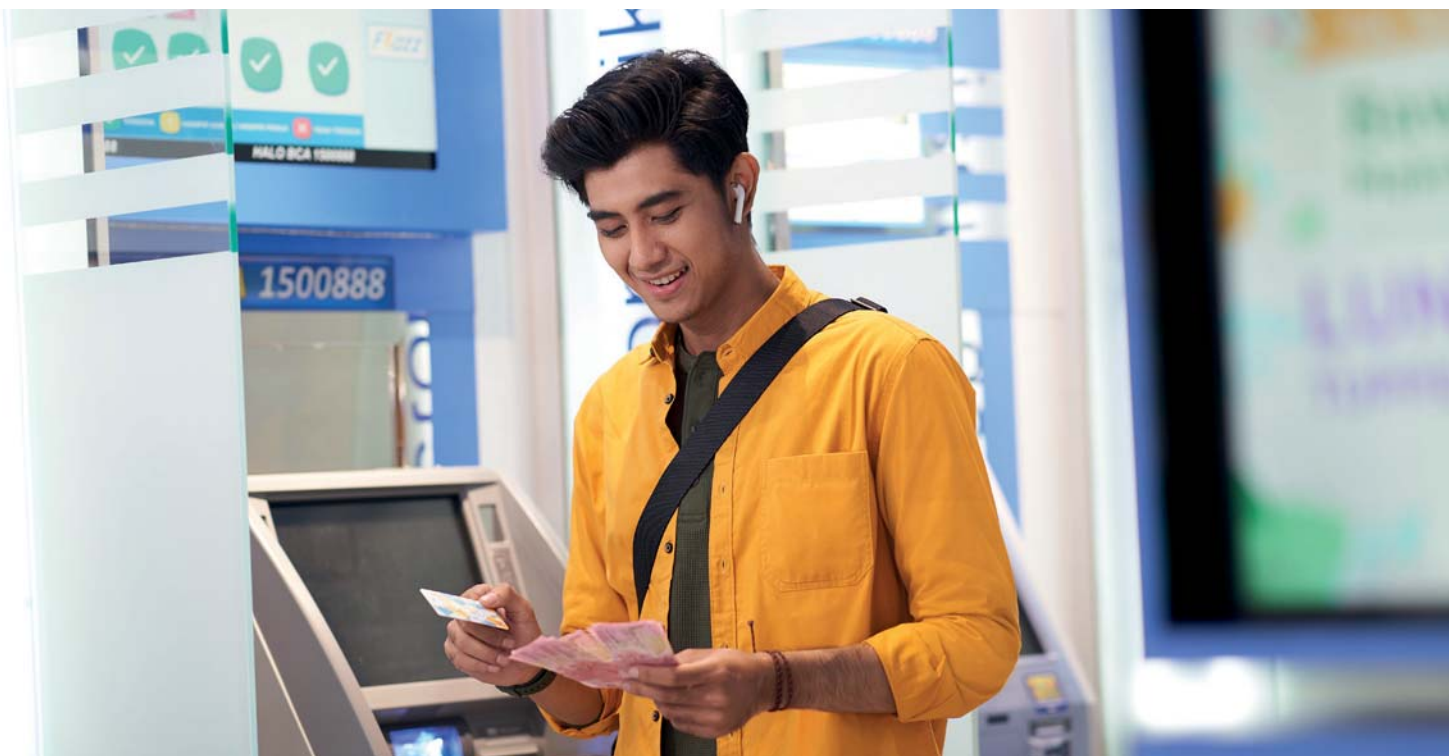
TRANSACTION BANKING

The high level of convenience and reliability provided by BCA's transaction network has built customer trust in conducting personal and business transactions through the Bank's ecosystem. Most individual business customers also use savings accounts as transactional accounts for their business needs. This has supported the sustainable growth of the Bank's current and savings accounts.

In the individual segment, Tahapan BCA remains the Bank's top savings product with the most significant and stable contribution to third party funds. The range of Tahapan products offered is tailored to each customer segment. For example, Tahapan Xpresi is aligned with a more creative youth lifestyle and comes with various promotions and attractive ATM card designs. For business needs, Tahapan Gold provides individual customers with complete and detailed transaction information for easier business operations. We also offer Tapres, for those who need a savings account with a higher interest rate.

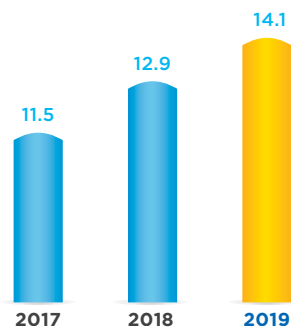
To serve customers who want to fulfill their long-term plans, the Bank offers Tahapan Berjangka (Tahaka), an installment savings plan that comes with BCA life insurance protection. A Tahaka account can be opened at any branch office, or via MyBCA video banking or internet banking. To serve the younger generation, BCA also provides Tahaka SiMuda, which requires lower monthly deposits than Tahaka.

BCA also offers current accounts for its business customers, which are available in nine currencies. Current account holders can access various facilities such as internet and mobile banking, and notification features for each transaction via Short Message Service (SMS) and e-mail to make monitoring them easier.





Outstanding Kartu Kredit (in trillion Rupiah)



All BCA savings products come with debit card facilities that can be used across our extensive banking network. The Bank supports Indonesia's central bank policy on the National Payment Gateway (NPG) by adding the NPG debit card into our range of debit card offerings. To serve customers traveling overseas, the Bank collaborated with MasterCard to launch the BCA Debit MasterCard, which can be used for transactions at all MasterCard merchants and ATMs worldwide. This service is aligned with the National Standard Indonesian Chip Card Specification (NSICCS).

For credit card issuance, BCA cooperates with various international networks such as Visa, Mastercard, American Express, JCB, NETS and UnionPay International (UPI). In 2019, we issued the BCA JCB Black credit card through a strategic alliance with JCB as the leading payment network in Japan. BCA JCB products target upper middle class customers whose lifestyles involve frequent trips, especially to Japan, which is a popular tourist destination.

Another new co-branding card is the BCA Singapore Airlines Krisflyer Infinite, the third of the Bank's co-branding product with Singapore Airlines. Not only do we affiliate with international credit card networks, we are also the only bank in Indonesia with a private label credit card or proprietary card – the BCA Card – which can be widely used in Indonesia and at several outlets in Singapore.

Overall, BCA recorded a 12.7% increase in credit card transaction value during 2019, supported by approximately four million credit cards.

To reach a broader customer base, and to strengthen customer loyalty, BCA collaborates with strategic partners, amongst others are Starbucks, Haagen Dazs, McDonald's,

Business Review

TRANSACTION BANKING

Singapore Airlines, Gojek, OVO, Dana, and others. In response to the growing demand for online shopping, the Bank also has promotional partnership programs with e-commerce players such as Tokopedia, Blibli.com, Shopee, Tiket.com, Traveloka, as well as other e-commerce companies in various programs such as 'BCA 12.12', On-line Shopping Festival, and regular programs such as the Monday e-promotion.

BCA also participated in various events such as Asia's biggest book exhibition Big Bad Wolf, Jakarta Sneakers Day, and the Boba Festival, and hosted the BCA Expoversary and BCA Travel Fair. To strengthen the loyalty of our EDC customers, the Bank also held a lucky draw for merchants that use our EDC.

In addition to debit and credit cards, BCA offers the Flazz card, which is an e-money product for small value payments for toll roads, commuter lines, Transjakarta, parking facilities, as well as transactions at food courts and minimarts. In 2019, Flazz transactions grew by 59.3%, and had a total transaction value of Rp7.0 trillion. To support Flazz card growth, the Bank continues to widen the coverage of its top up facilities, and develop more card acceptance at various sectors and strategic partners along with attractive card designs. BCA also offers Sakuku, application-based electronic money that can be stored in a smartphone (e-wallet) and used to pay merchants, top up prepaid mobile phone vouchers, and make other transactions. Sakuku Plus has additional features such as transfers, cash withdrawals at our ATMs, and a split bill facility to share the bill payment with other Sakuku Plus holders.

Number of Distribution Channels (unit)

	2019	2018	2017
Number of Branches (including cash offices)	1,256	1,249	1,235
Number of ATMs	17,928	17,778	17,658

Delivery Channels Transactions

	2019		2018		2017		Increase / (decrease) 2019		Increase / (decrease) 2018	
	Total	Composition	Total	Composition	Total	Composition	Jumlah	%	Jumlah	%
Branch										
Number of Transactions (in million)	152	1.8%	156	2.4%	160	3.0%	(4)	-2.6%	(4)	-2.5%
Transaction Value (in trillion Rupiah)	14,585	49.1%	14,866	53.8%	14,131	56.6%	(281)	-1.9%	735	5.2%
ATM										
Number of Transactions (in million)	2,075	24.2%	2,030	31.8%	1,911	36.3%	45	2.2%	119	6.2%
Transaction Value (in trillion Rupiah)	2,322	7.8%	2,303	8.3%	2,178	8.7%	19	0.8%	125	5.7%
Mobile Banking										
Number of Transactions (in million)	3,848	44.8%	1,932	30.3%	1,161	22.0%	1,916	99.2%	771	66.4%
Transaction Value (in trillion Rupiah)	2,089	7.1%	1,389	5.0%	970	3.9%	700	50.4%	419	43.2%
Internet Banking										
Number of Transactions (in million)	2,508	29.2%	2,264	35.5%	2,040	38.7%	244	10.8%	224	11.0%
Transaction Value (in trillion Rupiah)	10,701	36.0%	9,107	32.9%	7,694	30.8%	1,594	17.5%	1,413	18.4%
Total										
Number of Transactions (in million)	8,583	100.0%	6,382	100.0%	5,272	100.0%	2,201	34.5%	1,110	21.1%
Transaction Value (in trillion Rupiah)	29,697	100.0%	27,665	100.0%	24,973	100.0%	2,032	7.3%	2,692	10.8%

Integrated Multi-channel Network

BCA is aware that easy access to transaction banking services enhances the convenience of customer transactions. Therefore, the Bank continues to expand its integrated multi-channel network by building synergies between the physical network of its branch offices, ATMs, and EDCs, and various connectivity such as Application Programming Interface (API) to support the financial needs and services that cover all customer segments.

In 2019, BCA reached a significant growth in customer base by 14.7% YoY, the highest growth in the past 3 years, thanks to online account opening via mobile banking and API. API has allowed BCA to connect with all players in the marketplace and to reach many market customers at any location in real time.

Transactions through the internet and mobile banking network continued to post significant growth, particularly in the mobile banking channel. This was consistent with the Bank's initiatives to strengthen the capabilities of these two digital channels. The number of transactions through internet and mobile banking in the last two years experienced remarkable growth of 10.9% and 82.1% (CAGR Dec 2017-Dec 2019), respectively. Almost 75% of customer transactions are conducted through internet banking and mobile banking, while 24,2% through ATM and Cash Recycling Machines (CRM).

BCA believes that the integration of its physical and digital networks remains essential to quality customer service. The Bank continues to expand its branch (bricks and mortar) and ATM networks in a measured and selective way. The branch network will be oriented toward building closer customer relationships and handling large

cash transactions. The expansion of the branch network is focused on big cities and areas with high growth potential as a result of better infrastructure. It is focused on a more compact and efficient format combining digital technology and limited human support, such as the cash office and BCA Express (non-permanent bank counter). Branch banking remains important to the Bank as 49.1% of total transaction value is performed in branches.

In the past two years, BCA has introduced a new digital branch concept called BCA Express. It allows us to get closer to customers at populous places such as commercial district buildings, public transport stations, and campuses. At the end of the year, we had 1,256 branch offices consisting of 139 main branch offices, 873 sub-branch offices, and 244 cash offices. In addition to the branch offices, 57 BCA Express and 22 functional offices are also part of our network.

The expansion of the Bank's ATM network focuses on investment in CRMs, which facilitate both cash withdrawals and cash deposits. In 2019, the number of CRMs grew by 1.345 units to 6.940, making up 38.7% of BCA's total ATM machines. CRMs have been proven to improve operational efficiency and reduce cash handling costs.

BCA is developing a more efficient future branch model by utilizing technology and digital equipment that can be used independently by customers, such as Customer Service (CS) digital machines that provide card replacement services, e-service machines that print bank books, and STAR teller machines that help tellers perform cash deposits and withdrawals. Once installed, the independent service machines will be equipped with digital-based support applications to further operational efficiency at branch offices.

Business Review

TRANSACTION BANKING

Continuing Digital Banking Innovations

As digital technology advances, customers are increasingly demanding convenient and easy to use transaction banking services. The Bank continues to develop its KlikBCA internet banking service, BCA Mobile banking, and other digital-based services.

The Bank has developed various innovations in its mobile banking network over the past few years, including the launch of the BCA Keyboard that enables customers to access banking services through a smartphone and can be used on various chat platforms. Thus, customers are able to conduct transactions without leaving a chat platform. BCA Mobile also enables customers to make cash withdrawals and deposits without using a card (cardless transaction) at various BCA ATM networks.

We continue to enhance Virtual Assistant (VIRA) capabilities to provide many financial services and information using chatbot technology and machine learning. VIRA allows our customers to access interactive and real time information about the Bank's products and services, the latest promotions, as well as financial services, such as balance inquiry, loan installment and account transaction details, and credit card registration.

Another innovation for easier transaction is a transfer feature between BCA customers using Quick Response (QR) codes through the BCA Mobile and Sakuku applications. The Bank has gradually implemented the use of QR Indonesia Standard (QRIS) for merchant payment.

Innovations in digital banking continued in 2019 with the launch of an online account opening facility through BCA Mobile. This enables customers to open a savings account and make direct cash deposits or withdrawals without the need to visit a branch office. This service has increased

the Bank's customer base and the number of transactions via BCA Mobile. Since its launch, it has received positive feedback, as reflected by the number of new account openings through BCA Mobile. Today, we approved the highest reached more than 3,000 new customers per day.

BCA's OneKlik facilitates online shopping by reducing the number of steps in the payment process to only one click. After first registering the source of funds from a BCA account, OneKlik can be used for shopping payment transactions with our merchant partners. The Bank has also introduced Welma, a mobile-based application that fulfills customer needs for investment and insurance products. Welma makes it easy for customers to conduct transactions and monitor their investment products, such as mutual funds and bonds, as well as obtain information about insurance products.

Integration and Collaboration

In the age of rapid and dynamic advances in digitalization, integration and collaboration with strategic partners has become increasingly more important to providing banking services that are faster, and more efficient and convenient for customers.

In line with its development of products and services, BCA promotes its digital banking products via a variety of media. The Bank also provides customer assistance, as well as receiving customer suggestions and complaints through the HaloBCA call center. HaloBCA has been transformed into a digital service center that integrates contact centers with various digital applications such as MyBCA services (long distance communication through video calls at a MyBCA counter), BCA Express, online account opening, digital relationship officers, chatting facility with BCA's CSO through our website, as well as solution assistant (SOLA) services.

To leverage online-based business growth, BCA has strengthened its online payment capabilities and built a cashless ecosystem through collaboration with several merchants, including e-commerce and fintech companies. The Bank was one of the first to utilize Application Programming Interface (API) technology to build connectivity through a payment system for e-commerce and fintech players.

More than 1,600 partners have utilized BCA's API services, and this number will continue to increase in line with the development of our API products and customer base growth. Partners utilizing the Bank's virtual accounts are leading fintech and e-commerce players as well as SME and education institutions. BCA will continue building partnerships and collaborating with e-commerce and fintech players to support their business growth in the future.

Future Development Plans

Going forward, BCA will continue expanding its customer base to maintain its position as one of the largest transaction banking providers in Indonesia. We put continued efforts to capture growing younger generation prosperity in the next 3-5 years that allows us to grow with them to become prospective customers in the upper mass, affluent and High Net-Worth Individual (HNWI) segment.

Serving a large customer base inspires BCA to continue developing the capability of its transaction banking services. Quality improvement is carried out through enhancing various features and services, developing product and service solutions that meet customer needs, and strengthening our payment service ecosystem. To support this, the Bank optimizes the application of the latest digital technology, adjusts the way it responds to

change, and promotes an innovative culture across the company, as well as collaborate with other transaction banking businesses. These steps are expected to result in BCA transaction banking services that are increasingly safe, convenient, reliable, and easy to access.

Amid the growing digital platforms offered by fintech companies, BCA is developing an integrated mobile platform-based application to serve customer needs. This application will enable the Bank to provide comprehensive product and service solutions through one digital channel. This will further enhance the ease and convenience of customer transactions.

BCA is committed to fostering the creation of a cashless society through cooperation and collaboration with both private institutions and the government, to provide quality payment system solutions for various customer segments. As part of a broader payment ecosystem, the Bank continues to strengthen its payment services ecosystem by promoting collaboration with other payment service providers, including fintech and e-commerce companies.

● Business Review

CORPORATE BANKING



Throughout 2019, corporate banking was one of main drivers of the Bank's overall credit growth, as corporate loans grew 11.8% to Rp238.5 trillion, contributing 40.5% of total loans.



We are committed to be a reliable partner in providing banking solutions to support our quality customers and their long term business growth. Throughout 2019, corporate banking was one of main drivers of the Bank's overall credit growth, as corporate loans grew 11.8% to Rp238.5 trillion, contributing 40.5% of total loans.

In order to sustain corporate loan growth, we continue to explore business opportunities and deepen penetration by targeting high quality customers in prospective industries. We participated in providing credit for the infrastructure industry along with other banks and financial companies. In seeking lending opportunities, we always pay close attention to debtor's business performance and seek prospective sectors with commendable growth amongst other including power plants, transportation and logistic, which showed strong growth in 2019.

Corporate Banking

in 2019

Corporate Loan Portfolio

Rp **238.5** trillion

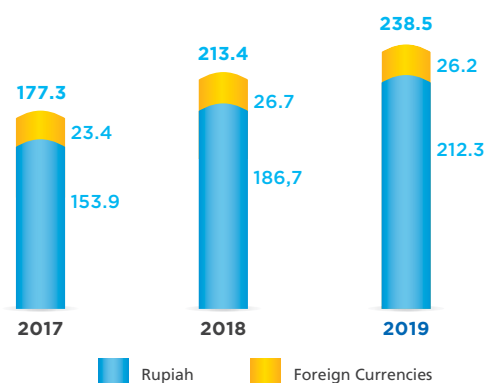
Corporate Loan growth

(YoY)

11.8 %

Corporate Loan Portfolio

(in trillion Rupiah)





Corporate Lending

In performing intermediary roles across industries, we prioritize the implementation of prudent lending principles to maintain our loan quality. We emphasize corporate lending to potential debtors with good business prospects and proven track records within the industry. Over the time, we observe its business dynamics within the market, without losing focus on the quality of each debtor.

The BCA corporate banking team continues to explore new prospective industries, participate in viable infrastructure projects and build synergy with other working units to deliver comprehensive financial solutions for customers. We develop synergy across corporate, commercial and SMEs through the value chain financing approach (distributor financing and supplier financing) with a focus on companies in growing industries.

To comprehend the expanding needs in corporate lending, we group our relationship managers based on specific expertise and experience in certain sectors. This is to ensure relationship managers have deeper knowledge of the customers related to their business and particular needs, and hence are able to provide suitable financial services.

In 2019, corporate loans booked solid growth of 11.8%, supported by various initiatives throughout the year. Corporate loan growth was mainly driven by 17.6% growth of investment loans to Rp114.7 trillion. Working capital loans grew 6.8% from last year to Rp123.8 trillion, mostly due to loan growth in the financial services and consumer financing sector.

Business Review

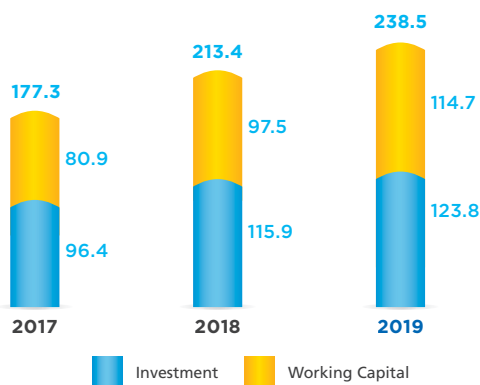
CORPORATE BANKING

Through continuous efforts to maintain the quality of corporate loans, we managed a non-performing loan (NPL) level of 1.4%, slightly higher than last year's 1.3%. Allowance for impaired loans is adequate to cover potential losses from non-performing loans. Moreover, the NPL ratio is well within the Bank's risk appetite.

To minimize concentration risk, we provided lending to diversified economic sectors. In 2019, the 10 largest economic sectors in the corporate segment contributed 66.7% of total corporate loans. Some 89.0% of the corporate loans were denominated in Rupiah, in line with the profile of the Bank's third party funds that are mostly in Rupiah. BCA also set a maximum limit of foreign currency credit exposure to manage its foreign exchange risk. Corporate lending in foreign currencies is given to debtors whose primary revenue is in US Dollars or other foreign currencies.

Corporate Loan by Facilities

(in trillion Rupiah)



In order to enhance credit services quality, we continue to develop the competencies of employees who are directly involved in credit review and approval, equipped them with deeper knowledge about the sector, risks and overall debtors exposure management as well as the capability to utilize data analytics to enhance portfolio analysis.

Syndicated Loans

BCA plays an active role in expanding syndicated loans to support overall corporate loan growth. We may take roles as underwriter, mandated lead arranger and bookrunner, facility agent, security agent as well as escrow account agent in syndicated loans. These roles generate fee-based income for the Bank, aside from interest income on the Bank's loan participation. Our role as an agency of syndication loans or club deals has widened, whereas we expanded the service to non-debtor customers.

We disbursed syndicated loans, a large portion of which were provided to infrastructure sector, as the Bank is committed to support the development of Indonesia's infrastructure. In 2019, BCA participated in syndicated loan projects worth Rp41.9 trillion, with the portion bank's participation as participant at Rp23.6 trillion. Our outstanding syndication portfolio includes loans for government projects across sectors such as electricity, ports, airports, toll roads and cement. Syndicated loans were also given to the private sector such as the electricity sector (sustainable power plant and mini hydro power plant), farms, property and other financial services.



Total Solutions for Customers

To provide an integrated and diverse customer needs, we continue to develop comprehensive corporate banking products and services that suit customer profiles and needs. Our corporate banking collaborates with other business units to cross sale various financial solutions such as treasury, trade finance, remittance, cash management, corporate transaction banking and money market funding.

Given the advancement of technology and growing business needs, transaction payment methods for corporate customers continue to evolve. In complementing corporate lending, we focus on developing corporate transaction banking services to meet our corporate customer needs in business transactions. These services are increasingly important for us to strengthen BCA's position as a payment bank, and to sustain the solidity of current account and savings account (CASA) growth, as well as fee-based income.

Top 10 Corporate Loan Portfolios by Industry Sectors (based on the Bank's internal classification)

Industry Sector	2019	2018	2017
Financial Services*	14.4%	14.8%	10.6%
Plantation and Agriculture	11.6%	11.8%	12.6%
Power Generation	7.8%	6.8%	7.3%
Telecommunications	5.5%	5.9%	5.5%
Property and Construction	5.5%	4.9%	4.9%
Infrastructure for Transportation	4.9%	4.0%	3.2%
Consumer Financing	4.6%	4.3%	6.3%
Building Material and Other Construction Related	4.4%	4.6%	4.8%
Edible Oil	4.3%	4.8%	3.6%
Chemicals and Plastics	3.7%	3.9%	4.3%
Total	66.7%	65.8%	63.1%

* Including credit facilities to other banks

Business Review

CORPORATE BANKING

In managing corporate transaction services, we focus on a community-based approach as a means to connect the customer's business along the business chain, from suppliers to distributors (value chain financing). We look for opportunities in potential fast-growing sectors such as e-commerce and fintech. Furthermore, We offer solutions in payment and collection, both business-to-business (B2B) and business-to-customer (B2C). These activities are supported by leveraging the use of Application Programming Interface (API) and host-to-host systems that enable e-commerce and fintech customers to be directly connected to our banking services. Strategic collaborations with various company partners have been developed, for example cooperation in facilitating top up activities for e-wallet services with several big fintech companies.

In the digital era, there is a wide opportunity to reach new customers including from the younger generation. The young-age business people will carry over the role of the senior generation that has been active in business for decades. The broadening and deepening customer network is expected to strengthen our payment ecosystem. We also continuously hold business matchings, referrals, gatherings and seminars for corporate customers within related sectors to enhance relationships with customers, and promote stronger business connection among themselves.

We gain trust from the public through our various banking products and services offered. Innovation in banking products and services across segments continues to be developed, to deliver better experience and convenience for customers while performing their transactions. All these initiatives supported our positive performance in 2019, in the midst of a higher competitive environment.





Future Development Plans

Corporate banking will continue to be one of the main pillars for BCA's loan growth in the future. We will continue to explore new prospective industries to support loan growth.

We focus on strengthening relationships with customers to better understand their financial needs and in turn we are able to provide suitable banking solutions to support their business activities. In this regard, we will always enhance the competencies of our corporate banking relationship managers in exploring and offering suitable banking solutions.

With the fast-changing customer preference and needs, BCA continues to develop comprehensive products and services, and improves corporate banking infrastructure by leveraging the latest technology. BCA will continue to encourage the development of API technology to deliver convenience for company partners using our banking facilities, and strengthen our payment ecosystem.

Corporate banking will continue to collaborate with other working units, subsidiaries and strategic partners to explore opportunities for cross selling and creating innovative developments of financial solutions, to make BCA a one stop financial solution for the community.

● Business Review

COMMERCIAL AND SME BANKING



The commercial and SME segment achieved solid loan growth of 12.8% to Rp214.2 trillion in 2019. This was supported by the optimization of the role of the commercial business centers at the regional offices, and the development of SME centers at branches.

Despite weaker loan demand in 2019, BCA recorded solid loan growth of 12.8% to Rp214.2 trillion in the commercial and SME segment, supported by the optimization of the role of the commercial business centers at the regional offices, and the development of SME centers at branches.

In its efforts to grow the loan portfolio, the Bank set a thorough work plan including the use of data analytics to explore business opportunities, improvement credit infrastructure and processes, and increase the capability of human resources in credit services.

Commercial and SME Banking in 2019

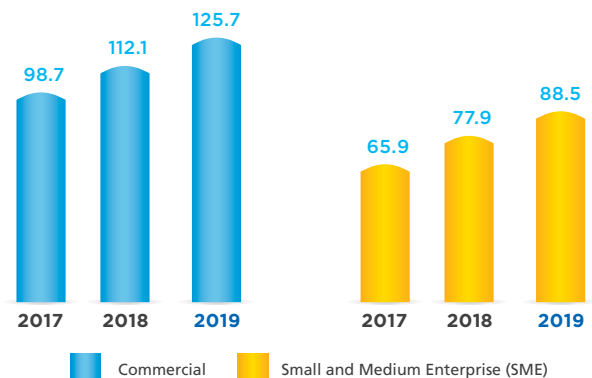
Commercial and SME Loan Portfolio

Rp **214.2** trillion

Commercial and SME Loan growth (YoY)

12.8 %

Commercial and SME Loan Portfolio (in trillion Rupiah)





BCA is committed to providing comprehensive banking solutions to its customers. In recent years, the Bank has raised collaboration between lending and cash management services. Through the provision of cash management services, the Bank connects business customers with its payment ecosystem.

As the competition for third party funds intensifies, we believe the role of cash management services is increasingly important to support the growth of CASA funds in addition to fee-based income.

Commercial and SME Lending

Indonesian banking sector loan growth decelerated in the midst of a slow economic recovery. Customers tended to be cautious in expanding their businesses and utilizing bank credit facilities. Despite the challenging outlook, BCA set a work plan and programs to grow its loan portfolio in the commercial and small and medium-sized enterprises (SME) segment. Loans from these two segments grew 12.8% to Rp214.2 trillion, contributing 36.4% of the Bank's total loans in 2019.

Business Review

COMMERCIAL AND SME BANKING

The Bank sets loan limits on commercial and SME by considering the size of the customers' business and their business prospect. The commercial loan limit ranges from Rp15 billion to Rp500 billion, while SME loan nominal value is set up to Rp15 billion. Commercial loans grew 12.2% to Rp125.7 trillion while SME loans increased 13.6% to Rp88.5 trillion. During the year, the Bank saw working capital needs supporting both segments' loan growth.

To reinforce the growth of commercial loans, BCA strengthened the role of commercial business centers across Indonesia, including Jakarta, Semarang, Bandung, Surabaya, Malang, and major cities outside Java. In the SME segment, the loan portfolio managed by SME centers across major cities showed increasing performance. The centers contributed significantly at 45% of the growth of SME loans, complementing the loan origination from the Bank's established branch network. SME centers take a strategic role in centralizing credit processing and customer acquisition based on data analytics.

In line with increasingly diverse customer needs, BCA has developed various credit programs and schemes, such as the trade area credit program, warehouse ownership, and special schemes to encourage facilities utilization. In supporting the government's efforts and initiatives, BCA collaborates with rural banks (BPR) and corporations to pursue loan channeling to micro segment. The Bank also began partnering with fintech companies in providing loans to their potential business partners. Our loan products, schemes, and programs are offered at competitive interest rates.

Credit infrastructure and process improvement is another key driver to support loan growth. It enables the Bank to improve service levels, develop support tools for credit processing and marketing, and perform data analytics in exploring opportunities by utilizing technology such as machine learning and propensity models.

Nurturing close relationships with customers is fundamental to maintain loan growth. BCA is transforming its customer segmentation to refine its relationship model. Each segment is managed by a dedicated relationship unit and supported by a suitable new service model.

Relationship banking is inseparable from the contribution of reliable relationship managers and account officers. The Bank pays attention to the quantity and quality of relationship managers and account officers, and builds their competencies in business knowledge, products and technology utilization to support their performance.

We expect stronger customer engagement will enlarge the customer base and constantly support credit growth. Deepening customer relations are also carried out through activities such as workshops, business gatherings, and other customized events. These activities are expected to bring closer relationships among customers in the same line of business or community, and simultaneously strengthen the BCA business ecosystem.



The Bank constantly exercises prudence in its lending. The commercial and SME loan portfolio grew with sound credit quality. Loan disbursements were focused on quality debtors with a strong track record and good business prospects. The credit process adheres to disciplined risk management principles. The NPL level for commercial and SME loans was 1.4%, compared to 1.6% the previous year.

Integrated Cash Management Service

Cash management services are an important part of BCA's robust integrated transaction banking platform. The Bank continuously improves its cash management solutions in payment, collection, liquidity and account management. The number of commercial and SME customers that use the Bank's cash management solution continues to grow, and reached more than 180,000 companies by the end of 2019, with the number of transactions exceeding 300 million, valued at more than Rp5,000 trillion.

BCA markets its cash management through close relationships with business communities, including groups of companies related to one another through their business chain from suppliers to distributors. Business communities managed by our cash management include the capital market, futures market, oil and gas, e-commerce and telecommunications.

In the capital market community, BCA manages relationship with 93 securities companies, representing almost 50% market share of capital market funds. In 2019, we developed electronic account opening which accelerated the number of investor fund accounts (RDN) in our portfolio, and provided value added to securities companies as our partners and the Indonesian Central Securities Depository (KSEI).

Business Review

COMMERCIAL AND SME BANKING

In the community of oil and gas stations, we are partnering with market leader Pertamina. More than 80% of Pertamina's outlets in Jakarta are BCA merchants. These stations use our network for processing payment to their principals. In the same community, the Bank provides fleet cards as a cash substitute to serve micro payment needs during the distribution of fuel (BBM) from Pertamina storage to the gas stations (SPBU). The Bank recently developed application programming interface (API) and virtual accounts (VA) for Pertamina's customers to make payment using MyPertamina business apps.

BCA is exploring the possibility of partnering with EduTech (education technology) institutions and its communities, including teachers, lecturers, students and parents. This is in line with the Indonesia Payment System (IPS) 2025 designed by Bank Indonesia, whereby banks are encouraged to collaborate with fintech companies.

In the public service sector, BCA cooperates with the Social Security Administering Body of Employment (BPJS Ketenagakerjaan) and Social Security Administering Body of Health (BPJS Kesehatan). More than 42,000 customers

made BPJS Ketenagakerjaan payments through the Bank with total transaction value of more than Rp10 trillion. As for BPJS Kesehatan, BCA facilitated more than 700,000 customers to make BPJS Kesehatan payments with total transaction value of more than Rp2 trillion. In 2019, BCA developed a payment channel through m-BCA mobile banking for BPJS Kesehatan.

BCA's API services have been utilized by more than 1,600 customers, more than double compared with 2018. We expect the number will continue to increase along with the development of our API services and the growing number of technology-based users. Through the API platform, fintech and e-commerce companies are able to connect directly with our banking services. Combined with our virtual account facility, the API platform is expected to strengthen BCA's payment franchise.

We see that the role of cash management services will be even more important to support the growth of CASA funds and fee-based income in the future. Cash management services are essential to support the Bank's comprehensive banking transaction services, especially in the commercial and SME segments.



Future Development Plans

Commercial and SME lending will focus on prospective sectors and customers with strong track records. We will continue to pursue data optimization to explore new business potential, the implementation of segment-based service models, and credit infrastructure improvement.

BCA seeks to strengthen relationships with customers through comprehensive banking services. Particularly in the commercial and SME segment, the Bank is increasing synergy between lending and cash management services.

In cash management services, BCA seeks to acquire customers through tapping potential communities and expanding API collaborations, including with fintech and industry aggregators. We encourage customers to transform their manual-base transactions into electronic transactions leveraging on a wide range of our products and services.

● Business Review

INDIVIDUAL BANKING



Supported by a large customer base, BCA is well-positioned to expand its products and services to cater to the needs of today's customers. Digital account opening which was launched in April 2019 recruited 450,000 new customer accounts, contributing significantly to the Bank's customer accounts growth of 14.2% in 2019.



Rapid technological developments have brought forth changes in customer lifestyles and preferences, as well as the demand for financial services. To remain competitive, banks need to offer comprehensive individual banking services tailored to each specific customer segment. Supported by a large customer base, BCA is well-positioned to expand its products and services to cater to the needs of today's customers. The growth of the individual banking segment continues to show promise, in line with the growing income of Indonesia's middle class.

Quality Individual Banking Solutions and Services

BCA has always been the top of mind among the country's middle income segment for individual banking products and services. Individual banking remains one of BCA's main pillars in maintaining customer trust and loyalty.

Individual Banking

in 2019

Consumer Loan Portfolio

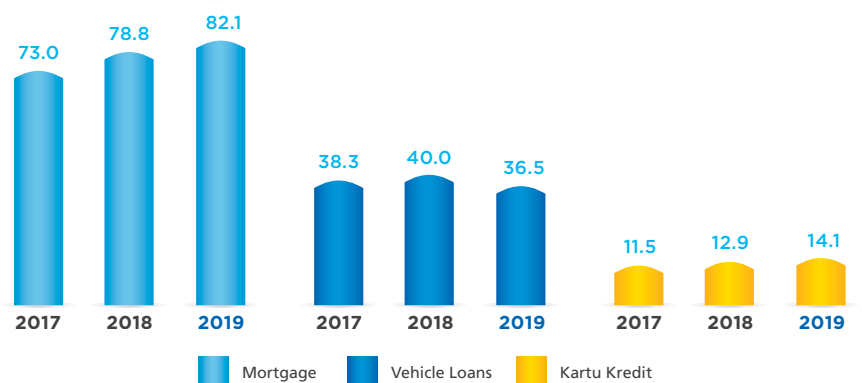
Rp **132.6** trillion

Number of Accounts (YoY)

14.2 %

Consumer Loans Portfolio

(in trillion Rupiah)





BCA focuses on enhancing its product offerings to individual customers, including, among others: mortgage loans, vehicle loans, credit cards, savings accounts, and wealth management products such as bancassurance and investments. The Bank maintains a reliable and convenient payment platform for individual customers by providing digital channels, such as Klik BCA Individu (internet banking) and BCA Mobile (mobile banking), as well as through the branch network. Moreover, the Bank has developed a customer relationship management system to improve its understanding of the dynamic needs of our loyal customers

BCA launched an online account opening facility through BCA Mobile in April 2019. This strategic initiative has proven effective in increasing our individual customer base. The combination of convenience and effective

marketing activities has allowed BCA to recruit 450,000 new customer accounts through this online facility, contributing significantly to the Bank's customer accounts growth of 14.2% in 2019.

Priority and Solitaire Banking

Since 1996, BCA has offered Priority banking for premium customers, and in 2009 launched BCA Solitaire for High Net-Worth Individual (HNWI) customers. Both services carry premium benefits such as exclusive banking products and services, communication platforms, and special, dedicated branches and lounges.

BCA offers 175 Prioritas branches throughout Indonesia, with specially-trained staff to provide convenient banking services for Prioritas customers. Customers also get special access to a premium 24-hour call center, HaloBCA Prioritas.

Business Review

INDIVIDUAL BANKING

As for Solitaire customers, the Bank has prepared two Solitaire lounges for business and transaction banking necessities located in Thamrin and Kelapa Gading, both premium areas of Jakarta. In 2019, BCA increased the number and competency of its relationship officers/personal bankers to provide higher quality services to customers. This capacity development was carried out through the provision of interaction skills, products and services knowledge, and a deeper understanding of customer needs.

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

Periodically, the Bank holds the BCA Young Community (BYC) forum to reach out to the upper segment's younger generation. The forum can be utilized to exchange information and ideas related to business development, technology, and leadership, as well as to expand business relationships.

Quality Consumer Credit Financing

During the past decade, BCA's consumer loans have grown at a compounded annual growth rate (CAGR) of 17.0%. Throughout 2019, they grew by 0.7% to Rp132.6 trillion. This was mainly supported by the mortgages and credit cards loan portfolio, while automotive financing slowed down as the car and motor cycle industry has faced greater challenges in recent years.

Mortgages (KPR BCA)

In the past, mortgage financing was primarily a product for customers who needed financing to purchase a house or apartment. Over time, mortgage products have been developed not only to provide financing for home purchases, but also to finance business expansion in the form of home equity financing. As of today, home equity financing contributes almost 45% of BCA's total mortgage portfolio.

BCA remains optimistic about the long term prospects of the property sector, despite the currently weak property market. We believe mortgages will continue to grow as housing remains a primary need, and mortgage



penetration in Indonesia is still relatively low. Also, the Bank's large customer base provides a huge opportunity to offer mortgages to quality customers. Additionally, mortgages have a relatively longer credit term, therefore creating an opportunity for the Bank to provide other financial products to these customers.

In 2019, BCA booked mortgage growth of Rp3.3 trillion, a 4.2% increase from the previous year. The mortgage portfolio made up 61.9% of the Bank's total consumer loans. Sustained loan growth has propelled the Bank to become one of the largest mortgage providers in Indonesia, with a market share of 18.0% of overall mortgages in the country.

The achievements above are supported by BCA's promotional programs with attractive interest rates and special events. For the Bank's 62nd anniversary, it held a BCA Expoversary which offered various promotions on individual banking products, ranging from mortgages and vehicle loans to savings products such as Tahapan Xpresi and Tahapan Berjangka (Tahaka). The event was held in the major cities of Indonesia, including Greater Jakarta, Surabaya, and Palembang. During the event, the Bank offered special mortgage rates starting from 5.62% fixed rate for one year to 7.62% fixed rate for five years, as well as other special rates. Our mortgage products were also offered in other events in Medan and Denpasar. These events have been successful in attracting strong demand for mortgages and other individual banking products.

BCA continues to improve its loan infrastructure by leveraging data-based analysis and process automation. These initiatives aim to improve the speed and quality of the Bank's services, which is one of the most important factors in business growth. The growth in mortgages was driven by our large customer base, and facilitated by our extensive branch network and consumer loan centers in major cities in Indonesia. Most of the mortgage applications were processed from branch referrals, and the rest supported by collaboration with property developers and agents. In order to ensure loan quality, BCA maintains its mortgage disbursement to quality customers. In 2019, the Bank's NPL ratio for mortgages was 1.0%, relatively low compared to that of the industry.

Vehicle Loans (KKB)

The Bank manages two subsidiaries; BCA Finance (BCAF) and BCA Multi Finance (BCAMF) that provide vehicle financing. This is done through joint financing, allowing the subsidiaries to maintain stable funding structures and offer competitive pricing. The Bank and its subsidiaries also developed a joint marketing strategy to support vehicle financing loan bookings and expand the customer base.

Over the past few years, the automotive industry has experienced stagnant growth, and started to decline. In 2019, sales of four-wheelers totaled 1.0 million units, a 10.5% decrease from 2018. The same occurred with the sales of two-wheelers, which were stable at 6.5 million units.

Amid the challenges faced by the automotive industry, BCA's vehicle financing performance was relatively tepid. By the end of the year, the Bank's four-wheeler credit portfolio (joint financing of BCA and BCAF) reached Rp45.4 trillion, relatively stable from the previous year, while two-wheeler financing (joint financing of BCA and BCAMF) declined to Rp2.2 trillion, a 34.5% decrease from 2018.

BCA continues to manage loan quality through implementing various policies, including high down payments, prioritizing financing for the most popular and successful vehicle brands, and enhancing the effectiveness of its collection process. The NPL ratio for four-wheeler and two-wheeler financing was higher than last year, standing at 1.1% and 3.6% respectively.

Given the high NPL booked by two-wheeler financing, BCAMF continues to review its business model on two-wheeler financing, while starting to offer financing for used cars because of the relatively large market potential and possible market expansion outside the Greater Jakarta area.

To support the growth of vehicle financing, BCA and its subsidiaries strive to improve the quality of the loan approval process, and foster good relationships with automotive dealers and showrooms. The Bank develops

Business Review

INDIVIDUAL BANKING

products and services that are tailored to customer needs, along with attractive promotional programs.

Furthermore, BCAF has developed a mobile platform-based application to support the financing process, interact with partners and provide information about products. BCAMF continues to expand its marketing coverage, and use media promotions, as well as its mobile app to ensure more efficient loan processing.

BCA provides a weekend banking service that can be accessed by customers on non-workdays to meet their vehicle financing needs. Customers wishing to inquire about information on vehicle financing products can access the HaloBCA call center service. To facilitate the payment of installments for four-wheeler financing, we offer payment channels such as auto debit, virtual accounts, and ATM services.

BCA Credit Card

BCA is one of the leading credit card providers in Indonesia. The credit card business made a positive contribution to banking transactions in 2019, and is one of the main contributors to the Bank's fee-based income. One of its well-known credit card products is the BCA Card, which is the only proprietary card or local private label in Indonesia that is not affiliated with other local or international networks.

In 2019, BCA had 4.0 million credit cards in circulation, a 11.6% increase from the end of 2018, with transaction value reaching Rp78.5 trillion and a market share of 22.9% as at year-end. The outstanding amount of the Bank's credit card portfolio was Rp14.1 trillion, a 9.4% increase from the previous year, with sound loan quality as reflected by a NPL ratio of 1.5%.

The credit card business was supported by the growth of the middle-income segment in Indonesia. Our extensive network, including a large electronic data capture (EDC) network, has contributed significantly to the expansion of BCA's card business.

Wealth Management Products and Services

The need for investment products, such as insurance and other wealth management services, has grown significantly along with the growth of Indonesia's middle class. BCA utilizes this opportunity by providing valuable wealth management products and services by developing its own products through subsidiary companies or by collaborating with other partners.

BCA collaborates with many credible insurance providers, including AIA and Prudential. The Bank also creates synergy with its insurance subsidiaries, BCA Insurance and BCA Life. Currently, the Bank has formed a strategic partnership with AIA in providing life insurance products such as retirement plans for individuals and protection products for corporate and commercial customers.

BCA collaborates with 9 leading investment managers in Indonesia to offer mutual fund investment solutions. The Bank markets these investment products through attractive promotional activities, and has launched auto-subscription and product switching features digitally. BCA is one of the leading banks supporting government programs by becoming a main dealer for retail government bonds (ORI), Islamic retail bonds (SR), retail savings bonds (SBR), and Islamic savings bonds (ST).

In 2019, BCA had total assets under management of Rp40.5 trillion, a 37.7% increase from 2018. The Bank strengthened its wealth management service infrastructure by recruiting more wealth specialists to provide information about investment products at branches. Additionally, the Bank focused on the development of data analytics and digital-based supporting service applications.

BCA introduced the Welma application in October 2019, allowing customers to have easy access to investment products such as mutual funds, bonds and bancassurance. The application enables customers to buy or sell investment products, monitor investment portfolios, and search for information about insurance products. BCA

Welma

BCA
Senantiasa di Sisi Anda



Welma Mobile Application For Your Fund Management

- Mutual Fund Transaction
- Government Bonds Offering
- Insurance Information
- Investment News & Promo

#WelmaMemudahkan



bca.co.id/welma

OJK OTORITAS JASA KEUANGAN BCA terdaftar dan diawasi oleh Otoritas Jasa Keuangan • BCA merupakan peserta penjaminan LPS
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believes Welma's investment options can accelerate the expansion of its wealth management business, which is one of the sources of its fee-based income growth.

Future Development Plans

BCA continues to focus on maintaining its current relationships and expanding the individual banking products portfolio of its existing customers. At the same time the Bank will actively acquire new customers. The next developments of its individual banking infrastructure and business initiatives are to be carried out in line with evolving customer needs.

BCA believes that the need for individual banking products and services will grow significantly in line with Indonesia's growing middle and professional classes. Therefore, the demand for mortgages, vehicle loans, bancassurance, wealth management services, and other financial products is expected to grow healthily over the next few years.

BCA will enhance the capabilities of its relationship managers and leverage information technology to provide suitable service solutions that fit customer profiles and needs. This will involve leveraging its data processing capability using analytic tools, both for quantitative and qualitative data.

The Bank will further strengthen its transaction banking engine to serve individual customers, as reliable and convenient banking services are important to support consistent CASA growth in the individual segment.

● Business Review

TREASURY AND INTERNATIONAL BANKING



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

BCA provides international banking services, covering cross border remittance and trade finance. We are developing these services in line with customer needs and their business growth.

TREASURY

As a leading transaction bank and reliable loan provider, BCA always maintains its solid liquidity position to meet customer needs at all time. BCA Treasury manages liquidity prudently by always maintaining a balance between tenors, returns and risk levels for each investment opportunity.

In 2019, placement of the Bank’s treasury assets is balanced between liquidity management and target of return. BCA invested its excess liquidity both in shorter and longer tenor instruments. Treasury constantly adheres to prudent principles and disciplined risk management in accordance with the Bank’s risk appetite.

Treasury and International Banking in 2019

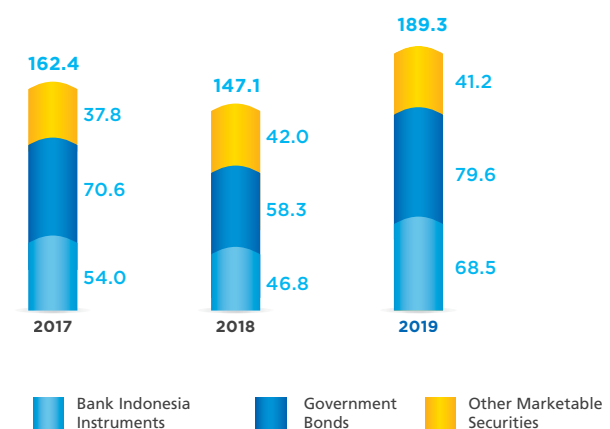
Investment funds managed by Treasury (Treasury Portfolio)

Rp **189.3** trillion

Treasury Portfolio growth (YoY)

28.7 %

Treasury Portfolio (in trillion Rupiah)





Prudent Liquidity Management

In managing its liquidity, BCA Treasury always pays attention to macroeconomic changes, both global and domestic, as well as the outlook of the Indonesian banking sector. In 2019, the global economy experienced decelerating growth which saw several central banks cut their policy rates. This reversed the trend of 2018 where interest rates tended to increase. Capital outflow from Indonesia was not as high as the previous year thanks to international rating agency upgraded Indonesia's investment rating from BBB-/ Outlook Stable to BBB/ Outlook Stable.

Against this backdrop, Bank Indonesia lowered its seven-day reverse repo rate by 100 basis points (bps) during 2019. This was supported by benign inflation of 2.7% compared with 3.1% in 2018, and the relatively stable Rupiah. The rate cuts were tied in with a lower bank reserve requirement ratio from 6.5% to 5.5% and two-sided monetary operations by carrying out repo and reverse repo auctions. Along with moderate loan growth in the banking sector, these monetary measures brought an improvement in sector liquidity throughout 2019.

Business Review

TREASURY AND INTERNATIONAL BANKING

Treasury regularly reviews appropriate pricing for the time deposit portfolio, taking into account the growth rate of core CASA funds. The Bank's CASA grew 9.8% in 2019, outpacing its loan growth of 9.1%. BCA gradually reduced its time deposit rates, responding to an ample internal liquidity position and the latest interest rate environment.

Investments managed by BCA Treasury amounted to Rp189.3 trillion at the end of 2019, an increase of 28.7% compared to Rp147.1 trillion the previous year, a sizeable portfolio which accounted for 20.6% of BCA's total assets.

The Bank's excess liquid funds are invested primarily in risk-free instruments issued by the government and Bank Indonesia. For short term investment with less than one-year tenor, BCA placed most of its excess liquidity with

Bank Indonesia term deposits and certificates, and reverse repo securities. Longer-term investments are placed in government bonds, corporate marketable securities, and quality mutual funds, the majority of which have a tenor below five years.

In managing investment in government bonds, purchase time is essential to optimize portfolio yield. As the market saw signs of declining rates at the beginning of 2019, BCA proactively purchased fixed-rate government bonds with a relatively high return.

BCA also placed its foreign exchange liquidity at Bank Indonesia while conducting swap transactions to mitigate foreign exchange risk. Revenue from swap premium is recorded as trading income under account of realized gains from spot and derivative transactions,



and unrealized gains from the fair value of financial assets held from trading. This investment arrangement was taken on the back of the Bank's solid rupiah liquidity position, and in line with the growing demand in the foreign exchange hedging market. Overall revenue from trading income grew by 14.2% to Rp2.4 trillion.

Supported by loan growth and higher earning asset yield, BCA recorded a net interest margin (NIM) of 6.2% in 2019, slightly higher than 6.1% in 2018.

Treasury Banking Solutions

BCA continues to be a reliable provider of treasury products and services to fulfil customer needs including foreign exchange transactions, capital markets and custodian services. Treasury works closely with other business units and branch front liners to render high quality services.

Leveraging on information technology, BCA proactively educates customers to use digital channels such as internet and mobile banking by offering an e-rate facility for online foreign exchange transactions at a competitive exchange rate. For corporate customers, the Bank provides foreign exchange transaction facilities through its internet-based business banking (KlikBCA Bisnis) including direct access to Treasury sales desk as well as application programming interface (API) to connect business to business (B2B) with e-commerce and fintech companies, utilize latest technology to manage foreign exchange transaction services and operational efficiency.

To support the government fundraising, BCA facilitates the sale of government bonds to retail investors, at the same time offering a broader range of investment products to customer. BCA received acknowledgement from the Ministry of Finance for best main dealer and

distributor and won AsiaMoney's award as a leading bank in the Indonesian financial market trade. In 2019, the Bank facilitated total sales of IDR 10.7 trillions in the primary market which consists of Indonesian retail bonds (ORI), retail saving bonds (SBR), retail sukuk (SR) and sukuk savings (ST). BCA now offers an alternative sales channel through internet banking for a higher level of service and convenience for customers.

To complement its capital market products, BCA Custodian offers securities safekeeping and mutual fund administration for both institutional and individual customers. Custodian ensures the assets under management will be administered properly and safely, as well as ensuring all rights of the owner of the assets are delivered, such as receiving dividends or bond coupon payments. Custodian recorded total assets under management of Rp132.8 trillion and total securities accounts of more than 94 thousands in 2019. The type of securities it manages include shares, government bonds, corporate bonds, deposits, mutual funds and fund management contracts. It also provides securities safekeeping services in foreign currencies.

INTERNATIONAL BANKING

BCA provides international banking services, covering cross border remittance and trade finance. We are developing these services in line with customer needs and their business growth.

BCA International Banking actively develops strategic collaborations with banks across the globe including with ASEAN banks (AEC Market) along with the increasing flow of trade in the region, and banks in the South-South corridor (emerging countries). Under the collaboration, BCA taps opportunities to offer banking solutions for foreign investors entering Indonesia.

Business Review

TREASURY AND INTERNATIONAL BANKING

Trade Finance Services

BCA provides a wide array of trade finance products and services, including letters of credit (LC), document collection and bank guarantee/standby LC, where each product has various facilities according to customer needs

Lower commodity prices and reduced business activities among Indonesia's business partners, put pressure on Indonesia's trading activities. Despite these challenges, BCA strives to maintain positive growth in trade finance volume by deepening relationships with customers, while exploring broader opportunities and pursuing a community based approach within the value chain. On the domestic trade side, we saw increasing volumes particularly in the steel, coal and forestry industries.

Last year BCA, Bank Negara Malaysia and Bank of Thailand implemented local currency settlement cooperation and obtained the role as a member of the Appointed Cross Currency Dealer (ACCD). As part of this program, BCA facilitates international trade transactions with Malaysia and Thailand using respective local currencies. A number of corporate customers in Indonesia and those countries have used the local currency settlement services.

Furthermore, improving process efficiency is always on our agenda. This was carried out by leveraging artificial intelligence (AI) technology for the document investigation process, and robotic process automation (RPA) to reduce manual processes. BCA also continues to improve the capabilities of its human resources to adapt in the changing business environment. Supported by a large customer base and internal collaboration with other business units, the trade finance business is expected to continue contributing to the Bank's fee-based income in the future.

Remittance Service

BCA International Banking developed various initiatives to provide suitable solutions to fulfil the needs for remittance services. In this regard, the Bank leverages on its extensive correspondent bank network, improved remittance products and services, and utilized latest technological developments.

The Bank has proactively established partnerships with various correspondent banks globally to improve customer experience by providing multicurrency remittance services in 124 foreign currencies around the world. As value added, BCA offers same-day remittance services to Australia in Australian Dollar and to China in USD or Yuan, and remittance in Euro can be received in the full amount. The Bank also continues to build partnerships with money transfer operators and leading international fintech companies to improve the capability of its remittance services.

For inward remittances, the Bank developed Fire Cash BCA (Financial Institution Remittance Cash BCA), a web-based remittance service connected by an extensive correspondent banks' network. The disbursement of inward remittance funds sent through Fire Cash BCA, is served through various channels in Indonesia including the Bank's branch network and in collaboration with domestic partners such as post offices and convenience stores. It also serves disbursement of fund remittance by overseas partners such as MoneyGram, Xpress Money and TransFast.

Future Development Plans

Moving into 2020, we maintain cautious on liquidity outlook, therefore the Bank's liquidity position will be managed prudently taking into account liquidity flow and interest rate trends in the country and globally.

BCA Treasury and International Banking monitor global macroeconomic developments and changes in market trends along with the latest technological advances. BCA will always seek new product and service development such as hedging and new investment products, and target raising the level of services to match international standards in order to increase its level of competitiveness and capture business opportunities. We are determined to stay relevant and meet growing customer needs for foreign exchange transactions, capital markets, trade finance, remittances and custodian services. The Bank will also improve its services and internal processes leveraging on information technology.

● Business Support

RISK MANAGEMENT

“

BCA continues to promote discipline in risk management in response to the changes in organizational, regulatory, information technology and environmental conditions, in order to provide added value to the company.

”

BCA acknowledges the inherent risks in the banking business as operational practices become more complex. To manage these risks, BCA applies an integrated risk management system covering the risks that BCA and its subsidiaries are exposed to. BCA has implemented an Integrated Risk Management Framework, comprising a strategy, organizational structure, a set of policies and procedures, and all relevant infrastructure to ensure potential risks are properly identified, measured, monitored, controlled, reported and resolved.

In response to organizational development, regulatory changes, and the business environment, BCA adjusts its internal risk management policies to adhere to the regulations and international best practice. BCA also promotes risk awareness to its employees through risk management training for all working units.

RISK MANAGEMENT FOCUS IN 2019

BCA always pays close attention to the business landscape dynamics to set strategy for long term business growth. Along with this, BCA constantly adopts prudent banking principles by following the ground rules in risk management and complying with banking regulations.

In 2019, the Bank's risk management focus was on credit quality and liquidity, and operational risk as the transaction banking landscape started to evolve due to the entrance of e-commerce and fintech. In the anticipation of Rupiah fluctuations due to the dynamics of the economy, BCA took precautionary steps to manage foreign currency exposure in alignment with its risk appetite limits.

BCA conducts periodical stress tests to evaluate the impact of adverse changes in macroeconomy conditions on capital, liquidity, asset quality and earnings based on adverse scenarios. The stress test results suggested the Bank has adequate capital and liquidity under unfavorable scenarios.

The Bank uses risk parameter modeling such as probability of default (PD), lost given default (LGD) and exposure at default (EAD) components to calculate the allowance of impairment losses (CKPN), according to the Financial Accounting Standards Guidelines (PSAK) 71 that will be implemented on January 1, 2020 replacing PSAK 55. PSAK 71 is calculated on an expected loss basis, which requires the booking of allowance of impairment losses from the beginning of the credit period, including unused loans. The application of PSAK 71 generates a higher amount of CKPN compared to the PSAK 55, since new reserves are made right after any payment delay.



Credit Quality

Given moderate economic growth, BCA continues to review debtors' business resilience and the possible impact on credit quality. BCA implements disciplined risk management by balancing loan growth and quality. By the end of the year, BCA's NPL ratio stood at 1.3%, lower than the industry average and still within the Bank's risk appetite limits.

In 2019, the loan provisions expenses were IDR 4.6 trillion higher than the IDR 2.7 trillion in the previous year, in line with the increase in non-performing loans. The ratio of loan loss reserve to non-performing loans is adequate at 189.2%.

To address the risk of deterioration in asset quality, BCA also implements an early warning system that monitors changes in debtor repayment ability and enables the Bank to take preventive measures in minimizing potential NPLs. The assessment of debtors' repayment capability involves reviewing their financial and business conditions to identify any difficulties in their operations.

Restructured Loan Outstanding (non consolidated, in billions Rupiah)

	2019	2018	2017	Increase / (decrease) 2019		Increase / (decrease) 2018	
				Nominal	%	Nominal	%
Performing Loan	6,506	5,650	4,371	856	15.2%	1,279	29.3%
Current	3,145	2,903	3,141	242	8.3%	(238)	-7.6%
Special Mention	3,361	2,747	1,230	614	22.4%	1,517	123.3%
NPL	2,642	2,336	2,197	306	13.1%	139	6.3%
Substandard	895	1,168	726	(273)	-23.4%	442	60.9%
Doubtful	208	173	274	35	20.2%	(101)	-36.9%
Loss	1,539	995	1,197	544	54.7%	(202)	-16.9%
Total Restructured Loan	9,148	7,986	6,568	1,162	14.6%	1,418	21.6%
Total Loan Portfolio	588,251	537,914	467,620	50,337	9.4%	70,294	15.0%
% Restructured Loans to Total Loans Portfolio	1.6%	1.5%	1.4%	na	na	na	na

As part of prudential banking practice, BCA proactively approaches debtors that experience payment difficulties yet have promising business prospects by way of loan restructuring. The restructured loan portfolio in 2019 saw an increase mainly in the performing loans category (collectability 1 and 2).

BCA diversifies lending across potential sectors to manage concentration risk. The table below shows the loan distribution to the top 10 industry sectors whereby each of them was below 10% of total credit.

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

	2019	2018	2017
Financial Services	7.8%	8.0%	5.6%
Plantation and Agriculture	7.4%	7.5%	7.9%
Building Material and Other Construction Related	6.7%	6.7%	6.8%
Distributor, Wholesaler and Retailer	6.2%	6.6%	7.6%
Properties and Construction	5.4%	5.2%	5.0%
Automotive and Transportation	5.1%	5.0%	5.7%
Food and Beverages	4.4%	4.5%	4.9%
Textile and Garment	4.3%	4.5%	4.5%
Power Generation	4.3%	3.7%	4.0%
Chemicals and Plastics	4.2%	4.2%	4.4%
Total	55.8%	55.9%	56.4%

* Excluded consumer and employee loans

Note: The above loan categories are based on industry sectors used internally by BCA, different to the loan groupings in the Commercial Bank Report which is based on regulator's criteria.

BCA's loans are dominated in Rupiah currency, in line with the Bank's majority source of funding (third party deposits). Foreign currency loan facilities are only available to customers with foreign currency as their primary income.

In terms of infrastructure loans, BCA continues to focus on projects with good credit worthiness and at the same time applies prudent risk management. BCA provides syndicated loans with other banks to finance infrastructure projects.

The Bank continues to look at specific sectors as opportunities for lending, while at the same time remaining cautious about sectors that are likely to come under pressure. Over the past few years there have been pressures on automotive industry, however this sector did not affect BCA's overall performance as the Bank was able to maintain relatively a stable auto financing portfolio. In addition, BCA has developed a used car financing to support its consumer lending.

Liquidity and Capital Position

BCA maintains an adequate liquidity position and monitors the balance between short-term obligations and the availability of short-term funds. BCA ensures the adequacy of liquid and low-risk short-term funds, especially in the placement of Bank Indonesia risk-free securities.

Most of the liquidity comes from solid current and savings account (CASA) funds with lower interest. In 2019, CASA grew 9.8% to Rp530.6 trillion and contributed 75.9% of BCA's total third party funds.

BCA's loan to deposit ratio was healthy at 80.5% and below the industry average. The liquidity coverage ratio (LCR) and net stable funding ratio (NSFR) were solid at 276.3% and 157.7%, respectively. To maintain the overall position of third party funds, BCA proactively reviews the appropriate deposit fund interest rate according to liquidity conditions.

Capital Position

BCA maintains adequate capital for the sustainable growth of its business and that of its subsidiaries. BCA booked a strong capital adequacy ratio (CAR) of 23.8% in 2019, on the back of healthy profitability that supported organic capital growth.

In compliance with POJK No.14/POJK.03/2017 concerning Recovery Plan for Systemic Banks, BCA issued Rp500 billion of subordinated bonds with capital characteristics in 2018.

Exchange Rate Risk

In the midst of Rupiah volatility due to global economic challenges, BCA successfully managed the exposure of foreign currency risks as reflected in the net open position (NOP) ratio of 0.9% by year end, or well below the regulator's maximum limit of 20%.

BCA constantly monitors foreign exchange transactions to comply with internal policies and regulations imposed by BI and OJK. All transactions through branches are closely monitored, recorded and reported to the Bank's treasury division, which oversees all foreign exchange transactions. Each branch is required to cover its foreign exchange risk on a daily basis in accordance with the agreed NOP tolerance limit.

Operational Risk

With transaction banking as the Bank's core business, operational risk becomes a crucial part of risk management. Operational risks arise from human errors, inadequate internal processes, system failures, and/or external events. BCA implements operational risk management through Operational Risk Management Information System (ORMIS), a web based application that consists of risk control self-assessment, loss event database, and key risk indicators. BCA is also building an Integrated Risk Management Information System (IRMIS) application, a technology-based information system which generates a risk profile report (BCA LPR), integrated risk profile report (LPRT) and integrated capital adequacy report (LKPT).

BCA always strives to improve coordination amongst working units to develop and improve working processes. Through such coordination, BCA enhances its control and mitigation over operational risks both internally and externally. The Bank conducts socialization of operational risk management implementation to employees across all working units to promote a culture of risk management.

Going forward, the use of information technology has an important role in managing operational risk. In line with the OJK regulation on the implementation of risk management in using information technology, BCA has an internal IT policy taking into account reliability, security, availability and timeliness in serving customers. Operational risk management aims to prevent losses and protect the Bank from cybercrime.

To support the sustainability of the business, BCA runs two parallel data centers to maintain the security and reliability of transaction banking operations. BCA also established a disaster recovery center (DRC) in one of the data center locations as an integral part of business continuity management. The DRC is designed to be a crisis and command center in the event of a disruption or natural disaster.

INTEGRATED RISK MANAGEMENT

As the main entity of the BCA financial conglomerate, BCA has an integrated risk management protocol to mitigate the risks in BCA as well as in its subsidiaries. BCA monitors and manages 10 types of risks in accordance with the Financial Services Authority. These consist of eight previously managed: credit, market, liquidity, operational, legal, reputation, strategic and compliance risks, plus two others - intra transaction risk insurance groups and risks.

In accordance with Financial Services Authority Regulation No.26/POJK.03/2015, at the holding level, BCA and its subsidiaries have an adequate minimum integrated capital (minimum capital adequacy ratio - KPMM) ratio of 248.5%, above the specified minimum requirement of 100%.

BCA carefully observes that the risk exposure of financial conglomeration can be well mitigated and managed. The implementation of integrated risk management in BCA refers to, four main pillars outlined in the following table.

Four Pillars of Integrated Risk Management

1. Active supervision of BCA financial conglomerate by the Board of Directors and Board of Commissioners of the main entity	<ul style="list-style-type: none"> Ensuring the implementation of: <ul style="list-style-type: none"> Integrated risk management in accordance with the characteristics and complexity of the BCA financial conglomerate Risk management at each of the subsidiaries
2. Adequacy policies, procedures, and determination of integrated risk management limits	<ul style="list-style-type: none"> Formulate policies and procedures, and limit determination of integrated risk management, according to the Bank's risk appetite and risk tolerance
3. Adequacy of identification, measurement, monitoring and control of integrated risks, as well as the integrated risk management information systems	<ul style="list-style-type: none"> Implement an integrated risk management system that generates reports or information concerning: <ul style="list-style-type: none"> Risk exposure; Compliance with the implementation of integrated risk management and comparison to the existing policies and procedures Compliance with regard to limit determination
4. Comprehensive internal control system concerning the implementation of integrated risk management	<ul style="list-style-type: none"> Implement an internal control system to ensure: <ul style="list-style-type: none"> Compliance with internal policies and regulations, including prevailing legislation Availability of financial and management information that is complete, accurate, useful and timely Effectiveness of risk culture at the overall financial conglomerate organization

Further information about integrated risk management implementation can be found on page 168 – 169.

INTERNAL CONTROL

The implementation of BCA's internal control system complies with circular letter of Financial Services Authority No.35/SEOJK.03/2017 dated 7 July 2017 regarding Guidelines for Internal Control System Standards for Commercial Banks. The implementation of risk management and internal control systems is the responsibility of all management and employee of BCA. Risk awareness continues to be embedded at every level of the organization and is an integral part of BCA's culture.

BCA applies the concept of three lines of defenses for risk management is conducted across all organizational lines and overseen, first by the Board of Commissioners and the Board of Directors. The concept of the three lines of defenses is as follows:

- All business units and operational units serve as the first line of defense, which manages the risks related to the work units.
- The Risk Management Work Unit (SKMR) and the compliance unit serve as the second line of defense, monitoring the implementation of corporate risk management policies and guidelines
- The Internal Audit Division (DAI) as the third line of defense, assigned to provide independent assurance to the adequacy and effectiveness of risk management implementation at BCA.

RISK ASSESSMENT OF BCA RISK PROFILE AND SUBSIDIARIES

Based on the self-assessment results in 2019 BCA's risk profile individually and integrated with subsidiaries was "low to moderate". The risk profile level is the result of an assessment of the inherently "low to moderate" risk rating and a "satisfactory" implementation of risk management.

DISCLOSURE OF RISK MANAGEMENT

The disclosure of BCA's risk management principles and risk exposure, including capital, refers to OJK Circular No.43/SEOJK.03/2016 dated 28 September 2016 regarding Transparency and Publication of Reporting for Conventional Commercial Bank Reports.

I. BCA's Application of Risk Management

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

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

1. In carrying out its risk management function, the Board of Commissioners has defined duties and responsibilities, including:
 - Approving risk management policies, including risk management strategy and frameworks, implemented in accordance with BCA's risk appetite and risk tolerance
 - Ensuring the effective implementation and integration of the overall risk management policies and processes
 - Evaluating:
 - Risk management policies and strategies at least once a year, or on more frequent occasion if there are significant changes in factors affecting BCA's business activities
 - The responsibility of the Board of Directors to ensure the effective management of BCA's activities and risks and to ensure the provision of guidance by the board of directors on improving the implementation of risk management policies on regular basis.
 - Requests from the Board of Directors related to transactions require 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:
 - establishing comprehensive and fully documented risk management policy, strategy and framework, including overall or by-type risk limits, taking into account the BCA'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 :
 - Procedures and tools for identifying, measuring, monitoring and controlling risks
 - Transaction approval mechanisms, including those that exceed limits and authority for each level of position
 - Evaluating and/or updating the policies, strategies and risk management framework at least once a year, or at more frequent occasion as necessary, if there any significant changes in factors affecting BCA's business activities, risk exposure, and/ or risk profile
 - Establish an organizational structure, including clear authority and responsibility at each level of position related to the implementation of risk management
 - Responsible for implementation of risk management policies, strategies and frameworks approved by the Board of Commissioners and evaluating and providing guidance based on reports submitted by Risk Management Unit, including risk profile reports
 - Ensuring:
 - 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 progresses and issues related of material risks-related with corrective actions that have been, are and will be carried out.
 - Implementation of corrective actions towards problems or irregularities in BCA's business activities identified by internal audit division.
 - Adequacy of human resource support to manage and of resources to manage and control risk.
 - Independent implementation of risk management functions, which is reflected among others, in the separation of functions between the risk management unit, which identifies, measures, monitors and controls risks with work units that conduct and complete the transactions, measurement, monitoring and risk control, from the work units that carry out and complete transactions
 - Develop a risk management culture including risk awareness across all levels of the organization, including adequate communication to all levels of the organization regarding the importance of effective internal control
 - Evaluating and deciding on transactions that require the approval of the Board of Directors
 - Conducting periodic reviews to ensure:
 - Accuracy of the risk assessment methodology
 - Adequacy of implementation of risk management information system
 - Accuracy s of risk management policies and procedures and risk limits
 - Declaring when BCA is in 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) or other related committee. under emergency conditions, control of authorities is under the direct coordination of the Board of Directors.
3. The active supervision of the Board of Commissioners and the Board of Directors (management) includes the following mechanism:
- Supervision by the Board of Commissioners is conducted in accordance with their duties and responsibilities as stipulated in the articles of association and relevant regulations.
 - The audit Committee, the risk oversight committee, the remuneration and nomination committee, and the

integrated corporate governance assist in the supervisory duties of the board of commissioner

- 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 believed should be implemented
- The supervisory duties of the Board of Directors are assisted by the assets liabilities (ALCO), credit policy, credit, risk management, information technology steering, employment case consideration, and integrated risk management committees.
- The Board of Directors actively engages in discussion, provides input and monitors the internal conditions and the development of external factors that directly or indirectly affect BCA's business strategy.

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

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

of business development. BCA's strategy takes into account its impact on its capital, projected capital and the minimum capital requirement (KPMM).

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

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

I.D. Comprehensive Internal Control System

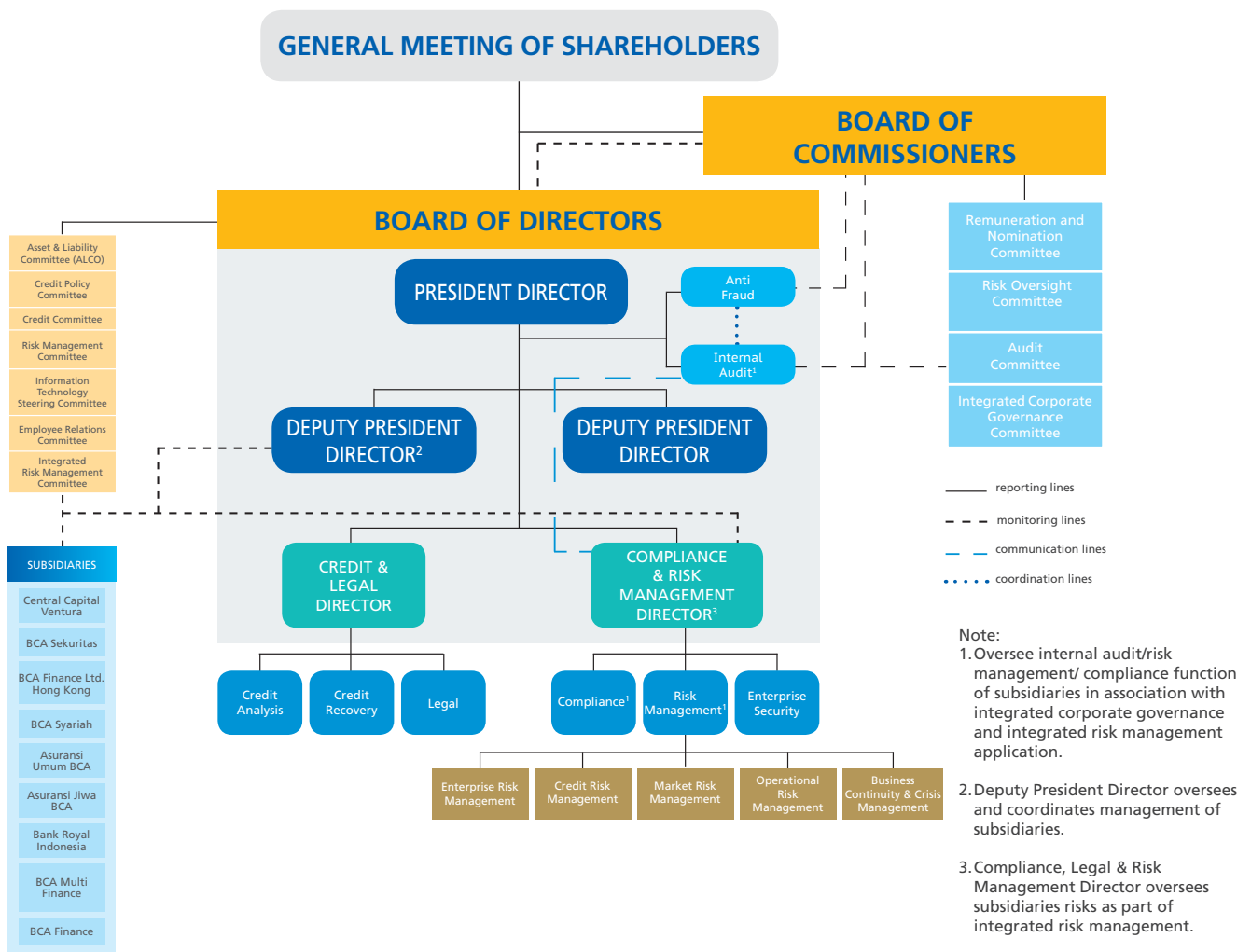
The implementation of BCA's internal control system refers to Financial Services Authority (OJK) Circular Letter No.35/SEOJK.03/2017 dated 7 July 2017 on Guidelines for Internal Control System for Commercial Banks.

1. BCA's internal control systems guideline consists of five components:
 - Management supervision and risk control culture
 - Risk identification and assessment
 - Control activities and segregation of duties
 - Accounting, information and communication system
 - Monitoring and corrective actions against
2. BCA applies the concept of three lines of defense in the internal control system and risk management, involving all lines of the organization, with oversight by the Board of Commissioners and Board of Directors. The application of the concept is as follows:
 - The internal control are embedded in each business or operational unit and are considered the first line of defense for risk management. These units are charged with risk monitoring by their

- internal control units at the branches, regional, offices and headquarters.
- To support the implementation of internal control system, BCA has fully documented risk management policy (organizational structure, segregation of duties, risk limits, and others). BCA strongly encourages a risk culture and culture of compliance with regard to the applicable regulations that are conducted and monitored by the Risk Management Unit and Compliance Unit, which together form the second line of risk management defense

- The assessment and evaluation of the adequacy and effectiveness of the internal control system is periodically reviewed by Internal Audit Division which is the third line of risk management defense, to ensure that internal control has been implemented adequately.
- 3. All management and employees of BCA have the role and responsibility to implement, adhere to and enhance the quality of BCA's internal control system to be reliable and affective

Risk Management and Internal Control Organizational Structure



EFFECTIVENESS OF BANK RISK MANAGEMENT SYSTEMS

In evaluating the effectiveness of the BCA risk management system, the Board of Commissioners and Board of Directors are assisted by committees under the Board of Commissioners and the Board of Directors.

These committees meet regularly to discuss and provide input and recommendations to the Board of Commissioners and Board of Directors.

BCA also conducts regular evaluations on the following:

- Applicable policies and methodologies for risk assessments
- Adequacy of policies, procedures and determination of risk limits
- Adequacy of identification, measurement, monitoring and mitigation of risks
- Effectiveness of a comprehensive internal control system.

Evaluation and updates of policies, procedures and methodologies are conducted regularly to ensure its compliance to the 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, among others, risk management policy implementation report, risk profile report, risk update and other related reports.

Implementation of Basel Accords

The Bank continues to prepare for implementing the Basel III framework on bank capital and liquidity standards. BCA supports Basel III implementation in Indonesia, by taking part in Quantitative impact study (QIS) exercise that require the bank to calculate capital position, leverage ratio, NSFR, credit risk, market risk and operational risk.

In 2017, BCA has been in compliance with the Net Stable Funding Ratio (NSFR) regulation implemented by the OJK, with regard to both reporting and the minimum ratio.

Risk Appetite

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

Stress Test

BCA regularly performed stress testing for a variety scenarios and deepening the factors and parameters in the tests. Scenarios in the implementation of stress tests consider macroeconomic variables such as interest rates, inflation rates, gross domestic product (GDP), exchange rates, fuel prices and others. The methodology used in conducting the stress test, in addition to using statistical models based on historical data, the stress test methodology also employs judgment methods by considering qualitative risk factors. Stress testing is carried out in order to see the impact of changes in macroeconomic factors on various key indicators, including the NPL, profitability, liquidity and capital.

BCA also conducts integrated stress tests with its subsidiaries. The results of stress testing conducted for credit, market and liquidity risk have been satisfactory; and based on the scenarios built, the capital and liquidity of the Bank are sufficient to anticipate the estimated potential losses.

II. BCA Capital

Capital Structure

BCA's capital structure consists of:

- BCA's capital structure is mostly core capital, of Rp170.8 trillion, contributing 96.0% to BCA's total capital
- Supplementary capital (Tier 2) is mainly a required general allowance for productive assets (maximum of 1.25% RWA credit risk). Supplementary capital was Rp7.1 trillion or 4.0% of total capital.

Capital Components (in billion Rupiah)

	2019	2018	2017
Total Capital	177,888	156,052	134,608
Tier 1 Capital	170,750	149,413	129,240
Tier 2 Capital	7,138	6,639	5,368
Risk Weighted Assets (Credit, Operational and Market Risk)	721,917	651,532	570,459
Capital Adequacy Ratio (CAR) - consolidated	24.6%	24.0%	23.6%
Capital Adequacy Ratio (CAR) - non consolidated	23.8%	23.4%	23.1%

Management Policy on Capital Structure

BCA ensure an adequate capital position at into support business development of the Bank and its subsidiaries. BCA's capital adequacy is calculated using the capital adequacy ratio (CAR) indicator. BCA has an adequate capital level with a CAR of 23.8%, above the minimum requirement according to the risk profile and inclusive of additional capital as a buffer. BCA has formed a buffer in accordance with Bank Indonesia regulation provisions regarding systemic bank compliance to fulfill a conservation buffer, a countercyclical buffer and capital surcharge, with a total buffer of 5.0%.

The Bank and all its subsidiaries have carried out integrated stress tests using various scenarios, resulted in changes to the level of NPLs and their effects on income, liquidity position and capital position. In general, the stress test results show that the liquidity and capital positions of BCA and subsidiaries. The results indicate the liquidity and capital position of BCA and its subsidiaries is adequate in anticipating losses from potential risks, based on the scenarios prepared.

BCA capital requirements can be fully met from the growth of a healthy its financial performance. Most of BCA's net profit is retained to increase its capital each year. BCA for the first time issued debt securities in 2018 in the form of subordinated bonds, as part of a recovery plan to fulfill its obligations as a systemic bank based on POJK No.14/POJK.03/2017. The issuance of Rp500 billion in subordinated bonds was recorded as supplementary capital (Tier 2).

Basis for Management Policy on Capital Structure

BCA capital policies are dynamically adjusted in response to business potential, while observing the prudence principle. Under OJK provisions, the Board of Directors prepares capital plans as part of the Bank's business plan and obtains approval from 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 risk exposure faced by BCA and the implementation of risk management strategies to minimize the impacts of the risks faced can be summarized as follows.

III.A. Disclosure of Credit Risk Exposures and Implementation of Credit Risk Management

Credit Risk Management Organization

BCA has developed a structured credit risk management process to support strong credit principles with strong internal controls.

1. **The Board of Commissioners**, approves the Bank's credit plans and oversees its implementation, approves its basic credit policy and requests an explanation from the Board of Directors should there be any deviations in loan disbursement from the stipulated policies.
2. **The Board of Directors** is responsible for the preparation of credit plans and the formulation of, ensures the Bank's compliance with prevailing credit and credit policy laws and regulations, and reports to the Board of Commissioners on matters such as the implementation of credit plans, anomalies in credit disbursement, loan portfolio quality and credit in the special mention or non-performing loan category.

3. **The chief risk officer**, a member of BCA's Board of Directors, is responsible for the management of credit, market, operational and other risks within the Bank's organization (hereinafter referred to as the director of compliance and risk management).
4. **Work units that perform functions related to credit risk management** (the business lending development and credit risk analysis units), are risk owners responsible for the management of credit risk.

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

1. **The Credit Policy Committee's** has principal function of assisting the Board of Directors in formulating credit policies, especially those relating to the principle of prudence in lending, monitoring and evaluating the implementation of credit policies, conducting periodic reviews on the Bank's basic credit policy (KDPB), monitoring the credit portfolio's progress and condition, and providing suggestions and corrective measures based on the results of evaluations carried out.
2. **The Credit Committee's** has the principal function of providing guidance should a more in-depth and comprehensive credit analysis need to be performed, suggesting decisions or recommendations on the draft of credit decisions related to key debtors, specific industries or on the specific request of the Board of Directors, as well as coordinating with the assets and liabilities committee (ALCO) in terms of funding for credit and adjustment of corporate lending rates.
3. **The Risk Management Committee** has the main function of 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 implementation of an effective risk management process and system

Risk Management Strategies for Activities with Significant Credit Risk Exposures

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

Structured risk management strategies are based on the following general principles:

- Risk management strategy should be long-term oriented for the sustainability of the business by considering economic conditions and cycles;
- Comprehensive risk management strategy must be able to control and manage the risks of BCA and its subsidiaries
- Expected capital adequacy should be maintained, and adequate resources need allocated to support the implementation risk management.

The risk management strategies are prepared by considering the following factors:

- Economic and business development, and the impact that may occur as a result of the risks faced by BCA
- The organization structure of BCA, including the adequacy of human resources and supporting infrastructure
- The financial condition of BCA, including the ability to generate earnings and the ability to manage the risks arising from both external and internal factors
- The composition and diversification of the BCA's portfolio

Credit Concentration Risk Management Policy

Portfolio management addresses credit risk by determining risk concentration limits for, among others, industrial sector exposure, foreign exchange, and certain types of loan as well as both individual and business group exposure. Along with monitoring the development of ratings database, technology, human resources, the Bank complexity level, as well as the market and regulations, the Bank's portfolio management unit actively works serves to optimize the allocation of the Bank's capital to achieve an acceptable risk level in line with risk appetite and risk tolerance parameters.

Credit Risk Measurement and Control

BCA measures credit risk using a standardized method based on guidelines in accordance with OJK Circular Letter No.42/SEOJK.03/2016 regarding Guidelines for Calculating Risk Weighted Assets for Credit Risks by Using the Standardized Approach, that requires all banks to use risk weighted asset calculations for credit risk by using the standardized approach. BCA uses internal rating as a supporting tool in the credit decision-making process.

Credit risk management is executed through the establishment of an independent rating system for the effective implementation of the credit risk management process, comprising:

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

BCA exercises early detection systems to identify possible non-performing or potential problematic loans and takes proactive steps to manage 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.

Approaches Used for Establishing Allowances for Impairment

Allowance for impairment losses is an allowance established if the carrying amount of the financial asset after impairment is less than the initial carrying amount. The Allowance for Impairment losses is adjusted on the basis of impairment under the implementation of Statement of Financial Accounting Standards (SFAS) No. 50/55.

Impairment evaluation is performed individually and collectively. The approach to calculating impairment on an individual loan is by comparing the contract value of expected cash flows from a loan, between its expected impaired value based on an estimate of discounted cash flows from the loan using an Effective Interest Rate (EIR) and the amortized cost of the loan at the time the impairment event occurs. Collective impairment is calculated statistically using the following statistical parameters:

- a. Probability of Default (PD) is the debtor's probability of failure to meet obligations as measured by Migration Analysis and Roll Rates reviews;
- b. Loss Given Default (LGD) is the level of losses resulting from the debtor's failure to meet obligations. Calculating a reasonable LGD percentage requires an analysis of historical data.

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 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.

Through the Basel II standardized approach, the credit RWA is calculated based on the 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 external party ratings in the calculation of RWA credit risk is only for claims on Governments of Other Countries, Public Sector Entities, Multilateral Development Banks and particular International Institutions, Banks, and Corporates.

Counterparty credit risk arises from Over The Counter (OTC) derivative transactions and repo/ reserve repo transactions, both on the trading book and the banking book. The standardized Approach used to calculate credit risk of capital adequacy ratio for any exposures that caused credit risk as a result of counterparty failure (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 regulation such as Bank Indonesia Regulation No. 8/13/PBI/2006 related to Legal Lending Limits.

Credit Risk Mitigation

The preferred type of collateral accepted to mitigate credit risk is solid collateral defined as cash or land and buildings. These types of collateral have relatively high liquidity value and/or can be legally attached so that the Bank is able to liquidate collateral immediately if the debtor's/debtor group's loan becomes delinquent.

Collateral assessment for loans is performed by an independent appraiser. In remote areas where no independent appraiser is available, the appraisal will be conducted by internal staff who is not involved in the loan processing. To monitor the physical collateral pledged to BCA by the debtor, site visits are conducted periodically to review the status of the collateral.

When processing credit, the main guarantors/warrant providers are analyzed as a risk mitigant to the overall credit risk. Creditworthiness and security analysis is determined by applying the Four Eyes Principle, where credit decisions are determined by two independent parties, the business development unit and the credit risk analysis unit

The credit mitigation method is focused on strong collateral coverage. To further mitigate bank-wide potential credit risks, the Bank's loan portfolio is well diversified with regard to loan category and industrial and economic sectors.

III.B. Disclosure of Market Risk Exposures 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, business characteristics as well as exchange rate and interest rate risk profiles. This includes ensuring the integration of exchange rate and interest rate risk management with other risks that may affect the Bank's risk position.

The Board of Directors delegates its authority and responsibility to the parties listed below

Party	Authority and Responsibility
ALCO	Determines policies and strategies regarding foreign exchange and interest rate
The Risk Management Unit	Supports ALCO in monitoring and measuring foreign exchange and interest rate risks.
Treasury Division	Manages the Bank's overall operations in foreign currency transactions, and interest rates on the trading book: <ul style="list-style-type: none"> - Responsible for maintaining foreign currency Net Open Position (NOP) and mitigating interest rate on the trading book and ensuring the Bank's compliance with Bank Indonesia regulations regarding NOP; - Responsible for managing trading marketable securities and foreign currency transactions in line with customer needs and/or income considerations.
Regional Offices and Branches	Responsible for managing foreign currency transactions in the respective regional offices/ branches in accordance with predetermined limits. All regional/branch foreign currency transactions are covered by the Treasury Division. Limits for each region/branch are determined in accordance with operational needs.

The calculation of market risk to determine BCA's capital requirement uses the standardized methods as defined by 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 (Net Open Position), Value at Risk Limits, and Stop Loss Limits.

The valuation method is based on closeout prices or market price quotations from independent sources, including the following:

- Indonesia Bond Pricing Agency (IBPA)
- Bloomberg Generic & Value (BGN & VAL)
- Exchange prices
- Dealer screen prices
- The most conservative quotes given by at least two brokers and/or market makers
- In the event market prices from independent sources are not available, pricing is derived from the yield curve.

Market Risk Measurement

For the purpose of monitoring market risk, exchange rate and interest rate risk, Value at Risk measurements are taken on a daily basis based on a full historical valuation method using 250 days data at 99% confidence level.

For the calculation of minimum Capital Adequacy Ratio (CAR), market risk is calculated based on the standardized method as adopted by OJK.

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

Following is the scope of the portfolio coverage included in the CAR calculations:

- Exchange rate risk covers trading and banking book. Exchange rate risks can arise from foreign exchange transactions today (TOD), tomorrow (TOM), SPOT, forward, SWAP and domestic non-delivery forward (DNDF)
- Interest rate risk covers the trading book. It can arise from securities, forward and SWAP transactions
- Equity risk (for subsidiaries) considers the trading book. It can arise from equity trading transactions that may be carried out by subsidiaries.

Interest Rate Risk in Banking Book (IRRBB)

Interest rate risk in banking book (IRRBB) occurs as a result of movements in the market interest rate that are against the Bank's position or transactions, which may affect both the Bank's interest income and the economic capital value. In performing IRRBB measurement, the Bank uses a gap report (repricing gap) that measures assets and liabilities that are

interest rate sensitive in nature to be mapped within a certain period. Mapping is conducted based on the remaining maturity date for any instrument with a fixed interest rate and is based 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

In order to anticipate market risk in transactions associated with exchange rate and interest rate risks, the Bank has established and managed market risk limits, including Value at Risk Limit, Nominal and Stop Loss Limit, as well as conducting stress tests to quantify the risk. BCA conducts an assessment on the risk management and preparation of the policies as well as a procedures system for the development of any transactions as a support to Bank Indonesia's program on Financial Market Deepening.

III.C. Disclosure of Operational Risk Exposures and Implementation of Operational Risk Management

Operational Risk Management Organization

The implementation of operational risk management on a bank-wide basis includes:

1. **The Board of Commissioners and Board of Directors**, ensure adequate risk management implementation according to the characteristics, complexity and risk profile of Bank as well as a good understanding of the type and level of risk inherent in the business activities of the Bank.
2. **The Risk Management Committee**, ensures that the risk management framework provides adequate protection against risks faced by the Bank.
3. **The Risk Management Unit (SKMR)**, ensures risks faced by the Bank are identified, measured, monitored, controlled and reported correctly through the application of an appropriate risk management framework. SKMR also has the authority to provide input to the Board of Directors in formulating risk management policies, strategies and framework.

4. **The Enterprise Security Work Unit**, protects and secures information assets of the Bank, develop the Bank's ability to deal with emergency situations that threaten the business as an ongoing concern, and ensure that the application of information technology governance is in accordance with the Bank's policy.
5. **The Internal Audit Division**, tasked to examine and assess the adequacy and effectiveness of the risk management processes, internal controls and corporate governance.
6. **The Operating Strategy and Development**, assists SKMR in implementing operational risk management programs and provides support to all work units related to SKMR programs.
7. **The Work units** (business and support units) are risk owners responsible for managing risk management in daily operations, and reporting operational risk problems and events to the SKMR.

Measurement and Identification of Operational Risk
Implemented in 2002, BCA applies a Risk Self-Assessment (RSA) methodology to identify and quantify operational risks across all work units in the Bank. The main function of the RSA is to cultivate a strong risk culture an increase risk awareness as an important element of risk management. Developing a stronger risk is expected to improve risk control implementation amongst all employees in performing their daily activities and subsequently reduce overall risk.

The RSA methodology is further refined into a Risk and Control Self-Assessment (RCSA) model, which has been implemented in all branches and head office work units identified as having significant operational risks. In RCSA methodology, branches and work units identify and measure operational risks inherent to their respective work or business units. Based on this process, the work unit determine the controls that must be implemented in order to mitigate the identified risks. The RCSA model is under the coordination of SKMR.

In addition to RSCA, BCA has implemented a Loss Event Database (LED) and Key Risk Indicator (KRI) system. KRI is a method used to provide an early warning signal in the event there is the possibility of increase operational risk within a specific work unit. KRI has been implemented in all regional offices, branches and head office work units that are considered having fairly significant operational risks. The KRI system was further developed into a Predictive Risk Management tools that support unit business to detect and respond to an increased risks within area of business unit.

LED is designed to assist in recording and analyzing cases or events that could lead to an operational loss so that corrective action can be taken to avoid similar events from occurring in the future. The purpose of the LED is to identify the source and 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 charges and for monitoring of event that could lead to further operational losses. LED has been implemented in all regional offices, branches and at the head office.

The application of the RCSA, LED and KRI is supported by the Operational Risk Management Information System (ORMIS). Currently all branches and head office units used ORMIS which has been implemented in all branches and work units of head office.

Operational Risk Mitigation

To mitigate operational risk, the Bank uses the following tools:

- Policies, procedures and limits to monitor, measure and mitigate operational risks;
- Organizing Risk Awareness Programs on a regular basis to promote and to increase the risk awareness culture for all BCA;
- Consistently updates policies and procedures in accordance with organizational dynamics and changes in laws and regulations;
- Integrated and comprehensive Business Continuity Management Plans to ensure operational continuity in running the business and serving customers;

- Internal control system, which in practice applies the segregation of duties principle, the four eyes principle, and operates on a rotation system to avoid potential self-dealing and concealment of document or possible fraudulent transactions.

New Product and Activity Risk Management

As the largest private bank in Indonesia, BCA provides a wide range of product and/or banking activities to fulfill the needs of customers. In line with recent technological advancements, BCA continues to develop new digital products and activities.

In managing the risk for new products/activities, BCA has implemented a system to help ensure the development of new products/activities will not significantly affect BCA's risk profile. Risk management is implemented based on internal regulations that were compiled in accordance with regulatory requirements.

Management of BCA's new products/activities includes several important aspects as follows:

- New products/activities are launched with an objective to fulfill customer needs and are expected to enable BCA to accomplish its predetermined business targets;

- Every development plan of new products/activities must be approved by the Board of Directors and reported to the Board of Commissioners. This is a part of active supervision conducted by the Board of Directors and the Board of Commissioners;
- The identification of risks will be conducted on every product/activity development plan so that BCA is able to implement adequate risk mitigation;
- Every new product/activity should pass several stages including, planning, development, implementation, and evaluation;
- The product/activity that has been implemented will be evaluated to ensure that the product/activity has reached its target and to be able to develop the product/activity further.

III.D. Disclosure of Liquidity Risk Exposure and Implementation of Liquidity Risk Management

Liquidity Risk Management Organization

The Board of Commissioners and the Board of Directors are responsible for ensuring that liquidity risk management is conducted in accordance with the strategic objectives, scale, business characteristics and liquidity risk profile of the Bank. This includes the integration of liquidity risk management with other risks that may impact on the Bank's liquidity position.

The authority and responsibility of Board of Directors are delegated to parties below:

Party	Authority and Obligations
ALCO	Determines policies and strategies regarding liquidity
The Risk Management Unit	Support ALCO in monitoring and calculating liquidity risk
Treasury Division	Treasury Division Manage overall operational liquidity of the Bank: <ul style="list-style-type: none"> - Responsible for monitoring statutory reserves and ensuring the Bank's compliance - Responsible for managing secondary reserves in order to maintain liquidity and provide income generating opportunities.
Regional Offices and Branche	Responsible for managing liquidity risk at the respective regional offices and branches.

Funding Strategy

Funding strategy consists of strategies to tap diversified sources of funds and to secure a funding duration profile that is linked to the Bank's characteristics and business plan. The Bank identifies and reviews the primary factors that affect the ability of the Bank to obtain funds, including identifying and monitoring funding alternatives to strengthen the Bank's capacity to sustain business operations in a crisis condition.

Liquidity Risk Mitigation

In order to mitigate liquidity risk, BCA established guidelines to measure and mitigate liquidity risk, including limits on Secondary Reserves, Interbank Overnight Borrowing Limits, Liquidity Coverage Ratios and Net Stable Funding Ratio. The Bank has also identified and developed Early Warning Indicators, and has implemented a multi-level Contingency Funding Plan to mitigate risk.

Measurement and Control of Liquidity Risk

The measurement of the liquidity risk is conducted comprehensively on a regular basis by monitoring cash flow projection, maturity profile reports, liquidity ratios and stress test scenarios. Stress testing is conducted based on bank specific stress scenarios and general market stress scenarios.

Monitoring liquidity risk has the objective of facilitating timely mitigation or 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 that can potentially increase liquidity risk;
- Monitoring funds and liquidity positions that include:
 - Interest rate strategy, investment alternatives for fund owners, changes in the 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. Those changes should be monitored on a regular basis (daily, monthly and annual basis);

- Daily monitoring of the liquidity position in respect to Minimum Statutory Reserves Requirement, secondary reserves, and liquidity ratio.

III.E. Disclosure of Legal Risk Exposure and Implementation of Legal Risk Management

Legal risk is the risk due to lawsuits and/or vulnerabilities in juridical aspects due to weak commitments made by the Bank, the absence and/or alterations in laws that cause a Bank transaction to be incompatible with current provisions in due time, and the occurrence of lawsuits in the litigation process arising from third party claims against the Bank and the 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 the BCA in carrying out banking activities and mitigating legal risk. The Legal Group also has the duty and responsibility of supporting and safeguarding the legal interests of the Bank with respect to the prevailing laws and regulations as it carries out business activities.

Legal Risk Control

BCA mitigates legal risks through the following:

- Legal Risk Management Policy : having internal regulations to govern the organizational structure and job description for the Legal Group, standardizing legal documents;
- Organize a legal communication forum to leverage the competency of legal staff;
- Socializing the impact of new regulations applicable to BCA's banking activities and the various modus operandi of criminal and fraudulent banking crimes as well as the legal guidelines for prosecuting such crimes to branches, regional offices, and related work units in head office;
- Raise the legal defense of civil and criminal proceedings involving the Bank in process in court and monitor the progress of the case;
- Formulate a credit security strategy plan (in collaboration with other work units, including the credit rescue work unit) in connection with the problem of bad credit;

- Registering intellectual property rights for the Bank's product and services as well as securing ownership of the Bank's assets, such as right to land and building owned by the Bank, with the appropriate authority;
- Monitoring and taking legal action on violations against the Bank's assets, including infringement of intellectual property rights belonging to BCA;
- Monitor and analyze cases being prosecuted or defended in court by BCA;
- 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 the inability to anticipate changes in the business environment.

Organization of Strategic Risk Management

The Board of Directors provides direction in the preparation of strategic plans and business initiatives, as outlined in the blueprint of the three-year Bank Business Plan (RBB) to control the direction of business activities and maintain the potential for strategic risk. Furthermore, the Board of Commissioners reviews and provides approval of the RBB. The Corporate Strategy and Planning Division supports the formulation/preparation of the RBB and monitors its implementation by compiling realization reports comparing with business plans and budgets on a regular basis, including reviewing business targets both financial and non-financial in nature.

Policies to Identify and Respond to Changes in the Business Environment

In order to identify and respond to changes in the business environment, both external and internal, BCA conducts the following:

- Regular reviews of the Bank Business Plan in accordance with business developments and the state of the Indonesian economy;

- Set targets on business aspects with regard to the current economic situation and forecasts for the coming year by emphasizing the principle of prudence, in respect to the capacity/capability of BCA and competition trends from banks and non-banks

The Bank's strategy is formulated with reference to Bank Indonesia and OJK regulations and other relevant provisions, as well as the potential impacts of strategic risk on the Bank's capital and the Capital Adequacy Ratio (CAR) based on risk appetite, risk tolerance and consideration of BCA's ability.

Measurement of Bank's Business Plan Progress

To measure progress in achieving the business plan, BCA conducts the following activities:

- Identifying, measuring, and monitoring strategic risk, as well as compiling quarterly strategic risk profile reports;
- Compiling reports on the realization of the Bank Business Plan, which includes financial performance (actual vs. budgeted), realization of corporate/divisional work program and the realization of branch network development.

III.G. Disclosure of Reputation Risk Exposures 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 has a strong commitment to manage reputation risk. To this end, BCA has established the Digital Services Division that specifically deals with customer complaints by phone, mail, email, and social media 24 hours a day, every day. In handling customer complaints, Digital Services Division coordinates with other related units, including the Consumer Card Division, the Consumer Credit Work Unit and the Electronic Banking Services Center, to respond to potential reputational risk events.

Policies and Mechanisms of Reputation Risk Control
In order to manage reputation risk, the Bank implements the following:

- Establishment of provisions for handling customer complaints that clearly set the policies, procedures, and work units that monitor and report on customer complaints, including the format of reporting submitted to the regulator.
- Monitoring of customer complaints and regular reporting of the results to the head of the respective work units and specifically to the Board of Directors. Customer complaint reports are analyzed and used to support developing a systematic complaint handling process.
- Development of infrastructure that includes the implementation of appropriate software and hardware, development of procedures, and improvement of work management. The development of management information system infrastructure facilitates monitoring and supports the speed and quality of work in monitoring and responding to customer complaints.

Reputation Risk Management in Times of Crisis

In managing reputation risk in times of crisis, BCA has performed the following:

- Implementation of crisis management, which includes:
 - Crisis management policy, which is a strategy to manage crises or events that disturb service operations and/or deteriorate BCA's reputation
 - Crisis management team, which is responsible for coordinating the crisis management process, including the recovery process
 - Crisis communication management coordinates crisis communication to BCA internal and external parties, including the mass media. At all stages of the crisis, the flow of communication protocols and person in charge for communication have been set
 - Crisis management guidelines, which include emergency response, customer transaction services during crisis and emergency conditions

- Development of business continuity plan and disaster recovery plan to minimize disruption and speed up the recovery process in the event of disaster
- Development of secondary operation center, which is a backup workplace for critical work units to maintain BCA's business continuity (IT Confirmation)
- Installation of backup systems to prevent high-risk business failures.

III.H. Disclosure of Compliance Risk Exposure and Implementation of Compliance Risk Management

Compliance risk arises from the Bank's failure to comply with and/or apply prevailing laws and regulations.

Organization of Compliance Risk Management

To minimize potential compliance risk, all lines of the organization are responsible for the management of compliance risk in all bank activities.

The Compliance, Legal and Risk Management Director, assisted by the Compliance Unit, is responsible for ensuring compliance and minimizing compliance risk by formulating compliance risk management policies and procedures as well as monitoring their implementation. The Compliance Unit is independent from other working units. The Compliance, Legal and Risk Management Director reports the results to the President Director, which will be presented to the Board of Commissioners.

The Compliance Unit is also responsible for the implementation of the Bank's Anti-Money Laundering and Combating the Financing of Terrorism (APU and PPT) programs, including assessing the risk of APU and PPT program implementation in accordance with prevailing regulations from the regulators.

Business units at head office and branches are the front-line in ensuring all business activities are carried out in accordance with the relevant regulations.

Risk Management Strategies Associated with Compliance Risk

BCA has a strong commitment to comply with prevailing laws and regulations and actively takes steps to correct any weaknesses. This is in line with BCA'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 any occurrence of 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 of manuals, internal policies and procedures
- Measuring and monitoring compliance risk regularly and submitting the report to the risk management work unit (SKMR)
- Socialization of regulations and consultation 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
- Monitoring suspicious financial transactions by using the STIM (suspicious transaction identification model) web-based application, and developing a system of applications by using the latest technology and updated parameters to detect suspicious transactions
- Screening customer data and transactions related to the list of terrorist and terrorist organizations (DTTOT) and the list of funding for the proliferation of mass destruction weapons (DPPSP) issued by the relevant authority when opening an account, when the bank conducts business relations, and when there is any change in the abovementioned list.

In order to improve the effectiveness of internal control, coordination is maintained between the Risk Management Unit, the Internal Audit Division and the Compliance Unit through regular meetings and intensive communication. Problems associated with internal compliance control, particularly in addressing potential compliance risks, are comprehensively assessed, allowing the formulation of effective measures.

Implementation of Integrated Risk Management

In accordance with POJK No. 17/POJK.03/2014 dated 18 November 2014 and OJK Circular Letter No. 14/SEOJK.03/2015 of 25 May 2015 on the Implementation of Integrated Risk Management for Financial Conglomerations, BCA has developed Integrated Risk Management for Financial Conglomerates.

The implementation of integrated risk management includes:

1. Active supervision of BCA financial conglomeration by the Board of Directors and Board of Commissioners of the main entity
2. Adequacy of policies, procedures, and determination of integrated risk management limits
3. Adequacy of the integrated risk identification, measurement, monitoring and control processes as well as the integrated risk management information system
4. Comprehensive internal control system for the implementation of integrated risk management.

BCA has implemented Integrated Risk Management by

1. Delegating a director to oversee the integrated risk management function
2. Establishing an integrated risk management committee
3. Adjusting the organizational structure of the risk management work unit, including an integrated risk management function
4. Reporting the main entity and members of the BCA financial conglomeration to the OJK
5. Conducting socialization and coordination with BCA Financial Conglomerate as a group
6. Delivering the Integrated Risk Profile Report on a semester basis.
7. Delivering the Integrated Capital Adequacy Report on a semester basis.

BCA is building the integrated risk management information system (IRMIS), a technology-based information system for the preparation of:

- BCA Risk Profile Report (LPR BCA)
- Integrated Risk Profile Report (LPRT)
- Integrated Capital Adequacy Report (LKPT).

The integrated risk management committee held regular meetings in 2019, with the first on May 27, 2019, discussing:

- Review of the implementation of the integrated risk management of the BCA financial conglomerate
- Sustainable finance

The second integrated risk management committee meeting on September 2, discussed:

- OJK input related to integrated risk management
- IRMIS development update
- Report on the integrated risk profile of BCA financial conglomerate for semester I - 2019.

The third integrated risk management committee meeting December 2, discussed:

- 2019 integrated stress test on BCA financial conglomerate
- Proposed concept of BCA financial conglomerate circuit breaker
- IRMIS development update.

BCA Financial Conglomerate manages 10 (ten) types of integrated risks as identified by the regulators. These risks include the 8 (eight) types of risks: credit risk, market risk, liquidity risk, operational risk, legal risk, reputation risk, strategic risk and compliance risk, with the addition of inter-group transaction risk and insurance risk.

Inter-Group Transaction Risk

BCA Financial Conglomerate 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. Intergroup transactions currently do not have a material impact on the overall financial performance of the Group.

Insurance Risk

BCA Financial Conglomerate also manages Insurance Risk through the Bank's subsidiaries active in the insurance industry. Referring to the measurement results, insurance risk did not significantly affect BCA Financial Conglomerate.

Based on integrated risk assessment, BCA Financial Conglomerate's capital is considered sufficient to anticipate potential losses that may arise or be faced by BCA Financial Conglomerate in conducting the integrated businesses.

BCA subsidiaries included in the implementation of the integrated risk management are: PT BCA Finance, BCA Finance Limited, PT Bank BCA Syariah, PT BCA Sekuritas, PT BCA Asuransi Umum (BCA Insurance), PT Central Santosa Finance, PT Asuransi Jiwa BCA (BCA Life), PT Central Capital Ventura and PT Bank Royal Indonesia.

A summary of the implementation of risk management within each subsidiary is as follows:

PT BCA FINANCE	
Active supervision by the board of Commissioners and the board of directors	<p>Active supervision is conducted by the Board of Commissioners and the Board of Directors through the following:</p> <ul style="list-style-type: none"> • Establishment of Audit Committee at the level of the Board of Commissioners; • Establishment of Risk Management Committee and Asset Liability Committee (ALCO) at the level of the Board of Directors, and through the Regular Meeting Management and Consumer Meeting; • The Board of Directors ensures the provision of the implementation of policies and evaluations, transaction agreements, risk management culture development, policy regarding independence of risk-taking work units on internal controls, and risk management within the company; • The Board of Commissioners actively oversees the performance of the directors.
Adequacy of policies and procedures, and determination of limits	<ul style="list-style-type: none"> • Basic Risk Management Policy; • Risk management policy and implementation guidelines for various risks as described in Decision Letters; • Policies and procedures, and determination of limits are adequate and socialized to all employees and regularly reviewed.
Identification, measurement, monitoring and mitigation processes and risk management Information system	<ul style="list-style-type: none"> • The identification process is carried out on all products/transactions that contain risks. Risks are measured according to the type, characteristic, and complexity of each product/transaction by the risk-taking unit and Corporate Risk Management. Risks are controlled according to the risk exposure and within risk appetite; • Risk management processes are reflected in, among others, risk profile reports, monitoring reports and regular limit reviews; • Risk management of information technology systems is used to identify and detect watchlist customers, mitigate fraud through certain parameters as alerts, reporting on risk events at the branches or headquarters through operation risk event management (OREM) application, risk and control self assessment, and implementation of multiple scoring both internally developed and in cooperation with Credit Bureau for a more prudent lending process; • Risk profiling report will be integrated to main entity through IRMIS application.
Comprehensive internal control systems	<p>Internal Audit Division has the function of evaluating the effectiveness and efficiency of work processes and their suitability to the needs of the business. Evaluations are conducted by way of active and passive inspection throughout all work units.</p>
BCA FINANCE LIMITED	
Active supervision by the board of Commissioners and the board of directors	<p>Active supervision by the Board of Directors is conducted through discussions on business and operational activities between the Board of Directors and management staff through regular reports.</p>
Adequacy of policies and procedures, and determination of limits	<ul style="list-style-type: none"> • Basic Risk Management Policy and Guidelines; • Policies and procedures, and determination of limits are adequate and regularly reviewed.
Identification, measurement, monitoring and mitigation processes and risk management Information system	<ul style="list-style-type: none"> • Risk management processes are conducted and outlined in risk profile reports on a quarterly basis; • Risk management processes are reflected in, among others, the monitoring of limits and regular limit reviews.
Comprehensive internal control systems	<p>Internal control is conducted by Compliance and Internal Audit division.</p>

PT BANK BCA SYARIAH	
Active supervision by the board of Commissioners and the board of directors	Active supervision by the Board of Commissioners and the Board of Directors is conducted through the establishment of the following: <ul style="list-style-type: none"> • Risk Oversight Committee, Audit Committee and Remuneration and Nomination Committee at the level of the Board of Commissioners; and • Risk Management Committee, Credit Committee, Credit Policy Committee, Human Resources Committee, Information Technology Steering Committee, and Assets and Liabilities Committee (ALCO) at the level of the Board of Directors.
Adequacy of policies and procedures, and determination of limits	<ul style="list-style-type: none"> • Basic Risk Management Policy; • Risk management policy for various risks as defined in Job Procedures and Guidelines; • Financing Policy related to credit risk; • Policies and procedures, and determination of limits are adequate and regularly reviewed.
Identification, measurement, monitoring and mitigation processes and risk management Information system	<ul style="list-style-type: none"> • Risk management processes are conducted and outlined in risk profile reports on a quarterly basis; • Risk management processes are reflected in, among others, the monitoring of limits and regular limit reviews.
Comprehensive internal control systems	The effectiveness of internal control is tested by the Internal Audit Work Unit.
PT BCA SEKURITAS	
Active supervision by the board of Commissioners and the board of directors	Active supervision by the Board of Commissioners and the Board of Directors is conducted through the following activities: <ul style="list-style-type: none"> • Regular meetings of the Board of Commissioners and the Board of Directors; • Establishment of organizations with reference to the Decree of the Capital Market and Financial Institution Supervisory Agency Number Kep-548/BL/2010 (Bapepam-LK/OJK) Regulation Number V.D.3 concerning Internal Control of Securities Companies Conducting Business Activities as A Broker-Dealer, comprising: <ul style="list-style-type: none"> – Marketing Functions; – Risk Management Functions; – Bookkeeping Functions; – Custodian Functions; – Information Technology Functions; and – Compliance Function; as well as Research Functions outside of the six functions listed above; • Establishment of the Internal Audit Function in accordance with OJK Regulation 57/POJK.04/2017 of September 26, 2017 on Implementation of Corporate Governance for Securities Firms Acting as Underwriters and Brokers; • The Board of Commissioners gives approval regarding credit facilities accepted by BCA Sekuritas from third parties; • The Board of Commissioners ensures matters on Money Laundering and Terrorism Financing are discussed at Board of the Directors and the Board of Commissioners meetings; • The Board of Directors makes decisions regarding internal policy; • The Board of Directors signs all reports in accordance with Capital Market regulations.
Adequacy of policies and procedures, and determination of limits	<ul style="list-style-type: none"> • Policy and Procedures that are in line with Capital Market regulations and are used as basis for developing guidelines for BCA Sekuritas' business activities; • Basic Risk Management Policy; • Policies and procedures, and determination of limits are adequate and regularly reviewed; • Policies derived from basic risk management policy.
Identification, measurement, monitoring and mitigation processes and risk management Information system	<ul style="list-style-type: none"> • Risk management processes are reflected in regular monitoring of the haircut effects, customer limits, and customer daily transactions, all of which are reported regularly; • Risk management processes are conducted and recorded in risk profile reports every semester.
Comprehensive internal control systems	Internal control of all business activities is conducted by Internal Audit Work Unit in accordance with Capital Market regulations.

PT ASURANSI UMUM BCA

Active supervision by the board of Commissioners and the board of directors

Active supervision is conducted by the Board of Commissioners and the Board of Directors through the establishment of the following committees:

- Audit Committee and Risk Oversight Committee at the level of the Board of Commissioners; and
- Investment Committee, Insurance Closure Acceptance Committee and Insurance Claim Finalization Committee at the level of the Board of Directors.

Adequacy of policies and procedures, and determination of limits

- Various policies, including the following:
 - Guidelines of the implementation of risk management;
 - Authority for Claim Approval, Acceptance and Insurance Policy/Cover Note Signing;
 - Underwriting Guidelines;
 - IT Operation Guidelines;
 - Manual Disaster Recovery Plan (DRP);
 - Reinsurance policy guidelines;
 - Corporate Investment Policy;
 - Operations Cost Approval Authority, Fixed Asset Purchasing, Office/ Building Renovations;
 - Implementation Guidelines for APU and PPT;
 - Manual Business Continuity Plan;
 - Anti Fraud Guidelines;
 - Financial Crisis Business Continuity Plan Policy;
 - Loss Event Database (LED) administrative Guidelines
- Policies and procedures, and determination of limits are adequate and regularly reviewed.

Identification, measurement, monitoring and mitigation processes and risk management Information system

- Risk management processes are conducted and recorded in risk profile reports;
- Risk management processes are reflected in, among others, risk profile reports, monitoring reports and regular limit reviews, company stress test simulation report, and business continuity plan testing result evaluation report.

Comprehensive internal control systems

Internal supervision is conducted by the Internal Audit Work Unit which assists management in monitoring the effectiveness of the implementation of all policies/procedures established.

PT BCA MULTI FINANCE

Active supervision by the board of Commissioners and the board of directors

Active supervision by the Board of Commissioners and the Board of Directors is conducted in the following forms:

- Routine meetings of the Board of Commissioners and the Board of Directors;
- The Board of Directors acknowledges and signs all reports for the authorities;
- The Board of Commissioners has established the Risk Oversight Committee, which is attached to the Audit Committee.

Adequacy of policies and procedures, and determination of limits

- Basic Risk Management Policy;
- Company's activities are regulated in policies and internal procedures which continue to be evaluated in accordance with company objectives.
- Maintaining performances appropriate with the limits set by the regulator. Determination of risk limits is contained in the authority of business and operational decision making in accordance with the organizational hierarchy
- Policies and procedures, and determination limits are adequate and regularly reviewed.

Identification, measurement, monitoring and mitigation processes and risk management Information system

- Process of Identification, measurement, monitoring and control of risks, established in the application of risk management. In practice, the company agreed to this implementation in order to reach properly running process in risk management.
- The risk management process has been reported in profile reports every semester and annually
- The information system continues to be improved to provide fast and accurate data to support the risk management process

Comprehensive internal control systems

- Internal supervision is conducted by the internal audit division
- Documenting the results of the audit and the follow-up is the comprehensive internal control system
- The compliance and internal audit function is independent of the work units that carry out business processes. The compliance function ensures that every policy and operational activity complies regarding regulatory requirements

PT ASURANSI JIWA BCA	
Active supervision by the board of Commissioners and the board of directors	<p>Active supervision is conducted by the Board of Commissioners and the Board of Directors through the establishment of the following:</p> <ul style="list-style-type: none"> • Risk Oversight Committee and Audit Committee at the level of the Board of Commissioners; and • Product Development Committee, Investment Committee and Risk Management Committee at the level of the Board of Directors.
Adequacy of policies and procedures, and determination of limits	<ul style="list-style-type: none"> • Basic Risk Management Policy and its Implementation Guidelines for each type of risks, as defined in the job procedures and guidelines; • Policies and procedures, and determination of limits are adequate and regularly reviewed.
Identification, measurement, monitoring and mitigation processes and risk management Information system	<ul style="list-style-type: none"> • Risk management processes are conducted and outlined in risk profile reports.; • Risk management processes are reflected in, among others, risk profile reports, monitoring reports and regular limit reviews.
Comprehensive internal control systems	<p>Internal Audit Division has been established which reviews the effectiveness and efficiency of each operational procedure independently and periodically according to the scope of each work unit.</p>
PT CENTRAL CAPITAL VENTURA	
Active supervision by the board of Commissioners and the board of directors	<p>Active supervision is conducted by the Board of Commissioners and the Board of Directors through the establishment of the following:</p> <ul style="list-style-type: none"> • Regular meetings of the Board of Commissioners and the Board of Directors (minimum once in three months, based on OJK regulation No. 36/POJK.05/2015); • Establishment of organization structure based on OJK regulation No. 34/POJK.05/2015; • The Board of Commissioners approval on the Board of Directors' request on the capital injection to PPU; • The Board of Directors approval on internal policies; • Regular meeting of Board of Directors, a minimum of once a month, based on OJK Regulation No. 36/POJK.05/2015; • The Board of Directors authorization and responsibilities of all reports including risk profile reports to the regulator.
Adequacy of policies and procedures, and determination of limits	<ul style="list-style-type: none"> • Policies and procedures are in compliance with prevailing regulations and are outlined in BCA's guidelines and procedures and guidelines for the sustainability business; • Policies and procedures, and determination of limits are adequate and regularly reviewed.
Identification, measurement, monitoring and mitigation processes and risk management Information system	<ul style="list-style-type: none"> • Risk management processes are conducted and outlined in risk profile reports each semester; • Risk management processes are reflected in, among others, risk profile reports, monitoring reports and regular limit reviews.
Comprehensive internal control systems	<ul style="list-style-type: none"> • Have policies, procedures and determination of limits related to corporate investment; • Internal control process has been carried out in the implementation of operational activities.
PT BANK ROYAL INDONESIA	
Active supervision by the board of Commissioners and the board of directors	<p>Active supervision by the Board of Commissioners and Board of Directors is conducted through the following form:</p> <ul style="list-style-type: none"> • Risk Monitoring Committee, Audit Committee, and Remuneration and Nomination Committee at the Commissioner level • Risk Management Committee, Credit Committee, IT Steering Committee, and Asset Liability Committee (ALCO) at the Directors level
Adequacy of policies and procedures, and determination of limits	<ul style="list-style-type: none"> • General risk management policy with the application guidelines for each type of risk, which are explained in the implementation procedures and instructions • Policies, procedures and determination of limit are adequate and regularly reviewed
Identification, measurement, monitoring and mitigation processes and risk management Information system	<ul style="list-style-type: none"> • Risk management processes has been carried out and outlined in the risk profile report quarterly, • Risk management processes is reflected in, among others, risk profile reports, and monitoring reports and regular limit reviews
Comprehensive internal control systems	<p>The internal control function is inherent of all work units. The implementation is monitored by the Compliance, Risk Management Unit and Internal Audit Work Unit.</p>

Risk Management Table*

Table A. Disclosure of the Capital Structure

Disclosure of the Bank's capital structure (on standalone basis and consolidated) is presented in the audited Consolidated Financial Statements, note No. 45.

Table B.1.a.1. Disclosure of Net Receivables by Region - Bank Only

(in million Rupiah)

No.	Portfolio Category	Period of December 31, 2019				
		Net Receivables by Region				
		Sumatera	Jawa	Kalimantan	Eastern Indonesia	Total
(1)	(2)	(3)	(4)	(5)	(6)	(7)
1	Receivables on sovereigns	-	192,586,061	-	-	192,586,061
2	Receivables on public sector entities	30,750	33,543,389	-	-	33,574,139
3	Receivables on multilateral development banks and international institutions	-	-	-	-	-
4	Receivables on banks	95,078	61,845,380	12,347	24,137	61,976,942
5	Loans secured by residential property	2,536,253	47,063,493	864,810	2,710,560	53,175,116
6	Loans secured by commercial real estate	1,379,701	18,528,430	187,624	685,713	20,781,468
7	Employee/retired loans	-	-	-	-	-
8	Receivables on micro, small business & retail portfolio	2,932,959	61,408,666	818,170	1,571,147	66,730,942
9	Receivables on corporate	26,676,729	438,695,164	9,362,943	17,034,009	491,768,845
10	Past due receivables	146,241	2,192,352	32,349	122,656	2,493,598
11	Other assets	3,621,371	48,803,920	1,027,608	2,522,908	55,975,807
	Total	37,419,082	904,666,855	12,305,851	24,671,130	979,062,918

(in million Rupiah)

No.	Portfolio Category	Period of December 31, 2018				
		Net Receivables by Region				
		Sumatera	Jawa	Kalimantan	Eastern Indonesia	Total
(1)	(2)	(3)	(4)	(5)	(6)	(7)
1	Receivables on sovereigns	-	151,206,893	-	-	151,206,893
2	Receivables on public sector entities	26,541	36,284,517	-	-	36,311,058
3	Receivables on multilateral development banks and international institutions	-	-	-	-	-
4	Receivables on banks	88,332	67,042,218	2,540	35,022	67,168,112
5	Loans secured by residential property	2,103,089	40,430,355	826,332	2,236,183	45,595,959
6	Loans secured by commercial real estate	870,732	15,402,633	204,565	680,450	17,158,380
7	Employee/retired loans	-	-	-	-	-
8	Receivables on micro, small business & retail portfolio	2,867,308	63,801,148	756,106	1,538,289	68,962,851
9	Receivables on corporate	24,200,166	376,571,085	7,708,958	14,963,416	423,443,625
10	Past due receivables	123,342	1,395,429	38,495	142,119	1,699,385
11	Other assets	2,769,330	45,235,542	820,481	1,956,327	50,781,680
	Total	33,048,840	797,369,820	10,357,477	21,551,806	862,327,943

* The information is presented in accordance with Indonesia's Financial Services Authority Circular Letter No. 43/SEOJK.03/2016 dated September 28, 2016 regarding Transparency and Publication of Reporting for Conventional Commercial Banks. If the Bank has no transactions of the particular type defined in the Circular, the table is not presented.

Table B.1.a.2. Disclosure of Net Receivables by Region - Consolidated

(in million Rupiah)

No.	Portfolio Category	Period of December 31, 2019					
		Net Receivables by Region					
		Sumatera	Jawa	Kalimantan	Eastern Indonesia	Foreign Operation	Total
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
1	Receivables on sovereigns	-	196,953,390	-	-	329,204	197,282,594
2	Receivables on public sector entities	30,750	34,006,419	-	-	-	34,037,169
3	Receivables on multilateral development banks and international institutions	-	-	-	-	-	-
4	Receivables on banks	95,078	62,225,471	12,347	24,137	73,384	62,430,417
5	Loans secured by residential property	2,537,828	47,115,233	864,810	2,710,560	-	53,228,431
6	Loans secured by commercial real estate	1,380,148	18,969,488	187,624	685,713	-	21,222,973
7	Employee/retired loans	-	375,597	-	-	-	375,597
8	Receivables on micro, small business & retail portfolio	2,938,180	72,426,573	818,170	1,571,147	-	77,754,070
9	Receivables on corporate	26,919,482	442,112,779	9,362,943	17,034,009	351,066	495,780,279
10	Past due receivables	146,241	2,269,478	32,349	122,656	-	2,570,724
11	Other assets	3,621,371	49,071,412	1,027,608	2,522,908	15,920	56,259,219
	Total	37,669,078	925,525,840	12,305,851	24,671,130	769,574	1,000,941,473

(in million Rupiah)

No.	Portfolio Category	Period of December 31, 2018					
		Net Receivables by Region					
		Sumatera	Jawa	Kalimantan	Eastern Indonesia	Foreign Operation	Total
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
1	Receivables on sovereigns	-	152,379,771	-	-	342,980	152,722,751
2	Receivables on public sector entities	26,541	36,384,517	-	-	-	36,411,058
3	Receivables on multilateral development banks and international institutions	-	-	-	-	-	-
4	Receivables on banks	88,332	67,117,917	2,540	35,022	135,662	67,379,473
5	Loans secured by residential property	2,104,037	40,483,215	826,332	2,236,183	-	45,649,767
6	Loans secured by commercial real estate	870,732	15,713,157	204,565	680,450	-	17,468,904
7	Employee/retired loans	-	418,428	-	-	-	418,428
8	Receivables on micro, small business & retail portfolio	2,867,521	71,974,863	756,106	1,538,289	-	77,136,779
9	Receivables on corporate	24,370,793	381,303,188	7,708,958	14,963,416	269,359	428,615,714
10	Past due receivables	123,342	1,472,192	38,495	142,119	-	1,776,148
11	Other assets	2,769,330	46,179,367	820,481	1,956,327	8,357	51,733,862
	Total	33,220,628	813,426,615	10,357,477	21,551,806	756,358	879,312,884

Table B.2.a.1. Disclosure of Net Receivables by Contractual Maturity - Bank Only

(in million Rupiah)

No.	Portfolio Category	Period of December 31, 2019					
		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	132,250,329	25,060,079	32,904,476	612,340	1,758,837	192,586,061
2	Receivables on public sector entities	5,646,988	3,097,006	6,503,357	9,899,402	8,427,386	33,574,139
3	Receivables on multilateral development banks and international institutions	-	-	-	-	-	-
4	Receivables on banks	27,757,522	5,517,263	1,912,715	5,652	26,783,790	61,976,942
5	Loans secured by residential property	609,349	8,261,667	12,110,465	32,133,379	60,256	53,175,116
6	Loans secured by commercial real estate	3,264,587	2,333,964	2,669,033	10,695,154	1,818,730	20,781,468
7	Employee/retired loans	-	-	-	-	-	-
8	Receivables on micro, small business & retail portfolio	8,968,382	25,644,508	22,303,229	7,893,897	1,920,926	66,730,942
9	Receivables on corporate	267,774,756	50,533,293	58,504,404	83,145,405	31,810,987	491,768,845
10	Past due receivables	509,807	191,165	208,238	293,220	1,291,168	2,493,598
11	Other assets	-	-	-	-	55,975,807	55,975,807
	Total	446,781,720	120,638,945	137,115,917	144,678,449	129,847,887	979,062,918

(in million Rupiah)

No.	Portfolio Category	Period of December 31, 2018					
		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	105,463,559	32,575,851	10,384,234	250,772	2,532,477	151,206,893
2	Receivables on public sector entities	10,458,785	1,681,252	6,623,447	9,566,993	7,980,581	36,311,058
3	Receivables on multilateral development banks and international institutions	-	-	-	-	-	-
4	Receivables on banks	36,321,919	3,894,477	2,664,159	6,306	24,281,251	67,168,112
5	Loans secured by residential property	469,767	4,652,736	13,208,099	27,188,217	77,140	45,595,959
6	Loans secured by commercial real estate	2,901,665	1,615,522	3,982,031	6,667,130	1,992,032	17,158,380
7	Employee/retired loans	-	-	-	-	-	-
8	Receivables on micro, small business & retail portfolio	7,884,146	29,078,877	21,434,255	8,732,685	1,832,888	68,962,851
9	Receivables on corporate	224,235,358	42,578,522	52,209,859	75,455,323	28,964,563	423,443,625
10	Past due receivables	324,213	127,753	158,011	397,101	692,307	1,699,385
11	Other assets	-	-	-	-	50,781,680	50,781,680
	Total	388,059,412	116,204,990	110,664,095	128,264,527	119,134,919	862,327,943

Table B.2.a.2. Disclosure of Net Receivables by Contractual Maturity - Consolidated

(in million Rupiah)

No.	Portfolio Category	Period of December 31, 2019					
		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	134,296,865	27,476,539	33,035,091	655,464	1,818,635	197,282,594
2	Receivables on public sector entities	5,701,217	3,165,535	6,743,629	9,999,402	8,427,386	34,037,169
3	Receivables on multilateral development banks and international institutions	-	-	-	-	-	-
4	Receivables on banks	28,210,693	5,517,263	1,912,722	5,652	26,784,087	62,430,417
5	Loans secured by residential property	609,868	8,264,154	12,135,418	32,158,735	60,256	53,228,431
6	Loans secured by commercial real estate	3,313,941	2,334,741	2,776,702	10,978,859	1,818,730	21,222,973
7	Employee/retired loans	13,148	82,609	107,542	172,298	-	375,597
8	Receivables on micro, small business & retail portfolio	11,260,724	32,166,312	24,642,961	8,058,790	1,625,283	77,754,070
9	Receivables on corporate	271,028,131	49,984,415	59,107,638	83,849,108	31,810,987	495,780,279
10	Past due receivables	537,592	224,383	223,959	293,622	1,291,168	2,570,724
11	Other assets	3,056	119	-	-	56,256,044	56,259,219
	Total	454,975,235	129,216,070	140,685,662	146,171,930	129,892,576	1,000,941,473

(in million Rupiah)

No.	Portfolio Category	Period of December 31, 2018					
		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	106,636,438	32,737,595	10,520,646	295,595	2,532,477	152,722,751
2	Receivables on public sector entities	10,458,785	1,681,253	6,723,447	9,566,992	7,980,581	36,411,058
3	Receivables on multilateral development banks and international institutions	-	-	-	-	-	-
4	Receivables on banks	36,533,094	3,894,656	2,664,166	6,306	24,281,251	67,379,473
5	Loans secured by residential property	469,874	4,654,406	13,228,766	27,219,581	77,140	45,649,767
6	Loans secured by commercial real estate	2,953,808	1,620,531	4,077,247	6,825,286	1,992,032	17,468,904
7	Employee/retired loans	11,229	99,690	121,090	186,419	-	418,428
8	Receivables on micro, small business & retail portfolio	11,251,407	33,164,203	22,526,804	8,758,095	1,436,270	77,136,779
9	Receivables on corporate	227,279,686	43,393,719	52,788,135	76,189,611	28,964,563	428,615,714
10	Past due receivables	359,982	157,888	167,408	398,563	692,307	1,776,148
11	Other assets	3,603	164	-	-	51,730,095	51,733,862
	Total	395,957,906	121,404,105	112,817,709	129,446,448	119,686,716	879,312,884

Table B.3.a.1. 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)
	Period of December 31, 2019					
1	Agriculture, hunting and forestry	-	1,267,689	-	-	-
2	Fishery	-	-	-	-	-
3	Mining and quarrying	-	1,866,471	-	-	-
4	Manufacturing	-	112,389	-	-	-
5	Electricity, gas and water	-	15,807,991	-	-	-
6	Construction	-	802,501	-	-	-
7	Wholesale and retail trading	-	17	-	-	-
8	Hotel and food & beverage	-	-	-	-	-
9	Transportation, warehousing and communications	-	2,622,530	-	-	-
10	Financial intermediary	1,797,622	6,385,074	-	61,976,942	-
11	<i>Real estate, rental and business services</i>	-	-	-	-	-
12	Public administration, defense and compulsory social security	190,782,802	-	-	-	-
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	-	-	-	-	53,175,116
20	Others	5,637	4,709,477	-	-	-
	Total	192,586,061	33,574,139	-	61,976,942	53,175,116

(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	Exposures at Sharia Based Business Activity Unit (if any)
	(8)	(9)	(10)	(11)	(12)	(13)	(14)
	-	-	190,085	33,835,660	10,686	-	-
	-	-	43,125	950,739	16,300	-	-
	-	-	26,895	1,344,921	43	-	-
	-	-	947,538	137,383,288	328,761	-	-
	-	-	12,788	6,117,090	342	-	-
	302,370	-	282,505	20,599,692	30,165	-	-
	-	-	5,592,828	150,049,637	645,224	-	-
	-	-	242,241	13,556,455	822,815	-	-
	-	-	357,300	27,373,946	29,813	80	-
	-	-	42,572	17,617,970	2,121	526,444	-
	20,479,098	-	422,366	7,867,500	34,893	-	-
	-	-	1,272	-	-	-	-
	-	-	48,648	1,062,421	810	-	-
	-	-	98,302	3,315,741	30	-	-
	-	-	394,590	6,665,866	23,557	-	-
	-	-	-	-	-	-	-
	-	-	119	-	-	-	-
	-	-	7,808	3,146	66	-	-
	-	-	44,994,221	22,492,904	498,229	-	-
	-	-	13,025,739	41,531,869	49,743	55,449,283	-
	20,781,468	-	66,730,942	491,768,845	2,493,598	55,975,807	-

Table B.3.a.1. 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)
	Period of December 31, 2018					
1	Agriculture, hunting and forestry	-	1,306,409	-	-	-
2	Fishery	-	-	-	-	-
3	Mining and quarrying	-	2,650,651	-	-	-
4	Manufacturing	-	1,081,512	-	-	-
5	Electricity, gas and water	-	13,883,567	-	-	-
6	Construction	-	-	-	-	-
7	Wholesale and retail trading	-	13	-	-	-
8	Hotel and food & beverage	-	-	-	-	-
9	Transportation, warehousing and communications	-	4,051,483	-	-	-
10	Financial intermediary	2,536,274	5,015,424	-	67,168,112	-
11	<i>Real estate, rental and business services</i>	-	-	-	-	-
12	Public administration, defense and compulsory social security	148,665,384	-	-	-	-
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	-	-	-	-	45,595,959
20	Others	5,235	8,321,999	-	-	-
	Total	151,206,893	36,311,058	-	67,168,112	45,595,959

(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	Exposures at Sharia Based Business Activity Unit (if any)
	(8)	(9)	(10)	(11)	(12)	(13)	(14)
	-	-	151,990	30,942,776	5,770	-	-
	-	-	36,867	831,267	63	-	-
	-	-	28,978	1,205,967	4,419	-	-
	-	-	799,723	119,265,815	106,053	-	-
	-	-	7,449	3,124,998	1,436	-	-
	224,629	-	237,691	17,548,877	16,209	-	-
	-	-	4,580,050	125,490,221	506,220	-	-
	-	-	187,141	13,220,926	353,417	-	-
	-	-	308,335	23,549,860	23,222	80	-
	-	-	35,521	13,492,721	3,706	526,445	-
	16,933,751	-	370,193	5,969,462	48,998	-	-
	-	-	-	-	-	-	-
	-	-	40,830	946,018	5,441	-	-
	-	-	83,614	2,636,837	1,360	-	-
	-	-	320,983	4,561,113	6,661	-	-
	-	-	-	-	-	-	-
	-	-	23	-	-	-	-
	-	-	7,708	3,345	87	-	-
	-	-	49,896,164	25,342,047	558,020	-	-
	-	-	11,869,591	35,311,375	58,303	50,255,155	-
	17,158,380	-	68,962,851	423,443,625	1,699,385	50,781,680	-

Table B.3.a.2. 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)
	Period of December 31, 2019					
1	Agriculture, hunting and forestry	-	1,289,235	-	-	-
2	Fishery	-	-	-	-	-
3	Mining and quarrying	-	1,866,471	-	-	-
4	Manufacturing	-	112,389	-	-	-
5	Electricity, gas and water	-	16,007,991	-	-	-
6	Construction	-	855,006	-	-	-
7	Wholesale and retail trading	-	17	-	-	-
8	Hotel and food & beverage	-	-	-	-	-
9	Transportation, warehousing and communications	-	2,643,363	-	-	-
10	Financial intermediary	1,797,622	6,553,220	-	62,430,417	-
11	<i>Real estate, rental and business services</i>	-	-	-	-	-
12	Public administration, defense and compulsory social security	192,743,054	-	-	-	-
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	-	-	-	-	53,175,116
20	Others	2,741,918	4,709,477	-	-	53,315
	Total	197,282,594	34,037,169	-	62,430,417	53,228,431

(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	Exposures at Sharia Based Business Activity Unit (if any)
	(8)	(9)	(10)	(11)	(12)	(13)	(14)
	-	326,305	717,987	34,101,290	13,377	-	-
	-	-	160,881	1,042,838	16,861	-	-
	-	-	334,697	1,377,205	1,244	-	-
	17,231	-	3,451,070	138,521,447	341,221	-	-
	-	-	13,048	6,117,172	342	-	-
	350,354	-	302,645	20,889,476	33,127	-	-
	330	-	7,129,967	151,679,536	652,287	-	-
	132	-	429,118	13,557,913	823,509	-	-
	8,935	-	780,459	27,873,134	31,343	80	-
	-	-	627,053	17,122,398	3,133	975,795	-
	20,844,953	-	1,152,365	8,315,253	38,654	-	-
	-	-	611,946	-	2,158	-	-
	-	-	585,096	1,088,445	2,475	-	-
	-	-	461,117	3,325,565	774	-	-
	-	-	1,129,269	6,674,645	28,321	-	-
	-	-	1,221,597	1,399	30,741	-	-
	-	-	119	-	-	-	-
	-	-	889,598	13,505	3,185	-	-
	-	-	44,994,221	22,492,904	498,229	-	-
	1,038	49,292	12,761,817	41,586,154	49,743	55,283,344	-
	21,222,973	375,597	77,754,070	495,780,279	2,570,724	56,259,219	-

Table B.3.a.2. 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)
	Period of December 31, 2018					
1	Agriculture, hunting and forestry	-	1,306,409	-	-	-
2	Fishery	-	-	-	-	-
3	Mining and quarrying	-	2,650,651	-	-	-
4	Manufacturing	-	1,081,512	-	-	-
5	Electricity, gas and water	-	13,983,567	-	-	-
6	Construction	-	-	-	-	-
7	Wholesale and retail trading	-	13	-	-	-
8	Hotel and food & beverage	-	-	-	-	249
9	Transportation, warehousing and communications	-	4,051,483	-	-	-
10	Financial intermediary	2,536,275	5,015,424	-	67,379,473	-
11	<i>Real estate, rental and business services</i>	-	-	-	-	-
12	Public administration, defense and compulsory social security	150,181,242	-	-	-	-
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	-	-	-	-	45,595,959
20	Others	5,234	8,321,999	-	-	53,559
	Total	152,722,751	36,411,058	-	67,379,473	45,649,767

(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	Exposures at Sharia Based Business Activity Unit (if any)
	(8)	(9)	(10)	(11)	(12)	(13)	(14)
	-	342,624	501,637	31,146,152	7,059	-	-
	-	-	116,091	956,923	623	-	-
	-	-	264,053	1,211,588	5,205	-	-
	294	-	2,563,282	120,251,831	111,296	-	-
	-	-	7,983	3,125,054	1,436	-	-
	273,360	-	254,789	17,818,286	19,158	-	-
	492	-	5,791,353	126,880,262	509,695	-	-
	-	-	322,172	13,222,891	353,647	-	-
	4,663	-	643,310	24,083,713	23,841	80	-
	-	-	671,174	14,661,854	3,996	929,572	-
	17,190,095	-	947,172	6,437,579	50,550	-	-
	-	-	444,670	-	1,275	-	-
	-	-	455,042	948,606	6,579	-	-
	-	-	346,853	2,638,956	1,753	-	-
	-	-	518,591	4,565,110	7,911	-	-
	-	-	1,129,400	18	52,434	-	-
	-	-	23	-	-	-	-
	-	-	650,883	11,383	2,268	-	-
	-	-	49,896,164	25,342,047	558,020	-	-
	-	75,804	11,612,137	35,313,461	59,402	50,804,210	-
	17,468,904	418,428	77,136,779	428,615,714	1,776,148	51,733,862	-

Table B.4.a.1. Disclosure of Receivables and Provisioning by Region - Bank Only

(in million Rupiah)

No.	Portfolio Category	Period of December 31, 2019				
		Net Receivables by Region				
		Sumatera	Jawa	Kalimantan	Eastern Indonesia	Total
(1)	(2)	(3)	(4)	(5)	(6)	(7)
1	Receivables	28,670,206	797,487,659	9,701,376	19,383,658	855,242,899
2	Impaired receivables	154,632	4,778,569	-	292,500	5,225,701
	a. Non past due	-	1,142,226	-	7,061	1,149,287
	b. Past due	154,632	3,636,343	-	285,439	4,076,414
3	Allowance for impairment losses - Individual	123,200	3,376,167	-	256,970	3,756,337
4	Allowance for impairment losses - Collective	617,250	9,982,103	118,902	669,348	11,387,603
5	Written-off receivables	92,084	1,872,673	30,829	31,626	2,027,212

(in million Rupiah)

No.	Portfolio Category	Period of December 31, 2018				
		Net Receivables by Region				
		Sumatera	Jawa	Kalimantan	Eastern Indonesia	Total
(1)	(2)	(3)	(4)	(5)	(6)	(7)
1	Receivables	27,081,533	714,990,474	8,779,709	18,051,853	768,903,569
2	Impaired receivables	291,892	4,342,313	54,859	340,221	5,029,285
	a. Non past due	72,455	1,574,934	-	93,605	1,740,994
	b. Past due	219,437	2,767,379	54,859	246,616	3,288,291
3	Allowance for impairment losses - Individual	194,819	3,264,452	37,975	294,386	3,791,632
4	Allowance for impairment losses - Collective	473,666	9,050,903	157,194	476,210	10,157,973
5	Written-off receivables	8,845	2,295,013	184,219	12,689	2,500,766

Table B.4.a.2. Disclosure of Receivables and Provisioning by Region - Consolidated

(in million Rupiah)

No.	Portfolio Category	Period of December 31, 2019					
		Net Receivables by Region					
		Sumatera	Jawa	Kalimantan	Eastern Indonesia	Foreign Operation	Total
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
1	Receivables	28,711,097	810,223,557	9,701,376	19,383,658	752,920	868,772,608
2	Impaired Receivables	154,632	4,789,475	-	292,500	2,821	5,239,428
	a. Non Past Due	-	1,153,132	-	7,061	2,821	1,163,014
	b. Past Due	154,632	3,636,343	-	285,439	-	4,076,414
3	Allowance for Impairment Losses - Individual	123,200	3,380,517	-	256,970	2,821	3,763,508
4	Allowance for Impairment Losses - Collective	617,576	10,499,834	118,902	669,348	583	11,906,243
5	Written-off receivables	92,084	2,076,037	30,829	31,626	-	2,230,576

(in million Rupiah)

No.	Portfolio Category	Period of December 31, 2018					
		Net Receivables by Region					
		Sumatera	Jawa	Kalimantan	Eastern Indonesia	Foreign Operation	Total
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
1	Receivables	27,253,320	728,001,032	8,779,709	18,051,853	788,500	782,874,414
2	Impaired Receivables	291,892	4,605,011	54,859	340,221	45,962	5,337,945
	a. Non Past Due	72,455	1,835,833	-	93,605	45,962	2,047,855
	b. Past Due	219,437	2,769,178	54,859	246,616	-	3,290,090
3	Allowance for Impairment Losses - Individual	194,819	3,283,306	37,975	294,386	45,962	3,856,448
4	Allowance for Impairment Losses - Collective	475,143	9,483,443	157,194	476,210	429	10,592,419
5	Written-off receivables	8,845	2,559,746	184,219	12,689	-	2,765,499

Table B.5.a.1. Disclosure of Receivables and Provisioning based on Economic Sectors - Bank Only

(in million Rupiah)

No.	Economic Sectors	Receivables	Impaired Receivables		Allowance for Impairment Losses - Individual	Allowance for Impairment Losses - Collective	Written-Off Receivables
			Non Past Due	Past Due			
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
Period of December 31, 2019							
1	Agriculture, hunting and forestry	33,463,149	-	-	-	301,696	5,151
2	Fishery	931,471	50,593	51,343	81,935	20,012	343
3	Mining and quarrying	3,084,148	-	365	359	27,122	1,351
4	Manufacturing	122,429,905	692,443	697,684	1,076,099	2,858,337	100,267
5	Electricity, gas and water	20,302,035	-	-	-	72,557	17,303
6	Construction	17,985,394	-	240,417	240,416	357,464	37,083
7	Wholesale and retail trading	130,582,350	90,050	1,213,277	1,014,101	3,951,283	532,855
8	Hotel and food & beverage	14,655,135	43,389	1,810,610	1,026,650	307,600	960
9	Transportation, warehousing and communications	27,276,232	272,812	29,194	293,990	389,826	3,568
10	Financial intermediary	86,137,998	-	-	-	141,602	222
11	Real estate, rental and business services	25,691,645	-	33,524	22,787	778,252	188,098
12	Public administration, defense and compulsory social security	185,313,351	-	-	-	5	-
13	Education services	1,021,559	-	-	-	10,209	515
14	Human health and social work activities	3,019,385	-	-	-	42,233	1,731
15	Public, socio-culture, entertainment and other personal services	5,960,673	-	-	-	88,729	2,004
16	Activities of households as employee	-	-	-	-	-	-
17	International and other extra international institutions	119	-	-	-	-	-
18	Undefined activities	11,359	-	-	-	616	806
19	Non business field	121,954,230	-	-	-	1,365,658	708,781
20	Others	55,422,761	-	-	-	674,402	426,174
	Total	855,242,899	1,149,287	4,076,414	3,756,337	11,387,603	2,027,212

Table B.5.a.1. Disclosure of Receivables and Provisioning based on Economic Sectors - Bank Only

(in million Rupiah)

No.	Economic Sectors	Receivables	Impaired Receivables		Allowance for Impairment Losses - Individual	Allowance for Impairment Losses - Collective	Written-Off Receivables
			Non Past Due	Past Due			
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
Period of December 31, 2018							
1	Agriculture, hunting and forestry	30,435,410	-	-	-	231,492	125,166
2	Fishery	763,003	-	-	-	84,942	243
3	Mining and quarrying	3,823,903	-	13,377	9,969	31,650	80
4	Manufacturing	110,380,644	-	163,460	108,086	2,726,306	131,723
5	Electricity, gas and water	16,186,482	-	18,478	17,065	42,683	104
6	Construction	15,213,324	-	560,744	552,052	318,935	39,683
7	Wholesale and retail trading	118,916,000	471,166	926,776	1,001,599	2,779,252	721,020
8	Hotel and food & beverage	13,897,479	786,668	781,187	844,424	365,664	686
9	Transportation, warehousing and communications	24,008,120	473,441	553,889	1,003,367	343,934	339,000
10	Financial intermediary	87,286,330	-	-	-	91,095	210,394
11	<i>Real estate, rental and business services</i>	20,861,800	-	270,380	248,260	704,471	2,227
12	Public administration, defense and compulsory social security	153,456,304	-	-	-	-	-
13	Education services	874,465	-	-	-	9,057	370
14	Human health and social work activities	2,360,375	-	-	-	32,353	87
15	Public, socio-culture, entertainment and other personal services	4,608,049	-	-	-	84,274	10,836
16	Activities of households as employee	-	-	-	-	-	-
17	International and other extra international institutions	24	-	-	-	1	-
18	Undefined activities	11,561	-	-	-	719	618
19	Non business field	122,199,366	-	-	-	1,414,722	515,717
20	Others	43,620,930	9,719	-	6,810	896,423	402,812
	Total	768,903,569	1,740,994	3,288,291	3,791,632	10,157,973	2,500,766

Table B.5.a.2. Disclosure of Receivables and Provisioning based on Economic Sectors - Consolidated

(in million Rupiah)

No.	Economic Sectors	Receivables	Impaired Receivables		Allowance for Impairment Losses - Individual	Allowance for Impairment Losses - Collective	Written-Off Receivables
			Non Past Due	Past Due			
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
Period of December 31, 2019							
1	Agriculture, hunting and forestry	34,489,058	-	-	-	318,544	11,454
2	Fishery	1,051,238	50,593	51,343	81,935	22,442	2,230
3	Mining and quarrying	3,411,021	-	365	359	33,397	4,478
4	Manufacturing	125,203,000	692,443	697,684	1,076,099	2,920,887	135,958
5	Electricity, gas and water	20,302,377	-	-	-	72,576	17,303
6	Construction	18,125,286	-	240,417	240,417	359,895	37,083
7	Wholesale and retail trading	132,345,619	100,956	1,213,277	1,018,451	3,986,595	549,696
8	Hotel and food & beverage	14,845,489	43,389	1,810,610	1,026,650	311,056	2,958
9	Transportation, warehousing and communications	28,046,275	275,633	29,194	296,810	410,144	7,578
10	Financial intermediary	81,567,578	-	-	-	152,979	1,581
11	<i>Real estate, rental and business services</i>	26,861,397	-	33,524	22,787	797,856	196,869
12	Public administration, defense and compulsory social security	187,877,391	-	-	-	15,224	5,741
13	Education services	1,588,110	-	-	-	20,459	5,577
14	Human health and social work activities	3,394,154	-	-	-	48,371	4,226
15	Public, socio-culture, entertainment and other personal services	6,719,882	-	-	-	108,452	8,148
16	Activities of households as employee	1,309,361	-	-	-	266,229	94,477
17	International and other extra international institutions	119	-	-	-	-	-
18	Undefined activities	916,909	-	-	-	18,867	10,264
19	Non business field	121,954,230	-	-	-	1,365,658	708,781
20	Others	58,764,114	-	-	-	676,612	426,174
	Total	868,772,608	1,163,014	4,076,414	3,763,508	11,906,243	2,230,576

Table B.5.a.2. Disclosure of Receivables and Provisioning based on Economic Sectors - Consolidated

(in million Rupiah)

No.	Economic Sectors	Receivables	Impaired Receivables		Allowance for Impairment Losses - Individual	Allowance for Impairment Losses - Collective	Written-Off Receivables
			Non Past Due	Past Due			
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
Period of December 31, 2018							
1	Agriculture, hunting and forestry	31,337,167	-	-	-	246,297	129,053
2	Fishery	974,317	115,583	-	4,981	86,868	1,341
3	Mining and quarrying	4,068,423	-	13,377	9,969	36,244	1,273
4	Manufacturing	113,193,817	-	163,460	108,086	2,774,578	148,976
5	Electricity, gas and water	16,287,071	-	18,478	17,064	43,698	148
6	Construction	15,552,230	-	560,744	552,052	322,880	39,781
7	Wholesale and retail trading	121,497,443	493,055	928,575	1,006,231	2,815,031	735,261
8	Hotel and food & beverage	14,036,434	786,668	781,187	844,424	369,183	1,461
9	Transportation, warehousing and communications	24,730,128	476,250	553,889	1,006,176	364,881	342,197
10	Financial intermediary	88,084,542	64,314	-	3,216	104,066	211,421
11	<i>Real estate, rental and business services</i>	22,145,613	47,620	270,380	254,213	724,404	12,798
12	Public administration, defense and compulsory social security	154,251,078	-	-	-	14,052	1,638
13	Education services	1,295,816	-	-	-	17,662	2,045
14	Human health and social work activities	2,628,124	-	-	-	37,074	1,045
15	Public, socio-culture, entertainment and other personal services	4,813,122	-	-	-	89,470	12,647
16	Activities of households as employee	1,250,472	-	-	-	218,950	195,648
17	International and other extra international institutions	24	-	-	-	1	-
18	Undefined activities	670,909	-	-	-	14,383	9,743
19	Non business field	122,199,366	-	-	-	1,414,722	515,736
20	Others	43,858,318	64,365	-	50,036	897,975	403,287
	Total	782,874,414	2,047,855	3,290,090	3,856,448	10,592,419	2,765,499

Table B.6.a.1. Disclosure of Movements of Allowance for Impairment Losses - Bank Only

(in million Rupiah)

No.	Description	Period of December 31, 2019	
		Allowance for Impairment Losses - Individual	Allowance for Impairment Losses - Collective
(1)	(2)	(3)	(4)
1	Beginning balance - allowance for impairment losses	3,791,632	10,157,973
2	Additional/reversal allowance for impairment losses during the year (Net)		
	a. Additional allowance for impairment losses during the year	2,033,544	4,841,094
	b. Reversal allowance for impairment losses during the year	(798,460)	(1,971,524)
3	Allowance for impairment losses used for written off receivables during the year	(1,267,368)	(1,654,616)
4	Other additional (reversal) of allowance during the year	(3,011)	14,676
Ending Balance - Allowance for Impairment Losses		3,756,337	11,387,603

(dalam jutaan Rupiah)

No.	Description	Period of December 31, 2018	
		Allowance for Impairment Losses - Individual	Allowance for Impairment Losses - Collective
(1)	(2)	(3)	(4)
1	Beginning balance - allowance for impairment losses	4,022,773	10,094,698
2	Additional/reversal allowance for impairment losses during the year (Net)		
	a. Additional allowance for impairment losses during the year	1,680,984	3,370,960
	b. Reversal allowance for impairment losses during the year	(337,267)	(2,347,288)
3	Allowance for impairment losses used for written off receivables during the year	(1,639,851)	(1,083,709)
4	Other additional (reversal) of allowance during the year	64,993	123,312
Ending Balance - Allowance for Impairment Losses		3,791,632	10,157,973

Table B.6.a.2. Disclosure of Movements of Allowance for Impairment Losses - Consolidated

(in million Rupiah)

No.	Description	Period of December 31, 2019	
		Allowance for Impairment Losses - Individual	Allowance for Impairment Losses - Collective
(1)	(2)	(3)	(4)
1	Beginning balance - allowance for impairment losses	3,856,448	10,592,418
2	Additional/reversal allowance for impairment losses during the year (Net)		
	a. Additional allowance for impairment losses during the year	2,203,060	5,414,763
	b. Reversal allowance for impairment losses during the year	(965,739)	(2,117,099)
3	Allowance for impairment losses used for written off receivables during the year	(1,307,590)	(1,974,143)
4	Other additional (reversal) of allowance during the year	(22,671)	(9,696)
Ending Balance - Allowance for Impairment Losses		3,763,508	11,906,243

(in million Rupiah)

No.	Description	Period of December 31, 2018	
		Allowance for Impairment Losses - Individual	Allowance for Impairment Losses - Collective
(1)	(2)	(3)	(4)
1	Beginning balance - allowance for impairment losses	4,097,143	10,537,025
2	Additional/reversal allowance for impairment losses during the year (Net)		
	a. Additional allowance for impairment losses during the year	1,852,105	3,887,640
	b. Reversal allowance for impairment losses during the year	(493,267)	(2,569,876)
3	Allowance for impairment losses used for written off receivables during the year	(1,665,820)	(1,385,423)
4	Other additional (reversal) of allowance during the year	66,287	123,053
Ending Balance - Allowance for Impairment Losses		3,856,448	10,592,419

Table B.7.a.1. 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 Perneringkat Efek Indonesia	idAAA	idAA+ to idAA-	idA+ to idA-	id BBB+ to idBBB-
(1)	(2)	(3)	(4)	(5)	(6)	(7)
1	Receivables on sovereigns		2,624,643	-	-	30,764,111
2	Receivables on public sector entities		25,085,832	1,247,984	2,439,121	101,584
3	Receivables on multilateral development banks and international institutions		-	-	-	-
4	Receivables on banks		10,190,722	16,320,002	5,146,120	1,502,135
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		16,385,171	14,014,072	5,124,542	1,256,236
10	Past due receivables					
11	Other assets		-			
	Total		54,286,368	31,582,058	12,709,783	33,624,066

(in million Rupiah)

Period of December 31, 2019

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)	
-	-	-	-	-	-	-	-	159,197,307	192,586,061
-	-	-	-	-	-	-	-	4,699,618	33,574,139
-	-	-	-	-	-	-	-	-	-
209,424	-	-	-	-	-	-	-	28,608,539	61,976,942
								53,175,116	53,175,116
								20,781,468	20,781,468
								-	-
								66,730,942	66,730,942
124,470	-	-	-	-	-	-	-	454,864,354	491,768,845
								2,493,598	2,493,598
								55,975,807	55,975,807
333,894	-	-	-	-	-	-	-	846,526,749	979,062,918

Table B.7.a.1. 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 Perneringkat Efek Indonesia	idAAA	idAA+ to idAA-	idA+ to idA-	id BBB+ to idBBB-
(1)	(2)	(3)	(4)	(5)	(6)	(7)
1	Receivables on sovereigns		3,462,978	144,282	-	12,865,942
2	Receivables on public sector entities		22,040,960	91,874	1,428,063	1,820,757
3	Receivables on multilateral development banks and international institutions		-	-	-	-
4	Receivables on banks		18,366,503	17,441,908	6,273,222	662,672
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		9,027,616	4,724,949	5,933,877	1,115,189
10	Past due receivables					
11	Other assets		-			
	Total		52,898,057	22,403,013	13,635,162	16,464,560

(in million Rupiah)

Period of December 31, 2018

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)	
-	-	-	-	-	-	-	-	134,733,691	151,206,893
-	-	-	-	-	-	-	-	10,929,404	36,311,058
-	-	-	-	-	-	-	-	-	-
354,589	-	-	-	-	-	-	-	24,069,218	67,168,112
								45,595,959	45,595,959
								17,158,380	17,158,380
								-	-
								68,962,851	68,962,851
-	342,080	-	-	-	-	-	-	402,299,914	423,443,625
								1,699,385	1,699,385
								50,781,680	50,781,680
354,589	342,080	-	-	-	-	-	-	756,230,482	862,327,943

Table B.7.a.2. 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 Pemingkat Efek Indonesia	idAAA	idAA+ to idAA-	idA+ to idA-	id BBB+ to idBBB-
(1)	(2)	(3)	(4)	(5)	(6)	(7)
1	Receivables on sovereigns		2,624,643	-	-	30,764,111
2	Receivables on public sector entities		25,332,814	1,300,489	2,602,664	101,584
3	Receivables on multilateral development banks and international institutions		-	-	-	-
4	Receivables on banks		10,203,186	16,628,430	5,277,466	1,503,202
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		16,490,200	14,144,250	5,349,232	1,357,028
10	Past due receivables					
11	Other assets		-			
	Total		54,650,843	32,073,169	13,229,362	33,725,925

(in million Rupiah)

Period of December 31, 2019

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)		
-	-	-	-	-	-	-	-	163,893,840	197,282,594	
-	-	-	-	-	-	-	-	4,699,618	34,037,169	
-	-	-	-	-	-	-	-	-	-	
209,424	-	-	-	-	-	-	-	28,608,709	62,430,417	
								53,228,431	53,228,431	
								21,222,973	21,222,973	
								375,597	375,597	
								77,754,070	77,754,070	
124,470	-	-	-	-	-	-	-	458,315,099	495,780,279	
								2,570,724	2,570,724	
								56,259,219	56,259,219	
333,894	-	-	-	-	-	-	-	866,928,280	1,000,941,473	

Table B.7.a.2. 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		3,462,978	144,282	-	12,865,942
2	Receivables on public sector entities		22,140,960	91,874	1,428,063	1,820,757
3	Receivables on multilateral development banks and international institutions		-	-	-	-
4	Receivables on banks		18,355,785	17,454,007	6,289,804	884,591
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		9,286,081	4,746,504	6,116,532	1,115,189
10	Past due receivables					
11	Other assets		-			
	Total		53,245,804	22,436,667	13,834,399	16,686,479

(in million Rupiah)

Period of December 31, 2018

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)	
-	-	-	-	-	-	-	-	136,249,549	152,722,751
-	-	-	-	-	-	-	-	10,929,404	36,411,058
-	-	-	-	-	-	-	-	-	-
355,390	-	-	-	-	-	-	-	24,039,896	67,379,473
								45,649,767	45,649,767
								17,468,904	17,468,904
								418,428	418,428
								77,136,779	77,136,779
-	342,080	-	-	-	-	-	-	407,009,328	428,615,714
								1,776,148	1,776,148
								51,733,862	51,733,862
355,390	342,080	-	-	-	-	-	-	772,412,065	879,312,884

Table B.8.a.1.a. Disclosure of Counterparty Credit Risk : Derivative Over the Counter Transaction - Bank Only

(in million Rupiah)

No.	Underlying Variables	Period of December 31, 2019							
		Notional Amount			Derivative Receivables	Derivative Liabilities	Net Receivables before CRM	CRM	Net Receivables after CRM
		≤ 1 Year	> 1 Year - ≤ 5 Years	> 5 Years					
1	Interest rate	-	-	-	-	-	-	-	-
2	Foreign exchange	79,215,299	-	-	1,935,596	106,260	4,840,622	-	4,840,622
3	Other	-	-	-	-	-	-	-	-
	Total	79,215,299	-	-	1,935,596	106,260	4,840,622	-	4,840,622

(in million Rupiah)

No.	Underlying Variables	Period of December 31, 2018							
		Notional Amount			Derivative Receivables	Derivative Liabilities	Net Receivables before CRM	CRM	Net Receivables after CRM
		≤ 1 Year	> 1 Year - ≤ 5 Years	> 5 Years					
1	Interest rate	-	-	-	-	-	-	-	-
2	Foreign exchange	49,463,713	-	-	1,039,955	188,934	2,621,208	-	2,621,208
3	Other	-	-	-	-	-	-	-	-
	Total	49,463,713	-	-	1,039,955	188,934	2,621,208	-	2,621,208

Table B.8.a.1.c. Disclosure of Counterparty Credit Risk: Reverse Repo Transaction – Bank Only

(in million Rupiah)

No.	Portfolio Category	Period of December 31, 2019			
		Net Receivables	CRM Value	Net Receivables after CRM	Risk Weighted Asset after CRM
		(3)	(4)	(5)	(6)
1	Receivables on sovereigns	8,978,455	7,311,919	1,666,536	-
2	Receivables on public sector entities	-	-	-	-
3	Receivables on multilateral development banks and international institutions	-	-	-	-
4	Receivables on banks	290,447	255,288	35,159	7,032
5	Receivables on micro, small business & retail portfolio	-	-	-	-
6	Receivables on corporate	-	-	-	-
	Total	9,268,902	7,567,207	1,701,695	7,032

(in million Rupiah)

No.	Portfolio Category	Period of December 31, 2018			
		Net Receivables	CRM Value	Net Receivables after CRM	Risk Weighted Asset after CRM
		(3)	(4)	(5)	(6)
1	Receivables on sovereigns	3,986,380	3,240,032	746,348	-
2	Receivables on public sector entities	-	-	-	-
3	Receivables on multilateral development banks and international institutions	-	-	-	-
4	Receivables on banks	5,195,638	4,613,458	582,180	116,436
5	Receivables on micro, small business & retail portfolio	-	-	-	-
6	Receivables on corporate	-	-	-	-
	Total	9,182,018	7,853,490	1,328,528	116,436

Table B.8.a.2.a. Disclosure of Counterparty Credit Risk: : Derivative Over the Counter Transaction - Consolidated

(in million Rupiah)

No.	Underlying Variables	Period of December 31, 2019							
		Notional Amount			Derivative Receivable	Derivative Liabilities	Net Receivable before CRM	CRM	Net Receivable after CRM
		≤ 1 Year	> 1 Year - ≤ 5 Years	> 5 Years					
1	Interest Rate	-	-	-	-	-	-	-	-
2	Foreign Exchange	79,215,299	-	-	1,935,596	106,260	4,840,622	-	4,840,622
3	Equity	-	-	-	-	-	-	-	-
4	Gold	-	-	-	-	-	-	-	-
5	Metals other than Gold	-	-	-	-	-	-	-	-
6	Others	-	-	-	-	-	-	-	-
	Total	79,215,299	-	-	1,935,596	106,260	4,840,622	-	4,840,622

(in million Rupiah)

No.	Underlying Variables	Period of December 31, 2018							
		Notional Amount			Derivative Receivable	Derivative Liabilities	Net Receivable before CRM	CRM	Net Receivable after CRM
		≤ 1 Year	> 1 Year - ≤ 5 Years	> 5 Years					
1	Interest Rate	-	-	-	-	-	-	-	-
2	Foreign Exchange	49,463,713	-	-	1,039,955	188,934	2,621,208	-	2,621,208
3	Equity	-	-	-	-	-	-	-	-
4	Gold	-	-	-	-	-	-	-	-
5	Metals other than Gold	-	-	-	-	-	-	-	-
6	Others	-	-	-	-	-	-	-	-
	Total	49,463,713	-	-	1,039,955	188,934	2,621,208	-	2,621,208

Table B.8.a.2.b. Disclosure of Counterparty Credit Risk: Repo Transaction – Consolidated

(in million Rupiah)

No.	Portfolio Category	Period of December 31, 2019			
		Net Receivables	CRM Value	Net Receivables after CRM	Risk Weighted Asset after CRM
(1)	(2)	(3)	(4)	(5)	(6)
1	Receivables on sovereigns	-	-	-	-
2	Receivables on public sector entities	-	-	-	-
3	Receivables on multilateral development banks and international institutions	-	-	-	-
4	Receivables on banks	120,174	113,249	6,925	1,385
5	Receivables on micro, small business & retail portfolio	-	-	-	-
6	Receivables on corporate	-	-	-	-
	Total	120,174	113,249	6,925	1,385

(in million Rupiah)

No.	Portfolio Category	Period of December 31, 2018			
		Net Receivables	CRM Value	Net Receivables after CRM	Risk Weighted Asset after CRM
(1)	(2)	(3)	(4)	(5)	(6)
1	Receivables on sovereigns	-	-	-	-
2	Receivables on public sector entities	-	-	-	-
3	Receivables on multilateral development banks and international institutions	-	-	-	-
4	Receivables on banks	52,542	48,111	4,431	886
5	Receivables on micro, small business & retail portfolio	-	-	-	-
6	Receivables on corporate	-	-	-	-
	Total	52,542	48,111	4,431	886

Tabel B.8.a.2.c. Disclosure of Counterparty Credit Risk: Reverse Repo Transactions - Consolidated

(in million Rupiah)

No.	Portfolio Category	Period of December 31, 2019			
		Net Receivables	CRM Value	Net Receivables after CRM	Risk Weighted Asset after CRM
(1)	(2)	(3)	(4)	(5)	(6)
1	Receivables on sovereigns	9.147.128	7.480.592	1.666.536	-
2	Receivables on public sector entities	-	-	-	-
3	Receivables on multilateral development banks and international institutions	-	-	-	-
4	Receivables on banks	290.447	255.288	35.159	7.032
5	Receivables on micro, small business & retail portfolio	-	-	-	-
6	Receivables on corporate	139.723	-	139.723	54.832
	Total	9.577.298	7.735.880	1.841.418	61.864

(in million Rupiah)

No.	Portfolio Category	Period of December 31, 2018			
		Net Receivables	CRM Value	Net Receivables after CRM	Risk Weighted Asset after CRM
(1)	(2)	(3)	(4)	(5)	(6)
1	Receivables on sovereigns	3,986,380	3,240,032	746,348	-
2	Receivables on public sector entities	-	-	-	-
3	Receivables on multilateral development banks and international institutions	-	-	-	-
4	Receivables on banks	5,195,638	4,613,458	582,180	116,436
5	Receivables on micro, small business & retail portfolio	-	-	-	-
6	Receivables on corporate	30,667	-	30,667	30,667
	Total	9,212,685	7,853,490	1,359,195	147,103

Table B.9.a.1. Disclosure of Net Receivables by Risk Weight after Credit Risk Mitigation - Bank Only

No.	Portfolio Category				
		0%	20%	35%	
(1)	(2)	(3)	(4)	(5)	
A	Balance Sheet Exposures				
1	Receivables on sovereigns	183,352,323	-	-	
2	Receivables on public sector entities	-	24,697,890	-	
3	Receivables on multilateral development banks and international institutions	-	-	-	
4	Receivables on banks	8,791	36,964,250	-	
5	Loans secured by residential property	-	-	53,029,496	
6	Loans secured by commercial real estate	1,129,710	250	-	
7	Employee/retired loans	-	-	-	
8	Receivables on micro, small business & retail portfolio	544,440	151,050	-	
9	Receivables on corporate	11,833,685	25,887,870	-	
10	Past due receivable	258	2,148	-	
11	Other assets	25,402,713	-	-	
	Total Exposures - Balance Sheet	222,271,919	87,703,459	53,029,496	
B	Off Balance Sheet Commitment/Contingency Receivables Exposures				
1	Receivables on sovereigns	250,000	-	-	
2	Receivables on public sector entities	-	1,635,926	-	
3	Receivables on multilateral development banks and international institutions	-	-	-	
4	Receivables on banks	15,522	507,575	-	
5	Loans secured by residential property	-	-	145,620	
6	Loans secured by commercial real estate	61,846	-	-	
7	Employee/retired loans	-	-	-	
8	Receivables on micro, small business & retail portfolio	242,034	-	-	
9	Receivables on corporate	2,743,832	4,456,823	-	
10	Past due receivable	-	-	-	
	Total Exposures - Off Balance Sheet	3,313,235	6,600,324	145,620	
C	Counterparty Credit Risk Exposures				
1	Receivables on sovereigns	1,666,536	-	-	
2	Receivables on public sector entities	-	-	-	
3	Receivables on multilateral development banks and international institutions	-	-	-	
4	Receivables on banks	-	35,159	-	
5	Receivables on micro, small business & retail portfolio	-	-	-	
6	Receivables on corporate	-	-	-	
	Total Exposures - Counterparty Credit Risk	1,666,536	35,159	-	
D	Derivative Credit Risk Exposures				
1	Receivables on sovereigns	5,283	-	-	
2	Receivables on public sector entities	-	-	-	
3	Receivables on multilateral development banks and international institutions	-	-	-	
4	Receivables on banks	-	183,765	-	
5	Receivables on micro, small business & retail portfolio	-	-	-	
6	Receivables on corporate	-	-	-	
7	Credit Valuation Adjustment (CVA risk weighted assets)				
	Total Exposures - Derivative Credit Risk	5,283	183,765	-	

(in million Rupiah)

Period of December 31, 2019								RWA	Capital Charge
Net Receivables after Calculation of Credit Risk Mitigation Impact									
40%	45%	50%	75%	100%	150%	Others			
(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)	(14)	
-	-	-	-	-	-	-	-	-	
-	-	7,064,962	-	-	-	-	8,472,059	677,765	
-	-	-	-	-	-	-	-	-	
-	-	18,716,119	-	-	-	-	16,750,909	1,340,073	
-	-	-	-	-	-	-	15,023,120	1,201,850	
-	-	-	-	17,331,545	-	-	17,331,595	1,386,528	
-	-	-	-	-	-	-	-	-	
-	-	261	64,793,453	-	-	-	48,625,430	3,890,034	
-	-	5,798,263	-	374,293,244	-	-	382,369,950	30,589,596	
-	-	-	-	309,003	2,178,495	-	3,577,175	286,174	
-	-	-	-	29,550,801	1,022,294	-	31,084,242	2,486,739	
-	-	31,579,605	64,793,453	421,484,593	3,200,789	-	523,234,480	41,858,759	
-	-	-	-	-	-	-	-	-	
-	-	175,360	-	-	-	-	414,865	33,189	
-	-	-	-	-	-	-	-	-	
-	-	1,040,400	-	-	-	-	621,715	49,737	
-	-	-	-	-	-	-	30,047	2,404	
-	-	-	-	2,258,116	-	-	2,258,116	180,649	
-	-	-	-	-	-	-	-	-	
-	-	9	999,696	-	-	-	749,776	59,982	
-	-	937,591	-	65,416,035	-	-	66,776,195	5,342,096	
-	-	-	-	-	3,694	-	5,541	443	
-	-	2,153,360	999,696	67,674,151	3,694	-	70,856,257	5,668,500	
-	-	-	-	-	-	-	-	-	
-	-	-	-	-	-	-	-	-	
-	-	-	-	-	-	-	-	-	
-	-	-	-	-	-	-	7,032	563	
-	-	-	-	-	-	-	-	-	
-	-	-	-	-	-	-	-	-	
-	-	-	-	-	-	-	7,032	563	
-	-	-	-	-	-	-	-	-	
-	-	-	-	-	-	-	-	-	
-	-	4,248,934	-	1,139	-	-	2,162,359	172,989	
-	-	-	-	-	-	-	-	-	
-	-	-	-	401,502	-	-	401,502	32,120	
-	-	-	-	-	-	-	324,349	25,948	
-	-	4,248,934	-	402,640	-	-	2,888,209	231,057	

Table B.9.a.1. Disclosure of Net Receivables by Risk Weight after Credit Risk Mitigation - Bank Only

No.	Portfolio Category				
		0%	20%	35%	
(1)	(2)	(3)	(4)	(5)	
A	Balance Sheet Exposures				
1	Receivables on sovereigns	147,217,803	-	-	
2	Receivables on public sector entities	-	20,275,791	-	
3	Receivables on multilateral development banks and international institutions	-	-	-	
4	Receivables on banks	18,679	43,564,609	-	
5	Loans secured by residential property	-	-	45,440,492	
6	Loans secured by commercial real estate	816,337	368	-	
7	Employee/retired loans	-	-	-	
8	Receivables on micro, small business & retail portfolio	518,904	130,707	-	
9	Receivables on corporate	10,439,310	11,831,679	-	
10	Past due receivable	5,401	1,023	-	
11	Other assets	21,677,576	-	-	
	Total Exposures - Balance Sheet	180,694,010	75,804,177	45,440,492	
B	Off Balance Sheet Commitment/Contingency Receivables Exposures				
1	Receivables on sovereigns	-	-	-	
2	Receivables on public sector entities	-	1,857,044	-	
3	Receivables on multilateral development banks and international institutions	-	-	-	
4	Receivables on banks	4,621	25,772	-	
5	Loans secured by residential property	-	-	155,467	
6	Loans secured by commercial real estate	34,981	-	-	
7	Employee/retired loans	-	-	-	
8	Receivables on micro, small business & retail portfolio	143,874	-	-	
9	Receivables on corporate	1,570,996	1,870,934	-	
10	Past due receivable	-	-	-	
	Total Exposures - Off Balance Sheet	1,754,472	3,753,750	155,467	
C	Counterparty Credit Risk Exposures				
1	Receivables on sovereigns	749,058	-	-	
2	Receivables on public sector entities	-	-	-	
3	Receivables on multilateral development banks and international institutions	-	-	-	
4	Receivables on banks	-	716,416	-	
5	Receivables on micro, small business & retail portfolio	-	-	-	
6	Receivables on corporate	-	27,301	-	
7	Credit Valuation Adjustment (CVA risk weighted assets)				
	Total Exposures - Counterparty Credit Risk	749,058	743,717	-	

(in million Rupiah)

Period of December 31, 2018								RWA	Capital Charge
Net Receivables after Calculation of Credit Risk Mitigation Impact									
40%	45%	50%	75%	100%	150%	Others			
(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)	(14)	
-	-	-	-	-	-	-	-	-	
-	-	12,504,478	-	-	-	-	10,307,397	824,592	
-	-	-	-	-	-	-	-	-	
-	-	15,281,614	-	-	-	-	16,353,729	1,308,298	
-	-	-	-	-	-	-	13,093,605	1,047,488	
-	-	-	-	14,067,840	-	-	14,067,914	1,125,433	
-	-	-	-	-	-	-	-	-	
-	-	288	67,678,338	-	-	-	50,785,039	4,062,803	
-	-	5,531,690	-	347,055,148	226,365	-	352,526,877	28,202,150	
-	-	-	-	360,501	1,332,301	-	2,359,157	188,733	
-	-	-	-	28,486,907	617,197	-	29,412,703	2,353,016	
-	-	33,318,070	67,678,338	389,970,396	2,175,863	-	488,906,421	39,112,513	
-	-	-	-	-	-	-	-	-	
-	-	1,671,658	-	-	-	-	1,207,238	96,579	
-	-	-	-	-	-	-	-	-	
-	-	861,209	-	-	-	-	435,759	34,861	
-	-	-	-	-	-	-	31,647	2,532	
-	-	-	-	2,238,854	-	-	2,238,854	179,108	
-	-	-	-	-	-	-	-	-	
-	-	284	490,456	-	-	-	367,984	29,439	
-	-	2,159,260	-	42,249,943	107,859	-	43,865,549	3,509,244	
-	-	-	-	-	159	-	239	19	
-	-	4,692,411	490,456	44,488,797	108,018	-	48,147,270	3,851,782	
-	-	-	-	-	-	-	-	-	
-	-	2,087	-	-	-	-	1,044	84	
-	-	-	-	-	-	-	-	-	
-	-	1,877,704	-	204,030	-	-	1,286,166	102,893	
-	-	-	-	-	-	-	-	-	
-	-	-	-	365,285	7,855	-	382,528	30,602	
-	-	-	-	-	-	-	149,464	11,957	
-	-	1,879,791	-	569,315	7,855	-	1,819,202	145,536	

Table B.9.a.2. Disclosure of Net Receivables by Risk Weight after Credit Risk Mitigation - Consolidated

No.	Portfolio Category			
		0%	20%	35%
(1)	(2)	(3)	(4)	(5)
A	Balance Sheet Exposures			
1	Receivables on sovereigns	187,880,183	-	-
2	Receivables on public sector entities	-	24,997,377	-
3	Receivables on multilateral development banks and international institutions	-	-	-
4	Receivables on banks	8,791	37,410,719	-
5	Loans secured by residential property	-	32,216	53,040,988
6	Loans secured by commercial real estate	1,129,710	250	-
7	Employee/retired loans	-	-	-
8	Receivables on micro, small business & retail portfolio	558,059	151,050	-
9	Receivables on corporate	12,065,456	26,204,669	-
10	Past due receivables	258	2,148	-
11	Other assets	25,421,339	-	-
	Total Exposures - Balance Sheets	227,063,796	88,798,429	53,040,988
B	Off Balance Sheet Commitment/Contingency Receivables Exposures			
1	Receivables on sovereigns	250,000	-	-
2	Receivables on public sector entities	-	1,635,926	-
3	Receivables on multilateral development banks and international institutions	-	-	-
4	Receivables on banks	15,522	507,575	-
5	Loans secured by residential property	-	-	145,620
6	Loans secured by commercial real estate	61,846	-	-
7	Employee/retired loans	-	-	-
8	Receivables on micro, small business & retail portfolio	242,034	-	-
9	Receivables on corporate	2,743,832	4,456,823	-
10	Past due receivables	-	-	-
	Total Exposures - Off Balance Sheets	3,313,235	6,600,324	145,620
C	Counterparty Credit Risk Exposures			
1	Receivables on sovereigns	1,666,536	-	-
2	Receivables on public sector entities	-	-	-
3	Receivables on multilateral development banks and international institutions	-	-	-
4	Receivables on banks	-	42,084	-
5	Receivables on micro, small business & retail portfolio	-	-	-
6	Receivables on corporate	-	106,112	-
	Total Exposures - Counterparty Credit Risk	1,666,536	148,196	-
D	Derivative Credit Risk Exposures			
1	Receivables on sovereigns	5,283	-	-
2	Receivables on public sector entities	-	-	-
3	Receivables on multilateral development banks and international institutions	-	-	-
4	Receivables on banks	-	183,765	-
5	Receivables on micro, small business & retail portfolio	-	-	-
6	Receivables on corporate	-	-	-
7	Credit Valuation Adjustment (CVA risk weighted assets)			
	Total Exposures - Derivative Credit Risk	5,283	183,765	-

(in million Rupiah)

Period of December 31, 2019								RWA	Capital Charge
Net Receivables after Calculation of Credit Risk Mitigation Impact									
40%	45%	50%	75%	100%	150%	Others			
(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)	(14)	
-	-	-	-	-	-	-	-	-	
-	-	7,228,505	-	-	-	-	8,613,728	689,098	
-	-	-	-	-	-	-	-	-	
-	-	18,716,201	-	-	-	-	16,840,244	1,347,221	
-	-	-	-	-	-	-	15,035,987	1,202,879	
-	-	-	-	17,773,040	-	-	17,773,090	1,421,847	
-	-	375,597	-	-	-	-	187,799	15,024	
-	-	261	75,802,912	-	-	-	56,882,524	4,550,602	
-	-	6,022,953	-	377,395,677	-	-	385,648,088	30,851,847	
-	-	-	-	309,026	2,255,598	-	3,692,852	295,428	
-	-	-	-	29,615,708	1,222,172	-	31,448,966	2,515,917	
-	-	32,343,517	75,802,912	425,093,451	3,477,770	-	536,123,279	42,889,863	
-	-	-	-	-	-	-	-	-	
-	-	175,360	-	-	-	-	414,865	33,189	
-	-	-	-	-	-	-	-	-	
-	-	1,040,400	-	-	-	-	621,715	49,737	
-	-	-	-	-	-	-	30,047	2,404	
-	-	-	-	2,258,126	-	-	2,258,126	180,650	
-	-	-	-	-	-	-	-	-	
-	-	9	999,746	-	-	-	749,813	59,985	
-	-	937,591	-	65,412,053	-	-	66,772,213	5,341,777	
-	-	-	-	-	3,694	-	5,541	443	
-	-	2,153,360	999,746	67,670,179	3,694	-	70,852,321	5,668,185	
-	-	-	-	-	-	-	-	-	
-	-	-	-	-	-	-	-	-	
-	-	-	-	-	-	-	-	-	
-	-	-	-	-	-	-	8,417	673	
-	-	-	-	-	-	-	-	-	
-	-	-	-	33,610	-	-	54,833	4,387	
-	-	-	-	33,610	-	-	63,249	5,060	
-	-	-	-	-	-	-	-	-	
-	-	-	-	-	-	-	-	-	
-	-	4,248,934	-	1,139	-	-	2,162,359	172,989	
-	-	-	-	-	-	-	-	-	
-	-	-	-	401,502	-	-	401,502	32,120	
-	-	-	-	-	-	-	324,349	25,948	
-	-	4,248,934	-	402,640	-	-	2,888,209	231,057	

Table B.9.a.2. Disclosure of Net Receivables by Risk Weight after Credit Risk Mitigation - Consolidated

No.	Portfolio Category				
		0%	20%	35%	
(1)	(2)	(3)	(4)	(5)	
A	Balance Sheet Exposures				
1	Receivables on sovereigns	148,733,661	-	-	
2	Receivables on public sector entities	-	20,375,791	-	
3	Receivables on multilateral development banks and international institutions	-	-	-	
4	Receivables on banks	18,679	43,667,076	-	
5	Loans secured by residential property	1,338	26,493	45,455,889	
6	Loans secured by commercial real estate	816,337	368	-	
7	Employee/retired loans	-	-	-	
8	Receivables on micro, small business & retail portfolio	531,908	130,707	-	
9	Receivables on corporate	10,715,274	12,203,442	-	
10	Past due receivables	5,401	1,023	-	
11	Other assets	21,691,383	-	-	
	Total Exposures - Balance Sheets	182,513,981	76,404,900	45,455,889	
B	Off Balance Sheet Commitment/Contingency Receivables Exposures				
1	Receivables on sovereigns	-	-	-	
2	Receivables on public sector entities	-	1,857,044	-	
3	Receivables on multilateral development banks and international institutions	-	-	-	
4	Receivables on banks	4,621	25,772	-	
5	Loans secured by residential property	-	-	155,467	
6	Loans secured by commercial real estate	34,981	-	-	
7	Employee/retired loans	-	-	-	
8	Receivables on micro, small business & retail portfolio	143,874	-	-	
9	Receivables on corporate	1,570,996	1,870,934	-	
10	Past due receivables	-	-	-	
	Total Exposures - Off Balance Sheets	1,754,472	3,753,750	155,467	
C	Counterparty Credit Risk Exposures				
1	Receivables on sovereigns	749,058	-	-	
2	Receivables on public sector entities	-	-	-	
3	Receivables on multilateral development banks and international institutions	-	-	-	
4	Receivables on banks	-	720,847	-	
5	Receivables on micro, small business & retail portfolio	-	-	-	
6	Receivables on corporate	-	27,301	-	
7	Exposures at Sharia based business activity unit (if any)				
	Total Exposures - Counterparty Credit Risk	749,058	748,148	-	

(in million Rupiah)

Period of December 31, 2018								RWA	Capital Charge
Net Receivables after Calculation of Credit Risk Mitigation Impact									
	40%	45%	50%	75%	100%	150%	Others		
	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)	(14)
	-	-	-	-	-	-		-	-
	-	-	12,504,478	-	-	-		10,327,397	826,192
	-	-	-	-	-	-		-	-
	-	-	15,386,077	-	-	-		16,426,454	1,314,116
	-	-	-	-	-	-		13,106,937	1,048,555
	-	-	-	-	14,378,364	-		14,378,438	1,150,275
	-	-	418,428	-	-	-		209,214	16,737
	-	-	288	75,839,263	-	-		56,905,732	4,552,458
	-	-	5,714,344	-	351,377,261	226,365		357,014,670	28,561,174
	-	-	-	-	361,143	1,408,422		2,473,735	197,899
	-	-	-	-	29,312,895	729,584		30,407,271	2,432,582
	-	-	34,023,615	75,839,263	395,429,663	2,364,371	-	501,249,848	40,099,988
	-	-	-	-	-	-		-	-
	-	-	1,671,658	-	-	-		1,207,238	96,579
	-	-	-	-	-	-		-	-
	-	-	861,209	-	-	-		435,759	34,861
	-	-	-	-	-	-		31,647	2,532
	-	-	-	-	2,238,854	-		2,238,854	179,108
	-	-	-	-	-	-		-	-
	-	-	284	490,456	-	-		367,984	29,439
	-	-	2,159,260	-	42,238,870	107,859		43,854,476	3,508,358
	-	-	-	-	-	159		239	19
	-	-	4,692,411	490,456	44,477,724	108,018	-	48,136,197	3,850,896
	-	-	-	-	-	-		-	-
	-	-	2,087	-	-	-		1,044	84
	-	-	-	-	-	-		-	-
	-	-	1,877,704	-	204,030	-		1,287,052	102,964
	-	-	-	-	-	-		-	-
	-	-	-	-	395,952	7,855		413,195	33,055
	-	-	-	-	-	-		149,464	11,957
	-	-	1,879,791	-	599,982	7,855	-	1,850,755	148,060

Table B.10.a.1. Disclosure of Net Receivables and Credit Risk Mitigation Techniques - Bank Only

(in million Rupiah)

No.	Portfolio Category	Period of December 31, 2019					Unsecured Portion
		Net Receivables	Portion Secured By				
(1)	(2)	(3)	Collateral (4)	Garansi (5)	Credit Insurance (6)	Others (7)	(8) = (3) - [(4)+(5)+(6)+(7)]
A	Balance Sheet Exposures						
1	Receivables on sovereigns	183,352,323	-	-	-	-	183,352,323
2	Receivables on public sector entities	31,762,853	-	-	-	-	31,762,853
3	Receivables on multilateral development banks and international institutions	-	-	-	-	-	-
4	Receivables on banks	55,689,160	8,791	-	-	-	55,680,369
5	Loans secured by residential property	53,029,496	-	-	-	-	53,029,496
6	Loans secured by commercial real estate	18,461,505	1,129,960	-	-	-	17,331,545
7	Employee/retired loans	-	-	-	-	-	-
8	Receivables on micro, small business & retail portfolio	65,489,203	695,750	-	-	-	64,793,453
9	Receivables on corporate	417,813,062	13,380,060	-	-	-	404,433,002
10	Past due receivables	2,489,904	2,406	-	-	-	2,487,498
11	Other assets	55,975,807	-	-	-	-	55,975,807
	Total Exposures - Balance Sheet	884,063,314	15,216,967	-	-	-	868,846,346
B	Off Balance Sheet Commitment/Contingency Receivables Exposures						
1	Receivables on sovereigns	250,000	-	-	-	-	250,000
2	Receivables on public sector entities	1,811,286	-	-	-	-	1,811,286
3	Receivables on multilateral development banks and international institutions	-	-	-	-	-	-
4	Receivables on banks	1,563,497	15,522	-	-	-	1,547,975
5	Loans secured by residential property	145,620	-	-	-	-	145,620
6	Loans secured by commercial real estate	2,319,962	61,846	-	-	-	2,258,116
7	Employee/retired loans	-	-	-	-	-	-
8	Receivables on micro, small business & retail portfolio	1,241,739	242,043	-	-	-	999,696
9	Receivables on corporate	73,554,282	2,812,812	-	-	-	70,741,469
10	Past due receivables	3,694	-	-	-	-	3,694
	Total Exposures - Off Balance Sheets	80,890,080	3,132,224	-	-	-	77,757,856
C	Counterparty Credit Risk Exposures						
1	Receivables on sovereigns	8,978,455	7,311,919	-	-	-	1,666,536
2	Receivables on public sector entities	-	-	-	-	-	-
3	Receivables on multilateral development banks and international institutions	-	-	-	-	-	-
4	Receivables on banks	290,447	255,288	-	-	-	35,159
5	Receivables on micro, small business & retail portfolio	-	-	-	-	-	-
6	Receivables on corporate	-	-	-	-	-	-
	Total Exposures - Counterparty Credit Risk	9,268,902	7,567,207	-	-	-	1,701,695
D	Derivative Credit Risk Exposures						
1	Receivables on sovereigns	5.283	-	-	-	-	5.283
2	Receivables on public sector entities	-	-	-	-	-	-
3	Receivables on multilateral development banks and international institutions	-	-	-	-	-	-
4	Receivables on banks	4.433.837	-	-	-	-	4.433.837
5	Receivables on micro, small business & retail portfolio	-	-	-	-	-	-
6	Receivables on corporate	401.502	-	-	-	-	401.502
	Total Exposures - Derivative Credit Risk	4.840.622	-	-	-	-	4.840.622
Total (A+B+C+D)		979.062.918	25.916.398	-	-	-	953.146.520

Table B.10.a.1. Disclosure of Net Receivables and Credit Risk Mitigation Techniques - Bank Only

(in million Rupiah)

No.	Portfolio Category	Period of December 31, 2018					
		Net Receivables	Portion Secured By				Unsecured Portion
			Collateral	Garansi	Credit Insurance	Others	
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8) = (3) - [(4)+(5)+(6)+(7)]
A	Balance Sheet Exposures						
1	Receivables on sovereigns	147,217,803	-	-	-		147,217,803
2	Receivables on public sector entities	32,780,269	-	-	-		32,780,269
3	Receivables on multilateral development banks and international institutions	-	-	-	-		-
4	Receivables on banks	58,864,902	18,679	-	-		58,846,223
5	Loans secured by residential property	45,440,492	-	-	-		45,440,492
6	Loans secured by commercial real estate	14,884,545	816,705	-	-		14,067,840
7	Employee/retired loans	-	-	-	-		-
8	Receivables on micro, small business & retail portfolio	68,328,237	649,899	-	-		67,678,338
9	Receivables on corporate	375,084,192	12,191,515	-	-		362,892,677
10	Past due receivables	1,699,226	6,424	-	-		1,692,802
11	Other assets	50,781,680	-	-	-		50,781,680
	Total Exposures - Balance Sheet	795,081,346	13,683,222	-	-	-	781,398,124
B	Off Balance Sheet Commitment/Contingency Receivables Exposures						
1	Receivables on sovereigns	-	-	-	-		-
2	Receivables on public sector entities	3,528,702	-	-	-		3,528,702
3	Receivables on multilateral development banks and international institutions	-	-	-	-		-
4	Receivables on banks	891,602	4,621	-	-		886,981
5	Loans secured by residential property	155,467	-	-	-		155,467
6	Loans secured by commercial real estate	2,273,835	34,981	-	-		2,238,854
7	Employee/retired loans	-	-	-	-		-
8	Receivables on micro, small business & retail portfolio	634,614	144,158	-	-		490,456
9	Receivables on corporate	47,958,992	1,609,991	-	-		46,349,001
10	Past due receivables	159	-	-	-		159
	Total Exposures - Off Balance Sheets	55,443,371	1,793,751	-	-	-	53,649,620
C	Counterparty Credit Risk Exposures						
1	Receivables on sovereigns	3,989,090	3,240,032	-	-		749,058
2	Receivables on public sector entities	2,087	-	-	-		2,087
3	Receivables on multilateral development banks and international institutions	-	-	-	-		-
4	Receivables on banks	7,411,608	4,613,458	-	-		2,798,150
5	Receivables on micro, small business & retail portfolio	-	-	-	-		-
6	Receivables on corporate	400,441	-	-	-		400,441
	Total Exposures - Counterparty Credit Risk	11,803,226	7,853,490	-	-	-	3,949,736
Total (A+B+C)		862,327,943	23,330,463	-	-	-	838,997,480

Table B.10.a.2. Disclosure of Net Receivables and Credit Risk Mitigation Techniques - Consolidated

(in million Rupiah)

No.	Portfolio Category	Period of December 31, 2019					
		Net Receivables	Portion Secured By				Unsecured Portion
			Collateral	Guarantee	Credit Insurance	Others	
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8) = (3) - [(4)+(5)+(6)+(7)]
A	Balance Sheet Exposures						
1	Receivables on sovereigns	187,880,183	-	-	-	-	187,880,183
2	Receivables on public sector entities	32,225,883	-	-	-	-	32,225,883
3	Receivables on multilateral development banks and international institutions	-	-	-	-	-	-
4	Receivables on banks	56,135,711	8,791	-	-	-	56,126,920
5	Loans secured by residential property	53,082,811	-	-	-	-	53,082,811
6	Loans secured by commercial real estate	18,903,000	1,129,960	-	-	-	17,773,040
7	Employee/retired loans	375,597	-	-	-	-	375,597
8	Receivables on micro, small business & retail portfolio	76,512,281	709,369	-	-	-	75,802,912
9	Receivables on corporate	421,688,755	13,611,831	-	-	-	408,076,924
10	Past due receivables	2,567,029	2,406	-	-	-	2,564,624
11	Other assets	56,259,219	-	-	-	-	56,259,219
	Total Exposures - Balance Sheet	905,630,471	15,462,357	-	-	-	890,168,114
B	Off Balance Sheet Commitment/Contingency Receivables Exposures						
1	Receivables on sovereigns	250,000	-	-	-	-	250,000
2	Receivables on public sector entities	1,811,286	-	-	-	-	1,811,286
3	Receivables on multilateral development banks and international institutions	-	-	-	-	-	-
4	Receivables on banks	1,563,497	15,522	-	-	-	1,547,975
5	Loans secured by residential property	145,620	-	-	-	-	145,620
6	Loans secured by commercial real estate	2,319,972	61,846	-	-	-	2,258,126
7	Employee/retired loans	-	-	-	-	-	-
8	Receivables on micro, small business & retail portfolio	1,241,789	242,043	-	-	-	999,746
9	Receivables on corporate	73,550,299	2,812,812	-	-	-	70,737,487
10	Past due receivables	3,694	-	-	-	-	3,694
	Total Exposures - Off Balance Sheets	80,886,158	3,132,224	-	-	-	77,753,934
C	Counterparty Credit Risk Exposures						
1	Receivables on sovereigns	9,147,128	7,480,592	-	-	-	1,666,536
2	Receivables on public sector entities	-	-	-	-	-	-
3	Receivables on multilateral development banks and international institutions	-	-	-	-	-	-
4	Receivables on banks	297,372	255,288	-	-	-	42,084
5	Receivables on micro, small business & retail portfolio	-	-	-	-	-	-
6	Receivables on corporate	139,723	-	-	-	-	139,723
	Total Exposures - Counterparty Credit Risk	9,584,222	7,735,880	-	-	-	1,848,342
D	Derivative Credit Risk Exposures						
1	Receivables on sovereigns	5,283	-	-	-	-	5,283
2	Receivables on public sector entities	-	-	-	-	-	-
3	Receivables on multilateral development banks and international institutions	-	-	-	-	-	-
4	Receivables on banks	4,433,837	-	-	-	-	4,433,837
5	Receivables on micro, small business & retail portfolio	-	-	-	-	-	-
6	Receivables on corporate	401,502	-	-	-	-	401,502
	Total Exposures - Derivative Credit Risk	4,840,622	-	-	-	-	4,840,622
Total (A+B+C+D)		1,000,941,473	26,330,461	-	-	-	974,611,012

Table B.10.a.2. Disclosure of Net Receivables and Credit Risk Mitigation Techniques - Consolidated

(in million Rupiah)

No.	Portfolio Category	Period of December 31, 2018					
		Net Receivables	Portion Secured By				Unsecured Portion
			Collateral	Guarantee	Credit Insurance	Others	
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8) = (3) - [(4)+(5)+(6)+(7)]
A	Balance Sheet Exposures						
1	Receivables on sovereigns	148,733,661	-	-	-		148,733,661
2	Receivables on public sector entities	32,880,269	-	-	-		32,880,269
3	Receivables on multilateral development banks and international institutions	-	-	-	-		-
4	Receivables on banks	59,071,832	18,679	-	-		59,053,153
5	Loans secured by residential property	45,494,300	1,338	-	-		45,492,962
6	Loans secured by commercial real estate	15,195,069	816,705	-	-		14,378,364
7	Employee/retired loans	418,428	-	-	-		418,428
8	Receivables on micro, small business & retail portfolio	76,502,165	662,903	-	-		75,839,262
9	Receivables on corporate	380,236,687	12,467,479	-	-		367,769,208
10	Past due receivables	1,775,989	6,424	-	-		1,769,565
11	Other assets	51,733,862	-	-	-		51,733,862
	Total Exposures - Balance Sheet	812,042,262	13,973,528	-	-	-	798,068,734
B	Off Balance Sheet Commitment/Contingency Receivables Exposures						
1	Receivables on sovereigns	-	-	-	-		-
2	Receivables on public sector entities	3,528,702	-	-	-		3,528,702
3	Receivables on multilateral development banks and international institutions	-	-	-	-		-
4	Receivables on banks	891,602	4,621	-	-		886,981
5	Loans secured by residential property	155,467	-	-	-		155,467
6	Loans secured by commercial real estate	2,273,835	34,981	-	-		2,238,854
7	Employee/retired loans	-	-	-	-		-
8	Receivables on micro, small business & retail portfolio	634,614	144,158	-	-		490,456
9	Receivables on corporate	47,947,919	1,609,991	-	-		46,337,928
10	Past due receivables	159	-	-	-		159
	Total Exposures - Off Balance Sheets	55,432,298	1,793,751	-	-	-	53,638,547
C	Counterparty Credit Risk Exposures						
1	Receivables on sovereigns	3,989,090	3,240,032	-	-		749,058
2	Receivables on public sector entities	2,087	-	-	-		2,087
3	Receivables on multilateral development banks and international institutions	-	-	-	-		-
4	Receivables on banks	7,416,039	4,613,458	-	-		2,802,581
5	Receivables on micro, small business & retail portfolio	-	-	-	-		-
6	Receivables on corporate	431,108	-	-	-		431,108
	Total Exposures - Counterparty Credit Risk	11,838,324	7,853,490	-	-	-	3,984,834
Total (A+B+C)		879,312,884	23,620,769	-	-	-	855,692,115

Table B.11.a.1. Disclosure of Securitization Exposure - Bank Only

(in million Rupiah)

No.	Securitization Exposure	Periode 31 Desember 2019					
		Assets Value being securitized	Assets Value being securitized		Profit/Loss from securitization activity	RWA	Capital Deduction
			Past Due	Current			
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
1	Bank acts as Originating Creditor - Example of exposure type: Claim	-			-		
2	Bank acts as Provider of Credit Enhancements	-	-	-	-	-	-
	a. First loss facility - Example of exposure type: Claim secured by residential property	-	-	-	-	-	-
	b. Second loss facility - Example of exposure type: Claim secured by residential property	-	-	-	-	-	
3	Bank acts as Provider of Liquidity - Example of exposure type: Claim secured by residential property	-	-	-	-	-	
4	Bank acts as Service Provider - Example of exposure type: Claim secured by residential property	-					
5	Bank acts as Custodian Bank - Example of exposure type: Claim secured by residential property	-					
6	Bank acts as Investor						
	a. Senior tranche - Example of exposure type: Claim secured by residential property	74,884	-	-	-	12,920	-
	b. Junior tranche - Example of exposure type: Claim secured by residential property	-	-	-	-		-
	Total	74,884	-	-	-	12,920	-

Table B.11.a.2. Disclosure of Securitization Exposure - Consolidated

(in million Rupiah)

No.	Securitization Exposure	Periode 31 Desember 2019					
		Assets Value being securitized	Assets Value being securitized		Profit/Loss from securitization activity	RWA	Capital Deduction
			Past Due	Current			
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
1	Bank acts as Originating Creditor - Example of exposure type: Claim	-			-		
2	Bank acts as Provider of Credit Enhancements	-	-	-	-	-	-
	a. First loss facility - Example of exposure type: Claim secured by residential property	-	-	-	-	-	-
	b. Second loss facility - Example of exposure type: Claim secured by residential property	-	-	-	-	-	
3	Bank acts as Provider of Liquidity - Example of exposure type: Claim secured by residential property	-	-	-	-	-	
4	Bank acts as Service Provider - Example of exposure type: Claim secured by residential property	-					
5	Bank acts as Custodian Bank - Example of exposure type: Claim secured by residential property	-					
6	Bank acts as Investor						
	a. Senior tranche - Example of exposure type: Claim secured by residential property	74,884	-	-	-	12,920	-
	b. Junior tranche - Example of exposure type: Claim secured by residential property	-	-	-	-		-
	Total	74,884	-	-	-	12,920	-

Table B.13.a.1.a. Disclosure of On Balance Sheet Assets Exposures - Bank Only

(in million Rupiah)

No.	Portfolio Category	Period of December 31, 2019		
		Net Receivables	RWA before CRM	RWA after CRM
(1)	(2)	(3)	(4)	(5)
1	Receivables on sovereigns	183,352,323	-	-
2	Receivables on public sector entities	31,762,853	8,472,059	8,472,059
3	Receivables on multilateral development banks and international institutions	-	-	-
4	Receivables on banks	55,689,160	16,755,305	16,750,909
5	Loans secured by residential property	53,029,496	15,023,120	15,023,120
6	Loans secured by commercial real estate	18,461,505	18,461,505	17,331,595
7	Employee/retired loans	-	-	-
8	Receivables on micro, small business & retail portfolio	65,489,203	49,116,902	48,625,430
9	Receivables on corporate	417,813,062	394,978,035	382,369,950
10	Past due receivable	2,489,904	3,580,354	3,577,175
11	Other assets	55,975,807		31,084,242
	Aset lainnya	884,063,314	506,387,281	523,234,480

(in million Rupiah)

No.	Portfolio Category	Period of December 31, 2018		
		Net Receivables	RWA before CRM	RWA after CRM
(1)	(2)	(3)	(4)	(5)
1	Receivables on sovereigns	147,217,803	-	-
2	Receivables on public sector entities	32,780,269	10,307,397	10,307,397
3	Receivables on multilateral development banks and international institutions	-	-	-
4	Receivables on banks	58,864,902	16,363,069	16,353,729
5	Loans secured by residential property	45,440,492	13,093,605	13,093,605
6	Loans secured by commercial real estate	14,884,545	14,884,545	14,067,914
7	Employee/retired loans	-	-	-
8	Receivables on micro, small business & retail portfolio	68,328,237	51,246,178	50,785,039
9	Receivables on corporate	375,084,192	363,843,395	352,526,877
10	Past due receivable	1,699,226	2,368,589	2,359,157
11	Other assets	50,781,680	-	29,412,703
	Total	795,081,346	472,106,778	488,906,421

Table B.13.a.1.b. Disclosure of On Balance Sheet Assets Exposures - Bank Only

(in million Rupiah)

No.	Portfolio Category	Period of December 31, 2019		
		Net Receivables	RWA before CRM	RWA after CRM
(1)	(2)	(3)	(4)	(5)
1	Receivables on sovereigns	250,000	-	-
2	Receivables on public sector entities	1,811,286	414,865	414,865
3	Receivables on multilateral development banks and international institutions	-	-	-
4	Receivables on banks	1,563,497	629,476	621,715
5	Loans secured by residential property	145,620	30,047	30,047
6	Loans secured by commercial real estate	2,319,962	2,319,962	2,258,116
7	Employee/retired loans	-	-	-
8	Receivables on micro, small business & retail portfolio	1,241,739	931,304	749,776
9	Receivables on corporate	73,554,282	69,507,643	66,776,195
10	Past due receivable	3,694	5,541	5,541
	Total	80,890,080	73,838,839	70,856,257

(in million Rupiah)

No.	Portfolio Category	Period of December 31, 2018		
		Net Receivables	RWA before CRM	RWA after CRM
(1)	(2)	(3)	(4)	(5)
1	Receivables on sovereigns	-	-	-
2	Receivables on public sector entities	3,528,702	1,207,238	1,207,238
3	Receivables on multilateral development banks and international institutions	-	-	-
4	Receivables on banks	891,602	438,041	435,759
5	Loans secured by residential property	155,467	31,647	31,647
6	Loans secured by commercial real estate	2,273,835	2,273,835	2,238,854
7	Employee/retired loans	-	-	-
8	Receivables on micro, small business & retail portfolio	634,614	475,961	367,984
9	Receivables on corporate	47,958,992	45,419,750	43,865,549
10	Past due receivable	159	239	239
	Total	55,443,371	49,846,711	48,147,270

Table B.13.a.1.c. Disclosure of Counterparty Credit Risk Exposures - Bank Only

(in million Rupiah)

No.	Portfolio Category	Period of December 31, 2019		
		Net Receivables	RWA before CRM	RWA after CRM
(1)	(2)	(3)	(4)	(5)
1	Receivables on sovereigns	8,978,455	-	-
2	Receivables on public sector entities	-	-	-
3	Receivables on multilateral development banks and international institutions	-	-	-
4	Receivables on banks	290,447	58,089	7,032
5	Receivables on micro, small business & retail portfolio	-	-	-
6	Receivables on corporate	-	-	-
	Total	9,268,902	58,089	7,032

(in million Rupiah)

No.	Portfolio Category	Period of December 31, 2018		
		Net Receivables	RWA before CRM	RWA after CRM
(1)	(2)	(3)	(4)	(5)
1	Receivables on sovereigns	3,989,090	-	-
2	Receivables on public sector entities	2,087	1,044	1,044
3	Receivables on multilateral development banks and international institutions	-	-	-
4	Receivables on banks	7,411,608	2,208,857	1,286,166
5	Receivables on micro, small business & retail portfolio	-	-	-
6	Receivables on corporate	400,441	382,528	382,528
7	Credit Valuation Adjustment (CVA risk weighted assets)			149,464
	Total	11,803,226	2,592,429	1,819,202

Table B.13.a.1.e. Disclosure of Securitization Exposures - Bank Only

(in million Rupiah)

No.	Type of Transaction	Period of December 31, 2019	
		Capital Charge Factor	RWA
(1)	(2)	(3)	(4)
1	RWA Securitization Exposures calculated by the External Rating Base Approach (ERBA) Method		12,920
2	RWA Securitization Exposures calculated by Standardized Approach (SA) Method		
3	Deduction from Common Equity of Exposure Securitization	-	
	Total	-	12,920

Table B.13.a.1.f. Disclosure of Credit Derivative Exposures - Bank Only

(in million Rupiah)

No.	Portfolio Category	Period of December 31, 2019	
		Net Receivables	RWA
(1)	(2)	(3)	(4)
1	Receivables on sovereigns	5,283	-
2	Receivables on public sector entities	-	-
3	Receivables on multilateral development banks and international institutions	-	-
4	Receivables on banks	4,433,837	2,162,359
5	Receivables on micro, small business & retail portfolio	-	-
6	Receivables on corporate	401,502	401,502
7	Credit Valuation Adjustment (CVA risk weighted assets)		324,349
	Total	4,840,622	2,888,209

Table B.13.a.1.g. Disclosure of Total Credit Risk Measurement - Bank Only

(in million Rupiah)

	Period of December 31, 2019
TOTAL RISK WEIGHTED ASSETS CREDIT RISK	596,998,897
TOTAL CAPITAL CHARGE FACTOR	-

(in million Rupiah)

	Period of December 31, 2018
TOTAL RISK WEIGHTED ASSETS CREDIT RISK	538.872.893
TOTAL CAPITAL CHARGE FACTOR	-

Table B.13.a.2.a Disclosure of On Balance Sheet Assets Exposures - Consolidated

(in million Rupiah)

No.	Portfolio Category	Period of December 31, 2019		
		Net Receivables	RWA before CRM	RWA after CRM
(1)	(2)	(3)	(4)	(5)
1	Receivables on sovereigns	187,880,183	-	-
2	Receivables on public sector entities	32,225,883	8,613,728	8,613,728
3	Receivables on multilateral development banks and international institutions	-	-	-
4	Receivables on banks	56,135,711	16,844,640	16,840,244
5	Loans secured by residential property	53,082,811	15,035,987	15,035,987
6	Loans secured by commercial real estate	18,903,000	18,903,000	17,773,090
7	Employee/retired loans	375,597	187,799	187,799
8	Receivables on micro, small business & retail portfolio	76,512,281	57,384,211	56,882,524
9	Receivables on corporate	421,688,755	398,487,944	385,648,088
10	Past due receivables	2,567,029	3,696,031	3,692,852
11	Other assets	56,259,219		31,448,966
	Total	905,630,471	519,153,341	536,123,279

(in million Rupiah)

No.	Portfolio Category	Period of December 31, 2018		
		Net Receivables	RWA before CRM	RWA after CRM
(1)	(2)	(3)	(4)	(5)
1	Receivables on sovereigns	148,733,661	-	-
2	Receivables on public sector entities	32,880,269	10,327,397	10,327,397
3	Receivables on multilateral development banks and international institutions	-	-	-
4	Receivables on banks	59,071,832	16,435,794	16,426,454
5	Loans secured by residential property	45,494,300	13,107,406	13,106,937
6	Loans secured by commercial real estate	15,195,069	15,195,069	14,378,438
7	Employee/retired loans	418,428	209,214	209,214
8	Receivables on micro, small business & retail portfolio	76,502,165	57,376,624	56,905,732
9	Receivables on corporate	380,236,687	368,607,152	357,014,670
10	Past due receivables	1,775,989	2,483,167	2,473,735
11	Other assets	51,733,862		30,407,271
	Total	812,042,262	483,741,823	501,249,848

Table B.13.a.2.b. Disclosure of Off Balance Sheets Commitment/Contingency Receivables Exposures - Consolidated

(in million Rupiah)

No.	Portfolio Category	Period of December 31, 2019		
		Net Receivables	RWA before CRM	RWA after CRM
(1)	(2)	(3)	(4)	(5)
1	Receivables on sovereigns	250,000	-	-
2	Receivables on public sector entities	1,811,286	414,865	414,865
3	Receivables on multilateral development banks and international institutions	-	-	-
4	Receivables on banks	1,563,497	629,476	621,715
5	Loans secured by residential property	145,620	30,047	30,047
6	Loans secured by commercial real estate	2,319,972	2,319,972	2,258,126
7	Employee/retired loans	-	-	-
8	Receivables on micro, small business & retail portfolio	1,241,789	931,341	749,813
9	Receivables on corporate	73,550,299	69,503,660	66,772,213
10	Past due receivables	3,694	5,541	5,541
	Total	80,886,158	73,834,904	70,852,321

(in million Rupiah)

No.	Portfolio Category	Period of December 31, 2018		
		Net Receivables	RWA before CRM	RWA after CRM
(1)	(2)	(3)	(4)	(5)
1	Receivables on sovereigns	-	-	-
2	Receivables on public sector entities	3,528,702	1,207,238	1,207,238
3	Receivables on multilateral development banks and international institutions	-	-	-
4	Receivables on banks	891,602	438,041	435,759
5	Loans secured by residential property	155,467	31,647	31,647
6	Loans secured by commercial real estate	2,273,835	2,273,835	2,238,854
7	Employee/retired loans	-	-	-
8	Receivables on micro, small business & retail portfolio	634,614	475,961	367,984
9	Receivables on corporate	47,947,919	45,408,677	43,854,476
10	Past due receivables	159	239	239
	Total	55,432,298	49,835,638	48,136,197

Table B.13.a.2.c. Disclosure of Counterparty Credit Risk Exposures - Consolidated

(in million Rupiah)

No.	Portfolio Category	Period of December 31, 2019		
		Net Receivables	RWA before CRM	RWA after CRM
(1)	(2)	(3)	(4)	(5)
1	Receivables on sovereigns	9,147,128	-	-
2	Receivables on public sector entities	-	-	-
3	Receivables on multilateral development banks and international institutions	-	-	-
4	Receivables on banks	297,372	59,474	8,417
5	Receivables on micro, small business & retail portfolio	-	-	-
6	Receivables on corporate	139,723	54,833	54,833
	Total	9,584,222	114,307	63,249

(in million Rupiah)

No.	Portfolio Category	Period of December 31, 2018		
		Net Receivables	RWA before CRM	RWA after CRM
(1)	(2)	(3)	(4)	(5)
1	Receivables on sovereigns	3,989,090	-	-
2	Receivables on public sector entities	2,087	1,044	1,044
3	Receivables on multilateral development banks and international institutions	-	-	-
4	Receivables on banks	7,416,039	2,209,743	1,287,052
5	Receivables on micro, small business & retail portfolio	-	-	-
6	Receivables on corporate	431,108	413,195	413,195
7	Credit Valuation Adjustment (CVA risk weighted assets)			149,464
	Total	11,838,324	2,623,982	1,850,755

Table B.13.a.2.e. Disclosure of Securitization Exposures - Consolidated

(in million Rupiah)

No.	Type of Transaction	Period of December 31, 2019	
		Capital Charge Factor	RWA
(1)	(2)	(3)	(4)
1	RWA Securitization Exposures calculated by the External Rating Base Approach (ERBA) Method		12,920
2	RWA Securitization Exposures calculated by Standardized Approach (SA) Method		
3	Deduction from Common Equity of Exposure Securitization	-	
	Total	-	12,920

Table B.13.a.2.f. Disclosure of Credit Derivative Exposures - Consolidated

(in million Rupiah)

No.	Portfolio Category	Period of December 31, 2019	
		Net Receivables	RWA
(1)	(2)	(3)	(4)
1	Receivables on sovereigns	5,283	-
2	Receivables on public sector entities	-	-
3	Receivables on multilateral development banks and international institutions	-	-
4	Receivables on banks	4,433,837	2,162,359
5	Receivables on micro, small business & retail portfolio	-	-
6	Receivables on corporate	401,502	401,502
7	Credit Valuation Adjustment (CVA risk weighted assets)		324,349
	Total	4,840,622	2,888,209

Table B.13.a.2.g. Disclosure of Total Credit Risk Measurement - Consolidated

(in million Rupiah)

	Period of December 31, 2019
TOTAL RISK WEIGHTED ASSETS CREDIT RISK	609,939,978
TOTAL CAPITAL CHARGE FACTOR	-

(in million Rupiah)

	Period of December 31, 2018
TOTAL RISK WEIGHTED ASSETS CREDIT RISK	551,236,800
TOTAL CAPITAL CHARGE FACTOR	-

Table C.1. Disclosure of Market Risk Using Standardized Method

(in million Rupiah)

No.	Type of Risk	Period of December 31, 2019			
		Bank		Consolidated	
		Capital Charge	RWA	Capital Charge	RWA
(1)	(2)	(3)	(4)	(5)	(6)
1	Interest rate risk				
	a. Specific risk	25,776	322,199	25,776	322,199
	b. General risk	404,496	5,056,204	404,491	5,056,139
2	Foreign exchange risk	125,161	1,564,513	84,036	1,050,444
3	Equity risk				
	a. Specific risk			5,490	68,619
	b. General risk			5,490	68,619
4	Commodity risk			-	-
5	Option risk	-	-	-	-
	Total	555,433	6,942,916	525,282	6,566,020

(in million Rupiah)

No.	Type of Risk	Period of December 31, 2018			
		Bank		Consolidated	
		Capital Charge	RWA	Capital Charge	RWA
(1)	(2)	(3)	(4)	(5)	(6)
1	Interest rate risk				
	a. Specific risk	791,04	9,888,00	2,421,00	30,262,50
	b. General risk	209,330,70	2,616,633,75	210,044,00	2,625,550,00
2	Foreign exchange risk	64,214,16	802,677,00	30,742,00	384,275,00
3	Equity risk				
	a. Specific risk			1,946,00	24,325,00
	b. General risk			1,946,00	24,325,00
4	Commodity risk			-	-
5	Option risk	-	-	-	-
	Total	274,335,90	3,429,199,00	247,099,00	3,088,737,50

Table C.2.a. Disclosure of Interest Rate Risk in Banking Book Exposure (IRRBB) - Bank Only
(Currency: Rupiah)

No.	(in million Rupiah) Period	Period of December 31, 2019			
		△ EVE		△ NII	
		T	T-1	T	T-1
1	Parallel up	(4,658,887)	(5,491,085)	(1,608,313)	(1,721,276)
2	Parallel down	3,573,489	3,954,607	1,484,465	1,597,372
3	Steepener	1,586,662	1,629,126		
4	Flattener	(2,374,332)	(2,754,206)		
5	Short rate up	(4,072,862)	(4,694,204)		
6	Short rate down	3,345,899	3,658,921		
7	Negative Maximum Value (absolute)	4,658,887	5,491,085	1,608,313	1,721,276
8	Tier 1 Capital (to △ EVE) or Projected Income (to △ NII)	160,432,968	149,295,560	49,948,238	46,904,879
9	Maximum Value dividend by Tier 1 Capital (to △ EVE) or Projected Income (to △ NII)	2.90%	3.68%	3.22%	3.67%

Table C.2.a. Disclosure of Interest Rate Risk in Banking Book Exposure (IRRBB) - Bank Only
(Currency: USD)

No.	(in million Rupiah) Period	Period of December 31, 2019			
		△ EVE		△ NII	
		T	T-1	T	T-1
1	Parallel up	514,642	462,458	1,101,626	1,011,363
2	Parallel down	(420,562)	(413,816)	(1,101,672)	(1,011,410)
3	Steepener	79,411	18,673		
4	Flattener	38,269	86,890		
5	Short rate up	246,010	268,281		
6	Short rate down	(331,452)	(310,789)		
7	Negative Maximum Value (absolute)	420,562	413,816	1,101,672	1,011,410
8	Tier 1 Capital (to △ EVE) or Projected Income (to △ NII)	160,432,968	149,295,560	49,948,238	46,904,879
9	Maximum Value dividend by Tier 1 Capital (to △ EVE) or Projected Income (to △ NII)	0.26%	0.28%	2.21%	2.16%

Table C.2.a. Disclosure of Interest Rate Risk in Banking Book (IRRBB) Exposure - Bank as Individual

No.	Qualitative Analysis
1.	Interest rate risk in the banking book (IRRBB) is risk from the movement of market interest rates opposite to that of the banking book position, potentially impacting the Bank's capital and earnings in the short and long term. The IRRBB calculation employs two perspectives: economic value perspective, and earnings. This is so the Bank can identify risks more accurately and perform appropriate corrective actions.
2.	<p>Currently the Bank does not have sufficient source of funds with long-term contractual maturities to finance fixed rate loans and banking book securities. In addressing this, the component of source of funds to finance interest-bearing loans and banking book securities is calculated from the core deposit.</p> <p>To mitigate risk, the Bank has set nominal limits for fixed rate loans and banking book securities, IRRBB limits and pricing strategies.</p>
3.	<p>The measurement of individual IRRBB is performed monthly using two methods:</p> <ol style="list-style-type: none"> Measurement based on the changes in the economic value of equity, which measures the impact of changes in interest rates on the economic value of Bank equity Measurement based on the changes in net interest income, which measures the impact of changes in interest rates on the Bank's earnings.
4.	<p>The interest rate shock scenario used by the Bank in measuring IRRBB is in accordance with the standard interest rate shock scenario specified in the Financial Services Authority Circular Letter No. 12/SEOJK.03/2018 concerning the Implementation of Risk Management and Standard Approach for Risk Measurement of Interest Rate Risk in the Banking Book for Commercial Banks.</p> <p>The economic value of equity (EVE) method uses six interest rate shock scenarios:</p> <ol style="list-style-type: none"> Parallel shock up Parallel shock down Steeper shock with a mix of short rates down and long rates up Flattener shock with a mix of short rates up and long rates down Short rates shock up Short rates shock down. <p>The net Interest Income (NII) method uses two interest rate shock scenarios:</p> <ol style="list-style-type: none"> Parallel shock up Parallel shock down.
5.	<p>The EVE method calculates all cash flow from the principal and interest payments on interest rate sensitive balance sheet positions and then discounts them with the relevant interest rates.</p> <p>The Bank does not calculate commercial margins and spread components in the cash flow. EVE is calculated from notional cash flow multiplied by the base rate when the transaction is discounted at the risk-free rate at the reporting date.</p> <p>The IRRBB calculation uses the core deposit, which is part of a stable non maturity deposit with a very small change in interest rates despite significant changes of interest rates in the market.</p> <p>The Bank identifies the core deposit and non-core deposit of each stable deposit of transactional retail, non-transactional retail and wholesale.</p> <p>The placement of core deposit cash flow is carried out by using uniform slotting on time-buckets above one year with the longest time period for each category of stable deposits, referring to SE OJK No. 12/SEOJK.03/2018 concerning the Implementation of Risk Management and Standard Approach for Risk Measurement of Interest Rate Risk in the Banking Book for Commercial Banks.</p> <p>The methodology used by the Bank to estimate the prepayment rate of loans and early withdrawal rates for time deposits employs historical data from early repayments for fixed interest loans and early redemption deposits in the past year.</p> <p>The Bank performs add-on calculations for automatic interest rate options on floating-rate mortgage products with the caps feature and fixed-rate loan commitments by using the Black-Scholes Model.</p> <p>The Bank measures IRRBB for significant currencies - IDR and USD. In total IRRBB, the maximum negative (absolute) value of the two currencies is aggregated</p>
6.	The IRRBB calculation result from the EVE method individually as of December 31, 2019 decreased by 0.79% compared to June 30, 2019 - from 3.96% to 3.17%. Under the NII method as of December 31, 2019, it decreased by 0.40% compared to June 30, 2019 - from 5.83% to 5.43%. This decrease was caused by a tier 1 capital increase by 7.46%, and an increase in core deposits above one year by 12.01%, which was greater than the increase in reprice assets above one year by 1.66%.
No.	Quantitative Analysis
1.	Average repricing maturity applied for NMD is 2.9 years.
2.	The longest repricing maturity applied for NMD is five years.

Table C.2.b. Disclosure of Interest Rate Risk in Banking Book Exposure (IRRBB) - Consolidated
(Currency: Rupiah)

No.	(in million Rupiah) Period	Period of December 31, 2019			
		△ EVE		△ NII	
		T	T-1	T	T-1
1	Parallel up	(5,386,682)	(6,199,384)	(1,644,472)	(1,800,899)
2	Parallel down	4,421,786	4,780,114	1,520,624	1,676,995
3	Steepener	1,559,936	1,611,278		
4	Flattener	(2,509,808)	(2,892,078)		
5	Short rate up	(4,513,832)	(5,128,611)		
6	Short rate down	3,810,954	4,117,338		
7	Negative Maximum Value (absolute)	5,386,682	6,199,384	1,644,472	1,800,899
8	Tier 1 Capital (to △ EVE) or Projected Income (to △ NII)	170,750,375	157,509,816	51,682,814	48,093,308
9	Maximum Value dividend by Tier 1 Capital (to △ EVE) or Projected Income (to △ NII)	3.15%	3.94%	3.18%	3.74%

Table C.2.b. Disclosure of Interest Rate Risk in Banking Book Exposure (IRRBB) - Consolidated
(Currency: USD)

No.	(in million Rupiah) Period	Period of December 31, 2019			
		△ EVE		△ NII	
		T	T-1	T	T-1
1	Parallel up	499,724	442,734	1,105,684	1,014,236
2	Parallel down	(406,905)	(394,565)	(1,105,730)	(1,014,283)
3	Steepener	80,511	19,590		
4	Flattener	33,709	81,440		
5	Short rate up	235,687	255,127		
6	Short rate down	(321,868)	(298,190)		
7	Negative Maximum Value (absolute)	406,905	394,565	1,105,730	1,014,283
8	Tier 1 Capital (to △ EVE) or Projected Income (to △ NII)	170,750,375	157,509,816	51,682,814	48,093,308
9	Maximum Value dividend by Tier 1 Capital (to △ EVE) or Projected Income (to △ NII)	0.24%	0.25%	2.14%	2.11%

Table C.2.b. Disclosure of Interest Rate Risk in Banking Book (IRRBB) Exposure - Bank as Consolidation

No.	Qualitative Analysis
1.	Interest rate risk in the banking book (IRRBB) is risk from the movement of market interest rates that are opposite to that of the banking book position, potentially impacting the Bank's capital and earnings in the short and long term. The IRRBB calculation employs two perspectives: economic value, and earnings. This is so the Bank can identify risks more accurately, and perform appropriate corrective actions.
2.	<p>Currently, the Bank does not have sufficient source of funds with long-term contractual maturities to finance fixed rate loans and banking book securities. In addressing this, the component of source of funds to finance interest-bearing loans and banking book securities is calculated from the core deposit.</p> <p>To mitigate risk, the Bank has set nominal limits for fixed rate loans and banking book securities, IRRBB limits and pricing strategies.</p>
3.	<p>The measurement of individual IRRBB is performed quarterly by using two methods:</p> <ol style="list-style-type: none"> Measurement based on the changes in the economic value of equity, which measures the impact of changes in interest rates on the economic value of Bank equity Measurement based on the changes in net interest income, which measures the impact of changes in interest rates on the Bank's earnings.
4.	<p>The interest rate shock scenario used by the Bank in measuring IRRBB is in accordance with the standard interest rate shock scenario specified in the Financial Services Authority Circular Letter No. 12/SEOJK.03/2018 concerning the Implementation of Risk Management and Standard Approach for Risk Measurement of Interest Rate Risk in the Banking Book for Commercial Banks.</p> <ol style="list-style-type: none"> Parallel shock up Parallel shock down Steeper shock with a mix of short rates down and long rates up Flattener shock with a mix of short rates up and long rates down Short rates shock u Short rates shock down. <p>The net interest income (NII) method uses two interest rate shock scenarios:</p> <ol style="list-style-type: none"> Parallel shock up Parallel shock down.
5.	<p>The EVE method calculates all cash flow from the principal and interest payments on interest rate sensitive balance sheet positions and then discounts them with the relevant interest rates.</p> <p>The Bank does not calculate commercial margins and spread components in the cash flow. EVE is calculated from notional cash flow multiplied by the base rate when the transaction is discounted at the risk-free rate at the reporting date.</p> <p>The IRRBB calculation uses the core deposit, which is part of the stable non maturity deposit with a very small change in interest rates despite significant changes in market interest rates.</p> <p>The Bank identifies the core deposit and non-core deposit of each stable deposit of transactional retail, non-transactional retail and wholesale.</p> <p>The placement of core deposit cash flow is carried out by using uniform slotting on time-buckets above one year, with the longest time period for each category of stable deposits, referring to SE OJK No. 12/SEOJK.03/2018 concerning the Implementation of Risk Management and Standard Approach for Risk Measurement of Interest Rate Risk in the Banking Book for Commercial Banks.</p> <p>The methodology used by the Bank to estimate the prepayment rate of loans and early withdrawal rates for time deposits employs historical data from early repayments for fixed interest loans and early redemption deposits in the past year.</p> <p>The Bank performs add-on calculations for automatic interest rate options on floating-rate mortgage products with a caps feature and fixed-rate loan commitments by using the Black-Scholes Model.</p> <p>The Bank measures IRRBB for significant currencies, which are IDR and USD. In total IRRBB, the maximum negative (absolute) value of the two currencies is aggregated.</p>
6.	The IRRBB calculation result from the EVE method for consolidation as of December 31, 2019 decreased by 0.80% compared to that of June 30, 2019 - from 4.19% to 3.39%. Under the NII method as of December 31, 2019, it decreased by 0.53% compared to June 30, 2019 - from 5.85% to 5.32%. This decrease was caused by a tier 1 capital increase by 8.41%, and an increase in core deposits above one year by 12.97%, which was greater than the increase in reprice assets above one year by 2.57%.
No.	Quantitative Analysis
1.	Average repricing maturity applied for NMD is 2.9 years.
2.	The longest repricing maturity applied for NMD is five years.

Table C.3. Disclosure of Interest Rate Risk in Banking Book (IRRBB) Exposures

(in million Rupiah)

	Period of December 31, 2018	
	<i>Earning Approach</i>	<i>Economic Value Approach</i>
(1)	(2)	(3)
Decrease in net interest income growth due to interest rate increase of 1%	(251,285)	(3,185)
Increase in net interest income growth due to interest rate decrease of 1%	251,285	3,185

Table D.1.a.1.a. Disclosure of Rupiah Maturity Profile - Bank Only

(in million Rupiah)

No.	Account	Balance	Period of December 31, 2019				
			Maturity				
			≤ 1 month	> 1 to 3 months	> 3 to 6 months	> 6 to 12 months	> 12 months
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
I.	BALANCE SHEET						
A.	Assets						
	1. Cash	23,911,206	23,911,206	-	-	-	-
	2. Placement with Bank Indonesia	49,081,006	46,819,175	1,753,653	24,078	484,100	-
	3. Placement with other banks	3,393,810	1,375,263	646,415	432,630	382,252	557,250
	4. Marketable securities	110,981,489	15,760,880	5,086,944	3,135,581	18,382,950	68,615,134
	5. Loans	557,185,061	17,493,467	49,805,047	55,462,897	124,470,960	309,952,690
	6. Other receivables	13,696,038	6,233,915	1,547,026	1,035,231	4,799,101	80,765
	7. Others	12,926,658	12,924,465	-	2,193	-	-
	Total Asset	771,175,268	124,518,371	58,839,085	60,092,610	148,519,363	379,205,839
B.	Liabilities						
	1. Deposits from customer	650,162,181	85,894,518	7,385,860	1,548,622	1,781,880	553,551,301
	2. Liabilities with Bank Indonesia	577	-	-	-	-	577
	3. Liabilities with other banks	4,886,119	4,850,019	36,000	100	-	-
	4. Securities issued	500,000	-	-	-	-	500,000
	5. Borrowings	-	-	-	-	-	-
	6. Other liabilities	1,072,049	507,611	408,877	148,794	1,622	5,145
	7. Others	19,249,912	19,249,912	-	-	-	-
	Total Liabilities	675,870,838	110,502,060	7,830,737	1,697,516	1,783,502	554,057,023
	On Balance Sheet Asset and Liabilities Differences	95,304,431	14,016,312	51,008,348	58,395,094	146,735,861	(174,851,184)
II.	Off Balance Sheet						
A.	Off Balance Sheet Receivables						
	1. Commitment	-	-	-	-	-	-
	2. Contingency	-	-	-	-	-	-
	Total Administrative Account Receivable	-	-	-	-	-	-
B.	Off Balance Sheet Liabilities						
	1. Commitment	201,897,304	12,052,901	29,903,273	29,557,358	68,326,906	62,056,866
	2. Contingency	-	-	-	-	-	-
	Total Off Balance Sheet Liabilities	201,897,304	12,052,901	29,903,273	29,557,358	68,326,906	62,056,866
	Off Balance Sheet Asset and Liabilities Differences	(201,897,304)	(12,052,901)	(29,903,273)	(29,557,358)	(68,326,906)	(62,056,866)
	Differences [(IA - IB)+(IIA-IIB)]	(106,592,873)	1,963,411	21,105,075	28,837,736	78,408,955	(236,908,050)
	Cumulative Differences	-	1,963,411	23,068,486	51,906,222	130,315,177	(106,592,873)

Table D.1.a.1.a. Disclosure of Rupiah Maturity Profile - Bank Only

(in million Rupiah)

No.	Account	Balance	Period of December 31, 2018				
			Maturity				
			≤ 1 month	> 1 to 3 months	> 3 to 6 months	> 6 to 12 months	> 12 months
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
I.	BALANCE SHEET						
A.	Assets						
	1. Cash	20,855,831	20,855,831	-	-	-	-
	2. Placement with Bank Indonesia	53,644,651	53,644,651	-	-	-	-
	3. Placement with other banks	8,362,356	6,060,313	259,776	505,815	1,475,923	60,529
	4. Marketable securities	92,252,413	15,155,167	7,611,770	16,045,578	2,850,935	50,588,963
	5. Loans	505,979,878	23,552,255	38,334,336	49,830,049	97,160,107	297,103,131
	6. Other receivables	13,921,448	6,724,756	5,565,352	1,225,212	390,901	15,227
	7. Others	12,641,099	12,617,106	-	23,993	-	-
	Total Asset	707,657,676	138,610,079	51,771,234	67,630,647	101,877,866	347,767,850
B	Liabilities						
	1. Deposits from customer	582,000,403	58,837,955	4,298,119	1,291,990	437,821	517,134,518
	2. Liabilities with Bank Indonesia	577	-	-	-	-	577
	3. Liabilities with other banks	4,664,541	4,616,292	48,149	100	-	-
	4. Securities issued	500,000	-	-	-	-	500,000
	5. Borrowings	-	-	-	-	-	-
	6. Other liabilities	1,160,300	493,935	431,675	191,080	11,445	32,165
	7. Others	18,783,183	18,783,183	-	-	-	-
	Total Liabilities	607,109,004	82,731,365	4,777,943	1,483,170	449,266	517,667,260
	On Balance Sheet Asset and Liabilities Differences	100,548,671	55,878,713	46,993,291	66,147,477	101,428,600	(169,899,410)
II.	Off Balance Sheet						
A.	Off Balance Sheet Receivables						
	1. Commitment	-	-	-	-	-	-
	2. Contingency	-	-	-	-	-	-
	Total Administrative Account Receivable	-	-	-	-	-	-
B.	Off Balance Sheet Liabilities						
	1. Commitment	188,791,739	18,687,633	32,466,031	28,756,180	54,813,487	54,068,408
	2. Contingency	-	-	-	-	-	-
	Total Off Balance Sheet Liabilities	188,791,739	18,687,633	32,466,031	28,756,180	54,813,487	54,068,408
	Off Balance Sheet Asset and Liabilities Differences	(188,791,739)	(18,687,633)	(32,466,031)	(28,756,180)	(54,813,487)	(54,068,408)
	Differences [(IA - IB)+(IIA-IIIB)]	(88,243,068)	37,191,080	14,527,260	37,391,297	46,615,113	(223,967,818)
	Cumulative Differences	-	37,191,080	51,718,340	89,109,637	135,724,750	(88,243,068)

Table D.1.a.1.b. Disclosure of Foreign Exchange Maturity Profile - Bank Only

(in million Rupiah)

No.	Account	Balance	Period of December 31, 2019					
			Maturity					
			≤ 1 month	> 1 to 3 months	> 3 to 6 months	> 6 to 12 months	> 12 months	
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	
I.	BALANCE SHEET							
A.	Assets							
	1. Cash	1,491,507	1,491,507	-	-	-	-	-
	2. Placement with Bank Indonesia	56,847,011	23,378,483	14,985,354	6,409,661	12,073,513	-	-
	3. Placement with other banks	11,399,966	11,399,966	-	-	-	-	-
	4. Marketable securities	4,141,411	882,999	1,610,458	364,051	-	1,283,903	-
	5. Loans	31,065,889	826,498	5,994,949	3,060,750	3,927,305	17,256,386	-
	6. Other receivables	7,177,837	1,865,660	3,248,496	1,740,853	248,713	74,116	-
	7. Others	340,904	306,178	29,720	5,006	-	-	-
	Total Asset	112,464,525	40,151,291	25,868,977	11,580,322	16,249,530	18,614,405	
B	Liabilities							
	1. Deposits from customer	49,142,405	5,814,098	137,776	59,526	125,126	43,005,879	-
	2. Liabilities with Bank Indonesia	-	-	-	-	-	-	-
	3. Liabilities with other banks	1,840,568	1,840,568	-	-	-	-	-
	4. Securities issued	-	-	-	-	-	-	-
	5. Borrowings	398	398	-	-	-	-	-
	6. Other liabilities	4,543,957	1,467,563	2,005,587	789,617	207,075	74,116	-
	7. Others	691,210	691,210	-	-	-	-	-
	Total Liabilities	56,218,539	9,813,837	2,143,363	849,143	332,201	43,079,995	
	On Balance Sheet Asset and Liabilities Differences	56,245,987	30,337,454	23,725,614	10,731,179	15,917,330	(24,465,590)	
II.	Off Balance Sheet							
A.	Off Balance Sheet Receivables							
	1. Commitment	11,822,675	7,720,979	3,278,208	749,448	27,765	46,275	-
	2. Contingency	-	-	-	-	-	-	-
	Total Administrative Account Receivable	11,822,675	7,720,979	3,278,208	749,448	27,765	46,275	
B.	Off Balance Sheet Liabilities							
	1. Commitment	92,286,609	19,551,407	22,546,141	25,157,846	20,903,268	4,127,947	-
	2. Contingency	-	-	-	-	-	-	-
	Total Administrative Account Payable	92,286,609	19,551,407	22,546,141	25,157,846	20,903,268	4,127,947	
	Off Balance Sheet Asset and Liabilities Differences	(80,463,934)	(11,830,428)	(19,267,933)	(24,408,397)	(20,875,503)	(4,081,672)	
	Differences [(IA - IB)+(IIA-IIB)]	(24,217,947)	18,507,026	4,457,681	(13,677,218)	(4,958,174)	(28,547,263)	
	Cumulative Differences		18,507,026	22,964,707	9,287,489	4,329,315	(24,217,947)	

Table D.1.a.1.b. Disclosure of Foreign Exchange Maturity Profile - Bank Only

(in million Rupiah)

No.	Account	Balance	Period of December 31, 2018				
			Maturity				
			≤ 1 month	> 1 to 3 months	> 3 to 6 months	> 6 to 12 months	> 12 months
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
I.	BALANCE SHEET						
A.	Assets						
	1. Cash	821,745	821,745	-	-	-	-
	2. Placement with Bank Indonesia	31,567,232	22,697,856	3,257,933	5,611,443	-	-
	3. Placement with other banks	10,011,208	9,723,608	287,600	-	-	-
	4. Marketable securities	5,612,382	999,975	2,290,162	336,494	28,859	1,956,893
	5. Loans	31,934,556	1,588,243	5,383,181	4,907,604	7,496,169	12,559,359
	6. Other receivables	8,218,661	1,934,084	2,833,887	2,970,540	368,003	112,147
	7. Others	309,258	243,000	63,833	2,425	-	-
	Total Asset	88,475,042	38,008,511	14,116,596	13,828,505	7,893,031	14,628,398
B	Liabilities						
	1. Deposits from customer	48,094,548	3,241,993	101,292	11,039	21,355	44,718,869
	2. Liabilities with Bank Indonesia	-	-	-	-	-	-
	3. Liabilities with other banks	1,839,460	1,839,460	-	-	-	-
	4. Securities issued	-	-	-	-	-	-
	5. Borrowings	409	409	-	-	-	-
	6. Other liabilities	5,047,687	1,546,264	2,294,935	737,742	356,599	112,147
	7. Others	637,545	637,545	-	-	-	-
	Total Liabilities	55,619,650	7,265,672	2,396,227	748,781	377,954	44,831,016
	On Balance Sheet Asset and Liabilities Differences	32,855,392	30,742,840	11,720,369	13,079,724	7,515,077	(30,202,617)
II.	Off Balance Sheet						
A.	Off Balance Sheet Receivables						
	1. Commitment	8,575,998	6,060,217	1,215,470	1,156,512	71,900	71,900
	2. Contingency	-	-	-	-	-	-
	Total Administrative Account Receivable	8,575,998	6,060,217	1,215,470	1,156,512	71,900	71,900
B.	Off Balance Sheet Liabilities						
	1. Commitment	64,575,169	17,847,753	13,108,855	14,138,320	16,424,370	3,055,870
	2. Contingency	-	-	-	-	-	-
	Total Administrative Account Payable	64,575,169	17,847,753	13,108,855	14,138,320	16,424,370	3,055,870
	Off Balance Sheet Asset and Liabilities Differences	(55,999,171)	(11,787,536)	(11,893,386)	(12,981,809)	(16,352,470)	(2,983,970)
	Differences [(IA - IB)+(IIA-IIIB)]	(23,143,779)	18,955,304	(173,017)	97,915	(8,837,394)	(33,186,587)
	Cumulative Differences	-	18,955,304	18,782,287	18,880,202	10,042,809	(23,143,779)

Table D.1.a.2.a. Disclosure of Rupiah Maturity Profile - Consolidated

(in million Rupiah)

No.	Account	Balance	Period of December 31, 2019				
			Maturity				
			≤ 1 month	> 1 to 3 months	> 3 to 6 months	> 6 to 12 months	> 12 months
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
I.	BALANCE SHEET						
A.	Assets						
	1. Cash	23,928,010	23,928,010	-	-	-	-
	2. Placement with Bank Indonesia	50,732,004	48,195,173	1,753,653	84,078	699,100	-
	3. Placement with other banks	4,072,718	1,666,622	946,364	520,230	382,252	557,250
	4. Marketable securities	116,010,606	16,328,102	5,183,119	3,177,581	18,842,394	72,479,410
	5. Loans	555,524,664	17,492,636	49,805,619	55,345,417	124,428,561	308,452,431
	6. Other receivables	30,807,948	6,762,849	2,251,298	2,800,552	6,623,769	12,369,480
	7. Others	13,302,332	13,300,139	-	2,193	-	-
	Total Asset	794,378,282	127,673,531	59,940,053	61,930,051	150,976,076	393,858,571
B	Liabilities						
	1. Deposits from customer	655,651,603	91,000,204	7,741,238	1,627,139	1,731,720	553,551,301
	2. Liabilities with Bank Indonesia	577	-	-	-	-	577
	3. Liabilities with other banks	4,880,218	4,844,118	36,000	100	-	-
	4. Securities issued	1,847,523	-	-	-	758,006	1,089,517
	5. Borrowings	2,262,496	-	148,286	775,000	1,089,397	249,813
	6. Other liabilities	1,072,249	507,811	408,877	148,794	1,622	5,145
	7. Others	22,717,533	22,717,533	-	-	-	-
	Total Liabilities	688,432,200	119,069,667	8,334,401	2,551,033	3,580,745	554,896,353
	On Balance Sheet Asset and Liabilities Differences	105,946,082	8,603,864	51,605,652	59,379,017	147,395,331	(161,037,782)
II.	Off Balance Sheet						
A.	Off Balance Sheet Receivables						
	1. Commitment	3,023,194	3,023,194	-	-	-	-
	2. Contingency	-	-	-	-	-	-
	Total Administrative Account Receivable	3,023,194	3,023,194	-	-	-	-
B.	Administrative Account Payable						
	1. Commitment	202,113,964	12,269,561	29,903,273	29,557,358	68,326,906	62,056,866
	2. Contingency	-	-	-	-	-	-
	Total Administrative Account Payable	202,113,964	12,269,561	29,903,273	29,557,358	68,326,906	62,056,866
	Off Balance Sheet Asset and Liabilities Differences	(199,090,770)	(9,246,367)	(29,903,273)	(29,557,358)	(68,326,906)	(62,056,866)
	Differences [(IA - IB)+(IIA-IIB)]	(93,144,687)	(642,502)	21,702,379	29,821,659	79,068,425	(223,094,648)
	Cumulative Differences	-	(642,502)	21,059,877	50,881,536	129,949,961	(93,144,687)

Table D.1.a.2.a. Disclosure of Rupiah Maturity Profile - Consolidated

(in million Rupiah)

No.	Account	Balance	Period of December 31, 2018				
			Maturity				
			≤ 1 month	> 1 to 3 months	> 3 to 6 months	> 6 to 12 months	> 12 months
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
I.	BALANCE SHEET						
A.	Assets						
	1. Cash	20,864,362	20,864,362	-	-	-	-
	2. Placement with Bank Indonesia	54,726,569	54,556,569	70,000	60,000	40,000	-
	3. Placement with other banks	8,943,482	6,532,239	343,976	530,815	1,475,923	60,529
	4. Marketable securities	94,279,739	15,626,417	7,611,770	16,083,617	3,309,817	51,648,118
	5. Loans	505,898,567	23,552,672	38,271,089	49,812,895	97,160,107	297,101,804
	6. Other receivables	27,007,427	7,109,094	6,146,531	2,500,466	1,516,267	9,735,069
	7. Others	13,868,926	13,844,933	-	23,993	-	-
	Total Asset	725,589,072	142,086,286	52,443,366	69,011,786	103,502,114	358,545,520
B	Liabilities						
	1. Deposits from customer	586,836,754	63,488,681	4,590,542	1,174,555	448,458	517,134,518
	2. Liabilities with Bank Indonesia	577	-	-	-	-	577
	3. Liabilities with other banks	4,655,795	4,618,195	37,500	100	-	-
	4. Securities issued	839,735	100,000	-	239,735	-	500,000
	5. Borrowings	1,948,645	175,000	122,500	1,220,000	200,000	231,145
	6. Other liabilities	1,160,499	494,134	431,675	191,080	11,445	32,165
	7. Others	21,767,534	21,767,534	-	-	-	-
	Total Liabilities	617,209,540	90,643,545	5,182,217	2,825,470	659,903	517,898,405
	On Balance Sheet Asset and Liabilities Differences	108,379,532	51,442,741	47,261,149	66,186,316	102,842,211	(159,352,885)
II.	Off Balance Sheet						
A.	Off Balance Sheet Receivables						
	1. Commitment	2,595,000	2,595,000	-	-	-	-
	2. Contingency	-	-	-	-	-	-
	Total Administrative Account Receivable	2,595,000	2,595,000	-	-	-	-
B.	Administrative Account Payable						
	1. Commitment	189,127,765	19,023,659	32,466,031	28,756,180	54,813,487	54,068,408
	2. Contingency	-	-	-	-	-	-
	Total Administrative Account Payable	189,127,765	19,023,659	32,466,031	28,756,180	54,813,487	54,068,408
	Off Balance Sheet Asset and Liabilities Differences	(186,532,765)	(16,428,659)	(32,466,031)	(28,756,180)	(54,813,487)	(54,068,408)
	Differences [(IA - IB)+(IIA-IIIB)]	(78,153,233)	35,014,082	14,795,118	37,430,136	48,028,724	(213,421,293)
	Cumulative Differences	-	35,014,082	49,809,200	87,239,336	135,268,060	(78,153,233)

Table D.1.a.2.b. Disclosure of Foreign Exchange Maturity Profile - Consolidated

(in million Rupiah)

No.	Account	Balance	Period of December 31, 2019					
			Maturity					
			≤ 1 month	> 1 to 3 months	> 3 to 6 months	> 6 to 12 months	> 12 months	
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	
I.	BALANCE SHEET							
A.	Assets							
	1, Cash	1,493,396	1,493,396	-	-	-	-	-
	2, Placement with Bank Indonesia	56,847,011	23,378,483	14,985,354	6,409,661	12,073,513	-	-
	3, Placement with other banks	11,478,148	11,473,329	-	4,820	-	-	-
	4, Marketable securities	4,468,582	882,999	1,766,086	364,051	-	1,455,446	
	5, Loans	31,414,919	829,274	5,994,949	3,268,946	3,927,305	17,394,444	
	6, Other receivables	7,177,837	1,865,660	3,248,496	1,740,853	248,713	74,116	
	7, Others	323,146	288,420	29,720	5,006	-	-	
	Total Asset	113,203,039	40,211,560	26,024,605	11,793,338	16,249,530	18,924,006	
B	Liabilities							
	1, Deposits from customer	49,139,708	5,811,401	137,776	59,526	125,126	43,005,879	
	2, Liabilities with Bank Indonesia	-	-	-	-	-	-	
	3, Liabilities with other banks	1,840,568	1,840,568	-	-	-	-	
	4, Securities issued	-	-	-	-	-	-	
	5, Borrowings	69,797	69,797	-	-	-	-	
	6, Other liabilities	4,657,206	1,580,812	2,005,587	789,617	207,075	74,116	
	7, Others	706,678	706,678	-	-	-	-	
	Total Liabilities	56,413,957	10,009,256	2,143,363	849,143	332,201	43,079,995	
	On Balance Sheet Asset and Liabilities Differences	56,789,082	30,202,304	23,881,242	10,944,195	15,917,330	(24,155,989)	
II.	Off Balance Sheet							
A.	Off Balance Sheet Receivables							
	1, Commitment	13,494,127	9,392,431	3,278,208	749,448	27,765	46,275	
	2, Contingency	-	-	-	-	-	-	
	Total Administrative Account Receivable	13,494,127	9,392,431	3,278,208	749,448	27,765	46,275	
B.	Off Balance Sheet Liabilities							
	1, Commitment	92,286,609	19,551,407	22,546,141	25,157,846	20,903,268	4,127,947	
	2, Contingency	-	-	-	-	-	-	
	Total Administrative Account Payable	92,286,609	19,551,407	22,546,141	25,157,846	20,903,268	4,127,947	
	Off Balance Sheet Asset and Liabilities Differences	(78,792,482)	(10,158,976)	(19,267,933)	(24,408,397)	(20,875,503)	(4,081,672)	
	Differences [(IA - IB)+(IIA-IIB)]	(22,003,400)	20,043,328	4,613,309	(13,464,202)	(4,958,174)	(28,237,662)	
	Cumulative Differences	-	20,043,328	24,656,637	11,192,435	6,234,261	(22,003,400)	

Table D.1.a.2.b. Disclosure of Foreign Exchange Maturity Profile - Consolidated

(in million Rupiah)

No.	Account	Balance	Period of December 31, 2018				
			Maturity				
			≤ 1 month	> 1 to 3 months	> 3 to 6 months	> 6 to 12 months	> 12 months
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
I.	BALANCE SHEET						
A.	Assets						
	1, Cash	827,081	827,081	-	-	-	-
	2, Placement with Bank Indonesia	31,567,232	22,697,856	3,257,933	5,611,443	-	-
	3, Placement with other banks	10,086,690	9,794,199	287,600	4,891	-	-
	4, Marketable securities	6,059,661	1,017,040	2,339,283	336,494	28,859	2,337,986
	5, Loans	32,200,881	1,660,164	5,383,181	5,051,447	7,496,169	12,609,920
	6, Other receivables	8,218,661	1,934,084	2,833,887	2,970,540	368,003	112,147
	7, Others	304,321	238,063	63,833	2,425	-	-
	Total Asset	89,264,526	38,168,487	14,165,717	13,977,239	7,893,031	15,060,052
B	Liabilities						
	1, Deposits from customer	48,091,550	3,238,995	101,292	11,039	21,355	44,718,869
	2, Liabilities with Bank Indonesia	-	-	-	-	-	-
	3, Liabilities with other banks	1,839,460	1,839,460	-	-	-	-
	4, Securities issued	-	-	-	-	-	-
	5, Borrowings	144,252	72,330	-	-	71,922	-
	6, Other liabilities	5,095,798	1,594,375	2,294,935	737,742	356,599	112,147
	7, Others	653,914	653,914	-	-	-	-
	Total Liabilities	55,824,974	7,399,074	2,396,227	748,781	449,876	44,831,016
	On Balance Sheet Asset and Liabilities Differences	33,439,552	30,769,413	11,769,490	13,228,458	7,443,155	(29,770,963)
II.	Off Balance Sheet						
A.	Off Balance Sheet Receivables						
	1, Commitment	10,301,598	7,785,817	1,215,470	1,156,512	71,900	71,900
	2, Contingency	-	-	-	-	-	-
	Total Administrative Account Receivable	10,301,598	7,785,817	1,215,470	1,156,512	71,900	71,900
B.	Off Balance Sheet Liabilities						
	1, Commitment	64,575,169	17,847,753	13,108,855	14,138,320	16,424,370	3,055,870
	2, Contingency	-	-	-	-	-	-
	Total Administrative Account Payable	64,575,169	17,847,753	13,108,855	14,138,320	16,424,370	3,055,870
	Off Balance Sheet Asset and Liabilities Differences	(54,273,571)	(10,061,936)	(11,893,386)	(12,981,809)	(16,352,470)	(2,983,970)
	Differences [(IA - IB)+(IIA-IIIB)]	(20,834,019)	20,707,477	(123,896)	246,649	(8,909,316)	(32,754,933)
	Cumulative Differences	-	20,707,477	20,583,581	20,830,230	11,920,914	(20,834,019)

Table D.2.a. Disclosure of Liquidity Coverage Ratio (LCR)

	Liquidity Coverage Ratio (%)			
	Quarter I	Quarter II	Quarter III	Quarter IV
	(2)	(3)	(4)	(5)
(1)				
Period of 2019				
Bank Only	275,74	275,96	272,03	276,29
Consolidated	274,87	275,18	271,17	275,76

	Liquidity Coverage Ratio (%)			
	Quarter I	Quarter II	Quarter III	Quarter IV
	(2)	(3)	(4)	(5)
(1)				
Period of 2018				
Bank Only	343	323	301	278
Consolidated	334	317	299	277

Tabel D.2.a. Disclosure of Net Stable Funding Ratio (NSFR)

	NSFR (%)			
	Quarter I	Quarter II	Quarter III	Quarter IV
	(2)	(3)	(4)	(5)
(1)				
Period of 2019				
Bank Only	157.87	158.33	155.09	157.71
Consolidated	156.80	157.76	155.05	157.39

Table E.1.a. Quantitative Disclosure of Operational Risk - Bank Only

(in million Rupiah)

No.	Indicator Approach	Period of December 31, 2019		
		Average Gross Income in the past 3 years	Capital Charge	RWA
(1)	(2)	(3)	(4)	(5)
1	Basic Indicator Approach	52,791,193	7,918,679	98,983,486
	Total	52,791,193	7,918,679	98,983,486

(in million Rupiah)

No.	Indicator Approach	Period of December 31, 2018		
		Average Gross Income in the past 3 years	Capital Charge	RWA
(1)	(2)	(3)	(4)	(5)
1	Basic Indicator Approach	48,710,261	7,306,539	91,331,739
	Total	48,710,261	7,306,539	91,331,739

Table E.1.b. Quantitative Disclosure of Operational Risk - Consolidated

(in million Rupiah)

No.	Indicator Approach	Period of December 31, 2019		
		Average Gross Income in the past 3 years	Capital Charge	RWA
(1)	(2)	(3)	(4)	(5)
1	Basic Indicator Approach	56,219,239	8,432,886	105,411,073
	Total	56,219,239	8,432,886	105,411,073

(in million Rupiah)

No.	Indicator Approach	Period of December 31, 2018		
		Average Gross Income in the past 3 years	Capital Charge	RWA
(1)	(2)	(3)	(4)	(5)
1	Basic Indicator Approach	51,843,201	7,776,480	97,206,002
	Total	51,843,201	7,776,480	97,206,002

● Business Support

HUMAN RESOURCES

“

The development of mindset, competence, and governance of human resources plays an important role in building an agile organization.

”

In today's digital era, fast technology development and changes in customer behavior influence many aspects of the organization, including human resource that play an important roles in sustaining the Bank's business performance. BCA is committed to develop highly competent and agile human resources in line with today's dynamic business environment.

In accordance with its long term strategy, BCA has taken several strategic initiatives in human resource management, amongst other to develop a high quality workforce, prepare succession planning, strengthen competencies based on the Bank's needs, and implement good governance. BCA constantly instills corporate culture and values at all levels of employees as a foundation to build a stronger organization. We wish to continue to become the employer of choice among other best companies in Indonesia.

Qualified Human Resources and Preparing Future Leaders

To ensure the availability of a competent workforce over the long term, BCA has prepared a comprehensive action plan. The plan starts with recruiting the best talent, providing adequate training & development, and preparing for future leadership. The Bank emphasizes its efforts to instill an agile mindset and approach among its employees in order to respond to changing business environment and technology today and in the future.

Recruitment Initiative with Focus on Quality

To recruit the best talent, BCA undertakes recruitment initiatives such as holding campus hiring or creating job fairs to search for the best graduates from various universities in Indonesia and overseas. We actively introduce our corporate profile and share working experience with students at different universities. Additionally, the bank accepts student visits and provides opportunities for students to undertake internship programs.

Face-to-face interaction with university students are conducted from time to time. One example is through the SAPA BCA program (BCA fun and smart sharing), which provides an overview about the Bank's working atmosphere. The program allows participants to learning the process of making digital applications for banking products, gaining knowledge about the use of information technology, and experiencing to work as a business analyst.



BCA has used an online recruitment system that provides information relating to career opportunities in the bank, process of job application, and the result of early stage of selection process. Furthermore, the Bank continues to strengthen its branding through social media to attract interests from people who are searching for job opportunity in the banking sector. Starting in the second semester of 2019, BCA started to roll out a referral program by internal employees. The Bank recruited a total of 1,483 new employees during the year.

In addition, the Bank offers 'Bakti BCA' internship program to high school, diploma and undergraduate students to be trained as tellers and customer services in the branches.

Training and Development for Competent Human Resources

Suitable training and development programs are developed to promote highly capable human resources that match the organization's needs. BCA formulated its HR development program, covering the trainee, onboarding, and specialized programs that provide relevant technical skill, and behavioral aspect. These initiatives are designed to optimize job performance by employees and to prepare them for higher career development.

Business Support

HUMAN RESOURCES

Through its comprehensive trainee development program, BCA builds the competencies of its prospective employees, among others, in the areas of relationship officers, credit analysts, operations and IT. The Bank's HR trainee program pays attention to nurturing a culture of innovation and engagement as a foundation to collaborate and perform their duties and responsibilities for fulfilling customer needs.

During the onboarding period, new employees will have to participate in an induction program. It elaborates BCA's values, culture, organizational structure, regulations and other related matters. The Bank upholds the importance of corporate values and culture through mentoring programs for future generation. The objective is to share knowledge, values, and experiences from senior individuals to junior employees.

In designing and preparing effective training modules, BCA adopts the ADDIE (analysis, design, development, implementation and evaluation) model. The training modules can be delivered to participants through in-class training or e-learning base such as video learning, podcasts and e-books. BCA also uses the gamification model, an innovative approach to promote creativity among the participants. In 2019, the Bank held 2,272 classes for 248,738 training days with a total of 67,548 participants, supported by 10,535 internal instructors. BCA's e-learning had 280 modules divided into 12 categories and 36,641 users.

Learning activities are mostly carried out at the BCA Learning Institute, which is equipped with various facilities and infrastructure, classrooms, galleries, and an educative library. We create a dynamic, fun and comfortable environment in our learning facilities. The Bank also has regional learning centers in eight major cities outside the Greater Jakarta area, which are integrated with the Learning Institute.

Career Development and Preparing Future Leaders

Sustainable leadership through smooth succession plan is essential in preserving corporate performance and business growth. Therefore, BCA has designed a special program targeted key talents within the bank. During 2019 its implementation was:

1. Career development program, which is a prerequisite program designed for employees who are in the process of being promoted to a higher level
2. Leadership development program, is an accelerated program for key talents to develop leadership and technical skill. We designed a comprehensive curriculum learning method, combining in-class materials, on-the-job training, coaching and sharing experience from best practices and top leaders.
3. Executive education program are developed with reputable local or foreign universities to provide best practices, learning experiences and enhance personal networking.
4. Master degree scholarships, are provided for selected employees to study for magister degree in collaboration with various leading universities.

The Preparation for Future Leaders is one of many initiatives carried out in 2019. To fulfill short term needs including succession plan of retired managers, BCA conducted enrichment and acceleration programs for a group of selected assistant and deputy managers. For the longer term, the Bank performed various career development programs to prepare prospective successors for managerial positions.

In 2019, as much as 1,727 employees have completed the BCA career development program. These potential candidates were identified through a robust panel assessment system. Furthermore, the selected individuals had to take special designed education program and continued with ongoing self-development courses to prepare themselves for higher career path.

To ensure the availability of highly competent employees, BCA performs various educational courses such as the bankers and the Management Development Program (MDP). High standards of qualification are set for the employees who will participate in a combined of classroom training, on the job training, and real work assignment within BCA.

Developing Digital Competencies and an Innovative Culture

In the era of digitalization, human resources need to be prepared and equipped with competencies in line with current business developments. During 2019, BCA conducted number of trainings in the area of design thinking, UI/UX, data analytics, machine learning, optimum work approach and agile leadership. Additionally, equipped with proper trainings, the leaders are expected to adopt and implement the scrum methodology, which emphasizes on agility and collaboration.

BCA has created community platforms to share various information regarding latest innovations internally or outside the organization through BCA open source (BOS), Innovtalk and Data Community. BOS is a knowledge sharing forum for employees at managerial level aiming to broaden strategic knowledge about leadership and related matters. Carried out in a relaxed and pleasant atmosphere through face-to-face forum or media streaming or video conferencing, Innovtalk shares many topics about innovations. Lastly, the Data Community is a knowledge sharing forum regarding data analytics, involving internal and external speakers.

To stimulate an innovation culture within the organization, BCA convenes the annual event of BCA Innovation Award. Since 2014, the program has been held as an event where employees can express ideas and as a training ground for competing in the area of innovation. BCA also participates in many national and international competitions related to innovation and improvement, such as TKMPN (Temu Karya Mutu dan Produktivitas Indonesia), IQC (Indonesia Quality Convention) dan ICQCC (International Convention on QC Cycle). The Bank received several gold and platinum awards, the highest price for these events.

As a reflection of our commitment to share knowledge and insights for the benefits of business community and Indonesian people in general, BCA Learning Service (Bakti BCA Foundation) again conducted the Indonesia Knowledge Forum (IKF). It was the eighth IKF event which promoted the theme of Nurturing Mindset for The Next Era of Capital Culture. The event was attended by more than 38 inspirational speakers, and was also supported by a series of exhibitions promoting knowledge and technology development. The event is expected to provide valuable insights and become one stop knowledge solution for the attendees to apply in their organizations.

Business Support

HUMAN RESOURCES

HR Governance for Productivity

Conducive Working Environment

Conducive working environment is utmost important in BCA to make employees comfortable to work and to deliver best performance and achievements. Furthermore, the Bank organizes work-life balance programs to maintain a healthy relationship between work, social engagement and family. The work-life balance includes financial planning, healthy lifestyle, smart parenting and supporting community activities based on specific interests and hobbies.

During 2019, the bank reviewed the idea of working from hub for selected work units. This initiative will allow employees to work remotely at BCA hubs closer to their homes. The program is carefully designed and planned for implementation starting in 2020.

BCA believes that strong team engagement is essential to support conducive working environment. A motto introduced in 2018, "ONE BCA" signifies the work spirit of BCA employees. Programs and activities were held in 2019 to promote the spirit of ONE BCA, with the tagline 'One Goal, One Soul, One Joy'. Much of these efforts are done to strengthen the culture of collaboration and alignment, which are essential in today's workplace.

In appreciation of the Bank's commitment to support a conducive working environment, BCA received several prestigious awards in 2019, including 'Best Companies to Work For In Asia' from HR Asia, and 'Indonesia's Most Admired Companies' from Frontier Consulting Group and Marketing Magazine.

Remuneration Policy

BCA is committed to a competitive remuneration policy that promote good performance and welfare. The Bank renewed its Collective Labor Agreement for the period 2019-2021 as a manifestation of its commitment to develop conducive and productive industrial relations. Endorsed by BCA and its labor unions, the Collective Labor Agreement covers employee remuneration standards that factors in inflation, economic growth, and other aspects of employment affairs.

BCA regularly conducts comparative studies through independent surveys to compare the remuneration, to ensure BCA compensation and remuneration remain competitive in the market. The development of remuneration policy is also based on philosophy of "sense of belonging" between employees and employer that allow everyone works optimal and grow together with the Bank. Since 2012, BCA has consistently distributed extra bonuses in the form of BCA's shares to promote employees' sense of belonging. The share was purchased by BCA through open stock market and employees need to hold the share for 3 years prior to sell or continuing keep the shares as personal investments.



Future Development Plans

Planning activities relating to the performance and productivity of BCA's work force will continuously be reviewed and updated in accordance with business development and expansion. The planning aspect becoming more important as the bank faces increasingly number of employees entering the retirement age and automation processes across organization in line with updated business model. BCA will implement strategy in monitoring the potential and performance of human resources, and develop competencies.

BCA will also design training and development programs to up-skill and re-deployed employees to take different roles to build innovation culture within the bank. HR continues to optimize employee's capability adaptation to digital technology and data analysis, to support understanding customer needs and support innovation in digital banking services.

On going effort to manage employee demographics, BCA continues to focus on human resources recruitment and succession plan. The Bank also continuously promoting a conducive and productive work environment to maintain employee's loyalty and to attract new joiners. Last but not least, BCA continue to strengthen employee branding by promoting the employer value proposition.

Business Support

HUMAN RESOURCES

Employee by Organization Level

	2019	2018	2017
Non Staff	1,304	1,181	1,187
Staff	18,884	19,330	19,994
Managers	4,511	4,346	4,176
Senior Officers (Including the Board of Commissioners and Directors)	90	84	82
Total	24,789	24,941	25,439

Employee by Seniority

	2019	2018	2017
≤ 1 Year	1,842	1,177	1,712
> 1 – 5 Year	5,985	6,967	7,048
> 5 – 10 Years	3,864	2,626	1,802
> 10 – 15 Years	841	773	621
> 15 – 20 Years	1,436	1,712	1,936
> 20 Years	10,821	11,686	12,320
Total	24,789	24,941	25,439

Employee by Age

	2019	2018	2017
≤ 25 Years	2,812	2,740	3,387
> 25 – 30 Years old	6,121	6,128	5,706
> 30 – 35 Years old	2,762	2,060	1,629
> 35 – 40 Years old	1,007	1,203	1,595
> 40 – 45 Years old	3,167	3,712	4,278
> 45 – 50 Years old	5,078	5,375	5,429
> 50 Years old	3,842	3,723	3,415
Total	24,789	24,941	25,439

Employee by Education Level

	2019	2018	2017
Up to Senior High School	4,016	4,357	4,868
Diploma and Undergraduate	19,885	19,741	19,771
Graduate and Doctorate	888	843	800
Total	24,789	24,941	25,439

Employee by Status

	2019	2018	2017
Permanent	23,211	23,833	24,343
Non Permanent*	1,578	1,108	1,096
Total	24,789	24,941	25,439

* including contract employee, probationary and trainee

Employee Training

	2019			2018			2017		
	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	642	63,968	19,923	706	58,656	22,973	617	43,598	18,082
Credit Management	200	30,788	5,261	179	22,721	4,111	115	7,240	2,624
Risk Management Certification Program	40	822	481	39	831	511	21	635	437
Sales	189	9,841	6,372	123	7,443	3,840	118	6,730	4,004
Service	144	8,619	6,429	93	5,812	4,129	25	1,718	1,350
Operations & Information Technology	861	123,706	21,285	835	110,200	24,152	904	122,056	22,404
Other	196	10,994	7,797	30	1,850	732	168	10,448	7,929
Total	2,272	248,738	67,548	2,005	207,513	60,448	1,968	192,425	56,830

Employee Training Expenses (in million Rupiah)

	2019	2018	2017
Total Employee Training Expenses	395,659	335,991	297,826

● Business Support

NETWORK AND OPERATION



BCA is supported by more than 1,200 branches, 17,000 ATMs, hundreds of thousands of EDC machines throughout Indonesia, as well as reliable internet banking and mobile banking channels to provide transaction banking services to more than 21 million customer accounts.

BCA's leading position in transaction banking is supported by an integrated multi-channel network and reliable transaction banking operations. The Bank is committed to enhance the capacity and capabilities of its physical and digital networks.

Rapid technological developments have driven changes in customer behavior. Customer transactions continue to shift toward the digital network, where it is easier, faster and more flexible to perform transactions. The trend is evident through the declining number of branch banking transactions. Currently, 98% of customer transactions are done through the digital network, particularly mobile banking, which has experienced significant growth.

The decline in branch banking transactions is being experienced by banks across the globe, including those in Indonesia. The phenomenon has led banks to be more selective in developing their branch networks. In response, BCA continues to explore different approaches to come up an optimal strategy to developing its network in line with these changes in customer behavior.

Reliable Digital Banking Network

Incorporating the latest digital technology, BCA has further strengthened its digital banking network capabilities, in line with customer preferences. The Bank continues to innovate and develop features and facilities on the digital channels, such as internet banking and mobile banking, to provide ease and convenience for customers when performing transactions.

In recent years, BCA has prioritized the enhancement of mobile-based service innovations such as VIRA, the virtual chatbot assistant for banking services, QRku, a transfer feature between customers using a QR code, and card-less transactions through BCA Mobile. In 2019, the Bank added a BCA Keyboard feature that allows customers to access banking services on various online chat platforms.

BCA has also developed an online account opening feature through BCA Mobile. Furthermore, in late 2019, the Bank launched the Welma (wealth management) application to meet the investment and insurance information needs of individual customers.

To improve operational efficiency through automation, BCA has supported branch offices with digital equipment which includes the e-Branch mobile app for customer service, STAR Teller (a machine that supports the teller during withdrawals and deposits), e-service (for the Tahapan savings book printing service), Flazz machine (for issuing and topping up Flazz cards) and video banking/calls (for account opening and interacting with the call center). These services were developed to meet increasing customer needs for faster and more accessible banking services. BCA was one of the first local banks to utilize application programming interface (API) technology, to build connectivity through a payment system for e-commerce and fintech players.



Extensive Branch and ATM Network

BCA's operation throughout Indonesia is supported by more than 1,200 branches, 17,000 ATMs, hundreds of thousands of EDC, as well as reliable internet banking and mobile banking channels. The Bank's comprehensive network provides transaction banking services to more than 21 million customer accounts.

BCA's branch network remains essential in building relationships with customers and serving large value transactions. Although the number of branch transactions is relatively small, they still capture about 50% of total transaction value. Therefore, the Bank continues to be selective in branch expansion, and prioritizes a more efficient format such as BCA Express which is a new digital banking concept that combines digital services with a limited number of bank officers.

Branch expansion is carried out primarily in locations with high business activities and in fast growing regions, and the Bank continues abiding to the zoning regulations for branch openings. At the end of the year we had 1,256 branch offices consisting of 139 main branch offices, 837 sub-branch offices, and 244 cash offices. In addition to the branch offices, 57 BCA Express and 22 functional offices also form part of our network.

BCA also operates a few hybrid offices, a combination of conventional branches and digital "MyBCA" outlets. With the combined operation, customers can still access banking services even after the office hours of the branch. In 2019, MyBCA outlets could be found in 10 locations in malls throughout Jakarta, Serpong and Yogyakarta.

Business Support

NETWORK AND OPERATION

Our most recent branches have been designed in more compact and efficient format such as cash offices and BCA Express outlets. This allows the Bank to get closer to customers at populous places such as commercial areas, public transport stations, and campuses.

BCA is gradually replacing conventional ATM machines with cash recycling machines (CRM) that allow customers to deposit and withdraw cash at the same machine. In 2019, the number of CRM ATMs grew by 1,345 units to 6,940, making up 38.7% of BCA's total ATM machines. CRMs have been demonstrated to improve operational efficiency and reduce cash handling costs.

Quality Services For Customers

BCA is committed to providing quality customer service and instilling a service culture through the SMART SOLUTION program. The program has been running consistently since 2010 and is a development of its predecessor, SMART, which was first introduced in 2001. SMART stands for Sigap (active), Menarik (attractive), Antusias (enthusiastic), Ramah (friendly), and Teliti (thorough), and focuses on service excellence. The SOLUTION component was later introduced to add the principles of Simak (attentiveness), Open-mindedness, Lengkap (completeness), Utamakan kebutuhan nasabah (prioritization of customers), Telling-solutions, Initiative, and ON-time follow-up.

These new additions emphasize the importance of meeting customer needs and providing high quality financial solutions that help the Bank build close relationships with customers as well as strengthening customer engagement.

BCA constantly improves the quality and competencies of its relationship officers, tellers and customer officers through various training and skill development programs related to product and service knowledge, and relationship building capabilities. This is to enable the provision of total solutions to customers, not only solving their problems, but also increasing engagement with them, ultimately building customer loyalty.

Through the HaloBCA call center, the Bank provides customer assistance and receives customer suggestions and complaints. Recently HaloBCA has been transformed into a digital banking service center to integrate the contact center with a set of digital touch points. These include: MyBCA services (video calls), BCA Express network (compact & portable branch), an online account opening service, a chat service through website and social media, and SOLA (online solution assistant service agents). SOLA consists of a group of trained agents who perform their services through various communication facilities including phone calls, emails, chat platforms, and social media.

In 2019, SOLA supported the Service Model Implementation (SMILE) project, a new service model whereby dedicated staff are assigned to specific customer segments. SOLA agents serve mass market segments. SOLA agents are focused on building customer relationships, performing customer acquisitions and deepening engagement, as well as solving customers' problems. Products offered by SOLA include mortgage loans (KPR), working capital loans (KMK), vehicle loans (KKB), e-channel facilities, current accounts, priority banking, credit cards, and payroll.

BCA has developed digital relationship officers (DRO) for customers who open accounts through digital channels (BCA Mobile and MyBCA through video banking). The DRO will contact customers regularly under the 222 concept (two days, two weeks and two months) to keep close contact with customers to gain trust and build better relationships. BCA has 51 DRO agents and this will continue to grow in line with the increasing number of online accounts being opened in 2020.



Future Development Plan

Responding to ongoing technological developments, the Bank will develop digitally-based services, and continue the integration of its digital channels into one platform (omni-channel) to increase the ease and convenience of customer transactions.

BCA pays attention to the importance of the customer experience, through service offerings that meet customer needs. As more banking transactions are performed through digital channels, the Bank is committed to strengthen the capacity and capabilities of contact center services in offering banking solutions, handling customer complaints, and providing customers with information on its facilities, products, and services.

BCA is still investing in its banking network in a measured way, especially in the development of branch and ATM networks, in line with changing customer behavior in banking transactions. The role of the branch office as a solution center will be further strengthened to foster relationships with customers, and the capabilities of BCA's digital banking services will be further developed.

BCA is enhancing digitally-based services through the development of initiatives, such as voice biometrics in the customer verification process to speed up handling time at our digital service center. The Bank is also increasing the capacity and capabilities of its contact center in Semarang, which aims to be the best in Indonesia.

BCA is always improving the competence of its human resources, providing them with devices and tools that utilize the latest technological developments, to support the provision of suitable financial solutions in line with customers' needs.

● Business Support

INFORMATION TECHNOLOGY

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High quality transaction banking services require a versatile IT infrastructure. BCA has developed a series of initiatives to strengthen the capacity and capability of IT infrastructure to meet business and operational needs.

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The use of technology is bringing a major change to the way the banking and financial sectors operate. Fintech and e-commerce vendors present more competitive challenges for banks, and at the same time opportunities for collaboration to broaden banks' customer reach. In line with this trend, BCA strives to optimize the use of technology to serve customers and improve internal processes. Transaction security within our digital ecosystem is our top priority. Security guidelines and measures are in place to allow hassle-free transactions without the need to worry about data safety and confidentiality.

IT infrastructure capacity and capability are increasingly seen as important factors affecting a bank's competitive performance. BCA's continuous investment in IT development is aimed at staying relevant in today's digital world and for its long term business success.

In collaboration with other business units, the IT division acts as a business enabler, creating synergies to cater to evolving customer needs, improving internal processes and suggesting new business opportunities for the Bank.

Enhancing Innovation and Productivity with Technology

The rapid advancement of technology has encouraged innovation of products and services in the banking industry, particularly in the area of transaction banking.

Customers now have higher expectations of the products and services offered by banks and fin-tech companies. They must be easy to access and use, fast, secure and convenient. BCA embraces these changes in customer behavior and fosters innovations and enhancements, especially for its internet banking (KlikBCA) and mobile banking platforms (BCA Mobile).

BCA has launched a variety of initiatives as part of its digital journey, centered around three pillars: new acquisitions through digital channels, customer retention and experience enrichment, and process efficiency.

With the exponential growth of smartphone use, BCA took the opportunity to launch an online account opening feature through BCA Mobile in April 2019 to boost customer acquisitions. This feature allows customers to open accounts in a comfortable and flexible way, as the validation process (know your customer/KYC) is performed through a video-call. The Bank also launched Welma, a mobile-based wealth management application to serve customer requirements for investment and insurance products.

Leveraging on growing e-commerce and fintech-based businesses, BCA is developing open platforms by building connectivity through application programming interface (API) technology. The Bank is confident that this strategic initiative will deliver a better customer experience and expand its payment services ecosystem to support the growth of BCA's transaction banking business.



Investment in technology is also a way to improve operational efficiency through automation. In stages, BCA is developing a future branch concept with self-service capabilities and an automated/centralized back office, allowing customers to perform faster banking transactions. The future branch offers various services such as self-service cash deposits/withdrawals, mobile or internet banking registration, credit card applications and inquiries of transaction/account details. Tellers and customer service officers (CSOs) are equipped with machine assistance, tools and digital applications to increase efficiency.

The IT department collaborates with business units to develop automation to simplify and speed up business processes. One of the major projects in this area is the building of an integrated and end-to-end loan management system. This covers: loan applications, risk assessment, collateral analysis, credit process monitoring, performance monitoring and loan repayment.

The integrated loan system is being built in stages and designed to operate in a paperless, automated and centralized manner. Optical character recognition, artificial intelligence, and robotic process automation (RPA) are among the latest technologies to be adopted for this strategic initiative.

Business Support

INFORMATION TECHNOLOGY

The Bank expects the system will improve the turnaround time of loan origination and improve customer service levels.

Strengthening IT Infrastructure Capabilities

High quality transaction banking services require a versatile IT infrastructure. BCA has developed a series of initiatives to strengthen the capacity and capability of IT infrastructure to meet business and operational needs.

In 2019, BCA undertook several IT system upgrade projects to increase service speed, reliability, security and flexibility. The projects are linked to the implementation of the agile organization concept and the Scrum framework. These projects were performed through collaboration between software developers and IT operations.

Development projects adopt an integrated and automated process from development through to execution. This is to ensure that the system upgrade is built, tested and operated in a faster, more reliable way.

During the year, BCA refined its IT organization structure, held human resources skill improvement programs, and instilled an innovative and agile culture. The IT department is continuously empowered through a variety of training activities in Indonesia and overseas, as well as by attending technology related events. In 2019, the Bank continued to roll out the Scrum training program to promote an agile working culture in response to business dynamics. Selected staff hold professional licenses as Scrum masters.

Strengthening Transaction Banking System Security

Given BCA's multiple customer touchpoints and in light of the risks evolving from a fast-changing digital landscape, ongoing IT security enhancements are crucial to preserve customer trust when using the Bank's transaction banking platforms.

The Bank strengthens its capabilities to protect data and maintains hygiene on its IT systems, including prevention of fraud and cyber-crime threats. BCA is ISO 27001 certified for data security management systems across its network and data centers.

The implementation of IT security policies in all branches and head office is regularly assessed to ensure the application of IT security practices are within the agreed framework. Moreover, BCA has a special security monitoring center dedicated to surveillance of potential threats and attacks on the Bank's IT system, both internally and externally.

With the fast-growing number of digital channel transactions, BCA is strengthening the security of these platforms by leveraging machine learning and artificial intelligence technology that can trigger early detection of anomalies in data traffic. BCA also equips the internet banking channel KlikBCA with a system that is capable of detecting malware originating from customer access points.

BCA operates data loss prevention (DLP) tools and processes to ensure sensitive data is not lost, misused or accessed by unauthorized users. In ensuring secure access for applications with direct exposure to the internet, strong security systems are in place by way of applying a two-factor authentication procedure. For employee email access through mobile devices, a new security system has been in place since 2019 by installing secured email apps on employee's mobile devices.

HR competencies in IT security are enhanced and upgraded through learning classes and training programs in anticipation of cyber-attacks. BCA conducts ongoing communications to increase security awareness within its internal and external environments through the company's website and socialization program on cyber security. The Bank also collaborates with IT consultants to expand knowledge and gain updates on the latest developments in IT security.

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. With these dynamics, there are opportunities for business and operational process improvements focusing on automation, integration and data-driven analysis to sustain business growth in the long run.

Given increasing ecosystem interconnectivity, BCA uses API to integrate services with business partners; in line with its open platform strategy. This initiative enables the Bank to collaborate with partners in e-commerce and fintech to tap into potential business opportunities. API also provides connectivity with the regulators for various compliance purposes.

One strategic plan for BCA IT is to use of big data analytics when developing product and service innovations to stay relevant to evolving customer needs. The bank also aims to increase productivity and reduce human errors in business processes by encouraging automation for manual or repetitive work.

Fostering sensitive data security will be another focus for BCA in 2020. The Bank will enhance the use of machine learning and artificial intelligence technology to protect network exposure and customer and transaction information through detecting data pattern anomalies. For further IT security defense, BCA will develop antivirus software for mobile devices and an algorithm-based next generation antivirus tool specifically designed for its branches.

OVERVIEW OF MACROECONOMICS AND THE BANKING SECTOR

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Amid the vulnerable global economic condition in 2019, Indonesia reported GDP growth of 5.0%, relatively higher than most countries.”

GLOBAL ECONOMY

2019 was marked by moderate economic growth due to the prolonged trade war between the US and China, which adversely impacted demand for raw materials and manufacturing products. This uncertainty was further intensified by the deteriorating business sentiment in Europe over Brexit. Investors took cautious steps weighing the possibility of a global recession, particularly after the US Treasury yield curve inverted in the middle of the year. The IMF projected global economic growth of 3.2% for the year, lower than 3.7% the previous year.

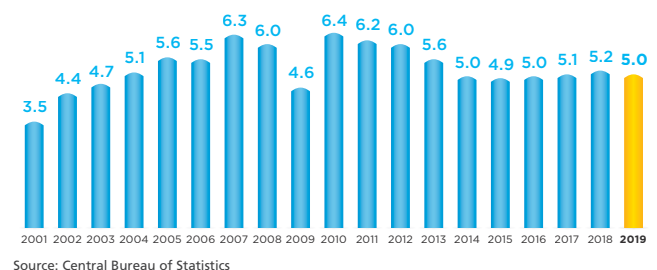
With these settings, most central banks across the globe adopted more accommodative policies to stimulate growth. The US central bank (the Fed) cut its Fed Fund Rate by 75 bps, and re-intervened in the monetary market through permanent open market operations (POMO), a

lighter version of Quantitative Easing (QE-lite), to ease the liquidity condition. China's central bank (PBoC) eased its reserve requirement ratio (RR) by 150 bps, while the European Central Bank (ECB) lowered its deposit facility rate by 10bps.

INDONESIAN ECONOMY

Amid the vulnerable global economic condition in 2019, Indonesia reported GDP growth of 5.0%, relatively higher than most countries. This growth was supported by private consumption, which made up 56.6% of GDP, along with significant investment and spending activities by the Indonesian government.

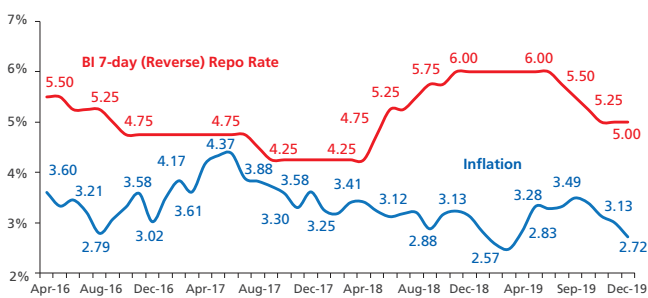
Growth in Indonesia Gross Domestic Product (GDP) (%)



Indonesia's sound macroeconomic development has been recognized by global rating agencies which reiterated investment grade level for the country. This achievement reflects Indonesia's ability to maintain a stable macroeconomic performance amid a challenging global economic environment.



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



Source: Central Bureau of Statistics and Bank Indonesia

Indonesia’s stable economic growth came as a result of the sound monetary and fiscal policies adopted by the government and regulators in 2019. Fiscally, the government ensured the level of private consumption could be maintained through the provision of a subsidy and social spending support for the low income segment. On the monetary front, Bank Indonesia (BI) was actively involved in efforts to control inflation and to preserve Rupiah stability. The Financial Services Authority (OJK) played an important role in maintaining the country’s economy and financial industry stability by launching several policies and regulations, amongst others to strengthen the banking and property sectors.

By the end of the year, the inflation was contained at a rate of 2.7%, and the Rupiah closed at Rp13,866/USD.

Meanwhile, BI lowered its 7-Day Reverse Repo Rate gradually to 5.00% at end of year, a 100 bps decrease from 2018. This was consistent with the decline in Fed rates, and in anticipation of the slowdown in economic growth affected by the downturn in the global economy.

BI also reduced the banking sector's reserve requirement twice during the year by a total of 100 bps to 5.5%. This is expected to ease the sector's liquidity condition and stimulate economic growth.

Banking Sector Overview

During 2019, Indonesia banking sector growth was relatively decent with concerns over asset quality. The sector's assets grew by 6.1%, or Rp494.6 trillion, from the previous year, supported by growth in third party funding, which rose by Rp368.2 trillion to Rp5,998.6 trillion.

Time deposits increased 3.9% to Rp2,587.6 trillion, contributed 43.1% to third party funds. Current accounts and savings accounts grew by 11.5% to Rp1,465.8 trillion and 6.6% to Rp1,945.2 trillion, respectively.

On the other hand, banking sector loans recorded a modest increase of 6.1%. This was driven by the construction, household and manufacturing sectors. Working capital loans represented 45.9% of total bank loans, while investment loans and consumer loans contributed 26.4% and 27.7%, respectively to this total.

Banks remained cautious on the sector liquidity, as suggested by a LDR of 94.4% as of December 2019. Competition for funding persistently arises not only from banks, but also from government bonds issuances that offer attractive returns.

Amid declining interest rates, Indonesian bank profitability grew by 4.3% in 2019, a decrease from 14.3% in the previous year. Net interest margins dropped by 20 bps to 4.9% on the back of a declining interest rate environment, and NPL rose by 10 bps to 2.5%. Capital remained sound with a CAR ratio of 23.4%, relatively stable when compared to 2018.

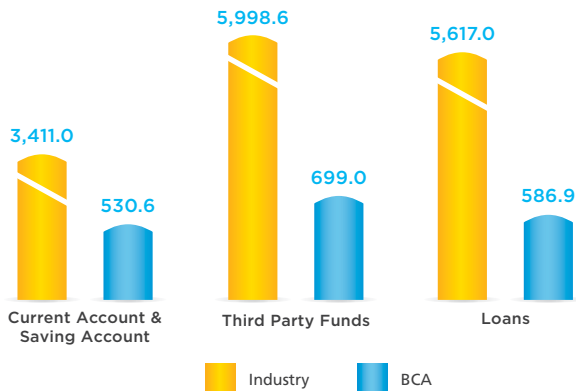
Looking ahead to 2020, the Indonesian banking sector is to remain optimistically cautious, given the trend of moderate worldwide economy growth. Domestically, similar challenges are projected to linger until the first semester of 2020, such as tighter liquidity, declining asset quality, intensified competition from fin-tech and e-commerce players, and the latest being the global corona virus outbreak.

However, after witnessing a safe general election in 2019, the completion of several strategic infrastructure projects, in addition to the benefit of growing middle income and young demography, BCA believes that Indonesia offers ample room for future economic growth.

FINANCIAL PERFORMANCE OVERVIEW BCA IN 2019

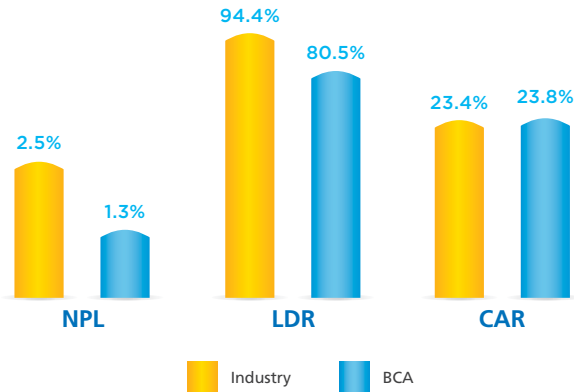
BCA booked a solid performance in 2019, with asset growth of 11.4% to Rp919,0 trillion, in line with the increasing third party funds. Supported by strong CASA performance, overall third party funds increased 11.0% to Rp699.0 trillion. CASA as the main funding source increased 9.8% to Rp530.6 trillion, and contributed 75.9% to the Bank’s total third party funds.

BCA in the Banking Industry in 2019 (in trillion Rupiah)



We continue to innovate in enhancing our capabilities in payment settlement services and growing our customer base as the main drivers for sustainable CASA growth. A number of initiatives in digital banking features and facilities have been developed, especially in the mobile platform, such as online account opening through BCA Mobile, API, and mobile app Welma to meet customer needs for investment products such as mutual funds, bonds and insurance information.

Throughout the year, we recorded a 14.2% increase in customer accounts to more than 21 million, the highest growth in the past three years. We also seized 15.6% of Indonesia’s CASA market share at the end of the year.



Propelled by solid growth in third party funds, BCA managed an adequate liquidity buffer to support high quality lending. The Bank’s LDR ratio was 80.5% at the end of 2019, a decrease from 81.6% in 2018.

BCA booked loan growth of Rp48.8 trillion, or 9.1%, to Rp586.9 trillion from Rp538.1 trillion the previous year. This was predominantly supported by business sector growth, particularly in the infrastructure and financial service sectors. It was followed by sound loan quality with an NPL ratio of 1.3%, lower than the industry level of 2.5%.

The following is the BCA financial report for the year ended December 31, 2019. The report was audited by the Kantor Akuntan Publik Tanudireja, Wibisana, Rintis & Rekan (a member of PwC Global Network). This report was based on audit standards established by the Indonesian Institute of Certified Public Accountants with consolidated financial information with an unmodified opinion.

ASSETS

BCA had total assets of Rp919.0 trillion at end 2019, growing 11.4% from Rp824.8 trillion in 2018. Loans posted the largest increase at Rp48.8 trillion or 9.1% and contributed 51.8% to total asset growth.

Total Assets (in billion Rupiah)

	2019		2018		2017		Increase / (decrease) 2019		Increase / (decrease) 2018	
	Nominal	(%) to Total Assets	Nominal	(%) to Total Assets	Nominal	(%) to Total Assets	Nominal	%	Nominal	%
Cash and Current Accounts with Bank Indonesia	73,326	8.0%	65,240	7.9%	60,227	8.0%	8,086	12.4%	5,013	8.3%
Current Accounts with Other Banks	10,522	1.1%	8,498	1.0%	9,094	1.2%	2,024	23.8%	(596)	-6.6%
Placement with Bank Indonesia & Other Banks	30,948	3.4%	31,683	3.8%	18,969	2.5%	(735)	-2.3%	12,714	67.0%
Securities	152,559	16.6%	118,294	14.3%	140,350	18.7%	34,265	29.0%	(22,056)	-15.7%
Investment Securities	142,983	15.6%	109,081	13.2%	131,091	17.5%	33,902	31.1%	(22,010)	-16.8%
Securities Purchased under Agreements to Resell	9,576	1.0%	9,213	1.1%	9,259	1.2%	363	4.0%	(46)	-0.5%
Loans - gross	586,940	63.9%	538,100	65.2%	467,509	62.3%	48,840	9.1%	70,591	15.1%
Allowance for Impairment Losses on Loans (-/-)	14,906	-1.6%	13,569	-1.6%	13,244	-1.8%	1,337	9.9%	325	2.5%
Fixed Assets gross	20,852	2.2%	19,337	2.4%	16,869	2.3%	1,515	7.8%	2,468	14.6%
Others	58,748	6.4%	57,205	7.0%	50,546	6.8%	1,543	2.7%	6,659	13.2%
Total Assets	918,989	100.0%	824,788	100.0%	750,320	100.0%	94,201	11.4%	74,468	9.9%

Most of the remaining assets were placed in marketable securities in the form of government bonds and short-term instruments, which are both liquid and low risk. The earning assets portfolio represented 89.1% of total assets, posting an increase of 11.5% to Rp818.7 trillion compared with a year before.

CASH, CURRENT ACCOUNTS AT BANK INDONESIA AND CURRENT ACCOUNTS AT OTHER BANKS

Cash and current accounts at Bank Indonesia were Rp73.3 trillion at the end of 2019, expanding by 12.4% from the previous year. Cash grew 17.2% to Rp25.4 trillion and triggered an increase in the ratio of cash to total third party funds to 3.6%. Current accounts at Bank Indonesia reached Rp47.9 trillion, an increase of 10.0%, equivalent to Rp4.4 trillion from a year before, in line with the growth in third party funds.

Current accounts at other banks were Rp10.5 trillion, growing by 23.8%, with the majority placed in reputable banks overseas.

PLACEMENT WITH BANK INDONESIA AND OTHER BANKS

Placement at Bank Indonesia and other banks reached Rp30.9 trillion, relatively stable compared with Rp31.7 trillion in 2018. The majority of the placements was in Bank Indonesia term deposits as one of the short term instruments available in the market (less than three month placement).

SECURITIES

(in billion Rupiah)

	2019	2018	2017	Increase / (decrease) 2019		Increase / (decrease) 2018	
				Nominal	%	Nominal	%
Investment Securities	142,983	109,081	131,091	33,902	31.1%	(22,010)	-16.8%
SBI, SDBI & SBI Sharia	30,287	20,153	35,587	10,134	50.3%	(15,434)	-43.4%
Government Bonds	80,174	58,327	70,426	21,847	37.5%	(12,099)	-17.2%
Other Securities	32,522	30,601	25,078	1,921	6.3%	5,523	22.0%
Securities Purchased under Agreements to Resell	9,576	9,213	9,259	363	3.9%	(46)	-0.5%
Total	152,559	118,294	140,350	34,265	29.0%	(22,056)	-15.7%

BCA's securities portfolio was Rp152.6 trillion, growing Rp34.3 trillion or 29.0% from a year before, compared with a decline of 15.7% in 2018. Such expansion was consistent with the increase of excess liquidity resulting from slower credit demand.

The majority of securities at Rp143.0 trillion were in the investment securities category, dominated by government bonds with a less than five-year tenor amounting to Rp80.2 trillion. Government bonds grew 37.5% from a year before and accounted for 52.6% of total securities.

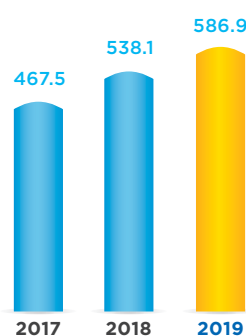
BCA always takes into account market conditions for government bond placements. At the beginning of the year, the Bank placed its excess liquidity in government bonds to anticipate lower interest rates, and started to gradually reinvest the matured bonds taking into account the bonds' yield. All BCA's government bonds carried fixed interest rates.

Securities Purchased under Agreements to Resell (reverse repo) was relatively stable at Rp9.6 trillion, increasing by 4.0% from a year before. Placement in reverse repo was short term in nature, mostly in instruments with government bonds as the underlying assets.

LOANS

Loans were Rp586.9 trillion, growing by 9.1% compared with a year before. This was underpinned by the demand for investment and working capital loans from the corporate, commercial and SME segments.

Growth of Loan Portfolio
(in trillion Rupiah)



Investment loans grew stronger than working capital loans, by 16.7% and 9.0%, respectively. Investment loan growth was particularly supported by infrastructure loans, which increased by 33.9% compared with the previous year, thus representing 6.8% of BCA's total loans.

Whilst registering solid loan expansion in 2019, overall loan growth was lower than in the previous year of 15.1%. This was in line with the moderate macroeconomic conditions throughout the year. Consumer lending, especially mortgage and vehicle loans, grew marginally despite lower interest rates. The sluggish automotive industry saw weaker demand, partly caused by lifestyle changes and the increasing use of public transportation.

Overall, BCA's loan market share reached 10.4%, an increase from 10.2% in 2018. This was consistent with the Bank's higher loan growth compared to the industry average.

Loans Based on Segment

Loan Composition based on Segment (non consolidated, in billion Rupiah)

	2019	2018	2017	Increase / (decrease) 2019		Increase / (decrease) 2018	
				Nominal	%	Nominal	%
Corporate	238,471	213,356	177,277	25,115	11.8%	36,079	20.4%
Commercial & SME	214,203	189,960	164,661	24,243	12.8%	25,299	15.4%
Consumer	132,631	131,671	122,855	960	0.7%	8,816	7.2%
Mortgage	82,056	78,780	73,025	3,276	4.2%	5,755	7.9%
Vehicle	36,469	39,998	38,302	(3,529)	-8.8%	1,696	4.4%
Credit Card	14,106	12,893	11,528	1,213	9.4%	1,365	11.8%
Employee	2,946	2,927	2,827	19	0.6%	100	3.5%
Total	588,251	537,914	467,620	50,337	9.4%	70,294	15.0%

The Bank recorded positive loan growth in all business segments. The corporate segment accounted for 40.5% of total BCA loans, with total exposure of Rp238.5 trillion, growing by 11.8% from Rp213.4 trillion in 2018.

Corporate growth was particularly due to the increase in loans for the financial service and infrastructure sectors such as electricity, toll road and telecommunication projects. Loans in the commercial and SME segment grew by 12.8% to Rp214.2 trillion, and represented 36.4% of total loans. This was due to the optimization of commercial business centers and SME centers in large cities in Indonesia. The growth in working capital loans was the largest contributor to growth in the commercial and SME segment, particularly, chemical materials & plastic, the building and construction and distribution sector, retailers & department stores .

Consumer loans accounted for 22.5% of total loans at Rp132.6 trillion, a slight increase from last year's Rp131.7 trillion. Loan demand for vehicles and mortgages were

the most affected by macro conditions. Mortgage growth decelerated from 7.9% in 2018 to 4.2% in 2019, affected by low in new bookings for the past two years. Vehicle loans decreased significantly by 8.8% compared with positive growth of 4.4% the previous year. Lower automotive sales put pressure on vehicle loan growth during the year. BCA actively conducted various events such as BCA Expoversary, offering various attractive promotions and competitive rates, as initiatives to support consumer loans.

Loans Based on Purpose

Working capital credit was the largest contributor to loans based on purpose at 47.4% of BCA's total loans. Investment and consumer loans accounted for 29.5% and 22.6% of total loans, respectively.

Loan growth was particularly supported by rising investment loans, which increased by Rp24.8 trillion, growing by 16.7% from Rp148.2 trillion in 2018, particularly from the infrastructure sector in the industry of power plants and toll roads. Loans to the infrastructure sector were a low proportion of 6.8% of total loans. Working capital loans expanded by 9.0% to Rp278.4 trillion, particularly supported by the growth in financial service sector and consumer financing.

Loan Composition based on Type of Loan (in billion Rupiah)

	2019		2018		2017		Increase / (decrease) 2019		Increase / (decrease) 2018	
	Nominal	Composition	Nominal	Composition	Nominal	Composition	Nominal	%	Nominal	%
Working Capital	278,378	47.4%	255,323	47.5%	220,604	47.2%	23,055	9.0%	34,719	15.7%
Investment	172,994	29.5%	148,179	27.5%	121,223	25.9%	24,815	16.7%	26,956	22.2%
Consumer (including Credit Card)	132,622	22.6%	131,671	24.5%	122,855	26.3%	951	0.7%	8,816	7.2%
Employee	2,946	0.5%	2,927	0.5%	2,827	0.6%	19	0.6%	100	3.5%
Total	586,940	100.0%	538,100	100.0%	467,509	100.0%	48,840	9.1%	70,591	15.1%

Loans Based on Industrial Sector

In managing concentration risk, BCA consistently diversifies its loans to various sectors, particularly those with strong growth prospects and performance.

In general, loan composition in 2019 was relatively stable compared with the previous year. The top 10 loans based on industrial sector accounted for 55.8% of total business loans, whereas each industry had a maximum exposure of less than 10% of total business loans.

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

	2019	2018	2017
Financial Services	7.8%	8.0%	5.6%
Plantation and Agriculture	7.4%	7.5%	7.9%
Building Material and Other Construction Related	6.7%	6.7%	6.8%
Distributor, Wholesaler and Retailer	6.2%	6.6%	7.6%
Properties and Construction	5.4%	5.2%	5.0%
Automotive and Transportation	5.1%	5.0%	5.7%
Food and Beverages	4.4%	4.5%	4.9%
Textile and Garment	4.3%	4.5%	4.5%
Power Generation	4.3%	3.7%	4.0%
Chemicals and Plastics	4.2%	4.2%	4.4%
Total	55.8%	55.9%	56.4%

* Excluded consumer and employee loans

Note: The above loan categories are based on industry sectors used internally by BCA, different to the loan groupings in the Commercial Bank Report which is based on regulator's criteria.

Loan Quality

BCA always prioritizes loan quality over growth by applying disciplined risk management measures, particularly in response to recent macroeconomic developments. The Bank's loan quality remained intact and outperformed the industry average last year.

NPL loans were Rp7.9 trillion, or 1.3% of total loans. The NPL ratio declined by 10 bps compared with the previous year of 1.4%. This was the reward of prudent initiatives carried out in managing and anticipating asset quality decline. NPL ratios booked by each segment were still within the Bank's risk appetite.

Special mention loans posted an increase of 19.9% from last year to Rp11.6 trillion. This particularly came from the consumer segment, mostly caused by the delay in payment for loans with day past due of less than 30 days.

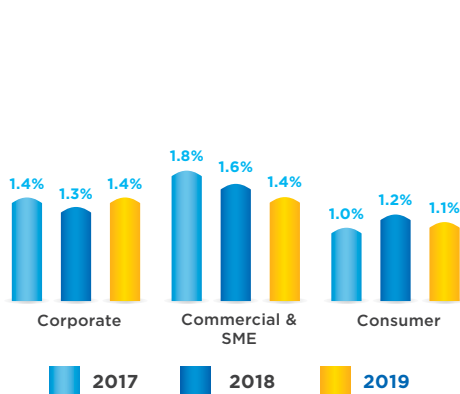
Another loan quality indicator is Loan At Risk (LAR), which consists of NPL, special mention and restructured loans under the current category. Total LAR were Rp22.6 trillion or 3.9% of total loans, an increase by Rp2.4 trillion or 12.1% compared with a year before, coming mainly from the business segment. Despite the increase, BCA's LAR was the lowest amongst its peers with coverage to total allowance for impairment losses of 65.9%.

Loan Collectability* (non consolidated, in billion Rupiah)

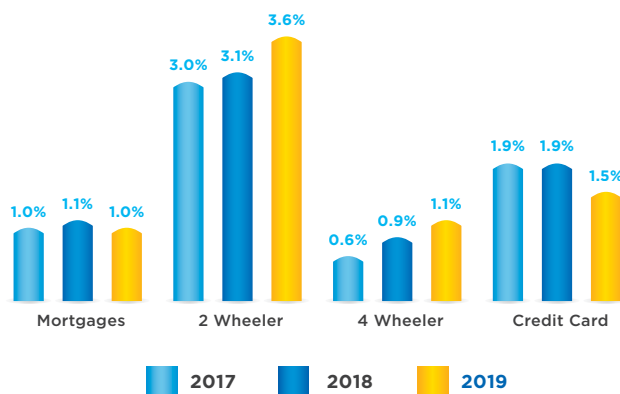
	2019		2018		2017	
	Nominal	(%) to Total Loans	Nominal	(%) to Total Loans	Nominal	(%) to Total Loans
Performing Loan	580,374	98.7%	530,320	98.6%	460,675	98.5%
Current	568,788	96.7%	520,654	96.8%	453,953	97.1%
Special Mention	11,586	2.0%	9,666	1.8%	6,722	1.4%
NPL	7,877	1.3%	7,594	1.4%	6,945	1.5%
Substandard	1,307	0.2%	1,678	0.3%	1,987	0.4%
Doubtful	687	0.1%	1,185	0.2%	686	0.2%
Loss	5,883	1.0%	4,731	0.9%	4,272	0.9%
Total Loans	588,251	100.0%	537,914	100.0%	467,620	100.0%
NPL Ratio – gross	1.3%	na	1.4%	na	1.5%	na
NPL Ratio – net	0.5%	na	0.4%	na	0.4%	na
Provision / NPL	189.2%	na	178.7%	na	190.7%	na

* Although allowance for impairment losses is not calculated based on collectability, the calculation remains necessary to determine the Capital Adequacy Ratio (CAR) according to the regulator.

NPL Ratio by Segment (non consolidated)



NPL Ratio of Consumer Loans (non consolidated)



In 2019, BCA wrote off Rp2.9 trillion in loans, an increase of Rp0.4 trillion from a year before. Some 47.9% or Rp1.4 trillion of the total write-offs came from the consumer segment, particularly credit card and vehicle loans. Write-offs in the commercial segment were Rp0.7 trillion and contributed 25.4% to total written-off loans, particularly property and construction loans.

Loans Written Off (non consolidated, in billion Rupiah)

	2019	2018	2017	Increase / (decrease) 2019		Increase / (decrease) 2018	
				Nominal	%	Nominal	%
Corporate	524	788	-	(264)	-33.5%	788	na
Commercial	743	626	378	117	18.7%	248	65.6%
SME	255	44	72	211	479.6%	(28)	-38.9%
Consumer	1,400	1,040	884	360	34.6%	156	17.6%
Mortgage	305	170	21	135	79.4%	149	709.5%
4 Wheeler	420	214	157	206	96.3%	57	36.3%
2 Wheeler	157	187	255	(30)	-15.9%	(68)	-26.7%
Credit Card	518	469	451	49	10.4%	18	4.0%
Total	2,922	2,498	1,334	424	17.0%	1,164	87.3%

BCA allocated an additional allowance for impairment losses on loans of Rp4.3 trillion, bringing total loans impairment allowance to Rp14.9 trillion. By year end, the allowance was 2.5% of total loans with an ample NPL coverage ratio at 189.2%.

Movement of Allowance for Impairment Losses on Loans Receivable (in billion Rupiah)

	2019	2018	2017	Increase / (decrease) 2019		Increase / (decrease) 2018	
				Nominal	%	Nominal	%
Beginning Balance	13,569	13,244	12,505	325	2.5%	739	5.9%
Beginning balance of new acquired Subsidiary	5	-	-	5	na	-	na
Addition of allowance during the year	4,269	2,645	1,832	1,624	61.4%	813	44.4%
Loans written-off during the year (-/-)	2,952	2,498	1,334	454	18.2%	1,164	87.3%
Recoveries on loans previously written-off	31	147	235	(116)	-78.9%	(88)	-37.4%
Exchange rate differences	(16)	31	6	(47)	-151.6%	25	416.7%
Ending Balance	14,906	13,569	13,244	1,337	9.9%	325	2.5%

BCA proactively offers resolutions to customers with cash flow difficulties in meeting their due loans. Selective and customized restructuring plans are available for those with positive business prospects in the long run. As of 2019, restructured loans were Rp9.1 trillion, accounted for 1.6% of total loans, relatively stable compared with a year before.

BCA always adopts prudential banking principles to keep the loan quality and repayment capacity of customers amid challenges in business conditions. More than 70% of restructured loans were categorized as current and special mention, particularly coming from the corporate and commercial segments engaged in basic metals and related industries and property & construction.

Restructured Loan Outstanding (non consolidated, in billions Rupiah)

	2019	2018	2017	Increase / (decrease) 2019		Increase / (decrease) 2018	
				Nominal	%	Nominal	%
Performing Loan	6,506	5,650	4,371	856	15.2%	1,279	29.3%
Current	3,145	2,903	3,141	242	8.3%	(238)	-7.6%
Special Mention	3,361	2,747	1,230	614	22.4%	1,517	123.3%
NPL	2,642	2,336	2,197	306	13.1%	139	6.3%
Substandard	895	1,168	726	(273)	-23.4%	442	60.9%
Doubtful	208	173	274	35	20.2%	(101)	-36.9%
Loss	1,539	995	1,197	544	54.7%	(202)	-16.9%
Total Restructured Loan	9,148	7,986	6,568	1,162	14.6%	1,418	21.6%
Total Loan Portfolio	588,251	537,914	467,620	50,337	9.4%	70,294	15.0%
% Restructured Loans to Total Loans Portfolio	1.6%	1.5%	1.4%	na	na	na	na

Fixed Assets

Fixed assets posted an increase of 7.8% compared with a year before to Rp20.9 trillion. The majority of the increase was contributed by land 70.2%. Fixed assets largely consisted of land and buildings, network investment including ATM, EDC and information technology investments and other supporting fixed assets booked under office supplies and equipment.

BCA constantly invests in network and information technology infrastructure to ensure the reliability of its transaction banking services. In 2019, realization of capital expenditure reached Rp3.0 trillion, with the highest expenditure allocated to IT infrastructure development and branch network, including ATM and EDC machines.

LIABILITIES

Liabilities grew by 10.7%, increasing by Rp71.8 trillion from a year before to Rp744.8 trillion. Third party funds were the largest component of liabilities at 93.8%.

Liabilities (in billion Rupiah)

	2019	2018	2017	Increase / (decrease) 2019		Increase / (decrease) 2018		Composition		
				Nominal	%	Nominal	%	2019	2018	2017
Third Party Funds	698,980	629,812	581,115	69,168	11.0%	48,697	8.4%	93.8%	93.6%	93.9%
Current Accounts	184,918	166,822	151,250	18,096	10.8%	15,572	10.3%	24.8%	24.8%	24.4%
Savings Accounts	345,634	316,182	292,416	29,452	9.3%	23,766	8.1%	46.4%	47.0%	47.3%
Time Deposits	168,428	146,808	137,449	21,620	14.7%	9,359	6.8%	22.6%	21.8%	22.2%
Deposits from Other Banks	6,717	6,495	5,758	222	3.4%	737	12.8%	0.9%	1.0%	0.9%
Acceptance Payables	5,321	5,843	5,800	(522)	-8.9%	43	0.7%	0.7%	0.9%	0.9%
Debt Securities Issued	1,348	240	610	1,108	461.7%	(370)	-60.7%	0.2%	0.0%	0.1%
Borrowings	2,333	2,093	3,041	240	11.5%	(948)	-31.2%	0.3%	0.3%	0.5%
Accrued expenses and other liabilities	14,022	15,026	10,929	(1,004)	-6.7%	4,097	37.5%	1.9%	2.2%	1.8%
Post-employment benefits obligation	7,955	6,406	6,507	1,549	24.2%	(101)	-1.6%	1.1%	0.9%	1.1%
Subordinated bonds	500	500	-	-	0.0%	500	na	0.1%	0.1%	0.0%
Other Liabilities	7,670	6,620	5,158	1,050	15.9%	1,462	28.3%	1.0%	1.0%	0.8%
Total Liabilities	744,846	673,035	618,918	71,811	10.7%	54,117	8.7%	100.0%	100.0%	100.0%

Third party funds recorded solid growth of 11.0%, Rp69.2 trillion to Rp699.0 trillion. This was especially supported by current account and saving account (CASA), which remained strong growing at 9.8% and contributed 75.9% of total third party funds. Time deposits also grew strongly at 14.7% compared to a year ago.

Third Party Funds

Third Party Funds (in billions Rupiah)

	2019		2018		2017		Increase / (decrease) 2019		Increase / (decrease) 2018		Average Interest Rate		
	Nominal	Composition	Nominal	Composition	Nominal	Composition	Nominal	%	Nominal	%	2019	2018	2017
Current Accounts	184,918	26.5%	166,822	26.5%	151,250	26.0%	18,096	10.8%	15,572	10.3%			
Rupiah	163,319	23.4%	146,254	23.2%	132,751	22.8%	17,065	11.7%	13,503	10.2%	1.0%	0.9%	1.0%
Foreign Currency	21,599	3.1%	20,568	3.3%	18,499	3.2%	1,031	5.0%	2,069	11.2%	0.1%	0.1%	0.1%
Saving Accounts	345,634	49.5%	316,182	50.2%	292,416	50.3%	29,452	9.3%	23,766	8.1%			
Rupiah	332,406	47.6%	302,006	48.0%	278,716	48.0%	30,400	10.1%	23,290	8.4%	0.6%	0.8%	1.0%
Foreign Currency	13,228	1.9%	14,176	2.2%	13,700	2.3%	(948)	-6.7%	476	3.5%	0.2%	0.2%	0.2%
Total Transactional Account Balance (CASA)	530,552	75.9%	483,004	76.7%	443,666	76.3%	47,548	9.8%	39,338	8.9%			
Time Deposits	168,428	24.0%	146,808	23.3%	137,449	23.7%	21,620	14.7%	9,359	6.8%			
Rupiah	154,115	22.0%	133,461	21.2%	125,223	21.6%	20,654	15.5%	8,238	6.6%	5.5%	4.7%	5.2%
Foreign Currency	14,313	2.0%	13,347	2.1%	12,226	2.1%	966	7.2%	1,121	9.2%	1.4%	0.9%	0.6%
Total Third Party Funds	698,980	100.0%	629,812	100.0%	581,115	100.0%	69,168	11.0%	48,697	8.4%			
Rupiah	649,840	93.0%	581,721	92.4%	536,690	92.4%	68,119	11.7%	45,031	8.4%	1.8%	1.7%	2.0%
Foreign Currency	49,140	7.0%	48,091	7.6%	44,425	7.6%	1,049	2.2%	3,666	8.3%	0.5%	0.4%	0.3%

Current Account and Saving Account (CASA)

The two key factors that win customer trust and loyalty for transacting with BCA is the Bank's consistent development of payment and settlement features, as well as relentless efforts to improve customer services. In return, this led to sustainable growth in the number of accounts and CASA. By year end, CASA grew by 9.8% or Rp47.5 trillion from the previous year to Rp530.6 trillion, with saving accounts and current accounts rising by 9.3% to Rp345.6 trillion and by 10.8% to Rp184.9 trillion, respectively. The Bank's CASA expansion has been well above the industry, securing a higher market share of 15.6% in 2019, against the prior year's 15.4%. CASA contribution to total third party was 75.9%, the highest in the industry.

CASA growth was also underpinned by the increase in the number of accounts, which grew by 14.3% in 2019. This contributed to a substantial increase of 34.5% in the number of banking transactions, particularly from the internet and mobile banking networks.

CASA's dominant contribution to total third party funds enabled the Bank to enjoy lower funding costs. However, achieving sustainable CASA growth means the need to monitor higher operational costs to support transaction banking infrastructure is of the essence. Endless investment in information technology, development of branch offices, installment of additional EDC and upgrades of ATM machines have always been crucial in the Bank's expenditure plan.

Time Deposits

Time Deposits based on Maturity Period (in billion Rupiah)

	2019		2018		2017	
	Nominal	Composition	Nominal	Composition	Nominal	Composition
1 Month	96,964	57.6%	86,611	59.0%	88,027	64.0%
3 Months	44,321	26.3%	41,195	28.1%	40,699	29.6%
6 Months	16,694	9.9%	14,888	10.1%	4,940	3.6%
12 Months	10,449	6.2%	4,114	2.8%	3,783	2.8%
Total	168,428	100.0%	146,808	100.0%	137,449	100.0%

Time deposits grew by 14.7% or Rp21.6 trillion to Rp168.4 trillion from Rp146.8 trillion last year. Those with one and three-month tenors had the largest composition of 83.9% at Rp141.3 trillion to total deposits.

In response to market conditions, BCA adjusted its time deposit rate as part of liquidity management measures. Maximum time deposit rates were reduced by 125 basis points in 2019, hence the average cost of funds for time deposits IDR reached 5.5%.

EQUITY

BCA recorded total equity of Rp174.1 trillion, increasing by Rp22.4 trillion or 14.8% compared with last year. This was a reflection of growth in the Bank's profitability and the implementation of a prudent dividend policy.

Equity (in billion Rupiah)

	2019	2018	2017	Increase / (decrease) 2019		Increase / (decrease) 2018		Composition		
				Nominal	%	Nominal	%	2019	2018	2017
Issued and fully paid-up capital	1,541	1,541	1,541	-	0.0%	-	0.0%	0.9%	1.0%	1.2%
Additional paid-in capital	5,549	5,549	5,549	-	0.0%	-	0.0%	3.2%	3.6%	4.2%
Revaluation surplus of fixed assets	9,521	8,752	6,588	769	8.8%	2,164	32.8%	5.5%	5.8%	5.0%
Retained earnings	155,114	135,569	115,998	19,545	14.4%	19,571	16.9%	89.1%	89.3%	88.3%
Appropriated	1,956	1,697	1,464	259	15.2%	233	15.9%	1.1%	1.1%	1.1%
Unappropriated	153,158	133,872	114,534	19,286	14.4%	19,338	16.9%	87.9%	88.2%	87.2%
Other equity components	2,318	248	1,628	2,070	834.7%	(1,380)	-84.8%	1.3%	0.2%	1.2%
Non-controlling interest	100	94	98	6	6.4%	(4)	-4.1%	0.1%	0.1%	0.1%
Total Equity	174,143	151,753	131,402	22,390	14.8%	20,351	15.5%	100.0%	100.0%	100.0%

BCA reported an increase in retained earnings by Rp19.5 trillion, growing 14.4% from Rp155.1 trillion last year. In 2019, the Bank distributed a dividend of Rp340 per share, 32.4% of total net profit booked in 2018.

The positive growth in equity led to a healthy capital level with a minimum Capital Adequacy Ratio (CAR) of 23.8%.

PROFIT AND LOSS STATEMENT

Income Statements (in billion Rupiah)

	2019	2018	2017	Increase / (decrease) 2019		Increase / (decrease) 2018	
				Nominal	%	Nominal	%
Operating Income	71,622	63,034	56,982	8,588	13.6%	6,052	10.6%
Net Interest Income	50,477	45,291	41,827	5,186	11.5%	3,464	8.3%
Interest Income	63,838	56,767	53,768	7,071	12.5%	2,999	5.6%
Interest Expense	(13,361)	(11,476)	(11,941)	(1,885)	16.4%	465	-3.9%
Operating Income other than Interest	21,145	17,743	15,155	3,402	19.2%	2,588	17.1%
Impairment losses on assets	(4,591)	(2,676)	(2,633)	(1,915)	71.6%	(43)	1.7%
Operating Expenses	(30,742)	(27,651)	(25,190)	(3,091)	11.2%	(2,461)	9.8%
Income before Tax	36,289	32,707	29,159	3,582	11.0%	3,548	12.2%
Net Income	28,570	25,852	23,321	2,718	10.5%	2,531	10.9%
Income / (Expenses) Other Comprehensive	2,568	910	755	1,658	182.2%	155	20.5%
Total Comprehensive Income	31,138	26,762	24,076	4,376	16.4%	2,686	11.2%
Net Income attributable to:							
Equity holders of parent entity	28,565	25,855	23,310	2,710	10.5%	2,545	10.9%
Non-controlling interest	5	(3)	11	8	na	(14)	na
Comprehensive Income attributable to:							
Equity holders of parent entity	31,132	26,766	24,064	4,366	16.3%	2,702	11.2%
Non-controlling interest	6	(4)	12	10	na	(16)	na

BCA booked net profit of Rp28.6 trillion, growing by 10.5% and supported by solid operating income, efficiency initiatives and sound asset quality. Operating income grew by 13.6% thanks to strong growth in net interest income of 11.5%, and an increase in operating income other than interest of 19.2%, particularly income from fees and commissions.

Net Interest Income (in billion Rupiah)

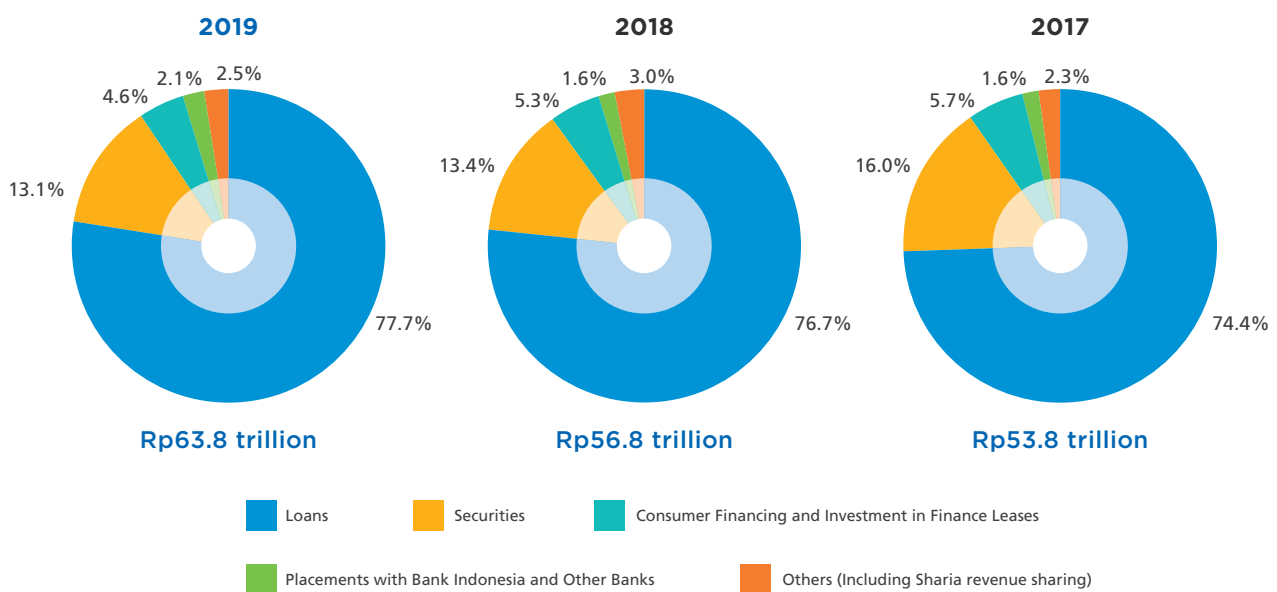
	2019	2018	2017	Increase / (decrease) 2019		Increase / (decrease) 2018	
				Nominal	%	Nominal	%
Interest Income	63,838	56,767	53,768	7,071	12.5%	2,999	5.6%
Loans	49,583	43,519	40,014	6,064	13.9%	3,505	8.8%
Placements with Bank Indonesia and Other Banks	1,322	941	874	381	40.5%	67	7.7%
Securities	8,372	7,600	8,603	772	10.2%	(1,003)	-11.7%
Consumer Financing and Investment in Finance Leases	2,954	3,016	3,077	(62)	-2.1%	(61)	-2.0%
Others (Including Sharia revenue sharing)	1,607	1,691	1,200	(83)	-4.9%	491	40.9%
Interest Expense	13,361	11,476	11,941	1,885	16.4%	(465)	-3.9%
Current Accounts	1,542	1,399	1,274	143	10.2%	125	9.8%
Savings Accounts	1,867	2,379	2,632	(512)	-21.5%	(253)	-9.6%
Time Deposits	7,997	5,902	6,346	2,095	35.5%	(444)	-7.0%
Others (Including Sharia expenses)	1,955	1,796	1,689	159	8.9%	107	6.3%
Net Interest Income	50,477	45,291	41,827	5,186	11.5%	3,464	8.3%

Interest Income

Interest income grew by 12.5% to Rp63.8 trillion, driven by solid loan growth and the impact of the adjustment in interest rates. Interest income from loans contributed 77.7% to total interest income, while the remainder was from government bonds and placement with the central bank.

Interest income from loans expanded by 13.9% to Rp49.6 trillion, triggered by growth in loans, particularly from the corporate and commercial and SME segments. In 2019, loans grew by 9.1%, with corporate and commercial & SME loans growing by 11.8% and 12.8%, respectively.

Composition of Interest Income



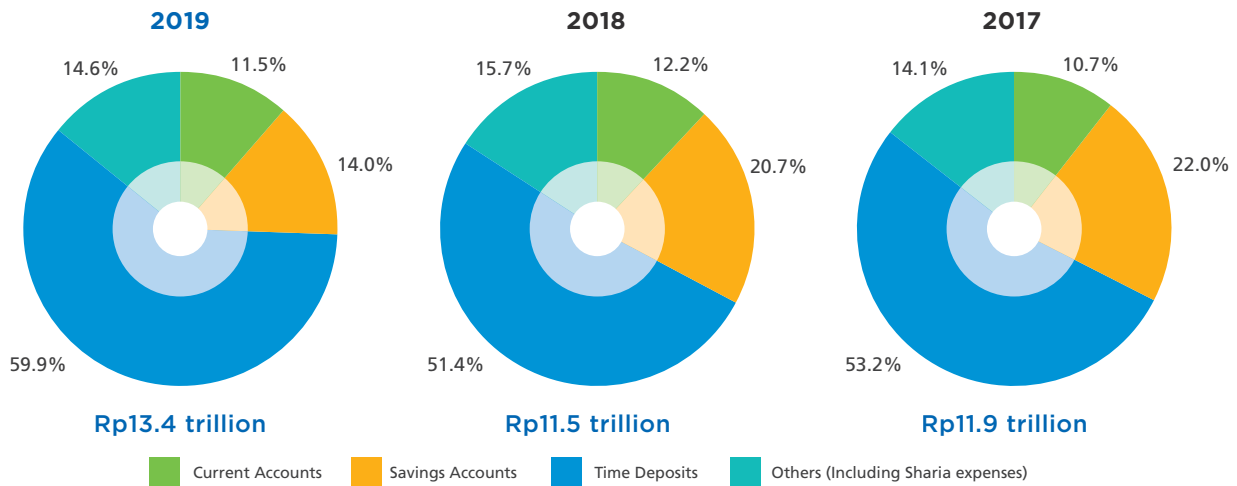
In the second semester of 2018, BI's 7-day reverse repo rate trended up with a total increase of 75 bps to 6.0% at the end of 2018, and maintained until the first half of 2019. In the second semester of 2019, BI's policy rates were reversed and declined to 5.0% at the end of the year, lower by 100 bps compared with end of the previous year. BCA adjusted its lending rate accordingly in response.

While interest increases took place in the second semester of 2018, higher impact was seen in 2019. The Bank recorded 15 bps higher loan yield in 2019 to 8.99%, despite lower lending rates in the second semester as BI's policy rates started to decrease.

Interest Expenses

Interest expenses posted an increase of 16.4% to Rp13.4 trillion in 2019. This was particularly due to the 35.5% or Rp2.1 trillion increase in interest expenses from time deposits, in line with the growth in total time deposits. Interest expenses from time deposits accounted for 59.9% of total interest expenses, an increase of 850 bps from 51.4% in 2018.

Composition of Interest Expense

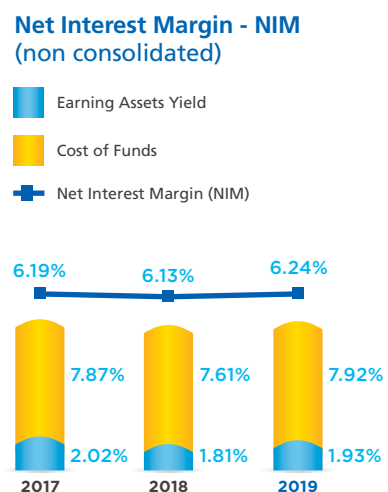
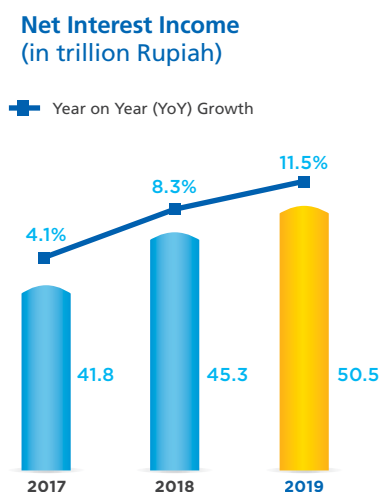


The increase in interest expenses was also caused by deposit volume and the adjustment in deposit rates in the second semester of 2018, following several BI policy rate hikes. The impact was also reflected in the interest expenses on time deposits in 2019.

In line with the 7-day repo rate, BCA reduced its deposit rate by 125 bps throughout the year. However, as the Bank's third party funds composition was dominated by CASA, its overall cost of funds was low at 1.9%.

Net Interest Income and Net Interest Margin

Net interest income was Rp50.5 trillion, an increase of 11.5% or Rp5.2 trillion compared with 2018. The net interest margin slightly increased by 10 bps to 6.2%.



Operating Income other than Interest

Operating income other than interest grew by 19.2% to Rp21.1 trillion, attributed to the growth in income from fees and commissions which contributed 64.4% to total operating income other than interest. Other operating income also increased significantly by 38.8% to Rp4.1 trillion.

Operating Income other than Interest (in billion Rupiah)

	2019	2018	2017	Increase / (decrease) 2019		Increase / (decrease) 2018	
				Nominal	%	Nominal	%
Net Fee and Commission Income	13,609	11,996	10,386	1,613	13.4%	1,610	15.5%
Net Trading Income	3,456	2,807	1,803	649	23.1%	1,004	55.7%
Other Operating Income	4,080	2,940	2,966	1,140	38.8%	(26)	-0.9%
Operating Income other than Interest	21,145	17,743	15,155	3,402	19.2%	2,588	17.1%

Income from fees and commissions (nett) grew by 13.4%, particularly from the growth in income from Customer's Deposits and credit cards. Income from these two components contributed 60.7% to total income from fees and commissions.

Net Fee and Commission Income (in billion Rupiah)

	2019	2018	2017	Increase / (decrease) 2019		Increase / (decrease) 2018	
				Nominal	%	Nominal	%
Deposits from customers	4,515	4,062	3,584	453	11.2%	478	13.3%
Credit cards	3,748	3,259	2,772	489	15.0%	487	17.6%
Payment settlement	1,995	1,560	1,472	435	27.9%	88	6.0%
Loans receivable	1,649	1,492	1,354	157	10.5%	138	10.2%
Remittances, clearings, and collections	332	317	300	15	4.7%	17	5.7%
Others	1,371	1,308	906	63	4.8%	402	44.4%
Total	13,610	11,998	10,388	1,612	13.4%	1,610	15.5%
Fee and commission expense	(1)	(2)	(2)	1	-50.0%	-	0.0%
Net Fee and Commission Income	13,609	11,996	10,386	1,613	13.4%	1,610	15.5%

Income from fees and commissions derived from deposits from customers grew by 11.2%, with more than 75% from the monthly administration income charged to CASA accounts supported by number of customer growth. Customer accounts grew by 14.2%, to more than 21 million. The launch of the online account opening facility through BCA Mobile gained interest, contributing 16.1% of the total new customer accounts. Overall, the bank booked robust growth in the number of transactions of 34.5% compared with the past three years, particularly underpinned by transactions through internet and mobile banking networks.

Income from credit cards grew by Rp489 billion at 15.0%, consistent with the growth in credit card transactions and network switching activities. Income from payment settlement grew by 27.9%, due to the substantial increase in virtual account transactions.

BCA continuously carried out initiatives to improve its transaction banking franchise, to support growth in the number of customers, as well as the number of transactions performed through its payment ecosystem.

Income from trading transactions grew by 23.1% to Rp3.5 trillion, particularly due to the increase in unrealized gains from the fair value of financial assets held for trading, which came from higher returns from swap transactions. Amid Rupiah volatility, BCA placed its foreign exchange liquidity in Bank Indonesia, and conducted hedging on USD swap sell forward. The transaction mitigated foreign exchange risk and at the same time provided non-interest income.

Other operating income at Rp4.1 trillion, grew remarkably by 38.8% at Rp1.1 trillion. This particularly came from the income received from the payment of written off loans of Rp0.5 trillion. The growth was also due to the increase in insurance premium income booked by BCA Life and BCA Insurance of Rp0.3 trillion.

Operating Expenses

BCA always manages its operating expenses efficiently and effectively to support business growth. In 2019, operating expenses grew by 11.2% to Rp30.7 trillion, mostly caused by personnel expenses with its cost efficiency ratio remaining at 43.7%, lower than last year of 44.3%. For the last five years, the growth in operating expenses had been consistently with a five-year CAGR of 10.8%.

Operational Expenses (in billion Rupiah)

	2019	2018	2017	Increase / (decrease) 2019		Increase / (decrease) 2018	
				Nominal	%	%	%
General and Administrative Expenses	14,115	13,026	12,306	1,089	8.4%	720	5.9%
Personnel Expenses	13,337	12,143	11,335	1,194	9.8%	808	7.1%
Others	3,290	2,482	1,549	808	32.6%	933	60.2%
Total	30,742	27,651	25,190	3,091	11.2%	2,461	9.8%

General and Administrative Expenses (in billion Rupiah)

	2019	2018	2017	Increase / (decrease) 2019		Increase / (decrease) 2018	
				Nominal	%	Nominal	%
Office supplies	4,659	4,315	4,015	344	8.0%	300	7.5%
Communication	1,734	1,467	1,230	267	18.2%	237	19.3%
Depreciation	1,694	1,667	1,645	27	1.6%	22	1.3%
Repair and Maintenance	1,517	1,285	1,427	232	18.1%	(142)	-10.0%
Rental	1,420	1,446	1,349	(26)	-1.8%	97	7.2%
Promotion	1,118	1,109	998	9	0.8%	111	11.1%
Professional fees	526	448	545	78	17.4%	(97)	-17.8%
Amortisation of Intangible assets - software	322	414	176	(92)	-22.2%	238	135.2%
Water, electricity and fuel	288	285	281	3	1.1%	4	1.4%
Computer and software	204	103	160	101	98.1%	(57)	-35.6%
Tax	156	121	112	35	28.9%	9	8.0%
Others	477	366	368	111	30.3%	(2)	-0.5%
Total	14,115	13,026	12,306	1,089	8.4%	720	5.9%

General and administrative expenses grew by 8.4% to Rp14.1 trillion, in line with rising expenses allocated to support daily operations, development of the office network and investment in information technology.

Office expenses consisting of daily operational expenses to support transaction banking services grew by 8.0% to Rp4.7 trillion. A higher proportion of ATM cash recycling machines (CRM) to total ATMs helped contain the growth in daily operational expenses, particularly related to outsource expenses for managing cash in ATM machines. The CRM machines are located in strategic sites to facilitate both cash withdrawal and deposits. This strategy reduces the need to replenish cash in ATM machines, which subsequently reduced costs.

For the past several years, BCA has developed digitalization and automation initiatives by leveraging on technology to improve efficiency. The Bank's consistency in strengthening its digital banking service capabilities has resulted in the shifting in transactions toward digital channels, particularly internet and mobile banking. The number of transactions through these two digital channels represented 74.1% of total transactions. This is in line with the shift in customer behavior and also helped contain the growth of branch offices and ATMs.

Communication expenses grew by 18.2% to Rp1.7 trillion, primarily related to the growth in transaction volume and frequency which increased the processing cost paid

to principals such as Visa and Mastercard. Repair and maintenance expenses rose by 18.1% due to software development and payment for software licenses, aligned with the development of various IT initiatives.

Employee expenses grew by 9.8% to Rp13.3 trillion compared with Rp12.1 trillion in 2018. This was particularly due to the annual adjustment in salary and allowances, bonus expenses, and other allowances. In 2019, new employees recruited totaled 1,483, with 13.3% working in jobs related to information technology.

Allowance for Impairment Losses on Financial Assets

BCA allocated allowance for impairment losses on financial assets (CKPN) in accordance with applicable accounting standards, and based on the quality of financial assets. At the end of 2019, CKPN was Rp15.8 trillion, adequate to cover any losses arising from non performing financial assets.

The allocation for CKPN was established with reference to the application of the PSAK 50 and 55 regulations, where loans were assessed individually or collectively. Individual assessments are made of loans that have significant value individually, namely the corporate and commercial segments, which have objective evidence of impairment. Collective assessment is made for SMEs and consumers, as well as corporate and commercial loans which individually have no evidence of impairment.

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

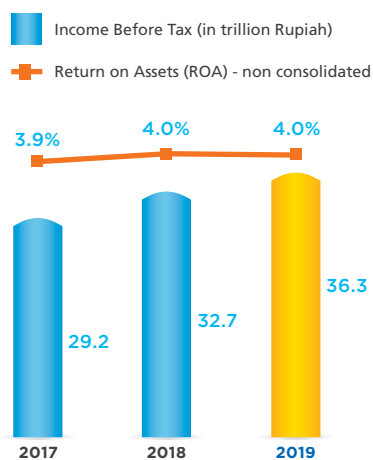
	2019	2018	2017	Increase / (decrease) 2019		Increase / (decrease) 2018	
				Nominal	%	Nominal	%
Beginning Balance	14,449	14,634	13,915	(185)	-1.3%	719	5.2%
Adjustment beginning balance of new acquired Subsidiary	5	-	-	-	na	-	na
Addition of Allowance During the Year	4,591	2,677	2,624	1,914	71.5%	53	2.0%
Assets Written-off During the Year (-/-)	3,283	3,054	2,149	229	7.5%	905	42.1%
Recoveries on Assets Previously Written-off	31	147	235	(116)	-78.9%	(88)	-37.4%
Exchange Rate Differences & Others	(20)	45	9	(65)	-144.4%	36	400.0%
Ending Balance	15,773	14,449	14,634	1,324	9.2%	(185)	-1.3%

Allowance for impairment losses on financial assets was increased Rp1.3 trillion in 2019 amounting to Rp15.8 trillion at the end of the year. This increase particularly came from additional allowances during the year in line with the increase in non performing loans. The allowance for impairment losses on loans contribution reached 94.5% of total allowance for impairment losses on financial assets. With expenses on allowance for impairment losses on loans reported during the year, cost of credit was increased to at 0.8%, with a coverage ratio of 189.2%

Income Before Tax

Income before tax grew by 11.0% in 2019 from Rp32.7 trillion to Rp36.3 trillion, supported by higher operating income of 13.6% compared with a year ago.

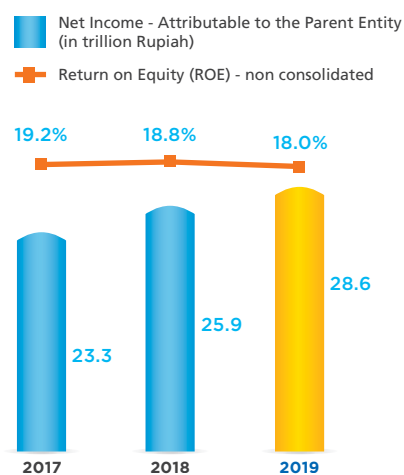
The return on assets (ROA) was 4.0% at the end of the year, stable compared with a year earlier.



Net Income

Net income grew by 10.5% to Rp28.6 trillion in 2019, supporting the Earnings per Share (EPS) increase from Rp1,049 per share in 2018 to Rp1,159 per share in 2019.

Return on Equity (ROE) reached 18.0% in 2019. BCA always maintains a balance between the need for capital to support business growth and shareholder interest. For the last five years, the Bank's dividend payout ratio was 21%-33% of net income.



Statement of Comprehensive Income

The statement of comprehensive income records changes in equity over a period of time which is not booked under the traditional income statements, including transactions with shareholders.

Comprehensive Income (in billion Rupiah)

	2019	2018	2017
Net Income	28,570	25,852	23,321
Other Comprehensive Income:			
Items that will not be reclassified to profit or loss			
Remeasurements of defined benefit liability	(341)	410	(850)
Income tax	70	(284)	213
Revaluation surplus of fixed assets	769	2,164	(4)
Items that will be reclassified to profit or loss			
Unrealized (gains) losses for available-for-sale financial assets	2,605	(1,865)	1,875
Income tax	(519)	457	(468)
Foreign exchange differences arising from translation of financial statements in foreign currency	(16)	28	(2)
Others	-	-	(9)
Total Other Comprehensive Income	2,568	910	755
Total Comprehensive Income	31,138	26,762	24,076
Net Income attributable to:			
Equity holders of parent entity	28,565	25,855	23,310
Non-controlling interest	5	(3)	11
Comprehensive Income attributable to:			
Equity holders of parent entity	31,132	26,766	24,064
Non-controlling interest	6	(4)	12
Earning per Share attributable to Equity Holders of The Parent Entity (in full amount of Rupiah)	1,159	1,049	945

BCA's comprehensive income showed a solid performance. Total comprehensive income that can be attributed to the equity holder of the parent entity increased by 16.3% to Rp31.1 trillion. This was driven by growth in net income of 10.5% to Rp28.6 trillion, in line with solid operating income from the interest income generated from loans and fee based income.

CASH FLOW

Cash Flow (in billion Rupiah)

	2019	2018	2017	Increase / (decrease) 2019		Increase / (decrease) 2018	
				Nominal	%	Nominal	%
Cash Flows from Operating Activities	51,942	4,913	9,659	47,029	957.2%	(4,746)	-49.1%
Cash Flows from Investing Activities	(34,732)	20,628	(20,620)	(55,360)	-268.4%	41,248	200.0%
Cash Flows from Financing Activities	(7,335)	(7,298)	(6,656)	(37)	-0.5%	(642)	-9.6%
Net (Decrease) Increase in Cash and Cash Equivalents	9,875	18,243	(17,617)	(8,368)	-45.9%	35,860	203.6%
Cash and Cash Equivalents, Beginning of Year	103,312	83,377	100,320	19,935	23.9%	(16,943)	-16.9%
Effect of Foreign Exchange Rate Fluctuations on Cash and Cash Equivalents	(119)	1,692	674	(1,811)	-107.0%	1,018	151.0%
Cash and Cash Equivalents, End of Year	113,068	103,312	83,377	9,756	9.4%	19,935	23.9%

Liquidity management, from the funding aspect, loan disbursement and the provision of optimum cash were taken into account thoroughly. During the year, BCA managed its cash flow optimally and booked cash and cash equivalent of Rp113.1 trillion compared with the previous year's Rp103.3 trillion.

Cash Flow from Operating Activities

Cash flow from operating activities reached Rp51.9 trillion, increased significantly by Rp47.0 trillion. This was particularly derived from third party funds of Rp24.4 trillion from Rp46.0 trillion a year ago to Rp70.4 trillion in 2019 and declining loan disbursement throughout the year to Rp52.8 trillion from Rp71.3 trillion the previous year.

Cash Flow from Investing Activities

Considering the lower interest rate trend in 2019, BCA needed to carefully monitor and manage cash flow from investing activities while still searching for an optimum yield. Cash flow from investing saw a deficit of Rp34.7 trillion, due to the purchase of marketable securities.

Cash Flow from Financing Activities

Cash flow from financing activities was Rp7.3 trillion in 2019, particularly from the increase in the dividend payment to Rp8.8 trillion compared to Rp6.4 trillion in 2018.

KEY FINANCIAL RATIOS

During the year, BCA booked solid business growth, as reflected by various major financial metrics as follows:

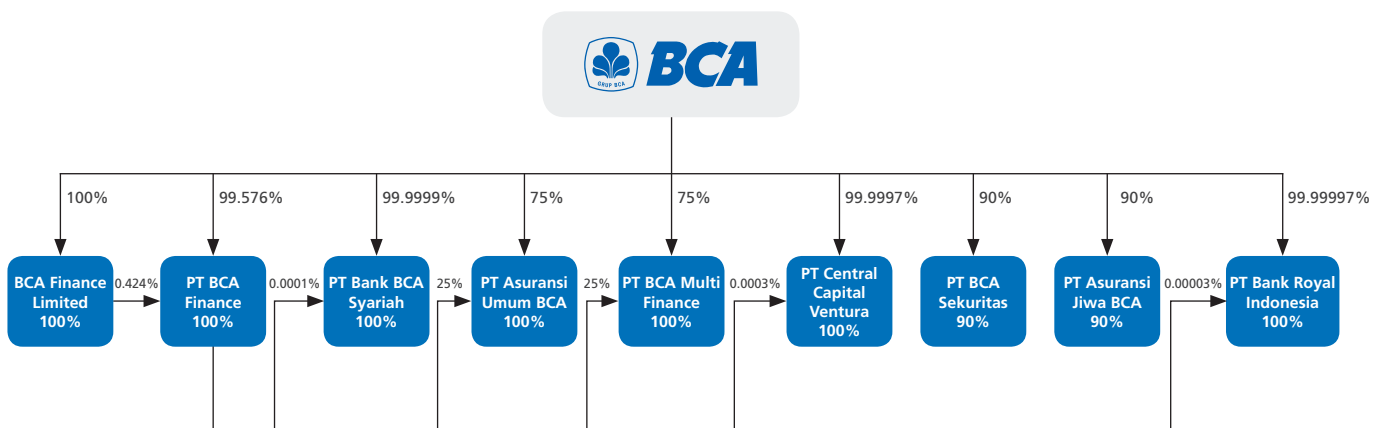
Financial Ratios (non consolidated)

	2019	2018	2017	2016	2015
ROA	4.0%	4.0%	3.9%	4.0%	3.8%
ROE	18.0%	18.8%	19.2%	20.5%	21.9%
NIM	6.2%	6.1%	6.2%	6.8%	6.7%
LDR	80.5%	81.6%	78.2%	77.1%	81.1%
NPL	1.3%	1.4%	1.5%	1.3%	0.7%
CAR	23.8%	23.4%	23.1%	21.9%	18.7%
CER	43.7%	44.3%	44.4%	43.9%	46.5%
BOPO	59.1%	58.2%	58.6%	60.4%	63.2%

SUBSIDIARY PERFORMANCE OVERVIEW

BCA and its subsidiaries continuously form synergy to deliver comprehensive financial solutions to fulfill the growing needs of customers. The subsidiaries' lines of business offer various financial products and services in many fields including vehicle financing, remittances, sharia banking, securities, general & life insurance, and venture capital.

BCA Group Structure and Subsidiaries Ownership



PT BCA Finance

BCA Finance effectively joined BCA Group in 2001 with 100% ownership (direct and indirect). BCA Finance consistently grows and has become one of the leading multifinance companies in Indonesia, engaging in vehicle financing, particularly cars, both new and used.

BCA Finance adopts joint financing scheme with BCA. This scheme enables it to maintain its solid funding structure as well as offer a competitive financing rate. It also fosters joint marketing activities with its parent to promote the company's products through the Bank's network. BCA Finance has 72 branches to serve more than 550 thousands customers. To improve customer convenience, we facilitate weekend services located at Wisma Pondok Indah and a service point at Mall Artha Gading. In running its business, BCA Finance collaborates with selected dealers and showrooms for strategic business growth.

BCA Finance leverages on technology advancement to improve efficiency and support the marketing process through the mobile platform. The application provides access to information anytime, anywhere with ease, speed and convenience. Customers are encouraged to use the Bank's network for payments and settlements through BCA auto debit, virtual accounts, ATMs, etc.

In 2019, the total assets under management reached Rp52.1 trillion, relatively stable compared to last year's Rp51.6 trillion, and consistent with the slow sales performance of the automotive industry. Amid this challenge, BCA Finance booked a market share of 13%. Financing expansion always considers the implementation of prudent risk management, which leads to a sound quality of financing with NPL recorded at 1.42%.

BCA Finance's net income for the year reached Rp1.7 trillion, growth of 7.0% from Rp1.6 trillion in 2018.

BCA Finance was awarded The Best Performing Multifinance Company at Bisnis Indonesia Financial Awards 2019 and The Most Profitable Finance Company at Infobank Multifinance Awards 2019.

PT BCA Multi Finance

BCA Multi Finance (formerly PT Central Santosa Finance) was established and started operations in 2010. BCA has 100% ownership (direct and indirect) in this subsidiary.

The company focuses on vehicle financing, particularly motorcycles. In response to the decline in the financing quality, BCA Multi Finance has continuously improved its business model for the past few years and has begun providing used car financing with longer tenors.

BCA Multi Finance established synergy with BCA in the form of joint financing and joint marketing to promote the company's products through BCA's networks. At end of 2019, it had 70 branches spread over several locations in Java, Sumatera and Kalimantan.

In line with digital technology advancement, BCA Multi Finance developed initiatives to expand its marketing coverage by utilizing e-commerce media and digital platforms. Improvement in the financing approval process was made by leveraging on technology optimization to enhance service levels.

Total assets under management for the year were Rp2.4 trillion. In the past few years, BCA Multi Finance saw some asset quality deterioration for motor cycle refinancing. During 2019, BCA Multi Finance also improved credit processes and loan collection. At the end of the year, NPLs stood at 2.9%, relatively stable compared with the previous year.

BCA Multi Finance's net income reached Rp46.3 billion as of December 2019, higher than Rp39.5 billion in 2018, thanks to various initiatives conducted to bring more cost efficiency.

PT Bank BCA Syariah

BCA Syariah is a subsidiary engaged in sharia banking, with BCA's effective ownership of 100%.

At the end of 2019, BCA Syariah had 69 branches, including 40 sharia service units located in strategic cities in Indonesia. It collaborated with the Bank's banking system to offer value added services to customers by providing access to transactions using BCA's ATM and EDC machines, as well as access to HALO BCA contact centers. It also formed business-to-business collaboration with other parties, such as marketplaces, online shops and start-ups.

BCA Syariah recorded solid growth in assets, financing receivables and third party funds. In 2019, its total assets grew by 22.2% to Rp8.6 trillion, and sharia financing grew by 14.3% to Rp5.6 trillion with a non-performing financing (NPF) nett ratio of 0.3%. Such growth was supported by a 12.7% increase in third party funds to Rp6.2 trillion. Net income was Rp67.2 billion, growing by 15.1%, and higher than Rp58.4 billion in 2018.

In appreciation for its performance during the year, BCA Syariah was awarded the Golden Trophy for the fifth consecutive year (2014-2018) by Info Bank Awards 2019, and the Top Bank 2019 Award by Top Business magazine.

During 2019, BCA placed Rp1 trillion additional capital in BCA Syariah to strengthen capital for business growth

PT BCA Sekuritas

BCA Sekuritas is a subsidiary with BCA ownership of 90%, engaging in brokerage and underwriting activities. It provides services to fulfill customer needs related to fund raising through the equity and bond markets. It also offers advisory services covering strategic issues like mergers and acquisitions, restructuring, divestment, joint ventures, privatisation and other corporate strategy initiatives.

To serve customers needs, BCA Sekuritas continuously improves its service infrastructure, including its mobile based online trading application (BEST Mobile) to support the growth of sustainable brokerage businesses. In order to strengthen the marketing of its products and services, it also participated in several Bank marketing events, for instance the BCA Expoversary, which was held in many large cities in Indonesia, and gathering events with customers to expand the customer base.

At the end of 2019, BCA Sekuritas' total assets were Rp762.3 billion, a growth of 21.7% from Rp626.2 billion in 2018. Its net income reached Rp52.1 billion, an increase of 55.2% compared with Rp33.6 billion in 2018. Such growth was particularly supported by growth in brokerage commissions in line with the increase in the trading value of institutional customers.

PT Asuransi Umum BCA

PT Asuransi Umum BCA (BCA Insurance) is a subsidiary engaged in the provision of general insurance products such as vehicle, fire, accident, travel and other types of insurance. The Bank has 100% ownership (direct and indirect) of this subsidiary.

BCA Insurance established synergy with the Bank in providing general insurance for the group's consumer loan customers, and collaborates in various marketing activities at branches and special events, for example BCA Expo and BCA Travel Fair.

In line with technological advancements, BCA Insurance continuously improves its mobile app to support the needs for insurance claim reporting and information on nearest branch locations and workshop partners. It also develops online sales for travel insurance products through the corporate website bcainsurance.co.id. It also developed an Application Programming Interface (API), allowing interaction with business partners through marketplaces when promoting its products.

In 2019, BCA Insurance's total assets grew by 16.7% to Rp2.1 trillion. Gross premium income increased by 12.5% to Rp0.9 trillion from Rp0.8 trillion in 2018. Its net income rose by 41.5% to Rp123.9 billion compared with the previous year. Such growth particularly stemmed from the increase in premium income from vehicle and property insurance.

BCA Insurance was awarded the Golden Trophy for its Very Good Financial Performance 2014-2018 by Infobank Magazine and Top General Insurance 2019, with category assets of Rp1-2.5 trillion by Top Business magazine.

PT Asuransi Jiwa BCA

PT Asuransi Jiwa BCA (BCA Life) is a subsidiary (with effective ownership of 90%) which offers life insurance protection for customers, including the Bank's mortgage and vehicle loans customers. It collaborates with BCA in offering Tahaka, a regular savings product with life insurance protection. It also provides heritage planning products through heritage protection, particularly for Solitaire and Priority customers.

Benefiting from technology advancements, BCA Life offers mobile app based facilities and services accessible to policy holders and the general public, which cover the provision of policy information (individual and group health) and electronic claim facilities.

In 2019, BCA Life's total assets were Rp1.2 trillion, an increase of 27,9% from the year before. It booked net loss of Rp2.9 billion, compared to the net loss recorded in 2018 of Rp68.5 billion. Gross premium income grew by 33.6% in 2019 to Rp840.1 million.

In 2019, it was awarded The Best Contact Center Indonesia 2019 for The Best Telesales Platinum category by the Indonesia Contact Center Association (ICCA) and the Indonesia Best Insurance Award 2019: Enhancing Adaptation and Resilience category Best Innovation Company by Warta Ekonomi magazine.

BCA Finance Limited

BCA Finance Limited is a wholly owned subsidiary of BCA, which has an active role in facilitating the needs for remittance transaction services in Hong Kong, including serving inward remittances from all Indonesians working overseas. It also offers a strategic function in facilitating trade finance services for the Bank's customers in Hong Kong and China. It recorded total assets of Rp783.7 billion, growing by 1.5% from Rp772 billion in 2018. Net income reached Rp15.5 billion grew by 33.9% from the previous year.

PT Central Capital Ventura

PT Central Capital Ventura (CCV) is a subsidiary which was established in 2017, with BCA's effective ownership of 100%. CCV engages in venture capital financing and invests in start-up and fintech companies, particularly those related to financial technology (fintech), with the ultimate goal of supporting the Bank's overall ecosystem.

CCV greatly emphasizes business synergy with BCA's transaction banking services and subsidiaries. In 2019, it invested in four new companies with injected additional investment of Rp31.7 billion. Its total assets were Rp404.1 billion, an increase from last year of Rp205.0 billion. The company booked a net loss of Rp1.1 billion, higher than the previous year Rp0.3 billion in 2018.

In 2019, BCA increased the capital of CCV by Rp200 billion to support its investment activities in selected startup and fintech companies.

PT Bank Royal Indonesia

PT Bank Royal Indonesia (Bank Royal) is a subsidiary acquired on October 31, 2019, with BCA's effective ownership of 100% (direct and indirect). In December 2019, Bank Royal booked total assets of Rp2.8 trillion with loans of Rp8.6 billion.

BCA is currently refining Bank Royal's business model and the necessary infrastructure for optimum synergy with the Bank's main businesses. Bank Royal will be focused on digital banking services. To support Bank Royal's future growth, BCA extended a loan facility of Rp1.5 trillion in December 2019.

OTHER MATERIAL INFORMATION

TARGET ACHIEVEMENT IN 2019 AND PROJECTION FOR 2020

BCA's performance in 2019 exceeded the target set at the beginning of the year. Third party funds grew by 11.0% to Rp699.0 trillion, higher than the target of 8%-10%. This was supported by strong growth in CASA of 9.8% to Rp530.6 trillion and contributed up to 75.9% of the total third party funds. Growth in third party funds was also triggered by a substantial increase in time deposits of 14.7% to Rp168.4 trillion. On the other

hand, total loans booked at Rp586.9 trillion, an increase of 9.1% from last year, higher than the target set of 6%-8%.

From the profitability standpoint, income after tax grew by 10.5% to Rp28.6 trillion with return on assets (ROA) and return on equity (ROE) of 4.0% and 18.0%, respectively. The Bank's capital and liquidity position remained adequate, as reflected by CAR and LDR of 23.8% and 80.5%, respectively. Below is a summary of BCA's financial achievements compared to the set target.

Target vs Achievement

	Achievement 2019	Target 2019
Loan growth	9.1%	6.0% - 8.0%
Third party funds growth	11.0%	8.0% - 10.0%
ROA	4.0%	> 3.5%
ROE	18.0%	> 17.0%
Capital Adequacy Ratio (CAR)	23.8%	> 23.0%
Loan to Deposit Ratio (LDR)	80.5%	< 83.0%

Going into 2020, BCA estimates a moderate expansion in lending and CASA of 5%-7%. In terms of ratios, BCA aims to manage ROA above 3.5%, ROE within the target of 16%-18%, and CAR will be relatively stable at 22%-24%.

banks are now even more cautious on the asset quality rather than on growth. In response to macroeconomic developments, banks expect to grow moderately both in the lending and funding.

PROSPECT AND STRATEGIC PRIORITIES

Macroeconomic and Banking Sector Prospects in 2020

The Indonesian economy will continue to face external and internal challenges in 2020. It is estimated to grow at a modest pace in line with a gradual economic recovery. The corona-virus outbreak added challenges to the global and domestic economy, particularly in the first semester of 2020. Given such a backdrop, as a proxy to the economy

BCA's third party funds and loans are projected to grow moderately. Given the high LDR, banking sector liquidity is estimated to remain tight, which may lead to more competition for third party funds. We will remain focused on maintaining adequate liquidity and prioritizing CASA growth. We will continue to develop the numerous features and facilities of digital banking products and services, expand the network and payment acceptance system for customers, and pursue customer base growth.

Indonesian banks also face competition from fin-tech companies that leverage technology advancements to provide financial services. While this is a threat to transaction banks, it also provides opportunities for collaboration with the companies in a fast growing payment ecosystem. We collaborate with numerous fintech and e-commerce companies leveraging on the Application Programming Interface (API) technology. The collaborations provide convenient services and encourage customers to perform banking transactions through digital channels, providing strong grounds to widen the customer base and grow the number of transactions.

Indonesia's business environment is expected to be more favorable after the successful general elections, the inauguration of the president and the formation of a new cabinet, serving as an investment catalyst for business expansion and supporting loan growth in 2020 and beyond. BCA will seek market opportunities to expand its lending services in various segments, while remaining cautious in regard to changes in loan quality. The implementation of disciplined risk management is key to maintaining sound asset quality.

BCA is committed to growing with its subsidiaries, and supporting capital needs in line with business development. We are optimistic our subsidiaries will increase their contribution to our overall performance, either in interest or fee-based income.

Strategy Priorities of BCA in 2020

The Bank takes into account both internal and external factors to determine its strategic initiatives, while preserving strong liquidity and capital positions, and promoting a balance between loan growth and asset quality.

i. Development of transaction banking and digital banking services.

BCA prioritized strengthening transaction banking, reflected in its annual business plan and strategic work programs. Reliable payment settlement services are the driving force behind customer trust in our services, leading to sticky and solid CASA growth.

The Bank's initiatives to strengthen transaction banking capabilities were heavily focused on the development of digital platform services, such as online account opening through BCA Mobile. Since its launch early in the year, this facility has received positive feedback and contributed to customer growth.

The Bank continued to strengthen collaboration with e-commerce and fin-tech companies to expand the coverage of its payment ecosystem. It utilized application programming interface (API) technology for integration of co-partner systems with its system.

These initiatives were supported by a robust information technology infrastructure and a reliable security system.

ii. Loan expansion

We focused on disbursing loans to customers with positive track records and maintained loan diversification to mitigate concentration risk. Loan growth is expected to be supported by the corporate segment. We continue to engage in loan syndication for prospective infrastructure projects related to toll roads, electricity, telecommunications and airports.

Commercial and SME segments will be equipped with optimization of the role of the commercial business centers at the regional offices, and the development of SME centers at branches. For consumer segment, The Bank remained proactive by offering products at competitive interest rates and holding various promotional activities and special events, such as BCA Expoversary, to optimize its consumer lending growth.

BCA improved its loan infrastructure, leveraging technology to accelerate the approval process, while implementing prudent banking principles. We also focused on improving the competency of our credit employees (account and relationship officers) through training programs, both on-site and e-learning through a digital application. Information technology was utilized to manage data and debtor information, which complemented credit analysis and captured potential new debtors in various customer segments.

iii. The development of comprehensive solutions and services

BCA strives to provide comprehensive products and services, improving coordination among business units and synergy with subsidiaries, to meet growing customer needs.

The Bank strengthened its business in foreign exchange, cross border remittance, trade finance, wealth management and bancassurance, and in the business lines of its subsidiaries. We collaborated with subsidiaries engaged in vehicle financing, sharia bank, securities, remittance, general insurance, life insurance and venture capital investment in technology.

The provision of comprehensive financial products and services complemented our core transaction banking and generated cross selling opportunities to support overall performance. We are confident our subsidiaries have room for growth by leveraging our wide customer base. Comprehensive financial services delivered in cooperation with subsidiaries will reinforce the relationship with our customers.

We recently completed the acquisition of Bank Royal, part of our business plan for the year, and are in the process of formulating its business model, which will focus on the provision of digital services in collaboration with BCA. We also signed a conditional sale and purchase agreement to acquire Rabobank Indonesia which is expected to be completed in 2020.

MARKETING ASPECT

The objectives of BCA's marketing programs are to improve relationships with the existing customers, to acquire new customers, and to boost the utilization of products and services. Furthermore, the marketing programs are launched to increase awareness of our new product and services.

BCA leverages on digital technology and social media to carry out its marketing activities to reach wider communities, particularly the younger generation and more tech-savvy customers. The Bank's renowned call center namely Halo BCA is accessible through telephone, video call and media chat for 24/7 to offer solution and provide information on products and services.

The following are the Bank's initiatives to support its marketing agenda:

- Joint promotion and marketing programs with strategic partners (for e.g. MAP Grup, Starbucks, Alfamart, Indomaret, Gramedia, Pizza Hut, Matahari Department Store and Singapore Airlines). Collaboration with leading e-commerce platforms such as Gojek, Shopee, Tokopedia, Blibli and Bhinneka.
- Held various events offering attractive promotions relating to consumer products such as mortgage, vehicle loans and products of our subsidiary companies. Other joint promotion activities include hosting travel fair events with Singapore Airlines, participation in Big Bad Wolf Book Sale and Jakarta Sneaker Day.
- Strengthening digital marketing programs through social media (Facebook, Twitter, Instagram), including improving digital command center. The center allows close monitoring of social media activities and trends which will supply the Bank's with opportunities and challenges.

- Upgrading corporate website (bca.co.id) including the mobile version with a more user friendly and attractive display. These platforms are improved and enhanced in terms of products and services information as well as through addition of new features (e.g. online account opening and e-branch).
- Improving VIRA chat platform as digital customer service and marketing tool, particularly to cater the millennials. VIRA also provides marketing support by disseminating information on promotion programs.
- Encouraging employees to utilize BCA digital services to increase digital awareness.

DEBT SERVICE ABILITY AND LOAN RECEIVABLES COLLECTABILITY

BCA has a sound financial performance and ability to meet its long and short term obligations. Our profit increased by CAGR 11.6% in the past 5 years and liquidity position remain solid reflected from LDR ratio of 80.5% in 2019. Furthermore, the bank receives positive assessments from external ratings agencies (Fitch Ratings) as stated below.

Fitch Ratings

Outlook	Stable
Local long term rating	AAA (idn)
Issuer default - long term rating	BBB
Issuer default - short term rating	F3
Supporting rating	3

BCA has an adequate liquidity position resulted from prudent asset and liability management. The Asset and Liability Committee (ALCO) regularly reviews the loan demand and estimated funding flow to manage a prudent and strong balance sheet position. ALCO also conducts periodical meetings with relevant business units to address any issues or potential challenges affecting the Bank's liquidity.

In monitoring the liquidity condition, the Bank uses several liquidity metrics including Loan to Deposit Ratio (LDR) and Macroprudential Intermediation Ratio (RIM). By the end of the year, LDR stood at 80.5% and RIM at 81.6%. BCA always maintains intact liquidity position resulted from stable CASA growth of CAGR 11.4% in the last 10 years. The Bank's CASA to total third party funds stood at 75.9% in 2019.

As part of liquidity management, BCA placed its excess liquidity in risk-free short term instruments (including placement with BI). Secondary reserve amounting to Rp118.7 trillion or 17.0% of the total third party funds. The majority of secondary reserve is placement with Bank Indonesia includes marketable securities with tenor of less than one year.

The Bank's Capital Adequacy Ratio (CAR) remained strong at 23.8% in 2019 (2018: 23.4%) and It is amongst the highest in the industry. The CAR ratio covers credit risk, market risk and operational risk.

BCA records robust rentability as reflected by key ratios that include Return on Assets (ROA), Return on Equity (ROE) and Net Interest Margin (NIM) of 4.0%, 18.0% and 6.2%, respectively.

Keeping a balance between loan growth and sound quality asset is very essential in a banking business. In 2019, BCA's NPL ratio was 1.3%, slightly improved compared with last year's 1.4%, and better than the industry average of 2.5%.

In extending loans, the Bank focuses on high quality customers and top tier players in each potential industry especially for a larger loan amount. BCA's strength in transaction banking services allows close monitoring on customers' payment activities which give an overview of their ability to pay the loan.

CAPITAL STRUCTURE AND MANAGEMENT POLICY

The capital structure

The capital structure of the bank is as follows:

- Core capital (Tier 1) stood at 96.0% of total capital, equivalent to Rp170.8 trillion.
- Some 4.0% was in second tier capital (Tier 2) amounted to Rp7.1 trillion. The Tier 2 capital mostly consists of general provision for earning assets.

Capital Components (consolidated - in billion Rupiah)

	2019	2018	2017
Capital	177,888	156,052	134,608
Tier 1 Capital	170,750	149,413	129,240
Tier 2 Capital	7,138	6,639	5,368
Risk Weighted Assets (Credit, Operational and Market Risk)	721,917	651,532	570,459
Capital Adequacy Ratio (CAR) - consolidated	24.6%	24.0%	23.6%
Capital Adequacy Ratio (CAR) - non consolidated	23.8%	23.4%	23.1%

Management Policy on Capital Structure

Capital adequacy ratio (CAR) is used as a metric to measure the capital sufficiency level covering credit risk, market risk and operational risk. BCA has adequate CAR of 23.8%, exceeding the minimum risk profile-based capital. BCA's capital base is sufficient for the conservation buffer, countercyclical buffer and capital surcharge for a domestic systemically important bank (D-SIB) as stipulated in BI and OJK regulations regarding the minimum capital requirements for commercial banks.

BCA, together with its subsidiaries, carried out integrated stress testing using various scenarios including changes in the level of NPLs, liquidity and capital position. Based on the stress testing results, BCA and its subsidiaries have adequate balance sheet position to face these risks based on scenarios being used.

Capital adequacy is essential for the bank and its subsidiaries expansions in alignment with the promising growth of Indonesian economy. To anticipate future business growth, BCA retained majority of the profit and contributed 32.4% of the net income (Rp340/share) as dividend.

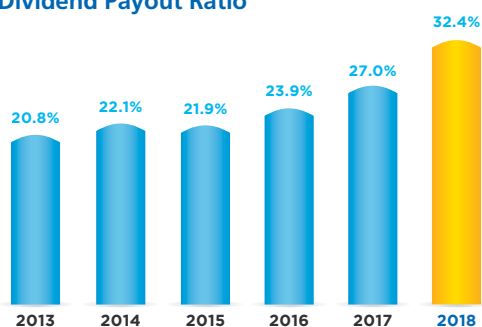
Basis Management Policy on Capital Structure

The Board of Directors formulates capital management strategies as part of the Bank's business plan and obtains approval from the Board of Commissioners based on Financial Services Authority Regulation No. 11/POJK.03/2016 dated 2 February 2016 and No.34/POJK.03/2016 dated 26 September 2016 concerning Minimum Capital Requirements for Commercial Banks.

DIVIDEND POLICY

BCA seeks approval from the shareholder to determine the amount of dividends during the annual general meeting of shareholders. BCA regularly reviews the dividend policy in order to keep enough capital for growth, capital expenditure and new business development.

Dividend Payout Ratio



Based on the latest annual general meeting of shareholders dated April 11, 2019, BCA shareholders approved the allocation of net income from the year 2018 for a cash dividend amounting to Rp8.4 trillion or Rp340 per shares (paid through an interim dividend of Rp85 per share distributed on December 20, 2018, and a final dividend of Rp255 per share distributed on April 30, 2019). This dividend payment is equivalent to a dividend payout ratio of 32.4% of the net profit generated in 2018.

REALIZATION OF CAPITAL EXPENDITURE

During 2019, realization of capital expenditure reached Rp3.0 trillion, mostly in the category of office furnitures, fixtures and equipment related to the network development of EDC, ATM networks and information technology. BCA is committed to continuously invest in technology-based development to enhance the capability of its transaction banking services.

Capital Expenditures Investment (in billion Rupiah)

	2019	2018	2017	Increase / (decrease) 2019		Increase / (decrease) 2018	
				Nominal	%	Nominal	%
Land	128	17	53	111	652.9%	(36)	-67.9%
Buildings	35	299	150	(264)	-88.3%	149	99.3%
Office furnitures, fixtures and equipments	2,262	1,759	938	503	28.6%	821	87.5%
Motor vehicles	17	15	14	2	13.3%	1	7.1%
Construction in progress	584	505	580	79	15.6%	(75)	-12.9%
Total	3,026	2,595	1,735	431	16.6%	860	49.6%

MATERIAL COMMITMENTS FOR CAPITAL EXPENDITURE

Purpose of Material Commitments for Capital Expenditure

Material commitments for capital expenditure are allocated to strengthen the Bank's business through network expansion, information technology infrastructure development, and other investments in support of BCA's operational activities.

Source of Funds for Capital Expenditure

BCA ensures the adequacy of its capital to support capital expenditures. In a growing business environment, BCA continues to invest mostly in the networks and information technology related items using its accumulated profits.

Currency and Foreign Exchange Risk Mitigation Related To Capital Expenditures

BCA procures capital goods from both domestically and abroad depending on the availability. Invoices and payments were mostly denominated in Rupiah, thus minimizing exchange rate risk.

INFORMATION AND MATERIAL INFORMATION AFTER THE DATE OF FINANCIAL REPORTING

There is no significant event, information or material information occurring after the date of financing reporting.

MANAGEMENT AND/OR EMPLOYEE STOCK OPTION PLAN (MSOP/ESOP)

During 2019, BCA did not have a share option program for the Board of Directors, Board of Commissioner and employees.

REALIZATION OF PUBLIC OFFERING FUNDS

During 2019, BCA did not conduct any offering in the form of new share issuance.

MATERIAL INFORMATION REGARDING INVESTMENT, EXPANSION, DIVESTMENT AND ACQUISITION

During 2019, BCA did not have transactions or activities with material value related to investment, expansion, divestment and acquisition.

BCA conducted some corporate actions during 2019, as follow:

- BCA acquired Bank Royal and the acquisition was completed in October 31, 2019 with total acquisition cost of Rp988.05 billion. BCA is currently developing a new business model for Bank Royal which will be focusing on the digital banking services. To support Bank Royal future growth, BCA extended a loan facility amounting to Rp 1.5 trillion in December 2019 and injected Rp 1 trillion of additional capital

in January 2020. With this capital increase, Bank Royal has been upgraded to BUKU II category and is eligible to provide digital banking services.

- BCA placed Rp1 trillion of additional capital in BCA Syariah to strengthen capital for business growth.
- BCA increased capital of CCV amounting to Rp200 billion to support its investment activities in selected startup and fintech companies.
- In December 2019, BCA signed a Conditional Sale and Purchase Agreement (CSPA) to acquire 100% stake in Rabobank Indonesia.

INFORMATION ON MATERIAL TRANSACTIONS WITH CONFLICTS OF INTEREST

During 2019, there were no material transactions carried out with conflicts of interest.

DISCLOSURE OF TRANSACTIONS WITH RELATED PARTIES

BCA conducts various transactions with related parties in carrying out its business activities which did not cause any conflict of interest transactions. Such transactions are carried out according to normal commercial terms as those conducted with non-related parties.

Details of material transactions with related parties (amount, type of transaction and the nature of the relationships with related parties) is available in the audited consolidated financial statements in Note No. 47 on pages 733-740 and under section "Good Corporate Governance" with "Affiliated Transactions and Conflict of Interests" subsection.

GROUP-WIDE FUNDING, COMMITMENTS AND OTHER FACILITIES TO SINGLE OUTSIDE DEBTORS

The combined loan facilities extended by the Bank and its subsidiaries to single debtors or groups of debtors were Rp237.0 trillion or 40.4% of the Bank's total outstanding loans. The majority of the facilities was in the form of car financing (via BCA Finance) and sharia banking (via BCA Syariah). By year end, the NPL ratio for these portfolio was 0.3%.

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

Collectability	Number of Debtors	Facilities at Subsidiaries				Facilities in BCA	Total Exposure
		BCA Finance	BCA Finance Limited	BCA Syariah	BCA Multi Finance		
Current	494,178	3,160	-	2,407	208	224,738	230,513
Special Mention	44,636	185	-	30	27	4,349	4,591
Substandard	1,917	7	-	116	1	213	336
Doubtful	2,125	2	-	-	2	142	146
Loss	6,027	28	-	-	2	1,360	1,390
Total	548,883	3,382	-	2,553	240	230,802	236,976

IMPACT OF CHANGES IN LAWS AND REGULATIONS

In 2019, there were several new regulations issued that have impacts on the business activities of the Bank and its subsidiaries. The regulations are as follow:

- BI regulation No.21/27/PADG/2019 concerning Minimum Reserve Requirement in Rupiah and Foreign exchange for conventional banks, sharia bank and sharia unit. The minimum reserve requirement is reduced by 100 bps to 5.5% and 4.0%, with the average reserve requirement capped at 3%. This regulation aims at easing banking sector liquidity. Subsequent to this regulation, BCA adjusted its reserve requirements both in Rupiah and foreign currencies.
- BI regulation No.21/18/PADG/2019 concerning the implementation of National Standard Quick Response Code for payment using Indonesia Standard (QRIS). The regulation stipulates the coverage of QR code application for payment, implementation and sets the maximum nominal amount of Rp2 million per transaction. Applying this regulation, BCA intensely promotes the use of QRIS for payment/settlement.
- BI Regulation No.21/13/PBI/2019, this regulation adjusts the limit for maximum exposure and reset the minimum down payment. BCA adjusts the maximum limit of the LTV ratio for property loans and minimum down payments for vehicle loans.
- Bank Indonesia's Board of Governors Regulation No 21/5/PADG/2019 concerning the macroprudential intermediation ratio and macroprudential liquidity buffer for commercial banks, sharia banks and sharia units, manages the adjustment in the lower limit of the RIM target from 80% to 84% and the upper limit from 92% to 94%. BCA has maintained its lower and upper limits according to the regulation.
- Minister of Finance Regulation No. 215/PMK.03/2018 (implemented on January 1, 2019) concerns the calculation of income tax installments in the current tax year that must be self-remitted by new taxpayers, banks, state owned enterprises, local government owned enterprises, publicly listed taxpayers, and other taxpayers. BCA will follow the regulation and adjust the calculation of PPh25.

BCA's Management believes that the aforementioned new regulations will have positive impact to the Indonesian banking sector and support the country's economy growth.

CHANGES IN ACCOUNTING POLICIES

The Financial Accounting Standard Board of the Indonesian Institute of Accountants (DSAK-IAI) issued the following relevant new standards, amendments and interpretations, effective on or after January 1, 2019:

- ISFAS 33 "Foreign Currency Transactions and Advance Consideration";
- ISFAS 34 "Uncertainty over Income Tax Treatment";
- The amendments to SFAS 24 "Employee Benefits: Plan Amendment, Curtailment or Settlement";
- Annual Improvements 2018 to SFAS 22 "Business Combination";
- Annual Improvements 2018 to SFAS 26 "Borrowing Cost";
- Annual Improvements 2018 to SFAS 46 "Income Taxes"; and
- Annual Improvements 2018 to SFAS 66 "Joint Arrangements".

The implementation of the above amendments and interpretations standards do not have substantial changes to the accounting policies and have no material effect on the consolidated financial statements for the current or prior financial years.

In 2019, DSAK-IAI also issued some new standards which will be effective starting January 1, 2020, such as SFAS 71 Financial Instrument, SFAS 72 Revenue from Contracts with Customers and SFAS 73 Leases. To accommodate these changes, BCA has prepared the supporting system, performed testing and made necessary adjustments in the system's modelling.

BUSINESS CONTINUITY

In achieving business continuity, BCA maintains a balance amongst key elements such as strong financials, ample capital and liquidity, healthy asset quality in addition to customer satisfaction. With today's ever-changing environment and more diverse customer needs, agility becomes an important feature to stay ahead. BCA responds these dynamics by offering a broad range of comprehensive financial solutions through reliable and secure transaction platforms.

BCA performs periodical tests and updates for hardware, network core systems, software and operating systems. BCA also manages a number of network infrastructures that operates in real-time. To maintain business operations continuity, BCA runs two data centers in Jakarta on a mirroring principle and manages a fully integrated disaster recovery facility.

The Bank's business continuity plan is designed to ensure seamless business activities under normal situation and in the event of a significant disruption. The plan takes into account the possibility of natural disasters, such as large-scale earthquakes and floods.

BCA took several strategic initiatives in human resource management in line with its long term strategy and long term business prospects. The objectives are to develop a high quality workforce, prepare for succession, strengthen competencies based on the Bank's needs, and implement sound governance. BCA constantly instills corporate values and culture to employees at all levels as a foundation of building a sustainable organization.

PRIME LENDING RATE

In connection with Financial Services Regulation No.32/ POJK.03/2016 concerning Transparency and Publication of Bank Reports, BCA implements transparency of its prime lending rate to the public through website publications, newspapers and annual reports. This enhances corporate governance and encourages healthy competition in the banking industry.

The prime lending rate calculation is based on three components: the cost of loanable funds; overhead costs incurred by the Bank in the lending process; and the profit margin determined for lending activities.

Detailed information on changes to the prime lending rate are available at branches, and can be accessed on BCA's website at www.bca.co.id and through national daily newspapers. Below is BCA's quarterly prime lending rates during 2019.

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 - 2018	9.75	9.90	9.90	8.33
Quarter I - 2019	9.75	9.90	9.90	8.98
Quarter II - 2019	9.75	9.90	9.90	8.98
Quarter III - 2019	9.75	9.90	9.90	8.98
Quarter IV - 2019	9.75	9.90	9.90	8.61

Note:

- Prime lending rate is used as the basis for determining customer lending interest rates. The rate does not include the estimated individual credit risk premium, which depends on the Bank's risk assessment on each debtor or group of debtors. Therefore, the lending rate for each debtor might be different from the prime lending rate.
- Non-mortgage consumer loans do not include credit card and unsecured loans.
- Non-mortgage consumer loan prime lending rate is the prime lending rate for vehicle loans through a joint financing scheme with PT BCA Finance.
- The prime lending rate for mortgage is the variable rate (floating rate) in nature.



CORPORATE GOVERNANCE



GLOSSARY

No.	Keywords/Terms	Initials
1.	Accounting Education Program	PPA
2.	Annual General Meeting of Shareholders	AGMS
3.	Annual Report	AR
4.	<i>Asset & Liability Committee</i>	ALCO
5.	ASEAN Corporate Governance Scorecard	ACGS
6.	Audit Committee	AC
7.	Bank Indonesia	BI
8.	Bank Indonesia Circular Letter	BI Circular Letter
9.	Bank Indonesia Regulation	BI Regulation
10.	Bank Sustainability Report	Sustainability Report
11.	Corporate	BCA
12.	Corporate Social Responsibility	CSR
13.	Credit Committee	CC
14.	Credit Policy Committee	CPC
15.	Extraordinary General Meeting of Shareholders	EGMS
16.	Financial Report	FR
17.	Financial Services Authority	OJK
18.	Financial Services Authority Circular Letter	OJK Circular Letter

No.	Keywords/Terms	Initials
19.	Financial Services Authority Regulation	OJK Regulation
20.	Financial Services Institution	FSI
21.	Good Corporate Governance	GCG
22.	Indonesia Deposit Insurance Corporation	IDIC
23.	Indonesia Stock Exchange	IDX
24.	Informatics Engineering Education Program	PPTI
25.	Information Technology Steering Committee	ITSC
26.	Integrated Governance Committee	IGC
27.	Integrated Risk Management Committee	IRMC
28.	Number (for Regulation)	No.
29.	Personnel Case Advisory Committee	PCAC
30.	PT Bank Central Asia Tbk	BCA
31.	Public Accountant	PA
32.	Public Accounting Firm	PAF
33.	Remuneration and Nomination Committee	RNC
34.	Risk Management Committee	RMC
35.	Risk Oversight Committee	ROC
36.	Small Medium Enterprises	SME
37.	Subsidiary Company of PT Bank Central Asia Tbk	Subsidiary
38.	Value Added Tax	VAT

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CORPORATE GOVERNANCE

INTRODUCTION

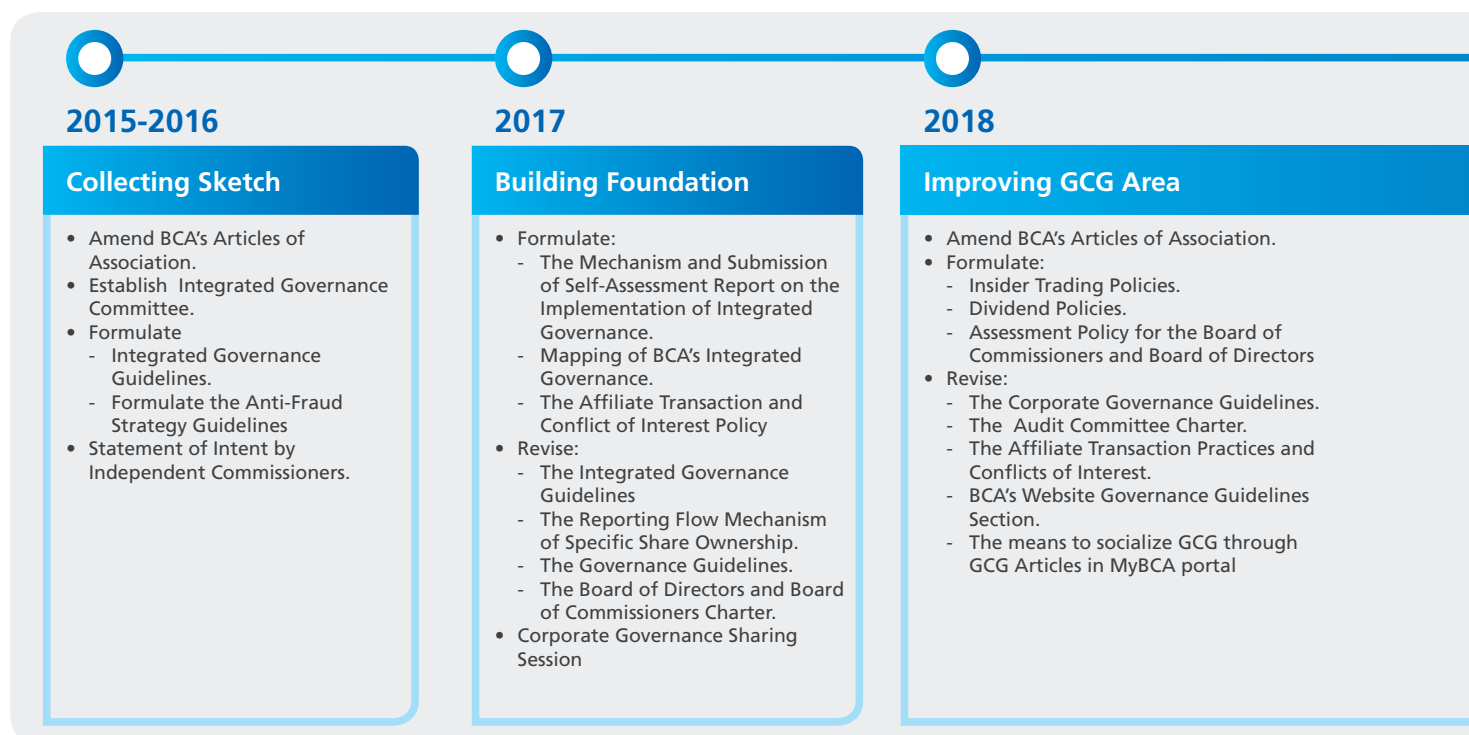
1. Objective of Corporate Governance Implementation

BCA continuously strives to apply the principles of Good Corporate Governance and abides by the prevailing regulations at all times. The objectives of the implementation of the principles of Good Corporate Governance at BCA are:

- a. Supporting BCA's vision to become the "To be the most trusted bank of choice and a major pillar of the Indonesian economy"
- b. Supporting BCA's mission, namely:
 - Building a center of excellence in payment settlement and financial solutions for business customers and individuals
 - Understanding the various needs of customers and provide the right financial services to achieve optimal customer satisfaction.
 - Enhancing the franchise value and the value of BCA stakeholders.
- c. Providing benefits and added value for shareholders and stakeholders.
- d. Maintaining and increasing healthy and competitive business for a long term (sustainable).
- e. Gaining investor confidence to BCA.

2. Roadmap

BCA prepares a roadmap for governance within a period of five years which is used as a reference for implementing governance at BCA. The roadmap for BCA governance from 2015 to 2020 is as follows:





2019

Strengthening GCG

- Fulfill ACGS Indicator.
- Disclose OJK's Table of Recommendation with explanations.
- Improve Integrated Governance Communication through Workshops with Subsidiaries cooperate with KNKG.

- Fulfill the OJK's Recommendation Regarding Corporate Governance.
- Improve:
 - Corporate Governance Guidelines.
 - Affiliate Transaction Practices and Conflict of Interest Policy.
 - GCG Articles in MyBCA portal.
- Analysis:
 - Code of Ethics.
 - Annual Disclosure.
 - BCA's Website in Corporate Governance Section.
- Implement:
 - The self-assessment of Board of Directors' and Board of Commissioners' Performance Pursuant to OJK's guide.
 - Invitation AGMS released 28 Days before the commencement of AGMS.
 - The publication the result of AGMS at the same day as the commencement of AGMS.
- Formulate the Financial Sustainability Report.

2020

Fostering GCG Culture

- Oversee the Implementation of GCG at BCA with regulations.
- Revise:
 - GCG implementation based on External Assessment Results.
 - ACGS implementation
 - Sustainable Governance Implementation and Revision
 - The Integrated Governance Guidelines.
 - The Implementation of Integrated Governance
- Socialize:
 - BCA's Code of Ethics.
 - The Annual Disclosure Practices.
 - Compulsory Materials on GCG E-learning to All Employees.

3. References

BCA has implemented Good Corporate Governance by referring to regulatory provisions, internal regulations, and best practices that are applicable and exemplified in a national and international scale.

BCA sets the ASEAN Corporate Governance Scorecard (ACGS), an international best practices issued by ASEAN Capital Market Forum (ACMF), as guideline to implement Good Corporate Governance as reference. Indonesian regulations, including the Law, Finance Services Authority (OJK) regulations, OJK Circular Letters, as well as the roadmap of Indonesian Corporate Governance Guidelines issued by OJK, sets as the basis of the formulation of Good Corporate Governance policies at BCA. BCA completed the legal basis for the formulation of Good Corporate Governance policies by also referring to BCA's Articles of Association in order for the policies to not only comply with existing regulations, but also are in line with BCA's business efforts.

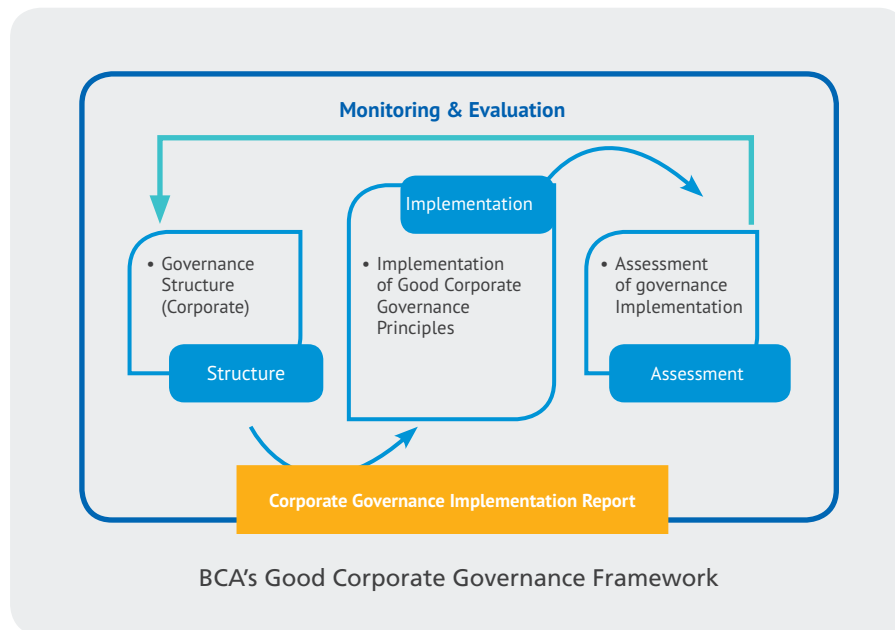
The formulation of BCA's Good Corporate Governance policies are referring to the following regulations:

- Law No. 8 of 1995 concerning Capital Markets.
- Law No. 40 of 2007 concerning Limited Liability Companies.
- POJK No. 11/POJK.04/2017 concerning Ownership Reports or Any Changes in Ownership of Public Company Shares.
- POJK No. 10/POJK.04/2017 concerning Amendments to OJK Regulation No.32/POJK.04/2014 on the Plans and Organizing of a General Meeting of Shareholders of a Public Company.
- POJK No. 55/POJK.03/2016 concerning Implementation of Governance for Commercial Banks.
- OJK Regulation No. 32/POJK.03/2016 concerning Amendments to the OJK Regulation No.6/POJK.03/2015 concerning the Transparency and Publication of Bank Reports.
- OJK Regulation No. 29/POJK.04/2016 concerning Annual Reports of Issuers or Public Companies.
- OJK Regulation No. 5/POJK.03/2016 concerning the Bank Business Plans.
- OJK Regulation No. 56/POJK.04/2015 concerning Formation and Guidelines for the Formation of Internal Audit Unit Charter.
- OJK Regulation No. 55/POJK.04/2015 concerning Formation and Guidelines for Work Implementation of the Audit Committee.
- OJK Regulation No. 45/POJK.03/2015 concerning Implementation of Governance in Providing Remuneration for Commercial Banks
- OJK Regulation No. 21/POJK.04/2015 concerning Implementation of Governance Guidelines for Public Companies.
- OJK Regulation No. 35/POJK.04/2014 concerning .Corporate Secretary of Issuers or Public Companies.
- OJK Regulation No. 34/POJK.04/2014 concerning Nomination and Remuneration Committee of Issuers or Public Companies.
- OJK Regulation No. 33/POJK.04/2014 concerning Directors and Board of Commissioners of Issuers or Public Companies.
- OJK Regulation No. 18/POJK.03/2014 concerning Implementation of Integrated Governance for Financial Conglomerations.
- OJK Regulation No. 17/POJK.03/2014 concerning Implementation of Integrated Risk Management for Financial Conglomerations
- OJK Circular Letter No.13/SEOJK.03/2017 concerning Implementation of Governance for Commercial Banks.
- OJK Circular Letter No. 43/SEOJK.03/2016 concerning Transparency and Publication of Conventional Commercial Bank Reports.
- OJK Circular Letter No. 40/SEOJK.03/2016 concerning Implementation of Governance in Providing Remuneration for Commercial Banks
- OJK Circular Letter No.25/SEOJK.03/2016 concerning the Commercial Bank Business Plans.
- OJK Circular Letter No. 30/SEOJK.04/2016 concerning Form and Content of Issuers or Companies' Annual Reports.
- OJK Circular Letter No.32/SEOJK.04/2015 concerning Guidelines for Open Corporate Governance.

- OJK Circular Letter No.15/SEOJK.03/2015 concerning Implementation of Integrated Governance for Financial Conglomerations.
- OJK Circular Letter No.14/SEOJK.03/2015 concerning Implementation of Integrated Risk Management for Financial Conglomerations.
- BCA's Articles of Association.
- Roadmap of Indonesian Corporate Governance Guidelines issued by the OJK.

4. Good Corporate Governance Framework and Action Plan

The following is the BCA's framework of BCA's Good Corporate Governance.



The Good Corporate Governance framework at BCA consists of a governance structure as a foundation, implementation as an embodiment of the implementation of governance principles, and the assessment towards the implementation of corporate governance as a parameter for implementing Corporate Governance principles at BCA. This parameter is used by BCA organs as an indicator to continue to make sustainable improvements in implementing the principles of Good Corporate Governance. Disclosure of the Corporate Governance framework is stipulated in the Corporate Governance Implementation Report.

To timely determine the required action plan, BCA periodically conducts comprehensive self-assessment of the application adequacy of good corporate governance. BCA's 2019 good corporate governance action plan is as follows.



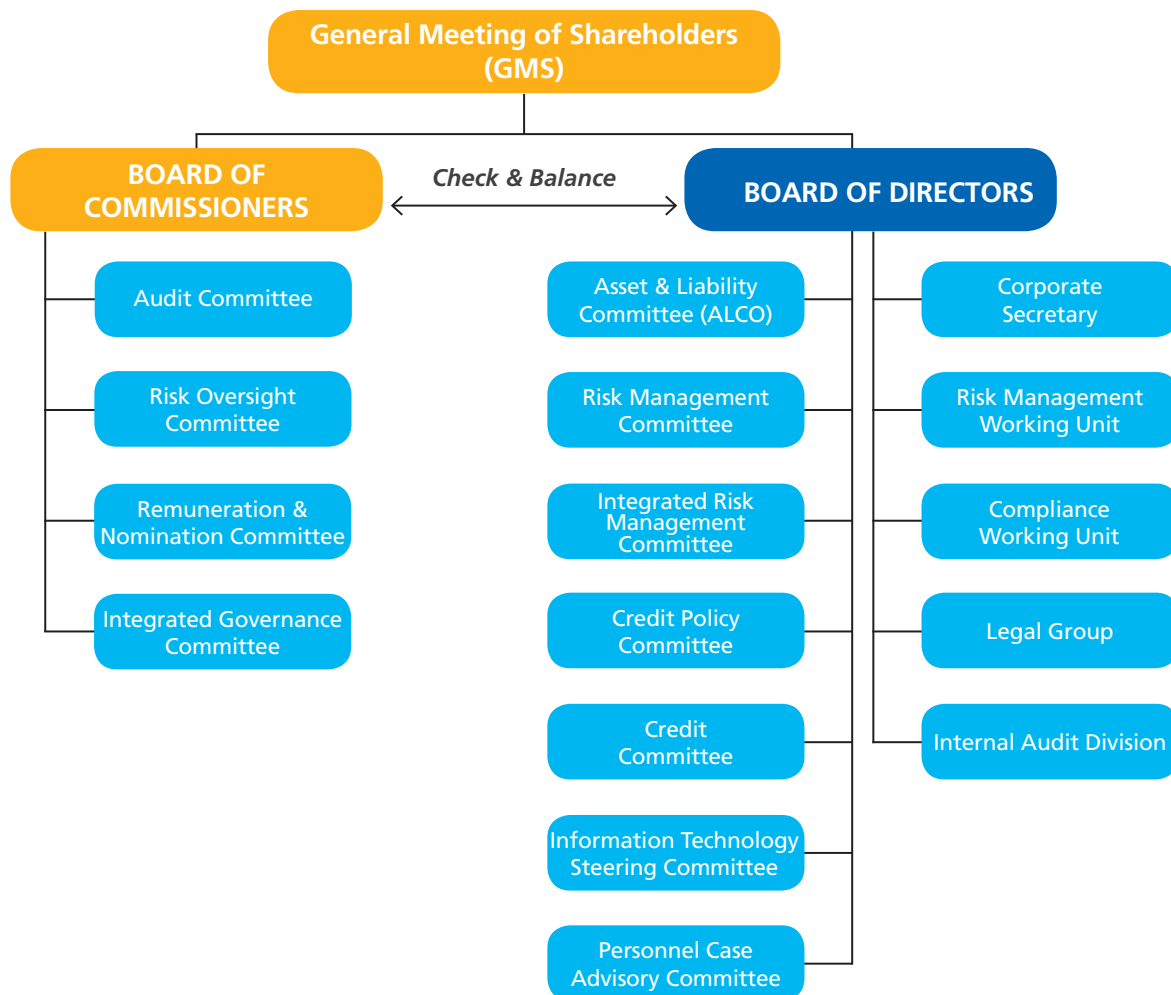
Remarks:

- * Improvement is a the results follow-up of monitoring aimed at providing added value, refinement and/or correction in implementing the principles of governance at BCA. Improvements that have been conducted in 2019 include:
- Corporate Governance Guidelines update
 - Renewing policies regarding Corporate Governance, among others:
 - Internal audit function;
 - Audit committee;
 - Conflict of interest;
 - Affiliate transaction.
 - Affiliated transactions reporting campaigning to work units
 - The corporate governance section update website to facilitate the provision of good corporate governance information for stakeholders and the public
 - Implementation of ASEAN CG scorecard indicators
 - Campaigning on good corporate governance through uploaded articles related to corporate governance on BCA internal portal as well as endorsement that discusses issues surrounding good corporate governance, including related to the new capital market regulations of the regulator, corporate governance issues, and implementation of good corporate governance at BCA.

A. CORPORATE GOVERNANCE STRUCTURE

BCA's Corporate Governance structure is a governance organization scheme consisting of the of General Meeting of Shareholders (GMS) as the highest organ to support work/business units of governance in BCA. Every work/business unit has a defined set of duties and responsibilities, as a reflecting of check and balance principles and the implementation of BCA internal control system.

BCA's Corporate Governance Structure



BCA's corporate governance structure consists of:

- 1) General Meeting of Shareholders (GMS);
- 2) Board of Commissioners;
- 3) Board of Directors;
- 4) Committees under the Board of Commissioners are Audit Committee, Risk Oversight Committee, Remuneration and Nomination Committee, Integrated Governance Committee;
- 5) Board of Directors' Executive Committees are Asset and Liability Committee (ALCO),

- Risk Management Committee; Integrated Risk Management Committee; Credit Policy Committee; Credit Committee; IT Steering Committee; Personnel Case Advisory Committee;
- 6) Corporate Secretary;
- 7) Risk Management Work Unit, Compliance Work Unit, Legal Group, and Internal Audit Division.

B. IMPLEMENTATION

BCA's commitment to implement Good Corporate Governance is executed by following areas:

1. Internal Policies Related to Good Corporate Governance

BCA's internal policies on Good Corporate Governance are served as a tool to comply with regulations, to support Good Corporate Governance infrastructure, and to execute Good Corporate Governance implementation. BCA policies related to Good Corporate Governance including:

Issues	Type of Internal Policies
General Provision	<ol style="list-style-type: none"> 1. BCA's Article of Association 2. BCA's Code of Ethics
Corporate Governance Policies	The Board of Directors Decree No.168/SK/DIR/2018 dated October 24, 2018 concerning Adjustment of Corporate Governance Guidelines
The Board of Commissioners and the Board of Directors	<ol style="list-style-type: none"> 1. Board of Commissioners Guidelines and Code of Conduct and the Board of Directors Guidelines and Code of Conduct that become an integral part of the Corporate Governance Guidelines. 2. The Board of Directors Decree No. 215 / SK / DIR / 2018 dated 31 December 2018 concerning Self-Assessment Policy of the Board of Directors and the Board of Commissioners.
The Committees Under the Board of Commissioners	<ol style="list-style-type: none"> 1. The Board of Commissioners Decree No. 117 / SK / KOM / 2019 dated July 10, 2019 concerning Audit Committee Charter of PT Bank Central Asia Tbk. 2. The Board of Commissioners Decree No. 172 / SK / KOM / 2019 dated November 7 ,2019 concerning Risk Oversight Committee Charter. 3. The Board of Commissioners Decree No. 035 / SK / KOM / 2017 dated February 24, 2017 Concerning the Remuneration and Nomination Committee Structure. 4. Part B Chapter 3 of the BCA Governance Guidelines concerning Guidelines and Code of Conduct for the Integrated Governance Committee in Supporting Committees of the Board of Commissioners of the Integrated Governance Committee Section.
Integrated Governance	<ol style="list-style-type: none"> 1. The Board of Directors Decree No. 160A / SK / DIR / 2017 dated November 21, 2017 concerning the Revision of the Integrated Governance Guidelines of PT Bank Central Asia Tbk. 2. The Board of Directors Decree No. 037 / SK / DIR / 2017 dated March 27, 2017 concerning the Integrated Compliance Risk Management Policy.
Affiliated Transactions and Conflict of Interest	<ol style="list-style-type: none"> 1. The Board of Directors Decree No. 214 / SK / DIR / 2019 dated December 27, 2019 concerning Affiliated Transactions and Transactions Containing Conflicts of Interest. 2. Circular Letter No. 319 / SE / POL / 2019 dated December 27, 2019 concerning Implementation Guidelines for Affiliated Transactions and Transactions Containing Conflicts of Interest. 3. The Board of Directors Decree No. 219 / SK / DIR / 2003 dated 10 November 2003 concerning Provisions Regarding Conflicts of Interest.
Anti-fraud	Circular Letter No. 064 / SE / POL / 2015 dated April 7 ,2015 concerning Guidelines for Implementing Anti-Fraud Strategies.
Audit and Internal Control	<ol style="list-style-type: none"> 1. The Board of Directors Decree No. 078 / SK / DIR / 2019 dated May 28, 2019 concerning Internal Audit Charter. 2. The Board of Directors Decree No. 183 / SK / DIR / 2017 dated December 13, 2017 concerning Guidelines for the Internal Control System of PT Bank Central Asia Tbk.
Risk Management	The Board of Directors Decree No. 126/SK/DIR/2017 dated October 3, 2017 concerning the Basic Risk Management Policy of PT Bank Central Asia Tbk.
Anti-Money Laundering	<ol style="list-style-type: none"> 1. The Board of Directors Decree No. 065 / SK / DIR / 2015 dated May 15, 2015 concerning Revision of the Anti-Money Laundering and Prevention of Terrorism Financing Policy. 2. The Board of Directors Decree No. 143 / SK / DIR / 2018 dated September 20, 2018 concerning Issuance of the Anti-Money Laundering and Prevention of Terrorism Financing Guidelines for 2018.
Whistleblowing System	The Board of Directors Decree No. 146 / SK / DIR / 2017 dated November 1, 2017 concerning Implementation of the Whistleblowing System at BCA.

Issues	Type of Internal Policies
Procurement	<ol style="list-style-type: none"> 1. The Board of Directors Decree No. 130 / SK / DIR / 2017 dated October 10, 2017 concerning Provisions for Procurement of Goods and/or Logistics Services and Building. 2. The Board of Directors Decree No. 089 / SK / DIR / 2018 dated June 6, 2018 concerning Procurement of Goods and/or Services Related to Information Technology (IT).
Insider Trading	Part B Chapter 5 of BCA Corporate Governance Guidelines regarding Insider Trading Transactions.

Governance Guideline

The Bank has a governance updated policy that ratified guideline through Board of Directors Decree No. 168/SK/DIR/2018 dated October 24, 2018 concerning Adjustment of Corporate Governance Guidelines. The guidelines include the following areas:

- Principles of Good Corporate Governance
- General Meeting of Shareholders (GMS) and its implementation
- The Board of Commissioners and their guidelines and procedures
- Supporting committees of the Board of Commissioners and their guidelines and procedures
- The Board of Directors and its guidelines and procedures
- Communication and information functions.
- Information disclosure.
- Insider trading
- Dividend distribution
- Self-assessment report on the implementation of governance and integrated governance
- Annual report on the implementation of corporate governance and integrated corporate governance
- Key points of BCA's governance guidelines can be downloaded on the BCA website under the Governance section (<https://www.bca.co.id/en/Tentang-BCA/Tata-Kelola-Perusahaan/Tata-kelola>).

In addition to guidelines above, BCA also have:

Insider Trading Transaction Policy

The insider transaction policy is regulated in BCA's corporate governance guidelines, which include provisions on the policy legal basis,

prohibitions, exceptions, and compliance of insider trading transaction policies. BCA staffs are required to comply with applicable capital market regulations and uphold the values of BCA's Code of Ethics to support the implementation of this policy. BCA employees have to ensure that their personal interests unconflicted with the interests of BCA as a banking customer or entity, unabused their position and authority for personal or family interests and that not allowed to commit disgraceful actions that particularly harm the professional image and BCA image in general. The insider trading transaction policy points can be downloaded on the BCA website on the governance policy section (<https://www.bca.co.id/en/Tentang-BCA/Tata-Kelola-Perusahaan/Tata-kelola>).

Dividend Policy

The Dividend Policy is regulated in the BCA Governance Guidelines, covering rules regarding the legal basis policy, consideration of dividend distribution, proposed dividend distribution, and AGMS decisions regarding dividend. Announcement (publication), schedule, and procedure for dividend payment refer to the prevailing rules and/or regulations, including regulations, Financial Services Authority (OJK), Bank Indonesia, Indonesia Stock Exchange (BEI), taxation, and BCA articles of association. The main points of dividend policy can be downloaded on the BCA website on the governance policy section (<https://www.bca.co.id/en/Tentang-BCA/Tata-Kelola-Perusahaan/Tata-kelola>). Throughout 2019, the realization of dividend payments has been carried out in accordance with applicable regulations.

Conflict of Interest Policy

BCA has a Conflict of Interest Policy based on the Board of Directors Decree No. 219/SK/DIR/2003 concerning Provision Conflict of Interest. This policy is a guideline for BCA employees to consistently prioritizing BCA values in dealing with customers, partners and colleagues in implementing corporate governance practices and enhancing public trust.

Emergency Management Policy

The Emergency Management Policy is regulated in BCA's Financial Conglomeration Integrated Business Continuity Policy based on the Board of Directors Decree No. 180/SK/DIR/2017 dated December 11, 2017. The policy contains the implementation of business continuity to sustainable the business of BCA and members of BCA financial conglomerations in the event of a disruption. The matters that are regulated in this policy are related to business continuity plan policies, protocols from BCA to members of the BCA's Financial Conglomerations and vice versa, as well as the order of recovery priority.

Information Technology Corporate Governance Policy

In line with the rapid development and use of technology in providing banking services, BCA has had information technology corporate governance guidelines covering policies related to information technology risks, managing information technology changes, managing information technology problems, controlling information technology quality, managing information technology capacity, managing information technology communication networks and physical data center security. BCA has also regularly measured the maturity of its information technology and reviewing the information technology governance guidelines accordingly.

Procurement Policy

In supporting its banking business activities, BCA procures goods and services. BCA already has procurement guidelines for BCA to be able obtaining goods and/or services with the desired quality in accordance with applicable regulations and the principles of Good Corporate Governance. BCA procurement policies including, policies for goods and/or logistics and building services as well as those related to information technology. BCA's updated procurement policy is outlined in the Board of Directors Decree No. 130/SK/DIR/2017 dated October 10 2017 and No. 089/SK/DIR/2018 dated June 6, 2018.

Policies on procurement of goods and/or logistical services and buildings cover terms and authority for procurement, centralized and decentralized procurement systems, types of goods and/or services, procurement problem handling, activities grouping, supporting documents, procurement processes/flow, and vendor selection. Procurement policies related to information technology including procurement, trial and end user computing activities, procurement recommendations and approvals, procurement recommendation and approval authority, multi-principal/multi-vendor/multi-brand implementation as well as procurement guidelines. The principles of procurement policies can be downloaded on the BCA website. The BCA Governance Policy section periodically reviews these policies.

In relation to procurement vendors, BCA staffs are subject to the code of ethics relating to vendors which can be seen on page 524 of the Code of Ethics section in this Annual Report. Throughout 2019, BCA implemented procurement and/or the process of appointing suppliers/contractors in accordance with BCA internal policies on procurement of goods/services/information technology and other stipulated provisions.

Communication Policy

BCA recognizes the importance of communication policies to manage the communication between BCA and its stakeholders. BCA has a Communication and Information Disclosure Policy as outlined in the Governance Guideline. The policy includes regulations related to the Corporate Secretary, Reporting and Disclosure, Investor Relations, Media Communication, Information Access, Disclosure Level Determination, Transparency Aspects of BCA conditions, and material information or facts disclosure. BCA continuously to ensure the stakeholders and society to easily communicate and access BCA information and data. The main points of the communication policy can be downloaded on the BCA website in the Corporate Governance Policy section.

Affiliated Transaction and Conflict of Interest Policy

The Affiliated Transaction and Conflicts of Interest policy can be seen on page 499 on Affiliated Transactions section of this Annual Report.

Loan Policy for the Board of Directors and Board of Commissioners

Loan Policy for the Board of Directors and Board of Commissioners can be seen on page 529 on funding for related parties in this Annual Report.

2. Compliance with Good Corporate Governance Principles

BCA has complied Indonesian GCG principles as a reference for BCA, whose Good Corporate Governance implementation. BCA is committed to continuously improving the implementation of Good Corporate Governance principles in accordance with applicable laws and regulations as well as the development of best practices in corporate governance and the ACGS.

a. Basic Principles of Good Corporate Governance.

Based on OJK Regulation No. 55/POJK.03/2016 concerning Implementation of Governance for Commercial Banks and OJK Circular Letter No. 13/SEOJK.03/2017 concerning the Implementation of Governance for Commercial Banks, the implementation of corporate governance in the banking industry should always be based on five basic principles: transparency, accountability, responsibility, independence, and fairness.

Fulfillment of Good Corporate Governance Principles

Transparency	<ul style="list-style-type: none"> • With regards to implement the transparency principle, BCA has provide Good Corporate Governance Implementation Report in BCA and disclosed the information in a timely,clear, and easily accessible manner to stakeholders through BCA's website. • BCA disclosed important information in accordance to the procedures set forth in the capital market regulations and/or other related laws. • The disclosure principles adopted by BCA does not reduce BCA's obligation to fulfill the provisions on bank and job confidentiality
Accountability	<ul style="list-style-type: none"> • Members of Board of Directors and Board of Commissioners have clear duties and responsibilities • The Board of Directors and Board of Commissioners take account for their performance at the Annual General Meeting of Shareholders of BCA. • BCA establishes clear responsibilities for each unit of the organization that should be in line with BCA's vision, mission, business objectives and strategies. This can be seen in BCA's Organizational Structure, where each unit of the organization acts in accordance with its responsibilities.

Responsibility	<ul style="list-style-type: none"> • BCA complies prudential banking practices in conducting its business activities. • BCA also acts as a good corporate citizen.
Independency	<ul style="list-style-type: none"> • BCA acts professionally, free from pressure/intervention from any parties, and is objective in every decision making. • BCA avoids conflict of interest all the time.
Fairness	<ul style="list-style-type: none"> • BCA pays attention consistently to the interests of all stakeholders based on the principle of equality and equal treatment. • BCA provides opportunities to all shareholders to express their opinions at the General Meeting of Shareholders. • All stakeholders have access to information in accordance to the principle of transparency.

b. Implementation of Corporate Governance Guidelines for Public Company (recommendation of OJK Circular Letter No.32/SEOJK.04/2015).

BCA has fulfilled the Corporate Governance Guidelines for Public Companies, in accordance with Article 3 OJK Regulation No. 21/POJK.04/2015 concerning Implementation of Corporate Governance Guidelines for Public Company. In this Annual Report, BCA discloses information regarding the implementation of recommendations in the corporate governance guidelines, as outlined in OJK Circular Letter No.32/SEOJK.04/2015 concerning Corporate Governance Guidelines for Public Company, as follows:

Fulfillment of OJK Circular Letter No.32/SEOJK.04/2015

No.	Recommendations	Descriptions
A	PUBLIC COMPANY RELATIONSHIP WITH SHAREHOLDERS IN GUARANTEEING SHAREHOLDER RIGHTS	
	1st Fundamental Increase the Value of General Meetings of Shareholders (GMS).	
1.1	Public company has a method of voting, both open and closed voting systems to uphold independence, and the interests of shareholders.	<p>Implementation: Comply</p> <p>The voting procedures of the BCA General Meeting of Shareholders (GMS) shall be governed in the GMS Rules of Procedure (announce in the beginning of GMS event) and in the Articles of Association to foster the independence and interest of shareholders. To ensure transparency, shareholders and the public can also download the BCA's GMS Rules of Procedure on the BCA's website https://www.bca.co.id/en/Tentang-BCA/Tata-Kelola-Perusahaan/Aksi-Korporasi in GMS Rules of Procedure section.</p> <p>In BCA's Annual General Meeting of Shareholders held on April 11, 2019 and Extraordinary General Meeting of Shareholders on June 20, 2019, voting ordinance for every agenda of the GMS was conducted in an open manner in accordance with the instruction and guidelines given by the GMS Chairman. Shareholders or authorized proxy for a shareholder who disagrees or abstains on the proposed agenda may raise a hand to submit ballot paper to the Securities Administration Agency and to be verified by Notary in accordance with BCA GMS Rules of Procedure.</p> <p>More info on page 337-338</p>
1.2	All members of the Board of Directors and members of the Board of Commissioners of the Public Company must be present at the annual GMS.	<p>Implementation: Comply</p> <p>The attendance of all members of the Board of Directors and the Board of Commissioners at:</p> <ul style="list-style-type: none"> - the Annual General Meeting Of Shareholders on April 11, 2019 is as follows: <ul style="list-style-type: none"> 5 members of the Board of Commissioners = 100% 12 members of the Board of Directors = 100% - Extraordinary General Meeting Of Shareholders on June 20, 2019 is as follows: <ul style="list-style-type: none"> 5 members of the Board of Commissioners = 100% 11 members of the Board of Directors = 100% <p>More info on page 327, 332</p>

No.	Recommendations	Descriptions
1.3	Summary of the GMS minutes is available on the public company's website for at least one year	<p>Implementation: Comply</p> <p>BCA has published the summary of the minutes of the Annual GMS on April 11, 2019 and the extraordinary GMS on June 20, 2019 on the BCA website page and is available for more than one year. The summary of the minutes of the Annual GMS and the extraordinary GMS of 2019 as well as the summary of the GMS minutes of the past 5 years can be downloaded on the BCA website: https://www.bca.co.id/en/Tentang-BCA/Tata-Kelola-Perusahaan/Aksi-Korporasi under the General Meeting of Shareholders.</p> <p>More info on the page 330-33</p>
<p>2nd Fundamental Improve the Quality of Communications for the Public Company with Its Shareholders and Investors</p>		
2.1	The Public Company has a communication policy with shareholders or investors.	<p>Implementation: Comply</p> <p>BCA has a communication policy with shareholders set out in the corporate governance manual of part i chapter of the communication function. BCA has an Investor Relations Working Unit that supports the communication flow between BCA and its shareholders or other capital market communities. The forms of communication include, organizing an analyst meeting to present BCA's performance, attending conferences and non-deal road shows, receiving investors through visits and over conference calls, and submitting information through the BCA's website on investor relations. This information can also be accessed by the public through the BCA's website: https://www.bca.co.id/id/Tentang-BCA/Hubungan-Investor.</p> <p>More info on the page 313, 507</p>
2.2	The Public Company disclosed the Company's communication policy with shareholders or investors on the Website	<p>Implementation: Comply</p> <p>BCA has disclosed its communication policy with its Shareholders in BCA's website that can be viewed at: https://www.bca.co.id/id/Tentang-BCA/Tata-Kelola-Perusahaan/Tata-kelola under policies related to corporate governance under the communication policy section.</p> <p>More info on the page 313, 507</p>
<p>B FUNCTION AND ROLE OF THE BOARD OF COMMISSIONERS</p>		
<p>3rd Fundamental Strengthen the Membership and Composition of The Board of Commissioners.</p>		
3.1	The members of the Board of Commissioners is determined by considering the state of the Public Company.	<p>Implementation: Comply</p> <p>The number of members of BCA's Board of Commissioners as of December 31, 2019 is 5 (five), including 3 (three) members are Independent Commissioners. For the determination of the number of members of the Board of Commissioners, the BCA Remuneration and Nomination Committee is tasked to provide recommendations to the Board of Commissioners regarding the composition of the positions of members of the Board of Commissioners. Such recommendations also given with consideration to the applicable rules/regulations as well as the condition, capacity, objectives and the fulfillment of the BCA's needs.</p> <p>More info on page 361-362</p>

No.	Recommendations	Descriptions
3.2	The determination of the composition of the members of the Board of Commissioners takes into account the diversity of skills, knowledge, and experience required.	<p>Implementation : Comply</p> <p>The Remuneration and Nomination Committee of BCA has duties, to prepare and make recommendations to the Board of Commissioners regarding:</p> <ul style="list-style-type: none"> - Systems and procedures for the election and/or replacement of members of the Boards of Directors and Commissioners; - The composition of the members of the Boards of Directors and Commissioners; - Policies and criteria required in the nomination process; - Performance evaluation policy for members of the Boards of Directors and Commissioners; <p>The diversity policy in the composition of the Board of Commissioners is written on the Work Manuals and Code of Conducts of the Board of Commissioners Section 4 about Criteria and Composition of the Board of Commissioners. The composition of the Board of Commissioners has reflected diversity of its members, in terms of education (field of study) work experiences, age, and expertise regardless of gender, ethnicity, religion and race. The diversity of each member of the Board of Commissioners who are highly competence, supports the improvement of BCA's performance.</p> <p>More info on page 405-406</p>
4th Fundamental Improve Implementation Quality of Duties and Responsibilities of the Board of Commissioners.		
4.1	The Board of Commissioners has a self-assessment policy to assess the performance of the Board of Commissioners	<p>Implementation : Comply</p> <p>BCA has its own assessment policy for the Board of Commissioners as stated in the Governance Guidelines. The Self-Assessment Policy of the Board of Commissioners is the guidelines used as a form of accountability in assessing the performance of the Board of Commissioners.</p> <p>The evaluation on the Board of Commissioners' self-assessment results is conducted based on the recommendation from the Nomination and Remuneration Committee.</p> <p>More info on page 407</p>
4.2	Self-assessment policy to assess the performance of the Board of Commissioners is disclosed through the Annual Report of the Public Company.	<p>Implementation : Comply</p> <p>BCA has disclosed its own performance assessment policy of the Board of Commissioners through this Annual Report of BCA.</p> <p>More info on page 407</p>
4.3	The Board of Commissioners has a policy related to the resignation of members of the Board of Commissioners should any member be involved in financial crime.	<p>Implementation: Comply</p> <p>Policies relating to the resignation of members of the Board of Commissioners from its position should any member be involved in financial crime are contained in the Code of Conduct of the Board of Commissioners of BCA. Article 14 of the BCA's Articles of Association.</p>
4.4	The Board of Commissioners or the Committee performing the Nomination and Remuneration functions shall establish a succession policy in the Nomination of the members of the Board of Directors	<p>Implementation : Comply</p> <p>The Remuneration and Nomination Committee of BCA is in charge of formulating the Board of Directors' succession policy. Implementation of the succession policy of the Board of Directors includes the provision of recommendations regarding the system, procedures and candidates for the Board of Directors for the selection and/or replacement of members of the Board of Directors to the Board of Commissioners to be submitted to the GMS.</p> <p>More info on page 435</p>

No.	Recommendations	Descriptions
C	FUNCTION AND ROLES OF THE BOARD OF DIRECTORS	
	5th Fundamental Strengthen the Membership and Composition of the Board of Directors.	
5.1	Determination of the number of members of the Board of Directors is based on the consideration on the Public Company's conditions and the effectiveness of decision making.	<p>Implementation : Comply</p> <p>The members of BCA's Board of Directors as of December 31, 2019 is 11 (eleven). For the determination of the number of members of the Board of Directors, the Remuneration and Nomination Committee is tasked to provide recommendations to the Board of Directors regarding the composition of the members of the Board of Directors. BCA has also considered the condition, capacity, objectives, and the fulfillment of BCA's needs.</p> <p>More info on page 376-378</p>
5.2	The determination of the composition of the members of the Board of Directors takes into account the diversity of skills, knowledge, and experience required.	<p>Implementation : Comply</p> <p>The BCA Remuneration and Nomination Committee is responsible to prepare and provide recommendations to the Board of Commissioners regarding:</p> <ul style="list-style-type: none"> - Systems and procedures for the election and/or replacement of members of the Boards of Directors and Commissioners; - The composition of the members of the Boards of Directors and Commissioners; - The policies and criteria required in the nomination process; - Performance evaluation policy for members of the Boards of Directors and Commissioners; <p>By performing the responsibilities duties of Remuneration and Nomination Committee, the determination of members composition of the Board of Commissioners has taken regarding to diversity of skills, knowledge, and experience required.</p> <p>More info on page 406</p>
5.3	Members of the Board of Directors overseeing the accounting or finance division have expertise and/or knowledge in accounting.	<p>Implementation : Comply</p> <p>Members of the Board of Directors overseeing the accounting and finance division having experience in finance and accounting.</p> <p>More info on page 74 (Vera Eve Lim profile).</p>
	6th Fundamental Improve Implementation Quality of Duties and Responsibilities of Board of Directors.	
6.1	The Board of Directors has a self-assessment policy to assess the performance of the Board of Directors.	<p>Implementation : Comply</p> <p>BCA has its own self-assessment policy for the Board of Directors as stated in the Corporate Governance Guidelines. The self-assessment is conducted in referring to the Bank's Business Plans approved by the Board of Commissioners.</p> <p>The Board of Directors' self-assessment results (included President Director) was evaluated by the Board of Commissioners in a meeting based on the recommendations from Remuneration and Nomination Committee.</p> <p>More info on page 407-409</p>
6.2	The self assessment policy to assess the performance of the Board of Directors is disclosed through the Public Company's annual report.	<p>Implementation : Comply</p> <p>The performance assessment of the Board of Directors has been disclosed in this BCA's Annual Report.</p> <p>More info on page 407-409</p>
6.3	The Board of Directors has a policy related to the resignation of members of the Board of Directors should any member be involved in a financial crime.	<p>Implementation : Comply</p> <p>The resignation policies of members of the Board of Directors being involved in financial crime are contained in the Code of Conduct of the Board of Directors of BCA and Article 11 of BCA Articles of Association has covered the resignation regulations of members of the Board of Directors.</p>

No.	Recommendations	Descriptions
D	PARTICIPATION OF STAKEHOLDERS	
	7th Fundamental	
	Improve Corporate Governance through Stakeholder Participation.	
7.1	The Public Company has a policy to prevent the occurrence of insider trading.	<p>Implementation : Comply</p> <p>BCA Insider Trading Policy has been included in the Corporate Governance Guidelines of BCA. The policy principals of insider trading can be found at the BCA website in the governance-related policies section: https://www.bca.co.id/en/Tentang-BCA/Tata-Kelola-Perusahaan/Tata-kelola.</p> <p>More info on page 311</p>
7.2	The Public Company has anticorruption and anti-fraud policies.	<p>Implementation : Comply</p> <p>The Company has anti-corruption policies contained in the BCA Code of Ethics and anti-fraud policies set forth in the Anti-Fraud Strategy Stipulation.</p> <p>More info on page 492, 498</p>
7.3	The Public Company has a policy on the selection and upgrading of suppliers or vendors.	<p>Implementation : Comply</p> <p>BCA has policies of goods and services procurement related to logistics, buildings and information technology as outlined in the Decision Letters of the Board of Directors No. 130/SK/DIR/2017 dated October 10, 2017 and No. 089/SK/DIR/2018 dated June 6, 2018. The policy regulates the value of procurement transactions and the selection method used (tender, direct selection/price comparison, direct appointment, repeat order, payment system, etc.) so that the procurement process in BCA is fair and transparent.</p> <p>More info on page 312 & 524</p>
7.4	The Public Company has a policy for the fulfillment of creditor rights.	<p>Implementation : Comply</p> <p>BCA guaranteeing the fulfilling of creditor's rights with references to the relevant provisions that regulate as follows:</p> <ul style="list-style-type: none"> - Rights to obtain clear information. - Rights to deliver suggestion/inputs, complains/reports and obtain the solutions. - Rights to claim creditor rights in accordance with the signed agreement. - Rights to access Audited Financial Report and Annual Report of the Company. - Rights to obtain information and ease of access for announcements, invitations, and results of Annual General Meeting of Shareholders as stated in the established procedures in relation to the GMS. <p>BCA has fulfilled creditors' rights.</p>
7.5	The Public Company has a whistleblowing system policy.	<p>Implementation : Comply</p> <p>BCA has established a Whistleblowing System Policy is listed in the decree Letter of the Board of Directors No.146/SK/DIR/2017 dated November 1, 2017 on the Implementation of Whistleblowing System in BCA. The principals of this whistleblowing system has been disclosed at the BCA website in the governance-related policies: https://www.bca.co.id/en/Tentang-BCA/Tata-Kelola-Perusahaan/Tata-kelola</p> <p>More info on page 495</p>
7.6	The Public Company has a policy of providing long-term incentives to Directors and employees.	<p>Implementation : Comply</p> <p>The incentive policy for the Board of Directors has been disclosed in this Annual Report. The incentive policy for the employees has been disclosed in the Joint Employment Agreement and Decision Letter 005/SK/DIR/2019 on Principal Policies of Performance Assessment, Position/Rank and Payroll.</p>

No.	Recommendations	Descriptions
E	INFORMATION DISCLOSURE	
	8th Fundamental	
	Improve the Implementation of Information Disclosure.	
8.1	The Public Company uses information technology more widely aside from Website as a medium of information disclosure.	<p>Implementation : Comply</p> <p>The use of information technology as a medium of the BCA Information Disclosure:</p> <p>a. External, such as:</p> <ul style="list-style-type: none"> • Website (www.bca.co.id), • HaloBCA, • Twitter accounts (@XpresiBCA,@GoodLife, @BizGuideBCA,@HaloBCA,@BankBCA, KartuKreditBCA), • Facebook accounts (/XpresiBCA,/GoodLifeBCA, /BizGuideBCA, /BankBCA, KartukreditBCA), • YouTube account (www.youtube.com/solusibca), • Slideshare (www.slideshare.net/SolusiBCA), • LinkedIn (PT Bank Central Asia Tbk), • Instagram (@goodlifeBCA), • Line (BankBCA) • Whatsapp (0811 1500 998). <p>b. Internal</p> <p>Internal Information Disclosure medium through MyBCA Intranet portal, Employee's Facebook Group (BCA Semua Beres), Info BCA Magazine, and Plasma TV.</p> <p>More info on page 507-522.</p>
8.2	The Public Company's Annual Report discloses the ultimate beneficiary of Company's shareholding ownership of at least 5% (five percent), in addition to the disclosure of the final beneficial owner in the share ownership of Public Company through the major shareholder or controller.	<p>Implementation : Comply</p> <p>BCA Annual Report has disclosed:</p> <p>a. List of BCA Shareholders with share ownership of 5% or more,</p> <p>b. List of ultimate beneficiary in the Company's shareholding ownership, also</p> <p>c. BCA principal shareholders/controller.</p> <p>More info on page 355-356.</p>

BCA has conducted all of recommendations in the implementation of Corporate Governance Guidelines for Public Companies.

- c. OECD Corporate Governance Principles. BCA has implemented the principles of Corporate Governance written by the Organization for Economic Co-operation and Development (OECD). OECD's principles of Corporate Governance are

the reference in the ASEAN CG Scorecard Assessment. The ASEAN CG Scorecard to measure and improve the effectiveness of the implementation of Corporate Governance principles. Indonesia together with Malaysia, the Philippines, Singapore, Thailand and Vietnam agreed to adopt the criteria from the Corporate Governance principles published by the OECD as a reference for the ASEAN CG Scorecard.

BCA implements to the principles of corporate governance from OECD as the following:

No	Principles	Remarks
1.	Corporate Governance Framework.	BCA has a framework for BCA's governance that is reflected in its action plan and its organizational structure.
2.	Rights of Shareholder.	In accordance with the Fulfillment of Recommendation Table OJK Circular Letter No.32/SEOJK.04/2015 - Principle A (Relationship Between Public Company with its Shareholders in Guaranteeing Rights of Shareholder).
3.	Equal Treatment of Shareholders.	Under the principle of fairness and equal treatment, BCA provides an opportunity for all shareholders to convey opinions and have access to information in accordance with the principle of transparency.
4.	The Role of Stakeholders in Corporate Governance.	In accordance with Fulfillment of Recommendation Table OJK Circular Letter No.32/SEOJK.04/2015 - Principle D (Stakeholder Participation).
5.	Disclosure and Transparency.	In accordance with the Fulfillment of Recommendation Table OJK Circular Letter No.32/SEOJK.04/2015 – Principle E (Information Disclosure).
6.	Roles and Responsibilities of Board of Commissioners and Board of Directors.	In accordance with the Fulfillment of Recommendation Table OK Circular Letter No. 32/SEOJK.04/2015 – Principle B (Function and Roles of Board of Commissioners) and Principle C (Functions and Roles of Board of Directors).

3 Internalization

One of the effective effort to encourage the implementation of Good Corporate Governance at BCA is through all levels BCA employees internalization from the the entry level up to the higher level. Internalization activities to support of the implementation of BCA's Good Corporate Governance include:

a. Statement of commitment to the implementation of Good Corporate Governance.

As a concrete manifestation of BCA's commitment to continue to improve the implementation of Good Corporate Governance principles pursuant to regulations, hence, BCA requires its Echelon 1 to Echelon 5 employees to annually sign the annual disclosure.

The written statement in this Annual Disclosure is as follows:

1) State the presence or absence of ownership of shares/investment of 10% or more in a company in the name of self or wife/husband and/or children, individually or jointly;

2) State whether the person concerned serves as commissioner/director/employee/partner/ally/management in company paragraph 1) above and/ or other companies;

3) State whether during the reporting period, the company referred to in paragraph 1) or 2) above receives credit or becomes a partner of the Bank;

4) State the presence or absence of transaction involvement in the process of granting credit/transactions as partners;

5) State the presence or absence of family relations with owners, Commissioners/Directors and/or Bank partners;

6) State whether the person concerned is the management/member of another organization that allows a conflict of interest;

7) State whether or not the person concerned has received gifts/rewards/ gifts from parties related to the Bank that can have a negative impact and affect the Bank's decision and/or the price exceeds the reasonable limit;

8) Other statements in regards to conflict of interest not mentioned in the above paragraphs.

b. BCA Values Socialization.

BCA values or corporate values that are embedded in each employee at BCA include:

- 1) Customer Focus
- 2) Integrity
- 3) Teamwork
- 4) Continuous Pursuit of Excellence (striving for the best).

The principles of Good Corporate Governance are included in every BCA value system, specifically in the value of Integrity and the value to Continue Pursuit of Excellence.

Socialization which is one of the effort to internalize BCA's culture and values are done through sharing sessions, face-to-face meetings with leaders and colleagues in one division (community of practice/ COP), creating comic on values, intranets, and showing videos on values on the internal portal which is downloadable by employees.



Values promotion via video on the internal portal

In addition to socialization, efforts to internalize BCA's values are also conducted through SMART SOLUTION program. This program aims to achieve BCA's excellent service to meet customer needs and provide financial solutions. The SMART SOLUTION program is supported with

reward programs as an effort to encourage the application and evaluation for BCA's Values to be stronger and to increase team and customer engagement. Cultural internalization programs are expected to encourage the behavior of BCA personnel to support the implementation of values, good corporate governance, innovative, risk-conscious and productive.

c. Socialization on Good Corporate Governance.

Socialization on Good Corporate Governance is conducted through:

- 1) Socialization on Principles and Implementation of Good Corporate Governance.

This socialization was carried out through the Corporate Governance bulletin (GCG series bulletin) on MyBCA internal portal that can be accessed by every BCA employee nationwide. The GCG series presents the latest understanding, practices and information on corporate governance. In addition to the bulletin, the the Socialization of Good Corporate Governance campaign is also carried out through COP and sharing sessions carrying themes related to corporate governance, as well as themes on the importance of information disclosure, implementation of corporate governance in banking, and so on.

- 2) Socialization on Anti-Fraud Awareness (AFA).

BCA has guidelines for implementing anti-fraud strategies that contain application of strategies, implementation of risk management, mandatory reports to the regulators, and sanctions provided. BCA also actively promotes fraud awareness and anti-gratification through the distribution of anti-fraud themed comics, anti-fraud statements, slides

on the implementation of anti-fraud and whistleblowing systems that can be downloaded by employees on MyBCA internal portal, AFA videos, posters, COP implementation of anti-fraud strategies, e-learning that must be followed by all employees, and so on.

BCA implements the AFA program so every employee be able play an active role in implementing an anti-fraud culture in an effort to apply the principles of accountability and independence in Good Corporate Governance, to create conditions for a conducive work environment free from fraud.



AFA comic



Anti-fraud e-learning campaign

3) Socialization on Affiliated Transactions and Conflicts of Interest. BCA has an active role in implementing disclosure of information or reports on affiliated transactions and conflicts of interest in its effort to apply the principles of Good Corporate Governance. Policies related to affiliated transaction reports and conflicts of interest are stipulated in Board of Directors' Decree No. 214/SK/DIR/2019 dated December 27, 2019 concerning Affiliated Transactions and Transactions containing Conflict of Interest and Circular Letter No. 319/SE/POL/2019 dated December 27, 2019 on the Implementation Manual for Affiliated Transactions and Transactions Containing Conflicts of Interest. The policy is available for download on MyBCA intranet portal which is accessible for all BCA employees nationwide. The dissemination is held through sharing sessions, GCG series bulletins, and internal memorandums.

Good Corporate Governance implementation is an important factor in maintaining the trust of both BCA shareholders and stakeholders. Establishing Good Corporate Governance is an increasingly significant necessity in order to maintain business continuity amid increasing business risks and challenges in the banking industry. Through the application of the principles of Good Corporate Governance, BCA is expected to be able to maintain a healthy and sustainable business.

C. ASSESSMENT OF GOOD CORPORATE GOVERNANCE IMPLEMENTATION

Key performance indicators of good corporate governance implementation are assessed both internally and externally.

1. Internal assessment

BCA performs an internal assessment of Good Corporate Governance Implementation on a semester basis by using a self-assessment working paper method referring to OJK Circular Letter No.13/SEOJK.03/2017 concerning Implementation of Governance for Commercial Banks.

BCA's Secretariat and Corporate Communications Division collects data and relevant information to the self-assessment related to the adequacy and effectiveness of the Implementation of Good Corporate Governance. The assessment covers all aspects of governance by observing the principles of significance and materiality. After the data is collected, positive and negative factors from each aspect of governance can be concluded, namely governance structure, governance processes and governance outcomes.

BCA also ensures that the Good Corporate Governance assessment process takes into account the significance of the problems. Throughout 2019, BCA has conducted a self-assessment each semester with satisfactory results.

Assessment Criteria

The criteria used in the assessment are as stipulated in OJK Circular Letter No. 13/SEOJK.03/2017 concerning Implementation of Governance for Commercial Banks. In implementing the five basic principles of Good Corporate Governance, BCA must conduct self-assessments regularly that include at least 11 factors to be evaluated for the implementation of Good Corporate Governance, namely:

- a. Implementation of the Duties and Responsibilities of the Board of Directors;

- b. Implementation of Duties and Responsibilities of Board of Commissioners;
- c. Completeness and Implementation of Committee's Duties;
- d. Conflicts of Interest Handling/Management;
- e. Implementation of Compliance Function;
- f. Implementation of Internal Audit Function;
- g. Implementation of External Audit Function
- h. Implementation of Risk Management Including Internal Control System;
- i. Provision of Funds to Related Parties and Large Exposure/Funds;
- j. Transparency of the Bank's Financial and Non-Financial Conditions, the Bank Reporting Governance and Internal Reporting;
- k. Bank's Strategic Plan.

The parties conducting the assessment

Self-assessment covers 11 factors performed by related functions or units, including the Board of Commissioners, the Board of Directors, Committees, Internal Audit Division, Compliance Work Unit, Risk Management Work Unit, Corporate Secretary, and other related units.

Self-Assessment Results

BCA conducts self-assessment towards its Good Corporate Governance implementation with the following objectives:

- a. Governance structure
Assessing the adequacy of the structure and infrastructure of the Bank's corporate governance in order to the process of implementing Good Corporate Governance principles generates outcomes that are in line with the expectations of the Bank's Stakeholders.
- b. Governance process
Assessing the effectiveness in implementing Good Corporate Governance principles supported by the adequacy of the structure and infrastructure of the bank's corporate governance.

c. Governance outcome

Assessing the quality of outcome that meets the expectations of the Bank's Stakeholders, as the results of the implementation of Good Corporate Governance principles and supported by the adequacy of the structure and infrastructure of the bank's corporate governance.

BCA applies those 3 (three) aspects of governance as the basis for evaluating the implementation of Good Corporate Governance. The result of Self-Assessment implementation of Good Corporate Governance both in 1st and 2nd semester in 2019 was ranked 2, with the following details:

Self-assessment Result of the Application of Good Corporate Governance

	Ranking	Definition for Ranking
Individual	2	BCA management has applied good governance in general. The results are reflected in the adequate over the principles of governance. If flaws exist in the application of the principles of governance, generally they are insignificant and easily handled by normal measure within BCA management

2. External Assessments

BCA also conducted an external assessment of its implementation of Good Corporate Governance in 2019, provided by the Indonesian Institute for Corporate Directorship (IICD) and the ASEAN CG Scorecard assessor.

The Indonesian Institute for Corporate Directorship (IICD) Corporate Governance Award

The IICD has held this award since 2009. The assessment for this award is based upon the disclosure of corporate governance practices by the listed companies in Indonesia.

a. **The party conducting the assessment**

The party conducting the assessment is IICD, an independent institution that consistently conducts activities of research, training, and consultation towards corporate governance practices in Indonesia. IICD conducts evaluation and ranking towards 100 listed companies with the largest market capitalization in the Indonesia Stock Exchange.

b. **Assessment aspects**

The assessment instrument for IICD CG Award is the Corporate Governance (CG) Scorecard, which is also used by other Institute of Directors in several ASEAN countries. Indonesia together with five other ACMF member countries (Malaysia, the Philippines, Singapore, Thailand and Vietnam) agreed to adopt criteria which are a more detailed description of the corporate governance principles published by the OECD which is set as a benchmark for ASEAN CG scorecard. The ASEAN CG scorecard assessment is based upon documentation which is accessible to the public. The evaluation aspects include, among others:

Point	Aspect
A	Rights of shareholders
B	Fair treatment of shareholders
C	Roles of stakeholders
D	Disclosure and transparency
E	Responsibility of Board of Directors and Board of Commissioners

c. Assessment result

In 2019, BCA won the Best Financial Sector award at the 2019 IICD Corporate Governance Conference & Award 2019.

6) BCA already has its Risk Monitoring Committee in its corporate governance structure that assists the Board of Commissioners in monitoring BCA's risks.

ASEAN Corporate Governance (CG) Scorecard

BCA is committed to implement the ASEAN CG Scorecard indicator in order to actualize good corporate governance practices.

a. The party conducting the assessment

The parties conducting the assessment are independent assessors and OJK with RSM Consulting Indonesia.

b. Assessment aspect

The use of ASEAN CG Scorecard assessment is based upon documentation which is accessible to the public, with aspects of the assessment covering the rights of shareholders, fair treatment of shareholders, the role of stakeholders, disclosure and transparency, as well as the responsibilities of the Board of Directors and the Board of Commissioners.

c. Assessment result

ACGS has not yet stated the assessment result until December 31, 2019. BCA has implemented each indicator and is able to exceed the minimum implementation standards, which are explained further as follows:

- 1) Notice of Annual GMS is released at least 28 days prior to the date of the Annual GMS.
- 2) Resolution of GMS is published one working day after the date of the GMS.
- 3) Has applied the framework for Sustainability Report.
- 4) BCA may use third-party services to search for candidates for the Board of Commissioners and/or the Board of Directors.
- 5) Policies and comprehensiveness on corporate governance process about IT issues including, management disruption, cyber security, and disaster recovery.

BCA has also conducted a self-assessment based on the ASEAN CG Scorecard indicators to facilitate assessors in assessing and measuring the implementation of the indicators. ASEAN CG Scorecard self-assessment can be accessed through the BCA website at <https://www.bca.co.id/en/Tentang-BCA/Tata-Kelola-Perusahaan/ACGS>

d. BCA has carried out good corporate governance practices in accordance with applicable regulations. Regarding matters of concern to ACGS, it is still being discussed internally within BCA.

GENERAL MEETINGS OF SHAREHOLDERS

The General Meeting of Shareholders (GMS) is the highest organ in BCA's Corporate Governance structure, functions as a tool for shareholders to exercise their rights and obligations. The GMS has its own authority, which is not granted to the Board of Directors or the Board of Commissioners, within the limits specified in the laws and/or BCA's Articles of Association.

The legal basis for organizing the BCA refers to:

1. Law No. 40 of 2007 Concerning Limited Liability Companies
2. OJK Regulation No. 32/POJK.04/2014 dated December 8, 2014 Concerning Plans and Organizing of a Public Company Shareholders General Meeting
3. OJK Regulation No. 10/POJK.04/2017 dated 14 March 2017 Concerning Amendments to OJK Regulation No. 32/POJK.04/2014 on Plans and Organizing of a Public Company Shareholders General Meeting
4. BCA's Articles of Association.

1. Shareholders' Rights

The rights of the shareholders, among others:

- a. Attend at the GMS.
- b. Propose GMS agenda in accordance to prevailing regulations.
- c. Obtain the release of the GMS material no later than 28 days prior to the GMS.
- d. Receive the opportunity to raise questions and/or express opinions on each GMS agenda.
- e. Receive the equal treatment from BCA.
- f. Voting at the GMS.
- g. Nominates candidates the Board of Commissioners and/or the Board of Directors.
- h. Propose the appointment of a member of the Board of Directors or more and increase the number of members of the Board of Directors to replace members of the Board are dismissed or vacant opportunity in the position of Board of Directors of BCA.
- i. Dismiss members of the Board of Commissioners at any time before ending term.
- j. At all times, appoint a member of the Board of Commissioners or more to increase the number of existing members of the Board of Commissioners or to replace members of the Board of Commissioners who are dismissed based on vacant opportunity in the Board of Commissioners.
- k. Receive dividend payments in accordance with applicable procedures and conditions.
- l. Execute other rights and/or authorities pursuant to the BCA's Articles of Association and applicable laws and regulations, including the right to participate in case of authorizing the increase of capital, amend BCA's Articles of Association, and transfer all or part of assets that cause the sale of the company.

The rights, authorities and responsibilities of the Shareholders are regulated in BCA's Articles of Association that can be accessed directly to the website www.bca.co.id, BCA reminds to all shareholders and/or their attorneys to attend the General Meeting of Shareholders held by BCA.

2. 2019 Annual GMS and Extraordinary GMS

In 2019, BCA held 1 (one) Annual GMS (AGMS) on April 11, 2019 and 1 (one) Extraordinary GMS (EGMS) on June 20, 2019. The agenda (along with an explanation of each agenda) discussed at the AGMS and EGMS is available at the Secretariat and Corporate Communication Division - BCA head office, and has been uploaded on the BCA website on the same date as the notice for GMS was released with the following details:

1. AGMS:

Day/Date	: Thursday, April 11, 2019.																									
Time	: 09.38 - 12.45 WIB.																									
Venue	: Grand Ballroom, Hotel Indonesia Kempinski – 11 th Floor, Jl. M.H. Thamrin No. 1 Jakarta 10310																									
Agenda of the meeting:	<p>: 1. Approval of the annual report including the Company's financial statements and report on the supervisory duties of the Company's Board of Commissioners for the financial year ended December 31, 2018 and grant of release and discharge of liability (acquit et de charge) to all members of the Board of Directors and the Board of Commissioners of the Company for all actions taken in relation to the management and supervision of the Company during the financial year ended December 31, 2018.</p> <p>2. Appropriation of the Company's net profit for the financial year ended December 31, 2018.</p> <p>3. Change in the composition of the Company's Board of Directors.</p> <p>4. Determination of the amount of salary or honorarium and benefits for the financial year 2019 as well as bonus payment (tantiem) for the financial year 2018 payable to the members of the Board of Directors and the Board of Commissioners of the Company.</p> <p>5. Appointment of the registered public accounting firm (including the registered public accountant practicing through such registered public accounting firm) to audit the Company's books and accounts for the financial year ended December 31, 2019.</p> <p>6. Grant of powers and authority to the Board of Directors to pay out interim dividends for the financial year ended December 31, 2019.</p> <p>7. Approval of the revised recovery plan of the Company.</p> <p>8. Report on the realization of the use of the proceeds from the Continuous Public Offering of Continuous Subordinated Bonds I of Bank Central Asia Phase I Year 2018.</p> <p>All agendas and explanation of the agenda have been published and are available on the BCA website in accordance with the provisions relating to GMS of a public company.</p>																									
Quorum	: The number of shares present and/or their proxies representing in the 2019 AGMS was 21,366,812,221 shares or equal to 86.66% of the total outstanding shares of the Company with valid voting rights, namely 24,655,010,000 shares, and therefore the quorum as required by Article 23 paragraph 1 letter a of the Company's articles of association has been met.																									
Attendance of the Board of Commissioners	<table border="1"> <tr> <td>: Djohan Emir Setijoso</td> <td>President Commissioner</td> </tr> <tr> <td>Tonny Kusnadi</td> <td>Commissioner</td> </tr> <tr> <td>Cyrillus Harinowo</td> <td>Independent Commissioner</td> </tr> <tr> <td>Raden Pardede</td> <td>Independent Commissioner</td> </tr> <tr> <td>Sumantri Slamet</td> <td>Independent Commissioner</td> </tr> </table> <p>All members of the Board of Commissioners are present at the AGMS (100%).</p>		: Djohan Emir Setijoso	President Commissioner	Tonny Kusnadi	Commissioner	Cyrillus Harinowo	Independent Commissioner	Raden Pardede	Independent Commissioner	Sumantri Slamet	Independent Commissioner														
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Attendance of the Board of Directors	<table border="1"> <tr> <td>: Jahja Setiaatmadja</td> <td>President Director</td> </tr> <tr> <td>Eugene Keith Galbraith</td> <td>Deputy President Director</td> </tr> <tr> <td>Armand Wahyudi Hartono</td> <td>Deputy President Director</td> </tr> <tr> <td>Suwignyo Budiman</td> <td>Director</td> </tr> <tr> <td>Tan Ho Hien/Subur atau disebut juga Subur Tan</td> <td>Director (concurrently as Director of Compliance)</td> </tr> <tr> <td>Henry Koenaifi</td> <td>Director</td> </tr> <tr> <td>Erwan Yuris Ang</td> <td>Independent Director</td> </tr> <tr> <td>Rudy Susanto</td> <td>Director</td> </tr> <tr> <td>Lianawaty Suwono</td> <td>Director</td> </tr> <tr> <td>Santoso</td> <td>Director</td> </tr> <tr> <td>Inawaty Handojo</td> <td>Director</td> </tr> <tr> <td>Vera Eve Lim</td> <td>Director</td> </tr> </table> <p>All members of the Board of Directors are present at the AGMS (100%).</p>		: Jahja Setiaatmadja	President Director	Eugene Keith Galbraith	Deputy President Director	Armand Wahyudi Hartono	Deputy President Director	Suwignyo Budiman	Director	Tan Ho Hien/Subur atau disebut juga Subur Tan	Director (concurrently as Director of Compliance)	Henry Koenaifi	Director	Erwan Yuris Ang	Independent Director	Rudy Susanto	Director	Lianawaty Suwono	Director	Santoso	Director	Inawaty Handojo	Director	Vera Eve Lim	Director
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Inawaty Handojo	Director																									
Vera Eve Lim	Director																									
Attendance of the Audit Committee	<table border="1"> <tr> <td>: Cyrillus Harinowo</td> <td>Chairman</td> </tr> <tr> <td>Ilham Ikhsan</td> <td>Member</td> </tr> <tr> <td>Tjen Lestari</td> <td>Member</td> </tr> </table> <p>All members of the audit committee are present at the AGMS (100%).</p>		: Cyrillus Harinowo	Chairman	Ilham Ikhsan	Member	Tjen Lestari	Member																		
: Cyrillus Harinowo	Chairman																									
Ilham Ikhsan	Member																									
Tjen Lestari	Member																									

Attendance of the Risk Oversight Committee	:	Sumantri Slamet	Chairman
		Endang Swasthika Wibowo	Member
		Lianny Somyadewi D.	Member
	All members of the risk oversight committee are present at the AGMS (100%).		
Attendance of the Remuneration and Nomination Committee	:	Raden Pardede	Chairman
		Djohan Emir Setijoso	Member
		Hendra Tanumihardja	Member
	All members of the remuneration and nomination committee are present at the AGMS (100%).		
Attendance of the Integrated Governance Committee	:	Sumantri Slamet	Chairman
		Wimpie Rianto	Member
		Adhi Gunawan Budirahardjo	Member
		Gustiono Kustianto	Member
		Pudjianto	Member
		Suyanto Sutjiadi	Member
		Sutedjo Prihatono	Member
		Rudy Harjono	Member
		Mendari Handaya	Member
		Hendra Iskandar Lubis	Member
All members of the integrated governance committee are present at the AGMS (100%).			
Independent Parties	:	<ul style="list-style-type: none"> Notary: Fathiah Helmi, S.H. Securities Administration Bureau: PT Raya Saham Registra. 	

2. EGMS:

Day/Date	:	Thursday, June 20, 2019.	
Time	:	10.42 - 11.12 WIB.	
Venue	:	Grand Ballroom, Hotel Indonesia Kempinski –11 th floor, Jalan M.H. Thamrin No. 1, Jakarta 10310.	
Agenda	:	Approval of the acquisition plan in relation to the Company's plan to acquire the shares of PT Bank Royal Indonesia. All agendas and explanation of the agenda have been published and are available on the BCA website in accordance with the provisions relating to GMS of a public company.	
Quorum	:	The number of shares present and/or represented in the 2019 EGMS is 21,704,803,950 shares or equal to 88.034% of the total outstanding shares of the Company with valid voting rights, namely 24,655,010,000 shares, and therefore the quorum as required by Article 23 paragraph 1 letter a of BCA 's Articles of Association has been met.	
Attendance Board of Commissioners:	:	Ir. Djohan Emir Setijoso	President Commissioner
		Tonny Kusnadi	Commissioner
		Cyrillus Harinowo	Independent Commissioner
		Dr. Ir. Raden Pardede	Independent Commissioner
		Sumantri Slamet	Independent Commissioner
	All members of the Board of Commissioners are present at the AGMS (100%).		

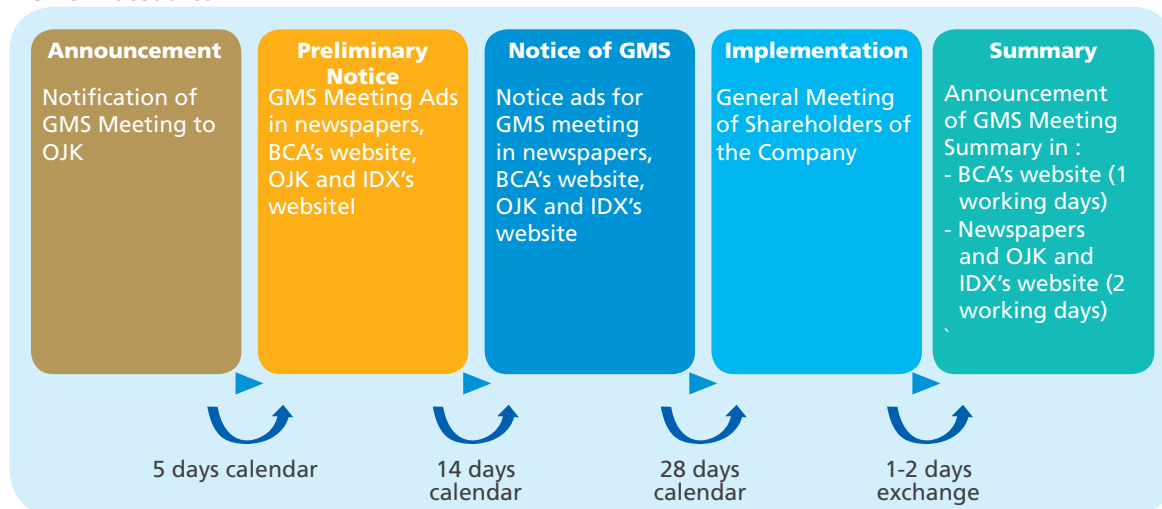
Attendance of the Board of Directors	:	Jahja Setiaatmadja	President Director
		Armand Wahyudi Hartono	Deputy President Director
		Suwignyo Budiman	Director
		Tan Ho Hien/Subur atau disebut juga Subur Tan	Director (concurrently as Director of Compliance)
		Henry Koenafifi	Director
		Erwan Yuris Ang	Independent Director
		Rudy Susanto	Director
		Lianawaty Suwono	Director
		Santoso	Director
		Inawaty Handojo	Director
		Vera Eve Lim	Director
All members of the Board of Directors are present at the AGMS (100%).			
Attendance of the Audit Committee	:	Cyrellus Harinowo	Chairman
		Ilham Ikhsan	Member
		Tjen Lestari	Member
All members of the audit committee are present at the AGMS (100%).			
Attendance of the Risk Oversight Committee	:	Sumantri Slamet	Chairman
		Endang Swasthika Wibowo	Member
		Lianny Somyadewi D.	Member
All members of the risk oversight committee are present at the AGMS (100%).			
Attendance of the Remuneration and Nomination Committee	:	Raden Pardede	Chairman
		Djohan Emir Setijoso	Member
		Hendra Tanumihardja	Member
All members of the remuneration and nomination committee are present at the AGMS (100%).			
Attendance of the Integrated Governance Committee	:	Sumantri Slamet	Chairman
		Wimpie Rianto	Member
		Sulistiyowati	Member
		Gustiono Kustianto	Member
		Pudjianto	Member
		Suyanto Sutjiadi	Member
		Sutedjo Prihatono	Member
		Rudy Harjono	Member
		Mendari Handaya	Member
		Hendra Iskandar Lubis	Member
All members of the integrated governance committee are present at the AGMS (100%).			
Independent Parties	:	<ul style="list-style-type: none"> Notary: Christina Dwi Utami, S.H., M.Hum., M.Kn. Securities Administration Bureau: PT Raya Saham Registra. 	

3. Procedures for Organizing AGMS and EGMS

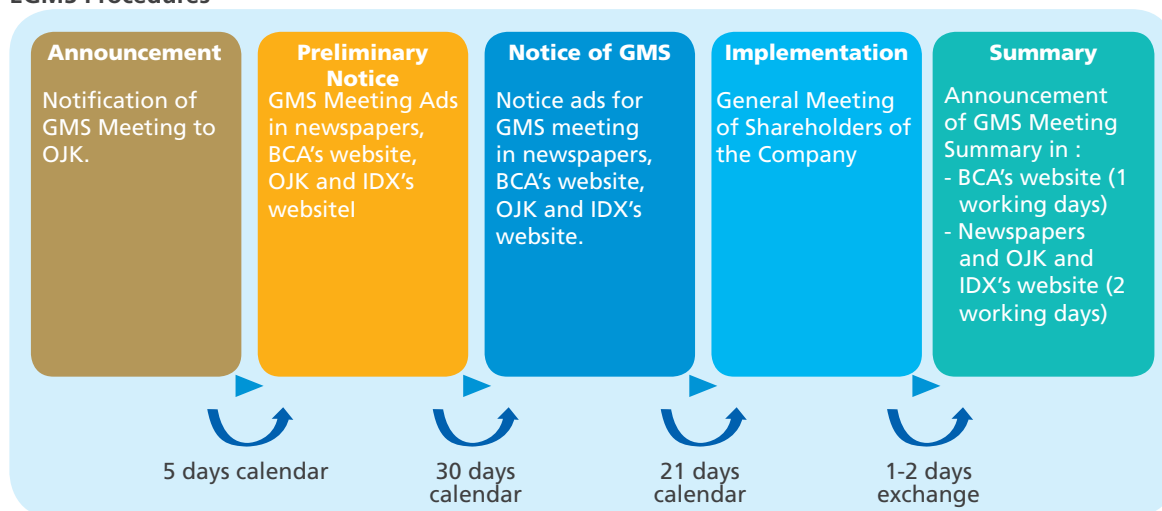
The AGMS and EGMS at BCA are organized due to the following procedures:

- a. On five working days prior to announcement of the AGMS and EGMS, BCA has made a clear and detailed notification of the AGMS and EGMS agenda to the OJK.
- b. In accordance with Article 21 Paragraph 2 of BCA's Articles of Association, BCA released an announcement no later than 14 days prior the invitation of AGMS and in accordance with Article 127 of Law No. 40 of 2007, BCA announced the EGMS regarding the acquisition of PT. Bank Royal Indonesia no later than 30 days before the invitation to the EGMS. This time period does not take into account the announcement date and the date of the GMS invitation.
- c. Individuals or more shareholders who jointly represent 1/20 or more of the total number of BCA shares and have valid voting rights issued by BCA can propose agendas for the GMS. Proposals from shareholders will be included in the agenda of the GMS if they meet the provisions of Article 21 paragraph 6 of the BCA Articles of Association and Article 12 of the OJK Regulation No. 32/POJK.04/2014 dated 8 December 2014 on Planning And Holding General Meetings Of Shareholders Of Public Limited Companies.
- d. To facilitate shareholders, proxy forms can be downloaded on the BCA website in the corporate governance section or can be obtained from PT Raya Saham Registra, BCA's Securities Administration Bureau, on working days and hours at Plaza Sentral Building 2nd Floor Jalan Jendral Sudirman Kavling 47 - 48 , Jakarta, 12930
- e. The time period of AGMS invitations is 28 days and for the EGMS is 21 days prior to the day of AGMS and EGMS. The invitations do not take into account the date of the invitation as well as the date of the AGMS and EGMS. BCA also submitted an explanation for each agenda that requires shareholder approval
- f. At the time of the AGMS invitation, BCA also submitted the hardcopy and softcopy 2018 BCA Annual Report to the OJK. In addition, the 2018 BCA Annual Report is also available on the BCA website that can be accessed by Stakeholders.
- g. Shareholders or shareholders' representatives who were entitled to attend the AGMS are shareholders whose names are registered in the Register of Shareholders on March 12, 2019 at 16:15 WIB. Shareholders or shareholders' representatives who were entitled to attend the EGMS are shareholders whose names are recorded in the register of holders of shares on May 28, 2019 at 16:15 WIB.
- h. Each share issued has 1 right to vote, the provisions in the BCA Articles of Association do not divide more than one classification of shares that can affect different voting rights.
- i. BCA announces the summary of minutes of AGMS and EGMS on the BCA website is one working day after the AGMS and EGMS were held.
- j. BCA has submitted the summary of minutes of the AGMS and EGMS to the OJK and IDX. BCA has also announced the summary of minutes of the AGMS and EGMS to the public through the BCA website. Submission and announcement of the summary of minutes of the AGMS and EGMS are conducted within two working days after the AGMS and EGMS are held.
- k. BCA submitted minutes of the AGMS and EGMS to OJK and IDX no later than 30 days after the AGMS and EGMS are held. A copy of the minutes can be accessed and downloaded by the public on the BCA website under the corporate governance section.

AGMS Procedures



EGMS Procedures



Remark	AGMS	EGMS
Notice of OJK	Notified to OJK through sending letter No. 102/DIR/2019 dated February 19 , 2019.	Notified to OJK through sending letter No. 213/DIR/2019 dated April 18, 2019
Announcement	<ul style="list-style-type: none"> Published the AGMS Announcement through daily newspapers, Bisnis Indonesia and The Jakarta Post, and BCA's website on February 26, 2019. Proof of the AGMS Announcement submitted by sending hardcopy and through e-reporting to OJK and IDX on May 13, 2019. 	<ul style="list-style-type: none"> Published the EGMS Announcement through daily newspapers, Bisnis Indonesia and The Jakarta Post, and BCA's website on April 26, 2019. Evidence of the AGMS Announcement submitted by sending hardcopy and through e-reporting to OJK and IDX on May 13, 2019. Evidence of Acquisition Plan Summary published through daily newspapers, Bisnis Indonesia and The Jakarta Post, and BCA's website on April 26 ,2019

Remark		AGMS	EGMS
Notice of GMS		<ul style="list-style-type: none"> Published through daily newspapers, Bisnis Indonesia and The Jakarta Post, and BCA's website on March 13, 2019. Proof of the Invitation submitted by handing hardcopy and through e-reporting to OJK and IDX on March 13, 2019 	<ul style="list-style-type: none"> Published through daily newspapers, Bisnis Indonesia and The Jakarta Post, and BCA's website on May 29, 2019. Evidence of the Invitation submitted by sending hardcopy and through e-reporting to OJK and IDX on May 29, 2019.
Commence- ment	Date	April 11, 2019	June 20, 2019
	Time	09.38 s.d. 12.45 Western Indonesia Time	10.42 s.d. 11.12 Western Indonesia Time
	Place	Grand Ballroom, Hotel Indonesia Kempinski – Lantai 11 Jalan M.H. Thamrin No.1 Jakarta 10310	Grand Ballroom, Hotel Indonesia Kempinski – Lantai 11 Jalan M.H. Thamrin No.1 Jakarta 10310
	Board of Commissioners Attendance	100%	100%
	Board of Directors Attendance	100%	100%
	Audit Committee's Attendance	100%	100%
	Oversight Committee's Attendance	100%	100%
	Remuneration and Nomination Committee's Attendance	100%	100%
	Integrated Governance Committee's Attendance	100%	100%
	Independent Parties	<ul style="list-style-type: none"> Notary: Fathiah Helmi, S.H. Securities Administration Bureau: PT Raya Saham Registra 	<ul style="list-style-type: none"> Notary: Christina Dwi Utami, S.H., M.Hum., M.Kn. Securities Administration Bureau: PT Raya Saham Registra
Summary of Minutes of Meeting		<ul style="list-style-type: none"> Published through BCA's website on April 12, 2019 Published through daily newspapers, Bisnis Indonesia and The Jakarta Post on April 15, 2019. Evidence of publication is submitted through handing hardcopy and e-reporting to OJK and IDX on April 15, 2019. 	<ul style="list-style-type: none"> Published through BCA's website on June 21, 2019 Published through daily newspapers, Bisnis Indonesia and The Jakarta Post on April 15, 2019. Evidence of publication is reported by handing hardcopy and e-reporting to OJK and IDX dated June 24, 2019.
Minutes of Meeting		<ul style="list-style-type: none"> Published through BCA's website on April 12, 2019. Minutes of meeting is submitted by handing hardcopy and through e-reporting to OJK and IDX on May 13, 2019 	<ul style="list-style-type: none"> Published through BCA's website on July 2, 2019. Minutes of meeting is submitted through handing hardcopy and e-reporting to OJK and IDX on July 2, 2019

AGMS Advertisement

www.bca.co.id



PRELIMINARY NOTICE ANNUAL GENERAL MEETING OF SHAREHOLDERS PT BANK CENTRAL ASIA Tbk

This is to inform all Shareholders of PT Bank Central Asia Tbk (the "Company") that the Company is going to hold its Annual General Meeting of Shareholders (the "Meeting") on 11 April 2019.

In accordance with the provisions of Article 21 paragraph 4 of the Company's Articles of Association and with due observance of Regulation of the Financial Services Authority No. 32/POJK.04/2014 on the Plan and Organization of the General Meeting of Shareholders of Publicly-Held Companies as amended by the Regulation of the Financial Services Authority No. 10/POJK.04/2017 ("OJK Regulation on GMS"), the Notice of the Meeting will be issued on 13 March 2019 through announcement in 1 (one) Indonesian language national daily newspaper and 1 (one) English language daily newspaper, as well as on the website of the Indonesia Stock Exchange and the Company's website.

Those eligible to attend the Meeting are the Shareholders or their proxies that are recorded on the Company's Register of Shareholders as at 12 March 2019, 16:15 Western Indonesia Time.

One or more Shareholders that (collectively) represent at least 1/20 (one-twentieth) of the total number of outstanding shares of the Company with valid voting rights may propose the agenda items for the Meeting. The agenda items proposed by the Company's Shareholders will be included in the agenda for the Meeting to the extent that they are in compliance with the provisions of Article 21 paragraph 6 of the Company's Articles of Association, and Article 12 of the OJK Regulation on GMS, namely:

- the proposal shall be made in writing and shall have been received by the Board of Directors of the Company not later than 6 March 2019, 16:00 Western Indonesia Time;
- the proposal is accompanied by the reasons for which it is submitted and the relevant materials of the proposed agenda item for the Meeting;
- the proposal constitutes an agenda item that requires approval from the Meeting and is not contrary to the prevailing laws and regulations; and
- the Board of Directors of the Company is of the opinion that the proposal has been made and put forward in good faith and in the interests of the Company and has a direct bearing on the Company's business.

This Preliminary Notice of the Meeting can also be accessed on the Company's website (www.bca.co.id) and the website of the Indonesia Stock Exchange (www.idx.co.id).

Jakarta, 26 February 2019

PT BANK CENTRAL ASIA Tbk
Board of Directors

www.bca.co.id



NOTICE OF ANNUAL GENERAL MEETING OF SHAREHOLDERS PT BANK CENTRAL ASIA Tbk

The Board of Directors of PT Bank Central Asia Tbk (the "Company") hereby invites the Shareholders of the Company to attend the Company's Annual General Meeting of Shareholders (the "Meeting"), which will be held:

Day/Date : Thursday, 11 April 2019
Venue : Grand Ballroom
Hotel Indonesia Kempinski – 11th Floor
Jalan M.H. Thamrin No. 1
Jakarta 10310
Time : 09:00 Western Indonesia Time - onwards

Agenda for the Meeting:

- Approval of the Annual Report including the Company's Financial Statements and the Board of Commissioners' Report on its Supervisory Duties for the financial year ended 31 December 2018 and grant of release and discharge of liability (*quit et decharge*) to all members of the Board of Directors and the Board of Commissioners of the Company for all actions taken in relation to the management and supervision of the Company in the financial year ended 31 December 2018;

Explanation:

When presenting the Annual Report, the Financial Statements and the report on the supervisory duties of the Board of Commissioners, the Company's performance and accomplishments as well as the actions taken by the Board of Commissioners in carrying out its supervisory and advisory functions towards the Board of Directors will be reported to the Meeting.

- Appropriation of the Company's profits for the financial year ended 31 December 2018;

Explanation:

The Company will propose the appropriation of the Company's Net Profit, among others, for reserve fund, distribution of cash dividends, and the remaining unappropriated amounts of the net profits be recorded as retained earnings.

- Change in the composition of the Board of Directors of the Company;

Explanation:

The changes in the composition of the Company's Board of Directors that will be proposed at the Meeting are as follows:

- honorable dismissal of Mr. Eugene Keith Galbraith as Deputy President Director with effect from the close of the Meeting;
- appointment of Mr. Suwignyo Budiman as Deputy President Director, which will be effective only to the extent of and as from the approval of such appointment by the Financial Services Authority; and
- replacement of the Company's Director of Compliance, originally held by Mr. Tan Ho Hien/Subur aka Subur Tan and to be replaced by Ms. Inawaty Handopo, which will be effective only to the extent of and as from the approval by the Financial Services Authority for such appointment of Ms. Inawaty Handopo as the Company's Director of Compliance.

The curriculum vitae of the candidates for the new members of the Company's Board of Directors that will be proposed at the Meeting can be downloaded from the Company's website (<https://www.bca.co.id/en/Tentang-BCA/Tata-Kelola-Perusahaan/Aksi-Korporasi>).

- Determination of the amount of salary or honorarium and benefits for the financial year 2019 as well as bonus payment (*tantien*) for the financial year 2018 payable to the members of the Board of Directors and the Board of Commissioners of the Company;

Explanation:

The Company will propose that the Meeting approve:

- the grant of authority to the majority Shareholder of the Company to determine the amount of salary or honorarium and benefits for the financial year 2019 as well as bonus payment (*tantien*) for the financial year 2018 payable to the members of the Board of Commissioners; and
- the grant of authority to the Board of Commissioners to determine the amount of salary or honorarium and benefits for the financial year 2019 as well as bonus payment (*tantien*) for the financial year 2018 payable to the members of the Board of Directors.

- Appointment of the Registered Public Accounting Firm (including the Registered Public Accountant practising through such Registered Public Accounting Firm) to audit the Company's books and accounts for the financial year ended 31 December 2019;

Explanation:

The Company will propose that the Meeting grant powers to the Company's Board of Commissioners to appoint such Registered Public Accounting Firm and Public Accountants to ensure that the Company will obtain the best public accountants in terms of quality, requirements and competitive price.

- Grant of powers and authority to the Board of Directors to pay out interim dividends for the financial year ended 31 December 2019;

Explanation:

The payment of interim dividends will be made only to the extent that the financial condition of the Company permits and with due observance of the prevailing laws and regulations.

- Approval of the Revised Recovery Plan of the Company;

Explanation:

To comply with the prevailing laws, it is necessary to update the Company's Recovery Plan.

- Report on the realization of the use of the proceeds from Continuous Public Offering of Continuous Subordinated Bonds I of Bank Central Asia Phase I Year 2018.

Explanation:

The Board of Directors will account for the realization of the use of the proceeds from such Continuous Public Offering of Subordinated Bonds.


General Provisions:

- This Notice of Meeting of the Company constitutes an official invitation to the meeting in accordance with the provisions of Article 21 paragraph 4 of the Company's Articles of Association in conjunction with Article 82 paragraph 2 of Law Number 40 of 2007 on Limited Liability Companies, and therefore it is not necessary for the Company to extend a separate invitation to each of the Company's Shareholders;
- The Company's Shareholders that are entitled to attend or be represented in the Company's Meeting are the Company's Shareholders whose names are recorded on the Register of Shareholders as at Tuesday, 12 March 2019, 16:15 Western Indonesia Time;
- Any holder of the Company's shares in the collective custody of PT Kustodian Sentral Efek Indonesia ("KSEI") intending to attend the Meeting must register with the Stock Exchange Member/the Custodian Bank holding the securities account at KSEI to obtain a Written Confirmation to Attend the Meeting ("KTUR");
- Any Shareholder of the Company or its proxy who will attend the Company's Meeting is kindly requested to provide the registration officer with the original copy of the KTUR and a copy of his/her Resident ID card (KTP) or any other identification card before entering the Meeting room. Any authorized representative of Company's Shareholder must provide not only the original copy of the KTUR and a copy of his/her Resident ID card (KTP) or other identification card but also a copy of the latest articles of association and the deed containing the latest composition of the board members of the company he/she represents;
- A Company's Shareholder that is unable to attend the Meeting may be represented by a proxy, subject to the following provisions:
 - The proxy submits a valid power of attorney in a form satisfactory to the Company's Board of Directors or executes the Company's standard form of power attorney, which can be obtained by the Shareholder at:
 - the Company's Head Office (at the Corporate Secretary Division) on any business day during the Company's business hours; or
 - the office of the Securities Administration Bureau, i.e. PT Raya Saham Registrasi, having its address at Plaza Sentral, 2nd Floor, Jl. Jend. Sudirman Kav. 47-48, Jakarta 12930, Telp +6221 2525666, Fax +6221 2525028, on any business day during the business hours of the Securities Administration Bureau; or
 - the Company's website (<https://www.bca.co.id/en/Tentang-BCA/Tata-Kelola-Perusahaan/Aksi-Korporasi>).
 - Any member of the Board of Commissioners, any member of the Board of Directors, and any employee of the Company may act as a proxy for the Shareholder in the Meeting, but any vote cast by the proxy will not be counted in voting;
 - if the power of attorney as described in item a point 5 is executed outside the territory of the Republic of Indonesia, the power attorney must be authenticated by the local notary public and the local consulate of the Republic of Indonesia;
 - The Company must have received the duly completed power of attorney through the Securities Administration Bureau, i.e. PT Raya Saham Registrasi, no later than Monday, 8 April 2019, 16:00 Western Indonesia Time;
- The materials for the Meeting are available at the Company's head office - at Corporate Secretary Division, Menara BCA, 20th Floor, Jalan M.H. Thamrin No.1 Jakarta 10310, on any business day and during the business hours of the Company, from the date of this Notice of Meeting until the date of the Meeting. The Company's Shareholders can also obtain the materials for the Meeting by downloading them from the Company's website (<https://www.bca.co.id/en/Tentang-BCA/Tata-Kelola-Perusahaan/Aksi-Korporasi>) or at the written request of the Shareholders to the Corporate Secretary of the Company, who shall have received such request no later than 1 (one) business day prior to the date of the Meeting.
- To ensure that the Meeting will be conducted in an orderly and timely manner, the Shareholders or their proxies are kindly requested to be present at the Meeting venue by 08:30 Western Indonesia Time.

Jakarta, 13 March 2019
PT BANK CENTRAL ASIA Tbk
Board of Directors

EGMS Advertisement

www.bca.co.id



**PRELIMINARY NOTICE
EXTRAORDINARY GENERAL MEETING OF SHAREHOLDERS
PT BANK CENTRAL ASIA Tbk**

This is to inform all Shareholders of PT Bank Central Asia Tbk (the "Company") that the Company is going to hold its Extraordinary General Meeting of Shareholders (the "Meeting") on 20 June 2019.

In accordance with the provisions of Article 21 paragraph 4 of the Company's Articles of Association and with due observance of Regulation of the Financial Services Authority No. 32/POJK.04/2014 on the Plan and Organization of the General Meeting of Shareholders of Publicly-Held Companies as amended by the Regulation of the Financial Services Authority No. 10/POJK.04/2017 ("OJK Regulation on GMS"), the Notice of the Meeting will be issued on 29 May 2019 through announcement in 1 (one) Indonesian language national daily newspaper and 1 (one) English language daily newspaper, as well as on the website of the Indonesia Stock Exchange and the Company's website.

Those eligible to attend the Meeting are the Shareholders or their proxies that are recorded on the Company's Register of Shareholders as at 28 May 2019, 16:15 Western Indonesia Time.


One or more Shareholders that (collectively) represent at least 1/20 (one-twentieth) of the total number of outstanding shares of the Company with valid voting rights may propose the agenda items for the Meeting. The agenda items proposed by the Company's Shareholders will be included in the agenda for the Meeting to the extent that they are in compliance with the provisions of Article 21 paragraph 6 of the Company's Articles of Association and Article 12 of the OJK Regulation on GMS, namely:

- the proposal shall be made in writing and shall have been received by the Board of Directors of the Company not later than 22 May 2019, 16:00 Western Indonesia Time;
- the proposal is accompanied by the reasons for which it is submitted and the relevant materials of the proposed agenda item for the Meeting;
- the proposal constitutes an agenda item that requires approval from the Meeting and is not contrary to the prevailing laws and regulations; and
- the Board of Directors of the Company is of the opinion that the proposal has been made and put forward in good faith and in the interests of the Company and has a direct bearing on the Company's business.

This Preliminary Notice of the Meeting can also be accessed on the Company's website (www.bca.co.id) and the website of the Indonesia Stock Exchange (www.idx.co.id).

Jakarta, 26 April 2019
PT BANK CENTRAL ASIA Tbk
Board of Directors

www.bca.co.id



**NOTICE OF
EXTRAORDINARY GENERAL MEETING OF SHAREHOLDERS
PT BANK CENTRAL ASIA Tbk**

The Board of Directors of PT Bank Central Asia Tbk (the "Company") hereby invites the Shareholders of the Company to attend the Company's Extraordinary General Meeting of Shareholders (the "Meeting"), which will be held:

Date : Thursday, 20 June 2019
Venue : Grand Ballroom
Hotel Indonesia Kempinski – 11th Floor
Jl. M.H. Thamrin No. 1, Jakarta 10310
Time : 10:00 Western Indonesia Time - onwards

Agenda for the Meeting:
Approval of the acquisition plan (*rencana akuisisi*) in relation to the Company's plan to acquire the shares of PT Bank Royal Indonesia.

Explanation:
The Company will propose that the Meeting approve the Company's plan for acquiring the shares of PT Bank Royal Indonesia, including approval of (i) the relevant acquisition plan, the summary of which has been published in *Bisnis Indonesia* and *Harian Ekonomi Neraca* daily newspapers, both dated 26 April 2019, on the website of the Indonesia Stock Exchange and the Company's website, as well as (ii) the draft acquisition deed for the purpose of such acquisition.

General Provisions:

- This Notice of Meeting constitutes an official invitation in accordance with the provisions of Article 21 paragraphs 2 and 4 of the Company's Articles of Association in conjunction with Article 82 paragraph (2) of Law Number 40 of 2007 on Limited Liability Companies, and therefore it is not necessary for the Company to extend a separate invitation to the Company's Shareholders.
- The Company's Shareholders that are entitled to participate or be represented in the Meeting are those whose names are recorded in the Company's Register of Shareholders as at Tuesday, 28 May 2019, 16:15 Western Indonesia Time.
- Any holder of the Company's shares in the collective custody of PT Kustodian Sentral Efek Indonesia ("KSEI") intending to attend the Meeting must register with the Stock Exchange Member/the Custodian Bank holding the securities account at KSEI to obtain a Written Confirmation to Attend the Meeting ("KTUR").
- Any Shareholder of the Company or proxy that will attend the Meeting is kindly requested to provide the registration officer with a copy of his/her Resident ID Card (KTP) or any other identification card and the original copy of the KTUR before entering the Meeting room. A corporate Shareholder of the Company must also provide a copy of its latest articles of association and the deed containing the latest composition of the board members of the company he/she represents, in addition to a copy of his/her Resident ID Card (KTP) or other identification card and the original copy of the KTUR.
- Any Shareholder of the Company that is unable to attend the Meeting may be represented by a proxy, subject to the following provisions:
 - The proxy for the Company Shareholder submits a valid power of attorney in a form satisfactory to the Company's Board of Directors or executes the Company's standard form of power attorney, which can be obtained by the Company's Shareholder at:
 - the Company's Head Office (at the Corporate Secretary Division) on any business day during the Company's business hours;
 - the office of the Company's Securities Administration Bureau, i.e. PT Raya Saham Registra, having its address at Plaza Sentral, 2nd Floor, Jl. Jenderal Sudirman Kaveling 47-48, Jakarta 12930, Telp +6221 2525666, Fax +6221 2525028, on any business day during the business hours of the Securities Administration Bureau; or
 - the Company's website (<https://www.bca.co.id/en/Tentang-BCA/Tata-Kelola-Perusahaan/Aksi-Korporasi>);
 - Any member of the Board of Commissioners, any member of the Board of Directors, and any employee of the Company may act as a proxy for the Shareholder in the Meeting, but any vote cast by the proxy will not be counted in voting;
 - If the power of attorney as described in item a point 5 above is executed outside the territory of the Republic of Indonesia, the power attorney must be authenticated by the local notary public and the local consulate of the Republic of Indonesia;
 - The Company must have received the power of attorney through the Securities Administration Bureau, i.e. PT Raya Saham Registra, no later than Monday, 17 June 2019, 16:00 Western Indonesia Time.
- The materials for the Meeting are available at the Company's Head Office in Corporate Secretary Division, Menara BCA Grand Indonesia, 20th Floor, Jalan M.H. Thamrin No.1 Jakarta 10310, on any business day and during the business hours of the Company, from the date of this Notice of Meeting until the date of the Meeting. The Company's Shareholders can also obtain the materials for the Meeting by downloading them from the Company's website (<https://www.bca.co.id/en/Tentang-BCA/Tata-Kelola-Perusahaan/Aksi-Korporasi>) or by making a written request to the Corporate Secretary of the Company, who shall have received such request no later than 1 (one) business day prior to the date of the Meeting.
- To ensure that the Meeting will be conducted in an orderly and timely manner, the Shareholders of the Company or their proxies are kindly requested to be present at the Meeting venue by 09:30 Western Indonesia Time.

Jakarta, 29 May 2019
PT BANK CENTRAL ASIA Tbk
Board of Directors

Announcement of Summary of Minutes of EGMS

www.bca.co.id



ANNOUNCEMENT SUMMARY OF MINUTES OF EXTRAORDINARY GENERAL MEETING OF SHAREHOLDERS PT BANK CENTRAL ASIA Tbk

PT Bank Central Asia Tbk, domiciled in Central Jakarta (the "Company"), hereby announces that the Company has held an Extraordinary General Meeting of Shareholders (the "Meeting"), with the minutes as summarized below:

Day/ Date : Thursday, 20 June 2019
Venue : Grand Ballroom, Hotel Indonesia Kempinski –11th Floor
Jalan M.H. Thamrin No.1
Jakarta 10310
Time : 10.42 - 11.12 Western Indonesia Time
Agenda : Approval of the acquisition plan (*rencana akuisisi saham*) in relation to the Company's plan to acquire the shares of PT Bank Royal Indonesia.

Attendance of Members of the Board of Commissioners and the Board of Directors of the Company :
All members of the Board of Directors and the Board of Commissioners of the Company were present at the Meeting, namely:

Board of Commissioners

President Commissioner	: Mr. Ir. Djohan Emir Setjoso
Commissioner	: Mr. Tonny Kusnadi
Independent Commissioner	: Mr. Cyrillus Harinowo
Independent Commissioner	: Mr. Dr. Ir. Raden Pardede
Independent Commissioner	: Mr. Sumantri Slamet

Board of Directors

President Director	: Mr. Jahja Setiaatmadja
Deputy President Director	: Mr. Armand Wahyudi Hartono
Director	: Mr. Ir. Suwignyo Budiman
Director (concurrently serving as Director of Compliance)	: Mr. Tan Ho Hien/Subur a.k.a Subur Tan
Director	: Mr. Henry Koenafi
Independent Director	: Mr. Erwan Yuris Ang, SH, MH
Director	: Mr. Rudy Susanto
Director	: Ms. Lianawaty Suwono
Director	: Mr. Santoso
Director	: Ms. Inawaty Handoyo
Director	: Miss Vera Eve Lim

Chairperson of the Meeting :
The Meeting was chaired by Mr. Ir. Djohan Emir Setjoso as the President Commissioner of the Company in accordance with Article 22 paragraph 1 letter a of the Company's Articles of Association and on the basis of the appointment by the Board of Commissioners as evident in the Minutes of the Board of Commissioners' Meeting dated 29 May 2019.

Attendance of the Shareholders :
The Meeting was attended by the shareholders or proxies for the shareholders representing 21,704,803,950 (twenty-one billion seven hundred four million eight hundred three thousand nine hundred fifty) shares or equal to 88.034% (eighty-eight point zero three four percent) of 24,655,010,000 (twenty-four billion six hundred fifty-five million ten thousand) shares, being the total outstanding shares of the Company.

Opportunity to Ask Questions and/or Express Opinions :
The shareholders or the proxies for the shareholders were given the opportunity to ask questions and/or express opinions on the Meeting agenda item, but no shareholder or proxy for the shareholder asked any question and/or expressed any opinion.

Mechanism for Adopting Resolutions :
The resolution was passed through deliberation for a consensus, and if the consensus could not be reached, the resolution was passed by means of voting.

Voting on the proposal specified in this Meeting was conducted verbally by means of vote pooling, in which the shareholders or their proxies that cast negative votes or abstained on the proposal gave a show of hands and submitted their ballot papers, which were then counted by PT RAYA SAHAM REGISTRAR as the Securities Administration Bureau of the Company, and the counting result was further verified by Notary Christina Dwi Utami, S.H., M.Hum., M.Kn., as an independent public official.

Adopted Resolutions :
The Meeting has adopted the resolutions as described in "Notarial Minutes of Extraordinary General Meeting of Shareholders of PT Bank Central Asia Tbk" Number 62 dated 20 June 2019, drawn up by Christina Dwi Utami, S.H., M.Hum., M.Kn., a Notary of Jakarta, as summarized below:

The Agenda
As regards the agenda item, there were no shareholders asking questions, and the voting outcome is as follows:

Affirmative Votes	Negative Votes	Abstentions	Questions
17,919,918,203 (82.562%)	3,407,313,822 (15.698%)	377,571,925 (1.74%)	-

Accordingly, the number of affirmative votes was more than $\frac{3}{4}$ (three-quarters) of the total voting shares present at the Meeting.

The Meeting resolved as follows:

- Approving the acquisition plan (*rancangan akuisisi*) in relation to the Company's plan to acquire all the subscribed and paid-up shares of PT Bank Royal Indonesia (whether directly or indirectly through the Company's controlled subsidiary, i.e. PT BCA Finance), including the draft acquisition deed, as appended to the acquisition plan, which had been distributed to the shareholders or proxies for the shareholders as materials for discussion at the Meeting.
- Approving the Company's action to purchase 2,871,999 (two million eight hundred seventy-one thousand nine hundred ninety-nine) shares from the shareholders of PT Bank Royal Indonesia or representing 99.99% (ninety-nine point nine nine percent) of the total subscribed and paid-up shares of PT Bank Royal Indonesia.
- Granting power and authority to the Board of Directors of the Company, with the right of substitution, to take any and all actions required or deemed necessary in relation to the acquisition of the subscribed and paid-up shares of PT Bank Royal Indonesia in accordance with the Meeting's resolution, including but not limited to determining the terms and conditions for the acquisition, as well as preparing, drawing up, making, procuring to be made, and signing the necessary documents including the acquisition deed, filing applications, and/or requesting approvals and/or filing the Meeting's resolution with the competent authorities, in accordance with the prevailing laws and regulations.
- Stating that the grant of power and authority under point 3 of this resolution will be effective as of the date on which the proposal on this agenda is approved by the Meeting

Jakarta, 24 June 2019
PT BANK CENTRAL ASIA Tbk
BOARD OF DIRECTORS

4. Attendance of Management, Committees and Shareholders

A further description on the attendance of the management, committees, and shareholders in the AGMS and EGMS is listed on page 327-332 of this Annual Report.

5. Chairperson of AGMS and EGMS

The GMS was chaired by Mr. Ir. Djohan Emir Setijoso as the President Commissioner, in accordance with Article 22 Paragraph 1 (a) of BCA Articles of Association.

Policies related to the Chairperson of the GMS are regulated in BCA Articles of Association, as follows:

- In the event that the President Commissioner or a member of the Board of Commissioners appointed by the Board of Commissioners to chair the AGMS or EGMS has a conflict of interest with the agenda to be decided at the AGMS and EGMS, the Board of Commissioners may appoint other members of the Board of Commissioners who do not have a conflict of interest as a substitute.
- In the event that all members of the Board of Commissioners have a conflict of interest, the AGMS or EGMS is chaired by the President Director
- In the event that the President Director has a conflict of interest with the agenda decided at the AGMS or EGMS, the AGMS or EGMS is chaired by the Deputy President Director who is appointed by the Directors and does not have a conflict of interest
- In the event that the President Director and Deputy President Director have a conflict of interest, the AGMS and EGMS are chaired by other members of the Board of Directors who do not have a conflict of interest.
- In the event that all members of the Board of Directors have a conflict of interest, the AGMS or EGMS is chaired by one of the non-controlling shareholders elected by the majority of other shareholders present at the AGMS or EGMS.

6. Rules of Conduct of AGMS and EGMS

BCA also provides information related to voting procedures at the AGMS and EGMS in the rules of the meeting which are always read out before starting the AGMS and EGMS.

Shareholders or their representatives who attend the AGM are advised to observe the following rules:

- 1) Procedures for giving feedback relating to the agenda of the meeting:
 - a) Shareholders or shareholders' power of attorney may submit questions and/or opinions for each agenda that requires a meeting decision.
 - b) When discussing each meeting agenda that requires a decision, the Chairperson of the Meeting will provide the opportunity for shareholders or shareholders' power of attorney to submit questions and/or opinions before voting on the matter. Shareholders or shareholders' power of attorney may only submit questions and/or opinions on the occasion given by the Chairperson of the Meeting.
 - c) Only shareholders or authorized shareholders' power of attorney present at the meeting are entitled to raise questions and/or opinions about the agenda of the meeting being discussed.
 - d) Questions and/or opinions raised must be directly related to the agenda of the meeting being discussed.
 - e) Before submitting questions and/or opinions, shareholders or the power of attorney of shareholders are asked to take and fill out forms that will be provided by the meeting's officers, to be filled with the names of shareholders, the number of shares owned/represented as well as questions and/or opinions raised.
 - f) Shareholders or shareholders' power of attorney who wish to submit questions and/or opinions that have been written on the form referred to in number 1) letter e) this section, are asked to raise their hands, write their questions and/or opinions on a

form that will be provided by the meeting officer for then to be read out through a loudspeaker, and submit the form to the Meeting officer.

- g) To provide equal opportunities to all shareholders, each shareholder or shareholder's power of attorney may each submit a maximum of two questions and/or opinions for each agenda.
 - h) All questions will be answered one by one in order. If several questions are asked about the same material, the questions will be answered simultaneously.
 - i) After questions and/or opinions submitted by shareholders or the shareholders' power of attorney have been answers and/or explained, the Chairperson of the Meeting will propose to shareholders or the shareholders' power of attorney to make decisions.
- 2) Procedure for voting and vote counting:
For all agenda meetings requiring a decision, vote counting will be conducted with reference to the provisions of the Company's articles of association and the Limited Liability Companies Act, as follows:
- a) Decisions of the meeting are taken based on deliberation to reach consensus.
 - b) In the event that a decision based on deliberation to reach consensus is not reached, then the decision is taken by voting. Shareholders or the power of attorney of shareholders have the right to vote AGREE, a NO AGREE vote or an ABSTAIN vote for each agenda.
 - c) For each agenda item that requires a decision of the meeting, the decision on the proposal submitted at the meeting is valid if approved by more than $\frac{1}{2}$ (one half) of the total number of shares with voting rights present at the meeting.
 - d) The chairperson of the meeting will ask the shareholders or the power of attorney of shareholders who DO NOT AGREE or ABSTAIN to the proposal submitted to raise their hands and submit ballot papers to the meeting's officers. The ballots will then be counted by PT Raya Saham Registra as the Company's securities administration bureau and then verified by the notary as an independent official
 - e) Shareholders or shareholders' power of attorney who do not raise their hands to submit ballots NOT APPROVAL or ABSTAIN to the proposal submitted, are considered to approve the proposal submitted without the chair of the meeting need to ask the shareholders or the shareholders' power of attorney to raise their respective hands as a sign of agreement.
 - f) In accordance with Article 30 of OJK Regulation Number 32 / POJK.4 / 2014 Concerning Planning And Holding General Meetings Of Shareholders Of Public Limited Companies, ABSTAIN votes are considered to be the same votes as the majority votes of shareholders who issue votes.
 - g) The vote count is conducted by scanning the barcode on the ballots NOT DISAGREE and ABSTAIN submitted to the meeting officer by using a barcode scanner. The total votes will appear on the screen available in the meeting room.
 - h) Shareholders or shareholders' power of attorney who have registered but left the meeting room and do not report the matter to the registration officer before the meeting are considered to be present and approve the proposal submitted at the meeting.

Shareholders or their power of attorney who attend the EGMS are advised to pay attention to the following rules:

- 1) Procedures for giving feedback relating to the agenda of the meeting:
 - a) The Chairperson of the Meeting will give the opportunity to the shareholders or shareholders' power of attorney to submit questions and/or opinions prior to the vote on the agenda of the meeting.
 - b) Questions and/or opinions can only be submitted on the occasion given by the Chairperson of the Meeting.
 - c) Shareholders or shareholder's power of attorney who wish to submit questions and/or opinions are asked to raise their hands, write their questions and/or opinions on a form that will be provided by the Meeting officer for then to be read out through a loudspeaker, and submit the form to the Meeting officer.
 - d) Questions and/or opinions raised must be directly related to the agenda of the meeting being discussed. If several questions are asked about the same material, the questions will be answered simultaneously.
 - e) To provide opportunities for other meeting participants, each shareholder or shareholder's power of attorney may each submit a maximum of 2 (two) questions and/or opinions.
- 2) Procedure for voting and vote counting:
 - a) Decisions of the meeting are taken based on deliberation to reach consensus.
 - b) In the event that a decision based on deliberation to reach consensus is not reached, hence, the decision is taken by voting.
 - c) The Chairperson of the Meeting will request shareholders or shareholders' power of attorney who DOES NOT AGREE or ABSTAIN the proposal submitted to raise their hands and submit ballot papers to the Meeting's officer. The ballots will then be counted by PT Raya Saham Registra as the Company's securities administration bureau and then verified by the Notary as an independent official. Shareholders or shareholders' power of attorney who do not raise their hands to submit ballots DO NOT AGREE or ABSTAIN to the proposal submitted, are deemed to approve the proposal submitted without the chair of the meeting need to ask the shareholders or shareholders' power of attorney to raise their respective hands as a sign of agreement
 - d) Shareholders or shareholders' power of attorney who issue ABSTAIN votes are considered to issue the same votes as the majority vote of the shareholders who vote.
 - e) Decisions on proposals submitted at the meeting are valid if they are approved by more than 3/4 (three quarters) of the total number of shares with voting rights present at the meeting.
 - f) Shareholders or shareholders' power of attorney who have registered but left the meeting room and do not report the matter to the registration officer before the meeting is considered to be present and approve the proposal submitted at the meeting.

7. Decision Making Method

Decision making regarding proposals submitted in each agenda of the AGMS and EGMS of BCA is conducted based on deliberations for consensus, in accordance with Article 23 paragraph 8 of BCA's Articles of Association. If deliberations for consensus are not reached, hence, the decision will be taken by way of voting.

8. The Vote Counting Mechanism for AGMS and EGMS

Before voting is held for each AGMS and EGMS agenda, each shareholder or their proxies representing them are given the opportunity to ask questions and/or submit opinions to the chairperson of the AGMS and EGMS.

At the first agenda of the 2019 AGMS, there were two questions from BCA shareholders and the BCA Board of Directors responded to the questions raised.

At the second agenda of the 2019 AGMS, there was one question from the shareholder of BCA and the Board of Directors of BCA responded to the question raised.

At the third agenda of the 2019 AGMS, there was one question from the shareholder of BCA and the BCA's Board of Directors responded to the question raised.

The voting regarding proposals submitted in each GMS agenda is conducted verbally using the voting polls method. In the event that the shareholders or their power of attorneys do not agree or abstain from the proposal submitted, they can submit the ballot papers again. Voting polls through ballots collected will be counted by PT Raya Saham Registra as BCA's Securities Administration Bureau and verified by a Notary as an independent party, in accordance with the GMS Rules of Procedure.

2019 Annual GMS:

Agenda	Agree	Disagree	Abstain	Inquiries
First	21,328,133,721 (99.82%)	11,580,200 (0.05%)	27,098,300 (0.13%)	2
Second	21,309,214,794 (99.73%)	20,134,127 (0.09%)	37,463,300 (0.18%)	1
Third	21,182,881,652 (99.14%)	168,293,669 (0.79%)	15,636,900 (0.07%)	1
Fourth	20,647,772,218 (96.64%)	536,995,413 (2.51%)	182,044,590 (0.85%)	Nil
Fifth	20,854,616,849 (97.60%)	416,406,381 (1.95%)	95,788,991 (0.45%)	Nil
Sixth	21,309,214,794 (99.73%)	20,134,127 (0.09%)	37,463,300 (0.18%)	Nil
Seventh	21,355,521,921 (99.94%)	1,386,600 (0.01%)	9,903,700 (0.05%)	Nil
Eighth	There is no vote/ approval of this Agenda (Report only).			

2019 Extraordinary GMS:

Agree	Disagree	Abstain	Inquiries
17,919,918,203 (82.562%)	3,407,313,822 (15.698%)	377,571,925 (1.74%)	Nil

Independent Parties who Conducts Counting and/or Validation of the Votes in the AGMS

The independent parties that count and/or validate the votes at the AGMS were PT Raya Saham Registra as BCA's Securities Administration Bureau and Fathiah Helmi, S.H. as the Notary who verified the vote count.

Independent Parties who Conducts Counting and/or Validation of the Votes in the EGMS

The independent parties that count and/or validate the votes at the AGMS were PT Raya Saham Registra as BCA's Securities Administration Bureau and Christina Dwi Utami, SH, M.Hum., M.Kn., as the Public Notary who verified the vote count.

9. 2019 AGMS Decision and its Realization

The decision of the 2019 AGMS and its realization are as follows:

No	Agenda	2019 Annual GMS Decision	Realization									
1.	<p>First Agenda Approval of the Annual Report including the Company's Financial Statements and the Board of Commissioners' Report on its Supervisory Duties for the financial year ended 31 December 2018 and grant of release and discharge of liability (acquit et decharge) to all members of the Board of Directors and the Board of Commissioners of the Company for all actions taken in relation to the management and supervision of the Company in the financial year ended 31 December 2018.</p>	<p>I Approving the Annual Report, including:</p> <ol style="list-style-type: none"> 1. the Financial Statements, which include the Company's Balance Sheet and Profit or Loss Statement for the financial year ended December 31, 2018, audited by the The Kantor Akuntan Publik Tanudiredja, Wibisana, Rintis & Rekan (a member firm of PwC Global Network), as evident from its report Number 00037/2.1025/AU.1/07/0229-2/1/II/2019 dated February 11, 2019 with unmodified opinion, as contained in the 2018 Annual Report; and 2. the Board of Commissioners' Report on its Supervisory Duties, for the financial year ended December 31, 2018, as contained in the 2018 Annual Report; <p>II Granting a release and discharge of liability (acquit et decharge) to members of the Company's Board of Directors and Board of Commissioners for their respective management and supervisory actions taken during the financial year ended December 31, 2018, to the extent that such actions were reflected in the Company's Annual Report and Financial Statements for the financial year ended December 31, 2018 and any relevant supporting documents thereof.</p> <table border="1"> <thead> <tr> <th colspan="3">Total Votes:</th> </tr> <tr> <th>Agree</th> <th>Disagree</th> <th>Abstain</th> </tr> </thead> <tbody> <tr> <td>21,328,133,721 (99.82%)</td> <td>11,580,200 (0.05%)</td> <td>27,098,300 (0.13%)</td> </tr> </tbody> </table>	Total Votes:			Agree	Disagree	Abstain	21,328,133,721 (99.82%)	11,580,200 (0.05%)	27,098,300 (0.13%)	Realized.
Total Votes:												
Agree	Disagree	Abstain										
21,328,133,721 (99.82%)	11,580,200 (0.05%)	27,098,300 (0.13%)										
2.	<p>Second Agenda Appropriation of the Company's Net Profits for the financial year ended 31 December 2018.</p>	<p>I Determining that according to the Company's Balance Sheet and Profit or Loss Statement for the financial year ended December 31, 2018, audited by the The Kantor Akuntan Publik Tanudiredja, Wibisana, Rintis & Rekan (a member firm of PwC Global Network), the Company's net profits for the financial year ended December 31, 2018 amounted to Rp25,855,154,148,976 (twenty-five trillion eight hundred fifty-five billion one hundred fifty-four million one hundred forty-eight thousand nine hundred seventy-six rupiah) ("Net Profits for 2018").</p>										

No	Agenda	2019 Annual GMS Decision	Realization									
	Second Agenda (continued)	<p>II Appropriating the Company's Net Profits for 2018, which amounted to Rp25,855,154,148,976 (twenty-five trillion eight hundred fifty-five billion one hundred fifty-four million one hundred forty-eight thousand nine hundred seventy-six rupiah) as follows:</p> <ol style="list-style-type: none"> 1. An amount of Rp340 (three hundred forty rupiah) per share will be distributed as cash dividends for the financial year ended 31 December 2018 to the shareholders entitled to receive cash dividends, such amount includes the interim dividends of Rp85 (eighty-five rupiah) share or a total amount of Rp2,095,675,850,000 (two trillion ninety-five billion six hundred seventy-five million eight hundred fifty thousand rupiah) paid out by the Company on 21 December 2018, accordingly, the remaining amount of dividends is Rp255 (two hundred fifty-five rupiah) per share or a total amount of Rp6,287,027,550,000 (six trillion two hundred eighty-seven billion twenty-seven million five hundred fifty thousand rupiah). <p>As regards such dividend payments, the following terms and conditions shall apply:</p> <ol style="list-style-type: none"> i. the remaining amount of dividends for the financial year 2018 will be paid out for each share issued by the Company as recorded in the Company's Register of Shareholders as at the record date, which will be determined by the Board of Directors; ii. as regards the payments on the remaining dividends for the financial year 2018, the Board of Directors shall withhold the tax on such dividends in accordance with the tax regulations in force; iii. the Board of Directors is granted the power and authority to stipulate any matters concerning the payment of the remaining dividends for the financial year 2018, including (but not limited to): <ol style="list-style-type: none"> (aa) stipulating the record date as referred to in item (i) to determine the shareholders of the Company eligible to receive payments on the remaining dividends for the financial year 2018; and (bb) stipulating the date of payment of the remaining dividends for the financial year 2018, and any other technical matters with due observance of the regulations of the Stock Exchange where the Company's shares are listed; 2. An amount of Rp258,551,541,490 (two hundred fifty-eight billion five hundred fiftyone million five hundred forty-one thousand four hundred ninety rupiah) will be appropriated as reserve fund; 3. The remainder of the Net Profits for 2018 that has not been appropriated for any particular use will be determined as retained earnings. <p>III Stating that such power and authority as described in point II item 1 of this resolution will be effective as of the date on which the proposal in this agenda item is approved by this Annual GMS.</p>	Realized. On 30 th of April 2019, BCA has distributed cash dividends for the financial year ended 31 st December 2019 to the shareholders.									
		<table border="1"> <thead> <tr> <th colspan="3">Total Votes::</th> </tr> <tr> <th>Agree</th> <th>Disagree</th> <th>Abstain</th> </tr> </thead> <tbody> <tr> <td>21,309,214,794 (99.73%)</td> <td>20,134,127 (0.09%)</td> <td>37,463,300 (0.18%)</td> </tr> </tbody> </table>		Total Votes::			Agree	Disagree	Abstain	21,309,214,794 (99.73%)	20,134,127 (0.09%)	37,463,300 (0.18%)
Total Votes::												
Agree	Disagree	Abstain										
21,309,214,794 (99.73%)	20,134,127 (0.09%)	37,463,300 (0.18%)										

No	Agenda	2019 Annual GMS Decision	Realization												
3.	Third Agenda Change in the composition of the Board of Directors of the Company.	<p>I Approving the honourable dismissal of Mr. Eugene Keith Galbraith as Deputy President Director with effect from the close of this Meeting.</p> <p>II Expressing the highest appreciation and gratitude to Mr. Eugene Keith Galbraith for his services during his term of office as Deputy President Director of the Company.</p> <p>III Appointing Mr. Suwignyo Budiman as Deputy President Director, which will be effective only to the extent of and as from the approval of such appointment by the Financial Services Authority until the close of the Company's Annual General Meeting of Shareholders which will be held on 2021 (two thousand twenty-one), provided that if the approval for such appointment from the Financial Services Authority has not been obtained, Mr. Suwignyo Budiman will remain in office as a Director until his appointment as Deputy President Director is approved by the Financial Services Authority. If his appointment as Deputy President Director is not approved by the Financial Services Authority, Mr. Suwignyo Budiman will remain in office as a Director until the close of the Company's Annual General Meeting of Shareholders which will be held in 2021 (two thousand twenty-one).</p> <p>IV Replacing the Company's Director of Compliance by appointing Mrs. Inawaty Handojo to replace Mr. Tan Ho Hien/Subur a.k.a. Subur Tan, which will be effective only to the extent of and as from the approval of such appointment by the Financial Services Authority until the close of the Company's Annual General Meeting of Shareholders which will be held in 2021 (two thousand twenty-one). Before the approval for the appointment of Mrs. Inawaty Handojo as the Company's Director of Compliance is obtained from the Financial Services Authority or if such approval is not given by the Financial Services Authority, Mr. Tan Ho Hien/Subur a.k.a. Subur Tan will remain in office as the Company's Director of Compliance until the close of the Company's Annual General Meeting of Shareholders which will be held in 2021 (two thousand twenty-one), and Mrs. Inawaty Handojo will retain her current office as the Company's Director.</p> <p>V Stating that accordingly the composition of the Board of Commissioners and the Board of Directors of the Company as from the close of this Meeting shall be as follows:</p>	Realized.												
		<table border="1"> <thead> <tr> <th colspan="2">Board of Commissioners</th> </tr> </thead> <tbody> <tr> <td>President Commissioner</td> <td>Mr. Ir. Djohan Emir Setijoso</td> </tr> <tr> <td>Commissioner</td> <td>Mr. Tonny Kusnadi</td> </tr> <tr> <td>Independent Commissioner</td> <td>Mr. Cyrillus Harinowo</td> </tr> <tr> <td>Independent Commissioner</td> <td>Mr. Dr. Ir. Doktor Insinyur Raden Pardede</td> </tr> <tr> <td>Independent Commissioner</td> <td>Mr. Sumantri Slamet</td> </tr> </tbody> </table>	Board of Commissioners		President Commissioner	Mr. Ir. Djohan Emir Setijoso	Commissioner	Mr. Tonny Kusnadi	Independent Commissioner	Mr. Cyrillus Harinowo	Independent Commissioner	Mr. Dr. Ir. Doktor Insinyur Raden Pardede	Independent Commissioner	Mr. Sumantri Slamet	
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No	Agenda	2019 Annual GMS Decision	Realization																								
	Third Agenda (continued)	<table border="1"> <thead> <tr> <th colspan="2" data-bbox="624 360 1227 394">Board of Directors</th> </tr> </thead> <tbody> <tr> <td data-bbox="624 398 874 432">President Director</td> <td data-bbox="882 398 1227 432">Mr. Jahja Setiaatmadja</td> </tr> <tr> <td data-bbox="624 436 874 492">Deputy President Director</td> <td data-bbox="882 436 1227 492">Mr. Armand Wahyudi Hartono</td> </tr> <tr> <td data-bbox="624 497 874 530">Director</td> <td data-bbox="882 497 1227 530">Mr. Ir. Suwignyo Budiman</td> </tr> <tr> <td data-bbox="624 535 874 613">Director (concurrently serving as Director of Compliance)</td> <td data-bbox="882 535 1227 613">Mr. Tan Ho Hien/Subur or a.k.a. Subur Tan</td> </tr> <tr> <td data-bbox="624 618 874 651">Director</td> <td data-bbox="882 618 1227 651">Mr. Henry Koenafi</td> </tr> <tr> <td data-bbox="624 656 874 689">Independent Director</td> <td data-bbox="882 656 1227 689">Mr. Erwan Yuris Ang, SH, MH.</td> </tr> <tr> <td data-bbox="624 694 874 728">Director</td> <td data-bbox="882 694 1227 728">Mr. Rudy Susanto</td> </tr> <tr> <td data-bbox="624 732 874 766">Director</td> <td data-bbox="882 732 1227 766">Ms. Lianawaty Suwono</td> </tr> <tr> <td data-bbox="624 770 874 804">Director</td> <td data-bbox="882 770 1227 804">Mr. Santoso</td> </tr> <tr> <td data-bbox="624 808 874 842">Director</td> <td data-bbox="882 808 1227 842">Ms. Inawaty Handoyo</td> </tr> <tr> <td data-bbox="624 846 874 880">Director</td> <td data-bbox="882 846 1227 880">Miss Vera Eve Lim</td> </tr> </tbody> </table> <p data-bbox="624 913 1227 1014">without prejudice to the right of the General Meeting of Shareholders to at any time dismiss any member of the Board of Commissioners and the Board of Directors of the Company as mentioned above.</p> <p data-bbox="624 1019 1227 1153">In accordance with the provisions of Article 12 paragraph 9 of the Company's Articles of Association, the Meeting further granted authority to the Board of Commissioners to determine the duties and authorities of and among the members of the Board of Directors.</p>	Board of Directors		President Director	Mr. Jahja Setiaatmadja	Deputy President Director	Mr. Armand Wahyudi Hartono	Director	Mr. Ir. Suwignyo Budiman	Director (concurrently serving as Director of Compliance)	Mr. Tan Ho Hien/Subur or a.k.a. Subur Tan	Director	Mr. Henry Koenafi	Independent Director	Mr. Erwan Yuris Ang, SH, MH.	Director	Mr. Rudy Susanto	Director	Ms. Lianawaty Suwono	Director	Mr. Santoso	Director	Ms. Inawaty Handoyo	Director	Miss Vera Eve Lim	
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		VI Granting power and authority to the Board of Directors of the Company, with the right of substitution, to cause the resolution on the composition of the Board of Commissioners and the Board of Directors as described above to be expressed in a deed made before a Notary, including the composition of the Board of Commissioners and the Board of Directors after obtaining the Approval Letter from the Financial Services Authority in respect of the above-mentioned Meeting resolution, and subsequently file any notice with the competent authorities, and take any and all necessary actions in respect of such resolution in accordance with the prevailing laws and regulations.																									
		VII Stating that the grant of power and authority under point VI of this resolution will be effective as of the date on which the proposal in this agenda item is approved by the Meeting. <table border="1" data-bbox="611 1601 1233 1738"> <thead> <tr> <th colspan="3" data-bbox="611 1601 1233 1635">Total Votes:</th> </tr> <tr> <th data-bbox="611 1639 842 1673">Agree</th> <th data-bbox="850 1639 1082 1673">Disagree</th> <th data-bbox="1090 1639 1233 1673">Abstain</th> </tr> </thead> <tbody> <tr> <td data-bbox="611 1677 842 1738">21,182,881,652 (99.14%)</td> <td data-bbox="850 1677 1082 1738">168,293,669 (0.79%)</td> <td data-bbox="1090 1677 1233 1738">15,636,900 (0.07%)</td> </tr> </tbody> </table>	Total Votes:			Agree	Disagree	Abstain	21,182,881,652 (99.14%)	168,293,669 (0.79%)	15,636,900 (0.07%)																
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21,182,881,652 (99.14%)	168,293,669 (0.79%)	15,636,900 (0.07%)																									

No	Agenda	2019 Annual GMS Decision	Realization									
4.	Fourth Agenda Determination of the amount of salary or honorarium and benefits for the financial year 2019 as well as bonus payments (tantieme) for the financial year 2018 payable to members of the Board of Directors and the Board of Commissioners of the Company.	<p>I</p> <ol style="list-style-type: none"> 1. Granting full power and authority to PT DWIMURIA INVESTAMA ANDALAN, as the majority shareholder of the Company, to determine the amount of honorarium and benefits to be paid by the Company to the members of the Board of Commissioners serving the Company over the financial year 2019; 2. Granting full power and authority to the Company's Board of Commissioners to determine the amount of salary and benefits to be paid by the Company to the members of the Board of Directors of the Company serving the Company over the financial year 2019. <p>in carrying out the powers and authorities:</p> <ol style="list-style-type: none"> 1. PT DWIMURIA INVESTAMA ANDALAN, as the current majority shareholder of the Company, will consider the recommendations from the Board of Commissioners, which will take into account the recommendations from the Remuneration and Nomination Committee; 2. The Board of Commissioners will consider the recommendations from the Remuneration and Nomination Committee. <p>II</p> <p>Upon considering the performance of the Company and the performance of the members of the Board of Commissioners and the Board of Directors of the Company who served in and over the financial year 2018, and with due observance of Regulation of the Financial Services Authority No. 55/POJK.03/2016 on the Implementation of Corporate Governance for Commercial Banks in conjunction with article 71 paragraph 1 of Law Number 40 of 2007 on Limited Liability Companies, and after receiving the recommendations from the Board of Commissioners, which also took into account the recommendations from the Company's Board of Directors and the inputs from the Remuneration and Nomination Committee, the Meeting further determined that a maximum amount of Rp413,500,000,000 (four hundred thirteen billion five hundred million rupiah) will be paid as bonuses (tantieme) to the members of the Board of Commissioners and the Board of Directors of the Company who served in and over the financial year 2018.</p> <p>In relation to such bonus payments (tantieme), PT DWIMURIA INVESTAMA ANDALAN, as the current majority shareholder of the Company, is hereby granted the power and authority to determine the amount of bonuses (tantieme) to be paid and to determine the distribution of such bonuses (tantieme) among the members of the Board of Commissioners and the Board of Directors of the Company who served in and over the financial year 2018, including all matters related to such bonus payments.</p> <p>III</p> <p>Stating that the grant of power and authority under point I and point II of this resolution will be effective as of the date on which the proposal in this agenda item is approved by the Meeting.</p> <p>IV</p> <p>The amount of salary or honorarium and benefits to be paid by the Company to the members of the Board of Directors and the Board of Commissioners serving the Company over the financial year 2019 and the amount of bonuses (tantieme) to be paid by the Company to the members of the Board of Directors and the Board of Commissioners who served in and over the financial year 2018 will be set out in the Annual Report for the financial year 2019.</p> <table border="1"> <thead> <tr> <th colspan="3">Total Votes:</th> </tr> <tr> <th>Agree</th> <th>Disagree</th> <th>Abstain</th> </tr> </thead> <tbody> <tr> <td>20,647,772,218 (96.64%)</td> <td>536,995,413 (2.51%)</td> <td>182,044,590 (0.85%)</td> </tr> </tbody> </table>	Total Votes:			Agree	Disagree	Abstain	20,647,772,218 (96.64%)	536,995,413 (2.51%)	182,044,590 (0.85%)	Realized.
Total Votes:												
Agree	Disagree	Abstain										
20,647,772,218 (96.64%)	536,995,413 (2.51%)	182,044,590 (0.85%)										

No	Agenda	2019 Annual GMS Decision	Realization									
5.	<p>Fifth Agenda Appointment of the Registered Public Accounting Firm (including the Registered Public Accountant practising through such Registered Public Accounting Firm) to audit/examine the Company's books and accounts for the financial year ended 31 December 2019.</p>	<p>I Granting power and authority to the Board of Commissioners to appoint and/or replace the Public Accounting Firm registered with the Financial Services Authority (including the Public Accountant registered in the Financial Services Authority practicing through such Registered Public Accounting Firm) that will audit the books and records of the Company for the financial year ended December 31, 2019 and to determine the amount of fee and other requirements in relation to the appointment of such Registered Public Accounting Firm registered with the Financial Services Authority (including the Public Accountant registered with the Financial Services Authority practicing through such Registered Public Accounting Firm) with due regard for the recommendations from the Audit Committee and the prevailing laws and regulations.</p> <p>II Stating that such power and authority will be effective as of the date on which the proposal in this agenda item is approved by the Meeting.</p> <table border="1"> <thead> <tr> <th colspan="3">Total Votes:</th> </tr> <tr> <th>Agree</th> <th>Disagree</th> <th>Abstain</th> </tr> </thead> <tbody> <tr> <td>20,854,616,849 (97.60%)</td> <td>416,406,381 (1.95%)</td> <td>95,788,991 (0.45%)</td> </tr> </tbody> </table>	Total Votes:			Agree	Disagree	Abstain	20,854,616,849 (97.60%)	416,406,381 (1.95%)	95,788,991 (0.45%)	<p>Realized. Board of Commissioners has appointed a Public Accounting firm, registered in the Financial Services Authority Public Accounting Firm of Tanudiredja, Wibisana, Rintis & Rekan (a member firm of PwC Global Network) including the Public Accountant, name Lucy Luciana Suhenda registered in the Financial Services Authority practicing from such Registered Public Accounting Firm who will audit the books and records of the Company for the financial year ended 31 December 2019. The appointment of public accountant has met the prerequisite requirements that have been determined in the Annual GMS which is to consider the quality, requirements, and the competitive price for the company.</p>
Total Votes:												
Agree	Disagree	Abstain										
20,854,616,849 (97.60%)	416,406,381 (1.95%)	95,788,991 (0.45%)										
6.	<p>Sixth Agenda Grant of powers and authority to the Board of Directors to pay out interim dividends for the financial year ended 31 December 2019</p>	<p>I Granting power and authority to the Board of Commissioners to appoint and/or replace the Public Accounting Firm registered with the Financial Services Authority (including the Public Accountant registered with the Financial Services Authority practicing through such Registered Public Accounting Firm) that will audit the books and records of the Company for the financial year ended December 31, 2019 and to determine the amount of fee and other requirements in relation to the appointment of such Registered Public Accounting Firm registered with the Financial Services Authority (including the Public Accountant registered with the Financial Services Authority practicing through such Registered Public Accounting Firm) with due regard for the recommendations from the Audit Committee and the prevailing laws and regulations.</p> <p>II Stating that such power and authority will be effective as of the date on which the proposal in this agenda item is approved by the Meeting.</p> <table border="1"> <thead> <tr> <th colspan="3">Total Votes:</th> </tr> <tr> <th>Agree</th> <th>Disagree</th> <th>Abstain</th> </tr> </thead> <tbody> <tr> <td>21,309,214,794 (99.73%)</td> <td>20,134,127 (0.09%)</td> <td>37,463,300 (0.18%)</td> </tr> </tbody> </table>	Total Votes:			Agree	Disagree	Abstain	21,309,214,794 (99.73%)	20,134,127 (0.09%)	37,463,300 (0.18%)	<p>Realized. On 20th of December 2019, BCA has distributed interim dividends for the financial year ended 31st December 2019 to qualified shareholders.</p>
Total Votes:												
Agree	Disagree	Abstain										
21,309,214,794 (99.73%)	20,134,127 (0.09%)	37,463,300 (0.18%)										

No	Agenda	2019 Annual GMS Decision	Realization									
7.	Agenda Ketujuh Approval of the Revised Recovery Plan of the Company	<p>I Approving the amendments to the Company's Recovery Plan, as incorporated in the Recovery Plan of PT Bank Central Asia Tbk 2019, which has been filed with the Financial Services Authority for its supervision, as evident in letter from the Financial Services Authority Number S-21/PB.3/2019 dated March 8, 2019 on the Recovery Plan of PT Bank Central Asia Tbk 2019 ("the Company's Recovery Plan").</p> <table border="1"> <thead> <tr> <th colspan="3">Total Votes:</th> </tr> <tr> <th>Agree</th> <th>Disagree</th> <th>Abstain</th> </tr> </thead> <tbody> <tr> <td>21,355,521,921 (99.94%)</td> <td>1,386,600 (0.01%)</td> <td>9,903,700 (0.05%)</td> </tr> </tbody> </table>	Total Votes:			Agree	Disagree	Abstain	21,355,521,921 (99.94%)	1,386,600 (0.01%)	9,903,700 (0.05%)	Realized.
Total Votes:												
Agree	Disagree	Abstain										
21,355,521,921 (99.94%)	1,386,600 (0.01%)	9,903,700 (0.05%)										

10. 2019 EGMS Decision and its Realization

The decision of the 2019 EGMS and its realization are as follows:

No	Agenda	2019 Extraordinary GMS Decision	Realization									
1.	Approving the acquisition plan to acquire shares of PT Bank Royal Indonesia by the Company	<p>I Approving the acquisition plan (rancangan akuisisi) in relation to the Company's plan to acquire all the subscribed and paid-up shares of PT Bank Royal Indonesia (whether directly or indirectly through the Company's controlled subsidiary, i.e. PT BCA Finance), including the draft acquisition deed, as appended to the acquisition plan, which had been distributed to the shareholders or proxies for the shareholders as materials for discussion at the Meeting.</p> <p>II Approving the Company's action to purchase 2,871,999 (two million eight hundred seventy-one thousand nine hundred ninety-nine) shares from the shareholders of PT Bank Royal Indonesia or representing 99.99% (ninety-nine point nine nine percent) of the total subscribed and paid-up shares of PT Bank Royal Indonesia.</p> <p>III Granting power and authority to the Board of Directors of the Company, with the right of substitution, to take any and all actions required or deemed necessary in relation to the acquisition of the subscribed and paid-up shares of PT Bank Royal Indonesia in accordance with the Meeting's resolution, including but not limited to determining the terms and conditions for the acquisition, as well as preparing, drawing up, making, procuring to be made, and signing the necessary documents including the acquisition deed, filing applications, and/or requesting approvals and/or filing the Meeting's resolution with the competent authorities, in accordance with the prevailing laws and regulations.</p> <p>IV Stating that the grant of power and authority under point III of this resolution will be effective as of the date on which the proposal on this agenda is approved by the Meeting.</p> <table border="1"> <thead> <tr> <th colspan="3">Total Votes:</th> </tr> <tr> <th>Agree</th> <th>Disagree</th> <th>Abstain</th> </tr> </thead> <tbody> <tr> <td>17,919,918,203 (82.562%)</td> <td>3,407,313,822 (15.698%)</td> <td>377,571,925 (1.74%)</td> </tr> </tbody> </table>	Total Votes:			Agree	Disagree	Abstain	17,919,918,203 (82.562%)	3,407,313,822 (15.698%)	377,571,925 (1.74%)	Realized. On 31st of October 2019, both Parties have signed the Acquisition Deed No. 308 dated 31 October 2019 made before a Notary, Christina Dwi Utami, S.H., M.Hum., M.Kn., Notary in West Jakarta with regards to transaction settlement in acquisition Bank Royal.
Total Votes:												
Agree	Disagree	Abstain										
17,919,918,203 (82.562%)	3,407,313,822 (15.698%)	377,571,925 (1.74%)										

11. 2018 AGMS and EGMS Decision and its Realization

BCA has implemented all recommendations from the decision of the annual GMS financial year 2018, therefore, there is no information pertaining to any reason with regards to decisions that has not been realized.

The decision of the 2018 AGMS and its realization are as follows:

No	Agenda	2018 Annual GMS Decision	Realization									
1.	First Agenda Approval of the Annual Report including the Company's Financial Statements and the Board of Commissioners' Report on its Supervisory Duties for the financial year ended 31 December 2017 and grant of release and discharge of liability (acquit et decharge) to all members of the Board of Directors and the Board of Commissioners of the Company for all actions taken in relation to the management and supervision of the Company in the financial year ended 31 December 2017.	<p>I Approve the Annual Report, including the Board of Commissioners' Supervisory Task Report for the financial year ending December 31, 2017 contained in the 2017 Annual Report.</p> <p>II Ratify the financial statements covering the Company's Balance Sheet and Profit and Loss Statement for the financial year ended December 31, 2017 which has been audited by the Tanudiredja Public Accountant Firm, Wibisana, Rintis & Rekan (a member firm of PwC Global Network) contained in the 2017 Annual Report.</p> <p>III Provide repayment and release of responsibilities (acquit et decharge) to members of the Board of Directors and Board of Commissioners of the Company for management and supervision actions carried out by each member of the Board of Directors and Board of Commissioners during the financial year ending December 31, 2017 provided that the actions are recorded in the Report Annual and Financial Statements of the Company for the financial year ending on December 31, 2017 and supporting documents.</p> <table border="1"> <thead> <tr> <th colspan="3">Total Votes:</th> </tr> <tr> <th>Agree</th> <th>Disagree</th> <th>Abstain</th> </tr> </thead> <tbody> <tr> <td>21,029,505,515 (99.926%)</td> <td>3,510,100 (0.017%)</td> <td>12,104,400 (0.057%)</td> </tr> </tbody> </table>	Total Votes:			Agree	Disagree	Abstain	21,029,505,515 (99.926%)	3,510,100 (0.017%)	12,104,400 (0.057%)	Realized.
Total Votes:												
Agree	Disagree	Abstain										
21,029,505,515 (99.926%)	3,510,100 (0.017%)	12,104,400 (0.057%)										
2.	Second Agent Appropriation of the Company's profits for the financial year ended 31 December 2017;	I Resolving to accept that according to the Company's Balance Sheet and Profit and Loss Statement for the financial year ended December 31, 2017, audited by the Public Accounting Firm of Tanudiredja, Wibisana, Rintis & Rekan (a member firm of PwC Global Network) the Company's net income for the financial year ended December 31, 2017, amounted to Rp23,309,993,511,865.00 (twenty-three trillion three hundred nine billion nine hundred ninety-three million five hundred eleven thousand eight hundred sixty-five Rupiah) ("Net Income for 2017");	Realized. On 30 th of April 2018, BCA has distributed cash dividends for the financial year that ended 31 st December 2017 to qualified shareholders.									

No	Agenda	2018 Annual GMS Decision	Realization									
	Second Agenda (continued)	<p>II Resolving that the Company's Net Income for 2017, which amounted to Rp23,309,993,511,865.00 (twenty-three trillion three hundred nine billion nine hundred ninety-three million five hundred eleven thousand eight hundred sixty-five Rupiah), will be appropriated as follows:</p> <ol style="list-style-type: none"> 1. An amount of Rp233,099,935,119.00 (two hundred thirty-three billion ninety-nine million nine hundred thirty-five thousand one hundred nineteen Rupiah) will be appropriated as reserve fund; 2. An amount of Rp6,287,027,550,000.00 (six trillion two hundred eighty-seven billion twenty-seven million five hundred fifty thousand Rupiah) or Rp255.00 (two hundred fifty-five Rupiah) per share will be distributed as cash dividends for the financial year ended December 31, 2017 to the shareholders entitled to receive cash dividends; such amount includes the interim dividends of Rp1,972,400,800,000.00 (one trillion nine hundred seventy-two billion four hundred million eight hundred thousand Rupiah) or Rp80.00 (eighty Rupiah) per share, which was paid out by the Company on 20 December 2017; accordingly, the remaining amount of dividend is Rp4,314,626,750,000.00 (four trillion three hundred fourteen billion six hundred twenty-six million seven hundred fifty thousand Rupiah) or Rp175.00 (one hundred seventy-five Rupiah) per share. <p>As regards the dividend payments, the following terms and conditions shall apply:</p> <ol style="list-style-type: none"> i. the remaining amount of the dividends for the financial year 2017 will be paid out for each share issued by the Company as at the record date, which will be determined by the Board of Directors; ii. as regards the payments on the remaining dividends for the financial year 2017, the Board of Directors shall make withholding for tax on such dividends in accordance with the tax regulations in force; iii. the Board of Directors is granted the power and authority to stipulate matters concerning or relating to the payment of the remaining dividends for the financial year 2017, including (but not limited to): <ol style="list-style-type: none"> (aa) stipulating the record date as referred to in point (i) to determine the shareholders of the Company eligible to receive payments on the remaining dividends for the financial year 2017; and (bb) stipulating the date of payment of the remaining dividends for the financial year 2017, and any other technical matters with due observance of the regulations of the Stock Exchange where the Company's shares are listed; 3. The remainder of the Net Income for 2017 that has not been allocated for any particular use will be determined as retained earnings. 										
		<p>III Resolving that such power and authority as described in point II.2 will be effective as of the date on which the proposals on this agenda are approved by the Annual General Meeting of Shareholders.</p>										
		<table border="1"> <thead> <tr> <th colspan="3">Total Votes:</th> </tr> <tr> <th>Agree</th> <th>Disagree</th> <th>Abstain</th> </tr> </thead> <tbody> <tr> <td>20,987,425,390 (99.726%)</td> <td>18,133,925 (0.086%)</td> <td>39,560,700 (0.188%)</td> </tr> </tbody> </table>	Total Votes:			Agree	Disagree	Abstain	20,987,425,390 (99.726%)	18,133,925 (0.086%)	39,560,700 (0.188%)	
Total Votes:												
Agree	Disagree	Abstain										
20,987,425,390 (99.726%)	18,133,925 (0.086%)	39,560,700 (0.188%)										

No	Agenda	2018 Annual GMS Decision	Realization																																						
3.	Third Agenda Appointment of the members of the Board of Directors of the Company.	<p>I Appointing Miss VERA EVE LIM as a Director of the Company, effective as of the date of approval by the Financial Services Authority (“OJK”) for such appointment and the term of office will continue until the close of the Annual General Meeting of Shareholders of the Company to be held in 2021 (two thousand twenty-one);</p> <p>II Resolving that accordingly the composition of the Board of Commissioners and the Board of Directors of the Company as from the close of this Annual General Meeting of Shareholders shall be as follows:</p> <table border="1"> <thead> <tr> <th colspan="2">Board of Commissioners</th> </tr> </thead> <tbody> <tr> <td>President Commissioner</td> <td>Mr. Ir. Djohan Emir Setijoso</td> </tr> <tr> <td>Commissioner</td> <td>Mr. Tonny Kusnadi</td> </tr> <tr> <td>Independent Commissioner</td> <td>Mr. Cyrillus Harinowo</td> </tr> <tr> <td>Independent Commissioner</td> <td>Mr. Dr. Ir. Raden Pardede</td> </tr> <tr> <td>Independent Commissioner</td> <td>Mr. Sumantri Slamet</td> </tr> </tbody> </table> <table border="1"> <thead> <tr> <th colspan="2">Board of Directors</th> </tr> </thead> <tbody> <tr> <td>President Director</td> <td>Mr. Jahja Setiaatmadja</td> </tr> <tr> <td>Deputy Director</td> <td>Mr. Eugene Keith Galbraith</td> </tr> <tr> <td>Deputy Director</td> <td>Mr. Armand Wahyudi Hartono</td> </tr> <tr> <td>Director</td> <td>Mr. Ir. Suwignyo Budiman</td> </tr> <tr> <td>Director (concurrently serving as Director of Compliance)</td> <td>Mr. Tan Ho Hien/Subur or a.k.a. Subur Tan</td> </tr> <tr> <td>Director</td> <td>Mr. Henry Koenafi</td> </tr> <tr> <td>Independent Director</td> <td>Mr. Erwan Yuris Ang, SH, MH.</td> </tr> <tr> <td>Director</td> <td>Mr. Rudy Susanto</td> </tr> <tr> <td>Director</td> <td>Ms. Lianawaty Suwono</td> </tr> <tr> <td>Director</td> <td>Mr. Santoso</td> </tr> <tr> <td>Director</td> <td>Ms. Inawaty Handoyo</td> </tr> <tr> <td>Director</td> <td>Miss Vera Eve Lim</td> </tr> </tbody> </table> <p>The appointment of Miss Vera EVE LIM as a Director of the Company shall be effective as of the date of approval by the Financial Services Authority (“OJK”) for such appointment and will continue until the close of the Annual General Meeting of Shareholders of the Company to be held in 2021 (two thousand twenty-one).</p> <p>However, the term of office of the other members of the Board of Commissioners and the Board of Directors shall remain unchanged, i.e. commencing from the effective date of their term of office and will end at the close of the Annual General Meeting of Shareholders of the Company to be held in 2021 (two thousand twenty-one).</p> <p>The term of office in respect of the appointments set forth above shall not prejudice the right of the General Meeting of Shareholders to modify the composition of the Board of Commissioners and the Board of Directors of the Company within and during the relevant term of office. In accordance with the provisions of Article 12 paragraph 9 of the Company's Articles of Association, the Annual General Meeting of Shareholders shall further authorize the Board of Commissioners to determine the duties and authorities of and among the members of the Board of Directors;</p>	Board of Commissioners		President Commissioner	Mr. Ir. Djohan Emir Setijoso	Commissioner	Mr. Tonny Kusnadi	Independent Commissioner	Mr. Cyrillus Harinowo	Independent Commissioner	Mr. Dr. Ir. Raden Pardede	Independent Commissioner	Mr. Sumantri Slamet	Board of Directors		President Director	Mr. Jahja Setiaatmadja	Deputy Director	Mr. Eugene Keith Galbraith	Deputy Director	Mr. Armand Wahyudi Hartono	Director	Mr. Ir. Suwignyo Budiman	Director (concurrently serving as Director of Compliance)	Mr. Tan Ho Hien/Subur or a.k.a. Subur Tan	Director	Mr. Henry Koenafi	Independent Director	Mr. Erwan Yuris Ang, SH, MH.	Director	Mr. Rudy Susanto	Director	Ms. Lianawaty Suwono	Director	Mr. Santoso	Director	Ms. Inawaty Handoyo	Director	Miss Vera Eve Lim	Realized.
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No	Agenda	2018 Annual GMS Decision	Realization									
		<p>III Granting powers and authority to the Board of Directors of the Company, with the right of substitution, to cause the resolution on the composition of the Board of Commissioners and the Board of Directors to be made in a notarial deed before a Notary, including the composition of the Board of Commissioners and the Board of Directors after obtaining an Approval Letter from the OJK in respect of the resolution of the Annual General Meeting of Shareholders, and subsequently file any notice with the competent authorities, and take any and all necessary actions in respect of such resolution in accordance with the prevailing laws and regulations;</p> <p>IV Resolving that the grant of power under point III of this resolution shall be effective as of the approval by this Annual General Meeting of Shareholders of the proposal set out in this agenda item.</p> <table border="1"> <thead> <tr> <th colspan="3">Total Votes:</th> </tr> <tr> <th>Agree</th> <th>Disagree</th> <th>Abstain</th> </tr> </thead> <tbody> <tr> <td>20,848,295,852 (99.065%)</td> <td>178,952,868 (0.850%)</td> <td>17,871,295 (0.085%)</td> </tr> </tbody> </table>	Total Votes:			Agree	Disagree	Abstain	20,848,295,852 (99.065%)	178,952,868 (0.850%)	17,871,295 (0.085%)	
Total Votes:												
Agree	Disagree	Abstain										
20,848,295,852 (99.065%)	178,952,868 (0.850%)	17,871,295 (0.085%)										
4.	Fourth Agenda Determination of salary or honorarium, and allowances for fiscal year 2018 and bonuses for 2017 financial year to the Board of Directors and Board of Commissioners of the Company.	<p>I</p> <ol style="list-style-type: none"> 1. Granting full power and authority to PT DWIMURIA INVESTAMA ANDALAN, as the majority shareholder of the Company, to determine the amount of honorarium and benefits to be paid by the Company to the members of the Board of Commissioners who served over the financial year 2018; 2. Granting full power and authority to the Company's Board of Commissioners to determine the amount of salary and benefits to be paid by the Company to the members of the Board of Directors of the Company who served over the financial year 2018. <p>In exercise of the power and authority mentioned above:</p> <ol style="list-style-type: none"> 1. PT DWIMURIA INVESTAMA ANDALAN, as the current majority shareholder of the Company, will consider recommendations from the Board of Commissioners, which will take into account recommendations made by the Remuneration and Nomination Committee; 2. The Board of Commissioners will consider recommendations from the Remuneration and Nomination Committee; <p>II</p> <p>Upon taking into account the performance of the members of the Board of Commissioners and the Board of Directors of the Company who served in and during the financial year 2017, and with due observance of Regulation of the Financial Services Authority No. 55/POJK.03/2016 on the Implementation of Corporate Governance for Commercial Banks, in conjunction with article 71 paragraph 1 of Law Number 40 of 2007 on Limited Liability Companies, and the inputs from the Board of Commissioners with due regard for the recommendations from the Remuneration and Nomination Committee, the Annual General Meeting of Shareholders further resolved that a maximum amount of Rp355,000,000,000.00 (three hundred fifty-five billion Rupiah), calculated with reference to the Company's Net Income for the financial year 2017 in the amount of Rp23,309,993,511,865.00 (twenty-three trillion three hundred nine billion nine hundred ninety-three million five hundred eleven thousand eight hundred sixty-five Rupiah) will be paid as bonuses (tantieme) to the members of the Board of Commissioners and the Board of Directors of the Company who served in and during the financial year 2017.</p>	Realized.									

No	Agenda	2018 Annual GMS Decision	Realization									
		<p>In relation to such bonus payments (tantieme), PT DWIMURIA INVESTAMA ANDALAN, as the current majority shareholder of the Company, is hereby granted the power and authority to determine the amount of bonuses (tantieme) to be paid to the members of the Board of Commissioners and the Board of Directors who served in and during the financial year 2017 and to determine the distribution of such bonuses (tantieme) among the members of the Board of Commissioners and the Board of Directors who served in and during the financial year 2017, including all matters related to such bonus payments.</p>										
		<p>III Resolving that such power and authority as described in points I and II above will be effective as of the date on which the proposals on this agenda item are approved by the Annual General Meeting of Shareholders.</p>										
	Agenda Keempat (Lanjutan)	<p>IV The amount of salary or honorarium and benefits to be paid by the Company to the members of the Board of Directors and the Board of Commissioners who serve in the financial year 2018, and the amount of bonuses (tantieme) to be paid by the Company to the members of the Board of Directors and the Board of Commissioners who served over the financial year 2017 will be set out in the 2018 Annual Report.</p> <table border="1"> <thead> <tr> <th colspan="3">Total Votes:</th> </tr> <tr> <th>Agree</th> <th>Disagree</th> <th>Abstain</th> </tr> </thead> <tbody> <tr> <td>20,385,014,164 (96.863%)</td> <td>437,981,445 (2.081%)</td> <td>222,124,406 (1.056%)</td> </tr> </tbody> </table>	Total Votes:			Agree	Disagree	Abstain	20,385,014,164 (96.863%)	437,981,445 (2.081%)	222,124,406 (1.056%)	
Total Votes:												
Agree	Disagree	Abstain										
20,385,014,164 (96.863%)	437,981,445 (2.081%)	222,124,406 (1.056%)										
5.	Fifth Agenda Appointment of the Registered Public Accounting Firm (including the Registered Public Accountant practising through such Registered Public Accounting Firm) to audit the Company's books and accounts for the financial year ended 31 December 2018.	<p>I Granting power and authority to the Board of Commissioners to appoint a Registered Public Accounting Firm registered with the Financial Services Authority (including a Registered Public Accountant registered with the Financial Services Authority that is a member of such Registered Public Accounting Firm) to audit the books and records of the Company for the financial year ended December 31, 2018 and to determine the amount of fee and other requirements in relation to the appointment of such Registered Public Accounting Firm registered with the Financial Services Authority (including a Registered Public Accountant registered with the Financial Services Authority that is a member of such Registered Public Accounting Firm) with due observance of the recommendations from the Audit Committee and the prevailing laws and regulations;</p> <p>II Resolving that such power and authority will be effective as of the date on which the proposals on this agenda item are approved by the Annual General Meeting of Shareholders.</p> <table border="1"> <thead> <tr> <th colspan="3">Total Votes:</th> </tr> <tr> <th>Agree</th> <th>Disagree</th> <th>Abstain</th> </tr> </thead> <tbody> <tr> <td>20,642,784,472 (98.088%)</td> <td>361,745,143 (1.719%)</td> <td>40,590,400 (0.193%)</td> </tr> </tbody> </table>	Total Votes:			Agree	Disagree	Abstain	20,642,784,472 (98.088%)	361,745,143 (1.719%)	40,590,400 (0.193%)	<p>Realized. Board of Commissioners have appointed a Public Accounting firm, registered in the Financial Services Authority Public Accounting Firm of Tanudiredja, Wibisana, Rintis & Rekan (a member firm of PwC Global Network) including the Public Accountant, name Lucy Luciana Suhenda registered in the Financial Services Authority practicing from such Registered Public Accounting Firm who will audit the books and records of the Company for the financial year 2018. The appointment of public accountant has met the prerequisite requirements that have been determined in the Annual GMS which is to consider the quality, requirements, and the competitive price for the company.</p>
Total Votes:												
Agree	Disagree	Abstain										
20,642,784,472 (98.088%)	361,745,143 (1.719%)	40,590,400 (0.193%)										

No	Agenda	2018 Annual GMS Decision	Realization									
6.	Sixth Agenda Grant power and authority to the Board of Directors to pay out interim dividends for the financial year ended 31 December 2018.	<p>I Giving power and authority to the Board of Directors of the Company (with the approval of the Board of Commissioners), if the financial situation of the Company allows and taking into account the applicable legal and regulatory provisions, to set and pay interim dividends for the financial year ending December 31, 2018, provided that, to comply with Article 72 of Law Number 40 of 2007 concerning Limited Liability Companies, if the interim dividend is to be distributed, the dividend must be made before the end of 2018 fiscal year to shareholders, including determining the form size and method temporary/interim dividend payment.</p> <p>II Stating that such power and authority will be effective as of the date on which the proposal in this agenda item is approved by the Annual GMS.</p> <table border="1"> <thead> <tr> <th colspan="3">Total Votes:</th> </tr> <tr> <th>Agree</th> <th>Disagree</th> <th>Abstain</th> </tr> </thead> <tbody> <tr> <td>20,987,425,390 (99.726%)</td> <td>18,133,925 (0.086%)</td> <td>39,560,700 (0.188%)</td> </tr> </tbody> </table>	Total Votes:			Agree	Disagree	Abstain	20,987,425,390 (99.726%)	18,133,925 (0.086%)	39,560,700 (0.188%)	Realized. On 21 st of December 2018, BCA has distributed interim dividends for the financial year ended 31st December 2018 to the qualified shareholders.
Total Votes:												
Agree	Disagree	Abstain										
20,987,425,390 (99.726%)	18,133,925 (0.086%)	39,560,700 (0.188%)										
7.	Seventh Agenda Approval of the Company's Recovery Plan.	<p>I Approve the Company's Recovery Plan, as contained in the PT Bank Central Asia Tbk Recovery Plan in 2018, which was recorded in the Financial Services Authority supervision administration based on a letter from the Financial Services Authority supervision administration based on a letter from the Financial Services Authority Number S-17/PB.32018 March 2018 14, concerning PT Bank Central Asia Tbk's Recovery Plan in 2018 ("Company Action Plan").</p> <p>II In the event of a situation and condition where the Board of Directors of the Company must carry out one or several options in the Company's Action Plan, given that these conditions require immediate and urgent action so that the General Meeting of Shareholders is not possible beforehand, hence, in connection with the implementation of one or several options which requires the approval of the General Meeting of Shareholders with this Annual General Meeting of Shareholders giving the Board of Directors the power and authority to carry out one or several options in the Company's Action Plan by first obtaining Board of Commissioners approval.</p> <p>III Stating that such power and authority will be effective as of the date on which the proposal in this agenda item is approved by the Annual GMS.</p> <table border="1"> <thead> <tr> <th colspan="3">Total Votes:</th> </tr> <tr> <th>Agree</th> <th>Agree</th> <th>Abstain</th> </tr> </thead> <tbody> <tr> <td>21,035,923,015 (99.956%)</td> <td>Nil</td> <td>9,197,000 (0,044%)</td> </tr> </tbody> </table>	Total Votes:			Agree	Agree	Abstain	21,035,923,015 (99.956%)	Nil	9,197,000 (0,044%)	Realized
Total Votes:												
Agree	Agree	Abstain										
21,035,923,015 (99.956%)	Nil	9,197,000 (0,044%)										

The Decision of the 2018 Extraordinary GMS and the Realization are as follows:

No	Agenda	2018 Extraordinary GMS Decision	Realization									
1.	Amendment of the Company's Articles of Association.	<p>I Approved the amendment of Article 11 Paragraph 5, Article 11 Paragraph 6, Article 11 Paragraph 15, Article 12 Paragraph 4, Article 13 Paragraph 1, Article 14 Paragraph 1, Article 14 Paragraph 5 and Article 16 Paragraph 1 of the Company's Articles of Association, addition of Article 14 Paragraph 14 The Articles of Association of the Company, as well as approve the abolition of Article 24 Paragraph 4 of the Company's Articles of Association as contained in the Proposed Amendment to the Articles of Association which have been aired on slides and submitted to the shareholders or proxy representing them at the Extraordinary General Meeting of Shareholders, while articles others in Deed Number 171 dated April 23, 2015 made before Notary Dr. Irawan Soerodjo, SH, M.Si., and has been notified to the Minister of Law and Human Rights of the Republic of Indonesia as evidenced by a letter issued by the Director General of General Legal Administration dated April 23, 2015 Number AHU.AH.01.03-0926937 and has been registered in List of Companies Number AHU3496701.AH.01.11.Tahun 2015 dated April 23, 2015 ("Deed Number 171 Year 2015") that was not amended and/or deleted remains valid and valid</p> <p>II Reiterate all Articles of the Company's Articles of Association including those that were not amended, which are now stipulated in Deed Number 171 of 2015.</p> <p>III Grant power and authority to the Board of Directors of the Company, with the right of substitution, to do all and any action required in connection with such decision, including but not limited to the declaration/declarationin the acts made before the Notary to modify an/or arrange return the entire provisions of Article 11, Article 12, Article 13, Article 14, Article 16 and Article 24 of the Company's Articles of Association in accordance with such decision, as required by and in accordance with the prevailing laws and regulations, make or order to make and sign deeds the deed and the necessary documents and documents, and hereinafter to submit an application for approval an/or to notify the change of the Company's Articles of Association on the decision of this Extraordinary General Meeting of Shareholders to the competent authority and to make alterations and/which is somehow necessary to obtain the consent and/or acceptance of such notice As well as to file and sign all applications and other documents, to choose a place of residence and to perform any other action that may be required.</p> <table border="1"> <thead> <tr> <th colspan="3">Total Votes:</th> </tr> <tr> <th>Agree</th> <th>Disagree</th> <th>Abstain</th> </tr> </thead> <tbody> <tr> <td>16,112,593,084 (76.580%)</td> <td>4,469,760,492 (21.244%)</td> <td>457,806,439 (2.176%)</td> </tr> </tbody> </table>	Total Votes:			Agree	Disagree	Abstain	16,112,593,084 (76.580%)	4,469,760,492 (21.244%)	457,806,439 (2.176%)	Realized.
Total Votes:												
Agree	Disagree	Abstain										
16,112,593,084 (76.580%)	4,469,760,492 (21.244%)	457,806,439 (2.176%)										

Independent Parties who Conducts Counting and/or Validation of the Votes in the AGMS and EGMS

The independent parties that count votes and/or validate the votes at the 2018 AGMS and EGMS were PT Raya Saham Registra as BCA's Securities Administration Bureau and Dr. Irawan Soerodjo S.H., M.Si., as the Notary who verified the vote count.

12. Realization of Dividend Payment

- Information related to the procedure of proposal and dividend distribution or payment, shareholders who are entitled to receive dividends, and related tax provisions are regulated in the BCA Dividend Distribution Policy. The main policy can be downloaded on the BCA website in the Corporate Governance-corporate action-dividend section.
- Dividend payments (interim or final/annual) were made by BCA punctually and based on the principle of fairness. All shareholders are treated equally and dividends are paid no later than thirty days after the announcement of an interim dividend and/or AGMS approving the distribution of the final dividend.
- Payment of cash dividends for financial year 2018 was paid on April 30, 2019 and interim dividend payments for financial year 2019 were made on December 20, 2019.
- BCA published the announcement and procedure for payment of cash dividends 2018 on April 15, 2019 in the *Bisnis Indonesia* and *The Jakarta Post* daily newspaper. The announcement and procedure for payment of the 2019 interim dividend was published on November 29, 2019 in the *Bisnis Indonesia* and *The Jakarta Post* daily newspaper.
- The historical amount of dividend distribution can be seen on page 20 of this Annual Report.

13. Statement Regarding the Unrealized Decision of the GMS

BCA has implemented all recommendations from the Annual GMS decision and Extraordinary GMS decision in the 2019 financial year, therefore, there is no information pertaining to any reason with regards to decisions that has not been realized.

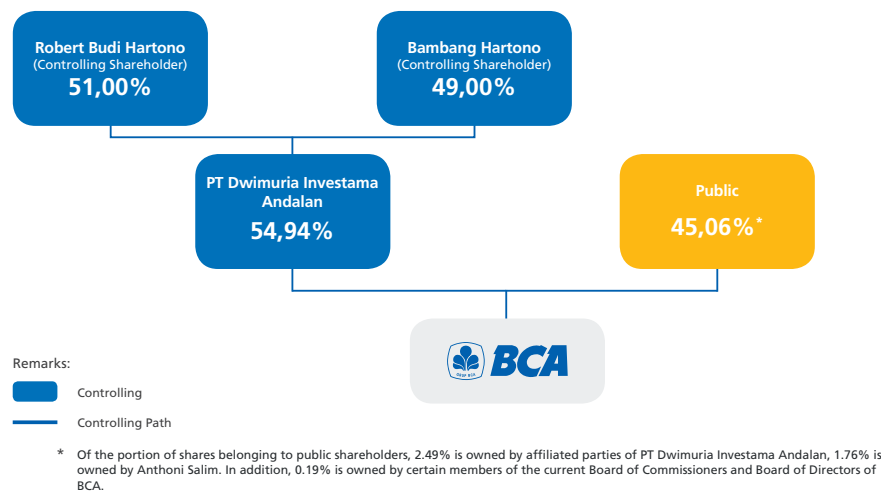
INFORMATION ON CONTROLLING SHAREHOLDER

The BCA's Controlling Shareholder since November 11, 2016 is PT Dwimuria Investama Andalan. BCA has approved the amendment to the Company's Controlling Shareholder through letter No. KEP-15/D.03/2017 dated February 1, 2017 regarding the assessment of PT Dwimuria Investama Andalan to be fit and proper as a Potential Controlling Shareholder of the Company.

In connection with the change in the controlling shareholders, there has been no change in control where the BCA's ultimate Controlling Shareholders remain Robert Budi Hartono and Bambang Hartono.

Information schemes or diagrams regarding the BCA's Controlling Shareholders, both directly and indirectly, to the individual owners are as follows:

Diagram on Controlling Shareholders of BCA



Information regarding BCA's Controlling Shareholder can be seen on the BCA's website (www.bca.co.id) in the investor relations section.

BOARD OF COMMISSIONERS

Board of Commissioners is one of the BCA's organ which according to Law No. 40 of 2007 concerning Limited Liability Companies, has duties a task and responsibility to conduct supervision in general, and/or specifically in accordance with BCA's Articles of Association, and provides advice to the Board of Directors. The Board of Commissioners is also responsible to ensure the implementation of the principles of Good Corporate Governance in all business activities at all levels of the organization.

1. Legal Basis

Legal basis of the Board of Commissioners includes as following:

- Law No. 40 of 2007 concerning Limited Liability Companies.
- OJK Regulation No.34/POJK.03/2018 concerning Re-evaluation of Main Parties of Financial Services Institutions.
- OJK Regulation No.11/POJK.04/2017 concerning Ownership Reports or Any Changes in Ownership of Public Company Shares.
- OJK Regulation No.55/POJK.03/2016 concerning the Implementation of Governance for Commercial Banks.
- OJK Regulation No.27/POJK.03/ 2016 Concerning Fit and Proper Test for Primary Parties of Financial Services Institutions.
- OJK Regulation No.33 / POJK.O4 / 2014 concerning Board of Directors and Board of Commissioners of Issuers or Public Companies.
- OJK Regulation No. 18/ POJK.03 / 2014 concerning the Implementation of Integrated Governance for Financial Conglomerates.
- OJK Regulation No.17/ POJK.03 / 2014 concerning the Implementation of Integrated Risk Management for Financial Conglomerates.
- OJK Circular Letter No. 9/SEOJK.03/2019 concerning Re-evaluation for Main Parties of Banks.
- OJK Circular Letter No.13/SEOJK.03/2017 concerning the Implementation of Governance for Commercial Banks.
- OJK Circular Letter No.39/SEOJK.03/2016 concerning Fit and Proper Test for Prospective controlling Shareholders, Prospective Members of the Board of Directors, and Prospective Members of the Board of Commissioners of the Bank.
- OJK Circular Letter No.15/SEOJK.03/2015 concerning the Implementation of Integrated Governance for Financial Conglomerates.
- OJK Circular Letter No.14/SEOJK.03/2015 concerning the Implementation of Integrated Risk Management for Financial Conglomerates.
- BCA' Articles of Association.

2. The Board of Commissioners Charter

The Board of Commissioners Charter or the Charter or Board Charter (hereinafter referred to as The Board of Commissioners Charter) is prepared to guide BCA's Board of Commissioners so each member can perform the supervisory function effectively, efficiently, accountably, transparently and independently. The Board of Commissioners Charter refers to Financial Services Authority (OJK) Regulation No. 55/POJK.03/2016 on the Implementation of Governance for Commercial Banks and OJK Regulation No. 33/POJK.04/2014 concerning Directors and Board of Commissioners of Issuers or Public Companies which can be periodically evaluated and updated with reference to applicable laws and regulations.

The Board of Commissioners Charter is listed in the BCA Governance Guidelines and can be accessed by the public through BCA website in the Corporate Governance Section. In general, The Board of Commissioners Charter regulates the following:

1. Legal basis.
2. Values.
3. Composition and Criteria of the Board of Commissioners.
4. Independent Commissioner.
5. Terms of Duties of the Board of Commissioners.
6. Appointment of the Board of Commissioners.
7. Dual Positions of the Board of Commissioners.
8. Obligations, Duties, Responsibilities, and Authority of the Board of Commissioners.
9. Transparency and Prohibition for the Board of Commissioners.
10. Orientation and Training of the Board of Commissioners.
11. Ethics and Working Hours of the Board of Commissioners.
12. Board of Commissioners Meeting.
13. Reporting and Accountability.
14. Remuneration.
15. The Board of Commissioners' Self-Assessment.

The Board of Commissioners' Charter is set forth in the Corporate Governance Manual and can be found on BCA website on the Corporate Governance section (<https://www.bca.co.id/en/Tentang-BCA/Tata-Kelola-Perusahaan/Struktur-Organisasi>).

3. Duties and Responsibilities of the Board of Commissioners

In 2019, the Board of Commissioners of BCA, in accordance with their duties and responsibilities, were not involved in making decisions on bank operations.

The duties and responsibilities of the BCA Board of Commissioners include the following:

- a. Supervise and be responsible for overseeing the management policies of BCA and the running management in general, as well as giving advice to the Board of Directors. The Board of Commissioners conducts supervision in the interest of BCA, in accordance with the purposes and objectives of the BCA Articles of Association
- b. Ensure the implementation of the principles of the Good Corporate Governance are carried out in every business activity at all levels of BCA organization, at least through:
 - Implementation of the duties and responsibilities of the Board of Commissioners and Directors.
 - Completeness and implementation of duties of committees and work which carries out that the Bank's internal control functions.
 - Implementation of the compliance, internal auditor and external auditor functions.
 - Application of risk management, including internal control systems.
 - Provision of funds to related parties and provision of large funds.
 - Bank's strategic plan.
 - Transparency of the Bank's financial and non-financial conditions.
 - Approve and periodically review the Bank's vision, mission and core values.
- c. Directing, monitoring and evaluating the implementation of BCA's strategic policies.
- d. Ensure that the Board of Directors has followed up on audit findings and recommendations from the Internal Audit Division, external auditors, the results of supervision by the authorities, including but not limited to OJK, Bank of Indonesia, and/or the Indonesia Stock Exchange.

- e. Notifying OJK/Bank Indonesia no later than 7 (seven) working days since the violation of laws and regulations in the financial and banking sector has been discovered, and/or circumstances or predicted condition that may endanger the business continuity of BCA.
- f. Establish supporting committee for the effectiveness of Board of Commissioners' in performing its duties and responsibilities:
 - 1) Audit Committee.
 - 2) Risk Oversight Committee.
 - 3) Remuneration and Nomination Committee.
 - 4) Integrated Governance Committee.

The Board of Commissioners must ensure that the committees established perform their duties effectively and evaluate the performance of the committees that help carry out The Board of Commissioners duties and responsibilities at the end of the financial year.
- g. Ensure that the committees established by the Board of Commissioners carry out their duties effectively.
- h. Provide sufficient time to carry out their duties and responsibilities optimally.
- i. Hold regular meetings of the Board of Commissioners in accordance with applicable laws and regulations.
- j. Prepare minutes of the Board of Commissioners' meetings, signed by all members of the Board present at the meeting.
- k. Distribute copies of the minutes of the Board of Commissioners' meeting to all members of the Board and related parties.
- l. Hold regular meetings with the Directors at least 1 (one) time every 4 (four) months.
- m. Submit reports on supervisory tasks that have been carried out during the previous financial year to the Annual GMS and set forth in the Annual Report.
- n. Supervise the implementation of Integrated Governance.
- o. Approved the Sustainable Financial Action Plan prepared by the Directors.

Duties and Responsibilities of President Commissioner

The President Commissioner carries out the same duties and responsibilities as the Board of Commissioners above, plus other duties and responsibilities:

- a. Lead the Board of Commissioners in carrying out supervisory and assurance duties.
- b. Coordinate the implementation of the duties and responsibilities of the Board of Commissioners.
- c. Propose to hold Board of Commissioners meetings, including meeting agendas.
- d. Make call and lead the Board of Commissioners' meeting.
- e. Submit a supervisory report to obtain the approval of the Annual GMS for the implementation of the duties and supervision of the Board of Commissioners.
- f. Ensure that the implementation of the responsibilities of the Board of Commissioners has been carried out according to procedure.
- g. Ensure that meetings of the Board of Commissioners make decisions effectively based on true and complete information, including ensuring that:
 - All strategic and important issues are taken into consideration by the Board of Commissioners.
 - Problems are discussed carefully and thoroughly.
 - All members of the Board of Commissioners are given the opportunity to contribute effectively.
 - Each member of the Board of Commissioners receives relevant information in a timely manner, including a brief explanation of the issues that will be discussed at the Board of Commissioners' meeting.
 - Meetings of the Board of Commissioners produces clear decisions and are recorded in the minutes.
- h. Ensure that the Board of Commissioners behaves in accordance to the Board of Commissioners Charter.
- i. Strive to meet the development needs of the Board of Commissioners.

- j. Conduct a final evaluation, taking into account the recommendations of the Remuneration and Nomination Committee, on the results of the collective evaluation of the Board of Commissioners and its Committees and the evaluation of individual members of the Board of Commissioners and committee members.

4. Authorities of the Board of Commissioners

In carrying out its duties and responsibilities, the BCA Board of Commissioners has the authority to:

- a. Have access to all buildings or other premises used or controlled by BCA.
- b. Check all bookkeeping, letters and other evidence.
- c. Request clarifications from the Board of Directors regarding all matters concerning BCA.
- d. Temporarily terminate one or more members of the Board of Directors, should any of the member of the Board act contrary to the BCA's Articles of Association, cause harm to the Bank, neglect obligations, and/or violate the prevailing laws and regulations.
- e. Evaluate and decide upon Directors' requests related to transactions that require the approval of the Board of Commissioners in accordance with BCA's Articles of Association:
 - 1) Lend money or providing credit facilities or other banking facilities that correspond or result in money borrowing:
 - i. To related parties as stipulated in the provisions of Bank Indonesia or the OJK or other authorized agencies concerning the legal lending limit for commercial banks.
 - ii. Which exceeds a certain amount that from time to time shall be determined by the Board of Commissioners.
 - 2) Provide a guarantee or debt security (borgtocht):
 - i. In order to guarantee payment obligations of related parties to other parties as stipulated in the provisions of Bank Indonesia or the OJK or other authorized agencies concerning the legal lending limit for commercial banks.
 - ii. In order to guarantee the obligations of other parties for amounts exceeding a certain amount which from time to time will be determined by the Board of Commissioners.

- 3) Purchase or otherwise acquire immovable property, except for the purpose of implementing what is stipulated in Article 3 of the BCA Articles of Association which exceeds a certain amount from time to time will be determined by the Board of Commissioners, that is to carry out other activities that are commonly carried out by banks as long as they are not contrary to prevailing laws and regulations, including but not limited to actions in the context of restructuring or saving credit including buying collateral, either in whole or in part, through an auction or other means, in the event that the debtor does not fulfill his obligations to the bank provided that the collateral purchased is mandatory disbursed as soon as possible.
- 4) Establish a new company, undertake or dispose or reduce capital participation or increase capital participation, except:
 - i. Additional capital participation from BCA stock dividends, or
 - ii. Equity participation in the context of credit rescue.
 with regard to the prevailing laws and regulations
- 5) Borrow money that is not included in regulation that referred to the Articles of Association of BCA, namely collecting funds from the public in the form of deposits such as current account, time deposits, certificates of deposit, savings, and/or other forms equivalent to that.
- 6) Transfer or relinquish BCA's written off rights, whether in part or in whole, the amount of which will be determined from time to time by the Board of Commissioners.

- 7) Sell or transfer or relinquish rights or pledge/guarantee BCA's assets above a certain value that will be determined from time to time by the Board of Commissioners but less than or equal to ½ (one half) of the total net worth of BCA recorded in the balance sheet BCA, either in one transaction or in several independent transactions or related to each other in 1 one) financial year.
 - 8) Carry out legal actions or transactions that are strategic in nature and can have a significant impact on the continuity of BCA's business, the type of legal action or transaction from time to time will be determined by the Board of Commissioners.
- c) Have never been convicted of a criminal offense that is detrimental to the state finances and/or related to the financial sector.
 - d) Have never been a member of the Board of Directors and/or a member of the Board of Commissioners who during their tenure:
 - Not held an Annual GMS;
 - Accountability as a member of the Board of Directors and/or members of the Board of Commissioners has been rejected by the GMS or does not provide accountability as a member of the Board of Directors and/or member of the Board of Commissioners to the GMS.
 - Had caused a company obtaining permits, approvals, or registrations from OJK fail to comply with the obligation to submit Annual Reports and/or financial reports to OJK.

The Board of Commissioners shall be aware of the provisions of the BCA's Articles of Association, the Board of Commissioners Charter, as well as the prevailing laws and regulations in order to carry out its duties, responsibilities and authority.

5. Criteria for Members of the Board of Commissioners

BCA Board of Commissioners members are individuals who meet the criteria and requirements according to:

- a. OJK Regulation No. 33/POJK.04/2014 on the Directors and Board of Commissioners of Issuers or Public Companies, which requires that members of the Board of Commissioners must:
 - 1) Have good character, morals and integrity
 - 2) Be competent in carrying out legal actions
 - 3) Within 5 (five) years before appointment and during their tenure:
 - a) Have never been declared bankrupt.
 - b) Have never been a member of the Board of Directors and/or a Board of Commissioners who was found guilty of causing a company to go bankrupt.
 - b. Based on Article 27 of OJK Regulation No. 55/POJK.03/2016 on the Implementation of Governance for Commercial Banks, each member of the Board of Commissioners must meet the requirements for fit and proper test in accordance with OJK Regulation No. 27/POJK.03/2016 on The Fit and Proper Test for Main Parties of Financial Services Institutions, which among others state that:
 - 1) Integrity requirements, including:
 - a) Capable of carrying out legal actions.
 - b) Has good character and morals, at least shown by the attitude of complying with applicable provisions, including have never been convicted of a crime in a certain period before being nominated.
- 4) Has the commitment to comply with laws and regulations.
 - 5) Has knowledge and/or expertise in the fields required by Issuers or Public Companies.

- c) Has a commitment to comply with laws and regulations and uphold OJK policies
 - d) Has a commitment towards the development of a healthy financial services institution
 - e) Not included as a individual principal prohibited from being a party.
- 2) Financial reputation requirements, at least evidenced by:
- a) Not having bad credit and/or non performing loan.
 - b) Has never been declared bankrupt and/or has never been a shareholder, controller of an insurance company who is not a shareholder, member of the Board of Directors, or a member of the Board of Commissioners found guilty of causing a company to be declared bankrupt within the last 5 (five) years before being nominated.

6. Nomination for Members of the Board of Commissioners

Legal Basis

The holding of nominations for members of the Board of Commissioners refers to the following guidelines:

- a. Article 27 of OJK Regulation No. 55/POJK.03/2016 concerning the Implementation of Governance for Commercial Banks which states that any proposed appointment and/or replacement of members of the Board of Commissioners to the GMS must consider the Remuneration and Nomination Committee recommendations.
- b. Article 7 of OJK Regulation No. 33/POJK.04/2014 concerning Directors and Board of Commissioners of an Issuers or Public Companies which states that the proposed appointment, dismissal, and/or replacement of members of the Board of Directors to the GMS must consider the recommendations of the Board of Commissioners or the committee that carries out the nomination function.
- c. Article 26 OJK Regulation No. 33/POJK.04/2014 concerning Directors and Board of Commissioners of Issuers or Public Companies

which states that the proposed appointment, termination and/or replacement of members of the Board of Directors to the GMS as referred to in Article 7, *mutatis mutandis*, applies to members of the Board of Commissioners.

Nomination Mechanism

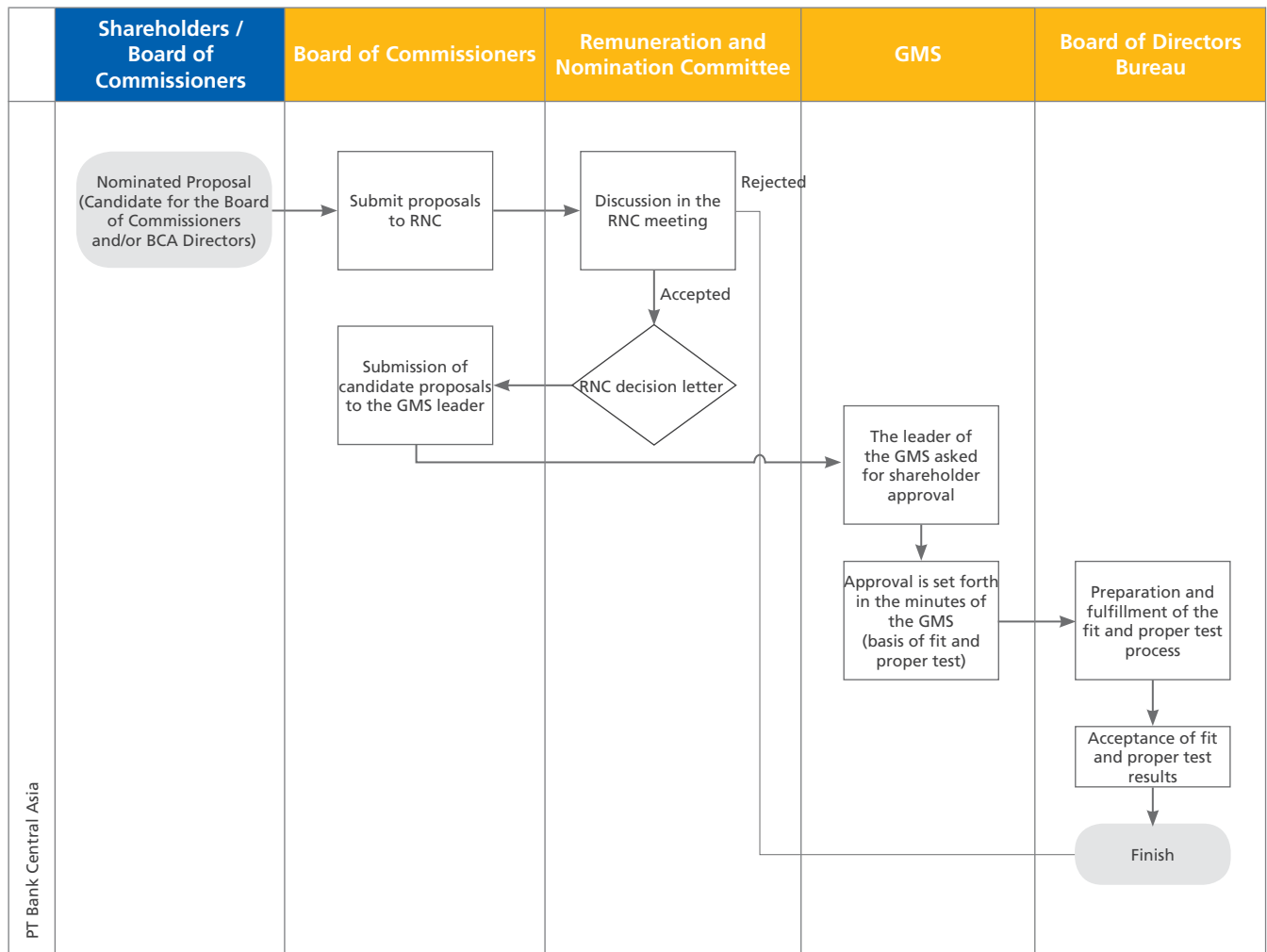
The flow of the nomination mechanism is as follows:

1. Proposals from shareholders/Board of Commissioners related to the nominations of the Board of Commissioners are submitted to the Board of Commissioners.
2. The Board of Commissioners requests the Remuneration and Nomination Committee to discuss proposals related to the nomination of the Board of Commissioners.
3. The Remuneration and Nomination Committee conducts discussions related to the proposal in the Remuneration and Nomination Committee meeting. The discussion was outlined in the minutes of the RNC meeting. Matters considered in the meeting include:
 - a. Reasons and/or considerations of proposals.
 - b. Qualification of candidates according to related proposals.
 - c. The Remuneration and Nomination Committee takes the following steps:
 - Paying attention to external and internal conditions according to the bank's strategic direction.
 - Communicate with the controlling shareholder (if the proposal is not from the controlling shareholder).
4. After conducting the discussion, the Remuneration and Nomination Committee provides recommendations to the Board of Commissioners as outlined in the Remuneration and Nomination Committee Decision Letter.
5. Based on the Remuneration and Nomination Committee recommendations, the Board of Commissioners submits candidates for the Board of Commissioners and/or Directors to the chairman of the GMS through the Decision Letter of the Board of Commissioners.
6. The GMS leader requests the approval of the shareholders in the agenda of the GMS related to the nominations of the Board of Commissioners and/or Directors.

7. After obtaining approval from the GMS, the approval shall be set forth in the minutes of the GMS which is the basis of the fit and proper test process for candidates for the Board of Commissioners and/or Directors.
8. BCA may use the services of third parties in the search for candidates for the Board of Commissioners and/or Directors.

Nomination Mechanism of BCA Board of Commissioners Members

Nomination Mechanism



7. Number and Composition of the Members of the Board of Commissioners

BCA has determined the number and composition of members of the Board of Commissioners in accordance with OJK Regulation No. 55/POJK.03/2016 concerning the Application of Governance for Commercial Banks.

OJK Regulation No. 55 / POJK.03 / 2016 concerning the Implementation of Governance for Commercial Banks	Implementation at BCA
Have at least three people and at most the same as the number of members of the Board of Directors.	There are 5 (five) members of the Board of Commissioners.
Have at least one member of the Board of Commissioners domiciled in Indonesia.	All members of the Company's Board of Commissioners are domiciled in Indonesia.
Have Independent Commissioner of at least 50% of the total members of the Board of Commissioners.	The number of Independent Commissioners of the Company is 3 (three) people or 60% (sixty percent) of the total members of the Board of Commissioners.

As of December 31, 2019, BCA had 5 (five) members of the Board of Commissioners, consisting of 1 (one) President Commissioner, 3 (three) Independent Commissioners, and 1 (one) Non-Independent Commissioner. The number of members of the Board of Commissioners of BCA does not exceed the number of members of the Board of Directors of BCA. The number of BCA Independent Commissioners has fulfilled the provisions exceeding 50% (fifty percent), or specifically 60% (sixty percent) of the total members of the BCA Board of Commissioners. All members of the BCA Board of Commissioners are domiciled in Indonesia.

In accordance with BCA's Articles of Association, the term of office of members of the Board of Commissioners is five years from the date specified in the GMS. The term of office of the members of the Board of Commissioners for this period will end when BCA Annual GMS is closed in 2021. The GMS still has the authority to dismiss one or more members of the Board of Commissioners at any time before his term ends.

Independent Commissioners who have served for two consecutive terms of office can be reappointed

in the next period as Independent Commissioners with the following conditions:

- The meeting of the members of the Board of Commissioners considers that the Independent Commissioners could still act independently.
- The Independent Commissioner stated in the GMS regarding the independency concerned.

BCA has Independent Commissioners who have been appointed for more than 2 (two) periods, namely Cyrillus Harinowo and Raden Pardede. Both of them have made an independent declaration which was read at the time of the appointment of Independent Commissioner members at the 2016 BCA Annual General Meeting. The contents of the declaration of independence can be seen in the independent commissioner's statement section of this Annual Report.

All members of the Board of Commissioners of BCA have obtained approval from Bank Indonesia or the OJK and have passed the fit and proper test before carrying out their duties and functions. This is in accordance with the provisions of the regulator regarding the fit and proper test.

Position	Name	No. Letter of Agreement
President Commissioner	Djohan Emir Setijoso	13/99/GBI/DPIP/Rahasia dated August 25, 2011
Commissioner	Tonny Kusnadi	5/4/DpG/DPIP/Rahasia dated September 4, 2003
Independent Commissioner	Cyrillus Harinowo	5/4/DpG/DPIP/Rahasia dated September 4, 2003
Independent Commissioner	Raden Pardede	8/84/DPB3/TPB3-2 dated August 16, 2006
Independent Commissioner	Sumantri Slamet	SR -117/D.03/2016 dated July 11, 2016

8. Composition of BCA Board of Commissioners Members During 2019

In 2019 there was no change in the composition of the Board of Commissioners, so in this Annual Report BCA does not present the reasons for the change in the composition of the Board of Commissioners. The composition of the BCA Board of Commissioners' membership in 2019 is contained in the The Meeting Resolution Deed of PT Bank Central Asia Tbk No. 100 dated October 10, 2019, made before Christina Dwi Utami, S.H. M.Hum., M.Kn., Notary in Jakarta.

The Composition of BCA's Board of Commissioners in 2019

Position	Name	Position Period
President Commissioner	Djohan Emir Setijoso	2016 – 2021
Commissioner	Tonny Kusnadi	2016 – 2021
Independent Commissioner	Cyrillus Harinowo	2016 – 2021
Independent Commissioner	Dr. Ir. Raden Pardede	2016 – 2021
Independent Commissioner	Sumantri Slamet	2016 – 2021

BCA did not change the composition of the Board of Commissioners in 2018. The composition of the Board of Commissioners based on the BCA annual GMS in 2018 is as follows.

Composition of BCA Board of Commissioners in 2018

Position	Name	Position Period
President Commissioner	Djohan Emir Setijoso	2016 – 2021
Commissioner	Tonny Kusnadi	2016 – 2021
Independent Commissioner	Cyrrillus Harinowo	2016 – 2021
Independent Commissioner	Raden Pardede	2016 – 2021
Independent Commissioner	Sumantri Slamet	2016 – 2021

There have been no members of the Board of Commissioners who were former Directors of BCA in the last two years.

9. Induction Program for New Board of Commissioners Members

The orientation program is designed for new members of the Board of Commissioners in order to prepare them to properly perform their duties and responsibilities as members of the BOC.

Board of Commissioners orientation program policies are regulated in the BCA corporate governance guidelines in Part B concerning procedures for implementing corporate governance principles-chapter II on guidelines and code of conduct for the Board of Commissioners.

The orientation program includes:

- Knowledge about BCA which includes the vision, mission, strategies and plans for the medium and long term, performance, governance, and finance of BCA.
- Understanding of duties and responsibilities as a member of the Board of Directors, limits of authority, working time, relations with the Board of Commissioners, related internal/external rules/ conditions, and others.

Orientation Procedures

The orientation procedures for the new members of the Board of Commissioners may be conducted by:

- Presentation from work units by involving the management to introduce various aspects deemed necessary.

- Meetings with members of the Board of Directors and the Board of Commissioners to discuss various issues in BCA or other information needed.
- Visiting various locations of BCA's business activities/branches together with other members of the Board of Directors/management.

10. Training Programs to Enhance the Competence of Members of the Board of Commissioners

Board of Commissioners training program policies are regulated in the BCA corporate governance guidelines in Part B concerning procedures for implementing corporate governance principles-chapter II on guidelines and code of conduct for the Board of Commissioners.

Guidelines and code of conduct for the Board of Commissioners are stated in the corporate governance guidelines and can be found in BCA website under the corporate governance section (<https://www.bca.co.id/en/Tentang-BCA/Tata-Kelola-Perusahaan/Struktur-Organisasi>).

BCA requires members of the Board of Commissioners to take part in a training program at least 1 (one) time a year in order to support the implementation of the duties and obligations. The list of training programs participated by the Board of Commissioners in 2019 is as follows:

Training Program Participated by Members of the Board of Commissioners in 2019

No	Name	Training Program	Organizer	Location	Date
1	Djohan Emir Setijoso	1. Trading Trends 2019	BCA	Jakarta, Indonesia	January 15, 2019
		2. Knowledge Sharing BCA Open Source: "Arab-China Relations in Economy and Business in The Middle East"	BCA	Jakarta, Indonesia	July 16, 2019
		3. Seminar: "Role of Compliance Director in Facing Digital Economy Challenges and Banking Readiness in Facing Mutual Evaluation Review (MER)"	Communication Forum of Banking's Compliance Director	Jakarta, Indonesia	June 27, 2019
		4. GRC Summit 2019: "Sustaining Through Integrated GRC"	CRMS Indonesia (Center for Risk Management Studies)	Jakarta, Indonesia	August 22-23, 2019
		5. Digital Transformation in BCA	BCA	Jakarta, Indonesia	September 3, 2019
		6. Indonesia Knowledge Forum	BCA	Jakarta, Indonesia	October 8-9, 2019
		7. Sharing Session "Navigating Change" by HDFC Bank (Housing Development Finance Corporation) India	BCA	Jakarta, Indonesia	December 6, 2019
		8. Sharing Session "The Ecosystem" by OVO, Tokopedia, HaloDoc and Djarum Grup	BCA	Jakarta, Indonesia	December 6, 2019
2	Tonny Kusnadi	1. Trading Trends 2019	BCA	Jakarta, Indonesia	January 15, 2019
		2. Indonesia Knowledge Forum	BCA	Jakarta, Indonesia	October 8-9, 2019
		3. The Asia Global Payment Summit	Currency Research Malta Limited	Bali, Indonesia	October 10-11, 2019
		4. Sharing Session "Navigating Change" by HDFC Bank (Housing Development Finance Corporation) India	BCA	Jakarta, Indonesia	December 6, 2019
		5. Sharing Session "The Ecosystem" by OVO, Tokopedia, HaloDoc and Djarum Grup	BCA	Jakarta, Indonesia	December 6, 2019
3	Cyrillus Harinowo	1. ASEAN Global Leadership Programme LSE 2019	London School of Economics & Political Science (LSE) and SRW & Co.	London, England	March 25-29, 2019
		2. National Seminar revival & BUMN: Infrastructure Sector	Pusat Studi BUMN	Jakarta, Indonesia	February 19, 2019
		3. Knowledge Sharing BCA Open Source: "Arab-China Relations in Economy and Business in The Middle East"	BCA	Jakarta, Indonesia	July 16, 2019
		4. Digital Transformation in BCA	BCA	Jakarta, Indonesia	September 3, 2019
		5. Indonesia Knowledge Forum	BCA	Jakarta, Indonesia	October 8-9, 2019
		6. Sharing Session "Navigating Change" by HDFC Bank (Housing Development Finance Corporation) India	BCA	Jakarta, Indonesia	December 6, 2019
		7. Sharing Session "The Ecosystem" by OVO, Tokopedia, HaloDoc and Djarum Grup.	BCA	Jakarta, Indonesia	December 6, 2019

No	Name	Training Program	Organizer	Location	Date
4	Raden Pardede	1. Trading Trends 2019	BCA	Jakarta, Indonesia	January 15, 2019
		2. J.P. Morgan's Asia Pacific CEO-CFO Conference 2019	J.P. Morgan	New York, USA	September 4-5, 2019
		3. Indonesia Knowledge Forum	BCA	Jakarta, Indonesia	October 8-9, 2019
		4. Sharing Session "Navigating Change" by HDFC Bank (Housing Development Finance Corporation) India	BCA	Jakarta, Indonesia	December 6, 2019
		5. Sharing Session "The Ecosystem" by OVO, Tokopedia, HaloDoc and Djarum Grup - BCA - Jakarta, Indonesia.	BCA	Jakarta, Indonesia	December 6, 2019
5	Sumantri Slamet	1. Trading Trends 2019	BCA	Jakarta, Indonesia	January 15, 2019
		2. National Seminar revival & BUMN: Infrastructure Sector	Pusat Studi BUMN	Jakarta, Indonesia	February 19, 2019
		3. Arab-china Relationing in Economy and Business in the Middle East	BCA	Jakarta, Indonesia	July 16, 2019
		4. Data Analysis and Programming for Finance	New York Institute for Finance	New York, USA	August 5-9, 2019
		5. J.P. Morgan's Asia Pacific CEO-CFO Conference 2019	J.P. Morgan	New York, USA	September 4-5, 2019
		6. Indonesia Knowledge Forum	BCA	Jakarta, Indonesia	October 8-9, 2019
		7. Sharing Session "Navigating Change" by HDFC Bank (Housing Development Finance Corporation) India	BCA	Jakarta, Indonesia	December 6, 2019
		8. Sharing Session "The Ecosystem" by OVO, Tokopedia, HaloDoc and Djarum Grup - BCA - Jakarta, Indonesia.	BCA	Jakarta, Indonesia	December 6, 2019

Pursuant to Bank Indonesia Regulation No. 11/19/PBI/2009 dated 4 June 2009 as amended by Bank Indonesia Regulation No. 12/7/PBI/2010 dated 19 April 2010 concerning Risk Management Certification for Management and Official of Commercial Banks, all members of the Board of Commissioners have risk management certification and/or refreshment in accordance with applicable regulations.

11. Share Ownership for Members of the Board of Commissioners that Amounts to 5% or More of Paid-Up Capital

Legal Basis

BCA regulates the obligations of members of the Board of Commissioners to disclose share ownership that reaches 5% or more of paid-up capital. Any changes in the share ownership for members of

Board of Commissioners shall be reported to the OJK in accordance with OJK regulations. BCA policy regarding the obligations of member of the Board of Commissioners to disclose the share ownership information refers to the following provisions:

- a. Article 2 of OJK Regulation No. 11/POJK.04/2017 concerning Report of Ownership or Any Changes in the Share Ownership of a Public Company stating that a member of the Board of Directors or Board of Commissioners shall report to the OJK on ownership and any change of ownership of the Company's shares either directly or indirectly.

- b. Article 39 of OJK Regulation No. 55/POJK.03/2016 Implementation of Corporate Governance for Commercial Banks states that members of the Board of Commissioners shall disclose share ownership of 5% or more at the Bank or other banks and companies domiciled in and outside the country.

Implementation of Ownership or Report Share

The Board of Commissioners code of conduct regulates, among others about the Board of Commissioners obligation to disclose share ownership of 5% or more of paid-up capital, which includes the type and number of shares in BCA, other banks, non-bank financial institutions and other companies, which are domiciled in and outside the country. In addition to the above, BCA has also held and stored a special list as regulated in Article 50 of the Limited Liability Company Law.

BCA has a policy regarding the obligations of members of the Board of Commissioners to disclose information on ownership and changes of BCA's shares contained in the corporate governance guidelines on code of conduct of the Board of Commissioners. This policy is in accordance with Article 3 of OJK Regulation No. 11/POJK.04/2017 concerning Report of Ownership or Any Changes in the Share Ownership of a Public Company. In addition, BCA has also conducted socialization of the OJK Regulation through Corporate Secretary Memo No. 120/MO/DCS/2017 dated 25 April 2017 to all members of the Board of Directors and Board of Commissioners.

BCA has submitted a report on any changes in share ownership of the Board of Commissioners in 2019 through the e-reporting system and hardcopy document to the OJK and Indonesia Stock Exchange in compliance with internal and external policies regarding share ownership reports.

Table of Share Ownership of the Board of Commissioners that Amounts to 5% or More as of December 31, 2019

Name	Share Ownership of the Board of Commissioners that amounts to 5% or more of paid-up capital on:			
	BCA	Other Banks	Non-Bank Financial Institution	Other Companies
Djohan Emir Setijoso	-	-	-	√
Tonny Kusnadi	-	-	-	√
Cyrellus Harinowo	-	-	-	√
Dr. Ir. Raden Pardede	-	-	-	√
Sumantri Slamet	-	-	-	-

Remark:

√ owns shares in the amount of 5% (five percent) or more.

Table of BCA Share Ownership by the Board of Commissioners in 2019

Name	Total Ownership In the beginning of the year (as of January 1, 2019)	Total Ownership at the end of year (as of December 31, 2019)
Djohan Emir Setijoso	23,100,481	22,147,163
Tonny Kusnadi	1,137,939	1,175,285
Cyrellus Harinowo	-	-
Raden Pardede	-	-
Sumantri Slamet	-	-

12. Dual Positions for Members of the Board of Commissioners

Throughout 2019, BCA complied with legal regulations regarding the dual positions of the Board of Commissioners. There are no members of the Board of Commissioners of BCA who hold concurrent positions beyond the prevailing provisions.

Legal Basis

- a. Members of the BCA Board of Commissioners do not hold concurrent positions, except for the terms and conditions stipulated in:
 - OJK Regulation No. 55/POJK.03/2016 on the Implementation of Governance for Commercial Banks.
 - OJK Regulation No. 33/POJK.04/2014 on the Board of Directors and Board of Commissioners of the Issuers or Public Companies.
 - OJK Circular Letter No. 13/SEOJK.03/2017 on the Implementation of Governance for Commercial Banks.
 - b. Members of the BCA Board of Commissioners do not hold concurrent positions as members of the Board of Directors, the Board of Commissioners, or executive officers:
 - In financial institutions or financial companies, both banks and non-banks;
 - In more than one non-financial institution or non-financial company, both domestic and abroad.
 - c. The following conditions are not considered concurrent positions, as referred to in the paragraph above, if:
 - Members of the Board of Commissioners serve as members of the Board of Directors, members of the Board of Commissioners, or executive officers who perform supervisory functions in 1 (one) non-bank subsidiary company controlled by the Bank.
- Non-Independent Commissioners perform functional tasks from bank shareholders in the form of legal entities in the Bank business group.
 - Members of the Board of Commissioners hold positions in non-profit organizations or institutions.

Disclosure

Concurrent positions on the Board of Commissioners of BCA have taken into account Article 28 of the OJK Regulation No. 55/POJK.03/ concerning Implementation of Corporate Governance for Commercial Banks. The list of concurrent positions of the Board of Commissioners of BCA in 2019 is as follows:

1. 1 (one) Non-Independent Commissioner concurrently serving as President Commissioner in one other company not a financial institution.
2. 1 (one) Independent Commissioner concurrently serving as an Independent Commissioner in another company not a financial institution.
3. 1 (one) other Independent Commissioner concurrently serving as an Independent Commissioner in one other company not a financial institution and also as a member of the University of Indonesia's Board of Trustees' organization.

Disclosure of concurrent positions held by members of the Board of Commissioners in the last 3 (three) years is as follows:

Table of Dual Positions of the Board of Commissioners of BCA in 2019

Name	Position at BCA	Position at Other Banks	Position at Other Companies	Industry
Djohan Emir Setijoso	President Commissioner	-	-	-
Tonny Kusnadi	Commissioner	-	President Commissioner of PT Sarana Menara Nusantara Tbk	Operator of Telkom Tower
Cyrillus Harinowo	Independent Commissioner	-	-	-
Raden Pardede	Independent Commissioner	-	Independent Commissioner of PT Adaro Energy Tbk	Coal mining
Sumantri Slamet	Independent Commissioner	-	- Independent Commissioner and Head of Audit Committee of Audit PT Multi Bintang Indonesia Tbk - Member of Risk Committee of Universitas Indonesia	- Beverages company - Education

Table of Dual Positions of the Board of Commissioners of BCA in 2018

Name	Position at BCA	Position at Other Banks	Position at Other Companies/Institutions	Industry
Djohan Emir Setijoso	President Commissioner	-	-	-
Tonny Kusnadi	Commissioner	-	President Commissioner of PT Sarana Menara Nusantara Tbk	Operator of Telkom Tower
Cyrillus Harinowo	Independent Commissioner	-	-	-
Raden Pardede	Independent Commissioner	-	Independent Commissioner of PT Adaro Energy Tbk	Coal mining
Sumantri Slamet	Independent Commissioner	-	- Independent Commissioner of PT Multi Bintang Indonesia Tbk - Member of Board of Trustee of Universitas Indonesia Foundation	- Beverages company - Education

Table of Dual Positions of the Board of Commissioners of BCA in 2016-2017

Name	Position at BCA	Position at Other Banks	Position at Other Companies/Institutions	Industry
Djohan Emir Setijoso	President Commissioner	-	-	-
Tonny Kusnadi	Commissioner	-	President Commissioner of PT Sarana Menara Nusantara Tbk	Operator of Telkom Tower
Cyrillus Harinowo	Independent Commissioner	-	Independent Commissioner of PT Unilever Indonesia Tbk	Consumer Goods
Raden Pardede	Independent Commissioner	-	Independent Commissioner of PT Adaro Energy Tbk	Coal mining
Sumantri Slamet	Independent Commissioner	-	- Independent Commissioner of PT Multi Bintang Indonesia Tbk - Member of Board of Trustee of Universitas Indonesia Foundation	- Beverages Company - Education

13. Report on Task Implementation and Assessment of Committees under the Board of Commissioners

Throughout 2019, the committees under the Board of Commissioners have carried out their functions and responsibilities properly in supporting the implementation of the duties of the Board of Commissioners. Committees under the Board of Commissioners include:

1. Audit Committee.
2. Risk Oversight Committee (ROC)
3. Remuneration and Nomination Committee (RNC)
4. Integrated Governance Committee (IGC).

The report on the implementation of committee duties under the Board of Commissioners in 2019 can be found in the committee section under the Board of Commissioners in this Annual Report.

The Board of Commissioners evaluates these committees with the following conditions:

1. Criteria

The criteria for evaluating the committees under the Board of Commissioners are based on their compliance towards the guidelines and code of conduct, as well as the realization of work/implementation of the duties of each committee

2. Process

The assessment is performed by the Board of Commissioners once in 1 (one) year

3. Result

The Board of Commissioners believes that all of these committees have worked accordingly by upholding competency standards and good quality.

Table of Results of Evaluation of Committees under the Board of Commissioners

Committee	Realization / Remarks	Results
Audit Committee	In 2019, in performing its function, the Audit Committee has convened 21 meetings, 6 (six) meetings with the Internal Audit Division, and has reviewed more than 114 internal audit reports.	The Audit Committee ensured the implementation of internal control and effectively assisted the Board of Commissioners in overseeing the implementation of internal and external audit functions, implementation of corporate governance and compliance with applicable laws and regulations.
Risk Oversight Committee	The Risk Oversight Committee organized 14 (fourteen) meetings in 2019, including to conduct reviews of credit, liquidity, reputation and operational risk, crisis management and business continuity plan, as well as review of the recovery plan.	The Risk Oversight Committee ensured BCA has a risk management system that provides protection against the risks faced by BCA
Remuneration and Nomination Committee	In 2019, the Remuneration and Nomination Committee held 5 (five) meetings, of which 3 (three) meetings were related to The remuneration function and 2 (two) meetings related to the nomination function.	The Remuneration and Nomination Committee carried out its duties in providing recommendations to the Board of Commissioners regarding the overall remuneration policy at BCA.
Integrated Governance Committee	In 2019, the integrated Governance Committee organized 4 (four) meetings and actively participated in development of BCA Integrated Governance.	The Integrated Governance Committee supported the Board of Commissioners in conducting supervision of the implementation of governance in BCA and its subsidiaries in an integrated manner.

1. Assessment of the Audit Committee

The assessment used by the Board of Commissioners is based on the realization of The Audit Committee's duties. Throughout 2019, the committee has performed its duties effectively and held 21 (twenty one) meetings. In addition, the committee also realized the following work programs:

- a. Conduct meeting with the public accounting firm Tanudiredja, Wibisana, Rintis & Partners (a member firm of PwC Global Network) to discuss BCA final audit report for financial year 2018 along with management letter.
- B. Recommended to the Board of Commissioners for Reappointing Public Accounting Firm Tanudiredja, Wibisana, Rintis & Partners (a member firm of PwC Global Network) to audit BCA financial statements for the financial year 2019.
- c. Conduct meeting with the public accounting firm Tanudiredja, Wibisana, Rintis & Partners (a member firm of PwC Global Network) to discuss audit plans and scope of BCA Financial Statement for the financial year 2019.
- d. Conduct meeting with Finance and Planning Division to review BCA Financial Statement published quarterly.
- e. Conduct meeting with internal audit division six times to:
 - i. Evaluate annual plan;
 - ii. Evaluate implementation of internal audit every semester; and
 - iii. Conduct discussions related to audit Results deemed significant.
- f. Attended internal audit exit meetings at one main branch office, (including review of 3 (three) supporting branches), as part of internal audit quality assessment

process. In addition, conducting review of cash processing center (CPC) Alam Sutera already in operation and data center Surabaya as part of the assessment of adequacy and effectiveness of control in the internal work unit.

- g. Reviewed internal audit reports (more than 114 reports) and monitored the follow up.
- h. Assessed BCA compliance with rules, regulations and laws applies in banking through review of compliance reports based on prudence principles reported every semester.
- i. Reviewed the credit portfolio report published every semester.
- j. Monitored the implementation of risk management through quarterly reports of risk profile company and monthly report of operation risk management information system (ORMIS).
- k. Conducted review of:
 - i. OJK examination results and the follow-up
 - ii. Management letter from public accounting firm Tanudiredja, Wibisana, Rintis & Partners (a member firm of PwC Global Network) along with the follow up.
- l. Reported the results of regular studies and evaluations on governance, risk management, compliance and control of Board of Commissioners quarterly.
- m. Attended GMS, analyst meeting, and BCA national work meeting in 2020 in order to supervise the implementation good corporate governance.

2. Assessment of the Risk Oversight Committee (ROC)

ROC held 14 (fourteen) meetings in 2019, and also implemented work programs as follows:

- a. Monitor the implementation of the duties of the committee.
- b. Monitor the implementation of the duties of the Risk Management Work Unit.

- c. Review on BCA's risk profile and specifically explored credit risk, operational, market, liquidity and reputation risk.
- d. Analysis on the results of stress tests of credit, market and liquidity risk.
- e. Ensured the implementation GCG was carried out well and in an appropriate manner. The committee also attended the general meeting of Shareholders, Analyst Meeting and BCA National Work Meeting for fiscal 2020.
- f. Conducted monthly monitoring of the realized implementation of credit, liquidity, market and operational risk.
- g. Learnt new regulations and conducted a review of the compatibility of the KPR charter with the new regulations.
- h. Conduct a visit to the Surabaya data center in order to monitor risk mitigation with the Audit Committee and the Internal Audit Division.

3. Assessment of the Remuneration and Nomination Committee (RNC)

Throughout 2019, RNC held 5 (five) meetings, and implemented work programs as follows:

- a. Prepared recommendations for the Board of Directors' nominations for 2019.
- b. Prepared recommendations related to the remuneration of the Board of Commissioners and Board of Directors.

4. Assessment of the Integrated Governance Committee (IGC)

IGC held 4 (four) meetings in 2019, and also implemented work programs as follows:

- a. Evaluated the Implementation of integrated governance in semester II 2018.
- b. Reviewed the implementation of integrated risk management of the BCA financial conglomerates.
- c. Evaluate the implementation of integrated governance in semester I 2019.
- d. Updated information related to subsidiaries in the BCA financial conglomerates.

- e. Follow up on the previous meeting
- f. Conduct discussions related to coordination between internal audit division and subsidiaries.

14. Policy on Loan Facilities for the Board of Commissioners

BCA already has policies regulating loan facilities to the Board of Commissioners, as explained on page 529 regarding Provision of Funds to Related Parties and Large Exposure.

15. Board of Commissioners Supervisory Duties Report

The Board of Commissioners carries out supervisory duties to ensure BCA operates in the right direction, maintains business sustainability, and provides added value to all stakeholders. The Board of Commissioners also provides recommendations and advice to the Board of Directors in relation to their supervisory duties, including recommendations, advices and assessments related to the implementation of Good Corporate Governance in BCA.

A full Report on the Implementation of the Duties of the Board of Commissioners is presented on page 37 section of the Board of Commissioners' report in this Annual Report.

16. Performance Evaluation of Members of the Board of Commissioners

Performance evaluation of members of the Board of Commissioners, related to the procedures for carrying out performance appraisals, the criteria used, and the parties conducting the evaluation can be seen on page 407 under section of the Performance Evaluation of the Board of Commissioners and the Board of Directors in this Annual Report.

INDEPENDENT COMMISSIONERS

In 2019, there were three Independent Commissioners of BCA, out of five members of the Board of Commissioners, representing 60% of the total members of the Board.

Based on OJK Circular Letter No. 13/SEOJK.03/2017 on the Implementation of Good Corporate Governance for Commercial Banks, Independent Commissioners are members of the Board of Commissioners who do not have financial, management, ownership, and/or family relationships with members of the Board of Directors, other members of the Board of Commissioners, and/or Controlling Shareholders, or relationships with the Bank that can affect their ability to act independently.

1. Independent Commissioner Criteria

All Independent Commissioners must meet the following criteria:

1. Not a person who is employed or has the authority and responsibility to plan, lead, control, or oversee BCA activities within the last six months, except for re-appointment as an Independent Commissioner of BCA in the following period;
2. Have no financial, management, ownership, and/or family relationships with members of the Board of Directors, other members of the Board of Commissioners, and/or Controlling Shareholders, or relationships with BCA that can affect their ability to act independently;
3. Have no shares in BCA, directly or indirectly;
4. Have no affiliation with BCA, other members of the Board of Commissioners, members of the Board of Directors, or the Majority Shareholders of BCA;
5. Have no direct or indirect business relationships related to BCA business activities;
6. Meet other requirements of Independent Commissioners in accordance with prevailing regulations;
7. Prospective Independent Commissioners who are former members of the Board of Directors or BCA executive officers or other parties having a relationship with BCA must undergo a cooling off period of at least one year before becoming an Independent Commissioner;
8. Non-Independent Commissioners who will shift to Independent Commissioners must undergo a cooling off period of at least six months; and
9. Independent Commissioners who serve as the chairperson of the committee, may only hold dual positions as the chairperson of at the most of one other committee.

Independent Commissioners who have served for two consecutive terms may be reappointed as Independent Commissioners in the next period in the case of:

- The Board of Commissioners Meetings assess that the Independent Commissioners remain able to act independently; and
- Independent Commissioners declare their independence at the GMS.

2. Statement of Independent Commissioners

The current BCA Independent Commissioners were appointed in 2016 and this will remain effective until 2021, so that at the 2019 Annual GMS there was no need for the appointment of an Independent Commissioner.

The appointment of the Independent Commissioner at the 2016 BCA Annual GMS was followed by the reading of the independence statement by Mr. Cyrillus Harinowo and Mr. Raden Pardede as Independent Commissioners. The statement of independence is as follows:

In connection with my nomination as an Independent Commissioner of PT Bank Central Asia Tbk ("the Company") and considering that I have served as an Independent Commissioner of the Company for more than two terms of tenure, in order to comply with the provisions of Article 25 paragraph 1 of the OJK Regulation No. 33/POJK.04/2014 regarding Boards of Directors and Boards of Commissioners of Issuers or Public Companies, hereby I declare that I:

1. Am not working nor having the authority and responsibility to plan, lead, control or oversee the Company's activities within the last six months, except as Independent Commissioner of the Company;
2. Do not have any shares directly or indirectly in the Company;
3. Do not have any affiliation with the Company, members of the Board of Commissioners, members of the Board of Directors or Majority Shareholders of the Company;
4. Do not have any direct or indirect business relationship related to the Company's business activities.

I declare this statement of independency is made truthfully."

BOARD OF DIRECTORS

Pursuant to Law No. 40 Year 2007 on Limited Liability Companies, the Board of Directors is the organ of the Company that has the authority and full responsibility to manage the Company for the interest of the Company, in accordance with the purposes and objectives of the Company as well as to represent the Company, either in or out the court in accordance with the provisions of the articles of association and the applicable laws and regulations.

1. Legal Basis

BCA appointed the Board of Directors based on the following regulations:

- a. Law No. 40 Year 2007 concerning Limited Liability Companies.
- b. Financial Services Authority (OJK) Regulation No. 34/POJK.03/2018 concerning Revaluation for the Main Parties of a Financial Services Institution;
- c. OJK Regulation No. 11/POJK.04/2017 concerning Reporting of Ownership, or Changes in the Ownership, of Shares in Public Companies.
- d. OJK Regulation No. 27/POJK.03/2016 concerning Fit and Proper Test of Main Parties of Financial Services Institutions
- e. OJK Regulation No. 55/POJK.03/2016 concerning The Implementation of Good Corporate Governance for Commercial Banks;
- f. OJK Regulation No. 33/POJK.04/2014 concerning Board of Directors and Board of Commissioners of Issuers or Public Companies.
- g. OJK Regulation No. 18/POJK.03/2014 concerning Implementation of Integrated Governance for Financial Conglomerates.
- h. OJK Regulation No. 17/POJK.03/2014 concerning Implementation of Integrated Risk Management for Financial Conglomerates.
- i. OJK Circular Letter No. 9/SEOJK.03/2019 concerning Revaluation of Main Parties of the Bank.

- j. OJK Circular Letter No.13/SEOJK.03/2017 concerning Implementation of Governance for Commercial Banks.
- k. OJK Circular Letter No. 39/SEOJK.03/2016 concerning Fit and Proper Test for Prospective Controlling Shareholders, Prospective Members of the Board of Directors, and Prospective Members of the Board of Commissioners of the Bank.
- l. OJK Circular Letter No. 15/SEOJK.03/2015 concerning the Implementation of Integrated Governance for Financial Conglomerates.
- m. OJK Circular Letter No. 14/SEOJK.03/2015 concerning Implementation of Integrated Risk Management for Financial Conglomerates.
- n. BCA Articles of Association.

2. Guideline and Code of conduct of the Board of Directors (Board of Directors Charter)

BCA has Guideline and Code of conduct of the Board of Directors or Board of Directors Charter that is formulate pursuant to Article 18 of OJK Regulation No. 55/POJK.03/2016 concerning Implementation of Governance for Commercial Banks and Article 35 of OJK Regulation No. 33/POJK.04/2014 concerning Board of Directors and Board of Commissioners of Issuers or Public Companies. The Board of Directors Charter regulates the following matters:

- a. Legal basis;
- b. Values;
- c. Composition, Criteria, and Independence of the Board of Directors;
- d. Terms of duties of the Board of Directors;
- e. Dual Positions of the Board of Directors;
- f. Appointment of the Board of Directors;
- g. Obligation, Duties, Responsibilities and Authorities of the Board of Directors;
- h. Transparency and Prohibitions for the Board of Directors;
- i. Orientation and Training of the Board of Directors;
- j. Ethics and Working hours of the Board of Directors;
- k. Board of Directors Meetings;
- l. Reporting and Accountability;
- m. Board of Directors self-assessment.

The Board of Directors Charter is covered in the Corporate Governance Guideline and can be viewed on the BCA website (<https://www.bca.co.id/en/Tentang-BCA/Tata-Kelola-Perusahaan/Struktur-Organisasi>).

3. Duties and Responsibilities of the Board of Directors

BCA's Articles of Association and other regulations set out duties and responsibilities of the Board of Directors as follows:

- a. Lead and manage BCA in accordance with the purposes and objectives of the Articles of Association.
- b. Control, maintain, and manage BCA's assets for the benefit of BCA.
- c. Create internal control structure, ensure the implementation of the internal audit function at every level of management, and follow up on internal audit findings in accordance with policies or directions given by the Board of Commissioners.
- d. Submit Annual Work Plan which also includes the Annual Budget to the Board of Commissioners for approval, prior to the commencement of the forthcoming financial year, taking into account applicable regulations.
- e. Implement the Good Corporate Governance principles in every BCA's business activities at all levels and stages of the organization.
- f. Establish Integrated Risk Management Committee.
- g. Evaluate the performance of the committee under the Board of Directors at the end of each financial year.
- h. Conduct the Board of Directors' meetings regularly, at least once each month.
- i. Record minutes of Board of Directors meetings and have them signed by all members of the Board of Directors present at the Board Directors' meeting.
- j. Distribute copies of the minutes of meetings of the Board of Directors meeting to all members of the Board of Directors and related parties.
- k. Conduct meetings of the Board of Directors together with the Board of Commissioners in accordance with regulations.

- l. Hold and keep the list of shareholders, special list, minutes of General Meeting of Shareholders, and minutes of Board of Directors' meetings.
- m. Prepare Annual Report and other company documents as referred to in the applicable laws and regulations.
- n. Follow up on audit findings and recommendations from external auditors, the results of supervision of OJK, Bank Indonesia and/or the results of supervision of other authorities including but not limited to the Indonesia Stock Exchange.
- o. Responsible for carrying out its duties and responsibilities to shareholders through the GMS.

Throughout 2019, the Board of Directors did not grant general power of attorney to employees or other parties related to their duties and functions, as stipulated in OJK Regulations related to Governance.

4. Authorities of the Board of Directors

Based on BCA's Articles of Association and other relevant regulations, the Board of Directors' authority includes:

- a. Represent BCA in and out of court on all matters and in any event, binding BCA with other parties and other parties with BCA, and carrying out all actions, both regarding management and ownership, with restrictions as set forth in BCA's Articles of Association.
- b. Arrange the handover of power of the Board of Directors to represent BCA in and out of court to one or several members of the Board of Directors specifically appointed for that, or to one or more BCA employees, either alone or with other people or entities.
- c. The BOD shall be entitled to appoint one or more persons authorized to perform certain acts in accordance with the terms stipulated by the BOD in a special power of attorney.
- d. Establish policies in leading and managing BCA.
- e. Regulate provisions on employment, including determination of salary, pension or old age benefits, and other income for employees,

based on applicable laws and/or GMS resolutions.

- f. Hire and dismiss employees based on personnel regulations. The Directors also disclose to employees regarding BCA's personnel policies, including the recruitment, promotion and remuneration system, through communication facilities that can be accessed by employees.
- g. Perform other actions, either on management or on ownership, in accordance with the provisions regulated further by the Board of Commissioners with due regard to the provisions of the applicable laws and regulations.

In performing its duties, responsibilities and authorities, the Board of Directors shall take actions in good faith, with full responsibility and prudence, with regard to BCA's Articles of Association, the Board of Directors Code of Conduct and prevailing laws and regulations.

5. Criteria for the Board of Directors

Those who may be appointed as a member of the Board of Directors are individuals who meet the criteria and requirements in accordance with:

- a. OJK Regulation No. 33/POJK.04/2014 on Board of Directors and Board of Commissioners of Issuers or Public Companies namely to:
 - 1) Have good ethics, morals, and integrity
 - 2) Be proficient in performing legal actions
 - 3) Within 5 (five) years before appointment and during the term of office:
 - a) Not have been declared bankrupt
 - b) Not have been a member of a Board of Directors or Board of Commissioners found guilty of causing a company to be declared bankrupt
 - c) Not have been punished for committing a crime detrimental to state finances or relating to the financial sector
 - d) Not have been a member of a Board of Directors or Board of Commissioners in which during his/her term of office:
 - Did not organize an Annual GMS

- Had his/her accountability as a member of the Board of Directors or Board of Commissioners not accepted by the GMS or he/she did not submit his/her accountability as a member of the Board of Directors or Board of Commissioners to the GMS.
 - Have caused a company that obtained license, approval or registration from the OJK to not fulfil the obligation to submit annual report and/or financial report to the OJK.
- 4) Have a commitment to comply with laws and regulations.
 - 5) Have knowledge and/or expertise in the fields required by the company.
- b. Based on Article 6 of OJK Regulation No. 55/POJK.03/2016 concerning the Implementation of Governance for Commercial Banks, each member of the Board of Directors must meet the requirements for fit and proper test in accordance with OJK Regulation No. 27/POJK.03/2016 concerning Fit and Proper Test for Main Parties of Financial Services Institutions, which includes:
- 1) Integrity requirements, including:
 - a) Be capable of carrying out legal actions.
 - b) Have good character and morals, at least shown by the compliance with the prevailing provisions, including never having been convicted of a crime in a certain period before being nominated.
 - c) Have a commitment to comply with laws and regulations and support OJK policies.
 - d) Be committed to the development of healthy financial services institution.
 - e) Not be included as a party that is prohibited from being a main party.
 - 2) Financial reputation requirements, at least evidenced by:
 - a) Does not have bad credit and/or financing.

- b) Have never been declared bankrupt and/or have never been a shareholder, controlling party of insurance company, that are note shareholders member of the Board of Directors, or member of the Board of Commissioners found guilty of causing a company to go bankrupt in the last 5 (five) years before being nominated.

6. Nomination for Members of the Board of Directors

Legal Basis

Nomination of the Board of Directors shall be conducted based on the following provisions:

- a. Article 6 of OJK Regulation No. 55/POJK.03/2016 concerning Implementation of Governance for Commercial Banks, stating that any proposed replacement and / or appointment of members of the Board of Directors by the Board of Commissioners to the GMS, must take into account the recommendations from Remuneration and Nomination Committee.
- b. Article 7 of OJK Regulation No. 33 / POJK.04 / 2014 concerning Board of Directors and Board of Commissioners of Issuers or Public Companies, stating that the appointment, dismissal, and / or replacement of members of the Board of Directors to the GMS must take into account the recommendations from the Board of Commissioners or committee performing the nomination function.

Nomination Mechanism

The Board of Directors' succession policy is prepared by the BCA's Remuneration and Nomination Committee (RNC). Implementation of the Board of Directors' succession policy includes providing recommendations on systems, procedures, and selection of candidates for the Board of Directors and/ or replacement of members of the Board of Directors to the Board of Commissioners for submission to the GMS. Policies regarding the succession of the Board of Directors can be seen in The Remuneration and Nomination Committee section of this Annual Report.

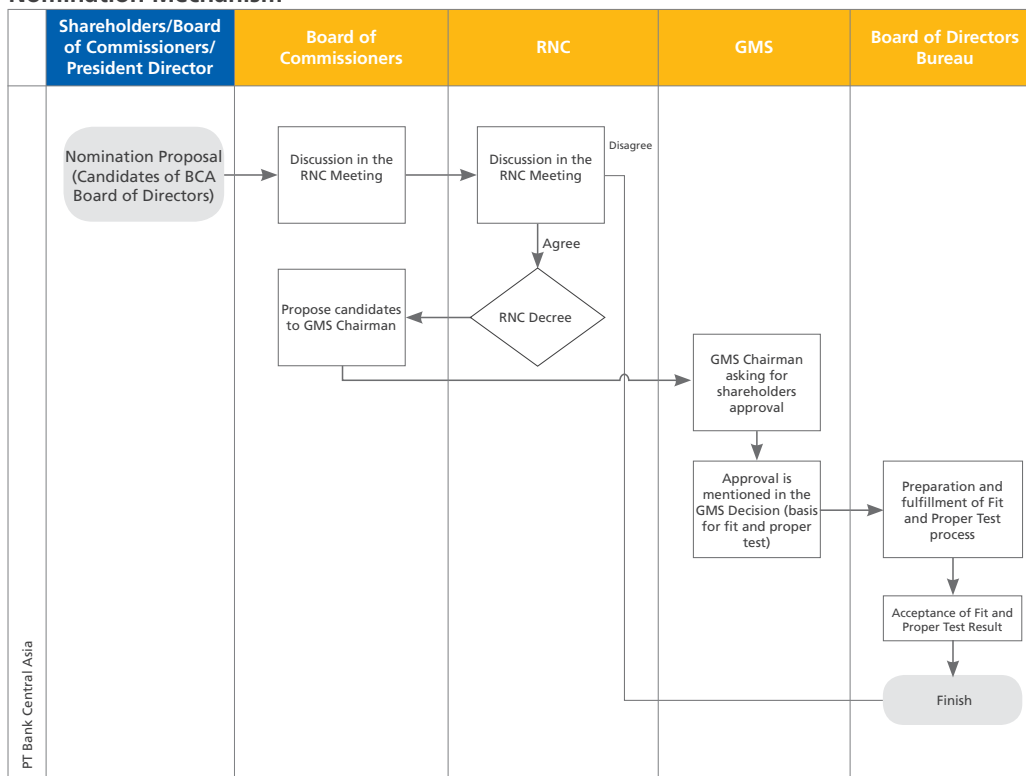
The flow of nomination mechanism for members of the Board of Directors is as follows:

1. Proposal from shareholders/Board of Commissioners/President Directors related to the nomination of Directors is submitted to the Board of Commissioners.
2. The Board of Commissioners requests the RNC to discuss proposal related to the nomination of the Board of Directors.
3. RNC conducts discussions related to the proposal in the RNC meeting, in which the summary is stated in the minutes of the RNC meeting. Things to consider in the meeting include:
 - a. Reasons and/or considerations of proposal;
 - b. Qualification of candidates according to the proposal;
 - c. The steps taken by RNC include:
 - Pay attention to external and internal conditions according to the bank’s strategic direction.
 - Communicate with the controlling shareholder (if the proposal is not from the Controlling Shareholder).

4. After conducting the discussion, RNC provides recommendations to the Board of Commissioners, stated in the form of an RNC Decision letter.
5. Based on the RNC recommendation, the Board of Commissioners decides to submit candidate(s) of the Board of Commissioners and/or Board of Directors to the chairman of the GMS through a Board of Commissioners Decision Letter.
6. The GMS lead requests the approval of the shareholders in the GMS agenda related to the nominations of the Board of Commissioners and/or Board of Directors.
7. After obtaining approval from the GMS, the approval is then stated in the minutes of the GMS that subsequently becomes the basis for the fit and proper test for candidates of the Board of Commissioners and/or Board of Directors.
8. BCA may use third-parties services in looking for candidates of the Board of Commissioners and/or Board of Directors.

Nomination Mechanism of Members of the Board of Directors of BCA

Nomination Mechanism



7. Number and Composition of the Members of the Board of Directors

BCA has complied with the provisions on the number and composition of the members of the Board of Directors in accordance with Article 4 of OJK Regulation No. 55/POJK.03/2016 concerning Implementation of Corporate Governance for Commercial Banks, states that Banks are required to have at least three members of the Board of Directors.

As of December 31, 2019, the number of members of the Board of Directors of BCA was eleven people consisting of:

- 1 (one) President Director;
- 2 (two) Deputy President Directors;
- 1 (one) Compliance Director;
- 1 (one) Independent Director; and
- 6 (six) other Directors.

From the above composition, BCA has a member of the Board of Directors who also serves as the Compliance Director. The President Director is independent from the controlling shareholders.

BCA has also appointed an Independent Director who has the duty and responsibility to supervise regional and branch management, network management and regional development, and procurement.

The term of office of the Board of Directors of BCA will expire at the closing of the fifth annual GMS held after the GMS appointing the relevant member of the Board of Directors, without reducing the authority of the GMS to dismiss one or more members of the Board of Directors at any time before the position ends. BCA Articles of Association state that members of the Board of Directors whose term of service has ended can be reappointed.

All members of the Board of Directors of BCA have obtained approval from Bank Indonesia or the OJK and have passed the fit and proper test before performing their duties and functions. It is in accordance with the provisions of the regulator regarding the fit and proper test.

Name	Position	No. Letter of Agreement
Jahja Setiaatmadja	President Director	13/21/DPBB3/TPB3-7 dated June 17, 2011
Suwigno Budiman	Deputy President Director	38/KDK.03/2019 dated August 14, 2019
Armand Wahyudi Hartono	Deputy President Director	SR-106/D.03/2016 dated June 21, 2016
Subur Tan	Director	4/69/DpG/DPIP/Rahasia dated August 13 2002
Henry Koenafi	Director	10/32/DPB3/TPB3-2 dated February 13 2008
Erwan Yuris Ang	Independent Director	13/99/GBI/DPIP/Rahasia dated August 25, 2011
Rudy Susanto	Director	SR-119/D.03/2014 dated July 21, 2014
Lianawaty Suwono	Director	SR-137/D.03/2016 dated July 27, 2016
Inawaty Handojo	Director (concurrently Compliance Director)	39/KDK.03/2019 dated August 14, 2019
Santoso	Director	SR-143/D.03/2016 dated August 8, 2016
Vera Eve Lim	Director	SR-79/PB.12/2018 dated April 23, 2018

All members of the Board of Directors who have met the requirements and passed the fit and proper test are domiciled in Indonesia as stipulated in Article 4 of the OJK Regulation No. 55/POJK.03/2016 concerning Implementation of Corporate Governance for Commercial Banks.

8. Composition of BCA Board of Directors During 2019

In 2019, BCA underwent a change in the composition of the Board of Directors based on the decision of the third agenda of 2019 Annual GMS. Changes in the composition of the Directors can be seen in the general meeting of shareholders section of this annual report. The composition of the BCA Board of Directors in 2019 has been included in the Deed of Decision of the Meeting of PT Bank Central Asia Tbk No. 100 dated October 10, 2019, made before Christina Dwi Utami, S.H., M.Hum., M.Kn., Notary in Jakarta.

Composition of the Board of Directors of BCA in 2019:

No	Position	Name	Period
1.	President Director	Jahja Setiaatmadja	2016-2021
2.	Deputy President Director*	Suwignyo Budiman**	2019-2021
3.	Deputy President Director	Armand Wahyudi Hartono	2016-2021
4.	Director	Tan Ho Hien/ Subur/ Subur Tan	2016-2021
5.	Director	Henry Koenafi	2016-2021
6.	Independent Director	Erwan Yuris Ang	2016-2021
7.	Director	Rudy Susanto	2016-2021
8.	Director	Lianawaty Suwono	2016-2021
9.	Director (concurrently Compliance Director)	Inawaty Handojo**	2019-2021
10.	Director	Santoso	2016-2021
11.	Director	Vera Eve Lim	2018-2021

Remarks:

* : from January 1, 2019 to April 11, 2019 was assumed by Eugene Keith Galbraith.

** : assuming the role since October 3, 2019

In 2018, there was a change in the composition of the Directors due to the change in members of the Directors. The composition of the BCA Board of Directors in 2018 has been included in the Deed of Decision of the Meeting of PT Bank Central Asia Tbk No. 180 dated 26 April 2018, which was made before Dr. Irawan Soerodjo, S.H., M.Sc., Notary in Jakarta.

Composition of the Board of Directors of BCA in 2018:

No	Position	Name	Period
1.	President Director	Jahja Setiaatmadja	2016-2021
2.	Deputy President Director	Eugene Keith Galbraith	2016-2021
3.	Deputy President Director	Armand Wahyudi Hartono	2016-2021
4.	Director (concurrently Compliance Director)	Tan Ho Hien/ Subur/ Subur Tan	2016-2021
5.	Director	Rudy Susanto	2016-2021
6.	Director	Henry Koenafi	2016-2021
7.	Director	Suwignyo Budiman	2016-2021
8.	Independent Director	Erwan Yuris Ang	2016-2021
9.	Director	Lianawaty Suwono	2016-2021
10.	Director	Santoso	2016-2021
11.	Director	Inawaty Handojo	2016-2021
12.	Director	Vera Eve Lim	2018-2021

At present there is no Director of BCA who is a former President Director of BCA in the last 2 (two) years.

9. Division of Duties and Responsibilities of the Board of Directors

BCA discloses the duties and responsibilities of the Board of Directors in this annual report, in accordance with OJK Circular Letter No. 30/SEOJK.04/2016 concerning the Form and Content of Annual Reports of Issuers or Public Companies in Chapter III on the Contents of Annual Reports.

The division of tasks and authorities among members of the Board of Directors is determined based on the decision of the Board of Directors with approbation by on a letter the resolution of the Board of Commissioners No. 197/SK/KOM/2019 dated December 23, 2019 concerning the Division of the Duties and Responsibilities of the Board of Directors of PT Bank Central Asia Tbk, which is explained in the table as follows:

No.	Name	Position	Duties and Responsibilities	Alternate Director I	Alternate Director II	Alternate Director III
1.	Jahja Setiaatmadja (JS)	President Director (PD)	<ul style="list-style-type: none"> Internal Audit ^{*)} Anti-Fraud Corporate Social Responsibility 	DHC DCR DTP	DCR DHC DCR	DJW DJW DJW
2.	Suwigno Budiman (SB)	Deputy President Director (WP1)**)	<ul style="list-style-type: none"> Consumer Credit (KPR, KKB) Individual Customer Business Development Wealth Management BCA Syariah Asuransi Umum BCA (BCA Insurance) Asuransi Jiwa BCA (BCA Life) Bank Royal Indonesia 	DKS DKR DTP DTP DKR DHC DKS	DBK DTP DKR DJW DKS	DTP WP2 WP2 WP2 DBK DBK DFC
3.	Armand W. Hartono (AH)	Deputy President Director (WP2)**)	<ul style="list-style-type: none"> Operation Strategy & Development Information Technology Domestic Payment Services Electronic Banking Services International Banking Services Digital Services Central Capital Ventura 	DJW WP1 DKR DTP DBK DTP WP1	DHC DFC DJW DJW DTP DJW DHC	DFC DTP DKS DHC DHC DTP
4.	Subur Tan (ST)	Director of Credit & Legal	<ul style="list-style-type: none"> Credit Analysis Credit Recovery Legal 	DJW DJW DJW	PD PD WP1	DHC DHC DCR
5.	Henry Koenafi (HK)	Director of Commercial Banking & SME (DKS)**)	<ul style="list-style-type: none"> Commercial & SME Business Cash Management Credit Services BCA Multi Finance BCA Finance 	DBK DBK DKR WP1 WP1	WP1 DTP DJW DKR DKR	DTP WP1 DBK DTP DTP
6.	Erwan Yuris Ang (EY)	Director of Regional & Branch Network (DJW) #)	<ul style="list-style-type: none"> Regional & Branch Banking Services Network & Regional Development Procurement 	WP2 DFC DFC	DKS DKS DHC	DFC WP2 WP1
7.	Rudy Susanto (RS)	Corporate Banking Director (DBK)**)	<ul style="list-style-type: none"> Corporate Business Corporate Finance Corporate Branch Treasury International Banking BCA Finance Ltd. (Hongkong) BCA Sekuritas 	DKS DKS DKS PD WP1 DTP WP1	WP1 WP1 WP1 DKS PD DKR PD	DTP DTP DJW WP1 DKS DFC DFC
8.	Lianawaty Suwono (LS)	Director of Human Capital Management (DHC)	<ul style="list-style-type: none"> Human Capital Management Learning & Development 	DKR DCR	PD WP2	WP1 WP1
9.	Inawaty Handoyo (IH)	Compliance & Risk Management Director (DCR)**)	<ul style="list-style-type: none"> Compliance ^{*)} Risk Management ^{*)} Enterprise Security 	DHC DJW DHC	DKR DKR DKR	DJW DHC WP1
10.	Santoso (SL)	Director of Transaction Banking (DTP)	<ul style="list-style-type: none"> Transaction Banking Business Developmnet & Marketing Banking Transactions Transaction Banking Partnership Solution Development Transaction Banking Product Development Transaction Banking Business Support & Services 	DHC DBK DBK DKS	WP2 WP2 WP2 DBK	DKS DKS DKS WP1

No.	Name	Position	Duties and Responsibilities	Alternate Director I	Alternate Director II	Alternate Director III
11.	Vera Eve Lim (VL)	Finance Director & Corporate Secretary (DFC) *****)	<ul style="list-style-type: none"> • Corporate Strategy & Planning • Finance • Corporate Secretary & Corporate Communication 	WP1 PD DCR	DKR DKR DBK	PD WP1 PD

Note:

- Substitute Director reports to the Director of respective field regarding all actions taken/decisions made while replacing the Director of field.
- Substitute Director for credit sector refers to the credit provisions manual.
- The management functions of the subsidiaries are regulated as follows:
 - Monitor the implementation of the internal audit function/risk management/compliance with the subsidiaries in the context of establishing integrated corporate governance and integrated risk management.
 - Perform monitoring functions on the business development of subsidiaries.
 - Perform risk monitoring functions on the subsidiaries in the framework of integrated risk management.
 - Perform overall monitoring and alignment functions of the management of subsidiaries and monitoring financial performance of the subsidiaries.

The implementation of the above functions takes into account the principles of limited liability companies, in which the subsidiary is an independent separate legal entity.
The responsibility of the Board of Directors and/or Board of Commissioners of the subsidiaries is to the AGMS of the subsidiaries.
The parent company as a shareholder performs its authority and functions through the GMS of subsidiaries.
- ^{a)} Director of regional and branch network as daily executors, supervisors and monitors of regional and branch management. The responsibility of the head of regional office is to the Board of Directors.

10. Induction Program for New Members of the Members of Board of Directors

The orientation program is designed for new members of the Board of Directors in order to prepare them properly performing duties and responsibilities as members of the Board of Directors.

Board of Directors orientation program policies are regulated in the BCA corporate governance guidelines in Part B of the guidelines concerning procedures for implementing corporate governance principles - Chapter IV on guidelines and code of conduct for the Board of Directors (<https://www.bca.co.id/id/Tentang-BCA/Tata-Kelola-Perusahaan/Struktur-Organisasi>).

The orientation program includes:

- Knowledge about BCA which includes the vision, mission, strategies and plans for the medium and long term, performance, governance, and finance of BCA.
- Understanding of duties and responsibilities as a member of the Board of Directors, limits of authority, working hours, relations with the Board of Commissioners, related internal/external rules/conditions, and others.

Orientation Procedures

The orientation procedures for the new members of the Board of Directors may be conducted by:

- Presentation by work units to obtain an explanation of various aspects deemed necessary by involving subordinates, or

- Meetings with members of the Board of Directors and the Board of Commissioners to discuss various issues in BCA or other information needed, or
- Visiting various locations of BCA's business activities/branches together with other members of the Board of Directors/management.

11. Training Programs to Enhance the Competence of Members of the Board of Directors

BCA has a Board of Directors training program policy listed in the BCA governance guidelines in Part B of the guidelines concerning the procedure for implementing corporate governance principles -Chapter IV concerning guidelines and code of conduct for the Board of Directors.

In accordance with Bank Indonesia Regulation No. 11/19/PBI/2009 dated 4 June 2009 and amendments to Bank Indonesia Regulation No. 12/7/PBI/2010 dated 19 April 2010 concerning Risk Management Certification for Management and Officers of Commercial Banks, all members of the Board of Directors have risk management certification and/or refreshment in accordance with applicable regulations.

BCA requires members of the Board of Directors to take part in a training program at least one time a year in order to improve competence and support the implementation of the duties and obligations of Directors. The training programs participated in by the Board of Directors in 2019 is as follows:

No	Name	Training Program	Organizer	Location	Date
1	Jahja Setiaatmadja	1. Annual Meeting of Financial Services Industry	OJK	Jakarta, Indonesia	January 11, 2019
		2. Banking Economy Dialogue With Governor of Bank Indonesia	INDEF, Bank Sinarmas, The Consumer Banking School	Jakarta, Indonesia	January 30, 2019
		3. Discussion on KEPP and Banking	OJK	Jakarta, Indonesia	January 31, 2019
		4. Bank Indonesia Meeting Navigating Digitalization of Banking Industry	Bank Indonesia	Jakarta, Indonesia	February 6, 2019
		5. National Seminar revival & BUMN: Infrastructure Sector	Pusat Studi BUMN	Jakarta, Indonesia	February 19, 2019
		6. 5th Asia Pacific CEO Forum	ICC (Indonesia International Chamber of Commerce)	Jakarta, Indonesia	March 12, 2019
		7. The Wall Street Journal CEO Council	The Wall Street Journal	Tokyo, Japan	May 21, 2019
		8. FGD: Prospects and Risks of the 2019 Post-Election Banking Sector Amid Increasingly Uncertain International Economic and Trade Environment	Badan Intelijen Negara	Jakarta, Indonesia	May 29, 2019
		9. IMC Meeting 2019	IMC (International Monetary Conference)	Paris, France	June 2 - 4, 2019
		10. Digital Transformation in BCA	BCA	Jakarta, Indonesia	September 3, 2019
		11. Indonesia Knowledge Forum	BCA	Jakarta, Indonesia	October 8-9, 2019
		12. Intensive Leadership Program (ILP) Training of Senior Leader Competence Development, Topic : Building A Great Corporate Culture Work Life Integration	BPJS Kesehatan	Bogor, Indonesia	October 30, 2019
		13. CEO Networking 2019 (42 th Anniversary of Indonesia Stock Market) Topic: Embracing the Opportunities in Dynamic Global Economy	OJK, BEI, PT KSEI dan PT KPEI	Jakarta, Indonesia	October 31, 2019
		14. Sharing Session "Navigating Change" by HDFC Bank (Housing Development Finance Corporation) India	BCA	Jakarta, Indonesia	December 6, 2019
		15. Sharing Session "The Ecosystem" by OVO, Tokopedia, HaloDoc and Djarum Grup - BCA - Jakarta, Indonesia.	BCA	Jakarta, Indonesia	December 6, 2019
		16. Communication Forum of Banking Compliance Director, Topic: Prospects for Economic Challenges in 2020	Communication Forum of Banking Compliance Director	Jakarta, Indonesia	December 19, 2019

No	Name	Training Program	Organizer	Location	Date
2	Suwignyo Budiman	1. Digital Transformation in BCA	BCA	Jakarta, Indonesia	September 3, 2019
		2. Indonesia Knowledge Forum	BCA	Jakarta, Indonesia	October 8-9, 2019
		3. Sharing Session "Navigating Change" by HDFC Bank (Housing Development Finance Corporation) India	BCA	Jakarta, Indonesia	December 6, 2019
		4. Sharing Session "The Ecosystem" by OVO, Tokopedia, HaloDoc and Djarum Grup	BCA	Jakarta, Indonesia	December 6, 2019
3	Armand Wahyudi Hartono	1. Trading Trends 2019	BCA	Jakarta, Indonesia	January 15, 2019
		2. Information Technology Symposium 2019	Gartner	Barcelona, Spain	November 3-7, 2019
		3. Sharing Session "Navigating Change" by HDFC Bank (Housing Development Finance Corporation) India	BCA	Jakarta, Indonesia	December 6, 2019
		4. Sharing Session "The Ecosystem" by OVO, Tokopedia, HaloDoc and Djarum Grup	BCA	Jakarta, Indonesia	December 6, 2019
4	Subur Tan	1. Trading Trends 2019	BCA	Jakarta, Indonesia	January 15, 2019
		2. Indonesia Knowledge Forum	BCA	Jakarta, Indonesia	October 8-9, 2019
		3. Sharing Session "Navigating Change" by HDFC Bank (Housing Development Finance Corporation) India	BCA	Jakarta, Indonesia	December 6, 2019
		4. Sharing Session "The Ecosystem" by OVO, Tokopedia, HaloDoc and Djarum Grup	BCA	Jakarta, Indonesia	December 6, 2019
5	Henry Koenaifi	1. Trading Trends 2019	BCA	Jakarta, Indonesia	January 15, 2019
		2. Economy Dialogue Seminar "Economy Prospect & Fiscal Policy 2019"	Lembaga Indonesia Tiongkok (LIT)	Jakarta, Indonesia	March 13, 2019
		3. Digital Transformation in BCA	BCA	Jakarta, Indonesia	3 September, 2019
		4. Indonesia Knowledge Forum	BCA	Jakarta, Indonesia	October 8-9, 2019
		5. Indonesia Banking Expo 2019	Perbanas	Jakarta, Indonesia	November 6, 2019
		6. Sharing Session "Navigating Change" by HDFC Bank (Housing Development Finance Corporation) India	BCA	Jakarta, Indonesia	December 6, 2019
		7. Sharing Session "The Ecosystem" by OVO, Tokopedia, HaloDoc and Djarum Grup	BCA	Jakarta, Indonesia	December 6, 2019
		8. Sharing Session with Prof. Andy Rose and Mr. Samuel Tsien	Business School, National University of Singapore	Singapore	December 9, 2019

No	Name	Training Program	Organizer	Location	Date
6	Erwan Yuris Ang	1. Refreshment SMR Level V "Managing People Risk in a Bank"	KIRAN	Jakarta, Indonesia	January 17, 2019
		2. ASEAN Global Leadership Programme LSE 2019	London School of Economics & Political Science (LSE) and SRW & Co.	London, England	March 25 - 29, 2019
		3. Indonesia Knowledge Forum	BCA	Jakarta, Indonesia	October 8-9, 2019
		4. Sharing Session "Navigating Change" by HDFC Bank (Housing Development Finance Corporation) India	BCA	Jakarta, Indonesia	December 6, 2019
		5. Sharing Session "The Ecosystem" by OVO, Tokopedia, HaloDoc and Djarum Grup	BCA	Jakarta, Indonesia	December ,6 2019
7	Rudy Susanto	1. Trading Trends 2019	BCA	Jakarta, Indonesia	January 15, 2019
		2. Treasury Certification Refreshment Programme (Advance level)	ACI	Bali, Indonesia	January 18, 2019
		3. Discussion on KEPP and Banking	OJK	Jakarta, Indonesia	January 31, 2019
		4. Focus Group Discussion (FGD) Development of Strategic Issues in Indonesian Banking	OJK	Jakarta, Indonesia	July 18, 2019
		5. In House Briefing EFMA	EFMA	Jakarta, Indonesia	August 2, 2019
		6. International Banking Workshop BCA	BCA	Jakarta, Indonesia	August 9, 2019
		7. Communication Forum SSK Quarter-II 2019	Bank Indonesia	Jakarta, Indonesia	August 23, 2019
		8. Treasury Customers Appreciation 2019	BCA	Jakarta, Indonesia	September 6, 2019
		9. Sibos 2019	Sibos	London, England	September 23-26, 2019
		10. Indonesia Knowledge Forum	BCA	Jakarta, Indonesia	October 8-9, 2019
		11. Sharing Session "Navigating Change" by HDFC Bank (Housing Development Finance Corporation) India	BCA	Jakarta, Indonesia	December 6, 2019
		12. Sharing Session "The Ecosystem" by OVO, Tokopedia, HaloDoc and Djarum Grup	BCA	Jakarta, Indonesia	December 6, 2019
8	Lianawaty Suwono	1. The 10 th HRDI Gathering	HR Directors Indonesia & SAP	Jakarta, Indonesia	January 29, 2019
		2. The 5 th Indonesia HR Director Summit	Intipesan	Jakarta, Indonesia	February 19, 2019
		3. CEO Power Breakfast "Building a Lasting Legacy in the Digital Economy Era"	Siloam Hospital	Jakarta, Indonesia	February 27, 2019

No	Name	Training Program	Organizer	Location	Date
		4. HR Symposium : Back To Basics	Centre For Islamic Banking, Finance and Management (CIBFM)	Bandar Sri Begawan, Brunei Darussalam	April 8, 2019
		5. Gallup Great Workplace Award & Clifton Strengths Summit	Gallup	Nebraska, USA	June 3-5, 2019
		6. Mercer Annual Forum 2019 "Becoming Future Fit - Curating The Work Experience"	Mercer	Jakarta, Indonesia	July 1, 2019
		7. Digital Company, Digital Process, Digital Workforce	IDStar	Jakarta, Indonesia	July 18, 2019
		8. Digital Transformation in BCA	BCA	Jakarta, Indonesia	September 3, 2019
		9. Indonesia Knowledge Forum	BCA	Jakarta, Indonesia	October 8-9, 2019
		10. Information Technology Symposium 2019	Gartner	Barcelona, Spain	November 3-7, 2019
		11. Sharing Session "Navigating Change" by HDFC Bank (Housing Development Finance Corporation) India	BCA	Jakarta, Indonesia	December 6, 2019
		12. Sharing Session "The Ecosystem" by OVO, Tokopedia, HaloDoc and Djarum Grup	BCA	Jakarta, Indonesia	December 6, 2019
		13. Compassionate Systems Leadership for a Sustainable World : Transforming Public Policies, Corporates and Educations System in Digital Era	OJK	Jakarta, Indonesia	December 13, 2019
9	Inawaty Handojo	1. Trading Trends 2019	BCA	Jakarta, Indonesia	January 15, 2019
		2. Digital Transformation in BCA	BCA	Jakarta, Indonesia	September 3, 2019
		3. Indonesia Knowledge Forum	BCA	New York, USA	October 8-9, 2019
		4. ICA's 2 nd Annual APAC Conference 2019	International Compliance Association	Singapore	October 16-17, 2019
		5. Sharing Session "Navigating Change" by HDFC Bank (Housing Development Finance Corporation) India	BCA	Jakarta, Indonesia	December 6, 2019
		6. Sharing Session "The Ecosystem" by OVO, Tokopedia, HaloDoc and Djarum Grup	BCA	Jakarta, Indonesia	December 6, 2019
10	Santoso	1. Indonesia Knowledge Forum	BCA	Jakarta, Indonesia	October 8-9, 2019
		2. American Express Conference - Global Network Partner Forum	AMEX	Jakarta, Indonesia	October 29-31, 2019
		3. Sharing Session "Navigating Change" by HDFC Bank (Housing Development Finance Corporation) India	BCA	Jakarta, Indonesia	December 6, 2019

No	Name	Training Program	Organizer	Location	Date
		4. Sharing Session "The Ecosystem" by OVO, Tokopedia, HaloDoc and Djarum Grup	BCA	Jakarta, Indonesia	December 6, 2019
11	Vera Eve Lim	1. Trading Trends 2019	BCA	Jakarta, Indonesia	January 15, 2019
		2. Banking Economy Dialogue with BI Governor	INDEF, Bank Sinarmas, The Consumer Banking School	Jakarta, Indonesia	January 30, 2019
		3. Mandiri Investment Forum	Mandiri Sekuritas	Jakarta, Indonesia	January 31 - February 1, 2019
		4. Money Live Indonesia Conference	Money Force	Jakarta, Indonesia	February 20, 2019
		5. UBS Indonesia Conference	UBS	Jakarta, Indonesia	March 5, 2019
		6. 5 th Asia Pacific CEO Forum	ICC (Indonesia International Chamber of Commerce)	Jakarta, Indonesia	March 12, 2019
		7. Workshop 2019 CFO Office Strategic	BCA	Jakarta, Indonesia	March 18 - 19, 2019
		8. Credit Suisse Asian Investment Conference	Credit Suisse	Hong Kong	March 25 - 26, 2019
		9. Seminar ACSI XV	HIMA Perbanas Institute	Jakarta, Indonesia	April 24, 2019
		10. 2019 ABF Retail Banking Forum	CMG Business Conference	Jakarta, Indonesia	May 8, 2019
		11. Digital BCG Asia Pacific Conference	BCG	Hong Kong	May 17, 2019
		12. Nomura Investment Forum Asia 2019	Nomura	Singapore	May 27 - 29, 2019
		13. CGS-CIMB 13 th Annual Indonesia Conference	CIMB	Bali, Indonesia	June 27-28, 2019
		14. MoneyLIVE Digital Banking 2019	APAC	Singapore	July 2 - 3, 2019
		15. Citi Indonesia Investor Conference 2019	Citi	Jakarta, Indonesia	August 6, 2019
		16. Macquarie ASEAN Conference	Macquarie	Singapore, Singapore	August 26 - 28, 2019
		17. JP Morgan Asia Pacific CEO CFO	JP Morgan	New York, USA	September 4 - 5, 2019
		18. Transforming ASEAN Organization : Understanding China Next Move	AGLP	Shanghai & Hangzhou, Cina	September 16 - 20, 2019

No	Name	Training Program	Organizer	Location	Date
-		19. Information Technology Symposium 2019	Gartner	Barcelona, Spain	November 3-7, 2019
-		20. Sharing Session "Navigating Change" by HDFC Bank (Housing Development Finance Corporation) India	BCA	Jakarta, Indonesia	December 6, 2019
-		21. Sharing Session "The Ecosystem" by OVO, Tokopedia, HaloDoc dan Djarum Grup	BCA	Jakarta, Indonesia	December 6, 2019

12. Share Ownership for Directors that Amounts to 5% or More of Paid-Up Capital

BCA regulates the obligations of members of the Board of Directors to disclose share ownership that reaches 5% or more of paid-up capital. Any changes in the share ownership for members of Board of Directors shall be reported to the OJK in accordance with OJK regulations.

BCA has a policy regarding the obligations of member of the Board of Directors to disclose the share ownership information with reference to the following provisions:

- a. Article 2 of OJK Regulation No. 11/POJK.04/2017 concerning Report of Ownership or Any Changes in the Share Ownership of a Public Company stating that a member of the Board of Directors or Board of Commissioners shall report to the OJK on ownership and any change of ownership of the Company's shares either directly or indirectly.
- b. Article 21 of OJK Regulation No. 55/POJK.03/2016 concerning Implementation of Corporate Governance for Commercial Banks states that members of the Board of Directors shall disclose share ownership of 5% or more at the Bank or other banks and companies domiciled in and outside the country.

Implementation for Reporting Policy of Ownership or Any Change of Share Ownership

The Board of Directors code of conduct regulates, among others, the Board of Directors obligation to disclose share ownership of 5% or more of paid-up capital, which includes the type and number of shares in BCA, other banks, non-bank financial institutions and other companies, which are domiciled in and outside the country. In addition to the above, BCA has also held and stored a special list as regulated in Article 50 of the Limited Liability Company Law.

BCA has a policy regarding the obligations of members of the Board of Directors and Board of Commissioners to disclose information on ownership and changes of BCA's shares contained in the Corporate Governance Guidelines on Code of Conduct of the Board of Directors. This policy is in accordance with Article 3 of OJK Regulation No. 11/POJK.04/2017 concerning Report of Ownership or Any Changes in the Share Ownership of a Public Company. BCA has also conducted socialization of the OJK Regulation through Corporate Secretary Memo No. 120/MO/DCS/2017 dated 25 April 2017 to all members of the Board of Directors and Board of Commissioners.

BCA has submitted reports on any changes in share ownership of the Board of Directors and Board of Commissioners in 2019 through the e-reporting system and hardcopy document to the OJK and Indonesia Stock Exchange in compliance of internal and external policies regarding share ownership reports.

Table of Share Ownership of the Board of Directors that amounts to 5% or More as of December 31 2019

Name	Share ownership of members of the Board of Directors amounting 5% or more of paid-up capital on:			
	BCA	Other Banks	Non Bank Financial Institution	Other Companies
Jahja Setiaatmadja	-	-	-	√
Suwignyo Budiman	-	-	-	-
Armand Wahyudi Hartono	-	-	-	√
Subur Tan	-	-	-	-
Henry Koenafi	-	-	-	-
Erwan Yuris Ang	-	-	-	-
Rudy Susanto	-	-	-	-
Lianawaty Suwono	-	-	-	-
Inawaty Handojo	-	-	-	-
Santoso	-	-	-	-
Vera Eve Lim	-	-	-	-

Table of Total Share Ownership by the Board of Directors in 2019

Name	Total Ownership at the Beginning of the Year (as of January 1, 2019)	Total Ownership at the End of the Year (as of December 31, 2019)
Jahja Setiaatmadja	8,103,902	8,007,628
Suwignyo Budiman	7,407,206	7,475,051
Armand Wahyudi Hartono	851,213	851,213
Subur Tan	2,705,481	2,773,326
Henry Koenafi	957,138	1,041,883
Erwan Yuris Ang	1,191,967	1,251,720
Rudy Susanto	416,193	480,926
Lianawaty Suwono	126,279	183,694
Inawaty Handojo	102,667	163,374
Santoso	171,140	237,324
Vera Eve Lim	17,000	57,348

13. Dual Positions for Members of the Board of Directors

Legal Basis

- Article 7 of OJK Regulation No. 55/POJK.03/2016 on the Implementation of Corporate Governance for Commercial Banks states that members of the Board of Directors are prohibited from serving concurrently as members of the Board of Directors, members of the Board of Commissioners or executive officers at other banks, companies and/or institutions (excluding concurrent positions if the members of Board of Directors are responsible to supervise participation in subsidiaries, perform functional duties as a member of the Board of Commissioners of a non-bank subsidiary company controlled by the Bank).
- Article 6 of OJK Regulation No. 33/POJK.04/2014 on the Board of Directors and Board of Commissioners of the Issuer or Public Company states that members of the Board of Directors may hold concurrent positions as members of the Board of Directors at most one issuer or other public company, members of the Board of Commissioners of at most three issuers or other public company, and/or committee members at a maximum of five committees in the issuer or public company in which the member also

serves as a member of the Board of Directors or a member of the Board of Commissioners. The concurrent position can only be done as long as it is not contrary with other laws and regulations.

Disclosure

Throughout 2019, all members of the Board of Directors of BCA are not concurrently serving as members of the Board of Directors, members of the Board of Commissioners, or executive officers at other banks, companies and/or institutions. This condition has taken into account the provisions in Article 7 of OJK Regulation No. 55/POJK.03/2016 on the Implementation of Corporate Governance for Commercial Banks.

Table of Dual Positions of the Board of Directors of BCA in 2019

Name	Position at BCA	Position at Other Bank	Position at Companies/Institutions	Business Line
Jahja Setiaatmadja	President Director	-	-	-
Suwignyo Budiman*	Deputy President Director	-	-	-
Armand Wahyudi Hartono	Deputy President Director	-	-	-
Tan Ho Hien/Subur/Subur Tan	Director	-	-	-
Henry Koenaifi	Director	-	-	-
Erwan Yuris Ang	Independent Director	-	-	-
Rudy Susanto	Director	-	-	-
Lianawaty Suwono	Director	-	-	-
Inawaty Handojo**	Director (concurrently as Compliance Director)	-	-	-
Santoso	Director	-	-	-
Vera Eve Lim	Director	-	-	-

Remark :

* : Assuming the position of Deputy President Director since October 3, 2019.

** : Assuming the position of Compliance Director since October 3, 2019

14. Performance Assessment of Executive Committees of the Board of Directors

BCA conducted the performance assessment of the executive committee of the Board of Directors based on OJK Circular Letter No. 30/SEOJK.04/2016 concerning the Form and Contents of Annual Reports of the Issuers or Public Company in Chapter III on the Contents of Annual Reports.

Throughout 2019, the executive committee of the Board of Directors performed its functions and duties properly that supported the fulfilment of BCA's requirement. The report on the implementation of the executive committee's duties in 2019 is available in the executive committee of the Board of Directors section in this annual report.

Executive Committees of the Board of Directors

The executive committees of the Board of Directors was established by the Board of Directors to contribute to the fulfilment of BCA's business requirements in accordance with the duties and responsibilities of the Board of Directors. The establishment of the committees was in accordance with regulatory requirements and is expected to create operational effectiveness and efficiency in BCA.

The following are the seven executive committees under the Board of Directors:

- 1) Asset and Liability Committee (ALCO)
- 2) Risk Management Committee (RMC)
- 3) Integrated Risk Management Committee (IRMC)

- 4) Credit Policy Committee (CPC)
- 5) Credit Committee (CC)
- 6) Information Technology Steering Committee (ITSC)
- 7) Personnel Case Advisory Committee (PCAC)

The Board of Directors conducted assessment on the above executive committees of the Board of Directors with the following conditions:

1. Criteria:

Evaluation criteria of the executive committees of the Board of Directors are based on compliance with the guidelines, code of conducts, and work realization/implementation of duties of each committee.

2. Proses:

Assessment is conducted collegially by the Board of Directors and performed one time in the period of one year.

3. Result:

In 2019, the Board of Directors assessed that all the executive committees contributed in accordance with their duties and responsibilities and provided useful opinions, thereby supporting the implementation of the Board of Directors' duties. The committees actively periodically discussed work programs in accordance with developments of the Bank, the economy, and the regulations. The Board of Directors expressed appreciation for the support and commitment of the committees.

Explanations regarding the Executive Committee of the Board of Directors are detailed in the Chapter of the Board of Directors' Executive Committees on page 441-464 of this Annual Report.

- 1) Asset and Liability Management Committee**
Asset and liability management committee (ALCO) is a permanent committee under the Board of Directors with the mission to achieve optimal level of BCA profitability and liquidity risk, interest rate risk, and controlled foreign exchange risk through the establishment of policies and strategies for BCA assets and liabilities management.

Realization of ALCO Work Program 2019

In performing its management duties in 2019, ALCO held 12 (twelve) meetings with the following agenda:

- a) Report of follow-up on previous ALCO meeting decisions.
- b) Setting economic parameters including inflation, Bank Indonesia interest rates, term deposits, Rupiah and USD yield curves, Rupiah and USD market liquidity, and Rupiah exchange rates
- c) Setting liquidity reserves comprising of primary and secondary Rupiah and foreign exchange reserves, Rupiah and foreign exchange fund structure, credit projection, and liquidity projection
- d) Interest rate risk which consists of repricing gap and sensitivity analysis, both for Rupiah and foreign exchange
- e) Follow up interest rates trading book and foreign exchange risks
- f) Setting loan portfolio, which comprises limit and outstanding loans and type of debtor
- g) Setting yield and cost of funds of Rupiah and foreign exchange
- h) Make analysis of assets/liabilities management
- i) Setting stress test for liquidity risk and stress test for exchange rates and interest rates trading book risk
- j) Keep up with the development of bank fund towards total banking Comparison of the composition of bank funds to the banking sector
- k) Discussion and decision of changes in interest rates for funds and loans, prime lending rates and limits related to asset/liability management (ALM)
- l) Review of the results of profit/loss simulation in accordance with BCA ALM strategy.

2) Risk Management Committee

The Risk Management Committee (RMC) was established to ensure that the risk management framework has provided adequate protection against all BCA risks.

Realization of Risk Management Committee Work Program 2019

In performing its duties throughout 2019, the committee held four meetings with the realization of the work program of the committee as follows:

- a. Informing new Financial Services Authority regulation (POJK) related to legal lending limit (LLL) and provision of large funds
- b. Informing Interest rate risk in the banking book (IRRBB) including reporting obligations and calculation results based on OJK circular
- c. Informing the results of the bottom up stress test (BUST) 2018/2019.
- d. Inform the results of the review and update changes to the Informal Risk Appetite Statement.
- e. Inform BCA strategic risk related Digital Finance/ Fintech.
- f. Inform operational risk capital reserves using the Standardized Approach

3) Integrated Risk Management Committee

The Integrated Risk Management Committee was established to ensure that the risk management framework provided adequate protection against all risks of BCA and its subsidiaries in an integrated manner.

Realization of Integrated Risk Management Committee 2019

In performing its duties throughout 2019, the committee held meetings three times with the realization of the work program by discussing several topics as follows:

- a. Reviewing the implementation of the Integrated Risk Management of the BCA Financial Conglomerate.
- b. Implement Financial Sustainability.

- c. Request OJK's advice related to Integrated Risk Management.
- d. Perform an IRMIS development update.
- e. Prepare a report on the Integrated Risk Profile of the First Semester BCA Financial Conglomerate in 2019.

4) Credit Policy Committee

The Credit Policy Committee (KKP) was established to direct the lending through the formulation of credit policies in order to achieve prudent lending targets.

Realization of Credit Policy Committee Work Program 2019

In performing its duties throughout 2019, the committee held one meeting and implemented work programs and provide recommendations of "internal provisions in the corporate credit risk analysis group for disbursement and monitoring of investment credit and project finance facilities".

5) Credit Committee

The Credit Committee was established to assist the Board of Directors in evaluating and/or providing credit decisions within the authority limits established by the Board of Directors as stipulated in the BCA articles of association with due regard to business development without abandoning prudent principles. The committee consists of the corporate credit committee and the commercial credit committee.

Realization of Credit Committee Work Program 2019

In performing its duties throughout 2019, corporate credit committee held 20 meetings, and the commercial credit committee held meetings 5 (five) times

6) Information Technology Steering Committee

The Information Technology Steering Committee was established to ensure the implementation of information technology (IT) systems in line with BCA's strategic plan. The committee has the mission to enhance BCA's competitive advantage through the utilization of appropriate information technology (IT).

Realization of Information Technology Steering Committee Work Program 2019

In performing its duties throughout 2019, the committee held 4 (four) meetings and implemented work programs as follows:

- Evaluated and oversaw the implementation of IT strategic projects to be aligned with BCA's strategic corporate objectives and business direction
- Evaluated the implementation of processes and technologies exercised in IT project development
- Reviewed and oversaw strategic measures to minimize the risk of IT investment, reduce operating costs, and improve IT service levels
- Monitored the use of the 2019 IT budget
- Reviewed and evaluated new IT strategic projects, including:
 - a) Customers 360° to support customer profiling and know customer sentiment so as to be able to provide appropriate solutions
 - b) Campaign management to support the effectiveness of campaign or marketing activities in accordance with the intended target customers
 - c) Fraud detection system to detect fraud by maximizing data such as location, time, and customer transaction patterns
- Evaluated and oversaw IT initiatives implemented to support the delivery of IT strategic projects. These initiatives are:

- a) Development of big data near real-time analytics capabilities to support business units in generating business-based solutions and BCA transactional banking services.
 - b) Development of a centralized and integrated data platform for reporting and predictive analytics needs to improve the digital customer experience.
 - c) Development of new data centers corresponding to the direction of business transformation and the increasing need for IT operational processing capacity in line with BCA's business growth.
 - d) Building new approaches to IT project development using lean and agile principles, which focus on the design of products and services that are appropriate for customers.
- Reviewed and evaluated the development of the capabilities of IT human resources and management office to be able to adapt to technological changes
 - Reviewed and evaluated the IT risk management and IT compliance management processes to achieve good IT governance.

7) Personnel Case Advisory Committee

The Personnel Case Advisory Committee was established to provide recommendations to the Board of Directors on the settlement of cases that meet the principles of justice and equity through reviewing cases of violations and/or crimes committed by employees.

Realization of Personnel Case Advisory Committee

In performing its duties throughout 2019, the committee held 8 (eight) meeting, with realizations of the work program were to provide input in terms of information, analysis, and consideration to make recommendations to the Board of Directors in response to resolve violations committed by employees that required a Board of Directors decision for settlement, especially regarding the imposition of sanctions and/or improvement of systems and operational procedures and/or legal proceedings.

Explanations related to the Executive Committee of the Board of Directors are detailed in Chapter of the Directors' Executive Committees.

15. Policy on Loan Facilities for the Board of Directors

BCA already has provisions related to loan facilities to the Board of Directors as explained on page 529 regarding Provision of Funds to Related Parties and Large Exposure.

16. Performance Evaluation of Members of the Board of Directors

Performance evaluation of members of the Board of Directors addresses procedure of performance evaluation, criteria used, and parties conducting the evaluation can be viewed on page 407-409 section Performance Evaluation of the Board of Commissioners and Board of Directors in this Annual Report

BOARD OF COMMISSIONERS MEETINGS, BOARD OF DIRECTORS MEETINGS, AND JOINT MEETINGS

BCA discloses information regarding Board of Commissioners meetings, Board of Directors meetings and joint meetings of the Board of Commissioners and Board of Directors in accordance with the provisions in OJK Circular Letter No. 30/SEOJK.04/2016 concerning the Form and Content of Annual Reports of Issuers or Public Companies in Chapter III on the Contents of Annual Reports.

1. Board of Commissioners Meeting

BCA refers to the following rules for holding a Board of Commissioners meeting:

- a. Article 37 paragraph 1 OJK Regulation No. 55/POJK.03/2016 concerning Implementation of Corporate Governance for Commercial Banks states that Board of Commissioners meetings must be held periodically at least 4 (four) times in 1 (one) year.
- b. Article 31 paragraph 1 OJK Regulation No. 33/POJK.04/2014 concerning Board of Directors and Board of Commissioners of an Issuer or Public Companies, states that the Board of Commissioners must hold at least 1 (one) meeting in 2 (two) months.
- c. Article 16 paragraph 2 OJK Regulation No. 33/POJK.04/2014 concerning Board of Directors and Board of Commissioners of Issuers or Public Companies, the Board of Directors must hold a Board of Directors meeting with the Board of Commissioners periodically at least 1 (one) time in 4 (four) months.
- d. Article 16 of the BCA's Articles of Association.
- e. Board of Commissioners Charter.

Meeting Policy

The policies and implementation of the frequency of meetings of the Board of Commissioners, including joint meetings of the Board of Directors, and the attendance of members of the Board of Commissioners in the meeting have been regulated in the corporate governance guidelines part B chapter 2 on Guidelines and Code of Conduct of the Board of Commissioners, which among others regulates:

- a. Meeting Frequency
Meetings of the Board of Commissioners must be held periodically, at least 1 (one) time in 2 (two) months.
- b. Scheduling and Meeting Materials
Material for scheduled meetings must be submitted to meeting participants, no later than 5 (five) working days before the meeting is held.
- c. Minutes of Board of Commissioners' Meeting
 - The results of the Board of Commissioners meeting must be stated in the minutes of meeting signed by all members of the Board of Commissioners present.
 - Meetings held through teleconferencing technology should be recorded and the minutes of meeting and should be signed by all BOC teleconferencing participants.
 - Minutes of Board of Commissioners' meetings that have been signed by all members of the Board of Commissioners present at the meeting must be distributed to all members of the Board of Commissioners.

Quorum and Decision Making

Decision making at a Board of Commissioners meeting is considered valid and binding if more than 1/2 (one half) of the total number of members of the Board of Commissioners are present or represented at the meeting. This provision is in accordance with article 16 paragraph 8 of BCA's Articles of Association.

Decisions are made by consensus agreement. If the deliberation does not reach consensus, then the decision is made based on majority votes. All decisions taken at Board of Commissioners meetings are binding. Dissenting opinions that occur in the Board of Commissioners' meeting and the reasons thereof must be clearly stated in the minutes of meeting.

Implementation

Throughout 2019, BCA held 37 (thirty seven) Board of Commissioners meetings. BCA has fulfilled the provisions of the OJK Regulation on the minimum frequency of Board of Commissioners' meetings.

Frequency of Attendance, Schedule and Agenda of the Board of Commissioners' Meetings

The frequency of the Board of Commissioners meetings and the attendance of members of the Board of Commissioners throughout 2019 are as follows:

Name	Position	Number of Meetings	Attendance	Percentage
Djohan Emir Setijoso	President Commissioner	37	35	95%
Tonny Kusnadi	Commissioner	37	34	92%
Cyrellus Harinowo	Independent Commissioner	37	33	89%
Raden Pardede	Independent Commissioner	37	33	89%
Sumantri Slamet	Independent Commissioner	37	34	92%

The Board of Commissioners meeting schedule in 2019 has been posted on the BCA website and can be accessed at <https://www.bca.co.id/en/Tentang-BCA/Tata-Kelola-Perusahaan/Struktur-Organisasi>.

The schedule and agenda of the Board of Commissioners meetings held throughout 2019 are as follows:

No.	Date	Agenda	Attendees
1.	January 16, 2019	<ul style="list-style-type: none"> • Presentation of Treasury Division • Presentation of Credit Risk Analysis Group and Corporate Business Group • Weekly Credit Decision Review 	DES, TK, CH, RP, SS
2.	January 23, 2019	<ul style="list-style-type: none"> • Presentation of Corporate Credit Review • Weekly Credit Decision Review 	DES, TK, CH, RP, SS
3.	January 30, 2019	<ul style="list-style-type: none"> • Treasury Division Presentation • Weekly Credit Decision Review 	DES, TK, CH, RP, SS
4.	February 6, 2019	<ul style="list-style-type: none"> • Approval of Credit Request for Related Parties • Weekly Credit Decision Review 	DES, TK, CH, RP, SS
5.	February 13, 2019	<ul style="list-style-type: none"> • Presentation of Internal Audit Division • Treasury Division Presentation • Weekly Credit Decision Review 	TK, CH, RP, SS
6.	February 20, 2019	<ul style="list-style-type: none"> • Presentation of ROC (Risk Oversight Committee) • Presentation of AC (Audit Committee) • Weekly Credit Decision Review 	DES, TK, CH, RP, SS
7.	March 6, 2019	<ul style="list-style-type: none"> • Presentation of Credit Risk Analysis Group and Corporation Business Group • RNC Presentation • Weekly Credit Decision Review 	DES, TK, CH, RP, SS
8.	March 13, 2019	<ul style="list-style-type: none"> • Reporting of IGC semester II/2018 to the Board of Commissioners of the Main Entity • Wealth Management Division Presentation • Weekly Credit Decision Review 	DES, TK, CH, RP, SS
9.	March 20, 2019	<ul style="list-style-type: none"> • Treasury Division Presentation • Weekly Credit Decision Review 	DES, TK, CH, RP
10.	March 27, 2019	<ul style="list-style-type: none"> • Appointment of Chairman of the Annual GMS • Weekly Credit Decision Review 	DES, TK, RP, SS
11.	April 4, 2019	RNC Presentation	DES, TK, RP, SS
12.	April 10, 2019	<ul style="list-style-type: none"> • Presentation of Credit Risk Analysis Group and Corporate Business Group • Weekly Credit Decision Review 	DES, TK, CH, RP, SS
13.	April 24, 2019	RNC presentation	DES, TK, CH, RP, SS
14.	May 8, 2019	<ul style="list-style-type: none"> • Presentation of Internal Audit Division • Presentation of Risk Management Work Unit • Corporate Secretary and Communication Division Presentation • Appointment of Members of IGC • Weekly credit decision review 	DES, TK, CH, RP, SS
15.	May 15, 2019	<ul style="list-style-type: none"> • Presentation of Internal Audit Division and Treasury Division • Presentation of ROC • AC Presentation • Weekly Credit Decision Review 	DES, TK, CH, RP, SS
16.	May 22, 2019	<ul style="list-style-type: none"> • Presentation of Credit Risk Analysis Group and Corporate Business Group • Treasury Division Presentation • Logistics Division Presentation • Weekly Credit Decision Review 	DES, TK, RP, SS
17.	May 29, 2019	<ul style="list-style-type: none"> • Presentation Related to Subsidiary • Discussion on Extraordinary General Meeting of Shareholders Scenarios • Weekly Credit Decision Review 	DES, CH, RP, SS
18.	June 19, 2019	<ul style="list-style-type: none"> • Approval of Credit Request for Related Parties • Weekly Credit Decision Review 	DES, TK, CH, RP, SS
19.	June 26, 2019	<ul style="list-style-type: none"> • Treasury Division Presentation • Internal Discussion of the Board of Commissioners • Corporate Secretary and Communication Division Presentation • Weekly Credit Decision Review 	DES, TK, CH, RP, SS
20.	July 10, 2019	<ul style="list-style-type: none"> • Presentation of Credit Risk Analysis Group and Corporate Business Group • Presentation of Corporate Finance Division and Risk Management Work Unit • Weekly Credit Decision Review 	DES, TK, CH, RP, SS
21.	July 24, 2019	<ul style="list-style-type: none"> • Presentation of Internal Audit Division • Weekly Credit Decision Review 	DES, TK, CH, RP, SS
22.	July 31, 2019	<ul style="list-style-type: none"> • Treasury Division Presentation • Weekly Credit Decision Review. 	TK, CH, SS
23.	August 7, 2019	<ul style="list-style-type: none"> • Corporate Business Group Presentations and Credit Risk Analysis Group • Presentation of Corporate Finance Division • Weekly Credit Decision Review 	DES, TK, CH, RP

No.	Date	Agenda	Attendees
24.	August 14, 2019	<ul style="list-style-type: none"> • Presentation of international banking division • Presentation of internal audit division • Weekly credit decision review 	DES, TK, CH, RP, SS
25.	August 21, 2019	<ul style="list-style-type: none"> • Presentation of ROC • Audit Committee Presentation • Weekly Credit Decision Review 	DES, TK, CH, SS
26.	August 28, 2019	<ul style="list-style-type: none"> • Treasury Division Presentation • Approval of Credit Request for Related Parties • Weekly Credit Decision Review 	DES, TK, SS
27.	September 4, 2019	<ul style="list-style-type: none"> • Internal Discussion of the Board of Commissioners • Weekly Credit Decision Review 	DES, TK, CH
28.	September 18, 2019	<ul style="list-style-type: none"> • Reporting of IGC semester I/2019 to the Board of Commissioners of the main entity • Weekly Credit Decision Review 	DES, TK, CH, RP, SS
29.	October 2, 2019	<ul style="list-style-type: none"> • Treasury Division Presentation • Weekly Credit Decision Review 	DES, CH, RP, SS
30.	October 16, 2019	<ul style="list-style-type: none"> • Presentation of Banking Transaction Product Development Division • Presentation of Individual Customer Business Development Division • Weekly Credit Decision Review 	DES, TK, CH, RP, SS
31.	October 23, 2019	Presentation of Corporate Business Group and Credit Risk Analysis Group	DES, TK, CH, RP, SS
32.	October 30, 2019	<ul style="list-style-type: none"> • Discussion with ROC • Weekly Credit Decision Review 	DES, TK, CH, RP, SS
33.	November 13, 2019	<ul style="list-style-type: none"> • Presentation of Risk Management Work Unit • Presentation of ROC • AC presentation • Weekly Credit Decision Review 	DES, TK, CH, RP, SS
34.	November 27, 2019	<ul style="list-style-type: none"> • Presentation of Corporate Business Group and Credit Risk Analysis Group • Weekly Credit Decision Review 	DES, TK, CH, RP, SS
35.	December 4, 2019	<ul style="list-style-type: none"> • Treasury Division Presentation • Internal Discussion of the Board of Commissioners • Weekly Credit Decision Review 	DES, TK, CH, RP, SS
36.	December 11, 2019	<ul style="list-style-type: none"> • Presentation of Individual Customer Business Development Division • Weekly Credit Decision Review 	DES, CH, RP, SS
37.	December 18, 2019	<ul style="list-style-type: none"> • Internal Discussion • Weekly Credit Decision Review 	DES, TK, CH, RP, SS

Remark:

No.	Initial	Name
1.	DES	Djohan Emir Setijoso
2.	TK	Tonny Kusnadi
3.	CH	Cyrellus Harinowo
4.	RP	Raden Pardede
5.	SS	Sumantri Slamet

Meeting Plan of the Board of Commissioners for 2020

BCA has scheduled the Board of Commissioners meeting in 2020 as follows:

January - April		May - August		September - December	
Month	Date	Month	Date	Month	Date
January	15, 22, 29	May	6, 13	September	2, 9, 16, 23, 30
February	5, 12, 19	June	3, 10, 24	October	7, 14
March	4, 11	July	1, 8, 15, 22	November	4, 11, 18
April	1, 15, 22	August	5, 12, 19	December	2, 9

The schedule of the Board of Commissioners' meetings may change from time to time as deemed necessary. The schedule of Board of Commissioners meeting plan for 2020 has been posted on the BCA website since December 2019 and can be accessed at <https://www.bca.co.id/en/Tentang-BCA/Tata-Kelola-Perusahaan/Struktur-Organisasi>.

2. Board of Directors Meeting

Legal Basis

The Board of Directors meetings are held based on the following rules:

- a. Article 20 of OJK Regulation No. 55/POJK.03/2016 concerning Implementation of Corporate Governance for Commercial Banks, which states that each policy and strategic decision is decided through a Board of Directors meeting with due regard for supervision in accordance with the duties and responsibilities of the Board of Commissioners.
- b. Article 16 paragraph 1 of OJK Regulation No. 33/POJK.04/2014 concerning Board of Directors and Board of Commissioners of Issuers or Public Companies, which states that the Board of Directors is required to hold a Board of Directors meeting periodically at least 1 (one) time each month.
- c. Article 16 paragraph 2 of OJK Regulation No. 33/POJK.04/2014 concerning Board of Directors and Board of Commissioners of Issuers or Public Companies, which states that the Board of Directors is required to hold a Board of Directors meeting with the Board of Commissioners periodically at least 1 (one) time in four months.
- d. Article 13 of BCA's Articles of Association.
- e. The Board of Directors' Code of Conduct.

Meeting Policy

Policies and implementation of the frequency of Board of Directors meetings, including joint meetings with the Board of Commissioners, and the attendance of members of the Board of Directors in meetings have been set in the corporate governance guidelines at BCA in part II of the guidelines on procedures for implementing corporate governance principles - Chapter IV regarding guidelines and code of conducts of the Board of Directors. The policy states that Board of Directors meetings must be held at 1 (one) time each month and meetings of the Board of Directors with the Board of Commissioners are held periodically at least one time in four months.

Quorum and Decision Making

Decision making in a Board of Directors meeting is considered valid and binding if more than one half of the total number of Board of Directors present or represented at the meeting. This provision is in accordance with article 13 paragraph 8 of BCA's Articles of Association.

Decisions are made by consensus agreement. If the deliberation does not reach consensus, then the decision is made based on agreed votes of more than one half of the total number of valid votes cast at the meeting. All decisions taken at Board of Directors meetings are binding. Dissenting opinions that occur in the Board of Directors meeting and their reasons must be clearly stated in the minutes of their meeting.

Implementation

Throughout 2019, the Board of Directors held 36 (thirty six) meetings. BCA has complied with OJK Regulation regarding the minimum frequency of Board of Directors meetings.

Frequency of Attendance and Schedule of Board of Directors

The frequency and attendance level of the members of Board of Director into 2019 are as follows:

Name	Position	Number of Meetings	Attendance	Percentage
Jahja Setiaatmadja	President Director	36	33	92%
Eugene Keith Galbraith*	Deputy President Director	12	9	75%
Suwignyo Budiman**	Deputy President Director	36	30	83%
Armand Wahyudi Hartono	Deputy President Director	36	29	81%
Subur Tan***	Director	36	28	78%
Henry Koenafi	Director	36	29	81%
Erwan Yuris Ang	Independent Director	36	27	75%
Rudy Susanto	Director	36	32	89%
Lianawaty Suwono	Director	36	34	94%
Santoso	Director	36	28	78%
Inawaty Handojo****	Compliance Director	36	34	94%
Vera Eve Lim	Director	36	27	75%

Information:

* Mr Eugene Keith Galbraith ended his term in the AGMS on April 11 2019.

** Mr Suwignyo Budiman assumes the position of Deputy President Director based on OJK Letter No. 38/KDK.03/2019 dated August 14 2019.

*** Mr. Subur Tan served as Compliance Director until October 3, 2019

**** Mrs Inawaty Handojo assumes the position of Compliance Director based on OJK Letter No. 39/KDK.03/2019 dated August 14 2019.

The Board of Directors meeting schedule in 2019 has been posted on the BCA website and can be accessed at <https://www.bca.co.id/id/Tentang-BCA/Tata-Kelola-Perusahaan/Struktur-Organisasi>.

The schedule and agenda of the Board of Directors meetings held throughout 2019 are as follows:

No.	Date	Agenda	Attendees
1	January 10, 2019	<ul style="list-style-type: none"> Presentation of Corporate Finance Division Corporate Transaction Group Presentation Corporate Social Responsibility Work Unit Presentation 	JS, AH, EG, SB, ST, HK, RS, LS, SL, IH, VL
2	January 24, 2019	Presentation of Human Capital Management Division	JS, EG, AH, SB, ST, HK, LS, SL, IH, VL
3	February 7, 2019	Presentation on Performance of Subsidiary	JS, EG, AH, SB, ST, HK, EY, RS, LS, IH, VL
4	February 12, 2019	Presentation on Performance of Subsidiary	JS, EG, AH, HK, EY, RS, SL, LS, IH
5	February 14, 2019	<ul style="list-style-type: none"> Presentation of Human Capital Management Division Presentation of Commercial and SME Business Division 	JS, EG, AH, SB, ST, HK, EY, RS, SL, LS, IH
6	February 21, 2019	<ul style="list-style-type: none"> Presentation on Performance of Subsidiary Presentation of Corporate Finance Division 	JS, AH, SB, ST, HK, EY, RS, LS, IH, VL
7	February 26, 2019	<ul style="list-style-type: none"> Presentation on Performance of Subsidiaries Presentation of Network Management and Regional Development Division 	JS, EG, AH, SB, ST, HK, EY, RS, LS, IH, VL
8	February 28, 2019	<ul style="list-style-type: none"> Presentation of Banking Transaction Product Development Division Regional Office Brainstorming 	EG, AH, SB, ST, EY, RS, LS, IH, VL
9	March 21, 2019	<ul style="list-style-type: none"> Consultant Presentation Regional Office Brainstorming 	JS, AH, SB, ST, HK, EY, RS, LS, IH, SL, VL
10	March 28, 2019	Presentation of Enterprise Security Work Unit and Strategic Information Technology Group	JS, EG, AH, ST, HK, RS, LS, SL, VL
11	April 4, 2019	Internal discussion	JS, SB, HK, RS, LS, IH, SL, VL

No.	Date	Agenda	Attendees
12	April 9, 2019	Wealth Management Division Presentation	JS, EG, AH, SB, ST, HK, EY, RS, LS, SL, IH, VL
13	April 18, 2019	<ul style="list-style-type: none"> • Presentation of Corporate Finance Division • Presentation of Subsidiary Companies 	JS, AH, SB, ST, HK, EY, RS, LS, SL, IH, VL
14	May 6, 2019	Internal Discussion	JS, AH, ST, EY, RS, IH, SL, VL
15	May 14, 2019	<ul style="list-style-type: none"> • Wealth Management Division Presentation • Presentation of Operation Strategy and Development of Services Division • Internal Discussion 	JS, SB, ST, HK, EY, RS, LS, SL, IH, VL
16	May 16, 2019	Presentation of the Human Capital Management Division	JS, AH, SB, ST, HK, EY, RS, LS, SL, IH, VL
17	May 24, 2019	Wealth Management Division Presentation	JS, AH, SB, HK, LS, IH, SL, VL
18	June 25, 2019	<ul style="list-style-type: none"> • Presentation of Risk Management Work Unit • Internal Discussion 	JS, SB, ST, HK, RS, LS, SL, IH, VL
19	July 2, 2019	Wealth Management Division Presentation	JS, AH, SB, HK, EY, RS, LS, IH
20	July 4, 2019	Internal Discussion	JS, AH, SB, HK, RS, LS, IH, VL
21	July 11, 2019	Presentation of Corporate Finance Division	JS, AH, HK, EY, RS, LS, IH, SL, VL
22	July 18, 2019	Presentation of Corporate Finance Division	JS, AH, SB, ST, HK, EY, RS, LS, IH, SL, VL
23	July 25, 2019	<ul style="list-style-type: none"> • Presentation of Subsidiary • Internal Discussion 	JS, AH, SB, ST, HK, EY, RS, LS, SL, IH, VL
24	August 1, 2019	Regional Office Brainstorming	JS, AH, SB, ST, HK, EY, RS, LS, SL, IH
25	August 8, 2019	<ul style="list-style-type: none"> • Presentation of the Corporate Strategy and Planning Division • Presentation of Corporate Finance Division • Presentation on Subsidiary Company Performance 	JS, SB, ST, HK, EY, RS, LS, SL, IH, VL
26	August 15, 2019	Credit Risk Analysis Group Presentation	JS, AH, SB, HK, EY, RS, LS, SL, IH, VL
27	August 22, 2019	<ul style="list-style-type: none"> • Strategic Information Technology Group Presentation • Presentation on Performance of Subsidiary 	JS, AH, EY, RS, LS, SL, IH, VL
28	August 29, 2019	<ul style="list-style-type: none"> • Presentation of Electronic Banking Service Centers • Presentation of Corporate Strategy and Planning Division 	JS, AH, SB, ST, EY, RS, LS, SL, IH, VL
29	September 5, 2019	Internal Discussion	JS, SB, ST, HK, RS, LS, IH
30	September 19, 2019	<ul style="list-style-type: none"> • Wealth Management Division Presentation • Presentation of Transaction Banking Product Development Division • Learning and Development Division Presentation 	JS, AH, SB, ST, HK, EY, RS, LS, SL, IH
31	October 24, 2019	<ul style="list-style-type: none"> • Presentation of Corporate Finance Division • Internal Discussion 	SB, AH, ST, EY, RS, LS, SL, IH, VL
32	November 7, 2019	Presentation of Risk Management Work Unit	JS, SB, ST, EY, RS, SL, IH
33	November 14, 2019	<ul style="list-style-type: none"> • Consultant Presentation • Internal Discussion 	JS, AH, SB, ST, HK, EY, RS, LS, SL, IH,
34	November 21, 2019	<ul style="list-style-type: none"> • Presentation of Transaction Banking Product Development Division • Presentation of Operation Strategy & Development Division 	JS, ST, EY, RS, LS, SL, IH

No.	Date	Agenda	Attendees
35	December 12, 2019	Presentation of Project management Office	JS, SB, AH, ST, HK, RS, LS, SL, IH, VL
36	December 19, 2019	Presentation from Consultant	SB, AH, ST, HK, EY, RS, LS, VL

Remark:

No.	Abbreviation	Name	No.	Abbreviation	Name
1.	JS	Jahja Setiaatmadja	7.	EY	Erwan Yuris Ang
2.	EG	Eugene Keith Galbraith	8.	RS	Rudy Susanto
3.	AH	Armand Wahyudi Hartono	9.	LS	Lianawaty Suwono
4.	SB	Suwignyo Budiman	10.	SL	Santoso
5.	ST	Subur Tan	11.	IH	Inawaty Handojo
6.	HK	Henry Koenafi	12.	VL	Vera Eve Lim

Meeting Plan of Directors in 2020

BCA has scheduled the Board of Directors meetings in 2020 as follows:

January - April		May - August		September - December	
Month	Date	Month	Date	Month	Date
January	9, 16, 23, 30	May	14, 28	September	3, 10, 17, 24
February	6, 13, 20, 27	June	4, 11, 18, 25	October	1, 8, 15, 22
March	5, 12, 19, 26	July	2, 9, 16, 23, 30	November	5, 12, 19, 26
April	2, 9, 16, 23, 30	August	6, 13, 27	December	11, 18

The schedule for the Board of Directors meetings may change from time to time as deemed necessary.

The Board of Directors meeting schedule has been posted on the BCA website since December 2019 and can be accessed at <https://www.bca.co.id/en/Tentang-BCA/Tata-Kelola-Perusahaan/Struktur-Organisasi>.

3. Joint Meetings of the Board of Commissioners with the Board of Directors

During 2019, the Board of Commissioners and the Board of Directors held 20 (twenty) joint meetings.

Attendance Frequency of the Board of Commissioners in Joint Meetings of the Board of Commissioners and the Board of Directors in 2019

Name	Position	Number of Meetings	Attendance	Percentage
Djohan Emir Setijoso	President Commissioner	20	19	95%
Tonny Kusnadi	Commissioner	20	18	90%
Cyrellus Harinowo	Independent Commissioner	20	17	85%
Raden Pardede	Independent Commissioner	20	17	85%
Sumantri Slamet	Independent Commissioner	20	19	95%

Attendance Frequency of the Board of Directors in Joint Meetings of the Board of Commissioners and the Board of Directors in 2019

Name	Position	Number of Meetings	Attendance	Percentage
Jahja Setiaatmadja	President Director	20	15	75%
Eugene Keith Galbraith*	Deputy President Director	6	6	100%
Suwignyo Budiman**	Deputy President Director	20	18	90%
Armand Wahyudi Hartono	Deputy President Director	20	13	65%
Subur Tan***	Director	20	19	95%
Henry Koenafi	Director	20	15	75%
Erwan Yuris Ang	Independent Director	20	11	55%
Rudy Susanto	Director	20	18	90%
Lianawaty Suwono	Director	20	17	85%
Santoso	Director	20	16	80%
Inawaty Handojo****	Compliance Director	20	20	100%
Vera Eve Lim	Director	20	20	100%

Remarks:

* Mr Eugene Keith Galbraith ended his term in the AGMS on April 11 2019.

** Mr Suwignyo Budiman assumes the position of Deputy President Director based on OJK Letter No. 38/KDK.03/2019 dated August 14 2019.

*** Mr. Subur Tan served as Compliance Director until October 3,2019

**** Mrs Inawaty Handojo assumes the position of Compliance Director based on OJK Letter No. 39/KDK.03/2019 dated August 14 2019.

Meeting schedule and attendance of Board of Commissioners in the joint meetings of the Board of Commissioners and the Board of Directors throughout 2019:

No.	Date	Agenda	Attendees
1	January 17, 2019	Presentation of Corporate Secretary and Communication Division	DES, TK, RP, SS EG, AH, ST, RS, SB, IH, SL, LS, VL
2	January 24, 2019	<ul style="list-style-type: none"> • Presentation of Corporate Secretary and Communication Division • Presentation of Risk Management Work Unit 	DES, TK, CH JS, EG, AH, ST, HK, SB, IH, SL, LS, VL
3	February 27, 2019	<ul style="list-style-type: none"> • Presentation of Finance Division • Presentation of Compliance Work Unit 	DES, TK, CH, SS JS, EG, ST, RS, HK, SB, EY, IH, LS, VL
4	March 12, 2019	Presentation of Finance Division	DES, TK, CH, RP, SS JS, EG, AH, ST, RS, HK, SB, EY, IH, LS, VL
5	March 27, 2019	Presentation of Corporate Secretary and Communication Division	DES, TK, RP, SS JS, EG, AH, ST, RS, HK, IH, SL, LS, VL
6	April 9, 2019	Presentation of Corporate Secretary and Communication Division	DES, TK, CH, RP, SS JS, EG, AH, ST, RS, HK, SB, EY, IH, SL, LS, VL
7	April 24, 2019	Presentation of Corporate Strategy and Planning Division	DES, CH, RP, SS AH, ST, RS, HK, SB, IH, SL, LS, VL
8	June 19, 2019	Presentation of Corporate Strategy and Planning Division	DES, TK, CH, RP, SS JS, SH, ST, RS, HK, SB, IH, SL, LS, VL
9	July 24, 2019	<ul style="list-style-type: none"> • Presentation of Compliance Work Unit • Presentation of Finance Division • Presentation of Corporate Strategy and Planning Division 	DES, TK, CH, RP, SS JS, AH, ST, RS, HK, SB, EY, IH, SL, LS, VL

No.	Date	Agenda	Attendees
10	August 14, 2019	Discussions on Subsidiaries	DES, TK, CH, SS JS, RS, HK, SB, IH, SL, LS, VL
11	September 12-13, 2019	Presentation on Business Strategy and Priorities	DES, TK, CH, RP, SS JS, AH, ST, RS, HK, SB, EY, IH, SL, LS, VL
12	September 25, 2019	Presentation of Corporate Strategy and Planning Division	TK, CH, RP, SS ST, HK, SB, EY, IH, SL, VL
13	October 23, 2019	Presentation of Corporate Strategy and Planning Division	DES, TK, CH, RP, SS SB, AH, ST, RS, IH, SL, VL
14	October 29, 2019	Presentation of Corporate Strategy and Planning Division	DES, TK, CH, RP, SS JS, SB, AH, ST, EY, RS, LS, IH, VL
15	October 31, 2019	Discussions on Subsidiary	DES, TK, CH, RP, SS JS, SB, ST, HK, EY, RS, IH, VL
16	November 20, 2019	<ul style="list-style-type: none"> Presentation of Corporate Strategy and Planning Division Presentation of Corporate Secretary and Communication Division 	DES, TK, CH, RP, SS JS, SB, AH, ST, HK, EY, RS, LS, IH, SL, VL
17	November 26, 2019	<ul style="list-style-type: none"> Presentation from Consultant Presentation of Corporate Secretary and Communication Division 	DES, TK, RP, SS JS, SB, ST, RS, LS, IH, SL, VL
18	November 27, 2019	Presentation of Corporate Strategy and Planning Division	DES, TK, CH, RP, SS JS, ST, EY, RS, LS, IH, SL, VL
19	December 11, 2019	Presentation of Corporate Strategy and Planning Division	DES, CH, RP, SS SB, AH, ST, HK, EY, RS, LS, IH, SL, VL
20	December 18, 2019	Presentation of Strategy and Development of Service Operations Division	DES, TK, CH, RP, SS JS, SB, AH, ST, HK, RS, LS, IH, SL, VL

Remarks:

The Board of Commissioners:

No.	Abbreviation	Name
1.	DES	Djohan Emir Setijoso
2.	TK	Tonny Kusnadi
3.	CH	Cyriillus Harinowo
4.	RP	Raden Pardede
5.	SS	Sumantri Slamet

The Board of Directors:

No.	Abbreviation	Name
1.	JS	Jahja Setiaatmadja
2.	EG	Eugene Keith Galbraith
3.	AH	Armand Wahyudi Hartono
4.	SB	Suwignyo Budiman
5.	ST	Subur Tan
6.	HK	Henry Koenai
7.	EY	Erwan Yuris Ang
8.	RS	Rudy Susanto
9.	LS	Lianawaty Suwono
10.	SL	Santoso
11.	IH	Inawaty Handoyo
12.	VL	Vera Eve Lim

Joint Meeting Plan of the Board of Commissioners and the Board of Directors for 2020

BCA has scheduled joint meetings of the Board of Commissioners and the Board of Directors for 2020 as follows:

January - April		May - August		September - December	
Month	Date	Month	Date	Month	Date
January	-	May	-	September	-
February	26	June	17	October	21, 28
March	18	July	29	November	25
April	29	August	26	December	16

The joint meeting schedule above mentioned may change from time to time as deemed necessary.

The joint meeting plan of the Board of Commissioners and the Board of Directors in 2020 has been posted in BCA website since December 2019 and can be accessed at <https://www.bca.co.id/en/Tentang-BCA/Tata-Kelola-Perusahaan/Struktur-Organisasi>.

AFFILIATED RELATIONSHIP

Affiliated relationships among members of the Board of Directors, the Board of Commissioners, and main/controlling shareholders are as follows:

1. Affiliated Relationships of Members of the Board of Commissioners

BCA has disclosed financial and family relationship between member of the Board of Commissioners and other members of the Board of Commissioners, members of the Board of Directors, and/or controlling shareholders in the corporate

governance implementation report. The disclosure is in line with Article 39 Point b of OJK Regulation No. 55/POJK.03/2016 on the Implementation of Corporate Governance for Commercial Banks.

All members of the Board of Commissioners of BCA do not have any affiliated relationships of family, financial, management, and ownership relationship with other members of the Board of Commissioners, members of the Board of Directors, or main and/or controlling shareholders.

The Board of Commissioners of BCA follows the principles of integrity and independence, and does not have conflicts of interest that may disrupt his/her ability to perform duties professionally and objectively.

Affiliated relationship between members of the Board of Commissioners and other members of the Board of Commissioners, members of the Board of Directors, and main and/or controlling shareholders is shown in the table below.

Table of Affiliated Relationships of the Board of Commissioners of BCA

Name	Position	Family Relationship with:						Financial Relationship with:					
		Board of Commissioners		Board of Directors		Controlling Shareholders		Board of Commissioners		Board of Directors		Controlling Shareholders	
		Yes	No	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No
Djohan Emir Setijoso	President Commissioner	-	√	-	√	-	√	-	√	-	√	-	√
Tonny Kusnadi	Commissioner	-	√	-	√	-	√	-	√	-	√	-	√
Cyrellus Harinowo	Independent Commissioner	-	√	-	√	-	√	-	√	-	√	-	√
Raden Pardede	Independent Commissioner	-	√	-	√	-	√	-	√	-	√	-	√
Sumantri Slamet	Independent Commissioner	-	√	-	√	-	√	-	√	-	√	-	√

2. Affiliated Relationships of Members of the Board of Directors

BCA has disclosed financial and family relationship between members of the Board of Directors and other members of the Board of Directors, members of the Board of Commissioners, and/or controlling shareholders in the Corporate Governance Implementation Report. It is in accordance with Article 21 Point b of OJK Regulation No. 55/POJK.03/2016 concerning Implementation of Governance for Commercial Banks.

The majority of the members of BCA Board of Directors is not affiliated with other members of the Board of Directors, members of the Board of Commissioners, or Main and/or Controlling Shareholders.

Board of Directors of BCA follows the principles of integrity and independence, and does not have conflict of interests that may disrupt his/her ability to perform duties professionally and objectively.

Affiliated relationship between members of the Board of Directors and other members of the Board of Directors, members of the Board of Commissioners, and Main and/or Controlling Shareholders is shown in the table below.

Table of Affiliated Relationship of BCA's members of Board of Directors

Name	Position	Family Relationship with:						Financial Relationship with:					
		Board of Commissioners		Board of Directors		Controlling Shareholders		Board of Commissioners		Board of Directors		Controlling Shareholders	
		Yes	No	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No
Jahja Setiaatmadja	President Director	-	√	-	√	-	√	-	√	-	√	-	√
Suwignyo Budiman	Deputy President Director	-	√	-	√	-	√	-	√	-	√	-	√
Armand Wahyudi Hartono	Deputy President Director	-	√	-	√	√	-	-	√	-	√	√	-
Henry Koenafi	Director	-	√	-	√	-	√	-	√	-	√	-	√
Subur Tan	Director	-	√	-	√	-	√	-	√	-	√	-	√
Erwan Yuris Ang	Independent Director	-	√	-	√	-	√	-	√	-	√	-	√
Rudy Susanto	Director	-	√	-	√	-	√	-	√	-	√	-	√
Lianawaty Suwono	Director	-	√	-	√	-	√	-	√	-	√	-	√
Santoso	Director	-	√	-	√	-	√	-	√	-	√	-	√
Inawaty Handojo	Director (concurrently Compliance Director)	-	√	-	√	-	√	-	√	-	√	-	√
Vera Eve Lim	Director	-	√	-	√	-	√	-	√	-	√	-	√

3. Statement of Independence of the Board of Commissioners and the Board of Directors

BCA complies with the provision of disclosure on the Implementation of Corporate Governance as stipulated in Section IX Point 1 of OJK Circular Letter No. 13/SEOJK.03/2017 concerning Implementation of Governance for Commercial Banks, covering the implementation of duties and responsibilities of the Board of Directors and the Board of Commissioners including:

- The number, composition, criteria, and independence of members of the Board of Directors and the Board of Commissioners;
- Duties and responsibilities of Board of Directors and the Board of Commissioners;
- Recommendations of the Board of Commissioners.

Independence Policy of the Board of Commissioners and the Board of Directors

BCA already has and implements a policy related to the independence of the Board of Commissioners in article 14 paragraph 14 of BCA's Articles of Association. The policy regulates that the majority of members of the Board of Commissioners is prohibited from having family ties to the second degree, either in a straight line or a side line, or son-in-law and brother-in law relationship with fellow members of the Board of Commissioners and/or the Board of Directors.

BCA also has and implements a policy related to independence of the Board of Directors in article 11 paragraph (15) of BCA's Articles of Association. The policy regulates that the majority of members of the Board of Directors is prohibited from having family ties to the second degree, either in a straight line or a side line, or son-in-law and brother-in law relationship with fellow members of the Board of Directors and/or the Board of Commissioners.

Statement of Independence

All members of the Board of Commissioners of BCA have no financial or family relationship up to the second degree with other fellow members of the Board of Commissioners, members of the Board of Directors, and/or controlling shareholders. In addition, all members of the Board of Commissioners of BCA also have no relationship with BCA that may influence their ability to act independently.

The majority members of the Board of Directors of BCA has no financial, management, share ownership, and/or family relationship up to the second degree with other fellow members of the Board of Directors, members of the Board of Commissioners, and/or controlling shareholders. In addition, the majority of members of the Board of Directors of BCA also has no relationship with BCA that may influence his/her ability to act independently.

DIVERSITY IN THE COMPOSITION OF THE BOARD OF COMMISSIONERS AND THE BOARD OF DIRECTORS

BCA has a diverse composition of its Board of Commissioners and Board of Directors. The diversity in composition is important to support the management, governance, commissioning, and implementation of the duties of members of the Board of Commissioners and Board of Directors, and to support the acceleration of BCA's performance. The diversity of BCA's Board of Commissioners and Board of Directors meets the provisions of the OJK's Principles and Recommendations, as regulated in OJK Circular Letter No. 32/SEOJK.04/2015 concerning Corporate Governance Guidelines for Public Company.

1. Diversity in the Composition of Members of the Board of Commissioners

The policy on diversity in the composition of the Board of Commissioners is set out in the Board of Commissioners Guideline and Work Procedures in Part B Chapter 2 of Corporate Governance Guideline can be viewed at <https://www.bca.co.id/en/Tentang-BCA/Tata-Kelola-Perusahaan/Struktur-Organisasi>) The policy reflects the diversity of the members in terms of education (field of study), working experience, age, expertise, and independence regardless of gender, ethnicity, religion, and race. The diversity of strong competence from each member of the Board of Commissioners supports the acceleration of BCA's performance.

BCA does not limit opportunities for women and men who meet the qualification requirements to become members of the Board of Commissioners.

Diversity in the composition of members of the Board of Commissioners can be seen in the following table.

No	Diversity Factor	Remarks
1	Expertise/Education	Members of the Board of Commissioners have various expertise/ education backgrounds from bachelor's, master's, up to doctoral degrees, in the field of accounting, engineering and economics.
2	Professional Experience	Members of the Board of Commissioners have various working experiences as professionals in national/multinational banks and financial institutions, and as consultants, lecturers, and government officials.
3	Age	Members of the Board of Commissioners range from 59 years old to 78 years old.
4	Independence	1. All members of the Board of Commissioners are independent of BCA's controlling shareholders. 2. The majority (60%) of the members of the Board of Commissioners of BCA are Independent Commissioners. Out of 5 (five) members of the Board of Commissioners, there are 3 (three) Independent Commissioners.

Complete information on the Board of Commissioners' personal data can be seen in the Company Profile section on page 75-79 of this 2019 Annual Report.

2. Diversity in the Composition of Members of the Board of Directors

The policy on diversity in composition of the Board of Directors is set out in the Board of Directors Guidelines and Work Procedures in Part B Chapter 4 of Corporate Governance Guidelines (can be viewed at <https://www.bca.co.id/en/Tentang-BCA/Tata-Kelola-Perusahaan/Struktur-Organisasi>). The policy reflects the diversity of the members in terms of education (field of study), working experience, age, or expertise regardless of gender, ethnicity, religion, race, as well as criteria

and independence. The diversity, professional experiences, and strong competences of each member of the Board of Directors positively support the acceleration of BCA's performance.

BCA does not limit opportunities for women and men who meet the qualification requirements to become members of the Board of Directors. BCA has met the policy of more than one woman sitting in the Board of Directors, by currently having three members of the Board who are women.

Diversity in the composition of members of the Board of Directors can be seen in the following table:

No	Diversity Factor	Remarks
1	Expertise/Education	Members of the Board of Directors have various expertise/education backgrounds from bachelor's, and master's degrees, in the field of economics, accounting, information technology, law, engineering and business.
2	Professional Experience	Members of the Board of Directors have various working experiences as professionals in national/multinational banks and financial institutions, and as consultants, lecturers, and accounting professionals.
3	Age	Members of the Board of Commissioners ages range from 44 years old to 69 years old.
4	Gender	Out of 11 (eleven) members of the Board of Commissioners, 3 (three) are women.
5	Independence	<ul style="list-style-type: none"> The President Director is independent of BCA controlling shareholders. There is 1 (one) Independent Director The majority of members of the Board of Directors are independent of BCA controlling shareholders.

Complete information on the Board of Directors' personal data can be seen in the Company Profile section page 64-74 of this 2019 Annual Report.

PERFORMANCE ASSESSMENT OF THE BOARD OF COMMISSIONERS AND BOARD OF DIRECTORS

BCA employs a self-assessment policy for the Board of Commissioners and Directors in order to comply with OJK Regulation No. 21/POJK.04/2015 on the Guidelines of Corporate Governance Implementation for Listed Company and OJK Circular Letter No. 32/SEOJK.04/2015 on Guidelines of Corporate Governance of Listed Company in accordance with ACGS assessment and indicators. The self-assessment policy of the performance of the Board of Commissioners and Board of Directors is a manifestation of the accountability of the Board of Commissioners and Board of Directors in carrying out their duties and responsibilities.

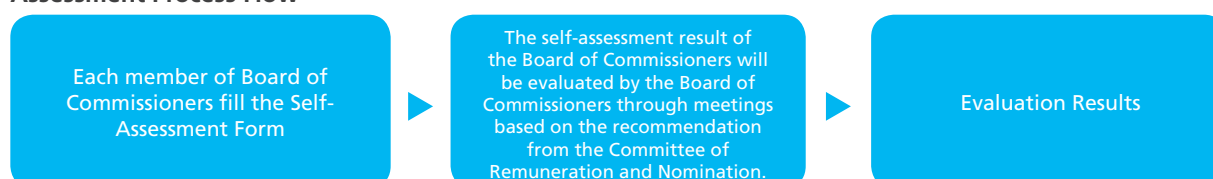
1. Procedure of the Performance Assessment of the Board of Commissioners

The procedure of the performance assessment of the Board of Commissioners includes the following:

a. Assessment Method and Instrument

Assessment is conducted by employing a self-assessment method performed by the Board of Commissioners guided by the self-assessment form.

e. Assessment Process Flow



f. 2019 Assessment Result

The Board of Commissioners' 2019 self-assessment result was "Very Good". The Board of Commissioners of BCA will strive for improvement on good corporate governance, internal controls, and risk management in the banking digitalization era.

b. Frequency

The Board of Commissioners is obliged to perform self-assessment at least once every year.

c. Criteria and Benchmark

The criteria for performing the assessment of the Board of Commissioners are:

- 1) Supervisory and advisory of the Board of Directors in association with:
 - BCA's key strategy and plan
 - Integrity of BCA's financial statement
 - Internal control system and risk management
 - Good corporate governance.
- 2) Approval of the Board of Directors' decisions is granted in accordance with BCA's Articles of Association and laws and regulations.

d. Assessors and Evaluator

The Board of Commissioners, through self-assessment, conducts the assessment of the Board of Commissioners performance. The outcome will then be evaluated by the Board of Commissioners in a meeting based on recommendations from Remuneration and Nomination Committee.

2. Procedure of the Board of Directors Performance Assessment

The procedure of Board of Directors performance assessment includes the following:

a. Assessment Method and Instrument

Assessment is conducted by employing the self-assessment method performed by the members of the Board of Directors guided by the self-assessment form. The form is issued in accordance to the duties and responsibilities of Board of Directors as stated in the Company's decrees.

b. Frequency

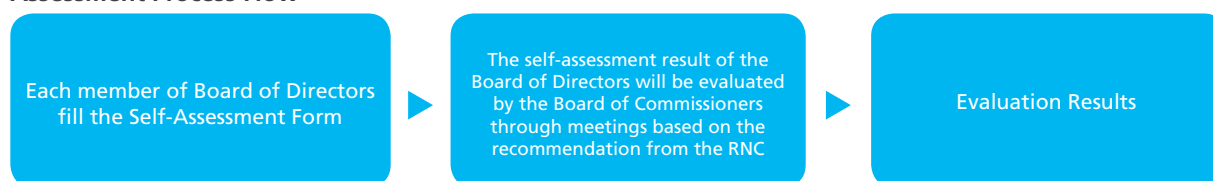
The Board of Directors is obliged to perform self-assessment at least once every year.

c. Criteria and Benchmark

The criteria and benchmark referred to herein adheres to the Bank's business plan which has been approved by the Board of Commissioners.

d. Assessors

The Board of Directors itself, through self-assessment, is the party conducting the assessment of the Board of Directors. The outcome will then be evaluated by Board of Commissioners in a meeting based on recommendations from the Remuneration and Nomination Committee.

e. Assessment Process Flow**f. Board of Directors Component Assessment**

Each member of the Board of Directors fills out a Self-Assessment Form in which will be later be evaluated by Board of Commissioners through a meeting based on recommendations from the Remuneration and Nomination Committee.

g. Performance Assessment Result

The result of the Board of Directors self-assessment in 2019 was "Very Good".

Coming into 2020, the Board of Directors needs to be aware of several challenges, such as economic conditions that are not fully conducive, the disruption of digital technology and fin-tech, and changes in customer behavior in order to maintain the Bank's sustainable business growth. BCA will also focus on good corporate governance, internal controls and risk management in the era of banking digitalization.

3. Procedure of the Assessment of the President Director

The procedure of the assessment of the President Director includes the following:

a. Assessment Method and Instrument

Assessment is conducted by the President Director guided by the Self-Assessment Form. In which was accordance with the duties and responsibilities of the President Director as stated in the Company's decrees.

b. Frequency

The President Director is obliged to perform self-assessment at least once every year.

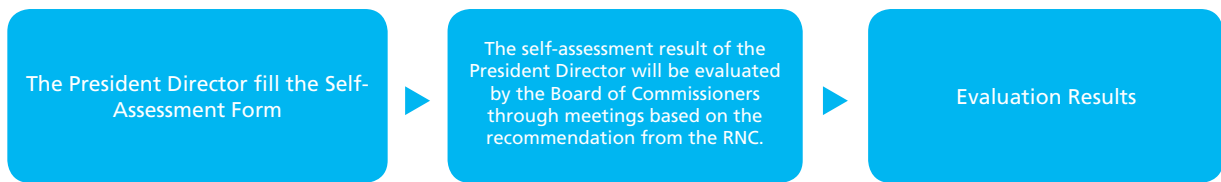
c. Criteria and Benchmark

The criteria or benchmarks used for assessing the President Director refer to the Bank's business plan that has been approved by the Board of Commissioners.

d. Assessors

The party evaluating the performance of the President Director is the President Director, through a self-assessment method, which is then evaluated by the Board of Commissioners through a meeting based on the recommendations of the Remuneration and Nomination Committee.

e. **Assessment Process Flow**



f. **The President Director Assessment Component**

With regards to assisting President Director's individual self-assessment, BCA sets and compiles the assessment component of President Director's individual self-assessment in accordance with the duties and responsibilities of the President Director which include the financial, customer, business process, with learning and development components.

g. **2019 Assessment Result**

The 2019 self-assessment result was determined "Very Good". The President Director will also focus on input from the Board of Commissioners regarding good corporate governance, internal control, and risk management in the era of banking digitalization, in order to maintain sustainable bank business growth.

REMUNERATION POLICY

1. Remuneration for the Board of Commissioners

The remuneration of BCA's Board of Commissioners has been adjusted to the prevailing regulations and is based on the procedures, structure, and indicators that form the basis for determining the remuneration.

References of Determination and Disclosure

Disclosure of remuneration of the Board of Commissioners is based on:

- a. Article 28 of OJK Regulation No. 45/POJK.03/2015 concerning Implementation of Governance in Remuneration for Commercial Banks, which states that banks are required to disclose remuneration policy information in their annual report on corporate governance implementation as stipulated in the provisions regarding the implementation of Good Corporate Governance for commercial banks.
- b. Article 40 of OJK Regulation No. 55/POJK.03/2016 concerning Implementation of Governance for Commercial Banks, which states that members of the Board of Commissioners are required to disclose the remuneration and other facilities determined by the GMS in the report of corporate governance implementation, with reference to the OJK regulations on the Implementation of Governance in Remuneration for Commercial Banks.

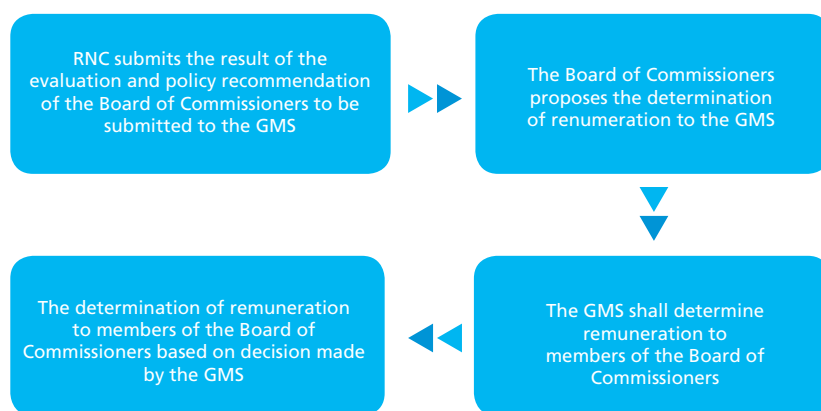
- c. OJK Circular Letter No. 30/SEOJK.04/2016 concerning the Form and Content of Annual Reports of Issuers or Public Companies in Chapter III on the Contents of Annual Reports, which states that the governance reports of issuers or public companies contain a brief description of the procedures, basis for determination, structure, and amount of remuneration for each member of the Board of Commissioners.
- d. Chapter IV of OJK Circular Letter No. 40/SEOJK.03/2016 concerning the Implementation of Governance in Remuneration for Commercial Banks, which states that banks are required to disclose remuneration policy information in annual reports on good governance implementation, as stipulated in the provisions regarding good governance for commercial banks.

Procedure

Based on resolution of BCA Annual GMS held in 2019, the GMS authorized and granted the majority shareholder to determine:

- a. Amount of honorarium and other allowances to be paid by BCA to the members of the Board of Commissioners who served during fiscal year 2019.
- b. Tantiem distribution among members of the Board of Commissioners and Board of Directors of BCA.

Procedure of Proposal and Determination of Remuneration for the Board of Commissioners Scheme



Remuneration Structure of the Board of Commissioners

Following Chapter IV Point 2 letter i of OJK Circular Letter No. 40/SEOJK.03/2016 on the Implementation of Governance on Remuneration for Commercial Banks, remuneration packages and facilities received by the Board of Commissioners cover remuneration structure and details of the nominal amount as specified in the table below:

Types of Remuneration and Facilities	Amount Received in 1 (one) year	
	Board of Commissioners	
	Number of people	In million Rupiah
Salary, bonus, routine allowance, tantiem, and other non-natura facilities	5	134.313
Other facilities in the form of natura (housing, health insurance, etc) that :		
1. Can be possessed	-	-
2. Cannot be possessed	-	-
Total	5	134.313

Based on Chapter IV Point 2 letter j of OJK Circular Letter No. 40/SEOJK.03/2016 on the Implementation of Governance on Remuneration for Commercial Banks, remuneration packages are classified into income levels received by the Board of Commissioners within 1 (one) year, as indicated in the table below:

Total Remuneration per Person in 1 (one) Year *)	Amount Received in 1 (one) year
	Number of People
Above Rp2 billion	5
Above Rp1 billion up to Rp2 billion	-
Above Rp500 million up to Rp1 billion	-
Below Rp500 million	-

Remark : *) received in cash

The amount of remuneration for each member of the Board of Commissioners in 1 (one) year is above Rp2 billion, which was received in cash during 2019.

2. Remuneration for the Board of Directors

Remuneration for BCA Board of Directors has been adjusted to the prevailing regulations and based on the procedures, structures and indicators, which form the basis of remuneration determination.

Legal Basis for Determination and Disclosure

Disclosure of remuneration for the Board of Directors is based on:

- Article 28 of OJK Regulation No. 45/POJK.03/2015 on the Implementation of Governance on Remuneration for Commercial Banks, which states that the Bank must disclose its remuneration policy in its annual report of corporate governance implementation, as stipulated in the provision of Good Corporate Governance implementation for Commercial Banks.
- Article 22 paragraph (3) of OJK Regulation No. 55/POJK.03/2016 on the Implementation of Governance for Commercial Banks, which states that members of the Board of Directors must disclose remuneration and other facilities in the governance implementation report by referring to the OJK regulation concerning the Implementation of Governance on Remuneration for Commercial Banks.
- Chapter III of OJK Circular Letter No. 30/SEOJK.04/2016 on the Form and Content of the Annual Report of Issuers or Public Companies, which states that governance report of issuers or public companies should contain a brief

description regarding procedure, basis for determination, structure, the amount of remuneration of every member of the Board of Directors, as well as the relationship between remuneration and performance of issuers or public companies.

- Chapter IV Point 1 of OJK Circular Letter No. 40/SEOJK.03/2016 concerning the Implementation of Governance on Remuneration for Commercial Banks, which states that Banks must disclose their remuneration policy in their annual report of governance implementation, as stipulated in the provision of governance implementation for commercial banks.

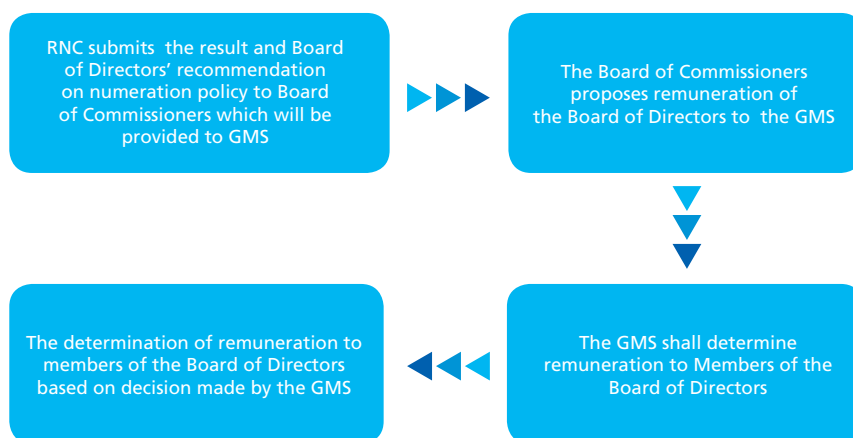
Procedure

Based on resolution of BCA Annual GMS held in 2019, the GMS authorized and granted:

- The Board of Commissioners to determine the amount of salary and other allowances to members of the Board of Directors;
- The Majority Shareholder to determine tantien distribution among members of the Board of Commissioners and the Board of Directors.

In exercising such power and authority, the Board of Commissioners observes the recommendations from the RNC.

Nomination Mechanism for Members of the Board of Directors Scheme



Remuneration Structure of the Board of Directors

Following Chapter IV Point 2 letter i of OJK Circular Letter No. 40/SEOJK.03/2016 on the Implementation of Governance on Remuneration for Commercial Banks, remuneration packages and facilities received by the Board of Directors cover remuneration structure and details of the nominal amount, as specified in the table below:

Types of Remuneration and Facilities	Amount Received in 1 (one) year	
	Board of Directors	
	Number of People	in million Rupiah
Salary, bonus, routine allowance, tantiem, and other non-natura facilities	11	456,602
Other facilities in the form of natura (housing, health insurance, etc) that :		-
1. Can be possessed	-	-
2. Cannot be possessed	-	-
Total	11	456,602

Based on Chapter IV Point 2 letter j of OJK Circular Letter No. 40/SEOJK.03/2016 on the Implementation of Governance on Remuneration for Commercial Banks, remuneration package is classified into income levels received by the Board of Directors within 1 (one) year, as indicated in the table below:

Total Remuneration per Person in 1 (one) Year *)	Amount Received in 1 (one) Year
	Number of People
Above Rp2 billion	11
Above Rp1 billion up to Rp2 billion	-
Above Rp500 million up to Rp1 billion	-
Below Rp500 million	-

Remark : *) received in cash

The amount of remuneration for each member of the Board of Directors in 1 (one) year is above Rp2 billion, which was received in cash during 2019.

Indicators of Remuneration Stipulation for the Board of Directors

Basic indicator for determining the remuneration for the members of The Board of Directors, among others, are as follows:

- Performance of individual member of the Board of Directors.
- Financial performance and reserve fulfilment as stipulated in Law No. 40 Year 2007 on Limited Liability Company.
- Fairness with peer group.
- The equality of positions within the BCA and to several other similar banks in terms of assets and characteristics.
- Consideration of BCA long term goals and strategy.

3. BCA Remuneration Implementation

No	Provision	Detail	Disclosure								
a.	Remuneration Committee.	Names of members, composition, tasks and responsibilities.	<p>Name of members:</p> <ol style="list-style-type: none"> Djohan Emir Setijoso Raden Pardede Hendra Tanumihardja <p>Composition of the remuneration committee:</p> <table border="1"> <thead> <tr> <th>Position</th> <th>Served by</th> </tr> </thead> <tbody> <tr> <td>Chairman (concurrently member)</td> <td>Independent commissioner</td> </tr> <tr> <td>Member</td> <td> <ul style="list-style-type: none"> Commissioner Executive Officers (officers directly report to Board of Directors and in charge of human resources department) . </td> </tr> <tr> <td>Secretary (concurrently member)</td> <td>A member of the committee appointed by the Committee session for a certain period of time.</td> </tr> </tbody> </table> <p>Duties and responsibilities: Related to the remuneration function:</p> <ul style="list-style-type: none"> To evaluate and ensure that the remuneration policy is in compliance with prevailing provisions that are based on performance, risk, fairness between peer groups BCA long term goals and strategies. The fulfillment of reserves as stipulated in regulations and BCA revenue potential in the future. To assist the Board of Commissioners to conduct performance appraisals with the appropriateness of remuneration received by every member of the Board of Directors and/or the Board of Commissioners. To submit evaluation and recommendation results to the Board of Commissioners on: <ol style="list-style-type: none"> Remuneration policy for the Board of Commissioners and Board of Directors to be submitted to the General Meeting of Shareholders (GMS) The structure and amount of remuneration for Board of Directors and Board of Commissioners; Remuneration policy for all the executive officers and employees to be submitted to the Board of Directors. To conduct periodic evaluations of the implementation of remuneration policies. 	Position	Served by	Chairman (concurrently member)	Independent commissioner	Member	<ul style="list-style-type: none"> Commissioner Executive Officers (officers directly report to Board of Directors and in charge of human resources department) . 	Secretary (concurrently member)	A member of the committee appointed by the Committee session for a certain period of time.
Position	Served by										
Chairman (concurrently member)	Independent commissioner										
Member	<ul style="list-style-type: none"> Commissioner Executive Officers (officers directly report to Board of Directors and in charge of human resources department) . 										
Secretary (concurrently member)	A member of the committee appointed by the Committee session for a certain period of time.										

No	Provision	Detail	Disclosure
			<p>Related to the nomination function:</p> <ul style="list-style-type: none"> Establish and provide recommendations to the Board of Commissioners on the system and procedures for the selection and/or replacement of the Board of Commissioners and the Board of Directors to be submitted to the GMS. Provide recommendations to the Board of Commissioners on: <ol style="list-style-type: none"> Composition of positions of the Board of Directors and/or the Board of Commissioners, The policies and criteria required in the nomination process, Performance evaluation policy for the Board of Directors and/or the Board of Commissioners. Assisting the Board of Commissioners to evaluate the performance of Board of Directors and/or Board of Commissioners based on the benchmarks that have been prepared as evaluation materials. Provide recommendations to the Board of Commissioner regarding the capacity building program for the Board of Directors and/or the Board of Commissioners. Provide recommendation to the Board of Commissioners on candidate members of the Board of Directors and eligible members of the Board of Commissioners to be submitted to the GMS. Provide recommendations to the Board of Commissioners on Independent Parties who will be a member of the AC and ROC.
		Number of meetings held.	Throughout 2019, BCA's RNC held 5 (five) meetings.
		Remunerations that have been paid out to members of the remuneration committee during 1 (one) year.	Remuneration paid to members of RNC for 1 (one) year is Rp63,620,908,119.00. Remunerations comprises salary/honorarium and other bonuses as officer of BCA.
b.	Process of remuneration policy development.	Review of the background and purpose of remuneration policy.	<p>Fixed remuneration policies must at least consider business scale, business complexity, peer groups, inflation rates, financial conditions and capabilities as well as its with statutory regulations.</p> <p>Specifically for variable remuneration, remuneration also considers risk factors in BCA's business activities, namely credit risk, market risk, liquidity risk, operational risk, legal risk, reputation risk, strategic risk and compliance risk.</p>
		Implementation of the review on remuneration policy in the previous year, as well as its improvements.	<p>Improvements to the remuneration policy review in accordance with the provisions in OJK Regulation No. 45/POJK.03/2015 on the Implementation of Governance on Remuneration for Commercial Banks.</p> <p>Complementing the previous Board of Directors and Board of Commissioners' remuneration policy, Board of Commissioner's Decree No. 060/SK/KOM/2018 dated 3 April 2018 on the Remuneration Policy for the Board of Directors and Board of Commissioners has been released.</p>
		Mechanism for ensuring that the remuneration for employees in the control unit is independent of the work units being overseen.	<p>Performance appraisal in the control unit is not related to the achievement of business targets/performance of the work units it supervises, this is ensured through 2 (two) ways, namely:</p> <ol style="list-style-type: none"> Separation of the organizational structure of the control unit to ensure independency. Any approval of business targets must go through the approval of direct superiors and superiors from direct superiors.
c.	Remuneration policy coverage and its implementation per business unit, per region and at subsidiary companies or branch offices located overseas.		BCA does not have overseas branch offices.

No	Provision	Detail	Disclosure
d.	Remuneration related to risks.	<p>Types of key risks used in establishing remuneration.</p> <p>Criteria for determining types of key risks, including risks that are difficult to measure.</p> <p>Impacts of the determination of key risks on variable remuneration policy.</p> <p>Changes in the determination of types of key risks compared to the previous year as well as the reasons, if any.</p>	<p>The current primary risk of BCA is credit risk.</p> <p>The types of transactions and businesses that are most significant in generating profits and the decisions taken for a business decision with major impact on BCA's business.</p> <p>The determination of the main risk types will have an impact on the stipulation of the KPI and have an impact on variable remuneration distribution.</p> <p>There was no change compared to last year.</p>
e.	Performance measurement that is related to remuneration.	<p>A review on remuneration policy that is related to performance assessment.</p> <p>Methods used in relating individual remuneration with BCA's performance, work unit performance and individual performance.</p> <p>A description of the method used by BCA's to state that in the case where the agreed performance has not been achieved, it is necessary to make an adjustment to the remuneration as well as the size of the remuneration adjustment when such a condition occurs.</p>	<p>The indicators for the remuneration of members of the Board of Directors among others are as follows:</p> <ul style="list-style-type: none"> • Performance of each member of the Board of Directors • BCA financial performance • Industrial benchmarks • Risks that may arise in the future resulting in loss to BCA. <p>BCA's performance appraisal system is carried out as objectively as possible and oriented towards employee development:</p> <ol style="list-style-type: none"> 1. Performance appraisal is directed at work performance and demonstration of the company's core values in employees where: <ul style="list-style-type: none"> • Worker accomplishment is the work and achievement of workers against work targets/targets • Core values demonstrations of the behavior exhibited by employees in carrying out their duties and responsibilities, which reflect the company's core values. 2. The results from the performance appraisal combined with employee competency assessment become reference to determine the direction of employee development. <p>BCA's performance will influence the determination of the amount of remuneration, especially those with variable. Individual performance will be reviewed every 1 (one) year. The results of the individual performance appraisal will be the basis for company appreciation in the form of bonuses, promotions, rank reviews, and salary increases.</p> <p>Performance measurement is based on performance agreed at the beginning of the year. Bonuses is given based on an assessment of individual performance where the determination has been done based on decree and circular letter. For evaluation of the achievement of business/work targets that are quantitative in nature, guidelines for assessment are used such as exceeding the target (> 110%), achieving the target (100-110%) and achieving some of the target (80-99%).</p>

No	Provision	Detail	Disclosure																																						
f.	Adjustments to remunerations related to performance and risks.	<p>Policy concerning Variable Remuneration that are postponed, the sizes, and criteria for determining those sizes.</p> <hr/> <p>BCA's policy concerning postponed Variable Remuneration which payments are postponed (malus), or withdrawn when they have been paid out (clawback).</p> <hr/> <p>The vesting policy of deferred remuneration, among other things, the term of payment.</p> <hr/> <p>Disclosure of factors that determine the difference of Variable Remuneration that is suspended among employees or group of employees.</p>	<p>For material risk takers (MRT), including all Board of Directors and Board of Commissioners, 15% of tantiem are deferred and paid in prorated terms in cash and shares, as follows:</p> <ol style="list-style-type: none"> 5% in cash 10% in the form of shares to be locked up during the withholding period. <p>(Especially for Independent Commissioners, the deferred tantiem is entirely in cash).</p> <hr/> <p>In certain condition as follows: the royalties paid for MRT in cash or in stock can be withdrawn.</p> <ul style="list-style-type: none"> There is misuse of office / fraud; Submission of misleading information regarding financial statements; and Declining financial performance due to significant failures or omissions by Material Risk Takers (MRT); <p>tantiem that has been paid for Material Risk Takers (MRT) in cash or stock can be withdrawn.</p> <hr/> <p>Withholding period is 3 (three) years from the first time variable remuneration is paid.</p> <hr/> <p>Equal withholding period is applicable for all MRT.</p>																																						
g.	Name of external consultant and their tasks related to the remuneration policy.		<p>Willis Tower Watson</p> <p>Scope of work:</p> <ul style="list-style-type: none"> To identify the gap analysis compared to regulation Salary survey. 																																						
h.	Remuneration packages and facilities received by the Directors and Commissioners covering remuneration structure and details of nominal values.		<p>The remuneration package and facilities received by the Board of Directors and Board of Commissioners including the remuneration structure and details of the nominal amount, as in the table below:</p> <table border="1"> <thead> <tr> <th rowspan="3">Type of remuneration and facilities</th> <th colspan="4">Amount received in 1 (one) year</th> </tr> <tr> <th colspan="2">The Board of Directors</th> <th colspan="2">The Board of Commissioners</th> </tr> <tr> <th>Number of people</th> <th>In million Rp</th> <th>Number of people</th> <th>In million Rp</th> </tr> </thead> <tbody> <tr> <td>Salaries, bonuses, routine allowances, tantiem, and other facilities in non natura form.</td> <td>11</td> <td>456,602</td> <td>5</td> <td>134,313</td> </tr> <tr> <td>Other facilities in the form of natura (housing, health insurance, etc.) which:</td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>a. Can be possessed</td> <td>-</td> <td>-</td> <td>-</td> <td>-</td> </tr> <tr> <td>b. Cannot be possessed</td> <td>-</td> <td>-</td> <td>-</td> <td>-</td> </tr> <tr> <td>Total</td> <td>11</td> <td>456,602</td> <td>5</td> <td>134,313</td> </tr> </tbody> </table>	Type of remuneration and facilities	Amount received in 1 (one) year				The Board of Directors		The Board of Commissioners		Number of people	In million Rp	Number of people	In million Rp	Salaries, bonuses, routine allowances, tantiem, and other facilities in non natura form.	11	456,602	5	134,313	Other facilities in the form of natura (housing, health insurance, etc.) which:					a. Can be possessed	-	-	-	-	b. Cannot be possessed	-	-	-	-	Total	11	456,602	5	134,313
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No	Provision	Detail	Disclosure															
i.	Remuneration packages and facilities received by the Board of Directors and its member covering remuneration structure and details of nominal values.		<p>Remuneration packages that are grouped into income levels received by Board of Directors and Board of Commissioners within one year, as in the following table:</p> <table border="1"> <thead> <tr> <th>Total remuneration per person in 1 (one) year *)</th> <th>Number of Directors</th> <th>Number of Commissioners</th> </tr> </thead> <tbody> <tr> <td>Above Rp2 billion</td> <td>11 people</td> <td>5 people</td> </tr> <tr> <td>Above Rp1 billion up to Rp2 billion</td> <td>-</td> <td>-</td> </tr> <tr> <td>Above Rp500 million up to Rp1 billion</td> <td>-</td> <td>-</td> </tr> <tr> <td>Below Rp500 million</td> <td>-</td> <td>-</td> </tr> </tbody> </table> <p>Note: *) received in cash</p>	Total remuneration per person in 1 (one) year *)	Number of Directors	Number of Commissioners	Above Rp2 billion	11 people	5 people	Above Rp1 billion up to Rp2 billion	-	-	Above Rp500 million up to Rp1 billion	-	-	Below Rp500 million	-	-
Total remuneration per person in 1 (one) year *)	Number of Directors	Number of Commissioners																
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Above Rp1 billion up to Rp2 billion	-	-																
Above Rp500 million up to Rp1 billion	-	-																
Below Rp500 million	-	-																
j.	Variable remuneration	<p>The forms of variable remunerations as well as the reasons for choosing those forms.</p> <p>Explanation in the event of differences in the granting of Variable Remuneration between the Board of Directors, the Board of Commissioners and / or workers, including an explanation of the factors determining the difference and the underlying considerations.</p>	<p>Variable Remuneration consists of cash and shares. Shares are in the form of extra bonuses which are spent on PT Bank Central Asia Tbk (BBCA) shares.</p> <p>Extra bonuses which are spent on BBCA shares by BCA are subsequently postponed (locked up) for 3 (three) years from the bonus disbursement.</p> <p>Extra bonuses in form of BBCA shares has the following objectives:</p> <ul style="list-style-type: none"> • As an appreciation to the employee's contribution throughout the year of performance. • Foster a sense of belonging from employees that is expected to have a positive impact on increasing engagement of employees with the company. • Increase productivity of employees. • Creation of harmony among employees, management and shareholders in improving company performance. <p>Differences in the provision or Variable Remuneration, namely in the bonus budget (cash and shares) are distinguished based on position level:</p> <ol style="list-style-type: none"> 1. The Board of Directors and Board of Commissioners. 2. S1-S3 echelon employees. 3. S4-S8 echelon employees. <p>The underlying consideration is the impact of the position on the achievement of company performance, so that the higher the position level resulted in the greater the bonus budget.</p>															
k.	Number of the Board of Directors, the Board of Commissioners and employees who have received Variable Remuneration during 1 (one) year and the total nominal values		<p>Number of Board of Directors, Board of Commissioners, and employees receiving Variable Remuneration for 1 (one) year and the nominal total as in the table below:</p> <table border="1"> <thead> <tr> <th colspan="2">Total Variable Remuneration in 1 (one) year:</th> </tr> <tr> <th>People</th> <th>In million Rp</th> </tr> </thead> <tbody> <tr> <td>24,046</td> <td>2,468,129</td> </tr> </tbody> </table>	Total Variable Remuneration in 1 (one) year:		People	In million Rp	24,046	2,468,129									
Total Variable Remuneration in 1 (one) year:																		
People	In million Rp																	
24,046	2,468,129																	
l.	Positions and number of parties who are MRT		<ol style="list-style-type: none"> 1. President Director. 2. All Directors. 3. President Commissioner. 4. All Commissioners. <p>Total MRT: 16 people.</p>															

No	Provision	Detail	Disclosure								
m.	Share options owned by the Board of Directors, the Board of Commissioners, and executive officers		There were no share options for The Board of Directors, Board of Commissioners and/or Executive Officers during 2019.								
n.	Highest and lowest salary ratios.		The ratio of the highest to the lowest salary, which includes: 1) The highest and lowest salary of employees ratio = 25.37 2) The highest and lowest salary of the Board of Directors ratio = 2.81 3) The highest and lowest salary of the Board of Commissioners ratio = 1.62 4) The highest salary of the Board of Directors and highest salary of employees ratio = 8.68								
o.	Number of recipients and amounts of total Variable Remuneration that are unconditionally guaranteed to be paid by Bank to candidate the Board of Directors, candidate the Board of Commissioners, and/or candidate employees during first 1 (one) year of service.		No correlation at BCA/no sign-on bonuses.								
p.	Number of employees who have been terminated and total nominal value of severance payments.		Number of employees affected by termination of employment and the total nominal severance paid as in the table below: <table border="1" data-bbox="778 1205 1449 1406"> <thead> <tr> <th>Total nominal of severance paid for 1 (one) person in 1 (one) year</th> <th>Number of employees</th> </tr> </thead> <tbody> <tr> <td>Above Rp1 billion</td> <td>198 people</td> </tr> <tr> <td>Above Rp500 million up to Rp1 billion</td> <td>588 people</td> </tr> <tr> <td>Below Rp500 million</td> <td>774 people</td> </tr> </tbody> </table>	Total nominal of severance paid for 1 (one) person in 1 (one) year	Number of employees	Above Rp1 billion	198 people	Above Rp500 million up to Rp1 billion	588 people	Below Rp500 million	774 people
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Above Rp500 million up to Rp1 billion	588 people										
Below Rp500 million	774 people										
q.	Amount of total Variable Remuneration that are postponed, comprising cash and/or shares or share-based instruments issued by the Bank.		Total deferred Variable Remuneration, consisting of cash and/or shares or stock-based instruments issued by BCA and were implemented as 2019 payments, as follows: 1. In cash Rp 18,966,000,000.00 2. In shares Rp 20,576,500,000.00								
r.	Amount of total postponed variable remuneration paid out during 1 (one) year.		The total amount of deferred Variable Remuneration paid for 1 (one) year has been implemented for payment in 2019, with the details paid in cash of Rp18,966,000,000.00.								

No	Provision	Detail	Disclosure																		
s.	Details of remuneration provided in 1 (one) year	<ol style="list-style-type: none"> Fixed and Variable Remuneration Postponed and non-postponed remunerations Forms of remuneration provided in cash and/or shares or share-based instruments issued by Bank 	<p>Details of the amount of remuneration granted in one year:</p> <table border="1"> <thead> <tr> <th colspan="2">A. Fixed Remuneration *)</th> </tr> </thead> <tbody> <tr> <td>1. In cash</td> <td>214,316</td> </tr> <tr> <td>2. Shares/stock-based instruments issued by BCA</td> <td>-</td> </tr> <tr> <th colspan="2">B. Variable Remuneration *)</th> </tr> <tr> <td></td> <td>Not postponed</td> <td>Postponed</td> </tr> <tr> <td>1. In cash</td> <td>337,058</td> <td>18,966</td> </tr> <tr> <td>2. Shares/stock-based instruments issued by BCA **)</td> <td>-</td> <td>20,577</td> </tr> </tbody> </table> <p>Note : *) Only applicable for MRT and disclose in millions of rupiah **) Shares are lock for up to 3 (three) years</p>	A. Fixed Remuneration *)		1. In cash	214,316	2. Shares/stock-based instruments issued by BCA	-	B. Variable Remuneration *)			Not postponed	Postponed	1. In cash	337,058	18,966	2. Shares/stock-based instruments issued by BCA **)	-	20,577	
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1. In cash	337,058	18,966																			
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t.	Quantitative information.	<ol style="list-style-type: none"> Total amount of remaining remuneration still postponed, those exposed to both implicit as well explicit adjustments; Total amount of deductions to remuneration due to explicit adjustments during the reporting period;and Total amount of deductions to remuneration due to implicit adjustments during the reporting period. 	<p>Quantitative information related to the total remaining postponed remuneration whether exposed to implicit or explicit adjustments, the total remuneration deduction caused by explicit adjustments during the reporting period, and the total remuneration deduction due to implicit adjustments during the reporting period are as follows:</p> <table border="1"> <thead> <tr> <th rowspan="2">Type of Variable Remuneration *)</th> <th rowspan="2">Postponed shares</th> <th colspan="3">Total deduction during the reporting period</th> </tr> <tr> <th>Due to explicit adjustment (A)</th> <th>Due to implicit adjustment (B)</th> <th>Total (A)+(B)</th> </tr> </thead> <tbody> <tr> <td>1. In cash (in million Rp)</td> <td>-</td> <td>-</td> <td>-</td> <td>-</td> </tr> <tr> <td>2. Shares/ instruments based on shares issued by BCA (in shares and nominal million rupiah which is a conversion of these shares)</td> <td>731,829 shares</td> <td>-</td> <td>-</td> <td>-</td> </tr> </tbody> </table> <p>Note : *) Only for Material Risk Takers</p>	Type of Variable Remuneration *)	Postponed shares	Total deduction during the reporting period			Due to explicit adjustment (A)	Due to implicit adjustment (B)	Total (A)+(B)	1. In cash (in million Rp)	-	-	-	-	2. Shares/ instruments based on shares issued by BCA (in shares and nominal million rupiah which is a conversion of these shares)	731,829 shares	-	-	-
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BOARD OF COMMISSIONERS COMMITTEES

1. AUDIT COMMITTEE (AC)

AC was formed by, and responsible directly to. The Board of Commissioners to assist the Board of Commissioners to support the effectiveness of the oversight duties and functions on matters related to financial reporting, internal control systems, performance of internal and external audit functions, implementation of governance and compliance with applicable laws and regulations.

1. Legal Basis

The formation of the audit committee refers to:

- OJK Regulation No. 55/POJK.04/2015 on the Establishment and Guidelines for work Implementation for Audit Committee.
- OJK Regulation No. 55/POJK.03/2016 on Implementation of Governance for Commercial Banks.
- OJK Regulation No.1/POJK.03/2019 on the Implementation of the Internal Audit Function at Commercial Banks.
- OJK Circular Letter No.13/SEOJK.03/2017 on the Implementation of Governance for Commercial Banks.
- Article 15 of BCA's articles of association.

2. AC Charter

The BCA's AC is equipped with work guidelines stipulated in the AC Charter. The charter and the AC code of conduct have been adjusted from OJK Regulation No. 55/POJK.04/2015 concerning Formation and Audit Committee Work Implementation Guidelines and have been

ratified based on the Board of Commissioners Decree No. 117/SK/KOM/2019 dated July 10 2019, concerning the Audit Committee Charter of PT Bank Central Asia Tbk.

The scope governed in the AC Charter is as follows:

- Duties and responsibilities;
- Authority;
- Committee membership structure;
- Membership requirements;
- Terms of duty;
- Work mechanism;
- Work hours;
- Meetings;
- Reporting;
- Handling of complaints/reports regarding claims about infractions in financial reports;
- Code of ethics.

The AC Charter and code of conduct have been uploaded to the official website of the BCA (www.bca.co.id) under the good corporate governance section.

3. Structure and Membership of the AC

The structure and membership of the AC is in accordance with applicable regulations.

In 2019, BCA's AC had 3 (three) members, consisting of:

- An Independent Commissioner concurrently as head of the AC;
- An Independent Party having expertise in finance/accounting;
- An Independent Party having expertise in banking.

AC membership as of December 31, 2019

Name	Position
Cyrillus Harinowo	Chairman (concurrently as Independent Commissioner)
Ilham Ikhsan	Member (Independent Party)
Tjen Lestari	Member (Independent Party)

The BCA's AC has complied with the applicable provisions and was appointed based on Directors Decree No.078 SK/DIR/2016 dated 2 June 2016 and the Board of Commissioners Meeting Decision No.23/RR/KOM/2016 dated June 1, 2016.

4. Profiles and Qualifications of AC Members

Cyrillus Harinowo

The educational background, position, and work experience of AC members can be seen in the corporate profile section on page 77 of this 2019 BCA Annual Report.

Ilham Ikhsan

The educational background, position, and work experience of AC members can be seen in the corporate profile section on page 80 of this 2019 BCA Annual Report.

Tjen Lestari

The educational background, position, and work experience of AC members can be seen in the corporate profile section on page 81 of this 2019 BCA Annual Report.

5. Education or Training Activities

During the 2019, members of the AC have participated in the following educational or training activities:

Name	Education/Training	Organizer	Location	Date
Cyrillus Harinowo	Can be seen in the Board of Commissioner Chapter – in the subsection of Training Programs to Enhance the Competence of Members of Board of Commissioner on page 365 of this 2019 BCA Annual Report			
Ilham Ikhsan	ACIIA Conference 2019 and On-Site Learning Towards Sustainable Management in A New Era	ACIIA (Asian Confederation of Institutes of Internal Auditor)	Tokyo, Japan	September 17-18, 2019
	Indonesia Knowledge Forum	BCA	Jakarta, Indonesia	October 8-9, 2019
	Sharing Session "Navigating Change" by HDFC Bank (Housing Development Finance Corporation) India	BCA	Jakarta, Indonesia	December 6 2019
	Sharing Session "The Ecosystem" by OVO, Tokopedia, HaloDoc and Djarum Group	BCA	Jakarta, Indonesia	December 6 2019
Tjen Lestari	Advanced Bank Liquidity Management: Stress Test - Contingency Planning - and Funds Transfer Pricing	LMI	Yogyakarta, Indonesia	September 25-26 2019
	Indonesia Knowledge Forum	BCA	Jakarta, Indonesia	October 8-9 2019
	Sharing Session "Navigating Change" by HDFC Bank (Housing Development Finance Corporation) India	BCA	Jakarta, Indonesia	December 6 2019
	Sharing Session "The Ecosystem" by OVO, Tokopedia, HaloDoc and Djarum Group	BCA	Jakarta, Indonesia	December 6 2019

6. Term of Duty of AC

The term of duty of AC members shall expire at the end of the term of the AC chairman, who is also an Independent Commissioner of BCA. The committee's term of duty for this period will end at the closing of the 2021 Annual GMS.

7. Independence of AC Members

All members of the AC are independent parties who do not have the financial, management, share ownership and / or family relationship with members of the Board of Commissioners, members of the Board of Directors, and/ or controlling shareholders or business

relationships with BCA that may influence their ability to act independently.

AC members which appointed from an independent part can concurrently assume positions as independent committee members at BCA and at other companies, on condition that they meet the competence and independence criteria, can keep important data confidential, adhere to applicable codes of conduct, and do not neglect their duties and responsibilities as committee members.

The Independence Aspect of the Audit Committee can be seen in this table:

Independence Aspect	Cyrillus Harinowo	Ilham Ikhsan	Tjen Lestari
Having no financial relationship with the Board of Commissioners and Board of Directors.	√	√	√
Having no management relationship at the company, subsidiaries or affiliated companies.	√	√	√
Having no share ownership in the company.	√	√	√
Having no family relationship with the Board of Commissioners, Board of Directors, and/or fellow members of the AC.	√	√	√
Not serving as an officer at any political party or government office.	√	√	√

Requirements for AC members are as follows:

- a. Having good integrity, character, and morals.
- b. Possessing the necessary skills, knowledge and experience in their respective fields with strong ability to communicate.
- c. Having an understanding of the financial statements and business of the BCA, particularly in relation to its services and business activities, audit process, and rules and regulation in the capital market and other relevant laws and regulations.
- d. Complying with the BCA's code of ethics and AC's code of conduct.
- e. Willing to continuously improve competence through training and education.
- f. Having at least 1 (one) member with educational background and expertise in accounting and/or finance.
- g. Not serving as a member of a public accountant firm, law firm, appraiser, or other parties providing assurance service, non-assurance service appraisal, service, and/or other consulting services to the BCA within the past 6 (six) months.
- h. Not currently working or having authority and responsibilities to plan, lead, control, or supervise the BCA's activities within the past 6 (six) months, except for a position as Independent Commissioner.
- i. Not serving on a board of directors in other banks.

- j. Not having either direct or indirect share ownership in the BCA.
- k. In the event that an AC member acquires shares either directly or indirectly as a result of a legal event, the concerned member must transfer the shares to other parties within a maximum period of 6 (six) months after the shares were acquired.
- l. Not being affiliated with the members of Board of Commissioners, Board of Directors, or major shareholders of the BCA.
- m. Not having a direct or indirect business relationship with the BCA's business activities.
- n. For the head of AC, only having another concurrent position as head of committee on 1 (one) committee in the BCA.
- o. AC members who are Independent Parties, having another concurrent position as an independent Party at other committees in BCA, other banks and/or other companies allowed as long as he/she:
 - 1) Meets all the required competencies;
 - 2) Meets the independence criteria;
 - 3) Is able to keep BCA matters confidential;
 - 4) Observes the applicable code of conduct;
 - 5) Not neglecting the implementation of duties and responsibilities as a member of the committee.

8. Duties and Responsibilities of AC

In carrying out its function, the AC has the following duties and responsibilities:

1. Provide recommendations to the Board of Commissioners pertaining to the preparation of the audit plan, scope and budget of the internal audit division (DAI).
2. Monitor and review the Bank's internal audit.
3. Evaluate DAI's performance to see if the internal audit function at BCA is adequate and effective, and ensure the DAI upholds

integrity in discharging its duties. To also provide recommendations to the Board of Commissioners on the DAI annual reward and remuneration for its overall performance.

4. Ensure DAI communicates with the Board of Directors, the Board of Commissioners, the external auditor, the OJK and BI.
5. Ensure DAI works independently.
6. Monitor implementation of good corporate governance (GCG) to see if it is effective and sustainable.
7. Ensure the Board of Directors takes the necessary and immediate actions on the findings by DAI, public accountants, and the results of supervision conducted by the OJK and BI.
8. Oversee the audit work performed by the public accounting firm, on the following aspects:
 - a. Conformity of audit implementation by the public accountant office to the applicable audit standards.
 - b. Conformity of financial statements to the applicable accounting standards.
 - c. Give independent opinions in case of disagreements on opinions between the management and the public accounting firm on the services they provide.
9. Review all financial information to be released by BCA to the public and/or the authorities, and other financial-related information.
10. Review BCA's compliance with regulations of the banking industry, the capital market and other applicable laws and regulations, as well as other provisions on BCA's business.
11. Provide recommendations based on evaluation results to the Board of Commissioners on the appointment, reappointment, and dismissal or

replacement of the public accounting firm (PAF) and/or public accountant (PA) who will audit the BCA's financial statements based on independency, the scope of the assignment, and fee for the audit work.

12. Provide recommendations to the Board of Commissioners to appoint independent quality controllers from external parties with the aim of conducting a review of DAI.
13. Analyze and report to the Board of Commissioners on any complaint that may relate to the BCA's accounting and financial reporting processes.
14. Analyze and give advice to the Board of Commissioners on conflicts of interest that may occur at BCA.
15. Carry out other tasks relevant to the function of the audit committee at the request of the Board of Commissioners.
16. Keep the confidentiality of BCA's documents, data and information.

9. Authorities of AC

In performing its duties, the AC has the authority to carry out the following activities:

- a. To receive reports from the head of the internal audit division, including work plan, internal audit implementation report, and internal audit result report.
- b. To access documents, data, and information regarding the BCA's employees, funds, assets, and other resources as required.

- c. To communicate directly with employees, including the Board of Directors and other parties executing internal audit and risk management functions, and accountants regarding the duties and responsibilities of AC.
- d. If needed, to involve independent parties outside the members of the audit committee whose services are required in order to assist the committee in carrying out its duties .
- e. To perform other actions with authority granted by the Board of Commissioners.

10. Policies and Meetings Implementation of AC

The AC holds 4 (four) meetings, at the very least, in a year as stipulated in Decree of the Board of Commissioner No. 117/SK/KOM/2019 on the Audit Committee Charter of PT Bank Central Asia, Tbk. During 2019, the BCA's audit committee convened 21 (twenty one) meetings.

Delivery of results of AC meetings as follows:

- a. Results of audit committee meetings should be stated in the minutes of the meeting and properly documented.
- b. Dissenting opinions that occur in the meetings of the committee should be clearly stated in the minutes of the meeting, along with the reasons behind such dissent.

Attendance of AC's members in the meeting conducted throughout 2019 is as follows:

Name	Number of Meetings	Attendance	Percentage
Cyrillus Harinowo	21	21	100%
Ilham Ikhsan	21	20	95%
Tjen Lestari	21	21	100%

Meetings of AC throughout 2019 are as follows:

No	Date	Agenda
1	January 30, 2019	Clearance Meeting with AC
2	February 13, 2019	2018 Audit Realization and 2019 Audit Plan
3	February 20, 2019	Committee Reporting to the Board of Commissioners (Q4/2018)
4	February 27, 2019	BCA Financial Performance December 2018
5	April 24, 2019	BCA Financial Performance March 2019
6	April 24, 2019	Regular Meeting of AC with Internal Audit Division (I)
7	May 8, 2019	Socialization of POJK No 1 Year 2019
8	May 15, 2019	Committee Reporting to the Board of Commissioners (Q1/2019)
9	May 29, 2019	Regular Meeting of AC with Internal Audit Division (II)
10	July 24, 2019	Internal Audit Division Work Realization Semester I/2019
11	July 24, 2019	BCA Financial Performance June 2019
12	August 14, 2019	Presentation of Internal Audit Division: Summary of OJK Audit Finding in 2019
13	August 21, 2019	Committee Reporting to the Board of Commissioners (Q2/2019)
14	September 4, 2019	Regular Meeting of AC with Internal Audit Division (III)
15	October 16, 2019	Regular Meeting of AC with Internal Audit Division (IV)
16	October 16, 2019	Audit Planning (PwC)
17	October 23, 2019	BCA Financial Performance September 2019
18	October 30, 2019	Regular Meeting of AC with Internal Audit Division (V)
19	November 13, 2019	Committee Reporting to the Board of Commissioners (Q3/2019)
20	December 4, 2019	Hardclose Audit PwC
21	December 13, 2019	Regular Meeting of AC with Internal Audit Division (VI)

11. Realization of Work Program and Implementation of AC Activities in 2019

The following points are the realized work programs of the AC in 2019:

- a. Convened meetings with PAF Tanudiredja, Wibisana, Rintis & Rekan (a member firm of PwC Global Network) to discuss the final results of the audit of the BCA's financial statements for the financial year 2018, along with the management letter.
- b. Recommended to the Board of Commissioners on reusing the PAF Tanudiredja, Wibisana, Rintis & Rekan (a member firm of PwC Global Network) to conduct an audit of the BCA's financial statements for fiscal year 2019.
- c. Convened meetings with Tanudiredja, Wibisana, Rintis & Rekan PAF (a member firm of PwC Global Network) to discuss the plan and scope of the audit of the BCA's financial statements for fiscal year 2019.
- d. Meeting with the finance and planning division to review the BCA's financial report, which will be published quarterly.
- e. Convened 6 (six) meetings with the Internal Audit Division to:
 - 1) Evaluate annual planning;
 - 2) Evaluate the implementation of internal audits every semester; and
 - 3) Discuss results of the audit considered significant.

- f. Attend internal audit exit meeting at 1 (one) main branch office, including 3 (three) supporting branch offices, as part of the internal audit quality assessment process. Additionally conduct review Cash Processing Center (CPC) Alam Sutera that has been operated and the Surabaya data center as part of adequacy assessment and effectiveness of its internal work units control.
- g. Reviewed internal audit reports (more than 114 reports) and monitored their follow ups.
- h. Reviewed the BCA's compliance with provisions, regulations, and applicable laws in the banking sector, through a review of reports on compliance with prudential provisions reported every semester.
- i. Reviewed credit portfolio reports issued every semester.
- j. Monitored the implementation of risk management through quarterly reports on the Company's risk profile and the monthly operation risk management information system (ORMIS) report.
- k. Conducted studies on:
 - 1) Audit results of the OJK and their follow ups, and
 - 2) Management letter from the public accounting firm Tanudiredja, Wibisana, Rintis & Rekan (a member firm of PwC Global Network) and its follow up.
- l. Reported the results of routine studies and evaluations of governance aspects, risk management, and compliance and control to the Board of Commissioners every quarter.
- m. Attended the GMS, analyst meeting, and national work meeting in 2020 in order to monitor the implementation of Good Corporate Governance.

2. RISK OVERSIGHT COMMITTEE (ROC)

ROC was established to assist the Board of Commissioners in discharging its responsibilities to supervise risk in accordance with the prevailing regulations.

1. Legal Basis

The legal basis for the establishment of KPR refers to:

- OJK Regulation No.55/POJK.03/2016 concerning Governance Implementation for Commercial Banks.
- OJK Circular Letter No.13/SEOJK.03/2017 concerning Governance Implementation for Commercial Banks.
- Board of Commissioners Decree No. 172 / SK / KOM / 2019 dated November 7, 2019 concerning the Risk Monitoring Committee Charter.
- Board of Directors Decree No.144A/SK/DIR/2016 dated September 30, 2016 on the Appointment and Changes of Members of the Risk Monitoring Committee.

2. ROC Charter

In performing their duties and responsibilities, the ROC has established work guidelines stipulated in the charter. The charter has been approved by the Board of Commissioners Decree No.172/SK/KOM/2019 dated November 7, 2019 on Risk Oversight Committee Charter.

The ROC Charter governs the committee's duties and responsibilities, authority, membership structure, membership requirements, work mechanism, code of ethics, work hours, and meeting mechanism.

3. Structure and Membership of ROC

The ROC comprises 3 (three) members:

- An independent commissioner concurrently Head of the ROC;
- An independent party having expertise in risk management; and
- An independent party having expertise in finance.

Composition of members of the ROC as of December 31, 2019

Name	Position
Sumantri Slamet	Chairman (concurrently as Independent Commissioner)
Endang Swasthika Wibowo	Member (Independent Party)
Lianny Somyadewi D.	Member (Independent Party)

The appointment of members of the ROC of BCA was conducted by the Board of Directors Decision Letter No 144A/SK/DIR/2016 dated September 30, 2016 and was based on minutes of Board of Directors Meeting No 40/RR/KOM/2016 dated September 28, 2016.

Educational background, position, and work experience of members of the committee can be seen in the corporate profile section on page 82-83 of this 2019 BCA Annual Report.

4. Profile and Qualification of ROC Members

Sumantri Slamet

Educational background, position and work experience of members of the ROC can be seen in the corporate profile section on page 79 of this 2019 BCA Annual Report.

Endang Swasthika Wibowo

Educational background, position and work experience of members of the ROC can be seen in the corporate profile section on page 82 of this 2019 BCA Annual Report.

Lianny Somyadewi D.

Educational background, position and work experience of members of the ROC can be seen in the corporate profile section on page 83 of this 2019 BCA Annual Report.

5. Education or Training Activities

During 2019, members of ROC participated in the following training activities:

Name	Education/Training	Organizer	Location	Date
Sumantri Slamet	Is available in the Board of Commissioners Section – the subsection of Training Programs to Enhance Competence of the Board of Commissioners members on page 366 of this 2019 BCA Annual Report			
Endang Swasthika Wibowo	Advanced Bank Liquidity Management: Stress Test - Contingency Planning - and Funds Transfer Pricing	LMI	Yogyakarta, Indonesia	September 25-26, 2019
	Indonesia Knowledge Forum	BCA	Jakarta, Indonesia	October 8-9, 2019
	Indonesia Banking Expo	Indonesia Banks Association (Perbanas)	Jakarta, Indonesia	November 6, 2019

Name	Education/Training	Organizer	Location	Date
	Sharing Session "Navigating Change" by HDFC Bank (Housing Development Finance Corporation) India	BCA	Jakarta, Indonesia	December 6, 2019
	Sharing Session "The Ecosystem" by OVO, Tokopedia, HaloDoc and Djarum Group	BCA	Jakarta, Indonesia	December 6, 2019
Lianny Somyadewi D.	Treasury Dealer & Risk Management How to Mitigate Market Risk in Banks	LSPP	Jakarta, Indonesia	September 18, 2019
	Indonesia Knowledge Forum	BCA	Jakarta, Indonesia	October 8-9, 2019
	Sharing Session "Navigating Change" by HDFC Bank (Housing Development Finance Corporation) India	BCA	Jakarta, Indonesia	December 6, 2019
	Sharing Session "The Ecosystem" by OVO, Tokopedia, HaloDoc and Djarum Group	BCA	Jakarta, Indonesia	December 6, 2019

6. Term of Duty of ROC

The term of duty of the chairman and members of ROC shall expire upon the completion of the term of duty of the chairman who also serves as an IC. Accordingly, the term of duty of ROC members within this period resembles the term of duty of the Board of Commissioners, which will end upon the close of the Annual GMS of 2021.

7. Independence of ROC Members

All members of the committee are independent parties, not having financial relationships, management relationships, share ownership, and or familial relationships with members of the Board of Commissioners, members of the Board of Directors and/or controlling shareholders, also having business relationships that may influence their ability to act independently.

Independence Aspects of ROC are explained in the following table:

Independency Aspect	Sumantri Slamet	Endang S. Wibowo	Lianny Somyadewi D.
Having no financial relationship with the Board of Commissioners and Board of Directors.	√	√	√
Having no management relationship at the company, subsidiaries or affiliated companies.	√	√	√
Having no share ownership in the company.	√	√	√
Having no family relationship with the Board of Commissioners, Board of Directors, and or other members of the ROC.	√	√	√
Not serving as an officer at any political party or government office.	√	√	√

The requirements to be met by members of the ROC are, among others, as follows:

- a. Chairman of ROC can hold only 1 (one) other concurrent position as chairman at another committee of the BCA
- b. For ROC members who are independent parties, holding more than one position as an independent party at other committees in the Company or other banks is allowed as long as he or she:
 - 1) Meets the required competencies.
 - 2) Meets the independency criteria.
 - 3) Is able to keep BCA matters confidential.
 - 4) Observes the applicable code of conduct.
 - 5) Does not neglect the implantation of his or her duties as a member of BCA's ROC.
- c. For ROC members who are independent parties, they must originate from external parts of the ROC and have no financial and management relationship, share ownership and/or controlling shareholders or relationship with BCA that may influence his or her ability to act independently.
- d. Former members of Board of Directors or executive officers of the ROC or other parties having relationship with the ROC that may influence their ability to act independently are not allowed to become an independent party to serve on the committee, unless they have passed the cooling off period of 6 (six) months. This provision is not applicable for former Directors or executive officers whose duties are to conduct the oversight function.
- e. Members of the ROC shall possess high integrity, suitable experience, strong character and good morals.
- f. Member of the Board of Directors are not allowed to become a member of the ROC.

8. Duties and Responsibilities of ROC

Duties and responsibilities ROC among other:

- a. Assisting and giving recommendations to the Board of Commissioners in order to improve the effectiveness of oversight duties and responsibilities in risk management and ensuring that risk management policies are properly implemented.
- b. In regard with the process to provide recommendations, the ROC should:
 - 1) Evaluate the consistency between risk management policies and policy implementation.
 - 2) Monitor and evaluate the implementation of duties of ROC and the risk management work unit.
- c. Composing and/or updating the ROC's Charter and code of conduct.
- d. Administer other duties that are relevant with the ROC function as requested by the Board of Commissioners.

9. Authority of ROC

In implementing its function, the ROC has the following authority:

- a. To receive reports from the Board of Directors and management regarding significant risk management issues so as to be able to provide recommendations to the Board of Commissioners.
- b. To perform other activities in accordance with the guidelines of the ROC.

10. Policies and Meeting Implementation of ROC

ROC meetings are held at least 4 (four) times a year, as stipulated in the committee's charter. During 2019, the ROC held 14 (fourteen) meetings. For each meeting, there are minutes that state the dates of meetings, attendance of the ROC members, agenda, and meeting materials.

The list of ROC meeting attendance during 2019, are as follows:

Name	Number of Meetings	Attendance	Percentage
Sumantri Slamet	14	14	100%
Endang Swasthika Wibowo	14	14	100%
Lianny Somyadewi D.	14	14	100%

Agenda of the meeting is the following:

No	Date	Agenda
1	February 14, 2019	Review of Treasury Risk Management
2	February 20, 2019	Report of Risk Oversight to the Board of Commissioners for Q4 2018
3	March 27, 2019	Gap Analysis – Risk Matrix
4	April 16, 2019	Risk Control Discussion” Treasury
5	April 24, 2019	Strategic Risk: Internet Banking and Digital Banking Risiko Operasional: development of Information Technology Security
6	May 6, 2019	Review of Development program in Risk Oversight – Octagon
7	May 8, 2019	Risk Management Structure and Format – Management Risk Work Unit
8	May 15, 2019	Report of Risk Oversight to the Board of Commissioners for Q1 2019
9	June 26, 2019	Review of ROC Organizational Structure
10	July 31, 2019	Risk Analysis and Capital using the IRRBR Model
11	August 21, 2019	Risk Oversight Reporting to Board of Commissioners Q2 2019
12	October 30, 2019	Analysis on Reputation Risk
13	October 30, 2019	Review of Operational Risk: Human Error
14	November 13, 2019	Report of Risk Oversight to the Board of Commissioners for Q3 2019

11. Realization of Work Program and Implementation of Activities of ROC in 2019

The realization of the work program of ROC during 2019 are:

- a. Monitor the implementation of the duties of the committee, and those of the Risk Management Work Unit and ITSC.
- b. Analysis on BCA’s risk profile and specifically explored credit risk, operational, market, liquidity and reputation risk.
- c. Analysis on the results of stress tests of credit, market and liquidity risk.
- d. Ensured the implementation GCG was carried out well and in an appropriate manner. The committee also attended the GMS, Analyst Meeting and the Company’s national convention for fiscal 2020.
- e. Monitoring of the realized implementation of risk management, specifically on risk control and limit, liquidity and market risks, and monthly operational risks.
- f. Learnt new regulations and conducted a review of the compatibility of the ROC charter with the new regulations.
- g. Monitored and reviewed the implementation of the business continuity program, by ensuring that testing, simulations, socialization have been carried out, and worked with Internal Audit Division and the internal audit division to make a review of the Surabaya data center.

3. REMUNERATION AND NOMINATION COMMITTEE (RNC)

RNC was established to help the Board of Commissioners in the development of remuneration and nomination of the BCA.

1. Legal Basis

The establishment of the remuneration and nomination committee refers to the following:

- OJK Regulation No. 34/POJK.04/2014 on Remuneration and Nomination Committee for Issuer or Public Company.
- OJK Regulation No55/POJK.03/2016 on Governance Implementation for Commercial Banks.
- OJK Circular Letter No 13/SEOJK.03/2017 on Implementation Governance for Commercial Banks.
- Corporate Governance Guidelines.
- The Board of Commissioners Decree No.035/SK/KOM/2017 dated February,24 2017 concerning the Remuneration and Nomination Committee Structure.
- The Board of Directors Decree No.107A/SK/DIR/2016 dated August 10, 2016 on the Appointment of Members of Remuneration and Nomination Committee.

2. Principle Function of RNC

RNC was established to enhance the quality of top management through the remuneration and nomination policies by always taking into account the BCA's business sustainability.

3. RNC Guidelines

In performing its duties and responsibilities, RNC has its work guideline as stipulated in the governance guideline of supporting committee of Board of Commissioners Chapter and Board of Commissioners Decree No 035/SK/KOM/2017 on the Structure of Remuneration and Nomination Committee.

Work guidelines and procedures of the RNC cover:

- Composition and structure of membership.
- Duties and responsibilities.
- Work mechanism.
- Ethics and work hours.
- Meetings.
- Activity reporting system.
- Procedure for replacement of members.
- Term of office.
- Decision making and accountability.

4. Structure and Membership of the RNC

The structure and membership of RNC complies with OJK Regulation No.34/POJK.04/2014 on the Nomination and Remuneration Committee of Issuers or Public Companies.

In 2019, the BCA RNC consisted of:

- An Independent Commissioner as chairman of the RNC.
- The President Commissioner.
- An executive officer in charge of the HCM (human resources) Division who has knowledge regarding remuneration and/ or nomination system and succession plan.

Composition of RNC Members as of December 31, 2019

Name	Position
Raden Pardede	Chairman (concurrently as Independent Commissioner)
Djohan Emir Setijoso	Member (concurrently as President Commissioner)
Hendra Tanumihardja	Member (concurrently as Head of Human Capital Management Division)

The appointment of RNC members is undertaken by the Board of Directors Decree No.107A/SK/DIR/2016 dated August 10,2016 based on Minutes of Board of Commissioners Meeting No. 31/RR/KOM/2016 dated August 10, 2016.

5. Profile and Qualification of Members of RNC

Raden Pardede

Educational background, position and work experience of remuneration and nomination committee member can be seen in corporate profile section on page 78 of this 2019 BCA Annual Report.

Djohan Emir Setijoso

Educational background, position and work experience of remuneration and nomination committee member can be seen in corporate profile section on page 75 of this 2019 BCA Annual Report.

Hendra Tanumihardja

Educational background, position and work experience of remuneration and nomination committee member can be seen in corporate profile section on page 85 of this 2019 Annual Report.

6. Education or Training Activities

Throughout 2019, members of the RNC have participated in the following education or training activities.

Name	Education/Training	Organizer	Location	Date
Raden Pardede	Is available in the Board of Commissioners Section - the subsection of Training Programs to Enhance Competence of the Board of Commissioners members on page 366 of this 2019 BCA Annual Report			
Djohan Emir Setijoso	Is available in the Board of Commissioners Section - the subsection of Training Programs to Enhance Competence of the Board of Commissioners members on page 365 of this 2019 BCA Annual Report			
Hendra Tanumihardja	Agile Leadership & Strategic Visioning for Driving Innovation	National University of Singapore	Singapore	April 23, 2019
	Annual Conference ILO - Geneva	ILO	Geneva, Swiss	June 17-21, 2019
	BCA – NUS Executive Vice President Programme	National University of Singapore	Bogor, Indonesia	July 3-5, 2019
	Agile Organization	Pivotal Labs - Singapore	Singapore	August 25-28, 2019
	Training on General Management of Pension Fund	Association of Indonesia Pension Fund	Jakarta, Indonesia	November 18-21, 2019
	<i>Sharing Session "Navigating Change"</i> by HDFC Bank (Housing Development Finance Corporation) India	BCA	Jakarta, Indonesia	December 6, 2019
	<i>Sharing Session "The Ecosystem"</i> by OVO, Tokopedia, HaloDoc dan Djarum Group	BCA	Jakarta, Indonesia	December 6, 2019

7. Term of Duty of the RNC

The term of duty of the RNC members shall expire upon the completion of the term of duty of the chairman, who also serves as an Independent Commissioner, accordingly, the term of duty of RNC members within this period will end upon the close of the Annual GMS of 2021.

8. Independence of the RNC

Members of RNC have acted independently and met the independency aspect in compliance with applicable terms and in discharging their duties throughout 2019. Members of RNC have no financial, management, share ownership, and/or familial relations with members of the Board of Commissioners, members of the Board of Directors, and/or controlling shareholders, as well as business relationships with BCA that may influence their capability to act independently.

Independence Aspects of the RNC include the following:

Independency Aspect	Raden Pardede	Djohan Emir Setijoso	Hendra Tanumihardja
Having no financial relationship with the Board of Commissioners and Board of Directors.	√	√	√
Having no management relationship at the Company, subsidiaries or affiliated companies.	√	√	√
Having no share ownership in the Company.	√	√	√
Having no family relationship with the Board of Commissioners, Board of Directors, and or other members of the RNC.	√	√	√
Not serving as an officer at any political party or government office.	√	√	√

9. Duties and Responsibilities of the RNC

Duties and responsibilities of the RNC are:

- a. To evaluate the remuneration and nomination policies of the BCA.
- b. To give recommendations to the Board of Commissioners on:
 - 1) Remuneration policy for the Board of Commissioners and Board of Directors to be submitted to the GMS of BCA.
 - 2) Remuneration policy for all executive officers and employees to be delivered by the Board of Commissioners to the Board of Directors.
- c. To develop and recommend the selection and/or replacement systems and procedures of the members of Board of Commissioners and Board of Directors to the Board of Commissioners, to be further submitted to the GMS.
- d. To ensure that the remuneration policies of the BCA are in accordance with:
 - 1) Financial performance and fulfillment of reserves as governed under the prevailing laws and regulations;
 - 2) Individual performance;
 - 3) Fairness with peer group;
- e. To advise the Board of Commissioners; regarding prospective Board of Commissioners and/or Board of Directors to be submitted to the GMS.
- f. To recommend independent parties as prospective members of the AC and ROC to the Board of Commissioners.
- g. To review the policies regarding facilities provided for the Board of Commissioners and Board of Directors.
- h. To conduct other tasks as assigned by the Board of Commissioners related to remuneration and nomination in accordance with the prevailing provisions.
- i. To report needed to the Board of Commissioners the result of reviews and recommendations with regard to the tasks of the RNC.

In addition, pursuant to OJK Regulation No 34/POJK.04/2014 dated December 8, 2014 regarding Nomination and Remuneration Committee of Issuers or Public Companies, the RNC has the following duties and responsibilities:

- a. Relating to nomination function:
- 1) Providing recommendations to the Board of Commissioners on:
 - a) The composition of Board of Directors and/or the Board of Commissioners;
 - b) Policies and criteria required in the nomination process ;and
 - c) Performance evaluation policy for members of the Board of Directors and/or the Board of Commissioners.
 - 2) Assisting the Board of Commissioners to assess the performance of Board of Directors and/ or Board of Commissioners based on pre-established benchmarks as the evaluation material.
 - 3) Providing recommendations to the Board of Commissioners on the competence development of the Board of Directors and/or the Board of Commissioners.
 - 4) Nominating the candidates for Directors and/or the Board of Commissioners to the Board of Commissioners to be submitted to the GMS.
- b. Providing Remuneration Function:
- 1) Providing recommendations to the Board of Commissioners on:
 - a) Remuneration structure;
 - b) Remuneration policy;
 - c) Amount of remuneration.
 - 2) Assisting the Board of Commissioners to assess the performance compatibility with the remuneration received by each of the Board of Directors and/or Board of Commissioners.

10. Policies and Meetings Implementation of the RNC

The RNC holds meetings in accordance with the needs of the BCA, at the very least once every four months, as stipulated in the Financial Services Authority Regulation No. 34/POJK.04/2014 dated December 8, 2014 on Nomination and Remuneration Committee of Issuers or Public Companies. In 2019, RNC held 5 (five) meetings.

Minutes are prepared for each RNC meeting, describing the date of meetings, attendance of RNC members, meeting agenda, and meeting materials.

Attendance of RNC members in the meetings conducted throughout 2019 is described in the following table:

Name	Number of Meetings	Attendance	Percentage
Raden Pardede	5	5	100%
Djohan Emir Setijoso	5	5	100%
Hendra Tanumihardja	5	5	100%

Of the 5 (five) meetings, 2 (two) meetings were held to discuss nominations and 3 (three) were held to discuss remuneration:

No	Date	Agenda
1	February 27, 2019	Discussion Related to Nominations
2	March 6, 2019	Discussion Related to Nominations
3	March 6, 2019	Discussion Related to Remuneration
4	March 28, 2019	Discussion Related to Remuneration
5	April 16, 2019	Discussion Related to Remuneration

11. Policies Concerning Board of Directors Succession Plan

This Board of Directors succession policy covers:

- a. Develop and provide recommendations on systems and procedure of selection and or replacement of members of Board of Commissioners and Board of Directors to the Board of Commissioners, to be submitted to the GMS.
- b. Provide recommendations on prospective members of the Board of Commissioners and/or Board of Directors to the Board of Commissioners to be submitted to the GMS.
- c. Rotate the positions of each executive officer of BCA in order to prepare the executive officers to gain broad knowledge and experience as an officer at the head or branch offices.

12. Realization of Work Program of the RNC in 2019.

Throughout 2019, the RNC convened 5 (five) meetings and realized the committee's work programs as follows:

- a. Formulated recommendations for Board of Directors nominations for 2019.
- b. Formulated recommendations related to remuneration of the Board of Commissioners and/or the Board Directors.

13. Remuneration of the RNC

Remuneration paid to members of the for 1 (one) year is Rp63,620,908,119.00. Remunerations comprises salary/honorarium and other bonuses as the officer of BCA.

4. INTEGRATED GOVERNANCE COMMITTEE (IGC)

The IGC was formed by and is responsible to the Board of Commissioners of the BCA as the main entity in the financial conglomerate. The IGC was formed to assist the Board of Commissioners in monitoring the implementation of integrated governance.

1. Legal Basis

The establishment of an integrated governance committee refers to:

- OJK Regulation No. 18/POJK.03/2014 concerning the Implementation of Integrated Governance for Financial Conglomerates.
- OJK Regulation No. 33/POJK/04/2014 concerning Board of Directors and Commissioners of Issuers or Public Companies.
- OJK Circular Letter No. 15/SEOJK.03/2015 concerning the Implementation of Integrated Governance for Financial Conglomerate.
- The Board of Commissioners Decree of PT Bank Central Asia Tbk No. 37/SK/KOM/2015 dated February 26, 2015 on the Establishment of Integrated Governance Committee.
- The Board of Directors Decree No.160A/SK/DIR/2017 dated November 21, 2017 concerning the Revision of PT Bank Central Asia Tbk Integrated Governance Guidelines.
- The Board of Directors Decree No. 076/SK/DIR/2019 dated May 27, 2019 concerning Appointment of Members of the Integrated Governance Committee.

2. IGC Guideline and Code of Conduct

In carrying out its duties and responsibilities, IGC follows work guidelines contained in BCA's integrated governance guidelines.

The work guidelines and rules cover the following matters:

- Legal basis (reference).
- Position.
- Duties and responsibilities.
- Membership structure.

- Number and composition of Independent Commissioners.
 - Term of Duty.
 - Work mechanism.
 - Meeting provisions.
 - Minutes of meetings.
 - Reporting.
- b. Independent Commissioners representing and appointed by the Financial Services Institution in the Financial Conglomerate as a member;
 - c. An Independent Party as a member; and
 - d. Member of the sharia supervisory board from the Financial Services Institution in the Financial Conglomerate, as a member.

3. Structure and Membership of IGC

Membership of the committee must consist of:

- a. An Independent Commissioner from BCA (main entity) as the chairman concurrently as a member

Composition of IGC members as of December 31, 2019 is as follows:

Name	Position
Sumantri Slamet	Chairperson (concurrently independent commissioner of main entity)
Wimpie Rianto	Members (independent main entity)
Sulistiyowati	Member (independent commissioner of PT BCA Finance)
Gustiono Kustianto	Member (independent commissioner of BCA General Insurance)
Pudjianto	Member (independent commissioner of PT BCA Life Insurance)
Suyanto Sutjiadi	Member (Independent Commissioner of PT Bank BCA Syariah)
Sutedjo Prihatono	Member (Member of sharia supervisory board of PT Bank BCA Syariah)
Rudy Harjono	Member (BCA Finance Limited independent director)
Mendari Handaya	Member (independent commissioner of PT BCA Multi Finance formerly PT Central Santosa Finance)
Hendra Iskandar Lubis	Member (independent commissioner of PT BCA Sekuritas)

Number and Composition of Independent Commissioners

The number and composition of independent commissioners who are members of the IGC are adjusted to the needs of the financial conglomerate, as well as the efficiency and effectiveness in carrying out the tasks of the IGC, and heed the least representation of each financial service sector.

4. Members Profile

Sumantri Slamet

Educational background, position, and work experience of IGC member can be seen in corporate profile page 79 on this 2019 BCA annual report.

Wimpie Rianto

Educational background, position, and work experience of IGC member can be seen in corporate profile page 86 on this 2019 BCA annual report.

Sulistiyowati

The educational background, position and work experience of IGC Member can be seen in Corporate Profile page 87 on this 2019 BCA annual report.

Gustiono Kustianto

Educational background, position, and work experience of IGC Member can be seen in Corporate Profile page 87 on this 2019 BCA annual report.

Pudjianto

Educational background, position, and work experience of IGC Member can be seen in Corporate Profile page 88 on this 2019 BCA Annual Report.

Suyanto Sutjiadi

Educational background, position, and work experience of IGC Member can be seen in Corporate Profile page 88 on this 2019 BCA Annual Report.

Sutedjo Prihatono

Educational background, position, and work experience of IGC Member can be seen in Corporate Profile page 89 on this 2019 BCA Annual Report.

Rudy Harjono

Educational background, position, and work experience of IGC Member can be seen in Corporate Profile page 89 on this 2019 BCA Annual Report.

Mendari Handaya

Educational background, position, and work experience of IGC Member can be seen in Corporate Profile page 90 on this 2019 BCA Annual Report.

Hendra Iskandar Lubis

Educational background, position, and work experience of IGC Member can be seen in Corporate Profile page 90 on this 2019 BCA Annual Report.

5. Education or Training

Throughout 2019, members of the IGC participated in education programs or training as follows:

Name	Education/Training	Organizer	Location	Date
Sumantri Slamet	Can be seen in the chapter of the Board of Commissioners - training program in the framework of improving the competence of members of the Board of Commissioners on this 2019 BCA Annual Report.			
Wimpie Rianto	Indonesia Knowledge Forum	BCA	Jakarta, Indonesia	February 21, 2019
	Sharing Session "Navigating Change" by HDFC Bank (Housing Development Finance Corporation) India	BCA	Jakarta, Indonesia	December 6, 2019
	Sharing Session "The Ecosystem" by OVO, Tokopedia, HaloDoc and Djarum Group	BCA	Jakarta, Indonesia	December 6, 2019
Sulistiyowati	National Seminar "Anti Fraud Strategy In Multifinance Industry"	APPI	Jakarta, Indonesia	February 21, 2019
	Sharing Session "Navigating Change" by HDFC Bank (Housing Development Finance Corporation) India	BCA	Jakarta, Indonesia	December 6, 2019
	Sharing Session "The Ecosystem" by OVO, Tokopedia, HaloDoc and Djarum Group	BCA	Jakarta, Indonesia	December 6, 2019
Gustiono Kustianto	Workshop ISO 31000 - International Risk Management Standart ERM Guidance for The Implementation ISO-31004	CRMS Indonesia	Bandung, Indonesia	July 23-26, 2019
	Master Class Risk Governance for Senior Managers and Board Members	CRMS Global dan ERMA- Enterprise Risk Management Academy	Bali, Indonesia	December 4, 2019

Name	Education/Training	Organizer	Location	Date
Pudjianto	Risk Management: The Next Generations	Indonesian Pension Fund Association	Bali, Indonesia	December 5, 2019
	Digital & Risk Management in Insurance Seminar year 2019	Indonesia Life Insurance Association	Bali, Indonesia	September 25-27, 2019
	Sharing Session "Navigating Change" by HDFC Bank (Housing Development Finance Corporation) India	BCA	Jakarta, Indonesia	December 6, 2019
	Sharing Session "The Ecosystem" by OVO, Tokopedia, HaloDoc and Djarum Group	BCA	Jakarta, Indonesia	December 6, 2019
Suyanto Sutjiadi	Sharing Session "Navigating Change" by HDFC Bank (Housing Development Finance Corporation) India	BCA	Jakarta, Indonesia	December 6, 2019
	Sharing Session "The Ecosystem" by OVO, Tokopedia, HaloDoc and Djarum Group	BCA	Jakarta, Indonesia	December 6, 2019
Sutedjo Prihatono	Workshop Pre Ijtima Sanawi (Annual Meeting) DPS year 2019 in Sharia Banking	National Sharia Board - Indonesia Council of Ulama	Semarang, Indonesia	September 17, 2019
	Sharing Session "Navigating Change" by HDFC Bank (Housing Development Finance Corporation) India	BCA	Jakarta, Indonesia	December 6, 2019
	Sharing Session "The Ecosystem" by OVO, Tokopedia, HaloDoc and Djarum Group	BCA	Jakarta, Indonesia	December 6, 2019
Rudy Harjono	Sharing Session "Navigating Change" by HDFC Bank (Housing Development Finance Corporation) India	BCA	Jakarta, Indonesia	December 6, 2019
	Sharing Session "The Ecosystem" by OVO, Tokopedia, HaloDoc and Djarum Group	BCA	Jakarta, Indonesia	December 6, 2019
Mendari Handaya	Sharing Session "Navigating Change" by HDFC Bank (Housing Development Finance Corporation) India	BCA	Jakarta, Indonesia	December 6, 2019
	Sharing Session "The Ecosystem" by OVO, Tokopedia, HaloDoc and Djarum Group	BCA	Jakarta, Indonesia	December 6, 2019
Hendra Iskandar Lubis	Multifinance: Consumer Protection, Risk Management and Fraud Early Warning System in Digital Era	Indonesia Finance Company Association	Bali, Indonesia	April 26, 2019
	Sharing Session "Navigating Change" by HDFC Bank (Housing Development Finance Corporation) India	BCA	Jakarta, Indonesia	December 6, 2019

Name	Education/Training	Organizer	Location	Date
	Sharing Session "The Ecosystem" by OVO, Tokopedia, HaloDoc and Djarum Group	BCA	Jakarta, Indonesia	December 6, 2019

6. Term of Office of IGC Members

Tenure of the members of the IGC is the same as the tenure of BCA's Board of Commissioners (main entity), and can be reappointed for the next period. Tenure of the currently in charge members of the IGC will end at the closing of BCA's Annual GMS in 2021.

7. Independence of IGC Members

Independence and requirements of IGC members follow the independence and requirements of the Board of Directors and/or Board of Commissioners of the main entity and/or independence and requirements of the Board of Directors and/or Board of Commissioners of subsidiaries in the Financial Conglomerate.

8. Duties and Responsibilities of IGC

In carrying out its functions, the IGC has the following duties and responsibilities:

- a. Evaluate the implementation of integrated governance at least through assessing the adequacy of internal controls and implement the compliance function in an integrated manner.
- b. Provide recommendations to the Board of Commissioners of BCA as the main entity in the Financial Conglomerate to improve the Integrated Governance Guidelines.

9. Work Mechanism

The arrangements for the working mechanism of the IGC are as follows:

- a. The duties and responsibilities of the IGC are carried out through IGC meetings.
- b. In order to facilitate the implementation of tasks, the IGC assisted by the secretary of the committee to carry out secretarial tasks, which includes:
 - 1) Schedule meetings.
 - 2) Propose and contact the required resource person.
 - 3) Prepare and distribute invitations and meeting materials.
 - 4) Compile and distribute minutes of meetings.
- c. If needed, the IGC can invite speakers from members of the Board of Commissioners, the Board of Directors or other parties both from internal and external main entities and financial services institutions members of Financial Conglomerate.

10. Policy and Implementation of Meetings

The IGC holds meetings at least 1 (one) time in 1 (one) semester as stipulated in the committee charter. During 2019, the committee currently in charge held 4 (four) meetings.

Attendance of data committee members in IGC meetings during 2019 were as follows:

Name	Number of Meetings	Attendance	Percentage
Sumantri Slamet	4	4	100%
Wimpie Rianto	4	4	100%
Adhi Gunawan Budirahardjo ^{*)}	4	1	25%
Sulistiyowati ^{**)}	4	3	75%
Gustiono Kustianto	4	4	100%
Pudjianto	4	3	75%
Suyanto Sutjiadi	4	4	100%
Sutedjo Prihatono	4	2	50%
Rudy Harjono	4	4	100%
Mendari Handaya	4	3	75%
Hendra Iskandar Lubis	4	4	100%

Note :

^{*)} Based on the GMS of PT. BCA Finance dated March 13, 2019, the term of office of Mr. Adhi Gunawan Budirahardjo has ended

^{**)} Mrs. Sulistiyowati assuming the position since May 27, 2019.

Total meetings were convened as follows:

No	Date	Agenda
1	March 13, 2019	Evaluation of the implementation of integrated governance in semester II 2018
2	June 19, 2019	Review the implementation of BCA's Financial Conglomerate integrated risk management
3	September 18, 2019	Evaluation of the implementation of integrated governance in semester I 2019
4	December 11, 2019	<ol style="list-style-type: none"> 1. Update information related to subsidiary companies in the BCA financial conglomerate. 2. Follow up on the previous meeting. 3. Coordination between Internal Audit Division and subsidiaries.

11. Realization of Work Program and Activities of IGC Program in 2019

Throughout 2019, the IGC carried out IGC activities/work programs, such as, evaluating the implementation of integrated governance in the BCA's financial conglomerate. The evaluations were carried out, among others, through the presentation and discussion of the Integrated Internal Audit Report and the Integrated Compliance Report.

EXECUTIVE COMMITTEES OF THE BOARD OF DIRECTORS

BCA has 7 (seven) executive committees appointed by the Board of Directors to help carry out the duties of the Board of Directors. The executive committees are tasked with providing objective opinions to the Board of Directors and help to improve the effectiveness of the Board's systematic implementation, as well as contributing according to their areas of duty and responsibility. The executive committee under the Board of Directors are:

1. Asset and Liability Committee.
2. Risk Management Committee.
3. Integrated Risk Management Committee.
4. Credit Policy Committee.
5. Credit Committee.
6. Information Technology Steering Committee.
7. Personnel Case Advisory Committee.

1. ASSET AND LIABILITY COMMITTEE (ALCO)

ALCO is a permanent committee under the Board of Directors whose mission is to optimally achieve BCA's profitability levels, as well as ensuring liquidity risk, interest rate risk, and controlled foreign exchange risk through the establishment of policies and strategies for assets and liabilities management. ALCO is determined based on Board of Directors Decree No. 167/SK/DIR/2019 dated October 25, 2019 regarding the Asset Liability Committee Structure (ALCO) and Board of Commissioners Decree No. 197/SK/KOM/2019 dated December 23, 2019 regarding the Scope of Duties and Responsibilities of the Board Directors and the main organization structure at of PT Bank Central Asia Tbk.

1. Main Functions of ALCO

ALCO has the following functions:

- a. To establish and evaluate liquidity management policies and strategies to maintain liquidity in accordance with the applicable provisions, and to meet the BCA's liquidity needs, including unexpected fund requirements, while minimizing idle funds.
- b. To establish and evaluate policies and strategies related to market risks, including interest rate and foreign exchange risk.
- c. To establish and evaluate pricing policies and strategies for funding products, loans and inter-office accounts.
- d. To establish and evaluate policies and strategies in structuring investment portfolios.
- e. To establish and evaluate policies and strategies for arranging balance sheet structure by anticipating changes in interest rates to achieve maximum net interest margin.

2. Authority of ALCO

ALCO has the authority to take strategic decisions in the management of the BCA's assets and liabilities within parameters set by the Board of Directors. The authority of ALCO as follows:

- a. To establish interest rates on time deposits, savings, and current accounts.
- b. To establish lending rates.
- c. To establish funding and investment strategies.
- d. To establish hedging strategy where necessary.
- e. To establish limits relating to liquidity risk, interest rate risk, and foreign exchange risk according to the overall risk management policy.

3. Membership Structure of ALCO and Voting Right Status

Position	Served by	Status Voting Rights
Chairman (concurrently as member)	President Director	Reserve voting rights
Members	<ul style="list-style-type: none"> • Deputy President Director 1 • Deputy President Director 2 • Compliance and Risk Management Director • Corporate Banking Director • SME and Commercial Banking Director • Regional and Branch Network Director • Credit and Legal Director • Transaction Banking Director • Planning and Finance Director • Executive Vice President (EVP) in charge of Treasury and International Banking Division • Executive Vice President (EVP) in charge of the Corporate Banking Group • Executive Vice President (EVP) in charge of the Corporate Finance Division and the Corporate Communications and Secretariat Division • Head of the International Banking Division • Head of Treasury Division • Head of Corporate Finance Division • Head of Corporate Strategy and Planning Division • Head of the Corporate Banking, Transaction and Finance Group • Head of Commercial and SME Business Division • Head of Banking Transaction Product Development Division • Head of Banking Transaction Business Development and Marketing Division • Head of Banking Transaction Cooperation Solution Development Division • Head of Consumer Credit Business Division • Head of Risk Management Work Unit 	Reserve voting rights
Secretary	Senior Advisor Risk Management Work Unit in charge of Asset Liability Management (ALM)	No voting rights

ALCO Independency

All ALCO members have fulfilled the independence criteria and are able to carry out their duties independently.

4. Main Duties of ALCO Members

Voting ALCO members have main duties as follows:

- a. To provide input to the ALCO secretary for the preparation of meeting agenda and materials.
- b. To provide input in the form of information and analysis on the ALCO meeting, regarding:
 - Methodology for determining price of product funds and loans.

- Methodologies for measuring liquidity risk, interest rate risk and foreign exchange risk.
- Determination of the price of funds and loan products.
- Competitiveness of interest rates for funds and loan products.
- Competitor bank strategy
- Constraints on the application of ALCO's decision results
- Customer behavior and changes.

Charter

BCA has ALCO guidelines listed in the Decree of the Board of Directors No. 167/SK/DIR/2019 dated October 25, 2019 concerning the asset and liability committee structure (ALCO) to support the implementation of ALCO's duties and responsibilities.

5. Meeting of ALCO

The terms of ALCO meetings are as follows:

- ALCO meetings are held as necessary and at least 1 (one) every month.
- ALCO meetings meet quorum if attended by at least 1/2 (half) plus 1 (one) of the members, including the chairman or alternate, or attended by 6 (six) Directors, including the chairman or alternate.

6. Decision Making

The decision-making provisions are as follows:

- Decision making in relation to the exercise of ALCO's authority will only be taken through legitimate ALCO meeting decisions.
- ALCO meeting decisions are valid and binding if approved by 1/2 (half) plus 1 (one) of the members with voting rights present plus 1 (one) vote.

7. Frequency of ALCO Meetings in 2019

As of December 31, 2019, ALCO held 12 (twelve) meetings with the following details:

Position	Number of Meetings	Date	Attendance	Percentage
President Director ¹⁾	12	• January 24, 2019	12	100%
Deputy President Director ²⁾	3	• February 25, 2019	1	33%
Deputy President Director ³⁾	12	• March 28, 2019	8	67%
Deputy President Director	12	• April 29, 2019	5	42%
Credit and Legal Director	12	• May 27, 2019	12	100%
Corporate Banking Director	12	• June 24, 2019	10	83%
Commercial and SME Banking Director	12	• July 30, 2019	10	83%
Regional and Branch Network Director	12	• August 26, 2019	10	83%
Compliance and Risk Management Director	12	• September 20, 2019	11	92%
Banking Transactions Director	12	• October 25, 2019	7	58%
Planning and Finance Director	12	• November 27, 2019	7	58%
Executive Vice President (EVP) in charge of the International Treasury and Banking Division	12	• December 17, 2019	9	75%
Executive Vice President (EVP) in charge of the Corporate Banking Group	12		5	42%
<i>Executive Vice President (EVP) in charge of Corporate Finance Division and Corporate Secretary and Communication Division</i>	12		8	67%

Position	Number of Meetings	Date	Attendance	Percentage
Member Division Heads or Representing Officers:				
International Banking Division	12		12	100%
Treasury Division	12		12	100%
Finance and Planning Division	12		4	33%
Divisi Corporate Strategy & Planning ⁴⁾	9		7	78%
Corporate Banking and Corporate Finance Group	12		11	92%
Commercial and SME Business Division	12		12	100%
Banking Transaction Product Development Division	12		12	100%
Banking Transaction Business Development and Marketing Division	12		9	75%
Banking Transaction Cooperation Solution Development Division	12		4	33%
Consumer Credit Business Division	12		12	100%
Risk Management Work Unit	12		12	100%

Note:

¹⁾ Chairman of ALCO

²⁾ In accordance with Annual GMS of BCA dated April 11, 2019 - term of Deputy President Director has ended and there was no reappointment

³⁾ Assuming the position of Deputy President Director replacing Eugene K. Galbraith since October 3, 2019, previously assuming the position of Individual Banking Director

⁴⁾ Becoming ALCO member since April 2019

8. Report of Responsibility

Realization of the committee's work is reported through:

- Minutes of regular meetings.
- Minutes of special meetings held to discuss specific issues.
- Data and information related to the areas covered.
- Notes and ALCO's opinion regarding the minutes of meetings and relevant data and information.

9. Realization of Work Program in 2019

Throughout 2019, ALCO realized the following work programs:

- Compiled follow-up report on the previous ALCO meeting resolutions.
- Compiled economic parameters including inflation, Bank Indonesia term deposit, interest rates, Rupiah and USD yield curves, market liquidity, and Rupiah exchange rates.
- Liquidity reserves comprising primary and secondary Rupiah and foreign exchange reserves, Rupiah and foreign exchange fund structure, credit projection, liquidity projection and losses due to liquidity risk.

- Determined the banking book interest rate risk based on the earnings perspective (NII method) and economic value perspective (EVE method).
- Following up on developments in trading book and forex interest rate risks.
- Established a loan portfolio consisting of limits and outstanding loans and debtor classes.
- Determined yield and cost of funds in rupiah and foreign currency.
- Prepared asset liabilities management analysis.
- Established stress tests for liquidity risk and stress tests in exchange rate and trading book interest rates.
- Kept up with the development of banking funds to total banking.
- Discussed and decided on changes in fund and credit interest rates, prime lending rates and limits relating to Asset Liability Management (ALM).
- Reviewed the profit/loss simulation results in accordance with BCA ALM strategy.

2. RISK MANAGEMENT COMMITTEE (RMC)

RMC was established to ensure the risk management framework provided adequate protection against all BCA risks. BCA's risk management and structure refers to the Board of Directors Decree No. 120/SK/DIR/2019 dated August 6, 2019 concerning the Structure of The Risk Management Committee. The establishment of the RMC is also guided by:

- OJK Regulation No. 18/POJK.03/2016 dated March 16, 2016 concerning the Implementation of Risk Management for Commercial Banks.
- The Board of Commissioners Decree No.197/SK/KOM/2019 dated December 23, 2019 concerning the Duties and Responsibilities of Board of Directors and the Organizational Framework of PT Bank Central Asia Tbk.

1. RMC Main Core Functions

RMC has the following main functions:

- a. Compiling policies, strategies, and guidelines to implement risk management.
- b. Improving the implementation of risk management based on the results of evaluation of the effective implementation of the risk management process and system.
- c. Determining matters relating to business decisions that deviate from the normal procedures (irregularities).

2. Authorities of RMC

The RMC has the authority to assess and give recommendations concerning matters relating to the risk management for the Board of Directors to make decisions.

3. Structure, Membership of RMC and Voting Rights Status

Based on the Board of Directors Decree No. 120/SK/DIR/2019 dated August 6, 2019 concerning the Structure of the RMC, the structure, membership and voting status of the RMC are as follows:

Position	Served by	Voting Rights Status
Chairman (concurrently as member)	Compliance and Risk Management Director	Reserve voting rights
Permanent members ¹⁾	<ul style="list-style-type: none"> • All members of the Board of Directors • Executive Vice President of the Credit Risk Analysis Group (EVP GARK) • Head of Compliance Work Unit • Head of Internal Audit Division³⁾ 	Reserve voting rights
Non-permanent member ²⁾	<ul style="list-style-type: none"> • Executive Vice President in except EVP GARK • Work Units / Groups outside Permanent Members 	Reserve voting rights
Secretary (concurrently permanent member)	Head of Risk Management Work Unit/Substitute Officer	Reserve voting rights

Notes:

1) For concurrent position, the person only has one vote.

2) Presence is according to the topic discussed.

3) Do not have voting rights.

RMC Independency

All RMC members have fulfilled the independence criteria and are able to carry out their duties independently.

4. Main Duties of RMC Members

- a. Provide suggestions to the RMC secretary on topics and meeting materials to be discussed at the meeting of RMC.
- b. Provide information and analysis related to the topics discussed at the meeting of RMC.
- c. Topics that can be discussed at the meeting include:
 - The direction and objectives of BCA in formulating policies, strategies and guidelines for the implementation of risk management and changes if necessary.
 - Assessment of the effectiveness of the risk management framework implementation.
 - Developments and trends in total risk exposure from BCA and suggestions of an acceptable level of overall risk tolerance (risk appetite).
 - Results of studies regarding the total risk exposure faced by BCA and its impact.
 - Assess BCA's capital adequacy in dealing with the risk of losses arising using various stress testing scenarios.
 - Proposal for developing risk measurement methodologies, contingency plans in abnormal conditions (worst case scenario), and other approaches related to BCA risk management.
 - Matters requiring justification related to business decisions that deviate from normal procedures (irregularities).
 - Limits of authority, exposure, and concentration of the loan portfolio as well as other parameters aimed at limiting risk.

Charter

RMC has guidelines for carrying out its duties and responsibilities, based on Board of Directors Decree No. 120/SK/DIR/2019 dated August 6, 2019 concerning the RMC Structure.

5. RMC Meetings

The following are the conditions concerning RMC meetings:

- a. RMC meetings are carried out according to the needs and at least 1 (once) in 3 (three) months or 4 (four) times in 1 (one) year
- b. RMC meetings are legitimate if attended by at least 2/3 (two thirds) of permanent members or 1/2 (one half) of the permanent members by requesting the approval of all permanent members.

6. Decision Making

The following are the provisions concerning decision making:

- a. Decision making concerning the use of RMC authority is only made through the legitimate results of a committee meeting.
- b. The decisions of a RMC meeting valid and binding if approved by more than 1/2 (one half) of the number of members present.

7. Frequency of RMC Meetings in 2019

As of December 31, 2019, the committee held 4 (four) meetings with the following details:

Position	Number of Meetings	Date	Attendance	Percentage
President Director (Jahja Setiaatmadja)	4	• March 12, 2019	4	100%
Deputy President Director (Eugene K. Galbraith) ^{*)}	1	• May 6, 2019	1	100%
Deputy President Director (Suwignyo Budiman)	4	• November 18, 2019	3	75%
Deputy President Director (Armand W. Hartono)	4	• December 13, 2019	3	75%
Credit and Legal Director (Subur Tan) ¹⁾	4		4	100%
Commercial and SME Banking Director (Henry Koenafi)	4		4	100%
Regional and Branch Network Director (Erwan Yuris Ang)	4		4	100%
Corporate Banking Director (Rudy Susanto)	4		4	100%
Human Resource Director (Lianawaty Suwono)	4		1	25%
Compliance and Risk Management Director (Inawaty Handojo) ²⁾	4		4	100%
Banking Transactions Director (Santoso)	4		3	75%
Planning and Finance Director (Vera Eve Lim)	4		4	100%
EVP Credit Risk Analysis Group (GARK)	4		3	75%
Head of Compliance Work Unit	4		4	100%
Head of Risk Management Work Unit (Secretary)	4		4	100%
Head of Internal Audit Division	4		4	100%
EVP Corporate Finance Division and Corporate Communication and Secretariat Division ³⁾	1		1	100%
EVP Strategic Information Technology Group ³⁾	1		1	100%
Kepala Divisi Individual Customer Business Development ³⁾	1		1	100%
Head of Business Finance and Planning Sub-Division ³⁾	2		2	100%
Head of Electronic Banking Sub-Division ³⁾	1		1	100%

Note:

1) Served as chairman (Director of compliance and risk management) until September 2019.

2) Served as chair (Director of compliance and risk management) starting in October 2019.

3) The number of meetings for non-permanent members is in accordance with the invitations for the related discussion topic.

*) Number of meetings in line with effectively serving as Directors.

8. Accountability Reporting

Accountability and work realization of the RMC is reported through:

- Periodical written report at least in one year to the Board of Directors concerning the results of the routine RMC meetings.
- Written report to the Board of Directors concerning the results of special meetings held to discuss certain matters.
- Special report or activity report (if necessary).

9. Realization of RMC Work Unit Year 2019

Throughout 2019, RMC held 4 (four) meetings and accomplished the following work programs:

- Informing of new OJK Regulation related to legal lending limit (LLL) and provision of large funds.
- Informing related to Interest rate risk in the banking book (IRRBB) including reporting obligations and calculation results based on OJK Circular Letter.
- Inform related to the results of the Bottom Up Stress Test (BUST) 2018/2019.
- Inform the results of the review and update changes to the Informal Risk Appetite Statement.
- Inform BCA strategic risk related Digital Finance/ Fintech.
- Inform operational risk capital reserves using the Standardized Approach.

3. INTEGRATED RISK MANAGEMENT COMMITTEE (IRMC)

IRMC was established to ensure the risk management framework provides integrated and adequate coverage over all risks faced by BCA and its subsidiaries.

The committee's structure is determined based on the Board of Directors Decree No. 121/SK/DIR /2019 dated August 6, 2019 concerning the Integrated Risk Management Committee Structure.

The establishment of the committee refers to the OJK Regulation 17/POJK.03/2014 concerning Implementation of Integrated Risk Management for Financial Conglomerate.

1. Main Functions of IRMC

The RMC has the main function of providing recommendations to the Directors, which at least include:

- Compilation of integrated risk management policies.
- Revision or refinement of risk management policy based on evaluation results.

2. Authorities of IRMC

The IRMC is authorized to review and provide recommendations on risk management related matters for decisions by the Board of Directors.

3. Structure, IRMC Membership, and Status of Voting Rights

Position	Served by	Voting Rights Status
Chairman (concurrently member)	The director in charge of the integrated risk management function	Reserve voting rights
Permanent member ¹⁾	<ul style="list-style-type: none"> • All members of the Board of Directors • Head of Compliance Work Unit • Head of Internal Audit Division³⁾ 	
Non-permanent member ²⁾	<ul style="list-style-type: none"> • All Executive Vice Presidents • All Head of Divisions / Business Units / Groups / Work Units related to Subsidiary Companies, other than Permanent Members 	
1. Executive Officer		
2. Subsidiary Director ^{*)}	Directors who represent and are appointed by the Subsidiary	
Secretary (concurrently permanent member)	Head of Risk Management Work Unit/Alternate Officer	

Notes:

*) The number and composition are adjusted to the needs as well as the efficiency and effectiveness of the implementation of IRMC tasks by taking into account, among others, the representation of each financial service sector.

1) If there are concurrent positions, the person concerned only has one vote.

2) According to the topics discussed.

3) Do not have voting rights.

4. Main Duties of the IRMC

In carrying out its functions, the IRMC has the following main duties:

- Provide recommendations to the secretary of the IRMC regarding the topics and meeting materials to be discussed in the IRMC meeting.
- Provide input in the form of information and analysis related to the topics discussed at the committee meeting.

Topics that can be discussed at the IRMC meeting include:

- The direction and objectives of BCA in formulating policies, strategies and guidelines for the implementation of integrated risk management, and amendments as needed.
- Assessment of the effectiveness of the implementation of an integrated risk management framework.
- Developments and trends in integrated risk exposure and propose overall risk levels that can be taken (risk appetite) and risk tolerance.
- Results of study of the total integrated risk exposure and their impacts.
- Assess the Bank's capital adequacy in dealing with the risk of losses arising employing various stress testing scenarios.
- Propose development of risk measurement methods, contingency plans in abnormal conditions (worst case scenario), and other methods related to integrated risk management.

- Matters requiring justification related to business decisions that deviate from normal procedures (irregularities).
- Limit of authority, exposure, and concentration of the loan portfolio as well as other parameters aimed at limiting risk.
- Refining the implementation of integrated risk management periodically and incidentally as a result of changes in internal and external conditions that affect capital adequacy, risk profile, and ineffectiveness in the application of integrated risk management based on evaluation results.

5. Meetings of IRMC

The provisions of IRMC meetings are as follows:

- IRMC meetings are held as needed and at least 1 (one) every semester
- IRMC meetings are valid if attended by more than 1/2 (one-half) of permanent members, at least 51% (fifty one person) of the permanent members.

6. Decision Making

The following provisions regulate the decision-making process in the IRMC:

- Decision making related to the exercise of the IRMC's authority will only be carried out through legitimate IRMC meeting decisions.
- IRMC meeting decisions are valid and binding if approved by more than half of the members present.

7. Frequency of IRMC Meeting in 2019

As of December 31, 2019, the committee held 3 (three) meetings with the following details:

Position	Number of Meetings	Date	Attendance	Percentage
President Director ¹⁾	3	• May 27 th • September 2 • December 2	3	100%
Deputy President Director ¹⁾	3		1	33%
Deputy President Director ¹⁾	3		3	100%
Credit and Legal Director ¹⁾⁴⁾	3		3	100%
Commercial and SME Banking Director ¹⁾	3		2	67%
Regional and Branch Network Director ¹⁾	3		2	67%
Corporate Banking Director ¹⁾	3		3	100%
Compliance and Risk Management Director ^{1) 4)}	3		3	100%
Human Capital Director ¹⁾	3		1	33%
Banking Transaction Director ¹⁾	3		2	67%
Planning and Finance Director ¹⁾ (formerly PT Central Santosa Finance)	3		1	33%
Head of Compliance Work Unit ¹⁾	3		3	100%
Head of Risk Management Work Unit (Secretary) ¹⁾	3		3	100%
Head of Internal Audit Division ²⁾	3		3	100%
PT BCA Finance Director ²⁾	3		3	100%
PT BCA Multi Finance Director ²⁾	3		2	67%
PT BCA Syariah Director ²⁾	3		3	100%
BCA Finance Limited Director ²⁾	3		2	67%
PT BCA Sekuritas Director ²⁾	3		0	0%
PT BCA Insurance Director ²⁾	3		3	100%
PT BCA Life Director ²⁾	3		2	67%
PT Central Capital Ventura Director ²⁾	3		3	100%

Notes:

1) Permanent member

2) Non-permanent members

3) The number of meetings for non-permanent members is in accordance with the invitations for the related discussion topic

4) As of October 3, 2019, based on the Commissioner's Decree No. 157/SK/KOM/2019 there was a change of Director who led risk management from Mr. Subur Tan to Mrs. Inawaty Handoyo.

- Bank Royal has joined as a member of the BCA Financial Conglomerate as of November 14, 2019, but has not been invited to the KMRT Meeting.

8. Accountability Reporting

Responsibilities and work realization of the IRMC are reported through:

- Written reports periodically at least 1 (one) In a year to the Board of Directors, containing results of regular committee meetings.
- Written report to the Board of Directors regarding the results of special meetings held to discuss certain matters.
- Special reports or activity reports (if needed).

9. Realization of Work Program in 2019

Throughout 2019, IRMC realized the following work programs:

- Reviewed the implementation of the integrated risk management of the BCA Financial Conglomerate.
- Implemented sustainable finance.
- Requested OJK opinions related to integrated risk management.
- Performed IRMIS development updates.
- Compiled a report on the integrated risk profile of the first semester of the BCA Financial Conglomerate in 2019.

- Conduct an integrated stress test for the Financial Conglomerate of BCA in 2019.
- Discuss the concept of the proposed Financial Conglomerate of circuit breaker of BCA.

4. CREDIT POLICY COMMITTEE (CPC)

CPC was formed to direct the granting of credit through the formulation of credit policies in the framework to achieve prudent credit targets. BCA CPC has been validated through Board of Directors Decree No. 175/SK/DIR/2019 dated November 5, 2019 concerning the Structure of the Credit Policy Committee (CPC).

The establishment of the committee was based on:

- POJK 42/POJK.03/2017 dated July 12, 2017 concerning Obligations for the Compilation and Implementation of Credit Policies or Bank Financing for Commercial Banks.
- Board of Commissioners Decree No. 197/SK/KOM/2019 dated December 23, 2019 concerning the Duties and Responsibilities of the Board of Directors and the Main Framework of PT Bank Central Asia Tbk.

3. Structure, Membership, and Voting Status of CPC

Position	Filled By	Voting Status
Chairman (concurrently member)	President Director	Reserve voting rights
Permanent member ¹⁾	<ul style="list-style-type: none"> • Deputy President Director • Credit and Legal Director • Compliance and Risk Management Director • Corporate Banking Director ²⁾ • Commercial and SME Banking Director ²⁾ • Banking Transactions Director ²⁾ • Executive Vice President of the Credit Risk Analysis Group (EVP GARK) ²⁾ • Executive Vice President Group Corporate Banking and Corporate Finance (EVP GBKF) ²⁾ • Executive Vice President in charge of Treasury Division and International Banking Division (EVP DTR-DPI) ²⁾ • Head of Credit Risk Analysis Group and / or Head of Commercial & SME Business Division and / or Head of the Corporate Banking Transaction and Finance Group and / or Head of Consumer Credit Division and / or Head of Work Units under the Directorate of Banking Transactions and / or Head of the International Banking Division or Substitute Officer ²⁾ • Head of Internal Audit Division or Substitute Officer • Head of Compliance Unit or Substitute Officer 	Reserve voting rights
Secretary (concurrently permanent member)	Head of Risk Management Work Unit or Substitute Officer	Reserve voting rights

Notes:

1) Other directors have the right to attend CPC meetings, but without voting rights

2) According to the topics discussed.

1. Main Functions of CPC

The CPC has the following main functions:

- Assist the Board of Directors in formulating credit policies, especially those relating to the principle of prudence in credit.
- Monitor and evaluate the application of credit policies so they can be implemented consistently and consequently.
- Conduct periodic reviews of the Bank's basic credit policy.
- Monitor the development and condition of loan portfolios.
- Provide suggestions and corrective measures for the results of monitoring and evaluation that have been carried out.

2. Authorities of CPC

CPC has the authority to provide recommendations on corrective measures to the Board of Directors on matters relating to credit policy.

4. Duties and Responsibilities of CPC

CPC members have the following main tasks:

- Provide opinions to the CPC secretary in preparing the agenda and meeting materials.
- Provide input in the form of information and analysis at a committee meeting to make a CPC decision, regarding:
 - Development of credit policies (corporate loans, commercial loans, SME loans, Small Enterprises Loans, consumer loans, credit cards and interbank credit) in accordance with BCA's mission and business plan.
 - Compliance with statutory provisions in granting credit.
 - Development and quality of the overall credit portfolio.
 - The veracity of the exercise of authority to decide upon credit.
 - The veracity of the process of granting, developing, and quality of credit given to related parties and certain large debtors.
 - The veracity of the implementation of the legal lending limit (LLL).
 - Settlement of problem loans in accordance with the provisions of the credit policy.

- Bank fulfillment over the adequacy of the allowance for possible write-offs.
- Results of supervision of the application and implementation of the Bank's basic credit policy.

5. CPC Meeting

The following are provisions regarding CPC meetings:

- CPC meetings are held as needed and at least 1 (one) in a year.
- CPC meetings are valid if at least 2/3 (two thirds) of the members are present.

6. Decision Making

The decision-making provisions of the committee are as follows:

- Decision making in relation to the use of CPC authority can be carried out through circulation to CPC members or through legitimate committee meetings.
- Decisions through meetings or circulations to CPC members will be considered valid and binding if approved by more than 1/2 (half) the members present.

7. Frequency of CPC Member Meetings During 2019

As of December 31, 2019, the committee had held 1 (one) meeting with the following details:

Position	Number of Meetings	Attendance	Percentage	Remark
President Director (Jahja Setiaatmadja)	1	1	100%	
Deputy President Director 1 (Eugene K. Galbraith)	1	0	0%	When the committee meeting was held, he was no longer serving as Deputy President Director 1
Credit Director (Inawaty Handojo) ¹⁾	1	1	100%	
Corporate Banking Director ¹⁾ (Rudy Susanto)	1	1	100%	
Compliance, Law and Risk Management Director (Subur Tan)	1	1	100%	
Commercial and SME Banking Director ¹⁾ (Henry Koenafi)	1	1	100%	
Individual Banking Director ¹⁾ (Suwignyo Budiman) ^{**)}	1	NA	-	The topic of the CPC meeting was not related to consumer credit policy

Position	Number of Meetings	Attendance	Percentage	Remark
Banking Transactions Director ¹⁾ (Santoso)	1	NA	-	The topic of the CPC meeting was not related to the banking transaction policy
Executive Vice President in charge of Treasury Division and International Banking Division ¹⁾	1	NA	-	The topic of the CPC meeting was not related to treasury or international banking policies
Executive Vice President of the Credit Risk Analysis Group (EVP GARK) ¹⁾	1	1	100%	
Executive Vice President Group Corporate Banking Transaction and Finance (EVP GBKF) ¹⁾	1	1	100%	
Head of Credit Risk Analysis Group or substitute official ¹⁾	1	1	100%	
Head of the Commercial Business and SME Division or substitute officials ¹⁾	1	1	100%	
Head of Corporate Banking and Corporate Finance or substitute officials ¹⁾	1	1	100%	
Head of Consumer Credit Business Division or substitute officer ¹⁾	1	NA	-	The CPC meeting topic did not concern the consumer credit policy
Head of Work Unit under the Directorate of Banking Transactions or substitute officials ¹⁾	1	NA	-	The topic of the CPC meeting was not related to the banking transaction policy
Head of the International Banking Division or substitute official ¹⁾	1	NA	-	The topic of the CPC meeting was not related to international banking policy
Head of Internal Audit Division or substitute official	1	1	100%	
Head of Compliance Work Unit or substitute official	1	1	100%	
Head of Risk Management Work Unit or substitute official	1	1	100%	

Notes:

- The meeting was held on April 16, 2019.

¹⁾ In accordance with the topics discussed

^{*)} At the meeting held on April 16, 2019, the person concerned still held the position of Director of Credit

^{**)} When the meeting was held on April 16, 2019, he was still serving as Director of Individual Banking.

8. Accountability Reporting

The responsibility and realization of the work of the committee is reported through:

- Periodic written reports to the Board of Directors with a copy to the Board of Commissioners regarding the results of supervision, monitoring and evaluation of the implementation of the bank's credit policy base as well as suggestions for the necessary improvements.
- Reports related to data and other information relating to the results of monitoring and evaluation of activities.

9. Realization of the CPC work Program in 2019

Throughout the implementation of its management duties in 2019, the CPC carried out a work program, which provides recommendations on Internal Provisions in GARK Corporation for Disbursement and Monitoring of Investment Credit Facilities and Project Finance.

5. CREDIT COMMITTEE (CC)

CC was formed to assist the Board of Directors in evaluating and/or providing credit decisions in accordance with the authority limits set by the Board of Directors, as stipulated in the BCA articles of association and by taking into account business development without neglecting the prudence principle.

The establishment of the committee was determined through Directors Decree No. 176/SK/DIR/2019 dated November 5, 2019 concerning the Credit Committee Structure.

The formation of the CC refers to:

- OJK Regulation No. 42/POJK.03/2017 dated July 12, 2017 concerning Obligations for the Compilation and Implementation of Credit Policies or Bank Financing for Commercial Banks.
- Board of Commissioners Decree No. 197/SK/KOM/2019 dated December 23, 2019 regarding the Scope of Duties and Responsibilities of the Board Directors and the main organization structure at of PT Bank Central Asia Tbk.
- The Board of Directors Decree No. 094/SK/DIR/2017 dated July 31, 2017 regarding the Organizational Structure of Credit Risk Analysis Group (GARK).
- The Board of Directors Decree No. 178/SK/DIR/2019 dated November 8, 2019 concerning the Organizational Structure of the Corporate Banking, Transaction and Finance (GBKF) Group.
- Corporate credit provisions manual.
- Commercial credit provisions manual.

1. Main Functions of CC

The main functions of the CC are as follows:

- Provide direction and if necessary be able to conduct a more in-depth and comprehensive credit analysis
- Provide a decision or recommendation on the draft credit decision submitted by the referral /proposer related to:

- Large debtors
- Specific Industry
- Special requests from the Directors.
- To discuss credit applications that are the decisions of the Board of Directors that need the approval of the Board of Commissioners and the attached meeting minutes of meeting to seek approval from the Board of Commissioners (with exceptions for credit extension).
- Coordinate with the asset and liabilities committee (ALCO) in terms of aspects of credit funding and adjusting corporate loan interest rates.

CC Level

In carrying out its duties, the CC is grouped under the following credit categories:

- Corporate CC.
- Commercial CC.

2. Authorities of CC

The authority of the CC includes making credit decisions or providing recommendations for the draft of credit decisions, by referring to the provisions concerning the authority to approve credit as contained in the Corporate Credit Manual and Commercial Credit Manual.

The following is the scope of authority vested in the CC:

- In terms of level of authority:
 - The CC has the authority to approve credit in accordance with the authorized maximum amounts specified for each type of CC.
- In terms of object credit decisions:
 - Making credit decisions for corporate and commercial categories above a certain value.
 - Making decision on the proposed credit facility.
 - Determine plans for takeovers/ purchases of loans that have either been restructured or have not yet been restructured from other financial institutions.

3. Membership Structure of CC and Voting Rights Status

Based on the Board of Directors Decree No. 176/SK/DIR/2019 regarding the Credit Committee Structure, the structure, membership, and status of the CC voting status are as follows:

Structure, membership and Voting Status of the Corporate CC

Position	Served By	Voting Right Status ¹⁾
Chairman (concurrently as permanent member)	Credit and Legal Director	Reserve voting rights
Permanent members	President Director • Deputy President Director ¹ • Corporate Banking Director • EVP GARK • EVP GBKF ⁽²⁾ • EVP DTR-DPI ⁽²⁾	No voting rights
	• EVP GBKF ⁽²⁾ • EVP DTR-DPI ⁽²⁾	
Non-permanent members	• Other directors having the authority to decide on credit • Compliance and Risk Management Director (DCR) ³⁾	Reserve voting rights
Secretary (concurrently permanent member)	Head of GARK	No voting rights

Notes:

1) Decision making through meetings is done by a voting mechanism.

2) According to the topics discussed.

3) Has voting rights in terms of deciding credit settlement and matters relating to risk management.

Structure, Membership and Voting Status of Commercial CC

Position	Served By	Voting Right Status ¹⁾
Chairman (concurrently as permanent member)	Head of GARK based on compliance with commercial credit exposure handled	Reserve voting rights
Permanent members	• Commercial and SME Banking Director • Credit and Legal Director • EVP GARK • Head of Regional Office	No voting rights
	Compliance and Risk Management Director ³⁾	
Non-permanent members	Compliance and Risk Management Director ³⁾	No voting rights
Secretary (concurrently permanent member)	Credit Adviser	No voting rights

Notes:

1) Decision making through meetings is done by a voting mechanism

2) The duties of chairman can be substitute among the Head of Group in accordance to the commercial credit exposure that they handled

3) Has voting rights in terms of deciding credit settlement and matters relating to risk management.

4. Duties and Responsibilities of CC

Duties of the committee are:

- Provide direction, a more comprehensive credit analysis is carried out, if necessary, should the presented information be not sufficient for decision making.
- Provide consideration to the draft credit decisions submitted by provider of recommendation/referral.
- Decide on credit based on professional skills in an honest, objective, accurate, and thorough manner.

- Provide input to the secretary regarding the need for CC meetings.

5. CC Meetings

The following provisions govern CC meetings:

- CC meetings are held as needed, at least 6 (six) times within one year.
- CC meetings can be held and declared valid if attended by at least 3 (three) members having voting rights.
- CC meetings can be conducted through teleconferences.

- For the corporate CC, the Compliance and Risk Management Director or his substitute must attend each CC meeting.
- Commercial CC meetings can be held both at the head office and at the local regional office.
- Each CC meeting must be stated in the minutes of the meeting.

6. Decision Making

The following provisions govern the decision-making process:

- Decision making on credit can be made in approval of a decision draft, which is circulated in writing or memo circulation by email to the members of the CC or through legitimate CC meetings. If the circulated draft decision is not approved by one member of the committee, then the secretary needs to reschedule CC meeting immediately.

7. Frequency of CC Meeting in 2019

Through 2019, Corporate CC meeting hold by 20 (twenty) meetings commercial CC and hold by 5 (five) meetings. Meeting implementation and attendance rate of members of both the corporate CC and commercial CC during in 2019 are as follows:

Frequency of Meetings and Attendance of the Board of Directors at the Corporate CC in 2019

Position	Number of Meetings	Attendance	Percentage
President Director (Jahja Setiaatmadja)**	20	19	95%
Deputy President Director (Armand W. Hartono)****	20	7	35%
Deputy President Director (Eugene Keith Galbraith)**a	12	7	58%
Credit Director (Inawaty Handojo)*	20	19	95%
Corporate Banking Director (Rudy Susanto)**	20	20	100%
Commercial and SME Banking Director (Henry Koenafifi)***	20	13	65%
Individual Banking Director (Suwignyo Budiman)***	20	7	35%
Compliance and Risk Management Director (Subur Tan)***	20	16	80%
Regional and Branch Network Director (Erwan Yuris Ang)***	20	-	-
Banking Transactions Director (Santoso)***	20	1	5%
Human Resource Director (Lianawaty Suwono)****	20	1	5%
Finance and Corporate Secretariat Director (Vera Eve Lim)****	20	1	5%

- For the corporate CC, if the credit decisions taken at the committee meeting have not met the provisions concerning the Board of Directors' authority to decide on credit, the credit decision draft is circulated for approval of other the Board of Directors and/or the Board of Commissioners.
- Monitors and resource persons do not have voting rights in credit decisions.

Accountability of CC

Accountability of the CC is delivered through the minutes of CC meeting, circulated decision memorandum, and periodic committee reports.

Position	Number of Meetings	Attendance	Percentage
EVP GARK**	20	18	90%
EVP GBKF**	20	10	50%
EVP DTR-DPI**	20	-	-

Notes: Data as of August 31, 2019

* Chairperson (concurrently a permanent member)

** Permanent member

*** Non-permanent members

**** Other Directors

a Based on the BCA Annual GMS on April 11, 2019, the term of office of the Director has ended and has not been reappointed.

b Served as Director of Compliance & Risk Management starting in October 2019.

c Served as Deputy President Director starting in October 2019.

Frequency and Attendance Rate of Board of Directors in Commercial CC in 2019

Position	Number of Meetings	Attendance	Percentage
Credit Director (Inawaty Handojo)**	5	5	100%
Commercial and SME Banking Director (Henry Koenaifi)**	5	5	100%
Compliance and Risk Management Director (Subur Tan)***	5	1	20%
EVP GARK**	5	5	100%
Head of GARK*	5	5	100%
Head of Small and Medium Business Division in Commercial Business and SME****	5	1	20%
Head of Compliance Work Unit*****	5	2	40%
Head of Regional Office **	5	4	80%

Notes: Data as of December 31, 2019

* Chairperson (concurrently a permanent member)

** Permanent member

*** Non-permanent members

**** Interviewees

***** Monitors.

a Served as Director of Compliance & Risk Management starting in October 2019.

8. Realization of Meetings in 2019

Throughout the implementation of its management tasks in 2019, the corporate CC held 20 (twenty) meetings and the Commercial CC held 5 (five) meetings, with the realization of the meetings as follows:

Corporate CC Meeting Dates		Commercial CC Meeting Dates
January 10, 2019	June 18, 2019	January 10, 2019
February 7, 2019	June 25, 2019	March 27, 2019
February 26, 2019	July 9, 2019	May 6, 2019
March 26, 2019	July 18, 2019	July 8, 2019
March 28, 2019	July 23, 2019	August 27, 2019
April 4, 2019	August 1, 2019	
April 9, 2019	August 6, 2019	
April 16, 2019	August 13, 2019	
April 30, 2019	August 20, 2019	
May 14, 2019	August 29, 2019	

6. INFORMATION TECHNOLOGY STEERING COMMITTEE (ITSC)

The ITSC was established to ensure that the implementation of the information technology (IT) system is in line with the BCA's strategic plans, and that implementation aims to improve the BCA's competitive advantage through the utilization of appropriate IT functions. The ITSC was established based on the Board of Directors Decision No. 127/SK/DIR/2017 dated October 10, 2017 regarding the Structure of Information Technology Steering Committee.

Charter

The ITSC carries out its duties and responsibilities based on the Decree of the Board of Directors No. 128/SK/DIR/2017 dated October 10, 2017 concerning the Charter of Information Technology Steering Committee.

The establishment of ITSC is also guided by the following regulations:

- OJK Regulation No. 38/POJK.03/2016 concerning Application of Risk Management in the Use of Information Technology by Commercial Banks.
 - OJK Circular SEOJK No. 21/SEOJK.03/2017 regarding the Application of Risk Management in the Use of Information Technology by Commercial Banks.
 - The Board of Commissioners Decree No. 197/SK/KOM/2019 dated December 23, 2019 concerning the Duties and Responsibilities of the Board of Directors and the Organizational Framework of PT Bank Central Asia Tbk.
 - The Board of Directors Decree No. 095/SK/DIR/2017 dated July 31, 2017 concerning the Organizational Structure of the Strategic Information Technology Group (GSIT).
- The Board of Directors Decree No. 077/SK/DIR/2018 dated May 28, 2018 concerning the Revised Organizational Structure of the Strategic Information Technology Group (GSIT).
 - Basic policies for risk management in the use of information technology.

1. Main Functions of ITSC

The ITSC has the following main functions:

- To review and recommend IT strategic plans to be in line with BCA's business plans.
- To conduct periodic evaluations of IT support for BCA's business activities.
- To ensure IT investments provide added value to BCA.

2. Authorities of ITSC

The authority of the ITSC is as follows:

- Provide recommendations to the Board of Directors on IT strategic plans to align with BCA's strategic business activities.
- Provide recommendations for strategic steps to minimize the risk of BCA investment in the IT sector.
- Provide recommendations for investment feasibility in the IT sector that can contribute to the achievement of BCA's business objectives.
- Provide recommendations on the formulation of key IT policies, standards and procedures.

3. Structure, Membership and Voting Right Status of ITSC and Voting Rights Status

Based on the Board of Directors Decree No. 127/SK/DIR/2017 dated October 10, 2017 concerning the Structure of the Information Technology Steering Committee, the structure, membership, and status of the ITSC voting rights are as follows:

Position	Served By	Voting Right Status
Chairman concurrently member)	Director in charge of Information Technology	Reserve voting rights
Secretary (concurrently member)	Head of Data Management and IT Management Office Group ^{*)}	Reserve voting rights
Member ¹⁾	<ul style="list-style-type: none"> • Compliance and Risk Management Director • Regional and Branch Network Director • Executive Vice President of Information Technology (EVP IT) • <i>Strategic Information Technology Group (GSIT)</i>^{*)}: <ul style="list-style-type: none"> - Head of the Data Management and IT Management Office Group - Head of the IT Architecture and Service Quality Group - Head of Application Management Group - Head of the IT Infrastructure and Operation Group - Head of the Digital Innovation Solutions Group • Head of Enterprise Security Work Unit • Head of Risk Management Work Unit • Head of Compliance Work Unit • Head of Operations-Services Strategy and Development Division • Head of Unit for Main IT Users^{**)} 	Reserve voting rights
	• Head of Audit Internal Division	Reserve voting rights

Notes:

*) GSIT only has one vote which is represented by EVP TI

***) Participation in a meeting depends on the topic of the meeting that is relevant to the work unit concerned.

4. Duties and Responsibilities of ITSC

In carrying out its duties and responsibilities, ITSC is guided by the Board of Directors Decree No. 128 / SK / DIR / 2017 dated 10 October 2017 concerning the Charter of the Information Technology Steering Committee. ITSC has several responsibilities as follows:

- To review IT strategic plans to be in line with the strategic plans of BCA's business activities
- To review the effectiveness of strategic steps to minimize the risk of BCA investment in the IT sector
- To review investment feasibility in the IT sector that can contribute to the achievement of BCA's business objectives
- To review key IT policies, standards and procedures
- Monitor and ensure conformity of approved IT projects with IT strategic plans.
- Monitor and ensure the suitability of IT project implementation with agreed project plans (project charter).
- Monitor and ensure alignment between IT and management information system needs and the needs of the business activities of BCA.
- Monitor IT work performance and any effort to improve it.
- Monitor efforts to solve various problems related to IT, which cannot be resolved by the user work unit and IT work unit effectively, efficiently and on time.
- Ensure the adequacy and allocation of resources owned by BCA.

5. Meetings of ITSC

The following provisions govern committee meetings:

- ITSC meetings are held according to the needs of BCA, at least 4 (four) times in 1 (one) year.
- ITSC meetings can only be held if attended by at least 2/3 (two thirds) of the number of members invited and have voting rights.

6. Decision Making

Provisions related to decision making by the ITSC are as follows:

- Decision making in relation to the exercise of the ITSC's authority will only be made through a legitimate ITSC meeting decision.
- ITSC meeting decisions are valid and binding if agreed by at least half the number of members present and having voting rights plus 1 (one) vote.

7. Frequency of ITSC Meetings in 2019

As of December 31, 2019, the ITSC held 4 (four) meetings with the following details:

- March 20, 2019
- July 16, 2019
- September 27, 2019
- November 29, 2019.

Schedule and Frequency of ITSC Meetings in 2019

Position	Number of Meetings	Attendance	Percentage
Deputy President Director (Armand W. Hartono) ¹⁾	4	4	100%
Compliance and Risk Management Director (Inawaty Handojo) ²⁾	4	4	100%
Regional and Branch Network Director (Erwan Yuris Ang)	4	4	100%
Executive Vice President of Information Technology	4	4	100%
Strategic Information Technology Group (GSIT) ³⁾ :			
- Head of the Data Management and IT Management Office Group	4	4	100%
- Head of IT Architecture and Service Quality Group ⁴⁾	1	1	100%
- Head of Application Management Group ⁵⁾	-	-	-
- Head of the IT Infrastructure and Operation Group	4	4	100%
- Head of the Digital Innovation Solutions Group	4	4	100%
Head of the Enterprise Security Work Unit	4	4	100%
Head of Risk Management Work Unit	4	4	100%
Head of Compliance Work Unit	4	4	100%
Head of Operations-Services Strategy and Development Division	4	4	100%
Head of Internal Audit Division ⁶⁾	4	4	100%

Notes:

1) Chairman.

2) Served as Director of Compliance and Risk Management since October 3, 2019.

3) GSIT has only one vote represented by EVP TI.

4) Head of IT architecture and service quality group retires as of April 2019.

5) As of December 31, 2019 present the position of head of the application management Group is still vacant, so represented at the ITSC meeting by:

- SR IT Adviser Integration & Transactional Banking Application.
- SR IT adviser integration and business & back office application.

6) No voting rights.

8. Accountability Reporting

Accountability reports/realization of ITSC work is submitted through the minutes of ITSC meetings with the following conditions:

- ITSC members presence in the meeting has fulfilled the quorum.
- The results of the ITSC meeting must be stated in the minutes of the meeting and properly documented.
- Minutes of meetings are prepared by the secretary of ITSC and signed by the chair of the ITSC.

9. Realization of Work Programs of ITSC in 2019

Throughout 2019, the ITSC implemented work programs including:

- Evaluated and oversaw the implementation of IT strategic projects to be aligned with BCA's strategic corporate objectives and business direction.
- Evaluated the implementation of processes and technologies exercised in IT project development.
- Reviewed and oversaw strategic measures to minimize the risk of IT investment, reduce operating costs, and improve IT service levels.
- Monitored the use of the 2019 IT budget.
- Reviewed and evaluated new IT strategic projects, including:
 - a) Customers 360° to support customer profiling and know customer sentiment so as to be able to provide appropriate solutions.
 - b) Campaign management to support the effectiveness of campaign or marketing activities in accordance with the intended target customers.
 - c) Fraud Detection System to detect fraud by maximizing data such as location, time, and customer transaction patterns.

- Evaluated and oversaw IT initiatives implemented to support the delivery of IT strategic projects. These initiatives are:
 - a) Development of big data near real-time analytics capabilities to support business units in generating business-based solutions and BCA transactional banking services.
 - b) Development of a centralized and integrated data platform for reporting and predictive analytics needs to improve the digital customer experience.
 - c) Development of new data centers corresponding to the direction of business transformation and the increasing need for IT operational processing capacity in line with BCA's business growth.
 - d) Building new approaches to IT project development using lean and agile principles, which focus on the design of products and services that are appropriate for customers.
- Reviewed and evaluated the development of the capabilities of IT Human Resources and Management Office to be able to adapt to technological changes
- Reviewed and evaluated the IT Risk Management and IT Compliance Management Processes to Achieve Good IT Governance.

7. PERSONNEL CASE ADVISORY COMMITTEE (PCAC)

PCAC was formed by and reports to the Directors. The PCAC has the mission to provide recommendations to the Board of Directors regarding the resolution of cases that meet the principles of justice and equality through the review of violations and/or crimes committed by employees. PCAC is determined by BCA based on Board of Directors Decree No. 181/SK/DIR/2013 dated December 24, 2013 concerning the Personnel case Advisory Committee Structure.

PCAC is also guided by the following regulations:

- The Board of Directors Decree No. 021 /SK/DIR/2012 on February 6, 2012 concerning Amendment to Guidelines for Handling Violation Cases.
- The Board of Directors Decree No. 018/SK/DIR/2013 concerning Revision of Decree of Authority in the Scope of Human Resources at the Head Office.
- The Board of Commissioners Decree No. 197/SK/KOM/2019 dated December 23, 2019 concerning the Discipline of the Duties and Responsibilities of Directors and the Organizational Framework of PT Bank Central Asia Tbk.
- Guidelines for the Standardization of Branch Offices and Regional Offices.

3. Membership Structure of PCAC

The structure, membership and status of the committee's voting rights are regulated in the Board of Directors Decree No. 181/SK/DIR/2013 dated December 24, 2013 concerning the Structure of the Personnel Advisory Case Committee, which is as follows:

Position	Served by	Voting Rights Status
Chairman (concurrently member)	Head of Human Capital Management Division	Reserve voting rights
Members	<ul style="list-style-type: none"> • Head of Internal Audit Division • Head of Legal Group • Head of Operations-Services Strategy and Development Division 	Reserve voting rights
Non-permanent member	Head of Network Management and Regional Development Division	Reserve voting rights
Secretary (concurrently member)	Head of Audit Sub-Division of Branch Offices and Regional Offices	No voting Rights

Independency of PCAC

All PCAC members have fulfilled the independency criteria and are able to carry out their duties independently.

1. Main Functions of the PCAC

The PCAC has the following main functions:

- Examine cases of violations and/or crimes committed by employees that require a decision of the Board of Directors to follow up on the resolution.
- Provide recommendations to the Board of Directors in determining the follow-up settlements to the cases of violations and/or crimes, which include the imposition of sanctions, improvement of operational systems and procedures, as well as legal proceedings if necessary.
- Periodically review cases of violations and/or crimes being resolved decided by the Head of The Main Branch Office and the Head of Regional Office.
- Provide advice and direction (if needed) to branch offices and regional offices in handling violation and/or crime cases.

2. Authorities of the PCAC

The PCAC has the authority to provide suggestions/recommendations to the Board of Directors regarding the resolution of violations cases and/or crimes committed by employees.

4. Main Duties of the PCAC

The main task of committee members having voting rights is to provide input in the form of information, analysis and consideration at meetings to make proposals/recommendations regarding:

- Imposition of sanctions.
- Improvements in operational system and procedures.
- Legal proceedings.

If there PCAC members are unable to attend the meeting, his presence may be represented by other officials (at the Head of Sub-Division or Bureau Chief) appointed by the member concerned.

5. Meetings of the PCAC

Provisions regarding the implementation of PCAC meetings are as follows:

- Committee meetings are held as needed
- Voting rights are held by members
- Committee meetings meet quorum if attended by at least 2/3 (two thirds) of total members.

6. Decision Making

Provisions related to the decisions of committee meetings and decision making by the committee are as follows:

- Decision making related to the exercise of the committee's authority can only be made through legitimate committee meeting decisions
- Decisions made in committee meetings can be in the form of:
 - One recommendation to the Board of Directors agreed by all members ; or
 - More than one recommendation (if no mutual agreement is reached).

7. Frequency of the PCAC Meetings in 2019

As of December 31, 2019, the committee held 8 (eight) meetings with details:

Meeting Frequency PCAC in 2019

Position	Number of Meetings	Tanggal Rapat	Kehadiran	Persentase
Head of Human Capital Management Division ^{*)}	8	• January 28, 2019 • February 26, 2019	8	100%
Head of Internal Audit Division ¹⁾	8	• April 23, 2019 • May 28, 2019	8	100%
Head of Legal Group ^{1) 3)}	4	• July 9, 2019	3 ^{#)}	75%
Acting Head of Legal Group ^{1) 4)}	4	• August 8, 2019 • October 11, 2019	2 ^{#)}	50%
Head of Operations Strategy and Development Division - Services ¹⁾	8	• November 28, 2019	7 ^{#)}	87.5%
Head of Network Management and Regional Development Division ²⁾	8		7 ^{#) ##)}	87.5%

Notes:

*) Chairman

1) Permanent member

2) Non-permanent members

3) Pension as of July 1, 2019

4) Acting head of legal group since July 1, 2019

#) Unable to attend meetings

##) One meeting was represented by the head of regional and branch performance development subdivision.

8. Accountability Report

Accountability report on work realization of the committee’s is reported in:

- Minutes of committee’s regular meetings
- Minutes of the special committee meeting held to discuss certain matters.

9. Realization of Work Program of PCAC 2019

In performing its duties throughout 2019, the committee held eight meetings, and realizations of the work program were to provide input in terms of information, analysis and consideration to make recommendations for actions to be taken by the Board of Directors to resolve violations committed by employees that required the Board of Directors decision for settlement, including the imposition of sanctions and/or improvement of systems and operational procedures and/or legal proceedings.

CORPORATE SECRETARY

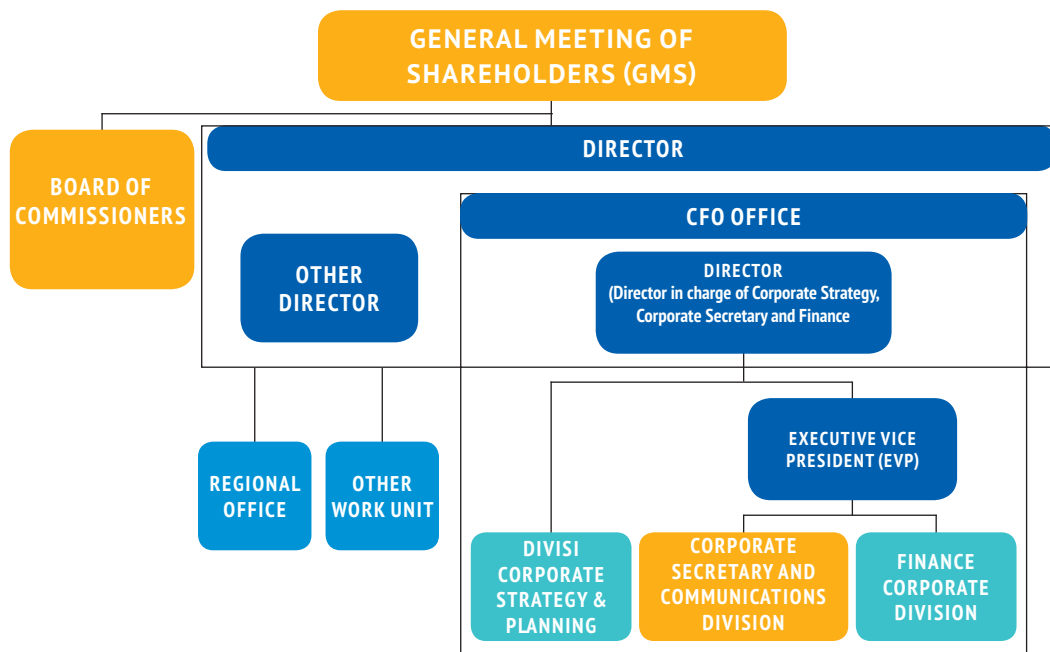
The establishment of the obligatory position of Corporate Secretary at BCA is based on POJK regulation No. 35/POJK.04/2014 on Corporate Secretary of Issuers or Listed Companies. Through the corporate secretary, BCA strives to improve the disclosure of information and communication to all stakeholders. The corporate secretary is also responsible for:

- Ensure BCA has implemented Good Corporate Governance principles;
- Manage the positive images and necessity of BCA;
- Maintain good relationship with all stakeholders;
- Support BCA’s business conducted by the management;
- Implement secretarial duties; and
- Ensure the compliance of BCA with all applicable regulations.

Structure and Position of the Corporate Secretary

The Corporate Secretary function at BCA is carried out by the Corporate Secretariat and Communications Division. BCA’s Corporate Secretary has a position as an Executive Vice President (EVP) position under the supervision of the director in charge of finance, planning and corporate secretary.

The division’s organizational structure is as follows:





Corporate Secretary Profile

In 2019, BCA appointed Raymon Yonarto as Corporate Secretary (effective since September 1, 2019) replacing Jan Hendra, who served in this position from October 1, 2016 to August 31, 2019.

Jan Hendra (October 1, 2016-August 31, 2019)

Appointed as Corporate Secretary since October 1, 2016, based on Decree No. 2235/SK/HCM-KP/A/2016 and served until August 31, 2019.

Jan Hendra is an Indonesian citizen and domiciled in Indonesia, and has had a career in the banking industry since 2005. Prior to serving as corporate secretary of the Company, he held various managerial positions within the consumer card business group (card center) as the Head of Marketing and Product Development (April 2013-September 2016), Head of the Consumer Card Portfolio Management (2012-2013), Head of Issuing Portfolio Management (2012), and Head of Business Development (2009-2012). He obtained a bachelor's degree in electrical engineering from Trisakti University, Jakarta (1997), and completed his post-graduate (S2) study in software systems engineering at University of Melbourne, Australia (2000).

Raymon Yonarto (September 1, 2019 - current)

Appointed as Corporate Secretary since September 1, 2019, based on Decree No. 2271/SK/HCM-KP/A/ 2019.

Raymon Yonarto has held various managerial positions in BCA as Head of the Finance and Planning Division (2011-2018), Corporate Secretary (2007-2011) and Head of Investor Relations (2005-2006). Prior to joining BCA, he served as vice president in the Indonesia Financial Sector Policy Committee (2002-2003), vice president in the Indonesian Bank Restructuring Agency (1998-2002), banking analyst at PT DBS Securities Indonesia (1996-1998), and at the accounting, finance and internal audit department, Modern Group (1994-1996).

He obtained his title Bachelor of Arts Major in Accounting from Philippines Christian University (1994) and MBA from Strathclyde University in the United Kingdom, (2004) where he attended as a Chevening Scholar.

Competence Development and Training Programs

In support of the conduct of his duties, the Corporate Secretary has followed the development of competence and training courses throughout 2019, as follows:

Name	Training Topic/Conference	Organizer	Location	Date
Jan Hendra	Mandiri Investment Forum	Mandiri Sekuritas	Jakarta, Indonesia	January 31 – February 1, 2019
	CFA Level 2 Training Program	BINUS Business School	Jakarta, Indonesia	February 9 – May 25, 2019
	UBS Indonesia Conference	UBS	Jakarta, Indonesia	March 5, 2019
	Nomura Investment Forum	Nomura	Singapore	May 27 – 28, 2019
	13 th Annual Indonesia Conference	CGS CIMB	Bali, Indonesia	June 27 – 28, 2019
	Agile Leadership & Strategic Visioning for Driving Innovation	National University of Singapore, NUS Business School	Bogor, Indonesia	July 3 - 5, 2019
	Citi Indonesia Investor Conference	Citigroup	Jakarta, Indonesia	August 6, 2019
	The 10 th Annual Collaborative Indonesia Corporate Day "Best of Indonesia 2019"	Daiwa Capital Markets, IDX & PT Bahana Sekuritas	Tokyo, Japan	October 3 - 4, 2019
Raymon Yonarto	22 nd Credit Suisse Asian Investment Conference	Credit Suisse	Hong Kong	March 25 – 26, 2019
	Agile Leadership & Strategic Visioning for Driving Innovation	National University of Singapore, NUS Business School	Bogor, Indonesia	July 3 - 5, 2019
	Asia Pacific CEO-CFO Conference	JP Morgan	New York, USA	September 4 - 5, 2019
	The 10 th Annual Collaborative Indonesia Corporate Day "Best of Indonesia 2019"	Daiwa Capital Markets, IDX & PT Bahana Sekuritas	Tokyo, Japan	October 3 - 4, 2019
	Indonesia Knowledge Forum	BCA	Jakarta, Indonesia	October 8 - 9, 2019
	18 th Annual Asia Pacific Summit	Morgan Stanley	Singapore	November 21 - 22, 2019
	<i>Sharing Session "Navigating Change" by HDFC Bank (Housing Development Finance Corporation) India</i>	BCA	Jakarta, Indonesia	December 6 2019
	<i>Sharing Session "The Ecosystem" by OVO, Tokopedia, HaloDoc and Djarum Grup - BCA - Jakarta, Indonesia.</i>	BCA	Jakarta, Indonesia	December 6 2019

Corporate Secretary Functions

In accordance with POJK No. 35/POJK.04/2014, the functions of the BCA corporate secretary include:

1. To keep updated with the developments in the capital market, especially regarding laws and regulations applicable to the capital market;
2. To provide input to the Board of Directors and the Board of Commissioners to comply with the provisions of capital market laws and regulations;
3. To assist the Board of Directors and the Board of Commissioners in the implementation of corporate governance, covering:
 - a. Information disclosure to the public, including information available on BCA's website;
 - b. Timely reporting to the OJK;
 - c. Organization and documentation of general meeting of shareholders;
 - d. Organization and documentation of meetings of the Board of Directors and/or Board of Commissioners;
 - e. Implementation of orientation program for the Board of Directors and/or Board of Commissioners.
4. To serve as BCA's liaison with the BCA shareholders, the OJK, and other stakeholders.

Based on Board of Directors Decree No. 136/SK/DIR/2019 dated August 30, 2019 on Implementation of Sustainable Finance at PT BCA Tbk, the Secretariat and Communications Division, has the following tasks:

1. Build and manage the BCA image and be responsible for the secretarial duties of a listed company, integrated corporate governance, corporate communications, and investor relations.
2. Maintain and improve BCA's credibility and financial reputation within the wholesale financial markets community, so as to facilitate BCA's access to funding from the markets as needed.
3. Implement, ensure and monitor all aspects of integrated corporate governance as a listed company in accordance with applicable rules and regulations; to ensure access to transparent information for shareholders, capital market authorities, analysts and the general public through BCA website, periodic and annual reports and other forms of reporting.
4. Develop a sustainable finance culture and to disseminate such culture to all relevant parties within the Company in order to achieve a sustainable performance.
2. Conducted Self-Assessment on the Implementation of Corporate Governance and Integrated Governance.
3. Prepared the Corporate Governance Implementation Report.
4. Prepared the Corporate Social Responsibility Report
5. Adjusted the implementation of corporate governance with the provisions from regulators.
6. Organized the Porseni in celebration of BCA's 62nd Anniversary.
7. Organized a Public Expose (with investor relations)
8. Organized Press Conference and Analyst Meeting
9. Organized National Work Meeting (with other work units).
10. Issued press releases on BCA's performance and progress
11. Conducted reviews and updates on the BCA corporate communications material and media for external and internal audience, such as updates on the corporate governance and investor relations sections at the BCA website, issuer's reports to regulators, Info BCA magazine, etc.
12. Conducted reviews and updates on BCA's corporate governance-related policies along with other related units, including updates on BCA's Corporate Governance Guidance, Affiliated Transaction Policy, Annual Disclosure Policy, etc.

Brief Description of the Implementation of Corporate Secretary Duties in 2019

In 2019, the corporate secretary conducted the following activities, among others:

1. Convened the annual general meeting of shareholders and the extraordinary general meeting of shareholders.

Corporate Secretary Report in 2019

Throughout 2019, the corporate secretary discharged the following tasks and responsibilities:

- a. To keep abreast of developments in the capital market, especially on laws and regulations applicable to the capital market

No.	Subject	Description
1.	Corporate actions	<ul style="list-style-type: none"> - Convened the Annual GMS for financial year 2018 on April 11, 2019 - Convened the 2019 Extraordinary GMS on June 20, 2019 - Coordinate the acquisition of PT Bank Royal Indonesia and the acquisition of PT Rabobank International Indonesia - Coordinate payment of interim dividend and the cash dividend
2.	Implementation of capital market regulations	<ul style="list-style-type: none"> - Implementation of OJK Regulation No. 11/POJK.04/2017 concerning Report of Ownership or Changes to Ownership of Shares of Listed Companies - Coordination with regard to the preparation of Sustainable Finance Action Plan (RAKB).

- b. To provide input to the Board of Directors and the Board of Commissioners to comply with the provisions of capital market laws and regulations

No.	Subject	Description
1.	Analysis of Capital Market Provisions	<p>Analysis on capital market provisions is contained in:</p> <ol style="list-style-type: none"> Memos addressed to the Board of Directors and/or the Board of Commissioners through the secretary to the Board of Directors concerning fulfillment of good corporate governance implementation, namely Memorandum No. 237/MO/DCS/2019 dated August 29, 2019. BCA internal portal (MyBCA) in the hotspot section, with links to related GCG articles: <ol style="list-style-type: none"> Annual Report. Internal audit charter. Investigations in the Capital Market Sector. Reporting for Commercial Banks OJK Reporting System. Summary of Amendment to OJK Regulation on Pre-emptive rights. Summary of Amendment to the Regulation on the Planning and Organizing of General Meeting of Shareholders of Public Company. The re-examination for the bank's primary parties. Buyback of Shares Issued by Public Company. Merger or foundries of Public Company. Special Provision on the Listing of Shares and Equity Securities issued by listed companies other than Stock at the Accelerated Board.
2.	Input/opinion	<ul style="list-style-type: none"> - Review and analyse of Affiliated Transaction at BCA. - Meetings and training for the Board of Commissioners and Board of Directors. - Formulation of the Sustainable Finance Action Plan. - Follow-up on fulfillment of ASEAN Corporate Governance Scorecard.
3.	Adjustment of corporate governance implementation with the latest provisions such as Bank Indonesia regulations, OJK regulations, and ACGS provisions	<ul style="list-style-type: none"> - Update Corporate Governance Guideline.* - Update Affiliated Transaction Policy.* - Conduct mapping of the integrated governance within the BCA Financial Conglomeration. <p>* Review and policy formulation conducted in coordination with other relevant work units.</p>

- c. To assist the Board of Directors and the Board of Commissioners in the implementation of corporate governance, covering:

No.	Subject	Description
1.	Information disclosure to the general public, including information available at the website of issuer or listed company	<ul style="list-style-type: none"> - Review and improvement of the corporate governance section of BCA website. - Provision of disclosure of information/investor news for investors and the general public, accessible at BCA's website https://www.bca.co.id/en/Tentang-BCA/Hubungan-Investor/Berita-Investor. - Provid of BCA reports on BCA's website, including: <ol style="list-style-type: none"> Annual report (https://www.bca.co.id/en/Tentang-BCA/Hubungan-Investor/Laporan-Tahunan) Monthly, Quarterly and Annual Financial Statement (https://www.bca.co.id/en/Tentang-BCA/Hubungan-Investor/Laporan-Keuangan); Corporate Governance Report (https://www.bca.co.id/en/Tentang-BCA/Tata-Kelola-Perusahaan/Tata-kelola) Integrated Governance Implementation Report (https://www.bca.co.id/en/Tentang-BCA/Tata-Kelola-Perusahaan/Tata-kelola) Sustainability Report and/or Corporate Social Responsibility Report (https://www.bca.co.id/en/Tentang-BCA/Korporasi/Cari-Tahu-Tentang-BCA/sustainability-report)

No.	Subject	Description
	Information disclosure to the general public, including information available at the website of issuer or listed company (continued)	<ul style="list-style-type: none"> - Disclosure of information on Recovery Plan 2019 accessible at the BCA website: (https://www.bca.co.id/~media/Files/product-files/20190520-pengungkapan-rp-2019-indonesia) - Disclosure of information related to Corporate Action Acquisition of Bank Royal https://www.bca.co.id/~media/Files/Report/RUPS/20190426-rencana-rancangan-akuisisi-IN.ashx - Information disclosure related to the change of Corporate Secretary https://www.bca.co.id/~media/Files/gcg/20190903-Keterbukaan%20Informasi%20Penggantian%20Corsec.ashx - Disclosure of Information on Affiliated Transaction. - providing interim dividend payment schedule information and cash dividends - provide disclosure of information related to corporate actions (acquisition of PT Rabobank International Indonesia)
2.	Timely reporting to OJK	<ul style="list-style-type: none"> - Conducting the Self Assessment on Corporate Governance Implementation for the first semester in 30 July 2019 and for the second Semester in 30 January 2020, and reporting the assessment results to OJK - Submitting reports or correspondences related to implementation of corporate governance and capital market provisions to OJK and the Indonesia Stock Exchange as described in the section on access to information in this Annual Report. - Submitting the Annual Good Corporate Governance Implementation Report - Conducting the self-assessment on integrated corporate governance in financial conglomeration for the first Semester in 14 August 2019 and for the second Semester in 17 February 2020, and reporting the assessment results to OJK. - Submitting reports or correspondences related to implementation of integrated corporate governance to OJK and the Indonesia Stock Exchange as described in the section on access to information in this Annual Report.
3.	Organization and documentation of general meeting of shareholders (GMS)	<p>Organizing the Annual GMS and the Extraordinary GMS, and the proper documentation of data on BCA Annual GMS and Extraordinary GMS comprising of the notice, invitation, and results of the Annual GMS and the Extraordinary GMS, through:</p> <ul style="list-style-type: none"> - The BCA website at https://www.bca.co.id/en/Tentang-BCA/Tata-Kelola-Perusahaan/Aksi-Korporasi. - Documentation data collection (softcopy and hardcopy) by the Corporate Secretariat and Integrated GCG Bureau - Corporate Secretary and Corporate Communication Division.
4.	Organization and documentation of meetings of the Board of Directors and/or Board of Commissioners	<p>Meetings of the Board of Directors and/or Board of Commissioners are documented by the Board of Directors bureau. Quarterly, the bureau submits the documentation data on such meetings to the Corporate Secretariat and Integrated GCG Bureau - Corporate Secretary and Corporate Communication Division, for data collection.</p> <p>The number of meetings of the Board of Directors and/or Board of Commissioners in 2019 is presented in the section on meetings of the Board of Directors and Board of Commissioners in this Annual Report.</p>
5.	Implementation of orientation program for the Board of Directors and/or the Board of Commissioners	<p>An orientation program is provided for new members of the Board of Directors and /or Board of Commissioners. The report of the orientation program is presented in the sections on Board of Directors and Board of Commissioners in this Annual Report.</p>

- d. To serve as BCA's liaison with the Company's shareholders, the OJK, and other stakeholders:

No.	Subject	Description
1.	Organization of public expose	Conducted a Public Expose (with investor relations) on August 21, 2019, at the Indonesia Stock Exchange. BCA has reported the proceedings of the Public Expose to the Indonesia Stock Exchange as per regulations.
2.	Organization of press conferences and analyst meetings	In 2019, Press Conferences and Analyst Meetings were conducted on: <ul style="list-style-type: none"> - February 28, 2019 (regarding the position in quarter IV-2018) - April 25, 2019 (regarding the position in quarter I-2019) - July 24, 2019 (regarding the position in quarter II-2019) - October 28, 2019 (regarding the position in quarter III-2019)
3.	Internal communications and events	<ul style="list-style-type: none"> - Organized a National Work Meeting on December 5-6, 2019, (with other relevant work units). - Conducted optimum internal communications through internal media such as updates on news clippings, Info BCA magazine, TV Plasma, etc.
4.	Corporate communications material	<ul style="list-style-type: none"> - Updated the Corporate Governance section in BCA's website. - Managed and Updated the information presented in the BCA's website in accordance with prevailing regulations. - Issued Press releases on the BCA's performance and progress. The report on 2019 press releases is presented in the access to information section in this annual report. - Conducting corporate communications material such as the Company's published financial statements through the mass media, advertisement on national holidays, and others. - Developing and implementing the BCA's sponsorship activities in accordance with Company policies.

Information Disclosure Report

Throughout 2019, BCA has disclosed information to the public, both in Bahasa and in English, through the mass media, the BCA's website, and the IDX website. BCA has also submitted periodic reports to the IDX, the OJK Capital Market and/or OJK Banking Supervision Department, and Integrated SPE-IDX e-reporting sites. The information disclosure report is presented in the access to information section in this Annual Report.

MAIN DUTIES OF INVESTOR RELATIONS

Main Duties of Investor Relations

The main duties of investor relations is representing Board of Directors in its relationship with the community of investors and capital market, comprising:

- Communicate to the investors, potential investors, analysts, and the capital market community in general related to the development of performance, strategies and achievements as well as other important information of the company in a proportional, accurate, timely and in accordance with applicable regulations.
- Prepare material and carry out road show activities, analyst meetings, and conference calls.
- Inform various aspects related to BCA's shares and performance and financial reports to interested parties, such as analysts, investors, and potential investors.
- Manage relationships with analysts, fund managers, experts, and economic observers (especially stocks).
- Monitor and report to the Directors on the results of analysts' evaluations of BCA's performance and share price on a regular basis.

- Coordinate the corporate rating process and provide development proportionally, accurately, on time to the performance agencies, strategies and achievements and other important company information to rating agencies
- Supports the preparation, publishing and distribution of annual reports to investors / analysts.
- Providing BCA financial data and information to investors and the capital market community.

Activities of Investor Relations

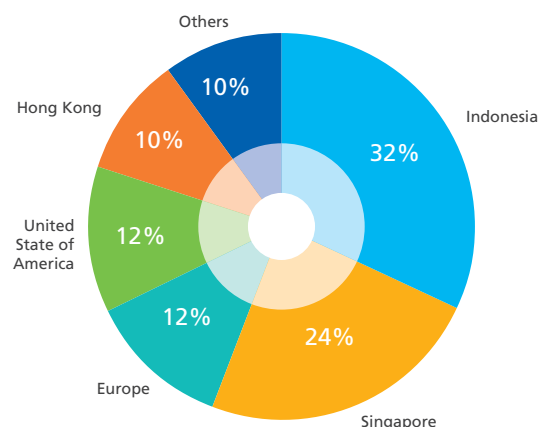
Investor Relations maintains communication with the finance and capital market communities in order to provide them with precise and accurate perspectives on the performance, business prospects and any other information deemed necessary for investors to make decisions. Investor relations activities must continuously uphold the principles of confidentiality and equal treatment for all investors.

BCA always maintain communication with shareholders through holds an analyst meeting to expose its performance every quarter. BCA also actively attends conferences and non deal road shows held by securities companies that bring together BCA with domestic and global investors. Apart from that, the Company also receives visits from investors and holds conference calls in line with investor’s requests.

Statistics of BCA Investor Relations’ Activities in 2019 and 2018

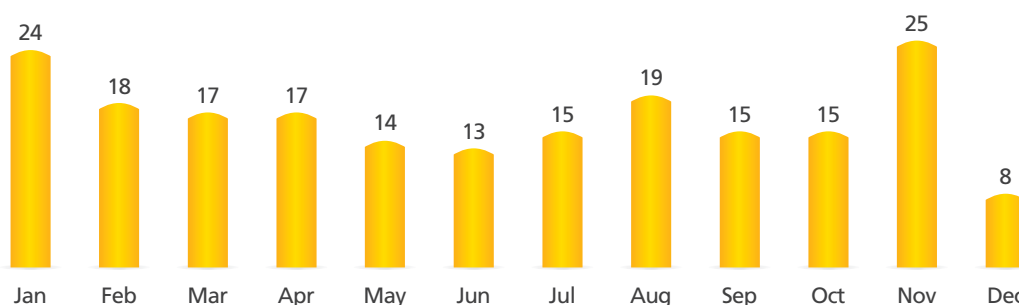
	2019	2018
Analyst Meeting & Public Expose	5	5
Non-deal road show	3	3
Investor’s Conferences (domestic and international)	12	13
Investor’s Visit	135	132
Conference call	45	46
Total	200	199

During 2019, the number of participants in investors visits and conference calls was 364 (three hundred and sixty four) people, comprising of people from the following countries:



Remark:
*) Others come from South Korea, the United Arab Emirates, Malaysia, India, South Africa, Taiwan, etc.

Monthly Frequency of Investor Relations’ Activity in 2019



The monthly average of Investor Relations activities in 2019 was 16 (sixteen) activities per month.

Investor Relations Contact

The Company’s Investor Relations can be reached through :

PT Bank Central Asia Tbk

Menara BCA 20th Floor

Jl. MH Thamrin No.1

Jakarta

Telp. : +62 21 235 88000

Email : investor_relations@bca.co.id

INTERNAL AUDIT FUNCTION

The function of the internal audit unit is carried out by the internal audit division guided by OJK Regulation No. 1/POJK.03/2019 dated January 28, 2019 concerning the Implementation of the Internal Audit Function in Commercial Banks.

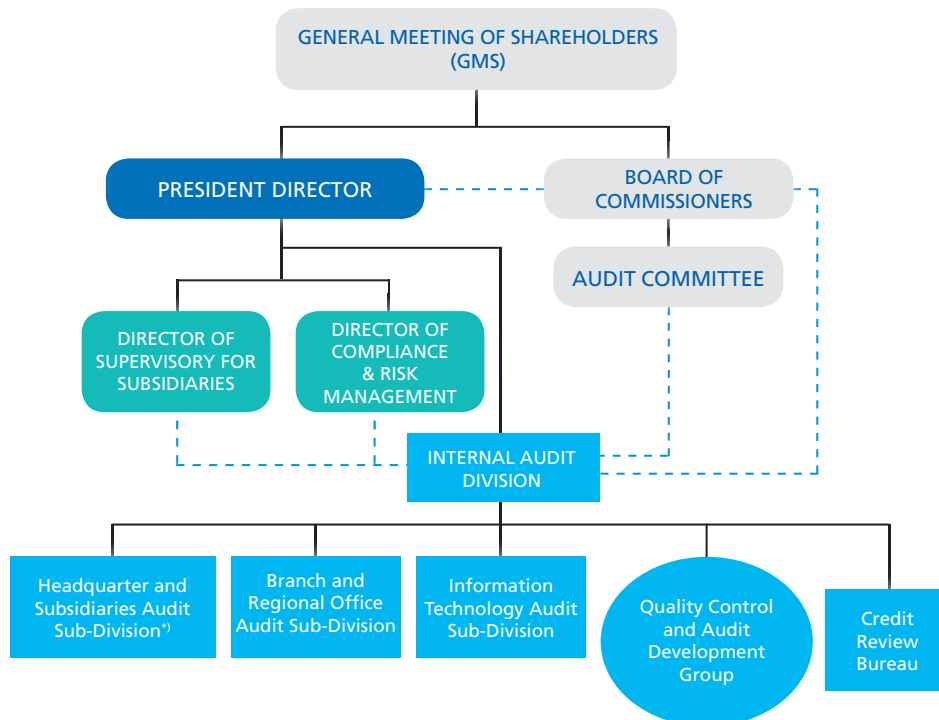
In carrying out its functions, the division carries out independent and objective assurance and consultation activities to provide added value and improve the Company’s operations in achieving its objectives, by evaluating the effectiveness of the risk management process, internal control, and governance.

Position and Structure of the Internal Audit Division

Internal Audit Division is led by the head of division and is responsible to the President Director, and can communicate directly with the Board of Commissioners and the audit committee.

The division also submits audit reports to the compliance and risk management director.

The division’s organizational structure is as follows:



Remark:

----- communication line/information delivery

*) Includes the integrated internal audit function

To support the implementation of integrated governance for financial conglomerates, the division carries out the integrated internal audit function in accordance with OJK Regulation No. 18/POJK.03/2014 concerning the Implementation of Integrated Governance for Financial Conglomerates. Following several initiatives undertaken in the implementation of integrated internal audits:

- Monitor the implementation of the subsidiary's of internal audit function and provide recommendations that provide added value
- Conduct audit checks on subsidiaries and provide recommendations for improvements
- Provide support for the development of the subsidiary's internal audit function

Every semester, the division submits an integrated internal audit report to the Board of Commissioners, audit committee and the Board of Directors, on the implementation of duties and accountability for the integrated internal audit function.

Procedure for Appointment/Dismissal of the Internal Audit Division

The appointment, replacement Head, or dismissal of the internal audit division is carried out by the President Director based on the approval Head of the Board of Commissioners, and has been reported to the OJK with taking into account the recommendation of the audit committee

Head of Internal Audit Division

Ayna Dewi Setianingrum

Completed her bachelor of economics from Tarumanegara University in 1995 and obtained her masters in management from the PPM School of Management in 2005.

Starting her career at PT Bank Central Asia since 1995, she has experience in various positions in the internal audit division; as credit audit adviser (2006), head office audit adviser (2009), head of audit office subdivision (2012), head of information technology audit subdivision (2014). Since November 1, 2017, she has served as head of the internal audit division based on Employee Appointment Decree No. 314/SK/HCM-KP/A/2017.

Competence and Training Programs of Internal Audit Division Head as follows:

- Pacific Rim Bankers Program – Foster School of Business University of Washington (August 11-23, 2019)
- Indonesia Knowledge Forum – VIII 2019, Nurturing Mindset for The Next Era of Capital Culture (October 8- 9, 2019)
- Workshop Indonesia Risk in Review – Being a Smarter Risk Taker in Digital Era, Strengthening the Three Lines of Defense (October 17, 2019)
- Workshop PwC: Taxation & Infrastructure (November 14-15, 2019).
- Navigating Change: HDFC Bank (Housing Development Finance Corporation) India (December 6, 2019).
- The Ecosystem: OVO, Tokopedia, HaloDoc dan Djarum Group (December 6, 2019)

Human Resources of Internal Audit Division

As of December 31, 2019, the division had 186 (one hundred and eighty six) auditors with diverse work experience and professional certification.

The division has a continuous competency development program with reference to The Institute of Internal Auditors - Competency Framework, which is aligned with the Company's strategy. Auditor competency development is carried out on an ongoing basis through knowledge sharing, audit training, workshops and seminars, both domestically and abroad, to broaden horizons and keep abreast of business and audit fields according to best practices.

Internal auditors are included in various professional certification programs. As of December 31, 2019, as follows:

No.	Certification	Number of Auditors
1	Certified Information System Auditor (CISA)	4
2	Qualified Internal Auditor (QIA)	21
3	Bank Internal Auditor Certification (SAIB) – Supervisor	19
4	Bank Internal Auditor Certification (SAIB) - Auditor	30
5	Enterprise Risk Management Certified Professional (ERMCP)	2
6	Certified Fraud Examiner (CFE)	1
7	Chartered Accountant (CA)	2
8	Certified General Insurance	1
9	Risk Management Certification (SMR) Level 4	5
10	Risk Management Certification (SMR) Level 3	15
11	Risk Management Certification (SMR) Level 2	30
12	Risk Management Certification (SMR) Level 1	31

Internal Audit Charter

The Internal Audit Division has an internal audit charter as a frame of reference in carrying out tasks containing mission, authority, independence and scope of work. The charter is updated periodically according to BCA's needs. The charter was updated in May 2019.

Independency

To support independence and ensure the effortless operation of the audit and monitoring the follow-up of audit results, the internal audit head division is responsible to the President Director. The division head can communicate directly with the Board of Commissioners and the audit committee, to inform on various matters relating to the audit. Throughout 2019, division meetings with the President Director and the audit committee were held 8 (eight) times, while meetings with the Board of Commissioners were held 2 (two) times.

The division has authority and responsibility to carry out operational activities, both at BCA and its subsidiaries.

Auditor's Code of Ethics

In addition to complying with the BCA code of ethics, the division has the auditor's code of ethics as a standard and reference in conduct and thinking in implementing their duties and functions as auditors. The code of ethics refers to the International Professional Practices Framework (IPPF) -The Institute of Internal Auditors (IIA), which consists of integrity, objectivity, confidentiality and competence. Annually, all auditors in the division make a statement of compliance to the auditor's code of ethics to increase the mutual commitment and trust of stakeholders.

Duties and Responsibilities of the Internal Audit Division

The scope of the assignment of the division covers the activities of all branch offices, regional offices, headquarters, subsidiaries, and BCA activities that are outsourced to third parties, with the following duties and responsibilities:

1. Assist the President Director, the Board of Commissioners and the audit committee in carrying out the supervisory function
2. Prepare and implement a risk-based annual audit plan and report the realization to the President Director, the Board of Commissioners and the AC
3. Test and evaluate the adequacy and effectiveness of the risk management process (risk management), internal control, governance processes (governance) and provide recommendations for improvements
4. Evaluate the quality of performance and achievement of targets from the work program of the branch, regional and head offices
5. Carry out continuous credit quality assessments
6. Monitor, analyze and report on the implementation of follow-up actions that have been carried out by the auditee on the recommendation of the audit results
7. Compile and submit reports related to the results of the audit to the Board of Commissioners, the audit committee and the Board of Directors, as well as other reports on the implementation of the internal audit function to the OJK
8. Coordinate with work units that perform other control functions to increase the effectiveness of the internal control system
9. Carry out the integrated internal audit function
10. Carry out the role of a consultant for the Company's internal needs, especially related to the scope of internal audit tasks.

Audit Implementation Standards

Professional standards for internal audit exercises mandatory guidance established by The Institute of Internal Auditors. The division also refers to the global best practices issued by the Information System Audit and Control Association (ISACA).

Review by an independent external party is conducted at least once in 3 (three) years. The last review by an external party was carried out in December 2016.

Implementation of Internal Audit Division Activities in 2019

The focus of the activities of the division in 2019 were as follows:

1. Carry out audits of branch offices, regional offices, divisions/work units of headquarters, and subsidiary companies in accordance with the annual audit plan determined based on the results of risk assessment, including:
 - a. Implementation of enterprise security to ensure integrated and comprehensive protection and security against the resilience of information technology systems and information security
 - b. Internet banking is in line with the increase in volume and transactions through these channels
 - c. The procedure of operating an ATM (including the use of third parties) is in line with the growth of transactions and the number of machines, as well as the addition of features to support operational activities
 - d. Regulatory audit in accordance with BI Regulation and OJK Regulation on:
 - Payment system processes
 - Internal capital adequacy assessment process (ICAAP)
 - Electronic money and payment transaction processing.

2. Increasing the role of early warning systems (EWS) by implementing continuous auditing and analytic data for early detection of potential errors/fraud.
3. Increasing collaboration with other assurance providers in identifying and mapping the impacts and changes in risk in line with changes in business, technology, and providing recommendations for mitigating possible risks.
4. Developing the competence and professionalism of auditors continually with a focus on increasing specialist auditors, data analytics and constantly updating with business developments and information technology.
3. Continue to develop auditor competence and professionalism on an ongoing basis.
4. Enhancing the integrated internal audit function by providing support for the development of internal audits of subsidiaries and offering recommendations for improvement.

PUBLIC ACCOUNTING FIRM (EXTERNAL AUDIT)

The Annual General Meeting of Shareholders on April 11, 2019 authorized the Board of Commissioners to appoint and/or replace the PAF Registered in the OJK (including PA Registered in the OJK incorporated in the Registered PAF) to audit/examine the Company's books and records for the year ending December 31, 2019, and determine the amount of the honorarium and other conditions regarding the appointment of a PAF Registered in the OJK (including PA Registered in the OJK incorporated in the Registered PAF) by taking into account the recommendations of the AC and the prevailing laws and regulations.

Based on this power of attorney, the Board of Commissioners appointed the PAF Tanudiredja, Wibisana, Rintis & Rekan (a member firm of PwC Global Network) to conduct an audit of BCA's financial statements for the financial year ending December 31, 2019.

Name of the PA

Lucy Luciana Suhenda

Name of the PAF

PAF Tanudiredja, Wibisana, Rintis & Partners (a member firm of PwC Global Network).

The appointment is to carry out the external audit function with the existing criteria and regulatory provisions. During 2019, BCA did not have former directors, managerial staff, or employees who were its external auditors.

Focus of the 2020 Audit Plan

1. Conducting audits of branch offices, regional offices, divisions/work units headquarters, and subsidiary companies in accordance with the annual audit plan determined based on the results of risk assessment, focusing among others on:
 - a. Future branches to be in line with the wider implementation for service improvement in meeting customer needs by utilizing latest technological developments.
 - b. Development and marketing of credit cards and EDC businesses to ensure the adequacy of business strategies and their implementation in line with increasing competition.
 - c. The reliability of main applications that support the Bank's operations (deposits, credit and foreign exchange transactions).
 - d. Regulatory audit in accordance with BI Regulation and OJK Regulation, on:
 - Payment system processes.
 - Internal capital adequacy assessment process (ICAAP).
2. Increasing the role of early warning systems (EWS) by continuously expanding the scope of checks through continuous auditing and data analytics and developing predictive analytic tools for early detection of potential errors (fraud)/fraud by utilizing the latest technology.

BI Circular Letter No. 3/32/DPNP on Relationships between Banks, Public Accountants and Bank Indonesia stipulates that the appointment of the same PAF can only be carried out for an audit period of 5 (five) consecutive fiscal years, unless it meets certain conditions and upon approval of the relevant authority.

In 2019, PAF Tanudiredja, Wibisana, Rintis & Partners (a member firm of PwC Global Network) conducted an audit of BCA for the third time.

Upon the appointment of PAF Tanudiredja, Wibisana, Rintis & Partners (a member firm of PwC Global Network), BCA submitted a report to the OJK through the Board of Directors Letter No. 361/DIR/2019 dated July 8, 2019. This was in accordance with the provisions stipulated in OJK Regulation No. 13/POJK.03/2017 on the Use of Public Accountant and Public Accounting Firm Services in Financial Services Activities and OJK Circular Letter No.36/SEOJK.03/2017 Concerning Procedure for Use of Services of Public Accountants and Public Accounting Firms in Financial Service Activities.

Every year BCA submits an annual publication report accompanied by a Management Letter from the audit of the annual financial report to the OJK no later than 4 (four) months after the end of the financial year.

Procedures for Using PA Services

In order to fulfil the implementation of External Audit function in accordance to OJK Regulation No. 32/POJK.03/2016 on Amendments to OJK Regulation No. 6/POJK.03/2015 on Transparency and Publication of Bank Reports and OJK Circular Letter No. 36/SEOJK.03/2017 on Use of Services of Public Accountants and Public Accounting Firms in Financial Service Activities (SEOJK 36/2017):

1. BCA uses the services of a PA and/or PAF to carry out an annual audit of historical financial information based on a work agreement with the KAP. The work agreement includes the scope of the audit.
2. BCA restricts the use of audit services to the annual historical financial information from the same PA for the maximum period of 3 (three) consecutive financial reporting years. The Company may reappoint the same PA for the audit of annual historical financial information after 2 (two) consecutive years of financial reporting, if not using such audit services from the same PA.
3. Appointment of PA and/or PAF shall be carried out on PA and/or PAF registered at OJK.
4. The appointment of AP and/or PAF providing audit services on annual historical financial information is decided by the Board of Commissioners considering the proposal. BCA's AGM has given the power and authority to the Board of Commissioners to appoint PAF (including PA) based on prior recommendations from the AC to the Board of Commissioners.
5. The proposal for the appointment of PA and/or PAF submitted by the Board of Commissioners considers the recommendations of the Audit Committee, by taking into account:
 - a. Independence of PA, PAF and staff of PAF;
 - b. Scope of the audit;
 - c. Audit services fees;
 - d. Expertise and experience of PA, PAF and Audit Team of PAF;
 - e. Methodology, techniques, and audit facilities employed by PAF;
 - f. Benefits of fresh eye perspectives obtained through the replacement of PA, PAF and Audit Team of PAF;
 - g. Potential risks for using audit services by the same KAP consecutively for a long period of time; and/or
 - h. Evaluation of the implementation of audit services on annual historical financial information by PA and PAF in the previous period.

6. BCA reports the appointment of PA and/or PAF regarding the audit of annual historical financial information by using the form contained in the attachment (SEOJK 36/2017), by attaching:
 - a. PA and/or PAF appointment documents including the Summary of Minutes of General Meeting of Shareholders or Minutes of General Meeting of Shareholders, Work Agreement between BCA and PAF.
 - b. Recommendations of the Audit Committee and considerations used in providing recommendations for the appointment of AP and/or KAP.
7. The AC evaluates the implementation of audit services on annual historical financial information provided by the PA and/or PAF, at least including:
 - a. Conformity of the implementation of audit by the PA and/or PAF with the applicable audit standards;
 - b. Adequacy of time for field work;
 - c. Assessment of the range of services provided and the adequacy of quotation tests; and
 - d. Recommendations for improvements provided by the AP and/or KAP.
8. The AC evaluation report is submitted by the Board of Directors of BCA by using the form contained in the attachment (SEOJK 36/2017) and signed by the AC.

2019 Audit Fees

PAF Tanudiredja, Wibisana, Rintis & Partners (a member firm of PwC Global Network) was appointed to audit BCA's financial statements for the year ending December 31, 2019, with an estimated service fee of Rp6,900,000,000.00 (six billion nine hundred million rupiah) excluding VAT.

Other Services Provided by PAF/PA Beyond Audit

In 2019, there were no fees for non-audit services paid to PAF Tanudiredja, Wibisana, Rintis & Partners (a member firm of PwC Global Network).

Information on PAF and PA who performed audit services for BCA in the past 5 (five) years:

	2019	2018	2017	2016	2015
Public Accounting Firm	Tanudiredja, Wibisana, Rintis & Rekan	Tanudiredja, Wibisana, Rintis & Partners	Tanudiredja, Wibisana, Rintis & Partners	Siddharta Widjaja & Partners	Siddharta Widjaja & Partners
Public Accountant	Lucy Luciana Suhenda	Lucy Luciana Suhenda	Lucy Luciana Suhenda	Kusumaningsih Angkawijaya	Kusumaningsih Angkawijaya

COMPLIANCE FUNCTION

In line with the rapid development of IT innovation and digitalization in the financial industry and as the Bank's business activities are becoming more complex, BCA has been compelled to move quickly and forward in synergy to face every emerging challenge and business risks, including compliance risks. To face any challenge and the business risks, risk-mitigation efforts are needed to minimize violations that may otherwise cause financial loss to BCA.

In response to this issue, BCA has appointed one of the members of the Board of Directors as Director responsible for the compliance function. The appointment and removal of Directors are in charge of the Compliance Function has met the applicable requirements and implemented through the process as determined by the OJK.

To assist in the task of Director in charge of the compliance function, the Bank has established a Compliance Unit (SKK) as a working unit that is independent and free from the influence of other work units. Moreover, as

the Main Entities in Financial conglomerate BCA and in order to implement the Integrated Governance for Financial conglomerate, BCA has added Aspects of Integrated Compliance in the organizational structure SKK. Thus, SKK is currently responsible in terms of:

- Monitor BCA's level of compliance in fulfilling the provisions by the OJK and BI, Bank Indonesia (BI), and other regulators. This includes ensuring that the policies, provisions, systems and procedures, as well as BCA's business activities are in compliance with each of those provisions by regulators;
- The implementation of the Anti-Money Laundering and Prevention of Terrorism Funding Program (AML and CFT), i.e. by being responsible to make an assessment of the risk of AML and CFT program implementation pursuant to regulators provisions by regulators; and
- Monitor and evaluate the compliance function implementation of and level of compliance at each of the Financial Services Institution (LJK) under the BCA Financial Conglomerate, including AML and CFT, to implement Integrated Governance.

To ensure BCA's compliance function is well implemented, the Board of Directors and the Board of Commissioners have actively done monitoring via approvals on policies and procedures, periodic reporting, requests for clarification, and through meetings.

The Work Implementation of Compliance Function Work During 2019

Programs that SKK ran in 2019 to discharge its functions are as follows:

1. Encouraged the creation of a compliance culture
 - Disseminated/informed new regulations from regulators to the Board of Directors, Board of Commissioners, and work units.
 - Gave information about the regulations enacted by OJK, BI, and other laws and regulations on BCA's portal site that can be accessed by working units.
2. Engaged SKK human resources in various training, seminars, regulatory socialization and compliance certification organized by the Banking Professional Certification Institute (LSPP) in order to improve quality, including active participation in the working group of the Banking Compliance Director Communication Forum (FKDKP).
3. Carry out consultative functions related to the implementation of applicable regulations through the provision of advice / response to questions from the work unit or branch.
2. Ensured that BCA's policies, provisions, systems and procedures, as well as business activities complied with the provisions:
 - Identifying sources of compliance risk.
 - Making gap analysis, analyzing the impact of any new provision to BCA operations, and proposing manual adjustments, internal policies and procedures.
 - Updating the database of applicable regulatory provisions.
 - Developing a Compliance Matrix Diary as a monitoring tool to keep BCA's commitment to reporting obligations to regulators.
 - Reviewing and providing opinions to ensure compliance with applicable regulatory provisions for:
 - √ the design of new products and activities
 - √ draft internal regulations to be issued
 - √ adherence to corporate credit releases, and
 - √ documents in order to ensure operational readiness for opening, changing addresses and closing office networks.
 - Conducted a compliance test on the application of provisions at Branch Offices, in collaboration with the Branch Internal Supervisor
 - Monitored the level of compliance with applicable regulatory provisions pertaining to prudential banking principles, such as:
 - √ Minimum Capital Requirements (KPMM);
 - √ Statutory Reserves (GWM);
 - √ Net Open Position (PDN);
 - √ Maximum Lending Limit (BMPK);

- √ Non Performing Loans (NPL); and
- √ Macro prudential Intermediation Ratio (RIM).

Throughout 2019, BCA operations were run in compliance with prudential provisions with the prudential banking principle.

- Conducted monitoring towards if there was any sanctions/fines imposed by the regulator.
 - Made a compliance risk assessment and compiled a Compliance Risk Profile Report in every quarter as an effort to manage compliance risk.
 - Prepared a Compliance Monitoring Quarterly Report to be submitted to the BoD and BoC.
 - Coordinated with working units in order to assess the Bank's risk-based soundness.
3. ensure BCA compliance against the commitments made to regulators:
- Monitored BCA's commitment to OJK, BI, and other regulators in collaboration with the Internal Audit Division (DAI).
 - Monitored and followed up on requests for information/data by OJK and BI in the context of bank oversight function.
4. Monitoring and evaluating the compliance function of each of the Subsidiaries operating under BCA's Financial Conglomerate, and preparing integrated compliance reports to be submitted to the BoD and BoC.

Compliance Indicators in 2019.

Compliance indicators as a form of commitment and BCA's level of compliance with prevailing rules and regulations. In 2019, the compliance indicators were as follows:

- Minimum Capital Adequacy Ratio (KPMM) that covered credit risk, market risk and operational risk was 23.80%, higher than the minimum set by applicable provisions.
- NPL ratio (net) was 1.34%, or within the 5% (net) maximum limit permitted by the applicable regulations.
- No Legal Lending Limit, both to related parties and unrelated parties has exceeded the specified limits.
- Statutory Reserves for Rupiah (GWM) was 6.48% and Macro Prudential Liquidity Buffer (PLM) was 6.05% or in compliance with applicable regulations.
- Statutory Reserves (GWM) for Foreign Exchange was 8.52% or in compliance with applicable provisions on the reserves.
- Net Open Position (PDN) was 0.94% of capital or well below the 20% maximum as stipulated by applicable provisions.
- Liquidity Coverage Ratio (LCR) was 276.29% or higher than the minimum 100% set by regulators.
- Commitments to OJK, BI and other supervisory authorities have been properly met.

Table of Compliance Indicators in 2019

No.	Compliance Indicator	Applicable Provisions	Company's Achievement
1	KPMM	Min. 14% until < 15%	23.80%
2	NPL gross	Max. 5%	1.34%
3	BMPK	Max. 10% of Equity	0.00%
4	GWM Rupiah	Min. 6%	6.05%
5	GWM Foreign Exchange	Min. 8%	8.52%
6	PDN	Max. 20%	0.94%
7	LCR	Min. 100%	276.29%

Anti-Money Laundering and Terrorism Financing Prevention Program (AML and CFT)

BCA is committed to implementing the Anti-Money Laundering and Prevention of Terrorism Funding Program (AML and CFT) in accordance with applicable laws and regulations. BCA has established a Compliance Unit as a work unit tasked with coordinating the implementation of the AML and CFT Programs at BCA. Activities related to this aspect during 2019 included the following:

- Making periodic reports on the implementation of AML and CFT to the BoD and BoC.
- Monitoring suspicious financial transactions using web-based application named the STIM (Suspicious Transaction Identification Model), developing a system of applications using the latest technology, and updating parameters that can detect suspicious transactions.
- Coordination on customer data updating through the preparation of targets and monitoring their realization.
- Reviewing of plans for new products and activities to ensure they have paid attention to AML and CFT regulations.
- Screening customer data and transactions related to the List of Terrorist and Terrorist Organizations (DTTOT), and the List of Funding for the Proliferation of Mass Destruction Weapons (DPPSP) issued by the competent authority whenever a new account was opened, when BCA entered into business relations, and when changes in the list were identified.
- Identifying the risk of applying AML and CFT to BCA using a risk-based approach by considering the factors related to customers, countries or geographical areas, products and services and distribution networks.
- Conducting compliance tests on the implementation of AML and CFT at branch offices in collaboration with branch internal supervisors.
- Reporting suspicious financial transactions, cash financial transactions, and financial transfers of funds to and from overseas, and submitting data through the Integrated Service User Information System (SiPESAT) to Financial Transaction Reports and Analysis Center (PPATK).
- Continuously enhancing comprehension on AML and CFT through classroom sessions, e-learning, video conferencing and internal forums such as the Branch Internal Supervisory Forum and the KCP Head Forum.
- Developing training materials on AML and CFT Implementation.
- Develop and implement the risk and compliance awareness program to branch through collaboration with risk management work unit.
- Making periodic reviews of internal regulations related to AML and CFT from regulators, as well as changes in BCA's processes or products.

Integrated Compliance Function

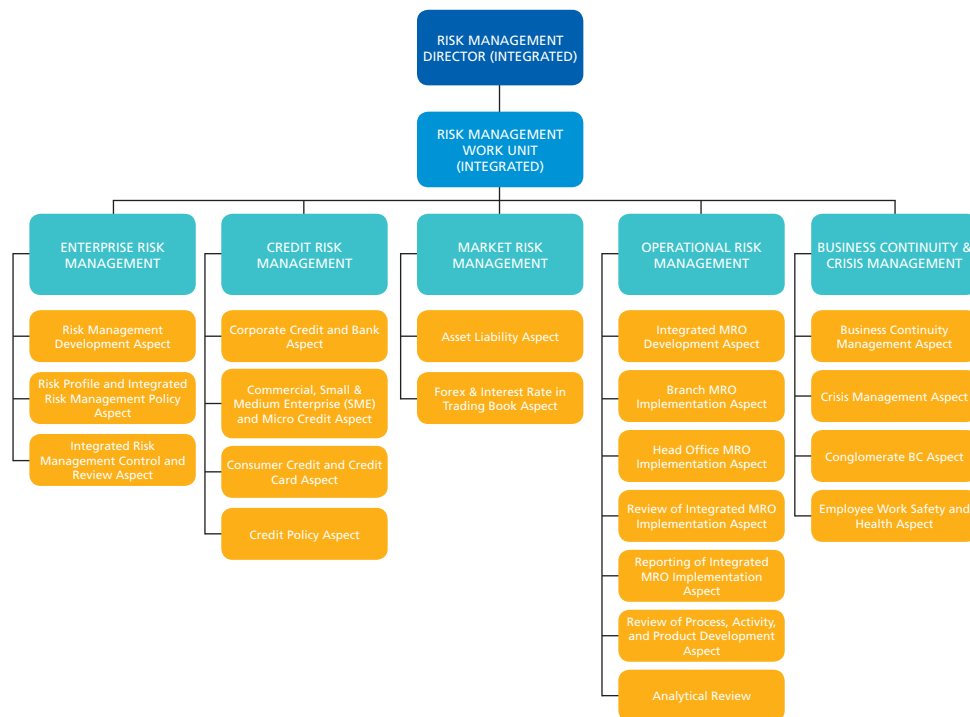
In accordance with OJK applicable rules and in order to implement the Integrated Governance, BCA as Major Entities in Financial Conglomeration has also added a compliance function integrated in Compliance Unit Organization. The main tasks of the integrated compliance function in the Compliance Unit is to monitor and evaluate the implementation of the compliance function in each institution in the BCAs Financial Conglomerate, including the implementation of the AML and CFT program.

IMPLEMENTATION OF RISK MANAGEMENT

The Board of Commissioners and Directors of the Company are responsible for implementing risk management and internal control systems in BCA and Subsidiaries in an integrated manner. Disclosure of the application of the Company's risk management includes:

- Active supervision from the Boards of Commissioners and Directors
- Adequacy of risk management policies and procedures, as well as risk limits.
- Adequacy of process in identifying, measuring, monitoring, and controlling risk, as well as in risk management information systems.
- Comprehensive internal control system

Risk Management Organizational Structure



Overview of the Company's Risk Management System

BCA effectively implements risk management and internal control systems that are tailored to the objectives and business policies, size and complexity of BCA's business activities based on requirements and procedures as stipulated in BI Regulation, OJK Regulation, and refers to international best practices, through the following actions:

1. Identify and control all risks including those originating from new products and new activities.
2. Have a ROC which aims to ensure the existing risk management framework has provided adequate protection against all BCA's risks and has the main duty:
 - To provide recommendations and opinions in an independent professional manner regarding the suitability of policies with the implementation of risk management policies
 - Monitor and evaluate the implementation of the duties of the RMC and risk management unit
3. Have a RMC that has the following key tasks:
 - Formulate policies, strategies, and guidelines for risk management implementation,

- Improve the implementation of management based on the results of evaluation on the implementation of effective risk management processes and systems.
 - Determine other matters pertaining to business decisions that deviate from normal procedures (irregularities).
4. Have an IRMC specifically tasked with providing recommendations to the Board of Directors which at least includes:
 - The preparation of integrated risk management policies.
 - Improvement of completion of integrated risk management policies based on the results of the implementation evaluation.
 5. Have a Risk Management Unit formed to ensure that BCA and its Subsidiaries do integrated risk mitigation correctly through identification, measurement, monitoring, control and reporting in accordance with the risk management framework and able to deal with emergency situations that threaten the sustainability of BCA's business.
 6. Manage risks and ensure the availability of policies and determination of risk limits supported by procedures, reports and information systems that provide accurate and timely information and analysis to management, including determining steps to deal with changing market conditions.
 7. Ensure that in the process of compiling work systems and procedures it has taken into account both the operational and business aspects and the level of risk that may occur in a work unit.
 8. Ensure that the internal control system has been implemented in accordance with the provisions.
 9. Monitor BCA's compliance with the principles of sound bank management in accordance with applicable regulations through the work unit of the Compliance Unit.
 10. Make a quarterly BCA's Risk Profile Report and Integrated Risk Profile Report every semester and submit it to the OJK in a timely manner.

Risk Management System

In the context of risk control, the Company has implemented an integrated Risk Management Framework as outlined in the Basic Risk Management Policy. The framework is used as a means of determining the strategy, organization, policies and guidelines, as well as BCA's infrastructure so that all risks faced by BCA can be identified, measured, monitored, controlled and reported properly.

In order for the implementation of risk management to run effectively and optimally, BCA has RMC that has the authority to review and provide recommendations on matters relating to risk management for decisions from the Board of Directors.

In addition, BCA has formed several other Committees whose task is to handle risks more specifically, including CPC, CC and ALCO.

BCA always carries out a comprehensive risk assessment of the planned issuance of new products and activities in accordance with regulatory provisions.

BCA is currently building a technology-based information system, which is an Integrated Risk Management Information System (IRMIS) application that will be used to prepare:

- BCA Risk Profile Report (LPR BCA).
- Integrated Risk Profile Report (LPRT).
- Integrated Capital Adequacy Report (LKPT).

Risks Faced and Managed

In accordance with OJK Regulation No. 17/POJK.03/2014 concerning the Implementation of Integrated Risk Management for Financial Conglomerates and OJK Circular Letter No. 14/SEOJK.03/2015 concerning the Implementation of Integrated Risk Management for Financial Conglomerates, the Company becomes the Main Entity of the Company's Financial Conglomerate, which integrates managing 10 (ten) types of risks, as follows:

1. Credit Risks

- Risk organization continues to be refined by referring to the four eyes principle where credit decisions are taken from two sides, namely business development and credit risk analysis.
- BCA has a basic bank credit policy (KDPB) which is constantly refined in line with BCA's development, regulatory provisions and in accordance with the prudential banking principles and international best practices.
- Improvement of credit risk management system and procedures is carried out through the development of a "Loan Origination system on the work flow of crediting process (from beginning to end) so that an effective and efficient credit process can be achieved. The development of a debtor risk profile measurement system continues to be developed so that it can be applied as a whole, as well as the process of building a credit database that continues to be carried out and refined.
- To maintain credit quality, monitoring continues to be carried out regularly, both in the credit category (corporation, commercials, small and medium Enterprises (SME), Consumers and Credit Cards), the industrial sector and the overall credit portfolio and branches that have SME/KPR Credit Card with a DPK 30+ ratio (overdue > 30 days) and a high NPL, close monitoring and control of authority is carried out so that the branch can focus on improving credit quality.
- BCA has developed credit risk management by conducting stress testing analysis of the loan portfolio and monitoring the results of the stress testing. In response to conditions of market changes and economic turmoil, BCA periodically conducts stress testing analysis. Stress testing is useful for BCA as a tool to estimate the magnitude of the risk impact on "stressful conditions" so that the Company can make appropriate strategies to mitigate these risks as part of implementing the "contingency plan".

- In the context of monitoring and controlling credit risk that occurs in subsidiaries, BCA has regularly monitored the credit risk of subsidiaries, while ensuring that the subsidiaries have a good and effective Credit Risk Management Policy.
- In 2019, a further monitoring system such as the Early Warning System (EWS) was developed, followed by credit provisions in accordance with the latest provisions of the regulator and the development of the credit business with due attention to the credit business and to the principles of prudence and BCA's risk appetite.
- In 2020, the focus will be on developing a credit scoring system with a more advanced analytics to support sustainable credit growth.

2. Market Risk

- In managing foreign exchange risk, the BCA centralizes the management of Net Open Position (NOP) in the Treasury Division, which combines daily NOP Reports from all branches. In general, each branch must close its foreign exchange risk at the end of each working day, even though there is a PDN tolerance limit for each branch depending on the amount of foreign exchange transaction activity in the branch. BCA makes daily PDN Reports that combine PDN in consolidated and administrative account financial position reports (off-balance sheet accounts).
- To measure foreign exchange risk, BCA uses the Value at Risk (VaR) method with the Historical Simulation approach for internal reporting purposes, while for the calculation of reporting on the Minimum Capital Provision Obligation, the Company uses standard methods in accordance with regulatory provisions.
- The main components of BCA's obligations that are sensitive to movements in interest rates are customer deposits, while sensitive Company assets are Government Bonds, securities, and loans. ALCO regularly monitors market developments and adjusts deposit and credit interest rates.

- BCA deposits and credit interest rates based on market conditions and competition by monitoring the movement of the benchmark interest rates and interest rates offered by competing banks.

3. Liquidity Risk

- BCA attaches great importance to safeguarding the adequacy of liquidity in fulfilling its commitments to customers and other parties, both in terms of providing credit, repaying customer deposits, and for meeting operational liquidity needs. The overall management function of liquidity needs is carried out by ALCO and operationally by the Treasury Division.
- The measurement and control of liquidity risk is carried out by monitoring liquidity reserves and liquidity ratios such as Loan to Funding Ratio (LFR), Liquidity Coverage Ratio (LCR) and Net Stable Funding Ratio (NSFR), analyzing maturity profiles, cash flow projections, and stress test regularly to see the impact on BCA's liquidity in the face of extreme conditions. The company also has a contingency funding plan to deal with these extreme conditions.
- BCA has implemented provisions related to liquidity in accordance with regulatory provisions that require the Bank to maintain Rupiah liquidity (Statutory Reserves (both on daily basis and on average for a certain reporting period, which consists of Primary GWM and RIM Demand Deposits (Macroprudential Intermediation Ratio) in the form of Rupiah demand deposits at BI, PLM (Macroprudential Liquidity Buffer) in the form of SBI, SDBI, and SBN, as well as foreign currency GWM in the form of foreign currency demand deposits at BI.

4. Operational Risk

- A reliable and effective Operational Risk Management is a key factor in maintaining BCA's position as the leading transaction bank in Indonesia. BCA faces operational risks caused by human errors, insufficient internal processes, system failures, and or external events.

To manage, mitigate, and minimize operational risks, BCA has an Operational Risk Management Framework, and has implemented the Operational Risk Management Information System (ORMIS), a web-based application that consists of several tools and methodology, as follows:

- Risk Control Self Assessment (RCSA) to all branches /regional offices and to work units/divisions at the Head Office that are considered to have significant operational risks. One of the objectives of RCSA implementation is to instill a risk culture and increase risk awareness which is the main requirement in risk management.
- Loss Event Database (LED) as a database of cases of losses related to operational risk that occur in all Branch/Regional Office and Work Unit/Division at Head Office. The main purpose of implementing LEDs is as a means of recording operational losses that will be used in calculating the capital burden allocation for operational risks, continuous monitoring of events that can cause operational losses for BCA, and to analyze cases or problems encountered, so that corrective/preventive actions can be taken to minimize/mitigate the risk of operational losses that may arise in the future.

- Key Risk Indicator (KRI) which is an application used to provide an indicator as a means to be able to provide an early warning sign of the possibility of an increase in operational risk in a work unit. This KRI is also further developed as Predictive and Risk Management which can assist the Work Unit in monitoring risk exposures.
- In accordance with regulators provisions regarding the Minimum Capital Provision Obligation, in calculating BCA's capital adequacy ratio (CAR), BCA has allocated capital for the provision of losses from operational risk using the Basic Indicator Approach, excluding capital allocation for reserve losses from credit risk and market risk.
- To ensure that BCA can serve a round the clock and seamless banking transactions, the Company runs 2 (two) data centers in redundancy designed to ensure business continuity in the event of a system failure in one of the two data center locations.

In addition to 2 (two) data centers that work in mirroring, BCA also has a Disaster Recovery Center (DRC) in Surabaya. At present the Surabaya DRC continues to be developed as part of the Bank's Business Continuity Management and is designed to be able to operate as a Crisis and Command Center in the event of a disruption or natural disaster in the Jakarta area which causes the data center in Jakarta to be inoperable.

- BCA also has a Secondary Operation Center ready for use in the event of a disturbance/ disaster in the building/work location of BCA's Critical Work Unit.

5. Legal Risk

- Inherent Legal Risk is assessed based on the potential loss of cases that occur in BCA and Subsidiary Companies that are in the process as well as those that have been completed in court compared to capital on a consolidated basis. The parameters used to calculate the potential losses for cases currently in process in the court are the basis of the claim (case position), case value, and legal documentation. Meanwhile, the parameters used to calculate losses from a claim are losses suffered by the Company and Subsidiaries based on court decisions that have permanent legal force.
- To identify, measure, monitor and control legal risk, the Company has established a Legal Group at the Head Office and Legal Work Unit in all Regional Offices.

In order to mitigate legal risk, the Legal Group has done, among others:

- Creating a Legal Risk Management Policy, has internal provisions governing the organizational structure and job description of the Legal Group as well as standardizing legal documents.
- Hold legal communication forums to improve the competence of legal staff.
- Disseminating the impact of the new regulations in force on the Company's banking activities and various modus operandi of banking crimes and legal handling guidelines for branch officials, Regional Offices and related Head Office work units.
- Conduct legal defense of civil and criminal cases involving the Company that is in the process in court and monitor the progress of the case.
- Prepare a strategy for credit security strategies (in collaboration with other work units, including the Credit Rescue Unit) in connection with the problem of bad credit.

- Registering the assets of BCA, including Intellectual Property Rights (IPR) for BCA's banking products and services as well as rights to land and buildings owned by BCA at the competent authority.
- Monitor and carry out legal actions for violations of BCA's assets including violations of BCA's Intellectual Property Rights (IPR).
- Monitor and analyze cases currently in process in court faced by BCA and Subsidiaries.
- Conduct an inventory, monitor, analyze and calculate potential losses that may arise related to legal cases that occur.

6. Reputation Risk

- An assessment of reputation risk is carried out using parameters such as the number of complaints and negative publications as well as the achievement of complaints.
- Developing Infrastructure i.e. implementation the appropriate software and hardware (including: Halo BCA - 24-hour Telephone Service, BCA CRM Contact Center, Halo BCA Mail Application, Interactive Voice Response [IVR], Social Media Manager Application, Halo BCA Chat Service through www.bca.co.id), the development of procedures and better work management in order to facilitate monitoring and management information systems that allow speed and quality of organizational work.
- Reputation Risk is managed based on regulatory provisions.

7. Strategic Risk

- Inherent strategic risk assessment is carried out using parameters such as the suitability of the strategy with the conditions of the business environment, low risk strategies and high risk strategies, BCA's business position and the achievement of the Bank's Business Plan.
- Quality assessment on strategic risk management is carried out using parameters such as risk governance, risk management framework, risk management process,

Management Information System and Human Resources, and the adequacy of risk control system.

8. Compliance Risk

- Compliance risk is a type of risk that must be managed by the Company, considering that this risk can cause both financial and non-financial losses.
- In accordance with OJK Regulation No.46/POJK.03/2017 dated July 12, 2017 concerning the Implementation of Commercial Bank Compliance Function, BCA has appointed a member of the Board of Directors as Director in charge of the compliance function, who is responsible for ensuring compliance and minimizing compliance risk by formulating compliance risk management policies and procedures and monitor the implementation. In carrying out its duties, the Director in charge of the compliance function is assisted by the Compliance Unit (CU) which is independent of the operational work unit.
- In assessing inherent compliance risk, the parameters used are the type and significant of violations committed, frequency of violations committed or track records of compliance, and violations of provisions for certain financial transactions. In addition, CU is also responsible for the implementation of the Anti-Money Laundering and Prevention of Terrorism Funding Program (AML and CFT), including being responsible for conducting risk assessments on the implementation of the AML and CFT program according to regulatory provisions.
- BCA has compliance policies and procedures, which include, among other things, a process to always adjust the provisions and internal systems with applicable regulations, communicate provisions to related employees, conduct a review of new products activities conduct periodic compliance tests, and train employees. The results of supervision of the Compliance Director are reported quarterly to the President Director with a copy to the Board of Commissioners.

- In order to support the bank's strategic positioning as a transactional bank, specifically related to preventing money laundering and terrorism funding, the Company uses a web-based application called STIM (Suspicious Transaction Identification Model) and has developed a system for cutting edge application and parameter updates to detect suspicious transactions.
- The Company also screens customer data and transactions related to the List of Terrorist and Terrorist Organizations (DTTOT) and the List of Funding for the Proliferation of Mass Destruction Weapons (DPPSP) issued by the competent authority whenever an account is opened, when BCA enters into business relations, and changes to the list are identified.
- Quality assessment application of insurance risk management is carried out using parameters such as risk governance, risk management framework, risk management process, Management Information System and Human Resources, and the adequacy of the risk control system.

Review/Results Review of Risk Management System Implementation

Based on the results of self-assessment, BCA had a 'low to moderate' risk profile rating in 2019 both individually and when treated as an integrated entity with its subsidiaries.

The risk profile rating was the result of an assessment on "low to moderate" risk rating and the quality rating of the implementation of "satisfactory" risk management.

The risk ratings of the 10 (ten) types of risk assessed are as follows:

- Risks that were rated as "low" are Market Risk, Liquidity Risk, Legal Risk and Intra-Group Transaction Risk.
- Risks that had "low to moderate" risk level were Credit Risk, Operational Risk, Reputation Risk, Strategic Risk, Compliance Risk and Insurance Risk.

BCA was able to achieve "low to moderate" risk rating because the Company and its Subsidiaries had established a quite effective and efficient risk management process in all of its activities.

BCA expects its inherent risk trend for the coming periods to be stable since based on the projected results, no significant change in inherent risk is expected to occur.

9. Intra-Group Transaction Risk

- The assessment of inherent intra group transaction risk is carried out using parameters such as the composition of intra group transactions in the Financial Conglomerate, documentation and fairness of transactions and other information.
- Quality assessment of the implementation of intra group transaction risk management is carried out using parameters such as risk governance, risk management framework, risk management process, Management Information System and Human Resources, and the adequacy of the risk control system.

10. Insurance Risk

- The inherent insurance risk assessment is carried out using parameters such as technical risk, insurance risk domination of the overall business line, product risk mix and types of benefits, and reinsurance structure.

BCA does not expect the macroeconomic condition in the coming years to give adverse impacts on BCA and its Subsidiaries. Despite the likely pressures on the Indonesia's economy, risks in all business activities across BCA and its Subsidiaries, BCA will continue endure those situations on the principle of prudence.

The quality of the implementation of risk management in the coming years will be stable because BCA and its Subsidiaries continuously adjust risk management in all their activities with more improvements allowing both to identify, measure, monitor and control any emerging risk.

BCA and its Subsidiaries have implemented integrated risk management covering all risks that may directly or indirectly affect its business sustainability. What BCA and its Subsidiaries aim is that they can manage risk better and determine risk appetite and risk tolerance in accordance with the complexity and characteristics of the business.

BCA's and its subsidiaries' risk management policies are continually updated to remain compliant with all applicable regulations, the direction of Basel II and III Accord development, prudential banking principles and global best practices.

BCA and its Subsidiaries will continue to attend closely to economic situation and to latest development in the banking industry.

INTERNAL CONTROL SYSTEM

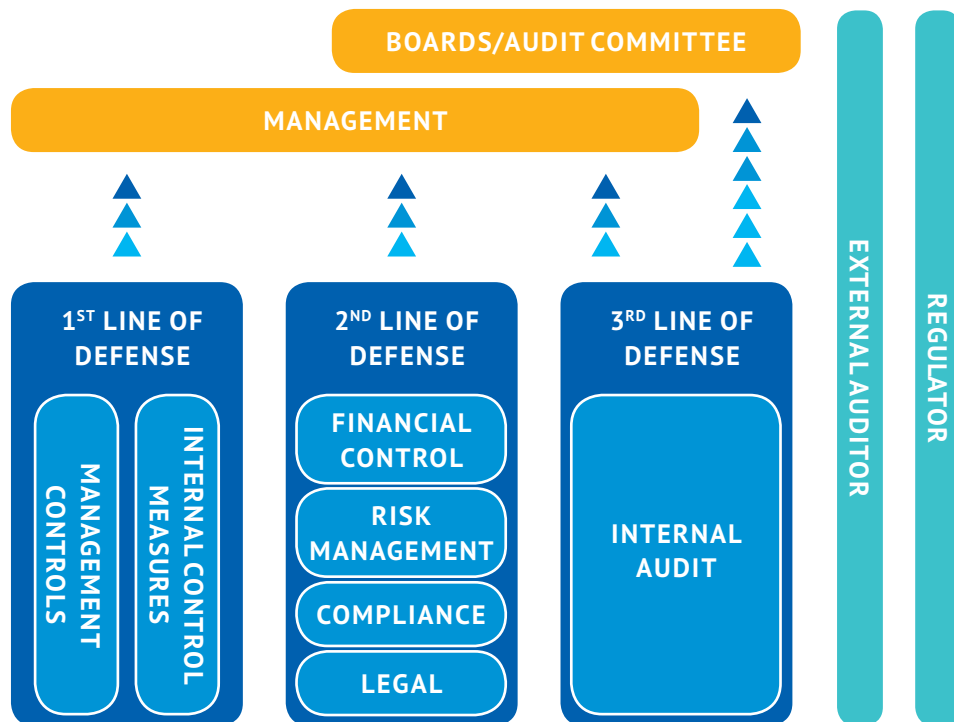
BCA's internal control system abides by OJK Circular Letter No. 35/SEOJK.03/2017 dated July 7, 2017 on Internal Control System Standard Guidelines for Commercial Banks.

The Internal Control System is a monitoring mechanism established by management on an ongoing basis and BCA implements the concept of three lines of defense in the internal control and risk management system, which involves all lines of the organization, and oversight by the Board of Commissioners and The Directors. The application of the three lines of defenses concept (according to the chart below) is described as follows:

- All business units and operational units function as the First Line of Defense, which is responsible for managing internal controls and risks related to the work unit (risk owner).
- Related work units, including the Risk Management Work Unit (SKMR) and Compliance Work Unit (SKK), function as the Second Line of Defense that monitors the implementation of risk management policies and guidelines in a corporate manner in accordance with regulatory requirements.
- The Internal Audit Division (DAI) functions as the Third Line of Defense in charge of providing independent assurance of the adequacy and effectiveness of the internal control system, risk management and governance.

BCA implements an internal control system that is effectively adapted to the objectives, size and complexity of BCA's business activities based on the requirements and procedures as determined by the regulator, with reference to best practice.

The Three Lines of Defense



Main Components of Internal Control System

BCA's Internal Control consists of 5 (five) main components, namely:

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.

The five components are consistent with the Internal Control Integrated Framework that has been developed by The Committee of Sponsoring Organizations of the Treadway Commission (COSO).

Implementation of Internal Control

Internal control is implemented through several activities, namely:

a. Financial Control, whereby:

- 1) The Board of Directors has prepared strategic plans that have been approved by the Board of Commissioners. The strategic plans have been stipulated in the Bank Business Plan as the Blue Print of a 3 (three) year business strategy and Annual Work Plan and budget of BCA, which have been distributed to all relevant officers of BCA in order to be implemented.
- 2) The strategies have been established by factoring in any impact of strategic risk on BCA's capital, in among other areas, capital projections and the Minimum Capital Requirement.
- 3) The Board of Directors actively engages in discussions or offers input and monitors the internal situation, and developing external factors that directly or indirectly would affect meeting BCA's business strategic objectives.

- 4) BCA has implemented a financial control process, both on BCA and on the members of BCA's Financial Conglomerates, in order to monitor the realization against the budget as drafted in periodic reports. BCA has established a subsidiary monitoring unit to monitor the performance development of each of its subsidiaries.

b. Operational Control

- 1) Each banking operational transaction that BCA undertakes has been equipped with a work procedure that is stipulated in work manuals. Such work procedure is developed by the Operational and Service Development and Strategy Division and reviewed by various relevant work units to ensure that operational risks that may arise have been effectively and properly mitigated.
- 2) There are several boundaries in place by:
 - a) Imposing a limit and authorization for officers to conduct a transaction.
 - b) Utilizing User IDs and passwords as well as installing finger scan for employees to access computers.
- 3) To support comprehensive operational risk control, BCA has:
 - a) Established an organizational structure as follows:
 - Segregation of functions so as to avoid conflict of interest.
 - Supervisor oversees the implementation of internal control at Branch Offices on daily basis.
 - Branch Internal Supervisor to oversee the implementation of internal control at Branch Offices.
 - Regional Office/Internal Supervisor to oversee the implementation of internal control at Regional Offices.
 - Head Office internal supervisor to oversee the implementation of internal control in certain work units at Head Office.
 - Internal Audit Division that is independent of risk taking unit to examine and assess the adequacy and effectiveness of risk management,

internal control and corporate governance processes, either at BCA or for members of BCA's Financial Conglomerates.

- Risk Management Work Unit and Legal Group and Compliance Work Unit that are independent of risk taking units.
- Anti Fraud Bureau to improve the effectiveness of Fraud strategy implementation on all activities of BCA.

- b) Established employee rotation and transfer policies.

c. Compliance to laws and regulations, whereby:

- 1) BCA is committed to comply with the prevailing laws and regulations and take the necessary steps to improve weaknesses found in regard to risk, if any.
- 2) BCA has established a Compliance Work Unit independent of risk taking units and is responsible for monitoring the compliance of BCA and its subsidiaries in an integrated manner.
- 3) BCA has:

Monitoring on Reporting Compliance to BI or OJK or other regulators.

 - a) Compliance Report of BCA, including Report on the Implementation of AML and CFT Program to be submitted to the OJK every 6 (six) months.
 - b) Compliance Monitoring Report on the Prudent Principles of BCA, including Report on the implementation of AML and CFT Program to be submitted to the Board of Commissioners, President Director and Deputy President Director every 3 (three) months.
 - c) BCA's Compliance Risk Management Strategy involves the necessary policies to always comply with applicable regulations which means proactively taking preventive measures (ex-ante) to minimize the possibilities of violations and conducting curative actions (ex-post) for improvements.

Evaluation of Internal Control Systems

The adequacy and effectiveness of BCA's internal control system is evaluated through monitoring and by making corrections to irregularities, including:

1. BCA continuously evaluates and monitors the effectiveness of the overall implementation of internal control, including in cases where changes in internal and external conditions that may keep BCA from achieving its goals are identified.
2. Monitoring is prioritized on BCA's key risks and serves as part of daily activities, including through periodic evaluations to detect and prevent new risks, both in operational work units, risk monitoring work units, and in DAI.
3. The adequacy and effectiveness of the internal control system is evaluated independently by DAI and the results are reported to the Boards of Commissioners and Directors, and the Audit Committee.

APPLICATION OF ANTI-FRAUD STRATEGY

1. Introduction

BCA already has in place anti-fraud strategy guidelines been ratified by circular letter No.064/SE/POL/2015 dated April 7, 2015. These guidelines reflect management's commitment to prevent fraud by implementing an effective and continuous fraud control system. This system directs BCA in taking decisive measures to prevent, detect, investigate, and monitor any incidents of fraud.

Fraud is defined as any deliberate act or omission intentionally committed by anyone working at the Company to deceive, swindle or manipulate the Company, its customers, or any other party, or to misuse office facilities that may lead to suffering financial loss or where the wrongdoers make either direct or indirect financial gain. Considered as fraudulent acts are:

- 1) Cheating;
- 2) Fraud;
- 3) Asset embezzlement;
- 4) Disclosure of information;
- 5) Banking felonies.

2. Background

The legal basis of BCA's anti-fraud policy is OJK regulation No.39/POJK.03/2019 dated December 19, 2019 on the implementation of anti-fraud strategy for Commercial Banks. The OJK regulation supersedes BI Circular Letter No. SEBI No. 13/28/DPNP dated December 9, 2011 to strengthen BCA's internal control system and to further implement OJK Regulation No.18/POJK.03/2016 dated March 22, 2016 on the implementation of Risk Management for commercial Banks.

Based on the OJK regulation, BCA must have and implement an effective anti-fraud strategy that meets at least the minimum reference, and the Company shall take into account as a minimum the following:

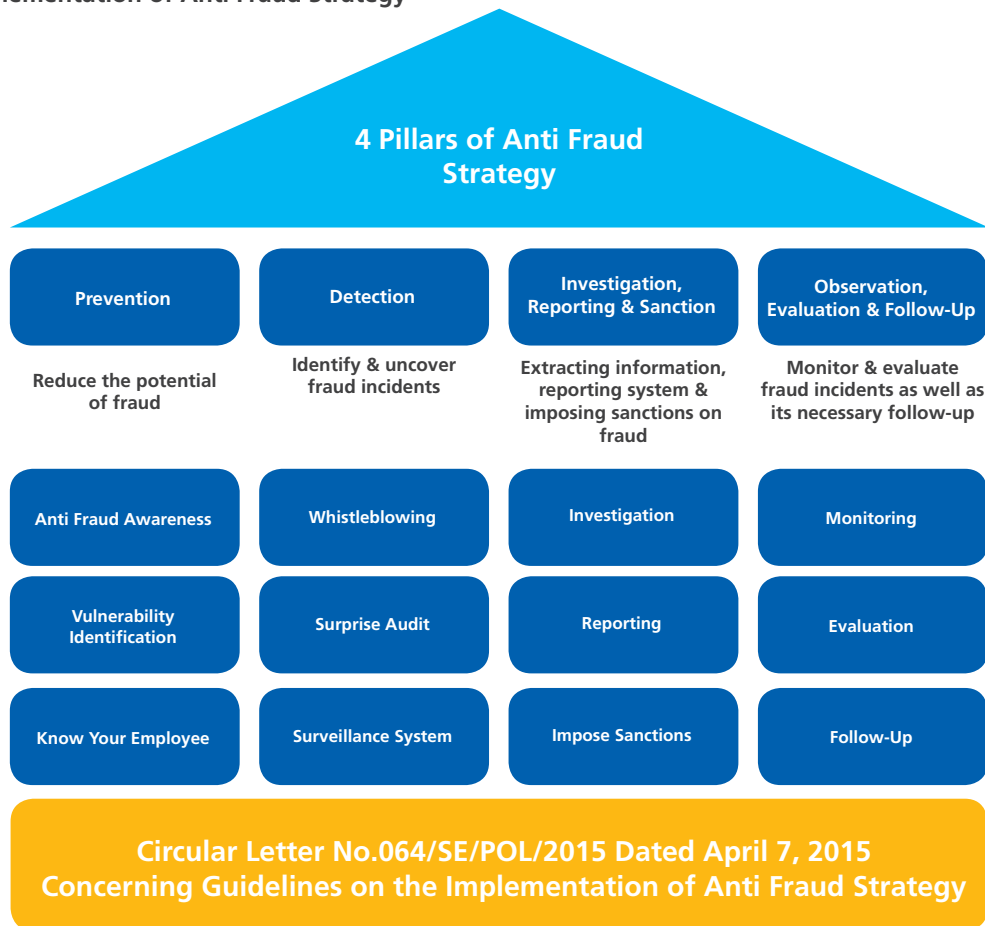
- 1) Internal and external factors
- 2) The complexity of business activities
- 3) Potential, type, and risk of fraud
- 4) The adequacy of required resources.

3. Objectives

The objectives of BCA's anti-fraud strategy are:

- To nurture an anti-fraud culture across the organization
- To enhance awareness and concern for the risk of fraud in BCA's operations
- To function as a reminder to all personnel of BCA to comply with applicable procedures and regulations.

Pillar and Implementation of Anti Fraud Strategy



The anti-fraud strategy in its application is manifested in to a fraud control strategy, has four pillars:

- 1) **Prevention**
Set up devices or equipments in order to reduce the potential risk of fraud, which encompasses at least, anti fraud awareness, vulnerability identification, know your employees.
- 2) **Detection**
Set up devices or equipments in order to detect fraud incidents in BCA's business operation which encompasses at least whistleblowing, surprise audit, and surveillance system mechanism.
- 3) **Investigation, reporting, and sanctions**
intended to extract information, use reporting system, and impose sanctions on fraud incidents in BCA's business operations, which at least encompasses investigative standards, reporting mechanisms, and imposition of sanctions.
- 4) **Monitoring, evaluation, and follow up**
to monitor and evaluate fraud incidents that at least encompass monitoring, evaluation, and follow ups.

4. Implementation and Internalization

BCA continuously to strive in increasing its employees' awareness and caution against fraud through such means like, anti fraud statement, e-learning, comics, posters, videos, socialization and etc.

In line with BCA's vision to become the preferred and reliable bank that serves as an important pillar of the Indonesian economy, BCA has formulated an anti-fraud statement in which it utterly expresses its commitment to implement zero tolerance against fraud. This policy has been implemented by building strong pillars that serve to prevent, detect, investigate, and monitor the potential risks, indications, and occurrences of frauds in a continuous manner.

BCA's zero tolerance policy on fraud is outlined below:

Anti Fraud Statement

Kepada Segep Karyawan BCA,

Dalam rangka penguatan sistem pengendalian internal bank dan sebagai pelaksanaan lebih lanjut Surat Edaran Bank Indonesia No. 13/28/DPNP tanggal 9 Desember 2011 perihal Penerapan Strategi Anti *Fraud* bagi Bank Umum, maka pada tanggal 1 Juni 2012 Manajemen BCA membentuk Unit Anti *Fraud* yang berfungsi untuk menerapkan Strategi Anti *Fraud* yang efektif dan berkesinambungan di lingkungan organisasi BCA yang kita cintai.


Selama ini, baik secara langsung maupun tidak langsung, pelaksanaan pencegahan *fraud* telah dilaksanakan BCA, antara lain melalui penerapan manajemen risiko khususnya sistem pengendalian internal dan pelaksanaan tata kelola yang baik. Namun demikian, agar penerapannya menjadi efektif masih diperlukan upaya peningkatan agar pencegahan *fraud* tersebut benar-benar menjadi fokus perhatian dan budaya di BCA pada seluruh jajaran yang ada di organisasi, baik oleh manajemen maupun karyawan.

Sejalan dengan visi BCA untuk menjadi bank pilihan utama andalan masyarakat, yang berperan sebagai pilar penting perekonomian Indonesia, manajemen berkomitmen untuk menerapkan kebijakan *Zero Tolerance* terhadap *fraud* melalui upaya membangun pilar-pilar yang kuat yang berfungsi untuk mencegah, mendeteksi, menginvestigasi, dan memantau secara terus menerus terhadap risiko, indikasi dan kejadian *fraud* yang ada.

Marilah bersama-sama kita bangun dan sebarkan semangat dan budaya anti *fraud* ke seluruh jajaran organisasi yang ada di BCA agar tercipta suasana kerja yang nyaman dan kondusif bagi semua pihak untuk mewujudkan BCA yang bersih dan bebas dari segala tindakan *fraud*.
Terima kasih.

PT. BANK CENTRAL ASIA, Tbk.

JAHJA SETIAATMADIA
Presiden Direktur



Anti-fraud awareness campaign posters:

Berpikir Bijak
Sebelum
Bertindak



Tindakan *Fraud* menghancurkan kehidupan keluarga, karir, dan sosial



Jaga
Kerahasiaan
Bank



Mutasi Data
Data Waran
Saksi

BCA relays its zero tolerance on fraud to employees through e-learning. In 2019, all employees were required to assimilate the mandatory e-learning modules accessible on the MyBCA and Mobile Learning internal portals.



Data of Anti-Fraud Awareness in 2019 and 2018

Participant	2019	2018
New Employees	2,914	1,520
Existing Employees	30,628	30,658

WHISTLEBLOWING SYSTEM

Disclosure of BCA's whistleblowing system in this Annual Report takes into account Chapter III letter g number 16 of OJK Circular Letter No.30/SEOJK.04/2016 concerning the Issuer's Annual Report or Public Company.

The whistleblowing system is a means of communication where both internal and external parties can report fraud or violations presumed to have been committed by anyone at BCA. The Reporting must be based on good faith and should not be a personal complaint or a made up story with bad intent.

BCA's whistleblowing policy is set forth in BoD Circular Letter No. 146/SK/DIR/2017 dated November 1, 2017.

Objectives of Whistleblowing System

The implementation of the whistleblowing system in BCA aims to:

- To raise stakeholder awareness (employees, customers, etc.) for them to willingly report violations that they think are being committed in BCA without any fear and anxious, as their confidentiality is guaranteed.
- Detect and prevent fraud at the earliest stage possible through information disclosed by a whistleblower.

1. Whistleblowing Procedure

A. Media

A whistleblower can report violations in the designated area on BCA's official website <https://www.bca.co.id/whistleblowing>. The managing team of the whistleblowing system will receive the report directly.



B. Acceptable criteria

- 1) To facilitate and allow a quick follow up process, a whistleblower must meet the following reporting criteria, where he or she must give information that at least includes:
 - His or her identity (anonymous permitted)
 - His or her reachable phone number or active email address.
- 2) To provide reliable and accountable information that indicates any fraudulent act or violation with attached 4W1H (if any):
 - What - the alleged fraud;
 - Who - the alleged party;
 - When - when the fraud was allegedly committed;
 - Where - where the fraud was allegedly committed;
 - How - how the fraud was allegedly committed.

3) Types of fraud or violation to be reported:

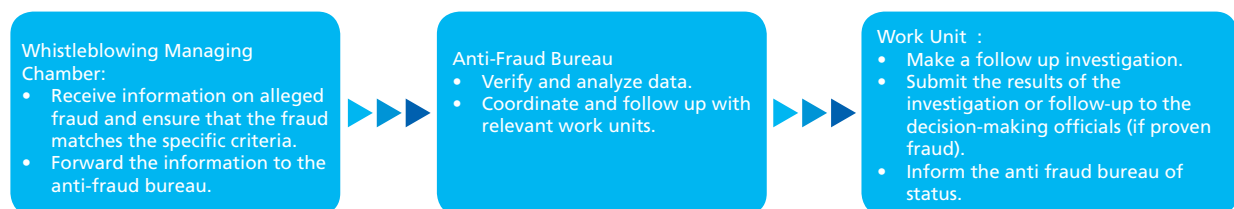
Fraud	Any deliberate act or omission intentionally committed by anyone working at BCA to deceive, swindle or manipulate BCA, its customers, or any other party or to misuse office facilities that may lead to suffering financial loss or where the wrongdoers make either direct or indirect financial gain. Considered as fraudulent acts are: 1. Deception; 2. Fraud; 3. Embezzlement of assets; 4. Selling corporate disclosure of confidential corporate information; 5. Banking felonies.
Code of ethics violation	Any action that violates BCA's corporate culture based on positive values, which has developed and grown across the organization, under the direction of which all employees act properly, make responsible business decisions, and reach their common goals.
Conflict of interest	Any action that may cause an employee to have an interest other than his or her official ones, whether it is a personal, family-related, or similar interest, preventing the respective employee to act objectively in making business decisions and policies with which BCA has authorized him or her.
Law violation	Any action that violates the applicable laws in Indonesia.

2. Whistleblower Protection

BCA's whistleblowing system will ensure the confidentiality of the whistleblower's identity and information reported.

3. Report Management

The following is an illustration of how a report is handled in BCA's whistleblowing system:



4. Parties Managed the Report

Follow ups on reports are handled carefully with reference to BCA's internal laws and prevailing laws and regulations in Indonesia by BCA's internal team who were appointed by the management.

Imposition of Sanctions

If based on investigation results the alleged party is proven to have committed the alleged fraud or violation, the decision-making authority shall impose sanctions in accordance with the applicable provisions.

Disclosure of Internal Fraud and Complaints Through Whistleblowing System In 2019

A. Number of Internal Fraud Cases

The Company discloses internal fraud pursuant to section 64 of OJK Regulation No.55/POJK.03/2016 on the Implementation of GCG for Commercial Banks and Section IX item 5 of OJK Circular Letter No.13/SEOJK.03/2017 in the Implementation of GCG for Commercial Banks.

Internal fraud is defined as fraud committed by management, supervisors, permanent and contract employees, or outsourced workers. Classified as fraud is a case where the financial loss or potential financial loss exceeds Rp100,000,000 (one hundred million).

Table of Fraud by Management, Permanent Employee, and Non-Permanet Employee

Internal Fraud in 1 year	Number of cases committed by:					
	Members of BoD and BoC		Permanent Employees		Contract and Outsourced Employees	
	2018	2019	2018	2019	2018	2019
Total Fraud	-	-	7	7	-	-
Settled	-	-	7	7	-	-
In internal settlement process	-	-	-	-	-	-
Settlement process has not been done	-	-	-	-	-	-
In legal process	-	-	-	-	-	-

B. Number of Alleged Fraud Reported Through Whistleblowing System

The recapitulation of fraud received through the whistleblowing system is submitted to the Board of Directors periodically. As of December, 2019, 15 (fifteen) cases were reported through the system with the following status:

Status	Number	Description
Open (still in process)	0	In the investigation process
Closed (settled)	1	Reporting criteria met:
		- Proven
	2	- Not proven
		Reporting criteria unmet:
	9	- Mere personal info/complaint
	3	- data inadequate data and more information/data has been requested

C. Follow-Up on Complaints through the Whistleblowing System

Of the 15 (fifteen) cases reported through the whistleblowing system during 2019, all complaints has been settled and there is 1 (one) proven complaint BCA made a follow up investigation on the cases, gave fair sanctions on the employees to follow up the reported cases and has set a settled status for both cases.

ANTI GRATUITY

1. Background

The stakeholders' and general public's trust towards BCA is strongly influenced by the ethical behavior of BCA's entire staff ranging from the Board of Commissioners, Board of Directors, and management down to all employees. This trust is very important to foster and maintain business relationships with customers and other third parties that have relationships with BCA.

In practice, the potential of business relationships that may lead to matters that are more personal is highly probable, furthermore a business relationship that intertwines with personal relationships can create conflict between the interest of BCA and that of personal interest.

In this regard, to raise public confidence and to uphold the Law No. 20 Year 2001 on the Amendment of the Law No. 31 Year 1999 on the Eradication of Corruption and supporting the implementation of the principles of Good Corporate Governance, the Board of Directors considers it necessary to stipulate conflict of interest provisions intended to provide guidance on BCA's personnel as individuals in dealing with customers, partners, fellow co-workers. BCA has specific anti-corruption that included in BCA Code of Ethics, which can be read in the Code of Ethics chapter of this Annual Report.

2. Anti-gratuity Policy

The anti-gratuity policy is intended to provide reasonable, credible, and proper conduct guidelines for the entire organization in engaging with customers, partners and co-workers, and is not intended to interfere with employees' personal lives.

These policies, among others, stipulate that:

- All personnel are prohibited from requesting or accepting, allowing or consenting to receive a gift or reward from any third party who obtains or seeks to obtain favours from the BCA in the form of credit facilities or other facilities related to BCA's operational activities.

- All personnel of BCA are prohibited from requesting or accepting, allowing or consenting to accept a gift or reward from any third party who obtains or seeks to obtain work or orders relating to the procurement of goods or services of BCA.
- In the event of customers, partners, and other parties offer gifts during certain occasions, such as religious celebrations or other kind of celebrations, if:
 - As a result of the receipt of the parcel/gifts, it is believed to have a negative impact and affect BCA's decision, and
 - The value of the parcel/gifts is beyond reasonable limits.

The employee receiving the parcel/gifts shall immediately return the parcel/gifts along with a polite explanation that no personnel of BCA are allowed to receive any parcel/gifts.

The substance of the anti-gratuity policy has been stated and can be downloaded in BCAs website in the section on Governance (<https://www.bca.co.id/en/Tentang-BCA/Tata-Kelola-Perusahaan/Tata-kelola>).

3. Joint Commitment

In relation to the above aforementioned matter and BCA's commitment in implementing good corporate governance, the Company's entire staff is obliged:

- A. To ascertain, comprehend and implement the provisions with full responsibility and without exception.
- B. To uphold the implementation of such provisions, in which all members of the Board of Commissioners, Board of Directors and employees must make compulsory Annual Disclosure containing all circumstances or conditions that can permit the emergence of conflict of interest.

4. Sanctions of violation

As one of the endeavors to prevent gratuities prohibited by law and regulation, the Board of Directors since 2003 has issued a decision backing up the anti-gratuity policy to be implemented at all levels of BCA.

The anti-gratuity policy is binding and must be recognized and implemented earnestly by all employees as part of the Bankers Code of Conduct and in shoring up the implementation of good corporate governance principles. In the event of any policy violation or non-compliance, the violator may be liable to sanctions in accordance to the extent of violation.

It has now been adopted as BCA's culture not to accept gifts or payment from customer, debtors, vendors, partners, and other third-parties on services rendered by BCA's employee within his/her scope of work. Each individual also has to abide by the Code of Ethics in his/her relationship with vendors. The Code of Ethics is stated in the Guideline of Corporate Governance and can be read in this Annual Report.

AFFILIATED TRANSACTIONS AND CONFLICT OF INTERESTS

Disclosure of affiliated transactions and conflicts of interest is part of efforts to comply with Regulation No IX.E.1 attached to the Decree of the Chairman of Bapepam and LK No. Kep-412/BL/2009 dated November 25, 2009 concerning Affiliated Transactions and Conflicts of Interest in Certain Transactions and PSAK 7 (Revised 2015).

Policy on Affiliated Transactions and Transactions with Conflict of Interests

BCA has implemented policies related to affiliated transactions and conflict of interests, as stipulated in BoD Decree No. No. 214/SK/DIR/2019 dated December 27, 2019 concerning Affiliated and Conflict of Interest Transactions and Circular Letter No.319/SE/POL/2019 dated December 27, 2019 on the Guidelines for the Implementation of Affiliated and Conflict of Interest Transactions. This policy has been referred to the Decree of Chairman of Bapepam LK No. Kep-412/BL/2009. The BoD Decree covers the following items:

1. The definitions of affiliated and conflict of interest transactions.
2. Affiliated parties.
3. Transaction category.
4. Reporting mechanism.
5. Reporting period and/or information disclosure.

BCA has its Code of Ethics, which explains that all the decisions it makes are never influenced by any other party and conflicts of interest. The decisions and cases of conflicts of interest, if any, are always documented as evidence. BCA also has a mechanism for handling conflicts of interest that are binding on each BCA management team members and all employees. Documentation is made to allow members of both the Boards of Directors and Commissioners to give accurate information on cases of conflict of interest.

Affiliated Transactions

Affiliated Parties

Classified as affiliated party to the Bank are:

1. Employees, Directors, and Commissioners.
2. BCA's key shareholders, whether they are persons or entities that either directly or indirectly own at least 20% of BCA's shares with voting rights, or those who own less than that as has been regulated by OJK.
3. Any entity operating under BCA Group, which is one that is controlled either directly or indirectly by the Bank.
4. Any business entity that has one of more Directors or Commissioners who are also members of the Bank's BoC or BoD.
5. Any business entity under the control of BCA's key shareholders.
6. Anyone who has a familial relationship due to marriage or family lines of up to the second degree, either horizontally or vertically with members of BCA's BoD, BoC, and or BCA's key shareholders.

Realization of Affiliated Transactions in 2019

Throughout 2019, BCA made 8 (eight) affiliated transactions with the following details:

No.	Date	Type of Transaction	Affiliated Party	Transaction Value	Relationship
1	February 28, 2019	Rental of Hotel Kempinski Ballroom for analyst meeting Q4 2018	PT Grand Indonesia	Rp.116,160,000.00	Owned by Controlling Shareholders
2	March 14, 2019	Management Rental of Hotel Kempinski Ballroom for management lunch	PT Grand Indonesia	Rp.147,015,000.00	
3	April 15, 2019	Rental of Hotel Kempinski Ballroom for AGMS 2019	PT Grand Indonesia	Rp.193,600,000.00	
4	April 29, 2019	Rental of Hotel Kempinski Ballroom for analyst meeting Q1 2019	PT Grand Indonesia	Rp.123,660,000.00	
5	June 24, 2019	Rental of Hotel Kempinski Ballroom for EGMS 2019	PT Grand Indonesia	Rp.193,600,000.00	
6	June 28, 2019	Rental of Sentul dormitory	PT Sentral Layanan Prima	Rp.497,495,687,255.00	
7	October 28, 2019	Rental of Hotel Kempinski Ballroom for analyst meeting Q2 2019	PT Grand Indonesia	Rp.116,160,000.00	
8	November 7, 2019	Land and building purchases	PT BCA Finance	Rp.4,000,000,000.00	

The Nature of Affiliated Relationships

All companies listed in the above table are affiliated with BCA, as they are run indirectly by the same entities as stated in Article 111 (e) Regulation No. 8 Year 1995 regarding Capital Market.

Fairness of Transaction

The following are the core principles that BCA must apply when making transactions with affiliated parties:

1. Must pay attention to the Good Corporate Governance principles, which are transparency, accountability, responsibility, independency, and fairness
2. The appropriateness and fairness of the value and the requirement of the transaction (arm's length transaction).

All Affiliated transactions the Bank made during 2019 fell under the category of arm's length transactions.

Transactions Containing Conflicts of Interest

During 2019, BCA did not make any transaction that contained conflict of interest.

Policy Related to Conflicts of Interest

BCA's policy on conflict of interest regulates that everyone working for BCA (including members of the Boards of Directors and Commissioners) must know and avoid activities that may contain conflict of interests.

To ensure that each transaction is made in the best interests of BCA and to prevent conflicts of interest from taking place in an affiliated transaction, particularly in a material transaction with a related party that has been proposed to the management, BCA has authorized its audit committee to examine and provide advice to the Board of Commissioners on such transactions.

In incorporating BCA's policy on conflicts of interest with integrated governance, the Board of Directors also ensures that BCA's intra-group transaction risk management is free from conflicts of interest that may occur between BCA and the entities under the Group.

Disclosure

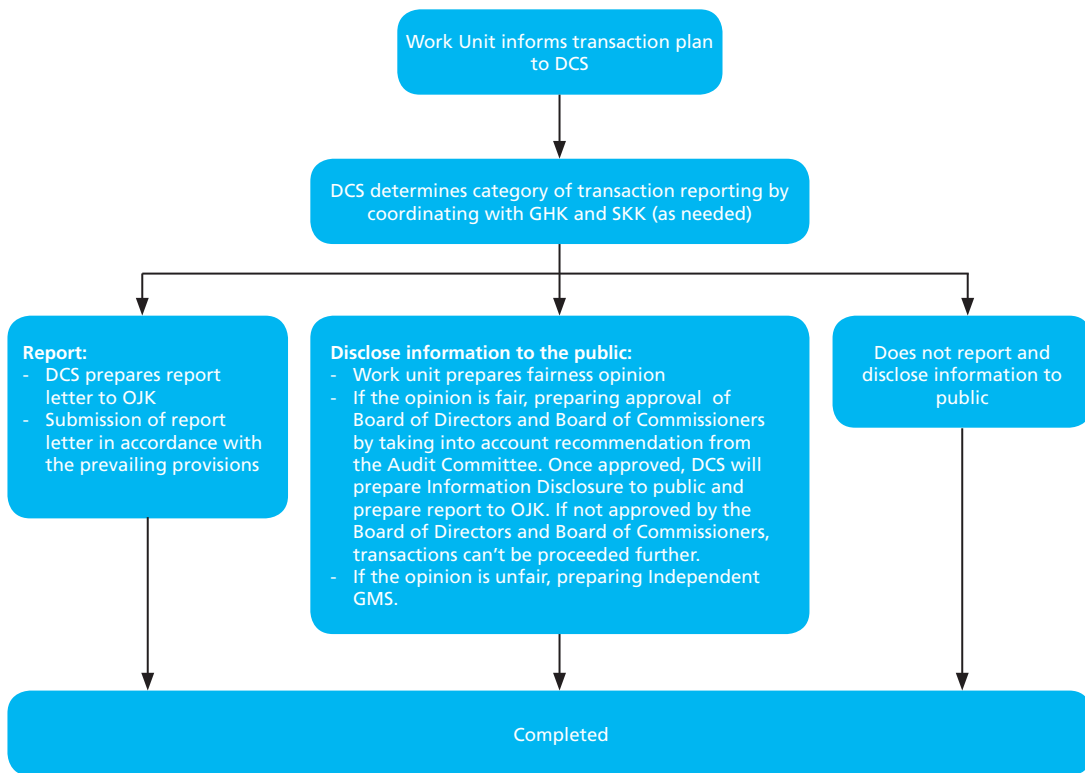
All transactions containing conflicts of interest are disclosed based on BCA Circular Letter No.03/2017 on GCG Implementation for Commercial Banks.

Throughout 2019 BCA did not make any transactions that contained conflicts of interest.

Name and position of parties that have conflicts of interest	Name and position of decision makers	Type of transaction	Value of transaction	Description
-	-	-	-	-

Flow of Affiliated Transactions and Conflicts of Interest

The following illustrates the flow of affiliated and conflict of interest transactions at BCA:



Description:
 DCS : Secretariat and Corporate Communication Division
 GHK : Legal Group
 SKK : Compliance Work Unit

Independent Parties in Affiliated and Conflict of Interest Transactions

In accordance with BCA policy, if a conflict of interest transaction is unavoidable, BCA shall appoint an independent party to evaluate the fair value in the transaction.

If the independent appraiser considers that the transaction value is not fair, then the transaction shall be included as one that contains conflict of interest, and hence, collective approval from BCA's independent shareholders shall be obtained via an Extraordinary GMS.

Company Policy regarding Transaction Review Mechanism

As mentioned above, BCA a policy regarding affiliated and conflict of interest transactions. In the implementation, every work unit that is about to make a transaction with an affiliated party shall inform the Bank in writing, herewith to the Secretariat and Corporate Communication Division, and attach proof to the report. The division shall then coordinate a further analysis of the transaction to decide the category under which the transaction shall fall. To enhance fairness in any affiliated or conflict of interest transaction, a review of the mechanism and flow of such transactions was conducted in 2019.

LEGAL CASES

Legal proceedings disclosure is carried out based on item 6 section IX on Transparency on GCG Implementation in OJK Circular Letter No. 13/SEOJK.03/2017 on Governance Implementation for Commercial Banks.

The legal cases are both criminal and civil, and in 2019, 2018, and 2017 the cases BCA faced are presented in the table below:

1. Criminal Cases

Details of criminal cases faced by BCA during 2019, 2018 and 2017 are as follows:

Criminal Cases	2019	2018	2017
Legally settled (a verdict has been issued with legal power)	8	11	5
In settlement process	5	4	4
Total	13	15	9

Criminal cases in the Court of based on reports from BCA against customers, employees, or other third parties include cases of alleged crimes of theft, embezzlement, embezzlement in positions, falsification of letters, distributing without rights and/or destruction of electronic documents, but there are no cases of value material losses above Rp1 billion.

While cases in the Court of reports from customers, employees, or other third parties against BCA are non/zero.

2. Civil Cases

The civil cases faced by BCA during 2019, 2018 and 2017 are detailed below:

Civil Case	2019	2018	2017
Legally settled (a verdict has been issued with legal power)	123	120	98
In settlement process	144	145	173
Total	267	265	271

BCA faced civil cases among others as a result of:

- 1) Lawsuit filed on accounts inherited by late customers' heirs.
- 2) Customer claims/appeal against account blocking by BCA at the request of the Court, Tax Office and or other third parties.
- 3) Lawsuit filed by customers/other third parties on payment transactions, transfers, balances, and/or disbursement of documents.
- 4) Lawsuit on the use and payment of credit card bills.
- 5) Lawsuit filed by third parties on disputes over BCA properties i.e. land and buildings.
- 6) Lawsuits on accounts of legal entities that resulted from disputes on legal entities and/or association.
- 7) Lawsuit/appeal filed by BCA on the settlement of bad loans and saving collateral.
- 8) Lawsuit/rebuttal of debtor (husband/wife), collateral owner and/or other parties related to foreclosure, auction and or cleaning up foreclosed collateral.
- 9) Lawsuit/rebuttal of debtor (husband/wife) and or third parties on credit and/or collateral.
- 10) Lawsuit filed by BCA or its employees on industrial relations.

The BCA Civil Case that is still in operation in 2019 with a nominal demand of more than Rp10 billion, but the material value of the case does not exist or does not affect the continuity of BCA's business, is as follows:

BCA did not face significant risks due to current legal issues as, based on self-assessment results, it had a "low" level of legal risk.

No.	Case Code	BCA Position	Lawsuit	Case Status	Risk for Bank	Value
1.	431/Pdt.G/2017/ PN.Bdg.	Defendant II	Lawsuit filed by third parties on foreclosed collateral for the reason that the foreclosed collateral is undistributed inheritance	Cassation: Adjudicating Process District Court & High Court: Ruled in favor of BCA	Collective compensation payment	Real Case Value: None
2.	166/Pdt.G/2019/ PN.Sby.	Defendant VIII	A lawsuit filed by a customer who has a joint account "OR" on a transaction made by his partner without approval from the former as the plaintiff	District Court: Adjudication Process	Collective compensation payment	Real Case Value: None
3.	4/Pdt.Bth/2019/ PN.Bkl.	Opposition I	Rebuttal filed by a debtor on auction sales and the cleaning up of foreclosed collateral	High Court: Adjudication Process District Court: Ruled in favor of the Opposition	Compensation	Real Case Value: None
4.	10/Pdt.G/2018/ PN.Jmb.	Defendant	A lawsuit filed by a Customer/Debtor to deny credit facilities that he had received and on financial transactions made in his savings account	Cassation: Adjudication Process District Court & High Court: Ruled in favor of BCA	Compensation	Real Case Value: None

No.	Case Code	BCA Position	Lawsuit	Case Status	Risk for Bank	Value
5.	912/Pdt.G/2019/ PN.Jkt.Br.	Defendant III	A lawsuit filed by a third party (the former owner) on collateral with the reason that the sale and purchase has not been settled and the deed of purchase is allegedly fake	District Court: Adjudication Process	Collective compensation payment	Real Case Value: None
6.	145/Pdt. Bth/2019/ PN.Bpp.	Opposition I	A lawsuit filed by a Debtor on the emptying of collateral by BCA with reason that the auction is invalid the collateral is sold at a lower price than the market.	District Court: Adjudication Process	Collective compensation payment	Real Case Value: None
7.	297/Pdt.G/2017/ PN.Jkt.Sel.	Co Defendant	A lawsuit filed by a customer on check rejection which resulted in the customer listed in the national banking black list	Cassation: Adjudication Process District Court & High Court: Ruled in favor of BCA	Collective compensation payment	Real Case Value: None
8.	485/Pdt.G/2016/ PN.Jkt.Pst.	Defendant V	A lawsuit filed by a third party on collateral with the reason that the collateral is an undistributed heritage	High Court: Adjudication Process District Court: Ruled in favor of BCA	Collective compensation payment	Real Case Value: None
9.	249/Pdt.G/2018/ PN.Dps.	Defendant I	A lawsuit filed by a Debtor on auction with the reason that the auction process violates the regulation	Cassation: Adjudication Process District Court & High Court: Ruled in favor of BCA	Collective compensation payment	Real Case Value: None

SIGNIFICANT CASES AND ADMINISTRATIVE SANCTIONS TOWARD VIOLATIONS

Significant cases faced by BCA, subsidiaries, members of the Board of Directors and Board of Commissioners are disclosed pursuant to Letter G Chapter III – of OJK Circular Letter No.30/SEOJK.04/2016 on Content of Annual Report on Financial for Issuers or Public Companies

Disclosure of important cases throughout 2019 is described as follows:

1. Important cases faced by BCA, members of Board of Directors of BCA, and members of Board of Commissioners.
Throughout 2019, BCA, none of the members of BCA's Board of Directors and Board of Commissioners of BCA were involved in any important case, whether criminal and/or civil.

2. Important cases faced by BCA Subsidiaries

During 2019, BCA Subsidiaries faced the following cases:

Subsidiary	Case Status	Civil	Criminal
PT BCA Finance	Resolved with permanent legal force	27	0
	In the process of settlement	75	0
PT BCA Multi Finance (formerly PT Central Santosa Finance)	Resolved with permanent legal force	7	0
	In the process of settlement	1	0
BCA Finance Ltd	Resolved with permanent legal force	0	0
	In the process of settlement	0	0
PT Bank BCA Syariah	Resolved with permanent legal force	0	0
	In the process of settlement	5	0
PT Asuransi Umum BCA	Resolved with permanent legal force	0	0
	In the process of settlement	0	0
PT Asuransi Jiwa BCA	Resolved with permanent legal force	0	0
	In the process of settlement	0	0
PT BCA Sekuritas	Resolved with permanent legal force	0	0
	In the process of settlement	0	0
PT Central Capital Ventura	Resolved with permanent legal force	0	0
	In the process of settlement	0	0
PT Bank Royal Indonesia	Resolved with permanent legal force	1	0
	In the process of settlement	2	0

Important Cases Faced by Members of the Boards of Directors and Commissioners of BCA Subsidiaries

throughout 2019, BCA, none of the members of the Boards of Directors and Commissioners of BCA and subsidiaries was involved in an important case, whether criminal and/or civil.

All important legal issues and cases faced by BCA throughout 2019 did not have a material impact on BCA's and its subsidiaries' financial position and business sustainability.

ADMINISTRATIVE SANCTIONS FROM RELATED AUTHORITIES

During 2019, there was no administrative sanctions that may have impacted the sustainability of BCA's business, nor was there one imposed on the members of its Boards of Directors and or Commissioners from the relevant authorities.

INFORMATION ACCESS AND CORPORATE DATA

To apply the principles of transparency and accountability, BCA maintains effective communications with its stakeholders: regulators, shareholders, customers, employees, business partners, and the public. BCA makes this specific effort by having in place a communication policy.

BCA's Communication policy is set in the communication function and information section and in the information disclosure section under its GCG Guidelines. To help apply the principle of transparency and policy, BCA provides access to its corporate data and information to the public through several communication channels as further explained below.

Stakeholders Involvement

Stakeholders are groups of people who have interests in BCA's business and significant impacts on its sustainability.



BCA works and interacts with the stakeholders through formal processes and necessary engagement. Interactions with the stakeholders are managed by the Secretariat and Corporate Communication Division.

BCA also manages various internal communication channels to create internal information, allowing an intensive and effective socialization process of its information, while accelerating the process and mechanisms in all of its lines.

Name of Stakeholder	Interest	Media	Frequency
Customers and Clients	<ul style="list-style-type: none"> Product Information and banking services as well as the security of customer privacy. Development of banking solutions starts with customer needs and is carried out by paying attention to the protection and safety of the customers, while also performing it consistently and continuously. Providing the best for banking solutions for the stakeholders. Providing solutions to transaction problems, and to use banking. 	HALO BCA Contact Center 1500888, website, social media, and ATM	At all times
Investors and Shareholders	Financial results and the implementation of the principle of prudence and GCG.	<ol style="list-style-type: none"> GMS Quarterly Report Annual Report Sustainability Report 	<ol style="list-style-type: none"> Once a year Quarterly Once a year Once a year
Regulators, among others: Financial Services Authority, Bank Indonesia, Indonesia Stock Exchange	Compliance and the implementation of prudence principle and GCG implementation.	<ul style="list-style-type: none"> Monthly Report. Quarterly report. Information disclosure related to the affiliated transaction. Elaboration on information for mass media. Submission of proof of annual GMS, EGMS, information, report summary for the finance consolidation. E-reporting for preliminary notice, GMS plan, monthly report, plan for public expose. Delivery of press release on financial statements, photocopy of AGMS and EGMS deeds and newspaper ads. Submission of proof of preliminary notice for GMS Reports and announcement of the dividend distribution schedule. Report of ownership or changes in ownership. 	According to regulations (monthly, quarterly, and incidental)
Public Communities	Programs and opportunities for empowerment through community programs and corporate social responsibility (CSR).	<ol style="list-style-type: none"> Sustainability reports Pilar Bakti BCA: <ul style="list-style-type: none"> Solusi Cerdas BCA Solusi Sinergi BCA Solusi Bisnis Unggul BCA 	<ol style="list-style-type: none"> Once a year At all time
Media, Interest Groups and Public	Information and corporate data, among others regarding the financial condition of the company, products, and corporate actions.	Pers release	If needed

Name of Stakeholder	Interest	Media	Frequency
Business Partners/Suppliers/Vendors	<ul style="list-style-type: none"> • Procurements of goods, services, types of needs/ specification and company data, criteria for partners. • Input, advice and other information. 	<ul style="list-style-type: none"> - Website - Beauty contest - Code of ethics for vendors - Logistics and building division 	If needed
Employees	Industrial relations and matters related to welfare, rights, and obligations of employees	Internal communication through info BCA, BCA Pemutakhiran, MyBCA, audio visual media, Halo SDM - call center for BCA employees, sharing session, GCG series articles, banking services and/ or facilities	At all time

Product Information and Transparency

BCA has provided clear, accurate and up-to-date information about its banking products and services pursuant to provisions by the OJK/BI, which its customers can get easily through:

- BCA website that provides comprehensive and up-to-date information on BCA products and/or services.
- Leaflets, brochures, plasma TVs, or other written tools at each BCA branch office throughout Indonesia that contain banking product information to help customers know more about the information.
- BCA officers, such as relationship officers, account officers, and customer service at all branch offices, who are keen to give product/service information and solutions that the customers may need.

BCA also provides direct information on its banking products and/or services to customers. The information to customers is given on their prior approval when they sign in the approval column during account opening, in which they agree to receive more data. The publication of information on BCA products, services, and/or banking facilities is done in accordance with regulatory provisions on transparency of bank product information and use of customer personal data.

Media

BCA's business management means more than just earning profits, as it also encompasses consistent efforts to provide the best banking solutions for all of the Bank's stakeholders. BCA gives the best banking solutions through several communication channels, as follows:

- Access to Information (for customers, the media, shareholders and the wider community);
- BCA website;
- Social media;
- Press releases;
- Correspondence with OJK, Bank Indonesia and the Indonesia Stock Exchange;
- Internal communication;
- Bakorseni.

Information Access

BCA continues to give convenience to its stakeholders and the wider community to access its corporate data, information, reporting mechanisms, and/or problem solving, including the Bank's financial and non-financial conditions, banking products, and corporate actions. BCA also places press releases in print and electronic media.

BCA information and data can be accessed through:

1. Customers can contact:

Halo BCA call center

- Phone number: 1500888
- Email address: halobca@bca.co.id
- Twitter: @halobca
- Halo BCA Chat: www.bca.co.id
- Video Calls in main branch offices: BSD, SCBD, Alam Sutera, Thamrin, Matraman, Darmo, and at myBCA
- Video Banking at myBCA Gandaria City, Bintaro Xchange, Central Park, Kota Kasablanka, Emporium Pluit, Ciputra World Surabaya, Grand City Surabaya, BCA Learning Institute Sentul.

Service Level at Halo BCA

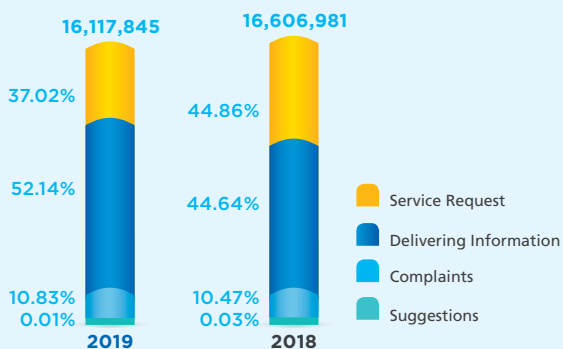
Service level for receiving customer contacts::

- Call response time: 20 seconds
- Whatsapp response time: 2 minutes
- Twitter response time: 3 minutes
- Halo BCA Chat response time: 2 minutes
- Email response time: 1 hour.

Service Level Agreement (SLA)

The variation duration of problem solving starting from 1 (one) working day to 45 (forty five) working days, according to the type of problem. At present 99.41% of the problems raised through Halo BCA have been resolved in accordance with the service level agreement. The number of customers contacting Halo BCA in 2019 is 16,117,845 (sixteen million one hundred seventeen thousand eight hundred forty-five).

Type of Claims



Types of customer complaints are divided into the following criteria:

- a. 37.02% are information delivery.
 - b. 52.14% are inquiries for customer services (eg blocking, activation, etc).
 - c. 10.83% are complaints filed by customers.
 - d. 0.01% are suggestions given by customers.
2. For the media, customers can directly contact the secretariat and corporate communication division, the public relations aspect section, via email: humas@bca.co.id, press release, gathering, etc.

3. Communication in investor relations is done through publications on the Bank's official website (www.bca.co.id) under the investor relations section. that is easily accessible to the public and includes information about:

- Financial Information (financial highlights, monthly financial reports, and quarterly financial reports including analyst meeting material and other publications).
- Annual Report.
- BCA Shareholder Information.
- Credit Rating.
- Investor News.

The published information is in accordance with regulatory requirements and based on the needs of investors, the capital market community, and the shareholders. Through the BCA website, investors, the capital market community, and shareholders can also subscribe their e-mails to receive quarterly financial information publications.

4. BCA also provides an investor relations e-mail facility at investor_relations@bca.co.id that allows investors, the capital market community, and shareholders to communicate with BCA investor relations should they have any questions regarding BCA's financial and business information, or should they need to make suggestions for improvements in investor relations services. Investor relations can be contacted via:

Investor Relation Contact

PT Bank Central Asia Tbk Menara BCA L.20

Jl. MH Thamrin No.1

Jakarta 10310

Phone: +62 21 235 88000

Email: investor_relations@bca.co.id

BCA website

Having learnt from the increasingly popular use of smartphones, BCA keeps innovating to give a more accessible BCA website (www.bca.co.id) tailored to mobile users (mobile responsive design). The BCA website also provides an online registration form for customers who are interested in using BCA services, which BCA's online customer services will follow up. This website is intended to facilitate prospective and existing customers to enjoy BCA banking products and/or services.

BCA website publishes interesting and useful articles which contain financial and banking information and other information disclosure. The website also presents corporate activities, such as analyst meetings, financial reports, and a wide array of BCA corporate social responsibility programs. This information is constantly provided in order for BCA to remain consistent with its commitment to always disclose corporate information as part of implementing Good Corporate Governance.

BCA Social Media

In today's digital era, social media is developing rapidly and becoming an effective means of communication for BCA. BCA's social media is popular among netizens. BCA is currently present on various social media platforms such as:

- Twitter accounts (@XpresiBCA, @GoodLife, @BizGuideBCA, @HaloBCA, @BankBCA, @KartuKreditBCA)
- Facebook (/ XpresiBCA, / GoodLifeBCA, / BizGuideBCA, / BankBCA, / Credit CardBCA),
- YouTube (BCA Solution)
- SlideShare (www.slideshare.net/SolusiBCA)
- BCA LinkedIn
- Instagram (@goodlifeBCA)
- Line (@BankBCA).
- Halo BCA Chat,
- Whatsapp (0811 1500 998).

Through these social media accounts, BCA seeks to build more solid interactions with its customers and any member of the public who has not yet become a customer. This testifies BCA's serious commitment to always be there with the community.

In addition to these listening tools, BCA keeps innovating to hear in real time social media user aspirations, whether through criticism or suggestions. Real-time interactions are available on VIRA or BCA Virtual Assistant Chat Banking. VIRA can be accessed through Kaskus Chat, Facebook Messenger BCA bank account, and LINE chat application in each BCA bank account. Through VIRA, customers can get information on recent promotions, check account balances and movements, learn current exchange rates, get ATM info, credit card info, and other banking access.

Throughout 2019, BCA held a long series of activities to campaign for communications that rely on social media, including:

1. Campaigns on updates in BCA banking products to communicate what benefits they offer to potential markets
2. Educative campaigns on safe banking transactions for the public
3. Campaigns on BCA's recent promotional programs.

More detailed BCA accounts and social media activities can be accessed through www.bca.co.id/social media. BCA consistently seeks to prove its existence to the wider community.

List of Press Releases in 2019

BCA's press releases represent the implementation of good corporate governance principles, particularly the principle of transparency. During 2019 there were 157 (one hundred and fifty seven) press releases made by BCA, which include:

No.	Month	Date	Title	Remarks	
				Distribution	Face to face
1	January	9	OneKlik from BCA, Completing Alternative Shopping Payments at Shopee	-	v
2		10	BCA to be the SBR005 Distribution Partner to Drive Financial Inclusion	-	v
3		15	Facilitating Water Bill Payment through ATM BCA, BCA Collaborates with PDAM Pontianak and Kubu Raya Regency	-	v
4		18	Presenting the Spirit of Community Collaboration, Jakarta Sneaker Day 2019 "The Rise of Sneaker Culture" is Ready to Go	-	v
5		24	Realizing Service Excellence, BCA Inaugurates New KCU Bukittinggi Office	v	-
6		24	Spurring the Spirit of e-sports Tournament, BCA Supports 2019 Presidential Cup	-	v
7	February	8	Care for Education, BCA Awarded Scholarships to Accomplished Students of ITS and UNAIR	-	v
8		8	BCA Gives Scholarships to Accomplished Students of Sriwijaya University	-	v
9		8	Providing One Stop Services, BCA Expoversary 2019 is Ready to be Held	v	-
10		11	BCA Delivers 218 Food Packages to Pekalongan-Batang Flood Victims	v	-
11		14	AIA and BCA to Launch Edukasi Maksima Protection (EduPlan) for Children's Education Fund Planning Solutions	-	v
12		15	BCA Earmarks Rp300 Million in Scholarships for Accomplished Students of Udayana University	-	v
13		20	Realizing Healthy Communities, BCA Organizes Health Social Service in Duri Utara Before Its 62nd Anniversary	v	-
14		22	Offering Travellers to Travel with Ease, BCA Once Again Organizes Astindo Travel Fair 2019	-	v
15		22	Entering Its 62nd Anniversary, BCA Expo Surabaya Returns to Fulfill Customers' Needs	-	v
16		22	Realizing Customer's Dreams to Obtain Dream Car & House, BCA Expo Palembang 2019 is Officially Opened	-	v
17		22	Enlivening the 62nd Anniversary of BCA, the BCA Expoversary 2019 is Held	-	v
18		23	Reward BCA Auction Only at BCA Expoversary 2019	v	-
19		23	Enjoy the Ease of Transactions While Chatting with BCA Keyboard	-	v
20		23	20 Orphans of Harapan Remaja Orphanage Join the 'Leather Pencil Case Making' Workshop at BCA Expoversary 2019	v	-
21	24	People Enthusiastically Participate in Reward BCA Auctions at BCA Expoversary 2019	v	-	
22	28	PT Bank Central Asia Tbk Full Year 2018 Results - Positioning for Growth	-	v	

No.	Month	Date	Title	Remarks	
				Distribution	Face to face
23		1	First in Indonesia: BCA Super League Triathlon Bali Presents an Unforgettable Multi Sports Festival	-	v
24		1	BCA Officially Offers Retail Sukuk SR-011	-	v
25		2	Followed by More than 100 Participants, BCA Organizes Health Charity in Bukit Peramun Belitung	-	v
26		6	BCA Wins 'Best Achiever in Private Banking' Award at the 2019 Obsession Awards	v	-
27		9	Entering its 62nd Anniversary, BCA Expo Medan is Held to Fulfill Customer Needs	-	v
28		12	More than 130 Enthused People Joined BCA's Free Cataract Surgery in Kapuas Hulu	v	-
29		12	Preparing Students to Enter the Workforce, BCA Holds Public Lecture to 300 Students of Padjajaran University	-	v
30		13	BCA to Receive ISO 9001:2015 Certificate	v	-
31		13	Obedient and Timely Taxpayer, BCA Receives Taxpayer Award	v	-
32	March	14	Tourism Australia and BCA Bring a Piece of Australia to Indonesia	v	-
33		15	BCA Disburses Rp300 Billion Syndicated Loan to PT Buana Finance Tbk	v	-
34		16	BCA Holds a Seminar for 250 Students of Mulawarman University	-	v
35		16	BCA Holds a Seminar for 250 Students of Mulawarman University	v	-
36		16	More than 240 Students and Teachers Pendidik Ikuti Edukasi Kesehatan yang Digelar BCA di Desa Kelurahan, Semarang	v	-
37		20	Preventing Blindness Caused by Cataract, Approximately 100 Patients Join BCA's Free Cataract Surgery at RS Masmitra Bekasi	v	-
38		23	More Than 2,500 Enthused Participants Join BCA Super League Triathlon 2019	-	v
39		25	BCA Successfully Nabs Three International Awards at Asiamoney Awards	v	-
40		27	BCA Launches SYNRGY, Accelerator Program & Community Start-up Collaboration Platform	-	v
41		4	BCA is Crowned the Forbes World's Best Banks 2019	v	-
42		4	Preserving and Protecting Sea Turtles, BCA Provides Education on Turtle Conservation to 700 Students and Fishermen in Banyuwangi	v	-
43		9	BCA Receives 15 Awards at Contact Center Service Excellence Award 2019	v	-
44	April	11	Opening an Account Becomes Easier, BCA Officially Launches Online Savings Account Feature on BCA mobile	-	v
45		11	BCA Holds Annual General Meeting of Shareholders	-	v
46		25	PT Bank Central Asia Tbk's 1st Quarter of 2019 Results - Managing Growth	-	v
47		29	BCA Organizes Tour Guide Training: Enhancing Tourists' Comfort at Bukit Peramun Village	v	-
48		30	BCA Wins Financial Top Leader 2019	v	-
49		30	Preventing Blindness Caused by Cataract, BCA Holds Free Cataract Surgery in Tasikmalaya	v	-

No.	Month	Date	Title	Remarks	
				Distribution	Face to face
50		2	BCA Strengthens Financial Inclusion through SimPel BCA	v	-
51		4	Two BCA's Assited Villages: Bukit Peramun & Aik Rusa' Berehun Village are to Offer the Treasure of Belitung's Local Wisdom	v	-
52		9	BCA Asserts its Commitment to Smart Farming-Based Agricultural Development	v	-
53	May	9	Banking and Fintech Contributions in Building a Healthy and Stable National Financial Ecosystem	v	-
54		16	BCA Named the Best Issuer at Investor Award 2019	v	-
55		16	BCA Nabbed 16 Awards at the Infobank 8th Digital Brand Awards 2019	v	-
56		17	BCA Organizes Sahur On the Road 2019: Sahur with 500 Orphans	-	v
57		28	BCA Always by Your Side Throughout Eid al-Fitr 2019 Holiday	v	-
58		4	BCA Wins Gallup Great Workplace Award for the Third Time	v	-
59		17	BCA Holds Outbound Guide Training to Ensure Satisfaction of Tourists Visiting Tamansari Village	v	-
60		19	BCA and Digtaraya Announce Eight Startups Picked for SYNRGY Accelerator Program	-	v
61		20	BCA's EGM Approves Plan to Acquire PT Bank Royal Indonesia	-	v
62	June	21	BCA Inaugurates Makassar Regional Office to Improve Banking Service	v	-
63		24	BCA Inaugurates Tangerang City Main Branch Office to Ensure Prime Services	-	v
64		25	BCA Holds Social Service Offering Free Cataract Operation in Purwakarta	v	-
65		27	BCA to Win the Best Bank in Indonesia and Asia Once More	v	-
66		27	First in Bandung, BCA Supports World's Largest Book Bazaar, Big Bad Wolf (BBW) 2019	-	v
67		28	BCA Receives the Best Bank at Investor Bank Award 2019	v	-
68		5	Supporting Anti-Drug Movement, BCA and BNN Organize Anti-Dug Volunteers Training	v	-
69		9	BCA Wins Eight Awards at the 2019 Service Quality Award Event	v	-
70		12	BCA and KSEI Sign Cooperation Agreement as Customer Fund Account Administrator Bank and Payment Bank	v	-
71		12	More than 100 Patients Enthusiastic to Receive Free Cataract Operation in BCA's Social Service in Ambon	v	-
72	July	12	BCA Receives the Private Bank Award at Bisnis Indonesia Award 2019	v	-
73		16	Euromoney Crowned BCA the Best Bank	v	-
74		17	BCA Supports Preservation of Indonesia's Cultural Diversity	v	-
75		19	Halo BCA Wins Best Mega Contact Center in Asia Pacific	v	-
76		22	Guaranteeing Service Excellence, BCA Relocates KCP Tunjungan Plaza to Pakuwon Tower TP 6	v	-
77		24	PT Bank Central Asia Tbk First Half 2019 - Results Positioning for Better Growth	-	v
78		30	BCA Supports Indonesian Students and Youth Savings	v	-

No.	Month	Date	Title	Remarks	
				Distribution	Face to face
79		1	BCA Launches 'Teaching Factory: BCA Cash Management Academy' Program	v	-
80		13	BCA Holds Press Conference before BCA Expo Bandung 2019	-	v
81		14	Pioneering BCA Banking Digitalization, President Director of BCA Jahja Setiaatmadja Wins 'Lifetime Achievement' Award	v	-
82		15	Jahja Setiaatmadja Wins the Most Outstanding People 2019 Award	v	-
83		20	BCA and Helping Hands Foundation Organize Leadership Training for Students with Disabilities	v	-
84		21	2019 Public Expose: Managing Growth	-	v
85	August	22	Featured in BrandZ Top 100 World Brands, BCA Ranks First for Indonesia's Most Valuable Brand	v	-
86		24	Providing One Stop Solution, BCA Expo Bandung 2019 is Officially Open	-	v
87		24	Prior to Peak Event, Hundreds of Participants Join BCA Finhacks Roadshow 2019 in Jakarta	-	v
88		24	BCA Expo Semarang 2019 Pampers the Public with One Stop Solution	-	v
89		24	Prior to Peak Event, Hundreds of Participants Join BCA Finhacks Roadshow 2019 in Jakarta	-	v
90		26	BCA Once Again Supports the Release of Orangutans and Organizes 'Orangutan Goes to School' Program at Samboja Lestari	v	-
91		31	Supporting Quality Basic Education, BCA Holds Teacher Training	v	-
92		1	Welcoming National Customer Day, BCA Celebrates National Customer Day Parade	v	-
93		4	Appreciating Loyal Customers, Six BCA's Directors Serve Customers on National Customer Day	v	-
94		5	BCA Endows Rp250 Million Scholarship Fund to Select Accomplished Students of Bogor Institute of Agriculture	-	v
95		5	BCA's Participation in 5th ASEAN Marketing Summit Forum	v	
96		6	BCA Endows Rp400 Million Scholarship Fund to Select Accomplished Students of University of Indonesia	-	v
97		7	BCA Endows Rp400 Million Scholarship Fund to Select Accomplished Students of University of Indonesia	-	v
98		10	BCA Organizes Public Lecture and Gives Rp200 Million Scholarship Funds to Select Accomplished Students of Tanjungpura	-	v
99	September	10	BCA Wins 47 Awards in Best Contact Center Indonesia	v	-
100		14	Visiting West Nusa Tenggara, BCA Organizes Cataract Surgery at RSI Yatofa	v	-
101		18	Consistently Supporting Education in Indonesia, BCA Channels Rp250 Million Scholarship Funds to Accomplished Students of Mulawarman University	-	v
102		19	Eight Select Indonesian Start-ups at SYNRGY Demo Day	-	v
103		24	BCA Holds A Press Conference Before BCA Expo Malang 2019	-	v
104		25	For the Seventh Time, BCA Wins International Awards at Asiamoney Awards	v	-
105		25	BCA Gives Leadership Training for Integrated Service Staff of Maranatha Christian University	-	v
106		25	First in Indonesia, BCA Supports Boba Fest 2019	v	-

No.	Month	Date	Title	Remarks	
				Distribution	Face to face
107	September	26	BCA Supports Various Investment Managements through IKF VIII to Drive Indonesia's Economic Growth	-	v
108		26	BCA Supports Various Investment Managements through IKF VIII to Drive Indonesia's Economic Growth	v	-
109		26	Bakti BCA Assisted Village: Bukit Peramun Wins ISTA 2019	v	-
110		27	BCA Channels Rp250 Million Scholarship Fund to Accomplished Students of Hasanuddin University	-	v
111		28	BCA EXPO's First Launch in Malang City Offering One Stop Shopping Service	-	v
112		1	Improving Human Resources Quality, BCA Organizes a Digital Marketing Workshop for Members of Assisted Tourism Villages	-	v
113		2	Enhancing Knowledge on Wayang, BCA Organizes 'Wayang Day' in Balikpapan	-	v
114		4	BCA Channels Rp200 Million Scholarship Funds to Accomplished Students of Cendrawasih University	-	v
115		7	BCA and Sinar Mas Land Invite the Public to BCA Expo 2019	-	v
116		8	BCA Launches Wealth Management WELMA Application at Indonesia Knowledge Forum VIII 2019	-	v
117		11	For A Better Service, CS Finance Officially Becomes BCA Multi Finance	-	v
118	14	BCA Holds a Press Conference Ahead of Royale Open Tournament 2019	-	v	
119	14	BCA Wins 'Best Financial Sector' at the 11th IICD Corporate Governance Award 2019	v	-	
120	October	18	Kafe BCA: 2020 Economic Outlook, Optimistic of Growth	-	v
121		18	Caring for Indonesian Education, BCA Grants Scholarship Funds to 38 Select Accomplished Students of Sriwijaya University	-	v
122		21	Encouraging Outstanding Teacher Competence, BCA Holds Teacher Training in Sorong	-	v
123		24	50 Bright Students of Brawijaya University Received Bakti BCA Scholarship Amounting Rp 350 million	-	v
124		26	Promoting One Stop Shopping Concept, BCA Expo Returns to ICE BSD City	-	v
125		28	PT Bank Central Asia Tbk First Nine Months 2019 Results - Solid and Sustainable Growth	-	v
126		29	140 Enthused Students Participated in "Wayang for Students" Shows and Performances in Bandung	-	v
127		30	BCA and AIA to Launch Proteksi Retirement Maksima (RetirePlan) as Pension Fund Planning Solutions	-	v
128		30	Maintaining Outstanding Performance, BCA Wins Forbes Indonesia's 'Best of the Best Awards' 2019	v	-
129		31	BCA Supports CEO Networking 2019	v	-
130	November	2	BCA Wins ASEAN Business Awards 2019	v	-
131		6	BCA Supports the Indonesia Banking Expo (IBEX) 2019	v	-
132		9	Improving the Students' Competence, BCA Delivers a Public Lecture in Bandung Institute of Technology	-	v
133		9	BCA's Assisted Village: Bukit Peramun Belitung, A Digital-Based Tourism Village	-	v
134		11	BCA and JCB International Indonesia to Launch BCA JCB Black Credit Card	-	v

No.	Month	Date	Title	Remarks	
				Distribution	Face to face
135		12	Encouraging SMK Students' Potentials, BCA Cash Management Academy Joins Education and Technology Expo (EPITECH)	-	v
136		15	50 Select Accomplished Students of Sumatera Utara University to Receive Bakti BCA Scholarships	-	v
137		15	50 Select Accomplished Students of Airlangga University to Receive Bakti BCA Scholarships Worth Rp250 Million	-	v
138		16	Enhancing Students' Insights, BCA Organizes Public Lecture in Muhammadiyah Malang University	-	v
139		18	BCA's Cash Recycling Machine (CRM) Breaks MURI Records	-	v
140	November	19	More Than 700 Enthused Students Joined "Wayang for Student" in Semarang	-	v
141		20	BCA Holds Service Standard Refreshment Training for Tour Guides of Goa Pindul Yogyakarta	-	v
142		22	BCA Delivers a Public Lecture and Grants Scholarship Fund Amounting Rp 300 million to Bright Students of Udayana University	v	-
143		23	BCA Increases Outbond Tour Guide Capacity of Pentingsari Village and Goa Pindul	v	-
144		27	BCA's Deputy President Director Armand W Hartono Delivers a Public Lecture in Sepuluh November Institute of Technology Surabaya	-	v
145		28	BCA Achievements in 2019 Bank Indonesia Award	v	-
146		28	Jahja Setiaatmadja Awarded as 2019 Bankers of the Year	v	-
147		3	Consistently Supporting Health Sector, BCA Distributes Donations of Cataract Surgery Equipment and Blood Donor Facilities	-	v
148		4	BCA President Director Jahja Setiaatmadja Awarded the Best CEO 2019	v	-
149		4	BCA Awarded the Best of the Best MARKeteer of the Year Indonesia 2019	v	-
150		6	Halo BCA Won 26 Awards in 2019 World's Contact Center	v	-
151		10	BCA Distributes Donation to 15,000 Informal Workers through BPJS Ketenagakerjaan	-	v
152	December	10	BCA Supports Orkes Tiup Johja (OTJ) Event	v	-
153		11	Successfully Recorded Excellent Performance, BCA Won Two Awards in the 2019 Finance Top Financial Institution	v	-
154		12	Delivering Remarkable Achievement, BCA's President Director Jahja Setiaatmadja Crowned the 'Top National Banker'	v	-
155		16	Making Water Bill Payment Easier through BCA e-Channel, BCA Partners Up with PDAM Purwakarta	-	v
156		17	BCA Always at the Customers' Side during 2019 Year End Holiday	v	-
157		27	[Infographic] Fun Year End Holiday Tips	v	-

Correspondence with OJK and IDX

BCA's correspondence with the Financial Services Authority (OJK) and the Indonesia Stock Exchange (IDX) is part of the implementation with regards to GCG, particularly of the principles of transparency and accountability. The correspondences BCA made with the two regulators are listed below:

Financial Services Authority (OJK)

Letter Date	Letter No	To	Subject
January 14 2019	016/DIR/2019	Chief Executive of Capital Market Supervisory Board	Report on the Realization of Proceeds from Sustainable Bank Central Asia Subordinated Bond Offering Phase I Year 2018 Series A and B as of December 31, 2018
January 14 2019	017/DIR/2019	Financial Services Authority (OJK)	Report of Ownership or Changes in Share Ownership of PT Bank Central Asia Tbk
January 14 2019	018/DIR/2019	Financial Services Authority (OJK)	Report of Ownership or Changes in Share Ownership of PT Bank Central Asia Tbk
January 14 2019	019/DIR/2019	Financial Services Authority (OJK)	Report of Ownership or Changes in Share Ownership of PT Bank Central Asia Tbk
January 14 2019	020/DIR/2019	Financial Services Authority (OJK)	Report of Ownership or Changes in Share Ownership of PT Bank Central Asia Tbk
January 14 2019	021/DIR/2019	Financial Services Authority (OJK)	Report of Ownership or Changes in Share Ownership of PT Bank Central Asia Tbk
January 14 2019	022/DIR/2019	Financial Services Authority (OJK)	Report of Ownership or Changes in Share Ownership of PT Bank Central Asia Tbk
January 14 2019	023/DIR/2019	Financial Services Authority (OJK)	Report of Ownership or Changes in Share Ownership of PT Bank Central Asia Tbk
January 14 2019	024/DIR/2019	Financial Services Authority (OJK)	Report of Ownership or Changes in Share Ownership of PT Bank Central Asia Tbk
January 14 2019	025/DIR/2019	Financial Services Authority (OJK)	Report of Ownership or Changes in Share Ownership of PT Bank Central Asia Tbk
January 14 2019	026/DIR/2019	Financial Services Authority (OJK)	Report of Ownership or Changes in Share Ownership of PT Bank Central Asia Tbk
February 1 2019	10/DCS/2019	Financial Services Authority (OJK)	Report of Ownership or Changes in Share Ownership of PT Bank Central Asia Tbk
February 1 2019	011/DCS/2019	Financial Services Authority (OJK)	Report of Ownership or Changes in Share Ownership of PT Bank Central Asia Tbk
February 26 2019	024/DCS/2019	Financial Services Authority (OJK)	Submission of Proof of Announcement of Minutes of Annual General Meeting of Shareholders of PT Bank Central Asia Tbk
February 28 2019	027/DCS/2019	Financial Services Authority (OJK)	Information Disclosure on Affiliate Transactions
March 1 2019	029/DCS/2019	Financial Services Authority (OJK)	Submission of Q4 2018 Financial Statements unaudited) of PT Bank Central Asia Tbk ("BCA")
March 1 2019	030/DCS/2019	Head of Bank 3 Supervision Department	Submission of Q4 2018 Financial Statements unaudited) of PT Bank Central Asia Tbk ("BCA")
March 4 2019	031/DCS/2019	Financial Services Authority (OJK)	Submission of Proof of Announcement of Consolidated Financial Statements of PT Bank Central Asia Tbk and Subsidiaries as of December 31, 2018
March 13 2019	035/DCS/2019	Financial Services Authority (OJK)	Submission of Proof of Invitation for Annual General Meeting of Shareholders of PT Bank Central Asia Tbk (BCA AGMS 2019)
March 13 2019	036/DCS/2019	Head of Bank 3 Supervision Department	Submission of Proof of Invitation for Annual General Meeting of Shareholders of PT Bank Central Asia Tbk (BCA AGMS 2019)
March 14 2019	039/DCS/2019	Financial Services Authority (OJK)	Information Disclosure on Affiliate Transactions
April 15 2019	052/DCS/2019	Financial Services Authority (OJK)	Submission of a Copy of Minutes of Meeting of PT Bank Central Asia Tbk (BCA) Annual General Meeting of Shareholders

Letter Date	Letter No	To	Subject
April 15 2019	053/DCS/2019	Head of Bank 3 Supervision Department	Submission of Copy of Minutes of Meeting of PT Bank Central Asia Tbk (BCA) Annual General Meeting of Shareholders
April 15 2019	056/DCS/2019	Financial Services Authority (OJK)	Submission of Proof of Announcement of Summary of Minutes of Annual General Meeting of Shareholders of PT Bank Central Asia Tbk
April 15 2019	057/DCS/2019	Head of Bank 3 Supervision Department	Submission of Proof of Announcement of Summary of Minutes of Annual General Meeting of Shareholders of PT Bank Central Asia Tbk
April 15 2019	059/DCS/2019	Financial Services Authority (OJK)	Information Disclosure on Affiliated Transaction
April 26 2019	063/DCS/2019	Financial Services Authority (OJK)	Submission of Proof of Announcement of Summary Minutes of Extraordinary General Meeting of Shareholders of PT Bank Central Asia Tbk
April 26 2019	064/DCS/2019	Head of Bank 3 Supervision Department	Submission of Proof of Announcement of Summary of Minutes of Extraordinary General Meeting of Shareholders of PT Bank Central Asia Tbk
April 26 2019	065/DCS/2019	Financial Services Authority (OJK)	Submission of Proof of Announcement of Summary of Minutes of Extraordinary General Meeting of Shareholders of PT Bank Central Asia Tbk
April 26 2019	066/DCS/2019	Head of Bank 3 Supervision Department	Submission of Q1 2019 Financial Statement of PT Bank Central Asia Tbk ("BCA")
April 26 2019	067/DCS/2019	Financial Services Authority (OJK)	Submission of Proof of Announcement of Summary of Consolidated Financial Statement of PT Bank Central Asia Tbk and subsidiaries as of March 31, 2019
April 26 2019	068/DCS/2019	Head of Bank 3 Supervision Department	Submission of Proof of Announcement of Summary of Consolidated Financial Statement of PT Bank Central Asia Tbk and Subsidiaries as of March 31, 2019
April 29 2019	072/DCS/2019	Financial Services Authority (OJK)	Submission of Proof of Publication for Acquisition Plan
May 13 2019	075/DCS/2019	Financial Services Authority (OJK)	Submission of a Copy of Deed Minutes of Meeting Annual General Meeting of Shareholders of PT Bank Central Asia Tbk ("BCA") Financial Year 2018
May 13 2019	076/DCS/2019	Head of Bank 3 Supervision Department	Submission of a Copy of Deed Minutes of Meeting Annual General Meeting of Shareholders of PT Bank Central Asia Tbk ("BCA") Financial Year 2018
May 13 2019	077/DCS/2019	Financial Services Authority (OJK)	Report of Ownership or Changes in Share Ownership of PT Bank Central Asia Tbk
May 13 2019	079/DCS/2019	Financial Services Authority (OJK)	Report of Ownership or Changes in Share Ownership of PT Bank Central Asia Tbk
May 15 2019	082/DCS/2019	Financial Services Authority (OJK)	Report of Ownership or Changes in Share Ownership of PT Bank Central Asia Tbk
May 15 2019	083/DCS/2019	Financial Services Authority (OJK)	Report of Ownership or Changes in Share Ownership of PT Bank Central Asia Tbk
May 15 2019	084/DCS/2019	Financial Services Authority (OJK)	Report of Ownership or Changes in Share Ownership of PT Bank Central Asia Tbk
May 15 2019	085/DCS/2019	Financial Services Authority (OJK)	Report of Ownership or Changes in Share Ownership of PT Bank Central Asia Tbk
May 15 2019	086/DCS/2019	Financial Services Authority (OJK)	Report of Ownership or Changes in Share Ownership of PT Bank Central Asia Tbk
May 17 2019	093/DCS/2019	Financial Services Authority (OJK)	Report of Ownership or Changes in Share Ownership of PT Bank Central Asia Tbk
May 17 2019	094/DCS/2019	Financial Services Authority (OJK)	Report of Ownership or Changes in Share Ownership of PT Bank Central Asia Tbk
May 17 2019	095/DCS/2019	Financial Services Authority (OJK)	Report of Ownership or Changes in Share Ownership of PT Bank Central Asia Tbk
May 2019	096/DCS/2019	Financial Services Authority (OJK)	Report of Ownership or Changes in Share Ownership of PT Bank Central Asia Tbk
May 17 2019	097/DCS/2019	Financial Services Authority (OJK)	Report of Ownership or Changes in Share Ownership of PT Bank Central Asia Tbk

Letter Date	Letter No	To	Subject
May 17 2019	098/DCS/2019	Financial Services Authority (OJK)	Report of Ownership or Changes in Share Ownership of PT Bank Central Asia Tbk
May 17 2019	099/DCS/2019	Financial Services Authority (OJK)	Report of Ownership or Changes in Share Ownership of PT Bank Central Asia Tbk
May 21 2019	106/DCS/2019	Financial Services Authority (OJK)	Report of Ownership or Changes in Share Ownership of PT Bank Central Asia Tbk
May 22 2019	107/DCS/2019	Financial Services Authority (OJK)	Report of Ownership or Changes in Share Ownership of PT Bank Central Asia Tbk
May 2019	135/DCS/2019	Financial Services Authority (OJK)	Submission of Proof of Invitation for Extraordinary General Meeting of Shareholders of PT Bank Central Asia Tbk (EGMS 2019)
May 29 2019	136/DCS/2019	Head of Bank 3 Supervision Department	Submission of Proof of Invitation for Extraordinary General Meeting of Shareholders of PT Bank Central Asia Tbk (EGMS 2019)
June 24 2019	161/DCS/2019	Financial Services Authority (OJK)	Submission of Proof of Minutes of Meeting for Extraordinary General Meeting of Shareholders of PT Bank Central Asia Tbk (EGMS 2019)
June 24 2019	162/DCS/2019	Head of Bank 3 Supervision Department	Submission of Proof of Minutes of Meeting for Extraordinary General Meeting of Shareholders of PT Bank Central Asia Tbk (EGMS 2019)
June 24 2019	163/DCS/2019	Financial Services Authority (OJK)	Information disclosure on affiliate transaction
July 2 2019	165/DCS/2019	Financial Services Authority (OJK)	Submission of Proof of Information Disclosure on Affiliated Transaction made by PT Bank Central Asia Tbk
July 2 2019	167/DCS/2019	Financial Services Authority (OJK)	Submission of Copy of Deed of Minutes of Meeting of Extraordinary General Meeting of Shareholders of PT Bank Central Asia Tbk (BCA)
July 2 2019	168/DCS/2019	Head of Bank 3 Supervision Department	Submission of Copy of Deed of Minutes of Meeting of Extraordinary General Meeting of Shareholders of PT Bank Central Asia Tbk (BCA)
July 24 2019	173/DCS/2019	Financial Services Authority (OJK)	Information Disclosure on affiliate transaction
July 25 2019	178/DCS/2019	Financial Services Authority (OJK)	Submission of Copy of Deed of Minutes of Meeting of Extraordinary General Meeting of Shareholders of PT Bank Central Asia Tbk (BCA)
July 25 2019	180/DCS/2019	Financial Services Authority (OJK)	Submission of Proof of Announcement of Summary of Consolidated Financial Statement of PT Bank Central
July 25 2019	181/DCS/2019	Head of Bank 3 Supervision Department	Submission of Proof of Announcement of Summary of Consolidated Financial Statements of PT Bank Central
August 6 2019	189/DCS/2019	Financial Services Authority (OJK)	Report of Ownership or Changes in Share Ownership of PT Bank Central Asia Tbk
September 3 2019	489/DIR/2019	Financial Services Authority (OJK)	Notification on a Change in Corporate Secretary of PT Bank Central Asia (BCA)
November 4 2019	652/DIR/2019	Financial Services Authority (OJK)	Report on Material Information or Facts
November 7 2019	230/DIR/2019	Financial Services Authority (OJK)	Report on Affiliate Transaction
December 11 2019	246/DCS/2019	Financial Services Authority (OJK)	Report on Information or Material Facts
December 20 2019	774/DIR/2019	Financial Services Authority (OJK)	Report of Ownership or Changes in Share Ownership of PT Bank Central Asia Tbk
December 20 2019	775/DIR/2019	Financial Services Authority (OJK)	Report of Ownership or Changes in Share Ownership of PT Bank Central Asia Tbk

Indonesia Stock Exchange

Letter Date	Letter No	To	Subject
February 22 2019	023/DCS/2019	PT Bursa Efek Indonesia (BEI)	Explanatory Information in Mass Media
April 15 2019	055/DCS/2019	PT Bursa Efek Indonesia (BEI)	Report and Announcement of Schedule and Procedure of Cash Dividend Distribution for Financial Year 2018 of PT Bank Central Asia Tbk (BCA)
April 25 2019	061/DCS/2019	PT Bursa Efek Indonesia (BEI)	Submission of Press Release on Information Summary of Q1 2019 financial performance (unaudited) of PT Bank Central Asia Tbk (BCA)
June 14 2019	155/DCS/2019	PT Bursa Efek Indonesia (BEI)	Explanatory Information in Mass Media
July 24 2019	172/DCS/2019	PT Bursa Efek Indonesia (BEI)	Submission of Press Release on Information Summary of Q2 2019 Financial Performance (unaudited) of PT Bank Central Asia Tbk (BCA)
August 26 2019	194/DCS/2019	PT Bursa Efek Indonesia (BEI)	Submission of Presentation Results of Issuer and Press Conference on the Live Event Public Expose 2019 - Presentation of Listed Companies Performance (Pubex Live 2019)
August 27 2019	195/DCS/2019	PT Bursa Efek Indonesia (BEI)	Unregistered Change in Shares of PT Bank Central Asia Tbk (BCA)
September 10 2019	198/DCS/2019	PT Bursa Efek Indonesia (BEI)	Response to the Unregistered Change in Shares
October 14 2019	210/DCS/2019	PT Bursa Efek Indonesia (BEI)	Explanatory Information in Mass Media
October 28 2019	214/DCS/2019	PT Bursa Efek Indonesia (BEI)	Submission of Press Release on Information Summary of Q3 2019 Financial Performance (unaudited) of PT Bank Central Asia Tbk (BCA)
November 29 2019	237/DCS/2019	PT Bursa Efek Indonesia (BEI)	Report and Announcement of Schedule and Procedure of Interim Dividend Distribution for Financial Year 2019 of PT Bank Central Asia Tbk (the Company)

Internal Communication

Internal communication plays a pivotal role in building the character and culture of BCA, and the solidity of the working teams. Seamless, intensive and effective internal communication in disseminating company information will accelerate work processes and mechanisms across all of the BCA's lines, giving positive impacts on overall performance.

The content of information and media communication are the keys to the success of internal communication. Both will complement each other, providing comprehensible information that is, convenient for employees to follow up.

With a relatively huge headcount spread across Indonesia, effective internal communication serves the BCA as key to achieve its vision and mission. This is why BCA recognizes the needs to devise a proper internal communications strategy aimed at creating a harmonious relationship with all employees.

The following are BCA's internal media communication:

1. InfoBCA Magazine

InfoBCA magazine is an internal monthly magazine that serves as media for education, socialization, entertainment and a tool to share knowledge and experiences, activities within BCA for all employees. InfoBCA magazine contains company information, banking products, banking services, networking, internal programs, awards, technology, management, and other useful information for employees. InfoBCA magazine is published in both printed and e-magazine versions (which can be downloaded from MyBCA internal portal).

2. MyBCA

MyBCA is an internet-based internal communication system. The internet network can only be accessed by internal parties by using the facilities provided by BCA. MyBCA is managed by the Information Technology Group, in accordance with public relations aspects and other work units in the head office. It serves as a tool to convey BCA information, business unit programs, socialization of banking

products, services, learning, and various other important information. MyBCA has been developed for its online employment information and administration services, including healthcare fees, leave request, overtime, business trips, employee data, compensation, appraisals and others.

3. Plasma TV

Plasma TV is an internal media communication installed at strategic places within the building or other premises in BCA offices. This audio visual media contains information regarding BCA, its banking products and services, work unit activities, and other important information.

4. E-mail

BCA adopts an emailing system for its internal media communication. Another internal communication built through the email system includes a management communication forum.

5. Microsoft Lync

Through the Microsoft Lync facility, BCA's employees can send data or information via PC (personal computer) and communicate with each other similar to chatting features on modern gadgets. The Microsoft Lync facility is very useful for urgent matters, because incoming messages directly appear on the screen along with the incoming message alert. Other than that, the facility can also be used to transmit large files and data.

6. Internal Events

Internal communication is also built through various internal events, such as:

- a. BCA anniversary celebrations;
- b. Lunch time with the Management;
- c. Gatherings, i.e. the celebrations of Christmas/ New Year and Eid al-Fitr and annual gatherings/ recreations, pre-retirement events for retiring employees, and others;
- d. National work meeting;
- e. Bakorseni (arts, sport-related);
- f. Sessions of knowledge sharing i.e. COP (community of practice) activities, BCA Open Source, etc.

7. Corporate Identity Manual

An internal guide or a set of standards for BCA's internal, especially in the use of the corporate logo, how the logo is used in different forms, and other corporate materials.

8. Facebook Semua Beres

BCA uses Facebook as a means of internal communication under the Semua Beres Facebook account. Subscribed employees are connected to one another and can share information and experiences.

9. Halo SDM

A call center facility for employees which serves as a communication bridge for all information about provisions enacted on human resources. The facility provides an opportunity for every employee to know better, understand and comply with BCA's internal rules.

CODE OF ETHICS

The BCA's Code of Ethics is an elaboration of BCA's culture formulated based on positive values that grow and develop within BCA employees. It is carried out to achieve the vision and mission that has been set.

The BCA's Code of Ethics serves as guidance for BCA employees to make decisions and take action in professionally carrying out their daily duties and responsibilities. It provides guidelines for what is expected of BCA employees in relation to customers, shareholders, other employees, suppliers/partners, government and the communities where the company operates.

Any decision and action taken by employees in representing BCA is required to meet the highest standards of integrity, even if these standards are not covered by the prevailing laws and regulations in Indonesia.

The implementation and application of the Code of Ethics is the responsibility of all BCA employees across all levels of the organization, and serves as one of BCA's commitments in implementing Good Corporate Governance.

The main principles in the BCA's Code of Ethics are:

1. Professionalism.
2. Integrity.
3. Excellent team.
4. Prime service.
5. Social care.

Core of BCA's Code of Ethics

The core of the BCA's Code of Ethics comprises:

1. Comply with prevailing laws and regulations.
2. Maintain reputation of the bank and safeguard corporate assets.
3. Maintain the confidentiality of the bank and customer data.
4. Ensure no conflict between personal interests and bank or customer interests.
5. Accurately record all transactions according to applicable policies.

6. Build and maintain a harmonious working environment and healthy competition.
7. To not abuse position and powers for personal or family interests.
8. To not commit any misconduct that may be harmful to the professional image and reputation of the company in general.
9. To avoid any forms of gambling or speculation.
10. Constantly build knowledge and broaden horizons by keeping abreast of developments in the banking industry in particular and the business world in general.

Enforcement of Code of Ethics

The BCA's Code of Ethics is enforced on all BCA employees members of the Board of Directors, members of the Board of Commissioners and BCA employees.

Socialization

Pursuant to the Board of Directors Decree Letter No. 778/SK/DIR/95 on Code of Ethics for BCA Bankers, this Code of Ethics applies to members of the Board of Directors, members of the Board of Commissioners, and BCA employees. The initiatives taken to socialize the Code of Ethics include:

1. Providing BCA's Code of Ethics in a pocketbook to be distributed to all BCA employees. Employees should sign a statement stating they understand and promise to comply with and implement BCA's Code of Ethics as guidance for their conduct and behavior, both inside and outside the workplace. In line with the policy to implement BCA's whistleblowing system as stipulated in the Board of Directors Decree Letter No. 146/SK/DIR/2017 dated November 1, 2017, violations of the code may be subject to reports in the whistleblowing mechanism.
2. Publishing the BCA's Code of Ethics on BCA's internal website portal (MyBCA), Corporate Governance Guideline under chapter BCA's Code of Ethics, and BCA's website under the section Corporate Governance.
3. Facilitating discussions regarding the Code of Ethics, among others regarding the bank's confidentiality, position confidentiality, fraud and other matters through sharing sessions or COP (community of practice) within each division/working unit at BCA.

Code of Ethics Related to Anti-Corruption

BCA complies with the Anti-Corruption regulations to ensure its business activities are in line with the principles of prudence and Good Corporate Governance. BCA employees are committed to create a culture of anti-corruption in all aspects of their work. The fulfilment of such commitment is reflected in policies and implementations.

Anti-Corruption Policies

Anti-Corruption policies in the BCA's Code of Ethics include:

1. Ensure no conflict between personal interests and customer or BCA's interests.
2. To not abuse position and powers for personal or family interests.
3. To not commit any misconduct that may be harmful to the professional image and the reputation of the company in general.

Implementation Procedures

Procedures to implement Anti-Corruption policies and culture can be found in:

1. Whistleblowing System Policy (detailed information can be viewed in section Whistleblowing System page 495-497 of this Annual Report).
2. Code of Ethics related to Vendors
3. Anti-Gratuity Policy (detailed information can be viewed in section Anti-Gratuity page 498 of this Annual Report)
4. Conflict of Interest Policy (detailed information can be viewed in section Affiliated Transactions And Conflict of Interests page 499-503 of this Annual Report).
5. Annual Disclosure (detailed information can be viewed in section Internalization page 320 of this Annual Report).

BCA implements the internalization of Anti-Corruption values through sharing sessions, socialization, articles posted in the internal website portal, plasma TV, Info BCA magazine and other internal communications media.

Code of Ethics Related to Vendors

In performing their duties, BCA employees often work with vendors. Therefore, BCA employees will need to observe the Code of Ethics that relates to vendors, including:

1. In carrying out their duties, all BCA employees must maintain the reputation of BCA, including but not limited to:
 - a. Maintaining self-appearance and behavior with good ethics and manners (actions and words).
 - b. Not compromising excessively during vendor pre-qualifications and vendor bill verification.
 - c. Avoiding meetings that will influence decisions related to the employees' duties and responsibilities.
2. Avoiding situations when vendors' behavior leads to personal gain and/or create harm to BCA.
3. Maintaining the confidentiality of BCA and vendor data obtained while performing duties and not using them for personal gain.
4. Proactively providing information to the Management or the authorities of any family relationship or affiliation with vendors that may potentially influence objectivity in carrying out tasks.
5. Not taking any profit from vendor's mistakes.
6. Neither asking for nor receiving any form of money/gift/parcel/services and not binding on any debt transactions.
7. Oblige to return all forms of money/gift/parcel/services in line with prevailing regulations and proving such returns with a letter signed by the work unit head and a receipt for the return of goods.
8. Always preventing the existence of conflict of interest in dealing with vendors.

In procuring goods and/or services, the working unit must apply Good Corporate Governance principles. To implement the principle of transparency, procurement of goods/services must comply with the following:

1. Ensuring that requirements, authority, and process of procurement are in line with prevailing internal and external policies.

2. The BCA's procurement policy comprises the mechanism of procurement of goods and/or services related to information technology and provisions of procurement of logistics and buildings.
3. The logistics and building goods/services procurement procedure is preceded with analysis, which covers the preparation of documents, price quotation, price review and analysis, announcement and issuance of cooperation agreement.
4. The procedure of goods/services procurement related to technology comprises, among others, conduct trial and end user computing, implementing multi principal/multi-vendor/multi brand, etc.
5. Main policies of goods/services procurement can be downloaded on the BCA's website under Corporate Governance – Policies/Reports.
6. BCA pays attention to the professionalism and credibility of vendors.

Through 2019, BCA performed the procurement and/or appointment process of vendor/supplier/contractor in accordance with the internal policies related to procurement of goods/services/information technology and other regulations.

Enforcement and Sanctions for Violation of Code of Ethics

1. The policy and Code of Ethics are binding in nature and must be understood and implemented wholeheartedly by all BCA employees, to support the fulfilment of Good Corporate Governance principles.
2. In the event of a violation or non-compliance with provisions in the BCA's policy and Code of Ethics, the offender is subject to sanctions according to the severity of the wrongdoing. Any decision on this matter shall be made by BCA according to the type and severity of the violation and based on a comprehensive evaluation of the individual who committed misconduct.

Types of Sanctions for ever Violations

Violations of the Code of Ethic are subject to sanctions in accordance with the severity of the violation. Sanctions are stipulated in the Collective Labor Agreement, including main sanctions and additional sanctions. Main sanctions can be in the form of a verbal warning, a written reprimand, written warning, demotion or termination. Additional sanctions can be given in the form of job transfer (rotation), promotion delay, salary increase delay, revocation of facilities attached to the offender's office, dismissal, or other sanctions in line with the prevailing laws.

Type of Sanctions, Total and Status of Resolution on Code of Ethics Violation in 2019

In 2019, Code of Ethics violations occurred in a total of 800 (eight hundred) cases, with summary as follows:

Year	Type of Sanction	Total	Status of Resolution
2019	Warning Letter I	764	Resolved
	Warning Letter II	28	Resolved
	Warning Letter III	8	Resolved

The number of cases of violations of the Code of Ethics in 2019 has increased from 2018 due to procedural errors or reimbursement mechanisms for retirement preparation training facilities. This problem has been resolved and has been processed in accordance with applicable internal provisions

CORPORATE CULTURE

BCA's corporate culture consists of its Vision, Mission and Values. BCA's Vision and Mission are set to provide a foundation, direction and guidance for all BCA employees in carrying out their business activities. BCA Values are then applied as a moral guide for all employees in carrying out the Mission and achieving the Vision.

The Vision, Mission and Values of BCA are as follows:

BCA Vision

The bank of choice and a major pillar of the Indonesian economy.

BCA Mission

- To build an excellence institution in payment settlements and financial solutions for businesses and individuals.
- To understand diverse customer needs and provide the right financial services to optimize customer satisfaction.
- To enhance the value of BCA's franchise and its stakeholder.

BCA Values

1. Customer Focus

Paying attention to, understanding, and providing services to meet customers' specific expectations and/or needs.

2. Integrity

Persistence in upholding honesty, openness, and consistency in carrying out roles/duties in various situations and conditions to build customer trust.

3. Teamwork

Interaction and synergy based on understanding of the self and others to reach organizational goals.

4. Continuous Pursuit of Excellence

Continuous efforts to achieve the best in order to provide added value to customers.

Understanding the BCA's Mission:

1. Building an excellence institution in payment settlement and financial solutions for businesses and individuals, meaning that BCA builds excellence in all forms of payment, including all payment activities in the banking business.
2. Understanding diverse customer needs and providing the right financial services to optimize customer satisfaction, meaning that BCA understands various customer needs comprehensively in accordance with the customers' needs.
3. Enhancing the BCA's franchise and stakeholder value has a broad meaning that includes the totality of BCA values both tangible and intangible. Value for stakeholders reflects the flexibility of BCA in accommodating the interests of various parties.

Socialization of Vision, Mission and Values

The Vision, Mission and Values socialization program is carried out in the following ways:

1. Socialization involving all work units and all BCA employees, such as COP, team sharing sessions, and weekly briefings.
2. Coordination meetings or quality meetings for all BCA's regional offices.
3. Career development programs such as management development programs or manager development programs, special forums such as account officer forums, and special groups such as project management offices.
4. Video on the BCA's internal portal.
5. E-learning.
6. BCA Info magazine (internal monthly magazine).
7. Employees' PC screen saver and mouse pad.
8. Internal training.
9. Internal culture video clip.
10. BCA Handbook.
11. Comic books that are distributed to all employees.
12. Games.
13. Other media.

Introduction of Corporate Culture for New Employee

An introduction to BCA's corporate culture is provided through an induction program for all new employees featuring the introduction of BCA's Vision, Mission and Values. Games are among the most effective ways to introduce them to new employees, who are generations Y and Z.

The current Vision and Mission of BCA was evaluated by the Management in 2014. They remain in line with the strategic direction of BCA.

STOCK OPTIONS

During 2019, BCA did not hold a stock options program.

SHARES BUY BACK

During 2019, BCA did not hold a shares buy back program.

OTHER CORPORATE ACTIONS

In 2019, BCA conducted other corporate actions with the following details:

1. Disclosure of 2019 Action Plan

- In accordance with Article 2 of OJK Regulation No. 14/POJK.03/2017 concerning Recovery Plan for Systemic Banks, BCA as a systemic bank is required to draw up and submit the recovery plan to the OJK.
- The 2019 AGMS approved the amendment to the BCA recovery plan in the 2019 BCA recovery plan, as recorded in the administration of OJK supervision based on OJK letter No. S-21/PB.3/2019 dated 8 March 2019 concerning the 2019 Recovery Plan of PT Bank Central Asia Tbk.
- The recovery option for the recovery plan was compiled based on four major aspects: recovery options for the aspects of financing, liquidity, rentability, and quality of assets.

2. Disclosure of Acquisition of PT Bank Royal Indonesia

In 2019 BCA acquired PT Bank Royal Indonesia. The acquisition was approved at the 2019 EGMS and publication has been made with the following description:

Date	Disclosure of information/ publication	Description:
26 April 2019	<ul style="list-style-type: none"> • The Jakarta Post. • Bisnis Indonesia. • Ekonomi Neraca Daily Newspaper. • BCA Website. 	<ul style="list-style-type: none"> • Announcement of a summary of the acquisition plan and the announcement of the 2019 EGMS • Announcement of the 2019 EGMS can be downloaded in the corporate action section on the BCA website (https://www.bca.co.id/). • Announcement of the summary of the acquisition plan can be downloaded in the investor news section on the BCA website (https://www.bca.co.id/).
29 May 2019	<ul style="list-style-type: none"> • The Jakarta Post. • Bisnis Indonesia. • BCA Website. 	<ul style="list-style-type: none"> • Invitations of the 2019 EGMS with the approval meeting on the plan to acquire shares in PT Bank Royal Indonesia by BCA as the agenda. • Invitations for the 2019 EGMS can be downloaded in the corporate action section on the BCA website (https://www.bca.co.id/).
20 June 2019	Complying to the provisions on the publication of the EGMS implementation.	Implementation of the 2019 EGMS at the Grand Ballroom, Hotel Indonesia Kempinski, 11th Floor, Jl. M.H. Thamrin No. 1, Jakarta 10310 in which the agenda was: approval of the plan to acquire shares in PT Bank Royal Indonesia by BCA.
20 June 2019	Website BCA	<ul style="list-style-type: none"> • Announcement of the summary of the minutes of the 2019 EGMS. • Announcement of the summary of the minutes of the 2019 EGMS can be downloaded in the corporate action section on the BCA website (https://www.bca.co.id/).
24 June 2019	<ul style="list-style-type: none"> • The Jakarta Post • Bisnis Indonesia • Website BCA 	
31 October 2019	BCA Website	Notification to the OJK that on 31 October 2019, the deed of acquisition has been executed in order to settle the acquisition of PT Bank Royal Indonesia transaction.

Based on the resolutions of the 2019 EGMS related to the agenda of approval of the plan for the acquisition of shares in PT Bank Royal Indonesia by BCA, essentially decided the following:

- Approving the acquisition plan;
- Approving the acquisition deed concept;
- Approving BCA action to purchase shares of PT Bank Royal Indonesia;
- Granting the power and authorization to the Board of Directors of BCA to implement the acquisition of shares of PT Bank Royal Indonesia.

The acquisition plan will be implemented with the following conditions:

- BCA will buy 2,871,999 shares from the shareholders of PT Bank Royal Indonesia representing 99.99% of the total shares that have been issued and paid up in PT Bank Royal Indonesia.
- BCA Finance, which is a controlled subsidiary of BCA, will buy one share from PT Royalindo Investa Wijaya, representing 0.01% of the total shares that have been issued and paid up in PT Bank Royal Indonesia.

The acquisition plan will be funded through BCA's own capital from funds reserved as retained earnings. In this case, BCA also states and guarantees that the acquisition funding does not come from the following:

- Not originating from loans or financing facilities in any form from a bank or other party in Indonesia;
- Not originating from and for the purpose of money laundering as stipulated in Law No. 8 of 2010 on the Prevention and Eradication of Money Laundering Crimes;
- Not originating from banking felonies;
- Not originating from other felonies.

On October 31, 2019, the acquisition of PT Bank Royal Indonesia (Bank Royal) was completed by BCA and PT BCA Finance (BCA Finance) (Buyers) from Bank Royal's shareholders (Sellers) based on the conditional stock sale and purchase agreement dated April 16, 2019 between Buyers and Sellers, as amended from time to time (PPJB).

Relationship Between the Transacting Parties

BCA Finance is a controlled subsidiary that has all of its shares owned by BCA (both directly and indirectly). The Buyers and Sellers do not have affiliation relations based on the capital market's prevailing laws and regulations.

Therefore, the transaction is not subject to Bapepam-LK Regulation No. IX.E.1 on Affiliated Transactions and Conflicts of Interest of Certain Transactions, Attachment to the Decree of the Chairman of Bapepam-LK No. KEP-412/BL/2009 dated November 25, 2009.

Transaction Value

A. In accordance with the provisions in the PPJB and as stated in the deed of acquisition, the Buyers purchased 2,872,000 shares of Bank Royal, representing all the capital that had been issued and paid up by the Sellers in Bank Royal. Accordingly, the current share ownership composition in Bank Royal is as follows:

Name	Number of Shares	Nominal Amount
BCA	2,871,999	287,199,000,000
BCA Finance	1	1,000,000

B. The acquisition amounted to Rp988,046,957,182.00. (nine hundred eighty eight billion forty six million nine hundred fifty seven thousand and one hundred eighty two Rupiah).

- C. The transaction is not a Material Transaction based on Bapepam-LK Regulation No. IX.E.2 on Material Transactions and Changes in Main Business Activities, Attachment to the Decree of the Chairman of Bapepam-LK No. KEP-614/BL/2011 dated November 28, 2011.

3. Disclosure of the Acquisition Plan of PT Bank Rabobank International Indonesia

On December 11, 2019, BCA executed the Conditional Share Sale and Purchase Agreement for the purpose of purchasing all shares of PT Bank Rabobank International Indonesia, with the following description.

Parties	<ul style="list-style-type: none"> • Buyers: BCA and PT BCA Finance. • Sellers: Cooperative of Rabobank UA, PT Aditirta Suryasentosa, PT Antarindo Optima, PT Antariksabuana Citanagara, and PT Mitra Usaha Kencana Sejati.
Transaction Plan	Based on the Agreement, the Buyers will purchase 3,719,070 shares of Rabobank Indonesia representing all issued and paid up capital of the Sellers in Rabobank Indonesia
Transaction Value	The estimated value of the transaction plan is Rp397 billion, and this value will be adjusted by calculating Rabobank Indonesia's income or loss on the date of the completion of the transaction plan (transaction closing).

Following up the matter, BCA has carried out information disclosure to OJK, IDX, and public through the regulators electronic reporting and BCA website on April 11, 2019.

PROVISION OF FUND TO RELATED PARTY AND LARGE EXPOSURE

Disclosure regarding provision of fund to Related Parties (individuals or groups, including Board of Directors, Board of Commissioners, Executive Officers of the Bank, as well as other related parties) and provision of large exposure refers to OJK Circular Letter No. 13/SEOJK.03/2017 concerning the Implementation of Governance for Commercial Banks under the section the Implementation of Governance Transparency.

Lending Policy to Board of Directors and Board of Commissioners

BCA has policies related to loans for the Board of Directors and Board of Commissioners, which are regulated in:

- Credit provision guidance for SMEs, commercials, corporates, and consumers;
- Policy regarding credit approval mechanism to Related Parties; and
- The Basic Bank Lending Policy PT BCA Tbk (KDPB) issued on July 22, 2019 (hereinafter referred to as "The Lending Policy for Board of Directors and Board of Commissioners").

The Lending Policy for Board of Directors and Board of Commissioners, among others, regulates that:

- Ensuring Loans to the Board Directors and the Board of Commissioners are disbursed based on fairness principle or arm's length basis and
- Loans are given at market interest rates;

Thus, in their implementation they must meet the following provisions:

- Provision of funds to related parties shall not conflict with the general lending regulations and procedures and must generate reasonable profits for BCA.
- The credit terms to related parties policy, particularly in regard to credit interest rated and the form or type of loan will be in accordance with the BCA's general credit regulation.

Especially for material affiliated transactions that have the potential to contain conflict of interests, will be reviewed / examined first by the Audit Committee and reported to the Board of Commissioners.

Policy on Provisions of Fund to Related Parties

Provision of funds to related parties and to debtors in large exposure are always carried out with due regard to the prudence principle, through a review process and mechanism in accordance with BCA policies and fulfilling the OJK provisions and prevailing laws and regulations, including but not limited to the legal lending limit (LLL).

The provision of funds to related parties must also be decided by the credit committee officer.

During 2019, BCA implemented a policy of provision funds to related parties, large exposure, and to the Board of Directors and the Board of Commissioners in accordance with prevailing regulations.

Provision of Funds to Related Parties and to Main Debtors individuals, and Group (Large Exposure) at BCA during 2019:

Funds Provisioned	Total	
	Debtor	Nominal (Million Rp)
To Related Parties	512	6,832,021
To Main Debtors:		
a. Individu	50	128,490,641
b. Group	30	181,412,374

Detailed information on related party transactions can be viewed in the Financial Report Section 48 Page 733-738 of this Annual Report.

STRATEGIC PLAN

The Board of Commissioners and Board of Directors continue to build active communication in aligning their views with BCA's business strategy in the banking sector. The Board of Directors directs the company in maintaining business continuity by prioritizing strategic goals. The Board of Directors has a process to review, monitor and supervise the implementation of the BCA's strategy in accordance with internal policies and regulatory provisions.

Detailed information regarding the exposure of the BCA's Strategic Plan is as stated on page 286-288 Chapter Strategic Prospects and Priorities in this Annual Report.

TRANSPARENCY OF BCA FINANCIAL AND NON-FINANCIAL CONDITIONS UNDISCLOSED IN OTHER REPORTS

BCA has policies and procedures regarding the procedures for implementing transparency in financial and non-financial conditions in accordance with prevailing regulations. Information on BCA's financial condition has been stated clearly and transparently in a number of reports, both through printed media and BCA's website, including the following:

Transparency of Financial Conditions

1. Annual Report

- a. Highlights of important financial data including an overview of shares, Board of Commissioners reports, Board of Directors reports, company profile, management discussion and analysis on business and financial performance, corporate governance, corporate social responsibility and sustainable finance.

- b. Annual Financial Statements audited by a Public Accountant and a Public Accountant Firm registered in OJK. The Annual Financial Statement is prepared for 1 (one) financial year and is presented in comparison with 1 (one) previous financial year, as well as the beginning of the previous comparative year.
- c. Accountability Statement of the Board of Commissioners and Board of Directors verifying the contents of the Annual Report. This is delivered in a statement letter bearing the signatures of all members of the Board of Commissioners and Board of Directors.
- d. In accordance with OJK Regulation No. 32/POJK.03/2016 dated August 8, 2016 concerning Amendments to the OJK Regulation No. 6/POJK.03/2015 concerning Transparency and Publication of Bank Reports, and OJK Regulation No. 29/POJK.04/2016 concerning Annual Reports of Issuers or Public Companies, BCA has submitted its Annual Report to the OJK and shareholders.
- e. The Annual Report (financial and non-financial) and BCA's Financial are posted on BCA's website - www.bca.co.id and published in widely circulated Indonesian newspapers.

2. Quarterly Published Report

- a. BCA has announced its Quarterly Published Reports in accordance with the prevailing OJK Regulation in newspapers and its website.
- b. The consolidation of BCA and its subsidiaries is carried out in 2 (two) newspapers and the financial statements of the BCA parent entity are published in 1 (one) newspaper. The selected newspapers are printed daily in the Indonesian language with a wide circulation in the domicile of the BCA head office. Quarterly Published Financial Reports are signed by the President Director and 1 (one) member of the Board of Directors of BCA.
- c. Quarterly Published Reports on the BCA's website, in the form of Financial Report and other reports, are maintained for at least the last 5 (five) financial years.

3. Monthly Published Reports

BCA publishes its Monthly Published Reports in accordance with the prevailing OJK Regulation concerning BCA's website.

Transparency of Non-Financial Conditions

BCA has provided clear, accurate and up-to-date information about its products and services. Such information can be obtained easily by customers, including in leaflets, brochures or other written forms at each BCA branch office in locations easily accessed by customers, and/or in the form of electronic information provided through a hotline service/call center or BCA website.

Additionally, BCA also provides and informs customers regarding procedures for customer complaints and dispute resolution, in accordance with regulatory provisions concerning customer complaints and banking mediation.

In connection with the above mentioned, BCA has taken the following actions:

1. Transparently published financial and non-financial conditions to stakeholders, including Periodic Financial Statements, Routine Legal Lending Limit Report to OJK, Quarterly Published Financial Reports, Governance Implementation Report, Analyst Meeting, Press Conference, Public Expose and Road Show, and published them on Quarterly Published Reports BCA's website in accordance with prevailing regulations.
2. Prepared and presented the report according to procedure, type and scope as stipulated in Bank Indonesia regulations concerning Transparency of Bank's Financial Condition.
3. Published BCA product information in accordance with Bank Indonesia/Financial Services Authority regulations regarding Transparency of Bank Product Information and Use of Customer Personal Data.
4. Provided procedures for customer complaints and dispute resolution for customers in accordance with Bank Indonesia/Financial Services Authority regulations governing Customer Complaints and Banking Mediation, such as through the BCA website - www.bca.co.id.
5. Submitted Annual Report to Bank Indonesia/Financial Services Authority, regulators and other institutions as required or deemed necessary to obtain them.

6. Disclosed the Ownership Transparency Structure in the Annual Report and the BCA website.
7. Compiled internal reports that have been carried out completely, accurately, and in a timely manner, supported by an adequate Management Information System.
8. Provided a reliable BCA management information system supported by competent human resources and an adequate IT security system capable of providing complete, accurate and timely information to the Board of Directors in supporting BCA's business decision making processes. Access to information has also been secured by using user-ID and password.

SUSTAINABILITY GOVERNANCE

BCA is committed to Implement sustainable governance pursuant to OJK Regulation No. 51/POJK.03/2017 concerning Implementation of Sustainable Finance for Financial Services Institutions, Issuers, and Public Companies. In compliance with the regulation, BCA submitted its 2019-2023 Sustainable Finance Action Plan (RAKB) on November 29, 2019 to the OJK. The RAKB preparation was conducted involving several parties, among others the business unit, the credit risk analysis unit, risk management unit, and the corporate secretariat and compliance unit.

Guarantor

On August 30, 2019, BCA established a special work unit, the Sustainable Financial Aspect, Environmental Sustainability Governance (ESG) Sub-Division. This Sub-Division is under the responsibility of the Secretariat and Corporate Communication Division, and supervised by the Director of Planning and Finance.

The main duty of this work unit is to develop and implement a sustainable financial culture in an appropriate and proper manner in various aspects of the organization, which will enable it to support BCA's sustainability.

Competency Development for Financial Sustainability Guarantor

BCA continues to conduct competency development in a continuous manner to improve the quality of human resources, particularly the financial sustainability guarantor team. In terms of competency development for the implementation of the referred OJK Regulation in 2019, BCA organized the following competency development:

Date	Participants	Theme	Organizer	Location
4 October 2019	Board of Commissioners Board of Directors Work units directly related to sustainable financing	Overview and Update of POJK No. 51/POJK.03/2017 on the Implementation of Sustainable Finance for Financial Services Institutions, Issuers, and Public Companies.	BCA and consultant	Jakarta, Indonesia
19 November 2019	All unit heads at the head office Additional one participant from every work unit at the head office Representatives of subsidiaries.	Overview and Update of POJK No. 51/POJK.03/2017 on the Implementation of Sustainable Finance for Financial Services Institutions, Issuers, and Public Companies.	BCA and consultant	Jakarta, Indonesia

RAKB Follow Up

To ensure the accomplishment of the RAKB, BCA compiled a monitoring and evaluation system to oversee the effectiveness of the implementation and achievement of the action program, including actions that must be carried out in case there are issues in implementation and achievement, both in the short term and in the long term, which include:

- Employees, officials and/or work units in charge of monitoring and evaluation.
- Monitoring and evaluation mechanisms, including methods and phases, such as the time determination to measure the realization of RAKB, namely monitoring the realization that will be assessed quarterly/every semester/annually through the financing portfolio improvement report on sustainable business activities, internal capacity improvement report, and others
- Follow-up of the RAKB.
- Mitigation of risks in the event that the RAKB cannot be implemented properly or does not accomplish the established objectives.

PROVISION OF FUNDS FOR SOCIAL ACTIVITIES

BCA actively contributes towards the improvement of people's welfare and the environmental conditions through its corporate social responsibility (CSR) activities under the Bakti BCA program.

Bakti BCA is focused on 3 (three) primary pillars:

A. BCA Smart Solutions:

1. Non-Degree Accounting Education Program (PPA)
2. Non-Degree Informatics Engineering Education Program (PPTI)
3. Bakti BCA Internship Program
4. Bakti BCA Partner Schools
5. Bakti BCA Scholarship
6. Financial Literacy Education
7. Educational Partnerships.

B. BCA Synergy Solutions:

1. Bakti BCA on Culture
2. Bakti BCA on Health
3. Bakti BCA on Environment
4. Bakti BCA on Sports
5. Bakti BCA Empathy - Donation to natural disaster victims and sports programs.

C. Excellent Business Solutions:

1. Tourism village Development
2. Community Development
3. MSMEs Development.

Other than the abovementioned programs, BCA also take part in making donations to other social institutions. Complete information on BCA's social activities and total funding for social activities in 2019 is listed in the Corporate Social Responsibility chapter in this 2019 BCA Annual Report.

PROVISION OF FUNDS FOR POLITICAL ACTIVITIES

Throughout 2019, and in previous years, BCA has never made any donations for political activities.

IMPLEMENTATION OF INTEGRATED GOVERNANCE

In implementing Integrated Governance for the Financial Conglomerate, BCA refers to :

- POJK No. 18/POJK.03/2014 concerning Implementation of Integrated Governance for Financial Conglomerate, dated 18 November 2014 (“POJK No. 18/POJK.03/2014”); and
- SEOJK No. 15/SEOJK.03/2015 concerning Implementation of Integrated Governance for Financial Conglomerate, dated 25 May 2015 (“SEOJK No. 15/SEOJK.03/2015”).

BCA has applied Integrated Governance by implementing the following principles:

1. Transparency, namely transparency in disclosing material and relevant information, as well as transparency in implementing the decision-making process.
2. Accountability, namely the clarity of function and implementation of responsibility of organs in the Financial Conglomerate to ensure effective management.
3. Responsibility, namely the conformity of management between the Main Entity and FSI with the laws and regulations as well as sound management principles
4. Independence or professional, namely the management of the Financial Conglomerate in a professional manner without any influence or pressure from any party.
5. Fairness, namely justice and equality in fulfilling stakeholder rights that arise based on the agreement and prevailing laws and regulations.

Pursuant to Article 2 and Article 3 of OJK Regulation No. 18/ POJK.03/2014, a Financial Conglomerate must implement Integrated Governance in a comprehensive and effective manner, and have a structure consisting of the Main Entity and Subsidiary and/or Company Affiliated, including its subsidiaries. The Financial Conglomerate includes Financial Services Institutions, such as banks, insurance and reinsurance companies, listed companies, and/or financing companies.

Based on the Decision Letter of the Board of Commissioners No. 037/SK/KOM/2015 concerning the Establishment of the Integrated Governance Committee dated 26 February 2016, BCA established the Integrated Governance Committee with duties and responsibilities referred to in the Integrated Governance Committee structure of the Group, as well as referring to Article 7 of POJK No. 18/ POJK.03/2014, BCA, as the main entity, is required to implement integrated governance.

In relation to the implementation of integrated governance, BCA has reports to the OJK through the Letter of the Board of Directors No. 055/DIR/2015 on the Submission of Report regarding the Main Entity and FSI that are Members of the BCA's Financial Conglomerate.

The implementation of the above stated Integrated Governance includes:

- a. Requirements of the Board of Directors of the main entity and Board of Commissioners of the main entity.
- b. Duties and responsibilities of the Board of Commissioners and Directors.
- c. Duties and responsibilities of the Integrated Governance Committee
- d. Duties and responsibilities of the Integrated Compliance Unit.
- e. Duties and responsibilities of the Integrated Internal Audit Unit.
- f. Implementation of a Risk Management
- g. Formulation and implementation of the Integrated Governance Guideline.

Requirements of Main Entity's Board of Commissioners and Board of Directors

1. Requirements for candidates of members of the Board of Commissioners of the Main Entity
 - a. Possess knowledge regarding the Main Entity and the Subsidiaries in the Financial Conglomerate. Knowledge refers to the understanding of the main business activities and main risks of the subsidiaries in the Financial Conglomerate.
 - b. Meet the requirements as referred to in the OJK Regulation that regulates the Board of Directors and Board of Commissioners of Issuers or Public Companies:

- 1) Having a good character, morality, and integrity.
 - 2) Competent in conducting legal actions.
 - 3) Within five years prior to the appointment and during service:
 - a) Never been declared bankrupt;
 - b) Never become a member of the Board of Directors and/or Board of Commissioners found guilty of causing a company to be declared bankrupt;
 - c) Never been sanctioned for committing a crime that is detrimental to state finances and/or related to the financial sector;
 - d) Never served as a member of the Board of Directors and/or member of the Board of Commissioners of whom during his/her term:
 - Failed to convene an annual GMS;
 - Has had his/her accountability as a member of the Board of Directors and/or member of the Board of Commissioners refused by the GMS or has not granted his/ her accountability as a member of the Board of Directors and/or member of the Board of Commissioners to the GMS; and
 - Has never caused a company obtaining a license, approval, or registration from the OJK to fail to fulfill its obligation to submit the annual report and/or financial statements to the OJK.
 - 4) Having the commitment to comply with the rules and regulations.
 - 5) Having the knowledge and/or expertise in the field required by the issuer or public company.
- c. Meeting the integrity, competency, and financial reputation requirements as referred to in the OJK Regulation:
- 1) Integrity, including:
 - a. Competent in conducting legal actions.
 - b. Having good character and morals, at least shown by the attitude of abiding by the prevailing provisions, including never been penalized for convicted of committing crimes in a certain period prior to nomination.
 - c. Having commitment to comply with laws and regulations and to support OJK policies.
 - d. Having the commitment for sound Financial Services Institutions
 - e. Not included as the party prohibited to be a main party (candidate not listed in the unqualified list).
 - 2) Financial Reputation, including:
 - a. Not having non-performing loan and/or financing.
 - b. Never been declared bankrupt and/or having never been a shareholder, controlling an insurance company that is not a shareholder, member of the Board of Directors, Board of Commissioners who is found guilty of causing a company to be declared bankrupt within the last five years prior to the nomination.
 - 3) Competency, including:

Prospective members of the Board of Commissioners shall have:

 - a. Adequate banking knowledge that is relevant to the position, including knowledge on the regulations and operations of a commercial bank, including the understanding about risk management.
 - b. Experience in the banking and/or financial field.

2. Requirements for Candidates of members of the Board of Directors of the main entity
 - a. Possess knowledge regarding the main entity and subsidiaries in the Financial Conglomerate. The word "knowledge" refers to the understanding of the main business activities and main risks of the Subsidiaries in the Financial Conglomerate.
 - b. Meet the requirements as referred to in the OJK Regulation that regulates the Board of Directors and Board of Commissioners of issuers or public companies, namely:
 1. Having a good character, morality, and integrity
 2. Competent in conducting legal actions.
 3. Within five years prior to the appointment and during service:
 - a) Never been declared bankrupt
 - b) Never become a member of the Board of Directors and/or Board of Commissioners found guilty of causing a company to be declared bankrupt
 - c) Never been sanctioned for committing a crime that is detrimental to state finances and/or related to the financial sector
 - d) Never served as a member of the Board of Directors and/or member of the Board of Commissioners of whom during his/her term:
 - Failed to convene an annual GMS;
 - Has never had his/her accountability as a member of the Board of Directors and/or member of the Board of Commissioners refused by the GMS or has not granted his/her accountability as a member of the Board of Directors and/or member of the Board of Commissioners to the GMS
 - Has never caused a company obtaining a license, approval, or registration from the OJK to fail to fulfill its obligation to submit the annual report and/or financial statements to the OJK.
 4. Having the commitment to comply with the rules and regulations.
 5. Having the knowledge and/or expertise in the field required by the issuer or public company.
- c. Meeting the integrity, competency, and financial reputation requirements as referred to in the OJK Regulation:
 - 1) Integrity, including:
 - a. Competent in conducting legal actions;
 - b. Having good character and morals, at least shown by the attitude of abiding by the prevailing provisions, including never been penalized or convicted of committing crimes in a certain period prior to nomination;
 - c. Having commitment to comply with laws and regulations and to support OJK policies;
 - d. Having the commitment for developing sound Financial Services Institutions;
 - e. Not included as the party prohibited to be a main party (candidate not listed in the unqualified list).
 - 2) Financial reputation, including:
 - a. Not having a non-performing loan and/or financing.
 - b. Never been declared bankrupt and/or having never been a shareholder, controlling an insurance company that is not a shareholder, member of the Board of Directors, Board of Commissioners who is found guilty of causing a company to be declared bankrupt within the last five years prior to the nomination.
 - 3) Competency, including:

Prospective member of the Board of Directors.:

 - a. Adequate banking knowledge that is relevant to the position, including knowledge of the regulations and operations of a commercial bank, including an understanding of risk management;

- b. Knowledge of the duties and responsibilities of the main entity as well as an understanding of the main business activities and main risks of the subsidiaries in the Financial Conglomerate;
 - c. Experience and expertise in the banking and/or financial field;
 - d. The ability to perform strategic management in the framework of sound business development.
- 2. Duties and responsibilities of the Board of Directors of the main entity
 - a. Ensure the implementation of integrated governance in the Financial Conglomerate.
 - b. In the efforts to ensure the implementation of Integrated Governance as mentioned above, at least:
 - 1) Formulating the integrated governance guidelines;
 - 2) Direct, monitor, and evaluate the implementation of the Integrated Governance Guidelines; and
 - 3) Follow-up the directives or advice from the Board of Commissioners of the Main Entity in the effort to improve the Integrated Governance Guidelines.
 - c. Ensure that audit findings and recommendations from the integrated internal audit unit, external auditors, results of OJK's monitoring and/or monitoring results of other authorities have been followed-up by the Subsidiary.

Duties and Responsibilities of Main Entity's Board of Commissioners and Board of Directors

1. Duties and responsibilities of the Board of Commissioners of the Main Entity
 - a. Monitoring the implementation of Integrated Governance;
 - b. In the efforts to monitor the implementation of Integrated Governance as mentioned above, at least:
 - 1) Monitor the implementation of governance in each Subsidiary in order to be conformed with the Integrated Governance Guidelines;
 - 2) Monitor the implementation of duties and responsibilities of the Board of Directors of the Main Entity, as well as providing directives or advice to the Board of Directors of the Main Entity over the implementation of Integrated Governance Guideline; and
 - 3) Evaluate the Integrated Governance Guidelines and provide directives for improvement.
 - c. Hold a meeting at least once every semester. The meeting can be held through video conference.
 - d. Outlining the meeting resolutions in minutes of the meeting, which is documented well, as well as stating the dissenting opinions occurring in the meeting clearly in the minutes, complete with the reason for the dissenting opinion.
 - e. Establish the Integrated Governance Committee.

Duties and Responsibilities of the Integrated Governance Compliance.

The integrated governance committee has the following duties and responsibilities:

- a. Evaluate the implementation of Integrated Governance at least through the adequacy of internal control assessment and the implementation of the compliance function in an integrated manner.
- b. Provide recommendations to the Board of Commissioners of the main Entity for the improvement of the Integrated Governance Guidelines.
- c. Hold a meeting at least once every semester, the meeting can be held through video conference.
- d. Outlining the resolutions of the Integrated Governance Committee meeting in minutes of the meeting, which is documented well, as well as stating the dissenting opinions occurring in the meeting clearly in the minutes, complete with the reason for the dissenting opinions.

Duties and Responsibilities of the Integrated Compliance Unit

The integrated compliance unit has the following duties and responsibilities:

- a. Monitor and evaluate the implementation of the compliance function at each Subsidiary.
- b. Develop the required methods and processes to implement Integrated Compliance Risk Management.
- c. Assess and formulate the integrated compliance risk profile in the implementation of integrated risk management.
- d. Prepare and submit the implementation of duties and responsibilities report of integrated compliance to the Compliance Director of the Main Entity. The compliance director prepares and submits the report on the implementation of duties and responsibilities of integrated compliance to the Board of Directors and Board of Commissioners of the Main Entity.

Duties and Responsibilities of the Integrated Internal Audit Unit

The Integrated Internal Audit Work Unit has the following duties and responsibilities:

- a. Assess the adequacy and effectiveness of risk management processes, internal control, and governance of Subsidiaries, as well as providing improvement recommendations.
- b. Monitor the implementation of internal audits in each Subsidiary.
- c. Monitor and evaluate the adequacy of improvement follow-ups of the audit results of Subsidiaries, as well as submitting the report to the Board of Directors, Board of Commissioners, and audit committee of the Main Entity.
- d. Submit the integrated internal audit report to the director appointed to conduct the function of supervision of subsidiaries, the Board of Commissioners of the main entity, as well as the Director in charge of the compliance function of the Main Entity.
- e. Provide support to Subsidiaries in developing the internal audit function.

Implementation of Integrated Risk Management

Integrated Risk Management is a series of methodologies and procedures used to identify, measure, monitor, and control risks arising from the business activities of Subsidiaries incorporated in the Financial Conglomerate in an integrated manner. All BCA Subsidiaries implement risk management and governance in a consolidated manner, including its assessment by taking into account the business scale, characteristics, and complexity. Periodically, BCA internally or by appointing an independent party assesses the implementation of the bank's governance in a consolidated manner.

Financial Conglomerates are required to implement integrated risk management in a comprehensive and effective manner, adjusted to the business characteristics and complexity of the Financial Conglomerate based on the provisions of the OJK on the implementation of Integrated Risk Management for Financial Conglomerates.

Formulation and Implementation of Integrated Governance Guidelines.

The formulation of the Integrated Governance Framework refers to OJK Regulation No. 18/POJK.03/2014 and the governance provisions prevailing in each FSI (subsidiary), BCA has implemented measures:

1. Formulate the Integrated Governance Guidelines.
2. Establish the Integrated Governance Committee.
3. Perform adjustments to the organizational structure:
 - a. Compliance unit that covers integrated compliance
 - b. Internal audit unit that covers integrated internal audit
 - c. Risk management unit that covers integrated risk management.
4. Disseminate the Integrated Governance Guidelines and the implementation of Integrated Governance to members of the Integrated Governance Committee, work units relating to the implementation of Integrated Governance, and all FSI (Subsidiaries) in the Financial Conglomerate.

The Integrated Governance Guideline are prepared by BCA's Board of Directors and has been approved by BCA's Board of Commissioners.

The Integrated Governance Guideline covers:

- a. Integrated Governance Framework for BCA Main Entity.
- b. Governance Framework for FSI (Subsidiary) in the Financial Conglomerate.

The formulation of the Integrated Governance Framework refers to OJK Regulation No. 18/POJK.03/2014 on the provision of governance that applies for each FSI (Subsidiary) in the Financial Conglomerate.

The Board of Directors of BCA Main Entity has conveyed the integrated governance guidelines to the Board of Directors of subsidiaries in the financial conglomerate, as the guidelines for the FSI (subsidiary) in the financial conglomerate in formulating the governance guidelines and in implementing governance in each FSI (subsidiary).

The Integrated Governance Framework for the main Entity Consists of:

- a. Requirements of the Board of Directors of the Main Entity and Board of Commissioners of the Main Entity
- b. Duties and responsibilities of the Board of Directors of the Main Entity and Board of Commissioners of the Main Entity
- c. Duties and responsibilities of The Integrated Governance Committee
- d. Duties and responsibilities of The Integrated Compliance Unit
- e. Duties and responsibilities of the Integrated Internal Audit Unit
- f. Implementation of Integrated Risk Management.

The Integrated Governance framework for FSI (Subsidiary) in the Financial Conglomerate consists of:

- a. Requirements for candidates of members of the Board of Directors and candidates of members of the Board of Commissioners;
- b. Requirements for candidates of members of the Sharia Supervisory Board.
- c. Structure of the Board of Directors and Board of Commissioners.
- d. Structure of the Sharia Supervisory Board.
- e. Independency of the Board of Commissioners' actions.
- f. Implementation of the management function of the Subsidiary by the Board of Directors.

- g. Implementation of the supervisory function of the Subsidiary by the Board of Commissioners.
- h. Implementation of the supervisory function by the Sharia Supervisory Board.
- i. Implementation of the compliance function, internal audit function, and external audit function;
- j. Implementation of the risk management function;
- k. Remuneration policy;
- l. Management of conflicts of interest.

Realization of Integrated Governance

1. Performs adjustments to members of the Integrated Governance committee due to:
 - a. Changes to the composition of the Board of Commissioners of Subsidiaries
 - b. Addition of Financial Services Institution (subsidiary).
2. Conduct self-assessment on the implementation of Integrated Governance in the first semester and second semester.
3. Submit routine reporting related to Integrated Governance, including:
 - a. Annual report on the implementation of Integrated Governance.
 - b. Self-assessment report on the implementation of Integrated Governance.
 - c. Integrated risk profile report.
 - d. Integrated capital adequacy report.
4. Conduct an adjustment to members of the Financial Conglomerate, namely the addition of PT Bank Royal Indonesia as a Financial Services Institution (Subsidiaries) member, due to the acquisition process.
5. Held four Integrated Governance Committee meetings in 2019.

Assessment on the Implementation of Integrated Governance

In accordance with the provisions in OJK Regulation No. 18/POJK.03/2014 Article 44 and 45 in Chapter VIII on Reporting and in accordance with OJK Circular Letter No. 15/SEOJK.03/2015 on Implementation of Integrated Governance for Financial Conglomerate, dated May 25, 2015, as the Main Entity, BCA is required to prepare the assessment report on the integrated governance implementation periodically (prepared every semester), which will be submitted to the OJK.

The integrated governance assessment is conducted twice in a year. In 2019, BCA as the Main Entity has conducted the assessment on the Integrated Governance implementation of the first semester and second semester. The assessment covers three integrated governance aspects: Structure, Process, and Results of Integrated Governance.

The assessment on Integrated Governance Implementation covers at least 7 (seven) assessment factors of the implementation:

1. Implementation of duties and responsibilities of the Board of Directors of the Main Entity;
2. Implementation of duties and responsibilities of the Board of Commissioners of the Main Entity;
3. Duties and responsibilities of the Integrated Governance Committee;
4. Duties and responsibilities of the Integrated Compliance Unit;
5. Duties and responsibilities of the integrated Internal Audit Units;
6. Implementation of Integrated Risk Management;
7. Formulation and implementation of the Integrated Governance Guidelines.

Results of the assessment on the Integrated Governance Implementation in the first semester and second semester of 2019 were given **"Rank 2" ("Good")**.

Annual Report on the Implementation of Integrated Governance

The formulation of the annual report on the integrated governance implementation of the financial conglomerate PT Bank Central Asia Tbk (BCA) in 2019 refers to:

1. OJK Regulation No. 18/POJK.03/2014 concerning Implementation of Integrated Governance for Financial Conglomerate, dated 18 November 2014
2. OJK Regulation No. 15/SEOJK.03/2015 concerning Implementation of Integrated Governance for Financial Conglomerate, dated 25 May 2015
3. OJK Regulation No. 55/POJK.03/2016 concerning Implementation of Governance for Commercial Banks, dated 7 December 2016
4. OJK Regulation No. 13/SEOJK.03/2017 concerning Implementation of Governance for Commercial Banks, dated 17 March 2017.

The 2019 Annual Report concerning Implementation of Integrated Governance of BCA's Financial Conglomerate of:

1. Self-Assessment Report on the Implementation of Integrated Governance during the 2019 fiscal year;
2. Structure of the Financial Conglomerate;
3. Share ownership structure of the financial conglomerate, which illustrates parties who are shareholders of the FSI in the Financial Conglomerate up to the ultimate Shareholders;
4. Management structure of BCA as the Main Entity and FSI (Subsidiaries) in the Financial Conglomerate.
5. Inter-Group Transaction Policy, which outlines the policies to identify, manage, and mitigate Inter-Group Transactions;
6. BCA's Governance Implementation Report, which consists of:
 - a. Transparency of Governance Implementation, as referred in item IX of OJK Circular Letter No. 13/SEOJK.03/2017, dated 17 March 2017
 - b. Self-Assessment Report on Governance Implementation in 2018, as referred in Attachment IV of SEOJK No. 13/ SEOJK.03/2017 dated 17 March 2017.

In addition to the above stated information, the Integrated Governance Implementation Annual Report also discloses the scope of the GCG implementation Report as regulated in the prevailing rules for commercial banks.

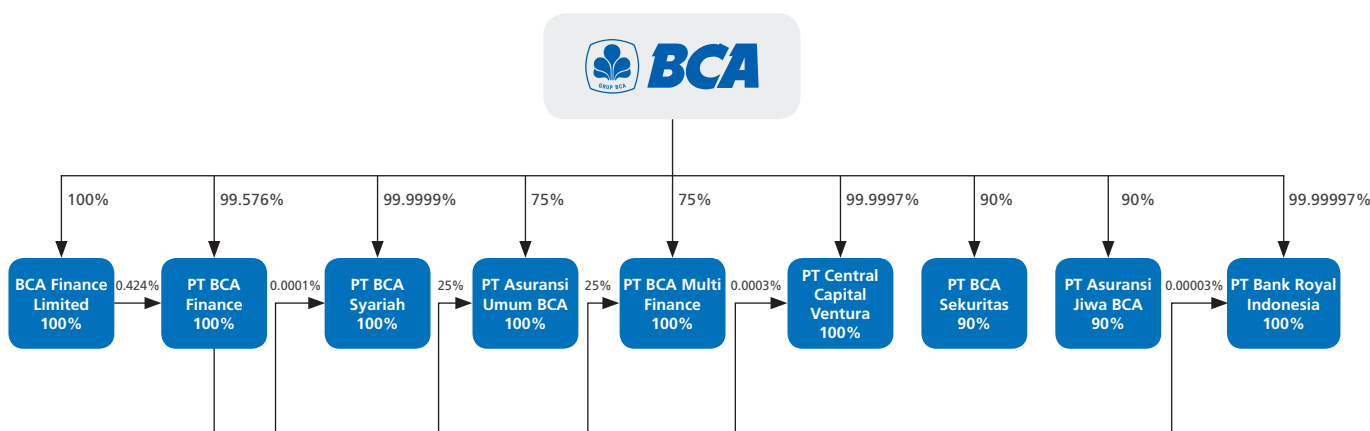
1. Self-assessment report on the implementation of integrated governance

Main Entity: PT Bank Central Asia Tbk

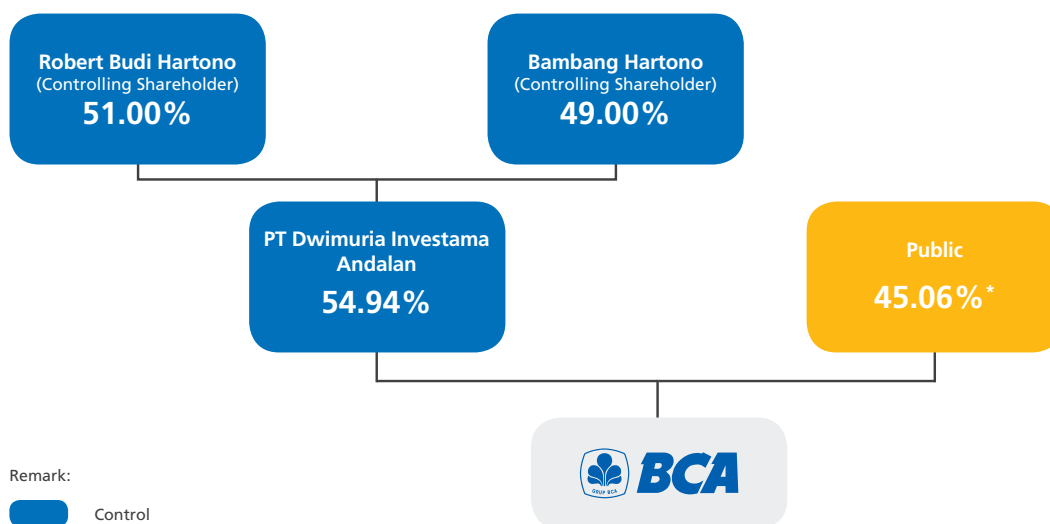
Report Position: December 31, 2019

Self-assessment results of integrated governance implementation	
Rank	Rank Definition
2	The Financial Conglomerate has implemented Integrated Governance that is generally good. This is reflected from the adequate fulfillment of the implementation of Integrated Governance principles. In the event of weaknesses in the implementation of Integrated Governance, the weaknesses are less significant in general and can be resolved with normal actions by the Main Entity and/or FSI.

2. Structure of BCA's financial conglomerate



3. Management structure at PT Bank Central Asia Tbk as the Main Entity and FSI (Subsidiaries) in the Financial Conglomerate

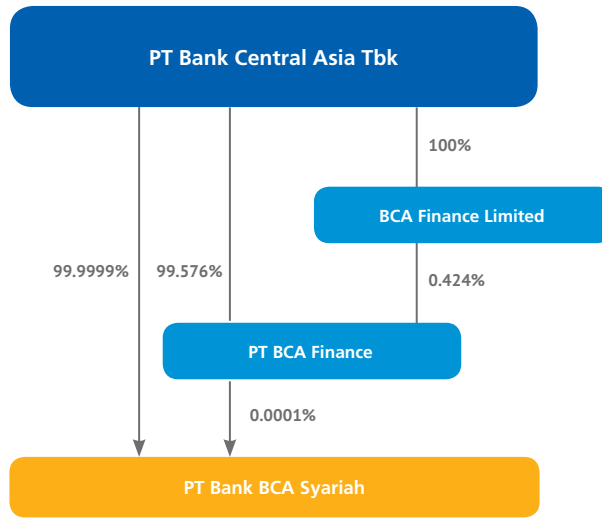


Remark:

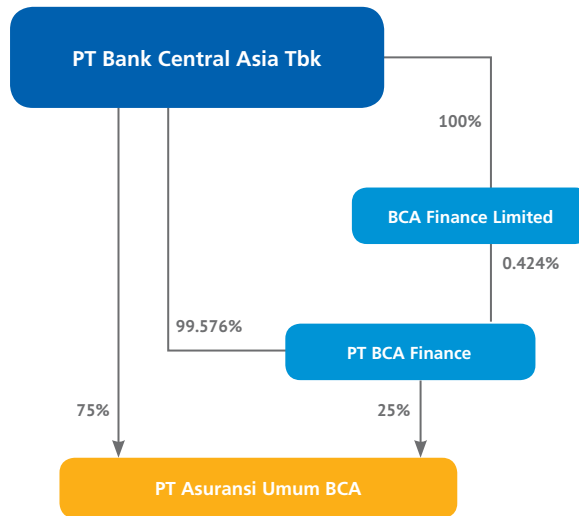
- Control
- Controlling line

* Of the portion of shares belonging to public shareholders, 2.49% is owned by affiliated parties of PT Dwimuria Investama Andalan, 1.76% is owned by Anthoni Salim. In addition, 0.19% is owned by certain members of the current Board of Commissioners and Board of Directors of BCA.

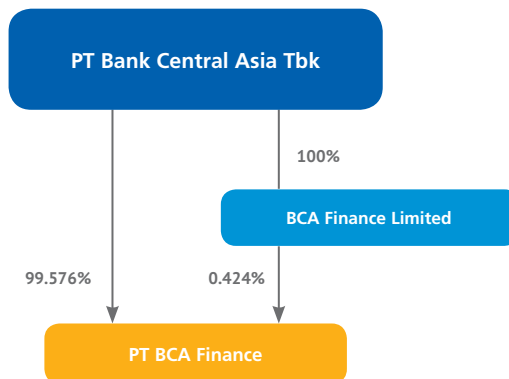
• **SHARE OWNERSHIP STRUCTURE OF PT BANK BCA SYARIAH**



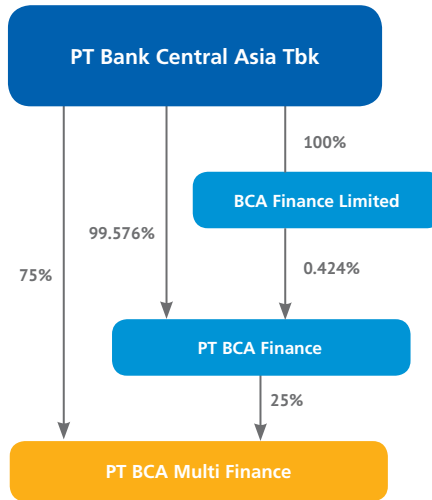
• **SHARE OWNERSHIP STRUCTURE OF PT ASURANSI UMUM BCA**



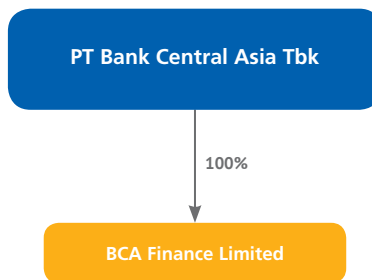
• **SHARE OWNERSHIP STRUCTURE OF PT BCA FINANCE**



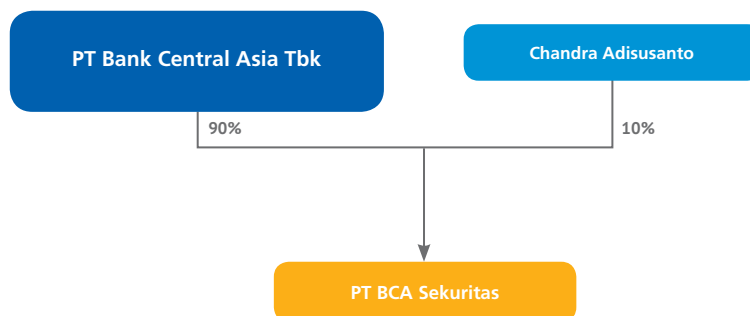
• **SHARE OWNERSHIP STRUCTURE OF PT BCA MULTI FINANCE (FORMERLY PT CENTRAL SANTOSA FINANCE)**



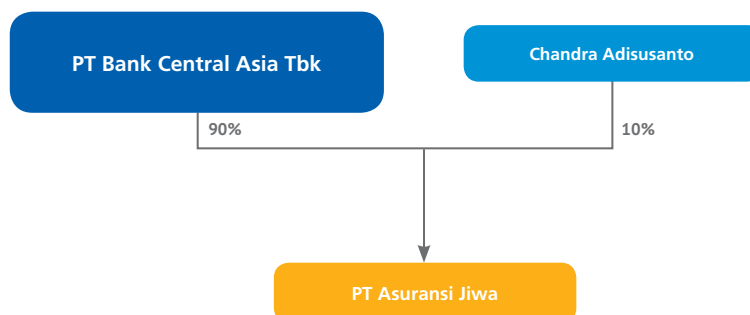
• **SHARE OWNERSHIP STRUCTURE OF BCA FINANCE LIMITED**



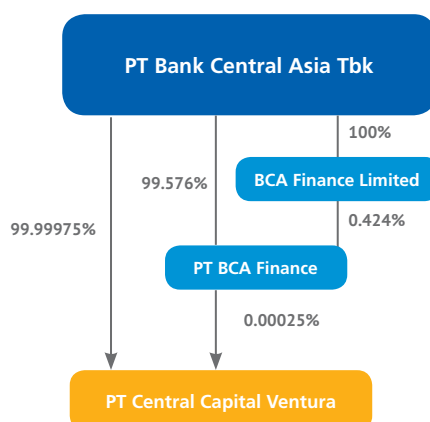
• **SHARE OWNERSHIP STRUCTURE OF PT BCA SEKURITAS**



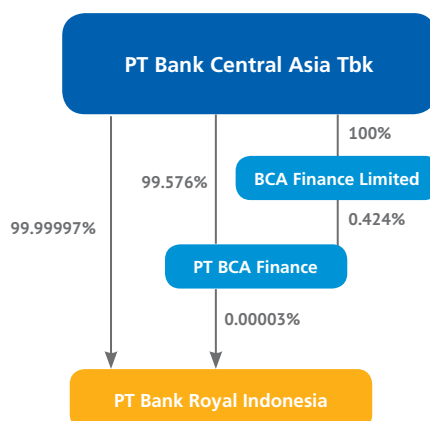
• **SHARE OWNERSHIP STRUCTURE OF PT ASURANSI JIWA BCA**



- **SHARE OWNERSHIP STRUCTURE OF PT CENTRAL CAPITAL VENTURA**



- **SHARE OWNERSHIP STRUCTURE OF PT BANK ROYAL INDONESIA**



4. Management structure at PT Bank Central Asia Tbk as the Main Entity and FSI (Subsidiaries) in the Financial Conglomerate

MANAGEMENT STRUCTURE OF PT BANK CENTRAL ASIA Tbk

Board of Commissioners

Position	Name
President Commissioner	Djohan Emir Setijoso
Commissioner	Tonny Kusnadi
Independent Commissioner	Cyrellus Harinowo
Independent Commissioner	Raden Pardede
Independent Commissioner	Sumantri Slamet

MANAGEMENT STRUCTURE OF PT BANK CENTRAL ASIA Tbk

Board of Directors

Position	Name
President Director	Jahja Setiaatmadja
Vice President Director	Suwignyo Budiman
Vice President Director	Armand Wahyudi Hartono
Director	Subur Tan
Director	Henry Koenafi
Independent Director	Erwan Yuris Ang
Director	Rudy Susanto
Director	Lianawaty Suwono
Director	Santoso
Director (concurrently Compliance Director)	Inawaty Handojo
Director	Vera Eve Lim

MANAGEMENT STRUCTURE OF PT BANK BCA SYARIAH

Board of Commissioners

Position	Name
President Commissioner	Tantri Indrawati
Independent Commissioner	Suyanto Sutjiadi
Independent Commissioner	Joni Handrijanto

Board of Directors

Position	Name
President Director	John Kosasih
Compliance Director	Houda Muljanti
Director	Rickyadi Widjaja
Director	Pranata

Sharia Supervisory Board

Position	Name
Chairman	Prof. DR. H. Fathurrahman Djamil, MA
Member	Sutedjo Prihatono

MANAGEMENT STRUCTURE OF PT BCA FINANCE

Board of Commissioners

Position	Name
President Commissioner	Jacobus Sindu Adisuwono
Independent Commissioner	David Hamdan
Independent Commissioner	Sulistiyowati

Board of Directors

Position	Name
President Director	Roni Haslim
Director	Petrus Santoso Karim
Director	Amirdin Halim
Director	Lim Handoyo
Director	Sugito Lie

MANAGEMENT STRUCTURE OF PT BCA MULTI FINANCE

Board of Commissioners

Position	Name
President Commissioner	Roni Haslim
Commissioner	Hermanto, SH
Independent Commissioner	Mendari Handaya

Board of Directors

Position	Name
President Director	Herwandi Kuswanto
Director	Senjaya Komala
Director	Adhi Purnama
Director	Parmanto Adhi Tjahjono
Director	Suiman Agung

MANAGEMENT STRUCTURE OF PT ASURANSI UMUM BCA

Board of Commissioners

Position	Name
President Commissioner	Petrus Santoso Karim
Commissioner	Liston Nainggolan
Independent Commissioner	Gustiono Kustianto
Independent Commissioner	Edison Idrus

Board of Directors

Position	Name
President Director	Hariyanto
Director	Hendro Hadinoto Wenan
Director	Antonius
Director	Sri Angraini
Director	Arif Singgih Halim Wijaya

MANAGEMENT STRUCTURE OF PT BCA SEKURITAS

Board of Commissioners

Position	Name
President Commissioner	Dharwin Yuwono
Independent Commissioner	Hendra Iskandar Lubis

Board of Directors

Position	Name
President Director	Mardy Henko Susanto
Director	Imelda Arismunandar

MANAGEMENT STRUCTURE OF PT ASURANSI JIWA BCA**Board of Commissioners**

Position	Name
President Commissioner	Christina Wahjuni Setyabudhi
Commissioner	Eva Agrayani Tjong
Commissioner	Pudjianto
Independent Commissioner	Hardjono

Board of Directors

Position	Name
President Director	Rio Cakrawala Winardi
Director	Yannes Chandra
Director	Antonius Widodo Mulyono

MANAGEMENT STRUCTURE OF BCA FINANCE LIMITED**Board of Directors**

Position	Name
Director	Andy Kwok
Director	Edmund Tondobala
Director	Rudy Harjono

MANAGEMENT STRUCTURE OF PT CENTRAL CAPITAL VENTURA**Board of Commissioners**

Position	Name
Commissioner	Ina Suwandi

Board of Directors

Position	Name
President Director	Armand Widjaja
Director	Michelle Suteja

MANAGEMENT STRUCTURE OF PT BANK ROYAL INDONESIA**Board of Commissioners**

Position	Name
President Commissioner	Ibrahim Soemedi
Independent Commissioner	I Made Soewandi, SH. MH
Independent Commissioner	Edison S.T. Marbun

Board of Directors

Position	Name
President Director	Louis Halilintar Sjahlim
Director	Diana Annarita
Director	Sabtiwi Enny Sulastri

5. Policy on inter-group transaction, containing policies to identify, manage, and mitigate inter-group transactions

Ownership and/or control relationships in various financial service sectors may influence the business sustainability of FSI, which is due to risk exposures that arise or the dependence of an FSI both directly and indirectly from the business activities of FSI that is incorporated in one Financial Conglomerate.

BCA, as the Main Entity of the BCA Financial Conglomerate, is required to manage the inter-group transaction risk and monitor inter-group transactions in an integrated manner.

Formulation of the Inter-Group Transaction Risk Management Policy in BCA refers to:

- a. OJK Regulation No. 17/POJK.03/2014 concerning Implementation of Risk Management for Financial Conglomerate.
- b. OJK Circular Letter No. 14/SEOJK.03/2015 concerning Implementation of Integrated Risk Management for Financial Conglomerates.
- c. Decree of the Board of Directors No. 178/SK/DIR/2015 concerning the Issuance of the Basic Policy on Integrated Risk Management of BCA Financial Conglomerate.

Definition of Inter-Group Transaction Risk

Inter-group transaction risk is the risk that is due to the dependency of an entity, both directly and indirectly, to other entities in a Financial Conglomerate in the context of fulfilling the obligations of a written or unwritten agreement that is followed by a transfer of funds and/or not followed by a transfer of funds.

Objective of inter-group transaction risk management

The main objectives of the inter-group risk management include:

- a. To manage and supervise inter-group transactions of the financial conglomerate based on the prudence principle.
- b. To ensure that the risk management process can minimize the possibility of negative impacts caused by the dependency of a FSI, directly or indirectly, to other FSI in one Financial Conglomerate.

Types of inter-group transactions

Inter-group transaction risk can arise from, among others:

- a. Cross ownership between FSI in Financial Conglomerate.
- b. Centralized management of short-term liquidity.
- c. Collateral, loans, and commitments given or obtained by an FSI from other FSI in the Financial Conglomerate.
- d. Exposure to controlling shareholders, including loan exposure and off-balance sheet exposures, such as guarantees and commitments.
- e. Purchase or sale of assets to other FSI in one Financial Conglomerate.
- f. Risk transfer through reinsurance.
- g. Transaction to shift third party risk exposure between FSI in the Financial Conglomerate.

Scope of inter-group transaction risk management policy

The implementation of inter-group risk management in the Financial Conglomerate includes:

- a. Supervision of the Board of Commissioners and Board of Directors.
- b. Adequacy of inter-group transaction policies, procedures, and determination of risk limits.
- c. Adequacy in the process of identification, measurement, monitoring, and risk control, as well as the inter-group transaction risk management information system.
- d. A comprehensive internal control system for the implementation of inter-group transaction risk management.

6. Supervision of the Board of Commissioners and Board of Directors

Supervision by the Board of Commissioners and Board of Directors is required to ensure the effectiveness of the implementation of inter-group transaction risk management and compliance with the applicable regulations.

Authority and responsibilities of the Board of Commissioners

The authority and responsibilities of the Board of Commissioners in the implementation of inter-group transaction risk management include:

- a. Approve the inter-group transaction risk management policies.
- b. Evaluate the accountability of the Board of Directors and provide improvement directives for the implementation of inter-group transaction risk management policies.

Authority and responsibilities of the Board of Directors

Authority and responsibilities of the Board of Directors in the management of inter-group transaction risk include:

- a. Understand the inherent risks of inter-group transactions in the Financial Conglomerate.
- b. Formulate and establish the inter-group transaction risk management policies.
- c. Responsible for the implementation of inter-group transaction risk management.
- d. Ensure that each entity in the Financial Conglomerate implements inter-group transaction risk management.
- e. Monitor the risk of inter-group transactions regularly.
- f. Develop a risk culture as part of the implementation of inter-group transaction risk management.
- g. Ensure that the implementation of inter-group transaction risk management is free from conflicts of interest between the Financial Conglomerate and individual FSI.

7. Adequacy of Inter-Group Transaction Policies, Procedures, and Determination of Risk Limits

Inter-group transaction policies, procedures, and determination of risk limits refer to policies, procedures, and limit determination as stated in the Integrated Risk Management Basic Policy.

Risk appetite and risk tolerance

The risk appetite and risk tolerance in inter-group transactions are described as follow.

- a. Risk appetite is the risk that is willing to be taken in the effort to achieve targets in an

integrated manner. The risks willing to be taken are reflected in the business strategies and objectives.

- b. Risk tolerance is the maximum level of risk that is willing to be taken.
- c. The risk appetite and risk tolerance must be in line with the business strategy, risk profile, and capital plan of the Financial Conglomerate.

Policy and procedure

Several matters that need to be considered in the policies and procedures related to the risk of inter-group transaction include:

- a. Financial Conglomerate policy must comply with the applicable regulations relating to inter-group transactions.
- b. Financial Conglomerate must ensure the fulfillment of the arm's length (fairness of transaction) principle relating to inter-group transactions.
- c. Inter-group transaction risk management procedures contain at least:
 - 1) Accountability and clear level of delegation of authority in the implementation of inter-group transaction risk management
 - 2) Implementation of periodic reviews on the procedures
 - 3) Adequate documentation of procedures, namely complete and easy written documentation for audit trail.

Inter-group transaction risk limits

The Financial Conglomerate must ensure that the establishment of inter-group transaction limits is in accordance with the applicable regulatory provisions.

8. Adequacy in the process of identification, measurement, monitoring, and risk control, as well as the inter-group transaction risk management information system

In the implementation of inter-group transaction risk management, BCA as the Main Entity is required to conduct the process of identification, measurement, monitoring and risk control to all significant risk factors in an integrated manner, and supported by an adequate inter-group transaction risk management information system.

Identification of inter-group transaction risks

Inter-group transaction risk identification is carried out through:

- Identification of the composition of inter-group transactions in the Financial Conglomerate.
- Identification of transaction documentation and arm's length.
- Identification of other information.

Measurement of inter-group transaction risk

Measurement of the inter-group transaction risk aims to rank the risk level of inter-group transaction of the Financial Conglomerate. In addition, BCA as the Main Entity is required to prepare the inter-group transaction risk profiles in an integrated manner with members of the Financial Conglomerate.

The following are measurements that must be conducted to obtain the risk profile for integrated inter-group transactions:

Measurement	Description	Measurement Result
Inherent risk	In determining the inherent risk level, the Main Entity must conduct a comprehensive analysis using all relevant quantitative and qualitative indicators. Covering three aspects: 1. Composition of inter-group transactions in the Financial Conglomerate 2. Documentation and obligation of transaction 3. Other information.	1. Low 2. Low to Moderate 4. Moderate 5. Moderate to High 6. High
Quality of risk management implementation	Measurement of the quality implementation of integrated risk management. Covering four aspects: 1. Supervision of the Board of Commissioners and Board of Directors. 2. Adequacy of inter-group transaction policies, procedures, and determination of risk limits. 3. Adequacy in the process of identification, measurement, monitoring, and risk control of inter-group transaction risk management. 4. A comprehensive internal control system for the implementation of inter-group transaction risk management.	1. Strong 2. Satisfactory 3. Fair 4. Marginal 5. Unsatisfactory

Risk rating

Risk rating is a combination of the inherent risk measurement and the quality of risk management implementation results.

Mapping of the inter-group transaction risk rating can be viewed in the following matrix:

Result of Assessment Rank of Level Integrated Risk	Rank of Risk Management Implementation Quality (KPMR)					
	Strong	Satisfactory	Fair	Marginal	Unsatisfactory	
Rank Risk Inherent in Integrated Manner	Low	Low	Low	Low to Moderate	Moderate	Moderate
	Low to moderate	Low	Low to Moderate	Low to Moderate	Moderate	Moderate to High
	Moderate	Low to Moderate	Low to Moderate	Moderate	Moderate to High	Moderate to High
	Moderate to high	Low to Moderate	Moderate	Moderate to High	Moderate to High	High
	High	Moderate	Moderate	Moderate to High	High	High

Monitoring of inter-group transaction risk

Monitoring of inter-group transaction risk is carried out by considering the following:

- a. Composition of inherent risk parameters in intra-group transactions in the integrated risk profile report.
- b. Complete documentation of inter-group transactions.
- c. Adequacy of the inter-group transaction
- d. Other information relating to inter-group transactions.

Control of inter-group transaction risk

The control of inter-group transaction risk is carried out by ensuring:

- a. Adequacy of inter-group transaction of the Financial Conglomerate.
- b. Existence of documentation for every inter-group transaction.
- c. Every inter-group transaction must meet the prevailing law/regulator provisions.

Inter-group transaction risk information management system

The internal control system for inter-group transaction risk refers to internal control as stated in the basic integrated risk management policy.

9. A comprehensive internal control system for the implementation of inter-group transaction risk management

Internal control system for inter-group risk transaction referred to the internal control as stipulated under the Integrated Risk Management Main Policy.

The process of implementing effective inter-group transaction risk management must be complemented by a comprehensive internal control system. Effective implementation of internal control system is expected to be able to safeguard the assets of the Financial Conglomerate, ensure the availability of reliable reporting, increase compliance with the laws and regulations, and reduce the risk of losses, irregularities and violations of the prudence aspect.

The implementation of the internal control system is as follows:

- a. BCA is required to implement an inter-group transaction risk internal control system effectively by referring to the established policies and procedures.
- b. The internal control system was structured to ensure:
 - 1) Compliance with internal policies or provisions as well as laws and regulations.
 - 2) The effectiveness of risk culture in the Financial Conglomerate organization as a whole to identify weaknesses and deviations early and to reassess the fairness of policies and procedures in the Financial Conglomerate on an ongoing basis.
- c. Review of the measurement of inter-group transaction risk, including:
 - 1) Conformity of policy, organizational structure, resource allocation, design of inter-group transaction risk management processes, information system, and risk reporting in accordance with the business needs of the Financial Conglomerate, as well as the development of regulations and best practices related to inter-group transaction risk management
 - 2) Complete and adequate documentation on the scope, operational procedures, audit findings, and responses of the management of the Financial Conglomerate based on audit results.

FULFILMENT INDEX OF GOVERNANCE RECOMMENDATIONS

Reference:

- Appendix OJK Circular Letter No. 32/SEOJK.04/2015 concerning Governance Guidelines for Public Companies.
- Appendix OJK Circular Letter No. 13/SEOJK.03/2017 concerning Implementation of Governance for Commercial Banks.
- Appendix OJK Circular Letter No. 30/SEOJK.04/2016 concerning the Form and Content of Annual Report of Issuer or Public Companies.
- ASEAN Corporate Governance Scorecard
- Annual Report Awards Criteria.

OJK Circular Letter No. 32/SEOJK.04/2015 concerning Governance Guidelines for Public Companies

No	Reference	Fulfilment
A	Relationship of public company with its shareholders in guaranteeing shareholder rights	Explained on page 314 - 319 of this Annual Report.
B	Function and role of the Board of Commissioners	
C	Function and role of the Board of Directors	
D	Participation of stakeholders	
E	Information disclosure	

OJK Circular Letter No. 13/SEOJK.03/2017 concerning Implementation of Governance for Commercial Banks.

The Corporate Governance Implementation Report consists of:

No	References	Fulfilment
A	Transparency of Bank Governance Implementation	
	a. Performance of duties and responsibilities of Board of Commissioners and Board of Directors:	
	(1) The number, composition, criteria, and independence of members of the Board of Directors and Board of Commissioners	Page 360 - 362, 372 - 373 and page 75, 378, 404 - 405
	(2) The duties and responsibilities of the Board of Directors and Board of Commissioners, and	Page 357, 374
	(3) The Board of Commissioners recommendations.	Page 37 - 44
	b. Completeness and performance of duties of the committees, consisting of:	Committees under the Board of Commissioners: page 420 -440
	(1) The structure, membership, expertise and independence of committee members;	Executive committees under the Board of Directors: page 441 - 464
	(2) Committee duties and responsibilities;	
	(3) Frequency of committee meetings; and	
	(4) Committee work program and its realization.	
	c. Implementation of compliance, internal audit, and external audit functions:	
	(1) Compliance function	Page 478
	(2) Internal audit function	Page 472
	(3) External audit function	Page 476
	d. Implementation of risk management including internal control systems:	Page 482 - 492
	(1) Active supervision of the Board of Directors and Board of Commissioners;	
	(2) Adequacy of risk management policies and procedures and risk limit determination;	
	(3) Adequacy of the process of identifying, measuring, monitoring, and controlling risk and the risk management information system;	
	(4) A comprehensive internal control system.	

No	References	Fulfilment
	e. Provision of funds to related parties and large exposure.	Page 529
	The Bank's strategic plan.	Page 286
	Transparency of the Bank's financial and non-financial conditions that have not been revealed in other reports.	Page 530
	Other information related to Bank Governance includes, owner intervention, internal disputes or problems that arise as a result of the remuneration policies on the Bank.	N/A
	Share ownership of members of the Board of Directors and members of the Board of Commissioners that reach 5% (five percent) or more of paid-in capital.	Page 366, 387
	Financial relationships and family relationships of members of the Board of Directors and Board of Commissioners with other members of the Board of Directors, other members of the Board of Commissioners, and/or the controlling shareholders of the Bank.	Page 403
	Frequency of Board of Commissioners' meetings.	Page 393 - 396
	Amount of internal fraud.	Page 497
	Legal issues.	Page 503
	Transactions containing conflict of interest.	Page 499 - 503
	Buy back of shares and/or bank bonds.	Page 527
	Provision of funds for social activities and/or political activities during the reporting period.	Page 533
B	Self-assessment report on the implementation of governance according to the assessment period of bank soundness in the last year.	Page 323 - 324
C	The action plan and its implementation, along with the time of completion and constraints or obstacles to completion (if any).	Page 307 - 308

OJK Circular Letter No. 30/SEOJK.04/2016 concerning the Form and Content of Annual Report of Issuer or Public Companies.

Disclosure of implementing Good Corporate Governance (GCG) at least comprises of:

No	References	Fulfilment
1	Board of Directors, encompasses among others:	
	a) Duties and responsibilities of the Board of Directors;	Page 374
	b) Statement that the Board of Directors has a guideline or a charter;	Page 374
	c) Procedure, basis for appointment, structure and amount of remuneration for each member of the Board of Directors, and the relationship between remuneration and the performance of the issuer of the public company;	Page 411 - 413
	d) Policy and implementation pertaining to the frequency of meetings, including joint meetings of the Board of Commissioners, meeting attendance of members of the Board of Directors;	Page 397 - 403
	e) Information regarding the decisions of the previous general meeting of shareholders (GMS): (1) GMS decisions that are realized in the financial year; and (2) Reasons in the case of a decision that has not been realized;	Page 341 - 354
	f) Information regarding the resolution of the GMS in the financial year: (1) GMS decisions that are realized in the financial year; and (2) Reasons for a decision that has not been realized;	Page 341 - 355
	g) Assessment of the performance of the committee that supports the performance of duties of the Board of Directors;	Page 33, 389

No	References	Fulfilment
2	<p>Board of Commissioners, encompasses among others:</p> <p>a) Duties and responsibilities of the Board of Commissioners and the Board of Directors;</p> <p>b) Statement that the Board of Commissioners has a guideline or a charter;</p> <p>c) Procedure, basis for appointment, structure and amount of remuneration for each member of the Board of Commissioners;</p> <p>d) Policy and implementation pertaining to the frequency of meetings, including joint meetings of the Board of Directors, meeting attendance of members the Board of Commissioners;</p> <p>e) Issuer or public company policy regarding performance assessment of members of the Board of Commissioners and members of the Board of Directors and the implementation include: (1) Procedures for implementing performance assessment; (2) Criteria used; (3) The parties conducting the assessment.</p> <p>f) Performance assessment of the committee that supports the performance of duties of the Board of Commissioners; and</p> <p>g) In the event that the Board of Commissioners does not form a nomination and remuneration committee, the information contains at least: (1) Reasons for not establishing a committee; (2) Procedures for nomination and remuneration carried out in the financial year.</p>	<p>Page 357, 374</p> <p>Page 357</p> <p>Page 409 - 411</p> <p>Page 393 - 402</p> <p>Page 407 - 409</p> <p>Page 369</p> <p>N/A</p>
3	<p>Audit committee</p> <p>a. Name and position in committee membership;</p> <p>b. Age;</p> <p>c. Nationality;</p> <p>d. Educational background;</p> <p>e. Position/work history;</p> <p>f. Member period and term of office;</p> <p>g. Independency statement;</p> <p>h. Policy and implementation pertaining to the frequency of meetings and attendance level of members;</p> <p>i. Education and/or training (if any);</p> <p>j. Audit committee activities conducted in the financial year.</p>	<p>Page 420</p>
4	<p>Other committees to support the functions and duties of the Board of Directors and/or the Board of Commissioners, consist of:</p> <p>a. Name and position in committee membership;</p> <p>b. Age;</p> <p>c. Nationality;</p> <p>d. Educational background;</p> <p>e. Position/work history;</p> <p>f. Member period and term of office;</p> <p>g. Job description;</p> <p>h. Statement of having a guideline or a charter;</p> <p>i. Independency statement;</p> <p>j. Policy and implementation pertaining to frequency of meetings and attendance level of members;</p> <p>k. Education and/or training (if any);</p> <p>l. A brief description of the activities conducted in the financial year.</p>	<p>Page 426, 431, and 435</p>

No	References	Fulfilment
5	Corporate secretary, encompasses among others: <ol style="list-style-type: none"> a. Corporate secretary profile (name, position, age, nationality, educational background, occupational history/work experience); b. Legal basis of appointment; c. Education and/or training; d. A brief description of the tasks performed in the financial year. 	Page 464
6	Internal Audit Unit, encompasses among others: <ol style="list-style-type: none"> a. Name of Head of Unit; b. Position/work history; c. Qualification/certificate in internal audit profession (if any); d. Job description; e. Education and/or training; f. Description of duties and responsibilities; g. Statement of having a guideline or a charter; h. Brief description of the task performed in the financial year. 	Page 472
7	A description of the internal control system applied by the Company, at least concerning: <ol style="list-style-type: none"> a. Financial and operational controls; b. Review of the effectiveness of the internal control system. 	Page 489
8	Risk management system applied by BCA, at least concerning: <ol style="list-style-type: none"> a. General description of BCA's risk management system; b. Type of risk and method of management; and c. Review of the effectiveness of the risk management system. 	Page 482
9	Important cases faced by Issuers or Public Companies, Subsidiaries, members of the Board of Directors and members of the Board of Commissioners (if any), encompass among others: <ol style="list-style-type: none"> a. Principal cases/lawsuits; b. Status of settlement of cases/lawsuits; and c. Effect on the condition of the Issuer or Public Company. 	Page 503
10	Information regarding administrative sanctions imposed against issuers or public companies, members of the Board of Commissioners and Directors, by the capital market authorities and other authorities in the financial year (if any).	Page 505 - 506
11	Information regarding the code of ethics of the Issuer or Public Company: <ol style="list-style-type: none"> a) Main points of the code of ethics; b) Forms of socialization of the code of ethics and its enforcement; and c) Statement that the code of ethics applies to members of the Board of Directors, Board of Commissioners, and employees of Issuers or Public Companies. 	Page 523
12	Information about corporate culture or company values (if any).	Page 526
13	Description of the share ownership program by employees and/or management carried out by the Issuer or Public Company (if any), concerning among others: <ol style="list-style-type: none"> a) Number of shares and/or options; b) Implementation period; c) Eligible employees and/or management requirements; and d) Implementation price. 	Page 413 - 419

No	References	Fulfilment
14	Description of whistleblowing system in Issuers or Public Company (if any), including among others: a) procedure in submitting reports of violations; b) protection for reporters; c) complaint management ; d) The party who manages the complaint; and e) The results of complaints managed including: (1) number of complaints submitted and processed in the financial year; and (2) follow-up complaints.	Page 495 - 497
15	Implementation of the Public Company Governance Guideline for Issuers that issue Equity-Type Securities or Public Companies: a) Statement regarding recommendations that have been implemented; and/or b) Explanation of recommendations that have not been implemented, accompanied by reasons and alternative implementation (if any);	Page 314 - 319

ASEAN Corporate Governance Scorecard

The principles of corporate governance from OECD are as follows:

No	Principles and Recommendations	Page
A	Rights of Shareholders	
A.1	Basic Shareholder Rights	
A.1.1	Does the company pay (interim and final/annual) dividends in an equitable and timely manner; that is, are all shareholders treated equally and paid within 30 days after being (i) declared for interim dividends and (ii) approved by shareholders at general meetings for final dividends? If the company has offered a scrip dividend, did it pay the dividend within 60 days	342, 355
A.2	Right to participate in decisions concerning fundamental corporate changes	
	Do shareholders have the right to participate in:	
A.2.1	Amendments to the company's constitution?	326
A.2.2	The authorization of additional shares?	326
A.2.3	The transfer of all or substantially all assets, which in effect results in the sale of the company?	326
A.3	Right to participate effectively in and vote in general shareholder meeting, and should be informed of the rules, including voting procedures that govern general shareholder meetings	
A.3.1	Do shareholders have the opportunity, evidenced by an agenda item, to approve remuneration (fees, allowances, benefits in kind and other emoluments), or any increases in remuneration for the non-executive directors/commissioners?	345
A.3.2	Does the company provide non-controlling shareholders a right to nominate candidates for the Board of Directors/Commissioners?	326
A.3.3	Does the company allows shareholders to elect directors/commissioners individually?	326
A.3.4	Does the company disclose the voting procedures used before the start of meeting?	338
A.3.5	Do the minutes of the most recent AGM record that the shareholders were given the opportunity to ask questions, and the questions raised by shareholders and answers given recorded?	340
A.3.6	Does the company disclose the voting results, including approving, dissenting, and abstaining votes for all resolutions/each agenda item for the most recent AGM?	340
A.3.7	Does the company disclose the list of board members who attended the most recent AGM?	327 - 329, 332
A.3.8	Does the company disclose if all board members and the CEO (if they are not a board member) attended the most recent AGM?	327 - 329, 332

No	Principles and Recommendations	Page
A.3.9	Does the company allow voting in absentia?	337 - 339
A.3.10	Did the company vote by poll (as opposed to by show of hands) for all resolutions at the most recent AGM?	337 - 339
A.3.11	Does the company disclose that it has appointed an independent party (scrutineers/inspectors) to count and/or validate the votes at the AGM?	340
A.3.12	Does the company make publicly available by the next working day the results of the votes taken during the most recent AGM/EGM for all resolutions?	330, 334, 336
A.3.13	Does the company provide at least 21 days' notice for all AGMs and EGMs?	330 - 331
A.3.14	Does the company provide the rationale and explanation for each agenda item which requires shareholder approval in the notice of AGM/circulars and/or the accompanying statement?	330, 333, 335
A.3.15	Does the company give the opportunity for shareholders to place item/s on the agenda of AGM?	326
A.4	Markets for corporate control should be allowed to function in an efficient and transparent manner	
A.4.1	In cases of mergers, acquisitions and/or takeovers requiring shareholder approval, does the board of directors/commissioners of the company appoint an independent party to evaluate the fairness of the transaction price?	340
A.5	The exercise of ownership rights by all shareholders, including institutional investors, should be facilitated	
A.5.1	Does the company disclose its practices to encourage shareholders to engage the company beyond the AGM?	507
B	Fair Treatment to Shareholders	
B.1	Shares and Voting Rights	
B.1.1	Do the company's ordinary or common shares have one vote for one share?	330
B.1.2	Where the company has more than one class of shares, does the company publicize the voting rights attached to each class of shares (eg., through the company website reports/the stock exchange/the regulator's website)?	N/A
B.2	Notice of AGM	
B.2.1	Does each resolution in the most recent AGM deal with only one item, ie, there is no bundling of several items into the same resolution?	341 - 354
B.2.2	Are the company's notice of the most recent AGM/circulars fully translated into English and published on the same date as the local language version?	330, 332
	Do the notice of AGM/circulars have the following details:	
B.2.3	Are the profiles of directors/commissioners (at least age, academic qualification, date of appointment, experience, and directorships in other listed companies) in seeking election/re-election included?	Website Perseroan
B.2.4	Are the auditors seeking appointment/re-appointment clearly identified?	346
B.2.5	Were the proxy documents made easily available?	330
B.3	Insider trading and abusive self-dealing should be prohibited	
B.3.1	Does the company have policies and/or rules prohibiting directors/commissioners and employees from benefiting from knowledge which is not generally available to the market?	311

No	Principles and Recommendations	Page
B.3.2	Are the directors/commissioners required to report their dealings in company shares within three business days?	366, 387
B.4	Related party transactions by directors and key executives	
B.4.1	Does the company have a policy requiring directors/commissioners to disclose their interest in transactions and any other conflicts of interest?	312, 499
B.4.2	Does the company have a policy requiring a committee of independent directors/commissioners to review material RPTs to determine whether they are in the best interests of the company and shareholders?	503
B.4.3	Does the company have a policy requiring board members (directors/commissioners) to abstain from participating in the board discussion on a particular agenda when they are conflicted?	393 - 397
B.4.4	Does the company have policies on loans to directors and commissioners, either forbidding this practice or ensuring they are being conducted on an at arm's length basis and at market rates?	529
B.5	Protecting minority shareholders from abusive actions	
B.5.1	Does the company disclose that RPTs are conducted in such a way as to ensure they are fair and at arms' length?	529
B.5.2	In case of related party transactions requiring shareholder approval, is the decision made by disinterested shareholders?	503
C	Role of Stakeholders	
C.1	The rights of stakeholders established by law or through mutual agreements are to be respected	
	Does the company disclose a policy and practices that address:	
C.1.1	The existence and scope of the company's efforts to address customer welfare?	507 - 509
C.1.2	Supplier/contractor selection procedures?	524
C.1.3	The company's efforts to ensure its value chain is environmentally friendly or is consistent with promoting sustainable development?	Sustainability Report
C.1.4	The company's efforts to interact with the communities in which they operate?	Sustainability Report
C.1.5	The company's anti-corruption programmes and procedures?	498
C.1.6	How creditor rights are safeguarded?	318
C.1.7	Does the company have a separate report/section that discusses its efforts on environment/economy and social issues?	Sustainability Report
C.2	Where stakeholder interests are protected by law, stakeholders should have the opportunity to obtain effective redress for violation of their rights	
C.2.1	Does the company provide contact details via the its website or annual report which stakeholders (eg, customers, suppliers, general public etc) can use to voice their concerns and/or complaints for possible violation of their rights?	508-509
C.3	Mechanisms for employee participation should be permitted to develop	
C.3.1	Does the company explicitly disclose its policies and practices on health, safety and welfare to its employees?	Sustainability Report
C.3.2	Does the company explicitly disclose the policies and practices on training and development programmes to its employees?	573
C.3.3	Does the company have a reward/compensation policy that accounts for the performance of the company beyond short-term financial measures?	413
C.4	Stakeholders, including individual employees and their representative bodies, should be able to freely communicate their concerns about illegal or unethical practices to the board, and their rights should not be compromised for doing this	

No	Principles and Recommendations	Page
C.4.1	Does the company have a whistleblowing policy which includes procedures for complaints by employees and other stakeholders concerning alleged illegal and unethical behavior, and provide contact details via its website or annual report	495 - 497
C.4.2	Does the company have a policy or procedures to protect an employee/person who reveals alleged illegal/unethical behavior from retaliation?	495 - 497
D	Disclosure and Transparency	
D.1	Transparent Ownership Structure	
D.1.1	Does the information on shareholdings reveal the identity of beneficial owners, holding 5% shareholding or more?	355 - 356
D.1.2	Does the company disclose the direct and indirect (deemed) shareholdings of major and/or substantial shareholders?	355 - 356
D.1.3	Does the company disclose the direct and indirect (deemed) shareholdings of directors (commissioners)?	367, 388
D.1.4	Does the company disclose the direct and indirect (deemed) shareholdings of senior management?	Website BCA
D.1.5	Does the company disclose details of the parent/holding company, subsidiaries, associates, joint ventures and special purpose enterprises/vehicles (SPEs)/(SPVs)?	541 - 544
D.2	Quality of annual report	
	Does the company's annual report disclose the following items:	
D.2.1	Corporate objectives	58
D.2.2	Financial performance indicators	14 - 17, 263
D.2.3	Non-financial performance indicators	5 - 7, 52, 116
D.2.4	Dividend policy	291
D.2.5	Biographical details (at least age, academic qualifications, date of first appointment, relevant experience, and any other directorships of listed companies) of all directors/ commissioners	64 - 79
D.2.6	Attendance details of each director/commissioner in all directors/commissioners meetings held during the year	393, 397
D.2.7	Total remuneration of each member of the board of directors/commissioners	409
	Corporate governance confirmation statement	
D.2.8	Does the annual report contain a statement confirming the company's full compliance with the code of corporate governance, and, where there is non-compliance, identify and explain reasons for each such issue?	310
D.3	Disclosure of related party transactions (RPT)	
D.3.1	Does the company disclose its policy covering the review and approval of material RPTs?	503
D.3.2	Does the company disclose the name, relationship, nature and value for each material RPT?	500
D.4	Director and commissioner dealings in company shares	
D.4.1	Does the company disclose trading in its shares by insiders?	311, 317
D.5	External auditor and auditor report	
	Where the same audit firm is engaged for both audit and non-audit services	
D.5.1	Are the audit and non-audit fees disclosed?	476 - 478
D.5.2	Does the non-audit fee exceed the audit fee?	478
D.6	Medium of communication	
	Does the company use the following modes of communication?	

No	Principles and Recommendations	Page
D.6.1	Quarterly reporting	531
D.6.2	Company website	111, 507
D.6.3	Analyst meeting	470
D.6.4	Media briefings/press conferences	512
D.7	Timely filing/release of annual/financial reports	
D.7.1	Are the audited annual financial report/statement released within 120 days of the financial year end?	588
D.7.2	Is the annual report released within 120 days of the financial year end?	588
D.7.3	Is the true and fairness/fair representation of the annual financial statement/report affirmed by the board of directors/commissioners and/or the relevant officers of the company?	588
D.8	Company website	
	Does the company have a website disclosing up to date information on the following:	
D.8.1	Financial statements/reports (latest quarterly)	484 - 485
D.8.2	Materials provided in briefings to analysts and media	512
D.8.3	Downloadable annual report	Website BCA
D.8.4	Notice of AGM and/or EGM	333, 335
D.8.5	Minutes of AGM and/or EGM	334, 336
D.8.6	Company's constitution (by-laws, memorandum and articles of association)	Website BCA
D.9	Investor relations	
D.9.1	Does the company disclose the contact details (eg, telephone, fax, and email) of the officer/office responsible for investor relations?	472
E	Board Duties and Responsibilities	
E.1	Board Duties and Responsibilities	
	Clearly defined board responsibilities and corporate governance policy	
E.1.1	Does the company disclose its corporate governance policy/board charter?	310, 357, 374
E.1.2	Are the types of decisions requiring Board of Directors/Commissioners' approval disclosed?	359
E.1.3	Are the roles and responsibilities of the Board of Directors/Commissioners' clearly stated?	357, 374
	Corporate vision/mission	
E.1.4	Does the company have an updated vision and mission statement?	526 - 527
E.1.5	Does the Board of Directors play a leading role in the process of developing and reviewing the company's strategy at least annually?	287, 530
E.1.6	Does the Board of Directors have a process to review, monitor and oversee the implementation of the corporate strategy?	287, 530
E.2	Board structure	
	Code of ethics or conduct	
E.2.1	Are the details of the code of ethics or conduct disclosed?	523 - 525
E.2.2	Are all directors/commissioners, senior management and employees required to comply with the code/s?	523 - 525
E.2.3	Does the company have a process to implement and monitor compliance with the code/s of ethics or conduct?	523 - 525
E.2.4	Do independent directors/commissioners make up at least 50% of the board of directors/commissioners?	362
E.2.5	Does the company have a term limit of nine years or less or two terms of five years each for its independent directors/commissioners?	373

No	Principles and Recommendations	Page
E.2.6	Has the company set a limit of five board seats that an individual independent/non-executive director/commissioner may hold simultaneously?	368, 388
E.2.7	Does the company have any executive directors who serve on more than two boards of listed companies outside of the group?	N/A
E.2.8	Does the company have a nominating committee?	431
E.2.9	Is the nominating committee comprised of a majority of independent directors/commissioners?	431
E.2.10	Is the chairman of the nominating committee an independent director/commissioner?	431
E.2.11	Does the company disclose the terms of reference/governance structure/charter of the nominating committee?	431
E.2.12	Is the meeting attendance of the nominating committee disclosed and if so, did the committee meet at least twice during the year?	434
E.2.13	Does the company have a remuneration committee?	431
E.2.14	Is the remuneration committee comprised of a majority of independent directors/commissioners?	431
E.2.15	Is the chairman of the remuneration committee an independent director/commissioner?	431
E.2.16	Does the company disclose the terms of reference/governance structure/charter of the remuneration committee?	431
E.2.17	Is the meeting attendance of the remuneration committee disclosed and, if so, did the committee meet at least twice during the year?	434
E.2.18	Does the company have an audit committee?	420
E.2.19	Is the audit committee comprised entirely of non-executive directors/commissioners with a majority of independent directors/commissioners?	420
E.2.20	Is the chairman of the audit committee an independent director/commissioner?	420
E.2.21	Does the company disclose the terms of reference/governance structure/charter of the audit committee?	420
E.2.22	Does at least one of the independent directors/commissioners of the committee have accounting expertise (accounting qualification or experience)?	80 - 81, 421
E.2.23	Is the meeting attendance of the audit committee disclosed and, if so, did the committee meet at least four times during the year?	424
E.2.24	Does the audit committee have primary responsibility for recommendation on the appointment, and removal of the external auditor?	423, 473
E.3	Board processes	
	Board meetings and attendance	
E.3.1	Are the Board of Directors meetings scheduled before the start of the financial year?	393 - 403
E.3.2	Does the Board of Directors/Commissioners meet at least six times during the year?	393 - 403
E.3.3	Has each of the directors/commissioners attended at least 75% of all the board meetings held during the year?	393 - 403
E.3.4	Does the company require a minimum quorum of at least two/three for board decisions?	393 - 403
E.3.5	Did the non-executive directors/commissioners of the company meet separately at least once during the year without any executives present?	393 - 403
	Access to information	
E.3.6	Are board papers for Board of Directors/Commissioners' meetings provided to the board at least five business days in advance of the board meeting?	394, 397
E.3.7	Does the company secretary play a significant role in supporting the board in discharging its responsibilities?	464 - 470

No	Principles and Recommendations	Page
E.3.8	Is the company secretary trained in legal, accountancy or company secretarial practices and kept abreast of relevant developments? Board appointments and re-election	464 - 470
E.3.9	Does the company disclose the criteria used in selecting new directors/commissioners?	361, 376
E.3.10	Did the company describe the process followed in appointing new directors/commissioners?	361, 376
E.3.11	Are all directors/commissioners subject to re-election every three years; or five years for listed companies in countries whose legislation prescribes a term of five years ² each? ² The five years term must be required by legislation which pre-existed the introduction of the ASEAN Corporate Governance Scorecard in 2011	363, 378
	Remuneration matters	
E.3.12	Does the company disclose its remuneration (fees, allowances, benefits in kind and other emoluments) policy/practices (ie, the use of short term and long term incentives and performance measures) for its executive directors and CEO?	411
E.3.13	Is there disclosure of the fee structure for non-executive directors/commissioners?	409 - 413
E.3.14	Do the shareholders or the Board of Directors approve the remuneration of the executive directors and/or the senior executives?	345
E.3.15	Does the company have measurable standards to align the performance-based remuneration of the executive directors and senior executives with long-term interests of the company, such as claw back provisions and deferred bonuses?	409 - 413
	Internal audit	
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Good Corporate Governance and Bad Corporate Governance Practices

BCA continues to implement regulations or provisions of corporate governance in capital market and international best practices, and also submits Sustainability Report prepared based on internationally accepted standards (GRI sustainability reporting standards). Report regarding the regulations or provisions of corporate governance in capital market and international best practices can be seen on page 314 in the Fulfilment Index of Corporate Governance Recommendations section of this Annual Report. The Sustainability Report is a separate report and complements this Annual Report. Furthermore, reports relating to Corporate Social Responsibility (CSR) can be seen on page 565 in the Social and Environmental Responsibility section of this Annual Report.

During 2019, BCA did not practice any bad corporate governance. Practices of bad corporate governance includes being reported as a company that pollutes the environment; important cases faced by the company, subsidiaries, current members of the Board of Directors and/or members of the Board of Commissioners, that are not disclosed in the Annual Report; no disclosure of operating segments in listed companies; and discrepancies between the hardcopy of the Annual Report and its softcopy.



Bukit Peramun, one of BCA's Assisted Village

CORPORATE SOCIAL RESPONSIBILITY



CORPORATE SOCIAL RESPONSIBILITY

“

Through corporate social responsibility activities, BCA supports sustainable development goals and the implementation of sustainable finance.”

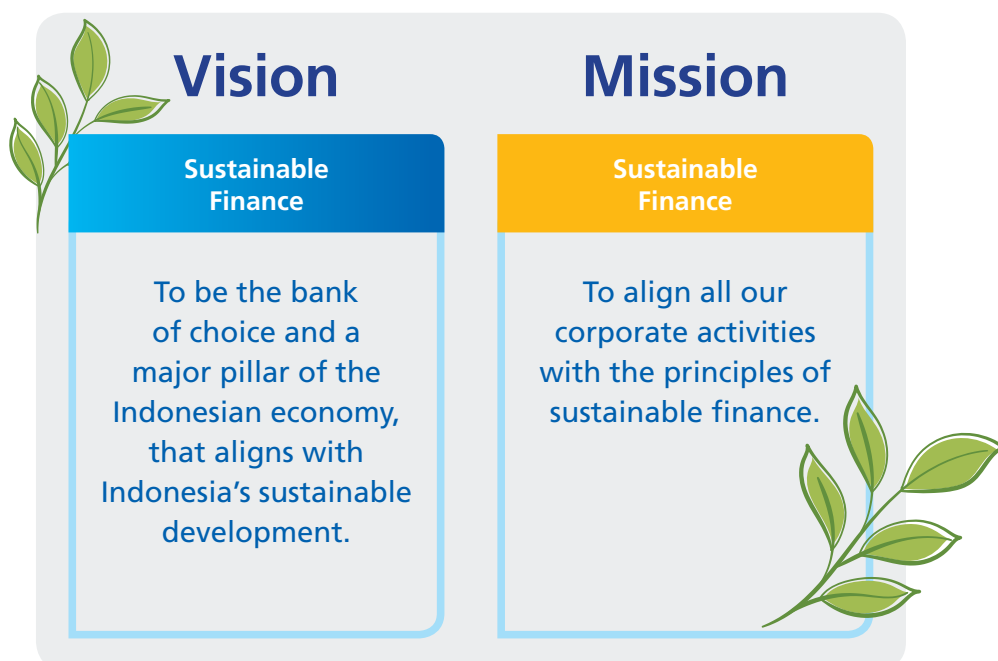
Corporate social responsibility (CSR) activities represent BCA's commitment to its stakeholder and the environment. In doing so we add value for our stakeholders, in line with one mission and our CSR initiatives to support sustainable development goals (SDGs) and sustainable finance programs.

We have sustainability strategy to support the implementation of sustainable finance. It involves the following

- To increase the financing portfolio for sustainable activities
- To improve internal capacity, and
- To adjust the organization, its risk management, corporate governance, and/or standard operational procedures.

The sustainable finance vision and mission were formulated and approved by the Board of Directors and Board of Commissioners meeting on November 26, 2019 and Board of Directors' Decision Letter No.196/SK/DIR/2019 dated November 29, 2019, and are included in the sustainable finance action plan.

VISION AND MISSION OF SUSTAINABLE FINANCE





Technology implementation in one of BCA's assisted village



POLICY AND IMPLEMENTATION STRATEGY

To enable us to implement CSR policies and strategies according to our sustainable finance vision and mission, a front-full synergy working between internal and external parties have resulted in a number of joint CSR activities. Overall aim was to continue making a positive contribution to the community through Bakti BCA community empowerment program.

One of CSR implementation channel is through the Bakti BCA community empowerment program.

BAKTI BCA AS THE IMPLEMENTATION OF CSR STRATEGIES

Bakti BCA is a community empowerment program that is a key part of CSR strategy implementation approach. Designing and implementing Bakti BCA is the responsibility of the Corporate Social Responsibility Work Unit, delivered through three pillars that are both complementary and interconnected:

Smart Solutions (Solusi Cerdas)

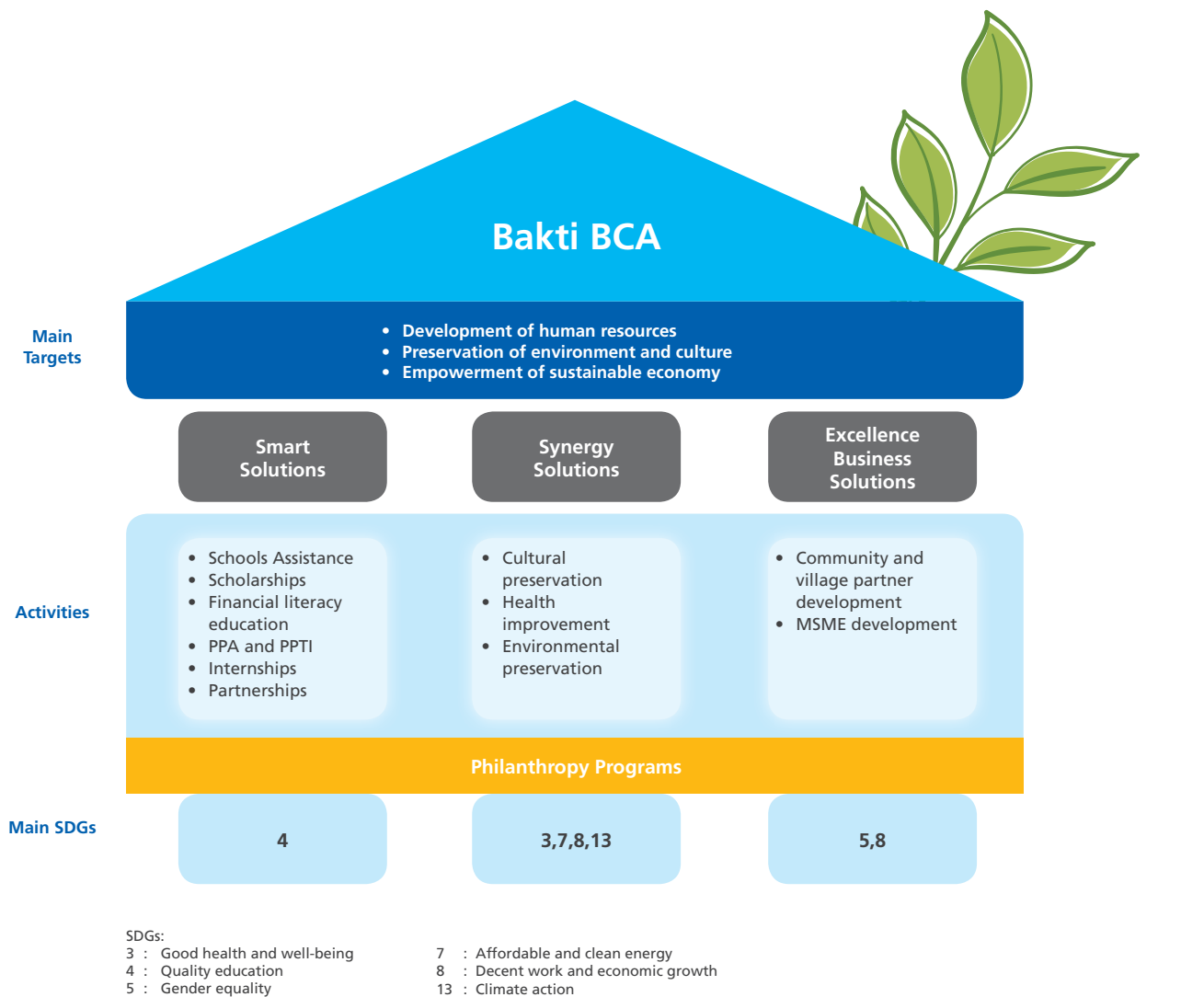
Activities relating to education

Synergy Solutions (Solusi Sinergi)

Activities relating to culture, health, and the environment

Excellence Business Solutions (Solusi Bisnis Unggul)

Activities that support the development of Micro, Small, Medium Size Enterprise (MSMEs) as well as the empowerment of communities.



CORPORATE SOCIAL RESPONSIBILITY GOVERNANCE

Commitment for Social Responsibility

BCA is committed to carrying out CSR activities that support the implementation of sustainable finance and SDGs. This is in line with POJK No. 51/POJK.03/2017 concerning the implementation of sustainable finance for Financial Services Institutions, Issuers and Public Companies.

Due Diligence Method and Scope on Social, Economic and Environment Impact of Bank Activities

The Environment Sustainability Governance (ESG) sub-division was formed through Board of Directors' Decree No. 136/SK/DIR/2019, with the key role of building and implementing a culture of sustainable finance, involving all areas of the of organization and ensuring the company's own sustainability.

The ESG sub division in Secretary and Communication Division is responsible to the Executive Vice President of Corporate Finance and Secretary & Communication Division, under the Finance and Corporate Planning Director, who will reports performance to the President Director. The implementation of sustainable governance should be considered the responsibility of all BCA employees.

Main Stakeholders Affected or Influenced by the Impact of Bank’s Activities, and Important Social, Economic and Environment Issues Related to the Bank Activities Impact

BCA takes great care to map out the stakeholders impacted or influenced by the it’s operational activities. Stakeholder mapping is aligned with important issues related to social, economic and environment condition so that appropriate strategy can be formulated as well as associated work programs. This mapping of stakeholders can be seen in the 2019 sustainability report.

Corporate Social Responsibility scope, both Obligatory or Beyond Compliance and Programs that Exceeded the Minimum Responsibilities and Relevance to Bank’s Business

BCA always complies with the prevailing regulations, such as Limited Liability Law No 40 Year 2008, article 1 Nomor 3, related to social and environment responsibility (TJSL). The Bank adheres to the Law regarding CSR implementation, despite there being no specific explanation of CSR activities for the Bank.

BCA actively supports the implementation of government inclusion and financial literacy programs. These programs are part of CSR activities. The Bank has also developed and implemented its own community empowerment program, which is explained in the next chapter of this report.

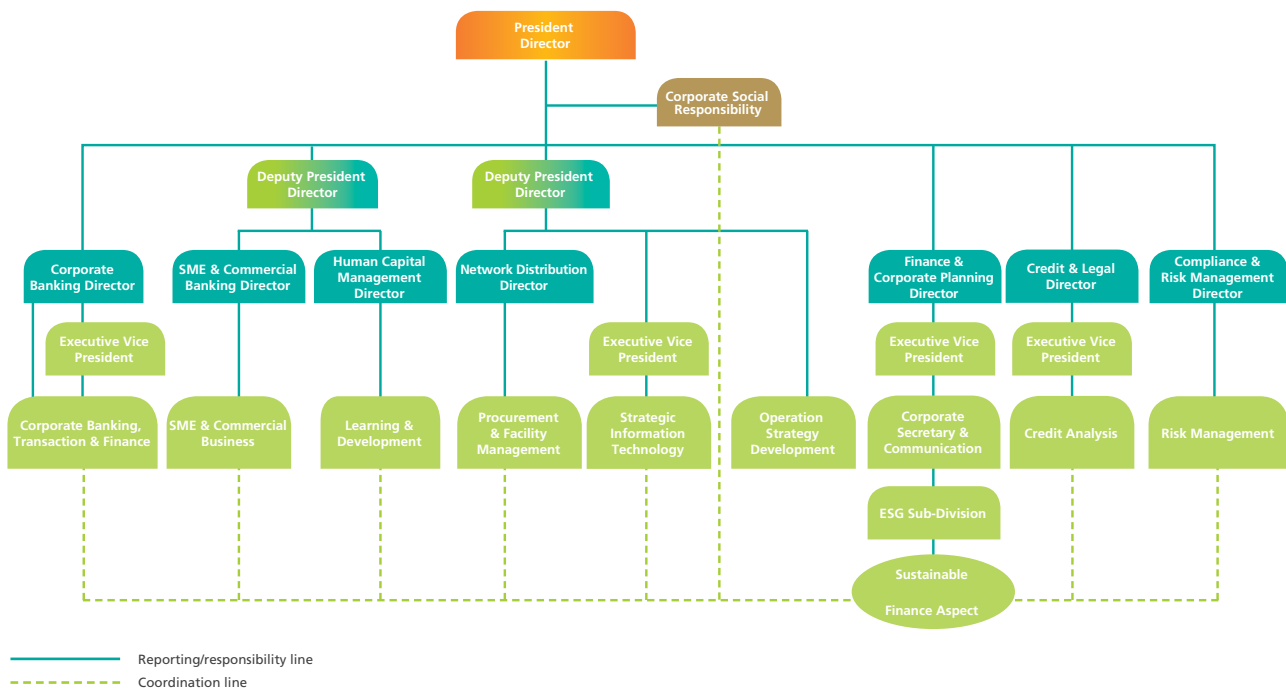
The Bank’s Strategies and Work Programs to Manage Social, Economic and Environment Issues, and Engage Stakeholders as well as Increasing Stakeholders and Shareholder Value

The implementation of BCA’s CSR activities also involves its stakeholders. These include: communities, customers, partners and local government. We believe that stakeholders can benefit from our CSR activities, and thereby strengthen their engagement with the Bank.

Social Responsibility Funding and Budget

BCA allocates a CSR budget every year. Budget realization for Bakti BCA in 2019 was Rp122.8 billion.

Good Corporate Governance Structure



Note: The broken line in the chart above represents developments/progress in the sustainable finance application reporting mechanism.

CORPORATE SOCIAL RESPONSIBILITY RELATED TO HUMAN RIGHTS



BCA respects human rights, supports gender equality and conducts fair bank operations.



Commitment and Policy for Human Rights Social Responsibility

Under ISO 26000 guidelines, guidance for social responsibility, human rights (HAM) is one of the key areas of social responsibility. Human rights are covered by the management of labor or human resources (HR). Employee rights and obligations are outlined in the collective labor agreement (CLA) 2019-2021.

Planning and Implementation of Human Rights Initiatives

As stated in the Collective Labor Agreement (CLA), BCA ensures that every employee is treated fairly, both during performance appraisal and evaluation, as well as career advancement. Performance appraisal is conducted for every employee regardless of their gender, age, ethnicity, religion, race or other discriminatory factors.

BCA provides lactation facilities in some regional offices and head offices, demonstrating its support and respect for human rights of female employees. All female employees receive health allowances for their husband and children. Total female employees 60.8% of total employees.

There were no significant complaints in 2019 on the implementation of human rights initiatives.

CORPORATE SOCIAL RESPONSIBILITY RELATED TO FAIR OPERATIONS

Commitment and Social Responsibility Policy for Fair Operations

The implementation of fair operations is one of BCA's commitments throughout its banking operations. The fair operations initiative was implemented through activities relating to labor, financing, services and relationships with stakeholders.

Planning and Implementation of Fair Operations

Fair activities implementation includes offering equal opportunities to all employees. Promotion is conducted with transparency, and objectively based on the fairness principle.

The fact that women have the opportunity to reach the highest position in their career path is a reflection of the Company's support for gender equality. There are three women directors, 27.3% of total members of the Board of Directors, and 541 women branch heads, 55.3% of total branch heads across Indonesia. The assignment of women to the highest positions is based purely on their achievement and required performance, without any discrimination.

BCA has an enterprise backoffice integration (EBI) application procurement system covering everything from budgeting, procurement, PO/contract preparation or rental, building maintenance, procurement through to payment. This system also supports fair value chain and procurement practices. BCA applies fair contracts provides equal treatment, and complies with good corporate governance principles.

As part of its implementation of good corporate governance (GCG), BCA also has procedures and mechanisms to deal with conflict related to fair operations. The prevention of conflict is carried out by implementing appropriate policies and procedures as well as adequate internal control. Current ongoing initiatives are the application of anti-gratification, socialization of anti-fraud, enhancement of the data security system and strengthening the awareness of whistleblowing system.

BCA develops and executes financial literacy education programs for the public without discrimination over their backgrounds. In line with that, there is no discrimination in providing excellence services to all customers and BCA takes into account fulfillment of creditor rights.

BCA also gives opportunities for disabled people so that they may gain training and working experience. In 2019, BCA employed 15 disabled people as outsource staff working at its digital services center. This reflects our commitment to the provision of equal employment opportunities, as well as support for government programs, particularly Government Regulation or PP No. 43 year 1998 concerning initiatives to improve the welfare of disabled persons.

In 2019, fair operations ran well in accordance with the duties and authorities of each employee. There were no complaints from employees or customers over unfair practices with a material impact.

BCA continuously carries out fair banking operations to strengthen engagement with all customers, and to provide security and comfort in the working environment. The implementation of the Bakti BCA program is expected to enhance the Bank's contribution and support to community welfare improvement programs.

CORPORATE SOCIAL RESPONSIBILITIES FOR THE ENVIRONMENT

“
BCA received a Constituent of Sustainable Investment (SRI)-KEHATI Index certificate from the KEHATI Foundation for its environmental work.
 ”

Commitment and policy on corporate social responsibilities for labor, health, and work safety.

The World Economic Forum in 2019 identified five risks that influence global economic conditions. One is environmental risk, especially global warming. The impact of global warming, as a result of climate change, is experienced by many people. It has become a global issue and concern for all parties, including businesses in the banking sector.

BCA, as one of the largest national private banks in Indonesia, actively promotes effort to preserve the environment. This is part of commitment to and support for reducing global warming. BCA employs policies that promote environmental preservation, including the application of energy management in offices and branches.



Deputy President Director of BCA, Armand W. Hartono greeted customers on Customer Day



Signing of BCA's CLA of 2019-2021

Environmental preservation efforts are also carried out by actively involving BCA employee in the process. BCA continuously conducts education through internal communication media.

BCA provides financing to several projects that comply with regulations and encompass environmental, social and governance perspectives. This is in accordance with OJK regulations on sustainable finance and SDGs achievements.

Environment Planning, Implementation and Achievement

BCA implements environmentally friendly lifestyle education program for its employees. To ensure our eco-friendly environment, BCA has an 'agent of change program' in each working unit. They are equipped with know how and tools to drive eco-friendly activities for day to day banking operations and services.

An environmentally friendly culture is also carried out in the Bank's operational activities, as a green office effort. Programs include regulating the temperature of air conditioners, turning off the lights during recess or in unused areas, and water-saving campaigns. Campaigns are continuously intensified, including reducing the use of styrofoam and paper, turning off the lights on Earth Hour Day and the Green Ramadan movement.

The efficiency of business trips, training trips and documents dispatching are achieved by utilizing technology. Such as tele and video conferencing, e-learning, carpooling and e-mail usage, intranet portals, myBCA, and tracking system applications. These activities are designed to supports environmental sustainability.

BCA encourages customers to support environmental conservation efforts, through e-statement system for savings, current accounts and credit card bills; choice of withdrawing without receipt at ATM; ATM STAR; e-branch; and digital banking solutions (m-BCA, Klik BCA, and Sakuku). in 2019, the latest BCA's perbankan solution is online account opening through Mobile BCA.

BCA's commitment to environmental management is reflected in its collaboration with BOSF (Borneo Orangutan Survival Foundation). BOSF is an organization that actively develops conservation programs for orangutan habitats. Orangutans are one of Kalimantan's endemic fauna protected by law and must therefore be preserved.

BCA consistently promotes turtle conservation through the Banyuwangi Sea Turtle Foundation (BSTF). The program's activities include education for fishermen and the release of hatchlings under the Save and Preserve Sea Turtles program.



Green Office socialization to BCA's work units



BCA partnered with BOSF in orangutan release program

BCA supports the preservation of Ujung Kulon National Park, under the NEWtrees Program initiated by WWF Indonesia. This promotes greening the shoreline and planting mangrove trees to prevent abrasion.

Going forward, BCA will continue to focus on reducing environmental risks and promote compliance with environmental regulations. The Bank also supports debtors who want to obtain environmental certification for their businesses.

CORPORATE SOCIAL RESPONSIBILITY RELATED TO EMPLOYMENT, OCCUPATIONAL HEALTH AND SAFETY PRACTICES

“
One way to support gender equality for women is by providing health facilities to them and their families.
 ”

Commitment and policy on corporate social responsibilities for labor, health, and work safety.

Human resources (HR) has a significant role to play in influencing company performance. BCA is committed to focusing on the welfare and career development of employees, including creating a healthy, safe and comfortable work environment (occupational health and safety/OHS).

BCA employs a comprehensive staffing policy. This includes: transparency of information for employees, implementation of the Collective Labor Agreement (CLA), personal and career development, equal employment opportunities, and compensation and benefits programs.

Planning, implementation and achievement of labor, health and work safety initiatives.

Activities to support labor and promote OHS practices include:

a. Gender Equality and Job Opportunities

BCA provides equal opportunities for every employee, regardless their ethnics, religion, race, class or gender. Employee placement policies always emphasize the competence and performance of the individual concerned, ensuring there are opportunities for female employees to occupy the highest levels of management.

b. Education and/or training

BCA regularly provides training to improve employee competency and performance. Competency development is carried out through workshops or in-class training, e-learning, on the job training, coaching and mentoring. While training and education materials are primarily oriented toward the banking industry, soft skills development materials are also available, including leadership, personality and environmental preservation.

c. Labor Complaints Mechanism

BCA has developed several means of maintaining communication with employees. This includes the Halo SDM (66900) which can be accessed through the internal telephone network and provides information about employment and industrial relations. The Bank maintains the confidentiality of employee information and data when Halo SDM services are used.

d. Work Facilities and Safety

The development of BCA's working environment focuses on: safety and comfort, the completeness and appropriateness of work facilities, environmental hygiene, spatial harmony and the appropriateness of security facilities. Periodically, BCA conducts evacuation drills. Employees at headquarters, regional and branch offices are trained in how to face force majeure situations, such as fires or earthquakes.

e. Employee health

To ensure the health of employees and their families, BCA provides medical benefits, including in-patient, out-patient, maternity, optical, dental, laboratory, medical checkups, and pap smears. The Bank also participates in the government medical service program by facilitating employees and their families in BPJS Kesehatan. This policy is expected to make a positive contribution to employee well-being.

SOCIAL RESPONSIBILITY TO CUSTOMERS

Commitment and policy of corporate social responsibilities to customers

BCA implements its corporate social responsibilities to customers in accordance with prevailing policies and regulations in Indonesia as follows:

1. OJK Regulation No. 1/POJK.07/2013 concerning Consumer Protection in the Financial Services Sector
2. Bank Indonesia Regulation No. 7/7/PBI/2005 concerning Settlement of Customer Complaints, which has been amended by PBI No. 10/10/PBI/2008 Regarding customer protection.

Planning, implementation and achievement of corporate social responsibilities to customers

Customer trust is one of BCA's most valuable assets, of which our employees are a major component. This is reflected in our values, namely: Focus on Customer, Integrity, Teamwork and continuous pursuit of excellence. Our values are socialized to employees, and are an integral part of our induction program for new employees.

In order to maintain trust and meet our customers' needs, the operations strategy & development division ensures staff have adequate service sector competence, adhering to our service standard, namely SMART Solutions. BCA has also developed a complete and reliable digital banking service to respond to the dynamic needs of customers.

BCA also implements policy in product and services development to meet customer needs, paying attention to convenience and security. Innovations in banking solutions always refer to prevailing regulations. Before launching, the products are carefully evaluated by the respective work units.

The implementation of social responsibility activities for customers is done through the publication of educational materials for banking solutions. News columns in the media, such as Beritagar, Kompas.com, IDNtimes.com and Kumparan.com. are used to communicate to customers.

BCA also routinely holds gatherings with customers to promote banking and financial solutions and share knowledge on current financial topics. This is also a way of allowing customers to share their experiences with one another, connecting BCA and its customers, and networking. The closeness of the Bank to its customers is one of the keys to its success in building harmonious and mutually supportive relationships.



BCA Expoversary 2019 for BCA's loyal customers



President Director of BCA, Jahja Setiaatmadja greeted customers in Customer Day

Bakti BCA scholarships



Bakti BCA Scholarship participant in team building activity



Team building activity for Bakti BCA Scholarship participant



Customers can use several means to contact BCA: the Halo BCA 24-hour contact center service: 1500888, E-mail halobca@bca.co.id, and Twitter @HaloBCA.

The management and resolution of BCA customer complaints follows our service level standard, which defines the maximum period allowed for problem resolution. The period for resolving complaints depends on the type and complexity of the problem. Service level fulfillment is monitored via an electronic screen at Halo BCA.

In 2019, the number of suggestions and complaints through HaloBCA was 16,117,845 telephone calls, consisting of 10.8% of customer complaints; 52.2% related to demand; 37.0% related to customer needs for information on BCA banking solutions, and 0.01% in the form of advice. The most complaints were related to cards stuck at ATM machines, money stuck at ATMs, debited accounts but the money is not received by customers, and declined credit cards.

BCA continuously develops and provides banking solutions that are safe, convenient, reliable and easily accessible. Excellence in providing comprehensive and exceptional service made the Bank the largest market capitalization bank in Southeast Asia at year end 2019. BCA also received awards from various independent institutions.

For the best commitment in providing services to customers, BCA achieved a customer engagement index of 4.67 from a scale of 1-5.

CORPORATE SOCIAL RESPONSIBILITY IN SOCIAL AND COMMUNITY DEVELOPMENT

BCA has developed its Bakti BCA corporate social responsibility (CSR) program, to empower communities. Bakti BCA is implemented through three pillars: Solusi Cerdas (Smart Solutions), Solusi Sinergi (Synergy Solutions) and Solusi Bisnis Unggul (Excellence Business Solutions).

SMART SOLUTIONS

Education is the main tool in developing quality human resources. Therefore, BCA continues to develop CSR programs that improve education for the community. This program is developed for the long term through the Smart Solutions pillar under Bakti BCA.

Smart Solutions focuses on providing educational support for people with financial constraints. It also focuses on improving education in low-income areas by supporting an education equality program. Programs that have so far been carried out include:

- Non-degree Accounting Education Program (PPA)
- Non-degree Technological Information Education Program (PPTI)
- Bakti BCA internship program
- Bakti BCA Schools Assistance
- Bakti BCA scholarships
- Educational partnerships
- Financial literacy education

1. Non-degree Accounting Education Program (PPA)

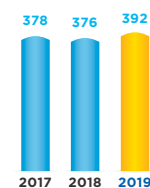
The non-degree PPA program has been continuously running since 1996. It is designed for high school, vocational or equivalent graduates who perform academically, but have financial constraints that limit them in continuing their education to a higher level. The participants come from a wide range of regions across Indonesia to study accounting for 30 months.

Although the non-degree PPA program has no official working commitment, alumni have the opportunity to work at BCA in accordance with the needs and conditions of the Company. During 2019, there were 392 PPA participants who were studying. Between 1996 and 2019, there were 1,488 non-degree PPA graduates who chose to become BCA employees. In 2019, there were 114 PPA graduates, of which 113, or 99%, chose to become BCA employees.

Non-degree PPA Participants

	2019	2018	2017
Number of people	392	376	378

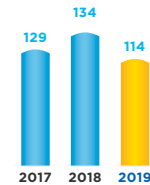
Non-degree PPA Participants



Non-degree PPA Alumni

	2019	2018	2017
Number of people	114	134	129

Non-degree PPA Alumni



2. Non-degree Technological Information Education Program (PPTI)

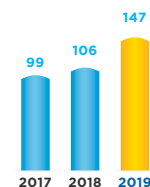
The non-degree PPTI program is designed for high school, vocational, or equivalent graduates who excel and are interested in improving their capability in the IT field. The program lasts for 30 months and uses a dropout system with a relatively high passing grade.

At the end of 2019, there were 147 non-degree PPTI participants studying. Some 28 successfully completed their education, with 26 graduates choosing to become BCA employees.

Non-degree PPTI Participants

	2019	2018	2017
Number of people	147	106	99

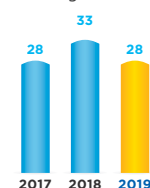
Non-degree PPTI Participants



Non-degree PPTI Alumni

	2019	2018	2017
Number of people	28	33	28

Non-degree PPTI Alumni

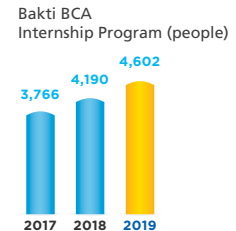


3. Bakti BCA Internship Program

Since 2002, BCA has run an internship program covering everyone from high school students to bachelor’s degree graduates who go through a rigorous selection process. This program’s aim is to improve the quality of our human resources, especially among Indonesia’s younger generation. In 2019, there were 4,602 participants in the program, an increase of 9.8% compared to that of the previous year.

Bakti BCA Internship Program

	2019	2018	2017
Number of people	4,602	4,190	3,766



4. Bakti BCA Schools Assistance

Bakti BCA Schools Assistance program was developed to support government programs in improving the quality, access, and development of educational infrastructure.

The program provides training to increase teachers’ knowledge and capacity to cope with the current needs and challenges they face. This includes: increasing knowledge about the curriculum, soft skills and hard skills in teaching to create a creative and effective learning environment, and mentoring programs to improve student performance. In developing this training program, BCA works closely with institutions that have specific competencies in these areas of expertise. In 2019, training conducted included: 21st century learning for Bakti BCA elementary school teachers in Serang, Lampung and Yogyakarta. The teacher training program lasts for one year and involves three meetings, with the aim of providing a more comprehensive understanding of inquiry-based learning.

BCA also provides assistance in the form of facilities and infrastructure construction. This includes: assisting in the development of computer laboratories, procurement of LCD projectors along with screens, laptops, servers, and library books, as well as developing other infrastructure to support teaching and learning activities. At present, most of the Bakti BCA schools assistance with a “good” and “very good” accreditation. The achievements of schools assistance under the Bakti BCA program are: SMAN 1 Karangmojo, won 1st place in the Provincial Library Competition; SMAN 3 Serang was awarded

Teacher with Exceptions Award by Serang Municipal; SMAN1 Ponjong was named the National Adiwiyata School 2018; SMPN Serang 6 was named Serang City School of Reference; and SDN 2 Ponjong earned the highest average UN score in the district.

BCA assists 17 schools in Lampung, Serang and Yogyakarta with 539 beneficiaries and 8,694 students. Partner schools are expected to facilitate access for children to quality schools that are near their homes.

5. Bakti BCA Scholarship

The Bakti BCA scholarship is designed for bachelor’s degree (S1) students who perform academically but have financial constraints. BCA also facilitates soft skills development programs for scholarship recipients, including: leadership training, entrepreneurship sharing sessions, and mentoring. Scholarship recipients are expected to recognize and develop their highest potential through a series of programs. The Bank provides communication facilities via Facebook and Line group Sahabat BCA.

In 2019, BCA disbursed scholarships funds of Rp5.3 billion to 731 students in 18 state universities, including the University of North Sumatra (Medan), Sriwijaya University (Palembang), University of Indonesia (Jakarta), Bogor Agricultural University (Bogor), Bandung Institute of Technology and Padjadjaran University (Bandung), Diponegoro University (Semarang), Gajah Mada University (Yogyakarta), Sepuluh Nopember Institute of Technology and Airlangga University (Surabaya), Brawijaya University (Malang), Udayana University

(Bali), Mulawarman University (Samarinda), Tanjungpura University (Pontianak), Samratulangi University (Manado), Hasanuddin University (Makassar), Cenderawasih University (Jayapura).

BCA also cooperates with other institutions in channeling the scholarships. In 2019, the Bank partnered with Karya Salemba Empat Foundation (KSE), the Indonesian Cooperative Institute (IKOPIN) to distribute scholarships to students at various universities in Indonesia.

6. Partnership with Educational Institutions

BCA actively cooperates with educational institutions and universities across Indonesia, to support the development of Indonesian education. The program is carried out continuously, and involves:

- Facilitating seminars and public lectures at 9 universities: Padjadjaran University, University of Indonesia, Sepuluh Nopember Institute of Technology, Brawijaya University, Muhammadiyah University of Malang, Udayana University, Mulawarman University, Tanjungpura University and Sam Ratulangi University. This aims to prepare students to enter the workforce.
- Working closely with Diponegoro University, Semarang, BCA facilitates the Bloomberg facility at the Faculty of Economics and Business (FEB) to support lecture and student research activities.
- BCA conducted training for teachers of East Indonesia, held in Kupang, Mataram and Sorong. The program was participated in by

300 teachers, to improving teaching skills in the class.

- Excellent service training attended by Integrated Services Unit staff of Padjadjaran University and Bandung Institute of Technology. This aims to improve the quality of staff services to students.
- BCA contribute to develop minibank for 'Sekolah Vokasi UGM', also renovation and development of cashless canteens for Gadjah Mada University and Bandung Institute of Technology, Jatinagor.
- Supporting the development of banking laboratories at the Faculty of Economics and Business (FEB) Gadjah Mada University. This has been carried out since 2015, in the form of library building repairs, procurement of room facilities for music education programs.

7. Early Childhood Development

- BCA has a partnership with the United Nations Children's Fund (UNICEF), specifically in the Indonesian children's education program. The partnership is a continuation of the previous year's program. In 2019, BCA disbursed donations of Rp850 million for UNICEF. The funds were used to implement quality integrated holistic early childhood development (IH ECD) services in the Sorong and Raja Ampat districts in West Papua.
- This brought positive impacts such as improving the quality of teachers and school principals, and strengthening the government and local community's commitment to ensure children receive the benefits of education, health, nutrition, and protection from IH ECD.



Training for Bakti BCA Scholarship participant



Training for teachers from eastern Indonesia



Financial Literacy Education for several elementary schools



Wayang student performance



8. Financial Literacy Education

BCA implements a number of programs that strive to improve the literacy index and financial inclusion of the Indonesian people. These include:

- Financial literacy education for students** is conducted to improve financial management skills early on in life. The program was implemented in several schools, being attended by 6,304 students, including those from the Bakti BCA partner schools. Students are expected to gain basic financial knowledge such as pocket money management, and a saving culture through SimPel (student saving) products. The program uses gamification methodology involving a game board. This approach means that students learn in a pleasant atmosphere, so that the material is readily absorbed. It is complemented by an expo of banking financial products that is packaged in the form of edutainment, such as puppet culture in Bandung, Semarang.
- Financial literacy education for the families of Indonesian migrant workers (Saba Desa)** introduces financial management, knowledge of financial products/services, and socialization of financial institution remittance cash payment facilities. Saba Desa was carried out on PMI (Indonesian migrant workers) enclaves in three cities: Sukaluyu (Cianjur), South Malang (Malang), and Luwungbata Village (Brebek). They were attended by 500 to 1,000 visitors per city.
- Financial literacy education in increasing LAKU BCA products.** BCA provides training on financial management and the introduction of LAKU BCA products to housewives, SMEs, farmers and employees. Activities were carried out in West Java (Kuningan, Ciamis, Cirebon, Majalengka and Tasikmalaya), Central Java (Demak, Kudus, Grobogan, and Wonogiri) and Yogyakarta (Gunung Kidul). The program was attended by 98,072 participants, an increase of 7.3% compared to 91,425 in 2018.
- BCA actively supports several Financial literacy education with financial literacy cars (SiMOLEK) initiated by the Financial Services Authority (OJK)** to increase the financial literacy and inclusion index in regions with inadequate infrastructure. Educational participants came from various groups, such as SMEs, private sector employees, civil servants, lecturers and students. There were 441 participants of this event.

SYNERGY SOLUTIONS

Synergy Solutions is a pillar of Bakti BCA that supports community development in the fields of culture, health, environment and empathy across Indonesia. BCA synergizes with institutions that have competence and credibility in their respective fields when organizing the program. The program includes:

1. Bakti BCA for Cultural

Shadow puppets (wayang) are part of Indonesia's cultural heritage and recognized by UNESCO. Since 2012, the Bank has been actively developing the BCA for Indonesian Wayang program, which aims to encourage young people to learn about wayang and to understand the values of wayang art in order to ensure its preservation for the future. Education programs Wayang for Students and Wayang Day are delivered as puppeteer training, wayang training, wayang assembling workshops, puppeteering workshops, exhibitions and performances.

Wayang for Students events in Bandung and Semarang were attended by around 1,800 junior high, high school and vocational high school students. Wayang Day was held in Balikpapan and was attended by 492 elementary students.

2. Bakti BCA for Health

BCA's concern for the community is reflected in its provision of health care facilities, including:

- **Cataract Surgery**

BCA has been working with the Cataract Blindness Prevention Section of the Indonesian Ophthalmologist Association (SPBK Perdami) since 2001, and the Kick Andy Foundation since 2017 to carry out cataract surgery services.

During 2019, cataract operations were carried out in six hospitals: Putussibau Regional Hospital, West Kalimantan (127 patients); Masmitra Hospital, Bekasi (83 Patients); TK II Hospital Prof. Dr. J.A. Latumenten, Ambon (97 patients); Yatofa Hospital, Central Lombok

(120 patients); Singaparna Medika Citra Utama Hospital, Tasikmalaya (101 patients); Cikalong Wetan Regional Hospital, Purwakarta (85 patients) - with 613 patients in total, an increase from the previous year.

BCA also supports the procurement of cataract surgery facilities such as microscopes, which were donated to SPBK Perdami and Perdami DKI Jakarta Branch, and also phacoemulsification facilities to Perdami Riau Branch.

- **Bakti BCA Blood Donor**

BCA has been working with the Indonesian Red Cross (PMI) to conduct blood donor activities since November 1990. Blood donations are carried out a maximum of four times per year in one location. During 2019, they were held 33 times in Jakarta and other regions in Indonesia, and 3,004 blood bags were collected.

- **Healthcare Service**

BCA works closely with the Bakti Medika Clinic and the Duri Utara doctors to provide quality health care facilities at an affordable cost. To the end of 2019, Duri Utara doctors received 13,422 patients and Bakti Medika Clinic received 4,554 patients - a total of 17,976. Health services provided include medical measures and family planning (FP) program consultations.

In 2019, the Bakti Medika Clinic in collaboration with Alzheimer's Indonesia became a referral clinic for patients to detect early dementia.



BCA employees participated in Bakti BCA blood donation



BCA has cooperated with SPBK Perdami since 2001 to carry out cataract operations



BCA supports mangrove plantation under NEWtrees program by WWF Indonesia



Since 2021, BCA collaborating with BOSF in orangutan releasing program

Coinciding with BCA's 62nd birthday, free medical activities were held in Bukit Peramun, Duri Utara Clinic and Bakti Medika Clinic. This benefited 100 people at Bukit Peramun, 150 at the Duri Utara Clinic, and 300 at the Bakti Medika Clinic.

- **Health Education**

BCA provides education on health awareness to 253 students at PAUD Kasih Bunda, TK Dharma Wanita, and SDN Isdiman.

3. Environmental Conservation

- **Orangutan Release**

BCA has also contributed to the preservation of Indonesia's fauna by providing donations and support to the Borneo Orangutan Rescue Foundation (BOS Foundation) since 2012. In 2019, The Bank donated Rp343.0 million to support orangutan conservation. BCA, together with the BOS Foundation, released six orangutans from the Orangutan Rehabilitation Center in Samboja Lestari (BOSF Samboja Lestari) to the Kehje Sewen Forest in East Kutai District.

BCA and the BOS Foundation also conduct orangutan conservation education through the Orangutan Goes to School program. Information on the importance of orangutans and habitat conservation efforts were conveyed to 15 schools in Central Kalimantan and East Kalimantan, that was participated in by 1,761

students and teachers. The public awareness and publicity program also used specially designed 500 Flazz cards and videos about orangutan conservation on the big screen at Menara BCA in welcoming International Orangutan Day.

- **Biodiversity Conservation**

BCA supports the NEWtrees Program initiated by WWF Indonesia to preserve the environment by planting mangroves in the Ujung Kulon National Park. Some 20,200 mangrove tree seedlings have been planted since 2017 with total planted area of 12 hectares and it is estimated that 164,240 g eq CO₂ will be absorbed and will continue to grow as they grow. The mangrove planting is also expected to support habitat conservation in coastal areas.

BCA also supports turtle conservation through the Banyuwangi Sea Turtle Foundation (BSTF). This program includes the release of hatchlings in the Save and Preserve Turtle (Selamatkan and Lestarikan Penyu) program. In 2019, BCA and BSTF relocated 100 turtle nests to support the survival of turtles. The program also includes maintenance of semi-natural hatchery nests, as well as education on turtle conservation for 625 students, 160 fishermen, and communities around Banyuwangi.

The total distribution of funds for CSR activities in the environmental amounted Rp685.0 million in 2019.

4. Empathy Program

The empathy program comprises aid for people affected by natural disasters. The distribution of assistance is conveyed through partners who have capability and competence in disaster management.

In 2019, BCA channeled emergency assistance funds to people affected by natural disasters such as the tsunami in Lampung and Serang; the floods in Pekalongan, Kendari, Sentani, and Samarinda; the earthquake in Ambon; the forest fires in Pekanbaru, Tesso Nilo National Park in Riau, Sebangau National Park in Central Kalimantan, Londerang Giam Siak Kecil, Jambi. The total emergency assistance amounted to Rp441.5 million.

EXCELLENCE BUSINESS SOLUTIONS

Excellence Business Solutions (Solusi Bisnis Unggul) is a community empowerment program based on economic activities, specifically for micro, small and medium-sized enterprises (MSMEs), rural communities, and community/community empowerment groups.

One of the objectives of the program is to open up business opportunities and create jobs for the local community. Since 2013, it has been implemented through partnerships with communities in several regions. In the future, the communities are expected to become independent and able to support the development of the national economy in the long run.

To the end of 2019, partnership programs with communities included:

1. 'Wirawisata Goa Pindul'

'Wirawisata Goa Pindul' located in Bejiharjo Village, Karangmojo, Gunung Kidul, Yogyakarta is a tourist destination of a cave with a river that can be sailed 350 meters long and 5 meters wide. BCA, together with the Gelaran II Wirawisata Association, developed the village to empower the local community, thereby creating jobs and business opportunities.

The youth of Bejiharjo Village were provided with training in developing human resource capacity and assistance in developing tourist facilities, in the form of improved access to the tourist attractions.

2. Pentingsari Tourism Village

Pentingsari Tourism Village (Dewi Peri), is located on the slopes of Mount Merapi, Cangkringan, Sleman, Yogyakarta. It covers nature, cultural, and agriculture tourism and provides the opportunity to live in the countryside with local residents.

BCA provides assistance in the development of facilities and infrastructure as well as the mentoring of homestay standardization training and refreshment. To the end of 2019, the number of homestays increased to 58 from 20. The economic impact was also felt by a number of residents who opened food stalls and vehicle rental businesses. The development of tourism potential in Pentingsari can improve the welfare of the village community.

3. 'Wayang Wukirsari' Tourism Village

'Wayang Wukirsari' Tourism Village, in Imogiri District, Yogyakarta, which has been a Bakti BCA partner village since 2015. It is known for its art of *sungging* (leather craft) in the form of shadow puppets and other leather crafts. It has become an art learning destination for local and foreign tourists.

BCA provides assistance to local SMEs in making puppets and marketing the products. The SMEs of Wukirsari were also involved in several exhibitions, such as the Jakarta Fair (PRJ) and the Indonesia Knowledge Forum (IKF). Wukirsari also provides cultural education in the context of preserving traditional puppets for the younger generation.

4. 'Kampung Batik Gemah Sumilir'

BCA has been assisting the communities in the 'Kampung Batik Gemah Sumilir' village, located in Kajen, Pekalongan Regency, Central Java since 2016. It has tourism potential as a batik center offering batik education and research facilities. The village development plan will be focused more on batik education reaching a wider community of various ages and professions.

BCA also provides training and opportunities to market batik products in various exhibitions in cities of Indonesia.

5. Doesoen Kopi Sirap

Doesoen Kopi Sirap is a partner village on the slopes of Mount Kelir, Semarang since September 8, 2019. It has tens of hectares of coffee cultivation. In Doesoen Sirap, Jambu District, there is the Warung Ndeso coffee shop, which was established by the children of coffee farmers. It offers a "Fun Coffee in Scenic Nature of Doesoen Kopi Sirap" tour. Visitors gain knowledge about the cultivation, processing and serving of coffee while enjoying the natural beauty of Doesoen Kopi Sirap.

In 2019, BCA provided training standards for tour guides, and assistance in the development of coffee and barista research and development facilities.

6. Tamansari Tourism Village

Tamansari is located in the foothills of Mount Ijen, Licin, Banyuwangi. It is a tourism village that offers life experiences such as farming, coffee, clove and cocoa cultivation; as well as sulfur mining. It is also known for its cultural show featuring the Gandrung dance.

BCA continued to provide assistance in 2019 in the form of a train the trainer program for outbound guides, homestay refreshment, and digital marketing. Some 30 village/youth leaders took part in the training. BCA assists in the development of facilities and infrastructure such as a joglo, public toilets, Sendang Seruni gate and footpaths.

Positive benefits experienced include developing insights regarding tourism development, financial management and customer services. Overall, people's income increased due to among others, business opportunities and new work opportunities such as in the food business and car rentals.

7. Pucak Tinggan Tourism Village

Pucak Tinggan Tourism Village (Dewi Cakti) is in Pelaga, Petang, Badung, Bali. It is a religious tourism destination for Hindus, especially the charisma of Pucak Mangu Temple. The natural and cultural attraction of Tinggan also has its own charm.

Since 2016, BCA has been assisting the village by providing excellent service training for village administrators. To complement the tourism service facilities, the Bank provides assistance in the form of information boards, signage for each tourist location, direction boards, construction of toilets in the trekking area, garden tidying, as well as trial services.

8. Gunong Lumut

Since 2018, this protected forest area has been assisted by BCA. It has the rich potential of the flora of East Belitung, which is spread over 42,000 hectares, with the highest peak 1,210 meters above sea level.



Sendang Seruni at Tamansari, one of Bakti BCA Assisted Village

At an altitude of 70 meters before the peak of the mountain, there is expanse of moss in various shapes and types covering the surface of the ground, rocks and trees. Visitors can also enjoy orchids with unique types, shapes and colors.

9. Bukit Peramun

Bukit Peramun is situated at an elevation of 129 meters above sea level in West Belitung. It has a wealth of flora, particularly medicinal plants and fauna. Bukit Peramun's name derives from the numerous local plants that are processed into medicines by its inhabitants.

Natural beauty is the main attraction and potential for tourists. Management has also developed a number of locations for photo spot, which include the hobbit house, red bridge, twin rocks, and flying car. Bukit Peramun is a digital-based village wherein its managers have applied a QR Code system as an information tool pertaining to the trees. The information provided relates to the type and benefits of the plant at Bukit Peramun, as well as a virtual guide in two languages - Indonesian and English.

BCA began extending its assistance in 2018, initially providing training facilities in the areas of service, creative selling, and leadership. In regard to assistance in the form of facilities and infrastructure, BCA provided assistance by constructing a mushola, digital information system, monuments/plaques.

As a continuation of its assistance, Bukit Peramun officially became a Bakti BCA assisted village in 2019. The Board of Directors symbolically signed a plaque at the time of inauguration.

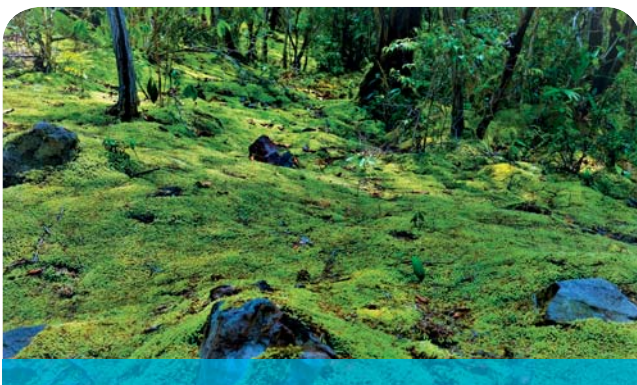
10. Aik Rusa Berehun Tourism Village

Aik Rusa Berehun Tourism Village is situated in Terong, West Belitung. Known as a creative village for its success in transforming the area that was once a disused mine into a tourism destination. Tourists can enjoy dining on food unique to Belitung, also known as Bedulang. Visitors can also enjoy viewing the sites at Bukit Tebalu, a mangrove and vegetable farm, water-based tourism, camping ground and homestay.

Since 2018, BCA has provided assistance to the management of Aik Rusa Berehun in training and equipping management in areas such as services, creative selling skills, and leadership. BCA also helped in developing the cooking demo kitchen, selfie spot, bridge and others. Assistance that continued to be in 2019 by BCA included training on digital marketing and inaugurating Aik Rusa Berehun as a BCA assisted village by the Board of Directors. Through the development that has been carried out by various parties, the number of visitors increased, thereby having a positive impact on the village's economy and social aspects.

11. 'Kampung Adat Siijunjung'

This traditional village is interesting because the villagers preserve the Minangkabau culture by maintaining the shape of a gadang house. Tourists can learn the customs and culture of Minangkabau.



Wide variety of moss on Gunong Lumut, one of Bakti BCA Assisted Village



Bukit Peramun, one of Bakti BCA Assisted Village

Since 2018, it has been a BCA partner village. The traditional village administrators were given training in service excellence, as well as some tourism material refreshments. The training is to improve the ability to manage tourism. The Bank also provides infrastructure assistance, and a village video profile as supporting promotional material.

12. Nagari Silokek

Nagari Silokek is a national geopark area in West Sumatra. It offers exotic panoramas, geological heritage, and a diversity of flora and fauna.

In conducting mentorship, BCA has developed a training program for the tourism village administrators, as well as assistance in tourism facilities and infrastructure such as carving and cleaning equipment. The Bank also provided assistance in the production of Silokek tourism videos and donations to the sepak takraw (kick volleyball) sports championship of the Kemenpora RI trophy in Pasir Putih, Silokek.

Throughout 2019, BCA provided training assistance and infrastructure development. The Bank will continue to increase the empowerment of the village through partnerships with the local tourism office. It is expected its potential can be developed more optimally so it can attract more visitors.

Philanthropic Activities

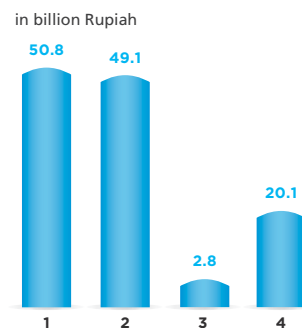
BCA provides donations for organizations that show dedication and integrity in developing the nation’s culture, education, environmental, social, sports, etc. In 2019, the Bank distributed philanthropic funds totaling Rp20,1 billion.

Funds for Implementation of Bakti BCA

Funds for the implementation of Bakti BCA activities during 2019, including donations, totaled Rp122.8 billion, an increase of compared to 2018. totaled Rp105.6 billion .

Fund Utilization of Bakti BCA Implementation

	2019
1. BCA Smart Solutions	Rp 50.8 billion
2. BCA Synergy Solutions	Rp 49.1 billion
3. BCA Excellence Business Solution	Rp 2.8 billion
4. Philanthropy	Rp 20.1 billion
TOTAL	Rp 122.8 billion



Comprehensive information on corporate social responsibility and implementation of Sustainable Finance is presented in the 2019 Sustainability Report of BCA.



Statement of Members of the Board of Commissioners and the Board of Directors regarding Responsibility for the 2019 Annual Report of PT Bank Central Asia Tbk

We, the undersigned, hereby declare that all information in the Annual Report of PT Bank Central Asia Tbk for the year 2019 has been presented in its entirety, and that we assume full responsibility for the accuracy of the contents of this Annual Report.

This statement is duly made in all integrity.

Jakarta, March 2020

Members of the Board of Commissioners



Djohan Emir Setijoso
President Commissioner



Tonny Kurnadi
Commissioner



Cyrillus Harinowo
Independent Commissioner



Raden Pardede
Independent Commissioner



Sumantri Slamet
Independent Commissioner

Members of the Board of Directors



Jahja Setiaatmadja
President Director



Suwignyo Budiman
Deputy President Director



Armand Wahyudi Hartono
Deputy President Director



Subur Tan
Director



Henry Koenaifi
Director



Erwan Yuris Ang
Independent Director



Rudy Susanto
Director



Lianawaty Suwono
Director



Santoso
Director



Inawaty Handoyo
Director



Vera Eve Lim
Director



PT BANK CENTRAL ASIA Tbk AND SUBSIDIARIES

**CONSOLIDATED FINANCIAL STATEMENTS
31 December 2019 and 2018**

**DIRECTOR'S STATEMENT
REGARDING
THE RESPONSIBILITY FOR THE CONSOLIDATED FINANCIAL STATEMENTS
AS AT AND FOR THE YEAR ENDED
31 DECEMBER 2019**

PT BANK CENTRAL ASIA Tbk AND SUBSIDIARIES

We, the undersigned:

- | | | |
|----|----------------|---|
| 1. | Name | : Jahja Setiaatmadja |
| | Office Address | : Menara BCA Grand Indonesia
Jl. M.H. Thamrin No. 1, Jakarta 10310 |
| | Home Address | : Jl. Metro Kencana V/6 RT 001 RW 015,
Pondok Pinang, Kebayoran Lama,
Jakarta Selatan |
| | Phone Number | : (021) 2358-8000 |
| | Title | : President Director |
| 2. | Name | : Vera Eve Lim |
| | Office Address | : Menara BCA Grand Indonesia
Jl. M.H. Thamrin No. 1, Jakarta 10310 |
| | Home Address | : Teluk Gong Raya Blk C.4/20,
Pejagalan, Penjaringan
Jakarta Utara |
| | Phone Number | : (021) 2358-8000 |
| | Title | : Director |




declare that:

1. We are responsible for the preparation and the presentation of the consolidated financial statements of PT Bank Central Asia Tbk (the "Bank") and Subsidiaries;
2. The consolidated financial statements of the Bank and Subsidiaries has been prepared and presented in accordance with Indonesian Financial Accounting Standards;
3. a. All information has been fully and correctly disclosed in the consolidated financial statements of the Bank and Subsidiaries; and
b. The consolidated financial statements of the Bank and Subsidiaries do not contain false material information or facts, nor do they omit material information or facts;
4. We are responsible for the Bank and Subsidiaries' internal control system.

This statement has been made truthfully.

Jakarta, 6 February 2020

For and on behalf of the Board of Directors

		
<u>Jahja Setiaatmadja</u> President Director		<u>Vera Eve Lim</u> Director

PT BANK CENTRAL ASIA TBK

Head Office : Menara BCA Grand Indonesia, Jl. M. H. Thamrin No. 1 Jakarta 10310 Tel. (021) 2358-8000 Fax. (021) 2358-8300



**INDEPENDENT AUDITORS' REPORT
TO THE SHAREHOLDERS OF**

PT BANK CENTRAL ASIA Tbk

We have audited the accompanying consolidated financial statements of PT Bank Central Asia Tbk (the "Company") and its subsidiaries, which comprise the consolidated statement of financial position as of 31 December 2019, and the consolidated statements of profit or loss and other comprehensive income, changes in equity and cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

Management's responsibility for the consolidated financial statements

Management is responsible for the preparation and fair presentation of these consolidated financial statements in accordance with Indonesian Financial Accounting Standards, and for such internal control as management determines is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

Auditors' responsibility

Our responsibility is to express an opinion on these consolidated financial statements based on our audit. We conducted our audit in accordance with Standards on Auditing established by the Indonesian Institute of Certified Public Accountants. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the consolidated financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the consolidated financial statements. The procedures selected depend on the auditors' judgment, including the assessment of the risks of material misstatement of the consolidated financial statements, whether due to fraud or error. In making those risk assessments, the auditors consider internal control relevant to the entity's preparation and fair presentation of the consolidated financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the consolidated financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the accompanying consolidated financial statements present fairly, in all material respects, the consolidated financial position of PT Bank Central Asia Tbk and its subsidiaries as of 31 December 2019, and their consolidated financial performance and cash flows for the year then ended, in accordance with Indonesian Financial Accounting Standards.

JAKARTA,
6 February 2020

Lucy Luciana Suhenda, S.E., Ak., CPA
License of Public Accountant No. AP.0229

Kantor Akuntan Publik Tanudiredja, Wibisana, Rintis & Rekan

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PT BANK CENTRAL ASIA Tbk AND SUBSIDIARIES

Schedule 1/1

CONSOLIDATED STATEMENTS OF FINANCIAL POSITION
31 DECEMBER 2019 AND 2018
 (Expressed in millions of Rupiah, unless otherwise stated)

	Notes	31 December	
		2019	2018
ASSETS			
Cash	2b,2g,5,38,41,44	25,421,406	21,691,443
Current accounts with Bank Indonesia	2b,2g,2i,6,38,41,44	47,904,674	43,548,309
Current accounts with other banks	2b,2g,2i,7,38,41,44	10,521,687	8,497,938
Placements with Bank Indonesia and other banks	2b,2g,2j,8,38,41,44	30,948,274	31,682,811
Financial assets held for trading	2g,2k,9,38,41,44	5,910,146	5,841,824
Acceptance receivables - net of allowance for impairment losses of Rp 176,622 as of 31 December 2019 (31 December 2018: Rp 335,850)	2g,2l,10,38,41,44	9,492,755	11,582,285
Bills receivable - net of allowance for impairment losses of Rp 2,734 as of 31 December 2019 (31 December 2018: Rp 5,674)	2g,11,38,41,44	7,909,020	8,600,709
Securities purchased under agreements to resell - net of allowance for impairment losses of Rp 1,733 as of 31 December 2019 (31 December 2018: Rp nil)	2g,2n,12,38,44	9,575,565	9,212,684
Loans receivable - net of allowance for impairment losses of Rp 14,905,584 as of 31 December 2019 (31 December 2018: Rp 13,568,986)	2g,2m,13,38,41,44	4,227,386	3,213,328
Related parties	2ak,48	567,806,613	521,317,134
Third parties			
Consumer financing receivables - net of allowance for impairment losses of Rp 473,097 as of 31 December 2019 (31 December 2018: Rp 364,028)	2g,2o,14,38,44	10,532,424	7,613,709
Investment in finance leases - net of allowance for impairment losses of Rp 3,147 as of 31 December 2019 (31 December 2018: Rp 3,619)	2g,2p,38,44	149,428	174,212
Assets related to sharia transactions - net of allowance for impairment losses of Rp 146,132 as of 31 December 2019 (31 December 2018: Rp 75,732)	2g,2q	5,499,287	4,824,013
Investment securities - net of allowance for impairment losses of Rp 70,420 as of 31 December 2019 (31 December 2018: Rp 91,458)	2g,2r,15,38,41,44	142,982,705	109,080,663
Prepaid expenses	16		
Related parties	2ak,48	211,012	224,409
Third parties		1,325,468	1,149,582
Prepaid tax	21a	7,045	6,663
Fixed assets - net of accumulated depreciation of Rp 11,021,327 as of 31 December 2019 (31 December 2018: Rp 10,115,889)	2h,2s,17	20,852,301	19,336,901
Intangible assets - net of accumulated amortisation of Rp 1,424,329 as of 31 December 2019 (31 December 2018: Rp 1,103,604)	2e,2u,18	1,377,452	679,331
Deferred tax assets - net	2ai,21h	3,184,290	3,147,666
Other assets - net of allowance for impairment losses of Rp 902 as of 31 December 2019 (31 December 2018: Rp 10,401)	2g,2h,2t,19,41,44		
Related parties	2ak,48	7,758	8,036
Third parties		13,142,616	13,354,294
TOTAL ASSETS		918,989,312	824,787,944

The accompanying notes to the consolidated financial statements form an integral part of these consolidated financial statements.

PT BANK CENTRAL ASIA Tbk AND SUBSIDIARIES

Schedule 1/2

CONSOLIDATED STATEMENTS OF FINANCIAL POSITION

31 DECEMBER 2019 AND 2018

(Expressed in millions of Rupiah, unless otherwise stated)

	Notes	31 December	
		2019	2018
LIABILITIES, TEMPORARY SYIRKAH DEPOSITS, AND EQUITY			
LIABILITIES			
Deposits from customers	2g,2v,20,38,41,44		
Related parties	2ak,48	1,326,903	2,489,190
Third parties		697,653,165	627,322,827
Sharia deposits	2g,2w	1,035,526	621,315
Deposits from other banks	2g,2v,20,38,41,44	6,717,474	6,494,491
Financial liabilities held for trading	2g,2k,9,38,41,44	106,260	188,934
Acceptance payables	2g,2l,10,38,41,44	5,321,249	5,843,486
Securities sold under agreements to repurchase	2g,2n,15,38,41,44	113,249	48,111
Debt securities issued	2g,2y,22,38,44	1,347,523	239,735
Tax payable	2ai,21b	1,635,469	1,165,336
Borrowings	2g,23,38,41,44	2,332,870	2,093,475
Accrued expenses and other liabilities	2g,2ab,24,41,44	14,022,369	15,025,822
Post-employment benefits obligation	2ah,39	7,955,070	6,406,057
Subordinated bonds	2g,2z,25,38,44	500,000	500,000
TOTAL LIABILITIES		740,067,127	668,438,779
TEMPORARY SYIRKAH DEPOSITS	2x	4,779,029	4,595,738
EQUITY			
Equity attributable to equity holders of the parent entity			
Share capital - par value per share of Rp 62.50 (full amount)			
Authorised capital: 88,000,000,000 shares			
Issued and fully paid-up capital:			
24,655,010,000 shares	1c,26	1,540,938	1,540,938
Additional paid-in capital	1c,2e,2ad,27	5,548,977	5,548,977
Revaluation surplus of fixed assets	2s,17	9,520,945	8,751,748
Foreign exchange differences arising from translation of financial statements in foreign currency	2f	364,984	380,422
Unrealised gains (losses) on available-for-sale financial assets - net	2g,2r,8,15	1,951,554	(132,647)
Retained earnings			
Appropriated	37	1,955,604	1,697,052
Unappropriated	2ah	153,158,544	133,871,809
Other equity components	2e	1,385	1,385
Total equity attributable to equity holders of the parent entity		174,042,931	151,659,684
Non-controlling interest	1d,2e,47	100,225	93,743
TOTAL EQUITY		174,143,156	151,753,427
TOTAL LIABILITIES, TEMPORARY SYIRKAH DEPOSITS, AND EQUITY		918,989,312	824,787,944

The accompanying notes to the consolidated financial statements form an integral part of these consolidated financial statements.

PT BANK CENTRAL ASIA Tbk AND SUBSIDIARIES

Schedule 2/1

**CONSOLIDATED STATEMENTS OF PROFIT OR LOSS AND
OTHER COMPREHENSIVE INCOME
FOR THE YEARS ENDED 31 DECEMBER 2019 AND 2018**
(Expressed in millions of Rupiah, unless otherwise stated)

	<u>Notes</u>	<u>2019</u>	<u>2018</u>
OPERATING INCOME AND EXPENSES			
Interest and sharia income	2ae,2ak,29,48		
Interest income		63,215,353	56,181,959
Sharia income		622,442	584,841
Total interest and sharia income		63,837,795	56,766,800
Interest and sharia expense	2ae,2ak,30,48		
Interest expense		(13,063,276)	(11,218,960)
Sharia expense		(297,071)	(257,295)
Total interest and sharia expense		(13,360,347)	(11,476,255)
NET INTEREST AND SHARIA INCOME		50,477,448	45,290,545
OTHER OPERATING INCOME			
Fee and commission income - net	2af,31	13,608,381	11,996,340
Net trading income - net	2ag,32	3,456,342	2,807,349
Others		4,080,378	2,939,986
Total other operating income		21,145,101	17,743,675
Impairment losses on assets	2g,33	(4,591,343)	(2,676,602)
OTHER OPERATING EXPENSES			
Personnel expenses	2ah,2ak,34,39,48	(13,337,264)	(12,143,106)
General and administrative expenses	2ak,17,35,48	(14,115,175)	(13,026,592)
Others		(3,289,769)	(2,481,856)
Total other operating expenses		(30,742,208)	(27,651,554)
INCOME BEFORE TAX		36,288,998	32,706,064
INCOME TAX EXPENSE	2ai,21c	(7,719,024)	(6,854,404)
NET INCOME		28,569,974	25,851,660
OTHER COMPREHENSIVE INCOME:			
Items that will not be reclassified to profit or loss:			
Remeasurements of defined benefit liability	2ah,39	(341,292)	409,898
Income tax	2ai	70,080	(284,061)
		(271,212)	125,837
Revaluation surplus of fixed assets	2s,17	769,197	2,164,251
		497,985	2,290,088
Items that will be reclassified to profit or loss:			
Unrealised gains (losses) on available-for-sale financial assets	2j,2r,8,15	2,604,958	(1,864,674)
Income tax	2ai	(519,218)	456,639
Unrealised gains (losses) on available-for-sale financial assets - net of tax		2,085,740	(1,408,035)
Foreign exchange differences arising from translation of financial statements in foreign currency	2f	(15,438)	28,322
		2,070,302	(1,379,713)
OTHER COMPREHENSIVE INCOME, NET OF INCOME TAX		2,568,287	910,375
TOTAL COMPREHENSIVE INCOME (Carried forward)		31,138,261	26,762,035

The accompanying notes to the consolidated financial statements form an integral part of these consolidated financial statements.

PT BANK CENTRAL ASIA Tbk AND SUBSIDIARIES

Schedule 2/2

**CONSOLIDATED STATEMENTS OF PROFIT OR LOSS AND
OTHER COMPREHENSIVE INCOME**
FOR THE YEARS ENDED 31 DECEMBER 2019 AND 2018

(Expressed in millions of Rupiah, unless otherwise stated)

	<u>Notes</u>	<u>2019</u>	<u>2018</u>
TOTAL COMPREHENSIVE INCOME (Brought forward)		31,138,261	26,762,035
NET INCOME ATTRIBUTABLE TO:			
Equity holders of parent entity		28,565,053	25,855,154
Non-controlling interest	2e,47	4,921	(3,494)
		<u>28,569,974</u>	<u>25,851,660</u>
COMPREHENSIVE INCOME ATTRIBUTABLE TO:			
Equity holders of parent entity		31,131,779	26,766,431
Non-controlling interest	2e,47	6,482	(4,396)
		<u>31,138,261</u>	<u>26,762,035</u>
BASIC AND DILUTED EARNINGS PER SHARE ATTRIBUTABLE TO EQUITY HOLDERS OF THE PARENT ENTITY (full amount of Rupiah)	2ac,36	<u>1,159</u>	<u>1,049</u>

The accompanying notes to the consolidated financial statements form an integral part of these consolidated financial statements.

PT BANK CENTRAL ASIA Tbk AND SUBSIDIARIES

Schedule 3/1

**CONSOLIDATED STATEMENTS OF CHANGES IN EQUITY
FOR THE YEARS ENDED 31 DECEMBER 2019 AND 2018**
(Expressed in millions of Rupiah, unless otherwise stated)

	2019											
	Attributable to equity holders of the parent entity											
	Notes	Issued and fully paid-up capital	Additional paid-in capital	Revaluation surplus of fixed assets	Foreign exchange differences arising from translation of financial statements in foreign currency	Unrealised gains (losses) on available-for-sale financial assets - net	Retained earnings	Other equity components	Total equity attributable to equity holders of the parent entity	Non-controlling interest	Total equity	
					Appropriated	Unappropriated						
Balance, 31 December 2018		1,540,938	5,548,977	8,751,748	380,422	(132,647)	1,697,052	133,871,809	1,385	151,659,684	93,743	151,753,427
Net income for the year		-	-	-	-	-	-	28,565,053	-	28,565,053	4,921	28,569,974
Revaluation surplus of fixed assets	2s	-	-	769,197	-	-	-	3,997	-	773,194	-	773,194
Foreign exchange differences arising from translation of financial statements in foreign currency	2f	-	-	-	(15,438)	-	-	-	-	(15,438)	-	(15,438)
Unrealised gains on available-for-sale financial assets - net	2j;2r;8,15	-	-	-	-	2,084,201	-	-	-	2,084,201	1,539	2,085,740
Remeasurements of defined benefit liability - net	39	-	-	-	-	-	-	(271,234)	-	(271,234)	22	(271,212)
Total comprehensive income for the year		-	-	769,197	(15,438)	2,084,201	-	28,297,816	-	31,135,776	6,482	31,142,258
General reserve	37	-	-	-	-	-	258,552	(258,552)	-	-	-	-
Cash dividends	37	-	-	-	-	-	-	(8,752,529)	-	(8,752,529)	-	(8,752,529)
Balance, 31 December 2019		1,540,938	5,548,977	9,520,945	364,984	1,951,554	1,955,604	153,158,544	1,385	174,042,931	100,225	174,143,156

The accompanying notes to the consolidated financial statements form an integral part of these consolidated financial statements.

PT BANK CENTRAL ASIA Tbk AND SUBSIDIARIES

Schedule 3/2

**CONSOLIDATED STATEMENTS OF CHANGES IN EQUITY
YEARS ENDED 31 DECEMBER 2019 AND 2018**
(Expressed in millions of Rupiah, unless otherwise stated)

	2018											
	Attributable to equity holders of the parent entity											
	Notes	Issued and fully paid-up capital	Additional paid-in capital	Revaluation surplus of fixed assets	Foreign exchange differences arising from translation of financial statements in foreign currency	Unrealised gains (losses) on available-for-sale financial assets - net	Retained earnings	Other equity components	Total equity holders of the parent entity	Non-controlling interest	Total equity	
					Appropriated	Unappropriated						
Balance, 31 December 2017		1,540,938	5,548,977	6,587,497	352,100	1,274,336	1,463,952	114,534,370	1,385	131,303,555	98,139	131,401,694
Net income for the year		-	-	-	-	-	-	25,855,154	-	25,855,154	(3,494)	25,851,660
Revaluation surplus of fixed assets	2s,17	-	-	2,164,251	-	-	-	-	-	2,164,251	-	2,164,251
Foreign exchange differences arising from translation of financial statements in foreign currency	2f	-	-	-	28,322	-	-	-	-	28,322	-	28,322
Unrealised (losses) on available-for-sale financial assets - net	2j,2r,8,15	-	-	-	-	(1,406,983)	-	-	-	(1,406,983)	(1,052)	(1,408,035)
Remeasurements of defined benefit liability - net	39	-	-	-	-	-	-	125,687	-	125,687	150	125,837
Total comprehensive income for the year		-	-	2,164,251	28,322	(1,406,983)	-	25,980,841	-	26,766,431	(4,396)	26,762,035
General reserve	37	-	-	-	-	-	233,100	(233,100)	-	-	-	-
Cash dividends	37	-	-	-	-	-	-	(6,410,302)	-	(6,410,302)	-	(6,410,302)
Balance, 31 December 2018		1,540,938	5,548,977	8,751,748	380,422	(132,647)	1,697,052	133,871,809	1,385	151,659,684	93,743	151,753,427

The accompanying notes to the consolidated financial statements form an integral part of these consolidated financial statements.

PT BANK CENTRAL ASIA Tbk AND SUBSIDIARIES

Schedule 4/1

**CONSOLIDATED STATEMENTS OF CASH FLOWS
FOR THE YEARS ENDED 31 DECEMBER 2019 AND 2018**

(Expressed in millions of Rupiah, unless otherwise stated)

	<u>Notes</u>	<u>2019</u>	<u>2018</u>
CASH FLOWS FROM OPERATING ACTIVITIES			
Receipts of interest and sharia income, fees and commissions		76,539,139	67,188,173
Other operating income		4,019,391	3,105,023
Payments of interest and sharia expenses, fees and commissions		(13,523,795)	(11,364,783)
Payments of post-employment benefits	39	(239,230)	(675,161)
Losses from foreign exchange transactions - net		1,864,822	(402,658)
Other operating expenses		(27,088,835)	(24,574,455)
Payment of tantiem to Board of Commissioners and Board of Directors	37	(413,500)	(354,950)
Other increases/decreases affecting cash:			
Placements with Bank Indonesia and other banks - mature more than 3 (three) months from the date of acquisition		580,463	2,975,091
Financial assets held for trading		1,242,920	1,449,674
Acceptance receivables		2,248,758	(1,602,067)
Bills receivable		523,988	(1,760,866)
Securities purchased under agreements to resell		(118,822)	48,942
Loans receivable		(52,792,003)	(71,291,269)
Consumer financing receivables		(3,316,911)	606,838
Investments in finance leases - net		25,193	5,446
Assets related to sharia transactions		(854,413)	(824,972)
Other assets		1,065,298	(3,205,118)
Deposits from customers		70,428,018	46,025,884
Sharia deposits		414,211	142,617
Deposits from other banks		287,817	647,637
Acceptance payables		(522,237)	43,009
Accrued expenses and other liabilities		(702,168)	4,126,653
Temporary <i>syirkah</i> deposits		183,291	618,023
Net cash provided by operating activities before income tax		59,851,395	10,926,711
Payment of income tax		(7,909,355)	(6,014,149)
Net cash provided by operating activities		51,942,040	4,912,562
CASH FLOWS FROM INVESTING ACTIVITIES			
Acquisition of investment securities		(113,341,023)	(80,019,462)
Proceeds from sales of investment securities		189,740	115,679
Proceeds from investment securities that matured during the year		81,979,747	102,856,627
Payment for acquisition activities	4	(924,002)	-
Cash dividends received from investment in shares		1,445	11,640
Acquisition of fixed assets		(2,675,281)	(2,347,223)
Proceeds from sale of fixed assets	17	36,960	10,393
Net cash (used in) provided by investing activities		(34,732,414)	20,627,654

The accompanying notes to the consolidated financial statements form an integral part of these consolidated financial statements.

PT BANK CENTRAL ASIA Tbk AND SUBSIDIARIES

Schedule 4/2

**CONSOLIDATED STATEMENTS OF CASH FLOWS
FOR THE YEARS ENDED 31 DECEMBER 2019 AND 2018**

(Expressed in millions of Rupiah, unless otherwise stated)

	<u>Notes</u>	<u>2019</u>	<u>2018</u>
CASH FLOWS FROM FINANCING ACTIVITIES			
Proceeds from subordinated bonds	25	-	500,000
Proceeds of debt securities issued		1,346,617	-
Payment of debt securities issued		(240,000)	(370,764)
Proceeds from borrowings		88,649,720	66,872,390
Payment of borrowings		(88,406,964)	(67,830,206)
Payment of cash dividends	37	(8,752,529)	(6,410,302)
Increase in securities sold under agreements to repurchase		698,016	1,460,662
Decrease in securities sold under agreements to repurchase		(629,756)	(1,519,429)
Net cash used in financing activities		(7,334,896)	(7,297,649)
NET INCREASE IN CASH AND CASH EQUIVALENTS		9,874,730	18,242,567
CASH AND CASH EQUIVALENTS, BEGINNING OF YEAR		103,311,560	83,377,439
EFFECT OF FOREIGN EXCHANGE RATE FLUCTUATIONS ON CASH AND CASH EQUIVALENTS		(118,745)	1,691,554
CASH AND CASH EQUIVALENTS, END OF YEAR		113,067,545	103,311,560
Cash and cash equivalents consist of:			
Cash	5	25,421,406	21,691,443
Current accounts with Bank Indonesia	6	47,904,674	43,548,309
Current accounts with other banks	7	10,521,687	8,497,938
Placements with Bank Indonesia and other banks - mature within 3 (three) months or less from the date of acquisition	8	29,219,778	29,573,870
Total cash and cash equivalents		113,067,545	103,311,560

The accompanying notes to the consolidated financial statements form an integral part of these consolidated financial statements.

PT BANK CENTRAL ASIA Tbk AND SUBSIDIARIES**Schedule 5/1****NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
31 DECEMBER 2019 AND 2018**

(Expressed in millions of Rupiah, unless otherwise stated)

1. GENERAL**a. Establishment and general information of the Bank**

PT Bank Central Asia Tbk (the "Bank") was established in the Republic of Indonesia based on the Notary Deed No. 38 of Raden Mas Soeprapto dated 10 August 1955 under the name of "N.V. Perseroan Dagang Dan Industrie Semarang Knitting Factory". This deed of establishment was approved by the Minister of Justice in its decision letter No. J.A.5/89/19 dated 10 October 1955 and was published in Supplement No. 595 to State Gazette of the Republic of Indonesia No. 62 dated 3 August 1956. The name of the Bank has been changed several times with the latest change became PT Bank Central Asia based on the Notary Deed No. 144 of Wargio Suhardjo, S.H., the substitute of Notary Public Ridwan Suselo, dated 21 May 1974.

The Bank's Articles of Association have been amended several times, including amendments in relation to the Initial Public Offering of the Bank's shares in May 2000, which among others, changed its status to a publicly-listed company and its name to PT Bank Central Asia Tbk. These amendments were made based on Notary Deed No. 62 of Hendra Karyadi, S.H., dated 29 December 1999, which was approved by the Minister of Justice in its decision letter No. C-21020 HT.01.04.TH.99 dated 31 December 1999 and published in Supplement No. 1871 to the State Gazette of the Republic of Indonesia No. 30 dated 14 April 2000.

The amendment made in relation to the issuance of new shares under the Management Stock Option Plan ("MSOP"), for which the options were exercised up to 31 December 2006, was made based on Notary Deed No. 1 of Hendra Karyadi, S.H., dated 9 January 2007. This deed was approved by the Minister of Justice and Human Rights under its decision letter No. W7-HT.01.04-797 dated 18 January 2007 and published in Supplement No. 185 to the State Gazette of the Republic of Indonesia No. 15 dated 20 February 2007.

The latest amendment to all articles in the Bank's Articles of Association was made based on Notary Deed No. 125 of Dr. Irawan Soerodjo, S.H., Msi. dated 18 April 2018. This deed was approved by the Minister of Justice and Human Rights in its decision letter No. AHU-AH.01.03-0153848 dated 18 April 2018.

The Bank started its commercial operations in the banking business since 12 October 1956. According to Article 3 of the Bank's Articles of Association, the Bank operates as a commercial bank. The Bank is engaged in banking activities and other financial services in accordance with the prevailing regulations in Indonesia. The Bank obtained its license to conduct these activities under the Minister of Finance Decision Letter No. 42855/U.M.II dated 14 March 1957. The Bank obtained its license to engage in foreign exchange activities based on the Directors of Bank Indonesia Decision Letter No. 9/110/Kep/Dir/UD dated 28 March 1977.

The Bank is domiciled in Jakarta with its head office located at Jalan M.H. Thamrin No. 1. As of 31 December 2019 and 2018, the number of branches and representative offices owned by the Bank was as follows:

	<u>2019</u>	<u>2018</u>
Domestic branches	1,012	1,002
Overseas representative offices	<u>2</u>	<u>2</u>
	<u>1,014</u>	<u>1,004</u>

The domestic branches are located in major business centers all over Indonesia. The overseas representative offices are located in Hong Kong and Singapore.

PT BANK CENTRAL ASIA Tbk AND SUBSIDIARIES**Schedule 5/2****NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS****31 DECEMBER 2019 AND 2018**

(Expressed in millions of Rupiah, unless otherwise stated)

1. GENERAL (continued)**b. Recapitalisation**

Based on the Indonesian Bank Restructuring Agency (“IBRA”) Decision Letter No. 19/BPPN/1998 dated 28 May 1998, IBRA took over the operations and management of the Bank. Accordingly, the Bank’s status was changed into a Bank Taken Over (“BTO”). The Bank was determined as a participant of the bank recapitalisation program under the Minister of Finance and the Governor of Bank Indonesia joint decision No. 117/KMK.017/1999 and No. 31/15/KEP/GBI dated 26 March 1999 regarding the implementation of the bank recapitalisation program for Bank Taken Over.

In conjunction with the recapitalisation program, on 28 May 1999 the Bank received a payment of Rp 60,877,000 from the Government of the Republic of Indonesia. This amount consisted of (i) the principal amount of loans granted to affiliated companies that were transferred to IBRA (consisting of Rp 47,751,000 transferred effectively on 21 September 1998 and Rp 4,975,000 transferred effectively on 26 April 1999), and (ii) accrued interest on the loans granted to affiliated companies calculated from their respective effective transfer dates up to 30 April 1999, amounted to Rp 8,771,000, minus (iii) the excess of outstanding Liquidity Support from Bank Indonesia (including interest) amounted to Rp 29,100,000 over the recapitalisation payment from the government through IBRA of Rp 28,480,000. On the same date, the Bank used such proceeds to purchase newly issued government bonds of Rp 60,877,000 (consisted of fixed-rate government bonds amounted to Rp 2,752,000 and variable-rate government bonds amounted to Rp 58,125,000 through Bank Indonesia).

Pursuant to the Chairman of IBRA Decision Letter No. SK-501/BPPN/0400 dated 25 April 2000, IBRA returned the Bank to Bank Indonesia effective on that date. To fulfill the requirement of Bank Indonesia Regulation (“PBI”) No. 2/11/PBI/2000 dated 31 March 2000, Bank Indonesia announced in its press release Peng. No. 2/4/Bgub dated 28 April 2000, that the recovery program including the restructuring of the Bank had been completed and the Bank had been returned to be under the supervision of Bank Indonesia.

c. Public offering of the Bank’s shares and subordinated bondsPublic Offering of the Bank’s Shares

Based on the Letter of the Chairman of the Capital Market Supervisory Agency No. S-1037/PM/2000 dated 11 May 2000, the Bank through an Initial Public Offering, offered its 662,400,000 shares with total par value of Rp 331,200 (offering price of Rp 1,400 (full amount) per share), which represents 22% (twenty two percent) of the issued and paid-up share capital, as part of the divestment of shares owned by the Republic of Indonesia as represented by IBRA. This public offering was registered at the Jakarta Stock Exchange and the Surabaya Stock Exchange on 31 May 2000 (both exchanges have been merged and now named the Indonesia Stock Exchange).

The Bank’s shareholders through the Extraordinary General Meeting of Shareholders (“EGMS”) held on 12 April 2001 (with the minutes prepared by Notary Public Hendra Karyadi, S.H., in Deed No. 25) resolved to conduct a stock split from Rp 500 (full amount) per share to Rp 250 (full amount) per share and to increase the issued shares through the issuance of 147,199,300 shares (or equivalent to 294,398,600 shares after the stock split) under the Management Stock Option Plan (“MSOP”). The stock split was made under the Notary Deed No. 30 of Hendra Karyadi, S.H., dated 12 April 2001, which was approved by the Minister of Justice and Human Rights on 18 April 2001.

PT BANK CENTRAL ASIA Tbk AND SUBSIDIARIES**Schedule 5/3****NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
31 DECEMBER 2019 AND 2018**

(Expressed in millions of Rupiah, unless otherwise stated)

1. GENERAL (continued)**c. Public offering of the Bank's shares and subordinated bonds (continued)**Public Offering of the Bank's Shares (continued)

Based on the Letter of the Chairman of the Capital Market Supervisory Agency No. S-1611/PM/2001 dated 29 June 2001, the Bank offered additional 588,800,000 shares with total par value of Rp 147,200 (at an offering price of Rp 900 (full amount) per share), which represents 10% (ten percent) of the issued and paid-up share capital, as part of the divestment of shares owned by the Republic of Indonesia as represented by IBRA. This public offering was registered at the Jakarta Stock Exchange and the Surabaya Stock Exchange on 10 July 2001.

The Bank's shareholders through the Annual General Meeting of Shareholders ("AGMS") held on 6 May 2004 (with the minutes prepared by Notary Public Hendra Karyadi, S.H., in Deed No. 16) approved the stock split from Rp 250 (full amount) per share to Rp 125 (full amount) per share. The stock split was made under the Notary Deed No. 40 of Hendra Karyadi, S.H., dated 18 May 2004, which was approved by the Minister of Justice and Human Rights on 26 May 2004.

EGMS held on 26 May 2005 (with the minutes prepared by Notary Public Hendra Karyadi, S.H., in Deed No. 42) approved the buy back of the Bank's shares, provided that the buy back of shares has been approved by Bank Indonesia, whereby the number of shares to be bought back should not exceed 5% (five percent) of the Bank's total issued shares as of 31 December 2004, i.e. in total of 615,160,675 shares, and total fund to buy back the shares should not exceed Rp 2,153,060. With Letter No. 7/7/DPwB2/PwB24/Rahasia dated 16 November 2005, Bank Indonesia expressed no objection on the Bank's plan to buy back its shares.

EGMS held on 15 May 2007 (with the minutes prepared by Notary Public Hendra Karyadi, S.H., in the Deed No. 6) approved the buy back of the Bank's shares stage II, provided that the buy back of shares has been approved by Bank Indonesia and executed from time to time during the period of 18 (eighteen) months after the date of the meeting, whereby the number of shares to be bought back should not exceed 1% (one percent) of the Bank's total issued shares as of 27 April 2007 or in total of 123,275,050 shares and the total fund to buy back the shares should not exceed Rp 678,013. With Letter No. 9/160/DPB 3/TPB 3-2 dated 11 October 2007, the Bank has received an approval from Bank Indonesia in relation to buy back of shares stage II.

EGMS held on 28 November 2007 (with the minutes prepared by Notary Public Hendra Karyadi, S.H., in Deed No. 33), approved to conduct a stock split of the Bank's shares from Rp 125 (full amount) to Rp 62.50 (full amount) per share and therefore decided to amend note 1, note 2 and note 3 of Article 4 of the Bank's Articles of Association. The Amendments of the Bank's Articles of Association by the Deed of Notary Public Hendra Karyadi, S.H., dated 11 December 2007 were received and recorded by the Department of Law and Human Rights of the Republic of Indonesia by the Receipt Report of the Deed on Amendment of the Articles of Association No. AHU-AH.01.10-0247 dated 3 January 2008.

PT BANK CENTRAL ASIA Tbk AND SUBSIDIARIES

Schedule 5/4

**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
31 DECEMBER 2019 AND 2018**

(Expressed in millions of Rupiah, unless otherwise stated)

1. GENERAL (continued)**c. Public offering of the Bank's shares and subordinated bonds (continued)**Public Offering of the Bank's Shares (continued)

Based on Letter No. 038/IQ-ECM/LTR/HFJ/XI/2008.TRIM dated 26 November 2008, the buy back of shares stage II for the period of 11 February 2008 to 13 November 2008 had been performed with the number of shares bought back in total of 397,562 lot or 198,781,000 shares at the average acquisition cost of Rp 3,106.88 (full amount) per share. Therefore, the total shares bought back as of 13 November 2008 were 289,767,000 shares with a total amount of Rp 808,585.

On 7 August 2012, the Bank sold 90,986,000 shares of its treasury stocks at Rp 7,700 (full amount) per share, with total net sales amounted to Rp 691,492. The difference between the acquisition costs and the selling price of treasury stocks amounted to Rp 500,496 was recorded as "additional paid-in capital from treasury stock transactions", which is part of additional paid-in capital (see Note 27). As of 31 December 2012, total treasury stocks of the Bank were 198,781,000 shares with a total amount of Rp 617,589.

On 7 February 2013, the Bank sold 198,781,000 shares of its treasury stocks at Rp 9,900 (full amount) per share, with total net sales amounted to Rp 1,932,528. The difference between the acquisition costs and the selling price of treasury stocks amounted to Rp 1,314,939 was recorded as "additional paid-in capital from treasury stock transactions", which is part of additional paid-in capital (see Note 27). As of 31 December 2013, the Bank did not have any treasury stocks.

The Company's immediate parent company is PT Dwimuria Investama Andalan, which was incorporated in Indonesia, the owner of 54.94% of Bank's shares as of 31 December 2019 and 2018. The ultimate shareholders of the Bank are Mr. Robert Budi Hartono and Mr. Bambang Hartono.

Public Offering of Subordinated Bonds

Bank Central Asia Continuous Subordinated Bonds I Phase I Year 2018 were offered at par value. Interest will be paid on a quarterly basis based on interest payment due date. The first payment is on 5 October 2018, while the last payment of interest will be paid on the maturity date of the bond's principal.

The Bank entered into a Trustee Agreement with PT Bank Rakyat Indonesia (Persero) Tbk. (act as the Bond's Trustee) of Bank Central Asia Continuous Subordinated Bonds I Phase I Year 2018 based on Trusteeship Agreement No. 27 dated 22 March 2018, of Notary Public Aulia Taufani, S.H., in Jakarta. This agreement were amended due to several changes which had been legalised on Amendment I No. 5 dated 5 June 2018 and Amendment II No. 2 dated 3 July 2018.

As of 31 December 2019 and 2018, the rating of Bank Central Asia Continuous Subordinated Bonds I Phase I Year 2018 based on Pefindo was idAA. On 26 June 2018, the bonds were listed on the Indonesian Stock Exchange (see Note 25).

PT BANK CENTRAL ASIA Tbk AND SUBSIDIARIES

Schedule 5/5

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
31 DECEMBER 2019 AND 2018

(Expressed in millions of Rupiah, unless otherwise stated)

1. GENERAL (continued)

d. The Subsidiaries

The Subsidiaries, directly and non-directly owned by the Bank as of 31 December 2019 and 2018, were as follows:

Name of the Company	Year of Starting the Commercial Operation	Type of Business	Domicile	Percentage of Ownership		Total assets	
				2019	2018	2019	2018
PT BCA Finance	1981	Investment financing, working capital financing, multipurpose financing, operating lease, other financing activities based on approval from authorised agency	Jakarta	100%	100%	10,873,175	8,126,576
BCA Finance Limited	1975	Money lending and remittance	Hong Kong	100%	100%	783,743	772,181
PT Bank BCA Syariah	1991	Sharia banking	Jakarta	100%	100%	8,634,374	7,064,008
PT BCA Sekuritas	1990	Securities brokerage dealer and underwriter for issuance of securities	Jakarta	90%	90%	762,320	626,169
PT Asuransi Umum BCA	1988	General or loss insurance	Jakarta	100%	100%	2,060,362	1,765,349
PT BCA Multi Finance (previously PT Central Santosa Finance)	2010	Investment financing, working capital financing, multipurpose financing, operating lease, other financing activities based on approval from authorised agency	Jakarta	100%	100%	1,358,022	1,404,536
PT Asuransi Jiwa BCA	2014	Life insurance	Jakarta	90%	90%	1,154,689	902,875
PT Central Capital Ventura	2017	Venture capital	Jakarta	100%	100%	404,054	205,022
PT Bank Royal Indonesia	1965	Banking	Jakarta	100%	-	2,808,300	-

PT BCA Finance

PT BCA Finance, a company domiciled in Indonesia and located at Wisma BCA Pondok Indah, 2nd Floor, Jalan Metro Pondok Indah No. 10, South Jakarta, is engaged in investment financing, working capital financing, multipurpose financing, operating lease, other financing activities based on approval from authorised agency.

PT BCA Finance was established in 1981 under the name of PT Central Sari Metropolitan Leasing Corporation ("CSML"). At its inception, the shareholders of CSML were PT Bank Central Asia and Japan Leasing Corporation.

PT BANK CENTRAL ASIA Tbk AND SUBSIDIARIES**Schedule 5/6****NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS****31 DECEMBER 2019 AND 2018**

(Expressed in millions of Rupiah, unless otherwise stated)

1. GENERAL (continued)**d. The Subsidiaries (continued)****PT BCA Finance (continued)**

In 2001, PT Central Sari Metropolitan Leasing Corporation changed its name to PT Central Sari Finance ("CSF"), followed by the change in the composition of its shareholders, where PT Bank Central Asia Tbk became the majority shareholder, and the change in its business focus to motor vehicles financing activities, particularly in vehicles with four or more wheels. Further, based on the Decision Letter of Minister of Law and Human Rights of the Republic of Indonesia No.C-08091 HT.01.04.TH.2005 dated 28 March 2005, PT Central Sari Finance's name was changed to PT BCA Finance.

BCA Finance Limited

BCA Finance Limited, a company domiciled in Hong Kong and located at The Center, 47th Floor, Unit 4707, 99 Queen's Road Central, Hong Kong, is engaged in money lending and remittance and has been operated commercially since 1975.

PT Bank BCA Syariah

PT Bank BCA Syariah, a company domiciled in Indonesia and located at Jalan Raya Jatinegara Timur No. 72, East Jakarta, is engaged in sharia banking activities and has been operated commercially since 1991.

Based on the Deed of Resolutions in lieu of General Meeting of Shareholders of PT Bank UIB No. 49, of Notary Public Ny. Pudji Redjeki Irawati, S.H., dated 16 December 2009, PT Bank UIB changed its business activities to become sharia bank and changed its name to PT Bank BCA Syariah. The deed of amendment was approved by the Minister of Justice of the Republic of Indonesia in its Decision Letter No. AHU-01929.AH.01.02 dated 14 January 2010.

The change in business activities of this subsidiary from conventional bank into sharia bank was approved by the Governor of Bank Indonesia through its Decision Letter No. 12/13/KEP.GBI/DpG/2010 dated 2 March 2010. Through this approval, on 5 April 2010, PT Bank BCA Syariah officially operated as a sharia bank.

PT BCA Sekuritas

PT BCA Sekuritas, a company domiciled in Indonesia and located at Menara BCA, Grand Indonesia, 41st Floor, Suite 4101, Jalan M.H. Thamrin No. 1, Jakarta, is engaged as securities brokerage dealer and underwriter for issuance of securities since 1990.

On 2 October 2012, based on the Deed of Minutes of Extraordinary General Meeting of Shareholders of PT Dinamika Usaha Jaya No. 5, of Notary Public Dr. Irawan Soerodjo, S.H., Msi., PT Dinamika Usaha Jaya changed its name to PT BCA Sekuritas. This change was approved by the Minister of Law and Human Rights of the Republic of Indonesia in its Decision Letter No. AHU-54329.AH.01.02 dated 22 October 2012.

PT BANK CENTRAL ASIA Tbk AND SUBSIDIARIES**Schedule 5/7****NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS****31 DECEMBER 2019 AND 2018**

(Expressed in millions of Rupiah, unless otherwise stated)

1. GENERAL (continued)**d. The Subsidiaries (continued)****PT Asuransi Umum BCA**

PT Asuransi Umum BCA, a company domiciled in Indonesia and located at Sahid Sudirman Center Building, 10th Floor/unit E, F, G, H Jalan Jendral Sudirman Kav. 86, Jakarta, is engaged in insurance activities, particularly in general or loss insurance activities.

PT Asuransi Umum BCA was established in 1988 under the name of PT Asuransi Ganesha Danamas. In 2006, PT Asuransi Ganesha Danamas changed its name to PT Transpacific General Insurance and later in 2011, this subsidiary's name was changed to PT Central Sejahtera Insurance.

On 5 December 2013, based on the Deed of Minutes of Extraordinary General Meeting of Shareholders of PT Central Sejahtera Insurance No. 7, of Notary Public Veronica Sandra Irawaty Purnadi, S.H., PT Central Sejahtera Insurance changed its name to PT Asuransi Umum BCA. This change was approved by the Minister of Law and Human Rights of the Republic of Indonesia in its Decision Letter No. AHU-64973.AH.01.02 dated 11 December 2013.

PT BCA Multi Finance (previously PT Central Santosa Finance)

PT BCA Multi Finance (previously PT Central Santosa Finance), a company domiciled in Indonesia and located at WTC Mangga Dua, 6th Floor, Block CL No. 001, Jalan Mangga Dua Raya No. 8, Kelurahan Ancol, Kecamatan Pademangan, Jakarta, is engaged in investment financing, working capital financing, multipurpose financing, operating lease, other financing activities based on approval from authorised agency.

PT Central Santosa Finance was incorporated in the Republic of Indonesia with Deed of Notary Public Fransiscus Xaverius Budi Santosa Isbandi, S.H., dated 29 April 2010 No. 95. The deed was approved by the Minister of Law and Human Rights of the Republic of Indonesia in its Decision Letter No. AHU-23631.AH.01.01 dated 10 May 2010.

On 27 May 2019, based on the Deed of Minutes of Extraordinary General Meeting of Shareholders of PT Central Santosa Finance No. 54 of Notary Public Veronica Sandra Irawaty Purnadi, S.H., PT Central Santosa Finance changed its name to PT BCA Multi Finance. This change was approved by Minister of Law and Human Rights of Republic of Indonesia in its Decision Letter No. AHU-0029530.AH.01.02 dated 29 May 2019.

PT Asuransi Jiwa BCA

PT Asuransi Jiwa BCA, a company domiciled in Indonesia and located at Chase Plaza Building, 22nd floor, Jalan Jendral Sudirman Kav 21, Jakarta 12920, is engaged in life insurance activities, including life insurance with sharia principle.

PT Asuransi Jiwa BCA was incorporated in the Republic of Indonesia with Deed of Notary Public of Dr. Irawan Soerodjo, S.H., Msi., dated 16 October 2013 No. 90. The deed was approved by the Minister of Law and Human Rights of the Republic of Indonesia in its Decision Letter No. AHU-56809.AH.01.01 dated 7 November 2013.

The Subsidiary obtained business permit in life insurance activities from the Chairman of the Board of Commissioner of Financial Services Authority through Decision Letter No. KEP-91/D.05/2014 dated 14 July 2014.

PT BANK CENTRAL ASIA Tbk AND SUBSIDIARIES**Schedule 5/8****NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
31 DECEMBER 2019 AND 2018**

(Expressed in millions of Rupiah, unless otherwise stated)

1. GENERAL (continued)**d. The Subsidiaries (continued)****PT Central Capital Ventura**

PT Central Capital Ventura, a company domiciled in Indonesia and located at Office 8 Building, 16th floor, Unit F, SCBD Lot 28, Jalan Jenderal Sudirman Kav 52-53, Kelurahan Senayan, Kecamatan Kebayoran Baru, South Jakarta, is engaged in venture capital activities.

PT Central Capital Ventura was incorporated in the Republic of Indonesia with Deed of Notary Public Veronica Sandra Irawaty Purnadi, S.H., dated 25 January 2017 No. 15. The deed was approved by the Minister of Law and Human Rights of the Republic of Indonesia in its Decision Letter No. AHU-0004845.AH.01.01 dated 2 February 2017. The Subsidiary obtained venture capital business permit based on Copy of Decision of Board of Commissioner of Financial Services Authority number: KEP-39/D.05/2017 dated 19 June 2017.

PT Bank Royal Indonesia

PT Bank Royal Indonesia, a company domiciled in Indonesia and located at Jalan Suryopranoto No.52, Central Jakarta, Indonesia, is engaged in banking and has been operated since 1965.

PT Bank Royal Indonesia was established under the name of PT Bank Rakjat Parahyangan based on Notarial Deed No. 35 of Notary Public R. Soerojo Wongsowidjojo, SH., dated 25 October 1965. Based on Amendments to the Articles of Association No. 19 dated 21 August 1982, of Notary Public R. Soerojo Wongsowidjojo, SH., PT Bank Rakjat Parahyangan changed its name to PT Bank Pasar Rakyat Parahyangan. The deed of establishment was approved by Ministry of Justice of the Republic of Indonesia in its Decision Letter No. C2-1092-HT.01.01.TH.82 dated 3 September 1982.

On 1990, based on the Deed of Resolution of PT Bank Pasar Rakyat Parahyangan No. 68 dated 8 January 1990, of Notary Public Misahardi Wilamarta, S.H., PT Bank Pasar Rakyat Parahyangan changed its name to PT Bank Royal Indonesia, with status and activity of conventional Bank, and the location changed to Jakarta.

PT Bank Royal Indonesia obtained its conventional banking license from the Minister of Finance of the Republic of Indonesia through its letter No. 1090/KMK.013/090 dated 12 September 1990 and as foreign currency trader from Bank Indonesia through its letter No. 30/182/UOPM dated 13 November 1997 which was extended through Decree of Banking Licensing and Information of Bank Indonesia No. 5/7/KEP.Dir.PIP.2003 dated 24 December 2003, as set out in Letter of Bank Indonesia No. 10/449/DPIP/Prz dated 2 May 2008.

Based on the deed of Minutes of Extraordinary General Meeting of Shareholders of PT Bank Central Asia No. 62 dated 20 June 2019, of Notary Public Christina Dwi Utami, S.H., M.Hum., M.Kn., the Bank has decided to acquire PT Bank Royal Indonesia.

Acquisition of PT Bank Royal Indonesia was approved by Financial Services Authority ("OJK") through its Letter No. SR-60/PB.33/2019 dated 22 October 2019.

PT BANK CENTRAL ASIA Tbk AND SUBSIDIARIES**Schedule 5/9****NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
31 DECEMBER 2019 AND 2018**

(Expressed in millions of Rupiah, unless otherwise stated)

1. GENERAL (continued)**d. The Subsidiaries (continued)****PT Bank Royal Indonesia (lanjutan)**

Based on the Deed of Minutes of Extraordinary General Meeting of PT Bank Royal Indonesia No. 308 dated 31 October 2019, of Notary Public Christina Dwi Utami, S.H., M.Hum., M.Kn., the shareholders approved the transfer of all issued shares in PT Bank Royal Indonesia owned by PT Royalindo, Mr. Leslie, Mr. Ibrahim, Mr. Herman, Mr. Sugiarto, and Mr. Nevin to the Bank and PT BCA Finance (Subsidiary) amounted to 99.99% and 0.01%, respectively (see Note 4). This deed was approved by the Minister of Law and Human Rights of the Republic of Indonesia in its Decision Letter No. AHU-AH.01.03-0356474 dated 7 November 2019.

e. Board of Commissioners and Board of Directors

The compositions of the Bank's management as of 31 December 2019 and 2018 are as follows:

	<u>2019</u>
Board of Commissioners	
President Commissioner	: Djohan Emir Setijoso
Commissioner	: Tonny Kusnadi
Independent Commissioner	: Cyrillus Harinowo
Independent Commissioner	: Raden Pardede
Independent Commissioner	: Sumantri Slamet
Board of Directors	
President Director	: Jahja Setiaatmadja
Deputy President Director	: Armand Wahyudi Hartono
Deputy President Director	: Suwignyo Budiman ^{**})
Director	: Tan Ho Hien/Subur Tan
Director	: Henry Koenaifi
Independent Director	: Erwan Yuris Ang
Director	: Rudy Susanto
Director	: Lianawaty Suwono
Director	: Santoso
Director	: Inawaty Handojo ^{*)} **)
Director	: Vera Eve Lim

^{*)} Compliance Director

^{**)} Effective since 3 October 2019

The composition of the Bank's management as of 31 December 2019 based on the Deed of Resolution of PT Bank Central Asia No. 100 dated 10 October 2019, of Notary Public Christina Dwi Utami, S.H., M.Hum., M.kn., Notary in Jakarta.

PT BANK CENTRAL ASIA Tbk AND SUBSIDIARIES

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**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
31 DECEMBER 2019 AND 2018**

(Expressed in millions of Rupiah, unless otherwise stated)

1. GENERAL (continued)**e. Board of Commissioners and Board of Directors (continued)****2018****Board of Commissioners**

President Commissioner	: Djohan Emir Setijoso
Commissioner	: Tonny Kusnadi
Independent Commissioner	: Cyrillus Harinowo
Independent Commissioner	: Raden Pardede
Independent Commissioner	: Sumantri Slamet

Board of Directors

President Director	: Jahja Setiaatmadja
Deputy President Director	: Eugene Keith Galbraith
Deputy President Director	: Armand Wahyudi Hartono
Director	: Suwignyo Budiman
Director	: Tan Ho Hien/Subur Tan ^{*)}
Director	: Henry Koenaifi
Independent Director	: Erwan Yuris Ang
Director	: Rudy Susanto
Director	: Lianawaty Suwono
Director	: Santoso
Director	: Inawaty Handojo
Director	: Vera Eve Lim ^{**)}

^{*)} Compliance Director^{**)} Effective since 20 April 2018

The composition of the Bank's management as of 31 December 2018 based on the Deed of Resolution No. 180 dated 26 April 2018, of Notary Public Dr. Irawan Soerodjo, S.H., Msi., Notary in Jakarta.

f. Audit Committee

The Bank's Audit Committee as of 31 December 2019 and 2018 are as follows:

Chairman	: Cyrillus Harinowo
Member	: Ilham Ikhsan
Member	: Tjen Lestari

The establishment of the Bank's Audit Committee was in line with Financial Services Authority Regulation ("POJK") No. 55/POJK.04/2015 dated 23 December 2015 regarding Establishment and Implementation Guidelines on Audit Committee Work.

PT BANK CENTRAL ASIA Tbk AND SUBSIDIARIES**Schedule 5/11****NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
31 DECEMBER 2019 AND 2018**

(Expressed in millions of Rupiah, unless otherwise stated)

1. GENERAL (continued)**g. Internal Audit Division and Corporate Secretary**

The Head of the Bank's Internal Audit Division as of 31 December 2019 and 2018 is as follows:

Internal Audit Division Head : Ayna Dewi Setianingrum

The Corporate Secretary of the Bank as of 31 December 2019 and 2018 is as follows:

	<u>2019</u>	<u>2018</u>
Corporate Secretary	: Raymon Yonarto	Jan Hendra

h. Number of employees

As of 31 December 2019 and 2018, the Bank and Subsidiaries had 25,877 and 27,561 permanent employees.

Key management personnel of the Bank consists of members of Board of Commissioners and Board of Directors.

i. Changes in regulation and supervision of capital market sectors and banking sectors

Effective since 31 December 2012, functions, duties, and regulatory authorities and supervisory in capital market sectors have been transferred from Bapepam-LK Ministry of Finance to Capital Market and Financial Institutions Agency section in OJK. Effective since 31 December 2013, functions, duties, and regulatory authorities and supervisory in banking sectors shift from Bank Indonesia to OJK.

j. Completion of the consolidated financial statements

The Bank's Management is responsible for the preparation of these consolidated financial statements, which were authorised for issuance on 6 February 2020.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

The significant accounting policies, consistently applied in the preparation of the consolidated financial statements of the Bank and Subsidiaries ("the Group") as of 31 December 2019 and 2018, are as follows:

a. Statement of compliance

The consolidated financial statements of the Group have been prepared and presented in accordance with Indonesian Financial Accounting Standards ("SFAS") which include Statement and Interpretation issued by the Financial Accounting Standard Board of Indonesian Institute of Accountant and Bapepam-LK Regulation No. KEP-347/BL/2012 dated 25 June 2012, Regulation No. VIII.G.7 regarding "Presentation and Disclosure of Public Company's Financial Statements".

PT BANK CENTRAL ASIA Tbk AND SUBSIDIARIES

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NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS**31 DECEMBER 2019 AND 2018**

(Expressed in millions of Rupiah, unless otherwise stated)

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)**a. Statement of compliance (continued)**

Financial statements of PT Bank BCA Syariah (Subsidiary) are presented in accordance with Sharia Financial Accounting Standards and other Financial Accounting Standards issued by Indonesian Institute of Accountant.

b. Basis for preparation of the consolidated financial statements

These consolidated financial statements are presented in Rupiah, which is the functional currency. Except as otherwise stated, the financial information presented has been rounded to the nearest million of Rupiah.

The consolidated financial statements have been prepared under the historical cost convention, except for fixed assets - land, financial assets classified as available-for-sale, and financial assets and liabilities (including derivative instruments) held at fair value through profit or loss, which are measured at fair value.

The consolidated financial statements have been prepared based on the accrual basis, except for the consolidated statements of cash flows.

The consolidated statements of cash flows present the changes in cash and cash equivalents from operating, investing and financing activities, and are prepared using the direct method. For the purpose of the presentation of the consolidated statements of cash flows, cash and cash equivalents consist of cash, current accounts with Bank Indonesia, current accounts with other banks, placements with Bank Indonesia and other banks mature within 3 (three) months from the date of acquisition, as long as they are not being pledged as collateral for borrowings nor restricted.

c. Use of judgments, estimates and assumptions

The preparation of consolidated financial statements in conformity with Indonesian Financial Accounting Standards ("SFAS") requires management to make judgments, estimates and assumptions that affect the application of accounting policies and the reported amounts of assets, liabilities, income and expenses. Although these estimates are based on management's best knowledge of current events and activities, actual results may differ from those estimates.

In order to provide understanding of the financial performance of Bank and Subsidiaries, due to the significance of their nature or amount, several items of income or expense have been presented separately.

Estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate are revised and in any future periods affected.

Information about significant areas of estimation uncertainty and critical judgments in applying accounting policies that have significant effect on the amount recognised in the consolidated financial statements are described in Note 3.

PT BANK CENTRAL ASIA Tbk AND SUBSIDIARIES**Schedule 5/13****NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
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(Expressed in millions of Rupiah, unless otherwise stated)

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)**d. Changes in accounting policies**

Financial Accounting Standard Board of Indonesian Institute of Accountant (DSAK-IAI) has issued the following relevant, amendments and interpretations which were effective on or after 1 January 2019 as follows:

- ISFAS 33 "Foreign Currency Transactions and Advance Consideration";
- ISFAS 34 "Uncertainty over Income Tax Treatment";
- The amendments to SFAS 24 "Employee Benefits: Plan Amendment, Curtailment or Settlement";
- Annual Improvements 2018 to SFAS 22 "Business Combination";
- Annual Improvements 2018 to SFAS 26 "Borrowing Cost";
- Annual Improvements 2018 to SFAS 46 "Income Taxes"; and
- Annual Improvements 2018 to SFAS 66 "Joint Arrangements".

The implementation of the above amendments and interpretations standards do not have substantial changes to the accounting policies and have no material effect on the consolidated financial statements for the current or prior financial years.

e. Basis of consolidation

The consolidated financial statements consist of financial statements of the Bank and Subsidiaries (PT BCA Finance, BCA Finance Limited, PT Bank BCA Syariah, PT BCA Sekuritas, PT Asuransi Umum BCA, PT BCA Multi Finance (previously PT Central Santosa Finance), PT Asuransi Jiwa BCA, PT Central Capital Ventura and PT Bank Royal Indonesia) together "the Group". Subsidiaries are all entities over which the Bank has control.

Subsidiaries are all entities (including structured entities) over which the Group has control. The Group controls an entity when the Group is exposed to, or has rights to, variable returns from its involvement with the entity and has the ability to affect those returns through its power over the entity. Subsidiaries are fully consolidated from the date on which control is transferred to the Group. They are de-consolidated from the date on which that control ceases.

The Group applies the acquisition method to account for business combinations. The consideration transferred for the acquisition of a Subsidiary is the fair value of the assets transferred, the liabilities incurred to the former owners of the acquiree and the equity interests issued by the Group. The consideration transferred includes the fair value of any asset or liability resulting from a contingent consideration arrangement. Identifiable assets acquired and liabilities and contingent liabilities assumed in a business combination was measured initially at their fair values at the acquisition date.

The Group recognises any non-controlling interest in the acquiree on a acquisition-by-acquisition basis, either at fair value or at the non-controlling interest's proportionate share of the acquiree's net assets. Non-controlling interest is reported as equity in the consolidated statement of financial position, separate from the owner of the parent's equity.

PT BANK CENTRAL ASIA Tbk AND SUBSIDIARIES**Schedule 5/14****NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
31 DECEMBER 2019 AND 2018**

(Expressed in millions of Rupiah, unless otherwise stated)

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)**e. Basis of consolidation (continued)**

The excess of the consideration transferred, the amount of any non-controlling interest in the acquiree and the fair value at the acquisition date of any previous equity interest in the acquiree over the fair value of the net identifiable assets acquired is recorded as goodwill. If those amount are less than the fair value of the net identifiable assets of the business acquired, in the case of a bargain purchase, the difference is recognised directly in the consolidated statement of profit or loss.

Any contingent consideration to be transferred by the Group is recognised at fair value at the acquisition date. Subsequent changes to the fair value of the contingent consideration that is deemed to be an asset or liability is recognised in accordance with SFAS 55 (Revised 2014) "Financial Instrument: Recognition and Measurement" in the statement of profit or loss. Contingent consideration that is classified as equity that is not remeasured, and its subsequent settlement is accounted for within equity.

Acquisition-related costs are expensed as incurred.

The Group recognises any non-controlling interest in the acquiree on an acquisition-by-acquisition basis at the non-controlling interest's proportionate share of the acquiree's net assets.

Non-controlling interests are recognised on the date of business combination and subsequently adjusted to the proportion of the changes in equity of Subsidiary.

Non-controlling interests are presented in equity in the consolidated statements of financial position, separate from equity, which can be attributed to the owner, and expressed as the proportion of non-controlling shareholders for current year earnings and equity that can be attributed to non-controlling interests based on ownership percentage of non-controlling shareholders in the Subsidiary.

If the Group loses control of a Subsidiary, the Group:

- a. Derecognises the assets and liabilities of the former Subsidiary from the consolidated statements of financial position.
- b. Recognises any investment retained in the former Subsidiary at fair value on the date when control is lost and subsequently accounts for it and for any amounts owed by or to the former Subsidiary in accordance with the relevant financial accounting standard. That fair value is regarded as the fair value on initial recognition of a financial asset in accordance with SFAS No. 55, "Financial Instruments: Recognition and Measurement".
- c. Recognises the gain or loss associated with the loss of control attributable to the former controlling interest.

Changes affected the Bank's ownership interest and equity of Subsidiary that do not result in the loss of control are accounted for as equity transactions and presented as other equity components within equity in the consolidated statements of financial position.

PT BANK CENTRAL ASIA Tbk AND SUBSIDIARIES**Schedule 5/15****NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
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(Expressed in millions of Rupiah, unless otherwise stated)

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)**e. Basis of consolidation (continued)**

Business combination of entities under common control transactions, such as transfer of business in relation to reorganisation of entities within the same business group, is not a change of ownership in terms of economic substance, therefore such transaction cannot generate any gains or losses for the Group as a whole as well as the individual entity within the business group.

Business combination of entities under common control transactions, according to SFAS No. 38 (Revised 2012), "Business Combination under Common Control", is recognised at its carrying amount based on pooling-of-interest method. Entity that receives the business as well as the entity that disposes the business recognises the difference between the proceeds transferred/received and carrying amount arising from a business combination under common control transaction as part of equity in the additional paid-in capital account and will never be recognised as realised profit or loss or reclassified into retained earnings in the future.

f. Translation of transactions in foreign currencies

Items included in the consolidated financial statements of the Group are measured using the currency of the primary economic environment in which the entity operates (the "functional currency").

The Group domiciled in Indonesia maintained its accounting record in Rupiah, which is the functional and presentation currency of the Group. Transactions denominated in foreign currencies are translated into Rupiah at the exchange rates prevailing at the date of the transaction. At the reporting date, year-end balances of monetary assets and liabilities denominated in foreign currencies are translated into Rupiah at the exchange rates prevailing at the date of consolidated statements of financial position.

For consolidation purposes, foreign currency financial statements of the Bank's overseas Subsidiary are translated into Rupiah based on the following basis:

- (1) Assets and liabilities, commitments and contingencies are translated using the Reuters spot rates at 16:00 WIB at the statement of financial position date.
- (2) Income, expenses, gains and losses represent the accumulated amount from monthly profit or loss balance during the year, are translated into Rupiah using the average Reuters middle rate for the respective month.
- (3) Equity accounts are translated using historical rates.
- (4) Statements of cash flows is translated using the Reuters spot rate at 16:00 WIB at the statement of financial position date, except for profit or loss accounts which are translated using the average middle rates and equity accounts which are translated using historical rates.

PT BANK CENTRAL ASIA Tbk AND SUBSIDIARIES

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**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
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(Expressed in millions of Rupiah, unless otherwise stated)

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)**f. Translation of transactions in foreign currencies (continued)**

Differences arising from the above translation are presented as "foreign exchange differences arising from translation of financial statements in foreign currency" under the equity section of the consolidated statements of financial position.

Exchange gains or losses arising from transactions in foreign currencies and from the translation of monetary assets and liabilities in foreign currencies are recognised in the current year consolidated profit or loss.

Summarised below are the major exchange rates as of 31 December 2019 and 2018, using Reuters middle rate at 16:00 WIB (full amount of Rupiah):

	Foreign currencies	2019	2018
1	United States Dollar (USD)	13,882.5	14,380.0
1	Australian Dollar (AUD)	9,725.4	10,162.4
1	Singapore Dollar (SGD)	10,315.1	10,554.9
1	Hong Kong Dollar (HKD)	1,782.8	1,836.3
1	Great Britain Poundsterling (GBP)	18,238.1	18,311.5
100	Japanese Yen (JPY)	12,781.0	13,062.0
1	Euro (EUR)	15,570.6	16,440.7

g. Financial assets and liabilities**g.1. Financial assets**

The Group classifies their financial assets in the following categories at initial recognition (a) at fair value through profit or loss, (b) loans and receivables, (c) held-to-maturity, and (d) available-for-sale. This classification depends on the purpose of obtaining these financial assets. Management determines the classification of financial assets at the time of initial recognition.

PT BANK CENTRAL ASIA Tbk AND SUBSIDIARIES**Schedule 5/17****NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS****31 DECEMBER 2019 AND 2018**

(Expressed in millions of Rupiah, unless otherwise stated)

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)**g. Financial assets and liabilities (continued)****g.1. Financial assets (continued)****(a) Financial assets recognised at fair value through profit or loss**

This category has 2 (two) sub-classifications, i.e. those designated as such upon initial recognition and those classified as held for trading and financial assets which at the initial recognition have been determined by the Bank to be measured at fair value through profit or loss.

Held for trading are those financial assets that the Group acquired or incurred principally for the purpose of selling or repurchasing in the near term, or held as part of a certain financial instrument portfolio that is managed together for short-term profit (short term profit-taking). Derivatives are also categorised as trading groups, except derivatives that are designated and effective as hedging instruments.

Financial instruments grouped into this category are recognised at their fair value at initial recognition; transaction costs are recognised directly in the consolidated statements of profit or loss. Gains and losses arising from changes in fair value and sale of financial instruments are recognised in the consolidated statements of profit or loss and recorded as respectively "Gains (losses) from changes in fair value of financial instruments" and "Gains (losses) from the sale of financial instruments". Interest income from financial instruments in the trading group is recorded as "Interest income".

(b) Loans and receivables

Loans and receivables are non-derivative assets with fixed or determinable payments and fixed maturity did not have quotation in active market, unless:

- those that the Group intends to sell immediately or in the short term, which are classified as held for trading, and those that the Bank upon initial recognition designates as at fair value through profit or loss;
- those that upon initial recognition designates as available-for-sale; or
- those for which the holder may not recover substantially all of its initial investment, other than because of deterioration of loans and receivables.

PT BANK CENTRAL ASIA Tbk AND SUBSIDIARIES

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**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
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(Expressed in millions of Rupiah, unless otherwise stated)

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)**g. Financial assets and liabilities (continued)****g.1. Financial assets (continued)****(b) Loans and receivables (continued)**

Loans and receivables are initially recognised at fair value plus transaction costs and subsequently measured at amortised cost using the effective interest rate method less allowance for impairment losses. Interest income on financial assets classified as loans and receivables is included in the consolidated statements of profit or loss and reported as "Interest income". In the case of impairment, the impairment loss is reported as a deduction from the carrying value of the financial assets classified as loan and receivables and recognised in the consolidated statement of profit or loss as "Allowance for impairment losses on financial assets".

(c) Held-to-maturity financial assets

Held-to-maturity financial assets are non-derivative financial assets with fixed or determinable payment and fixed maturities that the Group has the positive intention and ability to held to maturity other than:

- those that upon initial recognition designated as at fair value through profit or loss;
- those that the Group designated as available-for-sale; and
- those that met the definition of loans and receivables.

Held-to-maturity financial assets are initially recognised at fair value including transaction costs and subsequently measured at amortised cost, using the effective interest rate method less allowance for impairment losses.

Interest income on held-to-maturity investments is recorded in the statements of comprehensive income and reported as "Interest income". In the case of impairment, the impairment loss is been reported as a deduction from the carrying value of the investment and recognised in the financial statements as "Allowance for impairment losses as financial assets".

(d) Financial assets available-for-sale

Available-for-sale financial assets are financial assets that are intended to be held for certain period of time, which may be sold in response to needs for liquidity or changes in interest rates or exchange rates or that are not classified as loans and receivables, held-to-maturity financial assets or financial assets at fair value through consolidated statements of profit or loss.

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2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)**g. Financial assets and liabilities (continued)****g.1. Financial assets (continued)****(d) Financial assets available-for-sale (continued)**

Available-for-sale financial assets are initially recognised at fair value, plus transaction costs, and subsequently measured at fair value with gains and losses being recognised in the statements of comprehensive income, except for impairment losses and foreign exchange gains or losses, until the financial assets is derecognised. If an available-for-sale financial asset is determined to be impaired, the cumulative gain or loss previously recognised in other comprehensive income (expense) will be recognised as the profit or loss. Interest income is calculated using the effective interest rate method, and foreign currency gains or losses on monetary assets classified as available-for-sale are recognised in the consolidated statements of profit or loss.

(e) Recognition

The Group uses trade date accounting for regular way contracts when recording financial assets transactions. Financial assets that are transferred to a third party but do not qualify for derecognition are presented in the consolidated statements of financial position as "Pledged assets", if the transferee has the right to sell or repledge them.

g.2. Financial liabilities

The Group classifies its financial liabilities in the category of (a) financial liabilities at fair value through profit or loss and (b) financial liabilities measured at amortised cost. Financial liabilities are derecognised when they have redeemed or otherwise extinguished or expired.

(a) Financial liabilities measured at fair value through profit or loss

This category comprises two subcategories: financial liabilities classified as held for trading and financial liabilities designated by the Group as at fair value through profit or loss upon initial recognition. At the initial and subsequent recognition, this is recorded at fair value.

A financial liability is classified as held for trading if it is acquired or incurred principally for the purpose of selling or repurchasing it in the near term or if it is part of a portfolio of identified financial instruments that are managed together and for which there is evidence of a recent actual pattern of short-term profit taking. Derivatives are also categorised as held for trading instrument unless they are designated and effective as hedging instruments.

Gains and losses arising from changes in fair value of financial liabilities classified held for trading are included in the consolidated statements of profit or loss and reported as "Gains (losses) from changes in fair value of financial instruments". Interest expenses on financial liabilities held for trading are recorded as "Interest expenses".

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2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

g. Financial assets and liabilities (continued)

g.2. Financial liabilities (continued)

(a) Financial liabilities measured at fair value through profit or loss (continued)

If the Group designs certain debt securities upon initial recognition as at fair value through profit or loss (fair value option), then this designation cannot be changed subsequently. According to SFAS 55 (Revised 2014), the fair value option is applied on the debt securities consists of debt host and embedded derivatives that otherwise must be separated.

Fair value changes related to financial liabilities designated at fair value through profit or loss are recognised in "Gains/(losses) from changes in fair value of financial instruments".

(b) Financial liabilities measured at amortised cost

Financial liabilities that are not classified as at fair value through profit and loss fall into this category and are measured as amortised cost.

Financial liabilities at amortised cost are initially recognised at fair value plus transaction costs (if any).

After initial recognition, the Group measures all financial liabilities at amortised cost using effective interest rate method.

g.3. Determination of fair value

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date in the principal market or, in its absence, the most advantageous market to which the Group has access at that date. The fair value of a liability reflects its non-performance risk.

When available, the Group measures the fair value of a financial instrument using the quoted price in an active market for that instrument.

A financial instrument is regarded as quoted in an active market if quoted prices are readily and regularly available from an exchange, dealer, broker, industry group, pricing service or regulatory agency, and those prices represent actual and regularly occurring market transactions on an arm's length basis. If the above criteria are not met, the active market is regarded as being unavailable. Indications that a market is inactive are when there is a wide bid-offer spread or significant increase in the bid-offer spread or there are few recent transactions.

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2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)**g. Financial assets and liabilities (continued)****g.3. Determination of fair value (continued)**

The best evidence of the fair value of a financial instrument at initial recognition is normally the transaction price, i.e., the fair value of the consideration given or received. If the Group determines that the fair value at initial recognition differs from the transaction price and the fair value is evidenced neither by a quoted price in an active market for an identical asset or liability nor based on a valuation technique that uses only data from observable markets, then the financial instrument is initially measured at fair value, adjusted to defer the difference between the fair value at initial recognition and the transaction price. After initial recognition, the difference is amortised and recognised in the profit or loss over the life of the instrument, but not longer than the valuation date supported by observable market data or when the transactions are closed.

For financial instruments with no quoted market price, a reasonable estimate of the fair value is determined by referencing to the current market value of another instrument which substantially have the same characteristic or calculated based on the expected cash flows of the underlying net asset base of the marketable securities.

For all other financial instruments, fair value is determined using valuation techniques. In these techniques, fair values are estimated from observable data in respect of similar financial instruments, using models to estimate the present value of expected future cash flows or other valuation techniques, using inputs (for example, LIBOR yield curve, foreign exchange rates, volatilities and counterparty spreads) existing at the dates of the statement of financial position.

g.4. Derecognition

Financial assets are derecognised when the contractual rights to receive the cash flows from these assets have ceased to exist or the assets have been transferred and substantially all the risks and rewards of ownership of the assets are also transferred (that is, if substantially all the risks and rewards have not been transferred, the Group tests control to ensure that continuing involvement on the basis of any retained powers of control does not prevent derecognition). Financial liabilities are derecognised when they have been redeemed or otherwise extinguished or expired.

g.5. Reclassification of financial assets

Financial assets that are no longer held for trading or repurchase of financial assets in the near future could be reclassified as loans and receivables if it met the definition of loans and receivables and entity has the intention and ability to hold the financial assets for foreseeable future or until maturity date.

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2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

g. Financial assets and liabilities (continued)

g.5. Reclassification of financial assets (continued)

The Group shall not classify any financial assets as held-to-maturity if during the current financial year or during the two preceding financial years, the Group has sold or reclassified more than an insignificant amount of held-to-maturity investments before maturity (more than insignificant in relation to the total amount of held-to-maturity investments) other than sales or reclassifications that:

- (a) are so close to maturity or the financial asset's call date that changes in the market rate of interest would not have a significant effect on the financial asset's fair value;
- (b) occur after the Group has collected substantially all of the financial asset's original principal through scheduled payments or prepayments; or
- (c) are attributable to an isolated event that is beyond the Group control, is non-recurring and could not have been reasonably anticipated by the Group.

Reclassification of financial assets from held-to-maturity classification to available-for-sale are recorded at fair value. Unrealised gains or losses shall be recognised in other comprehensive income until the financial assets is derecognised, at which time the cumulative gain or loss previously recognised in other comprehensive income shall be reclassified from equity to statement of profit or loss as a reclassification adjustment.

g.6. Classification of financial assets and liabilities

The Group classifies the financial assets and liabilities into classes that reflects the nature of information and take into account the characteristic of those financial instruments. The classification can be seen in the table below.

Category of financial assets and liabilities		Classes (as determined by the Group)	Subclasses
Financial assets	Financial assets at fair value through profit or loss	Financial assets held for trading	Securities
			Placement with other Banks
			Derivative assets
	Loans and receivables	Other assets	Cash
			Current accounts with Bank Indonesia
			Current accounts with other banks
			Placements with Bank Indonesia and other banks
			Acceptance receivables
			Bills receivable
			Securities purchased under agreements to resell
			Loans receivable
			Consumer financing receivables
			Investment in finance leases
			Assets related to sharia transactions - <i>murabahah</i> receivables
			Interest receivables
			Transactions related to ATM and credit card
Unaccepted bills receivables			
Receivables from customer transactions			
Receivables from insurance transactions			

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2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

g. Financial assets and liabilities (continued)

g.6. Classification of financial assets and liabilities (continued)

The Group classifies the financial assets and liabilities into classes that reflects the nature of information and take into account the characteristic of those financial instruments. The classification can be seen in the table below. (continued)

Category of financial assets and liabilities		Classes (as determined by the Group)	Subclasses
Financial assets (continued)	Held-to-maturity investments	Investment securities	
	Available-for-sale financial assets	Placements with Bank Indonesia and other banks	Certificates of Deposits
		Investment securities	
Financial liabilities	Financial liabilities at fair value through profit or loss	Financial liabilities held for trading	Derivative liabilities
		Deposits from customers	
	Sharia deposits		
	Deposits from other banks		
	Acceptance payables		
	Securities sold under agreements to repurchase		
	Debt securities issued		
	Borrowings		
	Accrued expenses and other liabilities		Accrued interest expenses
			Liabilities related to ATM and credit card transactions
Subordinated bonds		Liabilities from customer transactions	
		Liabilities from insurance transactions	
Commitment and contingencies	Unused credit facilities		
	Irrevocable letters of credit		
	Bank guarantee issued		

g.7. Offsetting financial instruments

Financial assets and liabilities are offset and the net amount reported in the consolidated statements of financial position when there is a legally enforceable right of set-off and there is an intention to settle on a net basis, or realise the asset and settle the liability simultaneously. In certain situations, even though master netting agreements exist, the lack of management intention to settle on a net basis results in the financial assets and liabilities being reported gross on the consolidated statements of financial position.

g.8. Financial guarantee contracts and other commitment receivables

Financial guarantee contracts are contracts that require the issuer to make specified payments to reimburse the holder for a loss incurred because a specified debtor defaulted to make payments when due, in accordance with the terms of a debt instrument. Such financial guarantees are given to banks, financial institutions and other institutions on behalf of customers to secure loans and other banking facilities, and unused provision of funds facilities.

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2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)**g. Financial assets and liabilities (continued)****g.8. Financial guarantee contracts and other commitment receivables (continued)**

Financial guarantees are initially recognised in the consolidated financial statements at fair value on the date the guarantee was given. The fair value of a financial guarantee at inception is likely to equal the premium received because all guarantees are agreed on arm's length terms and the initial fair value is amortised over the life of the financial guarantees.

Subsequently, they are measured at the higher of amortised amount and the present value of any expected payment (when a payment under the guarantee has become probable) and the difference is charged to other operating expense in consolidated statement of profit or loss.

Allowance for impairment losses on financial guarantee contracts that have credit risk are calculated based on historical losses.

g.9. Allowance for impairment losses of financial assets**(a) Financial assets carried based at amortised cost**

At each reporting date, the Group assess whether there is objective evidence that financial assets not carried at fair value through profit or loss are impaired. Financial assets are impaired when objective evidence demonstrates that a loss event has occurred after the initial recognition of the assets and the loss event has an impact on the future cash flows on the assets that can be estimated reliably.

When a loan is uncollectible, it is written off against the related allowance for impairment losses. Such loans are written off after all the necessary procedures have been completed and the amount of the loss has been determined. Impairment charges relating to financial assets category as held-to-maturity and loans and receivables are classified in "Allowance for impairment losses".

If, in a subsequent year, the amount of the impairment loss decreases and the decrease can be related objectively to an event occurring after the impairment was recognised (such as an improvement in the debtor's credit rating), the previously recognised impairment loss is reversed by adjusting the allowance account. The amount of the reversal is recognised in the consolidated statements of profit or loss.

Subsequent recoveries of loans written off are credited to the allowance for impairment losses account.

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2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)**g. Financial assets and liabilities (continued)****g.9. Allowance for impairment losses of financial assets (continued)****(a) Financial assets carried based at amortised cost (continued)**

Objective evidence that financial assets are impaired can include default or delinquency by a borrower, restructuring of a loan by the Group on terms that the Group would not otherwise consider, indications that a borrower or issuer will enter into bankruptcy, the disappearance of an active market for a security due to financial difficulties, or other observable data relating to a group of assets such as adverse changes in the payment status of borrowers or issuers in the group, or economic conditions that correlate with defaults in the group.

The Group considers evidence of impairment for financial assets at both individual and collective level. All individually significant financial assets are assessed for individual impairment.

All individually significant financial assets not to be individually impaired are then collectively assessed for any impairment that has been incurred but not yet identified. Financial assets that are not individually significant are collectively assessed for impairment by grouping together such financial assets with similar risk characteristics. Financial assets that are individually assessed for impairment and for which an impairment loss is recognised are no longer included in a collective assessment of impairment.

In assessing collective impairment, the Group uses statistical modelling of historical trends of the probability of default, timing of recoveries and the amount of loss incurred, adjusted for management judgement as to whether current economic and credit conditions are such that the actual losses are likely to be greater or less than suggested by statistical modelling. Default rates, loss rates and the expected timing of future recoveries are regularly benchmarked against actual outcomes to ensure that they remain appropriate.

Impairment losses on financial assets carried at amortised cost are measured as the difference between the carrying amount of the financial assets and the present value of estimated future cash flows discounted at the financial assets original effective interest rate.

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Schedule 5/26

**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
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2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)**g. Financial assets and liabilities (continued)****g.9. Allowance for impairment losses of financial assets (continued)****(a) Financial assets carried based at amortised cost (continued)**

The calculation of the present value of the estimated future cash flows of a collateralised financial asset reflects the cash flows that may result from foreclosure less costs for obtaining and selling the collateral. Losses are recognised in the current year consolidated profit or loss and reflected in an allowance account against financial assets in the consolidated statements of financial position. Interest on the impaired financial asset continues to be recognised using the rate of interest used to discount the future cash flows for the purpose of measuring the impairment loss. When a subsequent event causes the amount of impairment loss to decrease, the impairment loss is reversed through the current year consolidated profit or loss.

(b) Available-for-sale financial assets

Impairment losses on available-for-sale marketable securities are recognised by transferring the cumulative losses that have been recognised directly as other comprehensive income to profit or loss as a reclassification adjustment. The cumulative losses that are reclassified from other comprehensive income to profit or loss are the difference between the acquisition cost, net of any principal repayment and amortization, and the current fair value, less any impairment loss previously recognised to consolidated profit or loss. Changes in impairment provisions attributable to time value are reflected as a component of interest income.

If, in a subsequent year, the fair value of an impaired available-for-sale debt security increases and the increase can be objectively related to an event occurring after the impairment loss is reversed, with the amount of reversal recognised in current year consolidated profit or loss.

If the terms of a loan, receivable, or investment are renegotiated or otherwise modified because of financial difficulties of the borrower or issuer, impairment is measure using the original effective interest before the modification of terms.

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2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)**h. Allowance for impairment losses on non-financial assets**

The carrying amounts of the Group non-financial assets are reviewed at each reporting date to determine whether there is any indication of impairment. If any such indication exists then the asset's recoverable amount is estimated.

For the purpose of impairment testing, non-financial assets are allocated to the smallest group of assets that generate cash inflows from continuing use that are largely independent of the cash inflows of other assets or groups of assets or cash generating unit ("CGU").

The recoverable amount of a non-financial assets or CGU is the greater of its value in use and its fair value less costs to sell. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset or the CGU.

An impairment loss is recognised if the carrying amount of a non-financial asset or CGU exceeds the recoverable amount.

Impairment losses recognised in the previous period are evaluated at each financial reporting date whether there are indications that losses have decreased or no longer existed. An impairment loss is reversed if there has been a change in the estimates used to determine the recoverable amount. Impairment losses are reversed only to the extent of the carrying value of non-financial assets does not exceed the carrying value, net of depreciation or amortisation, if no impairment loss had been recognised.

An impairment loss in respect of goodwill is not reversed.

i. Current accounts with Bank Indonesia and other banks

Current accounts with Bank Indonesia and other banks are stated at face value or the gross value of the outstanding balance, less allowance for impairment losses, where appropriate. Current accounts with Bank Indonesia and other banks are classified as loans and receivables. Refer to Note 2g for accounting policy for loans and receivables.

j. Placements with Bank Indonesia and other banks

Placements with Bank Indonesia and other banks are classified as loans and receivables, and available-for-sale. Refer to Note 2g for accounting policy for loans and receivables and available-for-sale.

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2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)**k. Financial assets and liabilities held for trading**

Financial assets and liabilities held for trading consist of securities traded in the money market such as Certificates of Bank Indonesia ("SBI"), Bank Indonesia Treasury Bills ("SBBI"), Government Treasury Bills ("SPN"), Sharia Government Treasury Bills ("SPNS"), Corporate Bonds, derivative financial instruments, and securities traded on the stock exchanges.

Financial assets and liabilities held for trading are classified as financial assets and liabilities at fair value through profit or loss. Refer to Note 2g for the accounting policy of financial assets and liabilities held for trading.

Derivative financial instruments

Derivative instruments are initially recognised at fair value on the date of which a derivative contract is entered into and are subsequently measured at their fair values. Fair values are obtained from quoted market prices in active markets, including recent market transactions and valuation techniques, including discounted cash flow and options pricing models, as appropriate. All derivatives are carried as assets when fair value is positive and as liabilities when fair value is negative.

Investment in sukuk measured at fair value through profit or loss

The Group initially recognises the investment in sukuk measured at fair value through profit or loss at acquisition cost. Such cost does not include transaction costs. Subsequent to initial recognition, the difference between fair value and the carrying amount is recognised in the consolidated profit or loss.

The fair value of investment is determined by referencing to the following order:

- quoted price (without adjustments) in active market, or
- input other than quoted price in the observable active market.

Investment in sukuk measured at fair value through profit or loss is presented in the consolidated statement of financial position as part of financial assets held for trading.

l. Acceptance receivables and payables

Acceptance receivables are classified as loans and receivables, while acceptance payables are classified as financial liabilities measured at amortised cost. Refer to Note 2g for the accounting policy of loans and receivable and financial liabilities measured at amortised cost.

m. Loans receivable

Loans receivable are classified as loans and receivables. Refer to Note 2g for the accounting policy of loans and receivable.

Syndicated, joint financing and channeling loans are stated at amortised cost in accordance with the portion of risks borne by the Bank.

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2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)**m. Loans receivable (continued)**

The Group records restructure of troubled debt in accordance with the restructured type. In troubled debt restructuring which involves a modification of terms, reduction of portion of loan principal and/or combination of both, the Group records the effect of the restructuring prospectively and do not change the carrying value of receivables at the time of restructuring, unless the amount exceeds the present value of the total future cash receipts specified in the new terms. If the present value of the total future cash receipts specified in the new terms is lower than the recorded receivables balance prior to restructuring, the Group should reduce the loan balance to the amount equal to the present value of the total future cash receipts. The amount of the reduction is recognised as individual impairment losses in the current year consolidated profit or loss.

n. Securities purchased under agreements to resell and securities sold under agreements to repurchase

Securities purchased under agreements to resell (reverse repo) are presented as receivables and stated at the agreed resell price less the difference between the purchase price and the agreed resale price. The difference between the purchase price and the agreed resale price is amortised using the effective interest method as interest income over the period commencing from the acquisition date to the resell date. Securities purchased under agreements to resell (reverse repo) are classified as loans and receivables. Refer to Note 2g for the accounting policy of loans and receivables.

Securities sold under agreements to repurchase (repo) are presented as liabilities and stated at the agreed repurchase price less the unamortised interest expense. Unamortised interest expense is the difference between selling price and agreed repurchase price and is recognised as interest expense during the period from the securities are sold until the securities are repurchased. Securities sold are still recorded as assets in the consolidated statements of financial position because the securities ownership remains substantially with the Bank as a seller. Securities sold under agreements to repurchase (repo) are classified as financial liabilities. Refer to Note 2g for the accounting policy of financial liabilities measured at amortised cost.

o. Consumer financing receivables

Consumer financing receivables are stated at net of joint financing, unearned consumer financing income and allowance for impairment losses. Consumer financing receivables are classified as loans and receivables. Refer to Note 2g for the accounting policy of the loans and receivables.

Unearned consumer financing income represents the difference between total installments to be received from the consumer and the principal amount financed, plus or deducted with the unamortised transaction cost (income), which will be recognised as income over the term of the contract using effective interest rate method of the related consumer financing receivables.

Unamortised transaction cost (income) are financing administration income and transaction expense which are incurred at the first time and directly attributable to consumer financing.

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2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)**o. Consumer financing receivables (continued)**

Early termination of a contract is treated as a cancellation of an existing contract and the resulting gain is recognised in the current year consolidated profit or loss.

Consumer financing receivables will be written-off when they are overdue for more than 150 (one hundred and fifty) days for four-wheeled motor vehicles and 180 (one hundred and eighty) days for two-wheeled motor vehicles, and based on management of case by case basis.

Joint financing

All joint financing agreements entered by the Subsidiary are joint financing without recourse in which only the Subsidiary's financing portion of the total installments are recorded as consumer financing receivables in the consolidated statements of financial position (net approach). Consumer financing income is presented in the consolidated statements of profit or loss after deducting the portions belong to other parties participated to these joint financing transactions.

Receivables from collateral vehicles reinforced

Receivables from collateral vehicles reinforced represent receivables derived from motor vehicle collaterals owned by customers for settlement of their consumer financing receivables, which is presented as part of consumer financing receivables.

In case of default, the customer gives the right to the Group to sell the motor vehicle collaterals or take any other actions to settle the outstanding receivables.

Consumers are entitled to the positive differences between the proceeds from sales of foreclosed collaterals and the outstanding consumer financing receivables. If the differences are negative, the resulting losses are charged to the current year consolidated profit or loss.

Expenses in relation with the acquisition and maintenance of receivables from collateral vehicles reinforced are charged to the current year consolidated profit or loss when incurred.

p. Accounting for finance leases

Leases are classified as finance leases if such leases transfer substantially all the risks and rewards related to the ownership of the leased assets. Leases are classified as operating leases if the leases do not transfer substantially all the risks and rewards related to ownership of the leased assets.

Assets held under finance lease are recognised in the consolidated statements of financial position at an amount equal to the net investment in the lease. Receipts from lease receivables are treated as repayments of principal and financing lease income. The recognition of finance lease income is based on a pattern reflecting a constant periodic rate of return on the Subsidiary's net investment as lessor in the finance lease.

Finance leases are classified as loans and receivables. Refer to Note 2g for the accounting policy of loans and receivables.

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2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

q. Assets related to sharia transactions

Assets related to sharia transactions is financing activities carried out by PT Bank BCA Syariah, a subsidiary, in the form of *murabahah* receivables, funds of *qardh*, *mudharabah* financing, *musyarakah* financing and assets acquired for *ijarah*.

Brief explanation for each type of sharia financing is as follows:

Murabahah is a financing agreement to sell or purchase of goods, in which the selling price equals to the cost of goods plus a pre-agreed profit margin and the seller should disclose its cost to the buyer. *Murabahah* receivables is stated at balance of receivables less deferred margin and allowance for impairment losses.

Ijarah is a lease agreement for goods and/or services, including the right to use, between the owner of a leased object (lessor) and lessee, to generate income from the leased object. *Ijarah muntahiyah bittamlik* is a lease agreement between lessor and lessee to obtain income from the leased object with an option to transfer the ownership title of leased object through purchase/sale or as a gift (*hibah*) at certain period as agreed in the lease agreement (*akad*). *Ijarah muntahiyah bittamlik* assets are stated at the acquisition costs less accumulated depreciation. *Ijarah* receivable is recognised at maturity date based on unearned lease income and presented at net realisable value, i.e. balance of the receivables less allowance for impairment losses.

Mudharabah is an investment of funds from the owner of fund (*malik*, *shahibul maal*, or sharia bank) to a fund manager (*amil*, *mudharib*, or customer) for a specific business activity, under a profit or revenue sharing agreement between the two parties at a pre-agreed ratio (*nisbah*). *Mudharabah* financing is stated at financing balance less allowance for impairment losses.

Musyarakah is an investment of funds from the owners of funds to combine their funds for a specific business activity, for which the profits are shared based on a pre-agreed *nisbah*, while losses are borne proportionally by the fund owners.

Permanent *musyarakah* is a *musyarakah* for which the amount of funds contributed by each party is fixed until the end of the agreement. Declining *musyarakah* (*musyarakah mutanaqisha*) is *musyarakah* with a condition that the amount contributed by a party will be declining from time to time as it is transferred to another party, such that at the end of the agreement, the other party will fully own the business. *Musyarakah* financing is stated at financing balance less allowance for impairment losses.

The Subsidiary determines the allowance for impairment losses of sharia financing receivables in accordance with the quality of each financing receivable by referring to the requirements of Financial Services Authority, except for *murabahah* receivables for which the identification and measurement of impairment losses follows SFAS 55.

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2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)**r. Investment securities**

Investment securities consist of traded securities in the money market and stock exchange such as Government Bonds, Sukuk, Corporate Bonds, Certificates of Bank Indonesia, mutual funds, medium term notes and shares. Investment securities are classified as financial assets held-to-maturity and available-for-sale. Refer to Note 2g of the accounting policy for financial assets held-to-maturity and available-for-sale.

Investments in sukuk measured at cost and measured at fair value through other comprehensive income

The Group determine the classification of their investment in sukuk based on business model in accordance with SFAS 110 "Accounting for Sukuk" as follows:

• Measured at cost

If the investment is held within a business model that aims to acquire assets in order to collect contractual cash flows and there is a contractual requirement to determine the specific date of principal payments and/or the result.

At the initial measurement, the investment is recorded at acquisition cost which includes the transaction cost. After the initial recognition, the investment in sukuk is measured at amortised cost. The difference between acquisition cost and nominal value is amortised using straight-line method during the period of the sukuk instrument.

• Measured at fair value through other comprehensive income

At the initial recognition, the investment in sukuk is presented at acquisition cost which includes transaction cost.

After initial recognition, the investment in sukuk is recognised at-fair-value. The difference between fair value and recorded amount is recognised in other comprehensive income. The difference between acquisition cost and nominal value is amortised using straight-line method during the period of the sukuk instrument and recognised in profit or loss.

s. Fixed assets

Fixed assets are initially recognised at cost. Cost includes expenditures directly attributable to bring the assets for their intended use. Except for land, subsequent to initial measurement, all fixed assets are measured using cost model, which is cost less accumulated depreciation and accumulated impairment losses. Land is not depreciated.

In 2016, the Group changed its accounting policy related to subsequent measurement of land from cost model to revaluation model. The change of accounting policy is implemented prospectively.

Land is presented at fair value, based on valuation performed by external independent valuers which are registered with OJK. Valuation of land is carried out by appraisers who have professional qualifications. Revaluation is carried out with sufficient regularity to ensure that the carrying amount of revalued assets does not differ materially from their fair values at the reporting date.

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2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)**s. Fixed assets (continued)**

Increases arising on the revaluation are credited to "revaluation surplus of fixed assets" as part of other comprehensive income. However, the increase is recognised in profit or loss up to the amount of the same asset impairment from revaluation previously recognised in the consolidated statements of profit or loss. Decreases that offset previous increases of the same asset are debited against "revaluation surplus of fixed assets" as part of other comprehensive income, all other decreases are charged to the consolidated statements of profit or loss.

Costs relating to the acquisition of legal titles on the land rights are recognised as part of acquisition cost of land and not amortised, except there is evidence which indicates that the extension or renewal of land rights is probable or certainly not be obtained. The costs of extension or renewal of legal titles on the land rights are charged to consolidated profit or loss as incurred because the amount is not significant.

Buildings are depreciated using the straight-line method over their estimated useful lives of 20 (twenty) years. Other fixed assets are depreciated over their estimated useful lives ranging from 2 (two) to 8 (eight) years using the double-declining balance method for the Bank and PT BCA Finance, and straight-line method for other Subsidiaries. The effect of such different depreciation method is not material to the consolidated financial statements. For all fixed assets, the Group has determined residual values to be "nil" for the calculation of depreciation.

Subsequent costs are included in the asset's carrying amount or recognised as a separate asset as appropriate, only when it is probable that future economic benefits associated with the item will flow to the Group and the cost of the item can be measured reliably. The carrying amount of replaced part is derecognised. All other repairs and maintenance are charged to the consolidated statement of profit or loss during the financial period in which they are incurred.

Buildings under construction are stated at cost. The accumulated costs will be transferred to the buildings account when construction is completed and the buildings are ready for their intended use.

When assets are disposed, their acquisition cost and the related accumulated depreciation are eliminated from the consolidated statements of financial position, and the resulting gain or loss on the disposal of fixed assets is recognised in the current year consolidated statements of profit or loss. When revalued assets are sold, the amounts included in equity are transferred to retained earnings.

At each reporting date, residual value, useful life and depreciation method are reviewed, and if required, will be adjusted and applied in accordance with the requirement of prevailing Financial Accounting Standards.

When the carrying amount of fixed assets is greater than its estimated recoverable amount, it is written down to its recoverable amount and the impairment loss is recognised in the consolidated statements of profit or loss.

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2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)**t. Other assets**

Other assets include accrued interest income and fees and commissions receivables, foreclosed assets, abandoned properties, interoffice accounts and others.

Foreclosed assets represent assets acquired by the Group, both from auction and non-auction based on voluntary transfer by the debtor or based on debtor's approval to sell the collateral when the debtor could not fulfill their obligations to the Group. Foreclosed assets represent loan collateral that were taken over as part of loans settlement and presented in "Other Assets".

Abandoned properties represent the Group is fixed assets in the form of properties which were not used for the Group business operational activity.

Foreclosed assets and abandoned properties are presented at their net realisable values. Net realisable value is the fair value of the repossessed assets less estimated costs to sale the foreclosed assets. Differences between the net realisable value and the proceeds from disposal of the foreclosed assets are recognised as current year gain or loss at the year of disposal.

Expenses for maintaining repossessed assets and abandoned properties are recognised in the current year consolidated statements of profit or loss and other comprehensive income as incurred. Any permanent impairment loss that occurred will be charged to the current year consolidated statements of profit or loss and other comprehensive income. Refer to Note 2h for changes in accounting policy to determine impairment losses on repossessed assets and abandoned properties.

u. Intangible assets

Intangible assets consist of software and goodwill.

Software

Software is stated at cost less accumulated amortisation and accumulated impairment losses. Acquired computer software licences are capitalised on the basis of the costs incurred to acquire and bring to use the specific software. Costs associated with maintaining computer software programs are recognised as an expense as incurred. Development costs that are directly attributable to the design and testing of identifiable and unique software products controlled by the Group are recognised as software. Other development expenditures that do not meet these criteria are recognised as an expense as incurred. Development costs previously recognised as an expense are not recognised as an asset in a subsequent period. Amortisation is recognised in consolidated statements of profit or loss using a double-declining balance method over the estimated useful economic life of 4 (four) years.

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2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)**u. Intangible assets (continued)**

Intangible assets consist of software and goodwill. (continued)

Goodwill

Goodwill represents the excess of the aggregate of the consideration transferred and the amounts of net identifiable assets acquired and the liabilities assumed at the date of acquisition. Goodwill is not amortised, but tested at each reporting date for impairment.

For the purpose of impairment testing, goodwill acquired in a business combination is allocated to each cash-generating unit (CGU), or group of CGUs, that is expected to benefit from the synergies of the business combination. Each unit or group of units to which the goodwill is allocated represents the lowest level within the entity at which the goodwill is monitored for internal management purposes. Goodwill is monitored at the operating segment level. For Group accounting policy of impairment losses refer to Note 2h.

v. Deposits from customers and other banks

Deposits from customers are the fund trusted by customers (exclude banks) to the Bank based on fund deposits agreements. Included in this accounts are current accounts, saving accounts, time deposits and certificates of deposits.

Deposits from other banks represent liabilities to other banks, both domestic and overseas banks, in the form of current accounts, saving accounts, time deposits, and interbank call money.

Deposits from customers and deposits from other banks are classified as financial liabilities at amortised cost. Incremental costs directly attributable to acquisition of deposits from customers and deposits from other banks are deducted from the amount of deposits from customers and deposits from other banks. Refer to Note 2g for the accounting policy of financial liabilities at amortised cost.

w. Sharia deposits

Sharia deposits are deposits from third parties in form of *wadiah* demand deposits and *wadiah* savings. *Wadiah* demand deposits can be used as payment instrument, and can be withdrawn using cheque and payment slip. *Wadiah* demand deposits and *wadiah* savings are entitled to receive bonus in accordance with Subsidiary's policy. *Wadiah* demand deposits and *wadiah* savings are stated at nominal amount of deposits from customers. Sharia deposits are classified as financial liabilities measured at amortised cost.

x. Temporary *syirkah* deposits

Temporary *syirkah* deposit is an investment with *mudharabah muthlaqah* agreement, where the owner of funds (*shahibul maal*) gives flexibility to fund manager (*mudharib*/Subsidiary) in managing the investment with the purpose that the returns are to be shared based on a pre-agreed basis.

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2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

x. Temporary *syirkah* deposits (continued)

Temporary *syirkah* deposits consist of *mudharabah* saving deposit, *mudharabah* time deposits and *Sertifikat Investasi Mudharabah Antarbank* ("SIMA"). These funds obtained by Subsidiary which has the right to manage and invest fund, according to Subsidiary's policy or limitation from fund holders, whereby gains are to be shared based on the agreement. In case that the decrease of temporary *syirkah* deposits was caused by normal losses, and not caused by willful default, negligence or breach of the agreement, the Subsidiary has no obligation to return or cover the fund losses or deficit.

Mudharabah saving deposits are deposits from third parties which are entitled to receive sharing revenue from Subsidiary for the utilisation of the funds with a pre-agreed and approved *nisbah*. *Mudharabah* saving deposits are stated at the liabilities to customers.

Mudharabah time deposits are deposits from third parties which can only be withdrawn at a specific time based on the agreement between holder of *mudharabah* time deposits and the Subsidiary. *Mudharabah* time deposits are stated at nominal amount based on the agreement between holder of *mudharabah* time deposits and the Subsidiary.

Temporary *syirkah* deposits can not be classified as liability. When the Subsidiary incurs losses, the Subsidiary does not possess any liability to return the initial fund amount from the fund owners except from negligence or default of the Subsidiary. Temporary *syirkah* deposits can not be classified as equity because it has maturity date and owners and it does not possess any ownership rights equal to shareholders as voting rights and rights of gain realisation from current assets and non-investment assets.

Temporary *syirkah* deposits is one of the elements of consolidated financial statements, it in accordance with sharia principle which give rights to Subsidiary to manage the fund, including blending the funds with other funds.

Owners of temporary *syirkah* deposits obtain part of gain as agreed and incur losses based on the amount from each parties. Revenue sharing of temporary *syirkah* deposits can be done by revenue sharing concept or profit sharing concept.

y. Debt securities issued

Debt securities issued by Subsidiary which consists of medium-term notes payable and bonds payable, are classified as other financial liabilities measured at amortised cost. Issuance costs in connection with the issuance of debt securities are recognised as discounts and directly deducted from the proceeds of debt securities issued and amortised over the period of debt securities using the effective interest method. Debt securities issued is classified as financial liabilities at amortised cost. Refer to Note 2g for the accounting policy of financial liabilities measured at amortised cost.

PT BANK CENTRAL ASIA Tbk AND SUBSIDIARIES**Schedule 5/37****NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
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2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)**z. Subordinated bonds**

Subordinated bonds are classified as financial liabilities measured at amortised cost. Incremental costs directly attributable to the issuance of subordinated bonds are deducted from the amount of subordinated bonds received. Refer to Note 2g for the accounting policy for financial liabilities at amortised cost.

aa. Provision

A provision is recognised if, as a result of a past event, the Group has a present legal or constructive obligation that can be estimated reliably, and it is probable that an outflow of economic benefits will be required to settle the obligation. Provisions are measured at the present value of management's best estimate of the expenditure required to settle the present obligation at the end of the reporting period. Provisions are determined by discounting the estimated future cash flows at a pre-tax rate that reflects current market assessments of the time value of money and the risks specific to the liability.

ab. Accrued expenses and other liabilities

Accrued expenses and other liabilities consist of accrued interest expense, liabilities related to customer and insurance transactions, security deposits, unearned revenue and others.

ac. Earnings per share

Basic earnings per share is computed based on net income for the current year attributable to equity holders of parent entity divided by the weighted average number of outstanding issued and fully paid-up common shares during the year after considering the treasury stocks.

As of 31 December 2019 and 2018, there were no instruments which could potentially result in the issuance of common shares. Therefore, diluted earnings per share is equivalent to basic earnings per share.

ad. Treasury stocks

The Bank uses cost method in recording the treasury stocks. Treasury stocks are recorded at re-acquisition cost and presented as a deduction of equity in the consolidated statements of financial position.

When treasury stocks are sold, the Bank records the difference between re-acquisition price and selling price of treasury stocks as additional paid-in capital from treasury stock transaction which is part of additional paid-in capital.

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**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
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2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)**ae. Interest income and expenses & sharia income and expenses**Interest income and expenses

Interest income and expenses are recognised in the consolidated statements of profit or loss using the effective interest method. The effective interest rate is the rate that exactly discounts the estimated future cash payments and receipts through the expected life of the financial asset or financial liability (or, where appropriate, a shorter period) to the carrying amount of the financial asset or financial liability. When calculating the effective interest rate, the Group estimates future cash flows by considering all contractual terms of the financial instrument but not future credit losses.

The calculation of the effective interest rate includes transaction costs (see Note 2g) and all fees and points paid or received that are an integral part of the effective interest rate.

Interest income and expenses presented in the consolidated statements of profit or loss and other comprehensive income include:

- interest on financial assets and liabilities at amortised cost calculated using the effective interest method; and
- interest on available-for-sale investment securities calculated using the effective interest method.
- Interest income on all trading financial assets are considered to be incidental to the Bank's trading operations and are presented as part of net trading income.
- Interest income on the impaired financial assets continues to be recognised using the rate of interest used to discount the future cash flows for the purpose of measuring the impairment losses.

Sharia income and expenses

Sharia income consists of *murabahah* profit, *ijarah* revenue (leases), and profit sharing from *mudharabah* and *musyarakah* financing.

Recognition of *murabahah* transaction profit with deferred payment or installments is carried out during the contractual period in accordance with effective (annuity) method.

Ijarah revenue is recognised proportionally during the contractual period.

Musyarakah revenue sharing which is entitled to passive partner is recognised during the period in which the revenue occurs according to agreed *nisbah*.

Mudharabah revenue sharing is recognised during the period in which revenue sharing in accordance to agreed *nisbah* occurs, and not allowed to recognise revenue from projected business result.

Sharia expenses consist of *mudharabah* expense and *wadiah* bonus expense. Sharia expenses consist of expense for profit distribution on third party funds which are calculated using profit distribution principle in accordance with agreed sharing ratio (*nisbah*) based on *wadiah*, *mudharabah muthlaqah* and *mudharabah muqayyadah* principles.

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2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)**af. Fees and commission income and expenses**

Significant fees and commission income and expenses that are integral to the effective interest rate on a financial asset or liability are included in the measurement of the effective interest rate.

Other fees and commission income and expenses, including bancassurance activity related fees, export-import related fees, cash management fees, service fees and/or related to a specific period and the amount is significant, are recognised as unearned income/prepaid expenses and amortised based on the straight-line method over the terms of the related transactions; otherwise, they are directly recognised as the related services are performed. Loan commitment fees are recognised on a straight-line method over the commitment period.

Other fees and commission expenses which are mainly related to interbank transaction fees are expensed as the services are received.

ag. Net trading income

Net trading income comprises of net gains or losses related to financial assets and liabilities held for trading, including interest income and expenses from all financial instruments held for trading and all realised and unrealised fair value changes and foreign exchange differences.

ah. Post-employment benefits obligation**ah.1. Short-term liability**

Liabilities for wages and salaries, including non-monetary benefits and accumulating sick leave that are expected to be settled wholly within 12 months after the end of the period in which the employees render the related service are recognised in respect of employees' services up to the end of the reporting period and are measured at the amounts expected to be paid when the liabilities are settled. The liabilities are presented as current employee benefit obligations in the consolidated statements of financial position.

ah.2. Pension obligation

Entities in the Group operate various pension schemes. The Group has both defined benefit and defined contribution plans. A defined contribution plan is a pension plan under which the Group pays fixed contributions into a separate entity. The Group has no legal or constructive obligations to pay further contributions if the fund does not hold sufficient assets to pay all employees the benefits relating to employee service in the current and prior periods. A defined benefit plan is a pension plan that is not a defined contribution plan. Typically, defined benefit plans define an amount of pension benefit that an employee will receive on retirement, usually dependent on one or more factors such as age, years of service, and compensation.

PT BANK CENTRAL ASIA Tbk AND SUBSIDIARIES**Schedule 5/40****NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
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2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)**ah. Post-employment benefits obligation (continued)****ah.2. Pension obligation (continued)**

The liability recognised in the consolidated statements of financial position in respect of defined benefit pension plans is the present value of the defined benefit obligation at the end of the reporting period less the fair value of plan assets. The defined benefit obligation is calculated annually by independent actuaries using the projected unit credit method. The present value of the defined benefit obligation is determined by discounting the estimated future cash outflows using interest rates of Government Bonds (considering currently there is no deep market for high-quality corporate bonds) that are denominated in the currency in which the benefits will be paid, and that have terms to maturity approximating to the terms of the related pension obligation.

The net interest cost is calculated by applying the discount rate to the net balance of the defined benefit obligation and the fair value of plan assets. This cost is included in employee benefit expense in the consolidated statements of profit or loss.

Remeasurement gains and losses arising from experience adjustments and changes in actuarial assumptions are charged or credited to equity in other comprehensive income in the period in which they arise. They are included in retained earnings in the consolidated statements of changes in equity and in the consolidated statements of profit or loss.

Changes in the present value of the defined benefit obligation resulting from plan amendments or curtailments are recognised immediately in the consolidated statements of profit or loss as past service costs.

For defined contribution plans, the Group pays contributions to pension plans on a mandatory, contractual or voluntary basis. However, since Labour Law No. 13 of 2003 requires an entity to pay to a worker entering into pension age a certain amount based on, the worker's length of service, the Group is exposed to the possibility of having to make further payments to reach that certain amount in particular when the cumulative contributions are less than that amount. Consequently for financial reporting purposes, defined contribution plans are effectively treated as if they were defined benefit plans.

ah.3. Other post-employment obligations

Bank provide post-retirement healthcare benefits to their employees. The entitlement to these benefits is usually conditional on the employee remaining in service up to retirement age and the completion of a minimum service period. The expected costs of these benefits are accrued over the period of employment using projected unit credit method. These obligations are valued annually by independent qualified actuaries.

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2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)**ah. Post-employment benefits obligation (continued)****ah.4. Termination benefits**

Termination benefits are payable when employment is terminated by the Group before the normal retirement date, or whenever an employee accepts voluntary redundancy in exchange for these benefits. The Group recognises termination benefits at the earlier of the following dates: (i) when the Group can no longer withdraw the offer of those benefits; and (ii) when the Group recognises costs for a restructuring that is within the scope of SFAS 57 and involves the payment of termination benefits. In the case of an offer made to encourage voluntary redundancy, the termination benefits are measured based on the number of employees expected to accept the offer. Benefits falling due more than 12 months after the reporting date are discounted to their present value.

ai. Current and deferred income tax

Income tax expense comprises of current and deferred taxes. Income tax expense is recognised in the consolidated statements of profit or loss except to the extent that it relates to items recognised directly in other comprehensive income or equity. In this case, the tax is also recognised in other comprehensive income or directly in equity, respectively.

The current income tax charge is calculated on the basis of the tax laws enacted or substantively enacted at the end of the reporting period in the countries where the Group operate and generate taxable income. Management periodically evaluates positions taken in annual tax returns with respect to situations in which applicable tax regulation is subject to interpretation. It establishes provisions where appropriate on the basis of amounts expected to be paid to the tax authorities.

Deferred income tax is provided in full, using the liability method, on temporary differences which arise from the difference between the tax bases of assets and liabilities and their carrying amounts in the consolidated financial statements. However, deferred tax liabilities are not recognised if they arise from the initial recognition of goodwill. Deferred income tax is also not accounted for if it arises from initial recognition of an asset or liability in a transaction other than a business combination that at the time of the transaction affects neither accounting nor taxable profit or loss.

Deferred income tax is determined using tax rates (and laws) that have been enacted or substantially enacted by the end of the reporting period and are expected to apply when the related deferred income tax asset is realised or the deferred income tax liability is settled.

Deferred tax assets are recognised only if it is probable that future taxable amounts will be available to utilise those temporary differences and losses.

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2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)**ai. Current and deferred income tax (continued)**

Deferred tax liabilities are not recognised for temporary differences between the carrying amount and tax bases of investments in foreign operations where the company is able to control the timing of the reversal of the temporary differences and it is probable that the differences will not reverse in the foreseeable future.

Deferred tax assets and liabilities are offset when there is a legally enforceable right to offset current tax assets and liabilities and when the deferred tax balances relate to the same taxation authority. Current tax assets and tax liabilities are offset where the entity has a legally enforceable right to offset and intends either to settle on a net basis, or to realise the asset and settle the liability simultaneously.

aj. Operating segment

An operating segment is a component of the entity that engages in business activities from which it may earn revenues and incur expenses, including revenues and expenses that relate to transactions with any of the entity's other components, whose operating results are reviewed regularly by the chief operating decision-maker to make decisions about resources allocated to the segment and assess its performance, and for which discrete financial information is available. Segment results that are reported to the chief operating decision-maker include items directly attributable to a segment as well as those that can be allocated on a reasonable basis. Unallocated items mainly comprise of head office expenses, fixed assets, income tax assets/liabilities, including current and deferred taxes.

The Group manages their businesses and identify reporting segment based on geographic region and product. Several regions have similar characteristics, have been aggregated and evaluated regularly by management. Gains/losses from each segment is used to assess the performance of each segment.

ak. Related parties transactions

The Group has transactions with related parties. In accordance with SFAS 7 (Revised 2015) - Related Party Disclosure, the meaning of a related party is a person or entity that is related to a reporting entity as follow:

- a. A person or a close member of that person's family is related to a reporting entity if that person:
 - i. has control or joint control over the reporting entity;
 - ii. has significant influence over the reporting entity; or
 - iii. is member of the key management personnel of the reporting entity or a parent of the reporting entity;

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2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)**ak. Related parties transactions (continued)**

The Group has transactions with related parties. In accordance with SFAS 7 (Revised 2015) - Related Party Disclosure, the meaning of a related party is a person or entity that is related to a reporting entity as follow: (continued)

- b. An entity is related to a reporting entity if any of the following conditions applies:
 - i. the entity and the reporting entity are members of the same group (which means that each parent, subsidiary and fellow subsidiary is related to the others);
 - ii. one entity is an associate or joint venture of the other entity (or an associate or joint venture of member of a company of which the other entity is a member);
 - iii. both entities are joint ventures of the same third party;
 - iv. one entity is a joint venture of a third entity and the other entity is an associate of the third entity;
 - v. the entity is a post-employment benefit plan for the benefit of employees of either the reporting entity or an entity related to the reporting entity;
 - vi. the entity controlled or jointly controlled by a person identified in (a);
 - vii. a person identified in (a) (i) has significant influence over the entity or is a member of the key management personnel of the entity (or of a parent of the entity).

The nature of transactions and balances of accounts with related parties are disclosed in the Note 48.

3. USE OF ESTIMATES AND JUDGMENT

This disclosure supplements the commentary on financial risk management (see Note 43).

a. Key sources of estimation uncertainty**a.1. Allowance for impairment losses of financial assets**

Financial assets accounted for at amortised cost are evaluated for impairment on the basis described in Note 2g.

The specific counterparty component of the total allowances for impairment applies to claims evaluated individually for impairment and is based upon management's best estimate of the present value of the cash flows that are expected to be received. In estimating these cash flows, management makes judgments about the counterparty's financial situation and the net realisable value of any underlying collateral. Each impaired asset is assessed on its merits, and the workout strategy, and estimated cash flows considered recoverable are independently approved by the credit risk unit.

Collectively assessed impairment allowances cover credit losses inherent in portfolios of receivables with similar economic characteristics when there is an objective evidence to suggest that they contain impaired receivables, but the individual impaired items cannot yet be identified. In assessing the need for collective allowances, management considers factors such as credit quality, portfolio size, credit concentrations and economic factors.

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3. USE OF ESTIMATES AND JUDGMENT (continued)

This disclosure supplements the commentary on financial risk management (see Note 43).
(continued)

a. Key sources of estimation uncertainty (continued)**a.1. Allowance for impairment losses of financial assets (continued)**

In order to estimate the required allowance, assumptions are made to define the way inherent losses are modeled and to determine the required input parameters, based on historical experiences and current economic conditions. The accuracy of the allowances depends on how well these estimated future cash flows for specific counterparty allowances and the model assumptions and parameters are used in determining collective allowances.

a.2. Determining fair values of financial instruments

In determining the fair value of financial assets and liabilities for which there is no observable market price, the Group must use the valuation techniques as described in Note 2g for financial instruments that trade infrequently and have little price transparency, fair value is less objective and requires varying degrees of judgment depending on liquidity, concentration, uncertainty of market factors, pricing assumptions and other risks.

a.3. Post-employment benefits obligations

Present value of retirement obligations depends on several factors which determined by actuarial basis using several assumptions. Assumptions used to determine expenses (revenues) of net pension including discount rate and future salary growth. Any changes on these assumptions will affect the recorded amount of pension obligations.

b. Critical accounting judgments In applying the Group accounting policy

Critical accounting judgments made in applying the Group accounting policies include:

b.1. Valuation of financial instruments

The Group accounting policies on fair value measurements are discussed in Note 2g.

Information regarding the fair value of financial instruments is disclosed in Note 38.

b.2. Financial asset and liability classification

The Group's accounting policies provide scope for assets and liabilities to be designated at the inception into different accounting categories in accordance with the prevailing accounting standards and based on certain circumstances:

- In classifying financial assets as "held for trading", the Group has determined that the financial assets meet the description of trading assets as set out in Note 2g.

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3. USE OF ESTIMATES AND JUDGMENT (continued)**b. Critical accounting judgments in applying the Group accounting policy (continued)**

Critical accounting judgments made in applying the Group accounting policies include: (continued)

b.2. Financial asset and liability classification (continued)

The Group's accounting policies provide scope for assets and liabilities to be designated at the inception into different accounting categories in accordance with the prevailing accounting standards and based on certain circumstances: (continued)

- In classifying financial assets as "held-to-maturity", the Group has determined that the Group has both the positive intention and ability to hold those assets until their maturity date as required (see Note 2g).
- In classifying investment in sukuk as "measured at cost" and "measured at fair value through other comprehensive income", the Group has determined that the investment meets the classification requirements as set out in Note 2r.

4. BUSINESS COMBINATIONSAcquisition of PT Bank Royal Indonesia

On 31 October 2019, the Bank and PT BCA Finance (Subsidiary) acquired 100% shares of PT Bank Royal Indonesia ("Bank Royal") through ownership of 99.99% and 0.01%, with total consideration of Rp 988,047. PT Bank Royal Indonesia is commercial banking and the Bank plans to develop Bank Royal's business in digital banking, and conduct alliances and business synergies with the Group's business activities.

The following table is the reconciliation of cash flow payment and received from the acquisition of Bank Royal.

	<u>31 October 2019</u>
Cash consideration paid	988,047
Less balance of cash and cash equivalents acquired:	
Cash and cash equivalents	(64,045)
Cash and cash equivalents outflow - investing activities	<u>924,002</u>

The fair value of the net identifiable assets acquired and goodwill arising from the acquisition at the date of acquisition are as follows:

	<u>31 October 2019</u>
Purchase price	988,047
Fair value of the net indentifiable assets acquired	(299,842)
Goodwill	<u>688,205</u>

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4. BUSINESS COMBINATIONS (continued)

Acquisition of PT Bank Royal Indonesia (continued)

Acquisition-related cost of Rp 6,270 are charged to administrative expenses in the consolidated statements of profit or loss for the year ended 31 December 2019.

The acquisition of PT Bank Royal Indonesia has been conducted in accordance with Bapepam-LK Regulation No. KEP-347/BL/2012 dated 25 June 2012, Regulation No. VIII.G.7 regarding "Presentation and Disclosure of Public Company's Financial Statements".

Acquisition of PT Bank Rabobank International Indonesia

In addition of acquiring PT Bank Royal Indonesia, the Bank plans to acquire PT Bank Rabobank International Indonesia ("Rabobank Indonesia") which located in Indonesia. On 11 December 2019, the Bank and PT BCA Finance (Subsidiary) signed a Conditional Shares Sale and Purchase Agreement with Cooperative Rabobank UA, PT Aditirta Suryasentosa, PT Antarindo Optima, PT Antariksabuana Citanagara and PT Mitra Usaha Kencana Sejati (hereinafter referred to as "Sellers"), where Sellers agree to sell and transfer all of the Sellers' shares at Rabobank Indonesia to the Buyers on the effective date which will be determined later. The purpose of this acquisition is to support the Indonesian banking architecture program and to further develop existing business of Subsidiaries.

Because the valuation process for Rabobank Indonesia's business acquisition has not been completed as at the date of the financial statements, the initial recognition for this business combination has not yet been fulfilled.

5. CASH

	<u>2019</u>	<u>2018</u>
Rupiah	23,928,010	20,864,362
Foreign currencies	1,493,396	827,081
	<u>25,421,406</u>	<u>21,691,443</u>

The balance of cash in Rupiah includes cash in Automatic Teller Machines ("ATM") amounting to Rp 9,644,181 and Rp 10,419,800 as of 31 December 2019 and 2018, respectively.

6. CURRENT ACCOUNTS WITH BANK INDONESIA

	<u>2019</u>	<u>2018</u>
Rupiah	43,257,848	38,663,678
Foreign currencies	4,646,826	4,884,631
	<u>47,904,674</u>	<u>43,548,309</u>

Weighted average effective interest rates per annum of current accounts with Bank Indonesia denominated in Rupiah as of 31 December 2019 and 2018 were nil and 0.68%, respectively.

The balance of current accounts with Bank Indonesia is maintained to fulfill the Minimum Statutory Reserve ("GWM") from Bank Indonesia.

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6. CURRENT ACCOUNTS WITH BANK INDONESIA (continued)

As of 31 December 2019 and 2018, GWM ratios are calculated based on Bank Indonesia Regulation ("PBI") No. 15/15/PBI/2013 dated 24 December 2013 regarding Minimum Reserve Requirements of Conventional Bank in Rupiah and foreign currency for Conventional Bank, as amended several times with PBI No. 18/3/PBI/2016 dated 10 March 2016, PBI No. 18/14/PBI/2016 dated 18 August 2016, PBI No. 19/6/PBI/2017 dated 17 April 2017, PBI No. 20/3/PBI/2018 dated 29 March 2018, Board Member of Governor Regulation ("PADG") No. 20/30/PADG/2018 dated 30 November 2018 and PADG No. 21/14/PADG/2019 dated 26 June 2019. Macro-prudential Liquidity Buffer ("PLM") ratio is calculated based on PADG No. 21/5/PADG/2019 dated 29 March 2019 regarding The Third Amendment of PADG No. 20/11/PADG/2018 dated 31 May 2018 regarding Macro-prudential Intermediation Ratio (RIM) and PLM for Conventional Bank, Sharia Bank, and Sharia Business Units. The fulfillment of all ratios above are determined as follows:

	<u>2019</u>	<u>2018</u>
Rupiah		
- Primary GWM	6.00%	6.50%
(i) GWM on daily basis	3.00%	3.50%
(ii) GWM on average basis	3.00%	3.00%
- GWM PLM (previously Secondary GWM)	4.00%	4.00%
Foreign Currencies		
- Primary GWM	8.00%	8.00%
(i) GWM on daily basis	6.00%	6.00%
(ii) GWM on average basis	2.00%	2.00%

Primary GWM is a minimum reserve that should be maintained by the Bank in the form of current accounts with Bank Indonesia. PLM is a minimum liquidity reserves that should be maintained by Bank, in form of Bank Indonesia Certificates (SBI), Bank Indonesia Deposit Certificates (SDBI), Treasury Bills (SBN) which is determined by Bank Indonesia at certain percentage of the Bank's Third Party Fund.

As of 31 December 2019 and 2018, the Bank has fulfilled the GWM ratios in Rupiah and foreign currency as follows:

	<u>2019</u>	<u>2018</u>
Rupiah		
- Primary GWM	6.05%	6.55%
(i) GWM on daily basis	3.00%	3.50%
(ii) GWM on average basis	3.05%	3.05%
- GWM PLM (previously Secondary GWM)	13.51%	11.88%
Foreign Currencies		
- Primary GWM	8.52%	8.41%
(i) GWM on daily basis	6.00%	6.00%
(ii) GWM on average basis	2.52%	2.41%

Based on PBI No. 20/4/PBI/2018 dated 29 March 2018, Loan to Funding Ratio (LFR) has changed to RIM, and obligation of GWM RIM was effective on 16 July 2018. GWM RIM is a minimum reserve that should be maintained by the Bank in the form of current accounts with Bank Indonesia at certain percentage of Third Party Fund which is calculated based on difference between RIM owned by Bank and RIM Target.

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6. CURRENT ACCOUNTS WITH BANK INDONESIA (continued)

GWM RIM is required if Bank's RIM is below the minimum Bank Indonesia's RIM Target at 84% (2018: 80%); or Bank's RIM is above the maximum Bank Indonesia's RIM Target at 94% (2018: 92%) with the Bank's Capital Adequacy Ratio (CAR) is less than Bank Indonesia's CAR Incentive at 14%. As of 31 December 2019 and 2018, the Bank's GWM RIM is 0.43% and nil, respectively.

Information on the classification and fair value of current account with Bank Indonesia is disclosed in Note 38. Information on the maturity of current account with Bank Indonesia is disclosed in Note 44.

7. CURRENT ACCOUNTS WITH OTHER BANKS

	<u>2019</u>	<u>2018</u>
Rupiah	2,888	10,535
Foreign currencies	10,518,799	8,487,403
	<u>10,521,687</u>	<u>8,497,938</u>

Details of current accounts with other banks by counterparty as of 31 December 2019 and 2018 were as follows:

	<u>2019</u>	<u>2018</u>
JPMorgan Chase Bank	3,649,852	3,596,278
Wells Fargo Bank, N.A.	2,607,679	978,948
United Overseas Bank Limited, Co.	1,066,227	698,008
The Bank of New York Mellon Corporation	542,958	253,468
DBS Bank	327,277	654,832
PT Bank Mandiri (Persero) Tbk	290,726	150,547
Oversea-Chinese Banking Corporation Limited	288,321	196,919
Sumitomo Mitsui Banking Corporation	284,528	201,751
GBC International Bank	277,444	284,087
PT Bank ICBC Indonesia	155,497	57,826
Euroclear Bank	145,906	68,846
Bank of China	128,244	251,571
National Australia Bank Limited	109,772	47,788
Citibank, N.A.	76,770	63,216
Standard Chartered Bank	76,242	197,707
Royal Bank of Scotland PLC	49,352	66,354
PT Bank Mizuho Indonesia	48,497	35,076
ING Bank NV	46,635	121,090
MUFG Bank, Ltd.	45,263	51,213
KB Kookmin Bank	43,186	35,586
Westpac Banking Corporation	39,173	132,434
The Hongkong and Shanghai Banking Corporation Limited	27,179	40,059
Barclays Bank PLC	17,100	97,230
Public Bank Berhad	9,599	23,204
Bank of America, N.A.	7,111	27,566
Others	161,149	166,334
	<u>10,521,687</u>	<u>8,497,938</u>

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8. PLACEMENTS WITH BANK INDONESIA AND OTHER BANKS (continued)

Details of placements with Bank Indonesia and other banks by counterparty as of 31 December 2019 and 2018 were as follows:

	2019	2018
Bank Indonesia	26,313,814	21,170,352
PT Bank BTPN Tbk*)	1,280,000	1,374,990
MUFG Bank, Ltd. - Indonesia Branch	606,905	220,000
MUFG Bank - Singapore Branch	498,063	-
PT Bank Mandiri Taspen	273,830	50,000
PT Bank Commonwealth	259,100	140,775
PT Bank Pembangunan Daerah Jawa Tengah Tbk	237,550	146,400
PT Bank Pan Indonesia Tbk	208,238	-
PT Bank Negara Indonesia (Persero) Tbk	196,592	1,074,330
PT Bank Rakyat Indonesia (Persero) Tbk	150,815	281,000
PT Bank Pembangunan Daerah Jawa Barat & Banten Tbk	124,090	555,629
Landesbank Baden-Wuerttemberg	103,150	-
PT Bank ICBC Indonesia	100,000	-
PT Bank Panin Dubai Syariah Tbk	100,000	-
PT Bank Mizuho Indonesia	99,310	97,080
PT Bank Maybank Indonesia Tbk	98,550	92,860
PT Shinhan Bank Indonesia	81,749	298,600
PT Bank DKI	66,710	530,000
PT Bank KEB Hana Indonesia	40,633	530,577
PT Bank CTBC Indonesia	34,800	359,100
PT Bank Mandiri (Persero) Tbk	-	1,516,280
PT Bank HSBC Indonesia	-	800,000
Mizuho Bank, Ltd. Hongkong Branch	-	575,200
PT Bank Woori Saudara Indonesia 1906 Tbk	-	389,485
Sumitomo Mitsui Banking Corporation - Singapore	-	315,033
PT Bank Pembangunan Daerah Riau Kepri	-	270,000
Citibank, N.A. - Indonesia Branch	-	220,000
PT Bank Pembangunan Daerah Jambi	-	150,000
PT Bank Tabungan Negara (Persero) Tbk	-	145,950
PT Bank DBS Indonesia	-	100,101
Bangkok Bank Public Company Limited Indonesia	-	100,000
Others	74,375	179,069
	30,948,274	31,682,811

*) Effective since 1 February 2019, PT Bank Tabungan Pensiunan Nasional and PT Bank Sumitomo Mitsui Indonesia have merged and change the name to PT Bank BTPN Tbk.

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8. PLACEMENTS WITH BANK INDONESIA AND OTHER BANKS (continued)

As of 31 December 2019 and 2018, the Group did not have balances of placements with other banks from related party.

The movement of unrealised gains (losses) from the change in fair value of available-for-sale placements with other banks was as follows:

	<u>2019</u>	<u>2018</u>
Balance, beginning of year - before deferred income tax	(3,869)	43,160
Addition of unrealised gains (losses) during the year - net	20,124	(47,292)
Realised (gains) losses during the year - net	(402)	263
Total before deferred income tax	15,853	(3,869)
Deferred income tax (Note 21)	(3,171)	774
Balance, end of year - net	<u>12,682</u>	<u>(3,095)</u>

Weighted average effective interest rates per annum of placements with Bank Indonesia and other banks were as follows:

	<u>2019</u>	<u>2018</u>
Bank Indonesia and call money:		
Rupiah	5.77%	5.46%
Foreign currencies	2.24%	2.05%
Time deposits:		
Rupiah	6.37%	5.80%
Foreign currencies	3.01%	2.96%
Certificates of deposits:		
Rupiah	7.56%	7.04%

The range of contractual interest rates of time deposits owned by the Bank in Rupiah currency during the years ended 31 December 2019 and 2018 were 4.00% - 9.00% and 3.10% - 8.50%, respectively, while the range of contractual interest rates of time deposits owned by the Bank in foreign currencies were 1.00% - 3.25% and 1.00% - 3.70%, respectively, during the years ended 31 December 2019 and 2018.

As of 31 December 2019 and 2018, there were no placements with Bank Indonesia and other banks which were used as collateral for securities trading transaction.

As of 31 December 2019 and 2018, all placements with Bank Indonesia and other banks were classified as current and management believes that the impairment losses of placements with Bank Indonesia and other banks as of 31 December 2019 and 2018 were not required.

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8. PLACEMENTS WITH BANK INDONESIA AND OTHER BANKS (continued)

Information on the classification and fair value of placements with Bank Indonesia and other banks is disclosed in Note 38. Information on the maturity of placements with Bank Indonesia and other banks is disclosed in Note 44.

9. FINANCIAL ASSETS AND LIABILITIES HELD FOR TRADING

Financial assets and liabilities held for trading consist of:

	2019		2018	
	Nominal value	Fair value	Nominal value	Fair value
Financial assets:				
Securities				
Government bonds	256,747	265,868	130,075	131,332
Certificates of Bank Indonesia	798,516	783,393	-	-
Bank Indonesia Treasury Bills	2,012,963	1,996,290	1,438,000	1,421,693
Government Treasury Bills	222,308	221,323	3,101,588	3,083,474
Sharia Government Treasury Bills	-	-	60,000	59,670
Sukuk	108,507	111,347	21,266	20,986
Corporate bonds	132,000	132,990	40,550	40,616
Shares	-	68,619	-	24,321
	3,531,041	3,579,830	4,791,479	4,782,092
Placements with other banks				
Certificates of Deposits	400,000	394,720	20,000	19,776
Derivative assets				
Forward		60,958		112,569
Currency swap		1,871,037		921,192
Spot		3,601		6,195
		1,935,596		1,039,956
		5,910,146		5,841,824
Financial liabilities:				
Derivative liabilities				
Forward		75,092		74,695
Currency swap		27,622		102,778
Spot		3,546		11,461
		106,260		188,934

As of 31 December 2019 and 2018, the Group did not have balances of financial assets and liabilities held for trading from and to related party.

During the years ended 31 December 2019 and 2018, the Bank reclassified the available-for-sale investment securities to financial assets held for trading amounting to Rp 132,000 (fair value of Rp 133,003) and Rp nil, respectively.

Information on the classification and fair value of financial assets and liabilities held for trading is disclosed in Note 38. Information on the maturity of financial assets and liabilities held for trading is disclosed in Note 44.

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10. ACCEPTANCE RECEIVABLES AND PAYABLES

a. The details of acceptance receivables

	<u>2019</u>	<u>2018</u>
<u>Rupiah</u>		
Non-bank debtors	2,275,034	3,440,583
Other banks	217,999	261,490
	<u>2,493,033</u>	<u>3,702,073</u>
Less:		
Allowance for impairment losses	(33,086)	(120,959)
	<u>2,459,947</u>	<u>3,581,114</u>
<u>Foreign currencies</u>		
Non-bank debtors	6,918,002	8,001,645
Other banks	258,342	214,417
	<u>7,176,344</u>	<u>8,216,062</u>
Less:		
Allowance for impairment losses	(143,536)	(214,891)
	<u>7,032,808</u>	<u>8,001,171</u>
Total acceptance receivables - net	<u>9,492,755</u>	<u>11,582,285</u>

b. The details of acceptance payables

	<u>2019</u>	<u>2018</u>
<u>Rupiah</u>		
Non-bank debtors	280,956	392,508
Other banks	570,549	459,880
	<u>851,505</u>	<u>852,388</u>
<u>Foreign currencies</u>		
Non-bank debtors	258,343	214,417
Other banks	4,211,401	4,776,681
	<u>4,469,744</u>	<u>4,991,098</u>
Total acceptance payables - net	<u>5,321,249</u>	<u>5,843,486</u>

c. The movement of allowance for impairment losses of acceptance receivables

	<u>2019</u>		
	<u>Rupiah</u>	<u>Foreign currencies</u>	<u>Total</u>
Balance, beginning of year	(120,959)	(214,891)	(335,850)
Reversal of allowance during the year	87,873	68,689	156,562
Exchange rate difference arising from allowance for impairment losses denominated in foreign currencies	-	2,666	2,666
Balance, end of year	<u>(33,086)</u>	<u>(143,536)</u>	<u>(176,622)</u>

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10. ACCEPTANCE RECEIVABLES AND PAYABLES (continued)

c. The movement of allowance for impairment losses of acceptance receivables (continued)

	2018		
	Rupiah	Foreign currencies	Total
Balance, beginning of year	(159,091)	(257,551)	(416,642)
Reversal of allowance during the year	38,132	46,992	85,124
Exchange rate difference arising from allowance for impairment losses denominated in foreign currencies	-	(4,332)	(4,332)
Balance, end of year	(120,959)	(214,891)	(335,850)

Management believes that the allowance for impairment losses provided was adequate to cover possible losses on uncollectible acceptance receivables.

As of 31 December 2019 and 2018, the Bank did not have balances of acceptance receivables and payables from and to related party.

Information on the classification and fair value of acceptance receivables and payables is disclosed in Note 38. Information on the maturity of acceptance receivables and payables is disclosed in Note 44.

11. BILLS RECEIVABLE

a. The details of bills receivable

	2019	2018
<u>Rupiah</u>		
Non-bank debtors	90,508	368,336
Other banks	5,660,501	5,554,928
	5,751,009	5,923,264
Less:		
Allowance for impairment losses	(127)	(60)
	5,750,882	5,923,204
<u>Foreign currencies</u>		
Non-bank debtors	620,714	824,427
Other banks	1,540,031	1,858,692
	2,160,745	2,683,119
Less:		
Allowance for impairment losses	(2,607)	(5,614)
	2,158,138	2,677,505
Total bills receivables - net	7,909,020	8,600,709

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11. **BILLS RECEIVABLE** (continued)

b. The movement of allowance for impairment losses of bills receivables

	2019		
	Rupiah	Foreign currencies	Total
Balance, beginning of year	(60)	(5,614)	(5,674)
(Addition) reversal of allowance during the year			
Exchange rate difference arising from allowance for impairment losses denominated in foreign currencies	(67)	2,207	2,140
	-	800	800
Balance, end of year	(127)	(2,607)	(2,734)

	2018		
	Rupiah	Foreign currencies	Total
Balance, beginning of year	(126)	(4,696)	(4,822)
Reversal of allowance during the year	66	606	672
Exchange rate difference arising from allowance for impairment losses denominated in foreign currencies	-	(1,524)	(1,524)
Balance, end of year	(60)	(5,614)	(5,674)

Management believes that the allowance for impairment losses provided was adequate to cover possible losses on uncollectible bills receivables.

As of 31 December 2019 and 2018, the Bank did not have balances of bills receivables from and to related party.

Weighted average effective interest rates per annum of bills receivable were as follows:

	2019	2018
Rupiah	7.20%	9.76%
Foreign currencies	3.29%	3.11%

Information on the classification and fair value of bills receivables is disclosed in Note 38. Information on the maturity of bills receivables is disclosed in Note 44.

12. **SECURITIES PURCHASED UNDER AGREEMENTS TO RESELL**

This account represents receivables to Bank Indonesia, other banks and third party for securities purchased with agreements to resell with details as follows:

	2019					
	Range of purchase date	Range of sale date	Resell price	Deferred interest income	Allowance for impairment losses	Carrying value
Transactions with Bank Indonesia:						
Underlying instruments:						
Government bonds	2 - 18 Oct 19	2 Jan - 16 Oct 20	9,137,326	(158,871)	-	8,978,455
Government Treasury Bills	26 - 31 Dec 19	2 - 7 Jan 20	168,759	(86)	-	168,673
			9,306,085	(158,957)	-	9,147,128
Transactions with other banks:						
Underlying instruments:						
Government bonds	12 Nov 19	6 Nov 20	305,329	(14,882)	-	290,447
			305,329	(14,882)	-	290,447
Transactions with third parties:						
Underlying instruments:						
Shares	4 - 30 Dec 19	4 Mar - 17 Dec 20	147,965	(8,242)	(1,733)	137,990
			147,965	(8,242)	(1,733)	137,990
			9,759,379	(182,081)	(1,733)	9,575,565

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12. SECURITIES PURCHASED UNDER AGREEMENTS TO RESELL (continued)

This account represents receivables to Bank Indonesia, other banks and third party for securities purchased with agreements to resell with details as follows: (continued)

	2018					
	Range of purchase date	Range of sale date	Resell price	Deferred interest income	Allowance for impairment losses	Carrying value
Transactions with Bank Indonesia:						
Underlying instruments:						
Government bonds	24 Aug 18	22 Feb 19	4,021,479	(35,099)	-	3,986,380
			4,021,479	(35,099)	-	3,986,380
Transactions with other banks:						
Underlying instruments:						
Government bonds	10 - 27 Dec 18	2 - 21 Jan 19	4,114,010	(7,457)	-	4,106,553
Certificates of Bank Indonesia	11 Dec 18	11 Jan 19	85,941	(174)	-	85,767
Government Treasury Bills	10 - 18 Dec 18	10 - 18 Jan 19	1,006,016	(2,698)	-	1,003,318
			5,205,967	(10,329)	-	5,195,638
Transactions with third parties:						
Underlying instruments:						
Shares	4 Sep - 26 Dec 18	4 Sep - 30 Dec 19	33,976	(3,310)	-	30,666
			33,976	(3,310)	-	30,666
			9,261,422	(48,738)	-	9,212,684

The movement of allowance for impairment losses on securities purchased under agreements to resell was as follows:

	2019	2018
Balance, beginning of year	-	(2,859)
(Addition) reversal of allowance during the year	(1,733)	2,859
Balance, end of year	(1,733)	-

Management believes that the allowance for impairment losses provided was adequate to cover possible losses on uncollectible securities purchased under agreements to resell.

All securities purchased under agreements to resell as of 31 December 2019 and 2018 were denominated in Rupiah currency.

As of 31 December 2019 and 2018, the Group did not have balances of securities purchased under agreements to resell with related party.

Weighted average effective interest rates per annum of securities purchased under agreements to resell for the years ended 31 December 2019 and 2018 were 6.08% and 5.59%, respectively.

Information on the classification and fair value of securities purchased under agreements to resell is disclosed in Note 38. Information on the maturity of securities purchased under agreements to resell is disclosed in Note 44.

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13. LOANS RECEIVABLE

Loans receivable consisted of:

a. By type and currency

	<u>2019</u>	<u>2018</u>
<u>Rupiah</u>		
Related parties:		
Working capital	2,177,595	3,155,730
Investment	2,040,865	40,891
Consumer	14,662	15,772
	<u>4,233,122</u>	<u>3,212,393</u>
Third parties:		
Working capital	256,839,251	230,316,130
Investment	158,899,381	137,788,190
Consumer	118,501,479	118,761,632
Credit card	14,105,502	12,893,102
Employee loans	2,945,929	2,927,120
	<u>551,291,542</u>	<u>502,686,174</u>
	<u>555,524,664</u>	<u>505,898,567</u>
<u>Foreign currencies</u>		
Related parties:		
Investment	-	3,870
Third parties:		
Working capital	19,360,794	21,850,656
Investment	12,054,125	10,346,355
	<u>31,414,919</u>	<u>32,197,011</u>
	<u>31,414,919</u>	<u>32,200,881</u>
Total loans receivable	586,939,583	538,099,448
Less: Allowance for impairment losses		
Rupiah	(13,826,649)	(12,911,461)
Foreign currencies	(1,078,935)	(657,525)
	<u>(14,905,584)</u>	<u>(13,568,986)</u>
Total loans receivable - net	<u>572,033,999</u>	<u>524,530,462</u>

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13. LOANS RECEIVABLE (continued)

Loans receivable consisted of: (continued)

b. By economic sector and Bank Indonesia's collectability

	2019						Total
	Current	Special mention	Sub-standard	Doubtful	Loss	Allowance for impairment losses	
<u>Rupiah</u>							
Manufacturing	105,931,000	2,303,019	397,208	30,423	779,168	(3,369,108)	106,071,710
Business services	67,728,211	1,259,279	2,155	27,935	65,766	(881,011)	68,202,335
Trading, restaurants and hotels	134,515,965	2,116,305	149,308	172,597	3,581,860	(6,010,033)	134,526,002
Agriculture and agricultural facilities	26,096,930	64,795	107,327	14,026	7,894	(366,871)	25,924,101
Construction	17,579,351	54,815	5,766	22,141	259,002	(597,880)	17,323,195
Transportation, warehousing and communications	25,810,896	226,072	67,487	3,526	144,782	(527,516)	25,725,247
Social/public services	9,865,729	57,202	1,178	2,051	31,414	(141,118)	9,816,456
Mining	2,477,142	10,825	70	-	448	(23,390)	2,465,095
Electricity, gas, and water	17,941,989	19,747	-	4,179	-	(49,203)	17,916,712
Others	129,129,377	4,962,714	248,341	258,004	989,245	(1,860,519)	133,727,162
	537,076,590	11,074,773	978,840	534,882	5,859,579	(13,826,649)	541,698,015
<u>Foreign currencies</u>							
Manufacturing	11,993,341	221,278	328,555	-	5,421	(565,328)	11,983,267
Business services	2,675,902	-	-	-	-	(2,985)	2,672,917
Trading, restaurants and hotels	4,267,154	289,745	-	-	17,534	(290,048)	4,284,385
Agriculture and agricultural facilities	7,931,423	-	-	-	-	(36,771)	7,894,652
Construction	19,552	-	-	-	-	-	19,552
Transportation, warehousing and communications	761,759	-	-	152,115	-	(156,300)	757,574
Social/public services	12,633	-	-	-	-	(58)	12,575
Mining	580,610	-	-	-	-	(4,091)	576,519
Electricity, gas, and water	2,157,897	-	-	-	-	(23,354)	2,134,543
	30,400,271	511,023	328,555	152,115	22,955	(1,078,935)	30,335,984
Total	567,476,861	11,585,796	1,307,395	686,997	5,882,534	(14,905,584)	572,033,999

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13. LOANS RECEIVABLE (continued)

Loans receivable consisted of: (continued)

b. By economic sector and Bank Indonesia's collectability (continued)

	2018						Total
	Current	Special mention	Sub-standard	Doubtful	Loss	Allowance for impairment losses	
<u>Rupiah</u>							
Manufacturing	94,884,475	1,975,019	25,022	26,273	251,742	(2,647,524)	94,515,007
Business services	58,591,295	924,538	663	40,189	281,987	(1,002,303)	58,836,369
Trading, restaurants and hotels	121,948,367	1,613,053	1,102,113	799,393	1,707,866	(4,862,646)	122,308,146
Agriculture and agricultural facilities	24,034,460	110,208	541	4,360	17,134	(300,829)	23,865,874
Construction	14,524,648	48,321	380	5,619	574,674	(870,985)	14,282,657
Transportation, warehousing and communications	21,799,519	284,773	94,721	35,206	624,572	(1,039,353)	21,799,438
Social/public services	7,684,885	90,995	1,641	3,143	16,047	(125,542)	7,671,169
Mining	1,489,447	1,392	-	-	15,848	(31,198)	1,475,489
Electricity, gas, and water	15,629,828	6,445	-	76	18,478	(55,969)	15,598,858
Others	128,477,188	4,557,597	249,534	271,201	1,053,691	(1,975,112)	132,634,099
	489,064,112	9,612,341	1,474,615	1,185,460	4,562,039	(12,911,461)	492,987,106
<u>Foreign currencies</u>							
Manufacturing	12,752,288	53,549	-	-	-	(186,868)	12,618,969
Business services	3,309,989	-	-	-	-	(3,793)	3,306,196
Trading, restaurants and hotels	5,419,735	716	34,298	-	18,830	(128,968)	5,344,611
Agriculture and agricultural facilities	6,885,573	-	-	-	-	(15,605)	6,869,968
Construction	20,050	-	-	-	-	(1)	20,049
Transportation, warehousing and communications	724,347	-	168,815	-	149,997	(307,948)	735,211
Social/public services	18,276	-	-	-	-	(142)	18,134
Mining	2,305,291	-	-	-	-	(10,421)	2,294,870
Electricity, gas, and water	339,127	-	-	-	-	(3,779)	335,348
	31,774,676	54,265	203,113	-	168,827	(657,525)	31,543,356
Total	520,838,788	9,666,606	1,677,728	1,185,460	4,730,866	(13,568,986)	524,530,462

c. By maturity

Loans receivable by maturity period based on loan agreements:

	2019	2018
<u>Rupiah</u>		
Up to 1 year	81,946,749	195,172,663
> 1 - 5 years	236,052,755	97,618,748
> 5 years	238,319,036	213,866,760
	556,318,540	506,658,171
<u>Foreign currencies</u>		
Up to 1 year	7,098,437	16,080,959
> 1 - 5 years	13,233,986	7,852,752
> 5 years	11,083,868	8,264,430
	31,416,291	32,198,141
Total loans receivable	587,734,831	538,856,312
Less:		
Deferred provision and commission income*)	(795,248)	(756,864)
Allowance for impairment losses	(14,905,584)	(13,568,986)
Total loans receivable - net	572,033,999	524,530,462

*) Deferred provision and commission income represent all provisions, commissions and other fees received by the Bank on loan agreements, which are integral part of effective interest rate.

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13. LOANS RECEIVABLE (continued)

Loans receivable consisted of: (continued)

d. Syndicated loans

Syndicated loans represent loans provided to debtors under syndication agreements with other banks. Syndicated loans with risk sharing participation to the Bank's financing were as follows:

	<u>2019</u>	<u>2018</u>
Bank's participation as participant, ranged between 2.78% - 50.00%, for the years ended 31 December 2019 and 2018, with outstanding balance of Rp 21,216,619 and USD 174,835,195 (full amount) as of 31 December 2019 (2018: Rp 15,277,584 and USD 81,823,569 (full amount))	23,643,769	16,454,207
Bank's participation as arranger, ranged between 15.10% - 64.28% and 10.86% - 85.00% respectively, for the years ended 31 December 2019 and 2018, with outstanding balance of Rp 17,065,452 and USD 84,896,704 (full amount) as of 31 December 2019 (2018: Rp 15,382,064 and USD 50,242,545 (full amount))	18,244,030	16,104,552
	<u>41,887,799</u>	<u>32,558,759</u>

e. Restructured loans

The amount of restructured loans by the Bank as of 31 December 2019 and 2018 amounting to Rp 9,148,143 and Rp 7,985,984, respectively. Credit restructuring carried out by modifying credit terms, deduction, or amnesty of part of outstanding credit balance and/or both. For the restructured credit, Bank is not committed to provide additional credit facilities.

Below are the amount of restructured loans based on Bank Indonesia's collectibility:

	<u>2019</u>	<u>2018</u>
Current	3,145,217	2,903,323
Special mention	3,360,446	2,746,858
Sub-standard	895,114	1,167,816
Doubtful	208,402	173,430
Loss	1,538,964	994,557
	<u>9,148,143</u>	<u>7,985,984</u>

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13. LOANS RECEIVABLE (continued)

Loans receivable consisted of: (continued)

e. Restructured loans (continued)

Total restructured loans and under non-performing loans (NPL) category as of December 2019 and 2018 are amounting to Rp 2,642,480 and Rp 2,335,803, respectively.

f. The movement of allowance for impairment losses on loans receivable

	2019						
	Collective impairment losses			Individual impairment losses			Total
	Rupiah	Foreign currencies	Sub-total	Rupiah	Foreign currencies	Sub-total	
Balance, beginning of year	(9,459,984)	(324,180)	(9,784,164)	(3,451,477)	(333,345)	(3,784,822)	(13,568,986)
Beginning balance of new acquired Subsidiary	(5,027)	-	(5,027)	-	-	-	(5,027)
Addition of allowance during the year	(2,690,969)	(335,964)	(3,026,933)	(1,122,408)	(119,449)	(1,241,857)	(4,268,790)
Loans written-off during the year	1,674,277	10,676	1,684,953	1,259,952	7,415	1,267,367	2,952,320
Recoveries on loans previously written-off	(29,597)	-	(29,597)	(1,416)	-	(1,416)	(31,013)
Exchange rate difference	-	11,521	11,521	-	4,391	4,391	15,912
Balance, end of year	(10,511,300)	(637,947)	(11,149,247)	(3,315,349)	(440,988)	(3,756,337)	(14,905,584)

	2018						
	Collective impairment losses			Individual impairment losses			Total
	Rupiah	Foreign currencies	Sub-total	Rupiah	Foreign currencies	Sub-total	
Balance, beginning of year	(9,311,601)	(320,787)	(9,632,388)	(3,257,423)	(354,058)	(3,611,481)	(13,243,869)
(Addition) reversal of allowance during the year	(1,133,631)	15,567	(1,118,064)	(1,532,403)	5,410	(1,526,993)	(2,645,057)
Loans written-off during the year	1,083,709	-	1,083,709	1,382,109	31,832	1,413,941	2,497,650
Recoveries on loans previously written-off	(98,461)	-	(98,461)	(43,760)	(4,968)	(48,728)	(147,189)
Exchange rate difference	-	(18,960)	(18,960)	-	(11,561)	(11,561)	(30,521)
Balance, end of year	(9,459,984)	(324,180)	(9,784,164)	(3,451,477)	(333,345)	(3,784,822)	(13,568,986)

Management believes that allowance for impairment losses provided was adequate to cover possible losses on uncollectible loans receivable.

As of 31 December 2019 and 2018, allowance for collective impairment losses on loans receivable to related parties amounting to Rp 5,736 and Rp 2,935, respectively.

g. Joint financing

The Bank entered into joint financing agreements with PT BCA Finance and PT BCA Multi Finance (previously PT Central Santosa Finance), the Subsidiaries, for financing the purchase of vehicles. All risks from the loss arising from these joint financing facilities will be borne proportionally by both parties based on respective financing participation (without recourse). The Bank's portion of outstanding balance of joint financing receivable facilities as of 31 December 2019 and 2018 were Rp 42,551,484 and Rp 45,715,510, respectively.

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13. LOANS RECEIVABLE (continued)

Loans receivable consisted of: (continued)

h. The carrying amount of loans receivable at amortised cost are as follows:

	<u>2019</u>	<u>2018</u>
Loans receivable (Note 13c)	587,734,831	538,856,312
Accrued interest income	2,349,170	2,226,779
Deferred provision and commission income	(795,248)	(756,864)
Allowance for impairment losses (Note 13f)	(14,905,584)	(13,568,986)
	<u>574,383,169</u>	<u>526,757,241</u>

i. Other significant information relating to loans receivable

As of 31 December 2019 and 2018, the Bank had no loans receivable which were pledged as collaterals.

Demand deposits, saving deposits and time deposits pledged as collateral for loans receivable amounting to Rp 13,295,914 and Rp 11,647,739, respectively, as of 31 December 2019 and 2018 (see Note 20).

As of 31 December 2019 and 2018, the Bank at individual level and at consolidated level, complied with Legal Lending Limit ("LLL") requirements for both related parties and third parties.

Employee loans are loans given to Bank's employees with interest rate at 4% per annum for housing loans, motor vehicle loans, and loans for other purposes and the terms between 8 years to 20 years. Repayment of principal and interest which will be effected through monthly salary deductions. The difference between the rate and market rate will be recognised as subsidy and recorded as other assets, also amortised over the life of the loans.

Weighted average effective interest rates per annum of loans receivable were as follows:

	<u>2019</u>	<u>2018</u>
Rupiah	9.24%	9.18%
Foreign currencies	4.67%	3.95%

Ratio of small enterprises loans to loans receivable provided by Bank as of 31 December 2019 and 2018 was 1.95% and 1.84%, respectively.

The Bank's non-performing loans (classified as sub-standard, doubtful and loss) as of 31 December 2019 and 2018 amounting to Rp 7,876,926 and Rp 7,593,637, respectively.

As of 31 December 2019, the ratio of gross non-performing loan ("NPL") and net NPL was 1.34% and 0.47% (2018: 1.41% and 0.45%), which was calculated based on prevailing Bank Indonesia Regulations.

Information on the classification and fair value of loans receivable is disclosed in Note 38. Information on the details of loans receivable by geographic region is disclosed in Note 42. Information on the maturity of loan receivables is disclosed in Note 44.

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14. CONSUMER FINANCING RECEIVABLES

The Subsidiaries' consumer financing receivables at amortised cost were as follows:

	<u>2019</u>	<u>2018</u>
Consumer financing receivables		
- Self-financing by Subsidiaries	10,361,580	6,708,817
- Share in joint financing with related party without recourse	6,462,450	6,538,859
Unamortised transaction cost - net	(602,360)	(602,375)
Unearned consumer financing income	(5,216,149)	(4,667,564)
Consumer financing receivables, before allowance for impairment losses	11,005,521	7,977,737
Less:		
Allowance for impairment losses	(473,097)	(364,028)
Total consumer financing receivables - net	<u>10,532,424</u>	<u>7,613,709</u>

Contractual interest rates per annum for consumer financing during 2019 and 2018 were 6.50% - 31.99% and 6.13% - 32.75%, respectively.

The Subsidiaries extend consumer financing contracts for 4 (four) wheel vehicles with terms ranging from 3 (three) months to 6 (six) years, while consumer financing contracts for 2 (two) wheel vehicles ranging from 1 (one) year to 4 (four) years.

The movement in the allowance for impairment losses on consumer financing receivables was as follows:

	<u>2019</u>	<u>2018</u>
Balance, beginning of year	(364,028)	(377,520)
Addition of allowance during the year	(398,196)	(286,436)
Written-off during the year	289,127	299,928
Balance, end of year	<u>(473,097)</u>	<u>(364,028)</u>

The collection of consumer financing receivables previously written-off amounting to Rp 17,799 and Rp 29,682 for the years ended 31 December 2019 and 2018, respectively.

Written-off consumer financing receivables were receivables which overdue for more than 150 (one hundred and fifty) days for 4 (four) wheels vehicles and more than 180 (one hundred and eighty) days for 2 (two) wheels vehicles. The write-offs are execute based on management case by case assessment.

As of 31 December 2019 and 2018 consumer financing receivables, before deduction of unearned income, amounting to Rp 1,178,714 and Rp 1,797,146, respectively, were pledged as collateral to borrowings and overdraft, and debt securities issued.

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14. CONSUMER FINANCING RECEIVABLES (continued)

The consumer financing receivables are secured by the related certificates of ownership ("BPKB") of the vehicles financed by the Subsidiaries.

Management believes that the allowance for impairment losses is adequate to cover possible losses arising from uncollectible consumer financing receivables.

Information on the classification and fair value of consumer financing receivables is disclosed in Note 38. Information on the maturity of consumer financing receivables is disclosed in Note 44.

15. INVESTMENT SECURITIES

The details of investment securities by type and currency as of 31 December 2019 and 2018 were as follows:

Description	2019				Carrying value
	Nominal amount	Unamortised premium (discount)	Unrealised (loss) gain	Allowance for impairment losses	
Rupiah					
Held-to-maturity:					
Government bonds, non-recapitalisation	3,461,041	87,061	-	-	3,548,102
Certificates of Bank Indonesia Sharia Certificates of Bank Indonesia	34,111	(76)	-	-	34,035
Sukuk	10,937,381	(19,415)	-	-	10,917,966
Mutual fund units	50,000	-	-	(500)	49,500
Corporate bonds	1,007,000	(260,000)	-	-	747,000
Medium-term notes	15,000	-	-	-	15,000
Money market securities	100,000	-	-	(1,000)	99,000
Others	19,738	-	-	-	19,738
Available-for-sale:					
Government bonds, non-recapitalisation	15,769,089	255,484	408,173	-	16,432,746
Certificates of Bank Indonesia Sharia Government Treasury Bills	80,357	(747)	(65)	-	79,545
Sukuk of Bank Indonesia	294,132	-	205	-	294,337
Sukuk	45,794,534	351,170	714,726	(2,763)	46,857,667
Mutual fund units	14,271,353	30,566	1,234,189	(4,558)	15,531,550
Corporate bonds	15,081,944	(50,268)	(21,442)	-	15,010,234
Medium-term notes	150,000	-	1,275	-	151,275
Investment in shares	702,174	-	-	(58,646)	643,528
Others	74,833	-	(149)	-	74,684
	112,207,868	367,093	2,341,365	(67,467)	114,848,859
Foreign currencies					
Held-to-maturity:					
Government bonds, non-recapitalisation	319,235	5,082	-	(132)	324,185
Sukuk	41,647	(393)	-	-	41,254
Available-for-sale:					
Government bonds, non-recapitalisation	1,513,193	(2,220)	62,211	-	1,573,184
Bank Indonesia Treasury Bills	26,099,100	(189,995)	416	-	25,909,521
Sukuk	180,611	(11,512)	15,558	-	184,657
Corporate bonds	97,178	(384)	4,251	-	101,045
Investment in shares	2,821	-	-	(2,821)	-
	28,253,785	(199,422)	82,436	(2,953)	28,133,846
Total investment securities	140,461,653	167,671	2,423,801	(70,420)	142,982,705

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15. INVESTMENT SECURITIES (continued)

The details of investment securities by type and currency as of 31 December 2019 and 2018 were as follows: (continued)

Description	2018				Carrying value
	Nominal amount	Unamortised premium (discount)	Unrealised (loss) gain	Allowance for impairment losses	
Rupiah					
Held-to-maturity:					
Government bonds, non-recapitalisation	3,419,041	120,859	-	-	3,539,900
Sharia Certificates of Bank Indonesia	170,000	-	-	-	170,000
Sukuk	8,504,381	20,944	-	-	8,525,325
Medium-term notes	15,000	-	-	-	15,000
Corporate bonds	567,000	(2)	-	(765)	566,233
Money market securities	-	140,000	-	-	140,000
Available-for-sale:					
Government bonds, non-recapitalisation	12,874,257	163,665	(172,696)	-	12,865,226
Sharia Government Treasury Bills	900,000	(5,748)	798	-	895,050
Sukuk	30,793,582	(147,591)	(285,157)	(3,066)	30,357,768
Mutual fund units	13,095,081	-	747,422	(4,519)	13,837,984
Corporate bonds	14,414,290	(91,378)	(508,641)	-	13,814,271
Medium-term notes	450,000	(46)	761	-	450,715
Investment in shares	643,245	-	-	(36,966)	606,279
	85,845,877	200,703	(217,513)	(45,316)	85,783,751
Foreign currencies					
Held-to-maturity:					
Government bonds, non-recapitalisation	330,839	7,101	-	(143)	337,797
Sukuk	503,300	1,484	-	-	504,784
Medium-term notes	71,913	98	-	(43,190)	28,821
Available-for-sale:					
Government bonds, non-recapitalisation	1,567,420	(990)	45,240	-	1,611,670
Bank Indonesia Treasury Bills	20,060,100	(74,533)	(2,119)	-	19,983,448
Sukuk	589,723	(16,050)	10,390	-	584,063
Corporate bonds	244,460	(698)	2,567	-	246,329
Investment in shares	2,809	-	-	(2,809)	-
	23,370,564	(83,588)	56,078	(46,142)	23,296,912
Total investment securities	109,216,441	117,115	(161,435)	(91,458)	109,080,663

As of 31 December 2019, investment securities include government bonds with carrying value amounting to Rp 120,173 (nominal amount of Rp 117,978), which according to the agreements on 13 March 2020 and 17 October 2023, the Bank is required to repurchase the respective government bonds. Total liabilities at carrying value ("securities sold under agreements to repurchase") in the consolidated statements of financial position as of 31 December 2019 amounting to Rp 113,249.

As of 31 December 2018, investment securities include government bonds with carrying value amounting to Rp 52,542 (nominal amount of Rp 50,345), which according to the agreements on 17 October 2023, the Bank is required to repurchase the respective government bonds. Total liabilities at carrying value ("securities sold under agreements to repurchase") in the consolidated statements of financial position as of 31 December 2018 amounting to Rp 48,111.

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15. INVESTMENT SECURITIES (continued)

As of 31 December 2019 and 2018, the Bank did not have investment securities pledged as collateral.

During the years ended 31 December 2019 and 2018, the Bank reclassified certain held-to-maturity investment securities to available-for-sale investment securities amounting to Rp nil (fair value of Rp nil) and Rp Rp 1,806,993 (fair value of Rp 1,808,098), respectively. The reclassifications were made for investment closed to its maturity date (will be matured in less than six months) and fulfill the reclassification requirements in SFAS 55.

Management believes that changes of interest rate will have no significant impact to the fair value of those investment securities. The balance of available-for-sale securities reclassified from held-to-maturity as of 31 December 2019 and 2018 were Rp nil and Rp 926,049, respectively.

The detail of investment in mutual funds owned by the Group by name and total units owned as of 31 December 2019 and 2018 are as follows:

Investment in mutual funds	2019		2018	
	Total units	Carrying amount	Total units	Carrying amount
Reksa Dana Terproteksi Schroders IDR Income Plan V	1,000	1,081,485	1,000	1,020,505
Reksa Dana Terproteksi Trimegah Terproteksi Dana Berkala 5	950	992,919	-	-
Reksa Dana Tram Pundi Kas 2	733	979,184	500	630,573
Reksa Dana Danareksa Gebyar Dana Likuid II	503	716,364	376	504,811
Reksa Dana Batavia Dana Kas Gebyar	493	613,946	285	335,536
Reksa Dana Bahana Revolving Fund	424	603,456	242	325,064
Reksa Dana Schroder Money Market Fund	423	583,524	236	307,966
Reksa Dana Mandiri Dana Optima	382	553,977	168	229,950
Reksa Dana Terproteksi Bahana Centrum Protected Fund 192	500	505,887	-	-
Reksa Dana Terproteksi Batavia Proteksi Maxima 8	500	505,664	-	-
Reksa Dana Terproteksi Mandiri Seri 173	490	505,262	-	-
Reksa Dana Terproteksi Danareksa Proteksi 64	500	502,133	-	-
Reksa Dana Terproteksi Syailendra Capital Protected Fund 30	451	478,730	500	508,114
Reksa Dana Terproteksi Panin Proteksi 2022	462	464,645	500	502,832
Reksa Dana Terproteksi Panin Terproteksi 2024	445	449,662	-	-
Reksa Dana Terproteksi Bahana Centrum Protected Fund 158	432	441,918	600	593,846
Reksa Dana Terproteksi Mandiri Seri 199	420	427,890	-	-
Reksa Dana Terproteksi Emco XVII	405	422,650	405	414,602
Reksa Dana Terproteksi Trimegah Terproteksi Dana Berkala 3	373	388,909	700	706,917
Reksa Dana Terproteksi Batavia Proteksi Cemerlang 60	303	313,254	378	380,335
Reksa Dana Terproteksi Bahana Centrum Protected Fund 156	297	299,128	500	488,562
Reksa Dana Terproteksi Aberdeen Standard Proteksi 1	300	298,731	-	-
Reksa Dana Terproteksi Batavia Proteksi Ultima 2	293	295,853	500	495,631
Reksa Dana Terproteksi Danareksa Proteksi 56	259	261,607	450	442,691
Reksa Dana Terproteksi Danareksa Proteksi 44	222	228,491	352	354,145
Reksa Dana Terproteksi Mandiri Seri 157	217	222,286	500	496,105
Reksa Dana Terproteksi Schroder IDR Income Plan IV	218	216,294	350	334,787
Reksa Dana BNP Paribas Obligasi Berlian	200	211,210	200	201,376
Reksa Dana Terproteksi Samuel Aset Manajemen Dana Obligasi Terproteksi 7	200	211,043	200	203,091

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15. INVESTMENT SECURITIES (continued)

The detail of investment in mutual funds which owned by the Group by name and total units owned as of 31 December 2019 and 2018 are as follows: (continued)

Investment in mutual funds (continued)	2019		2018	
	Total units	Carrying amount	Total units	Carrying amount
Reksa Dana Terproteksi BNP Paribas Gemilang 2	200	204,937	-	-
Reksa Dana Terproteksi Trimegah Terproteksi Dana Berkala 2	191	198,289	340	346,307
Reksa Dana Terproteksi Bahana E Optima Protected Fund 122	178	182,230	333	332,152
Reksa Dana Syariah Trimegah Kas Syariah	130	150,215	138	150,706
Reksa Dana Terproteksi Mandiri Seri 82	111	112,364	319	317,343
Reksa Dana Terproteksi Emco XV	104	107,010	300	302,952
Reksa Dana Schroder Prestasi Gebyar Indonesia II	38	100,403	38	89,123
Reksa Dana Terproteksi BNP Paribas Gemilang	85	92,875	80	79,706
Reksa Dana Panin Gebyar Indonesia II	37	82,465	37	73,712
Reksa Dana Danareksa Gebyar Indonesia II	36	80,313	36	71,510
Reksa Dana Nikko Gebyar Indonesia Dua	34	76,113	34	69,538
Reksa Dana Syariah Mandiri Pasar Uang Syariah	67	75,143	142	150,913
Reksa Dana Syariah Pasar Uang PNM Falah 2	49	50,157	-	-
Reksa Dana Syariah Panin Dana Likuid Syariah	46	50,088	48	50,001
Reksa Dana Syariah Trimegah Kas Syariah 2	50	50,043	50	50,213
Reksadana Syariah Penyertaan Terbatas PNM Pembiayaan Mikro BUMN Seri III	50	50,000	-	-
Reksa Dana Syariah Pool Advista Pasar Uang Syariah	30	30,094	-	-
Reksa Dana Ashmore Dana Obligasi Nusantara	17	25,783	17	23,877
Reksa Dana Syariah Majoris Pasar Uang Syariah Indonesia	22	25,053	-	-
Reksa Dana Syariah Lautandhana Pasar Uang Syariah	25	25,014	-	-
Reksadana BNP Paribas Pasar Uang Syariah	10	10,199	-	-
Reksa Dana Sucorinvest Money Market Fund	7	10,081	-	-
Reksa Dana Syailendra Dana Kas	7	10,068	-	-
Reksa Dana Bahana Dana Likuid	6	10,068	-	-
Reksa Dana Syariah Majoris Sukuk Negara Indonesia	1	1,001	-	-
Reksa Dana Terproteksi Mandiri seri 46	-	-	487	500,425
Reksa Dana Terproteksi Danareksa Proteksi 28	-	-	500	509,315
Reksa Dana Terproteksi Batavia Proteksi Cemerlang 33	-	-	274	279,054
Reksa Dana Terproteksi Trimegah Terproteksi Dana Berkala	-	-	500	512,329
Reksa Dana Terproteksi Panin 2021	-	-	400	403,908
Reksa Dana Syariah Danareksa Seruni Pasar Uang Syariah	-	-	50	50,009
Reksa Dana BNP Paribas Prima II	-	-	1	1,971
		15,586,108		13,842,503
Less:				
Allowance for impairment losses		(5,058)		(4,519)
Total Investment in mutual funds - net		15,581,050		13,837,984

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15. INVESTMENT SECURITIES (continued)

The detail of investment in shares owned by the Bank as of 31 December 2019 and 2018 are as follows:

a. Based on counterparties:

	2019	2018
Related party	29,117	26,350
Third party	675,878	619,704
Total investment in shares	704,995	646,054
Less: Allowance for impairment losses	(61,467)	(39,775)
Total investment in shares - net	643,528	606,279

b. Based on nature of business and percentage of ownership:

Company Name	Nature of business	2019		2018	
		Percentage of ownership	Carrying amount	Percentage of ownership	Carrying amount
- PT Bank BTPN Tbk ^{*)}	Banking	1.02%	297,085	1.00%	297,085
- PT Bank HSBC Indonesia	Banking	1.06%	184,025	1.06%	184,025
- PT Bank DBS Indonesia	Banking	1.00%	42,600	1.00%	42,600
- Finch Capital Fund II Cooperatief U.A.	Fund				
- Airwallex (Cayman) Limited	Management	4.00%	29,248	4.00%	18,142
	Crossborder				
	Payments	0.43%	28,850	0.43%	28,850
- PT Digital Otomotif Indonesia	Marketplace	20.00%	14,000	20.00%	14,000
- Element Ventures Inc.	Biometrix	3.00%	13,760	3.00%	13,760
- Wavemaker Pacific 1 Pte., Ltd.	Fund				
	Management	2.00%	12,438	2.00%	12,117
- PT Akselerasi Usaha Indonesia	P2P Lending	3.30%	10,676	-	-
- PT Sentral Investama Andalan	Holding				
	Company	2.00%	10,000	2.00%	10,000
- CeeSuite Pte., Ltd.	Analytics for				
	Stock	5.00%	7,075	-	-
- Silot (Cayman) Limited	AI	0.44%	7,014	-	-
- 6ESTATES Pte., Ltd.	AI	2.16%	6,987	-	-
- PT ALTO Network	Switching	2.00%	5,117	2.00%	2,350
- Other (respectively, under Rp 5,000)	Various	0.06% - 17.50%	36,120	0.06% - 17.50%	23,125
Total investment in shares			704,995		646,054
Less: Allowance for impairment losses			(61,467)		(39,775)
Total investment in shares - net			643,528		606,279

^{*)} Effective since 1 February 2019, PT Bank Tabungan Pensiunan Nasional and PT Bank Sumitomo Mitsui Indonesia have merged and change the name to PT Bank BTPN Tbk. The Bank's ownership of PT Bank BTPN Tbk became 1.02% with carrying amount of Rp 297,085.

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15. INVESTMENT SECURITIES (continued)

The detail of investment in shares owned by the Bank as of 31 December 2019 and 2018 are as follows: (continued)

c. Based on collectibility of Bank Indonesia:

	2019	2018
Current	701,764	642,635
Loss	3,231	3,419
Total investment in shares	704,995	646,054
Less: Allowance for impairment losses	(61,467)	(39,775)
Total investment in shares - net	643,528	606,279

The weighted average effective interest rates per annum for investment securities were as follows:

	2019		2018	
	Rupiah (%)	Foreign currencies (%)	Rupiah (%)	Foreign currencies (%)
Held-to-maturity:				
Government bonds	6.91	4.81	6.97	4.80
Sharia Certificates of Bank Indonesia	6.61	-	5.61	-
Corporate bonds	8.32	-	8.58	-
Medium-term notes	7.65	2.68	6.99	3.14
Others	6.38	-	-	-
Available-for-sale:				
Government bonds	7.18	5.14	6.99	5.32
Certificates of Bank Indonesia	6.73	-	-	-
Bank Indonesia Treasury Bills	-	2.47	-	2.37
Sharia Government Treasury Bills	6.02	-	6.10	-
Corporate bonds	8.14	4.59	8.37	3.44
Medium-term notes	8.74	-	9.02	-
Others	9.08	-	-	-

The movement of allowance for impairment losses of investment securities for the years ended 31 December 2019 and 2018 was as follows:

	2019						Total
	Collective impairment losses			Individual impairment losses			
	Rupiah	Foreign currencies	Sub-total	Rupiah	Foreign currencies	Sub-total	
Balance, beginning of year	(45,315)	(181)	(45,496)	-	(45,962)	(45,962)	(91,458)
(Addition) reversal of allowance during the year	(22,152)	48	(22,104)	-	2,116	2,116	(19,988)
Write-offs during the year	-	-	-	-	40,220	40,220	40,220
Exchange rate difference	-	1	1	-	805	805	806
Balance, end of year	(67,467)	(132)	(67,599)	-	(2,821)	(2,821)	(70,420)

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15. INVESTMENT SECURITIES (continued)

The movement of allowance for impairment losses of investment securities for the years ended 31 December 2019 and 2018 was as follows: (continued)

	2018						Total
	Collective impairment losses			Individual impairment losses			
	Rupiah	Foreign currencies	Sub-total	Rupiah	Foreign currencies	Sub-total	
Balance, beginning of year	(46,133)	(2,897)	(49,030)	(308,445)	(162,826)	(471,271)	(520,301)
Reversal (addition) of allowance during the year	818	2,715	3,533	188,445	(1,921)	186,524	190,057
Write-offs during the year	-	-	-	120,000	125,910	245,910	245,910
Exchange rate difference	-	1	1	-	(7,125)	(7,125)	(7,124)
Balance, end of year	(45,315)	(181)	(45,496)	-	(45,962)	(45,962)	(91,458)

Management believes that the balance of allowance for impairment losses provided was adequate to cover possible losses on uncollectible investment securities.

The movement of unrealised gains (losses) from the change in fair value of available-for-sale investment securities was as follows:

	2019		
	Rupiah	Foreign currencies	Total
Balance, beginning of year - before deferred income tax	(216,788)	56,078	(160,710)
Addition of unrealised gains during the year - net	2,686,431	32,864	2,719,295
Realised gains during the year - net	(129,606)	(3,979)	(133,585)
Exchange rate difference	-	(2,526)	(2,526)
Total before deferred income tax	2,340,037	82,437	2,422,474
Deferred income tax (Note 21)			(483,602)
Balance, end of year - net			1,938,872

	2018		
	Rupiah	Foreign currencies	Total
Balance, beginning of year - before deferred income tax	1,495,748	159,785	1,655,533
Addition of unrealised losses during the year - net	(1,725,665)	(109,959)	(1,835,624)
Realised losses/(gains) during the year - net	13,129	(1,433)	11,696
Exchange rate difference	-	7,685	7,685
Total before deferred income tax	(216,788)	56,078	(160,710)
Deferred income tax (Note 21)			31,158
Balance, end of year - net			(129,552)

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15. INVESTMENT SECURITIES (continued)

The following table represents the summary of ratings and credit rating companies of Bank's investment securities as of 31 December 2019 and 2018:

	2019		2018	
	Rating	Rating Agency	Rating	Rating Agency
Indonesian Government	BBB	Fitch	BBB	Fitch
United States of America Government	AAA	Fitch	AAA	Fitch
Lembaga Pembiayaan Ekspor Indonesia/Indonesia Eximbank	AAA	Pefindo	AAA	Pefindo
PT Adira Dinamika Multi Finance Tbk	AAA	Pefindo	-	-
PT Angkasa Pura I (Persero)	AAA	Pefindo	AAA	Pefindo
PT Astra Otoparts Tbk	-	-	AA-	Fitch
PT Astra Sedaya Finance	AAA	Pefindo	AAA	Pefindo
PT Bank CIMB Niaga Tbk	AAA	Pefindo	AAA	Pefindo
PT Bank DKI	AA-	Pefindo	AA-	Pefindo
PT Bank Pembangunan Daerah Jawa Barat dan Banten Tbk	AA-	Pefindo	AA-	Pefindo
PT Bank Mandiri (Persero) Tbk	AAA	Pefindo	AAA	Pefindo
PT Bank Mandiri Taspen (previously PT Bank Mandiri Taspen Pos)	AA	Fitch	AA	Fitch
PT Bank Negara Indonesia (Persero) Tbk	AAA	Pefindo	AAA	Pefindo
PT Bank OCBC NISP Tbk	AAA	Pefindo	AAA	Pefindo
PT Bank Pan Indonesia Tbk	AA	Pefindo	AA	Pefindo
PT Bank Rakyat Indonesia (Persero) Tbk	AAA	Pefindo	AAA	Pefindo
PT Bank Resona Perdanania	-	-	AA-	Pefindo
PT Bank BTPN Tbk	AAA	Pefindo	AAA	Pefindo
PT Bank Tabungan Negara (Persero) Tbk	AA+	Pefindo	AA+	Pefindo
PT Bank UOB Indonesia	AAA	Fitch	AAA	Fitch
PT Bussan Auto Finance	AA	Pefindo	AA	Pefindo
PT Chandra Asri Petrochemical Tbk	AA-	Pefindo	AA-	Pefindo
PT Fast food Indonesia Tbk	AA	Pefindo	AA	Pefindo
PT Federal International Finance	AAA	Pefindo	AAA	Pefindo
PT Hutama Karya (Persero)	AAA	Pefindo	AAA	Pefindo
PT Indonesia Power	AAA	Pefindo	AAA	Pefindo
PT Indosat Tbk	AAA	Pefindo	AAA	Pefindo
PT Jakarta Lingkar Baratsatu	A+	Pefindo	A+	Pefindo
PT Jasa Marga (Persero) Tbk	AA	Pefindo	AA	Pefindo
PT Kereta Api Indonesia (Persero)	AAA	Pefindo	-	-
PT Lautan Luas Tbk	A-	Pefindo	A-	Pefindo
PT Mitra Pinasthika Mustika Finance	AA	Fitch	-	-
PT Oto Multiartha	AA+	Pefindo	AA+	Pefindo
PT Pegadaian (Persero)	AAA	Pefindo	AAA	Pefindo
PT Pertamina (Persero)	BBB	S&P	BBB-	S&P
PT Perusahaan Listrik Negara (Persero)	-	-	BBB-	S&P
PT Pupuk Indonesia (Persero)	AAA	Fitch	AAA	Fitch
PT Sarana Multi Infrastruktur (Persero)	AAA	Pefindo	AAA	Pefindo
PT Sarana Multigriya Finansial (Persero)	AAA	Pefindo	-	-
PT Semen Indonesia Tbk	AA	Pefindo	-	-
PT Sumber Alfaria Trijaya Tbk	AA-	Fitch	AA-	Fitch
PT Tiphone Mobile Indonesia Tbk	BBB+	Pefindo	BBB+	Pefindo

Information on the classification and fair value of investment securities is disclosed in Note 38. Information on the maturity of investment securities is disclosed in Note 44.

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16. PREPAID EXPENSES

	2019	2018
Prepaid rent	856,582	895,496
Prepaid insurance	10,735	14,568
Others	669,163	463,927
	<u>1,536,480</u>	<u>1,373,991</u>

As of 31 December 2019 and 2018, prepaid expenses for related parties is amounting to Rp 211,012 and Rp 224,409, respectively (Note 48).

17. FIXED ASSETS

Fixed assets consisted of:

	2019					Ending balance
	Beginning balance	Additions*)	Deductions	Reclassifications	Revaluations	Ending balance
<u>Acquisition cost/ revaluation amount</u>						
Direct ownership						
Land	12,482,110	128,167	(12,670)	177,916	770,369	13,545,892
Buildings	4,948,467	34,941	(4,409)	319,137	-	5,298,136
Office furnitures, fixtures, and equipments	10,635,392	2,261,746	(1,232,619)	1,044	-	11,665,563
Motor vehicles	58,446	16,604	(11,840)	-	-	63,210
Construction in progress	1,328,213	584,551	(113,840)	(498,097)	-	1,300,827
Leased assets	162	-	(162)	-	-	-
	<u>29,452,790</u>	<u>3,026,009</u>	<u>(1,375,540)</u>	<u>-</u>	<u>770,369</u>	<u>31,873,628</u>
<u>Accumulated depreciation</u>						
Direct ownership						
Buildings	(1,774,145)	(215,371)	1,168	-	-	(1,988,348)
Office furnitures, fixtures, and equipments	(8,311,909)	(1,366,143)	677,846	-	-	(9,000,206)
Motor vehicles	(29,673)	(10,692)	7,592	-	-	(32,773)
Leased assets	(162)	-	162	-	-	-
	<u>(10,115,889)</u>	<u>(1,592,206)</u>	<u>686,768</u>	<u>-</u>	<u>-</u>	<u>(11,021,327)</u>
Net book value	<u>19,336,901</u>					<u>20,852,301</u>

*) Included in additions of fixed assets is beginning balance of new acquired Subsidiary amounting to Rp 32,827.

	2018					Ending balance
	Beginning balance	Additions	Deductions	Reclassifications	Revaluations	Ending balance
<u>Acquisition cost/ revaluation amount</u>						
Direct ownership						
Land	10,208,494	17,166	(1,049)	183,286	2,074,213	12,482,110
Buildings	4,476,275	299,163	(3,818)	176,847	-	4,948,467
Office furnitures, fixtures, and equipments	9,695,534	1,758,991	(861,003)	41,870	-	10,635,392
Motor vehicles	55,432	14,457	(11,443)	-	-	58,446
Construction in progress	1,509,473	505,086	(284,343)	(402,003)	-	1,328,213
Leased assets	4,212	-	(4,050)	-	-	162
	<u>25,949,420</u>	<u>2,594,863</u>	<u>(1,165,706)</u>	<u>-</u>	<u>2,074,213</u>	<u>29,452,790</u>
<u>Accumulated depreciation</u>						
Direct ownership						
Buildings	(1,527,640)	(247,273)	768	-	-	(1,774,145)
Office furnitures, fixtures, and equipments	(7,522,050)	(1,296,141)	506,282	-	-	(8,311,909)
Motor vehicles	(28,754)	(8,735)	7,816	-	-	(29,673)
Leased assets	(2,027)	(237)	2,102	-	-	(162)
	<u>(9,080,471)</u>	<u>(1,552,386)</u>	<u>516,968</u>	<u>-</u>	<u>-</u>	<u>(10,115,889)</u>
Net book value	<u>16,868,949</u>					<u>19,336,901</u>

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17. FIXED ASSETS (continued)

Fixed asset on construction process as of 31 December 2019 and 2018 were as follows:

	<u>2019</u>	<u>2018</u>
Land	575,412	725,223
Buildings	581,923	452,830
Others	143,492	150,160
	<u>1,300,827</u>	<u>1,328,213</u>

Estimated percentage of the asset completion as of 31 December 2019 and 2018 were at 2% - 100% and 40% - 100%, respectively.

Revaluation of fixed assets

In 2019 and 2018, the Group revalued its fixed assets in land classification using external independent appraisal, which was performed in accordance with Indonesian Valuation Standards (SPI 2013), Indonesian Appraisal Code of Conduct ("KEPI"), Bapepam-LK Regulation No. VIII.C4 regarding "Guidelines for Appraisal and Presentation of Property Appraisal Reports in the Capital Market" and prevailing rules and regulations.

In 2019, the revaluation was performed by Kantor Jasa Penilai Publik ("KJPP") Antonius Setiady & Rekan based on the appraisal report dated 30 October 2019.

In 2018, the revaluation was performed by Kantor Jasa Penilai Publik ("KJPP") Antonius Setiady & Rekan based on the appraisal report dated 27 November 2018, 3 January 2019 and 4 January 2019, respectively, KJPP Jimmy Prasetyo & Rekan based on the appraisal report dated 14 November 2018, KJPP Sudiono, Awaludin & Rekan based on the appraisal report dated 7 August 2018, and KJPP Hari Utomo & Rekan based on the appraisal report dated 14 December 2018.

The differences arising on land of revaluation for the years 2019 and 2018 were recorded as "revaluation surplus of fixed assets" and presented in other comprehensive income amounting to Rp 765,076 and Rp 2,164,251, respectively. The increase (decrease) of carrying value arising from revaluation for the years 2019 and 2018 amounting to Rp 5,293 as other operating income and Rp (90,038) as other operating expenses, respectively, were recorded in the consolidated profit or loss.

The fair value of land is determined based on market approach by comparing several comparable land transactions that either have occurred or still in sales offering stage and adjusting the differences between fair value of land appraised and the comparable data and list of land price that has been obtained. The value is also affected by the location, property rights, physical characteristic, utilisation and other comparative elements.

The fair value measurement of the land is categorised as level 2 fair value based on the inputs to the valuation technique used.

As of 31 December 2019 and 2018, the carrying value of land if the land was recorded using cost model amounting to Rp 3,827,328 and Rp 3,600,620, respectively.

As of 31 December 2019 and 2018, there were no significant difference between the fair value and carrying value of buildings or other fixed assets group.

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17. FIXED ASSETS (continued)

Other informations

As of 31 December 2019 and 2018, the Bank did not have any fixed assets pledged as collateral.

Fixed assets disposal includes sales of assets are as follows:

	<u>2019</u>	<u>2018</u>
Proceeds from sale	36,960	10,393
Net book value	(28,844)	(6,890)
Gain on sale	<u>8,116</u>	<u>3,503</u>

Depreciation charged to general and administrative expenses for the years ended 31 December 2019 and 2018 amounting to Rp 1,581,811 and Rp 1,552,386, respectively.

Gain on sale of fixed assets recognised as part of other operating income for the years ended 31 December 2019 and 2018 amounting to Rp 21,668 and Rp 7,935, respectively.

Loss on sale of fixed assets recognised as part of other operating expenses for the years ended 31 December 2019 and 2018 amounting to Rp 13,552 and Rp 4,432, respectively.

The Bank has insured its fixed assets (excluding land rights) to cover the possible losses from fire, theft and natural disaster with a total coverage of Rp 13,193,888 as of 31 December 2019, and Rp 19,001,922 as of 31 December 2018. Management believes that the insurance coverage is adequate to cover possible losses from such risks.

As of 31 December 2019 and 2018, the cost of fully depreciated fixed assets that were still in use amounting to Rp 6,925,863 and Rp 5,923,843, respectively.

As of 31 December 2019 and 2018, the Bank has no fixed assets, which were no longer used but classified as available-for-sale.

No impairment losses on fixed assets during 2019 and 2018.

18. INTANGIBLE ASSETS

	<u>2019</u>	<u>2018</u>
Software	1,945,951	1,615,310
Goodwill (Note 4)	855,830	167,625
Total intangible assets	<u>2,801,781</u>	<u>1,782,935</u>
Less: Amortisation of software	(1,424,329)	(1,103,604)
Total intangible assets - net	<u>1,377,452</u>	<u>679,331</u>

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19. OTHER ASSETS

	<u>2019</u>	<u>2018</u>
Rupiah:		
Accrued interest income	4,304,511	3,571,534
Transactions related to ATM and credit card	3,824,093	6,265,176
Foreclosed assets	1,036,258	536,754
Receivables from insurance transactions	287,556	218,062
Receivables from customer transactions	166,736	213,234
Abandoned properties	26,020	36,675
Unaccepted bills receivable	2,193	23,993
Others	3,180,764	2,202,937
	<u>12,828,131</u>	<u>13,068,365</u>
Foreign currencies:		
Accrued interest income	182,985	140,890
Unaccepted bills receivable	38,403	66,258
Receivables from insurance transactions	9,153	8,151
Transactions related to ATM and credit card	2,443	2,148
Others	90,161	86,919
	<u>323,145</u>	<u>304,366</u>
Total other assets	13,151,276	13,372,731
Less: Allowance for impairment losses	(902)	(10,401)
Total other assets - net	<u>13,150,374</u>	<u>13,362,330</u>

Receivables related to ATM and credit card transactions consist of receivables arising from ATM transactions within ATM Bersama, Prima and Link network as well as receivables from Visa and Master Card for credit card transactions.

Accrued interest income consists of interest income from the placement, marketable securities, government bonds, loans, and assets from sharia transactions.

Receivables from insurance transactions represent the Subsidiary's premium receivables from policyholders and broker, premium receivables and claim from others insurance companies and broker of closed policies, also reinsurance assets.

Receivables from customer transactions represent receivables arising from the Subsidiaries' securities trading transactions.

Unaccepted bills receivable represent unaccepted export bills receivables from customer due to export import transactions.

Others mainly consist of interoffice accounts, various form of receivables from transaction with third parties, including clearing transactions and others.

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19. OTHER ASSETS (continued)

Movement of allowance for impairment losses on other assets are as follows:

	2019	2018
Beginning balance	(10,401)	(9,966)
Reversal (addition) of allowance during the period	9,478	(415)
Exchange rate difference	21	(20)
Ending balance	(902)	(10,401)

Management believes that the allowance for impairment losses is adequate to cover any loss possibility due to uncollectible other assets.

20. DEPOSITS FROM CUSTOMERS AND OTHER BANKS

a. Deposits from customers

	2019			2018		
	Rupiah	Foreign currencies	Total	Rupiah	Foreign currencies	Total
Demand deposits:						
Related parties	717,985	125,743	843,728	781,340	81,318	862,658
Third parties	162,600,583	21,473,702	184,074,285	145,472,456	20,486,839	165,959,295
	163,318,568	21,599,445	184,918,013	146,253,796	20,568,157	166,821,953
Savings:						
Related parties	71,299	44,528	115,827	72,417	836,628	909,045
Third parties:						
Tahapan	312,099,890	-	312,099,890	286,223,426	-	286,223,426
Tapres	8,646,250	-	8,646,250	8,076,023	-	8,076,023
Tabunganku	4,157,508	-	4,157,508	3,184,609	-	3,184,609
Tahapan Xpresi	5,873,736	-	5,873,736	3,101,824	-	3,101,824
Tahapan Berjangka	1,556,601	-	1,556,601	1,345,910	-	1,345,910
Simpanan Pelajar	1,152	-	1,152	1,326	-	1,326
BCA Dollar	-	13,183,258	13,183,258	-	13,339,638	13,339,638
	332,406,436	13,227,786	345,634,222	302,005,535	14,176,266	316,181,801
Time deposits:						
Related parties	349,363	17,985	367,348	492,264	225,223	717,487
Third parties	153,765,993	14,294,492	168,060,485	132,968,872	13,121,904	146,090,776
	154,115,356	14,312,477	168,427,833	133,461,136	13,347,127	146,808,263
Total deposits from customers	649,840,360	49,139,708	698,980,068	581,720,467	48,091,550	629,812,017

b. Deposits from other banks

	2019			2018		
	Rupiah	Foreign currencies	Total	Rupiah	Foreign currencies	Total
Demand deposits	4,757,368	1,840,568	6,597,936	4,576,530	1,839,460	6,415,990
Time deposits	119,538	-	119,538	58,501	-	58,501
Interbank call money	-	-	-	20,000	-	20,000
Total deposits from other banks	4,876,906	1,840,568	6,717,474	4,655,031	1,839,460	6,494,491

As of 31 December 2019 and 2018, the Bank did not have balances of deposits from other banks from related party.

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20. DEPOSITS FROM CUSTOMERS AND OTHER BANKS (continued)

- c. The weighted average effective interest rates per annum for deposits from customers and other banks were as follows:

	2019		2018	
	Rupiah (%)	Foreign currencies (%)	Rupiah (%)	Foreign currencies (%)
Deposits from customers:				
Demand deposits	0.95	0.14	0.95	0.12
Savings	0.59	0.21	0.81	0.24
Time deposits	5.51	1.38	4.71	0.90
Deposits from other banks:				
Demand deposits	0.54	0.01	0.50	0.01
Time deposits	4.60	-	3.70	-
Interbank call money	-	-	4.59	-

- d. Time deposits based on maturity period

	2019			2018		
	Rupiah	Foreign currencies	Total	Rupiah	Foreign currencies	Total
1 month	85,478,890	11,566,241	97,045,131	74,960,850	11,669,675	86,630,525
3 months	43,263,455	1,063,354	44,326,809	40,340,656	861,507	41,202,163
6 months	15,446,808	1,247,582	16,694,390	14,623,620	264,741	14,888,361
12 months	10,045,741	435,300	10,481,041	3,594,511	551,204	4,145,715
	154,234,894	14,312,477	168,547,371	133,519,637	13,347,127	146,866,764

- e. Time deposits based on remaining period until maturity date

	2019			2018		
	Rupiah	Foreign currencies	Total	Rupiah	Foreign currencies	Total
Up to 1 month	104,221,104	12,029,297	116,250,401	90,046,824	12,096,992	102,143,816
> 1 - 3 months	33,884,550	950,181	34,834,731	29,971,918	712,196	30,684,114
> 3 - 6 months	8,130,600	1,120,450	9,251,050	11,251,851	181,676	11,433,527
> 6 - 12 months	7,998,640	212,549	8,211,189	2,249,044	356,263	2,605,307
	154,234,894	14,312,477	168,547,371	133,519,637	13,347,127	146,866,764

- f. Deposits pledged as collateral to loans granted by the Bank as of 31 December 2019 and 2018 (see Note 13) were as follows:

	2019	2018
Demand deposits	3,364,491	2,104,069
Savings	1,582,018	747,046
Time deposits	8,349,405	8,796,624
	13,295,914	11,647,739

Information on the classification and fair value of deposits from customers and other banks is disclosed in Note 38. Information on the maturity of deposits from customers and other banks is disclosed in Note 44.

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21. INCOME TAX

a. Prepaid tax

	<u>2019</u>	<u>2018</u>
Bank	5,637	5,235
Subsidiaries	1,408	1,428
	<u>7,045</u>	<u>6,663</u>

b. Tax payable

	<u>2019</u>	<u>2018</u>
<u>Current tax payable</u>		
Bank:		
Company tax payable - Article 25/29	1,001,518	672,193
Subsidiaries:		
Company tax payable - Article 25/29	33,532	70,452
Total current tax payable	<u>1,035,050</u>	<u>742,645</u>
<u>Other tax payable</u>		
Bank:		
Income tax		
Article 21	139,837	129,174
Article 23	230,187	234,369
Article 26	122,300	1,336
Others	60,385	16,843
Total Bank	<u>552,709</u>	<u>381,722</u>
Subsidiaries	47,710	40,969
Total other tax payable	<u>600,419</u>	<u>422,691</u>
	<u>1,635,469</u>	<u>1,165,336</u>

c. Tax expenses

	<u>2019</u>	<u>2018</u>
Current tax:		
Current year		
Bank	7,562,007	6,005,115
Subsidiaries	641,179	604,281
	<u>8,203,186</u>	<u>6,609,396</u>
Deferred tax:		
Origination of temporary differences		
Bank	(471,106)	225,255
Subsidiaries	(13,056)	19,753
	<u>(484,162)</u>	<u>245,008</u>
	<u>7,719,024</u>	<u>6,854,404</u>

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21. INCOME TAX (continued)

d. In accordance with Article 2 of Government Regulation No. 56 Year 2015 regarding the Guidelines on the Implementation and Supervision on the Tariff Reduction for Domestic Tax Payers in the form of Public Companies, signed by the President of Republic Indonesia on 3 August 2015, tax payers can receive a reduction of 5% (five percent) lower than income tax rate for a domestic tax payer as stipulated by Tax Law, if the company fulfills the following criteria:

1. The public owned 40% (forty percent) or more of the total paid up shares and those shares are owned by at least 300 (three hundred) parties.
2. Each party can only own less than 5% (five percent) of total paid-up shares.
3. The tax payer should fulfill the above mentioned criteria at least within 6 (six) months (183 (one hundred and eighty three) calendar days) in 1 (one) fiscal year.

The tax payers should attach the declaration letter from Securities Administration Agency ("Biro Administrasi Efek") to the annual income tax return of the tax payers with the form X.H.1-2 as provided in Decision Letter of the Chairman of Capital Market and Financial Institution Supervisory Agency ("Bapepam-LK") No. KEP-669/BL/2012 dated 13 December 2012 for the respective fiscal year.

On 6 January 2020 and 7 January 2019, the Bank received a declaration letter from the Securities Administration Agency for the fulfillment of the above criteria for fiscal year 2019 and 2018, respectively.

e. The reconciliation of consolidated accounting income before tax and taxable income of the Bank was as follows:

	<u>2019</u>	<u>2018</u>
Consolidated accounting income before tax	36,288,998	32,706,064
Elimination	685,893	612,792
Before elimination	36,974,891	33,318,856
Subsidiary's accounting income before tax	(2,620,078)	(2,385,941)
Accounting income before tax - Bank only	<u>34,354,813</u>	<u>30,932,915</u>

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21. INCOME TAX (continued)

- e. The reconciliation of consolidated accounting income before tax and taxable income of the Bank was as follows: (continued)

	<u>2019</u>	<u>2018</u>
Accounting income before tax - Bank only (Brought forward)	34,354,813	30,932,915
Permanent differences:		
Employees' welfare	197,652	171,252
Rent income	(40,439)	(37,987)
Dividends from Subsidiaries	(637,286)	(578,536)
Interest income from off-shore government bonds	(84,666)	(86,924)
Other expense/(income) which cannot be deducted for tax calculation purposes - net	102,236	(90,051)
	<u>(462,503)</u>	<u>(622,246)</u>
Temporary differences:		
Post-employment benefits obligation	1,202,812	295,558
Impairment losses on financial assets	1,643,900	(1,431,326)
Impairment losses on non-financial assets	62,977	(181)
Accrued employees' benefits	848,372	585,499
Unrealised losses (gains) of trading and available-for-sale investment securities and placements with other banks	29,929	824
Others	129,731	264,532
	<u>3,917,721</u>	<u>(285,094)</u>
Taxable income	<u>37,810,031</u>	<u>30,025,575</u>

- f. The reconciliation between consolidated accounting income before tax multiplied by the maximum tax rate and income tax expense was as follows:

	<u>2019</u>	<u>2018</u>
Consolidated accounting income before tax	36,288,998	32,706,064
Maximum tax rate	25%	25%
	9,072,250	8,176,516
Permanent differences at 25% - Bank	(115,626)	(155,562)
Permanent differences at 25% - Subsidiaries	144,576	180,747
	9,101,200	8,201,701
Adjustment of corporate income tax rate - Bank (Note 21d)	(1,694,615)	(1,515,533)
Adjustment of deferred tax rate	312,439	168,236
Income tax expense - consolidated	<u>7,719,024</u>	<u>6,854,404</u>

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21. INCOME TAX (continued)

g. The calculation of current tax and income tax payable were as follows:

	<u>2019</u>	<u>2018</u>
Taxable income:		
Bank	37,810,031	30,025,575
Subsidiaries	2,564,716	2,417,124
	<u>40,374,747</u>	<u>32,442,699</u>
Current tax:		
Bank	7,562,007	6,005,115
Subsidiaries	641,179	604,281
	<u>8,203,186</u>	<u>6,609,396</u>
Prepaid taxes:		
Bank	(6,560,489)	(5,332,922)
Subsidiaries	(607,647)	(533,829)
	<u>(7,168,136)</u>	<u>(5,866,751)</u>
Income tax payable:		
Bank	1,001,518	672,193
Subsidiaries	33,532	70,452
	<u>1,035,050</u>	<u>742,645</u>

Annual corporate income tax return for fiscal year 2019 has yet been submitted. Taxable income results from above reconciliation is the basis in filling the Bank's Annual Tax Return ("SPT") of Corporate Income Tax for the year ended 31 December 2019.

The calculations of income tax for the year ended 31 December 2018 conform to the Bank's Annual Tax Returns ("SPT").

h. The significant items of deferred tax assets and liabilities as of 31 December 2019 and 2018 were as follows:

	<u>2018</u>	<u>Recognised in current year profit or loss^{*)}</u>	<u>Recognised in current year other comprehensive income</u>	<u>2019</u>
Parent entity - Bank:				
Post-employment benefits obligations	623,858	161,619	-	785,477
Allowance for impairment losses of financial assets	1,323,220	103,798	-	1,427,018
Allowance for impairment losses of non-financial assets	6	12,590	-	12,596
Accrued employees' benefits	190,647	159,394	-	350,041
Unrealised loss on available-for-sale investment securities and placements with other banks	32,588	-	(513,386)	(480,798)
Remeasurements of defined benefit liability	714,391	-	71,418	785,809
Unrealised gain from financial assets held for trading	(12,518)	7,759	-	(4,759)
Others	52,906	25,946	-	78,852
Deferred tax assets - net	<u>2,925,098</u>	<u>471,106</u>	<u>(441,968)</u>	<u>2,954,236</u>

*) Included in recognised in current year profit or loss balance is beginning balance of new acquired Subsidiary amounting to Rp 1,600.

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21. INCOME TAX (continued)

h. The significant items of deferred tax assets and liabilities as of 31 December 2019 and 2018 were as follows: (continued)

	2018	Recognised in current year profit or loss ^{*)}	Recognised in current year other comprehensive income	2019
Deferred tax assets - net (brought forward)	2,925,098	471,106	(441,968)	2,954,236
Subsidiary:				
PT BCA Finance	34,263	5,101	(5,121)	34,243
PT BCA Sekuritas	2,783	775	46	3,604
PT Bank BCA Syariah	13,316	4,974	79	18,369
PT Asuransi Umum BCA	44,917	11,029	(38)	55,908
PT BCA Multi Finance (previously PT Central Santosa Finance)	120,566	(8,105)	3,108	115,569
PT Central Capital Ventura	2,413	624	8	3,045
PT Asuransi Jiwa BCA	4,310	258	(5,252)	(684)
Deferred tax assets - net	222,568	14,656	(7,170)	230,054
Total deferred tax assets - net	3,147,666	485,762	(449,138)	3,184,290

*) Included in recognised in current year profit or loss balance is beginning balance of new acquired Subsidiary amounting to Rp 1,600.

	2017	Recognised in current year profit or loss	Recognised in current year other comprehensive income	2018
Parent entity - Bank:				
Post-employment benefits obligations	607,255	16,603	-	623,858
Allowance for impairment losses of financial assets	1,729,999	(406,779)	-	1,323,220
Allowance for impairment losses of non-financial assets	674	(668)	-	6
Accrued employees' benefits	79,083	111,564	-	190,647
Unrealised loss on available-for-sale investment securities and placements with other banks	(419,935)	-	452,523	32,588
Remeasurements of defined benefit liability	983,593	-	(269,202)	714,391
Unrealised gain from financial assets held for trading	(13,637)	1,119	-	(12,518)
Others	-	52,906	-	52,906
Deferred tax assets - net	2,967,032	(225,255)	183,321	2,925,098
Subsidiary:				
PT BCA Finance	34,283	2,086	(2,106)	34,263
PT BCA Sekuritas	3,523	(317)	(423)	2,783
PT Bank BCA Syariah	13,639	6,482	(6,805)	13,316
PT Asuransi Umum BCA	34,934	9,551	432	44,917
PT Central Santosa Finance	121,817	3,838	(5,089)	120,566
PT Central Capital Ventura	-	2,431	(18)	2,413
PT Asuransi Jiwa BCA	44,013	(43,134)	3,431	4,310
Deferred tax assets - net	252,209	(19,063)	(10,578)	222,568
Total deferred tax assets - net	3,219,241	(244,318)	172,743	3,147,666

Included in total deferred tax asset and liability of the Group were deferred tax asset and liability arising from unrealised (loss) gain from change in fair value of available-for-sale investment securities (see Note 15) amounting to Rp (477,627) and Rp (5,975) as of 31 December 2019, and Rp 31,814 and Rp (656) as of 31 December 2018. Moreover, included in total deferred tax asset of the Bank was deferred tax asset arising from unrealised (loss) gain from change in fair value of available-for-sale placements with Bank Indonesia and other banks (see Note 8) amounting to Rp (3,171) and Rp 774 as of 31 December 2019 and 2018, respectively.

Management believes that total deferred tax assets arising from temporary differences are probable to be realised in the future years.

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21. INCOME TAX (continued)

- i. Under the taxation laws of Indonesia, the Group in Indonesia calculate, pay and report individual company tax return (submission of consolidated income tax computation is not allowed) on the basis of self-assessment. The tax authorities may assess or amend taxes within the statute of limitations, under prevailing regulations.
- j. The Group tax positions may be challenged by the tax authorities. Management vigorously defends the Group tax positions which are believed to be grounded on sound technical basis, in compliance with the tax regulations. Accordingly, management believes that the accruals for tax liabilities are adequate for all open tax years based on the assessment of various factors, including interpretations of tax law, other tax provisions and prior experience. This assessment relies on estimates and assumptions and may involve judgement about future events. New information may become available that causes management to change its judgement regarding the adequacy of existing tax liabilities. Such changes to tax liabilities will impact tax expense in the period in which such determination is made.
- k. Other Information

Fiscal Year 2016

On 18 July 2017, the Bank received tax audit result notice for fiscal year 2016. For the tax examination for fiscal year 2016, Directorate General of Taxation (DGT) through Tax Assessment Letter ("SKP") and Tax Collection Letter ("STP") dated 11 July 2019, has determined shortfall of tax payment with detail as follows:

- a. Income tax (including Corporate Income Tax) amounting to Rp 1,591 billion.
- b. Value Added Tax (VAT) amounting to Rp 63 billion.

The Bank has not filed objection on tax finding amounting to Rp 185 billion and has been paid on 9 August 2019.

Management believes that objection filed by the Bank has been in accordance with applicable tax regulations.

On 10 October 2019, the Bank filed an appeal of SKP through letter No. 556/DIR/2019 to 568/DIR/2019. To fulfill the requirement of tax appealing, Bank has paid amounting to Rp 6 billion and Rp 546 billion to State Treasury on 9 August 2019 and 9 October 2019, and recorded as other assets as at 31 December 2019.

Fiscal Year 2017

On 27 November 2018, the Bank received tax audit result notice for fiscal year 2017. Up to the report date, the tax audit for fiscal year 2017 is still on going.

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22. DEBT SECURITIES ISSUED

As of 31 December 2019 and 2018, the outstanding balance of bonds payable related to bonds issued were as follows:

	<u>2019</u>	<u>2018</u>
Nominal value:		
BCA Finance Continuous Bonds II Phase II	-	240,000
BCA Finance Continuous Bonds III Phase I	1,355,000	-
	<u>1,355,000</u>	<u>240,000</u>
Less:		
Deferred bonds issuance costs - net	(7,477)	(265)
Total - net	<u>1,347,523</u>	<u>239,735</u>
Amortisation of bonds issuance costs charged to profit or loss	<u>1,224</u>	<u>1,237</u>

As at 31 December 2019, the Subsidiary has bonds payable that will be matured within 12 (twelve) months amounting to Rp 762,000 (2018: Rp 240,000).

BCA Finance Continuous Bonds II - Phase II Year 2016

BCA Finance Continuous Bonds II - Phase II were offered at nominal value. Interest will be paid on a quarterly basis based on interest payment due date. The first interest payment was made on 21 September 2016 and the final interest payment will be with the repayment of the principal of each series of bonds.

The Subsidiary entered into a Trusteeship Agreement with PT Bank Mega Tbk (acts as the Bond's Trustee) for BCA Finance Continuous Bonds II - Phase II Year 2016 based on the Trusteeship Agreement No. 41 dated 6 June 2016 which was made before Satria Amiputra A., S.E., Ak., S.H., M.M., M.Ak., M.Ec.Dev, M.H., M.Kn., Notary in Jakarta.

BCA Finance Continuous Bonds II - Phase II Series A and Series B were repaid on 1 July 2017 and 20 June 2019, respectively.

As of 31 December 2018, BCA Finance Continuous Bonds II - Phase II Series B was rated at idAAA by Pefindo and AAA (idn) by Fitch.

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22. DEBT SECURITIES ISSUED (continued)**BCA Finance Continuous Bonds III - Phase I Year 2019**

BCA Finance Continuous Bonds III - Phase I were offered at nominal value. Interest will be paid on a quarterly basis based on interest payment due date. The first interest payment was made on 5 February 2020 and the final interest payment will be with the repayment of the principal of each series of bonds.

The Subsidiary entered into a Trusteeship Agreement with PT Bank Rakyat Indonesia (Persero) Tbk (acts as the Bond's Trustee) for BCA Finance Continuous Bonds III - Phase I Year 2019 based on the Trusteeship Agreement No. 14 dated 12 August 2019 which was made before Fathiah Helmi, SH., Notary in Jakarta.

As of 31 December 2019, BCA Finance Continuous Bonds III - Phase I were rated at idAAA by Pefindo and AAA(idn) by Fitch.

The Trusteeship Agreement provides several negative covenants that should be complied by the Subsidiary that, among others, prior to the repayment of the bonds payable, the Subsidiary, without the written consent from the Trustee, is not allowed to transfer, pledge and/or mortgage over all or any of the present or future assets of the Subsidiary, merge and/or amalgamate, take over business, make changes in the articles of association regarding the changes of the purpose and objective in the Subsidiary's business, and grant any credit or make investment in other parties other than in the ordinary course of the business.

Total principal and interest of bonds have been paid in accordance with the respective bonds' maturity date.

As of 31 December 2019 and 2018, the Subsidiary was in compliance with covenants in relation to the bonds payable agreements and complied with all the requirements mentioned in Trusteeship Agreement.

All of the Subsidiary's continuous bonds III - Phase I year 2019 are not be guaranteed with specific collateral, but rather with all the Subsidiary's assets.

All of the Subsidiary's bonds payable are collateralised by the fiduciary transfer of consumer financing receivables amounting to Rp 126,125 (see Note 14) as of 31 December 2018.

Information on the classification and fair value of debt securities issued is disclosed in Note 38. Information on the maturity of debt securities issued is disclosed in Note 44.

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23. BORROWINGS

Borrowings received by the Group were as follows:

	2019	2018
(1) Liquidity loans from Bank Indonesia, Rupiah: Agriculture loans (<i>Kredit Usaha Tani</i> "KUT"), due date between 13 March 2000 up to 22 September 2000, in the process of closing the agreement	577	577
(2) Borrowings from other banks: Rupiah:		
PT Bank Mandiri (Persero) Tbk	775,000	920,000
PT Bank Mizuho Indonesia	325,000	-
PT Bank Danamon Indonesia Tbk	250,000	-
PT Bank DKI	250,000	200,000
PT Bank Ina Perdana Tbk	225,000	175,000
PT Bank Victoria International Tbk	200,000	300,000
PT Bank Nationalnobu Tbk	140,000	50,000
PT Bank Pan Indonesia Tbk	71,268	206,734
PT Bank Index Selindo	15,000	-
PT Bank KEB Hana Indonesia (previously PT Bank Hana)	11,228	24,411
PT Bank Oke Indonesia Tbk (previously PT Bank Dinar Indonesia Tbk)	-	72,500
Foreign currencies:		
Malayan Banking Berhad Co. - Singapore	69,399	-
United Overseas Bank - Hongkong	-	71,922
	2,331,895	2,020,567
(3) Others:		
Foreign currencies	398	72,331
	398	72,331
Total borrowings	2,332,870	2,093,475

The weighted average effective interest rates per annum for borrowings were as follows:

	2019	2018
Rupiah	6.57%	7.15%
Foreign currencies	2.88%	2.51%

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23. BORROWINGS (continued)

(1) Rupiah liquidity loans from Bank Indonesia

Rupiah liquidity loans from Bank Indonesia represent credit facility obtained by the Bank as a national private bank in Indonesia, to be distributed to qualified Indonesian debtors under the loan facility program.

(2) Borrowings from other banks

Represent working capital loans of Subsidiaries. The details of borrowing facilities received as of 31 December 2019 and 2018 were as follows:

Bank	Total facility		Maturity date of facility	
	2019	2018	2019	2018
Rupiah:				
PT Bank BTPN Tbk ^{*)}	800,000	800,000	29-May-2020	31-May-2019
PT Bank Danamon Indonesia Tbk	300,000	-	24-Sep-2020	-
PT Bank DBS Indonesia ^{**)}	100,000	100,000	31-May-2020	31-May-2019
PT Bank DKI	-	100,000	-	16-Jun-2019
	500,000	500,000	24-Sep-2020	27-Sep-2019
PT Bank Ina Perdana Tbk	225,000	175,000	21-Dec-2020	21-Dec-2019
PT Bank Index Selindo	50,000	-	26-Dec-2022	-
PT Bank KEB Hana Indonesia (previously PT Bank Hana)	200,000	200,000	30-Apr-2021	30-Apr-2021
PT Bank Mandiri (Persero) Tbk	1,000,000	1,000,000	24-May-2020	25-May-2019
PT Bank Mizuho Indonesia ^{**)}	500,000	500,000	22-Nov-2020	22-Nov-2019
PT Bank Nationalnobu Tbk	140,000	100,000	24-Feb-2020	24-Feb-2019
	40,000	40,000	31-Mar-2020	31-Mar-2019
PT Bank Oke Indonesia Tbk (previously PT Bank Dinar Indonesia Tbk)	72,500	72,500	29-Mar-2020	30-Mar-2019
PT Bank Pan Indonesia Tbk	300,000	-	11-May-2023	-
	300,000	300,000	28-Feb-2020	28-Feb-2020
	400,000	400,000	26-Oct-2020	26-Oct-2020
PT Bank UOB Indonesia ^{**)}	550,000	650,000	21-Jul-2020	21-Jul-2019
PT Bank Victoria International Tbk	400,000	300,000	14-Jan-2021	09-Jun-2019
	100,000	200,000	27-Jun-2020	27-Jun-2019
Foreign currencies (full amount):				
Citibank, N.A. - Indonesian Branch ^{**)}	USD 60,000,000	USD 60,000,000	20-Mar-2020	20-Mar-2019
Malayan Banking Berhad Co. - Singapore	USD 5,000,000	-	03-Jan-2020	-
MUFG Bank, Ltd. - Indonesian Branch ^{**)}	USD 60,000,000	USD 60,000,000	14-Sep-2019 ^{*)}	14-Sep-2019
United Overseas Bank Limited Co. - Hongkong	-	USD 5,000,000	-	30-Aug-2019

^{*)} In extension process

^{**)} Available to be withdrawn in US Dollar/Rupiah

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23. BORROWINGS (continued)

(2) Borrowings from other banks (continued)

As of 31 December 2019 and 2018, these bank loans were secured by consumer financing receivables amounting to Rp 1,178,714 and Rp 1,671,021 (see Note 14).

All loan agreements above are include certain covenants which are normally required for such credit facilities, such as limitations to initiate merger or consolidation with other parties, obtain loans from other parties except loans obtained in the normal course of business, or changes its capital structure and/or Articles of Association without notification to/prior written approval from the creditors and maintenance of certain agreed financial ratios.

The required financial ratios was as follows:

	2019		2018	
	Requirement	Fulfillment	Requirement	Fulfillment
1. Debt to Equity	Maximum 10 times	< 1 time	Maximum 10 times	< 1 time
2. Receivable to Total Assets	Minimum 40%	88.49%	Minimum 40%	83.03%
3. Current ratio	Minimum 1.1 times	1.75 times	Minimum 1.1 times	1.68 times
4. Non performing loans (NPL)	Maximum 5%	2.79%	Maximum 5%	3.52%
		of total receivables		of total receivables

The range of contractual interest rates for borrowings from other banks was as follows:

	2019	2018
Rupiah	5.45% - 9.60%	4.79% - 11.25%
Foreign currencies	1.99% - 3.25%	1.85% - 3.52%

(3) Others

As of 31 December 2018, BCA Finance Limited, Subsidiary, received a Banker's Acceptance Funding amounting to Rp 71,922 (USD 5,000,000 in full amount) from Wells Fargo Bank, Miami, which will mature on 14 January 2019. This loan is collateralised by export and import transaction documents and bears interest rate at 2.97%. This borrowing has been paid off by BCA Finance Limited, Subsidiary, at its maturity date.

Information on the classification and fair value of borrowings is disclosed in Note 38. Information on the maturity of borrowings is disclosed in Note 44.

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24. ACCRUALS AND OTHER LIABILITIES

	<u>2019</u>	<u>2018</u>
Rupiah:		
Liabilities related to ATM and credit card transactions	2,697,038	5,124,346
Unearned revenue	2,007,510	1,910,087
Liabilities to policyholders	1,420,687	1,084,057
Electronic money	800,108	668,840
Customers transfer transactions	772,759	755,392
Accrued interest expenses	434,749	403,717
Security deposits	119,182	121,983
Liabilities from customer transactions	115,636	40,414
Liabilities from insurance transactions	38,746	17,673
Others	4,839,973	4,191,124
	<u>13,246,388</u>	<u>14,317,633</u>
Foreign currencies:		
Customers transfer transactions	530,475	398,209
Unearned revenue	88,896	111,810
Security deposits	69,515	53,782
Accrued interest expenses	35,156	33,331
Liabilities from insurance transactions	4,826	6,480
Others	47,113	104,577
	<u>775,981</u>	<u>708,189</u>
Total accruals and other liabilities	<u>14,022,369</u>	<u>15,025,822</u>

Liabilities related to ATM and credit card transactions consist of liabilities on ATM transactions within ATM Bersama, Prima and Link, and liabilities to Visa and Master Card for credit card transactions.

Unearned revenue consists of income from credit card commission.

Liabilities to policyholders represent liabilities of subsidiary for long-term insurance contract, liability for future policy benefits, unearned premium reserves and estimated claim.

Accrued interest expenses consist of accrued interest from deposits from customers and other banks, derivatives, borrowings, debt securities issued, securities sold under repurchase agreement and subordinated obligation.

The guarantee deposit is a guarantee of cash deposited by customers from export-import transaction and issuance of bank guarantees.

Liabilities from customer transactions represent liabilities of subsidiary for trading securities transactions, which consist of liabilities to PT Kliring Penjaminan Efek Indonesia (KPEI) related to purchase of securities transactions and deposits rendered by Subsidiary, and liabilities from customer transactions related to selling of securities transactions that will be matured in a short period, usually in 2 (two) days from date of trading.

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24. ACCRUALS AND OTHER LIABILITIES (continued)

Electronic money represent liabilities of the Bank from cash deposited by customers electronically and not considered as deposits as stipulated in banking laws.

Liabilities from insurance transactions was liabilities of subsidiary for reinsurance payables, coinsurance payable and claim in process.

Others mainly consist of interoffice accounts, deposit and unsettled transactions.

25. SUBORDINATED BONDS

	<u>2019</u>	<u>2018</u>
Bank Central Asia Continuous Subordinated Bonds I Phase I Year 2018	500,000	500,000
Total subordinated bonds	<u>500,000</u>	<u>500,000</u>
Amortisation of bonds issuance costs charged to profit or loss	-	4,655

The details of subordinated bonds were as follows:

<u>Instruments</u>	<u>Effective and issued date</u>	<u>Approval</u>	<u>Principal amount</u>	<u>Terms</u>	<u>Maturity date</u>	<u>Interest rate</u>
Bank Central Asia Continuous Subordinated Bonds I Phase I Year 2018 - Series A	Effective date 26 June 2018 Issued date 5 July 2018	No: S-03825/ BEI.PP2/07-2018	Rp 435,000	7 Years	5 July 2025	7.75%
Bank Central Asia Continuous Subordinated Bonds I Phase I Year 2018 - Series B	Effective date 26 June 2018 Issued date 5 July 2018	No: S-03825/ BEI.PP2/07-2018	Rp 65,000	12 Years	5 July 2030	8.00%

Interest of Bank Central Asia Continuous Subordinated Bonds I Phase I Year 2018 - Series A and B are paid quarterly since the issuance date, with no option of accelerating the Subordinated Bonds interest payment. The first payment of interest was due on 5 October 2018. Bank Central Asia Continuous Subordinated Bonds I Phase I Year 2018 - Series A and B can be calculated as supplementary capital (tier 2) based on OJK Regulation No. 11/POJK.03/2016 and to increase collection structure of long term funding. The proceeds from issuance of Bank Central Asia Continuous Subordinated Bonds I Phase I Year 2018 - Series A and B will be used to grow the Bank's business, especially for credit expansion.

The trustee of the above subordinated bonds is PT Bank Rakyat Indonesia (Persero) Tbk, a third party.

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25. SUBORDINATED BONDS (continued)

The rating of this bonds based on PT Pemeringkat Efek Indonesia (PT Pefindo) rating is as follows:

Description	Rating	2019	Rating	2018
		Rating Period		Rating Period
Bank Central Asia Continuous Subordinated Bonds I Phase I Year 2018	idAA	6 March 2019 - 1 March 2020	idAA	13 March 2018 - 1 March 2019

The Trusteeship Agreement provides several negative covenants that should be complied by the Bank among others, prior to the repayment of the bonds payable, without the written consent from the Trustee, the Bank is not allowed to:

- Pledge majority or all of the Bank's present or future income or assets outside Bank's main business, except if the actions are performed to meet regulatory requirements or related with short term liquidity borrowing or related with the Bank's option for recovery plan;
- Change the Bank main business;
- Reduce authorised capital and paid-up capital unless if it is performed based on Government of Indonesia or authority order (include but not limited to BI, OJK, the Indonesia Finance Ministry and/or other authorities in Indonesian Banking Restructuring Agency ("IBRA") in accordance with the prevailing laws; and
- Merger or consolidation with other companies which cause dilution of the Bank.

As of 31 December 2019 and 2018, the Bank was in compliance with the aforementioned covenants in relation to the issued subordinated debts agreements. Payments of interest had been done on a timely basis.

26. SHARE CAPITAL

The composition of the Bank's share capital as of 31 December 2019 and 2018 (after stock split, see Note 1c) were as follows:

	2019		2018	
	Number of shares	Total par value	Number of shares	Total par value
Authorised capital at par value Rp 62.50 (full amount) per share	88,000,000,000	5,500,000	88,000,000,000	5,500,000
Unissued	(63,344,990,000)	(3,959,062)	(63,344,990,000)	(3,959,062)
Outstanding shares (issued and fully paid)	24,655,010,000	1,540,938	24,655,010,000	1,540,938

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26. SHARE CAPITAL (continued)

The composition of shareholders as of 31 December 2019 and 2018 were as follows:

	2019		
	Number of shares	Total par value	%
PT Dwimuria Investama Andalan ^{*)}	13,545,990,000	846,624	54.94
Anthoni Salim	434,079,976	27,130	1.76
Commissioners:			
Djohan Emir Setijoso	22,147,163	1,384	0.09
Tonny Kusnadi	1,175,285	74	0.01
Directors:			
Jahja Setiaatmadja	8,007,628	501	0.03
Armand W. Hartono	851,213	53	0.00
Suwignyo Budiman	7,475,051	467	0.03
Subur Tan	2,773,326	173	0.01
Henry Koenafi	1,041,883	65	0.01
Erwan Yuris Ang	1,251,720	78	0.01
Rudy Susanto	480,926	30	0.00
Lianawaty Suwono	183,694	12	0.00
Santoso	237,324	15	0.00
Inawaty Handoyo	163,374	10	0.00
Vera Eve Lim	57,348	4	0.00
Public shareholders ^{**)}	10,629,094,089	664,318	43.11
	24,655,010,000	1,540,938	100.00

*) The shareholders of PT Dwimuria Investama Andalan are Mr. Robert Budi Hartono and Mr. Bambang Hartono, therefore the ultimate shareholders of the Bank are Mr. Robert Budi Hartono and Mr. Bambang Hartono.

**) In the composition of shares held by the public, there was 2.49% shares owned by parties affiliated with PT Dwimuria Investama Andalan.

	2018		
	Number of shares	Total par value	%
PT Dwimuria Investama Andalan ^{*)}	13,545,990,000	846,624	54.94
Anthoni Salim	434,079,976	27,130	1.76
Commissioners:			
Djohan Emir Setijoso	23,100,481	1,444	0.09
Tonny Kusnadi	1,137,939	71	0.01
Directors:			
Jahja Setiaatmadja	8,103,902	506	0.03
Eugene Keith Galbraith	1,581,879	99	0.01
Armand W. Hartono	851,213	53	0.00
Suwignyo Budiman	7,407,206	463	0.03
Subur Tan	2,705,481	169	0.01
Henry Koenafi	957,138	60	0.00
Erwan Yuris Ang	1,191,967	75	0.01
Rudy Susanto	416,193	26	0.00
Lianawaty Suwono	126,279	8	0.00
Santoso	171,140	11	0.00
Inawaty Handoyo	102,667	6	0.00
Vera Eve Lim	17,000	1	0.00
Public shareholders ^{**)}	10,627,069,539	664,192	43.11
	24,655,010,000	1,540,938	100.00

*) The shareholders of PT Dwimuria Investama Andalan are Mr. Robert Budi Hartono and Mr. Bambang Hartono, therefore the ultimate shareholders of the Bank are Mr. Robert Budi Hartono and Mr. Bambang Hartono.

**) In the composition of shares held by the public, there was 2.49% shares owned by parties affiliated with PT Dwimuria Investama Andalan.

27. ADDITIONAL PAID-IN CAPITAL

Additional paid-in capital as of 31 December 2019 and 2018 consists of:

	2019	2018
Additional paid-in capital from share capital payments	29,453,007	29,453,007
Elimination of accumulated loss through quasi-reorganisation on 31 October 2000 ^{*)}	(25,853,162)	(25,853,162)
Additional paid-in capital from the exercise of stock options	296,088	296,088
Additional paid-in capital from treasury stock transactions (Note 1c)	1,815,435	1,815,435
Difference in values from business combination transaction of entities under common control (Note 2e)	(162,391)	(162,391)
	5,548,977	5,548,977

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27. ADDITIONAL PAID-IN CAPITAL (continued)

- *) On 31 October 2000, the Bank adopted SFAS No. 51, "Accounting for Quasi-Reorganisation" to achieve a "fresh start" reporting. Fresh start reporting requires the revaluation of all its assets and liabilities recorded by using the fair value and elimination of its accumulated deficit. Pursuant to the implementation of quasi-reorganisation, the Bank's accumulated losses as of 31 October 2000 amounted to Rp 25,853,162 had been eliminated against the additional paid-in capital. The implementation of quasi-reorganisation had been approved by Bank Indonesia through its Letter No. 3/165/DPwB2/IDWB2 dated 21 February 2001 and by the shareholders in their Extraordinary General Meeting of Shareholders on 12 April 2001 (the minutes of meeting prepared by Notary Public Hendra Karyadi, S.H., in Notary Deed No. 25).

28. COMMITMENTS AND CONTINGENCIES

As of 31 December 2019 and 2018, the Group commitments and contingencies were as follows:

Type of Currencies	2019		2018	
	Amount in foreign currencies ^{*)}	Rupiah equivalent	Amount in foreign currencies ^{*)}	Rupiah equivalent
Commitments				
<u>Committed receivables:</u>				
Borrowing facilities received and unused				
Rupiah		3,023,194		2,595,000
USD	120,000,000	1,665,900	120,000,000	1,725,600
Others, USD equivalent	399,922	5,552	-	-
		<u>4,694,646</u>		<u>4,320,600</u>
<u>Committed liabilities:</u>				
Unused credit facilities to customers - committed				
Rupiah		144,251,023		136,926,268
USD	585,683,844	8,130,756	594,607,585	8,550,457
Others, USD equivalent	16,019,074	222,385	8,541,891	122,832
		<u>152,604,164</u>		<u>145,599,557</u>
Unused credit facilities to other banks - committed				
Rupiah		2,455,331		1,260,022
		<u>2,455,331</u>		<u>1,260,022</u>
Irrevocable Letters of Credit facilities to customers				
Rupiah		1,939,571		2,688,503
USD	346,560,926	4,811,132	406,756,872	5,849,164
Others, USD equivalent	132,556,292	1,840,213	127,141,605	1,828,296
		<u>8,590,916</u>		<u>10,365,963</u>
		<u>163,650,411</u>		<u>157,225,542</u>

*) Total in full amount.

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28. COMMITMENTS AND CONTINGENCIES (continued)

As of 31 December 2019 and 2018, the Group commitments and contingencies were as follows:
(continued)

	Type of Currencies	2019		2018	
		Amount in foreign currencies ^{*)}	Rupiah equivalent	Amount in foreign currencies ^{*)}	Rupiah equivalent
Contingencies					
<u>Contingent receivables:</u>					
Bank guarantees received	Rupiah		623,876		549,426
			623,876		549,426
Interest receivable on non-performing assets	Rupiah		442,893		384,046
	USD	2,292,264	31,822	571,000	8,211
	Others, USD equivalent	180,425	2,505	-	-
			477,220		392,257
			1,101,096		941,683
<u>Contingent liabilities:</u>					
Bank guarantee issued to customers	Rupiah		13,715,024		12,566,770
	USD	139,732,825	1,939,841	180,778,819	2,599,599
	Others, USD equivalent	5,938,961	82,447	5,202,550	74,813
			15,737,312		15,241,182
Others	Rupiah		78		-
			78		-
			15,737,390		15,241,182

^{*)} Total in full amount.

Additional information

As of 31 December 2019 and 2018, the Group had unused credit facilities to customers - uncommitted amounting to Rp 63,355,677 and Rp 55,587,325, respectively.

As of 31 December 2019 and 2018, the Group had unused credit facilities to other Banks - uncommitted amounting to Rp 1,861 and Rp 2,353, respectively.

The Bank is a party to various unresolved legal actions, administrative proceedings, and claims in the ordinary course of its business. It is not possible to predict with certainty whether or not the Bank will be successful in any of these legal matters or, if not, what the impact might be. However, the Bank's management does not expect that the results in any of these proceedings will have a material adverse effect on the Bank's results of operations, financial position or liquidity.

Commitments and contingencies from related parties are disclosed in Note 48.

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29. INTEREST AND SHARIA INCOME

Interest and sharia income consist of:

	2019	2018
<u>Interest income</u>		
Loan receivable	49,583,414	43,519,187
Investment securities	7,116,277	6,629,504
Consumer financing and investment in finance leases	2,953,510	3,016,494
Placements with Bank Indonesia and other banks	1,321,761	940,923
Securities purchased under agreements to resell	1,255,466	970,338
Bills receivable	433,535	533,588
Others	551,390	571,925
	<u>63,215,353</u>	<u>56,181,959</u>
<u>Sharia income</u>		
Sharia profit sharing	622,442	584,841
	<u>622,442</u>	<u>584,841</u>
Total interest and sharia income	<u>63,837,795</u>	<u>56,766,800</u>

Included in interest income from loans receivable and investment securities were interest from the effect of discounting (unwinding interest) of impaired financial assets for the year ended 31 December 2019 amounting to Rp 72,189 and Rp nil, respectively (2018: Rp (28,951) and Rp nil).

Interest income from loans receivable to related parties is disclosed in Note 48.

30. INTEREST AND SHARIA EXPENSES

Interest and sharia expenses consist of:

	2019	2018
<u>Interest expenses</u>		
Deposits from customers	11,405,559	9,680,798
Guarantee premium	1,365,777	1,240,519
Borrowings	121,761	112,912
Deposits from other banks	68,708	73,611
Debt securities issued	63,578	48,683
Securities sold under agreements to repurchase	37,893	7,863
Others	-	54,574
	<u>13,063,276</u>	<u>11,218,960</u>
<u>Sharia expense</u>		
Sharia	297,071	257,295
	<u>297,071</u>	<u>257,295</u>
Total interest and sharia expenses	<u>13,360,347</u>	<u>11,476,255</u>

Interest and sharia expenses for deposits from customers to related parties are disclosed in Note 48.

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31. FEE AND COMMISSION INCOME - NET

Represent fee and commission income related to:

	<u>2019</u>	<u>2018</u>
Deposits from customers	4,514,809	4,061,993
Credit cards	3,748,312	3,259,600
Payment settlement	1,994,805	1,559,668
Loans receivable	1,648,551	1,491,889
Remittance, clearing and collections	332,089	317,175
Others	1,370,943	1,307,820
Total	13,609,509	11,998,145
Fee and commission expenses	(1,128)	(1,805)
Fee and commission income - net	<u>13,608,381</u>	<u>11,996,340</u>

Fee and commission income from loans receivable were fee and commission income related to disbursement of loan facilities which were not an integral part of effective interest rates.

32. NET TRADING INCOME

Net trading income consists of:

	<u>2019</u>	<u>2018</u>
Interest income from financial assets held for trading	346,446	45,060
Unrealised (loss)/gains from financial assets held for trading - net	(469,291)	1,985,594
Gain on spot and derivative transactions - net	2,885,242	136,382
Gain on sale of financial assets held for trading - net	693,945	640,313
	<u>3,456,342</u>	<u>2,807,349</u>

33. IMPAIRMENT LOSSES ON ASSETS

	<u>2019</u>	<u>2018</u>
Acceptance receivables (Note 10c)	(156,562)	(85,124)
Loans receivable (Note 13f)	4,268,790	2,645,057
Consumer financing receivables (Note 14)	398,196	286,436
Sharia financing	71,247	21,636
Investment securities (Note 15)	19,988	(190,057)
Others	(10,316)	(1,346)
	<u>4,591,343</u>	<u>2,676,602</u>

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34. PERSONNEL EXPENSES

	2019	2018
Salaries and wages	6,221,674	5,941,982
Employees' benefits and compensations	4,952,095	4,607,808
Post-employment benefits (Note 39)	1,446,952	984,046
Training	428,708	335,991
Pension plan contribution	287,835	273,279
	<u>13,337,264</u>	<u>12,143,106</u>

35. GENERAL AND ADMINISTRATIVE EXPENSES

	2019	2018
Office supplies	4,658,930	4,314,836
Communication	1,734,480	1,466,736
Depreciation	1,693,877	1,667,298
Repair and maintenance	1,517,288	1,285,133
Rental	1,420,339	1,445,845
Promotion	1,118,345	1,108,898
Professional fees	525,897	447,893
Amortisation of intangible assets - software	321,738	414,310
Water, electricity and fuel	287,852	285,268
Computer and software	203,919	102,877
Tax	156,464	121,584
Transportation	45,877	39,633
Insurance	33,735	32,430
Research and development	32,889	36,150
Security	21,250	20,715
Others	342,295	236,986
	<u>14,115,175</u>	<u>13,026,592</u>

36. BASIC AND DILUTED EARNINGS PER SHARE

Basic and diluted earnings per share are calculated based on the weighted average number of shares outstanding during the year, as follows:

	2019	2018
Net income attributable to equity holder of the parent entity	28,565,053	25,855,154
Weighted average number of outstanding shares (in full amount)	24,655,010,000	24,655,010,000
Basic and diluted earnings per share attributable to equity holder of the parent entity (in full amount of Rupiah)	1,159	1,049

As of 31 December 2019 and 2018, there were no instruments which can potentially be converted into common shares. Therefore, diluted earnings per share is equivalent to basic earnings per share.

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37. APPROPRIATION OF NET INCOME

The Bank's Annual General Meeting of Shareholders on 11 April 2019 (the minutes was prepared by Notary Public Fathiah Helmi, S.H., with Notary Deed No. 33) resolved the appropriation of 2018 net income, as follows:

- a. Allocate 2018 net income for general reserve amounting to Rp 258,552.
- b. Distribute cash dividends amounting to Rp 8,382,704 (Rp 340 (full amount) per share) to shareholders who have the right to receive cash dividends. The actual cash dividends paid was Rp 6,287,027 on 30 April 2019 (interim dividend for year 2018 amounting to Rp 2,095,676 had been paid on 21 December 2018).
- c. Determine the tantiem for the members of Board of Commissioners and Board of Directors on duty in 2018 with a maximum amount of Rp 413,500. The actual amount of tantiem paid was Rp 413,500.
- d. Determine the remaining 2018 net income after dividends as unappropriated retained earnings.

The Bank's Annual General Meeting of Shareholders on 11 April 2019 also resolved to grant the power and authority to the Bank's Board of Directors (with approval from Board of Commissioners) to pay interim dividend for the year 2019, where possible, by considering the financial condition of the Bank.

In accordance with the Board of Directors' Decision Letter dated 27 November 2019 No. 191 regarding the Distribution of Interim Dividends for year 2019, the Board of Directors resolved that the Bank will pay interim dividends to shareholders from the 2019 net income amounting to Rp 100 (full amount) per share. The actual interim dividends paid amounting to Rp 2,465,501.

The Bank's Annual General Meeting of Shareholders on 5 April 2018 (the minutes was prepared by Notary Public Dr. Irawan Soerodjo, S.H., MSi. with Notary Deed No. 25) resolved the appropriation of 2017 net income, as follows:

- a. Allocate 1% (one percent) of 2017 net income for general reserve amounting to Rp 233,100.
- b. Distribute cash dividends amounting to Rp 6,287,027 (Rp 255 (full amount) per share) to shareholders who have the right to receive cash dividends. The actual cash dividends paid was Rp 4,314,626 on 30 April 2018 (interim dividend for year 2017 amounting to Rp 1,972,401 had been paid on 20 December 2017).
- c. Determine the tantiem for the members of Board of Commissioners and Board of Directors on duty in 2017 with a maximum amount of Rp 355,000 from the 2017 net income. The actual amount of tantiem paid was Rp 354,950.
- d. Determine the remaining 2017 net income after dividends as unappropriated retained earnings.

The Bank's Annual General Meeting of Shareholders on 5 April 2018 also resolved to grant the power and authority to the Bank's Board of Directors (with approval from Board of Commissioners) to pay interim dividend for the year 2018, where possible, by considering the financial condition of the Bank.

In accordance with the Board of Directors' Decision Letter dated 22 November 2018 No. 184 regarding the Distribution of Interim Dividends for year 2018, the Board of Directors resolved that the Bank will pay interim dividends to shareholders from the 2018 net income amounting to Rp 85 (full amount) per share. The actual interim dividends paid amounting to Rp 2,095,676.

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38. FINANCIAL INSTRUMENTS**Classification of financial assets and financial liabilities**

Financial instruments have been classified based on their respective classifications. The significant accounting policies in Note 2g describe how the categories of the financial assets and liabilities are measured and how income and expenses, including fair value gains and losses (changes in fair value of financial instruments) are recognised.

Valuation models of financial instruments

The Group measures fair values using the following hierarchy of methods:

- Level 1: inputs that are quoted prices (unadjusted) in active markets for identical instruments that the Group can access at the measurement date.
- Level 2: inputs other than quoted prices included within level 1 that are observable either directly or indirectly. This category includes instruments valued using: quoted market prices in active markets for similar instruments; quoted prices for identical or similar instruments in markets that are not active; or other valuation techniques in which all significant inputs are directly or indirectly observable from market data.
- Level 3: inputs that are unobservable. This category includes all instruments for which the valuation technique includes inputs not based on observable data and the unobservable inputs have a significant effect on the instrument's valuation. This category includes instruments that are valued based on quoted prices for similar instruments for which significant unobservable adjustments or assumptions are required to reflect differences between the instruments.

Fair values of financial assets and financial liabilities that are traded in active market are based on quoted market prices. For all other financial instruments, the Bank determines fair values using valuation techniques.

Valuation techniques include net present value and discounted cash flow models, comparison with similar instruments for which market observable prices exist and other valuation models. Assumptions and inputs used in valuation techniques include risk-free interest rates, benchmark interest rate, credit spreads and other variables used in estimating discount rates, bond prices, foreign currency exchange rates, and expected price volatilities and correlations.

The objective of valuation techniques is to arrive at a fair value measurement that reflects the price that would be received to sell the asset or paid to transfer the liability in an orderly transaction between market participants at the measurement date.

The Group uses widely recognised valuation models for determining the fair values of common and more simple financial instruments, such as interest rate and currency swaps that used only observable market data and require little management judgement and estimation. Observable prices or model inputs are usually available in the market for listed debt securities and simple over-the-counter derivatives such as interest rate swaps. Availability of observable market prices and model inputs reduces the needs for management judgement and estimation and also reduces the uncertainty associated with determining the fair values. Availability of observable market prices and inputs varies depending on the products and markets and is prone to changes based on specific events and general conditions in the financial markets.

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38. FINANCIAL INSTRUMENTS (continued)

Valuation models of financial instruments (continued)

Management judgement and estimation are usually required for selection of the appropriate valuation models to be used, determination of expected future cash flows on the financial instruments being valued, determination of the probability of counterparty default, prepayments and selection of appropriate discount rates.

Valuation Framework

Valuation of financial assets and financial liabilities are subject to an independent review from the business by Corporate Finance Division (“DKP”) and Risk Management Work Unit (“SKMR”). DKP is primarily responsible for ensuring that valuation adjustments have been properly accounted for. SKMR performs an independent price validation to ensure that the Bank uses reliable market data from independent sources, e.g., traded prices and broker quotes.

Valuation model is proposed by SKMR and approved by the management. SKMR performs a periodic review of the feasibility of the market data sources used for valuation. The market data used for price validation may include those sourced from recent trade data involving external counterparties or third parties such as Bloomberg, Reuters, brokers and pricing providers. The market data used should be representative of the market as much as possible, which can evolve over time as markets and financial instruments develop. To determine the quality of the market data inputs, factors such as independence, relevance, reliability, availability of multiple data sources and methodology employed by the pricing providers are taken into consideration.

Valuation of financial instruments

Financial instruments measured at fair value

The following table sets out the carrying amounts and fair values of financial instruments of the Group, measured at fair values, and their analysis by the level in the fair value hierarchy.

	2019			Fair value Level 2
	Carrying amount		Total	
	Held for trading	Available- for-sale		
Financial assets				
Placements with Bank Indonesia and other banks	-	1,473,827	1,473,827	1,473,827
Financial assets held for trading	5,910,146	-	5,910,146	5,910,146
Investment securities	-	126,233,397	126,233,397	126,233,397
	5,910,146	127,707,224	133,617,370	133,617,370
Financial liabilities				
Financial liabilities held for trading	106,260	-	106,260	106,260
	106,260	-	106,260	106,260

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38. FINANCIAL INSTRUMENTS (continued)

Valuation of financial instruments (continued)

Financial instruments measured at fair value (continued)

	2018			Fair value Level 2
	Carrying amount		Total	
	Held for trading	Available- for-sale		
Financial assets				
Placements with Bank Indonesia and other banks	-	2,042,267	2,042,267	2,042,267
Financial assets held for trading	5,841,824	-	5,841,824	5,841,824
Investment securities	-	94,646,524	94,646,524	94,646,524
	5,841,824	96,688,791	102,530,615	102,530,615
Financial liabilities				
Financial liabilities held for trading	188,934	-	188,934	188,934
	188,934	-	188,934	188,934

Fair value of available-for-sale placements with Bank Indonesia and other banks were calculated using valuation techniques based on the Bank's internal model, which is a discounted cash flow method. Input used in the valuation techniques is market interest rate for money market instruments which have similar credit characteristics, maturity and yield.

As of 31 December 2019 and 2018, the fair value of held for trading securities was based on market price issued by pricing provider (Indonesian Bond Pricing Agency/"IBPA"). If the information is not available, the fair value is estimated using the quoted market prices of securities which have similar credit characteristics, maturity and yield.

As of 31 December 2019 and 2018, the fair value of available-for-sale investment securities was based on market price issued by pricing provider (Indonesian Bond Pricing Agency/"IBPA"). If the information is not available, the fair value was estimated using the quoted market prices of securities which have similar credit characteristics, maturity and yield.

As of 31 December 2019 and 2018, the fair value of available-for-sale investment securities did not include the fair value of investments in shares amounting to Rp 643,528 and Rp 606,279, respectively, which were valued at cost, since the fair value cannot be measured reliably.

The Group did not have financial assets and financial liabilities measured at fair value which the measurements fall under level 1 and level 3 hierarchy.

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38. FINANCIAL INSTRUMENTS (continued)**Valuation of financial instruments (continued)****Financial instruments not measured at fair value (continued)**

The following financial instruments are short-term financial instruments or financial instruments which are re-priced periodically to current market rates, therefore, the fair values of financial instruments are reasonable approximation of carrying value.

Financial assets:

- Cash
- Current accounts with Bank Indonesia
- Current accounts with other banks
- Placements with Bank Indonesia and other banks
- Acceptance receivables
- Bills receivables
- Securities purchased under agreements to resell
- Other assets

Financial liabilities:

- Securities sold under agreements to repurchase
- Acceptance payables
- Other liabilities

As of 31 December 2019 and 2018, the fair values of loans receivable, consumer financing receivables, investment in finance leases and borrowings were determined using discounted cash flows based on internal interest rate.

As of 31 December 2019 and 2018, the fair values of held-to-maturity securities and debt securities issued based on market prices issued by pricing provider (Indonesian Bond Pricing Agency/"IBPA"). If the information is not available, the fair values were estimated using quoted market prices of securities which have similar credit characteristics, maturity and yield.

As of 31 December 2019 and 2018, the fair values of deposits from customers and deposits from other banks are the same with the carrying amount because they are payables on demand in nature.

The fair values calculated are for disclosure purposes only and do not have any impact on the Group reported financial performance or position. The fair values calculated by the Group may be different from the actual amount that will be received/paid on the settlement or maturity of the financial instrument. As certain categories of financial instruments are not traded, there is management judgment involved in calculating their fair values.

39. POST-EMPLOYMENT BENEFITS OBLIGATION

In accordance with Law of the Republic of Indonesia No. 13/2003 concerning Manpower, the Bank is required to provide post-employment benefits to its employees when their employments are terminated or when they retire. These benefits are primarily based on years of services and the employees' compensation at termination or retirement. These post-employment benefits are defined benefits program.

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39. POST-EMPLOYMENT BENEFITS OBLIGATION (continued)

The Bank also had a defined contribution pension plan that covers all permanent employees who fulfilled the criteria determined by the Bank. This defined contribution pension plan is managed and administered by Dana Pensiun BCA which was established by the Bank to manage the assets, generate investment income and pay the post-employment benefits to the employees. The establishment of Dana Pensiun BCA had been ratified by the Minister of Finance of Republic of Indonesia in its Decision Letter No. KEP-020/KM.17/1995 dated 25 January 1995. The contribution to the pension plan is computed based on certain percentage of employees' basic salary, for which the contribution from employees and the Bank are 3% (three percent) and 5% (five percent), respectively. During the year ended 31 December 2019 and 2018, the accumulated contribution from the Bank are 2% (two percent) and 3% (three percent), respectively, which are considered as a deduction against the post-employment benefits obligation in accordance with the manpower law.

During the year ended 31 December 2019, the Bank has provided some funds to support the fulfillment of its post-employment benefit obligations amounting to Rp 2,740 and was placed in several insurance companies in the form of saving plan program, which meet the criteria to be recorded as plan assets.

During the year ended 31 December 2018, the Bank provided some funds to support the fulfillment of its post-employment benefit obligations amounting to Rp 501,490. These funds were placed in several insurance companies in the form of saving plan program and *Dana Pensiun Lembaga Keuangan* ("DPLK") in the form of *Program Pensiun Untuk Kompensasi Pesangon* ("PPUKP"), which meet the criteria to be recorded as plan assets.

The defined benefit pension plan provides actuarial risk exposures to the Bank, e.g., investment risk, interest rate risk and inflation risk.

Post-employment benefits provided by the Bank consist of pension, other long-term compensations in the form of service award and post-employment healthcare benefits. The post-employment benefits obligation as of 31 December 2019 and 2018 were calculated by PT Dayamandiri Dharmakonsilindo and PT Towers Watson Purbajaga (*Biro Pusat Aktuaria*), respectively, as the Bank's independent actuary, using the projected-unit-credit method. The main assumptions used by independent actuary were as follows:

	2019	2018
Economic assumptions:		
Annual discount rate		
Defined benefit pension plan	7.35%	8.00%
Other long-term compensation	7.40%	8.00%
Post-employment healthcare benefits	7.70%	8.00%
Annual basic salary growth rate	9.00%	9.00%
Healthcare cost rate	10.00%	10.00%

The discount rate is used in determining the present value of the post-employment benefits obligation at valuation date. In general, the discount rate correlates with the yield on high quality government bonds that are traded in active capital markets at the reporting date.

The future basic salary growth assumption projects the post-employment benefits obligations starting from the valuation date through the normal retirement age. The basic salary growth rate is generally determined by applying inflation adjustment to payment scales and by taking into account of the years of service.

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39. POST-EMPLOYMENT BENEFITS OBLIGATION (continued)

The Bank's obligation for post-employment benefits for the years ended 31 December 2019 and 2018 were in accordance with the independent actuary reports dated 8 January 2020 and 3 January 2019, respectively.

a. Post-employment benefits obligation

The post-employment benefits obligation as of 31 December 2019 and 2018 were as follows:

	Defined benefit pension plan and other long-term compensations		Post-employment healthcare benefits	
	2019	2018	2019	2018
Present value of obligation for post-employment benefits	11,724,337	10,469,846	209,355	236,760
Fair value of plan assets	(4,077,260)	(4,410,076)	-	-
Net obligation for post-employment benefits - Bank	7,647,077	6,059,770	209,355	236,760

The Subsidiaries' obligation for post-employment benefits as of 31 December 2019 and 2018 which were recorded in the consolidated statements of financial position amounting to Rp 98,638 and Rp 109,527, respectively.

b. Movement of post-employment benefits obligation

	Defined benefit pension plan and other long-term compensations		Post-employment healthcare benefits	
	2019	2018	2019	2018
Movement in the defined benefit obligation				
Defined benefit obligation, beginning of the year - Bank	6,059,770	6,113,527	236,760	249,861
Included in profit or loss				
Current service cost	572,244	575,971	17,372	11,540
Past service cost - amendment	306,374	-	-	-
Interest cost	501,358	340,519	18,594	15,935
Termination cost	14,433	20,540	-	-
Liability assumed due to recognition of past services	2,945	-	133	-
Included in other comprehensive income				
Actuarial gains/(losses) arising from:				
Changes in financial assumptions	517,390	(1,054,597)	(48,205)	(8,237)
Changes in demographic assumptions	(16,073)	-	(556)	-
Experience adjustments	116,222	353,216	(7,038)	(24,089)
Return on plan assets excluding interest income	(204,650)	371,291	-	-
Others				
Fund placements in insurance companies (plan assets)	(2,740)	(501,490)	-	-
Benefits paid directly by the Bank	(220,196)	(159,207)	(7,705)	(8,250)
Post-employment benefits obligation, end of the year - Bank	7,647,077	6,059,770	209,355	236,760

The Subsidiaries' post-employment benefits expenses for the years ended 31 December 2019 and 2018 recorded in the profit or loss amounting to Rp 13,499 and Rp 19,541, respectively, while total payment of employees' benefits by Subsidiaries for the years ended 31 December 2019 and 2018 amounting to Rp 8,589 and Rp 6,214, respectively.

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39. POST-EMPLOYMENT BENEFITS OBLIGATION (continued)

c. The composition of plan assets

The composition of plan assets from pension fund for the years ended 31 December 2019 and 2018, were as follows:

	Percentage allocation as of 31 December 2019 Quoted market price for severance program			Percentage allocation as of 31 December 2019 Quoted market price for DPLK PPUK		
	AIA	Allianz	Manulife	AIA	Allianz	Manulife
	Shares	0.00%	0.00%	0.00%	14.86%	14.26%
Bonds	0.00%	0.00%	0.00%	70.08%	67.41%	61.26%
Property	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Derivatives	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Cash	100.00%	100.00%	100.00%	15.06%	18.33%	26.78%
Others	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Total	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

	Percentage allocation as of 31 December 2018 Quoted market price for severance program			Percentage allocation as of 31 December 2018 Quoted market price for DPLK PPUK		
	AIA	Allianz	Manulife	AIA	Allianz	Manulife
	Shares	0.00%	0.00%	0.00%	15.15%	12.75%
Bonds	0.00%	0.00%	0.00%	70.37%	66.87%	67.19%
Property	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Derivatives	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Cash	100.00%	100.00%	100.00%	14.48%	20.38%	22.78%
Others	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Total	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

d. Changes in fair value of plan assets for post-employment program

	2019	2018
Fair value of plan assets, beginning of the year - Bank	4,410,076	4,688,075
Fund placements in insurance companies	2,740	501,490
Return on plan assets excluding interest income	204,650	(371,291)
Interest income on plan assets	318,565	338,133
Post-employment benefits paid	(858,771)	(746,331)
Fair value of plan assets, end of the year - Bank	4,077,260	4,410,076

e. Historical information - Bank:

	31 December				
	2019	2018	2017	2016	2015
Defined benefits pension plan and other long-term compensation					
Present value of post-employment benefits obligation	11,724,337	10,469,846	10,801,602	9,056,905	8,454,073
Fair value of plan assets	(4,077,260)	(4,410,076)	(4,688,075)	(3,218,848)	(1,886,693)
Deficit	7,647,077	6,059,770	6,113,527	5,838,057	6,567,380
Experience adjustment on plan liabilities	116,222	353,216	4,479	6,803	865,028
Experience adjustment on plan assets	(204,650)	371,291	(211,993)	(69,840)	70,863
Post-employment healthcare benefits					
Present value of post-employment benefits obligation	209,355	236,760	249,861	254,195	235,958
Experience adjustment on plan liabilities	(7,038)	(24,089)	(50,912)	(23,948)	(15,214)

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39. POST-EMPLOYMENT BENEFITS OBLIGATION (continued)

f. Sensitivity analysis

Changes in 1 (one) percentage of actuarial assumptions will have the following impacts:

	2019					
	Defined benefit pension plan		Other long-term compensations		Post-employment healthcare benefits	
	Increase	Decrease	Increase	Decrease	Increase	Decrease
Discount rate (1% movement)	(485,718)	541,185	(206,131)	230,223	(13,874)	15,698
Basic salary rate (1% movement)	592,411	(540,724)	233,059	(212,274)	-	-
Healthcare cost rate (1% movement)	-	-	-	-	14,171	(12,802)

	2018					
	Defined benefit pension plan		Other long-term compensations		Post-employment healthcare benefits	
	Increase	Decrease	Increase	Decrease	Increase	Decrease
Discount rate (1% movement)	(413,689)	463,172	(217,410)	216,420	(15,167)	16,884
Basic salary rate (1% movement)	523,998	(476,008)	220,823	(200,569)	-	-
Healthcare cost rate (1% movement)	-	-	-	-	16,220	(14,880)

g. Expected maturity analysis of undiscounted pension benefits and post-employment healthcare benefits is as follows:

	Up to 10 years	10 - 20 years	20 years and so on
Pension benefit	8,218,789	2,385,673	1,390,089
Other long-term compensations	3,256,991	1,030,714	620,454
Post-employment healthcare benefits	209,629	65,927	75,849

h. The weighted-average duration of the defined benefits obligation, other long-term compensations, and post-retirement healthcare benefits were 9.02 years, 9.47 years and 11.50 years as of 31 December 2019 (31 December 2018: 6.65 years, 6.65 years and 6.65 years).

40. CUSTODIAL SERVICES

The Bank's Custodial Services Bureau obtained its license to provide custodial services from the Capital Market Supervisory Agency (Bapepam, currently Financial Services Authority or "OJK") under its Decision Letter No. KEP-148/PM/1991 dated 13 November 1991.

The services offered by the Bank's Custodial Services Bureau include safekeeping, settlement and transaction handling, income collection, proxy, corporate action, cash management, investment recording/reporting and tax reclamation.

As of 31 December 2019 and 2018, assets administered by the Bank's Custodial Services Bureau consist of shares, bonds, time deposits, certificate of deposits, commercial papers and other money market instruments amounting to Rp 108,031,974 and Rp 86,092,611, respectively.

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41. MONETARY ASSETS AND LIABILITIES IN FOREIGN CURRENCIES

Balances of monetary assets and liabilities in foreign currencies were as follows:

	2019		2018	
	Foreign currencies (in thousand)	Rupiah equivalent	Foreign currencies (in thousand)	Rupiah equivalent
Monetary assets				
Cash				
US Dollar (USD)	61,491	853,650	28,691	412,580
Australian Dollar (AUD)	16,078	156,368	8,761	89,027
Singapore Dollar (SGD)	22,022	227,153	16,566	174,849
Hong Kong Dollar (HKD)	13,792	24,588	5,030	9,237
GB Poundsterling (GBP)	1,247	22,734	356	6,523
Japanese Yen (JPY)	146,652	18,744	63,689	8,319
Euro (EUR)	8,689	135,290	4,147	68,182
Others, USD equivalent	3,952	54,869	4,059	58,364
		1,493,396		827,081
Current accounts with Bank Indonesia				
US Dollar (USD)	334,725	4,646,826	339,682	4,884,631
		4,646,826		4,884,631
Current accounts with other banks				
US Dollar (USD)	548,930	7,620,521	386,591	5,559,179
Australian Dollar (AUD)	19,016	184,939	21,802	221,560
Singapore Dollar (SGD)	154,031	1,588,842	143,671	1,516,440
Hong Kong Dollar (HKD)	52,238	93,127	19,408	35,638
GB Poundsterling (GBP)	3,229	58,882	6,382	116,858
Japanese Yen (JPY)	2,996,826	383,024	2,465,339	322,022
Euro (EUR)	20,194	314,440	21,548	354,270
Others, USD equivalent	19,811	275,024	25,135	361,436
		10,518,799		8,487,403
Placements with Bank Indonesia and other banks				
US Dollar (USD)	1,775,791	24,652,415	452,777	6,510,930
Australian Dollar (AUD)	30,000	291,761	31,000	315,033
Singapore Dollar (SGD)	30,000	309,452	-	-
Hong Kong Dollar (HKD)	54	96	27,656	50,784
		25,253,724		6,876,747
Financial assets held for trading				
US Dollar (USD)	149,856	2,080,379	100,315	1,442,526
Singapore Dollar (SGD)	17	179	32	337
Hong Kong Dollar (HKD)	-	-	10	19
Japanese Yen (JPY)	3,068	392	7,691	1,004
Others, USD equivalent	15	212	10	149
		2,081,162		1,444,035
Acceptance receivables - net				
US Dollar (USD)	395,902	5,496,109	502,801	7,230,274
Singapore Dollar (SGD)	492	5,077	11	114
GB Poundsterling (GBP)	195	3,548	221	4,047
Japanese Yen (JPY)	978,890	125,112	1,602,422	209,308
Euro (EUR)	77,793	1,211,283	31,543	518,586
Others, USD equivalent	13,807	191,679	2,701	38,842
		7,032,808		8,001,171

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41. MONETARY ASSETS AND LIABILITIES IN FOREIGN CURRENCIES (continued)

Balances of monetary assets and liabilities in foreign currencies were as follows: (continued)

	2019		2018	
	Foreign currencies (in thousand)	Rupiah equivalent	Foreign currencies (in thousand)	Rupiah equivalent
Monetary assets (continued)				
Bills receivable - net				
US Dollar (USD)	149,488	2,075,265	180,730	2,598,894
Hong Kong Dollar (HKD)	-	-	36,028	66,158
Japanese Yen (JPY)	121,009	15,466	18,845	2,462
Euro (EUR)	1,050	16,346	144	2,374
Others, USD equivalent	3,678	51,061	530	7,617
		2,158,138		2,677,505
Loans receivable - net				
US Dollar (USD)	2,129,232	29,559,065	2,140,114	30,774,833
Singapore Dollar (SGD)	39,356	405,961	46,397	489,715
Hong Kong Dollar (HKD)	195,531	348,582	144,895	266,068
Japanese Yen (JPY)	79,149	10,116	-	-
Euro (EUR)	787	12,260	732	12,033
Others, USD equivalent	-	-	49	707
		30,335,984		31,543,356
Investment securities - net				
US Dollar (USD)	2,003,217	27,809,661	1,596,601	22,959,115
Hong Kong Dollar (HKD)	181,846	324,185	183,957	337,797
		28,133,846		23,296,912
Other assets - net				
US Dollar (USD)	15,059	209,060	14,211	204,352
Australian Dollar (AUD)	12	120	37	379
Singapore Dollar (SGD)	69	708	70	742
Hong Kong Dollar (HKD)	3,881	6,919	4,872	8,947
Japanese Yen (JPY)	1,083	138	9	1
Euro (EUR)	359	5,591	79	1,307
Others, USD equivalent	690	9,575	5	77
		232,111		215,805
Monetary liabilities				
Deposits from customers				
US Dollar (USD)	3,195,045	44,355,210	3,033,154	43,616,755
Australian Dollar (AUD)	54,689	531,873	59,779	607,491
Singapore Dollar (SGD)	247,199	2,549,866	218,203	2,303,114
Hong Kong Dollar (HKD)	27,564	49,139	9,134	16,772
GB Poundsterling (GBP)	2,920	53,261	5,230	95,766
Japanese Yen (JPY)	1,810,609	231,414	1,461,852	190,947
Euro (EUR)	67,389	1,049,284	54,469	895,514
Others, USD equivalent	23,026	319,661	25,396	365,191
		49,139,708		48,091,550

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41. MONETARY ASSETS AND LIABILITIES IN FOREIGN CURRENCIES (continued)

Balances of monetary assets and liabilities in foreign currencies were as follows: (continued)

	2019		2018	
	Foreign currencies (in thousand)	Rupiah equivalent	Foreign currencies (in thousand)	Rupiah equivalent
Monetary liabilities (continued)				
Deposits from other banks				
US Dollar (USD)	128,706	1,786,768	126,813	1,823,571
Australian Dollar (AUD)	5,288	51,429	424	4,311
Singapore Dollar (SGD)	229	2,363	1,097	11,578
Others, USD equivalent	1	8	-	-
		1,840,568		1,839,460
Financial liabilities held for trading				
US Dollar (USD)	248	3,437	91	1,306
Singapore Dollar (SGD)	34	356	34	357
Hong Kong Dollar (HKD)	18	33	3	5
Japanese Yen (JPY)	2,185	279	5,684	742
Others, USD equivalent	43	592	28	397
		4,697		2,807
Acceptance payables				
US Dollar (USD)	277,319	3,849,883	316,335	4,548,904
Singapore Dollar (SGD)	158	1,626	-	-
GB Poundsterling (GBP)	198	3,618	110	2,022
Japanese Yen (JPY)	901,748	115,252	1,498,012	195,670
Euro (EUR)	20,628	321,183	12,916	212,354
Others, USD equivalent	12,835	178,182	2,236	32,148
		4,469,744		4,991,098
Securities sold under agreement to repurchase				
Hong Kong Dollar (HKD)	63,525	113,249	26,200	48,111
		113,249		48,111
Borrowings				
US Dollar (USD)	4	55	4	57
Hong Kong Dollar (HKD)	38,928	69,399	78,334	143,843
Others, USD equivalent	25	343	24	353
		69,797		144,253
Accruals and other liabilities				
US Dollar (USD)	2,720	37,764	2,604	37,445
Australian Dollar (AUD)	15	141	29	291
Singapore Dollar (SGD)	2	25	3	27
Hong Kong Dollar (HKD)	883	1,575	883	1,621
GB Poundsterling (GBP)	-	1	-	1
Japanese Yen (JPY)	2	-	1	-
Euro (EUR)	21	333	15	252
Others, USD equivalent	10	143	12	174
		39,982		39,811

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42. OPERATING SEGMENTS

The Group disclosed the financial information based on the products were as follows:

	2019			
	Loans	Treasury	Others	Total
Assets	572,033,999	255,752,071	91,203,242	918,989,312
Loans receivable - net	572,033,999	-	-	572,033,999
Interest and sharia income	49,583,414	10,339,749	3,914,632	63,837,795
Fee-based income	4,910,039	175,689	12,604,159	17,689,887
	2018			
	Loans	Treasury	Others	Total
Assets	524,530,462	216,464,938	83,792,544	824,787,944
Loans receivable - net	524,530,462	-	-	524,530,462
Interest and sharia income	43,519,187	9,408,714	3,838,899	56,766,800
Fee-based income	4,112,448	75,365	10,750,318	14,938,131

The Group main operations are managed in Indonesian territory. Bank's business segment is classified into 5 (five) main geographic areas, which are Sumatera, Java, Kalimantan, East Indonesia and overseas operation.

Information regarding segment based on geographic of the Group is presented in table below:

	2019					
	Sumatera	Java	Kalimantan	East Indonesia	Overseas operation	Total
Interest and sharia income	3,727,661	56,795,098	1,213,833	2,065,663	35,540	63,837,795
Interest and sharia expense	(882,676)	(11,739,231)	(279,273)	(452,056)	(7,111)	(13,360,347)
Net interest and sharia income - net	2,844,985	45,055,867	934,560	1,613,607	28,429	50,477,448
Net fee and commission income - net	750,866	12,110,220	242,974	500,002	4,319	13,608,381
Net trading income - net	56,573	3,343,939	20,674	31,436	3,720	3,456,342
Other operating income	49,942	3,968,050	9,118	45,316	7,952	4,080,378
Total segment income	3,702,366	64,478,076	1,207,326	2,190,361	44,420	71,622,549
Depreciation and amortisation	(42,845)	(1,922,521)	(13,824)	(30,190)	(6,235)	(2,015,615)
Other material non-cash elements:						
Addition of impairment on assets	(202,473)	(4,230,486)	41,598	(201,915)	1,933	(4,591,343)
Other operating expenses	(1,315,499)	(26,136,084)	(441,694)	(809,677)	(23,639)	(28,726,593)
Income before tax	2,141,549	32,188,985	793,406	1,148,579	16,479	36,288,998
Income tax expense	-	-	-	-	-	(7,719,024)
Net income for the year	2,141,549	32,188,985	793,406	1,148,579	16,479	28,569,974
	2019					
	Sumatera	Java	Kalimantan	East Indonesia	Overseas operation	Total
Assets	59,995,632	807,755,303	19,315,578	31,139,056	783,743	918,989,312
Liabilities	59,995,632	629,379,469	19,315,578	31,139,034	237,414	740,067,127
Loans receivable - net	27,461,980	516,363,191	9,531,400	18,328,846	348,582	572,033,999
Deposits from customers	59,366,497	589,593,111	19,239,284	30,781,176	-	698,980,068
Sharia deposits	-	1,035,526	-	-	-	1,035,526
Temporary <i>syirkah</i> deposits	-	4,779,029	-	-	-	4,779,029

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42. OPERATING SEGMENTS (continued)

Information regarding segment based on geographic of the Group is presented in table below:
(continued)

	2018					Total
	Sumatera	Java	Kalimantan	East Indonesia	Overseas operation	
Interest and sharia income	3,341,209	50,454,784	1,048,497	1,886,898	35,412	56,766,800
Interest and sharia expense	(771,074)	(10,071,826)	(238,919)	(386,709)	(7,727)	(11,476,255)
Net interest and sharia income - net	2,570,135	40,382,958	809,578	1,500,189	27,685	45,290,545
Net fee and commission income - net	692,452	10,638,161	217,516	443,033	5,178	11,996,340
Net trading income - net	52,801	2,700,502	12,348	35,771	5,927	2,807,349
Other operating income	20,108	2,888,306	9,257	20,817	1,498	2,939,986
Total segment income	3,335,496	56,609,927	1,048,699	1,999,810	40,288	63,034,220
Depreciation and amortisation	(45,304)	(1,999,994)	(11,739)	(24,412)	(159)	(2,081,608)
Other material non-cash elements:						
Addition of impairment on assets	102,293	(2,416,393)	(68,922)	(293,722)	142	(2,676,602)
Other operating expenses	(1,236,204)	(23,146,516)	(403,921)	(753,556)	(29,749)	(25,569,946)
Income before tax	2,156,281	29,047,024	564,117	928,120	10,522	32,706,064
Income tax expense	-	-	-	-	-	(6,854,404)
Net income for the year	2,156,281	29,047,024	564,117	928,120	10,522	25,851,660

	2018					Total
	Sumatera	Java	Kalimantan	East Indonesia	Overseas operation	
Assets	54,136,829	725,271,031	17,008,223	27,621,371	750,490	824,787,944
Liabilities	54,136,829	569,471,430	17,008,223	27,621,362	200,935	668,438,779
Loans receivable - net	26,151,097	472,388,970	8,546,351	17,177,977	266,067	524,530,462
Deposits from customers	53,724,812	531,792,853	16,940,227	27,354,125	-	629,812,017
Sharia deposits	-	621,315	-	-	-	621,315
Temporary <i>syirkah</i> deposits	-	4,595,738	-	-	-	4,595,738

43. FINANCIAL RISK MANAGEMENT

The Bank has exposures to the following risks:

- Asset and liability risk
- Credit risk
- Liquidity risk
- Market risk
- Operational risk
- Consolidated risk

The following notes present information about the Bank's exposure to each of the above risks, the Bank's objectives, policies and process which are undertaken by the Bank in measuring and managing risk.

a. Risk management framework

The Bank recognises that in operating its business, there are inherent risks in its financial instruments, i.e. credit risk, liquidity risk, market risk which consists of foreign exchange risk and interest rate risk, operational risk and other risk.

In order to control those risks, the Bank implemented an integrated Risk Management Framework which is stated in its Basic Policy of Risk Management ("KDMR"). This framework is used as a tool for determining the strategies, organisation, policies and guidances as well as the Bank's infrastructures to ensure that all risks faced by the Bank can be properly identified, measured, controlled and reported.

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43. FINANCIAL RISK MANAGEMENT (continued)**a. Risk management framework (continued)**

To implement an effective risk management, the Bank has established a Risk Management Committee whose functions are to address overall risk issues faced by the Bank and recommend risk management policies to the Board of Directors.

In addition to the above-mentioned committee, the Bank also has other committees which are responsible to handle specific risks, such as: Credit Policy Committee, Credit Committee and Asset and Liability Committee ("ALCO").

The Bank always conducts a thorough risk assessment on management plan to release new products and/or activities in accordance with the type of risks regulated by the prevailing Bank Indonesia Regulations ("PBI"), Financial Services Authority Regulation ("POJK") and other prevailing regulations.

b. Assets and liabilities risk management

ALCO is responsible for evaluating, recommending and establishing the Bank's funding and investing strategies. Included in the scope of ALCO activities are managing liquidity risk, interest rate risk and foreign exchange risk; minimising funding cost and at the same time maintaining liquidity; and optimising the Bank's interest income by allocating the funds to productive assets in a prudent manner.

ALCO is led by the President Director (concurrently as a member of ALCO), with other members consisting of 10 (ten) directors, Executive Vice President which supervise Treasury and International Banking Division, Executive Vice President which supervise Corporate Banking Group, Executive Vice President which supervise Corporate Finance Division also Corporate Secretary, Head of International Banking Division, Head of Treasury Division, Head of Corporate Finance Division, Head of Corporate Banking and Corporate Finance Group, Head of Commercials and SME Division, Head of Transaction Banking Product Development Division, Head of Business Development & Transaction Banking Marketing Division, Head of Transaction Banking Cooperation Solution Development Division, Head of Consumer Credit Business Unit and Head of Risk Management Unit.

The Bank's asset and liability management process begins with an assessment of economic parameters affecting the Bank, which primarily consist of inflation rate, market liquidity, yield curve, US Dollar-Rupiah exchange rate, and other macro economic factors. Liquidity risks, foreign currency exchange risks and interest rate risks are reviewed by the Risk Management Unit and reported to ALCO. ALCO then decides the pricing strategy for the interest rates on deposits and loans based on the conditions and competition in the market.

c. Credit risk management

The credit organisation is continuously being improved with an emphasis on the four eyes principle, in which the credit decision is determined with the considerations of 2 (two) functions, i.e. business development function and credit risk analysis function.

The Bank has Basic Policy of Bank's Credit ("KDPB") which are continuously being improved, in line with the Bank's development, PBI, POJK and in accordance with International Best Practices.

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43. FINANCIAL RISK MANAGEMENT (continued)**c. Credit risk management (continued)**

The improvement on procedures and credit risk management system are conducted through the development of "Loan Origination System" which is a policy that regulates the workflow on loan origination process (end-to-end) in order to achieve an effective and efficient credit process. Risk profile measurement system is continuously being developed to determine the risk of debtor completely and correctly. The credit database development process is also continuously being conducted and improved.

The Credit Policy Committee is responsible for formulating credit policies, especially those that relate to prudence principles in credit, monitoring and evaluating the implementation of credit policies so that it can be applied consistently and in accordance with credit policy, and give advice and corrective actions to resolve problems in the implementation.

The Credit Committee was established to assist Board of Directors in evaluating and/or providing credit decisions in accordance with their level of authorisation through the Credit Committee Meeting or Directors' Circular Letter. The main functions of Credit Committee are as follows:

- providing further guidance if a thorough and comprehensive credit analysis is needed;
- making a decision or giving a recommendation on a credit proposal for big debtors and specific industries; and
- coordinating with ALCO, especially when it relates with sources of funding for credits.

The Bank has developed a debtor's risk rating system, which is known as the Internal Credit Risk Rating/Scoring System. The Internal Credit Risk Rating/Scoring System consists of 11 (eleven) categories of risk rating ranging from RR1 to RR10, and the worst is Loss. The Bank also implements debtor risk rating system for consumptive segment, which is also called as Internal Credit Risk Scoring System, consists of 10 (ten) risk rating categories ranging from RR1 (the best/the lowest) to RR10 (the worst/the highest). Debtor's risk rating provides an authorised officer with a valuable input for a better and more appropriate credit decision.

To maintain the credit quality, monitoring over credit quality is performed regularly on each credit category (Corporate, Commercial, Small & Medium Enterprise ("SME") and Consumer) as well as to overall credit portfolio.

The Bank has developed a credit risk management tools through credit portfolio stress testing analysis and monitoring the results of such stress testing. Stress testing is used by the Bank as a tool to estimate the impact of stressful condition in order to enable the Bank creating appropriate strategies to mitigate the risks as part of its contingency plan implementation.

In order to monitor and control credit risk of the Subsidiaries, the Bank monitors the Subsidiaries' credit risk regularly, to ensure that the Subsidiaries have a good and effective Credit Risk Management Policy.

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43. FINANCIAL RISK MANAGEMENT (continued)

c. Credit risk management (continued)

i. Maximum exposure to credit risk

For financial assets recognised in the consolidated statements of financial position, the maximum exposure to credit risk generally equals their carrying amount. For bank guarantees and irrevocable Letters of Credit issued, the maximum exposure to credit risk is the maximum amount that the Bank would have to pay if the obligations of the bank guarantees and irrevocable Letters of Credit issued are called upon. For credit commitments, the maximum exposure to credit risk is the full amount of the unused committed loan facilities granted to customers.

The following table presents maximum exposure to Bank and Subsidiaries credit risk of financial instruments in the consolidated statements of financial position (on-balance sheet) and consolidated administrative accounts (off-balance sheet).

	<u>2019</u>	<u>2018</u>
Consolidated financial position :		
Current accounts with Bank Indonesia	47,904,674	43,548,309
Current accounts with other banks	10,521,687	8,497,938
Placements with Bank Indonesia and other banks	30,948,274	31,682,811
Financial assets held for trading	5,910,146	5,841,824
Acceptance receivables - net	9,492,755	11,582,285
Bills receivable - net	7,909,020	8,600,709
Securities purchased under agreements to resell - net	9,575,565	9,212,684
Loans receivable - net	572,033,999	524,530,462
Consumer financing receivables - net	10,532,424	7,613,709
Investment in finance leases - net	149,428	174,212
Assets related to sharia transactions - <i>murabahah</i> receivables - net	1,584,223	1,679,410
Investment securities - net	142,982,705	109,080,663
Other assets - net		
Accrued interest income	4,487,493	3,712,424
Transactions related to ATM and credit card	3,826,536	6,267,324
Unaccepted bills receivable	39,697	88,221
Receivables from customer transactions	166,736	213,234
Receivables from insurance transactions	296,709	226,213
	<u>858,362,071</u>	<u>772,552,432</u>

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43. FINANCIAL RISK MANAGEMENT (continued)

c. Credit risk management (continued)

i. Maximum exposure to credit risk (continued)

The following table presents maximum exposure to Bank and Subsidiaries credit risk of financial instruments in the consolidated statements of financial position (on-balance sheet) and consolidated administrative accounts (off-balance sheet). (continued)

	2019	2018
Consolidated administrative account:		
Unused credit facilities to customers - committed	152,604,164	145,599,557
Unused credit facilities to other banks - committed	2,455,331	1,260,022
Irrevocable Letters of Credit facilities	8,590,916	10,365,963
Bank guarantees issued to customers	15,737,312	15,241,182
	<u>179,387,723</u>	<u>172,466,724</u>
	<u>1,037,749,794</u>	<u>945,019,156</u>

ii. Concentration of credit risk analysis

The Bank encourages the diversification of its credit portfolio among a variety of geographic area, industries and products in order to minimise the credit risk.

The concentration of loans by type of loan, currency and economic sector is disclosed in Note 13.

Based on counterparty

The following table presents concentration of credit risk of the Group by counterparty:

	2019				Total
	Corporate	Government and Bank Indonesia	Bank	Individual	
Consolidated financial position:					
Current accounts with Bank Indonesia	-	47,904,674	-	-	47,904,674
Current accounts with other banks	-	-	10,521,687	-	10,521,687
Placement with Bank Indonesia and other banks	-	26,313,814	4,634,460	-	30,948,274
Financial assets held for trading	299,865	3,378,221	2,232,060	-	5,910,146
Acceptance receivables	9,192,501	535	476,341	-	9,669,377
Bills receivable	627,260	83,962	7,200,532	-	7,911,754
Securities purchased under agreements to resell	114,620	9,147,128	290,447	25,103	9,577,298
Loans receivable	369,169,253	1,500,000	25,507,282	190,763,048	586,939,583
Consumer financing receivables	291,920	-	298	10,713,303	11,005,521
Investment in finance leases - net	141,806	-	-	10,769	152,575
Assets related to sharia transactions - murabahah receivables	732,819	-	-	886,916	1,619,735
Investment securities	23,447,231	110,735,136	8,870,758	-	143,053,125
Other assets					
Accrued interest income	1,719,981	1,813,411	274,181	679,923	4,487,496
Transactions related to ATM and credit card	3,826,536	-	-	-	3,826,536
Unaccepted bills receivable	40,596	-	-	-	40,596
Receivables from customer transactions	35,593	-	-	131,143	166,736
Receivables from insurance transactions	239,947	-	20,245	36,517	296,709
Total	409,879,928	200,876,881	60,028,291	203,246,722	874,031,822
Less:					
Allowance for impairment losses					(15,669,751)
					<u>858,362,071</u>

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43. FINANCIAL RISK MANAGEMENT (continued)

c. Credit risk management (continued)

ii. Concentration of credit risk analysis (continued)

Based on counterparty (continued)The following table presents concentration of credit risk of the Group by counterparty:
(continued)

	2019				
	Corporate	Government and Bank Indonesia	Bank	Individual	Total
Commitments and contingencies with credit risk:					
Unused credit facilities - committed	128,677,077	500,000	2,455,331	23,427,087	155,059,495
Irrevocable Letters of Credit facilities	8,590,009	-	-	907	8,590,916
Bank guarantees issued to customers	14,061,967	-	577,578	1,097,767	15,737,312
	151,329,053	500,000	3,032,909	24,525,761	179,387,723
	2018				
	Corporate	Government and Bank Indonesia	Bank	Individual	Total
Consolidated financial position:					
Current accounts with Bank Indonesia	-	43,548,309	-	-	43,548,309
Current accounts with other banks	-	-	8,497,938	-	8,497,938
Placement with Bank Indonesia and other banks	-	21,170,352	10,512,459	-	31,682,811
Financial assets held for trading	189,233	4,717,155	935,436	-	5,841,824
Acceptance receivables	11,428,458	167	475,907	13,603	11,918,135
Bills receivable	826,677	366,086	7,413,620	-	8,606,383
Securities purchased under agreements to resell	-	3,986,380	5,195,638	30,666	9,212,684
Loans receivable	326,317,336	2,500,000	23,857,038	185,425,074	538,099,448
Consumer financing receivables	239,107	-	196	7,738,434	7,977,737
Investment in finance leases - net	167,451	-	-	10,380	177,831
Assets related to sharia transactions - <i>murabahah</i> receivables	1,095,243	-	-	611,697	1,706,940
Investment securities	19,620,012	80,163,819	9,388,290	-	109,172,121
Other assets					
Accrued interest income	1,521,979	1,241,283	290,395	658,767	3,712,424
Transactions related to ATM and credit card	6,267,324	-	-	-	6,267,324
Unaccepted bills receivable	90,251	-	-	-	90,251
Receivables from customer transactions	14,716	-	-	198,518	213,234
Receivables from insurance transactions	200,749	-	15,666	9,798	226,213
Total	367,978,536	157,693,551	66,582,583	194,696,937	786,951,607
Less:					
Allowance for impairment losses					(14,399,175)
					772,552,432
Commitments and contingencies with credit risk :					
Unused credit facilities - committed	121,382,320	-	1,287,377	24,189,882	146,859,579
Irrevocable Letters of Credit facilities	10,360,579	-	-	5,384	10,365,963
Bank guarantees issued to customers	13,204,698	-	920,186	1,116,298	15,241,182
	144,947,597	-	2,207,563	25,311,564	172,466,724

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43. FINANCIAL RISK MANAGEMENT (continued)

c. Credit risk management (continued)

iii. Credit risk analysis

The following table presents individually impaired financial assets, financial assets that are not individually significant and collectively assessed for impairment, past due but not impaired financial assets and neither past due nor impaired financial assets.

	2019								Not individually significant and collectively assessed for impairment	Total
	Individually impaired	Past due but not impaired			Neither past due nor impaired			Other financial assets		
		1 - 30 days	31 - 60 days	61 - 90 days	Acceptance receivables, bills receivable and loans receivable					
					High grade	Standard grade	Low grade			
Loans and receivables:										
Current accounts with Bank Indonesia	-	-	-	-	-	-	-	47,904,674	-	47,904,674
Current accounts with other banks	-	-	-	-	-	-	-	10,521,687	-	10,521,687
Placements with Bank Indonesia and other banks	-	-	-	-	-	-	-	29,474,447	-	29,474,447
Acceptance receivables - net	-	-	-	-	4,863,217	4,311,314	17,851	-	300,373	9,492,755
Bills receivable - net	-	-	-	-	2,979,636	1,321,656	55,514	-	3,552,214	7,909,020
Securities purchased under agreements to resell - net	-	-	-	-	-	-	-	9,575,565	-	9,575,565
Loans receivable - net	1,469,364	716,117	156,606	136,021	244,286,451	83,481,169	1,309,528	-	240,478,743	572,033,999
Consumer financing receivables - net	-	-	-	-	-	-	-	-	10,532,424	10,532,424
Investment in finance leases - net	-	-	-	-	-	-	-	-	149,428	149,428
Assets related to sharia transactions - <i>murabahah</i> receivables - net	6,556	-	-	-	-	-	-	-	1,577,667	1,584,223
Other assets - net										
Accrued interest income	-	-	-	-	-	-	-	-	4,487,493	4,487,493
Transactions related to ATM and credit card	-	-	-	-	-	-	-	3,826,536	-	3,826,536
Unaccepted bills receivable	-	-	-	-	-	-	-	-	39,697	39,697
Receivables from customer transactions	-	-	-	-	-	-	-	-	166,736	166,736
Receivables from insurance transactions	-	-	-	-	-	-	-	-	296,709	296,709
	1,475,920	716,117	156,606	136,021	252,129,304	89,114,139	1,382,893	101,302,909	261,581,484	707,995,393
Measured at fair value through profit or loss:										
Financial assets held-for-trading	-	-	-	-	-	-	-	5,910,146	-	5,910,146
	-	-	-	-	-	-	-	5,910,146	-	5,910,146
Available-for-sale:										
Placements with Bank Indonesia and other banks	-	-	-	-	-	-	-	1,473,827	-	1,473,827
Investment securities - net	-	-	-	-	-	-	-	126,876,925	-	126,876,925
	-	-	-	-	-	-	-	128,350,752	-	128,350,752
Held-to-maturity:										
Investment securities - net	-	-	-	-	-	-	-	16,105,780	-	16,105,780
	-	-	-	-	-	-	-	16,105,780	-	16,105,780
	1,475,920	716,117	156,606	136,021	252,129,304	89,114,139	1,382,893	251,669,587	261,581,484	858,362,071

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43. FINANCIAL RISK MANAGEMENT (continued)

c. Credit risk management (continued)

iii. Credit risk analysis (continued)

The following table presents individually impaired financial assets, financial assets that are not individually significant and collectively assessed for impairment, past due but not impaired financial assets and neither past due nor impaired financial assets. (continued)

	2018									
	Individually impaired	Past due but not impaired			Neither past due nor impaired			Other financial assets	Not individually significant and collectively assessed for impairment	Total
		1 - 30 days	31 - 60 days	61 - 90 days	Acceptance receivables, bills receivable and loans receivable					
					High grade	Standard grade	Low grade			
Loans and receivables:										
Current accounts with Bank Indonesia	-	-	-	-	-	-	43,548,309	-	43,548,309	
Current accounts with other banks	-	-	-	-	-	-	8,497,938	-	8,497,938	
Placements with Bank Indonesia and other banks	-	-	-	-	-	-	29,640,544	-	29,640,544	
Acceptance receivables - net	2,909	-	-	-	6,259,128	5,075,845	12,761	231,642	11,582,285	
Bills receivable - net	-	-	-	-	4,823,706	1,024,353	-	2,752,650	8,600,709	
Securities purchased under agreements to resell - net	-	-	-	-	-	-	9,212,684	-	9,212,684	
Loans receivable - net	1,234,744	110,414	139,455	87,828	226,535,490	67,576,937	1,049,715	227,795,879	524,530,462	
Consumer financing receivables - net	-	-	-	-	-	-	-	7,613,709	7,613,709	
Investment in finance leases - net	-	-	-	-	-	-	-	174,212	174,212	
Assets related to sharia transactions - <i>murabahah</i> receivables - net	-	-	-	-	-	-	-	1,679,410	1,679,410	
Other assets - net	-	-	-	-	-	-	-	3,712,424	3,712,424	
Accrued interest income	-	-	-	-	-	-	-	-	-	
Transactions related to ATM and credit card	-	-	-	-	-	-	6,267,324	-	6,267,324	
Unaccepted bills receivable	-	-	-	-	-	-	-	88,221	88,221	
Receivables from customer transactions	-	-	-	-	-	-	-	213,234	213,234	
Receivables from insurance transactions	-	-	-	-	-	-	-	226,213	226,213	
	1,237,653	110,414	139,455	87,828	237,618,324	73,677,135	1,062,476	97,166,799	244,487,594	
Measured at fair value through profit or loss:										
Financial assets held-for-trading	-	-	-	-	-	-	5,841,824	-	5,841,824	
	-	-	-	-	-	-	5,841,824	-	5,841,824	
Available-for-sale:										
Placements with Bank Indonesia and other banks	-	-	-	-	-	-	2,042,267	-	2,042,267	
Investment securities - net	-	-	-	-	-	-	95,252,803	-	95,252,803	
	-	-	-	-	-	-	97,295,070	-	97,295,070	
Held-to-maturity:										
Investment securities - net	-	-	-	-	-	-	13,827,860	-	13,827,860	
	-	-	-	-	-	-	13,827,860	-	13,827,860	
	1,237,653	110,414	139,455	87,828	237,618,324	73,677,135	1,062,476	214,131,553	244,487,594	

Individually impaired financial assets

Individually impaired financial assets are financial assets that are individually significant and there is objective evidence that impairment loss has incurred after initial recognition of the financial assets.

Based on the Bank's internal policy, loans that are determined to be individually significant are loans to corporate and commercial debtors.

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43. FINANCIAL RISK MANAGEMENT (continued)**c. Credit risk management** (continued)**iii. Credit risk analysis** (continued)**Financial assets that are not individually significant and assessed for collective impairment**

Financial assets that are not individually significant consist of loans and receivables of the Group to retail debtors, i.e. Small & Medium Enterprise (“SME”) debtors, consumer financing receivables (including joint financing) debtors, mortgage and its housing renovation loans, vehicle loans and credit card.

The Group determines that impairment losses of financial assets that are not individually significant are assessed collectively, by grouping those financial assets based on similar risk characteristics.

Past due but not impaired financial assets

Past due but not impaired financial assets are financial assets from corporate and commercial segment, for which contractual interest or principal payments are past due, but the Group believes that individual impairment has not occurred on the basis of the level of security/collateral available and/or the stage of collection of amounts owed to the Group.

Neither past due nor impaired financial assets

Included in neither past due nor impaired financial assets are financial assets which are not impaired individually and have been grouped based on similar risk characteristics for the purpose of assessing its collective impairment for the incurred but not yet reported losses (“IBNR”).

Based on its quality, neither past due nor impaired loans receivable, acceptance receivables and bills receivable are classified into 3 (three) categories, i.e. high grade, standard grade and low grade, in accordance with the Bank’s internal estimate of each debtor’s probability of default or certain portfolios that have been assessed against a range of qualitative and quantitative factors.

Loans receivable, acceptance receivables and bills receivable with risk rating of RR1 to RR7 are included in high grade category. Included in high grade category are loans to debtors which have strong capacity to repay all of its obligations in a timely manner, supported by strong fundamental factors and are not easily affected by unfavourable economic conditions.

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43. FINANCIAL RISK MANAGEMENT (continued)**c. Credit risk management (continued)****iii. Credit risk analysis (continued)****Neither past due nor impaired financial assets (continued)**

Loans receivable, acceptance receivables and bills receivable with risk rating of RR8 to RR9 are included in standard grade category. Included in standard grade category are loans to debtors which considered to have sufficient capacity to repay its contractual interest and principal, but quite sensitive to unfavourable changes of economic conditions.

Loans receivable, acceptance receivables and bills receivable with risk rating RR10 and Loss are included in low grade category. Included in low grade category are loans to debtors with volatile repayment capacity, have poor fundamental factors and are easily affected by unfavourable economic conditions.

iv. Collateral

Collateral is held to mitigate credit risk exposures and risk mitigation policies determine the eligibility of collateral types that can be accepted by the Bank. The Bank differentiates collateral types based on its liquidity and existence into solid collaterals and non-solid collaterals. Solid collaterals are collaterals which have relatively high liquidity value and/or the existence is permanent (is not easily moved) i.e., cash collaterals and land/building, and therefore, the collaterals can be repossessed or taken over by the Bank when the loan to debtor/group debtor becomes non-performing. Non-solid collaterals are collaterals which have relatively low liquidity value and/or the existence is temporary (easily moveable) i.e., vehicles, machineries, inventories, receivables, etc. As of 31 December 2019 and 2018, the Bank held collaterals against loans receivables in the form of cash, properties (land/building), motor vehicles, guarantees, machineries, inventories, debt securities, etc.

The Bank's policy in connection with collateral as mitigation of credit risk depends on the credit category or facilities provided. For SME loans, all loans should be supported with collateral (collateral based lending) whereby at least 50% (fifty percent) of it are solid collaterals. For corporate and commercial loans, the collateral values are determined based on the individual debtor credit worthiness. The collateral value is determined based on the appraisal value at the time of loan approval and periodically reviewed.

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43. FINANCIAL RISK MANAGEMENT (continued)**c. Credit risk management (continued)****iv. Collateral (continued)**

For mortgage facility (“KPR”), the Bank requires that all facilities should be supported by collateral properties (land/building). The Bank applies the Loan-to-Value (“LTV”) regulation gradually, starting from the first mortgage facility and so forth, in accordance with the rules imposed by the regulator. Value of the collateral for KPR is calculated based on the collateral value when credit is granted and renewed every 30 (thirty) months. For auto loan facility (“KKB”), the Bank requires that all facilities should be supported by collateral vehicles. The Bank applied the down payment rule, in accordance with the regulation imposed by the regulator.

Subsidiaries’ consumer financing receivables are secured by the related certificates of ownership (“BPKB”) of the vehicles being financed.

For foreign exchange transactions, either spot or forward, the Bank requires cash collaterals which is set at a certain percentage of facility provided. If the debtor has other credit facilities in the Bank, the debtor may use the collateral that has been given previously to be crossed with each other. The policy on percentage of the required collateral will be reviewed periodically, in line with the fluctuation and volatility of Rupiah currency to foreign currency exchange rate.

Details of financial and non-financial assets obtained by the Bank during the year by taking possession of collaterals held as security against financial assets as of 31 December 2019 and 2018, presented in other assets at the lower of carrying amount and net realisable value, were as follows:

	<u>2019</u>	<u>2018</u>
Land	131,980	70,324
Building	803,028	456,181
Other commercial properties	39,911	665
Financial assets and other assets	1,960	2,703
Fair value	<u>976,879</u>	<u>529,873</u>

The Bank generally does not use repossessed non-cash collateral for its own operations. The Bank’s policy is to realise collaterals which are repossessed as part of the settlement of credit.

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43. FINANCIAL RISK MANAGEMENT (continued)

c. Credit risk management (continued)

v. Financial assets held for trading

As of 31 December 2019 and 2018, the Group had financial assets held for trading at the fair value amounting to Rp 5,910,146 and Rp 5,841,824, respectively (see Note 9). Information on credit quality of the maximum exposure to credit risk of financial assets held for trading was as follows:

	2019	2018
Government securities:		
Investment grade	3,378,221	4,717,155
Corporate bonds:		
Investment grade	132,990	40,616
Derivative assets:		
Other banks as counterparties	1,814,854	906,915
Corporates as counterparties	120,742	133,041
Others	463,339	44,097
Fair value	5,910,146	5,841,824

vi. Investment securities

As of 31 December 2019 and 2018, the Group had investment securities at the carrying value amounting to Rp 142,982,705 and Rp 109,080,663, respectively (see Note 15). Information on credit quality of the maximum exposure to credit risk of investment securities was as follows:

	2019	2018
Government securities:		
Investment grade	109,838,886	79,211,468
Corporate bonds:		
Investment grade	16,839,052	15,066,115
Others	16,304,767	14,803,080
Carrying value	142,982,705	109,080,663

d. Liquidity risk management

The Bank emphasises the importance of maintaining adequate liquidity to meet its commitments to its customers and other parties, whether in loans disbursement, repayment of customers' deposits or to meet operational liquidity requirements. The management of overall liquidity needs is overseen by ALCO and operationally by the Treasury Division.

The Bank has implemented the relevant liquidity rules in accordance with regulatory requirement for the Bank to maintain Rupiah liquidity (Minimum Statutory Reserve/*Giro Wajib Minimum* or GWM) both on daily and on average for a particular reporting period, which consists of Primary Minimum Statutory Reserve and MIR (Macroprudential Intermediation Ratio) in the form of Rupiah demand deposits at Bank Indonesia, MLB (Macroprudential Liquidity Buffer) in the form of SBI, SDBI and SBN, as well as foreign currency Minimum Statutory Reserve in the form of foreign currency demand deposits in Bank Indonesia.

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43. FINANCIAL RISK MANAGEMENT (continued)

d. Liquidity risk management (continued)

The Bank monitors its liquidity by maintaining sufficient liquid assets to repay the customers' deposits and ensuring that total assets mature in each period is sufficient to cover total matured liabilities.

The Bank's liquid assets mainly consist of placements with Bank Indonesia and other banks, including current accounts with Bank Indonesia and other banks and cash. If the Bank needs liquidity, the Bank can immediately drawdown excess reserve funds over its Minimum Statutory Reserve in the current accounts with Bank Indonesia ("GWM"), sell the Certificates of Bank Indonesia ("SBI")/State Debentures ("SUN")/other government securities or sell SBI/SUN/other government securities under repurchase agreements, early redemption of BI term deposits or seek for borrowings from interbank money market in Indonesia. The Bank's primary reserve consists of the Minimum Statutory Reserve and cash held at branches.

In order to reduce risk of dependency to single funding, the Subsidiaries have diversified its funding resources. Besides capital and collection from customers, the Subsidiaries generate funding resources from bank loans and capital market, through bonds and medium-term notes issuance.

The following table presents the contractual undiscounted cash flows of financial liabilities and administrative accounts of the Group based on remaining period to contractual maturity as of 31 December 2019 and 2018:

	2019						
	Carrying amount	Gross nominal inflow/ (outflow)	Up to 1 month	> 1 - 3 months	> 3 months - 1 year	> 1 - 5 years	> 5 years
Non-derivative financial liabilities							
Deposits from customers	(698,980,068)	(699,367,072)	(647,106,202)	(34,798,731)	(17,462,139)	-	-
Sharia deposits	(1,035,526)	(1,036,015)	(1,036,015)	-	-	-	-
Deposits from other banks	(6,717,474)	(6,717,597)	(6,681,497)	(36,000)	(100)	-	-
Acceptance payables	(5,321,249)	(5,321,249)	(1,919,003)	(2,301,825)	(1,026,305)	(74,116)	-
Securities sold under agreements to repurchase	(113,249)	(114,750)	(114,750)	-	-	-	-
Debt securities issued	(1,347,523)	(1,551,087)	-	(26,760)	(842,279)	(682,048)	-
Borrowings	(2,332,870)	(2,335,654)	(73,158)	(148,286)	(1,864,397)	(249,813)	-
Other liabilities	(3,287,368)	(3,287,368)	(3,268,228)	(17,426)	(1,704)	(10)	-
Subordinated bonds	(500,000)	(509,296)	(9,296)	-	-	-	(500,000)
	(719,635,327)	(720,240,088)	(660,208,149)	(37,329,028)	(21,196,924)	(1,005,987)	(500,000)
Derivative financial liabilities							
Financial liabilities held for trading:	(106,260)						
Outflow		(9,189,024)	(5,244,953)	(3,163,079)	(780,992)	-	-
Inflow		9,084,206	5,193,975	3,119,612	770,619	-	-
Other liabilities	(38,783)	(38,783)	(38,783)	-	-	-	-
	(145,043)	(143,601)	(89,761)	(43,467)	(10,373)	-	-
Administrative accounts							
Unused credit facilities to customers - committed		(152,604,164)	(152,604,164)	-	-	-	-
Unused credit facilities to other banks - committed		(2,455,331)	(2,455,331)	-	-	-	-
Irrevocable Letters of Credit facilities		(8,590,916)	(3,142,922)	(4,293,786)	(1,154,208)	-	-
Bank guarantees issued to customers		(15,737,312)	(1,563,549)	(2,954,540)	(8,987,269)	(2,220,596)	(11,358)
		(179,387,723)	(159,765,966)	(7,248,326)	(10,141,477)	(2,220,596)	(11,358)
	(719,780,370)	(899,771,412)	(820,063,876)	(44,620,821)	(31,348,774)	(3,226,583)	(511,358)

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43. FINANCIAL RISK MANAGEMENT (continued)

d. Liquidity risk management (continued)

The following table presents the contractual undiscounted cash flows of financial liabilities and administrative accounts of the Group based on remaining period to contractual maturity as of 31 December 2019 and 2018: (continued)

	2018						
	Carrying amount	Gross nominal inflow/ (outflow)	Up to 1 month	> 1 - 3 months	> 3 months - 1 year	> 1 - 5 years	> 5 years
Non-derivative financial liabilities							
Deposits from customers	(629,812,017)	(630,209,040)	(585,523,692)	(30,646,614)	(14,038,734)	-	-
Sharia deposits	(621,315)	(621,657)	(621,657)	-	-	-	-
Deposits from other banks	(6,494,491)	(6,494,562)	(6,456,962)	(37,500)	(100)	-	-
Acceptance payables	(5,843,486)	(5,843,486)	(1,969,737)	(2,653,028)	(1,108,574)	(112,147)	-
Securities sold under agreements to repurchase	(48,111)	(49,386)	(49,386)	-	-	-	-
Debt securities issued	(239,735)	(250,188)	-	(5,094)	(245,094)	-	-
Borrowings	(2,093,475)	(2,097,061)	(251,494)	(122,500)	(1,491,922)	(231,145)	-
Other liabilities	(5,600,443)	(5,600,443)	(5,588,712)	(9,078)	(2,653)	-	-
Subordinated bonds	(500,000)	(508,972)	(8,972)	-	-	-	(500,000)
	(651,253,073)	(651,674,795)	(600,470,612)	(33,473,814)	(16,887,077)	(343,292)	(500,000)
Derivative financial liabilities							
Financial liabilities held for trading:	(188,934)						
Outflow		(6,880,448)	(4,577,272)	(1,185,592)	(1,117,584)	-	-
Inflow		6,756,169	4,505,857	1,165,473	1,084,839	-	-
Other liabilities	(25,518)	(25,518)	(25,518)	-	-	-	-
	(214,452)	(149,797)	(96,933)	(20,119)	(32,745)	-	-
Administrative accounts							
Unused credit facilities to customers - committed		(145,599,557)	(145,599,557)	-	-	-	-
Unused credit facilities to other banks - committed		(1,260,022)	(1,260,022)	-	-	-	-
Irrevocable Letters of Credit facilities		(10,365,963)	(3,934,116)	(4,442,304)	(1,484,835)	(504,708)	-
Bank guarantees issued to customers		(15,241,182)	(1,565,166)	(3,253,063)	(8,220,583)	(2,202,295)	(75)
		(172,466,724)	(152,358,861)	(7,695,367)	(9,705,418)	(2,707,003)	(75)
	(651,467,525)	(824,291,316)	(752,926,406)	(41,189,300)	(26,625,240)	(3,050,295)	(500,075)

The tables above were prepared based on remaining contractual maturities of the financial liabilities and irrevocable Letters of Credit facility, while for issued guarantee contracts and unused committed credit facility were based on its earliest possible contractual maturity. The Bank's and Subsidiaries' expected cash flows from these instruments vary significantly from the above analysis. For example, current accounts and saving accounts are expected to have a stable or increasing balance, or unused committed credit facility to customers/other banks are not all expected to be drawn down immediately.

The nominal inflow and outflow disclosed in the above table represents the contractual undiscounted cash flows relating to the principal and interest on the financial liabilities or commitments. The disclosure for derivatives shows a gross inflow and outflow amount for derivatives that have simultaneous gross settlement (e.g., foreign currency forward).

Analysis on the carrying value of financial assets and liabilities based on remaining contractual maturities as of 31 December 2019 and 2018 are disclosed in Note 44.

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43. FINANCIAL RISK MANAGEMENT (continued)

e. Market risk management

i. Foreign exchange risk

The Bank conducts foreign currency trading in accordance with its internal policies and regulations from Bank Indonesia regarding Net Open Position ("NOP"). In managing its foreign exchange risk, the Bank centralises the management of its NOP at the Treasury Division, which consolidates daily NOP reports from all branches. In general, each branch is required to square its foreign exchange risk at the end of each business day, although there is a NOP tolerance limit set for each branch depending on the volume of its foreign exchange activity. The Bank prepares its daily NOP report which combines the NOP from consolidated statements of financial position and administrative accounts. Bank has considered Domestic Non delivery Forward (DNDF) transaction as part of NOP report.

The Bank's revenue from foreign currency trading is mainly obtained from customer-related transactions and sometimes the Bank has NOP in certain amount to fulfill the customer's needs, in accordance with the Bank's internal guidelines. Trading for profit-taking purposes (proprietary trading) can only be performed for limited foreign currencies with small limits.

The Bank's foreign currency liabilities mainly consist of deposits and borrowings denominated in US Dollar. To comply with the NOP regulations, the Bank maintains its assets which consist of placements with other banks and loans receivable in USD.

To measure foreign exchange risk on trading book, the Bank uses Value at Risk ("VaR") method with Historical Simulation approach for the purpose of internal reporting, meanwhile for the purpose of Bank's Capital Adequacy Ratio ("CAR") report, the Bank used OJK standard method.

Bank's sensitivity towards foreign currency is taken into account by using NOP information translated to major foreign currency of the Bank, which is USD. The table below summarises the Bank's profit before tax sensitivity on changes of foreign exchange rate as of 31 December 2019 and 2018:

	Impact on profit before tax	
	+5%	-5%
31 December 2019	(3,881)	3,881
31 December 2018	(6,093)	6,093

Information about Bank's NOP as of 31 December 2019 and 2018 were disclosed in Note 45.

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43. FINANCIAL RISK MANAGEMENT (continued)**e. Market risk management (continued)****ii. Interest rate risk****Interest Rate Risk in the Banking Book**

The calculation of interest rate risk in the banking book ("IRRBB") uses two perspectives, which are the economic value perspective and the earnings perspective. It is intended so the Bank can identify risks more accurately and perform appropriate corrective actions.

To mitigate IRRBB, the Bank has set nominal limits for fixed rate loans and banking book securities, IRRBB limits and pricing strategies.

The measurement of IRRBB using 2 (two) methods is in accordance to Circular Letter of OJK No. 12/SEOJK.03/2018 regarding the Implementation of Risk Management and Standard Approach for Risk Measurement of Interest Rate Risk in Banking Book for Conventional Banks:

- a. Measurement based on the changes in the economic value of equity, which measures the impact of changes in interest rates on the economic value of Bank equity; and
- b. Measurement based on the changes in net interest income, which measures the impact of changes in interest rates on the Bank's earnings.

The Bank measures IRRBB for significant currencies, which are IDR and USD. In total of IRRBB, the maximum negative (absolute) value of the two currencies is aggregated.

The result of IRRBB calculation using EVE method as of 31 December 2019 was 3.17% of Tier 1 Capital. While, based on the NII method as of 31 December 2019 was 5.43% of Projected Income.

Interest Rate Risk in the Trading Book

The risk measurement is performed on Rupiah and USD which are then reported to ALCO. To measure interest rate risk on the trading book, the Bank uses VaR method with Historical Simulation approach for internal reporting purposes, while for the Minimum Capital Adequacy Ratio purpose, the Bank uses OJK's standard approach.

Cash flow interest rate risk is the risk that future cash flow from financial instruments fluctuates due to the movement in market interest rates. Fair value interest rate risk is the risk that the fair value of financial instruments fluctuates due to the movement in market interest rates. The Bank has exposure to the volatility in market interest rates both to the fair value risk and cash flows risk. To mitigate this risk, the Board of Directors have set VaR limits for trading book, which are monitored by the Risk Management Unit on a daily basis.

The Subsidiary is exposed to interest rate risk arising from consumer financing receivables, factoring receivables, other receivables, the issuance of fixed rate bonds payable and medium-term notes payable. The Subsidiary manages the interest rate risk by diversifying its financing sources to find the most suitable fixed interest rate to minimise mismatch.

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43. FINANCIAL RISK MANAGEMENT (continued)

e. Market risk management (continued)

ii. Interest rate risk (continued)

The table below summarises the Group financial assets and liabilities (non-trading purposes) at carrying amounts, categorised by the earlier of contractual re-pricing or maturity dates: (continued)

	2018						Total
	Floating interest rate		Fixed interest rate			Non-interest bearing	
	Up to 3 months	> 3 months - 1 year	Up to 3 months	> 3 months - 1 year	More than 1 year		
Financial liabilities							
Deposits from customers	(483,003,754)	-	(131,455,903)	(15,352,360)	-	-	(629,812,017)
Sharia deposits	-	-	-	-	-	(621,315)	(621,315)
Deposits from other banks	(6,415,990)	-	(78,401)	(100)	-	-	(6,494,491)
Acceptance payables	-	-	-	-	-	(5,843,486)	(5,843,486)
Securities sold under agreements to repurchase	-	-	(48,111)	-	-	-	(48,111)
Debt securities issued	-	-	-	(239,735)	-	-	(239,735)
Subordinated bonds	-	-	-	-	(500,000)	-	(500,000)
Borrowings	-	-	(194,830)	(1,666,922)	(231,723)	-	(2,093,475)
Other liabilities	-	-	-	-	-	(5,625,961)	(5,625,961)
Total	(489,419,744)	-	(131,777,245)	(17,259,117)	(731,723)	(12,090,762)	(651,278,591)
Interest rate re-pricing gap	(92,745,620)	33,957,002	(56,807,607)	32,961,833	147,849,040	50,215,221	115,429,869

f. Operational risk management

Implementation of operational risk management (MRO) are outlined in Financial Services Authority Regulation ("POJK") No. 18/POJK.03/2016 dated 16 March 2016.

The Bank has Basic Policy of Operational Risk Management ("KMRO") as the basic guideline for managing operational risk in all working units.

The Bank has qualified infrastructure to support implementation of operational risk management, named Operational Risk Management Information System (ORMIS), which consists of three modules. The modules are Risk and Control Self Assessment (RCSA), Loss Event Database (LED), and Key Risk Indicator (KRI). This web-based application can be used by all working units to help them in managing operational risk. In order to make implementation of operational risk management is more effective and efficient, the bank continuously enhance the ORMIS in accordance with the latest bank operational activities.

Risk and Control Self Assessment ("RCSA")

RCSA aims to improve the awareness culture in managing operational risk to improve risk control of each employee in conducting their daily activities so it can minimize operational risk loss.

RCSA is conducted regularly in all working units (branches and head office) that are significantly exposed to operational risk.

The Bank regularly reviews and revalidates operational risk that may occur in working unit and also assess impact and likelihood grading that is used for RCSA so that the assessment of operational risk can provide more precise overview of activities and risk profiles of each working unit and bankwide.

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43. FINANCIAL RISK MANAGEMENT (continued)**f. Operational risk management (continued)****Loss Event Database (“LED”)**

LED is used to gather operational risk loss data from all working units. The data are used by Bank to calculate Capital Requirement using Standardized Measurement Approach (SMA) method for operational risk. On the other hand, LED data is used to analyze and monitor operational risk events to take action immediately and minimize loss.

The Bank always conducts an independent review of operational risk loss data comprehensively to maintain the validity of data which are provided by working units.

Key Risk Indicator (“KRI”)

KRI can provide an early warning sign of increasing operational risk in a working unit. Whenever there is an increase in risk, the system will send a notification to Risk Manager, so they can immediately take necessary actions to minimize operational risk that may occur.

The Bank regularly reviews and revalidates KRI parameters and thresholds to ensure KRI effectiveness in providing early warning signs of increased operational risk in working units.

The Bank presents implementation of operational risk management to working units and conducts Risk Awareness Program to embed and enhance the awareness culture in managing operational risk in working units.

g. Consolidated risk management

In accordance with Financial Services Authority Regulation (“POJK”) No. 38/POJK.03/2017 dated 12 July 2017 regarding the Implementation of Consolidated Risk Management for Banks with Control over Subsidiaries, the Bank is required to implement consolidated risk management.

Implementation of consolidated risk management in the Bank is performed based on the above-mentioned Financial Services Authority regulation, including:

- Active supervision of Board of Commissioners and Board of Directors;
- Adequate policies and procedures and setting limits;
- Adequacy of the process of identification, measurement, monitoring and risk control, as well as risk management information system; and
- A comprehensive internal control system.

By referring to the concept for implementation of consolidated risk management, the implementation of risk management framework in Subsidiaries has been indirectly monitored and examined by the Bank’s management.

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43. FINANCIAL RISK MANAGEMENT (continued)**g. Consolidated risk management (continued)**

In accordance with Financial Services Authority Regulation (“POJK”) No. 17/POJK.03/2014 dated 18 November 2014 regarding the Implementation of Integrated Risk Management for Financial Conglomeration, a financial conglomeration should implement a comprehensive and effective integrated risk management, in this case the Bank as the main entity is obliged to integrate the implementation of risk management within the financial conglomeration.

Referring to the implementation of integrated risk management concept, implementation of tasks and responsibilities of Integrated Risk Management Working Unit is one of the functions of the existing Risk Management Working Unit. In performing their duties, Integrated Risk Management Working Unit coordinates with working units that conduct Risk Management function on the respective Financial Service Institution (“LJK”) in financial conglomeration.

In addition to implement risk management in accordance with the regulations of their respective regulators, Subsidiaries have also implemented risk management in line with the implementation of risk management in the Main Entity. The purpose of implementing risk management in Subsidiaries is to provide added value and increase the competitiveness of companies, considering this is one of the fulfillments of the Bank's compliance with regulations and international standard practices.

In order to implement of integrated risk management effectively, the Bank also has an Accounting Information System and Risk Management System that can identify, measure and monitor the business risks of the Bank and Subsidiaries.

The Bank as the Main Entity has:

1. formed Integrated Risk Management Committee (“KMRT”) with the aim of ensuring that the risk management framework has provided adequate protection to all Bank's and Subsidiaries' risks in integrated manner;
2. compiled Basic Policy of Integrated Risk Management (“KDMRT”);
3. compiled several policies related to the implementation of Integrated Risk Management, including policies governing integrated capital, intra-group transactions, Integrated Risk Profile Reports and others; and
4. submitted to OJK:
 - a. Reports regarding the Main Entity and LJK included as members of the financial conglomeration to the OJK.
 - b. Integrated Risk Profile Report.
 - c. Integrated Capital Sufficiency Report.
 - d. Report on Changes in Members of the Financial Conglomerate.

Beside that the Group as conglomeration has performed integrated Stress Test to ensure that capital and liquidity on conglomeration level are still adequate during worst conditions (stress).

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45. NET OPEN POSITION

The Bank's net foreign exchange positions (Net Open Position or "NOP") as of 31 December 2019 and 2018 were calculated based on prevailing Bank Indonesia Regulations. Based on those regulations, banks are required to maintain the NOP (including all domestic and overseas branches) at the maximum of 20% (twenty percent) of capital.

The aggregate NOP represents the sum of the absolute values of (i) the net difference between assets and liabilities denominated in each foreign currency and (ii) the net difference of receivables and liabilities of both commitments and contingencies recorded in the administrative account (administrative account transactions) denominated in each foreign currency, which are all stated in Rupiah. The NOP for statement of financial position represents the sum of the net differences of assets and liabilities on the statement of financial position for each foreign currency, which are all stated in Rupiah.

The Bank's NOP as of 31 December 2019 and 2018 were as follows:

	2019		Overall NOP (absolute amount)
	NOP for statement of financial position (net difference between assets and liabilities)	Net difference between receivables and liabilities in administrative accounts	
USD	54,416,449	(55,851,054)	1,434,605
SGD	(42,209)	(59,010)	101,219
AUD	32,891	(31,060)	1,831
HKD	26,061	(25,011)	1,050
GBP	26,774	(25,533)	1,241
EUR	301,204	(313,032)	11,828
JPY	192,370	(192,561)	191
CAD	18,984	(18,403)	581
CHF	16,352	(14,057)	2,295
DKK	2,611	(2,791)	180
MYR	1,533	-	1,533
NZD	21,660	(18,671)	2,989
SAR	6,214	(6,940)	726
SEK	2,080	(1,388)	692
CNY	(85,679)	87,199	1,520
THB	(639)	-	639
Others	1,393	-	1,393
Total			1,564,513
Total capital (Note 46)			167,281,590
Percentage of NOP to capital			0.94%

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45. NET OPEN POSITION (continued)

The Bank's NOP as of 31 December 2019 and 2018 were as follows: (continued)

	2018		Overall NOP (absolute amount)
	NOP for statement of financial position (net difference between assets and liabilities)	Net difference between receivables and liabilities in administrative accounts	
USD	32,135,226	(32,779,195)	643,969
SGD	(139,255)	9,517	129,738
AUD	(8,321)	9,020	699
HKD	20,538	(20,103)	435
GBP	26,701	(27,467)	766
EUR	(164,261)	161,118	3,143
JPY	118,207	(118,291)	84
CAD	28,184	(27,259)	925
CHF	24,515	(23,840)	675
DKK	(914)	2,165	1,251
MYR	16,113	-	16,113
NZD	19,679	(19,318)	361
SAR	7,815	(7,190)	625
SEK	1,329	(729)	600
CNY	(112,721)	112,834	113
THB	2,077	-	2,077
Others	1,105	-	1,105
Total			802,679
Total capital (Note 46)			148,193,541
Percentage of NOP to capital			0.54%

46. CAPITAL MANAGEMENT

The primary objective of the Bank's capital management policy is to ensure that the Bank has a strong capital to support the Bank's current business expansion strategy and to sustain future development of the business, to meet regulatory capital adequacy requirements and also to ensure the efficiency of the Bank's capital structure.

The Bank prepares the Capital Plan based on assessment of and review over the capital situation in terms of the legal capital adequacy requirement, combined with current economic outlook assessment and the result of stress testing method. The Bank will continue to link financial goals and capital adequacy to risk appetite through the capital planning process and stress testing and assess the businesses based on Bank's capital and liquidity requirements.

The Bank's capital needs are also planned and discussed on a routine basis, supported by data analysis.

The Capital Plan is prepared by the Board of Directors as part of the Bank's Business Plan and approved by the Board of Commissioners. This plan is expected to ensure an adequate level of capital optimum capital structure.

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46. CAPITAL MANAGEMENT (continued)

Based on BI Regulation No. 8/6/PBI/2006 dated 30 January 2006 and BI Circular Letter No. 8/27/DPNP dated 27 November 2006 requires all banks to meet CAR requirements for the bank on an individual and consolidated basis. The calculation of minimum CAR on consolidated basis is performed by calculating capital and Risk-Weighted Assets ("RWA") based on risks from consolidated financial statements as provided in the prevailing Bank Indonesia Regulations.

BI Circular Letter No. 11/3/DPNP dated 27 January 2009 requires all banks in Indonesia with certain qualification to take into account operational risk in the CAR calculation.

The Bank is required to provide minimum capital in accordance with risk profile as of 31 December 2019 and 2018 based on Financial Services Authority Regulation No. 11/POJK.03/2016 dated 2 February 2016.

The Bank calculates its capital requirements based on the prevailing OJK Regulations, where the regulatory capital consisted of two tiers:

- Core Capital (Tier 1), which includes:
 1. Common Equity (CET 1), which includes issued and fully paid-up capital (after deduction of treasury stock), additional paid-up capital, allowable non-controlling interest and deductions from Common Equity.
 2. Additional Core Capital
- Supplementary Capital (Tier 2), which includes capital instrument in form of shares or other allowable instruments, agio or disagio from supplementary capital issuance, required general allowance for productive assets (maximum of 1.25% RWA credit risk), specific reserve and deductions from tier 2 capital.

The CAR as of 31 December 2019 and 2018, calculated in accordance with the prevailing regulations, taking into account the credit risk, market risk and operational risk, were as follows:

	2019		2018	
	Bank	Consolidated	Bank	Consolidated
I. Core Capital (Tier 1)	160,318,613	170,750,375	141,687,397	149,412,372
II. Supplementary Capital (Tier 2)	6,962,977	7,137,864	6,506,144	6,639,146
Total Capital	167,281,590	177,888,239	148,193,541	156,051,518
Risk-Weighted Assets based on risk profile				
RWAs Considering Credit Risk	596,998,897	609,939,978	538,872,893	551,236,800
RWAs Considering Market Risk	6,942,916	6,566,021	3,429,199	3,088,738
RWAs Considering Operational Risk	98,983,486	105,411,073	91,331,739	97,206,002
Total RWAs	702,925,299	721,917,072	633,633,831	651,531,540
Min. Capital Requirement based on risk profile	9.99%	9.99%	9.99%	9.99%
CAR ratio				
CET 1 ratio	22.81%	23.65%	22.36%	22.93%
Tier 1 ratio	22.81%	23.65%	22.36%	22.93%
Tier 2 ratio	0.99%	0.99%	1.03%	1.02%
CAR ratio	23.80%	24.64%	23.39%	23.95%
CET 1 for Buffer	13.81%	14.65%	13.40%	13.96%

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46. CAPITAL MANAGEMENT (continued)

The CAR as of 31 December 2019 and 2018, calculated in accordance with the prevailing regulations, taking into account the credit risk, market risk and operational risk, were as follows: (continued)

	2019		2018	
	Bank	Consolidated	Bank	Consolidated
Regulatory Minimum Capital Requirement Allocation				
From CET 1	9.00%	9.00%	8.96%	8.97%
From AT 1	0.00%	0.00%	0.00%	0.00%
From Tier 2	0.99%	0.99%	1.03%	1.02%
Regulatory Buffer percentage required by Bank				
Capital Conservation Buffer	2.500%	2.500%	1.875%	1.875%
Countercyclical Buffer	0.000%	0.000%	0.000%	0.000%
Capital Surcharge for Systemic Bank	2.500%	2.500%	1.500%	1.500%

47. NON-CONTROLLING INTEREST

The movement of non-controlling interest in net assets of Subsidiaries was as follows:

	2019	2018
Balance, beginning of year	93,743	98,139
Non-controlling interest portion of Subsidiaries net profit during the year	4,921	(3,494)
Increase (decrease) of non-controlling interest from other comprehensive income of Subsidiaries during the year	1,561	(902)
Balance, end of year	100,225	93,743

48. TRANSACTIONS AND BALANCES WITH RELATED PARTIES

Related parties	Nature of relationship	Nature of transaction
PT Dwimuria Investama Andalan	Shareholder	Deposits from customers
Dana Pensiun BCA	Employer pension fund	Loans receivable, pension fund contribution, deposits from customers
PT Adiwisesa Mandiri Building Product Indonesia	Owned by the same ultimate shareholder	Loans receivable, deposits from customers
PT Agra Bareksa Energi	Owned by the same ultimate shareholder	Deposits from customers
PT Agra Bareksa Indonesia	Owned by the same ultimate shareholder	Deposits from customers
PT Agra Primera Plantation	Owned by the same ultimate shareholder	Deposits from customers
PT Akar Inti Teknologi	Owned by the same ultimate shareholder	Deposits from customers
PT Alpha Merah Kreasi	Owned by the same ultimate shareholder	Loans receivable, deposits from customers
PT Altius Bahari Indonesia	Owned by the same ultimate shareholder	Deposits from customers
PT Alto Network	Owned by the same ultimate shareholder	Deposits from customers

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48. TRANSACTIONS AND BALANCES WITH RELATED PARTIES (continued)

Related parties	Nature of relationship	Nature of transaction
PT Andil Bangunsekawan	Owned by the same ultimate shareholder	Deposits from customers
PT Angkasa Komunikasi Global Utama	Owned by the same ultimate shareholder	Deposits from customers
PT Ansvia	Owned by the same ultimate shareholder	Deposits from customers
PT Arta Karya Adhiguna	Owned by the same ultimate shareholder	Deposits from customers
PT Artha Dana Teknologi	Owned by the same ultimate shareholder	Deposits from customers
PT Artha Mandiri Investama	Owned by the same ultimate shareholder	Deposits from customers
PT Bahtera Maju Selaras	Owned by the same ultimate shareholder	Deposits from customers
PT Bangun Media Indonesia	Owned by the same ultimate shareholder	Deposits from customers
PT Bhumi Mahardika Jaya	Owned by the same ultimate shareholder	Deposits from customers
PT Bukit Muria Jaya Estate	Owned by the same ultimate shareholder	Deposits from customers
PT Bukit Muria Jaya	Owned by the same ultimate shareholder	Loans receivable, deposits from customers
PT Bukit Muria Jaya Karton	Owned by the same ultimate shareholder	Loans receivable
PT Caturguwiratna Sumapala	Owned by the same ultimate shareholder	Deposits from customers
PT Cipta Karya Bumi Indah	Owned by the same ultimate shareholder	Deposits from customers
PT Ciptakreasi Buana Persada	Owned by the same ultimate shareholder	Deposits from customers
PT Cipta Teknologi Cerdas	Owned by the same ultimate shareholder	Deposits from customers
PT Darta Media Indonesia	Owned by the same ultimate shareholder	Loans receivable, deposits from customers
PT Daya Cipta Makmur	Owned by the same ultimate shareholder	Deposits from customers
PT Daya Maju Lestari	Owned by the same ultimate shareholder	Deposits from customers
PT Digital Otomotif Indonesia	Owned by the same ultimate shareholder	Loans receivable, deposits from customers
PT Digital Startup Nusantara	Owned by the same ultimate shareholder	Deposits from customers
PT Djarum	Owned by the same ultimate shareholder	Loans receivable, deposits from customers
PT Dwi Cermat Indonesia	Owned by the same ultimate shareholder	Deposits from customers
PT Dynamo Media Network	Owned by the same ultimate shareholder	Loans receivable, deposits from customers
PT Ecogreen Oleochemicals	Owned by the same ultimate shareholder	Deposits from customers, guarantees issued, letter of credit
PT Energi Batu Hitam	Owned by the same ultimate shareholder	Loans receivable, deposits from customers, guarantees issued
PT Fajar Surya Perkasa	Owned by the same ultimate shareholder	Deposits from customers

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48. TRANSACTIONS AND BALANCES WITH RELATED PARTIES (continued)

Related parties	Nature of relationship	Nature of transaction
PT Fajar Surya Swadaya	Owned by the same ultimate shareholder	Loans receivable, deposits from customers
PT Farindo Investama Indonesia	Owned by the same ultimate shareholder	Deposits from customers
PT Fira Makmur Sejahtera	Owned by the same ultimate shareholder	Deposits from customers
PT Fokus Solusi Proteksi	Owned by the same ultimate shareholder	Deposits from customers
PT Futami Food & Beverages	Owned by the same ultimate shareholder	Deposits from customers
PT Gajah Merah Terbang	Owned by the same ultimate shareholder	Deposits from customers
PT General Buditekindo	Owned by the same ultimate shareholder	Loans receivable, deposits from customers, guarantees issued
PT Global Dairi Alami	Owned by the same ultimate shareholder	Loans receivable, deposits from customers
PT Global Digital Niaga	Owned by the same ultimate shareholder	Loans receivable, deposits from customers, guarantees issued
PT Global Digital Ritelindo	Owned by the same ultimate shareholder	Deposits from customers
PT Global Distribusi Nusantara	Owned by the same ultimate shareholder	Deposits from customers
PT Global Distribusi Pusaka	Owned by the same ultimate shareholder	Deposits from customers, guarantees issued
PT Global Kassa Sejahtera	Owned by the same ultimate shareholder	Deposits from customers
PT Global Media Visual	Owned by the same ultimate shareholder	Deposits from customers
PT Global Poin Indonesia	Owned by the same ultimate shareholder	Deposits from customers
PT Global Tiket Network	Owned by the same ultimate shareholder	Loans receivable, deposits from customers, guarantees issued
PT Global Visi Media	Owned by the same ultimate shareholder	Loans receivable, deposits from customers
PT Global Visitama Indonesia	Owned by the same ultimate shareholder	Deposits from customers
PT Globalnet Aplikasi Indotravel	Owned by the same ultimate shareholder	Loans receivable, deposits from customers
PT Globalnet Sejahtera	Owned by the same ultimate shareholder	Deposits from customers
PT Gonusa Prima Distribusi	Owned by the same ultimate shareholder	Loans receivable, deposits from customers
PT Graha Padma Internusa	Owned by the same ultimate shareholder	Deposits from customers
PT Grand Indonesia	Owned by the same ultimate shareholder	Loans receivable, deposits from customers, guarantees issued, office rental transaction
PT Griya Muria Kencana	Owned by the same ultimate shareholder	Deposits from customers
PT Hartono Istana Teknologi	Owned by the same ultimate shareholder	Loans receivable, deposits from customers
PT Hartono Plantation Indonesia	Owned by the same ultimate shareholder	Deposits from customers
PT Iforte Global Internet	Owned by the same ultimate shareholder	Deposits from customers

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48. TRANSACTIONS AND BALANCES WITH RELATED PARTIES (continued)

Related parties	Nature of relationship	Nature of transaction
PT Iforte Solusi Infotek	Owned by the same ultimate shareholder	Loans receivable, deposits from customers
PT Indo Paramita Sarana	Owned by the same ultimate shareholder	Deposits from customers
PT Intershop Prima Centre	Owned by the same ultimate shareholder	Deposits from customers
PT Kalimusada Motor	Owned by the same ultimate shareholder	Deposits from customers
PT Kecerdasan Buatan Indonesia	Owned by the same ultimate shareholder	Deposits from customers
PT Komet Infra Nusantara	Owned by the same ultimate shareholder	Loans receivable, deposits from customers
PT Kudus Istana Furniture	Owned by the same ultimate shareholder	Deposits from customers
PT Kumala Rimba Lestari	Owned by the same ultimate shareholder	Deposits from customers
PT Kumparan Kencana Electrindo	Owned by the same ultimate shareholder	Deposits from customers
PT Legal Tekno Digital	Owned by the same ultimate shareholder	Loans receivable, deposits from customers
PT Lingkarmulia Indah	Owned by the same ultimate shareholder	Deposits from customers
PT Lintas Cipta Media	Owned by the same ultimate shareholder	Loans receivable, deposits from customers
PT Lunar Inovasi Teknologi	Owned by the same ultimate shareholder	Deposits from customers
PT Marga Sadhya Swasti	Owned by the same ultimate shareholder	Loans receivable, deposits from customers
PT Margo Hotel Development	Owned by the same ultimate shareholder	Deposits from customers
PT Margo Property Development	Owned by the same ultimate shareholder	Deposits from customers
PT Mediapura Digital Indonesia	Owned by the same ultimate shareholder	Deposits from customers
PT Merah Cipta Media	Owned by the same ultimate shareholder	Loans receivable, deposits from customers
PT Mitra Media Integrasi	Owned by the same ultimate shareholder	Deposits from customers
PT Multigraha Lestari	Owned by the same ultimate shareholder	Deposits from customers
PT Nagaraja Lestari	Owned by the same ultimate shareholder	Deposits from customers
PT Nova Digital Perkasa	Owned by the same ultimate shareholder	Deposits from customers
PT Orbit Abadi Sakti	Owned by the same ultimate shareholder	Loans receivable, deposits from customers
PT Poly Kapitalindo	Owned by the same ultimate shareholder	Deposits from customers
PT Pradipta Mustika Cipta	Owned by the same ultimate shareholder	Deposits from customers
PT Profesional Telekomunikasi Indonesia	Owned by the same ultimate shareholder	Loans receivable, deposits from customers
PT Promedia Punggawa Satu	Owned by the same ultimate shareholder	Deposits from customers

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48. TRANSACTIONS AND BALANCES WITH RELATED PARTIES (continued)

Related parties	Nature of relationship	Nature of transaction
PT Promoland Indowisata	Owned by the same ultimate shareholder	Deposits from customers, guarantees issued
PT Prosa Solusi Cerdas	Owned by the same ultimate shareholder	Loans receivable, deposits from customers
PT Puri Dibya Property	Owned by the same ultimate shareholder	Deposits from customers
PT Puri Zuqni	Owned by the same ultimate shareholder	Deposits from customers
PT Quattro International	Owned by the same ultimate shareholder	Deposits from customers
PT Resinda Prima Entertama	Owned by the same ultimate shareholder	Deposits from customers
PT Sapta Adhikari Investama	Owned by the same ultimate shareholder	Deposits from customers
PT Sarana Kencana Mulya	Owned by the same ultimate shareholder	Deposits from customers
PT Sarana Menara Nusantara	Owned by the same ultimate shareholder	Deposits from customers
PT Savoria Kreasi Rasa	Owned by the same ultimate shareholder	Deposits from customers, guarantees issued
PT Seminyak Mas Propertindo	Owned by the same ultimate shareholder	Deposits from customers
PT Sentral Investama Andalan	Owned by the same ultimate shareholder	Deposits from customers
PT Sewu Nayaga Tembaya	Owned by the same ultimate shareholder	Deposits from customers
PT Silva Rimba Lestari	Owned by the same ultimate shareholder	Deposits from customers
PT Sineira Rimba Belantara	Owned by the same ultimate shareholder	Deposits from customers
PT Suamiaga Indonesia	Owned by the same ultimate shareholder	Deposits from customers
PT Sumber Kopi Prima	Owned by the same ultimate shareholder	Loans receivable, deposits from customers
PT Swarnadwipa Serdangjaya	Owned by the same ultimate shareholder	Deposits from customers
PT Tricipta Mandhala Gumilang	Owned by the same ultimate shareholder	Deposits from customers
PT Trigana Putra Mandiri	Owned by the same ultimate shareholder	Deposits from customers
PT Verve Persona Estetika	Owned by the same ultimate shareholder	Deposits from customers
PT Wana Hijau Pesaguan	Owned by the same ultimate shareholder	Deposits from customers
Key management personnel	Bank's Board of Commissioners and Board of Directors	Loans receivable, deposits from customers, employee benefits
The Bank's controlling individuals and their family members	Shareholder	Deposits from customers

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48. TRANSACTIONS AND BALANCES WITH RELATED PARTIES (continued)

In the normal course of business, the Bank has transactions with related parties due to their common ownership and/or management. All transactions with related parties are conducted with agreed terms and conditions.

The details of significant balances and transactions with related parties that were not consolidated as of 31 December 2019 and 2018, and for the years then ended were as follows:

	2019		2018	
	Amount	Percentage to total	Amount	Percentage to total
Loans receivable*) (Note 13)	4,233,122	0.72%	3,216,263	0.60%
Prepaid expense**) (Note 16)	211,012	13.73%	224,409	16.33%
Other assets***)	7,758	0.06%	8,036	0.06%
Deposits from customers (Note 20)	1,326,903	0.19%	2,489,190	0.40%
Unused credit facilities to customers (Note 28)	2,374,191	1.10%	426,591	0.21%
Letter of credit facilities to customers (Note 28)	53,004	0.62%	31,857	0.31%
Bank guarantee issued to customers (Note 28)	144,500	0.92%	93,619	0.61%
Interest and sharia income (Note 29)	88,462	0.14%	70,286	0.12%
Interest and sharia expenses (Note 30)	40,388	0.30%	36,013	0.31%
Rental expenses (Note 35)	13,398	0.94%	13,398	0.93%
Contribution to pension plan (Note 34)	228,359	79.34%	216,950	79.39%

*) Before allowance for impairment losses.

**) Represent prepaid rental and security deposits to PT Grand Indonesia.

***) Represent rental deposit to PT Grand Indonesia.

Compensations for key management personnel of the Bank (see Note 1e) were as follows:

	2019	2018
Short-term employee benefits (including tantiem)	604,627	503,325
Long-term employee benefits	37,161	38,031
Total	641,788	541,356

Rental agreement with PT Grand Indonesia

On 11 April 2006, the Bank signed a rental agreement with PT Grand Indonesia (a related party), in which the Bank agreed to lease, on a long-term basis, the office space from PT Grand Indonesia with a total area of 28,166.88 sqm at an amount of USD 35,631,103.20, including Value Added Tax ("VAT"), with an option to lease for long-term additional space of 3,264.80 sqm at an amount of USD 4,129,972, including VAT. This rental transaction was approved by the Board of Directors and Shareholders in the Bank's Extraordinary General Meeting of Shareholders on 25 November 2005 (the minutes of meeting was prepared by Notary Public Hendra Karyadi, S.H., with Deed No. 11). This rental agreement started on 1 July 2007 and will end on 30 June 2035.

The Bank was required to pay an advance of USD 3,244,092.50 on 5 December 2005, including VAT and 10 (ten) installments of USD 3,238,701.07, including VAT, for the period of 15 April 2006 to 31 December 2006.

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48. TRANSACTIONS AND BALANCES WITH RELATED PARTIES (continued)**Rental agreement with PT Grand Indonesia (continued)**

As of 31 December 2006, the Bank had paid USD 32,392,402.13, including VAT and it was recorded as other assets. On 2 January 2007, the Bank settled the payments (paid the tenth installment) amounting to USD 3,238,701.07, including VAT.

On 29 June 2007, the Bank paid the lease for additional space in the 28th and 29th floors of 3,264.80 sqm at an amount of USD 4,129,972, including VAT.

This agreement was notarised by Notary Public Hendra Karyadi, S.H., under Deed No. 14 dated 11 April 2006.

Starting May 2008, the Bank has calculated the amortisation for those prepaid rental expenses. As of 31 December 2019 and 2018, amortisation of prepaid rental expenses was Rp 153,402 and Rp 140,005, respectively, such that the remaining prepaid rental payment to PT Grand Indonesia as of 31 December 2019 and 2018 were Rp 211,012 and Rp 224,409, respectively, which was recorded as prepaid expenses.

On 24 October 2008, the Bank paid security deposits for additional space on the 30th (thirtieth) and 31st (thirty first) floor of 3,854.92 sqm at an amount of USD 208,165.68. This agreement was notarised in Deed No. 110 dated 22 May 2008 of Notary Public Dr. Irawan Soerodjo, S.H., Msi.

Rental payment for the 30th (thirtieth) and 31st (thirty first) floor started on 1 August 2009, for which in accordance with the agreement between the Bank and PT Grand Indonesia, starting from the first rental payment date (1 August 2009), the Bank will make the rental payments on a quarterly basis until the lease expires.

On 19 July 2011, the Bank paid security deposits for additional space on the 32nd (thirty second) floor of 1,932.04 sqm at an amount of USD 118,801.46. This agreement was notarised in Deed No. 32 dated 12 September 2011 of Notary Public Lim Robbyson Halim, S.H., M.H., replacement of Notary Public Dr. Irawan Soerodjo, S.H., Msi., Notary in Jakarta.

Rental payment for the 32nd floor started on 1 September 2011, for which in accordance with the agreement between the Bank and PT Grand Indonesia, starting from the first rental payment date (1 September 2011), the Bank will make the rental payments on a quarterly basis until the lease expires.

On 22 June 2015, the Bank paid security deposits for additional space on the 33rd (thirty third) floor of 1,932.04 sqm at an amount of USD 231,844.80. This agreement was notarised in Deed No. 413 dated 30 June 2015 of Notary Public Dr. Irawan Soerodjo, S.H., Msi., Notary in Jakarta.

PT BANK CENTRAL ASIA Tbk AND SUBSIDIARIES

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NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
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48. TRANSACTIONS AND BALANCES WITH RELATED PARTIES (continued)

Rental agreement with PT Grand Indonesia (continued)

Rental payment for the 33rd floor started on 1 September 2015, for which in accordance with the agreement between the Bank and PT Grand Indonesia, starting from the first rental payment date (1 September 2015), the Bank will make the rental payments on a quarterly basis until the lease expires.

49. NET PAYABLE RECONCILIATION

	2019			
	Subordinated bonds	Debt securities issued	Borrowings	Securities sold under agreements to repurchase
Net payable 1 January 2019	500,000	239,735	2,093,475	48,111
Cash flow:				
Proceeds from debt securities issued	-	1,346,617	-	-
Payment of debt securities issued	-	(240,000)	-	-
Proceeds from borrowings	-	-	88,649,720	-
Payment of borrowings	-	-	(88,406,964)	-
Proceeds from securities sold under agreements to repurchase	-	-	-	698,016
Payment of securities sold under agreements to repurchase	-	-	-	(629,756)
Non-cash changes:				
Amortisation of deferred bonds issuance costs	-	1,171	-	-
Adjustment of foreign currency	-	-	(3,361)	(3,122)
Net payable 31 December 2019	500,000	1,347,523	2,332,870	113,249
	2018			
	Subordinated bonds	Debt securities issued	Borrowings	Securities sold under agreements to repurchase
Net payable 1 January 2018	-	610,499	3,040,602	96,225
Cash flow:				
Proceeds from subordinated bonds	500,000	-	-	-
Payment of debt securities issued	-	(370,764)	-	-
Proceeds from borrowings	-	-	66,872,390	-
Payment of borrowings	-	-	(67,830,206)	-
Proceeds from securities sold under agreements to repurchase	-	-	-	1,460,662
Payment of securities sold under agreements to repurchase	-	-	-	(1,519,429)
Non-cash changes:				
Adjustment of foreign currency	-	-	10,689	10,653
Net payable 31 December 2018	500,000	239,735	2,093,475	48,111

PT BANK CENTRAL ASIA Tbk AND SUBSIDIARIES

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**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
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50. GOVERNMENT GUARANTEE SCHEME ON THE OBLIGATIONS OF DOMESTIC BANKS

Based on the Law No. 24 regarding Indonesia Deposit Insurance Corporation (*Lembaga Penjaminan Simpanan* or "LPS") dated 22 September 2004, effective 22 September 2005, the LPS was established to provide guarantee on certain obligations of commercial banks based on the prevailing guarantee schemes, in which the guarantee amount could be changed if certain prevailing criteria are met. The law was changed with the Government Regulation as the Replacement of Law No. 3 Year 2008, which was then changed to a law since 13 January 2009 i.e. the Law of Republic of Indonesia No. 7 Year 2009.

Based on Government of Republic of Indonesia Regulation No. 66/2008 dated 13 October 2008 regarding the deposit amount guaranteed by LPS, on 31 December 2019 and 2018, the deposit amount guaranteed by LPS for every customer in a bank is at a maximum of Rp 2,000.

As of 31 December 2019 and 2018, the Bank was the participant of this guarantee scheme.

51. ACCOUNTING STANDARDS ISSUED BUT NOT YET EFFECTIVE

Financial Accounting Standard Board of Indonesian Institute of Accountants (DSAK-IAI) has issued the following new standards, amendments and interpretations, but not yet effective for the financial year beginning 1 January 2019 as follows:

- SFAS 71 "Financial Instruments";
- SFAS 72 "Revenue from Contracts with Customers";
- SFAS 73 "Leases";
- The amendments to SFAS 15 "Investments in Associates and Joint Ventures: Long-term Interest in Associates and Joint Ventures";
- The amendments to SFAS 62 "Insurance contract - Implementation of SFAS 71: Financial Instruments";
- The amendments to SFAS 71 "Financial Instruments: Prepayment Features with Negative Compensation";
- The amendments to SFAS 1 "Presentation of Financial Statement";
- The amendments to SFAS 25 "Accounting Policies, Changes in Accounting Estimates and Errors";
- Annual Improvements 2019 to SFAS 1 "Presentation of Financial Statements";
- ISFAS 35 "Presentation of Non-Profit Oriented Entities Financial Statements"; and
- PPSAK 13 Revocation of SFAS 45 Financial Reporting for Non-profit Organisations.

The above standards will be effective on 1 January 2020.

- The amendments to SFAS 22 "Business Combination"; and
- SFAS 112 "Accounting *Wakaf*".

The above standard will be effective on 1 January 2021.

As at the authorisation date of these consolidated financial statements, the Group is evaluating the potential impact of these new and revised standards to the Group consolidated financial statements.

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(Expressed in millions of Rupiah, unless otherwise stated)

52. SUBSEQUENT EVENTS

The following are significant subsequent events conducted by the Bank and Subsidiaries:

PT Bank Royal Indonesia

Based on the Deed of Resolution of PT Bank Royal Indonesia No. 167 dated 27 January 2020, of Notary Public Sakti Lo, S.H., the following decisions have been taken:

1. Approved the increase in authorised capital of PT Bank Royal Indonesia, from Rp 748,800 to Rp 3,000,000; and
2. Approved the increase in issued and paid-up capital of PT Bank Royal Indonesia from Rp 287,200 to Rp 1,287,200, PT Bank Royal Indonesia will issue 10,000,000 new shares with nominal value of Rp 1,000,000 which all are subscribed to the Bank.

This Deed was approved by the Minister of Justice and Human Rights under its Decision Letter No. AHU-0008370.AH.01.02.TAHUN 2020 dated 30 January 2020. The additional paid-in capital has been approved by OJK through its Letter No. SR-2/ PB.33/2020 dated 9 January 2020. This additional paid-in capital payment have been made by the Bank on 5 December 2019, and as Other Assets as at 31 December 2019.

PT Bank Rabobank International Indonesia

The Bank has signed the credit facility agreement with PT Bank Rabobank International Indonesia for a total facility amounted to Rp 1,100,000 or equivalent to USD 100,000,000 (in full amount) on 14 January 2020, with interest rate at JIBOR plus margin. This facility will expire on 30 June 2020. PT Bank Rabobank International Indonesia has withdrawn the credit facility amounted to Rp 210,000 on 30 January 2020.

53. ADDITIONAL INFORMATION

Information presented in schedule 6/1 - 6/7 are additional financial information of PT Bank Central Asia Tbk, (Parent Entity), which presented investment in Subsidiaries according to cost method and are an integral part of the consolidated financial statements of the Group.

PT BANK CENTRAL ASIA Tbk

Schedule 6/1

**ADDITIONAL INFORMATION
STATEMENTS OF FINANCIAL POSITION (PARENT ENTITY ONLY)****31 DECEMBER 2019 AND 2018**

(Expressed in millions of Rupiah, unless otherwise stated)

	<u>2019</u>	<u>2018</u>
ASSETS		
Cash	25,402,712	21,677,576
Current accounts with Bank Indonesia	47,611,639	43,282,691
Current accounts with other banks	10,451,954	8,474,189
Placements with Bank Indonesia and other banks	29,541,325	30,403,652
Financial assets held for trading	5,838,673	5,776,887
Acceptance receivables - net of allowance for impairment losses of Rp 176,622 as of 31 December 2019 (31 December 2018: Rp 335,850)	9,492,755	11,582,285
Bills receivable - net of allowance for impairment losses of Rp 2,734 as of 31 December 2019 (31 December 2018: Rp 5,645)	7,909,020	8,534,552
Securities purchased under agreements to resell	9,268,902	9,182,017
Loans receivable - net of allowance for impairment losses of Rp 14,905,039 as of 31 December 2019 (31 December 2018: Rp 13,568,311)		
Related parties	5,896,763	3,295,056
Third parties	567,449,148	521,051,066
Investment securities - net of allowance for impairment losses Rp nihil as of 31 December 2019 (31 December 2018: Rp 803)	136,424,944	106,011,781
Prepaid expenses	1,174,300	1,060,718
Prepaid tax	5,637	5,235
Fixed assets - net of accumulated depreciation of Rp 10,716,816 as of 31 December 2019 (31 December 2018: Rp 9,862,667)	20,225,494	18,814,438
Intangible assets - net of accumulated amortisation of Rp 1,307,319 as of 31 December 2019 (31 December 2018: Rp 1,009,154)	527,812	508,456
Deferred tax assets - net	2,954,236	2,925,098
Investment in shares - net of allowance for impairment losses of Rp 58,646 as of 31 December 2019 (31 December 2018: Rp 36,966)	5,765,385	3,599,218
Other assets - net of allowance for impairment losses of Rp 899 as of 31 December 2019 (31 December 2018: Rp 2,030)	13,095,263	12,463,204
TOTAL ASSETS	899,035,962	808,648,119

PT BANK CENTRAL ASIA Tbk**Schedule 6/2**

ADDITIONAL INFORMATION
STATEMENTS OF FINANCIAL POSITION (PARENT ENTITY ONLY)
31 DECEMBER 2019 AND 2018
 (Expressed in millions of Rupiah, unless otherwise stated)

	<u>2019</u>	<u>2018</u>
LIABILITIES AND EQUITY		
LIABILITIES		
Deposits from customers		
Related parties	1,652,310	2,772,111
Third parties	697,652,276	627,322,840
Deposits from other banks	6,726,687	6,504,001
Financial liabilities held for trading	106,260	188,934
Acceptance payables	5,321,249	5,843,486
Tax payables	1,554,227	1,053,915
Borrowings	975	986
Post-employment benefits obligation	7,856,432	6,296,530
Accruals and other liabilities	10,718,960	12,245,851
Subordinated bonds	500,000	500,000
TOTAL LIABILITIES	<u>732,089,376</u>	<u>662,728,654</u>
EQUITY		
Share capital - par value per share of Rp 62.50 (full amount)		
Authorised capital: 88,000,000,000 shares		
Issued and fully paid: 24,655,010,000 shares	1,540,938	1,540,938
Additional paid-in capital	5,711,368	5,711,368
Revaluation surplus of fixed assets	9,423,272	8,675,407
Unrealised gains (losses) on available-for-sale financial assets - net	1,923,192	(130,353)
Retained earnings		
Appropriated	1,955,604	1,697,052
Unappropriated	146,392,212	128,425,053
TOTAL EQUITY	<u>166,946,586</u>	<u>145,919,465</u>
TOTAL LIABILITIES AND EQUITY	<u>899,035,962</u>	<u>808,648,119</u>

PT BANK CENTRAL ASIA Tbk

Schedule 6/3

ADDITIONAL INFORMATION
STATEMENTS OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME
(PARENT ENTITY ONLY)
FOR THE YEARS ENDED 31 DECEMBER 2019 AND 2018
(Expressed in millions of Rupiah, unless otherwise stated)

	<u>2019</u>	<u>2018</u>
OPERATING INCOME AND EXPENSES		
Interest income	59,999,838	52,952,930
Interest expenses	(12,925,739)	(11,084,595)
INTEREST INCOME - NET	<u>47,074,099</u>	<u>41,868,335</u>
OTHER OPERATING INCOME		
Fee and commission income - net	13,540,023	11,908,191
Net trading income - net	3,394,113	2,775,758
Others	2,124,389	1,374,139
Total other operating income	<u>19,058,525</u>	<u>16,058,088</u>
Impairment losses on assets	(4,104,654)	(2,367,389)
OTHER OPERATING EXPENSES		
Personnel expenses	(12,248,042)	(10,998,606)
General and administrative expenses	(13,209,161)	(12,074,173)
Others	(2,215,954)	(1,553,340)
Total other operating expenses	<u>(27,673,157)</u>	<u>(24,626,119)</u>
INCOME BEFORE TAX	<u>34,354,813</u>	<u>30,932,915</u>
INCOME TAX EXPENSE	<u>(7,090,901)</u>	<u>(6,230,370)</u>
NET INCOME	<u>27,263,912</u>	<u>24,702,545</u>
OTHER COMPREHENSIVE INCOME:		
Items that will not be reclassified to profit or loss:		
Remeasurements of defined benefit liability	(357,090)	362,416
Income tax	71,418	(269,202)
	<u>(285,672)</u>	<u>93,214</u>
Revaluation surplus of fixed assets	747,865	2,087,910
	<u>462,193</u>	<u>2,181,124</u>
Items that will be reclassified to profit or loss:		
Unrealised gains (losses) on available-for-sale financial assets	2,566,931	(1,842,681)
Income tax	(513,386)	452,523
	<u>2,053,545</u>	<u>(1,390,158)</u>
OTHER COMPREHENSIVE INCOME, NET OF INCOME TAX	<u>2,515,738</u>	<u>790,966</u>
TOTAL COMPREHENSIVE INCOME	<u>29,779,650</u>	<u>25,493,511</u>
BASIC AND DILUTED EARNINGS PER SHARE ATTRIBUTABLE TO EQUITY HOLDERS OF THE PARENT ENTITY (full amount of Rupiah)		
	<u>1,106</u>	<u>1,002</u>

PT BANK CENTRAL ASIA Tbk

Schedule 6/4

**ADDITIONAL INFORMATION
STATEMENTS OF CHANGES IN EQUITY (PARENT ENTITY ONLY)
FOR THE YEARS ENDED 31 DECEMBER 2019 AND 2018**
(Expressed in millions of Rupiah, unless otherwise stated)

	2019						
	Issued and fully paid-up capital	Additional paid-in capital	Revaluation surplus of fixed assets	Unrealised gains (losses) on available-for-sale financial assets-net	Retained earnings	Total equity	
					Appropriated	Unappropriated	
Balance, 31 December 2018	1,540,938	5,711,368	8,675,407	(130,353)	1,697,052	128,425,053	145,919,465
Net income for the year	-	-	-	-	-	27,263,912	27,263,912
Revaluation surplus of fixed assets	-	-	747,865	-	-	-	747,865
Unrealised gains on available-for-sale financial assets - net	-	-	-	2,053,545	-	-	2,053,545
Remeasurement of defined benefit liability - net	-	-	-	-	-	(285,672)	(285,672)
Total comprehensive income for the year	-	-	747,865	2,053,545	-	26,978,240	29,779,650
General reserve	-	-	-	-	258,552	(258,552)	-
Cash dividends	-	-	-	-	-	(8,752,529)	(8,752,529)
Balance, 31 December 2019	1,540,938	5,711,368	9,423,272	1,923,192	1,955,604	146,392,212	166,946,586

PT BANK CENTRAL ASIA Tbk

Schedule 6/5

**ADDITIONAL INFORMATION
STATEMENTS OF CHANGES IN EQUITY (PARENT ENTITY ONLY)
FOR THE YEARS ENDED 31 DECEMBER 2019 AND 2018**
(Expressed in millions of Rupiah, unless otherwise stated)

	2018						
	Issued and fully paid-up capital	Additional paid-in capital	Revaluation surplus of fixed assets	Unrealised gains (losses) on available-for-sale financial assets-net	Retained earnings	Total equity	
					Appropriated	Unappropriated	
Balance, 31 December 2017	1,540,938	5,711,368	6,587,497	1,259,805	1,463,952	110,272,696	126,836,256
Net income for the year	-	-	-	-	-	24,702,545	24,702,545
Revaluation surplus of fixed assets	-	-	2,087,910	-	-	-	2,087,910
Unrealised losses on available-for-sale financial assets - net	-	-	-	(1,390,158)	-	-	(1,390,158)
Remeasurement of defined benefit liability - net	-	-	-	-	-	93,214	93,214
Total comprehensive income for the year	-	-	2,087,910	(1,390,158)	-	24,795,759	25,493,511
General reserve	-	-	-	-	233,100	(233,100)	-
Cash dividends	-	-	-	-	-	(6,410,302)	(6,410,302)
Balance, 31 December 2018	1,540,938	5,711,368	8,675,407	(130,353)	1,697,052	128,425,053	145,919,465

PT BANK CENTRAL ASIA Tbk

Schedule 6/6

ADDITIONAL INFORMATION
STATEMENTS OF CASH FLOWS (PARENT ENTITY ONLY)
FOR THE YEARS ENDED 31 DECEMBER 2019 AND 2018
(Expressed in millions of Rupiah, unless otherwise stated)

	<u>2019</u>	<u>2018</u>
CASH FLOWS FROM OPERATING ACTIVITIES		
Receipts of interest income, fees and commissions	72,670,644	63,289,126
Other operating income	1,431,543	878,944
Payments of interest expenses, fees and commissions	(13,088,561)	(10,973,180)
Payments of post-employment benefits	(230,641)	(668,947)
Losses from foreign exchange transactions - net	1,855,221	(405,711)
Other operating expenses	(24,340,293)	(21,635,990)
Payment of tantiem to Board of Commissioners and Board of Directors	(413,500)	(354,950)
Other increases/decreases affecting cash:		
Placements with Bank Indonesia and other banks - mature more than 3 (three) months from the date of acquisition	769,565	2,803,980
Financial assets held for trading	1,235,090	1,507,219
Acceptance receivables	2,248,758	(1,602,067)
Bills receivable	459,371	(1,788,022)
Securities purchased under agreements to resell	(86,885)	(452,036)
Loans receivable	(54,608,008)	(71,010,420)
Other assets	137,504	(2,916,577)
Deposits from customers	70,923,556	46,240,525
Deposits from other banks	287,519	652,579
Acceptance payables	(522,237)	43,009
Accruals and other liabilities	(1,187,393)	4,036,740
Net cash provided by operating activities before income tax	57,541,253	7,644,222
Payment of income tax	(7,232,682)	(5,337,912)
Net cash provided by operating activities	50,308,571	2,306,310
CASH FLOWS FROM INVESTING ACTIVITIES		
Proceeds from sales of investment securities	100,000	45,279
Acquisition of investment securities	(99,560,248)	(78,978,061)
Proceeds from investment securities that matured during the year	71,826,721	102,721,330
Payment for acquisition activities	(988,047)	-
Cash dividends received from investment in shares	637,792	587,873
Acquisition of fixed assets	(2,522,307)	(2,236,761)
Proceeds from sale of fixed assets	5,826	4,703
Net cash (used in) provided by investing activities	(30,500,263)	22,144,363

PT BANK CENTRAL ASIA Tbk

Schedule 6/7

ADDITIONAL INFORMATION
STATEMENTS OF CASH FLOWS (PARENT ENTITY ONLY)
FOR THE YEARS ENDED 31 DECEMBER 2019 AND 2018
 (Expressed in millions of Rupiah, unless otherwise stated)

	<u>2019</u>	<u>2018</u>
CASH FLOWS FROM FINANCING ACTIVITIES		
Proceeds from subordinated bonds	-	500,000
Proceeds from borrowings	-	17
Payment of borrowings	(11)	-
Payment of cash dividends	(8,752,529)	(6,410,302)
Payment of additional paid-in capital on Subsidiaries	(1,200,000)	-
Net cash used in financing activities	(9,952,540)	(5,910,285)
NET INCREASE IN CASH AND CASH EQUIVALENTS	9,855,768	18,540,388
CASH AND CASH EQUIVALENTS, BEGINNING OF YEAR	101,795,841	81,567,489
EFFECT OF FOREIGN EXCHANGE RATE FLUCTUATIONS ON CASH AND CASH EQUIVALENTS	(117,806)	1,687,964
CASH AND CASH EQUIVALENTS, END OF YEAR	111,533,803	101,795,841
Cash and cash equivalents consist of:		
Cash	25,402,712	21,677,576
Current accounts with Bank Indonesia	47,611,639	43,282,691
Current accounts with other banks	10,451,954	8,474,189
Placement with Bank Indonesia and other banks - mature within 3 (three) months or less from the date of acquisition	28,067,498	28,361,385
Total cash and cash equivalents	111,533,803	101,795,841

FINANCIAL STATEMENTS

PT DWIMURIA INVESTAMA ANDALAN AND SUBSIDIARY

CONSOLIDATED STATEMENTS OF FINANCIAL POSITION

As of December 31, 2019 and 2018
(in millions of Rupiah)

No.	ACCOUNTS	Audited	Audited
		Dec 31, 2019	Dec 31, 2018
ASSETS			
1.	Cash	25,421,413	21,691,445
2.	Current accounts with Bank Indonesia	47,904,674	43,548,309
3.	Current accounts with other banks	10,529,509	8,537,084
4.	Placements with Bank Indonesia and other banks	33,718,077	34,098,217
5.	Financial assets held for trading	5,910,146	5,841,824
6.	Acceptance receivables - net of allowance	9,492,755	11,582,285
7.	Bills receivable - net of allowance	7,909,020	8,600,709
8.	Securities purchased under agreements to resell - net of allowance	9,575,565	9,212,684
9.	Loans receivable - net of allowance	572,033,999	524,530,462
10.	Consumer financing receivables - net of allowance	10,532,424	7,613,709
11.	Investment in finance leases - net of allowance	149,428	174,212
12.	Assets related to sharia transactions - net of allowance	5,434,287	4,824,013
13.	Investment securities - net of allowance	147,634,308	112,161,342
14.	Prepaid expenses	1,543,036	1,376,317
15.	Prepaid tax	7,396	6,663
16.	Fixed assets - net of accumulated depreciation	20,858,503	19,340,642
17.	Intangible Assets - net of accumulated amortisation	126,340,469	125,640,915
18.	Deferred tax assets - net	3,194,609	3,151,156
19.	Other assets - net of allowance	17,859,479	14,692,814
TOTAL ASSETS		1,056,049,097	956,624,802
LIABILITIES, TEMPORARY SYIRKAH DEPOSITS, AND EQUITY			
LIABILITIES			
1.	Deposits from customers	698,797,262	629,560,741
2.	Sharia deposits	1,034,703	550,438
3.	Deposits from other banks	6,717,474	6,494,491
4.	Financial liabilities held for trading	106,260	188,934
5.	Acceptance payables	5,321,249	5,843,486
6.	Securities sold under agreements to repurchase	113,249	48,111
7.	Debt securities issued	1,347,523	239,735
8.	Tax payable	1,637,331	1,178,588
9.	Borrowings	2,332,870	2,093,475
10.	Accrued expenses and other liabilities	14,044,088	15,035,545
11.	Post-employment benefits obligation	7,957,700	6,407,377
12.	Subordinated bonds	500,000	500,000
TOTAL LIABILITIES		739,909,709	668,140,921
13.	Temporary <i>syirkah</i> deposits	4,779,029	4,595,738
EQUITY			
14.	Share capital	210,619,700	210,619,700
15.	Additional paid in capital	(24,766,946)	(24,766,946)
16.	Revaluation surplus of fixed assets	1,664,902	1,242,289
17.	Foreign exchange differences arising from translation of financial statements in foreign currency	7,002	16,441
18.	Unrealised gains (losses) on available-for-sale financial assets - net	860,219	(284,885)
19.	Retained earnings	43,967,287	28,131,877
20.	Other equity components	(5,073)	(5,073)
Total equity attributable to equity holders of the parent entity		232,347,091	214,953,403
21.	Non-controlling interest	79,013,268	68,934,740
TOTAL EQUITY		311,360,359	283,888,143
TOTAL LIABILITIES, TEMPORARY SYIRKAH DEPOSITS, AND EQUITY		1,056,049,097	956,624,802

CONSOLIDATED STATEMENTS OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME

For The Years Ended December 31, 2019 and 2018
(in millions of Rupiah, unless earnings per share)

No.	ACCOUNTS	Audited	Audited
		Dec 31, 2019	Dec 31, 2018
OPERATING INCOME AND EXPENSES			
Interest and sharia income			
1.	Interest income	63,574,097	56,428,606
2.	Sharia income	622,442	584,841
Total interest and sharia income		64,196,539	57,013,447
Interest and sharia expense			
3.	Interest expense	(13,058,662)	(11,212,601)
4.	Sharia expense	(297,071)	(257,295)
Total interest and sharia expense		(13,355,733)	(11,469,896)
NET INTEREST AND SHARIA INCOME		50,840,806	45,543,551
OTHER OPERATING INCOME			
5.	Fee and commission income - net	13,608,381	11,996,340
6.	Net trading income	3,456,342	2,807,349
7.	Others	4,259,488	2,983,781
Total other operating income		21,324,211	17,787,470
8.	Impairment losses on assets	(4,591,343)	(2,676,602)
OTHER OPERATING EXPENSES			
9.	Personnel expenses	(13,408,696)	(12,147,606)
10.	General and administrative expenses	(14,240,757)	(13,028,051)
11.	Others	(3,363,388)	(2,514,152)
Total other operating expenses		(31,012,841)	(27,689,809)
INCOME BEFORE TAX		36,560,833	32,964,610
INCOME TAX EXPENSE		(7,715,453)	(6,867,506)
NET INCOME		28,845,380	26,097,104
OTHER COMPREHENSIVE INCOME:			
Items that will not be reclassified to profit or loss:			
a.	Remeasurements of defined benefit liability	(341,381)	409,898
b.	Income tax	70,102	(284,061)
c.	Revaluation surplus of fixed assets	(271,279)	125,837
		769,197	2,164,251
		497,919	2,290,088
13.	Items that will be reclassified to profit or loss:		
a.	Unrealised gains (losses) on available-for-sale financial assets	2,604,958	(1,864,674)
b.	Income tax	(519,218)	456,639
	Unrealised gains (losses) on available-for-sale financial assets - net of tax	2,085,740	(1,408,035)
c.	Foreign exchange differences arising from translation of financial statements in foreign currency	(17,117)	28,322
		2,068,623	(1,379,713)
OTHER COMPREHENSIVE INCOME, NET OF INCOME TAX		2,566,541	910,375
TOTAL COMPREHENSIVE INCOME		31,411,921	27,007,479
NET INCOME ATTRIBUTABLE TO:			
Equity holders of parent entity		15,982,303	14,450,819
Non-controlling interest		12,863,077	11,646,285
		28,845,380	26,097,104
COMPREHENSIVE INCOME ATTRIBUTABLE TO:			
Equity holders of parent entity		17,391,492	14,951,494
Non-controlling interest		14,020,429	12,055,985
		31,411,921	27,007,479
BASIC AND DILUTED EARNINGS PER SHARE ATTRIBUTABLE TO EQUITY HOLDERS OF THE PARENT ENTITY			
		75,882	68,611

FINANCIAL STATEMENTS

PT DWIMURIA INVESTAMA ANDALAN AND SUBSIDIARY - CONTINUED

CONSOLIDATED STATEMENTS OF CHANGES IN EQUITY

For The Years Ended December 31, 2019 and 2018
(in millions of Rupiah)

ACCOUNTS	For The Years Ended December 31, 2019 and 2018 (Audited)									
	Attributable to equity holders of the parent entity							Total equity attributable to equity holders of the parent entity	Non-controlling interest	Total equity
	Issued and fully paid-up capital	Additional paid-in capital	Revaluation surplus of fixed assets	Foreign exchange differences arising from translation of financial statements in foreign currency	Unrealised gains (losses) on available-for-sale financial assets - net	Retained earnings	Other equity components			
Balance, December 31, 2017	210,619,700	(24,766,946)	53,203	880	488,142	13,612,003	(5,073)	200,001,909	59,718,735	259,720,644
Net income for the year	-	-	-	-	-	14,450,819	-	14,450,819	11,646,285	26,097,104
Revaluation surplus of fixed assets	-	-	1,189,086	-	-	-	-	1,189,086	975,165	2,164,251
Foreign exchange differences arising from translation of financial statements in foreign currency	-	-	-	15,561	-	-	-	15,561	12,761	28,322
Unrealised (losses) on available-for-sale financial assets - net	-	-	-	-	(773,027)	-	-	(773,027)	(635,008)	(1,408,035)
Remeasurements of defined benefit liability - net	-	-	-	-	-	69,055	-	69,055	56,782	125,837
Total comprehensive income for the year	-	-	1,189,086	15,561	(773,027)	14,519,874	-	14,951,494	12,055,985	27,007,479
Cash dividends	-	-	-	-	-	-	-	-	(2,888,345)	(2,888,345)
Increase in non-controlling interest due to additional share capital payment	-	-	-	-	-	-	-	-	48,365	48,365
Balance, 31 December 2018	210,619,700	(24,766,946)	1,242,289	16,441	(284,885)	28,131,877	(5,073)	214,953,403	68,934,740	283,888,143
Balance, 31 December 2018	210,619,700	(24,766,946)	1,242,289	16,441	(284,885)	28,131,877	(5,073)	214,953,403	68,934,740	283,888,143
Net income for the year	-	-	-	-	-	15,982,303	-	15,982,303	12,863,077	28,845,380
Revaluation surplus of fixed assets	-	-	422,613	-	-	2,196	-	424,809	348,385	773,194
Foreign exchange differences arising from translation of financial statements in foreign currency	-	-	-	(9,439)	-	-	-	(9,439)	(7,678)	(17,117)
Unrealised gains on available-for-sale financial assets - net	-	-	-	-	1,145,104	-	-	1,145,104	940,636	2,085,740
Remeasurements of defined benefit liability - net	-	-	-	-	-	(149,089)	-	(149,089)	(122,190)	(271,279)
Total comprehensive income for the year	-	-	422,613	(9,439)	1,145,104	15,835,410	-	17,393,688	14,022,230	31,415,918
Cash dividends	-	-	-	-	-	-	-	-	(3,943,702)	(3,943,702)
Balance, 31 December 2019	210,619,700	(24,766,946)	1,664,902	7,002	860,219	43,967,287	(5,073)	232,347,091	79,013,268	311,360,359

Consolidated Commitments and Contingencies

As of December 31, 2019 and 2018
(in millions of Rupiah)

No.	ACCOUNTS	Audited Dec 31, 2019	Audited Dec 31, 2018
COMMITMENTS			
<u>Committed receivables:</u>			
1.	Borrowing facilities received and unused	4,694,646	4,320,600
2.	Outstanding derivatives purchase position	11,822,675	8,575,998
		16,517,321	12,896,598
<u>Committed liabilities:</u>			
1.	Unused credit facilities to customers		
	- Committed	152,604,164	145,599,557
	- Uncommitted	63,355,677	55,587,325
2.	Unused credit facilities to other banks		
	- Committed	2,455,331	1,260,022
	- Uncommitted	1,861	2,353
3.	Irrevocable Letters of Credit facilities to customers	8,590,916	10,365,963
4.	Outstanding derivatives selling position	67,392,624	40,887,714
		294,400,573	253,702,934
CONTINGENCIES			
<u>Contingent receivables:</u>			
1.	Bank guarantees received	623,876	549,426
2.	Interest receivables on non-performing assets	477,220	392,257
		1,101,096	941,683
<u>Contingent liabilities:</u>			
1.	Bank guarantee issued to customers	15,737,312	15,241,182
2.	Other	78	-
		15,737,390	15,241,182

Jakarta, March 5, 2020

Honky Harjo
President Director

Agus Santoso Suwanto
Director

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