

Resilience, Regaining Momentum

ANNUAL
REPORT

PT BANK CENTRAL ASIA Tbk

2022

Theme Continuity



2018

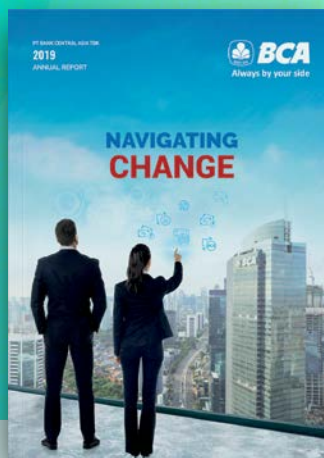
Positioning for Growth

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

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

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

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



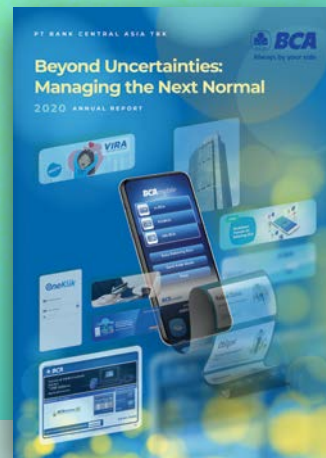
2019

Navigating Change

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

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

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



2020

Beyond Uncertainties: Managing the Next Normal

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

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

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



2021

Innovation and Collaboration for a Better Tomorrow

The year in review was marked by a higher level of economic activity than the previous year. We lent competitively to tap quality borrowers amid recovery in loan demand throughout the year. Treasuring long term relationships, BCA assisted its valued customers by extending credit restructuring in line with the applicable regulations.

The digital landscape has accelerated rapidly since the start of the pandemic. For a better tomorrow we stay innovative and relevant when it comes to our digital-based products and services.

We continue engaging in mutually beneficial collaboration with our business partners, across both the online and offline ecosystems, to fulfill diverse customer needs. With our strong foothold in transaction solutions and high customer loyalty, we recorded a new high in our online transaction volume and a robust growth of CASA funds in 2021.

As our support for community and environment, we are committed to implementing sustainability programs that promote alignment between our business and ESG aspects. Our sustainable finance portfolio grew positively and exceeded our expectations. As a responsible corporate citizen, BCA understood the importance of a concerted effort to manage the COVID-19 pandemic. We supported the government's vaccination program by establishing vaccination centers for the public while ensuring that our employees were also vaccinated. BCA adjusted its work from home policy in accordance with government regulations and promoted "Banking from Home". All in all, the continually improving mobility; economic rebound; a breakthrough of innovation and collaboration, lead us to a better tomorrow.



2022

Resilience, Regaining Momentum

The Indonesian economy showed resilient performance throughout 2022 supported by the reopening of business activities along with strong export performance. Private domestic consumption regains momentum following the lifting of mobility restrictions. BCA successfully took advantage of rising loan demand, across industries and segments from corporate, commercial, SME to consumer.

BCA posted another record high in transaction banking frequency and value in 2022, solidifying the CASA franchise as the Bank's core funding. BCA consistently offers quality transaction banking services through a "hybrid" model, equipped with integrated multi-channel platform. Throughout the year, BCA delivered all-round strong financial performance.



**BCA Foresta: 1st Winner Subroto Award 2022 from
Ministry of Energy and Mineral Resources for Energy Efficient Building**

Resilience, Regaining Momentum

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Management Discussion and Analysis

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Recognition of Our Excellence

Forbes

World's Best Bank 2022
Best Bank in Indonesia, 1st Rank

EUROMONEY

Euromoney Awards for Excellence 2022
Best Bank in Indonesia



FinanceAsia Country Awards 2022
Best Domestic Bank in Indonesia

Brand Finance

Brand Finance Banking 500 2021
1st Place on Top 10 Strongest Banking Brands (AAA+ rating)



Ministry of Finance

- Best Performance of SUN Distribution Partner 2021 (1st rank)
- Best Performance at Secondary Market of SUN Top Dealer 2021 (1st rank)
- Best Performance of SUN Top Dealer 2021 (2nd rank)

HR Asia

HR Asia Awards 2022

- HR Asia Best Companies to Work
- We Care, HR Asia Most Caring Companies Award 2022



Digital CX Awards 2022

- Outstanding Digital CX SME Loan
- Tempo Financial Award 2022



Corporate

Customer Service

Employee

Environment, Social, Governance

Digital Banking Service

GALLUP

Gallup Customer Engagement Survey
Customer Excellence Recognition



Global Contact Center World Awards Asia Pacific
41 gold medals, 13 silver and 6 bronze



Kemenparekraf Awards for BCA's 10 Mitra Bakti Villages in ADWI 2022



SDGs Award Bappenas
2nd place in the category of Large Business Actors



MSCI Indonesia Index
Top 10 Constituents, ESG Rating: AA



Thomson Reuters – Refinitiv
ESG Score 87, Rating: A



ASEAN Corporate Governance Scorecard
ASEAN ASSET CLASS 2021



The 13th IICD Corporate Governance Award 2022
The Best Overall Big Caps



Anugerah LPS Banking Award 2022

- Most Active Private Bank in Improving Public Financial Literacy.
- Most Active Private Bank in CSR Activities

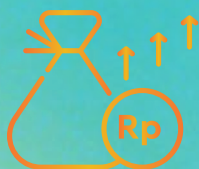


BCA Constituents of:

- IDX ESG Leaders Index
- SRI - KEHATI index
- ESG Quality 45 IDX - KEHATI
- ESG Sector Leaders IDX - KEHATI

Gaining Momentum in Lending

Broad-based Loan Growth



Loan Portfolio



Rp **694.9** trillion

+11.7%
YoY

20.4 %



RPIM (Macroprudential Inclusive Financing Ratio)



Improving Loan Quality



Loan at Risk (LAR)



10.0 %

Improved from 14.6% in 2021

Non-Performing Loan (NPL) – Gross



1.7 %

improved from 2.2% in 2021



Backed by Strong Capital and Liquidity



25.8 %



Capital Adequacy Ratio (CAR)

Loan to Funding Ratio (LFR)



65.2 %



Integrated Multi Channel and Rich Features to Serve Wide Customer Spectrum



myBCA
Next gen BCA omni-channel app



BCA mobile
An app for convenient transaction banking



QRIS
Bank Indonesia's standardized QR code for facilitating national & crossborder payment



eBranch BCA
A complementary app for branch banking service



ATM CRM
ATM offering for both cash withdrawal and deposit facilities



Welma
An app for online investing in mutual funds, bonds, and access to insurance information



Merchant BCA
An app for easy access to merchant services starting from on-boarding to support service, connected with the extensive EDC/QR network



Debit Online
Debit card for online transactions



Top Up Flazz BCA mobile
Easy top up for Flazz balance (e-money)



New Branch Model
A hybrid branch banking, facilitated by a combination of digital channels and in person services.



BI Fast
Transfer channel, real-time, 24/7, set by Bank Indonesia



Klik BCA
Internet banking for individual or business



halo BCA
Supporting app to connect with Halo BCA contact center 24/7



OneKlik
Online payment feature - embedded in co-partner's app



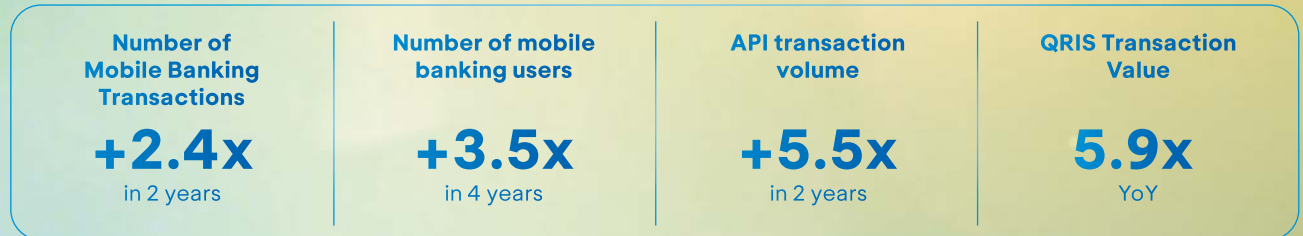
EDC APOS BCA
Android based payment point



Lifestyle BCA Mobile
A feature for easy access to various day to day lifestyle such as airplane, train tickets, hotels & gaming

Exceptional Transaction Banking Franchise

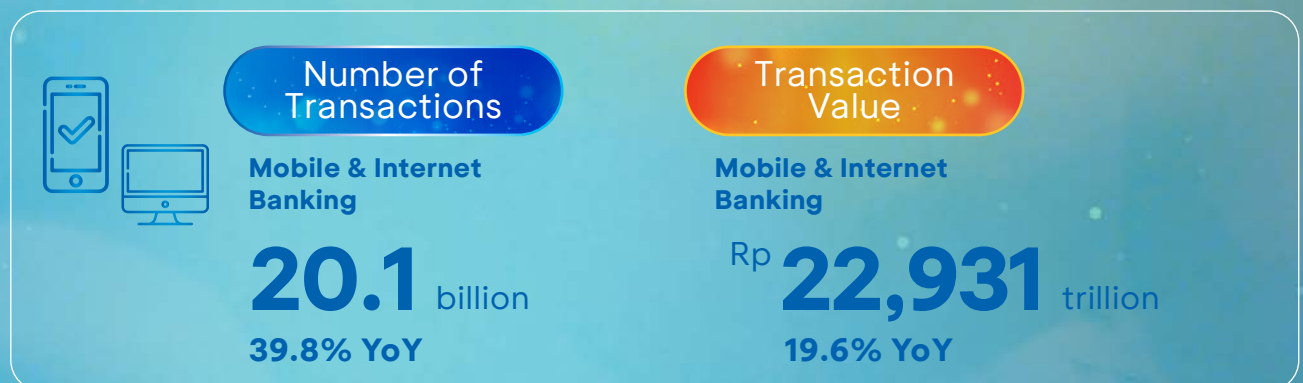
Proven Digital Capabilities



Strong Customer Acquisition



Online Channels Hit a New Record High



Sustained CASA franchise



Sustainability Performance Highlights 2022

Economic Aspect



Green Financing

Rp**80.9** Trillion
⬆ (13.5% YoY)

44.2%
of total sustainable financing



Palm Oil Sector Certification

Total Company	2022	2021
ISPO & RSPO certified companies	13	13
ISPO certified companies	30	25
RSPO certified companies	16	15
Total Company	59	53

Micro Small and Medium Enterprises (MSMEs)

Rp**102.3** Trillion
⬆ (16.0% YoY)

55.8%
of total sustainable financing



KUR Disbursement

Rp**478** Billion
⬆ (131.6% YoY)



BANGGA LOKAL

Realization of the number of Bangsa Lokal merchants for 3 periods reached a total of **1,477** merchant with total sales **Rp433** billion



Women MSMEs

35,790 women debtors

Rp**12.3** Trillion

Environmental Aspect

Waste Management & Recycling Initiative



Total Managed Waste
518.1 tons
+40.7x YoY



Equivalent to preserving
> 29,600 trees

1 BCA ATM Cartridge Waste Processing

7 tons

Processing all ATM cartridge component equals to reducing 21.8 tCO₂ and 259.3 kg of methane gas



4 Non Organic Waste Management

48.5 tons

Recycled into plastic ore, paper pulp, and more.

Equivalent preserving
742 trees.



2 BCA EDC Waste Management

22.7 tons

- Plastic waste processed into plastic ore
- Iron waste processed into iron raw material



5%

ends at landfill

5 Archival Waste Management

436 tons

recycled into pulp that can be reused.

Equivalent preserving
> 28 thousand trees



3 Card Waste Management

3.3 tons

100% ATM card waste (old type magnetic stripe and lost card) are processed into paving block



6 Used Uniform Recycling

500 kg

Used uniforms were reprocess into 500 meters of fabric



Commitment to protect environment & effort towards environmentally friendly operation

Digital Banking Products & Solutions

973.3

tCO₂ eq



Digital Workplace

485.0

tCO₂ eq



Green Building Initiative

497.8

tCO₂ eq



Biodiversity Conservation

39.7

tCO₂ eq



Estimated Total Reduction of Carbon Emissions in 2022



1,995.8

tCO₂ eq

2.25x compared to last year

Walk for Tree



19,631
planted trees

5,808
participating employees

28 Ha
planting areas in Indonesia

Social Aspect



BCA Scholarship



870 Students

Rp5.9 billion

BCA Assisted Schools



9,995 Students

696 Teachers

20 Schools

Financial Literacy



106,733 Students

49,036 Public

>300 Volunteer

BCA Assisted Clinics



15,688 General patients and contraceptive patients

2 Assisted Clinics

BCA Assisted Village



15 BCA Assisted Tourism Villages

10 Ministry of Tourism and Creative Economy Assisted Partner Villages

Weaver Assistance



28 Natural Dyed Woven Craftswomen

82 Natural Dyed Woven Fabric

Rp80,2 million Weaving Income

Nature Conservation



24,631 Trees Planted

22 Planted Trees Areas

10 Rehabilitated and reintroduced orangutans

Public Health



803 Cataract Surgery Patients

173,954 Dose of COVID-19 Vaccines

273 Blood Bags (Blood Donor)



BCA promoted equality of Women's Roles

16.7%

Female Directors

60.6%

Female managers of total managers

61.4%

Female employees of total employees



Good Employment Management

27.1%

Employees who received Sustainable Financing training

4.68

Employee Engagement Score (scale 5)

2.9%

Employee Turn over Ratio (excluding retirements)



Positive Contribution for Society

98.0%

Local vendor partners

21.7%

Increase of Customer Accounts

5.9x

Increase in QRIS transactions to accelerate national economic growth

Sustainability Governance Aspect

Strengthen ESG functions, improve ESG disclosure



AA

MSCI rating ESG



Score
106.64

ASEAN Asset Class 2021
ASEAN Corporate Governance Scorecard



5 Sectoral Credit Policies

To support implementation of Sustainable Financing



IT & Cyber Security Budget

66.9%YoY



1,715 people

Employees in IT & Cyber Security
21.7%YoY



Awareness and Education of personal data security

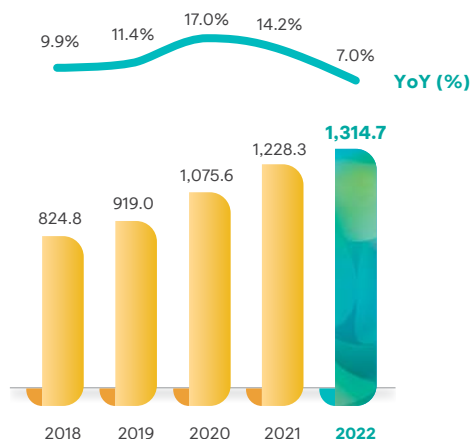




Financial Highlights

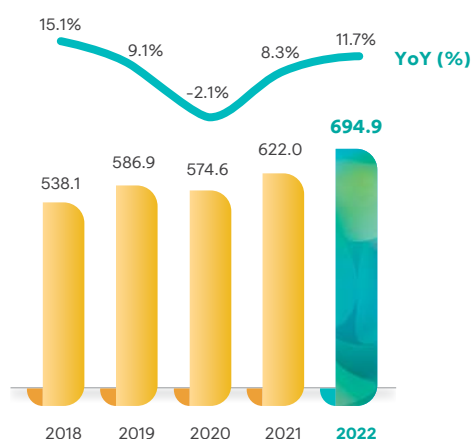
Total Assets

(in trillion Rupiah)



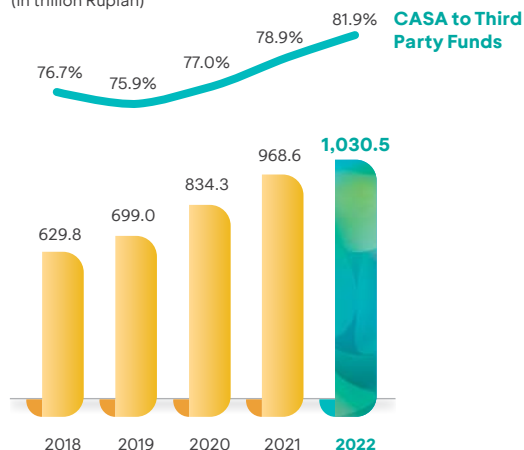
Loans - Gross

(in trillion Rupiah)



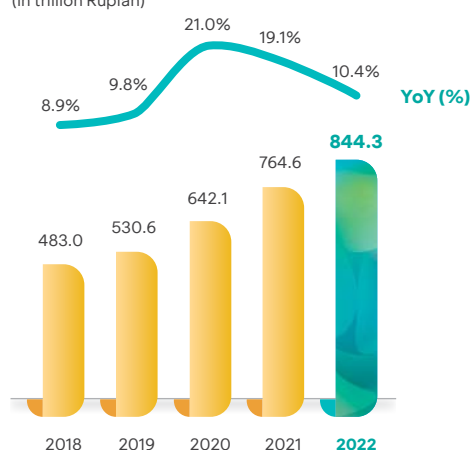
Third Party Funds

(in trillion Rupiah)



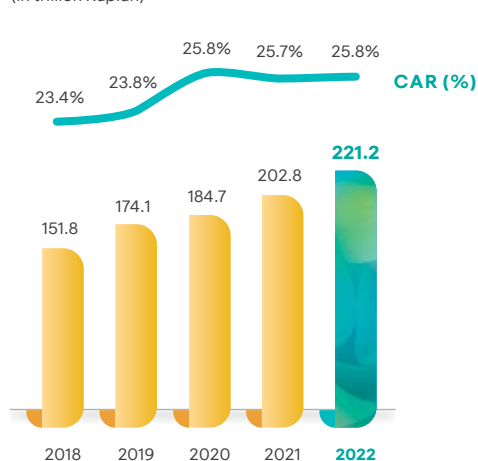
CASA

(in trillion Rupiah)



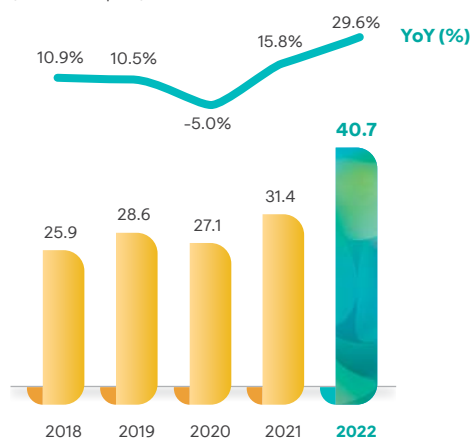
Total Equity

(in trillion Rupiah)

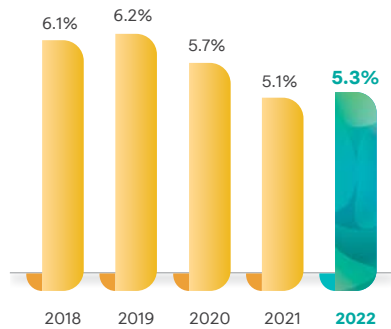


Net Income

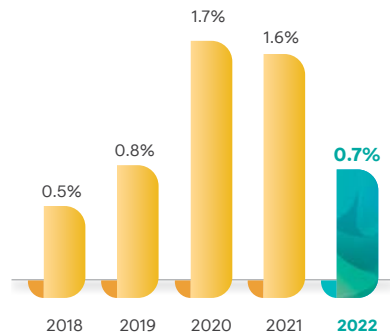
Attributable to Equity Holders of Parent Entity
(in trillion Rupiah)



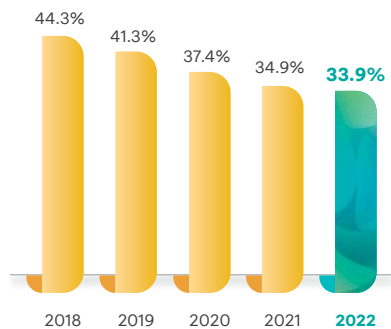
Net Interest Margin (NIM)



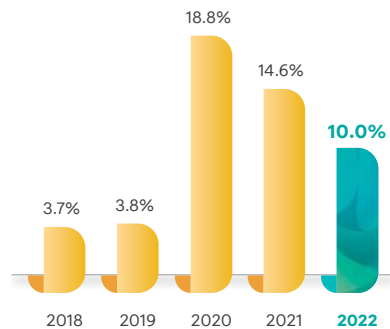
Cost of Credit (CoC)



Cost to Income (CIR)

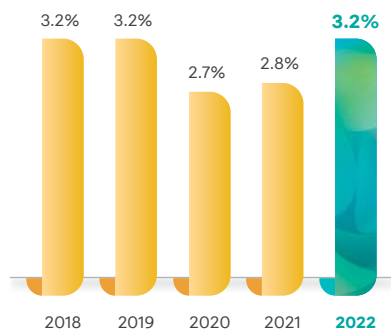


Loan at Risk (LAR)*



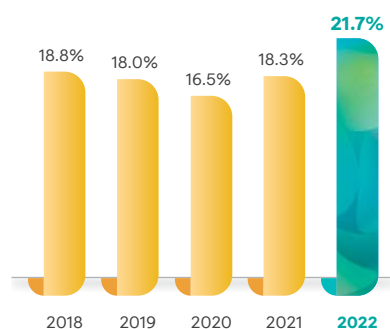
* Consisting of loans under 'Current Restructured Loans', 'Special Mention', and 'Non Performing Loan'.

Return on Assets (ROA)*



* Calculated from profit (loss) after tax divided by average of total assets.

Return on Equity (ROE)





Financial Highlights - continued

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

(in billion Rupiah)	2022	2021	2020	2019	2018
Financial Position					
Total Asset	1,314,732	1,228,345	1,075,570	918,989	824,788
Total Earning Assets	1,173,144	1,125,418	1,005,423	818,694	734,401
Loans - gross	694,937	622,013	574,590	586,940	538,100
Loans - net	660,989	589,814	547,644	572,034	524,531
Securities - net (including Securities Purchased Under Agreements to Resell)	402,860	371,297	339,372	152,559	118,294
Placements with Bank Indonesia and Other Banks	31,377	87,149	47,451	30,948	31,683
Total Liabilities¹	1,093,550	1,025,496	890,856	744,846	673,035
Third Party Funds ²	1,030,452	968,607	834,284	698,980	629,812
CASA (Current Account Saving Account)	844,316	764,594	642,146	530,552	483,004
Current Accounts	321,858	284,594	228,985	184,918	166,822
Saving Accounts	522,458	480,000	413,161	345,634	316,182
Time Deposits	186,136	204,013	192,138	168,428	146,808
Borrowings and Deposits from Other Banks	9,253	10,993	11,470	9,050	8,588
Debt Securities Issued ³	-	482	591	1,348	240
Subordinated Bonds	500	500	500	500	500
Total Equity	221,182	202,849	184,715	174,143	151,753
Comprehensive Income					
Operating Income	87,476	78,473	75,165	71,623	63,034
Net Interest Income	63,989	56,136	54,161	50,477	45,291
Operating Income other than Interest	23,487	22,337	21,004	21,145	17,743
Operating Expenses	(32,483)	(30,308)	(29,969)	(30,742)	(27,651)
Impairment Losses on Financial Assets	(4,526)	(9,324)	(11,628)	(4,591)	(2,676)
Income Before Tax	50,467	38,841	33,568	36,289	32,707
Net Income	40,756	31,440	27,147	28,570	25,852
Other Comprehensive Income	(3,323)	427	3,889	2,568	910
Total Comprehensive Income	37,433	31,867	31,036	31,138	26,762
Net Income Attributable to:					
Equity Holders of Parent Entity	40,736	31,423	27,131	28,565	25,855
Non-Controlling Interest	20	17	16	5	(3)
Comprehensive Income Attributable to:					
Equity Holders of Parent Entity	37,413	31,849	31,018	31,132	26,766
Non-Controlling Interest	19	18	18	6	(4)
Earnings per Share (in Rupiah, full amount)⁴	330	255	220	232	210

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

1. Including temporary syirkah funds of Rp6,440 billion in 2022, Rp5,722 billion in 2021, Rp5,318 billion in 2020, Rp4,779 billion in 2019 and Rp4,596 billion in 2018.

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

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

4. Number have been adjusted after the 1:5 stock split on October 15, 2021.

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

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

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

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

	2022	2021	2020	2019	2018
Financial Ratios⁵					
Capital					
Capital Adequacy Ratio (CAR) ⁶	25.8%	25.7%	25.8%	23.8%	23.4%
CAR Tier 1	24.8%	24.7%	24.8%	22.8%	22.4%
CAR Tier 2	1.0%	1.0%	1.0%	1.0%	1.0%
Fixed Assets to Capital	16.3%	15.9%	18.8%	18.5%	19.4%
Assets Quality					
Non Performing Earning Assets and Non Earning Assets to Total Earning Assets and Non Earning Assets	0.9%	1.1%	0.9%	0.9%	0.9%
Non Performing Earning Assets to Total Earning Assets	0.8%	1.0%	0.8%	1.0%	1.1%
Allowance Provision on Earning Assets to Total Earning Assets	3.0%	3.0%	2.8%	1.9%	1.9%
Non-Performing Loans - NPL - gross ⁷	1.7%	2.2%	1.8%	1.3%	1.4%
Non-Performing Loans - NPL - net	0.6%	0.8%	0.7%	0.5%	0.4%
Loan at Risk (LAR) ⁸	10.0%	14.6%	18.8%	3.8%	3.7%
Rentability					
Return on Assets (ROA) ⁹	3.2%	2.8%	2.7%	3.2%	3.2%
Return on Equity (ROE) ¹⁰	21.7%	18.3%	16.5%	18.0%	18.8%
Net Interest Margin (NIM) ¹¹	5.3%	5.1%	5.7%	6.2%	6.1%
Cost to Income Ratio - CIR ¹²	36.1%	36.3%	44.3%	43.3%	n.a
Cost to Income Ratio - CIR ¹³	33.9%	34.9%	37.4%	41.3%	44.3%
Operating Expenses to Operating Income (BOPO)	46.5%	54.2%	63.5%	59.1%	58.2%
Liquidity					
Loan to Deposit Ratio (LDR) ¹⁴	65.2%	62.0%	65.8%	80.5%	81.6%
Macroprudential Intermediation Ratio (RIM) (consolidated) ¹⁵	68.4%	65.0%	68.6%	83.3%	83.9%
Net Stable Funding Ratio - NSFR (consolidated) ¹⁶	171.1%	180.7%	171.8%	157.4%	152.9%
CASA to Third Party Funds Ratio (consolidated)	81.9%	78.9%	77.0%	75.9%	76.7%
Liabilities to Equity Ratio (consolidated)	494.4%	505.5%	482.3%	438.5%	454.2%
Liabilities to Assets Ratio (consolidated)	83.2%	83.5%	82.8%	81.4%	82.0%
Liquidity Coverage Ratio (LCR) ¹⁷	393.5%	396.3%	379.2%	276.3%	278.2%
Compliance					
Percentage of Violation of Legal Lending Limit					
a. Related Parties	0.0%	0.0%	0.0%	0.0%	0.0%
b. Non Related Parties	0.0%	0.0%	0.0%	0.0%	0.0%
Percentage Lending in Excess of Legal Lending Limit					
a. Related Parties	0.0%	0.0%	0.0%	0.0%	0.0%
b. Non Related Parties	0.0%	0.0%	0.0%	0.0%	0.0%
Minimum Reserve Requirement					
a. Primary Reserve Requirement - Rupiah	7.5%	3.2%	3.2%	6.1%	6.6%
b. Primary Reserve Requirement - Foreign Currency ¹⁸	2.0%	2.0%	2.0%	8.5%	8.4%
Net Open Position (NOP)	0.1%	0.1%	0.4%	0.9%	0.5%
Other Key Indicators					
Number of Accounts (in thousands)	34,680	28,505	24,487	21,743	19,040
Number of Branches	1,247	1,242	1,248	1,256	1,249
Number of ATMs	18,268	18,034	17,623	17,928	17,778
Number of ATM Cards (in thousands)	30,552	24,577	22,533	20,069	17,594
Number of Credit Cards (in thousands)	4,232	4,112	4,186	4,029	3,609

9. Calculated from profit (loss) after tax divided by average of total assets.

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

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

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

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

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

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

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

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

18. The calculation for 2022, 2021 & 2020 using Primary Reserve Requirement - Foreign Currency (daily), for the previous period using Primary Reserve Requirement - Foreign Currency (Average).



Stock and Bond Highlights

BCA Share Performance in 2018 – 2022



	2022	2021	2020	2019	2018
Highest Price (in Rupiah)	9,400	8,250	7,060	6,800	5,395
Lowest Price (in Rupiah)	7,000	5,905	4,325	5,115	4,120
Closing Price (in Rupiah)	8,550	7,300	6,770	6,685	5,200
Market Capitalization (in trillion Rupiah)	1,054	900	835	824	641
Earnings per Share (in Rupiah)*	330	255	220	232	210
Book Value per Share (in Rupiah)*	1,794	1,645	1,498	1,413	1,231
P/E (x)	25.9	28.6	30.8	28.8	24.8
P/BV (x)	4.8	4.4	4.5	4.7	4.2

* Figures have been adjusted after 1:5 stock split on October 15, 2021.
Source: Bloomberg

BCA Share Price, Volume & Market Capitalization in 2018 – 2022

Year	Quarter	Price			Transaction Volume (in thousand)	Market Capitalization (in billion Rupiah)
		Highest (in Rupiah)	Lowest (in Rupiah)	Closing (in Rupiah)		
2022	I	8,300	7,300	7,975	5,039,634	983,119
	II	8,250	7,250	7,250	6,308,537	893,744
	III	8,875	7,000	8,550	5,833,306	1,054,002
	IV	9,400	8,125	8,550	5,522,982	1,054,002
2021	I	7,380	6,145	6,215	5,619,018	766,154
	II	6,620	5,980	6,025	5,237,765	742,732
	III	7,000	5,905	7,000	4,458,440	862,925
	IV	8,250	6,710	7,300	4,842,602	899,908
2020	I	7,060	4,325	5,525	7,437,995	681,095
	II	6,100	4,680	5,695	7,140,300	702,051
	III	6,600	5,390	5,420	5,424,057	668,151
	IV	7,000	5,440	6,770	5,999,223	834,572
2019	I	5,750	5,115	5,550	4,524,474	684,177
	II	6,190	5,140	5,995	4,030,346	739,034
	III	6,290	5,765	6,070	3,829,336	748,280
	IV	6,800	5,950	6,685	3,821,007	824,094
2018	I	4,940	4,265	4,660	5,011,639	574,461,71
	II	4,730	4,165	4,295	4,380,573	529,466
	III	5,095	4,120	4,830	4,596,986	595,418
	IV	5,395	4,435	5,200	5,081,452	641,030

Source: Bloomberg

BCA Capital Structure in 2018 – 2022

	2022*	2021*	2020	2019	2018
Authorized Capital					
Number of Shares	440,000,000,000	440,000,000,000	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	316,724,950,000	316,724,950,000	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	123,275,050,000	123,275,050,000	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	123,275,050,000	123,275,050,000	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

* Figures in 2022 & 2021 have been adjusted after 1:5 stock split on October 15, 2021.

BCA Cash Dividends in 2018 – 2022

	2022	2021	2020	2019	2018
Earnings per Share (in Rupiah)*	330	255	220	232	210
Cash Dividends per Share (in Rupiah)*	n.a	145.0	106.0	111.0	68.0
Cash Dividends Amount (in Rupiah)*	n.a	17,874,882,250,000	13,067,155,300,000	13,683,530,550,000	8,382,703,400,000
Interim Dividend (in Rupiah)	35.0	25.0	19.6	20.0	17.0
Cum Dividend for Trading in:					
Regular and Negotiated Market	1 Dec 2022	16 Nov 2021	7 Dec 2020	5 Dec 2019	30 Nov 2018
Cash Market	5 Dec 2022	18 Nov 2021	10 Dec 2020	9 Dec 2019	4 Dec 2018
Final Dividend (in Rupiah)*	n.a	120.0	86.4	91.0	51.0
Cum Dividend for Trading in:					
Regular and Negotiated Market	n.a	25 Mar 2022	7 Apr 2021	20 Apr 2020	23 Apr 2019
Cash Market	n.a	29 Mar 2022	9 Apr 2021	22 Apr 2020	25 Apr 2019
Dividend Payout Ratio	n.a	56.9%	48.2%	47.9%	32.4%

* Number have been adjusted after the 1:5 stock split on October 15, 2021.



BCA Dividends History*

Description	Amount per Share	Declared	Cum-Dividend		Recording Date	Payment Date
2022 Interim	Rp35.0	23 Nov 2022	Regular and Negotiation Market Cash Market	1 Dec 2022 5 Dec 2022	5 Dec 2022	20 Dec 2022
2021 Final	Rp120.0	21 Mar 2022	Regular and Negotiation Market Cash Market	25 Mar 2022 29 Mar 2022	29 Mar 2022	19 Apr 2022
2021 Interim	Rp25.0	8 Nov 2021	Regular and Negotiation Market Cash Market	16 Nov 2021 18 Nov 2021	18 Nov 2021	7 Dec 2021
2020 Final	Rp86.4	31 Mar 2021	Regular and Negotiation Market Cash Market	7 Apr 2021 9 Apr 2021	9 Apr 2021	28 Apr 2021
2020 Interim	Rp19.6	1 Dec 2020	Regular and Negotiation Market Cash Market	7 Dec 2020 10 Dec 2020	10 Dec 2020	22 Dec 2020
2019 Final	Rp19.0	14 Apr 2020	Regular and Negotiation Market Cash Market	20 Apr 2020 22 Apr 2020	22 Apr 2020	11 May 2020
2019 Interim	Rp20.0	29 Nov 2019	Regular and Negotiation Market Cash Market	5 Dec 2019 9 Dec 2019	9 Dec 2019	20 Dec 2019
2018 Final	Rp51.0	15 Apr 2019	Regular and Negotiation Market Cash Market	23 Apr 2019 25 Apr 2019	25 Apr 2019	30 Apr 2019
2018 Interim	Rp17.0	26 Nov 2018	Regular and Negotiation Market Cash Market	30 Nov 2018 4 Dec 2018	4 Dec 2018	21 Dec 2018
2017 Final	Rp35.0	9 Apr 2018	Regular and Negotiation Market Cash Market	12 Apr 2018 17 Apr 2018	17 Apr 2018	30 Apr 2018
2017 Interim	Rp16.0	23 Nov 2017	Regular and Negotiation Market Cash Market	28 Nov 2017 4 Dec 2017	4 Dec 2017	20 Dec 2017
2016 Final	Rp26.0	10 Apr 2017	Regular and Negotiation Market Cash Market	13 Apr 2017 20 Apr 2017	20 Apr 2017	28 Apr 2017
2016 Interim	Rp14.0	25 Nov 2016	Regular and Negotiation Market Cash Market	30 Nov 2016 5 Dec 2016	5 Dec 2016	22 Dec 2016
2015 Final	Rp21.0	11 Apr 2016	Regular and Negotiation Market Cash Market	14 Apr 2016 19 Apr 2016	19 Apr 2016	29 Apr 2016
2015 Interim	Rp11.0	9 Nov 2015	Regular and Negotiation Market Cash Market	12 Nov 2015 17 Nov 2015	17 Nov 2015	9 Dec 2015
2014 Final	Rp19.6	13 Apr 2015	Regular and Negotiation Market Cash Market	16 Apr 2015 21 Apr 2015	21 Apr 2015	13 May 2015
2014 Interim	Rp10.0	17 Nov 2014	Regular and Negotiation Market Cash Market	4 Dec 2014 9 Dec 2014	9 Dec 2014	23 Dec 2014
2013 Final	Rp15.0	10 Apr 2014	Regular and Negotiation Market Cash Market	29 Apr 2014 5 May 2014	5 May 2014	20 May 2014
2013 Interim	Rp9.0	11 Nov 2013	Regular and Negotiation Market Cash Market	28 Nov 2013 3 Dec 2013	3 Dec 2013	17 Dec 2013
2012 Final	Rp14.2	8 May 2013	Regular and Negotiation Market Cash Market	28 May 2013 31 May 2013	31 May 2013	17 Jun 2013
2012 Interim	Rp8.7	12 Nov 2012	Regular and Negotiation Market Cash Market	3 Dec 2012 6 Dec 2012	6 Dec 2012	20 Dec 2012
2011 Final	Rp14.0	22 May 2012	Regular and Negotiation Market Cash Market	8 Jun 2012 13 Jun 2012	13 Jun 2012	27 Jun 2012
2011 Interim	Rp8.7	17 Nov 2011	Regular and Negotiation Market Cash Market	6 Dec 2011 9 Dec 2011	9 Dec 2011	23 Dec 2011
2010 Final	Rp14.0	16 May 2011	Regular and Negotiation Market Cash Market	6 Jun 2011 9 Jun 2011	9 Jun 2011	23 Jun 2011
2010 Interim	Rp8.5	1 Nov 2010	Regular and Negotiation Market Cash Market	19 Nov 2010 24 Nov 2010	24 Nov 2010	9 Dec 2010
2009 Final	Rp14.0	7 May 2010	Regular and Negotiation Market Cash Market	31 May 2010 3 Jun 2010	3 Jun 2010	17 Jun 2010
2009 Interim	Rp8.0	26 Oct 2009	Regular and Negotiation Market Cash Market	12 Nov 2009 17 Nov 2009	17 Nov 2009	2 Dec 2009
2008 Final	Rp13.0	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	Rp7.0	22 Dec 2008	Regular and Negotiation Market Cash Market	15 Jan 2009 20 Jan 2009	20 Jan 2009	30 Jan 2009
2007 Final	Rp12.7	26 May 2008	Regular and Negotiation Market Cash Market	12 Jun 2008 17 Jun 2008	17 Jun 2008	1 Jul 2008
2007 Interim	Rp11.0	12 Nov 2007	Regular and Negotiation Market Cash Market	29 Nov 2007 4 Dec 2007	4 Dec 2007	18 Dec 2007
2006 Final	Rp23.0	21 May 2007	Regular and Negotiation Market Cash Market	8 Jun 2007 13 Jun 2007	13 Jun 2007	27 Jun 2007
2006 Interim	Rp11.0	21 Sep 2006	Regular and Negotiation Market Cash Market	10 Oct 2006 13 Oct 2006	13 Oct 2006	3 Nov 2006
2005 Final	Rp18.0	17 May 2006	Regular and Negotiation Market Cash Market	6 Jun 2006 9 Jun 2006	9 Jun 2006	23 Jun 2006
2005 Interim	Rp10.0	15 Sep 2005	Regular and Negotiation Market Cash Market	6 Oct 2005 11 Oct 2005	11 Oct 2005	25 Oct 2005
2004 Final	Rp16.0	28 Jun 2005	Regular and Negotiation Market Cash Market	19 Jul 2005 22 Jul 2005	22 Jul 2005	5 Aug 2005
2004 Interim	Rp10.0	27 Oct 2004	Regular and Negotiation Market Cash Market	22 Nov 2004 25 Nov 2004	25 Nov 2004	8 Dec 2004
2003 Final	Rp22.5	8 Jun 2004	Regular and Negotiation Market Cash Market	30 Jun 2004 6 Jul 2004	6 Jul 2004	20 Jul 2004
2002 Final	Rp45.0	7 Nov 2003	Regular and Negotiation Market Cash Market	3 Dec 2003 8 Dec 2003	8 Dec 2003	19 Dec 2003
2001 Final	Rp28.0	10 Oct 2002	Regular and Negotiation Market Cash Market	29 Oct 2002 1 Nov 2002	1 Nov 2002	15 Nov 2002
2001 Interim	Rp17.0	29 Oct 2001	Regular and Negotiation Market Cash Market	14 Nov 2001 20 Nov 2001	20 Nov 2001	4 Dec 2001

* BCA conducted a 1:2 stock split, or splitting 1 share into 2 shares, effective on May 15, 2001, June 8, 2004 and January 31, 2008. BCA also conducted a 1:5 stock split, or splitting 1 share into 5 shares, effective on October 15, 2021.

Bonds Highlights

Instrument	Recording Date	Currency	Nominal Value of the Bond	Tenor	Maturity Date	Interest Rate	Rating	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

The background is a solid teal color with several large, overlapping, organic shapes in lighter shades of teal and green. In the upper right corner, there is a faint, stylized line drawing of a woman's face with long, flowing hair and a large, ornate earring.

Management Report

01





Report of the Board of Directors



Jahja Setiaatmadja
President Director

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Throughout 2022, we saw rising business opportunities from many industries across segments from corporate to retail

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Respected stakeholders,

The year of 2022 demonstrated a remarkable resilience and recovery for the economy following the lifting of restrictions on personal mobility. Our net profit increased by 29.6% YoY to a record Rp40.7 trillion in 2022, restoring a trend of sustainable earnings growth as business returned to normal. Return on Equity (ROE) stood at 21.7%, up from 18.3% the previous year.

The Indonesian economy remains resilient, despite the adverse effects of ongoing geopolitical tensions on the economies in many countries. Today, Indonesia has a stronger base of exports, with nickel and its derivatives joining the country's top export commodities alongside palm oil, coal, copper, and gas. The current account remained in surplus through 2022. The strong performance of commodities-based exports and rebounding private consumption offered strong fiscal support for the Indonesian Government in managing energy prices.

Tolerable inflation rates and prudent monetary policy, have resulted in a more stable Rupiah exchange rate, which proved essential for sustained domestic business momentum.

Against the backdrop of economic recovery, BCA managed to deliver a strong all-round financial performance. We are pleased with our performance in both assets and liabilities and appreciate the contributions of our subsidiaries. Loans grew 11.7% in 2022, above our initial target of 6%-8% as we captured opportunities in rising demand seen since the last quarter of 2021. Our core funding in Current Accounts and Savings (CASA) posted a 10.4% increase on the back of our robust transaction banking franchise. Our bottom line was underpinned by net interest income growth, up 14.0% YoY, non-interest income, which was 5.1% higher compared to the year before, and lower impairment loss on credit.



In a growing competitive environment, banks must better understand customer needs to succeed. In the pandemic era, marked by the accelerated adoption of digital solutions, BCA leveraged its well-established banking applications and pursued digital-based marketing strategies. The pandemic itself also supported the education of customers on the transition towards a more digital lifestyle. Though digitalization continues to be a powerful tool in meeting customers' diverse needs, the offline ecosystem remains a large part of our business. While digital innovation has had a significant impact on the customer experience, we continue to witness a sustained customer desire for offline engagement. Throughout 2022, we executed strategic expansions of both online and offline channels for a comprehensive hybrid coverage, serving a wide range of customers from big corporates to the retail segment.

2022 Strategic Priorities and Initiatives

We are grateful for the enormous opportunities 2022 has offered from the beginning of the year, allowing us to implement our strategic initiatives promptly and achieve positive results in major business lines. In pursuit of sustainable growth, we are delighted to report below on our priorities, key initiatives and performance in the area of transaction banking, which is the core of our funding franchise, and lending in our capacity as intermediary

Transaction Banking: Hybrid Model Offers Holistic Solutions

While cash transactions remained sizeable, rapid digitalization in recent years has prompted BCA to position itself as a hybrid bank, offering a comprehensive and holistic range of customer choices in transaction channels to maximize convenience. Customer engagement begins with a reliable transaction platform, followed by expansion and enrichment across our multi-channel network, both online and offline, to deepen engagement.

Digital channels, particularly mobile and internet, remain a strength as well as an area for ongoing development. BCA's greatest achievements to date, including the Bank's size, reach and market share, is a testament to our commitment to constantly increasing our digital

capabilities in support of enhancing our transaction banking franchise. Our embrace of agility, innovation, adaptive culture, and putting our customer needs first has laid the foundation of our business approach. The Bank's digital transaction services provide convenient, fast and secure transactions for both individual and business purposes, transcending generations.

Mobile banking has become our most prevalent channel. m-BCA (BCA Mobile), the leading individual banking app with 41.7 million transaction per day, continues to receive new features and capabilities. Alongside m-BCA, we are developing a new mobile app, myBCA, specifically for the next gen omni-channel experience. This new app allows for the integration of BCA Group's various online channels and seamless collaboration with business partners. Our investment app, 'Welma' has now been integrated with myBCA, allowing customers to manage their investment portfolio on myBCA.

We believe a large ecosystem is one of the key success factors in today's digital era. To this end, BCA pursues two pronged approaches: the first is to grow its own customer base, and the second is to take an active role in the wider ecosystem through collaboration with external partners. For the year 2022, we added 5.8 million new customers, reaching a total of 27.9 million or increased by 22.2% YoY. Our mobile banking users have grown three-fold in the last four years, reaching 26.6 million. This was made possible by our online service for account opening, a strategic initiative which we introduced in 2019, a year before the pandemic.

Open ecosystem and collaboration are now common terms in the banking industry, but BCA was one of the first players in the field of open architecture, managing an Application Programming Interface (API) since 2017. Today, we connect well with major e-commerce and fin-tech providers in Indonesia, and aim to grow larger together through mutual benefit partnerships. Our products, such as virtual accounts, Oneklik, credit cards and online debit payment, have been well accepted across the online ecosystem. We witnessed a 91.5% increase in API transactions in 2022.

Catering to business transactions, while we continue to enhance our flagship internet banking 'klikbca Business' and online corporate cash management system, development and enhancement of several new apps are on the way, including the 'BCA merchant app' which offers assistance to our new merchant customers right from the on-boarding process and consultation for joining our large network of EDC (EFTPOS) and QR code point of sales (QRIS). This merchant app initiative is being rolled out in tandem with the expansion of our EDC and QRIS network while we rejuvenate our EDCs at numerous existing merchants. BCA QRIS transaction value rose 5.9x YoY, quickly gained customer acceptance with market share in Sep-22 of 19%, up from 17% in the prior year (2021).

In the era of digitalization, our contact center, HaloBCA '1500888', plays a greater role to complement our online channel expansion. We have been investing in our contact center, and today HaloBCA operates ~3,000 lines and handles ~110 thousand contacts per day which places it in the world's 'mega' call center category. We are delighted to see how well HaloBCA complements our online account opening service, contributing significantly to new customer acquisitions.

As we grow both our online and offline channels, BCA's branch remodeling transformation is underway, offering a hybrid concept equipped with both digital devices and human touch to provide balanced services to customers without forcing them to adopt digitalization beyond their pace. Yet the need for a human touch is still irreplaceable in Indonesia, thus branch existence is essential. To complement branch cash transaction services, we operate the largest CRM network (Cash Recycling Machines) nation-wide. The CRM offers access to both cash deposits and cash withdrawal beyond normal business hours. We are increasing CRMs coverage of the total ATM network, reaching 66.1% of total ATMs per December 2022, up from 22.7% five years ago.

Consistent online and offline channel expansion efforts reinforce our transaction banking franchise, supporting sustainable growth in CASA funds. Our transaction banking platform hit a record high in 2022, posted an

average transaction per day of 61 million in 2022. Number of transactions and transaction value grew 36.0% and 13.9% YoY respectively. Increasing popularity in digital channels is reflected in the number of transactions, which reached 99.5% of the total transactions, while the branch network still serves sizeable transaction value, contributing 35.8% to total transaction value. By year end, CASA as the growth engine of our total funding rose 10.4% to Rp844.3 trillion, driving a growth of 6.4% of total third party funds, which reached Rp1,030.5 trillion. CASA accounted for 81.9% of the Bank's total third party funds as of 2022.

Lending: Maintaining Growth Momentum Against Rising Interest Rates

Customer relationships have proven to be the key to successfully rebuilding our loan portfolio post pandemic and growing to the next level. During the pandemic, BCA upheld its commitment 'to always be by the customer's side', extending the loan restructuring scheme and paving the way for debtor recovery. This initiative has proven rewarding to the Bank once the economy began its return to normalcy, allowing us to capture the opportunities from rising demand from the last quarter of 2021. Throughout 2022, loan demand recovery spanned a broader base than the previous year, effective across segments from corporate, commercial, SME to consumer. Loan utilization rates increased across many industries.

Backed by solid CASA funding, we prioritized quality loan volume rather than repricing across segments, as the year 2022 faced a new economic challenge due to global inflation. The dynamic of a stable benchmark domestic rate during the first half of the year changed after BI rose rates in the second semester as inflation started to increase domestically, along with rising interest rates globally. BI followed suit through a gradual increase in its benchmark rate (BI 7DRR), totaling 200 bps to 5.5% over the course of the second half of 2022. BCA navigated these changes cautiously, as business communities had to experience the challenge of higher raw material costs or cost-driven inflation. Such that increasing lending rates might add unnecessary credit risks, particularly in the first year of pandemic recovery.



Board of Directors



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Director



Instead of rushing to adjust lending rate, we cautiously monitored customer resilience against higher interest rate and inflation before making any pricing adjustments. Furthermore, ample liquidity in the banking system led to a more competitive environment amongst quality debtors. This pricing approach delivered strong loan growth for BCA in 2022. Working capital loans rose 12.8% to Rp332.1 trillion on the back of an increased usage rate and rising overall facility that grew 13.3% year-on-year. Investment loans increased 10.4% to reach Rp222.1 trillion, reflecting business confidence over the longer term and standing testament to the trust customers place in BCA as the bank of choice for long term relationships.

From the corporate segment, loans grew 11.8% on yearly basis to Rp319.3 trillion. Key sectors underpinning the growth were agriculture, forestry, and property & construction. Strong corporate lending provides opportunities for comprehensive financial solutions both for Business to Business (B2B) and Business to Customer (B2C). As of the end of 2022, the corporate book accounts for 46.2% of total loans. From the commercial and SME segment, stronger demand came from automotive & transportation and food & beverage. BCA commercial and SME loans expanded 9.9% YoY to reach Rp209.2 trillion.

In 2022, the BCA UMKM Fest was held in the months of September–October for the second consecutive year and was joined by more than 1,200 merchants. We organized mentorship and facilitated connections between participants and potential markets, including export markets. We were delighted to host the event and are proud to be a part of their journeys and success stories.

Consumer loans grew hand in hand with other segments, at 12.6% YoY, reaching Rp159.4 trillion by year end. Mortgages were the growth driver, increasing 11.0% owing to a series of combined online and offline (hybrid) exhibitions. We were impressed with the exhibitions result, leading to a total new disbursement of Rp37.9 trillion, 17.8% higher compared to the previous year. New financing for mortgage has exceeded the pre-pandemic level. Auto loans also recorded an increase in demand, albeit the supply side was partly affected by the global

auto parts scarcity caused by geopolitical tensions. Auto loans booked a positive growth of 17.3% compared with a decline the year before. Similarly, credit card loans rose by 13.4% YoY as borders re-opened and travel surged. We are thrilled to see consumer activities have surpassed the pre-pandemic levels.

Overall, total loans were recorded at Rp694.9 trillion, an increase of 11.7%, above the sector's growth. Average loan volume throughout the year rose by 11.5% as business momentum was evenly distributed throughout the year, compared to last year. Our earnings asset mix improved, and loans by year end accounted for 52.9% of total assets compared to 50.6% a year ago.

Asset quality remained intact with Loan at Risk (LAR) including current restructured loans showed improvement, declining to 10.0%, a fall from 14.6% from a year ago as many restructured debtors registered recovering cash flow. Notably, no material loan restructuring requests were received during the year. Nevertheless, there will be certain companies or sectors that lag in their recovery, therefore we proactively set aside loan provisioning to ensure sufficient coverage. LAR coverage sitting at a comfortable level of 53.8% in 2022, equal to NPL coverage of 287.3%.

BCA manages loan coverage prudently, sector by sector, to ensure a thorough review of asset quality especially with the recent trend in the global macro volatility and makes any necessary decision to anticipate possible increases in credit risks.

Environmental, Social, and Governance (ESG)

Environmental aspects and social values now play a greater role in the Bank's business and operations, while good corporate governance is essential for the Bank to safeguard its trust and reputation as one of leading financial institutions in Indonesia. Following the G20 Summit in November 2022, Indonesia reiterated its commitment to achieving lower greenhouse gas emissions. We are honored to actively support the Government's vision to embrace the gradual transition from business as usual to a low carbon economy. As part of our ESG journey, the implementation our 2022 workplan focused on (i) growing sustainable finance portfolio;

(ii) delivering greener corporate operations and (iii) bringing positive social impact to communities. We are pleased to report the progress as follows:

Growing Sustainable Finance Portfolio

In 2022, our Sustainable Finance Portfolio increased by 14.9% to Rp183.2 trillion compared to the year before, reaching 25.4% of the Bank's portfolio (loans & corporate bonds). This achievement in 2022 was above our long term growth target of 8% per annum on our 5-year roadmap for 2019–2023. We proactively sought opportunities in natural resources and sustainable land, renewable energy, environmentally friendly transportation, green building, eco paper and micro SME to expand our sustainable finance portfolio throughout the year.

To uphold the quality of green financing, the Bank set up responsible lending policies in certain sensitive sectors from the environmental perspective. The first policy, completed in December 2021, addressed sustainable palm oil practices. Following that, we set up policies in coal mining, toll road, timber and forest product, cement, and steel. Notably, BCA also participates in the 'Green Taxonomy' pilot project, a mapping tool sponsored by our regulator, OJK, to classify green credit. The project aims to set a benchmark for green portfolios in the banking system and prevent the potential of greenwashing.

The Green Taxonomy project is a milestone for the Indonesian banking industry and will inspire greener lending practices. BCA socializes Green Taxonomy guidelines to debtors and encourages businesses to improve their ESG practices. The Bank makes periodical adjustments to its credit underwriting parameters, including from ESG perspective.

Delivering Greener Corporate Operations

Alongside with the development of carbon database on our loan portfolio, we actively pursue greener corporate operations, specifically in recycle & waste management; digital adoption; green building initiatives and nature conservation, all of which contribute positively to carbon saving. From these initiatives, our total emission reduction stood at 1,995.8 tons CO₂eq in 2022, an increase of 2.25x compared to 2021.

Throughout 2022, our recycle & waste management program handled 436 tons of paper of expired documents; 48.5 tons of non organic waste; 7 tons of used ATM cartridges, 22.7 tons of EDC machines, 3.3 tons of cards and 500 kg of used staffs' uniform. Regarding digital adoption, the Bank encouraged digital-oriented work culture for internal bank-wide process on top of various digital services to customers. The electricity consumption intensity of our buildings in 2022 is 139 kWh/m³ per year, met the 'efficient' category according to SNI 03-6196-2000 concerning the energy intensity of Indonesian building consumption. One of our green offices received a first rank Subroto Award from the Ministry of Energy & Mineral resources. In the area of nature conservation, BCA supported tree planting of as many as 19.6 thousand trees, in 20 locations throughout the year. BCA also rehabilitated 12.5 ha of critical land in orangutan conservation area by planting 5 thousand trees.

Bringing Positive Social Impact

Under our CSR flagship brand 'Bakti BCA', we are committed to bringing positive impact to the communities. The programs primarily cover education, community empowerment, culture preservation, philanthropy, and health.

In the area of education, Bakti BCA promotes financial literacy; provides scholarships regularly; sponsors school empowerment programs; and develops digital talent program to support Indonesia's digital economy. For our community empowerment programs, BCA has frequently received awards and recognition from the Ministry of Tourism and Creative Economy for increasing community welfare in tourism villages sponsored by the Bank.

In support of COVID-19 relief, BCA has collaborated with the Government and authorities to provide more than 412 thousand doses of vaccines for employees and the general public since the pandemic breakout. In collaboration with various parties, BCA also sponsored cataract surgeries for 803 patients and provided medical services to more than 15.688 thousand patients through BCA's assisted clinics.



Implementation of IT Governance and Good Corporate Governance (GCG)

GCG principles are transparency, accountability, responsibility, fairness and independence. We embrace these principles in the Bank's day-to-day operations. From time to time, we adjust our policies and operational procedures to comply with prevailing regulations and to adopt industry best practices.

In recent years, one growing important element is IT Governance because of the rapid increase in the use of digital channels. This new trend comes with the challenge of increasing cyber security risks. Cyber security is one of our main focuses in ensuring accountability and responsibility to our large customer base. To protect data security and customer privacy, BCA continues to strengthen the Enterprise Security Unit. The unit is specifically tasked with maintaining information security and handling incidents related to cyber-crime. We maintain high standards for IT operations and have obtained ISO/IEC 20000-1:2018 NIS related to Service Management system of Data Center Network, dan IOS/IEC 20000-1:2018 related to Provision of Information Security Management System in Data Center Operation Services.

The initiatives in our ESG journey have been recognized both domestically and internationally. The Bank has received a AA Rating from MSCI ESG Ratings, a high score relative to other Indonesian corporations. BCA remained a constituent of the Financial Times Stock Exchange4Good (FTSE4Good) Emerging Index, reflecting its positive performance in financial, environmental, and social aspects. Domestically, BCA is included in the SRI-KEHATI Index by the Indonesian Stock Exchange in collaboration with the SRI KEHATI Foundation.

Role of the Board of Directors in Formulating Strategies and Policies

The Board of Directors is actively involved in formulating strategies and policies, and adapts according to market dynamics and in alignment with regulations. The Board discusses key strategic directions and policies for

each business unit, which includes setting agreed upon business targets, growth plans as well as the procurement of major enablers such as technology & infrastructure, human capital, and risk management.

The Board receives regular updates on subsidiary operations and performance. The Board also discusses key issues, strategic directions, and provides feedback. The Board ensures that the subsidiaries conduct their businesses in alignment with BCA's overall goals.

The area of risk management is also pivotal for the Board in setting business strategies. The Board ensures an effective organization framework, appropriate policies & procedures, and sound risk management infrastructure are in place for day-to-day operations in BCA and its subsidiaries.

Processes Applied by the Board of Directors to Ensure Strategy Implementation

BCA ensures all-round strategy implementation by way of effective communication from the Board of Directors to business lines, unit enablers, branches and all subsidiaries. The Board actively monitors strategy executions through periodic reviews, providing feedback and making decisions in line with market dynamics and applicable regulations.

Various key indicators are discussed during meetings, which include among others business progress, risk parameters especially credit risk and operational risk, customer engagement, digital awareness, branch service quality, credit service level, and transaction security. The Bank conducts several surveys, and the results serve as references for the Board to make decisions.

When ensuring strategy implementation, the Board is assisted by the Risk Management Unit and the Internal Audit function to safeguard the Banks' daily operations and achieve bank-wide objectives within the limits of controllable risks. The Board always seeks feedback from the Risk Management Unit and takes necessary actions upon audit findings.

BCA corporate culture and values are constantly enforced within the organization to ensure solid teamwork and smooth succession of all managerial layers, which is essential to safeguard the continuity of business plan implementation.

Performance of the Committees under the Board of Directors

In executing its role, the Board of Directors is assisted by seven Committees under the Board of Directors, namely Asset and Liability Committee (ALCO), Risk Management Committee, Integrated Risk Management Committee, Credit Policy Committee, Credit Committee, Information Technology Steering Committee, and Personnel Case Advisory Committee.

During the year, the committees performed their duties successfully. The Board of Directors regularly assessed the committees' performance against the established guidelines and procedures and obtained valuable insights to support strategic decision making. The committee holds periodic meetings to ensure the alignment of work programs with the latest economic conditions, business developments, and applicable regulations.

Changes to the Composition of the Board of Directors

BCA made several changes on the function of the Board of Directors during the year through the Annual General Meeting of Shareholders (AGMS) held in March 2022. The changes comprised:

- (i) the appointment of Gregory Hendra Lembong as Deputy President Director, previously serving as Director. IT remains as one of his areas of responsibility;
- (ii) the replacement of the Director in charge of the Compliance function, previously served by Haryanto Tiara Budiman, with Lianawaty Suwono. Haryanto Tiara Budiman gains the new coverage of Consumer Banking. Lianawaty Suwono retains her role as Human Capital Management Director, in addition to her new responsibility in the area of Compliance;
- (iii) the appointment of Antonius Widodo Mulyono as a new Director of risk management. Prior to joining the Board of Directors, Antonius Widodo Mulyono was previously Director of PT Asuransi Jiwa BCA, a subsidiary engaged in the life insurance business.

The Bank wishes to express its deep appreciation for Suwignyo Budiman for his 20 years of dedication to the Bank up to the end of his tenure as Deputy President Director. Suwignyo Budiman is a seasoned banker and made valuable contributions to many areas of the Bank. He oversaw among others individual banking, wealth management, and commercial & SME segment.

2022 Opportunities, Challenges and Achievement of Targets

Despite being resilient in 2022, Indonesia was not immune to the global economic challenges from geopolitical tensions, energy crunch, rising interest rates, and supply chain disruptions. We appreciate our regulator's responses to these challenges, which played an important role in addressing various issues and steering the banking system to withstand headwinds. We give credit to the Government's measures in managing the COVID-19 pandemic via various avenues that resulted in improved business and consumer confidence and led to a turning point of the domestic economy in the last quarter of 2021.

Particularly in the second half of 2022, we constantly monitored the economic situation following interest rate hikes and fuel price adjustments. Overall, we were delighted to see that the impact on the broader economy remained manageable. Given such background, we aim at growing quality loans while also applying prudent principles.

Throughout 2022, we saw rising loan demands from many industries across loan segments from corporate to retail. Internally, we witnessed stronger customer spending through our multi channels, both online and offline, in tandem with strong recovery in the transaction value of our business customers. Favorable data trends convinced us to grow our loan portfolio across segments, which ultimately exceeded pre-pandemic levels. Higher loan volume drove a positive impact on our interest income stream alongside higher sources of fee-based income.

2022 was marked by strong achievements, whereby BCA has outperformed most of its original financial metric targets as shown below:

**Achievements vs Target**

Category	Achievements 2022	Target 2022
Loan Growth	11.7%	6% – 8%
CASA Growth	10.4%	5% – 7%
Third Party Funds Growth	6.4%	6% – 8%
Return on Assets (ROA)	3.2%	3% – 4%
Return on Equity (ROE)	21.7%	16% – 18%
Capital Adequacy Ratio (CAR)	25.8%	25% – 26%

Business Prospects

For the year 2023, economists project Indonesia's economy will grow moderately. Yet, macro fundamentals are expected to remain resilient, far from the recession risks seen in some other countries. Indonesia's banking industry is expected to have a more measured interest rate increase compared to other nations. Liquidity will stay at a healthy level, and capital is at a solid position to support asset expansion. The worst of the credit quality cycle and the pandemic clearly appear to be behind us.

With a resilient economy and a range of bank-wide initiatives, we target further growth in 2023 with the following key financial metrics:

Target 2023

Category	Target 2023
Gross Domestic Product (Bank Indonesia)	4.5% - 5.3%
Loan Growth	10% - 12%
CASA Growth	7% - 9%
Net Income Growth	8% - 9%
Net Interest Margin (NIM)	5.7% - 5.8%
Return on Asset (ROA)	3% - 4%
Return on Equity (ROE)	19% - 22%
CIR (Cost to Income Ratio)	36% - 37%
Cost of Credit (CoC)	0.7% - 0.8%

We remain optimistic that 2023 will offer loan expansion opportunities, riding on positive economic growth. Cost pushed inflation in the second half of 2022 will translate into higher working capital loan needs, as raw material consumption adjusts to new price level. We estimate loans to grow in the range of 10% - 12% in 2023. While seeking opportunities in corporate, commercial and

consumer segments, we are also expanding our capacity to process more SME loans and aim to increase our SME customer base. With low loan penetration in the country and a growing middle class, the retail loan market will offer great potential for long term growth. We are exploring new SME and retail products, such as merchant financing, payroll loan and Buy Now Pay Later initiatives.

By economic sectors, we foresee a number of areas of opportunities, such as in building materials & construction, consumer goods, packaging, chemical, Food & Beverages. Our consumer exhibitions, BCA Expoversary and BCA Wealth Summit in 2022 received a warm welcome from enthusiastic customers, which we expect to repeat in 2023. However, lending competition will be more intense as most banks are in growth mode post pandemic. Competitors are also equipped with ample liquidity for loan expansion and chasing quality borrowers.

On the funding side, we expect growth to moderate as the economy settles back to normal. A portion of the current liquidity will be shifted to loans. To strengthen our CASA funding franchise, we will continue to expand both online and offline channels while enlarging our transaction ecosystem, as discussed above. We are aiming for higher transaction volume to sustainably grow our CASA funding. Digitalization still offers opportunities for further development. Society is adopting digitalization faster than ever, which supports our efforts to educate customers about our digital products. Internally, we also enforce digitalization through various automation initiatives to expedite and improve business processes and efficiency.

We put customer trust and satisfaction at the forefront of our product and service development to remain the bank of choice. BCA and its subsidiaries observe the needs of our customers vigilantly to offer the best solutions in deepening engagement. To complement core transaction banking services and lending products, we are strengthening our presence in the area of trade and international business, foreign exchange, treasury and wealth management. BCA subsidiaries will tap business opportunities in vehicle financing; sharia banking; securities; digital banking for millennials; general and life insurance as well as venture capital, all of which will expand overall customer relationships. Collaboration with subsidiaries and business partners remains a key strategic step and will bring the best services we can offer to the Bank's customers.

Appreciation

The Board of Directors wishes to extend sincere appreciation to BCA customers for their trust and support, which makes BCA the bank it is today.

With solid teamwork across generations, we are thankful for BCA employees for their consistent contribution to the Bank and its subsidiaries in serving customers through high and low.

The Board of Directors also thanks the Board of Commissioners for the generous support, guidance and counsel that has proven invaluable to the Banks' achievements.

Once again we would like to end by thanking all stakeholders, including our regulators OJK and BI who are always by our side, especially in times of uncertain circumstances.

BCA is committed to continuing its exciting journey, a never-ending learning venture for improvement. We stand upon our values to serve our stakeholders, who always compel us to be a better bank, while upholding the GCG principles.

Jakarta, February 2023
On behalf of the Board of Directors,



Jahja Setiaatmadja
President Director



Supervisory Report of The Board of Commissioners



Djohan Emir Setijoso
President Commissioner

”

BCA delivered a solid performance amidst global economic turmoil and geopolitical uncertainty

”

Dear Respected Shareholders,

We are pleased to report that BCA recorded a solid performance in the 2022 financial year, in line with the momentum of Indonesia's economic recovery. The Board of Commissioners appreciates the efforts of the Board of Directors in navigating the Bank and achieving target in major financial metrics. The Bank's achievements were attributable to the successful execution of key strategies, prudent risk management, and good corporate governance.

The Board of Commissioners regularly performs its supervisory duties and responsibilities, carrying out performance assessment of the Board of Directors in managing the Bank and overseeing the implementation of good corporate governance. We offered our view on the Bank's business outlook to the Board of Directors and discussed opportunities and challenges that arose throughout the year.

Economic and Banking Overview

Economic activities in many countries across the world showed gradual improvement, following more than two years of disruption owing to the pandemic. Meanwhile, the world faced new challenges, triggered by geopolitical tension between Russia and Ukraine that led to a global energy crisis, food scarcity, and inflationary pressures.

Inflation in the United States and European Union reached 6.5% and 9.2% in December 2022 respectively. The United States experienced the highest inflation in the last 41 years, hitting 9.1% in June 2022.

The Federal Reserve System (The Fed) and other major global fiscal and monetary authorities introduced several policies to ease inflation, predominantly increasing benchmark interest rates and reducing



Board of Commissioners



Raden Pardede
Independent Commissioner



Cyrillus Harinowo
Independent Commissioner



Djohan Emir Setijoso
President Commissioner



Tonny Kusnadi
Commissioner



Sumantri Slamet
Independent Commissioner

financial stimulus. The Fed raised its benchmark rate (Fed Fund Rate) 7 times in 2022, from 0.25% in 2021 to 4.5% by December 2022. This reduced the spread between the US Benchmark rate and benchmark rates in other countries, which led to a higher interest rate environment across many countries.

Indonesia, as one of the world's largest commodity producers, benefited from the rise of energy prices, as reflected in its strong trade balance surplus. The Government introduced strategic fiscal policies, specifically increasing subsidized fuel prices and ensuring a sufficient national food supply.

Bank Indonesia enacted several monetary policies, increasing its benchmark rate (BI 7-Days Reverse Repo Rate) and holding open market operations to safeguard the stability of the Rupiah against the US Dollar. Throughout 2022, Bank Indonesia raised its BI 7-Day Reverse Repo Rate 5 times, from 3.5% to 5.5%.

The Indonesian economy thrived, despite global challenges and uncertainty. The GDP growth rate reached 5.7% in the third quarter of 2022. Both inflation and core inflation rates were manageable, at 5.5% and 3.4%, respectively. The Rupiah exchange rate was relatively stable throughout the year, closing at Rp15,564/US Dollar in December 2022 amidst a strong US Dollar index. We believe that the regulator will continue to monitor geopolitical tensions and take prompt actions to mitigate potential negative impacts on the Indonesian economy.

The Indonesian banking industry secured a strong foothold, with a Capital Adequacy Ratio of 25.7% and a solid Liquid Assets to Third Party Funds (AL/DPK) ratio of 31.2%. Loan growth was evident across all segments, with an overall growth of 11.4% while third-Party Funds increased by 9.0%, supported by CASA growth. We saw swift recovery across economic sectors that had been heavily impacted by the pandemic COVID-19 as reflected NPL improvement to 2.4%.

Despite global challenges, we are confident that the Indonesian banking industry will remain resilient.

Assessment of the Performance of the Board of Directors and the Basis for the Assessment

The Board of Commissioners acknowledged that the Board of Directors made outstanding efforts throughout 2022, delivering a net profit of Rp40.7 trillion, a 29.6% increase from the previous year. This stellar performance was supported by the growth in net interest income and fee-based income, along with lower loan provisions. BCA's loan portfolio grew 11.7% to Rp694.9 trillion, supported by growth in all corporate, commercial, SME, and consumer segments. Loan quality has improved, as reflected by lower Loan at Risk and NPL ratios, which stood at 10.0% and 1.7% respectively.

The Bank's information technology infrastructure and digital capability were upgraded, sustaining the Bank's competitive advantage in transaction banking, the primary driver of CASA funding. As of December 2022, third party funds stood at Rp1,030.5 trillion, backed by a 10.4% YoY CASA growth to Rp844.3 trillion.

We observe that the Board of Directors consistently upheld good corporate governance and prudent risk management in implementing the Bank's business plan throughout the year. BCA's capital and liquidity levels were well maintained, with the Capital Adequacy Ratio (CAR) reaching 25.8%, Liquidity Coverage Ratio (LCR) at 393.5%, and Loan to Funding Ratio (LFR) at 65.2%.

The Bank supported the government's program to provide a better quality of public life. BCA actively participated in the B20 Summit in Bali, and takes part in promoting the Sustainability Development Goals (SDGs) by supporting MSMEs and carrying out environmentally oriented activities. The Bank collaborates with local authorities, other banks, and start-ups to promote business sustainability.



Oversight of Strategy Formulation and Implementation

The Board of Commissioners reviews the Bank's strategies and monitors actions taken by the Board of Directors to ensure the Bank is able to sustainably deliver positive performance.

The Board of Commissioners communicates and provides feedback on the Bank's policies and strategies to the Board of Directors through interactive meetings and memos. Throughout 2022, the Board of Commissioners held 43 meetings and participated in 5 joint meetings with the Directors. Meetings were held in a hybrid format, accessible offline and online via video conferencing media.

The following table summarizes the area of focus of the Board of Commissioners and its advice to the Board of Directors in 2022:

Topic	Summary
Strategies and Business Management	<ul style="list-style-type: none"> • Observed BCA's performance and competitive landscape in the banking industry. • Advised the management to review potential impacts on the Bank's business performance in relation to external uncertainties. • Discussed business prospects, challenges faced by the banking industry and risk mitigants with external consultants. • Supervised good corporate governance in lending, credit settlement, appointment of the Bank's Public Accountant Firm, and other operational activities. • Advised the management to review relevant factors, particularly business sectors that provide significant contribution to the Bank's loan portfolio, customer demography, and branch business & operating model in several cities that may affect the Bank's future business development. • Monitored the impact of digital and technological advancements, from the point of view of the branch operating model, operational cost structure, process efficiency, and segregation of duties of the Board of Directors.
Risk Management	<ul style="list-style-type: none"> • Observed risk profile trends, risk parameters, implementation of integrated risk management, and the Bank's capital adequacy level. • Monitored profile, parameters, and boundaries of strategic risks, including potential higher concentration risk due to changes in the business environment. • Advised the relevant work unit to review the provision of credit limits to related and non-related parties, and to industries that are sensitive to changes of external environment.
Audit and Compliance	<ul style="list-style-type: none"> • Assessed the performance of the Bank's internal audit and advised the internal audit team to review the current internal control measures due to the Bank's evolving business model. • Evaluated the Charter of Committees under the Board of Commissioners. • Advised and provided recommendations to the relevant work unit to ensure that related party loan disbursement is compliant with the Bank's policy. • Advised the Internal Audit Division to review various work policies and procedures. • Pertaining to integrated internal audits, recommended conducting regular audits on the Bank's subsidiaries based on prudent risk management, and provided advice to ensure proper integrated internal audit control and reporting.

View on Business Prospects Prepared by the Board of Directors

Geopolitical tension and counter-inflation measures in many countries remain the main hurdles for the global economy in 2023. However, Indonesia's economy is expected to remain resilient amidst the uncertainty, with GDP growth projected at 4.5%-5.3%. The Government prioritizes adequate supplies in food and energy to spur domestic consumption. Indonesia is in a strategic position as one of the main global suppliers of raw materials for renewable energy. In various opportunities, including G20 Summit in Bali, the Indonesian government has made several bilateral arrangements to encourage foreign direct investments in Indonesia.

The Board of Commissioners saw that the Bank has taken into consideration the potential impact of global macroeconomic challenges on the Bank's Business Plan and its financial targets in 2023. We trust the Board of Directors will remain cautious of the dynamics of global and domestic economy, navigating BCA through foreseeable and unforeseeable challenges.

Maintaining quality loan growth is one of the Bank's priorities for the coming years. The Board of Commissioners is optimistic that 2023 will offer loan expansion opportunities across economic sectors, riding on positive economic growth. New fast growing industries, such as renewable energy sources, have been brought to our attention for future opportunities. We noted that environment has become one of today's world major concerns.

We concur with the Board of Directors' view that the expansion of digital services, supported by a stable and reliable IT infrastructure, is essential for the Bank to achieve higher business targets. The Bank needs full support from the management for technological advancements to be carried out in a timely fashion to grow business and strengthen operational activities. Cyber security will remain a focus for the Bank in light of massive technological development. We support the collaboration and synergies between BCA and fintech, e-commerce partners, and subsidiaries, in line with fair business practices and prevailing rules.

Besides technological advancements, the Board of Commissioners is of the view that branch banking expansion in fast growing economic zones remains relevant. We view that the branch business model will evolve to suit the unique needs of the customer base in each region for providing optimal banking services and solutions.

Digital development should grow in tandem with strong human resources, thus talent capacity should be continuously developed in order to support technological development and evolve with the Bank's dynamic business model. The Board of Commissioners appreciates the management's efforts in re-skilling and up-skilling the Bank's workforce to continue providing customers with the best service and solutions. BCA Future Leaders are groomed to ensure effective and successful regeneration and to maintain continuity.

We appreciate that BCA has implemented more efficient working processes. These improvements will help BCA to maintain its performance in the coming years.

The Board of Commissioners has reviewed the business strategy and prospects prepared by the Board of Directors, and we assess the projections to be realistic, setting a solid foundation to sustain the Bank's positive business performance. We entrust the Board of Directors to remain prudent in implementing the Bank's business plan.

Observation on the Implementation of Corporate Governance

The implementation of Good Corporate Governance (GCG) principles underpins BCA's sustainable business performance while preserving the interests of shareholders and stakeholders.

GCG contributes to the achievement of the Bank's vision and mission, and brings benefits and added value to shareholders and stakeholders. Moreover, GCG ensures business continuity and increases long-term competitive advantages.



BCA has implemented all GCG principles, namely transparency, accountability, responsibility, independence, fairness, and equality, in every aspect of the business and its relationships with shareholders and stakeholders. This is achieved, among others, by (i) providing timely, adequate, clear, and accurate information; (ii) establishing policies, procedures, duties, and responsibilities for each BCA organ; (iii) complying with laws and regulations; and (iv) paying attention to the interests of shareholders and stakeholders fairly and equitably in accordance with the benefits and contributions made to BCA. BCA's implementation of GCG in 2022 was self-assessed with a rating of "Very Good." BCA is included in the "ASEAN Asset Class" category based on the results of an assessment conducted by the Domestic Ranking Body using the ASEAN Corporate Governance Scorecard (ACGS) assessment parameters.

Observation and Role of the Board of Commissioners in the Whistleblowing System

BCA's whistleblowing system caters to internal and external parties, who can report acts of fraud or internal violations through the company's website. BCA continuously conducts outreach activities to employees through various internal corporate media, such as posters, e-mails, and mandatory e-learning.

The whistleblowing system is expected to detect and provide early warning signs of potential fraud and violations to support the implementation of GCG within the Bank. In carrying out the system, BCA has a special work unit that is responsible to the President Director and reports directly to the Board of Commissioners. The Board of Commissioners has provided direction and supervised the preparation and implementation of the whistleblowing system.

Sustainable Finance

BCA remains committed to maintaining harmony between economic, social, and environmental factors in its business through the implementation of Sustainable Finance, as mandated by the regulator in OJK Regulation Number 51/POJK.03/2017 concerning the Implementation of Sustainable Finance for Financial Services Institutions, Issuers, and Public Companies. Development of the Bank's Sustainable Finance refers to prevailing best practices in the banking industry.

At the end of 2022, BCA's financing portfolio for Sustainable Business Activities reached Rp183.2 trillion, around 25.4% of BCA's total loans and corporate bonds portfolio. The Sustainable Finance portfolio is distributed to various business sectors, including natural resources & sustainable land use, renewable energy and MSME loans. BCA continues to support the government's efforts to preserve the environment and regularly monitors customer compliance with regulations related to environmental conservation.

The implementation of Sustainable Finance at BCA is described in the Sustainable Finance Action Plan prepared by management and has received approval from the Board of Commissioners. The basic principles explained in the Action Plan are in accordance with BCA's Sustainable Finance mission, namely "to align company business activities with the principles of Sustainable Finance." We appreciate BCA's commitment and efforts in implementing Sustainable Finance principles.

Assessment of Committees under the Board of Commissioners

The Board of Commissioners has four committees to assist in carrying out its duties and functions, namely the Audit Committee, Risk Oversight Committee, Remuneration and Nomination Committee, and Integrated Governance Committee. We view that all committees carried out their duties and functions well throughout 2022.

The Audit Committee is responsible for internal control and has assisted the Board of Commissioners in overseeing the internal and external audit functions, including monitoring the quality of Company financial information and ensuring compliance with applicable laws and regulations in the implementation of GCG. Throughout 2022, the Audit Committee held 23 meetings.

The Risk Oversight Committee helps to ensure that risk management at BCA is properly implemented to protect the Bank from the negative impacts of risks. In 2022, the Risk Oversight Committee held 8 meetings related to market risk and liquidity risk reviews on rising inflation and interest rates; the readiness of the Bank's Human Resources in facing digital transformation; and the potential for improving credit quality, among others.

The Remuneration and Nomination Committee provides recommendations to the Board of Commissioners regarding remuneration policies at BCA as a whole, as well as providing input regarding the potential mapping of employees. The Remuneration and Nomination Committee held 5 meetings throughout 2022.

The Integrated Governance Committee supports the Board of Commissioners in overseeing internal control, compliance, risk management, and governance at BCA and its subsidiaries in an integrated framework. The Integrated Governance Committee held 6 meetings in 2022.

Details of the performance of the four committees under the Board of Commissioners throughout 2022 can be seen in the Good Corporate Governance discussion section on pages 364 to 365.

Changes in the Composition of the Board of Commissioners

Throughout 2022, there were no changes to the composition of the Board of Commissioners.

Appreciation

We would like to thank the entire Board of Directors and all employees for their hard work and dedication, which contributed to BCA's solid performance in 2022. We extend our appreciation to our regulators, shareholders, customers, and all other stakeholders who have placed their trust in BCA.

We believe that as we advance, the Board of Directors will continue to formulate and implement effective and appropriate strategies while monitoring external conditions, preserving prudent risk management and good governance to maintain BCA's business continuity in the future.

Jakarta, February 2023
On behalf of the Board of Commissioners,



Djohan Emir Setijoso
President Commissioner

The background is a solid teal color with several large, overlapping, organic shapes in lighter and darker shades of teal and green. In the upper right corner, there is a faint, stylized line drawing of a woman's face in profile, looking downwards. The drawing is composed of simple black lines and is partially obscured by the organic shapes.

Corporate Profile

02





Company General Information

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 for Establishment

Deed of Establishment of the Company No. 38
by Notarial Deed Raden Mas Soeprapto dated
10 August 1955.
Approved by the Minister of Justice with
Decree No. J.A.5/89/19 dated 10 October 1955.

Change of Name

Previously, the Company was named NV
Perusahaan Dagang Dan Industrie Semarang
Knitting Factory. Effective since 2 September
1975, the Bank's name was changed to PT Bank
Central Asia (BCA).



Headquarter:

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

Networks:

1,247 branches, 18,268 ATMs,
and hundreds of thousands of EDCs
(Information of branch locations can be found in the
Branches section of this report, on pages 110-112)

Subsidiaries:

- PT BCA Finance
 - BCA Finance Limited
 - PT Bank BCA Syariah
 - PT BCA Sekuritas
 - PT Asuransi Umum BCA
 - PT BCA Multi Finance
 - PT Asuransi Jiwa BCA
 - PT Central Capital Ventura
 - PT Bank Digital BCA
- (Information of subsidiaries address can be found
in the Information on Subsidiaries section on pages
102-103)

Authorized Capital

Rp5,500,000,000,000
(440,000,000,000 shares)



Issued and Fully Paid Up Capital

Rp1,540,938,125,000
(123,275,050,000 shares)

Stock Exchange

The shares of PT Bank Central Asia Tbk
are listed and traded on the Indonesia
Stock Exchange (IDX)



Listing Date

31 May 2000

Share Code

BBCA

ISIN Code

ID1000109507

SWIFT Code

CENAIDJA

Total Employees

24,508

Company Website:

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



Call Center:

Halo BCA 1500888

Corporate Communication, Investor Relations, ESG

- Corporate Communications
 - Investor Relations
 - Environment Sustainability and Governance
- Menara BCA, 20th Floor
Grand Indonesia
Jl. M.H. Thamrin No. 1
Jakarta 10310, Indonesia
Tel. (62 21) 2358 8000
Fax. (62 21) 2358 8300
E-mail: corcom_BCA@bca.co.id
investor_relations@bca.co.id
corr@bca.co.id

Line of Business

In 2022, 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 in the following business activities:

- a. to raise public funds in the forms of deposits such as checking accounts (giro), time deposits, deposit certificates (sertifikat deposito), savings and/or any other deposits of similar nature;
- b. to provide credit facilities;
- c. to issue debt acknowledgement letters;
- d. to purchase, sell or underwrite, whether at its own risk or for the benefit of or at the request of its customers, the following:
 - i. Drafts, including drafts accepted by a bank with a validity period not more than the period generally applicable in normal practice for the trading of such instruments;
 - ii. debt acknowledgement letters and other commercial papers, with a validity period not exceeding the period generally applicable in normal practice for the trading of such instruments;
 - iii. State treasury notes and government guarantees;
 - iv. Bank Indonesia Certificates (SBI);
 - v. Bonds;
 - vi. Commercial papers with maturity periods, in accordance with the prevailing laws and regulations;
 - vi. Other negotiable papers with maturity periods, in accordance with the prevailing laws and regulations.
- e. to transfer funds, whether for its own benefit or for the benefit of its customers;
- f. to place funds at, to borrow funds from, or to lend funds to other banks, whether by letter, by telecommunication equipment, or by bearer draft, cheque or by any other means;
- g. to receive payments of receivables from commercial papers and make calculations with or among third parties;
- h. to provide a safe deposit box facility for safekeeping of valuable goods or documents;
- i. to engage in custodial activities for the benefit of other parties under a contract;
- j. to conduct a placement of funds from one customer with another customer in the form of commercial papers not listed on the stock exchange;
- k. to provide factoring (anjak piutang), credit card and trusteeship services;
- l. to provide financing and/or conduct business activities under the Sharia Principle, whether through the establishment of a subsidiary or through formation of a Sharia Business Unit in accordance with the rules and regulations issued by the central bank (Bank Indonesia) or the Financial Services Authority or any other competent authorities.
- m. to carry out foreign exchange activities in accordance with the rules and regulations issued by the central bank (Bank Indonesia) or the Financial Services Authority or any other competent authorities;
- n. to conduct capital participation in a bank or any other company in the financial sector, such as a leasing company, venture capital company, securities company, insurance company, and the clearing, depository and settlement institution, subject to the rules and regulations issued by the central bank (Bank Indonesia) or the Financial Services Authority or any other competent authorities;
- o. to conduct temporary capital participation for the purpose of dealing with credit failures, provided that such participation must be later withdrawn, subject to the rules and regulations issued by the central bank (Bank Indonesia) or the Financial Services Authority or any other competent authorities;
- p. to act as the founder (pendiri) and manager (pengurus) of a pension fund in accordance with the existing rules and regulations on pension funds; and
- q. to engage in other activities generally conducted by banks to the extent permitted by the prevailing laws and regulations, including among others, any measures for the purpose of restructuring or credit rescue, such as acquiring collateral, whether in part or in whole, by auction or by other means, if a debtor defaults on its obligations to the bank, provided that the collateral so acquired must be realized upon as soon as practicable.



Line of Business - continued

BCA has a long standing, solid market position in the Indonesian banking industry. Today's economy, including the banking sector and BCA, is facing rapid digitalization and we have already seen how digital technology is providing convenience, comfort, and speed for people to accomplish many tasks. This is why BCA consistently aligns itself with the changing trends in digital technology, customer behavior, and business.

To achieve sustainable growth in the future, and to provide added value for BCA stakeholders, various initiatives have been implemented to create new opportunities amid this changing landscape.

INNOVATION FOR THE CONVENIENCE & SIMPLICITY OF CUSTOMERS' TRANSACTION

OneKlik

OneKlik is a feature on BCA internet banking (KlikBCA) that simplifies the online shopping payment process to be faster and easier, with the source of funds coming from a BCA account. Aside from other payments, OneKlik is widely used to top up electronic money on various digital applications. This is an alternative for Virtual Accounts.

BCA KlikPay

BCA KlikPay is a feature on BCA internet banking (KlikBCA) as a practical and reliable way to pay for online shopping, for customers who have KlikBCA or BCA Card facilities.

Lifestyle

Lifestyle is a feature on BCA mobile that allows customers to buy airplane & train tickets, voucher game and make hotel reservations.

BagiBagi

BagiBagi is a feature on the BCA mobile to share money with family/relatives/friends who have the Sakuku application, during holidays or as a token of appreciation. The amount of money distributed can be equally or randomly distributed.

Online Account Opening

Online Account Opening is a feature on BCA mobile that makes it easy for customers to open an account anytime and anywhere.

Cardless Cash Withdrawal / Deposit

Cardless Cash Withdrawal/Deposit is a feature on BCA mobile and/or Sakuku that allows users to withdraw/deposit cash without an ATM card.

Debit Online Mastercard

This new features provides customers with two benefits at the same time, namely easy and various transaction control.

Virtual Assistant Chat Banking (VIRA)

VIRA is an application that is able to provide interactive and real time information, both financial and non-financial, using Chatbot technology developed through machine learning.

Welma

Welma is an investment management and protection application that makes it easier for customers to transact mutual funds, bonds and insurance. Currently, the convenient Welma transactions are also accessible through myBCA apps.

Sakuku

Sakuku is an electronic money application that can be used for shopping payments, topping up credit/data packages, buying game vouchers, and other banking transactions.

eBranch BCA

eBranch BCA is an application that makes transactions easy for prospective and/or BCA customers, with its main feature is e-forms for opening accounts, reservations, and others.

myBCA

myBCA is a digital platform accessible by BCA customers through smartphone application or website on desktop in which customers only need a single user ID (BCA ID) to access all of their account information and make various banking transactions.

Halo BCA Mobile Application

Halo BCA Mobile application is a mobile app that can be downloaded by BCA or non BCA customers from their gadget to communicate with Halo BCA online via Voice over Internet Protocol (VoIP) call, e-mail, chat, and social media.

Application Programming Interface (API)

API is a technology that connects the system from the company partner directly with the BCA banking system, as a payment and collection solution, for Business to Business (B2B) and Business to Customer (B2C). With this technology, the potential for online business growth in the BCA payment ecosystem can be further optimized.

INNOVATION FOR SUCCESSING CUSTOMERS' BUSINESS

Virtual Account BCA

The BCA Virtual Account is a special account provided to customers of cooperation companies as a means of paying bills, making it easier for cooperative companies to identify the funds they receive.

BCA Merchant Application

Merchant BCA application is an app which can be used by potential merchants to become digital Merchant BCA and provides ease for Merchant BCA in monitoring and managing their business.

BCA Cash Management Services

BCA Cash Management Services provide the right solution for corporate cash flow management that is integrated with the business community.

In addition, BCA Cash Management will expand collaborative digital strategic partnerships to create a seamless ecosystem that will increase customer convenience and simplicity in transacting various company activities such as managing financial flows; support business decision making; and optimizing company profits can be done easily, quickly and precisely.

BCA Cash Management features include:

1. Payable Management:
 - Payroll
 - Auto Credit
 - Cash Delivery
 - Bill Payment
 - Tax Payment
 - Outward Remittance
 - BCA Visa Corporate
 - Fleet Facility
2. Receivable Management:
 - Autodebet
 - Autocollection
 - BCA Virtual Account
 - Cash Pick Up
 - Inward Remittance
 - Payment Gateway
 - Business to Business (B2B)
 - Business to Consumer (B2C)
3. Liquidity Management:
 - Account Sweeping
 - Automatic Transfer System
 - Opening a Corporate Current Account
4. Host to Host



Milestones

1955

Bank Central Asia (BCA) founded as "NV Perseroan Dagang Dan Industri 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.

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.

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.

Corporate actions highlights in 2000-2005

2000

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

2001

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

2002

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

2004

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

2005

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

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

Business development in 2000-2005

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

BCA establishes a Disaster Recovery Center in Singapore.

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

2014-2016

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

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

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

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

2017-2018

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 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.

2019-2020

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

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

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

BCA strengthened its digital platforms and electronic channels, launching a number of digital products and services, such as QR Code, Welma, Flazz 2.0, API BCA, online account opening through BCA mobile, Lifestyle features of BCA mobile. Subsidiaries also developed various digital initiatives such as virtual showroom and mobile platform apps to support interaction and provide products information for customers.

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

2021

BCA continues strengthening transaction banking franchise by developing digital services to support a better customer experience. Information technology infrastructure is continually automated and updated. Cybersecurity remains a priority along with increasing digital transactions.

BCA launched myBCA application, a digital platform that allows customers to make various banking transactions via smartphone or website in desktop with seamless user experience.

BCA also launched Merchant BCA application which provides Merchant BCA convenience in monitoring and managing its business. HaloBCA mobile application is introduced to allow customers contacting HaloBCA online via Voice Over Internet Protocol (VOIP), e-mail, chat and social media.

BCA increased the capital of its subsidiary Bank Digital BCA from Rp2.7 trillion to Rp4 trillion to support product & service innovations and expand digital ecosystem.

2022

BCA continuously improves its myBCA super apps to strengthen its digital transactions and to provide a more holistic customer experience. BCA has enhanced myBCA's security through biometrics feature, added instant top-up mortgage feature and integrated WELMA, the Bank's wealth management application, into myBCA.

BCA hosted the BCA Wealth Summit as an effort to educate its customers on financial management, investment, and protection. The Bank also continues to serve its young customers that join BCA Young Community (BYC) by launching the BYC apps.

To support regulators' joint initiatives in establishing interconnectivity of payments across ASEAN, BCA launched QRIS cross-border feature in BCA Mobile, which currently is available to use in Thailand.

BCA continuously enhances its credit infrastructure through talent development, automations, and credit procedures adjustments.

In line with BCA's commitment for sustainable development, Wisma BCA Foresta green office obtained the GreenShip Platinum accreditation and has been equipped with an Electric Vehicle Public Charging Station facility.

BCA injected an additional equity of Rp67.5 billion to its subsidiary, BCA Life, hence BCA Life's total paid in capital amounted to Rp635 billion. The fund will be used to strengthen the capital and for business expansion.



Event Highlights 2022



BCA Presents Taxi Booking Service on BCA mobile's Lifestyle Feature
In collaboration with BlueBird, BCA provides accessibility to the Taxi Menu on the Lifestyle feature of BCA mobile, allowing customers to conveniently book a cab.

 **17 JANUARY**



Wisma BCA Foresta receives Greenship Existing Building Platinum Rating from Green Building Council Indonesia
This award has led Wisma BCA Foresta to become the first BCA building to receive Greenship EB Platinum Certification in 2021. This achievement is in line with BCA's commitment to ESG (Environment, Social, Governance) implementation.

 **20 JANUARY**



BCA Holds Hackathon 2022, a Real Action to Build Competence in the IT Field

HAI BCA is an IT competition that aims to build employer branding at BCA and find qualified talents in IT field who will be given career opportunities at BCA. BCA organized this event with PT Orbit Nasional Edukasi (ONE) Indonesia, from early January to March 2022.

 **24 JANUARY**



PT Bank Central Asia Tbk Full Year 2021 Results - Hybrid Now, Innovation and Collaboration for Sustainable Growth
PT Bank Central Asia Tbk (IDX: BBCA) and its subsidiaries closed 2021 with total loan growth of 8.3% YoY, in line with national economic recovery. We saw loan growth in almost all segments, led by corporate loans and mortgages. Digital innovations and expanded business ecosystems led to a record online transaction volume, driving the growth of current accounts and savings accounts (CASA) to 19.1% YoY in December 2021. Loan and funding growth were accompanied by an improvement in asset quality, resulting in a 19.6% decrease in provision expense compared to the previous year. Overall, BCA and its subsidiaries recorded a net profit of Rp31.4 trillion in 2021, up 15.8% YoY.

 **24 JANUARY**



 **2 FEBRUARY**

Batavia Technology Sharia Equity USD Mutual Fund, Optimising Technology Trends in Investments at BCA

PT Bank Central Asia together with Investment Manager PT Batavia Prosperindo Aset Manajemen provide sharia-based investment product solutions that focus on the technology sector in the global market, namely Batavia Technology Sharia Equity USD, which is officially available at Welma and BCA Branches starting from 16 February 2022.



 **16 FEBRUARY**

Committed to Service Excellence, BCA Receives Customer Excellence Award through Gallup Customer Engagement Survey

BCA was recognised as Bank with Satisfactory Customer Excellence based on Gallup's Global Customer Engagement Database.



 **16 FEBRUARY**

Supporting G20, BCA continuously provides international banking solutions

Appointed by Bank Indonesia to be one of the banks implementing the Local Currency Settlement (LCS) payment scheme, PT Bank Central Asia Tbk (BCA) remains committed to support various government initiatives in banking services and collaboration between financial service providers within the scope of the global trade ecosystem.



24 FEBRUARY

BCA Expoversary Online 2022 Officially Begins as the Bank Celebrates Its 65th Anniversary and Motivates People to Make Their Dreams Come True

BCA Expoversary once again commends an online event to celebrate BCA's 65th anniversary by providing special offers on Auto Loans, Mortgage Loans, and Motorcycle Loans for one month from 24 February 2022 to 27 March 2022.



24 FEBRUARY

BCA collaborates with Kedai Sayur to accelerate digital agricultural ecosystems

BCA partnered with PT Kedai Sayur Indonesia (KedaiMart), an online grocery platform that connects farm produce directly to customers. The collaboration is carried out in cash management services, KUR credit facilities, and assisting MSMEs to onboard to the platform. Currently, its pilot project is implemented in Tulungagung, Kediri, and Blitar.



12 MARCH

BCA Launches BCA Young Community (BYC) App to Embrace Solitaire and Priority Customers in the Young Segment

The Company provides a platform for young BCA Solitaire and Priority customers or children of BCA Solitaire and Priority customers aged 18-35 to gain insights, share business ideas and opportunities, and build networks with young businessmen across Indonesia.



17 MARCH

BCA Holds Annual General Meeting of Shareholders

The AGMS approved the appropriation of the Company's net incomes for the 2021 financial year of Rp31.4 trillion, which is distributed as cash dividends of Rp145 per share. The cash dividend includes interim dividend of Rp25 per share that was distributed on 7 December 2021. The Company confirmed the end of Company's Vice President Director Suwignyo Budiman's term of office and expressed its utmost appreciation for the services and contributions made during his tenure as a member of the Company's Board of Directors; and appointed Gregory Hendra Lembong as Vice President Director of the Company; and replaced the Director in charge of the Company's compliance function from Haryanto Tiara Budiman to Lianawaty Suwono; and appointed Antonius Widodo Mulyono as Director of the Company.



15 MARCH

BCA Expoversary 2022 recorded more than Rp12 trillion in transactions

Celebrating 65th anniversary, PT Bank Central Asia Tbk held BCA Expoversary 2022 offline from 10 to 13 March and online from 24 February to 27 March.



15 MARCH

BCA Collaborates with Manulife Aset Manajemen Indonesia to Provide Attractive Investment Opportunities in the Asia Pacific Region through MANSYAF Mutual Funds

As part of its commitment to provide quality investment and financial solutions for customers, BCA partnered with Manulife Aset Manajemen Indonesia to distribute the Manulife Saham Syariah Asia Pasifik Dollar US Dollar Mutual Fund through BCA branches that serve mutual fund transactions and Welma application.



25 MARCH

Supporting the Fashion MSME Growth, BCA Presents Bangsa Lokal program: Fashioning the Future 2022

In collaboration with the Jakarta Fashion Hub, BCA presents the Bangsa Lokal: Fashioning The Future 2022 program. From 116 local fashion brands that joined the program, 5 local brands were curated to enter the next round.



Event Highlights 2022 – continued



 **1 APRIL**

To Further Support KUR Distribution, BCA Channels KUR To Packaging Manufacturing Companies

BCA entered into a KUR channelling cooperation with PT Panca Budi Niaga, which operates in manufacturing and packaging with total value of Rp20 billion. On this occasion, BCA partnered with KlikA2C as a service provider that processes applications online.



 **21 APRIL**

First Quarter 2022 Results - Sustainable Growth amid Ongoing Recovery

Sustaining the solid performance in 2021, PT Bank Central Asia Tbk (IDX: BBCA) and its subsidiaries recorded a net profit of Rp8.1 trillion in the first quarter of 2022, a 14.6% growth year-on-year (YoY). The increase in net profit in the first quarter of 2022 was supported by business growth, including increased loans, transaction, and CASA. In line with the economic recovery, loans increased 8.6% YoY. Loan growth was recorded in all segments, both business and consumer loans. On the funding side, current accounts and savings accounts (CASA) continued to grow sustainably, increasing 21.7% YoY in March 2022, on the back of consistent innovation in digital services and expansion of the business ecosystem.



 **22 APRIL**

Consistently Supports MSMEs, BCA Joins the National Movement of Proud of Indonesian Products (Bangga Buatan Indonesia) at Bangka Belitung

To realise the 30 million target in supporting the BBI 2022 Movement in Bangka Belitung, BCA continues to help market the products of Indonesia, especially from Bangka Belitung through 25% cashback for every transaction using QRIS BCA mobile, myBCA, and Sakuku.



 **28 APRIL**

Supporting the Development of Renewable Energy Sector Facilities, BCA Presents a Public Electric Vehicle Charging Station (SPKLU)

BCA is committed to support sustainable development by presenting Public Electric Vehicle Charging Station (SPKLU) at Wisma BCA Foresta, Jakarta.



 **12 MAY**

BCA's Mortgage Portfolio Reaches Rp100 Trillion

PT Bank Central Asia Tbk (BCA) successfully posted a mortgage portfolio of Rp100 trillion on 22 April 2022. This achievement is realized through BCA's customer loyalty and commitment to provide the best service for customers in meeting various needs, especially housing, amid the challenges of the 2-year pandemic.



 **27 MAY**

BCA Receives "The Best Overall Big Caps" Award at The 13th IICD Corporate Governance Award 2022

BCA's service excellence and innovation have led to the Bank being awarded by the Indonesian Institute for Corporate Directorship at The 13th IICD Corporate Governance Award 2022 as the Big Cap PLCs with the Best Corporate Governance Practices.



30 MAY

Ready to Support Indonesia's Digital Era, BCA Reintroduces SYNRGY Accelerator Batch 5 Program

BCA once again presents SYNRGY Accelerator Batch 5 as a form of consistency in encouraging growth and innovation of Indonesia's digital startup ecosystem by inviting series seed - series A digital startups throughout Indonesia to receive training through various best programmes prepared by BCA according to startup needs.



13 JUNE

BCA Media Talk: Beware of Cyber Fraud Modes

Fraud using BCA's name has increased through phone calls, WhatsApp, and social media by offering upgrade programs to become BCA Solitaire and Priority customers and offering to apply for BCA credit cards or change to chip cards. To counter this, BCA encourage customers to protect and never give personal data.



27 JULY

Second Quarter 2022 Results - Sustainable Business Growth Momentum Amid Market Challenges

PT Bank Central Asia Tbk (IDX: BBKA) and its subsidiaries recorded a total loan growth of 13.8% YoY in June 2022, supported by rising business activities as mobility restrictions ease. Loans in June saw the highest quarterly credit growth, up by Rp38.2 trillion from the previous quarter. Meanwhile, current accounts and savings accounts (CASA) rose 17.3% YoY, supported in part by growing transaction volume. In the profit & loss statement, BCA and its subsidiaries posted a net profit of Rp18.0 trillion in the first half of 2022, a 24.9% YoY growth.



16 AUGUST

Gaining Another Excellent Achievement, BCA Receives 60 Awards at Global Contact Centre World Awards Asia Pacific

BCA's dedication to continuously provide service innovation through Halo BCA contact centre has paid off as BCA received 60 awards at the Global Contact Center World Awards (GCCWA), an annual competition that brings together the best contact centre practitioners from countries around the world. BCA brought home 41 gold, 13 silver, and 6 bronze medals including several prestigious categories such as Best Mega Contact Centre, Best Crisis Management Campaign, Best in Customer Service, Best Contact Center Design, and Best Technology Innovation.



1 SEPTEMBER

BCA & Bahana Launch Exclusive Money Market Mutual Fund Product to Serve Diverse Investments

To fulfil the public's interest and enthusiasm in investing, BCA has partnered with Bahana Gebyar Dana Likuid to launch a new Money Market Mutual Fund product that has a very conservative risk profile and has strict and measurable screening criteria and is tailor-made according to characteristics and needs of BCA's customers.



5 SEPTEMBER

For the first time, BCA Wealth Summit 2022 comes in Hybrid: Enrich Yourself, Enlarge Your Wealth

BCA held a hybrid BCA Wealth Summit 2022 on 8-9 September 2022 - offline in Jakarta for BCA Solitaire and BCA Prioritas customers, and 10-23 September 2022 online for public. This event is one of BCA's contributions in raising awareness of financial management and introducing the variety and characteristics of investment and protection products.



Event Highlights 2022 – continued


 **9 SEPTEMBER**
BCA Expo Hybrid Opening Ceremony 2022

BCA once again held BCA Expo Hybrid 2022 on 9–11 September 2022 as a form of BCA's consistent support for the government's efforts in national economic recovery. In this event, BCA offers a special mortgage interest rate program of 3.85% eff.p.a. fixed 3 years, KKB BCA interest rate of 2.25% for 1 year tenor, and KSM BCA with a special DP of 1.2% for BCA customers of at least 1 year. BCA also collaborates with more than 100 developers with more than 300 projects, more than 140 property agent offices with more than 650 property listings. As for KKB BCA presents 21 well-known car brands and 19 motorbike brands.


 **15 SEPTEMBER**
Reaching Rp5.4 Trillion, BCA Records Largest Sales of Retail Government Securities in the Primary Market

BCA achieved record sales of SR017 series retail government securities of Rp5.4 trillion in the primary market, from 19 August – 14 September 2022. One of the supporting factor of the SR017 series was the Wealth Summit BCA 2022 event, which recorded more than 65% of SR017 orders made by BCA customers via WELMA.


 **26 SEPTEMBER**
Collaboration between BCA and Bank DKI, Bank DKI customers Can Deposit and Withdraw Cash Without Card at BCA ATMs

Bank DKI collaborates with BCA to provide cardless cash deposits and withdrawals services at the nearest BCA ATM network, as one of the efforts to continue giving the best service.


 **5 OCTOBER**
Wisma BCA Foresta Wins Energy Efficient Building Award, Representing Indonesia in ASEAN Energy Award 2023

Wisma BCA Foresta, which applies green building concept, was chosen as the first winner of Energy Efficient Building category in the New Building Sub Category at the 2022 Subroto Award for Energy Efficiency, which granted BCA to become a company in the banking sector representing Indonesia at the 2023 ASEAN Energy Award. This achievement is in line with BCA's implementation of environmental, social, and governance (ESG) values.


 **12 OCTOBER**
Consistently promotes education, BCA was awarded with the Impactful Campaign of the Year category at Marketeers Editor's Choice Award 2022

BCA's commitment to continuously collaborating in creating innovations has once again brought BCA to the Marketeers Editor's Choice Award 2022 in the Impactful Campaign of the Year category for BCA's education program.


 **14 OCTOBER**
Echoing the Optimism of Growth, BCA Holds the 2022 Indonesia Knowledge Forum (IKF) XI

With the theme "Thriving Forward: Leveraging Business Opportunities for Stronger Growth and Resilience in the Digital Era", the Indonesia Knowledge Forum XI was held again in full-day forum concept on 18 October 2022 with several speakers such as Luhut Binsar Pandjaitan, Sandiana Salahuddin Uno, Arsjad Rasjid, Najwa Shihab, and other inspirational speakers.


 **19 OCTOBER**
Halo BCA wins grand champion again at the 2022 TBCCI event

BCA's commitment to always improve Halo BCA's services has led BCA to win the Grand Champion title with a total of 55 medals from various categories such as 24 Platinum, 11 Gold, 11 Silver, and 9 Bronze for individual, teamwork, and corporate categories in The Best Contact Center Indonesia 2022.



 **20 OCTOBER**

PT Bank Central Asia Tbk Third Quarter 2022 Results - Solid Performance Supports Economic Recovery

PT Bank Central Asia Tbk (IDX: BBCA) and its subsidiaries sustained the performance growth trend throughout the first nine months of 2022, recording a 12.6% YoY increase in total loans as of September 2022. Meanwhile, current accounts and savings accounts (CASA) rose 15.1% YoY, driven by high transaction frequency and increasing customer base. BCA and its subsidiaries registered net profits of Rp29.0 trillion in the first nine months of 2022, a 24.8% growth YoY.



 **28 OCTOBER**

Collaboration of BCA - Bank BPD Bali Presents PBB-P2 and Other Local Tax (PHR) Payment Solution

BCA together with BPD Bali presents PBB-P2 and Other Local Tax (PHR) payment solutions as part of the TP2DD Action Plan (Regional Digitalisation Acceleration and Expansion Team) to meet the needs and provide convenience for public to make tax payments in the Bali area through BCA e-channels such as BCA ATMs, m-BCA, Klik BCA Bisnis, and Klik BCA Individual.



 **13 NOVEMBER**

In full support of the B20 Summit in Bali, BCA Aligns Business Strategy with the B20 Programmes

BCA has given full support to the B20 Summit through the participation of BCA Director Haryanto T. Budiman as Chair of Integrity and Compliance Task Force. BCA has also aligned the G20 and B20 central issues of digitalization, inclusive, innovative, collaborative, and sustainable economy, clean energy, corporate governance with integrity, and priority on women's representation into BCA's business strategy.



 **23 NOVEMBER**

BCA Distributes Interim Cash Dividend of Rp35 per Share, Up 40% YoY

Based on the power and authority granted by the Company's 2022 Annual GMS, and with the approval of the Board of Commissioners, the Board of Directors will declare an interim cash dividend of Rp35 (thirty-five rupiah) per share for the financial year 2022, resulting in a total interim cash dividend of Rp4,314,626,750,000 (four trillion three hundred fourteen billion six hundred twenty-six million seven hundred fifty thousand rupiah), an increase of 40% compared to the interim dividend for the financial year 2021.



 **23 NOVEMBER**

Bakti BCA takes action and donates to Cianjur Earthquake Site

Through its Corporate Social Responsibility initiative known as "Bakti BCA," PT Bank Central Asia Tbk (BCA) acted to provide humanitarian aid to Cianjur earthquake victims. In collaboration with BPBD Cianjur, West Java, BCA made a donation of Rp500 million in the form of emergency tents, velbed or foldable mattresses, medications, food, vitamins, diapers, and many primary necessities of earthquake victims.



 **28 NOVEMBER**

PPATK and BCA Took Action to Orangutan Conservation Land Rehabilitation in East Kalimantan

PPATK with BCA and Borneo Orangutan Survival Foundation (BOSF) continued Orangutan Conservation Land Rehabilitation program in Samboja Lestari, East Kalimantan, which has been started in early 2022.



 **16 DECEMBER**

BCA Builds Electric Vehicle Charging Station in Semarang

BCA consistently contributes significantly to environmental sustainability through #BCAForSustainability, and recently BCA KCU Semarang offers an electric vehicle charging station.



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






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 541.



Products and Services

As of 31 December 2022

Products and Services	Description
 Deposits Accounts	Tahapan
	Tahapan Xpresi
	Tahapan Gold
	Tahapan Berjangka
	Tahapan Berjangka SiMuda
	Tapres
	Simpanan Pelajar
	TabunganKu
	Laku
	BCA Dollar
	Deposito Berjangka
	Giro
	e-deposito
 Transaction Banking Services	Safe Deposit Box
	Transfer
	Remittance
	Collection dan Kliring
	Bank Notes
	Travellers' Cheque
	Virtual Account
	Sub Account
	Payment
	Auto Debit
	Payroll Services
	Cash Pick Up
	Jasa Kustodian
	Business Debit Card (BDC)
	Payment Gateway
	STAR Teller
	eBranch
	eService
	State Revenue Module Generation 3 (MPN G3)
	e-Billing (local tax payment: PPN, PPh, and others)
 Electronic Banking	ATM BCA (multifunction, non cash and cash recycling machine)
	EDC BCA
	Debit BCA
	Tunai BCA
	Flazz
	BCA mobile
	m-BCA
	Internet Banking
	KlikBCA Individu
	KlikBCA Bisnis
	KlikBCA Bisnis Integrated Solution - with a more comprehensive features than KlikBCA Bisnis, for example, to accommodate supply chain services
	API BCA
	OneKlik
	Welma
	VIRA
	Sakuku
	Duitt
	BCA KlikPay
	WhatsApp Bank BCA
	Vindi
	myBCA
	BCA by Phone
	Info SMS/E-mail
	Video Banking
	CS Digital
	Call Center (Halo BCA)
	Host to Host (H2H) ERP Integration

Products and Services	Description
 Cash Management Services	Payable Management/Disbursement
	Receivable Management / Collection (including B2B & B2C)
	Account and Liquidity Management (including RDN and RDL)
 Credit Cards	BCA Card
	BCA Mastercard
	BCA Visa
	BCA Amex
	BCA JCB
	BCA UnionPay
 Bancassurance Products	Regular Premium Unit Link
	Maxi Infinite Link Assurance
	Maxi Protection (USD)
	Maxi Protection Plus (IDR)
	Health Protection
	Hospital 100% Refundable
	Bima Proteksi Kesehatanku
	Optima Cancer Protection
	Optima Protection Plus
	Proteksi Penyakit Kritis Maksima Extra (PRIMA Extra)
	Premier Medical Protection (Medic Pro)
	Proteksi Kesehatan Ultima (PRATAMA)
	BCA Life Perlindungan Kritis Optima (BCA Life PELITA)
	PRUHospital Cover
	Dental Care Plan
	Life Protection
	BCA Life Heritage Protection
	b-SAVE Accident Protection
	BCA Life Proteksi Jiwa Optima
	Optima Accident Protection
	PRULife Guard
	PRUAccident Shield
	Education Guard
	Household Guard
	Education
	Proteksi Edukasi Maksima (EduPlan)
	Retirement
	BCA Life Purna Medis Optima (BCA Life PURNAMA)
	Proteksi Retirement Maksima (RetirePlan)
	Corporate Solutions
	Program Pensiun DPLK
	Health Corporate Insurance
	Life Corporate Insurance
	General Insurance
	Asuransi Kebakaran
	Asuransi Property/Industrial All Risks (PAR/IAR)
	Asuransi Kendaraan Bermotor
	Travel Insurance
 Mutual Fund Investment Products	Money Market Mutual Funds
	Bahana Dana Likuid
	Bahana Gebyar Dana Likuid
	Batavia Dana Kas Maxima
	Danareksa Gebyar Dana Likuid
	FWD Asset Money Market Fund
	Schroder Dana Likuid
	Protected Mutual Funds
	Batavia Proteksi Gebyar 9
	Batavia Proteksi Gebyar 10
	Batavia Proteksi Gebyar 11
	Batavia Proteksi Gebyar 12
	Danareksa Proteksi Gebyar 1
	Danareksa Proteksi Gebyar 2

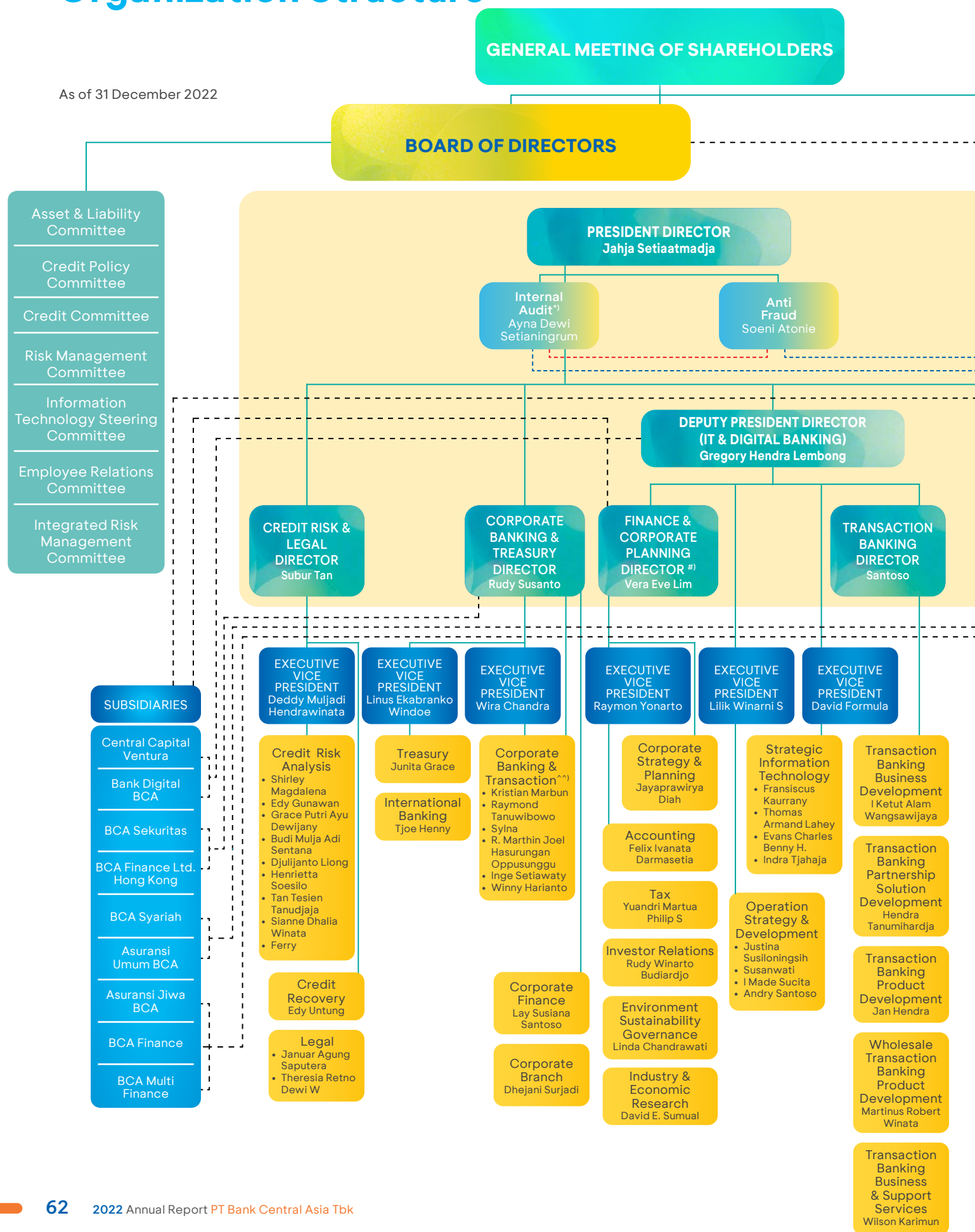
Products and Services	Description
 <p>Mutual Fund Investment Products (continued)</p>	Rupiah Fixed Income Mutual Funds Bahana Pendapatan Tetap Makara Prima Kelas G Batavia Dana Obligasi Ultima BNP Paribas Prima II Kelas RK1 Danareksa Gebyar Indonesia II Eastspring Investments Yield Discovery Kelas A Manulife Obligasi Unggulan Kelas A Nikko Gebyar Indonesia Dua Panin Gebyar Indonesia II Schroder Dana Mantap Plus II Schroder Prestasi Gebyar Indonesia II
	USD Fixed Income Mutual Funds Ashmore Dana USD Nusantara BNP Paribas Prima USD Kelas RK1 Schroder USD Bond Fund
	Mixed Mutual Funds BNP Paribas Spektra Schroder Dana Kombinasi Schroder Dana Terpadu II Schroder Dynamic Balance Fund Schroder Syariah Balanced Fund
	Rupiah Equity Mutual Funds Ashmore Dana Ekuitas Nusantara Ashmore Dana Progresif Nusantara Ashmore Saham Dinamis Nusantara Batavia Dana Saham Batavia Dana Saham Optimal BNP Paribas Ekuitas BNP Paribas Pesona BNP Paribas Pesona Syariah Danareksa Mawar Konsumer 10 Kelas A Eastspring Investment Value Discovery kelas A FWD Asset Sectoral Equity Fund Schroder 90 Plus Equity Fund Schroder Dana Istimewa Schroder Dana Prestasi Schroder Dana Prestasi Plus
	USD Equity Mutual Funds Batavia Technology Sharia Equity USD BNP Paribas Cakra Syariah USD Kelas RK1 BNP Paribas Greater China Equity Syariah USD Kelas RK1 Manulife Saham Syariah Asia Pasifik Dollar AS Schroder Global Sharia Equity Fund USD
	Index Mutual Funds BNP Paribas Sri-Kehati
	Money Market SBBI (Surat Berharga Bank Indonesia) Valas DBMM (Deposito Berjangka Money Market)
	Fixed Income Government Securities (SBN) A. Conventional Government Securities (SUN)
	In Rupiah 1. ORI (Obligasi Ritel Indonesia) 2. Fixed Rate 3. SPN (Surat Perbendaharaan Negara)
	Foreign Currencies 1. Global Bonds B. SBSN (Government Sharia Securities)
 <p>Treasury Investment Products</p>	In Rupiah 1. SR (Sukuk Ritel) 2. PBS (Project Based Sukuk) 3. SPNS (Surat Perbendaharaan Negara Syariah)

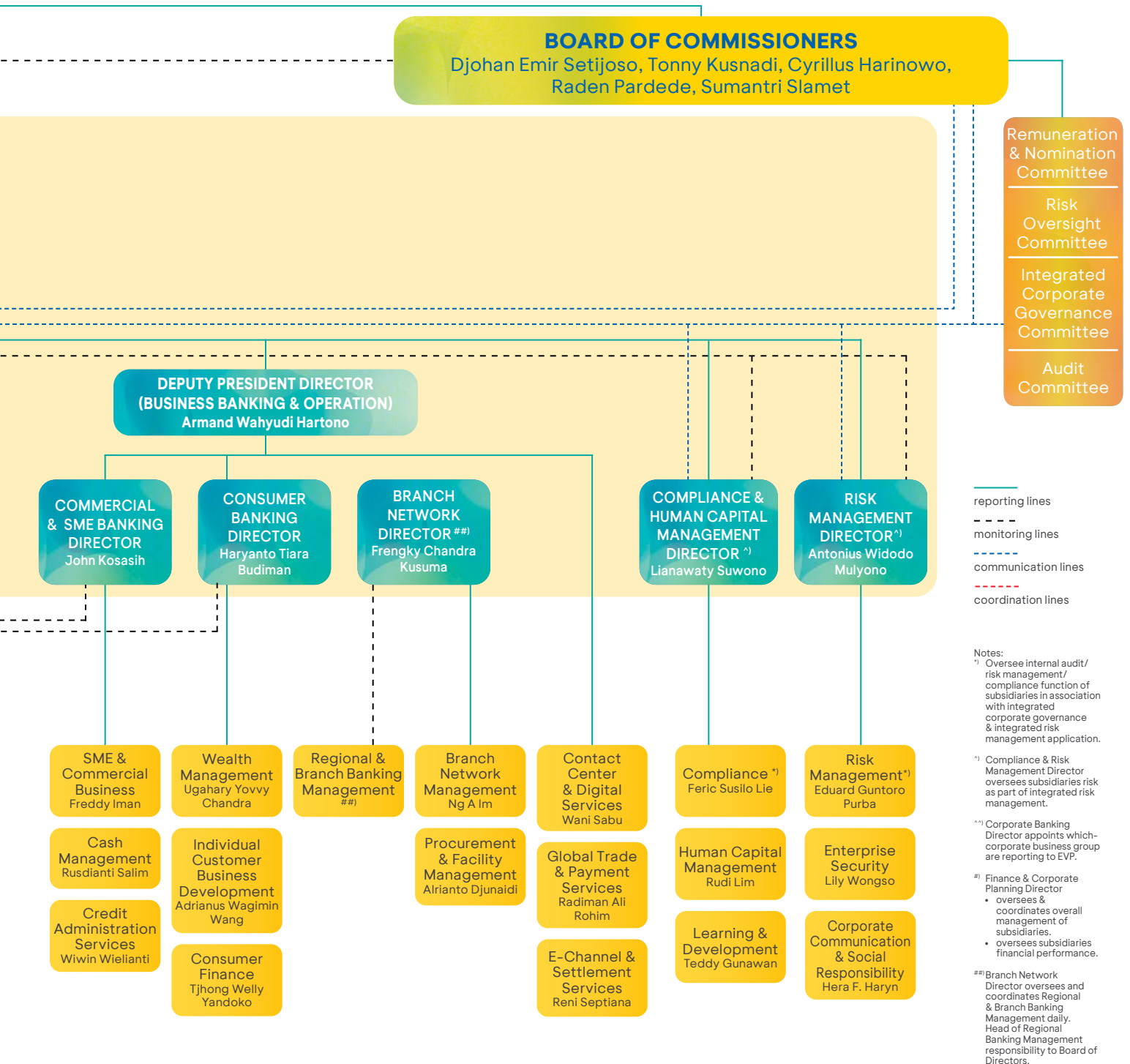
Products and Services	Description
Treasury Investment Products (continued)	Foreign Currencies 1. Global Sukuk Structured Product DCI (Dual Currency Investment)
 <p>Credit Facilities</p>	Mortgage Vehicle Loan Syndication Loan Working Capital Loan Pre-Export Financing Trust Receipt Investment Loan Distributor Financing Supplier Financing Dealer Financing Franchise Financing Showroom Financing Investment Financing Business Personal Loan Kredit Usaha Rakyat Personal Loan Pinjaman Berjangka Money Market (PBMM)
	Standby LC / Bank Guarantees Advance Payment Guarantee Bid Guarantee Counter Guarantee Custom Guarantee (P4BM) Direct Pay Guarantee Financial Guarantee Maintenance Guarantee Payment Guarantee Performance Guarantee
	Export Import Facilities (Trade Finance) Inward Documentary Collection LC Issuance Trust Receipt LC Forfaiting LC Confirmation LC Discounting LC Negotiation Letter of Guarantee Outward Documentary Collection Pre Export Financing (Export Loan)
	Local LC SKBDN Issuance Trust Receipt SKBDN Forfaiting Letter of Guarantee SKBDN Discounting
	Cash Transaction FX TOD FX TOM FX SPOT Banknotes
	Derivatives/Hedging/Structured Products FX FORWARD FX SWAP DNDF (Domestic Non Deliverable Forward) CCS (Cross Currency Swap) IRS (Interest Rate Swap) OIS (Overnight Index Swap) CSO (Call Spread Option)
 <p>Foreign Exchange Facilities</p>	



Organization Structure

As of 31 December 2022







Board of Directors Profile



Jahja Setiaatmadja
President Director



Indonesian citizen, 67 years old. Domiciled in Indonesia. Appointed as President Director of BCA at the 2011 Annual GMS and approved by Bank Indonesia on 17 June 2011. He was last reappointed to the position at the 2021 Annual GMS for a 5-year term.



DUTIES AND RESPONSIBILITIES

President Director of BCA, responsible for overall coordination as well as the direct supervision of Internal Audit Division and the Anti Fraud Bureau.



CAREER

Previously served as Deputy President Director of BCA (2005-2011), lastly responsible for the Branch Banking Business, Treasury Division, International Banking Division, and overseas representative offices. He served as Director of BCA (1999-2005) and has held a variety of managerial positions at BCA since 1990. Prior to joining BCA, he served as the Finance Director at 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), lastly as the Finance Director. He started his career in 1979 as an accountant at an accounting company (Price Waterhouse).

During his career, he accumulated extensive experience in various areas and assignments, including change management, banking strategy, treasury, accounting & financial management, corporate banking business, international banking business, risk management, and digital banking.



EDUCATION, CERTIFICATION, AND TRAINING IN 2022

He holds a Bachelor's degree in Accounting from Universitas Indonesia (1982).

List of professional training, seminars and conferences attended in 2022 is presented on page 378 in this Annual Report.



AFFILIATIONS

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



CONCURRENT POSITIONS

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



DUTIES AND RESPONSIBILITIES

Deputy President Director of BCA, charged with general supervision of the Regional Network and Branch Director, Consumer Banking Director, and the SME & Commercial Banking Director, as well as responsible for a number of operational units including the E-Channel & Settlement Services, International Banking Services, Contact Center, and Digital Services.



CAREER

Served as a Director of BCA from 2009. Previously he served as Head of Regional Planning and Development of BCA (2004-2009). Prior to this, he served in a number of executive positions with PT Djarum (1998-2004), including as Finance Director, Deputy Director for Purchasing, and Head of Human Resources. He began his career working as an analyst at Global Credit Research and Investment Banking, JP Morgan Singapore (1997-1998).

During his career, he accumulated extensive experience in various areas and assignments, including in IT & digital transformation, change management, banking operations & service excellence, and network distribution & delivery channel.



EDUCATION, CERTIFICATION, AND TRAINING IN 2022

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

List of professional training, seminars and conferences attended in 2022 is presented on page 378 in this Annual Report.



AFFILIATIONS

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



CONCURRENT POSITIONS

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



Armand Wahyudi Hartono
Deputy President Director



Indonesian citizen, 47 years old. Domiciled in Indonesia. Appointed as Deputy President Director of BCA at the 2016 Annual GMS and obtained the approval of OJK on 21 June 2016. Lastly reappointed to the position at the 2021 Annual GMS for a 5-year term.



Gregory Hendra Lembong
Deputy President Director



Indonesian citizen, 50 years old. Domiciled in Indonesia. Appointed as Deputy President Director of BCA at the 2022 Annual GMS and obtained the approval of OJK on 22 April 2022. Previously served as Director of BCA, appointed to the position at the 2021 Annual GMS for a 5-year term.



DUTIES AND RESPONSIBILITIES

Deputy President Director of BCA, charged with general supervision of the Finance & Corporate Planning Director and the Transaction Banking Director, as well as responsible for the Strategic Information Technology and the Operations – Services Strategy Development Division. Also monitors developments at PT Central Capital Ventura (Central Capital Ventura), a subsidiary in venture capital, and at PT Bank Digital BCA (BCA Digital), a subsidiary in digital banking.



CAREER

Has more than 25 years of banking experience in Indonesia and overseas. Prior to joining BCA, he served as Chief Transformation Officer and led the Transformation & Strategy program for all units and functions at PT Bank CIMB Niaga Tbk since January 2019, Chief Fintech Officer CIMB Group Malaysia (June 2018 to December 2018), CEO Group of Transaction Banking CIMB Group Malaysia (July 2016 to December 2018), Chief of Transaction Banking PT Bank CIMB Niaga Tbk (August 2013 to December 2018), Regional Head of Transaction Services (cash, liquidity, FX), Asia Pacific with J.P. Morgan Asia-Pacific in Singapore (2010–2013), Global COO & Head of Business Development with Deutsche Bank London (2009–2010), and a career with Citibank from 1994 to 2009 in various postings in Asia and Europe with strategy and product management responsibility.

During his career, he accumulated extensive experience in various areas and assignments, including in IT transformation strategy & implementation, Transaction Banking and Services, Global Trade Finance & Corporate Cash Management Business Development, Regional Strategy and Planning, and Product and Solution Management.



EDUCATION, CERTIFICATION, AND TRAINING IN 2022

He held a Bachelor of Science in Chemical Engineering from University of Washington, USA, and a Master of Science in Engineering Economic Systems from Stanford University, USA.

List of professional training, seminars and conferences attended in 2022 is presented on page 379 in this Annual Report.



AFFILIATIONS

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



CONCURRENT POSITIONS

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



DUTIES AND RESPONSIBILITIES

Director of BCA, responsible for Credit Risk Analysis, Credit Recovery, and Legal.



CAREER

Currently served as a member of BCA Board of Directors, following a career as Head of Legal Work Unit, Deputy Head of Legal Division (1999–2000), Head of Legal Bureau (1995–1999), and has held several managerial positions, including Head of Credit in Operational Headquarters (1991–1995). He joined BCA in 1986.

During his career, he accumulated extensive experience in various areas and assignments, including in legal & litigation, enterprise & credit risk management, human capital management, and credit restructuring.



EDUCATION, CERTIFICATION, AND TRAINING IN 2022

Obtained a Bachelor's degree in Law from Universitas Jenderal Soedirman (1986) and obtained a Notary qualification from the Faculty of Law, Universitas Indonesia (2002).

List of professional training, seminars and conferences attended in 2022 is presented on page 380 in this Annual Report.



AFFILIATIONS

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



CONCURRENT POSITIONS

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



Subur Tan
Director



Indonesian citizen, 62 years old.
Domiciled in Indonesia. Appointed as
Director of BCA at the 2002 Annual
GMS and obtained the approval of OJK
on 13 August 2002. Lastly reappointed
to the position at the 2021 Annual GMS
for a 5-year term.



Rudy Susanto
Director



Indonesian citizen, 60 years old. Domiciled in Indonesia. Appointed as Director of BCA at the 2014 Annual GMS and obtained the approval of OJK on 21 July 2014. Lastly reappointed to the position at the 2021 Annual GMS for a 5-year term.



DUTIES AND RESPONSIBILITIES

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



CAREER

Since joining BCA in 2002, he has served in a number of managerial positions, including as Group EVP of Credit Risk Analysis (2011-2014), Group Head of Credit Risk Analysis (2004-2011), and Head of Credit Division (2002-2004). Prior to joining BCA, he worked with the Indonesian Bank Restructuring Agency (IBRA) as Head of Division, Loan Work Out II (2001-2002) and Senior Credit Officer (1999-2001). He has also served at PT Bank LTCB Central Asia 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 began his career in 1992 as a trainee in the Credit Marketing Program of Bank Danamon. During his career, he accumulated extensive experience in various areas and assignments, including in corporate lending business, syndication loan, credit restructuring, corporate banking operation & services, treasury, international banking business, and merger & acquisition.



EDUCATION, CERTIFICATION, AND TRAINING IN 2022

Obtained a Bachelor's degree in Civil Engineering from Universitas Tarumanagara (1989) and an MBA degree in Finance from the University of Tennessee, Knoxville, USA (1992).

List of professional training, seminars and conferences attended in 2022 is presented on page 380 in this Annual Report.



AFFILIATIONS

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



CONCURRENT POSITIONS

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



DUTIES AND RESPONSIBILITIES

Director of BCA, responsible for Bank Strategy Management and Compliance Policy, Human resources, and HR Learning & Development.



CAREER

Previously, she served as Head of the Human Capital Management Division (2006-2016) and member of the Remuneration and Nomination Committee (2007-2016). Joined BCA in 1991 as a trainee in the Management Development Program. Appointed as Business Analyst in the Information Systems Division (1992-1996), handling the Integrated Banking Systems Project for the Integrated Deposit Systems & Integrated Loan Systems. After handling Information Technology, she started a career in Human Resources, starting with an assignment to develop a Human Resource Information Systems.

She has held various executive positions in her career, including as Deputy Head of the Human Resources Division (2002-2006), Head of the HR Resourcing & Development Bureau (2000-2002), Head of Management Development Program Bureau & Head of Career Development Bureau (1999-2000), Head of HR Operations Systems & Support Bureau (1998-1999), and Head of HR Operations Support (1996-1998). In 2014 up to July 2016, she also served as President Commissioner of PT Asuransi Jiwa BCA.

During her career, she accumulated extensive experience in various areas and assignments, including in human capital management, talent management, corporate culture, employee training & development, and information system & technology.



EDUCATION, CERTIFICATION, AND TRAINING IN 2022

Graduated with a degree in Business Information Computing Systems from San Francisco State University, California, USA.

List of professional training, seminars and conferences attended in 2022 is presented on page 381 in this Annual Report.



AFFILIATIONS

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



CONCURRENT POSITIONS

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



Lianawaty Suwono
Director



Indonesian citizen, 56 years old. Domiciled in Indonesia. Appointed as Director of BCA at the 2016 Annual GMS. Lastly reappointed to the position at the 2021 Annual GMS for a 5-year term. Appointed as Compliance Director of BCA at the 2022 Annual GMS and obtained the approval of OJK on 22 April 2022.



Santoso
Director



Indonesian citizen, 56 years old. Domiciled in Indonesia. Appointed as Director of BCA at the 2016 Annual GMS for a 5-year term and approved by OJK on 8 August 2016. He was last reappointed to the position at the 2021 Annual GMS for a 5-year term.



DUTIES AND RESPONSIBILITIES

Director of BCA, responsible for Transaction Banking Business Development & Marketing, Transaction Banking Partnership Solution Development, Transaction Banking Product Development, Transaction Banking Business Support & Services, and Transaction Banking Wholesale Product Development.



CAREER

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

He is also active as Chairman of the Indonesian Payment System Association (ASPI) (June 2021-present), Vice Secretary General of ASPI (August 2020 to June 2021), Chair of Research, Assessment and Publication (RPP) at the Indonesian Bankers Association (IBI) (2019-present), Chairman of Committee VII of ASPI (2016-2020), Member of Board of Executives of the Indonesian Credit Card Association (AKKI) (2013-present), Commissioner of PT Abacus Cash Solution, a cash management service provider (2010-2016), and as Head of BCA Pension Fund (2003-2016).

During his career, he has accumulated extensive experience in various areas and assignments, including in transaction banking business development, retail payment settlement, business partnership, consumer card issuance & acquisition, and digital banking & financial technology.



EDUCATION, CERTIFICATION, AND TRAINING IN 2022

Graduated from the Faculty of Engineering, Universitas Trisakti, Jakarta (1989).

List of professional training, seminars and conferences attended in 2022 is presented on page 382 in this Annual Report.



AFFILIATIONS

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



CONCURRENT POSITIONS

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



DUTIES AND RESPONSIBILITIES

Director of BCA, responsible for activities in Corporate Planning and Strategy, Industry & Economic Research, Investor Relations, Environment, Social and Governance (ESG), Good Corporate Governance (GCG), Corporate Secretary, Finance & Accounting, and Tax and Regulatory Reporting.



CAREER

Currently a member of the BCA Board of Directors, she previously served as Executive Vice President of Finance and Planning and Corporate Secretary.

Prior to joining BCA, she has served as Director and Commissioner in various companies, including as Director and Chief Financial Officer at PT Bank Danamon Indonesia Tbk (2006-2017), Commissioner at PT Adira Dinamika Multi Finance and concurrently as Director at PT Bank Danamon Indonesia Tbk (2010-2017), Deputy President Commissioner at PT Asuransi Adira Dinamika and concurrently Director at PT Bank Danamon Indonesia Tbk (2008-2013), Chief Financial Officer PT Bank Danamon Indonesia Tbk (2003- 2006), and as Head of Division, Deputy Head of Division and Section Head at PT Bank Danamon Indonesia Tbk (1990-2003). She started her career working as assistant manager of finance with PT Asuransi Sinarmas (1987-1998) and assistant manager of accounting & finance with PT MBF Leasing (1988-1990).

During her career, she accumulated extensive experience in various areas and assignments, including in merger and acquisition, divestment and IPO, capital market fund/capital raising, transformation management office, operation excellence, corporate planning and strategy, procurement, real estate management, investor relations, financial accounting & tax, regulatory reporting, management information system (MIS), and others.



EDUCATION, CERTIFICATION, AND TRAINING IN 2022

Obtained a Bachelor's degree in Economics/Accounting from Universitas Tarumanagara (1989), and completed the Executive Program at Stanford Graduate School (2008).

List of professional training, seminars and conferences attended in 2022 is presented on page 382 in this Annual Report.



AFFILIATIONS

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



CONCURRENT POSITIONS

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



Vera Eve Lim
Director



Indonesian citizen, 57 years old.
Domiciled in Indonesia. Appointed as
Director of BCA at the 2018 Annual
GMS and obtained the approval of OJK
on 20 April 2018. Lastly reappointed to
the position at the 2021 Annual GMS for
a 5-year term.



Haryanto Tiara Budiman
Director



Indonesian citizen, 54 years old. Domiciled in Indonesia. Appointed as Director of BCA at the 2020 Annual GMS and obtained the approval of OJK on 14 May 2020. Lastly reappointed to the position at the 2021 Annual GMS for a 5-year term.



DUTIES AND RESPONSIBILITIES

Director of BCA, responsible for the Consumer Loan Business Division, Individual Customer Business Development Division, and Wealth Management Division. Also, monitors developments at PT Asuransi Jiwa BCA (BCA Life) in life insurance, PT BCA Finance (BCA Finance) in automotive financing, and PT BCA Multi Finance (BCA Multi Finance) in factoring, motorcycle financing and leasing.



CAREER

Previously served as Managing Director & Senior Country Officer (Chief Executive) J.P. Morgan Indonesia (January 2012 to April 2020), Senior Executive Vice President and Head of Change Management Office PT Bank Mandiri (Persero) Tbk (October 2006 to December 2011). He began his career with the global management consulting firm McKinsey & Company (1996–2006), lastly as Associate Partner and Director of PT McKinsey Indonesia. He was appointed Chairman of the Indonesian Bankers Association (IBI) for a 4-year term (June 2019 to May 2023) and was also appointed as one of the seven B20 Indonesia Task Force Chairs in Indonesia G20 Presidency 2022 for Integrity & Compliance. In September 2022, he was appointed as a member of the Board of Trustee USINDO (United States Indonesia Society) – a non-profit organization exclusively dedicated to a stronger US – Indonesia relationship.

During his career, he accumulated extensive experience in various areas and assignments, including in strategic planning, corporate & investment banking, risk management, compliance, merger & acquisition, capital market and consumer banking.



EDUCATION, CERTIFICATION, AND TRAINING IN 2022

He held a Bachelor's degree from Texas A&M University, a Master's degree from Virginia Polytechnic Institute & State University (Virginia Tech), and a Ph.D. degree from the Massachusetts Institute of Technology (MIT) in the United States.

List of professional training, seminars and conferences attended in 2022 is presented on page 382 in this Annual Report.



AFFILIATIONS

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



CONCURRENT POSITIONS

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



DUTIES AND RESPONSIBILITIES

Director of BCA, responsible for Network, Regional & Branch overseeing the day-to-day operations of branch network management and regional development, and responsible for the branch support divisions, i.e. the Logistics & Buildings Division and the Regional & Branch Management Division.



CAREER

He started his career in 1989 with BCA as a Credit Analyst, and rose through the ranks to become Head of Cakranegara Branch in 2001. Subsequently he served as Head of the Sidoarjo Branch, Diponegoro Branch, Solo Branch and Veteran Surabaya Branch, respectively, until appointed as Head of Regional Office IV East Indonesia in 2012. In 2018 to 2021, he served as Head Regional Office III Surabaya, and was also a member of the Steering Committee of the East Java Regional Banking Consultative Agency.

During his career, he accumulated extensive experience in various areas and assignments, including in SME & commercial banking, branch banking management, network distribution & delivery channel, and procurement & property management.



EDUCATION, CERTIFICATION, AND TRAINING IN 2022

He held a Bachelor's degree in Accounting from STIE Yayasan Pendidikan Ujung Pandang (STIE YPUP) and a Master degree in Financial Management from Universitas Katolik Widya Mandala.

List of professional training, seminars and conferences attended in 2022 is presented on page 383 in this Annual Report.



AFFILIATIONS

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



CONCURRENT POSITIONS

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



Frengky Chandra Kusuma
Director



Indonesian citizen, 56 years old.
Domiciled in Indonesia. Appointed as
Director of BCA at the 2021 Annual
GMS and obtained the approval of OJK
on 26 April 2021, for a 5-year term.



John Kosasih
Director



Indonesian citizen, 53 years old. Domiciled in Indonesia. Appointed as Director of BCA at the 2021 Annual GMS and obtained the approval of OJK on 26 April 2021, for a 5-year term.



DUTIES AND RESPONSIBILITIES

Director of BCA who is responsible for the Commercial Division & SME, Cash Management and Credit Service Centers. Also monitoring the developments of subsidiaries of BCA, i.e. PT BCA Insurance (BCA Insurance) which is engaged in general insurance, as well as PT BCA Syariah (BCA Syariah) engaged in sharia banking.



CAREER

From 2016 to early 2021, he served as President Director of PT Bank BCA Syariah. Prior to this, he has had extensive experience in the banking industry, holding a variety of positions including as Finance and Loan Administration Manager, Head of Central Coordinator and Member of IBRA Team at PT Bank Risjad Salim Internasional (1997- 2000), Head of Business Development and Business Planning, Consumer Mass Marketing, Head of Consumer Banking Strategic Planning & Marketing Communication, Head of Liability Product & Marketing Communication, Head of Jakarta Region with PT Bank Danamon Indonesia Tbk (2000-2005), Head of Sales Development Individual Banking, Senior Advisor to the Regional Development & Planning Task Force, and Consultant for Marketing Strategy Development with PT Bank Central Asia Tbk (2005-2010), and Director and Vice President Director of PT Bank BCA Syariah (2010-2016). He is also currently active in the Administrative Body of Perbanas (2020-2024 period) and IBI (2019-2023 period).

During his career, he accumulated extensive experience in various areas and assignments, including in consumer banking, wealth management, commercial & SME banking, micro business, sharia/islamic banking strategy and accounting & financial management.



EDUCATION, CERTIFICATION, AND TRAINING IN 2022

He held a Bachelor's degree in Economics from Murdoch University, Perth, Western Australia, and has attended a number of executive training programs, including Pacific RIM Bankers Programme – University of Washington, Foster Education Seattle, USA (2012) and ASEAN Global Leadership Program, UC Berkeley California, USA (2017).

List of professional training, seminars and conferences attended in 2022 is presented on page 383 in this Annual Report.



AFFILIATIONS

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



CONCURRENT POSITIONS

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



DUTIES AND RESPONSIBILITIES

Director of BCA, responsible for Risk Management, Enterprise Security, and Corporate Communications & Social Responsibility.



CAREER

He has had an extensive experience of more than 30 years in the banking industry in Indonesia. From 2019 until 2022, he served as Director of PT Asuransi Jiwa BCA, in charge of the marketing of Asuransi Jiwa BCA products in all distribution channels.

Prior to serving as Director of PT Asuransi Jiwa BCA, he served as the Business Director with PT Bank DKI (2015-2018), Commissioner of PT Asuransi Umum BCA (2014-2015), and in a number of other positions with PT Bank Central Asia Tbk, including as Head of Commercial & SME Division (2011-2015), Head of Regional Office II Central Java & DI Yogyakarta (2009-2011), Head of Regional Office IV Denpasar Bali (2008-2009), Head of BCA Malang Branch Office (2006-2008), Deputy Division Head of Retail Banking (2003-2006), Head of BCA Yogyakarta Branch Office (2000-2003), and Head of Branch Credit Bureau (1994-1999).

During his career, he accumulated extensive experience in various areas and assignments, including in commercial & SME banking, retail banking, branch banking management, marketing strategy, general insurance, and life insurance.



EDUCATION, CERTIFICATION, AND TRAINING IN 2022

He held a Bachelor's degree in Economics as well as a Magister Management degree, both from Universitas Gadjah Mada, Yogyakarta.

List of professional training, seminars and conferences attended in 2022 is presented on page 384 in this Annual Report.



AFFILIATIONS

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



CONCURRENT POSITIONS

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



Antonius Widodo Mulyono
Director



Indonesian citizen, 59 years old. Domiciled in Indonesia. Appointed as Director of BCA at the 2022 Annual GMS and obtained the approval of OJK on 22 April 2022, for a term of office until the close of the Annual GMS in 2026.



Board of Commissioners Profile



Djohan Emir Setijoso
President Commissioner

Indonesian citizen, 81 years old.
Domiciled in Indonesia. Appointed as President Commissioner of BCA at the 2011 Annual GMS and obtained the approval of Bank Indonesia on 25 August 2011. Lastly reappointed to the position at the 2021 Annual GMS for a 5-year term.



CAREER

Djohan Emir Setijoso previously served as President Director of BCA (1999–2011), lastly responsible for overall coordination, Internal Audit, Corporate Planning, Finance & Accounting, and Corporate Secretary. Prior to joining BCA, he worked at Bank Rakyat Indonesia (1965–1998) with his last position as a Director; and President Commissioner of Inter Pacific Bank (1993–1998). Currently, he also active in a number of organizations, in addition to being the President Commissioner of BCA.

During his career, he gained extensive experience in a variety of areas or assignments, including in banking & financial strategy, banking supervision, internal audit, corporate banking, branch banking, and individual banking.



EDUCATIONAL BACKGROUND

Obtained a Bachelor's degree from Institut Pertanian Bogor in 1964.



AFFILIATIONS

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



CONCURRENT POSITIONS

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



CAREER

Prior to joining BCA, he served as Director of PT Cipta Karya Bumi Indah, a property development and construction company (2001-2002), following a previous posting in the company as Commissioner. Previous to this, he served in various managerial positions, including as President Director of PT Sarana Kencana Mulya, an electronic goods distributor (1999-2001); Chief Manager of Corporate Banking at 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).

During his career, he gained extensive experience in various areas and assignments, including in corporate banking, banking operation & services, and corporate planning.



EDUCATIONAL BACKGROUND

Obtained a Bachelor's degree in Mechanical Engineering from Universitas Brawijaya, Malang (1978).



AFFILIATIONS

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



CONCURRENT POSITIONS

Currently also serves as President Commissioner of PT Sarana Menara Nusantara Tbk.



Tonny Kusnadi
Commissioner



Indonesian citizen, 75 years old.
Domiciled in Indonesia. Appointed as Commissioner of BCA at the 2003 Annual GMS and obtained the approval of Bank Indonesia on 4 September 2003. Lastly reappointed to the position at the 2021 Annual GMS for a 5-year term.



Cyrillus Harinowo
Independent Commissioner



Indonesian citizen, 69 years old. Domiciled in Indonesia. Appointed as Independent Commissioner of BCA at the 2003 Annual GMS and obtained the approval of Bank Indonesia on 4 September 2003. Lastly reappointed to the position at the 2021 Annual GMS for a 5-year term.



CAREER

Prior to joining BCA, he has had a career with Bank Indonesia (BI) for around twenty five years, including in the position of Director of the Money Market and Giralization and Monetary Management Department (1994-1998), a director-level position. He has also served as Alternate Executive Director and Technical Assistance Advisor for Monetary and Exchange Affairs Department, the International Monetary Fund (IMF), Washington (1998-2003). He has served in various managerial positions with both government and non-government institutions, including as Staff to the Minister of Trade (1988-1989).

He is an active lecturer with a number of leading universities in Jakarta, and a regular speaker at seminars and forums both domestically and abroad as well as as writing articles for mass media. He has published books on Indonesia's public debt (2002) and on the IMF (2004), as well books titled 'Indonesian Economic Spring' (2005), 'Oceanic Joy: A Journey of a Big Indonesian Shipping Company' (2020), 'Towards the Age of Electric Vehicles' (2021), 'Towards the Renewable Energy Era' (2022), and 'Gunungkidul: The Next Bali' (2022).

During his career, he gained extensive experience in various areas and assignments, including in monetary economy, macro & international economy, banking & finance, and renewable energy.



EDUCATIONAL BACKGROUND

Obtained a Bachelor's degree in Accounting from Universitas Gadjah Mada (1977), a Master's degree in Development Economics from Williams College, Massachusetts (1981), and a PhD. In International Monetary and Economics from Vanderbilt University, Nashville, Tennessee, US (1985).



AFFILIATIONS

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



CONCURRENT POSITIONS

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



CAREER

Served as President Commissioner of PT Perusahaan Pengelola Aset (2008-2009) having previously served as its Deputy President Director (2004-2008).

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

Raden Pardede is a guest lecturer at Institut Teknologi Bandung, Universitas Indonesia, and Prasetya Mulya Business School.

During his career, he gained extensive experience in various areas and assignments, including in monetary economy, economic development planning, scenario planner, banking & finance, and macro economic policy.



Raden Pardede
Independent Commissioner



EDUCATIONAL BACKGROUND

Obtained a Bachelor's degree in Chemical Engineering from Institut Teknologi Bandung (1984) and a PhD. in Economics from Boston University, USA (1995).



AFFILIATIONS

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



CONCURRENT POSITIONS

Currently also serves as Independent Commissioner at PT Global Digital Niaga Tbk.



Indonesian citizen, 62 years old. Domiciled in Indonesia. Appointed as Independent Commissioner of BCA at the 2004 Annual GMS and obtained the approval of Bank Indonesia on 14 June 2004. Lastly reappointed to the position at the 2021 Annual GMS for a 5-year term.



Sumantri Slamet
Independent Commissioner



Indonesian citizen, 68 years old. Domiciled in Indonesia. Appointed as Independent Commissioner of BCA at the 2016 Annual GMS and obtained the approval of OJK on 11 July 2016. Lastly reappointed to the position at the 2021 Annual GMS for a 5-year term.



CAREER

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

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

During his career, he gained extensive experience in various areas and assignments, including in IT, finance, capital market, audit, risk management, and remuneration & nomination.



EDUCATIONAL BACKGROUND

Graduated with a Bachelor's degree majoring in Mathematics at the Faculty of Mathematics and Natural Sciences of Universitas Indonesia (1978) and obtained a Master's degree (1981) and a Phd. (1983) in Computer Science from the University of Illinois, Urbana Champaign, USA.



AFFILIATIONS

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



CONCURRENT POSITIONS

Currently also serves as a Member of the Risk Committee of Universitas Indonesia.

Audit Committee Profile



Sumantri Slamet serves as Chairman of the Audit Committee of BCA since 22 April 2021 based on Board of Directors Decree No.073/SK/DIR/2021. Concurrently, he is also an Independent Commissioner at BCA. A complete profile is presented in the Board of Commissioner's Profile section on page 80.



Sumantri Slamet

Chairman



Indonesian citizen, 57 years old. Domiciled in Indonesia. Appointed as member of the Audit Committee of BCA on 22 April 2021 based on Board of Directors Decree No.073/SK/DIR/2021.



CAREER

Started her career in 1990 as an internal auditor staff at PT BCA Tbk, subsequently served as Head of General Audit for Head Office and Regional Office (1996-1997), Head of Audit Bureau for Head Office and Regional Office (1997-1999), Head of Branch Audit Bureau Area 1 (1999-2004), Head of Branch Audit Sub-Division (2004-2012). Next she joined the Finance and Corporate Planning Division as Senior Advisor for Cost Effectiveness Evaluation (2013-2014), and then as Head of Subsidiary Monitoring & Cost Effectiveness Evaluation Sub-Division (2015-2018), and lastly as Head of Business Finance & Planning Sub-Division at the Corporate Strategy & Planning Division (2019-2020). During her career, she has accumulated extensive experience and skills in various areas and assignment in banking.



EDUCATION, CERTIFICATION, AND TRAINING IN 2022

Graduated from the Faculty of Economics, Universitas Trisakti (1990) and obtained a Master of Management degree from Sekolah Tinggi Manajemen PPM (2005). List of training, seminars and conferences attended in 2022 is presented in page 420 in the Annual Report.



Fanny Sagitadewi

Member



Rallyati A. Wibowo

Member



Indonesian citizen, 62 years old. Domiciled in Indonesia. Appointed as member of the Audit Committee of BCA on 22 April 2021 based on Board of Directors Decree No. 073/SK/DIR/2021.



CAREER

Prior to serving as a member of the Audit Committee of BCA, Rallyati A. Wibowo has served as member of the Audit Committees of PT Tugu Pratama Indonesia and of Universitas Indonesia. She started her career in 1986 working as an accountant at Drs. Hadi Sutanto & Rekan (Price Waterhouse) Accountant Firm. She next served in a number of managerial positions with several companies, including as Vice President – Financial Controller with PT Sewu New York Life (1992-1995), and Vice President – Head of Finance and Accounting Division with PT Kustodian Depositori Efek (KDEI)/PT Kustodian Sentral Efek Indonesia (KSEI) (1995-2005). Next, she served as Vice President – Head of Finance, Accounting & Tax, Human Resources & GA Division and as Vice President – Head of Risk Management with PT Surya Citra Media, Tbk (2005-2009). She has also served as Director of Finance and Administration at PT Indospec Asia (2012) and as Independent Director at PT Adi Sarana Armada Tbk (2012-2015).

At present, Rallyati A. Wibowo is also an active lecturing staff at the Faculty of Economics and Business Universitas Indonesia (FEBUI), member of the Audit Committee of PT Krakatau Steel Tbk, and member of the Organizing Committee of the Indonesian Audit Committee Association (IKAI). During her career, she has accumulated extensive experience and skills in various areas and assignments in finance and accounting.



EDUCATION, CERTIFICATION, AND TRAINING IN 2022

Obtained a Bachelor's degree in Accounting from the Faculty of Economics, Universitas Indonesia (1985) and a Master's degree in Accounting from the Faculty of Economics, Universitas Indonesia (2010). List of training, seminars and conferences attended in 2022 is presented in page 420 in the Annual Report.

Risk Oversight Committee Profile



Cyrillus Harinowo serves as Chairman of the Risk Oversight Committee of BCA as of 29 April 2021 based on Board of Directors Decree No.079/SK/DIR/2021. Concurrently also serves as Independent Commissioner and Chairman of the Integrated Governance Committee of BCA. His complete profile is presented in the Board of Commissioner Profile section on page 78.



Cyrillus Harinowo

Chairman



Indonesian citizen, 61 years old. Domiciled in Indonesia. Served as member of the Risk Oversight Committee of BCA since 2007. Lastly re-appointed to the position for the next term on 29 April 2021 based on Board of Directors Decree No.079/SK/DIR/2021.



CAREER

Endang Swasthika Wibowo is an academician and researcher in risk management, finance and banking. Her past experience includes serving 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 at Ekuinbank at the Legislation Unit in the People's Representative Council (2000-2005), Commissioner of PT Putera Lintas Kemas, an air freight forwarder company (2000-2004), and Head of the Management Department, STIE Perbanas (1990-1993). During her career, she has accumulated extensive experience and skills in various areas and assignments in finance and banking.



EDUCATION, CERTIFICATION, AND TRAINING IN 2022

Graduated from the Faculty of Economics, Universitas Islam Indonesia, Yogyakarta (1985), obtained a Graduate Diploma in Banking & Finance (1996) and a Master degree in Banking (1998), both from Monash University, Australia. List of training, seminars and conferences attended in 2022 is presented in page 427 in the Annual Report.



Endang Swasthika Wibowo

Member



Subianto Rustandi

Member



Indonesian citizen, 67 years old. Domiciled in Indonesia. Appointed as a member of the Risk Oversight Committee of BCA on 29 April 2021 based on Board of Directors Decree No.079/SK/DIR/2021.



CAREER

Started his career at BCA as a marketing staff with the Corporate Banking Division (1991-1992) and Bureau Head of Corporate Banking Division (1992-1999). Next, he joined the Risk Management and Compliance Division as Advisor (1999-2000) and as Senior Advisor Risk Management (2000-2003) and lastly as Head of the Risk Management Work Unit (2003-2010).

Along with representatives from Bank Indonesia and the Indonesian banking industry, he was involved in the Basel II Implementation Working Group, established in 2006 to prepare the implementation of Basel II standards in Indonesia.

Following retirement in 2010, Subianto Rustandi then served as Independent Commissioner at PT Bank Sumitomo Mitsui Indonesia (2011-2012), subsequently re-joining BCA to serve as Chief of Staff of Commissioner Office (2012-2020). During his career, he has accumulated extensive experience and skills in various areas and assignments in risk management.



EDUCATION, CERTIFICATION, AND TRAINING IN 2022

Obtained a Bachelor's degree from Institut Teknologi Bandung (1979) and a Master of Management degree from Universitas Indonesia (1993). List of training, seminars and conferences attended in 2022 is presented in page 427 in the Annual Report.

Remuneration and Nomination Committee Profile



Raden Pardede has served as Chairman of the Remuneration and Nomination Committee of BCA since 7 April 2021 based on Board of Directors Decree No. 064B/SK/DIR/2021. Concurrently, he is also an Independent Commissioner of BCA. His complete profile is presented in the Board of Commissioner Profile on page 79.



Raden Pardede

Chairman



Djohan Emir Setijoso has served as member of the Remuneration and Nomination Committee of BCA since 7 April 2021 based on Board of Directors Decree No. 064B/SK/DIR/2021. Concurrently he is also the President Commissioner of BCA. His complete profile is presented in the Board of Commissioner Profile on page 76.



Djohan Emir Setijoso

Member



Rudi Lim

Member



Indonesian citizen, 52 years old. Domiciled in Indonesia. Appointed as a member of the Remuneration and Nomination Committee of BCA since 7 April 2021 based on Board of Directors Decree No. 064B/SK/DIR/2021.



CAREER

Started his career with BCA through the Management Development Program (MDP) in 1994, and subsequently held various positions as Head of Operations at KCU Cikokol (1998-1999), Head of Compensation and Employment Services Bureau (2005-2012), Head of Human Capital Services Sub-Division (2012-2016), Head of Human Strategy & Solutions Sub-Division (2016-2020), and lastly as Head of Human Capital Division (January 2021 - present). During his career, has accumulated extensive experience and skills in various areas or assignments, including as Director of Pension Fund.



EDUCATION, CERTIFICATION, AND TRAINING IN 2022

Obtained a Bachelor's degree in Agribusiness from Institut Pertanian Bogor (1993) and Master's Degree in Management from Sekolah Tinggi Manajemen PPM (2005). List of training, seminars and conferences attended in 2022 is presented in page 432 in the Annual Report.

Integrated Governance Committee Profile



Cyrillus Harinowo has served as Chairman of the Integrated Governance Committee of BCA since 6 May 2021 based on Board of Directors Decree No. 088/SK/DIR/2021. Concurrently also serves as Independent Commissioner and Chairman of the Risk Oversight Committee of BCA. His complete profile is presented in the Board of Commissioner Profile on page 78.



Cyrillus Harinowo

Chairman



Indonesian citizen, 64 years old. Domiciled in Indonesia. Appointed as member of the Integrated Governance Committee of BCA on 6 May 2021 based on Board of Directors Decree No. 088/SK/DIR/2021.



CAREER

Started his career with Bank Indonesia in 1985, subsequently serving in various positions and lastly as Director of Banking Investigation and Mediation (2012-2013). Next he joined the Financial Services Authority (OJK) as Director of Market Conduct (2014-2015) and lastly served as President Director of OJK Pension Funds (2015-2019). During his career, he has accumulated extensive experience and skills in various areas and assignments, including human resources, finance and banking.



EDUCATION, CERTIFICATION, AND TRAINING IN 2022

Obtained a Bachelor's degree in Law with a major in Civil Law from Universitas Gajah Mada (1984) and an MBA degree in International Business from University of Stirling, Scotland, United Kingdom (1994). List of training, seminars and conferences attended in 2022 is presented in page 438 in the Annual Report.



Prabowo

Member

**Sulistiyowati**

Member



Indonesian citizen, 63 years old. Domiciled in Indonesia. Appointed as member of the Integrated Governance Committee of BCA on 6 May 2021 based on Board of Directors Decree No. 088/SK/DIR/2021. Concurrently also serves as Independent Commissioner of PT BCA Finance.

**CAREER**

Started her career with working at an export-import company during 1978-1981, before joining BCA in 1981, where she served in various positions up to July 2004 as Head of the Finance and Accounting Division. Subsequently, and up to the present, she became a financial trainer and consultant as well as partner at Elevasi Performa Insani (previously known as Leny-Astrid & Associates), while also serving as Independent Commissioner at PT BCA Finance since 2016 and up to the present. During her career, she has accumulated extensive experience and skills in accounting and finance.

**EDUCATION, CERTIFICATION, AND TRAINING IN 2022**

Graduated with an Accounting major from Yayasan Akuntansi Indonesia (1983) and Sekolah Tinggi Manajemen PPM (1996). List of training, seminars and conferences attended in 2022 is presented in page 438 in the Annual Report.

**Gustiono Kustianto**

Member



Indonesian citizen, 68 years old. Domiciled in Indonesia. Has served as a member of the Integrated Governance Committee of BCA since 2015. Lastly re-appointed to the position for the next term on 6 May 2021 based on Board of Directors Decree No. 088/SK/DIR/2021. Concurrently also serves as Independent Commissioner of PT Asuransi Umum BCA since 2011.

**CAREER**

Prior to joining BCA, from 1979 to 2011, Gustiono Kustianto assumed various senior positions, both in financial and nonfinancial industries, such as VP of Citibank N.A Jakarta, Director of PT Bank Tiara Asia Tbk (later merged to PT Bank Danamon Tbk), Head of Bank Restructuring Unit at IBRA, 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. During his career, he has accumulated extensive experience and skills in, among others, financial management and risk management.

**EDUCATION, CERTIFICATION, AND TRAINING IN 2022**

Obtained a Bachelor's degree in Civil Engineering from Universitas Kristen Petra, Surabaya (1979) and a Master of Business Administration (MBA) degree from Institut Pengembangan Manajemen Indonesia (IPMI) in 1988.

He holds a Certified in Enterprise Risk Governance (CERG) from ERM Academy, Singapore; Certified in Risk Governance Professional (CRGP) from LSPMR, Jakarta, and Certified Securities Analyst from LSPPM, Jakarta. List of training, seminars and conferences attended in 2022 is presented in page 439 in the Annual Report.



Indonesian citizen, 66 years old. Domiciled in Indonesia. Has served as a member of the Integrated Governance Committee of BCA since 2015. Lastly re-appointed to the position for the next term on 6 May 2021 based on Board of Directors Decree No. 088/SK/DIR/2021. Concurrently also serves as Independent Commissioner and as Chairman of the Audit Committee at PT Asuransi Jiwa BCA, since November 2014.



CAREER

Prior to joining BCA, Pudjianto spent 31 years of his professional life building a career at PT Asuransi Kesehatan Indonesia (PT Askes - Persero) and another 5 years at PT Asuransi Jiwa InHealth Indonesia. Launched his career at PT Askes, Jakarta, as a finance division staff in 1977. He was promoted to Assistant Finance Manager (1983-1987), Accounting Manager (1988-1999), and Accounting General Manager (2000-2008). During 2009-2013, Pudjianto once assumed Director of Finance, Human Resources, and General Affairs at PT Asuransi Jiwa InHealth Indonesia, Jakarta. During his career, has accumulated extensive experience and skills in, among others, financial and accounting management, and risk management for life insurance.



EDUCATION, CERTIFICATION, AND TRAINING IN 2022

Obtained a Bachelor's degree majoring in Commercial Administration from Universitas Terbuka Jakarta (1990) and a Master degree in Financial Management from Sekolah Tinggi Manajemen IMMI Jakarta (2002). List of training, seminars and conferences attended in 2022 is presented in page 439 in the Annual Report.



Indonesian citizen, 65 years old. Domiciled in Indonesia. Has served as a member of the Integrated Governance Committee of BCA since 2016. Lastly re-appointed to the position for the next term on 6 May 2021 based on Board of Directors Decree No. 088/SK/DIR/2021. Concurrently also serves as Independent Commissioner of PT BCA Multi Finance since 28 November 2016 and as member of the Audit Committee of PT Asuransi Jiwa BCA since 1 October 2014.



CAREER

Joined BCA in 1992 and has since served in various positions related to credit, including as Head of Credit Risk Analysis Group (2006-2012), Advisor to the Credit Risk Review Unit (2000-2006), and as Head of Loan Recovery (1992- 2000). During his career, has accumulated extensive experience and skills in, among others, credit risk and risk management.



EDUCATION, CERTIFICATION, AND TRAINING IN 2022

Obtained a Bachelor's degree and Master's degree in Economics from the University of Mannheim, Germany (1991). List of training, seminars and conferences attended in 2022 is presented in page 440 in the Annual Report.



Pudjianto

Member



Mendari Handaya

Member

**Ratna Yanti**

Member



Indonesian citizen, 59 years old. Domiciled in Indonesia. Has served as member of the Integrated Governance Committee of BCA since 31 March 2022 based on Board of Directors Decree No. 052/SK/DIR/2022. Concurrently also serves as Independent Commissioner of PT Bank BCA Syariah (BCAS).

**CAREER**

Prior to serving as Independent Commissioner of BCAS, she pursued a career with BCA (1998-2018), starting as a recruitment staff at the Human Resources Division (1988-1989) and rising through the ranks of strategic positions including as Head of Surabaya Regional Office (2015-2018), Head of Semarang Regional Office (2011-2015), Head of Balikpapan Regional Office (2010-2011), as well as head of a number of BCA Main Branch Office at Indrapura-Surabaya, Darmo-Surabaya, and Veteran-Surabaya (1997-2010). From 16 April 2019 until 30 September 2020, she served as Leader of BCA Representative Team in the acquisition process of Bank Royal Indonesia and Rabobank Internasional Indonesia. During her career, has accumulated extensive experience and skills in, among others, banking operations and supervision, and clinical psychology.

**EDUCATION, CERTIFICATION, AND TRAINING IN 2022**

Obtained a Bachelor's degree from the Faculty of Psychology, Universitas Surabaya (1987). List of training, seminars and conferences attended in 2022 is presented in page 439 in the Annual Report.

**Sutedjo Prihatono**

Member



Indonesian citizen, 54 years old. Domiciled in Indonesia. Has served as a member of the Integrated Governance Committee of BCA since 2015. Lastly re-appointed to the position for the next term on 6 May 2021 based on Board of Directors Decree No. 088/SK/DIR/2021. Concurrently also serves as member of the Sharia Supervisory Board of PT Bank BCA Syariah.

**CAREER**

Prior to joining PT Bank BCA Syariah, he pursued a career with PT Bank Muamalat Indonesia Tbk (1993-2004), lastly as Senior Corporate Banking, subsequently assumed the position of Director at Karim Business Consultant (2004-2014). In 2010-2015, he served in the Audit and Risk Monitoring Committee of PT Bank BCA Syariah. During his career, has accumulated extensive experience and skills in, among others, sharia banking general management.

**EDUCATION, CERTIFICATION, AND TRAINING IN 2022**

Obtained a Bachelor's degree with a major in Management from the Faculty of Economics, Universitas Krisnadwipayana (1993) and a Master's degree in Management from Binus Business School (2014). List of training, seminars and conferences attended in 2022 is presented in page 439 in the Annual Report.



Indonesian citizen, 56 years old. Domiciled in Indonesia. Has served as a member of the Integrated Governance Committee of BCA since 2017. Lastly re-appointed to the position for the next term on 6 May 2021 based on Board of Directors Decree No. 088/SK/DIR/2021. Concurrently also serves as Independent Commissioner of PT BCA Sekuritas since 2017.



CAREER

Currently also serves as President Commissioner of PT Karya Griya Bersama since 2009, Planning and Risk Monitoring Committee of Perum Perumnas (September 2020-present), the Audit Committee of PT Hasnur International Shipping Tbk (May 2021-present), and President Director of PT Central Sudirman Development (June 2021-present). He has also served as an independent consultant in corporate finance and capital markets (2012-2014 and 2016-present). Previously, he served as President Director of PT Pefindo Riset Konsultasi (2014-2016), Director of Investment Banking & Corporate Finance at PT OSK Nusantara Securities Indonesia (2006-2012), Director at PT Catunilai Finans Adhinarya (2002-2006), Advisor at Lippo Group (2000-2002), and Group Head of Bank Restructuring and Division Head of Asset Management Investment at the Indonesian Bank Restructuring Agency (1998-2000). During his career, has accumulated extensive experience and skills in, among others, capital markets and finance.



EDUCATION, CERTIFICATION, AND TRAINING IN 2022

Obtained a Bachelor's degree in Urban & Regional Planning Engineering from Institut Teknologi Bandung (1990) and a Master's degree in Business Administration from George Washington University, USA (1994). List of training, seminars and conferences attended in 2022 is presented in page 440 in the Annual Report.



Indonesian citizen, 60 years old. Domiciled in Indonesia. Appointed as member of the Integrated Governance Committee of BCA on 6 May 2021 based on Board of Directors Decree No. 088/SK/DIR/2021. Currently also serves as President Commissioner of PT Dana Purna Investama since January 2020 and as Independent Director at BCA Finance Limited since January 2021.



CAREER

Prior to his tenure at BCA Finance Limited, Hong Kong, during 1989-1990, he worked as an Account Officer with PT Bank Arta Pusara and with PT Bank Danamon Indonesia. Next, he joined BCA in 1992 as Treasury & Capital Market staff (1992-1995). His career in BCA continued with various positions at the Treasury Division, and lastly served as Head of Treasury Division (2017). Following retirement in 2017, he served as Finance Manager at PT Wilmar Cahaya Indonesia (2017-2018). During his career, has accumulated extensive experience and skills in, among others, finance and banking.



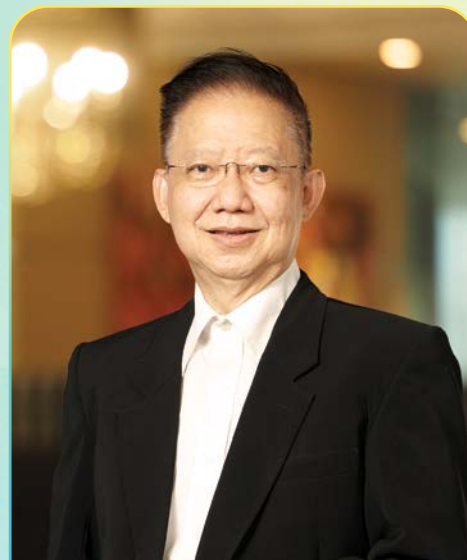
EDUCATION, CERTIFICATION, AND TRAINING IN 2022

Obtained a Bachelor's degree in Electrical Engineering from Sekolah Tinggi Teknik Nasional (STTN) in 1988 and a Master of Business Administration (MBA) from Institut Pengembangan Manajemen Indonesia (IPMI) Business School in 2005. List of training, seminars and conferences attended in 2022 is presented in page 440 in the Annual Report.



Hendra Iskandar Lubis

Member



Irianto Sutanto

Member



Sri Indrajanti Dewi

Member



Indonesian citizen, 59 years old. Domiciled in Indonesia. Appointed as member of the Integrated Governance Committee of BCA on 6 May 2021 based on Board of Directors Decree No. 088/SK/DIR/2021. Currently also serves as Independent Commissioner at PT Bank Digital BCA since 1 December 2020.



CAREER

In addition to serving as Independent Commissioner at PT Bank Digital BCA, she also serves as Director of Finance & Support at PT Dana Purna Investama since 1 January 2020. Previously, in the period September 2018 - December 2019, she served as a Director at Dana Pensiun BCA, responsible for managing the pension fund investment portfolio. Her career in BCA include serving as Head of Corporate Banking Group at Head Office (2012-2018) as well as various other positions in BCA since 1986. During her career, has accumulated extensive experience and skills in among others, banking operations, banking services, and credit risk.



EDUCATION, CERTIFICATION, AND TRAINING IN 2022

Obtained a Bachelor's degree in Economics/Management from Universitas Jenderal Soedirman (1981-1985). List of training, seminars and conferences attended in 2022 is presented in page 440 in the Annual Report.

Corporate Secretary Profile



Indonesian citizen, 52 years old. Domiciled in Indonesia. Has served as Corporate Secretary of PT Bank Central Asia Tbk ("BCA") since 1 September 2019 based on Decree No. 2271/SK/HCM-KP/A/2019. He also serves as Senior EVP responsible for Industry & Economic Research, Investor Relations, Environment, Social and Governance (ESG), Good Corporate Governance (GCG), Corporate Secretary, Finance & Accounting, Tax dan Regulatory Reporting.



CAREER

Raymon Yonarto has served in various managerial posts with BCA, including as Head of Finance & Planning Division (2011-2018), Corporate Secretary (2007-2011) and Head of Investor Relations (2005-2006). Prior to his years with BCA, he was a Vice President at the Indonesian Financial Sector Policy Committee (2002-2003), Vice President at the Indonesian Banking Restructuring Agency (1998-2002), Banking Analyst with PT DBS Securities Indonesia (1996-1998), and as staff at the Accounting, Finance and Internal Audit Department, Modern Group (1994-1996).

During his career, has accumulated extensive experience and skills in, among others, financial accounting & tax, capital market/ capital raising, merger and acquisition, corporate planning and strategy, investor relations, and regulator reporting.



EDUCATION, CERTIFICATION, AND TRAINING IN 2022

He obtained a Bachelor's degree in Accounting from the Philippines Christian University (1994), and an MBA from Strathclyde University, UK, on a Chevening Scholarship program.

List of training, seminars and conferences attended in 2022 is presented in page 470 in the Annual Report.



Raymon Yonarto

Corporate Secretary



Senior Officers

As of 31 December 2022

Name	Position
WEMINTO SURYADI	Head of Region Office I, Bandung
WIDJAJA STEPHEN	Head of Region Office II, Semarang
HENDRIK SIA	Head of Region Office III, Surabaya
TAN WIDY TARMIZI	Head of Region Office IV, Denpasar
ENNY KAMAL	Head of Region Office V, Medan
SUHARDJO MOELIADI	Head of Region Office VI, Palembang
HIANNI	Head of Region Office VII, Malang
GUNAWAN PRAYOGO	Head of Region Office VIII, Pondok Indah, Jakarta
MINGTO PURBA	Head of Region Office IX, Matraman, Jakarta
IKA MAYA SARI KHAIDIR	Head of Region Office X, Pluit, Jakarta
JUNIARTA	Head of Region Office XI, Balikpapan
FELY HADINATA	Head of Region Office XII, Wisma Asia, Jakarta
DAVID FORMULA	Executive Vice President Strategic Information Technology Group
DEDDY MULJADI HENDRAWINATA	Executive Vice President of Credit Risk Analyst Group
LILIK WINARNI	Executive Vice President Operation Strategy & Development Group
LINUS EKABRANKO WINDOE	Executive Vice President of Treasury & International Banking Division
RAYMON YONARTO	Executive Vice President of Corporate Finance
WIRA CHANDRA	Executive Vice President Grup Corporate Banking, Transaction & Finance
HERA FENDAYANI HARYN	Head of Corporate Communication and Social Responsibility Group
AYNA DEWI SETIANINGRUM	Internal Audit Division Head
FREDDY IMAN	Commercial & SME Business Division Head
TJHONG WELLY YANDOKO	Consumer Credit Business Division Head
RUSDIANTI SALIM	Cash Management Division Head
JAYAPRAWIRYA DIAH	Corporate Strategy & Planning Division Head
RUDI LIM	Human Capital Management Division Head
ADRIANUS WAGIMIN WANG	Individual Customer Business Development Division Head
CLAUDIUS TEDDY GUNAWAN	Learning & Development Division Head
ALRIANTO DJUNAIDI	Logistic and Building Division Head
NG A IM	Network Management & Regional Development Division Head
TJOE HENNY*	International Banking Division Head
JUNITA GRACE*	Treasury Division Head
UGAHARY YOVVY CHANDRA	Wealth Management Division Head
GRACE PUTRI AYU DEWIJANY**	Head of Corporate Credit Risk Analysis Group
EDY GUNAWAN*	Head of Corporate Credit Risk Analysis Group
FERRY*	Head of Corporate Credit Risk Analysis Group
TAN TESIEEN TANUDJAJA*	Head of Corporate Credit Risk Analysis Group
SHIRLEY MAGDALENA*	Head of Commercial & SME Credit Risk Analysis Group
DJULIJANTO LIONG*	Head of Commercial & SME Credit Risk Analysis Group
BUDI MULJA ADI SENTANA*	Head of Commercial & SME Credit Risk Analysis Group
SIANNE DHALIA WINATA**	Head of Commercial & SME Credit Risk Analysis Group
HENRIETTA SOESILO*	Head of Commercial & SME Credit Risk Analysis Group
INGE SETIAWATY*	Head of Corporate Transactions Group

Name	Position
SYLNA*	Head of Corporate Banking Group
KRISTIAN MARBUN*	Head of Corporate Banking Group
RAYMOND TANUWIBOWO*	Head of Corporate Banking Group
R. MARTIN JOEL HASURUNGAN OPPUSUNGGU*	Head of Corporate Banking Group
WINNY HARIANTO*	Head of Corporate Support & Data Analytics
LAY SUSIANA SANTOSO	Head of Corporate Finance Group
DHEJANI SURJADI	Head of Menara BCA Corporate Branch Office
EVANS CHARLES BENNY H.*	Head of Digital Innovation Solutions Group
INDRA TJAHAJA*	Head of IT Infrastructure & Operations Group
FRANSISCUS KAURRANY*	Head of IT Architecture & Service Quality Group
THOMAS ARMAND LAHEY*	Head of Application Management Group
LILY WONGSO	Head of Enterprise Security
I KETUT ALAM WANGSAWIJAYA	Transaction Banking Business Development & Marketing Division Head
JAN HENDRA	Transaction Banking Product Development Division Head
HENDRA TANUMIHARDJA	Transaction Banking Partnership Solution Development Division Head
WILSON KARIMUN	Head of Transaction Banking Business Support & Services Group
MARTINUS ROBERT WINATA	Head of Wholesale Transaction Banking Product Development
RUDY WINARTO BUDIARDJO*	Head of Investor Relations Group
YUANDRI MARTUA PHILIP S*	Head of Tax Group
FELIX IVANATA DARMASETIA*	Head of Accounting Group
LINDA CHANDRAWATI**	Head of Environment Sustainability Governance Group
SUSANWATI*	Head of Group Experience Design - Consumer & Wholesale Banking
JUSTINA SUSILONINGSIH*	Head of Group Experience Design- Branch & Shared Service
ANDRY SANTOSO*	Head of Group Experience Design - Loan Operation and Credit Process
I MADE SUCITA*	Head of Group Application & User Acceptance Test
RENI SEPTIANA	Head of e-Channel & Settlement Services
FERIC SUSILO LIE	Head of Compliance
EDUARD GUNTORO PURBA	Head of Risk Management
EDY UNTUNG	Head of Credit Recovery
RADIMAN ALI ROHIM	Head of International Trade & Payment Services
WANI SABU	Head of Digital Service Center
WIWIN WIELIANTI	Head of Credit Services
JANUAR AGUNG SAPUTERA	Head of Legal Group
THERESIA RETNO DEWI WIDYASTUTI	Head of Legal Group
DAVID ERENST SUMUAL*	Head of Economic Research, Banking and Industry Group BCA
SOENI ATONIE	Head of Anti Fraud Bureau

* Report to the Executive Vice President



Number of Employees and Competence Development

Number of Employees

At the end of 2022 BCA had 24,508 employees, representing an increase of 2.32% compared to 23,952 employees in 2021.

Employee by Organization Level

	2022	2021	2020
Non Staff	1,070	1,146	1,201
Staff	18,450	17,976	18,609
Managers	4,886	4,735	4,681
Senior Officers (Including the Board of Commissioners and Directors)	102	95	112
Total	24,508	23,952	24,603

Employee by Age

	2022	2021	2020
≤ 25 Years old	3,740	3,008	2,967
> 25 – 30 Years old	5,387	5,581	5,939
> 30 – 35 Years old	4,998	4,284	3,518
> 35 – 40 Years old	1,435	1,190	1,030
> 40 – 45 Years old	1,462	1,935	2,555
> 45 – 50 Years old	3,675	4,115	4,632
> 50 Years old	3,811	3,839	3,962
Total	24,508	23,952	24,603

Employee by Education Level

	2022	2021	2020
Up to Senior High School	2,574	2,876	3,452
Diploma and Undergraduate	20,869	20,064	20,212
Graduate and Doctorate	1,065	1,012	939
Total	24,508	23,952	24,603

Employee by Employment Status

	2022	2021	2020
Permanent	22,291	22,527	23,206
Non Permanent (incl. contract, probationary, and trainee)	2,217	1,425	1,397
Total	24,508	23,952	24,603

Employee by Seniority

	2022	2021	2020
≤ 1 Year	2,585	1,561	1,653
> 1 – 5 Year	4,698	4,808	5,205
> 5 – 10 Years	6,598	6,430	5,588
> 10 – 15 Years	1,560	1,162	908
> 15 – 20 Years	559	594	824
> 20 Years	8,508	9,397	10,425
Total	24,508	23,952	24,603

Competence Development

Employee Training

	2022			2021			2020		
	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	342	15,337	10,625	245	21,458	8,947	270	32,304	9,039
Credit Management	169	19,831	4,164	152	19,798	5,536	128	26,578	3,721
Risk Management Certification Program	31	431	382	41	695	571	34	792	586
Sales	156	11,118	5,628	185	13,309	6,748	112	6,696	2,978
Service	25	3,049	2,123	16	9,665	995	77	3,854	3,213
Operations & Information Technology	871	141,545	19,623	623	108,851	15,470	566	81,753	13,714
Other	528	70,343	22,614	309	61,805	17,716	181	8,384	6,014
Total	2,122	261,654	65,159	1,571	235,581	55,983	1,368	160,361	39,265

Employee Training Expenses (in million Rupiah)

	2022	2021	2020
Total Employee Training Expenses	263,243	193,417	208,954

More detailed information regarding competence development can be seen in this Annual Report under the Human Resources chapter on page 268–271.

Training and/or Education for the Board of Commissioners, Board of Directors, Committees, Corporate Secretary, and Internal Audit Unit

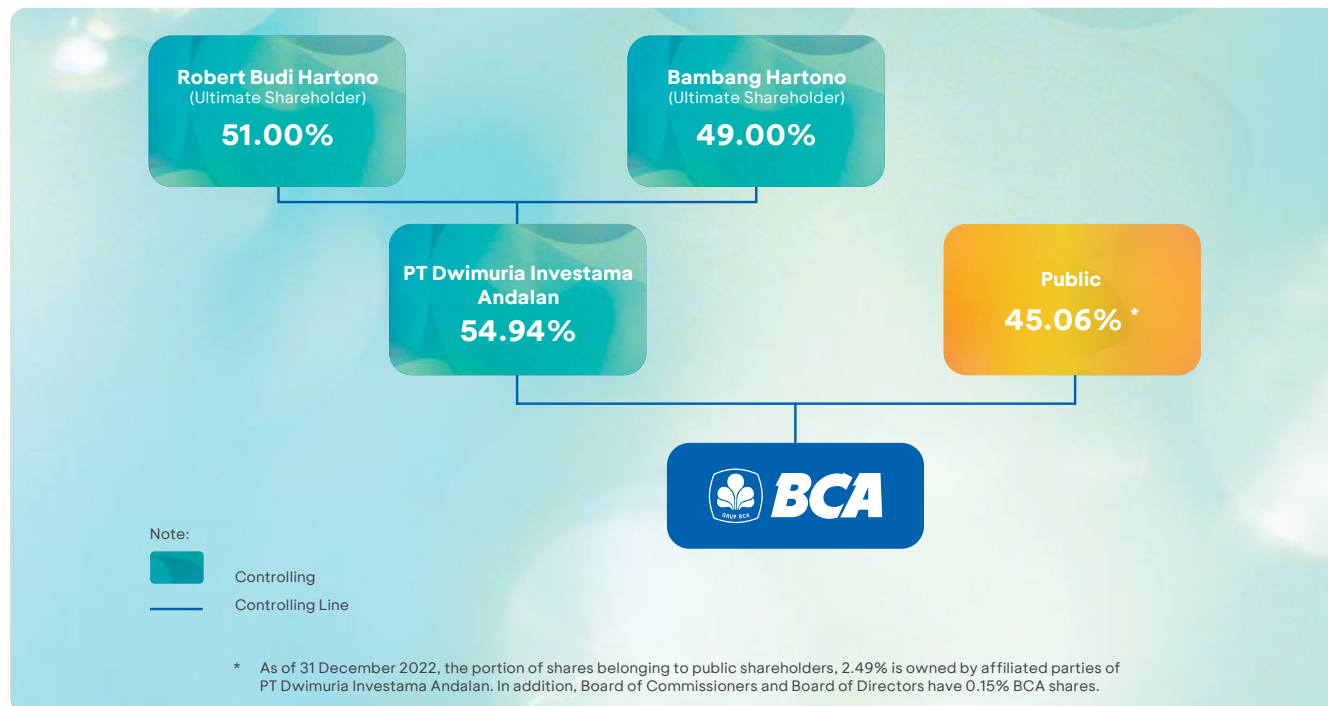
Information regarding training and/or education for the Board of Commissioners, Board of Directors, Committees, Corporate Secretary, and Internal Audit Unit is presented in the section on Corporate Profile, pages 64–80 and Corporate Governance, pages 361–362, 378–385, 419–444, 470 and 480 in this Annual Report.



Shareholder Composition

BCA Ultimate Shareholder

As of 31 December 2022



Details of 20 Largest Shareholders

As of 31 December 2022

No.	Name	Number of Shares	%
1	PT DWIMURIA INVESTAMA ANDALAN	67,729,950,000	54.94
2	CITIBANK SINGAPORE S/A GOVERNMENT OF SINGAPORE	1,755,651,125	1.42
3	BANK JULIUS BAER CO LTD, SINGAPORE S/A ANTHONI SALIM	855,239,635	0.69
4	JPMSE LUX RE UCITS CLT RE-JPMORGAN FUNDS	796,680,200	0.65
5	JPMCB NA RE - VANGUARD EMERGING MARKETS STOCK INDEX FUND	765,719,850	0.62
6	JPMCB NA RE-VANGUARD TOTAL INTERNATIONAL STOCK INDEX FUND	736,008,997	0.60
7	CITIBANK NEW YORK S/A GOVERNMENT OF NORWAY - 1	605,745,800	0.49
8	STATE STREET BANK-GOLDMAN SACHS TRUST II-GOLDMAN SACHS GQG PARTNERS INTERNATIONAL OPPORTUNITIES FUND	602,278,998	0.49
9	JPMCB NA RE-WELLCOME TRUST	580,770,100	0.47
10	JPMSE AMS RE AIF CLT RE-STICHTING DEPOSITARY APG EMERGING MARKETS EQUITY POOL	571,710,275	0.46
11	BNYM RE BNYMLB RE EMPLOYEES PROVIDENTFD BOARD-2039927326	504,336,500	0.41
12	STATE STREET BANK-ISHARES CORE MSCI EMERGING MARKETS ETF	474,919,000	0.39
13	BNYMSANV RE BNYMIL RE FSI ICVC - STEWART INV APLSF-2039846536	464,257,775	0.38
14	BNYMSANV RE BNYM RE PEOPLE'S BANK OF CHINA-2039845393	463,859,400	0.38
15	JPMCB NA RE-EUROPACIFIC GROWTH FUND	459,020,200	0.37
16	JP MORGAN SECURITIES PLC	432,849,100	0.35
17	BBH BOSTON S/A GQG PARTNERS EMERGING MARKETS EQUITY FUND	432,285,830	0.35
18	JPMCB NA RE - BLACKROCK INST TR CO N A INVESTMENT FDS FOR EMPLOYEE BENEFIT TRUSTS	388,607,800	0.32
19	THE NT TST CO S/A FIDELITY INVESTMENT TRUST: FIDELITY SERIES EMERGING MARKETS OPPORTUNITIES FUND	358,056,760	0.29
20	JPMCB NA RE-VANGUARD FIDUCIARY TRUST COMPANY INSTITUTIONAL TOTAL INTERNATIONAL STOCK MARKET II	331,871,742	0.27
Total		79,309,819,087	64.34

Source : Indonesian Central Securities Depository (KSEI)

Note:

Several of the institutions listed act as custodians for shareholders

Details of Shareholders with More than 5% Share Ownership

As at 31 December 2022, there are no shareholders with more than 5% share ownership, except PT Dwimuria Investama Andalan as the controlling shareholder of BCA

Public Shareholders with Less than 5% Share Ownership

	Composition*
Individual	
Local	3.65%
Foreign	0.03%
Institution	
Local	5.53%
Foreign	35.86%
Total	45.06%

	Composition*
Local Shareholders	9.18%
Individual	3.65%
Limited Liability Company	2.57%
Insurance	1.44%
Mutual Funds	1.08%
Foundation	0.44%
Cooperative	0.00%
Foreign Shareholders	35.88%
Individual	0.03%
Foreign Legal Entity	35.86%
Total	45.06%

* Calculated based on total number of BCA share outstanding amounting to 123,275,050,000 shares
Source : KSEI and PT Raya Saham Registrasi

Share Ownership Percentage of Commissioners and Directors

As at 31 December 2022, the Board of Commissioners and Board of Directors of BCA hold on aggregate 0.15% of the shares of BCA. Details of share ownership of individual Commissioner and Director are presented in the section on Consolidated Financial Statements on page 691-692.



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, Price After Stock Split to Rp860	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, Price After Stock Split to Rp1,750	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, Price After Stock Split to Rp3,525	x 2	24,655,010,000	62,5
15 October 2021	Stock split IV with ratio 1:5, Price After Stock Split to Rp7,320	x 5	123,275,050,000	12,5

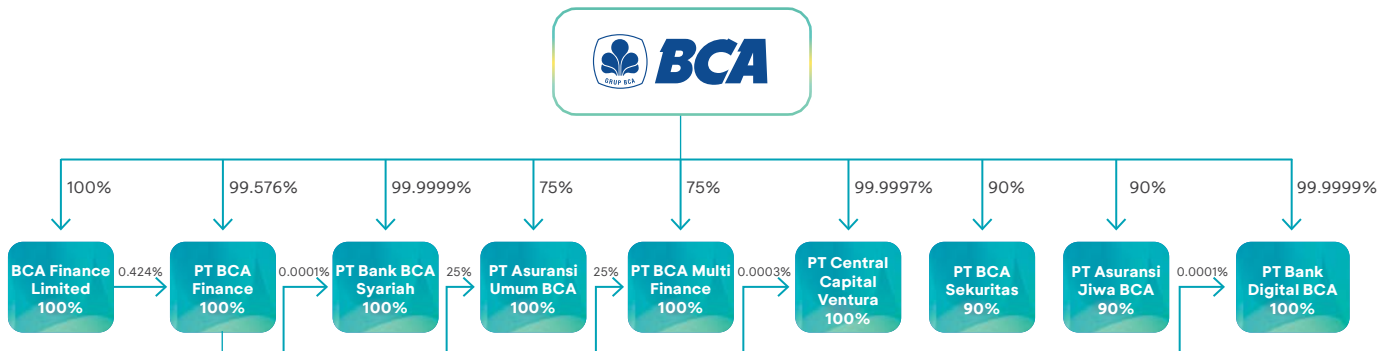
Note:

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

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

BCA Group Structure and Subsidiaries Ownership



PT BCA Finance



BCA Finance Limited



PT Bank BCA Syariah



PT Asuransi Umum BCA (BCA Insurance)



PT BCA Multi Finance
(Formerly Central Santosa Finance/ CSF)



PT Central Capital Ventura (CCV)



PT BCA Sekuritas



PT Asuransi Jiwa BCA (BCA Life)



PT Bank Digital BCA



Product and Services

Auto Financing:

New Car, Used Car

Fire Cash, Tahapan, LC

Funding:

Tahapan iB, Tahapan Rencana iB, Current Account iB, Deposits iB, Simpanan Pelajar (SimPel) iB, Tahapan Mabur iB, Customer Fund Account (RDN)

Financing:

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

Services:

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

Auto Insurance, Fire Insurance, Property All Risks Insurance, EARTHQUAKE Insurance, Personal Accident Insurance, Travel Insurance, Freight Insurance, Terrorism and Sabotage, Contractor All Risks, Heavy Equipment, Machinery Breakdown, Asuransi Personal Cyber Insurance, Total Loss Protection Insurance, Electronic Equipment Insurance, Moveable Property All Risk Insurance

Auto Financing:

Motorcycle Ownership Loan (KPM), Motorcycle Loan (KSM), Used Car Loan (KMS), Multiguna (MG), Channeling, Consumptive Goods Financing, Showroom Financing (SHF)

Investment and collaboration Services

Securities Brokerage Dealer and Underwriter for Issuance of Securities

Health Insurance:

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

Heritage:

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

Accident Protection:

b-SAVE Accident Protection

Digital Banking Solutions



Information on Subsidiaries

As of 31 December 2022

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

Brief Profile	Total Assets (in billion Rupiah)	Company Address	Operational Status
PT BCA Finance was established in 1981 and currently provides vehicle financing, particularly 4-wheeler. BCA became a major shareholder in 2001.	8,497	Wisma BCA Pondok Indah 8 th Fl., 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.	1,449	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. Since 10 December 2020, PT Bank Interim Indonesia has effectively merged with PT Bank BCA Syariah. BCA owned direct and indirect ownership to 100% in 2009	12,672	Jl. Jatinegara Timur No. 72 Jakarta 13310 Telp. : (021) 8505030, 8505035, 8190072	Operating
PT Asuransi Umum BCA (formerly PT Central Sejahtera Insurance) was established in 1988 as an insurance company particularly engaged in general or loss insurance activities. BCA through PT BCA Finance held a 25% shares ownership in 2010 and increased its direct and indirect ownership to 100% in 2013.	2,432	Gedung Sahid Sudirman Center 10 th Fl. Unit 10F Jl. Jend. Sudirman Kav.86 Jakarta 10220 Telp. : (021) 27889588	Operating
PT BCA Multi Finance (formerly known as PT Central Santosa Finance/CSF) was established in 2010 and is engaged in motorcycle, car and multipurpose financing. In 2010, BCA owned a 25% stake of the company indirectly through PT BCA Finance. In 2014, the Bank became the majority shareholder with ownership of 45%. In 2017, it increased its direct and indirect ownership to 100%.	1,529	WTC Mangga Dua 6 th Fl. Blok CL No. 001 Jl. Mangga Dua Raya No.8 Jakarta 14430 Telp. : (021) 29648200	Operating
PT Central Capital Ventura, was established in 2017 as a venture capital company. BCA owned direct and indirect ownership to 100%.	481	Gedung Office 8, 16 th Fl. Unit F SCBD Lot 28 Jl. Jend. Sudirman Kav 52-53 Jakarta 12190	Operating
PT BCA Sekuritas (formerly PT Dinamika Usaha Jaya) was established in 1990 with business lines as securities brokerage and investment bank. BCA became a major shareholder in 2011.	1,238	Menara BCA, Grand Indonesia 41 th Fl., Suite 4101 Jl. M.H. Thamrin No.1 Jakarta 10310 Telp. : (021) 23587222	Operating
PT Asuransi Jiwa BCA was established in 2013 as a life insurance company and began its operation in 2014. In 2017, BCA became a direct shareholder in PT Asuransi Jiwa BCA with 90% shares ownership, whereas previously BCA has indirect shareholding through PT BCA Sekuritas and PT Asuransi Umum BCA.	2,348	Chaze Plaza 22 nd Fl. Jl. Jend. Sudirman Kav.21 Jakarta 12920 Telp. : (021) 21888000	Operating
PT Bank Digital BCA (formerly PT Bank Royal), engages in commercial banking business with status of Bank KBMI I. BCA owned direct and indirect ownership to 100% in 2019.	11,060	The City Tower 11 th Fl. Jl. M.H. Thamrin No.81 Jakarta 10310 Telp. : (021) 50848010	Operating



Capital Market Supporting Institution

As of 31 December 2022

Public Accounting



KAP Tanudiredja, Wibisana, Rintis & Rekan
(a member firm of the PwC global network)
WTC 3

Jl. Jend. Sudirman Kav. 29-31
Jakarta 12920, Indonesia
Tel. (62-21) 5099 2901, 3119 2901
Fax. (62-21) 5290 5555, 5290 5050
Website: www.pwc.com/id

Trustee



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

PT Bank Rakyat Indonesia (Persero) Tbk
Investment Services Division
Jl. Jend. Sudirman Kav. 44-46
Jakarta 10210, Indonesia
Tel. (62-21) 251 0244, 251 0254,
251 0264, 251 0269, 251 0279
Fax. (62-21) 250 0065, 250 0077

Share Registrar



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

Notary



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

Securities Rating Agency



Fitch Ratings Ltd
30 North Colonnade, Canary Wharf,
London E14 5GN
Tel. (44-20) 3530 1000
Fax. (44-20) 3530 1000
Website: www.fitchratings.com

PT Fitch Ratings Indonesia
DBS Bank Tower, 24th Floor, Suite 2403
Jl. Prof. Dr. Satrio Kav. 3-5
Jakarta 12940, Indonesia
Tel. (62-21) 2988 6800
Fax. (62-21) 2988 6822
Website: www.fitchratings.com

PT Pemeringkat Efek Indonesia (PEFINDO)
Equity Tower, 30th Floor
Sudirman Central Business District Lot 9
Jl. Jend. Sudirman Kav. 52-53
Jakarta 12190, Indonesia
Tel. (62-21) 5096 8469
Fax. (62-21) 5096 8468
Website: www.pefindo.com

Law Firm Consultant



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

Awards and Certifications



AWARDS				
Date		Name of Award	Organizer	Category/Rank
Company				
Jan	27	Indonesia Public Relation Awards 2022	Warta Ekonomi	The Best Public Relation in Company Strategy on Acceleration of Digital Banking
Feb	10	Gallup Customer Engagement Survey	Gallup International	Customer Excellence Recognition
	17	Infobank Satisfaction, Loyalty and Engagement (SLE) Awards 2022	Infobank Magazine	1 st Place – The 2022 Loyalty Index 2 nd Place – The 2022 Satisfaction Index
		Brand Finance Banking 500 2021	Brand Finance	1st Place on Top 10 Strongest Banking Brands (AAA+ rating)
	24	Indonesia Property&Bank Award 2022	Property & Bank Magazine	Best Bank for Mortgage Product Service Level Agreement
Mar	25	PR Indonesia Awards 2022	PR Indonesia Magazine	Best Annual Report Best Video Company Profile The Most Popular in Digital Media
May	9	Mitra BUMN Champion 2022	Kementerian BUMN	#2 The Best Private Bank, Creditor/Investor Category
	12	Forbes World's Best Bank 2022	Forbes Global	#1 Rank Best Bank in Indonesia
	19	Indonesia Most Acclaimed Companies Awards 2022	Warta Ekonomi	Most Acclaimed Company with Outstanding Business Ecosystem Through Banking Digitalization
		FinanceAsia Country Awards 2022	FinanceAsia	Best Domestic Bank in Indonesia
	30	Investor Award : Best Bank 2022	Investor Magazine	2022 Best Bank, KBMI 4 Conventional Bank Category
Jun	29	Bisnis Indonesia Social Responsibility Award (BISRA) 2022	Bisnis Indonesia	Gold Champion of National Private Company (Listed)
	30	Infobank Banking Service Excellence (BSE) 2022	Infobank Magazine	3rd Place – Overall Contact Center
		Asia Executive Award 2022	Institutional Investor	#1 Best Investor Relation Program (Sellside)
Jul	14	Indonesia PR of The Year 2022	MIX Marketing Magazine	Category: Corporate Communications Team
		Euromoney Awards for Excellence 2022	Euromoney Magazine	Best Bank in Indonesia
Aug	15	Bisnis Indonesia Awards 2022	Bisnis Indonesia	Best Bank – Bisnis Indonesia Award 2022 KBMI IV National Private Bank category
	25	Indonesia Best Bank Award 2022	Warta Ekonomi	Best Bank – KBMI IV National Private Bank Category



AWARDS

Date	Name of Award	Organizer	Category/Rank
Company			
Sep	23 Euromoney Real Estate Awards 2022	Euromoney Magazine	Overall Winner Real Estate Awards category Banks in Indonesia
Nov	29 Anugerah LPS Banking Award 2022	LPS	The Most Active Bank in Developing Community Financial Literacy
	30 Human Capital & Performance Award 2022	Business News Indonesia	The Best Overseas Strategy (Banking Industries)
Dec	1 Indonesia's SDGs Action Award 2022	Bappenas	2 nd place in the category of Large Business Actors
	12 CNBC Indonesia Awards 2022	CNBC	Most Valuable Bank
	14 Tempo Financial Award 2022	Tempo	The Best Bank in Digital Services - Kategori Bank Umum Konvensional (KBMI 3 & 4)
	15 TOP Digital Awards 2022	Majalah IT Works	TOP Corporate Digital #Star5 - Golden Trophy
	21	Ministry of Finance	Best Distribution Partner for SUN 2021 (1 st place) Best Main Dealer for SUN 2021 (2 nd place) Best Secondary Market Main Dealer for SUN 2021 (1 st place)

AWARDS

Date	Name of Award	Organizer	Category/Rank
Product & Services			
Feb	17 Infobank Satisfaction, Loyalty and Engagement (SLE) Awards 2022	Infobank Magazine	1 st place - The 2022 Customer Service Satisfaction Index
			1 st Place - The 2022 Conventional Commercial Bank ATMs Satisfaction Index
			2 nd Place - The 2022 Mobile Banking Satisfaction Index
			2 nd Place - The 2022 Teller Satisfaction Index
			2 nd Place - The 2022 Branch Office Satisfaction Index
	18 Indonesia Millennial Women Brand Choice Awards 2022	Herstory - Warta Ekonomi	Top 5 Millennial Women Favorite Brand 2022 in Mobile Banking Category (BCA Mobile) Top 5 Millennial Women Favorite Brand 2022 in Private Bank Category (Bank BCA) Top 5 Millennial Women Favorite Brand 2022 in Electronic Money Category (Flazz BCA)
Apr	28 Digital CX Awards 2022	The Digital Banker	Outstanding Digital CX SME Loan
Jun	16 Indonesia Millennials' Brand Choice Awards 2022	Warta Ekonomi	Most Popular Millennials Brand, BCA Mobile category Most Popular Millennials Brand, BCA Flazz category
	28 Digital Banking Awards 2022	Berita Satu Media	Best Digital Banking - Risk Management Category Best Digital Banking - Customer Indicator Category
	30 Infobank Banking Service Excellence (BSE) 2022	Infobank Magazine	1 st place - Opening Account via Apps
			1 st place - Email
			1 st place - Live Chat
			1 st place - Overall Digital Channel
			1 st place - Digital Branch 3 rd Place - Overall Contact Center

AWARDS

Date	Name of Award	Organizer	Category/Rank
Product & Services			
Dec	6	Marketing Excellence Awards 2022	Marketing-Interactive
			Gold - Excellence in Brand Strategy (Campaign: Outwit and Outsmart: How ADA Helped BCA in The Battle Against Online Fraudsters)
			Gold - Excellence in Pivot Marketing (Campaign: BCA Expoversary: Pivoting for Change)
			Silver - Excellence in Event Marketing (Campaign: BCA Expoversary: Pivoting for Change)
			Silver - Excellence in Marketing Transformation (Campaign: BCA Expoversary: Pivoting for Change)
			Silver - Excellence in Performance Marketing (Campaign: Outwit and Outsmart: How ADA Helped BCA in The Battle Against Online Fraudsters)
	6	Best Digital Brand Award 2022	Zeals Asia & MetroTV
			Halo BCA for Best Contact Center category
			m-BCA for Mobile Banking category
			Tabungan BCA for Savings category

AWARDS

Date	Name of Award	Organizer	Category/Rank
ESG & CSR			
Feb	24	Indonesia Excellence GCG Award 2022	Warta Ekonomi
			Excellence Good Corporate Governance : Implemetation on Establishing Business Ecosystem Through Banking Digitalization
Mar	30	Top CSR Awards 2022	Top Business (MSI Group) Magazine
			TOP CSR Golden Trophy 2022
			TOP CSR Awards 2022 #Star5
May	27	The 13 th IICD CG Award	Indonesian Institute for Corporate Directorship
			Big Cap PLCs with Best Corporate Governance Practices
Jun	10	Indonesia CSR & TJSL Awards 2022	The Iconomics
		Asia Executive Award 2022	Institutional Investor
			CSR Award in Bank Sector Industry 2022
Oct	5	Subroto Award	Ministry of Energy and Mineral Resources
			#1 Best ESG (Sellside)
Nov	9	Anugerah CSR IDX Channel 2022	IDX Channel
			1 st Winner of Energy Efficient Building for BCA Foresta Building
			Environmental Development Initiative Category for Program to Support #Orangutan Merdeka
	29	Anugerah LPS Banking Award 2022	LPS
			Most Active Bank in CSR Activities Category



AWARDS

Date	Name of Award	Organizer	Category/Rank
HR			
Mar	31 Indonesia Human Resources Award 2022	Warta Ekonomi	Best HR Management for The Outstanding HR Digital Transformation
Jun	Asia Executive Award 2022	Institutional Investor	#1 Best Investor Relation Team (Sellside)
Jul	14 Indonesia PR of The Year 2022	MIX Marketing Magazine	PR PRACTITIONERS OF THE YEAR 2022 (Journalist Choice) Category: Corporate Communication Team
Nov	30 Human Capital & Performance Award 2022	Business News Indonesia	The Best Human Capital Technology Strategy The Greatest Champions of Human Capital Excellence in Digital Transformation The Best Human Capital Team Of The Year

AWARDS

Date	Name of Award	Organizer	Category/Rank
Individual			
Feb	24 Indonesia Property&Bank Award 2022	Property & Bank Magazine	CEO of the Year (Mr Jahja Setiaatmadja)
Mar	11 Iconomics Inspiring Women 2022	The Iconomics	Inspiring Women : Realizing Digital and GCG in Banking (Miss Vera Eve Lim)
	30 Top CSR Awards 2022	Top Business (MSI Group) Magazine	TOP Leader on CSR Commitment 2022 – Mr. Jahja Setiaatmadja
May	20 Infobank Top 100 Most Outstanding Women 2022	Infobank Magazine	Top 100 Most Outstanding Women in Banking Industry (Miss Vera Eve Lim) Top 100 Most Outstanding Women in Banking Industry (Mrs Lianawaty Suwono)
	31 Indonesia Financial Top Leader Awards	Warta Ekonomi	Best Leader for Business Sustainability through Business Innovation (Mr. Jahja Setiaatmadja)
Jun	6 Indonesia- Turkiye- Global Leaders - Business Forum & Award-II-2022	Economic Review	Best Global Leaders 2022 (Mr. Jahja Setiaatmadja)
	Asia Executive Award 2022	Institutional Investor	#1 Best CEO - Mr. Jahja Setiaatmadja (Sellside) #1 Best CFO - Miss Vera Eve Lim (Sellside) #1 Best IR Professional - Mr. Rudy Budiardjo (Sellside)
Jul	14 Indonesia PR of The Year 2022	MIX Marketing Magazine	Category: Lifetime Achivement (Mr. Jahja Setiaatmadja)
Aug	28 Rakyat Merdeka Awards 2022	Rakyat Merdeka	Banker who saved small businesses during the pandemic (Mr. Jahja Setiaatmadja)
Nov	23 Infobank Top 100 CEO 2022	Infobank Magazine	Infobank Bankers of The Year 2022 (Mr. Jahja Setiaatmadja) Infobank Bankers of The Year 2022 (Mr. Haryanto Budiman)
	30 Human Capital & Performance Award 2022	Business News Indonesia	The Best CEO Of The Year (Mr. Jahja Setiaatmadja)
Dec	15 TOP Digital Awards 2022	Majalah IT Works	TOP Leader on Dlgital Implementation 2022 (Mr. Jahja Setiaatmadja)

AWARDS

Date		Name of Award	Organizer	Category/Rank
Subsidiaries				
Sharia Category (BCA Syariah)				
Mar	23	Wow Brand Award 2022	Markplus.Inc	Silver Champion Indonesia Wow Brand 2022
Mar	31	Indonesia Syariah Awards 2022	Iconomics	Best Syariah in Private Bank
Jun	28	Digital Banking Awards 2022	Beritasatu	Best Digital Banking
Aug	23	Acara Puncak KREASIMUDA 2022	OJK	Best KEJAR Program Implementation, Sharia Bank Category
Sep	9	3rd Indonesia Top Banks 2022	Iconomics	Best KBMI 1 Category Sharia Bank
	15	Best Syariah Award 2022	Investor/Beritasatu Holding	Best Sharia Bank with Assets under 20T
Oct	9	ISEF Awards 2022	Bank Indonesia	Most Contributed Sharia Bank
Dec	14	Tempo Financial Award 2022	Tempo	Best Digital Services in Sharia Bank Category
Best Financial Sustainability Bank				
and more awards				
Financing Category (BCA Multi Finance)				
		The Best Performance Multi Finance Company 2022	Infobank	"Very Good" Predicate in Company with 1-5T Assets
The Best Performance Multi-Finance Company 2022				
and more awards				
Digital Category (BCA Digital)				
		Best Digital-Only Bank in Indonesia	The Asian Banker	The Asian Banker Indonesia Awards 2022
		Best Use of Digital Media – Bronze Winner Category	Citra Pariwara	Citra Pariwara Advertising Festival 2022
		Best Digital Brand Award 2022 – Digital Bank Category	Zeals	Best Digital Brand Award 2022
		Gold Winner – Search Category	MMA Smarties Indonesia	MMA Smarties Indonesia 2022
Gold Winner – Personalization Category				



Branches

As of 31 December 2022

REGION I

Address:

Jl. Asia Afrika 122-124, 4th Fl.
Bandung 40261
Tel. (022) 4236303

Number of Branches:

11 Main Branches
69 Sub Branches
11 Mobile Sub Branches

Locations:

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

REGION II

Address:

Jl. Pemuda 90-92, 4th Fl.
Semarang 50133
Tel. (024) 3550333

Number of Branches:

13 Main Branches
83 Sub Branches
29 Mobile Sub Branches

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:

Jl. Raya Darmo 5, 6th Fl.
Surabaya 60265
Tel. (031) 5618921

Number of Branches:

14 Main Branches
92 Sub Branches
29 Mobile Sub Branches

Locations:

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

REGION IV

Address:

Jl. Boulevard Blok F5 No.5
Makassar 90231
Tel. (0411) 453355

Number of Branches:

13 Main Branches
64 Sub Branches
20 Mobile Sub Branches

Locations:

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

REGION V

Address:
Jl. P. Diponegoro 15, 5th Fl.
Medan 20112
Tel. (061) 4155800 / 4575800

Number of Branches:
11 Main Branches
55 Sub Branches
20 Mobile Sub Branches

Locations:

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

REGION VI

Address:
Jl. Kapten A. Rivai 22, 4th Fl.
Palembang 30129
Tel. (0711) 312244

Number of Branches:
10 Main Branches
38 Sub Branches
32 Mobile Sub Branches

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:
Jl. Jend. Basuki Rachmat 70-74,
3rd Fl., Malang 65111
Tel. (0341) 358500

Number of Branches:
11 Main Branches
49 Sub Branches
13 Mobile Sub Branches

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, 3rd Fl.
Jl. Metro Pondok Indah No.10
Jakarta 12310
Tel. (021) 29973488

Number of Branches:
11 Main Branches
95 Sub Branches
23 Mobile Sub Branches

Locations:

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

REGION IX

Address:
Jl. Matraman Raya 14-16, 3rd Fl.
Jakarta 13150
Tel. (021) 8581259

Number of Branches:
13 Main Branches
110 Sub Branches
16 Mobile Sub Branches

Locations:

Bekasi	Depok
Bogor	Jakarta (Central, South, East & North)
Cibinong	Karawang
Cikarang	



Branches - continued

REGION X

Address:

Jl. Pluit Selatan Raya, Komp.
Perkantoran Landmark Pluit
Blok A No. 8, 12th-15th Fl.
Jakarta 14440
Tel. (021) 6601718

Number of Branches:

10 Main Branches
90 Sub Branches
3 Mobile Sub Branches

Locations:

Jakarta (Barat, Pusat & Utara)

REGION XI

Address:

Jl. Jend. Sudirman 139, 4th Fl.
Balikpapan 76113
Tel. (0542) 737133

Number of Branches:

8 Main Branches
38 Sub Branches
6 Mobile Sub Branches

Locations:

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

REGION XII

Address:

Wisma Asia I, 8th Fl.
Jl. S. Parman Kav.79
Jakarta 11420
Tel. (021) 5638888

Number of Branches:

12 Main Branches
97 Sub Branches
27 Mobile Sub Branches

Locations:

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

NON REGION OFFICE

Address:

Menara BCA, Grand Indonesia
28th Fl., Jl. M.H. Thamrin No. 1
Jakarta 10310
Tel. (021) 23588000

Number of Branches:

1 Main Branches

Locations:

Jakarta (Pusat)

REPRESENTATIVE OFFICE

SINGAPORE**Address:**

360 Orchard Road #06-06A
International building
Singapore 238869

HONG KONG**Address:**

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

Information on Company's Website

BCA has a website, <https://www.bca.co.id>, thorough which the public can access thorough information about the company.

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

Information on The Company's Website

Individual

Information on banking products, services and solutions to meet individual needs (<https://www.bca.co.id/id/individu>)

Login

- Login via KlikBCA Individu
- Login via KlikBCA Bisnis
- Buka BCA Mobile
- myBCA

Individual Services

- #BankingFromHome
- e-Banking
- BCA Prioritas
- Money Transfer
- Customer Service
- Branch Network

Individual Products

- Individual Savings
- Individual Loans
- Wealth Management
- Electronic Money
- Credit Card
- Reward BCA

Promo

- Promo BCA

Webform BCA

Chat

- Halo BCA Chat

About BCA

This section provides detailed information about the company.

Corporate

- Vision, Mission, and Values
- BCA Management
- BCA History
- Subsidiaries

Investor

- Stock Information
- Financial Statements & Presentations
- Investor News
- BCA Rating

Governance

- ACGS, GCG Policy and Report
- Company Deed
- Organizational Structure
- Corporate Action
- BCA Whistleblowing
- Other Information

Sustainability

- Commitment to Sustainability
- Sustainable Banking
- Sustainable Culture
- Creating and Giving Value
- Sustainability Report
- Policies, Standards, & Certifications

CSR

- CSR (Bakti BCA)
- Corporate Social Responsibility

Media & Research

- News and Features
- Pressroom
- Social Media
- BCA Economic Research
- Economic Research Reports

Business

Information on banking products, services and solutions to meet business needs (<https://www.bca.co.id/id/bisnis>)

Business Products

- Business Savings
- Business Receivables
- Business Loans
- Business Credit Cards

Business Solutions

- Cash Management
- API
- Program Promosi BCA

Business Services

- e-Banking Business
- Banking Services
- Treasury and Custodian

BCA eRate Currencies

Chat

- Halo BCA Chat

Career

Information on working environment, career opportunities and other information about careers at BCA.

Daily Activities

Career

Magang Bakti

BCA Scholarships

Info & Article

Additionally, BCA's website offers a Halo BCA service which enables communication through chat media should there be inquiries regarding BCA's products or services or if feedback is needed for the Bank. Please get in touch with the following for more information regarding BCA:

Corporate Secretary & Communications Division

- Corporate Communication
 - Investor Relations
 - Environment, Sustainability, Government
- Menara BCA - Grand Indonesia 20th Fl.
Jl. M.H. Thamrin No.1, Jakarta 10310, Indonesia

Tel. (62 21) 2358 8000
Fax. (62 21) 2358 8300
E-mail : corcom_BCA@bca.co.id
investor_relations@bca.co.id
corporate_governance@bca.co.id

Management Discussion and Analysis

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Business Segment Performance Overview

Transaction Banking

In 2022, the convenience transactions through various digital channels supported 10.4% growth in CASA funds reaching Rp844.3 trillion, accounting for 81.9% of total third party funds.

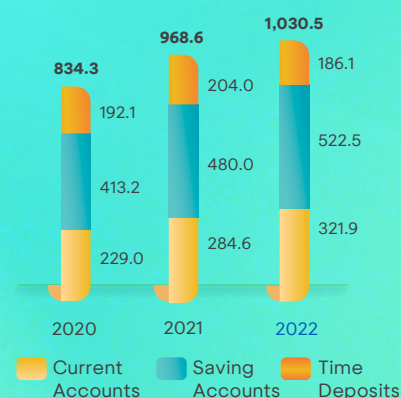
Total transaction volume recorded an all-time-high, increasing 36.0% YoY to 22.3 billion transactions, with mobile banking and internet banking contributing 89.9% of all transactions. This was in line with the growth in number of accounts, with 6.2 million new accounts in 2022 contributing to a total of 34.7 million accounts as of December 2022.

Transaction Banking continues to evolve, enabling customers to make safer, faster, and more convenient transactions. BCA offers a hybrid banking concept to serve customer needs both online and offline. The Bank collaborates with strategic partners and continues to invest in various digital innovations investments to expand the business ecosystem.

Number of Transaction Growth (YoY)

36.0 %

Third Party Funds Composition (in trillion Rupiah)



Corporate Banking

Corporate banking became the key driver of BCA's overall loan growth along with the aftermath of the COVID-19 pandemic and the recovery of business activity. The Corporate Banking loan portfolio grew 11.8% or Rp33.7 trillion, reaching Rp319.3 trillion in 2022. This growth was attributable to investment loans, mainly from the property and construction, forest products and forestry and information technology industries. Meanwhile, working capital loan growth came from plantation & agriculture, infrastructure for transportation, and telecommunication.

BCA seeks to expand corporate lending to various industries, to explore prospective industries, and to select quality debtors from each industry with solid track records in their respective fields.

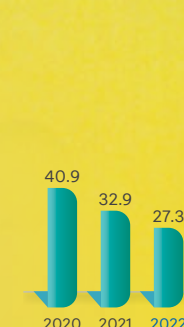
Corporate Loan Portfolio Growth (YoY)

11.8 %

Corporate Loan Portfolio (in trillion Rupiah)



LAR - Corporate (in trillion Rupiah)



Commercial & SME Banking

In 2022, the Commercial and SME credit portfolio grew 9.9%, reaching Rp209.2 trillion. BCA continues to develop and enhance credit infrastructure to support quality growth. BCA added Micro, Small and Medium Enterprises (Sentra UMKM) in 17 cities to ensure productive and efficient credit processing. In addition, various products and programs are continuously developed, such as multipurpose loans, BCA merchant financing, and partnership loans.

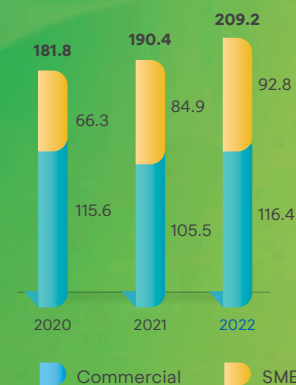
BCA strives to provide the best solutions to suit customer needs and improve the banking experience through communication and strong customer relationship activities.

Commercial & SME Loan Portfolio Growth (YoY)

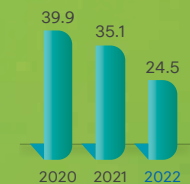
9.9 %



Commercial & SME Loan Portfolio (in trillion Rupiah)



LAR - Commercial & SME (in trillion Rupiah)



Individual Banking

In support of the recovery of the country's business activity, BCA hosted various strategic events in 2022, including two BCA Expos and BCA Wealth Summit 2022. These efforts contributed to the Bank's performance, as evidenced by over Rp30 trillion applications generated for mortgages and vehicle financing.

Having large and well-established customer base, Individual Banking continuously deepens and develops the quality of its individual customers through customer segmentation and behavioral analyses based on data analytics to offer suitable solutions according to customer preferences.

In 2022, Individual Banking has served more than 27 million customers, growing 22% from 2021.

Consumer Loan Portfolio Growth (YoY)

12.6 %

Consumer Loan by Product (in trillion Rupiah)

	2020	2021	2022	Increase/(decrease) 2022	
				Nominal	%
Mortgage	90.1	97.5	108.3	10.8	11.0%
Vehicle	32.7	31.9	37.4	5.5	17.3%
Credit Card	11.5	12.1	13.8	1.6	13.4%
Total	134.4	141.5	159.4	17.9	12.6%

LAR - Consumer (in trillion Rupiah)



Transaction Banking



Transaction Banking continues to innovate in a consistent, collaborative and customer-oriented manner, placing BCA in a solid position for sustainable growth



Transaction Banking in 2022

CASA

 **Rp 844.3**
trillion

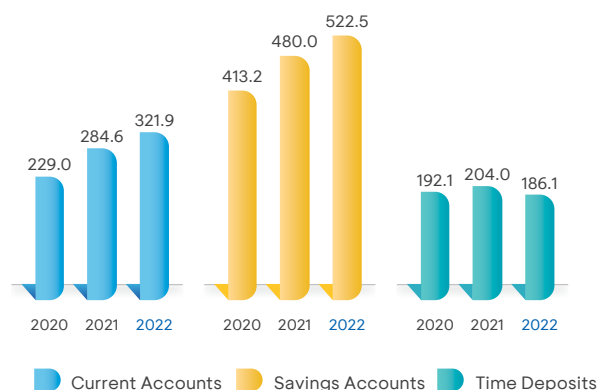
Number of Transactions Growth (YoY)

 **36.0 %**



Third Party Funds

(in trillion Rupiah)



Increasingly dynamic technological developments and digital shifts due to pandemic, have accelerated consumer adoption of technology in various aspects of their life. These also impact daily business activities of customers. BCA continues to prepare human resources, technology, processes, and customer education in an integrated manner, so that digital transformation can be adopted efficiently and optimally. BCA explores collaboration opportunities with various ecosystems, to ensure integration, connectivity, and ease of customer transactions.

ADVANCEMENT OF TRANSACTION BANKING THROUGH DIGITALIZATION

Besides enabling consumers to make safer, faster, and more convenient transactions, BCA Transaction Banking continuously adapts to improve its customers' experience. BCA offers access to transactions across various channels, platforms and ecosystems, by simplifying processes and increasing connectivity, while still prioritizing transaction security.



In the recent years, mobile banking and internet banking transactions have consistently outgrown those through ATMs and branches. Anticipating these developments, BCA keeps on improving smartphone application. Since its launch in 2021, myBCA has undergone various updates, from security and features to convenience. In 2022, BCA added new myBCA features, such as face biometric login access, bill payments, QRIS payments, investments, and credit. However, understanding the spectrum of BCA's customers from various generations, customers may still use BCA mobile banking (m-BCA). These two applications complement each other in providing services tailored to customer preferences and needs.

To support the Government's plan for a more inclusive and interconnected payment system, BCA has implemented BI-FAST services on its various digital channels. With BI-FAST, customers can make real-time inter-bank transfers at a more affordable cost. BI-FAST has been

applied in stages across all existing channels, starting with ATMs, m-BCA, and Internet Banking. In the third quarter of 2022, BCA launched the QR Cross Border feature, which allows customers to make payments overseas using m-BCA. Currently, QR Cross Border serves transactions in Thailand, and in the future, it will continue to be developed with other countries.

Transaction growth relies on continuous improvements to the transaction banking infrastructure, both offline and online, and in various segments. In particular, the MSME segment, which previously dealt predominantly in cash transactions. To speed up the process of procuring payment settlement infrastructure such as EDC, APOS, and QRIS, BCA continues to develop its merchant BCA. Apart from assisting merchants in installation requests, merchant BCA can also assist businesses in monitoring sales in real time, submitting complaints, and in other features.



BUSINESS REVIEW

Transaction Banking

CONTINUOUS MULTI-CHANNEL INTEGRATION

In 2022, digital transactions trend continued to dominate, making up 99.5% of total transactions amounted to 22.3 billion transactions. Mobile banking and internet banking contributed to 89.9% of total transactions. On the other hand, ATMs and branches also continue to record growth, with transactions growing by 9.5% YoY.

BCA continues to develop the role of its branches to serve variety of banking needs, both simple and complex, through the concept of future branch transformation. Going forward, branches will be equipped with various digital machines, to better serve customers and meet their diverse and dynamic transaction needs.

BCA ATMs continue to improve their capabilities, especially for cash withdrawal services. Currently, cardless cash withdrawals and deposits became a preferred feature for customers and drive transaction growth ever further. To optimize ATM capabilities, BCA continues to develop partnerships with various parties, for example with OVO and DANA. Nowadays, OVO and DANA application users can withdraw cash at BCA ATMs.

Apart from digital and branch interaction, there is still a need for interactive services in various media for 24/7. Halo BCA is now accessible through different platforms. Besides of phone calls, Halo BCA can now be accessed via chat, email, social media, and video banking services. Halo BCA, functions as BCA's digital service center, plays an important role in BCA's digital transformation process, especially in terms of digital service processes.

As the main source of information regarding BCA products, services and marketing programs, the BCA website, www.bca.co.id, continues to undergo development. This development provides a seamless experience, starting from easy access to get the latest information, to the process of acquiring and cross-selling various BCA products. In 2022, customers can apply credit card through the revamped webform that are linked to BCA's website. The process provides easier and faster experiences to customers.

TRANSACTION BANKING SOLUTIONS

The trend of using smartphone for payment continues to rise, both through QR and NFC technology. In Indonesia, as encouraged by the government, QRIS has been increasingly popular and widely used for its ease of use and speed of transactions. BCA continues to expand its

Number of Distribution Channels (unit)

	2022	2021	2020
Number of Branches	1,247	1,242	1,248
Number of ATMs	18,268	18,034	17,623

Delivery Channels Transactions

	2022		2021		2020		Increase / (decrease) 2022		Increase / (decrease) 2021	
	Total	Composition	Total	Composition	Total	Composition	Total	%	Total	%
Branch										
Number of Transactions (in million)	101	0.5%	105	0.6%	120	1.0%	(4)	-4.0%	(16)	-12.9%
Transaction Value (in trillion Rupiah)	14,055	35.8%	13,127	38.1%	12,443	43.7%	928	7.1%	682	5.5%
ATM										
Number of Transactions (in million)	2,156	9.7%	1,957	11.9%	1,862	16.1%	199	10.2%	95	5.1%
Transaction Value (in trillion Rupiah)	2,245	5.7%	2,145	6.2%	2,020	7.1%	100	4.7%	125	6.2%
Mobile Banking										
Number of Transactions (in million)	15,205	68.1%	10,109	61.6%	6,321	54.7%	5,096	50.4%	3,788	59.9%
Transaction Value (in trillion Rupiah)	5,460	13.9%	4,049	11.8%	2,693	9.5%	1,411	34.9%	1,356	50.4%
Internet Banking										
Number of Transactions (in million)	4,874	21.8%	4,252	25.9%	3,264	28.2%	622	14.6%	988	30.3%
Transaction Value (in trillion Rupiah)	17,471	44.5%	15,118	43.9%	11,308	39.7%	2,353	15.6%	3,810	33.7%
Total										
Number of Transactions (in million)	22,336	100.0%	16,423	100.0%	11,567	100.0%	5,913	36.0%	4,856	42.0%
Transaction Value (in trillion Rupiah)	39,231	100.0%	34,439	100.0%	28,466	100.0%	4,792	13.9%	5,973	21.0%



payment acceptance network through QRIS. The growth of transactions through QRIS by BCA customers has driven an increase in payment transactions by 418.5% yoy in December 2022, reaching 216.3 million transaction or equivalent to Rp31.1 trillion.

Although the development of cardless payment instruments continue to increase, the use of physical cards for payment still dominates. In 2022, contactless technology for credit cards was implemented, and transactions continue to grow in line with their wider acceptance and use, especially at various strategic merchants.

BCA began to consistently carry out hybrid marketing, adjusting with the new normal condition. Several major events such as the BCA Expoversary, UMKM Fest and Wealth Summit have been conducted in both offline and online formats, to strengthen BCA's trust and add value to customers, creating a high level of loyalty. Other collaborations include: Big Bad Wolf, Jakarta Sneaker's Day, Astindo, BCA SQ Travel Fair, and others.

BCA continues to conduct education and marketing program through synergies with various community. Several comprehensive programs have been implemented so that BCA can grow together with customers. For

example, BCA continues to support the 'Bangga Lokal' movement, by synergistically providing added value among fellow MSMEs.

FUTURE PLAN

Going forward, the development of Transaction Banking will be heavily influenced by regulations, technological advances, lifestyle changes, and the dynamics of the banking industry. Therefore, the development of BCA Transaction Banking cannot be separated from the 2025 Indonesian Payment System Blueprint (BSPI), which encourage integration, interconnection, interoperability, security, and reliability of infrastructure. BCA is committed to further develop BI-FAST, SNAP, UPI, QRIS and other initiatives from regulators to contribute to the realization of these shared goals.

In order to support the product development and marketing, BCA will continue to communicate educational and promotional programs to reach various customer segments and profiles. Customer education is an integral part of the digital transformation carried out by BCA in order to increase public awareness and protect consumers from various modes of crime, including cyber-crime.

Corporate Banking



BCA seeks to expand corporate lending, explores new industries with good prospect, and selects quality debtors



Corporate Banking in 2022

Corporate Loan Portfolio

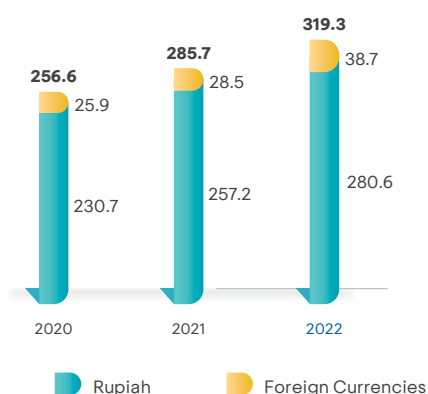


Corporate Loan growth (YoY)



Corporate Loan Portfolio

(in trillion Rupiah)



As conditions in the aftermath of the COVID-19 pandemic continued to improve, business activity increased, accelerating the national economic recovery. This activity is reflected in the Corporate Banking loan portfolio, which grew 11.8% or Rp33.7 trillion reaching Rp319.3 trillion in 2022 and a rapid increase start from second quarter. The growth was contributed by investment loan by 46%, mainly from the property & construction, forest products & forestry, and information technology industries. This is in line with the improving investment environment and increasing demand for credit. Going forward, BCA is committed to continuing to maintain investment credit growth amidst the various challenges ahead. Meanwhile, working capital loans contributed 54% of the total credit growth from plantation & agriculture, infrastructure for transportation, and telecommunication. As of December 2022, Corporate CASA funds grew to Rp57.5 trillion, with a total of 2,156 corporate customers, 780 of whom were debtors.



In supporting the corporate debtor business, BCA positions itself as a reliable partner while still implementing the principle of prudence. To achieve credit growth while managing concentration risk, BCA seeks to expand corporate lending to various industries with good prospects, and select quality debtors from each sector with solid track record in their respective fields. This approach is intended to maintain the quality of BCA's loan portfolio, despite disruptions to the performance that may happen to some industrial sectors. In 2022, BCA extended loans to several new debtors in the nickel, vegetable/animal oil and livestock, fisheries and production facilities industries with a value more than Rp2 trillion.

MAINTAINING CREDIT QUALITY

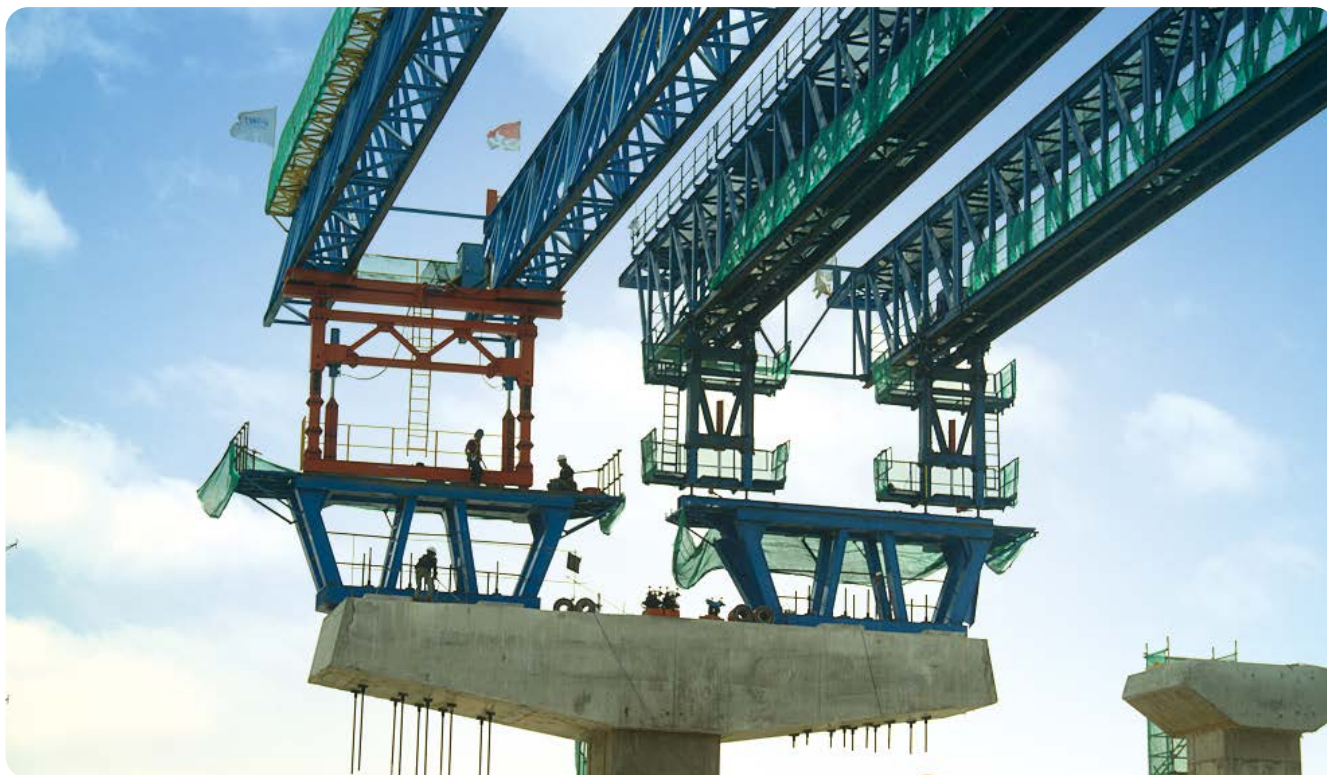
Throughout 2022, BCA continued to support debtors that required further restructuring by offering restructuring schemes in the form of principal payment or interest payment rescheduling, interest reductions, or a combination of the three.

As of December 2022, restructured loans in the corporate segment reached Rp26.6 trillion, decreased from the previous year. The restructuring was effective and helped the debtor's business recovery. It is reflected in credit back to normal amounted to Rp6.7 trillion, mainly from property and construction as well as automotive and building material sectors. This brought the corporate loan at risk (LAR) ratio improve from 11.5% to 8.6% and non-performing loans (NPL) from 2.8% to 2.0%.



BUSINESS REVIEW

Corporate Banking



COMPREHENSIVE SOLUTIONS FOR CORPORATE CUSTOMERS

BCA is supported by a team of experienced Relationship Managers, who use a customer-centric approach to meet the needs of corporate customers from various industrial sectors.

BCA strives to optimize the flow of corporate customer funds by implementing the solutions/features they most require. The acceleration of digitalization that was triggered during the COVID-19 pandemic continues to this day.

Corporate Banking focused on four industries in 2022, namely healthcare, logistics, e-commerce, and building materials. In addition, Corporate Banking is also exploring a new industry in the retail sector, FMCG (Fast-Moving Consumer Goods). The Bank also continues cooperation and collaboration with corporate customers by integrating features with their ecosystems through payment, Virtual Account, direct debits, corporate payroll, supply chain financing, loan channeling, and others.

SYNDICATED LOANS TO SUPPORT INFRASTRUCTURE DEVELOPMENT

BCA is committed to support infrastructure development in Indonesia by channeling syndicated loans for refinancing, acquisitions and business development to the toll road infrastructure, mining, smelter, oil, agriculture and food, telecommunication, banking, sea transportation services, livestock, property, and pulp & paper sectors.

Throughout 2022, BCA participated in a syndicated loan of Rp126.5 trillion, with an underwriting value of Rp26.8 trillion. In this syndicated loan, BCA contributed Rp24.9 trillion, increased 59% year-on-year. Due to its role as arranger, underwriter, syndicated participant and agent, BCA was able to obtain fee-based income of Rp301.4 billion in 2022, an increase of more than 45% from 2021. Fee-based income in 2022 exceeded the highest fee-based income recorded before the COVID-19 pandemic.

FUTURE PLAN

Corporate Banking will continue to focus on several industrial sectors that show strong potential, such as health, transportation and logistics, e-commerce, building materials, and FMCG. BCA will also continue to collaborate with corporate customers by utilizing the Bank's digital platform, expanding corporate payroll customers, and strengthening cash management platform services for corporate customers, including through VIP transfers, multi-currency accounts, and collection engine development.

The development of the digital banking ecosystem is expected to build closer relationships with customers, so that BCA can provide more comprehensive financial solutions. In terms of lending, corporate banking will maintain the LAR ratio and the level of adequacy of liquidity as well as increase credit growth through various credit programs and refinancing programs with competitive interest rates.

BUSINESS REVIEW

Commercial and Small & Medium Enterprise (SME) Banking



BCA provides comprehensive solutions for Commercial and SME customers in the form of credit facilities and various other services, such as education, guidance and support, business matching, and development of a digital ecosystem



Commercial & SME Banking in 2022

Commercial & SME Loan Portfolio



Rp 209.2
trillion

Commercial & SME Loan Portfolio (YoY)

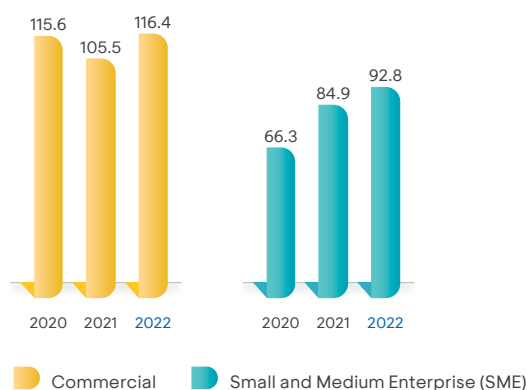


9.9 %



Commercial & SME Loan Portfolio

(in trillion Rupiah)



The 2022 global economic landscape was impacted by a number of challenges, including geopolitical conflict, an energy crisis and the resultant rising inflation, and aggressive interest rate increases by central banks. Despite this widespread uncertainty, the Indonesian economy achieved relatively positive growth. Moreover, the high energy prices provided a catalyst for local economic recovery and drove business activities, including in Commercial and SME segments.

Given these circumstances, BCA continued supporting the needs of Commercial and SME customers, both in lending and providing a variety of services, such as education, support and guidance, business matching, and provision of e-commerce platforms. The services are intended to deliver a comprehensive set of solutions for business customers.

In 2022, the Commercial and SME credit portfolio experienced a growth of 12.4%, reaching Rp353.7 trillion. Credit utilization at 59.2% with outstanding loans at a



value of Rp209.2 trillion, though this rose by 9.9% from the previous year.

GROWTH IN QUALITY CREDIT

Regarding credit disbursement, BCA adheres to the prudent lending principle, focusing on quality customers with consideration to their needs, size of business, and business prospects. BCA offers financing solutions in the form of working capital loans and investment loans with a borrowing limit of Rp30 billion for SME customers and Rp500 billion for Commercial customers.

BCA continues to develop and enhance credit support infrastructure to support quality credit growth. In 2022, BCA has added Micro, Small and Medium Enterprises Centers (Sentra UMKM) in 17 cities to ensure a productive and efficient credit processing. In addition, various products and programs are continuously being developed, such as multipurpose loans, BCA merchant financing, and partnership loans.

To encourage credit usage, BCA provides various product with a variety of terms and competitive interest rates for businesses. These products are developed through value chains, with a focus on the business communities and sectors in which BCA has a competitive advantage.

In supporting the Government's programs related to educating and extending credit to MSMEs, BCA collaborates with various financial and non-financial institutions such as Embassies, Ministry of Trade, Ministry of Corporations and SMEs, Fintech, and other institutions with the competence, expertise, and established infrastructure for their respective segments.

BCA continuously supports the Government in MSME financing, as reflected in the Macroprudential Inclusive Financing (RPIM) Ratio that reaching 20.4% by December 2022. The RPIM was majority contributed by direct and supply chain financing, while the remainings were fulfilled by financial service institutions, business service agencies and business entities financings as well as



BUSINESS REVIEW

Commercial and Small & Medium Enterprise (SME) Banking

Inclusive Financing Securities (SPBI). In addition, BCA also organized special programs for women's MSMEs and for the green taxonomy initiative to support the Environmental, Social, and Governance (ESG) goals.

To maintain sound loan portfolio quality, the Bank regularly performs credit monitoring, especially for restructured loans. Total Commercial & SME loans that were restructured improved from Rp32.7 trillion in 2021 to Rp22.4 trillion in 2022, or 10.7% of total Commercial and SME loans. As of December 2022, the Commercial & SME Loan at Risk (LAR) position improved to 11.7% compared to last year's 18.4% with an NPL of 1.7%.

FOCUS ON CUSTOMER ENGAGEMENT

BCA strives to provide the best solutions to suit customer needs and improve customers' banking experience through communication and relationship management through various activities.

One of the activities in 2022 is The UMKM Fest. This activity conducted in a hybrid format and involved 39 branches. BCA cooperated with e-commerce businesses to promote MSME products. Participants were around 1,195 MSMEs under the assistance of Bank Indonesia, various Ministries, BCA, and other communities, offering a variety of products, including food, clothing, and health products. The UMKM Fest also provided coaching through webinars on topics related to MSME business development, which were attended by nearly 90,000 participants. In addition, 86 export-oriented sellers participated in business matching activities with 12 countries, receiving support from PT Pos Indonesia as a logistics partner.

INNOVATIONS IN CASH MANAGEMENT

Various business developments and innovations in Cash Management services are continuously carried out to meet growing customer needs. BCA Cash Management implemented various strategies, which are building, such as building a digital ecosystem through the Open Banking API and Payroll Business, deepening & expanding the business community, developing solutions that suit customer needs, and increasing customer engagement and people excellence. In addition, BCA Cash Management utilizes big data, data analytics and business intelligence to support business decisions, and expands collaboration through digital strategic partnerships as a form of value-added services.

The use of digital platforms through Virtual Account Online solutions and Application Programming Interface (API) has driven a rapid increase in transactions in the BCA digital ecosystem.

Business transactions of BCA's Commercial & SME customers through cash management services have contributed significantly to the growth of Third Party Funds. As of December 2022, Third Party Funds from the Commercial & SME segments grew 11.0% YoY to Rp250.8 trillion. Meanwhile, the number of transactions in this segment grew 55% YoY to 3.2 billion transactions, with transaction value growing 33% YoY to more than Rp27,000 trillion.

BCA grows along with the Indonesian capital market through the opening of almost 3 million RDN accounts as of December 2022. Various developments are continued to support the needs of the capital market community, including the development of a 24x7 RDN deposit service via switching (BI-FAST) and the expansion of partnerships in RDN BCA account opening for regional securities companies and securities companies that work with remote trading mediators (IDXSTI). In addition, BCA also did RDN account acquisition programs and other engagement activities with customers such as webinars and customer gatherings.

In 2022, BCA expanded the integration of EduApps with the BCA payment system to a number of private schools in Indonesia.

In the public service sector, BCA collaborates with strategic partners for BPJS Employment and BPJS Health payments. In 2022, this collaboration reactivated the BCA autodebit registration service for paying BPJS Health premiums offline through BPJS Kesehatan branch offices. BCA has also expanded the scope of cooperation for receiving water utility (PDAM), land and building tax (PBB), and regional tax payments to various municipalities and regencies.

In an effort to increase Payroll penetration, in 2022 BCA organized a Payroll BCA benefit program and explored strategic partnerships with various supporting digital platforms, including accounting and HR platforms. In addition, BCA also collaborates with a legal service application provider for customers who are about to open a business entity or who require other legal consultations as a value-added service for Payroll BCA customers.



FUTURE PLAN

BCA will implement Commercial and SME Banking plans and strategies through selected key initiatives such as increasing the quantity and quality of relationship managers, accelerating debtor penetration of business customers, and channeling credit to leading economic sectors in each region. BCA will continue to improve the loan disbursement process through automation, integration and simplification, while always prioritizing the prudential principle.

In the Cash Management business, BCA will expand collaborations through digital strategic partnerships, as a form of value-added services, to create a seamless ecosystem that will ensure convenient transactions for customers. BCA will also increase penetration of BCA payroll by developing integration of BCA payroll features with strategic partners' digital platforms, as well as providing payroll benefit programs for the companies and employees of BCA payroll customers.

Individual Banking



BCA remains a reliable and trusted bank for customers, as reflected in the performance of Individual Banking that serving more than 27 million customers



Individual Banking in 2022

Consumer Loan Portfolio

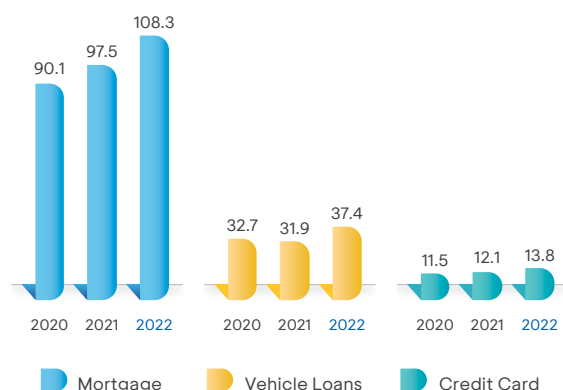


Number of Accounts Growth (YoY)



Consumer Loans Portfolio

(in trillion Rupiah)



Domestic economic activity continued to show gradual improvement during 2022 and encouraged growth in Individual Banking. With its large and well-established customer base, Individual Banking made efforts to deepen and develop the quality of its individual customers through customer segmentation, as well as behavioral analyses based on data analytics. Personalization and digitization played important roles in making offers to customers, allowing them to be executed automatically and accurately according to customer preferences.

As of the end of 2022, Individual Banking has served more than 27 million customers, growing by 22% from 2021. This growth was supported by online account opening, which attributable for more than 60% of the total BCA account growth. In 2022, Third Party Funds grew by 6.4%, where CASA increased by 10.4% (YoY) and contributed 81.9% of the Bank's total third party funds.



BCA SOLITAIRE & PRIORITAS

For more than a decade, BCA has offered exclusive BCA Solitaire and Prioritas banking services for High Net Worth Individual (HNWI) and Affluent customers. This service provides various advantages, ranging from excellent products and services to special communication platforms, as well as specialized branch office services and exclusive lounges.

BCA Prioritas banking services are available in 182 branches across Indonesia and online, supported by specially trained Bank staff, including a 24-hour call center service through Halo BCA Prioritas. For Solitaire customers, BCA provides two BCA Solitaire lounges in premium locations in Jakarta, which can be used for business needs and banking transactions. Relationship Officers stationed in the BCA Solitaire lounge are ready to assist customers in providing quality banking solutions and services.

In the midst of the COVID-19 pandemic, BCA strived to maintain comfort for its customers by ensuring the continuous provision of Solitaire and Prioritas services. Adjustments and developments continue to be made, including the use of digital technology. For millennial customers, Individual Banking builds a 2nd generation customer community, the BCA Young Community, holding various events with interesting and inspiring topics, and providing special benefits through the millennial solution program.

Furthermore, BCA collaborates with trusted partners to provide special programs for customers in the fields of health, education, business networking, travel and lifestyle. The Bank also provides an interactive communication network through the Prioritas website to ensure customers have access to up-to-date banking information.



BUSINESS REVIEW

Individual Banking



MORTGAGES

In 2022, BCA recorded solid growth in mortgages, with a portfolio of Rp108.3 trillion, a growth of 11.0% YoY as of December 2022. Government policies also contributed to growth in the property sector. LTV relaxation, gradual disbursement of pivot properties with developers, as well as VAT incentives borne by the government for house purchases until the end of September 2022 were some of the external factors that supported the increase in BCA's mortgage portfolio.

Along with the return of community activities, BCA again held hybrid expos, combining offline events with online access, namely the BCA Expoversary Hybrid 2022 and BCA Expo Hybrid 2022. These events helped BCA to meet the needs of the community during economic and social recovery from the pandemic. The total number of mortgage applications that came from the two expos reached more than Rp31 trillion, a testament to the community's enthusiasm for the events.

The BCA Mortgages team consistently monitors the quality of mortgage loans and successfully maintained the NPL level at 0.8% up to December 2022.

As a market leader in the non-subsidized mortgage industry, BCA continues to develop its digital service infrastructure and data-analytic capabilities for marketing and credit processing. Supported by a strong customer database, this strategic move is expected to become the new standard in the post-pandemic and digital era. BCA is optimistic that prospects for the property sector are even greater for the coming years considering that the housing backlog is still significant, as well as the increasing workforce, mortgage financing is still the people's main choice.

VEHICLE LOANS

In 2022, the distribution of BCA Vehicle Loan (KKB) showed improvement. Compared to the decline over the previous two years, in 2022 Vehicle Loan grew by 17.3% YoY. This achievement was inseparable from the incentives for luxury goods tax (PPnBM) provided by the government, as well as the easing on down payments by Bank Indonesia. These various policies stimulated demand for four-wheeled and two-wheeled vehicles, as well as increasing demand for financing. BCA continues to strengthen partnerships with dealers and showrooms in collaboration

with BCA Finance (BCAF) and BCA Multi Finance (BCAMF), to offer motor vehicle financing. BCAF and BCAMF have also developed a mobile application to provide vehicle financing information, which is integrated with the Halo BCA call center.

BCA Vehicle Loan has collaborated with various well-known car brands and more than 400 car dealers from all over Indonesia. In 2022, BCA held two hybrid expo events.

In 2022, the total distribution of new bookings increased 35% to Rp29.3 trillion compared to Rp21.7 trillion in 2021. Going forward, BCA will continue to develop vehicle financing through strong synergies and partnerships with subsidiaries and leading industry players.

CREDIT CARDS

BCA is one of the leading credit card providers in Indonesia, and the only bank in Indonesia that offers proprietary cards on its local private label, which is not affiliated with other local or international networks. To increase its capabilities, BCA periodically carries out a number of strategic initiatives, as well as credit card cooperation with various international principals such as Visa, Mastercard, AMEX, JCB and UnionPay as well as co-brand collaboration with various e-commerce platforms.

In 2022, the implementation of contactless credit cards began. Transactions continue to grow in line with wider acceptance, continuous education and attractive promotions, especially at various strategic merchants.

BCA recorded credit card transactions amounting to Rp146.1 trillion, a growth of 47.7% YoY in 2022. BCA's credit card market share reached more than 28%, up from the previous year 24.7%.

WEALTH MANAGEMENT

BCA always strives to improve products, investment and insurance services through bancassurance partnerships, in line with developing customer needs for Wealth Management products. In 2022, BCA customers were able to conduct investment transactions through the myBCA digital platform, with Welma, BCA's wealth management application, integrated into this platform.

In addition, BCA presents a series of investment educational events for mutual funds and bond products

through various webinars and customer gatherings and provides monthly market updates through BCA House View. In addition, BCA also organizes various related CSR activities, including working with AIA's insurance partner company in the form of administering a COVID-19 booster vaccine in Jakarta.

With a strong commitment to presenting the best wealth solutions for customers, for the first time BCA held the offline Wealth Summit, which was attended by more than 1,500 customers. In order to reach a wider range of customers, the Wealth Summit was extended with online access, through the website wealthsummit.bca.co.id. This online summit was attended by more than 1 million visitors. The event was able to provide broader insights for the public and customers, especially regarding the latest topics around wealth management: from wealth protection, wealth accumulation to wealth transfers. Presentations were delivered by more than 60 trusted sources in their fields, including from partner companies, both from within and outside the country.

By the end of 2022, BCA managed to achieve a total asset under management (AUM) of Rp123.6 trillion, an increase of 58% YoY.

During the economic recovery period, the convenience of digital transactions remain the main attraction for the public. Therefore, BCA keeps improve digital wealth management features in order to reach more customers. BCA will also continue to improve Wealth Management services for premium BCA customers, including working with trusted partners to provide consulting services related to Wealth Transfers in relationships across generations of customers

FUTURE PLAN

With an increasing customer base, Individual Banking will focus on deepening its understanding of customer behavior, especially for the Mass segment, as well as identifying customers who have high potential. With these various efforts, BCA remains optimistic that we are "Still Relevant Across Generation" for all of its customers. These efforts are supported by providing solutions according to customer needs, by collaborating with product managers and subsidiaries, strengthening relationships through both PIC and digital channels, and continuously developing the tools used by PIC Relationships.

Treasury and International Banking



BCA manages to optimize liquidity with calculated risks, as well as provides convenient, trusted, and reliable treasury and international banking solutions



Treasury and International Banking in 2022

Investment Funds Managed by Treasury (Treasury Portfolio)

 **Rp 424.5**
trillion

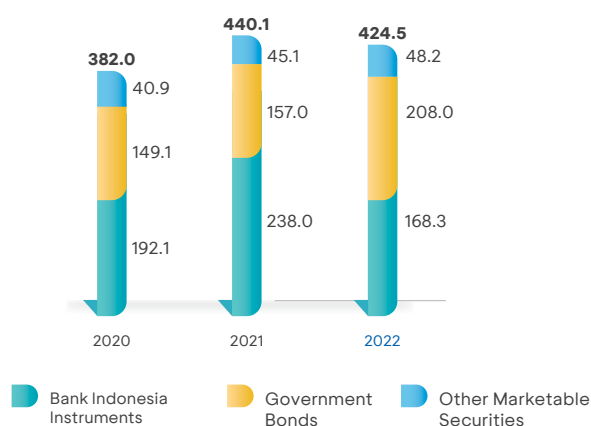
Composition to Total Assets

 **32.3 %**



Treasury Portfolio

(in trillion Rupiah)



TREASURY BANKING

BCA Treasury Banking has two main functions, namely managing bank liquidity in a prudent manner and providing Treasury Banking solutions to meet the needs of individual and corporate customers and financial institutions. Treasury Banking solutions include foreign exchange products, capital market products, money market products, hedging products, custodial services, and other financial products.

LIQUIDITY MANAGEMENT

Global macroeconomic conditions in 2022 were marked by the trend of increasing interest rates by central banks all around the globe in their efforts to mitigate soaring inflation. The United States Central Bank, The Fed, raised the Fed Fund Rate (FFR) interest rate by 425bps throughout 2022. This policy strengthened the US Dollar



against almost all other currencies in the world, one such currency was the Rupiah, which weakened 10.3% against the USD. Responding to the Fed's increased interest rate, Bank Indonesia took the front loaded, pre-emptive and proactive forward looking step of raising the BI-7 Day Reverse Repo Rate (BI7DRR) by 200bps throughout 2022.

Throughout 2022, Bank Indonesia increased the Rupiah Reserve Requirement (GWM) for Conventional Commercial Banks by 550bps to 9.0%. BCA's liquidity conditions remained adequate with these changes. As of December 2022, overall investment funds managed by Treasury BCA amounted to Rp424.5 trillion. Treasury Investments represent 32.3% of BCA's total assets. Seeing the trend of rising interest rates, BCA Treasury prioritized placements that offer the best returns with calculated risks, such as Bank Indonesia instruments, government securities, and corporate securities bonds.

TREASURY BANKING SOLUTIONS

BCA Treasury collaborates with other work units and branches to provide attractive Treasury banking solutions for customers, including hedging solutions and investment alternatives. These solutions include FX Forward, FX Swap, Interest Rate Swap, Cross Currency Swap, Call Spread Option, Time Deposit Money Market, and Dual Currency Investment.

BCA Treasury offers hedging solutions based on risk-free reference rates, such as SOFR (Secured Overnight Financing Rate), following the discontinuation of the LIBOR interest rate. In addition, BCA Treasury has developed digital innovations in foreign exchange transactions and bond transactions for individual, corporate and financial institution customers.



BUSINESS REVIEW

Treasury and International Banking

BCA also offers custodial services for customers whose assets are administered in the form of stocks, government bonds, and corporate bonds, and mutual fund deposits, as well as fund management contracts in Rupiah and foreign currencies. In 2022, total assets administered by the BCA Custodian amounted to Rp265 trillion, with more than 202,000 securities accounts.

INTERNATIONAL BANKING

BCA provides various international banking services, such as cross border remittances, trade finance and other services for banks and financial institutions. BCA is committed to continuously improving International Banking products and services in line with global developments and customer needs.

TRADE FINANCE SERVICES

In line with positive national economic growth and increasing domestic trade in 2022, BCA managed to record more than 14% growth in Trade Finance transactions compared to the previous year.

BCA continues to innovate and develop Trade Finance business initiatives to provide added value for customers and provide convenient, trusted and reliable services. Responding to the needs of the digital era, BCA has developed a Bank Guarantee (BG) Checking service, which helps recipients to verify Bank Guarantees issued by BCA.

REMITTANCE SERVICES

In 2022, BCA's remittance volume transactions increased by more than 15% compared to 2021. In the midst of increasing public adoption of digital solutions, BCA continues to improve its e-channels to provide remittance services for individual and corporate customers. To facilitate the growth of online foreign exchange transactions, BCA has launched a new feature, namely the "Business Document" which simplifies the verification process of verifying underlying documents for customers' foreign currency purchases through KlikBCA Bisnis. The development of this digital solution e-channel contributed substantially to growth in remittance transaction volume of more than 50% compared to the previous year.

Regarding foreign currency payment services, BCA has carried out technology development initiatives to provide through services in the eBranch application, the web-based remittance application named RemittanceBCA, and also mobile banking. In addition, BCA supports government programs to maintain the stability of the Rupiah exchange rate through Local Currency Settlement (LCS) services. As one of the banks that has earned the trust of Bank Indonesia as an Appointed Cross Currency Dealer (ACCD), BCA can facilitate LCS transactions to Malaysia, Thailand, Japan and China.

FINANCIAL INSTITUTIONS GROUP

In order to provide excellent service to customers, BCA cooperates with various domestic and foreign financial institutions. BCA is taking steps to expand business cooperation with its partners in order to provide convenience for customers making transactions at the global level. Such steps include adding cross-border payment partners, accommodating counter guarantees or Standby LCs from and to other banks for guaranteeing customers' business needs from customers, and financing business with bilateral loan and trade finance schemes.

The expansion of cooperation between BCA and other financial institutions is inseparable from advancements in technology and developments to in products and services to meet evolving customer needs. Application Programming Interface (API) technology helps BCA partners to accommodate various business schemes and adapt them to their needs. Business referrals are also carried out by BCA for correspondent bank customers to provide financing offers and general banking services.

In the 2022 UMKM Fest, BCA engaged various stakeholders to connect MSME players with overseas importers. BCA also actively collaborates with potential banks with proven potential to help increase achieving more efficient national retail payment transactions through the BI-FAST feature.



FUTURE PLAN

BCA will continue to pursue various initiatives to develop Treasury and International Banking services to provide added value for customers and provide convenient, reliable and safe banking solutions.

Observing market developments and technological advancements, Treasury Banking will also continue to innovate by offering a wide variety of solutions and products to meet dynamic customer needs. Meanwhile, International Banking is committed to improving fund transfer services and offering a variety of solutions to suit current customer needs.



BUSINESS SUPPORT

Risk Management



Disciplined risk management practices form the cornerstone of the Bank's ability to navigate a dynamic business environment



BCA constantly updates its risk management policies to adhere to prevailing regulations and international best practices. Additionally, BCA continues to increase risk awareness through risk management training for all work units.

RISK MANAGEMENT FOCUS IN 2022

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

In 2022, BCA focused its risk management strategy on several main activities:

- Proactively providing credit restructuring for debtors affected by COVID-19 in accordance with the prevailing regulations. The restructuring scheme was tailored based on an analysis of debtors' conditions and needs. BCA also participated in the National Economic Recovery (PEN) program by channelling credit guarantees for MSMEs or non-MSMEs from government-appointed guarantors.
- Implementing PSAK 71 as a substitute for PSAK 55, concerning "Financial Instruments". This came into effect on January 1, 2020. Changes were mainly related to the classification and measurement of financial instruments, the use of expected losses in the calculation of any impairment of financial assets, and improvements to the accounting hedging model.
- Developing a digital version of the work guideline (PAKAR) for Corporate, Commercial, SME, Consumer loans and Credit Cards, as well as Interbank loans.
- Developing the Integrated Risk Management Information System (IRMIS) to support the preparation of BCA risk profile reports, integrated risk reports, and integrated capital adequacy reports.
- Conducting operational risk assessments for adjustments to work processes and development plans for products and services, as well as providing recommendations for mitigating risk and maintaining service, in accordance with regulatory provisions.
- Continuing to develop the necessary infrastructure for the calculation of Risk Weighted Assets (RWA) for Credit Risk and Operational Risk using a standardized approach that will be effectively implemented in January 2023, in accordance with regulatory provisions, with a trial report on the calculation of Credit RWA and Operational RWA submitted to OJK.
- Conducting market risk reviews on LIBOR discontinuity and the use of alternative reference rates (ARRs), and preparing a system that could accommodate derivative transactions using ARRs.

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

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

Credit Quality

In the face of the ongoing COVID-19 pandemic, BCA has issued several policies and regulations to maintain credit quality and support the PEN program, including the following:

1. Adjustments to the provisions on additional interest subsidies and relaxation of Micro Credit Program (Kredit Usaha Rakyat/KUR) impacted by COVID-19 as a follow-up to Regulation of the Coordinating Minister for Economic Affairs No.2 Year 2022 dated 19 January 2022 regarding Special Treatment for Micro Credit Program Debtors Affected by COVID-19 Pandemic
2. Provisions on credit guarantee on loans affected by COVID-19 in the context of the National Economic Recovery (PEN) program as a follow-up to Regulation of the Minister of Finance No. 27/PMK.08/2022 dated 29 March 2022 regarding Government Guarantee Procedures for Corporate Business through a Designated Guarantee Business Entity in the Context of Implementing the National Economic Recovery Program.
3. Provisions on credit guarantee on SME loans affected by COVID-19 in the context of the National Economic Recovery (PEN) program as a follow-up to Regulation of the Minister of Finance No. 28/PMK.08/2022 dated 30 March 2022 regarding Government Guarantee Procedures for Corporate Business through a Designated Guarantee Business Entity in the Context of Implementing the National Economic Recovery Program.

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



BCA implemented disciplined risk management to manage the non-performing loan ratio. In December 2022, the NPL was at 1.7%, lower than the previous year's 2.2%. This remained within the Bank's risk appetite, supported by the implementation of a credit relaxation policy according to POJK No. 11/POJK.03/2020, which allowed restructured loans affected by the pandemic to be categorized as Current for debtors who met the criteria.

In December 2022, restructured loans amounted to Rp62.2 trillion, down 24.6% compared to the figure in December 2021 of Rp82.5 trillion. The decline was mainly due to the restructuring of Current category loans, which declined by Rp19.0 trillion or 29.2% to Rp46.0 trillion. Total restructured loans represented 9% of BCA's total loan portfolio.

Restructured Loan Outstanding (non consolidated – in billion Rupiah)

	2022	2021	2020	Increase / (decrease) 2022		Increase / (decrease) 2021	
				Nominal	%	Nominal	%
Performing Loan	52,753	73,600	93,259	(20,847)	-28.3%	(19,659)	-21.1%
Current	45,966	64,918	88,005	(18,952)	-29.2%	(23,087)	-26.2%
Special Mention	6,787	8,682	5,254	(1,895)	-21.8%	3,428	65.2%
NPL	9,459	8,896	4,228	562	6.3%	4,668	110.4%
Substandard	1,386	1,302	1,620	84	6.5%	(318)	-19.6%
Doubtful	4,313	658	592	3,655	555.5%	66	11.1%
Loss	3,759	6,936	2,016	(3,177)	-45.8%	4,920	244.1%
Total Restructured Loan	62,212	82,496	97,487	(20,285)	-24.6%	(14,991)	-15.4%
Total Loan Portfolio	691,141	620,640	575,649	70,501	11.4%	44,991	7.8%
% Restructured Loans to Total Loans Portfolio	9.0%	13.3%	16.9%	n.a	-4.3%	n.a	-3.6%

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

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

	LAR (Nominal)			LAR (%)*			Δ LAR			
	2022	2021	2020	2022	2021	2020	Increase / (decrease) 2022		Increase / (decrease) 2021	
							Nominal	%	Nominal	%
Corporate	27,328	32,906	40,860	8.6%	11.5%	15.9%	(5,579)	-17.0%	(7,954)	-19.5%
Commercial & SME	24,467	35,090	39,865	11.7%	18.4%	21.9%	(10,623)	-30.3%	(4,775)	-12.0%
Consumer	17,579	22,825	27,741	10.8%	15.8%	20.2%	(5,246)	-23.0%	(4,916)	-17.7%
Total LAR	69,374	90,821	108,466	10.0%	14.6%	18.8%	(21,448)	-70.2%	(17,645)	-49.2%

* LAR nominal/respective loan portfolio

In December 2022, the total of BCA's LAR stood at Rp69.4 trillion or 10% of total loans, an improvement on the previous year's Rp90.8 trillion, with reductions visible in all segments. The improvement in LAR ratio was supported by a decrease in restructured loans in line with the reduction in COVID-19 cases, leading to increased personal mobility and a positive impact on the recovery of the business activity of certain debtors.

In December 2022, the Corporate Segment's LAR decreased by Rp5.6 trillion or 17.0% to Rp27.3 trillion, mainly from the tourism sector. The LAR in the Commercial & SME Segment decreased by Rp10.6 trillion or 30.3% to Rp24.5 trillion, with the largest decline coming from the building material and other construction related sector. Meanwhile, the LAR in the Consumer Segment decreased by Rp5.2 trillion or 23.0%.

BCA continues to monitor the condition of debtors who have restructured their loans and booked the provisions for impairment losses on assets of Rp4.5 trillion in December 2022, down 51.5% from 2021. In December 2022, credit provision was recorded at Rp33.9 trillion, which was considered adequate in anticipating the risk of bad credit.

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

	2022	2021	2020
Financial Services	7.4%	7.5%	8.5%
Plantation and Agriculture	7.2%	6.7%	7.3%
Properties and Construction	5.3%	5.0%	5.3%
Building Material and Other Construction Related	5.3%	5.9%	6.1%
Edible Oil	5.1%	5.5%	4.2%
Infrastructure for Transportation	5.1%	4.8%	3.6%
Distributor, Retailer and Wholesaler	5.0%	5.5%	5.6%
Telecommunication	4.9%	5.2%	4.2%
Automotive and Transportation	4.6%	4.3%	4.1%
Transportation and Logistic	4.6%	4.8%	4.6%
Total	54.5%	55.3%	53.6%

* Excluding consumer and employee loan

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

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

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

Anticipating a potential decline of asset quality, the Bank has implemented an Early Warning System (EWS) to monitor changes in debtor repayment capacity as a preventive action to minimize the risk of default.

Liquidity

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

Most of BCA's liquidity comes from current accounts and savings accounts (CASA) with low interest rates. Amidst the ongoing economic challenges, up to December 2022, CASA funds grew by 10.4%, or Rp79.7 trillion, accounting for 81.9% of total third-party funds. High CASA ratio is one of BCA's strengths in facing future challenges, particularly related to the potential interest rate hikes that may occur in the future.

BCA's Loan to Deposit Ratio (LDR) in December 2022 was 65.2%. This is supported by strong CASA performance in 2022. Meanwhile, Liquidity Coverage Ratio (LCR) and Net Stable Funding Ratio (NSFR) remained adequate, at 393.5% and 171.1%, respectively. To maintain overall balance of third party funds, BCA proactively reviews the appropriate interest rates for deposits in accordance with BCA's liquidity condition.



Capital Position

To support sustainable business growth at the Bank and its subsidiaries, BCA maintains an adequate capital condition. As of December 2022, BCA had a consolidated Capital Adequacy Ratio (CAR) of 25.8%. The Bank's capital needs are fulfilled from organic capital growth supported by solid profitability.

In accordance with POJK No.14/POJK.03/2017 regarding the Recovery Plan for Systemic Banks, BCA took the following actions:

- Issued Rp500 billion worth of subordinated bonds in 2018 to fulfill obligations to issue debt securities with equity characteristic.
- Developed and submitted its first Recovery Plan document in 2017, and routinely thereafter submitted the annual (2018 up to 2022) Updated Recovery Plan to OJK.

Additionally, in accordance with Regulation of Indonesia Deposit Insurance Corporation (LPS) No. 1 Year 2021 on Resolution Plan for Commercial Banks, BCA in 2022 also submitted its first Resolution Plan to the LPS.

Exchange Rate Risk

Amid fluctuations in the rupiah exchange rate against foreign currencies due to global economic pressures, BCA manages risks related to foreign currency exposure by maintaining a conservative Net Open Position (NOP). BCA's NOP was 0.12%, far below the maximum limit of 20% imposed by the regulator.

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

Operational Risk

In managing operational risk, BCA utilizes Operational Risk Management Information System (ORMIS), a web-based application containing three assessment tools which are Risk Control Self-Assessment, Loss Event Database, and Key Risk Indicator. BCA conducts operational risk assessment for each Bank product, new and existing under enhancement. To instill risk culture, BCA performs socialization of operational risk management and Risk Awareness program routinely to each work unit.

Related to the management of operational risk within information technology (including cyber risk), BCA has a number of internal policies, including:

- Basic Policy in the Management of Information Technology Utilization Risks.
- Policy on Protection of Information Assets.
- Policy on the Business Continuity Plan (BCP).

In addition, to ensure the reliability, security, availability, and timeliness in the utilization of information technology systems, BCA implements the following measures:

- Operates an integrated Disaster Recovery Center (DRC) with 2 (two) Data Centers in different locations operating by mirroring;
- Implements security systems with reference to standardized systems, both local and overseas;
- Utilizes a tool monitoring system to monitor or detect system disruptions, threat of fraud, and cyber attacks on BCA's banking systems so as to minimize the risk of loss from events that could harm the reputation of BCA;
- Reviews and implements security policies for applications that can be accessed using a VPN and for work units that will access office applications using a VPN for work from home (WFH) needs and split operations during the COVID-19 pandemic, as well as recommending the implementation of security needed by the work units.
- Performs vendor due diligence regarding cyber security risks so as to mitigate cyber risks that may arise from third parties.

INTEGRATED RISK MANAGEMENT

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

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

BCA controls and manages the financial conglomeration risk exposure by referring to the four main pillars described in the Scope of Integrated Risk Management as in POJK No. 17/POJK.03/2014 dated 18 November 2014 on Implementation of Integrated Risk Management for Financial Conglomeration, namely:

1. Active supervision of the BCA Financial Conglomerate 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 identification, measurement, monitoring, and control of Integrated Risk Management, as well as the Integrated Risk Management Information System;
4. Comprehensive internal control system concerning the implementation of Integrated Risk Management.

INTERNAL CONTROL

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

Objectives of the Internal Control System

Implementation of an effective internal control system at BCA aims to ensure the following:

1. compliance with laws and regulations as well as internal policies/provisions;
2. completeness, accuracy, efficiency, and timeliness of provision of financial and management information;
3. effectiveness and efficiency of operational activities;
4. overall effectiveness of risk culture;

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

1. **Governing Body**
The Board of Commissioners and the committees under its coordination are responsible for ensuring, amongst others:
 - a. The governance structure and processes are adequate and in place for the effective implementation of governance
 - b. The goals and activities of the organization are aligned with the main interests of the stakeholders.
2. **Management (The Board of Directors, the First Line Role and Second Line Role)**
The responsibilities of the Board of Directors include the first line and second line roles. The first line is responsible for providing products and services to customers, including risk management. The second line plays a role in providing support related to risk management which includes enterprise risk management covered by the Compliance and Risk Management Director, the Risk Management Work Unit (SKMR), and the Compliance Work Unit (SKK).
3. **Internal Audit Division (the Third Line Role)**
The Internal Audit Division as the third line role provides risk-based, independent, and objective assurance and advice regarding the adequacy and effectiveness of governance, risk management, and internal control processes. The Internal Audit Division (DAI) communicates audit results to the Board of Directors, the Audit Committee, and the Board of Commissioners.

Each line role collaborates regularly and contributes to creating and maintaining value that is in line with the interests of stakeholders.

RISK PROFILE ASSESSMENT OF BCA AND SUBSIDIARIES

Based on self-assessment results, BCA's risk profile, both individually and integrated with subsidiaries in 2022, was "low to moderate". The risk profile is the result of an assessment of a "low to moderate" inherent risk rating and a "satisfactory" implementation of risk management rating.

DISCLOSURE OF RISK MANAGEMENT

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



I. BCA's Application of Risk Management

BCA has implemented risk management in the Bank environment in reference to POJK No.18/POJK.03/2016 dated 16 March 2016 on the Implementation of Risk Management for Commercial Banks, as follows:

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

1. Duties and responsibilities of the Board of Commissioners are as follows:

- Approving risk management policies including the risk management strategy and framework implemented in accordance with BCA's risk appetite and risk tolerance.
- Ensuring effective and integrated implementation of overall risk management policies and processes.
- Evaluating the following:
 - i. Risk management policies and strategies at least once a year, or more frequently if there are significant changes in factors affecting BCA's business activities
 - ii. The accountability of the Board of Directors to ensure their effectiveness in managing BCA's activities and risks. The Board of Commissioners also provides guidance on improvements to the risk management policies implementation on a regular basis
 - iii. Requests from the Board of Directors related to transactions requiring the approval of Commissioners and making decisions on such requests.

2. Duties and responsibilities of the Board of Directors are as follows:

- Establishing a comprehensive and fully documented risk management policy, strategy and framework, including overall or by-type risk limits, taking into account the Bank's risk appetite and risk tolerance according to the condition of BCA and the impact of risk on capital adequacy. After obtaining approval from the Board of Commissioners, the Board of Directors sets the policy, strategy, and risk management framework.
- Organizing, assigning, and updating the following:
 - Procedures and tools for identifying, measuring, monitoring, and controlling risks
 - Transaction approval mechanisms, including those that exceed limits and authority for each level or position.

- Evaluating and/or updating the policies, strategies, and risk management framework at least once a year, or more frequently if there are any significant changes in factors affecting the Bank's business activities, risk exposure, and/or risk profile.
- Establishing organizational structure, including clear authority and responsibility at each level or position related to the implementation of risk management.
- Being responsible for the implementation of risk management policies, strategies approved by the Board of Commissioners, and evaluating and providing guidance based on reports by SKMR, including risk profile reports.
- Ensuring the following:
 - All material risks and impacts from such risks have been followed up and have been submitted regularly to the Board of Commissioners, including reports on progress and issues related to material risks and corrective actions that have been, are being, and will be carried out
 - Implementation of corrective actions towards problems or irregularities in BCA's business activities identified by the Internal Audit Division
 - Adequacy of human resource support and of resources to manage and control risk
 - Implementation of independent risk management function, which is reflected in, amongst others, the separation of risk management unit that identifies, measures, monitors, and controls the risks and the units that execute and settle transactions
- Developing a risk management culture and risk awareness across all levels of the organization. This includes adequate communication to all levels of the organization regarding the importance of effective internal controls.
- Evaluating and deciding on transactions that require the approval of the Board of Directors.
- Conducting periodic reviews to ensure the following:
 - Accuracy of risk assessment methodology
 - Adequacy of implementation of the risk management information system
 - Accuracy of risk management policies and procedures and risk limits.

- Declaring when BCA has entered an emergency condition and, if necessary, the Board of Directors can request the opinion of the Risk Management Committee (KMR), the Assets and Liabilities Committee (ALCO) and/or other related committees. In emergency conditions, control of authority is under the direct coordination of the Board of Directors.
3. The active supervision of the Board of Commissioners and the Board of Directors (Management) includes the following mechanisms:
- Supervision by the Board of Commissioners conducted in accordance with their duties and responsibilities as stipulated in the articles of association and relevant regulations.
 - The supervisory duties of the Board of Commissioners are assisted by the Audit Committee, Risk Oversight Committee, Remuneration and Nomination Committee, and Integrated Governance Committee.
 - The Board of Commissioners maintains constructive communication with the Board of Directors, and actively provides recommendations to the Board of Directors in determining strategic actions that they believe should be implemented.
 - The supervisory duties of the Board of Directors are assisted by the Assets Liabilities Committee (ALCO), Credit Policy Committee, Credit Committee, Risk Management Committee, Information Technology Steering Committee, Employment Case Consideration Committee, and Integrated Risk Management Committee.
 - The Board of Directors actively holds discussions, provides input and monitors internal conditions and developments in external factors that directly or indirectly affect BCA's business strategy.

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

The adequacy of risk management policies and procedures as well as the determination of risk limits can be seen from, amongst others:

1. An adequate formal organizational structure to support the implementation of sound risk management and internal control, including the DAI, SKMR, SKK, Risk Management Committee, and Integrated Risk Management Committee.

2. The direction of risk management policy is described in the Bank's Business Plan and is aligned with the Bank's vision, mission, business strategy, capital adequacy, human resources competencies, and risk appetite. The policy is reviewed regularly and adjusted in line with both internal and external developments/changes.
3. Policies, procedures, and determination of risk management limits have been fully documented in writing and are regularly reviewed and updated.
4. BCA has developed the Bank's Business Plan (RBB) to address BCA's overall strategy, including business development direction after calculating risks. BCA's strategy considers its impact on the Bank's capital, projected capital and Capital Adequacy Ratio (CAR).

1.C. Adequacy of Risk Identification, Measurement, Monitoring & Mitigation Processes, and Risk Management Information System

BCA has identified, measured, monitored, and controlled risk as part of the process of implementing adequate risk management, as seen from the following:

1. Risk exposure is monitored regularly and continually by the Risk Management Work Unit by comparing actual risk with the set risk limits, and whether risk exposure remains manageable according to the Bank's risk tolerance level.
2. Reports on risk trends include a Risk Profile Report, Integrated Risk Profile Report, Credit Portfolio Report, and Corporate Business Plan Progress Report. These are submitted to the Board of Directors regularly, accurately and in a timely manner.

I.D. Comprehensive Internal Control System

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

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

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

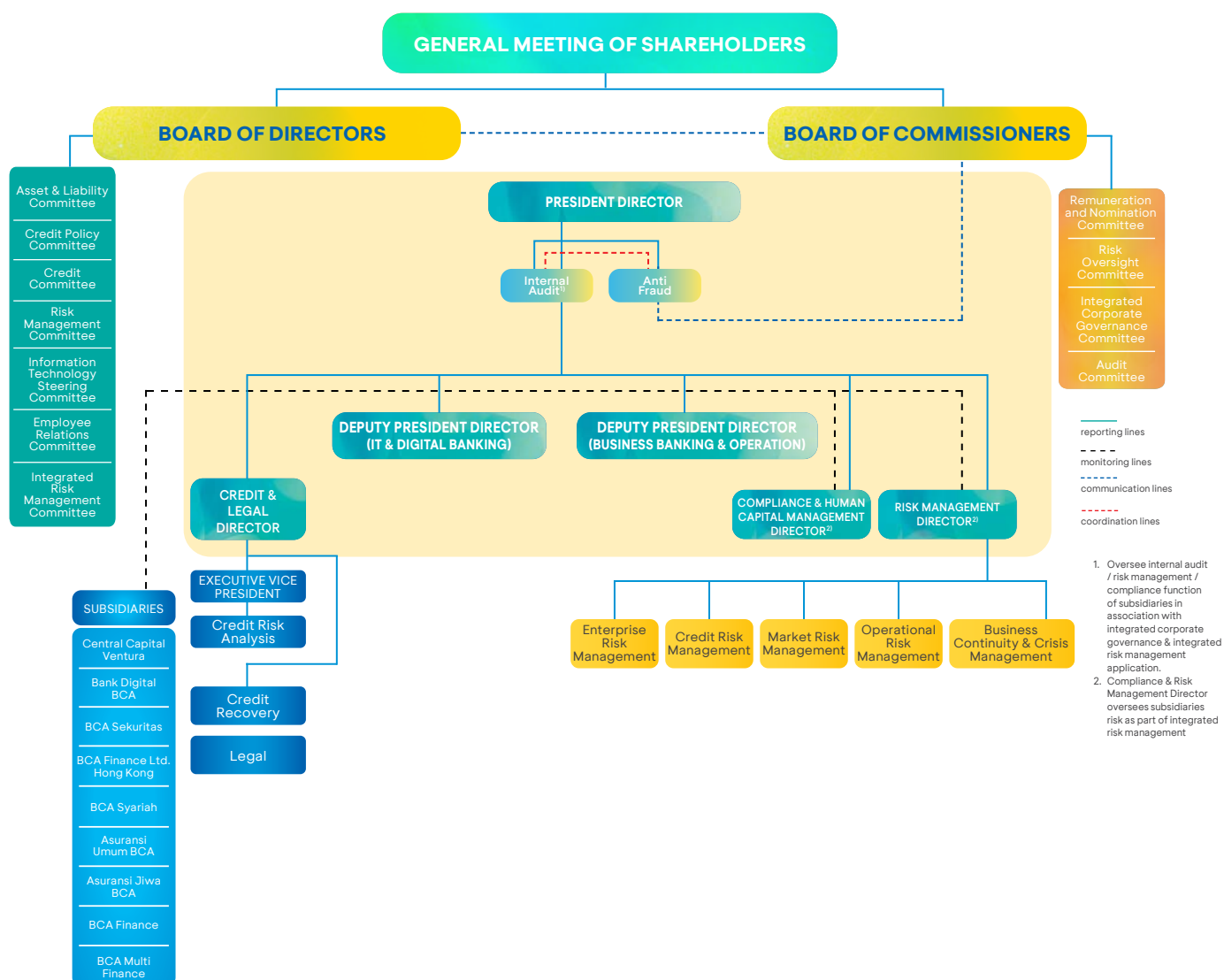


To support the implementation of an internal control system, BCA has a fully documented risk management policy, which includes internal control (clear organizational structure, segregation of duties, risk limit procedures, and others). BCA strongly encourages a risk awareness culture and compliance with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

To support the implementation of integrated risk management, BCA has established a comprehensive internal control system that ensures the following:

1. adherence to internal policies or provisions as well as applicable laws and regulations;
2. availability of complete, accurate, appropriate and timely financial and management information;
3. effectiveness of risk culture in the Financial Conglomerate organization as a whole.

Risk Management and Internal Control Organizational Structure



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

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

The Bank also conducts regular evaluations on the following:

- Applicable policies and methodologies for risk assessments
- Adequacy of policies, procedures, and determination of risk limits
- Adequacy of identification, measurement, monitoring, and mitigation of risks
- Effectiveness of a comprehensive internal control system.

Evaluation and updating of policies, procedures and methodologies are conducted regularly to ensure compliance with applicable regulations and operational conditions. Evaluation of the effectiveness of risk management is also conducted through regular reports submitted to the Board of Commissioners and the Board of Directors. These reports include a Risk Management Policy Implementation Report, Risk Profile Report, Risk Update, and other related reports.

Implementation of Basel Accords

The Bank continues to prepare for the implementation of the Basel Accords in Indonesia and participates in supporting the implementation of Basel III, both in capital

and liquidity, such as through the Quantitative Impact Study (QIS). BCA participates in the implementation of QIS on capital position, Leverage Ratio, Net Stable Funding Ratio (NSFR), Credit Risk, Market Risk, and Operational Risk.

Risk Appetite

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

Stress Test

BCA continually and regularly performs stress testing under a variety of scenarios and consistently deepens the factors and parameters of these tests. Stress test scenarios consider macroeconomic variables such as interest rates, inflation rates, gross domestic product (GDP), exchange rates, fuel prices and others. The methodology used in conducting stress tests, in addition to statistical models based on historical data, also employs judgment methods that consider qualitative risk factors. Stress testing is carried out to see the impact of changes in macroeconomic factors on various key indicators, including the NPL, profitability, liquidity, and capital.

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

II. BCA Capital

Capital Structure

BCA's capital structure consists of the following:

1. Core capital (Tier 1) accounting for 96.3% of total capital at Rp212.4 trillion, up 8.3% from the previous year.
2. Meanwhile, 3.7% of BCA's total capital, or Rp8.1 trillion, is supplementary capital (Tier 2). Supplementary capital consists mainly of general reserves for Allowance of Asset Quality Assessment (PPKA).

Capital Component (consolidated - in billion Rupiah)

	2022	2021	2020
Capital	220,568	203,621	186,953
Tier 1 Capital	212,446	196,114	179,945
Tier 2 Capital	8,123	7,507	7,008
Risk Weighted Assets (Credit, Operational and Market Risk)	821,723	758,289	695,144
Capital Adequacy Ratio (CAR) - consolidated	26.8%	26.9%	26.9%
Capital Adequacy Ratio (CAR) - non consolidated	25.8%	25.7%	25.8%



Management Policy on Capital Structure

BCA ensures an adequate capital position to support the business development of the Bank and its subsidiaries. The Bank's capital adequacy is calculated using the Capital Adequacy Ratio (CAR) indicator. BCA has an adequate capital level with a CAR of 25.8%, above the minimum requirement according to the risk profile, plus an additional 2.5% as a buffer. BCA has formed this buffer in accordance with Bank Indonesia regulations regarding systemic bank compliance to fulfill a conservation buffer, a countercyclical buffer, and a capital surcharge.

The Bank and all its subsidiaries have carried out integrated stress tests using various scenarios including various changes to NPL levels and their effects on income, liquidity position and capital position. In general, the stress tests results show that the liquidity and capital positions of BCA and subsidiaries are adequate in anticipating losses from potential risks, based on the tested scenarios.

BCA capital requirements can be fully met from its healthy financial performance. Most of the Bank's net profit is retained to increase its capital each year.

Basis for Management Policy on Capital Structure

BCA's capital policy is regularly adjusted with reference to business potential and the application of the prudential principle. Regarding the provisions of the Financial Services Authority (OJK), the Board of Directors prepares a capital plan as part of the Bank's Business Plan and obtains the approval of the Board of Commissioners. The capital structure policy refers to OJK Regulation No.11/POJK.03/2016 dated 2 February 2016 and No. 34/POJK.03/2016 dated 26 September 2016 on the Minimum Capital Requirement for Commercial Banks.

III. Disclosure of Risk Exposure and Implementation of Risk Management

The following is an overview of the risk exposures faced by BCA in conducting its business and the application of risk management designed to minimize the impact of these risks.

III.A. Disclosure of Credit Risk Exposure and Implementation of Credit Risk Management

Organization of Credit Risk Management

BCA has developed a structured credit risk management process to support strong credit principles with strong internal controls:

1. **The Board of Commissioners**, responsible for approving the Bank's credit plans and overseeing its implementation, approving the Bank's Credit Basic Policy, and requesting an explanation from the Board of Directors should there be any deviations in loan disbursement from the stipulated policies.
2. **The Board of Directors**, responsible for preparing the credit plans and credit policy, ensuring the Bank's compliance with the prevailing regulations on credit and credit policy, and reporting to the Board of Commissioners on matters such as the implementation of credit plans, irregularities in loan disbursement, loan portfolio quality, and credit in the special mention or in the non-performing loan category.
3. **Chief Risk Officer**, a BCA director responsible for the management of credit, market, operational, and other risks within the Bank's organization (hereinafter referred as Risk Management Director).
4. **Work units that perform functions related to credit risk management** (Business Units performing credit disbursement activities and the Credit Risk Analyst Unit), as the risk owner responsible for the management of credit risk.

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

1. **Credit Policy Committee**
The main function is assisting the Board of Directors in formulating credit policies, especially those relating to the prudential principle in lending, monitoring, and evaluating the implementation of credit policies, conducting periodic reviews of the Bank's Credit Basic Policy (KDPB), monitoring the credit portfolio's progress and condition, and providing suggestions and corrective measures based on the results of evaluations.
2. **Credit Committee**
The main function is providing guidance should a more in-depth and comprehensive credit analysis need to be performed, suggesting decisions or recommendations on the draft of credit decisions related to key debtors, specific industries or at the specific request of the Board of Directors, as well as coordinating with the Assets and Liabilities Committee (ALCO) in terms of funding for credit and adjustment of corporate lending rates.
3. **Risk Management Committee**
The main function is developing policies, strategies, and guidelines for risk management implementation, determining matters related to irregular business decisions, and enhancing the implementation of risk management based on evaluation of the effectiveness of the risk management process and system.

Risk Management Strategies for Activities with Significant Credit Risk Exposures

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

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

- Risk management strategies should be long-term and oriented for the sustainability of BCA's business by considering economic conditions and cycles
- A comprehensive risk management strategy must be able to control and manage the risks of BCA and its subsidiaries
- Maintaining expected capital adequacy and allocating adequate resources to support the implementation of risk management.

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

- Economic and business development and the potential impacts of risks faced by BCA
- The organizational structure of BCA, including the adequacy of human resources and supporting infrastructure
- The financial condition of BCA, including its ability to generate earnings and the ability to manage risks arising from both external and internal factors
- The composition and diversification of BCA's portfolio.

Credit Concentration Risk Management Policy

Portfolio management addresses credit concentration risk by determining limits for, amongst others, the industrial sector, foreign exchanges, and certain types of loans, as well as both individual and business group exposures. Along with the development of a rating database, technology, human resources, the Bank's complexity level, and the market and regulations, the Bank's portfolio management unit actively works to optimize the allocation of the Bank's capital to achieve an acceptable level in line with risk appetite and risk tolerance.

Credit Risk Measurement and Control

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

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

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

The Bank uses an early detection system to identify non-performing or potential non-performing loans to ensure it can take proactive steps in managing the loan portfolio in order to minimize the impact of non-performing loans on the overall portfolio.

Forward Looking Information

In calculating expected credit losses, the Bank considers the macroeconomic forecast. In addition, the Bank also determines a weighted probability for the possibility of macro scenarios. Various macroeconomic variables (MEV) are used in modeling PSAK 71 depending on the results of statistical analysis of the suitability of the MEV with historical data for modeling impairment. The calculation of the expected credit loss and the macroeconomic forecast is reviewed by the Bank periodically.

Policies Related to Wrong Way Risk Exposure

To anticipate wrong way risk exposures due to market prices progressing in an adverse direction, BCA adds a capital charge for the weighted exposure of the Credit Valuation Adjustment (CVA risk weighted assets) in accordance with SEOJK No.42/SEOJK.03/2016.

The Impact on the Value of Provided Collateral for A Credit Downgrade

Collateral as a credit guarantee is differentiated between productive credit and consumer credit. For productive loans such as SME, Commercial and Corporate, the collateral impact (type, value and/or quality) will affect the credit rating in terms of the exposure risk factor (not the customer risk factor), so that the better the collateral can reduce the risk of exposure (the rating exposure risk factor has improved).

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



Standardized Approach to the Implementation of Credit Risk Measurement

In the calculation of Risk Weighted Assets (RWA) for credit risk, the Bank refers to OJK Circular Letter No.42/SEOJK.03/2016 regarding Guidelines for the Calculation of Risk Weighted Assets by using the Standardized Approach for Credit Risk, OJK Circular Letter No.48/SEOJK.03/2017 and OJK Circular Letter No.11/SEOJK.03/2018.

RWA for credit risk uses Basel II standardized approach, and is calculated based on the rating results issued by rating agencies recognized by OJK according to OJK Circular Letter No. 37/SEOJK.03/2016 regarding Rating Agencies and Ratings Recognized by OJK.

The use of ratings in the calculation of RWA credit risk is only for claims on Governments of Other Countries, Public Sector Entities, Multilateral Development Banks and particular International Institutions, Banks, and Corporates.

Counterparty credit risk arises from Over the Counter (OTC) derivative transactions and repo/reserve repo transactions, both on the trading book and the banking book. The standardized approach is used to calculate credit risk of capital adequacy ratio for any exposures that cause counterparty credit risk.

Determination of credit limits related to counterparty credit risks can be adjusted according to the needs of the counterparty, the Bank's risk appetite, and any other

applicable regulations, such as POJK No.32/POJK.03/2018 and POJK No.38/POJK.03/2019 regarding Maximum Lending Limits and Large Fund Provisions for Commercial Banks.

Credit Risk Mitigation

The preferred type of collateral accepted to mitigate credit risk is solid collateral deemed as cash or land and buildings. These types of collateral have relatively high liquidity value and/or can be legally attached so that the Bank is able to liquidate collateral immediately if the debtor's/debtor group's loan becomes delinquent.

Collateral assessment for loans is performed by an independent appraiser. In remote areas where no independent appraiser is available, the appraisal will be conducted by internal staff who are not involved in the processing of the loan. To monitor the physical collateral pledged to BCA by the debtor, site visits are conducted periodically to review the status of the collateral.

The main guarantors/warrant providers are analyzed when processing credit and creditworthiness is determined by applying the "Four Eyes" principle, where credit decisions are determined by two independent parties, the Business Development Unit and the Credit Risk Analysis Unit.

The credit mitigation technique focuses on primary collateral. In addition, to mitigate possible credit risks, BCA's loan portfolio is well diversified, both in credit category and by industry/economic sector.

III.B. Disclosure of Market Risk Exposure and Implementation of Market Risk Management

Market Risk Management Organization

The Board of Commissioners and the Board of Directors are responsible for ensuring that the implementation of risk management with regard to exchange rates and interest rates is in line with the Bank's strategic direction, scale, and business characteristics as well as exchange rate and interest rate risk profiles. This includes ensuring the integration of exchange rate and interest rate risk management with other risks that may affect the Bank's risk position.

The Board of Directors delegates its authority and responsibility to the parties listed below:

Party	Authority and Responsibility
ALCO	Determines policies and strategies regarding foreign exchange and interest rates.
Risk Management Work Unit	Supports ALCO in monitoring and measuring foreign exchange and interest rate risks.
Treasury Division	Manages the Bank's overall operations in foreign currency transactions and interest rates on the trading book: <ul style="list-style-type: none"> - Responsible for maintaining foreign currency Net Open Position (NOP) and mitigating interest rates on the trading book and ensuring the Bank's compliance with Bank Indonesia regulations regarding NOP. - Responsible for managing trading marketable securities and foreign currency transactions in line with customer needs and/or income considerations.
Regional Offices and Branches	Manages foreign currency transactions in the respective regional offices/branches in accordance with predetermined limits. All regional/branch foreign currency transactions are covered by the Treasury Division. Limits for each region/branch are determined in accordance with operational needs.

The calculation of market risk for BCA's capital requirements uses the standard method of the OJK.

Trading Book and Banking Book Portfolio Management

Management of portfolios exposed to interest rate risk (on the trading book) and to foreign exchange risk is conducted by setting and monitoring the use of Nominal Limits (Securities, Net Open Position), Value at Risk Limits (VAR), and Stop Loss Limits. The valuation method is based on closeout prices or market price quotations from independent sources, including the following:

- Indonesia Bond Pricing Agency (IBPA)
- Bloomberg Generic & Value (BGN & VAL)
- Exchange prices
- Dealer screen prices
- The most conservative prices quoted by at least two brokers and/or market makers
- The yield curve, in the event that market prices from independent sources are not available.

Market Risk Measurement

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

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

The following is the scope of the portfolio coverage included in the CAR calculations:

- Exchange rate risk covers both the trading and banking books. Exchange rate risks can arise from foreign exchange transactions Today (TOD), Tomorrow (TOM), Spot, Forward, Swap, Domestic Non-Delivery Forward (DNDF) and Option (Structured Product)
- Interest rate risk covers the trading book. It can arise from securities, Forward, and Swap transactions
- Equity risk (for subsidiaries) considers the trading book. It can arise from equity trading transactions that may be carried out by subsidiaries.

Interest Rate Risk in Banking Book (IRRBB)

Interest Rate Risk in Banking Book (IRRBB) occurs as a result of movements in the market interest rate that are against the Bank's position or transactions, and which may affect both the Bank's interest income and the economic capital value. In performing IRRBB measurement, the Bank uses a gap report (repricing gap) that measures assets and liabilities that are interest rate sensitive in nature to be mapped within a certain period.

Mapping is conducted based on the remaining maturity date for any instrument with a fixed interest rate or on the remaining time up to the next interest rate adjustment for any instrument with a floating rate. The Bank uses an earning approach and economic value approach to measure interest rate risk. Monitoring and measurement of interest rate risk exposure on the banking book is submitted to the Board of Directors/ALCO on a monthly basis.

Anticipation of Market Risks on Foreign Currency and Securities Transactions

The steps taken to anticipate market risk for transactions associated with exchange rate and interest rate risk are to establish and control market risk limits such as Value at Risk (VaR) Limit, Nominal Limit, and Stop Loss Limit, as well as conducting stress tests in measuring risk. In an effort to support the Bank Indonesia program on the Deepening of Financial Market Transactions, the Bank conducts risk management assessments and prepares policies and procedures for the development of various transactions.

III.C. Disclosure of Operational Risk Exposures and Implementation of Operational Risk Management

Operational Risk Management Organization

The implementation of Operational Risk Management at a bank-wide level includes the following:

- **Board of Commissioners and Board of Directors**
Ensuring adequate risk management implementation according to the characteristics, complexity, and risk profile of the Bank, as well as a good understanding of the type and level of risk inherent in the Bank's business activities.
- **Risk Management Committee**
Ensuring that the risk management framework provides adequate protection against risks faced by the Bank.
- **Risk Management Work Unit (SKMR)**
Ensuring that the Bank mitigates risks correctly by identifying, measuring, monitoring, controlling, and reporting risks in accordance with the risk management framework and can deal with emergency scenarios that threaten the sustainability of the Bank's business.
- **Enterprise Security Work Unit (SKES)**
Protecting and securing information assets of the Bank and ensuring that the Bank's information security governance is implemented in accordance with the policy.
- **Internal Audit Division (DAI)**
Examining and assessing the adequacy and effectiveness of the risk management processes, internal controls, and the Bank's corporate governance.



- **Operating-Service Development and Strategy Group (GPOL)**

Assisting SKMR in implementing operational risk management programs and providing support to all work units related to SKMR programs.

- **Work Units (Business and Support Units as the Risk Owners)**

Managing risk in daily operations and reporting operational risk problems and events to the SKMR.

Mechanism to Identify and Measure Operational Risk

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

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

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

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

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

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

Mechanism for Operational Risk Mitigation

To mitigate operational risks, the Bank:

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

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

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

New Product and Activity Risk Management

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

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

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

III.D. Disclosure of Liquidity Risk Exposure and Implementation of Liquidity Risk Management

Liquidity Risk Management Organization

The Board of Commissioners and the Board of Directors are responsible for ensuring that liquidity risk management is conducted in accordance with the strategic objectives, scale, business characteristics, and liquidity risk profile of the Bank. This includes the integration of liquidity risk management with other risks that may impact the Bank's liquidity position.

The authority and responsibility of Board of Directors are delegated to parties below:

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

Funding Strategy

Funding strategy consists of methods to tap diversified sources of funds and to secure a funding duration profile that is linked to the Bank's characteristics and business plan. The Bank has identified and reviewed the primary factors that affect the ability of the Bank to obtain funds, including identifying and monitoring funding of alternative sources to strengthen the Bank's capacity to sustain business operations in a crisis condition.

Liquidity Risk Mitigation

To mitigate liquidity risk, the Bank has established guidelines to measure and mitigate liquidity risk, including limits on Secondary Reserves, Interbank Overnight Borrowing limits, Liquidity Coverage Ratios, and the Net Stable Funding Ratio. The Bank has also identified and developed Early Warning Indicators and has implemented a multi-level Contingency Funding Plan to mitigate risk.

Measurement and Control of Liquidity Risk

The measurement of liquidity risk is conducted comprehensively and regularly by monitoring cash flow projections, maturity profile reports, liquidity ratios, and stress test scenarios. Stress testing is conducted based on the Bank's specific stress scenarios and general market stress scenarios. Liquidity risk is monitored to facilitate timely mitigation and to inform adjustments to the liquidity risk management strategy as soon as any increase in liquidity risk occurs.

The following activities are included in the liquidity risk monitoring process:

- Monitoring both internal and external early warning indicators for events with the potential to increase liquidity risk
- Monitoring funds and liquidity positions that include:
 - Interest rate strategy, investment alternatives for fund owners, changes in customer behavior, changes in foreign exchange and interest rates offered by a primary competitor that could impact the fund structure, fund volatility, and core funds. These changes should be monitored on a regular basis (daily, monthly, and annually).
 - Daily monitoring of the liquidity position in respect to Minimum Reserves Requirement (GWM), secondary reserves, and liquidity ratio.

Stress Testing Liquidity Risk

Stress testing for liquidity risk is a test using certain scenarios of the Bank's ability to meet liquidity needs during a crisis. Stress tests are conducted based on a bank-specific stress scenario and a general market stress scenario. Stress testing for specific stress scenarios within the Bank is carried out at least once every three months, while stress scenarios on the market are carried out at least once a year.



Stress testing is performed by considering several factors, including events that have or have the potential to cause a liquidity crisis, duration (duration of events or stress conditions), and the severity of problems caused by these events. The results of the liquidity risk stress test can then be used as input in reviewing policies and strategies for liquidity risk management, composition of assets, liabilities and/or administrative accounts, contingency funding plans, and limit setting.

Contingency Funding Plan

The Bank has designed a contingency funding plan as an action plan to deal with worsening bank liquidity conditions. The action plan is arranged in several levels, namely level one (normal), level two (temporary liquidity squeeze) and level three (name crisis).

The action plan chosen at each level is adjusted to the conditions during a crisis with the priority of speeding up obtaining liquidity and at a reasonable cost. Emergency funding plans must be in line with the results of stress tests, evaluated, updated, and tested regularly to ensure a level of reliability.

III.E. Disclosure of Legal Risk Exposure and Implementation of Legal Risk Management

Legal risk is the risk due to lawsuits and/or juridical vulnerabilities due to weak commitments made by the Bank, the absence of and/or alterations to laws that cause a Bank transaction to be incompatible with prevailing provisions, and the occurrence of lawsuits in the litigation process arising from third party claims against the Bank and claims from Bank against third parties.

Organization of Legal Risk Management

In order to minimize legal risk, BCA has established a Legal Group at the head office and legal units in regional offices to support BCA in carrying out banking activities and mitigating legal risk. The Legal Group also has the duty and responsibility of supporting and safeguarding the legal interests of BCA with respect to the prevailing laws and regulations as it carries out business activities.

Legal Risk Control

BCA mitigates legal risks through the following:

- Setting a Legal Risk Management Policy and internal regulations to govern the organizational structure and job description for the Legal Group, and formulating the standardization of legal documents.
- Holding legal communication forums to leverage the competency of legal staff.

- Socializing the impact of new regulations applicable to BCA banking activities and various modus operandi of frauds and other banking crimes as well as the legal guidelines for prosecutions to branches, regional offices, and related work units at head office.
- Formulating a credit security strategy plan (in collaboration with other work units, including the Credit Rescue Work Unit) in connection with the problem of bad loans.
- Registering BCA assets, including Intellectual Property Rights for BCA's products and services, as well as a right to land and buildings owned by BCA, with the relevant authority.
- Monitoring and taking legal action against violations on BCA's assets, including infringement of intellectual property rights belonging to BCA.
- Performing legal defence of civil and criminal proceedings involving the Bank in court and the monitoring of the progress of such cases.
- Monitoring and analyzing cases faced by BCA currently on trial.
- Identifying, monitoring, analyzing, and quantifying potential losses that may arise in relation to legal cases.

III.F. Disclosure of Strategic Risk Exposure and Implementation of Strategic Risk Management

Strategic risk is caused by inaccurate decision making, and/or implementation of a strategic plan, and/or the inability to anticipate changes in the business environment.

Organization of Strategic Risk Management

The Board of Directors provides direction in the preparation of strategic plans and business initiatives, as outlined in the blueprint of the three-year Bank Business Plan (RBB) with the objective to control the direction of business activities and manage the potential for strategic risk.

Furthermore, the Board of Commissioners reviews and provides approval of the RBB. The Corporate Strategy and Planning Division supports the formulation/preparation of the RBB and monitors its implementation by compiling realization reports, and comparing with business plans and budgets on a regular basis, including reviewing business targets both financial and non-financial in nature.

Policies to Identify and Respond to Changes in the Business Environment

In order to identify and respond to changes in the business environment, both external and internal, BCA conducts the following:

- Regular reviews of the Bank's Business Plan in accordance with business developments and the state of the Indonesian economy. Should there be a need to refresh strategic plans and business initiatives in response to changing business dynamics, the Bank may prepare a revision to the Bank's Business Plan in accordance with prevailing regulations
- Setting of targets for business aspects regarding the current economic situation and forecasts for the coming year with emphasis on prudence, in respect to the capacity/capability of BCA, and competition trends from other banks and non-banks.

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

Measurement of the Bank's Business Plan

To measure progress in realizing its business plan, BCA conducts the following activities:

- Identifying, measuring, and monitoring strategic risk, as well as compiling quarterly strategic risk profile reports
- Compiling reports on the realization of the Bank's Business Plan, which includes financial performance (actual vs budget), realization of the Bank's work program, and realization of branch network development/changes.

III.G. Disclosure of Reputation Risk Exposure and Implementation of Reputation Risk Management

Reputation risk can occur as a result of reduced levels of trust from stakeholders triggered by negative perceptions of the Bank.

Organization of Reputation Risk Management

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

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

Policies and Mechanisms of Reputation Risk Control

In managing reputation risk, BCA has implemented the following:

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

Reputation Risk Management in Times of Crisis

In managing reputation risk in times of crisis, BCA has established the following:

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



III.H. Disclosure of Compliance Risk Exposure and Implementation of Compliance Risk Management

Compliance risk arises from the Bank's failure to comply with and/or apply prevailing laws and regulations.

Organization of Compliance Risk Management

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

The Director in charge of the Compliance Function submits a quarterly supervisory report to the President Director, and a copy to the Board of Commissioners. The Compliance Unit is also responsible for the implementation of the Bank's Anti-Money Laundering (AML) and Counter-Terrorism Financing Prevention (CTF) programs, including risk assessment on the implementation of AML and CTF, in accordance with prevailing regulations from the regulators.

Work units at head office and branches are the front-line in ensuring all business activities are carried out in accordance with the relevant regulations.

Risk Management Strategies Associated with Compliance Risk

BCA has a strong commitment to comply with prevailing laws and regulations and actively takes steps to correct any weaknesses. This is in line with the Bank's compliance risk management strategy which contains policies to always comply with the applicable regulations, foremost through proactive prevention (ex-ante) in order to minimize the occurrence of any violations, and through curative action (ex-post) as corrective measures.

Compliance Risk Monitoring and Control

To control and minimize compliance risks, BCA has taken the following steps:

- Identifying sources of compliance risk
- Conducting gap analysis, analyzing the impact of new regulations on operations, and proposing adjustments to manuals, internal policies, and procedures
- Measuring and monitoring compliance risk regularly and submitting the report to the Risk Management Work Unit (SKMR)
- Socializing regulations and consulting on their implementation
- Conducting compliance tests on the implementation of provisions
- Developing a compliance matrix diary as a monitoring tool to comply with reporting obligations to regulators
- Making use of information technology with the term Regulatory Technology (RegTech) to increase efficiency and effectiveness in the process of managing regulatory provisions
- Monitoring suspicious financial transactions by using the STIM (Suspicious Transaction Identification Model) web-based applications and developing a system of applications that use the latest technology and updated parameters to detect suspicious transactions. These activities are performed by the Compliance Work Unit
- Screening customer data and transactions related to the List of Terrorists and Terrorist Organizations and the List of Funding for the Proliferation of Weapons of Mass Destruction issued by the relevant authorities when opening an account, when the bank conducts business relations, and when there is any change in the above-mentioned lists.

In order to improve the effectiveness of internal controls, the Risk Management Work Unit, Internal Audit Division, and Compliance Work Unit coordinate through regular meetings and intensive communication. Problems associated with internal compliance control, particularly potential compliance risks, are comprehensively assessed, allowing the formulation of effective measures.

Implementation of Integrated Risk Management

In accordance with POJK No.17/POJK.03/2014 dated 18 November 2014 and OJK Circular Letter No.14/SEOJK.03/2015 of 25 May 2015 on the Implementation of Integrated Risk Management for Financial Conglomerations, BCA has developed Integrated Risk Management for the BCA Financial Conglomerate (BCA FC).

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

- Delegated a director to oversee the integrated risk management function
- Established the Integrated Risk Management Committee
- Adjusted the organizational structure of the Risk Management Work Unit to include an integrated risk management function
- Reported the Main Entity and Members of BCA FC to the OJK
- Conducted socialization and coordination with BCA FC members
- Delivered the Integrated Risk Profile Report on a semi-annual basis
- Delivered the Integrated Capital Adequacy Report on a semi-annual basis

- Formulated several policies related to the implementation of integrated risk management, such as:
 - Basic Policy of Integrated Risk Management
 - Policy for the preparation and submission of the Integrated Risk Profile Report (LPRT)
 - Integrated Minimum Capital Adequacy Policy for BCA FC
 - Intra-Group Transaction Risk Management Policy
 - Integrated Compliance Risk Management Policy
 - Integrated Risk Limit Policy
 - BCA FC Integrated Business Continuity Policy
- Reviewed the implementation of integrated risk management and stress tests (at BCA and its subsidiaries) to assess the resilience of capital (solvency) and liquidity on a regular basis
- Built the Integrated Risk Management Information System (IRMIS), a technology-based information system for the preparation of:
 - BCA Risk Profile Report
 - Integrated Risk Profile Report
 - Integrated Capital Adequacy Report.

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

BCA's subsidiaries within the scope of implementing integrated risk management are PT BCA Finance, BCA Finance Limited, PT Bank BCA Syariah, PT BCA Sekuritas, PT Asuransi Umum BCA (BCA Insurance), PT BCA Multi Finance, PT Asuransi Jiwa BCA (BCA Life), PT Central Capital Venture (CCV) and PT Bank Digital BCA.

Inter-Group Transaction Risk

BCA conducts inter-group transactions in accordance with the principles of fairness and on an arms-length basis in adherence with prevailing regulations. All inter-group transactions are documented appropriately. Inter-group transactions currently do not have a material impact on the overall BCA FC performance.

Insurance Risk

BCA manages Insurance Risk regarding those subsidiaries engaged in insurance. Based on the assessment results, Insurance Risk has had an insignificant impact on the overall performance of BCA FC.

Each subsidiary has implemented risk management as described below:

Pillar	Risk Management Implementation at Subsidiaries
Active supervision by the Board of Directors and Board of Commissioners	<ul style="list-style-type: none"> The Board of Commissioners actively oversees the performance of the Board of Directors. The Board of Directors formulates, approves, and supervises the implementation of internal company policy. Risk management implementation is reported to the Board of Directors, Board of Commissioners, and the relevant regulators through regular reports. The establishment of organization structure in accordance with regulatory requirement (including committees at the Executive/Board of Directors and Board of Commissioners level).
Adequacy of policies and procedures, and determination of limits	<ul style="list-style-type: none"> Policies, procedures and determination of limits are adequate, have been socialized internally, and are regularly reviewed. Have established a Basic Risk Management Policy (KDMR) as well as its derivative policies as per regulatory provisions. Have established a risk appetite and risk tolerance levels as well as limits for the risks being managed.
Identification, measurement, monitoring & mitigation processes, and risk management information system	<ul style="list-style-type: none"> Have conducted the following processes: <ul style="list-style-type: none"> Identification (including through the risk management information system) of all products and transactions that contain risk. Measurement in accordance with the type, characteristics and complexity of product/transaction. Monitoring alongside the related work unit. Mitigation in accordance with risk exposure/level. Implementation of risk management processes is regularly reported through the risk profile report, risk monitoring report, limit review report, and other reports.
Comprehensive internal control system	Implementation of internal control/internal audit function as well as reviews of the effectiveness of policy and procedure implementation are regular and independent.



Risk Management Table

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

No.	Description	
Available Capital (amounts)		
1	Common Equity Tier 1 (CET1)	
2	Tier 1	
3	Total Capital	
Risk-Weighted Assets (amounts)		
4	Total Risk-Weighted Assets (RWA)	
Risk-based Capital Ratios as a percentage of RWA		
5	CET1 Ratio (%)	
6	Tier 1 Ratio (%)	
7	Total Capital Ratio (%)	
Additional CET1 buffer requirements as a percentage of RWA		
8	Capital Conservation Buffer requirement (2.5% from RWA) (%)	
9	Countercyclical Buffer Requirement (0 - 2.5% from RWA) (%)	
10	Bank G-SIB and/or D-SIB additional requirements (1% - 2.5%) (%)	
11	Total of bank CET1 specific buffer requirements (%) (Row 8 + Row 9 + Row 10)	
12	CET1 available after meeting the bank's minimum capital requirements (%)	
Basel III Leverage Ratio		
13	Total Basel III leverage ratio exposure measure	
14	Basel III leverage ratio (%) (including the impact of any applicable temporary exemption of central bank reserves)	
14b	Basel III leverage ratio (%) (excluding the impact of any applicable temporary exemption of central bank reserves)	
14c	Basel III leverage ratio (%) (including the impact of any applicable temporary exemption of central bank reserves) incorporating mean values for SFT assets	
14d	Basel III leverage ratio (%) (excluding the impact of any applicable temporary exemption of central bank reserves) incorporating mean values for SFT assets	
Liquidity Coverage Ratio (LCR)		
15	Total High-Quality Liquid Assets (HQLA)	
16	Total net cash outflow	
17	LCR Ratio (%)	
Net Stable Funding Ratio (NSFR)		
18	Total Available Stable Funding	
19	Total Required Stable Funding	
20	NSFR Ratio (%)	

in million Rupiah

	Period of				
	31 December 2022	30 September 2022	30 June 2022	31 March 2022	31 December 2021
	212,445,689	203,426,768	195,096,147	187,400,411	196,114,396
	212,445,689	203,426,768	195,096,147	187,400,411	196,114,396
	220,568,562	211,351,021	203,014,784	195,075,282	203,621,221
	821,723,312	796,897,668	781,575,602	776,537,322	758,288,767
	25.85%	25.53%	24.96%	24.13%	25.86%
	25.85%	25.53%	24.96%	24.13%	25.86%
	26.84%	26.52%	25.98%	25.12%	26.85%
	2.500%	2.500%	2.500%	2.500%	2.500%
	0.000%	0.000%	0.000%	0.000%	0.000%
	2.500%	2.500%	2.500%	2.500%	2.500%
	5.000%	5.000%	5.000%	5.000%	5.000%
	16.850%	16.530%	15.990%	15.130%	16.860%
	1,444,791,022	1,416,822,415	1,375,921,698	1,388,101,011	1,346,918,546
	14.70%	14.36%	14.18%	13.50%	14.56%
	14.70%	14.36%	14.18%	13.50%	14.56%
	14.52%	14.32%	13.42%	13.73%	14.47%
	14.52%	14.32%	13.42%	13.73%	14.47%
	531,204,418	520,432,980	533,837,452	514,509,705	483,275,887
	132,200,557	125,790,152	132,898,925	125,478,919	120,687,059
	401.82%	413.73%	401.69%	410.04%	400.44%
	1,103,506,263	1,081,404,696	1,065,323,706	1,043,553,563	1,034,817,545
	644,875,861	621,865,066	612,646,898	588,391,772	572,616,224
	171.12%	173.90%	173.89%	177.36%	180.72%



2. General - Differences between accounting and regulatory scopes of consolidation and mapping of financial statement categories with regulatory risk categories (L1) - as of December 31, 2022

	a	b	
	Carrying values as reported in published financial statements	Carrying values under scope of regulatory consolidation	
Asset			
Cash	21,359,509	21,359,439	
Placement with Bank Indonesia	122,792,126	122,792,126	
Placement with other banks	17,453,443	16,347,267	
Spot and derivative/forward receivables	100,318	100,318	
Securities	255,961,933	253,398,401	
Securities sold under repurchase agreement (repo)	303,227	303,227	
Claims on securities bought under reverse repo	153,966,411	153,966,411	
Acceptance receivables	15,515,098	15,515,098	
Loans and financing	703,562,178	703,561,285	
Sharia financing	7,576,818	7,576,818	
Equity investment	956,676	2,028,113	
Other financial assets	10,913,537	10,475,158	
Impairment on financial assets -/-	(35,462,188)	(35,462,188)	
Intangible assets	3,872,186	3,831,686	
Accumulated amortization on intangible asset -/-	(2,305,066)	(2,285,586)	
Fixed assets and equipment	34,780,533	34,634,178	
Accumulated depreciation on fixed assets and equipment -/-	(10,071,161)	(9,980,951)	
Non earning assets	1,725,571	1,725,571	
Other assets	11,730,525	11,444,603	
Total Assets	1,314,731,674	1,311,330,974	
Liabilities			
Current account	323,924,052	323,946,586	
Saving account	524,013,719	524,013,719	
Time deposit	191,780,247	191,982,207	
Electronic money	1,123,551	1,123,551	
Liabilities to Bank Indonesia	577	577	
Liabilities to other banks	7,936,209	7,936,209	
Spot and derivative/forward liabilities	383,273	383,273	
Liabilities on securities sold under repurchase agreement (repo)	255,962	255,962	
Acceptance liabilities	9,666,648	9,666,648	
Issued securities	500,000	500,000	
Loans/financing received	1,316,374	1,316,374	
Margin deposit	284,077	284,077	
Interbranch liabilities	8,996	8,996	
Other liabilities	32,356,334	29,379,759	
Non-controlling interest	163,049	97,113	
Total Liabilities	1,093,713,068	1,090,895,051	

in million Rupiah

	c	d	e	f	g
	Carrying values of items				
	Subject to credit risk framework	Subject to counterparty credit risk framework	Subject to the securitization framework	Subject to the market risk framework	Not subject to capital requirements or subject to deduction from capital
	21,359,439	-	-	1,062,863	-
	122,792,126	-	-	18,068,995	-
	16,347,267	-	-	12,619,680	-
	-	100,318	-	-	-
	253,398,401	-	-	13,584,874	-
	-	303,227	-	-	-
	-	153,966,411	-	-	-
	15,515,098	-	-	12,109,106	-
	703,561,285	-	-	47,246,225	-
	7,576,818	-	-	-	-
	952,248	-	-	-	1,075,865
	10,475,158	-	-	379,701	-
	(35,462,188)	-	-	(5,286,273)	-
	2,285,586	-	-	-	1,546,100
	(2,285,586)	-	-	-	-
	34,634,178	-	-	23,916	-
	(9,980,951)	-	-	(16,317)	-
	1,725,571	-	-	17	-
	4,213,999	-	-	32,010	7,230,604
	1,147,108,449	154,369,956	-	99,824,797	9,852,569
	-	-	-	38,593,653	323,946,586
	-	-	-	19,653,511	524,013,719
	-	-	-	18,677,092	191,982,207
	-	-	-	-	1,123,551
	-	-	-	-	577
	-	-	-	1,898,617	7,936,209
	-	-	-	-	383,273
	-	-	-	-	255,962
	-	-	-	8,191,423	9,666,648
	-	-	-	-	500,000
	-	-	-	490,822	1,316,374
	-	-	-	93,178	284,077
	-	-	-	-	8,996
	-	-	-	1,904,510	29,379,759
	-	-	-	-	97,113
	-	-	-	89,502,806	1,090,895,051



3. General - Differences between carrying value in accordance with Indonesian Financial Accounting Standards with exposure value in accordance with Financial Services Authority (L12) - as of December 31, 2022

		in million Rupiah				
		a	b	c	d	e
		Total	Item subject to :			
			Credit risk framework	Counterparty credit risk framework	Securitization framework	Market risk framework
1	Asset carrying value amount under scope of regulatory consolidation (as per template LI1)	1,311,330,974	1,147,108,449	154,369,956	-	99,824,797
2	Liabilities carrying value amount under regulatory scope of consolidation (as per template LI1)	1,090,895,051	-	-	-	89,502,806
3	Total net amount under regulatory scope of consolidation	220,435,923	1,147,108,449	154,369,956	-	10,321,991
4	Off-balance sheet amounts	357,348,310	88,254,203	-	-	301,318
5	Differences in valuations	-	-	-	-	-
6	Differences due to different netting rules, other than those already included in row 2	-	-	-	-	-
7	Differences due to consideration of provisions	-	-	-	-	-
8	Differences due to prudential filters	-	-	-	-	-
	Exposure amounts considered for regulatory purposes	220,435,923	1,147,108,449	154,369,956	-	10,321,991

4. General - Explanations of differences between accounting and regulatory exposure amounts (LIA)

Difference between carrying value as reported in published financial statements and carrying values under scope of regulatory consolidation because of the Bank has insurance subsidiaries.

The Group measures fair values using the following hierarchy of methods:

- Level 1: inputs that are quoted prices (unadjusted) in active markets for identical instruments that the Group can access at the measurement date;
- Level 2: inputs other than quoted prices included within level 1 that are observable either directly or indirectly. This category includes instruments valued using: quoted market prices in active markets for similar instruments; quoted prices for identical or similar instruments in markets that are not active; or other valuation techniques in which all significant inputs are directly or indirectly observable from market data;
- Level 3: inputs that are unobservable. This category includes all instruments for which the valuation technique includes inputs not based on observable data and the unobservable inputs have a significant effect on the instrument's valuation. This category includes instruments that are valued based on quoted prices for similar instruments for which significant unobservable adjustments or assumptions are required to reflect differences between the instruments.

Fair values of financial assets and financial liabilities that are traded in active market are based on quoted market prices. For all other financial instruments, the Bank determines fair values using valuation techniques.

Valuation techniques include net present value and discounted cash flow models, comparison with similar instruments for which market observable prices exist and other valuation models. Assumptions and inputs used in valuation techniques include risk-free interest rates, benchmark interest rate, credit spreads and other variables used in estimating discount rates, bond prices, foreign currency exchange rates, and expected price volatilities and correlations.

5. Capital - Composition of Capital (CC1) - as of December 31, 2022

No.	Component	Amount (in million Rupiah)	Reference from Consolidated Statements of Financial Position
		Consolidated	
	Common Equity Tier 1 Capital: Instruments and Reserves		
1.	Directly issued qualifying common share (and equivalent for non-joint stock companies) capital plus related stock surplus	7,252,306	f
2.	Retained earnings	200,810,887	i
3.	Accumulated other comprehensive income (and other reserves)	15,767,223	h
4.	Directly issued capital subject to phase out from CET1 (only applicable to non-joint stock companies)	N/A	
5.	Common share capital issued by subsidiaries and held by third parties (amount allowed in group CET1)	-	
6.	Common Equity Tier 1 capital before regulatory adjustments	223,830,416	
	Common Equity Tier 1 capital: Regulatory Adjustments		
7.	Prudential valuation adjustments	-	
8.	Goodwill (net of related tax liability)	(1,113,614)	a
9.	Other intangibles other than mortgage-servicing rights (net of related tax liability)	(432,486)	c
10.	Deferred tax assets that rely on future profitability excluding those arising from temporary differences (net of related tax liability)	N/A	
11.	Cash-flow hedge reserve	N/A	
12.	Shortfall on provisions to expected losses	N/A	
13.	Securitisation gain on sale (as set out in paragraph 562 of Basel II framework)	-	k
14.	Gains and losses due to changes in own credit risk on fair valued liabilities	-	j
15.	Defined-benefit pension fund net assets	N/A	
16.	Investments in own shares (if not already netted off paid-in capital on reported balance sheet)	N/A	
17.	Reciprocal cross-holdings in common equity	N/A	
18.	Investments in the capital of Banking, financial and insurance entities that are outside the scope of regulatory consolidation, net of eligible short positions, where the Bank does not own more than 10% of the issued share capital (amount above 10% threshold)	N/A	
19.	Significant investments in the common stock of Banking, financial and insurance entities that are outside the scope of regulatory consolidation, net of eligible short positions (amount above 10% threshold)	N/A	
20.	Mortgage servicing rights (amount above 10% threshold)	-	b
21.	Deferred tax assets arising from temporary differences (amount above 10% threshold, net of related tax liability)	N/A	
22.	Amount exceeding the 15% threshold		
23.	Significant investments in the common stock of financials	N/A	
24.	Mortgage servicing rights	N/A	
25.	Deferred tax assets arising from temporary differences	N/A	
26.	National specific regulatory adjustments		
	a. Difference between allowance for possible losses and allowance for impairment losses on earning assets	-	
	b. Allowance for losses on non productive assets required to be provided	(1,532,158)	
	c. Deferred tax asset	(7,230,604)	d
	d. Investments in shares of stock	(1,075,865)	
	e. Shortage of capital on insurance subsidiary company	-	
	f. Securitisation Exposure	-	
	g. Other deduction factor of Common Equity Tier 1	-	
27.	Regulatory adjustments applied to Common Equity Tier 1 due to insufficient Additional Tier 1 and Tier 2 to cover deductions	-	
28.	Total regulatory adjustments to Common equity Tier 1	(11,384,727)	
29.	Common Equity Tier 1 capital (CET1)	212,445,689	



5. Capital - Composition of Capital (CC1) - as of December 31, 2022

No.	Component	Amount (in million Rupiah)	Reference from Consolidated Statements of Financial Position
		Consolidated	
	Additional Tier 1 capital: instruments		
30.	Directly issued qualifying Additional Tier 1 instruments plus related stock surplus		
31.	Classified as equity under applicable accounting standards	-	g
32.	Classified as liabilities under applicable accounting standards	-	e
33.	Directly issued capital instruments subject to phase out from Additional Tier 1	N/A	
34.	Additional Tier 1 instruments (and CET1 instruments not included in row 5) issued by subsidiaries and held by third parties (amount allowed in group AT1)	-	
35.	Instruments issued by subsidiaries subject to phase out	N/A	
36.	Additional Tier 1 capital before regulatory adjustments	-	
	Additional Tier 1 capital: regulatory adjustments		
37.	Investments in own Additional Tier 1 instruments	N/A	
38.	Reciprocal cross-holdings in Additional Tier 1 instruments	N/A	
39.	Investments in the capital of Banking, financial and insurance entities that are outside the scope of regulatory consolidation, net of eligible short positions, where the Bank does not own more than 10% of the issued common share capital of the entity (amount above 10% threshold)	N/A	
40.	Significant investments in the capital of Banking, financial and insurance entities that are outside the scope of regulatory consolidation (net of eligible short positions)	N/A	
41.	National specific regulatory adjustments		
	a. Investments in Instruments issued by the other bank that meet the criteria for inclusion in Additional Tier 1	-	
42.	Regulatory adjustments applied to Additional Tier 1 due to insufficient Tier 2 to cover deductions	-	
43.	Total regulatory adjustments to Additional Tier 1 capital	-	
44.	Additional Tier 1 capital (AT1)	-	
45.	Tier 1 capital (T1 = CET 1 + AT 1)	212,445,689	
	Tier 2 capital: instruments and provisions		
46.	Directly issued qualifying Tier 2 instruments plus related stock surplus	289,750	
47.	Directly issued capital instruments subject to phase out from Tier 2	N/A	
48.	Tier 2 instruments (and CET1 and AT1 instruments not included in rows 5 or 34) issued by subsidiaries and held by third parties (amount allowed in group Tier 2)	-	
49.	Instruments issued by subsidiaries subject to phase out	N/A	
50.	General allowance for losses on earning assets that must be calculated with a maximum amount of 1.25% of RWA for Credit Risk	7,833,123	
51.	Tier 2 capital before regulatory adjustments	8,122,873	
	Tier 2 capital: regulatory adjustments		
52.	Investments in own Tier 2 instruments	N/A	
53.	Reciprocal cross-holdings in Tier 2 instruments and other TLAC liabilities	N/A	
54.	Investments in the other TLAC liabilities of banking, financial and insurance entities that are outside the scope of regulatory consolidation and where the bank does not own more than 10% of the issued common share capital of the entity: amount previously designated for the 5% threshold but that no longer meets the conditions (for G-SIBs only)	N/A	
55.	Significant investments in the capital banking, financial and insurance entities that are outside the scope of regulatory consolidation (net of eligible short positions)	N/A	

5. Capital - Composition of Capital (CC1) - as of December 31, 2022

No.	Component	Amount (in million Rupiah)	Reference from Consolidated Statements of Financial Position
		Consolidated	
56.	National specific regulatory adjustments		
	a. Sinking fund	-	
	b. Investments in Instruments issued by the other bank that meet the criteria for inclusion in Additional Tier 2	-	
57.	Total regulatory adjustments to Tier 2 capital		
58.	Tier 2 capital (T2)	8,122,873	
59.	Total capital (TC = T1 + T2)	220,568,562	
60.	Total risk weighted assets	821,723,312	
	Capital ratios and buffers		
61.	Common Equity Tier 1 (as a percentage of risk weighted assets)	25.85%	
62.	Tier 1 (as a percentage of risk weighted assets)	25.85%	
63.	Total capital (as a percentage of risk weighted assets)	26.84%	
64.	Institution specific buffer requirement (minimum CET1 requirement plus capital conservation buffer plus countercyclical buffer requirements plus G-SIB buffer requirement, expressed as a percentage of risk weighted assets)	5.000%	
65.	Capital conservation buffer requirement	2.500%	
66.	Bank specific countercyclical buffer requirement	0.000%	
67.	Higher loss absorbency requirement	2.500%	
68.	Common Equity Tier 1 available to meet buffers (as a percentage of risk weighted assets)	16.85%	
	National minimal (if different from Basel 3)		
69.	National Common Equity Tier 1 minimum ratio (if different from Basel 3 minimum)	N/A	
70.	National Tier 1 minimum ratio (if different from Basel 3 minimum)	N/A	
71.	National total capital minimum ratio (if different from Basel 3 minimum)	N/A	
	Amounts below the thresholds for deduction (before risk weighting)		
72.	Non-significant investments in the capital and other TLAC liabilities of other financial entities	N/A	
73.	Significant investments in the common stock of financial entities	N/A	
74.	Mortgage servicing rights (net of related tax liability)	N/A	
75.	Deferred tax assets arising from temporary differences (net of related tax liability)	N/A	
	Applicable caps on the inclusion of provisions in Tier 2		
76.	Provisions eligible for inclusion in Tier 2 in respect of exposures subject to standardised approach (prior to application of cap)	N/A	
77.	Cap on inclusion of provisions in Tier 2 under standardised approach	N/A	
78.	Provisions eligible for inclusion in Tier 2 in respect of exposures subject to internal ratings-based approach (prior to application of cap)	N/A	
79.	Cap for inclusion of provisions in Tier 2 under internal ratings-based approach	N/A	
	Capital instruments subject to phase-out arrangements (only applicable between 1 Jan 2018 and 1 Jan 2022)		
80.	Current cap on CET1 instruments subject to phase out arrangements	N/A	
81.	Amount excluded from CET1 due to cap (excess over cap after redemptions and maturities)	N/A	
82.	Current cap on AT1 included phase out Current cap on AT1 instruments subject to phase out arrangements	N/A	
83.	Amount excluded from AT1 due to cap (excess over cap after redemptions and maturities)	N/A	
84.	Current cap on T2 instruments subject to phase out arrangements	N/A	
85.	Amount excluded from T2 due to cap (excess over cap after redemptions and maturities)	N/A	



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

No.	Component	Amount (in million Rupiah)	Reference from Consolidated Statements of Financial Position
		Consolidated	
	Common Equity Tier 1 Capital: Instruments and Reserves		
1.	Directly issued qualifying common share (and equivalent for non-joint stock companies) capital plus related stock surplus	7,252,306	f
2.	Retained earnings	179,627,598	i
3.	Accumulated other comprehensive income (and other reserves)	18,508,725	h
4.	Directly issued capital subject to phase out from CET1 (only applicable to non-joint stock companies)	N/A	
5.	Common share capital issued by subsidiaries and held by third parties (amount allowed in group CET1)	-	
6.	Common Equity Tier 1 capital before regulatory adjustments	205,388,629	
	Common Equity Tier 1 capital: Regulatory Adjustments		
7.	Prudential valuation adjustments	-	
8.	Goodwill (net of related tax liability)	(1,113,614)	a
9.	Other intangibles other than mortgage-servicing rights (net of related tax liability)	(444,943)	c
10.	Deferred tax assets that rely on future profitability excluding those arising from temporary differences (net of related tax liability)	N/A	
11.	Cash-flow hedge reserve	N/A	
12.	Shortfall on provisions to expected losses	N/A	
13.	Securitisation gain on sale (as set out in paragraph 562 of Basel II framework)	-	k
14.	Gains and losses due to changes in own credit risk on fair valued liabilities	-	j
15.	Defined-benefit pension fund net assets	N/A	
16.	Investments in own shares (if not already netted off paid-in capital on reported balance sheet)	N/A	
17.	Reciprocal cross-holdings in common equity	N/A	
18.	Investments in the capital of Banking, financial and insurance entities that are outside the scope of regulatory consolidation, net of eligible short positions, where the Bank does not own more than 10% of the issued share capital (amount above 10% threshold)	N/A	
19.	Significant investments in the common stock of Banking, financial and insurance entities that are outside the scope of regulatory consolidation, net of eligible short positions (amount above 10% threshold)	N/A	
20.	Mortgage servicing rights (amount above 10% threshold)	-	b
21.	Deferred tax assets arising from temporary differences (amount above 10% threshold, net of related tax liability)	N/A	
22.	Amount exceeding the 15% threshold		
23.	Significant investments in the common stock of financials	N/A	
24.	Mortgage servicing rights	N/A	
25.	Deferred tax assets arising from temporary differences	N/A	

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

No.	Component	Amount (in million Rupiah)	Reference from Consolidated Statements of Financial Position
		Consolidated	
26.	National specific regulatory adjustments		
	a. Difference between allowance for possible losses and allowance for impairment losses on earning assets	-	
	b. Allowance for losses on non productive assets required to be provided	(1,298,081)	
	c. Deferred tax asset	(5,443,061)	d
	d. Investments in shares of stock	(974,534)	
	e. Shortage of capital on insurance subsidiary company	-	
	f. Securitisation Exposure	-	
	g. Other deduction factor of Common Equity Tier 1	-	
27.	Regulatory adjustments applied to Common Equity Tier 1 due to insufficient Additional Tier 1 and Tier 2 to cover deductions	-	
28.	Total regulatory adjustments to Common equity Tier 1	(9,274,233)	
29.	Common Equity Tier 1 capital (CET1)	196,114,396	
	Additional Tier 1 capital: instruments		
30.	Directly issued qualifying Additional Tier 1 instruments plus related stock surplus		
31.	Classified as equity under applicable accounting standards	-	g
32.	Classified as liabilities under applicable accounting standards	-	e
33.	Directly issued capital instruments subject to phase out from Additional Tier 1	N/A	
34.	Additional Tier 1 instruments (and CET1 instruments not included in row 5) issued by subsidiaries and held by third parties (amount allowed in group AT1)	-	
35.	Instruments issued by subsidiaries subject to phase out	N/A	
36.	Additional Tier 1 capital before regulatory adjustments	-	
	Additional Tier 1 capital: regulatory adjustments		
37.	Investments in own Additional Tier 1 instruments	N/A	
38.	Reciprocal cross-holdings in Additional Tier 1 instruments	N/A	
39.	Investments in the capital of Banking, financial and insurance entities that are outside the scope of regulatory consolidation, net of eligible short positions, where the Bank does not own more than 10% of the issued common share capital of the entity (amount above 10% threshold)	N/A	
40.	Significant investments in the capital of Banking, financial and insurance entities that are outside the scope of regulatory consolidation (net of eligible short positions)	N/A	
41.	National specific regulatory adjustments		
	a. Investments in Instruments issued by the other bank that meet the criteria for inclusion in Additional Tier 1	-	
42.	Regulatory adjustments applied to Additional Tier 1 due to insufficient Tier 2 to cover deductions	-	
43.	Total regulatory adjustments to Additional Tier 1 capital	-	
44.	Additional Tier 1 capital (AT1)	-	
45.	Tier 1 capital (T1 = CET 1 + AT 1)	196,114,396	



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

No.	Component	Amount (in million Rupiah)	Reference from Consolidated Statements of Financial Position
		Consolidated	
	Tier 2 capital: instruments and provisions		
46.	Directly issued qualifying Tier 2 instruments plus related stock surplus	376,750	
47.	Directly issued capital instruments subject to phase out from Tier 2	N/A	
48.	Tier 2 instruments (and CET1 and AT1 instruments not included in rows 5 or 34) issued by subsidiaries and held by third parties (amount allowed in group Tier 2)	-	
49.	Instruments issued by subsidiaries subject to phase out	N/A	
50.	General allowance for losses on earning assets that must be calculated with a maximum amount of 1.25% of RWA for Credit Risk	7,130,075	
51.	Tier 2 capital before regulatory adjustments	7,506,825	
	Tier 2 capital: regulatory adjustments		
52.	Investments in own Tier 2 instruments	N/A	
53.	Reciprocal cross-holdings in Tier 2 instruments and other TLAC liabilities	N/A	
54.	Investments in the other TLAC liabilities of banking, financial and insurance entities that are outside the scope of regulatory consolidation and where the bank does not own more than 10% of the issued common share capital of the entity: amount previously designated for the 5% threshold but that no longer meets the conditions (for G-SIBs only)	N/A	
55.	Significant investments in the capital banking, financial and insurance entities that are outside the scope of regulatory consolidation (net of eligible short positions)	N/A	
56.	National specific regulatory adjustments		
	a. Sinking fund	-	
	b. Investments in Instruments issued by the other bank that meet the criteria for inclusion in Additional Tier 2	-	
57.	Total regulatory adjustments to Tier 2 capital		
58.	Tier 2 capital (T2)	7,506,825	
59.	Total capital (TC = T1 + T2)	203,621,221	
60.	Total risk weighted assets	758,288,767	
	Capital ratios and buffers		
61.	Common Equity Tier 1 (as a percentage of risk weighted assets)	25.86%	
62.	Tier 1 (as a percentage of risk weighted assets)	25.86%	
63.	Total capital (as a percentage of risk weighted assets)	26.85%	
64.	Institution specific buffer requirement (minimum CET1 requirement plus capital conservation buffer plus countercyclical buffer requirements plus G-SIB buffer requirement, expressed as a percentage of risk weighted assets)	5.00%	
65.	Capital conservation buffer requirement	2.50%	
66.	Bank specific countercyclical buffer requirement	0.00%	
67.	Higher loss absorbency requirement	2.50%	
68.	Common Equity Tier 1 available to meet buffers (as a percentage of risk weighted assets)	16.86%	

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

No.	Component	Amount (in million Rupiah)	Reference from Consolidated Statements of Financial Position
		Consolidated	
	National minimal (if different from Basel 3)		
69.	National Common Equity Tier 1 minimum ratio (if different from Basel 3 minimum)	N/A	
70.	National Tier 1 minimum ratio (if different from Basel 3 minimum)	N/A	
71.	National total capital minimum ratio (if different from Basel 3 minimum)	N/A	
	Amounts below the thresholds for deduction (before risk weighting)		
72.	Non-significant investments in the capital and other TLAC liabilities of other financial entities	N/A	
73.	Significant investments in the common stock of financial entities	N/A	
74.	Mortgage servicing rights (net of related tax liability)	N/A	
75.	Deferred tax assets arising from temporary differences (net of related tax liability)	N/A	
	Applicable caps on the inclusion of provisions in Tier 2		
76.	Provisions eligible for inclusion in Tier 2 in respect of exposures subject to standardised approach (prior to application of cap)	N/A	
77.	Cap on inclusion of provisions in Tier 2 under standardised approach	N/A	
78.	Provisions eligible for inclusion in Tier 2 in respect of exposures subject to internal ratings-based approach (prior to application of cap)	N/A	
79.	Cap for inclusion of provisions in Tier 2 under internal ratings-based approach	N/A	
	Capital instruments subject to phase-out arrangements (only applicable between 1 Jan 2018 and 1 Jan 2022)		
80.	Current cap on CET1 instruments subject to phase out arrangements	N/A	
81.	Amount excluded from CET1 due to cap (excess over cap after redemptions and maturities)	N/A	
82.	Current cap on AT1 included phase out Current cap on AT1 instruments subject to phase out arrangements	N/A	
83.	Amount excluded from AT1 due to cap (excess over cap after redemptions and maturities)	N/A	
84.	Current cap on T2 instruments subject to phase out arrangements	N/A	
85.	Amount excluded from T2 due to cap (excess over cap after redemptions and maturities)	N/A	



6. Capital - Reconciliation of Capital (CC2) - as of December 31, 2022

in million Rupiah

No.	Accounts	Published Statements of Financial Position	Consolidated Statements of Financial Position Under Regulatory Scope of Consolidation as of December 31, 2021	Reference
		Consolidated		
	ASSETS			
1.	Cash	21,359,509	21,359,439	
2.	Placement to Bank Indonesia	122,792,126	122,792,126	
3.	Interbank placement	17,453,443	16,347,267	
4.	Spot and derivative/forward receivables	100,318	100,318	
5.	Securities	255,961,933	253,398,401	
6.	Securities sold under repurchase agreement (repo)	303,227	303,227	
7.	Claims on securities bought under reverse repo	153,966,411	153,966,411	
8.	Acceptance receivables	15,515,098	15,515,098	
9.	Loans and financing	703,562,178	703,561,285	
10.	Sharia financing	7,576,818	7,576,818	
11.	Equity investment	956,676	2,028,113	
12.	Other financial assets	10,913,537	10,475,158	
13.	Impairment on financial assets -/-	(35,462,188)	(35,462,188)	
	a. Securities	(180,268)	(180,268)	
	b. Loans and Sharia financing	(34,839,835)	(34,839,835)	
	c. Others	(442,085)	(442,085)	
14.	Intangible assets	3,872,186	3,831,686	
	Goodwill	1,158,201	1,157,121	a
	Mortgage servicing rights	-	-	b
	Other intangibles (excluding Mortgage servicing rights)	2,713,985	2,674,565	c
	Accumulated amortization on intangible asset -/-	(2,305,066)	(2,285,586)	
	Goodwill	(43,512)	(43,507)	a
	Mortgage servicing rights	-	-	b
	Other intangibles (excluding Mortgage servicing rights)	(2,261,554)	(2,242,079)	c
15.	Fixed assets and equipment	34,780,533	34,634,178	
	Accumulated depreciation on fixed assets and equipment -/-	(10,071,161)	(9,980,951)	
16.	Non productive asset	1,725,571	1,725,571	
	a. Abandoned property	88,655	88,655	
	b. Foreclosed accounts	1,616,757	1,616,757	
	c. Suspense accounts	13,140	13,140	
	d. Interbranch assets	7,019	7,019	
17.	Other assets	11,730,525	11,444,603	
	Deferred tax assets	7,321,331	7,230,604	d
	TOTAL ASSETS	1,314,731,674	1,311,330,974	

6. Capital - Reconciliation of Capital (CC2) - as of December 31, 2022

in million Rupiah

No.	Accounts	Published Statements of Financial Position	Consolidated Statements of Financial Position Under Regulatory Scope of Consolidation as of December 31, 2021	Reference
		Consolidated		
	LIABILITIES AND EQUITIES			
	LIABILITIES			
1.	Current account	323,924,052	323,946,586	
2.	Saving account	524,013,719	524,013,719	
3.	Time deposit	191,780,247	191,982,207	
4.	Electronic money	1,123,551	1,123,551	
5.	Liabilities to Bank Indonesia	577	577	
6.	Interbank liabilities	7,936,209	7,936,209	
7.	Spot and derivative/forward liabilities	383,273	383,273	
8.	Liabilities on securities sold under repurchase agreement	255,962	255,962	
9.	Acceptance liabilities	9,666,648	9,666,648	
10.	Issued securities	500,000	500,000	
11.	Loans/financing received	1,316,374	1,316,374	
	Recognized in AT 1	-	-	e
	Not recognized in capital	1,316,374	1,316,374	
12.	Margin deposit	284,077	284,077	
13.	Interbranch liabilities	8,996	8,996	
14.	Other liabilities	32,356,334	29,379,759	
15.	Non-controlling interest	163,049	97,113	
	TOTAL LIABILITIES	1,093,713,068	1,090,895,051	



6. Capital - Reconciliation of Capital (CC2) - as of December 31, 2022

in million Rupiah

No.	Accounts	Published Statements of Financial Position	Consolidated Statements of Financial Position Under Regulatory Scope of Consolidation as of December 31, 2021	Reference
		Consolidated		
	EQUITIES			
16.	Paid in capital	1,540,938	1,540,938	
	a. Capital	11,500,000	11,500,000	
	a.1. amount eligible for CET 1	11,500,000	11,500,000	f
	a.2. amount eligible for AT 1	-	-	g
	b. Unpaid capital -/-	(9,959,062)	(9,959,062)	
	b.1. amount eligible for CET 1	(9,959,062)	(9,959,062)	f
	b.2. amount eligible for AT 1	-	-	g
	c. Treasury stock -/-	-	-	
	c.1. amount eligible for CET 1	-	-	f
	c.2. amount eligible for AT 1	-	-	g
17.	Additional paid in capital	5,548,977	5,618,537	
	a. Agio	5,711,368	5,711,368	f
	b. Disagio -/-	-	-	f
	c. Fund for paid up capital	-	-	f
	d. Others	(162,391)	(92,831)	
18.	Other comprehensive income	9,667,038	9,638,769	
	a. Gains	12,969,833	12,941,816	
	b. Losses -/-	(3,302,795)	(3,303,047)	
19.	Reserves	2,826,792	2,826,792	h
	a. General reserves	2,826,792	2,826,792	
	b. Appropriated reserves	-	-	
20.	Gain/loss	201,434,861	200,810,887	
	a. Previous years	179,806,772	179,347,573	
	a. 1. Gain/Loss previous years	179,806,772	179,347,573	i
	a. 2. Gain/Loss due to changes in own credit risk on fair valued liabilities	-	-	j
	a. 3. Securitisation gain on sale	-	-	k
	b. Current Year	40,735,722	40,570,947	
	b.1. Gain/Loss current year	40,735,722	40,570,947	i
	b.2. Gain/Loss due to changes in own credit risk on fair valued liabilities	-	-	j
	b. 3. Securitisation gain on sale	-	-	k
	c. Dividend paid -/-	(19,107,633)	(19,107,633)	i
	TOTAL EQUITIES	221,018,606	220,435,923	
	TOTAL LIABILITIES AND EQUITIES	1,314,731,674	1,311,330,974	

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

in million Rupiah

No.	Accounts	Published Statements of Financial Position	Consolidated Statements of Financial Position Under Regulatory Scope of Consolidation as of December 31, 2021	Reference
		Consolidated		
	ASSETS			
1.	Cash	23,615,635	23,615,568	
2.	Placement to Bank Indonesia	135,020,049	135,020,049	
3.	Interbank placement	29,523,621	28,794,972	
4.	Spot and derivative/forward receivables	1,330,085	1,330,085	
5.	Securities	231,066,100	228,917,929	
6.	Securities sold under repurchase agreement (repo)	79,748	79,748	
7.	Claims on securities bought under reverse repo	147,066,103	147,066,103	
8.	Acceptance receivables	11,460,314	11,460,314	
9.	Loans and financing	630,653,538	630,653,079	
10.	Sharia financing	6,248,459	6,248,459	
11.	Equity investment	841,711	1,811,817	
12.	Other financial assets	10,758,103	10,133,553	
13.	Impairment on financial assets -/-	(34,093,869)	(34,093,869)	
	a. Securities	(209,381)	(209,381)	
	b. Loans and Sharia financing	(33,238,656)	(33,238,656)	
	c. Others	(645,832)	(645,832)	
14.	Intangible assets	3,605,958	3,568,293	
	Goodwill	1,158,201	1,157,121	a
	Mortgage servicing rights	-	-	b
	Other intangibles (excluding Mortgage servicing rights)	2,447,757	2,411,172	c
	Accumulated amortization on intangible asset -/-	(2,023,666)	(2,009,736)	
	Goodwill	(43,512)	(43,507)	a
	Mortgage servicing rights	-	-	b
	Other intangibles (excluding Mortgage servicing rights)	(1,980,154)	(1,966,229)	c
15.	Fixed assets and equipment	31,108,373	30,969,280	
	Accumulated depreciation on fixed assets and equipment -/-	(8,939,074)	(8,867,880)	
16.	Non productive asset	1,523,208	1,523,208	
	a. Abandoned property	54,501	54,501	
	b. Foreclosed accounts	1,401,658	1,401,658	
	c. Suspense accounts	13,967	13,967	
	d. Interbranch assets	53,082	53,082	
17.	Other assets	9,500,284	9,173,840	
	Deferred tax assets	5,525,516	5,443,061	d
	TOTAL ASSETS	1,228,344,680	1,225,394,812	



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

in million Rupiah

No.	Accounts	Published Statements of Financial Position	Consolidated Statements of Financial Position Under Regulatory Scope of Consolidation as of December 31, 2021	Reference
		Consolidated		
	LIABILITIES AND EQUITIES			
	LIABILITIES			
1.	Current account	285,639,525	285,652,812	
2.	Saving account	481,372,612	481,372,612	
3.	Time deposit	208,936,634	209,171,534	
4.	Electronic money	935,221	935,221	
5.	Liabilities to Bank Indonesia	577	577	
6.	Interbank liabilities	10,017,194	10,017,194	
7.	Spot and derivative/forward liabilities	55,162	55,162	
8.	Liabilities on securities sold under repurchase agreement	77,021	77,021	
9.	Acceptance liabilities	6,644,294	6,644,294	
10.	Issued securities	982,149	997,149	
11.	Loans/financing received	975,648	975,648	
	Recognized in AT 1	-	-	e
	Not recognized in capital	975,648	975,648	
12.	Margin deposit	229,556	229,556	
13.	Interbranch liabilities	6,904	6,904	
14.	Other liabilities	29,623,249	26,897,606	
15.	Non-controlling interest	136,172	82,913	
	TOTAL LIABILITIES	1,025,631,918	1,023,116,203	

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

in million Rupiah

No.	Accounts	Published Statements of Financial Position Consolidated	Consolidated Statements of Financial Position Under Regulatory Scope of Consolidation as of December 31, 2021	Reference
	EQUITIES			
16.	Paid in capital	1,540,938	1,540,938	
	a. Capital	11,500,000	11,500,000	
	a.1. amount eligible for CET 1	11,500,000	11,500,000	f
	a.2. amount eligible for AT 1	-	-	g
	b. Unpaid capital -/-	(9,959,062)	(9,959,062)	
	b.1. amount eligible for CET 1	(9,959,062)	(9,959,062)	f
	b.2. amount eligible for AT 1	-	-	g
	c. Treasury stock -/-	-	-	
	c.1. amount eligible for CET 1	-	-	f
	c.2. amount eligible for AT 1	-	-	g
17.	Additional paid in capital	5,548,977	5,618,537	
	a. Agio	5,711,368	5,711,368	f
	b. Disagio -/-	-	-	f
	c. Fund for paid up capital	-	-	f
	d. Others	(162,391)	(92,831)	
18.	Other comprehensive income	13,023,485	12,978,971	
	a. Gains	16,042,726	15,997,545	
	b. Losses -/-	(3,019,241)	(3,018,574)	
19.	Reserves	2,512,565	2,512,565	h
	a. General reserves	2,512,565	2,512,565	
	b. Appropriated reserves	-	-	
20.	Gain/loss	180,086,797	179,627,598	
	a. Previous years	162,396,977	162,072,686	
	a. 1. Gain/Loss previous years	162,396,977	162,072,686	i
	a. 2. Gain/Loss due to changes in own credit risk on fair valued liabilities	-	-	j
	a. 3. Securitisation gain on sale	-	-	k
	b. Current Year	31,422,660	31,287,752	
	b. 1. Gain/Loss current year	31,422,660	31,287,752	i
	b. 2. Gain/Loss due to changes in own credit risk on fair valued liabilities	-	-	j
	b. 3. Securitisation gain on sale	-	-	k
	c. Dividend paid -/-	(13,732,840)	(13,732,840)	i
	TOTAL EQUITIES	202,712,762	202,278,609	
	TOTAL LIABILITIES AND EQUITIES	1,228,344,680	1,225,394,812	



7. Capital - Main Features of Capital and TLAC - Eligible Instruments (CCA) - as of December 31, 2022

No.	Question	Answer	Answer	Answer
1.	Issuer	PT Bank Central Asia Tbk	PT Bank Central Asia Tbk	PT Bank Central Asia Tbk
2.	Unique identifier	BBCA	BBCA01ASBCN1	BBCA01BSBCN1
3.	Governing law(s) of the instrument	Indonesian Law	Indonesian Law	Indonesian Law
	Regulatory treatment			
4.	Transitional Basel III rules	N/A	N/A	N/A
5.	Post-transitional Basel III rules	CET 1	Tier 2	Tier 2
6.	Eligible at solo/group/group&solo	Solo	Solo	Solo
7.	Instrument type	Common stock	Subordinated securities	Subordinated securities
8.	Amount recognised in regulatory capital	7,252,306	435,000	65,000
9.	Par value of instrument	12.5	435,000	65,000
10.	Accounting classification	Equity	Liability – Amortised Cost	Liability – Amortised Cost
11.	Original date of issuance	May 31, 2000	July 5, 2018	July 5, 2018
12.	Perpetual or dated	Perpetual	With maturity	With maturity
13.	Original maturity date	N/A	July 5, 2025	July 5, 2030
14.	Issuer call subject to prior supervisory approval	No	No	No
15.	Optional call date, contingent call dates and redemption amount (if any)	N/A	N/A	N/A
16.	Subsequent call option	N/A	N/A	N/A
	Coupons / dividends			
17.	Fixed or floating	Floating	Fixed	Fixed
18.	Coupon rate and any related index	N/A	N/A	N/A
19.	Existence of a dividend stopper	No	No	No
20.	Fully discretionary; partial or mandatory	Fully	Partial	Partial
21.	Existence of step up or other incentive to redeem	No	No	No
22.	Non-cumulative or cumulative	Non-cumulative	Cumulative	Cumulative
23.	Convertible or non-convertible	Non-convertible	Non-convertible	Non-convertible
24.	If convertible, conversion trigger (s)	N/A	N/A	N/A
25.	If convertible, fully or partially	N/A	N/A	N/A
26.	If convertible, conversion rate	N/A	N/A	N/A
27.	If convertible, mandatory or optional conversion	N/A	N/A	N/A
28.	If convertible, specify instrument type convertible into	N/A	N/A	N/A
29.	If convertible, specify issuer of instrument it converts into	N/A	N/A	N/A
30.	Write-down feature	No	Yes	Yes
31.	If write-down, write-down trigger(s)	N/A	**)	**)
32.	If write-down, full or partial	N/A	can be full or partial	can be full or partial
33.	If write-down, permanent or temporary	N/A	Permanent	Permanent
34.	If temporary write-down, description of write-up mechanism	N/A	N/A	N/A
35.	Position in subordination hierarchy in liquidation	*)	***)	***)
36.	Non-compliant transitioned features	No	No	No
37.	If yes, specify non-compliant features	N/A	N/A	N/A

Qualitative Analysis

*) In a liquidation, shareholders shall only receive the remaining proceeds, if any, after all existing creditors have been paid and there is still the remaining assets of the company.

**) (i) Common Equity Tier 1 ratio lower or equal to 5.125% from risk weighted assets, both individually and consolidated with subsidiaries; and/or
(ii) there is a plan from authorized authority to make capital investment to the Emiten which is considered to have the potential disrupt the continuity of its business; and
(iii) there is an order from Financial Services Authority (OJK) to write down.
If in the future the write down criteria are determined otherwise based on the provisions of the laws and regulations, the write down criteria will follow these provisions.

***) At the time of Liquidation, the subordinated bond holder will only get return on investment if all preferred creditors and senior debt holders of the company have received payment and there is still the remaining assets of the company.

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

No.	Question	Answer	Answer	Answer
1.	Issuer	PT Bank Central Asia Tbk	PT Bank Central Asia Tbk	PT Bank Central Asia Tbk
2.	Unique identifier	BBCA	BBCA01ASBCN1	BBCA01BSBCN1
3.	Governing law(s) of the instrument	Indonesian Law	Indonesian Law	Indonesian Law
	Regulatory treatment			
4.	Transitional Basel III rules	N/A	N/A	N/A
5.	Post-transitional Basel III rules	CET 1	Tier 2	Tier 2
6.	Eligible at solo/group/group&solo	Solo	Solo	Solo
7.	Instrument type	Common stock	Subordinated securities	Subordinated securities
8.	Amount recognised in regulatory capital	7,252,306	435,000	65,000
9.	Par value of instrument****)	12.5	435,000	65,000
10.	Accounting classification	Equity	Liability – Amortised Cost	Liability – Amortised Cost
11.	Original date of issuance	May 31, 2000	July 5, 2018	July 5, 2018
12.	Perpetual or dated	Perpetual	With maturity	With maturity
13.	Original maturity date	N/A	July 5, 2025	July 5, 2030
14.	Issuer call subject to prior supervisory approval	No	No	No
15.	Optional call date, contingent call dates and redemption amount (if any)	N/A	N/A	N/A
16.	Subsequent call option	N/A	N/A	N/A
	Coupons / dividends			
17.	Fixed or floating	Floating	Fixed	Fixed
18.	Coupon rate and any related index	N/A	N/A	N/A
19.	Existence of a dividend stopper	No	No	No
20.	Fully discretionary; partial or mandatory	Fully	Partial	Partial
21.	Existence of step up or other incentive to redeem	No	No	No
22.	Non-cumulative or cumulative	Non-cumulative	Cumulative	Cumulative
23.	Convertible or non-convertible	Non-convertible	Non-convertible	Non-convertible
24.	If convertible, conversion trigger (s)	N/A	N/A	N/A
25.	If convertible, fully or partially	N/A	N/A	N/A
26.	If convertible, conversion rate	N/A	N/A	N/A
27.	If convertible, mandatory or optional conversion	N/A	N/A	N/A
28.	If convertible, specify instrument type convertible into	N/A	N/A	N/A
29.	If convertible, specify issuer of instrument it converts into	N/A	N/A	N/A
30.	Write-down feature	No	Yes	Yes
31.	If write-down, write-down trigger(s)	N/A	**)	**)
32.	If write-down, full or partial	N/A	can be full or partial	can be full or partial
33.	If write-down, permanent or temporary	N/A	Permanent	Permanent
34.	If temporary write-down, description of write-up mechanism	N/A	N/A	N/A
35.	Position in subordination hierarchy in liquidation	*)	***)	***)
36.	Non-compliant transitioned features	No	No	No
37.	If yes, specify non-compliant features	N/A	N/A	N/A

Qualitative Analysis

*) In a liquidation, shareholders shall only receive the remaining proceeds, if any, after all existing creditors have been paid and there is still the remaining assets of the company.

**) (i) Common Equity Tier 1 ratio lower or equal to 5.125% from risk weighted assets, both individually and consolidated with subsidiaries; and/or
(ii) there is a plan from authorized authority to make capital investment to the Emiten which is considered to have the potential disrupt the continuity of its business; and
(iii) there is an order from Financial Services Authority (OJK) to write down.
If in the future the write down criteria are determined otherwise based on the provisions of the laws and regulations, the write down criteria will follow these provisions.

***) At the time of Liquidation, the subordinated bond holder will only get return on investment if all preferred creditors and senior debt holders of the company have received payment and there is still the remaining assets of the company.

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



10.a. Leverage Ratio - Exposure in Leverage Ratio Report and Report of Leverage Calculation - Bank Only

A. Exposure in Leverage Ratio Report

in million Rupiah

No.	Information	As of December 31, 2022
1	Total assets on the balance sheet in published financial statements. (Gross value before deducting impairment provision).	1,317,847,073
2	Adjustment for investment in Bank, Financial Institution, Insurance Company, and/or other entities that consolidated based on accounting standard yet out of scope consolidation based on Otoritas Jasa Keuangan.	-
3	Adjustment for portfolio of financial asset that have underlying which already transferred to without recourse securitization asset as stipulated in OJK's statutory regulations related to Prudential Principles in Securitization Asset Activity for General Bank In the event that the underlying financial asset has been deducted from the total assets in the statement of financial position, the number on this line is 0 (zero).	-
4	Adjustment to temporary exception of Placement to Bank Indonesia in accordance Statutory Reserve Requirement (if any)	N/A
5	Adjustment to fiduciary asset that recognized as balance sheet based on accounting standard yet excluded from total exposure in Leverage Ratio calculation.	N/A
6	Adjustment to acquisition cost or sales price of financial assets regularly using trade date accounting method	-
7	Adjustment to qualified cash pooling transaction as stipulated in this OJK's regulation.	-
8	Adjustment to exposure of derivative transaction.	553,342
9	Adjustment to exposure of Securities Financing Transaction (SFT) as example: reverse repo transaction.	23,530,501
10	Adjustment to exposure of Off Balance Sheet transaction that already multiply with Credit Conversion Factor.	120,850,222
11	Prudent valuation adjustments in form of capital deduction factor and impairment.	(55,141,809)
12	Other adjustments	-
13	Total Exposure in Leverage Ratio Calculation	1,407,639,329

B. Leverage Ratio Calculation Report

in million Rupiah

No.	Information	Period	
		31 December 2022	30 September 2022
On-Balance Sheet Exposure			
1	On-balance sheet exposure including collateral, but excluding derivatives and securities financing transaction (SFTs) (gross value before deducting impairment provisions)	1,165,337,957	1,129,603,188
2	Gross-up for derivatives collateral provided where deducted from balance sheet assets pursuant to the accounting standard.	-	-
3	(Deductions of receivable assets for CVM provided in derivatives transactions)	-	-
4	(Adjustment for securities received under securities financing transactions that are recognised as an asset)	-	-
5	(Impairment provision those assets inline with accounting standard applied)	(34,480,718)	(36,107,465)
6	(Asset amounts deducted in determining Basel III Tier 1 capital and regulatory adjustments)	(17,223,637)	(17,039,935)
7	Total On-Balance Sheet Exposure (Sum of rows 1 to 6)	1,113,633,602	1,076,455,788
Derivative Exposure			
8	Replacement cost associated with all derivatives transactions (where applicable net of eligible cash variation margin and/or with bilateral netting)	140,445	264,069
9	Add on amounts for PFE associated with all derivatives transactions.	513,215	615,328
10	(Exempted central counterparty (CCP) leg of client-cleared trade exposures)	N/A	N/A
11	Adjusted effective notional amount of written credit derivatives.	-	-
12	(Adjusted effective notional offsets and add-on deductions for written credit derivatives)	-	-
13	Total Derivative Exposure (Sum of rows 8 to 12)	653,660	879,397

B. Leverage Ratio Calculation Report

in million Rupiah

No.	Information	Period	
		31 December 2022	30 September 2022
Securities Financing Transaction (SFT) Exposure			
14	Gross SFT Assets.	152,408,798	165,807,945
15	(Netted amounts of cash payables and cash receivables of gross SFT assets)	-	-
16	Counterparty credit risk exposure for SFT assets refers to current exposure calculation.	23,530,501	27,809,031
17	Agent transaction exposures.	-	-
18	Total SFT Exposure	175,939,299	193,616,976
	(Sum of rows 14 to 17)		
Other Off-Balance Sheet Exposure			
19	Off-balance sheet exposure at gross notional amount. (gross value before deducting impairment provision)	356,065,425	339,936,924
20	(Adjustment from the result of multiplying commitment payable or contingent payables with credit conversion factor and deducted with impairment provision)	(235,215,203)	(226,728,109)
21	(Impairment provision for off balance sheet inline with accounting standard)	(3,437,454)	(3,266,731)
22	Total Other Off-Balance Sheet Exposure	117,412,768	109,942,084
	(Sum of rows 19 to 21)		
Capital and Total Exposure			
23	Tier 1 Capital	196,799,387	187,687,698
24	Total Exposure	1,407,639,329	1,380,894,245
	(Sum of rows 7,13,18,22)		
Leverage Ratio			
25	Leverage ratio (including the impact of any applicable temporary exemption of central bank reserves)	13.98%	13.59%
25a	Leverage ratio (excluding the impact of any applicable temporary exemption of central bank reserves)	13.98%	13.59%
26	National Minimum Leverage Ratio Requirement	3.00%	3.00%
27	Applicable Leverage Buffer	N/A	N/A
Disclosures of Mean Values			
28	Mean value of gross SFT assets, after adjustment for sale accounting transactions and netted of amounts of associated cash payables and cash receivables.	169,681,191	168,875,188
29	Quarter-end value of gross SFT assets, after adjustment for sale accounting transactions and netted of amounts of associated cash payables and cash receivables.	152,408,798	165,807,945
30	Total exposures (including the impact of any applicable temporary exemption of central bank reserves) incorporating mean values from row 28 of gross SFT assets.	1,424,911,722	1,383,961,488
30a	Total exposures (excluding the impact of any applicable temporary exemption of central bank reserves) incorporating mean values from row 28 of gross SFT asset.	1,424,911,722	1,383,961,488
31	Leverage ratio (including the impact of any applicable temporary exemption of central bank reserves) incorporating mean values from row 28 of gross SFT assets.	13.81%	13.56%
31a	Leverage ratio (excluding the impact of any applicable temporary exemption of central bank reserves) incorporating mean values from row 28 of gross SFT assets.	13.81%	13.56%



10.b. Leverage Ratio - Exposure in Leverage Ratio Report and Report of Leverage Calculation - Consolidated

A. Exposure in Leverage Ratio Report

in million Rupiah

No.	Information	As of December 31, 2022
1	Total assets on the balance sheet in published financial statements. (Gross value before deducting impairment provision).	1,350,193,862
2	Adjustment for investment in Bank, Financial Institution, Insurance Company, and/or other entities that consolidated based on accounting standard yet out of scope consolidation based on Financial Services Authority (OJK)	(3,400,700)
3	Adjustment for portfolio of financial asset that have underlying which already transferred to without recourse securitization asset as stipulated in OJK's statutory regulations related to Prudential Principles in Securitization Asset Activity for General Bank	-
	In the event that the underlying financial asset has been deducted from the total assets in the statement of financial position, the number on this line is 0 (zero).	
4	Adjustment to temporary exception of Placement to Bank Indonesia in accordance Statutory Reserve Requirement (if any)	N/A
5	Adjustment to fiduciary asset that recognized as balance sheet based on accounting standard yet excluded from total exposure in Leverage Ratio calculation.	N/A
6	Adjustment to acquisition cost or sales price of financial assets regularly using trade date accounting method	-
7	Adjustment to qualified cash pooling transaction as stipulated in Financial Services Authority (OJK) regulation.	-
8	Adjustment to exposure of derivative transaction.	553,342
9	Adjustment to exposure of Securities Financing Transaction (SFT) as example: reverse repo transaction.	25,132,545
10	Adjustment to exposure of Off Balance Sheet transaction that already multiply with Credit Conversion Factor.	121,063,663
11	Prudent valuation adjustments in form of capital deduction factor and impairment.	(48,751,690)
12	Other adjustments	-
13	Total Exposure in Leverage Ratio Calculation	1,444,791,022

B. Leverage Ratio Calculation Report

in million Rupiah

No.	Information	Period	
		31 December 2022	30 September 2022
On-Balance Sheet Exposure			
1	On-balance sheet exposure including collateral, but excluding derivatives and securities financing transaction (SFTs) (gross value before deducting impairment provisions)	1,192,423,206	1,153,893,246
2	Gross-up for derivatives collateral provided where deducted from balance sheet assets pursuant to the accounting standard,	-	-
3	(Deductions of receivable assets for CVM provided in derivatives transactions)	-	-
4	(Adjustment for securities received under securities financing transactions that are recognised as an asset)	-	-
5	(Impairment provision those assets inline with accounting standard applied)	(35,460,771)	(37,319,801)
6	(Asset amounts deducted in determining Basel III Tier 1 capital and regulatory adjustments)	(9,852,570)	(9,707,238)
7	Total On-Balance Sheet Exposure (Sum of rows 1 to 6)	1,147,109,865	1,106,866,207
Derivative Exposure			
8	Replacement cost associated with all derivatives transactions (where applicable net of eligible cash variation margin and/or with bilateral netting)	140,445	264,069
9	Add on amounts for PFE associated with all derivatives transactions,	513,215	615,328
10	(Exempted central counterparty (CCP) leg of client-cleared trade exposures)	N/A	N/A
11	Adjusted effective notional amount of written credit derivatives,	-	-
12	(Adjusted effective notional offsets and add-on deductions for written credit derivatives)	-	-
13	Total Derivative Exposure (Sum of rows 8 to 12)	653,660	879,397

B. Leverage Ratio Calculation Report

in million Rupiah

No.	Information	Period	
		31 December 2022	30 September 2022
Securities Financing Transaction (SFT) Exposure			
14	Gross SFT Assets,	154,268,221	168,646,422
15	(Netted amounts of cash payables and cash receivables of gross SFT assets)	-	-
16	Counterparty credit risk exposure for SFT assets refers to current exposure calculation,	25,133,962	30,392,517
17	Agent transaction exposures,	-	-
18	Total SFT Exposure	179,402,183	199,038,939
	(Sum of rows 14 to 17)		
Other Off-Balance Sheet Exposure			
19	Off-balance sheet exposure at gross notional amount, (gross value before deducting impairment provision)	357,348,310	340,774,366
20	(Adjustment from the result of multiplying commitment payable or contingent payables with credit conversion factor and deducted with impairment provision)	(236,284,647)	(227,468,868)
21	(Impairment provision for off balance sheet inline with accounting standard)	(3,438,349)	(3,267,626)
22	Total Other Off-Balance Sheet Exposure	117,625,314	110,037,872
	(Sum of rows 19 to 21)		
Capital and Total Exposure			
23	Tier 1 Capital	212,445,689	203,426,768
24	Total Exposure	1,444,791,022	1,416,822,415
	(Sum of rows 7,13,18,22)		
Leverage Ratio			
25	Leverage ratio (including the impact of any applicable temporary exemption of central bank reserves)	14.7%	14.36%
25a	Leverage ratio (excluding the impact of any applicable temporary exemption of central bank reserves)	14.7%	14.36%
26	National Minimum Leverage Ratio Requirement	3.00%	3.00%
27	Applicable Leverage Buffer	N/A	N/A
Disclosures of Mean Values			
28	Mean value of gross SFT assets, after adjustment for sale accounting transactions and netted of amounts of associated cash payables and cash receivables,	172,792,694	172,226,405
29	Quarter-end value of gross SFT assets, after adjustment for sale accounting transactions and netted of amounts of associated cash payables and cash receivables,	154,268,221	168,646,422
30	Total exposures (including the impact of any applicable temporary exemption of central bank reserves) incorporating mean values from row 28 of gross SFT assets,	1,463,315,495	1,420,402,398
30a	Total exposures (excluding the impact of any applicable temporary exemption of central bank reserves) incorporating mean values from row 28 of gross SFT asset,	1,463,315,495	1,420,402,398
31	Leverage ratio (including the impact of any applicable temporary exemption of central bank reserves) incorporating mean values from row 28 of gross SFT assets,	14.52%	14.32%
31a	Leverage ratio (excluding the impact of any applicable temporary exemption of central bank reserves) incorporating mean values from row 28 of gross SFT assets,	14.52%	14.32%



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

(in million Rupiah)

No.	Portfolio Category	Period of December 31, 2022				
		Net Receivables by Region				
		Sumatra	Java	Kalimantan	Eastern Indonesia	Total
(1)	(2)	(3)	(4)	(5)	(6)	(7)
1	Receivables on sovereigns	-	479,012,996	-	-	479,012,996
2	Receivables on public sector entities	7,847	43,314,112	-	-	43,321,959
3	Receivables on multilateral development banks and international institutions	-	-	-	-	-
4	Receivables on banks	459,622	59,247,375	155,832	56,449	59,919,278
5	Loans secured by residential property	2,719,602	50,009,248	1,090,311	2,650,418	56,469,579
6	Loans secured by commercial real estate	1,174,418	21,553,923	205,320	552,248	23,485,909
7	Employee/retired loans	-	-	-	-	-
8	Receivables on micro, small business & retail portfolio	2,496,305	55,760,018	898,822	1,581,181	60,736,326
9	Receivables on corporate	27,303,900	529,325,796	12,201,431	18,104,518	586,935,645
10	Past due receivables	148,580	1,606,258	36,360	99,563	1,890,761
11	Other assets	3,337,158	48,250,510	861,110	2,258,713	54,707,491
	Total	37,647,432	1,288,080,236	15,449,186	25,303,090	1,366,479,944

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

(in million Rupiah)

No.	Portfolio Category	Period of December 31, 2021				
		Net Receivables by Region				
		Sumatra	Java	Kalimantan	Eastern Indonesia	Total
(1)	(2)	(3)	(4)	(5)	(6)	(7)
1	Receivables on sovereigns	-	459,436,433	-	-	459,436,433
2	Receivables on public sector entities	-	44,938,662	68,982	-	45,007,644
3	Receivables on multilateral development banks and international institutions	-	-	-	-	-
4	Receivables on banks	150,780	73,419,688	31,377	62,011	73,663,856
5	Loans secured by residential property	2,619,385	42,353,044	957,259	2,466,323	48,396,011
6	Loans secured by commercial real estate	1,724,850	20,216,656	210,358	544,287	22,696,151
7	Employee/retired loans	-	-	-	-	-
8	Receivables on micro, small business & retail portfolio	2,331,925	52,340,068	804,786	1,439,855	56,916,634
9	Receivables on corporate	25,937,964	473,376,534	10,594,259	16,074,915	525,983,672
10	Past due receivables	164,795	2,500,463	33,207	83,776	2,782,241
11	Other assets	3,791,044	47,404,836	1,276,096	2,423,425	54,895,401
	Total	36,720,743	1,215,986,384	13,976,324	23,094,592	1,289,778,043

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

(in million Rupiah)

No.	Portfolio Category	Period of December 31, 2022					
		Net Receivables by Region					
		Sumatra	Java	Kalimantan	Eastern Indonesia	Foreign Operation	Total
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
1	Receivables on sovereigns	-	488.459.292	-	-	347.730	488.807.022
2	Receivables on public sector entities	7.847	43.970.103	-	-	-	43.977.950
3	Receivables on multilateral development banks and international institutions	-	-	-	-	-	-
4	Receivables on banks	459.624	60.051.981	155.832	56.449	169.961	60.893.847
5	Loans secured by residential property	2.728.263	50.293.162	1.090.311	2.651.699	-	56.763.435
6	Loans secured by commercial real estate	1.177.481	21.795.276	205.320	553.781	-	23.731.858
7	Employee/retired loans	-	234.276	-	-	-	234.276
8	Receivables on micro, small business & retail portfolio	3.774.260	62.977.378	1.399.770	2.102.370	-	70.253.778
9	Receivables on corporate	27.786.885	539.081.681	12.213.999	18.804.292	955.872	598.842.729
10	Past due receivables	154.798	1.698.331	38.039	102.467	-	1.993.635
11	Other assets	3.337.158	50.049.027	861.110	2.258.713	17.067	56.523.075
	Total	39.426.316	1.318.610.507	15.964.381	26.529.771	1.490.630	1.402.021.605

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

(in million Rupiah)

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



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

(in million Rupiah)

No.	Portfolio Category	Period of December 31, 2022					
		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	298,953,130	79,621,901	64,070,311	36,367,654	-	479,012,996
2	Receivables on public sector entities	12,054,765	3,424,053	11,228,177	16,614,964	-	43,321,959
3	Receivables on multilateral development banks and international institutions	-	-	-	-	-	-
4	Receivables on banks	40,813,072	18,597,427	508,779	-	-	59,919,278
5	Loans secured by residential property	949,105	7,054,512	11,548,411	36,917,551	-	56,469,579
6	Loans secured by commercial real estate	2,969,181	1,732,327	7,624,376	11,160,025	-	23,485,909
7	Employee/retired loans	-	-	-	-	-	-
8	Receivables on micro, small business & retail portfolio	7,268,181	20,802,839	20,104,485	12,560,821	-	60,736,326
9	Receivables on corporate	306,157,820	71,056,385	82,012,792	127,708,648	-	586,935,645
10	Past due receivables	887,650	184,095	176,688	642,328	-	1,890,761
11	Other assets	-	-	-	-	54,707,491	54,707,491
	Total	670,052,904	202,473,539	197,274,019	241,971,991	54,707,491	1,366,479,944

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

(in million Rupiah)

No.	Portfolio Category	Period of December 31, 2021					
		Net Receivables by Contractual Maturity					
		≤ 1 year	>1 year to 3 years	>3 year to 5 years	> 5 years	Non-Contractual	Total
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
1	Receivables on sovereigns	313,734,327	53,010,913	43,584,558	49,106,635	-	459,436,433
2	Receivables on public sector entities	24,124,624	5,423,856	8,978,757	6,480,407	-	45,007,644
3	Receivables on multilateral development banks and international institutions	-	-	-	-	-	-
4	Receivables on banks	60,346,439	12,649,343	668,074	-	-	73,663,856
5	Loans secured by residential property	1,471,897	6,829,734	9,149,947	30,944,433	-	48,396,011
6	Loans secured by commercial real estate	4,605,916	2,096,175	3,284,784	12,709,276	-	22,696,151
7	Employee/retired loans	-	-	-	-	-	-
8	Receivables on micro, small business & retail portfolio	10,375,336	19,716,709	16,938,988	9,885,601	-	56,916,634
9	Receivables on corporate	281,456,139	59,698,702	65,861,745	118,967,086	-	525,983,672
10	Past due receivables	2,624,869	7,102	23,624	126,646	-	2,782,241
11	Other assets	-	-	-	-	54,895,401	54,895,401
	Total	698,739,547	159,432,534	148,490,477	228,220,084	54,895,401	1,289,778,043

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

(in million Rupiah)

No.	Portfolio Category	Period of December 31, 2022					
		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	305,825,553	81,458,545	64,980,093	36,542,831	-	488,807,022
2	Receivables on public sector entities	12,341,133	3,463,156	11,233,045	16,940,616	-	43,977,950
3	Receivables on multilateral development banks and international institutions	-	-	-	-	-	-
4	Receivables on banks	41,625,004	18,760,064	508,779	-	-	60,893,847
5	Loans secured by residential property	953,531	7,074,939	11,591,300	37,143,665	-	56,763,435
6	Loans secured by commercial real estate	3,020,837	1,743,190	7,677,879	11,289,952	-	23,731,858
7	Employee/retired loans	7,622	43,025	53,679	129,950	-	234,276
8	Receivables on micro, small business & retail portfolio	8,712,124	26,200,417	22,448,228	12,893,009	-	70,253,778
9	Receivables on corporate	311,830,425	73,002,102	83,977,334	130,032,868	-	598,842,729
10	Past due receivables	950,569	209,794	189,843	643,429	-	1,993,635
11	Other assets	441,837	116,917	16	353,240	56,052,902	56,523,075
	Total	685,266,798	212,072,149	202,660,196	245,969,560	56,052,902	1,402,021,605

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

(in million Rupiah)

No.	Portfolio Category	Period of December 31, 2021					
		Net Receivables by Contractual Maturity					
		≤ 1 year	>1 year to 3 years	>3 year to 5 years	> 5 years	Non-Contractual	Total
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
1	Receivables on sovereigns	320,201,371	53,142,820	44,253,757	49,252,593	-	466,850,541
2	Receivables on public sector entities	24,185,568	5,607,968	9,117,685	6,630,651	-	45,541,872
3	Receivables on multilateral development banks and international institutions	-	-	-	-	-	-
4	Receivables on banks	61,029,742	12,678,811	668,089	-	-	74,376,642
5	Loans secured by residential property	1,563,376	6,838,026	9,158,840	31,021,467	-	48,581,709
6	Loans secured by commercial real estate	4,653,243	2,118,914	3,294,210	12,908,327	-	22,974,694
7	Employee/retired loans	9,441	59,037	63,218	146,050	-	277,746
8	Receivables on micro, small business & retail portfolio	11,769,960	24,360,313	19,087,744	10,009,895	-	65,227,912
9	Receivables on corporate	285,211,822	60,748,927	68,201,304	120,211,975	-	534,374,028
10	Past due receivables	2,639,696	36,799	45,857	129,022	-	2,851,374
11	Other assets	8,988	1,670	-	-	56,231,373	56,242,031
	Total	711,273,207	165,593,285	153,890,704	230,309,980	56,231,373	1,317,298,549



13.a. Credit Risk - Disclosure of Net Receivables by Economic Sectors - Bank Only

No.	Economic Sectors	Receivables on Sovereigns	Receivables on Public Sector Entities	Receivables on Multilateral Development Banks and International Institutions	Receivables on Banks	Loans Secured by Residential Property	
(1)	(2)	(3)	(4)	(5)	(6)	(7)	
As of December 31, 2022							
1	Agriculture, Forestry, and Fisheries	-	980,075	-	-	-	
2	Mining and Quarrying Industries	-	2,490,145	-	-	-	
3	Processing Industries	-	2,021,665	-	-	-	
4	Procurement of Electricity, Gas, Steam/ Hot Water and Cold Water	-	8,868,248	-	-	-	
5	Water Management, Waste Water Management, Waste Management and Recycling	-	-	-	-	-	
6	Construction	-	4,115,309	-	-	-	
7	Wholesale and Retail Trade; Car and Motorcycle Repair and Maintenance	-	-	-	-	-	
8	Transportation and Warehousing	-	3,908,655	-	-	-	
9	Hotel and Food & Beverage	-	-	-	-	-	
10	Information and Communication	-	8,692,104	-	-	-	
11	Financial and Insurance Activities	4,755,091	7,987,571	-	59,919,278	-	
12	Real Estate	-	-	-	-	-	
13	Professional, Scientific, and Technical Activities	-	-	-	-	-	
14	Leasing and Leasing Without Option Right, Employment, Travel Agencies, and Other Business Support Activities	-	-	-	-	-	
15	Public Administration, Defense, and Compulsory Social Security	474,256,631	-	-	-	-	
16	Education Services	-	-	-	-	-	
17	Human Health and Social Work Activities	-	62,306	-	-	-	
18	Art, Entertainment, and Leisure Activities	-	-	-	-	-	
19	Other Service Activities	-	1,366,723	-	-	-	
20	Household Activities as Employer; Activities which Generate Products or Services by Household, Use for Fulfilling Self-Needs	-	-	-	-	-	
21	International institution and Other Extra International Agency Activities	-	-	-	-	-	
22	Household Activities	-	-	-	-	56,469,579	
23	Non-Business Field	-	-	-	-	-	
24	Others	1,274	2,829,158	-	-	-	
Total		479,012,996	43,321,959	-	59,919,278	56,469,579	

(in million Rupiah)

	Loans Secured by Commercial Real Estate	Employee / Retired Loans	Receivables on Micro, Small Business & Retail Portfolio	Receivables on Corporate Portfolio	Past Due Receivables	Other Assets
	(8)	(9)	(10)	(11)	(12)	(13)
	-	-	415,976	40,482,396	15,084	-
	-	-	28,905	2,954,881	6,495	-
	-	-	1,246,406	167,180,356	302,465	-
	-	-	13,928	4,301,403	-	-
	-	-	51,424	1,373,521	553	-
	429,975	-	317,654	30,397,525	64,782	-
	-	-	6,513,786	150,372,467	731,775	-
	-	-	321,326	21,101,328	13,822	-
	-	-	328,331	12,062,208	67,586	-
	-	-	100,684	20,473,852	4,317	80
	-	-	43,109	27,383,073	593	538,509
	23,055,934	-	-	-	66,406	-
	-	-	337,321	3,498,448	13,687	-
	-	-	237,846	7,187,386	14,188	-
	-	-	-	-	-	-
	-	-	41,786	1,092,581	81	-
	-	-	129,036	5,233,654	3,676	-
	-	-	29,683	446,766	1,635	-
	-	-	252,529	1,755,091	7,935	-
	-	-	-	-	-	-
	-	-	80	1,311	-	-
	-	-	38,246,306	30,700,478	545,618	-
	-	-	11,821,170	1,396,805	30,063	-
	-	-	259,040	57,540,115	-	54,168,902
	23,485,909	-	60,736,326	586,935,645	1,890,761	54,707,491



13.a. Credit Risk - Disclosure of Net Receivables by Economic Sectors - Bank Only

No.	Economic Sectors	Receivables on Sovereigns	Receivables on Public Sector Entities	Receivables on Multilateral Development Banks and International Institutions	Receivables on Banks	Loans Secured by Residential Property	
(1)	(2)	(3)	(4)	(5)	(6)	(7)	
As of December 31, 2021							
1	Agriculture, hunting, and forestry	-	1,092,003	-	-	-	
2	Fishery	-	-	-	-	-	
3	Mining and quarrying	-	951,634	-	-	-	
4	Manufacturing	-	3,337,293	-	-	-	
5	Electricity, gas, and water	-	7,461,833	-	-	-	
6	Construction	-	3,970,338	-	-	-	
7	Wholesale and retail trading	-	-	-	-	-	
8	Hotel and food & beverage	-	-	-	-	-	
9	Transportation, warehousing, and communications	-	9,269,104	-	-	-	
10	Financial intermediary	2,504,268	9,786,974	-	73,663,856	-	
11	Real estate, rental, and business services	-	-	-	-	-	
12	Public administration, defense, and compulsory social security	456,924,500	-	-	-	-	
13	Education services	-	-	-	-	-	
14	Human health and social work activities	-	-	-	-	-	
15	Public, socio-culture, entertainment, and other personal services	-	2,763,653	-	-	-	
16	Activities of households as employers	-	-	-	-	-	
17	International institution and other extra international agencies	-	-	-	-	-	
18	Undefined activities	-	-	-	-	-	
19	Non business field	-	-	-	-	48,395,787	
20	Others	7,665	6,374,812	-	-	224	
Total		459,436,433	45,007,644	-	73,663,856	48,396,011	

(in million Rupiah)

	Loans Secured by Commercial Real Estate	Employee / Retired Loans	Receivables on Micro, Small Business & Retail Portfolio	Receivables on Corporate Portfolio	Past Due Receivables	Other Assets
	(8)	(9)	(10)	(11)	(12)	(13)
	-	-	202,173	35,171,629	11,403	-
	-	-	42,746	1,000,654	1,527	-
	-	-	26,604	1,598,316	11,010	-
	-	-	1,030,712	152,311,321	599,025	-
	-	-	7,529	5,890,910	10,377	-
	286,071	-	249,303	26,271,310	66,981	-
	-	-	5,467,780	134,954,579	642,172	-
	-	-	233,782	13,396,376	492,264	-
	-	-	309,817	38,920,063	60,561	80
	-	-	37,685	21,260,482	1,669	538,722
	22,410,080	-	432,953	8,916,582	136,550	-
	-	-	-	-	-	-
	-	-	42,624	1,037,197	1,037	-
	-	-	105,273	4,735,791	809	-
	-	-	367,398	3,345,783	27,410	-
	-	-	-	-	-	-
	-	-	181	1,460	-	-
	-	-	-	273	-	-
	-	-	37,332,192	27,438,492	685,833	-
	-	-	11,027,882	49,732,454	33,613	54,356,599
	22,696,151	-	56,916,634	525,983,672	2,782,241	54,895,401



13.b Credit Risk - Disclosure of Net Receivables by Economic Sectors - Consolidated

No.	Economic Sectors	Receivables on Sovereigns	Receivables on Public Sector Entities	Receivables on Multilateral Development Banks and International Institutions	Receivables on Banks	Loans Secured by Residential Property	
(1)	(2)	(3)	(4)	(5)	(6)	(7)	
As of December 31, 2022							
1	Agriculture, Forestry, and Fisheries	-	980,075	-	-	-	
2	Mining and Quarrying Industries	-	2,490,145	-	-	-	
3	Processing Industries	-	2,021,665	-	-	-	
4	Procurement of Electricity, Gas, Steam/ Hot Water and Cold Water	-	9,157,534	-	-	-	
5	Water Management, Waste Water Management, Waste Management, and Recycling	-	-	-	-	-	
6	Construction	-	4,125,088	-	-	-	
7	Wholesale and Retail Trade; Car and Motorcycle Repair and Maintenance	-	-	-	-	4,198	
8	Transportation and Warehousing	-	3,908,655	-	-	-	
9	Hotel and Food & Beverage	-	-	-	-	25	
10	Information and Communication	-	8,692,104	-	-	-	
11	Financial and Insurance Activities	10,573,949	8,313,042	-	60,893,847	-	
12	Real Estate	-	-	-	-	-	
13	Professional, Scientific, and Technical Activities	-	-	-	-	-	
14	Leasing and Leasing Without Option Right, Employment, Travel Agencies, and Other Business Support Activities	-	-	-	-	-	
15	Public Administration, Defense, and Compulsory Social Security	478,231,799	-	-	-	-	
16	Education Services	-	31,455	-	-	-	
17	Human Health and Social Work Activities	-	62,306	-	-	342	
18	Art, Entertainment, and Leisure Activities	-	-	-	-	-	
19	Other Service Activities	-	1,366,723	-	-	-	
20	Household Activities as Employer; Activities which Generate Products or Services by Household, Use for Fulfilling Self-Needs	-	-	-	-	-	
21	International institution and Other Extra International Agency Activities	-	-	-	-	-	
22	Household Activities	-	-	-	-	56,758,870	
23	Non-Business Field	-	-	-	-	-	
24	Others	1,274	2,829,158	-	-	-	
Total		488,807,022	43,977,950	-	60,893,847	56,763,435	

(in million Rupiah)						
	Loans Secured by Commercial Real Estate	Employee / Retired Loans	Receivables on Micro, Small Business & Retail Portfolio	Receivables on Corporate Portfolio	Past Due Receivables	Other Assets
	(8)	(9)	(10)	(11)	(12)	(13)
	-	218,867	760,064	41,803,604	16,845	-
	-	-	146,049	3,011,463	7,034	-
	9,446	-	2,424,516	168,654,236	361,205	-
	-	-	22,103	4,302,246	109	-
	-	-	87,784	1,374,964	853	-
	476,926	-	614,415	30,708,567	66,827	-
	-	-	8,472,905	152,643,261	750,141	-
	16,098	-	507,243	21,488,599	14,870	-
	-	-	560,958	12,087,703	69,456	-
	-	-	264,564	20,522,833	5,118	80
	-	-	720,444	28,818,022	1,796	969,742
	23,214,552	-	63,790	184,847	66,711	-
	-	-	534,952	3,507,395	15,120	-
	-	-	730,574	7,973,728	19,390	-
	-	-	407,575	1,323,944	3,126	-
	-	-	364,061	1,116,164	1,825	-
	-	-	470,274	5,247,944	5,078	-
	-	-	113,752	447,534	2,596	-
	-	-	386,320	1,756,281	8,705	-
	-	-	1,353,004	6,361	1,064	-
	-	-	80	1,311	-	-
	14,836	15,409	39,408,394	32,924,707	545,703	-
	-	-	11,862,806	1,396,842	30,063	-
	-	-	22,849	57,540,173	-	55,553,253
	23,731,858	234,276	70,253,778	598,842,729	1,993,635	56,523,075



13.b Credit Risk - Disclosure of Net Receivables by Economic Sectors - Consolidated

No.	Economic Sectors	Receivables on Sovereigns	Receivables on Public Sector Entities	Receivables on Multilateral Development Banks and International Institutions	Receivables on Banks	Loans Secured by Residential Property	
(1)	(2)	(3)	(4)	(5)	(6)	(7)	
As of December 31, 2021							
1	Agriculture, hunting, and forestry	-	1,092,002	-	-	-	
2	Fishery	-	-	-	-	-	
3	Mining and quarrying	-	951,634	-	-	-	
4	Manufacturing	-	3,337,293	-	-	90,713	
5	Electricity, gas, and water	-	7,561,833	-	-	-	
6	Construction	-	3,970,338	-	-	-	
7	Wholesale and retail trading	-	-	-	-	-	
8	Hotel and food & beverage	-	-	-	-	116	
9	Transportation, warehousing, and communications	-	9,269,104	-	-	-	
10	Financial intermediary	2,504,269	10,196,115	-	74,376,642	-	
11	Real estate, rental, and business services	-	-	-	-	-	
12	Public administration, defense, and compulsory social security	460,242,822	-	-	-	-	
13	Education services	-	25,088	-	-	-	
14	Human health and social work activities	-	-	-	-	-	
15	Public, socio-culture, entertainment, and other personal services	-	2,763,653	-	-	-	
16	Activities of households as employers	-	-	-	-	-	
17	International institution and other extra international agencies	-	-	-	-	-	
18	Undefined activities	-	-	-	-	-	
19	Non business field	-	-	-	-	48,395,787	
20	Others	4,103,450	6,374,812	-	-	95,093	
Total		466,850,541	45,541,872	-	74,376,642	48,581,709	

(in million Rupiah)

	Loans Secured by Commercial Real Estate	Employee / Retired Loans	Receivables on Micro, Small Business & Retail Portfolio	Receivables on Corporate Portfolio	Past Due Receivables	Other Assets
	(8)	(9)	(10)	(11)	(12)	(13)
	-	249,570	628,563	35,950,446	16,026	-
	-	-	120,702	1,198,553	2,309	-
	-	-	245,269	1,627,550	12,661	-
	17,400	-	2,960,459	154,103,048	619,958	-
	-	-	7,598	5,890,921	10,377	-
	333,284	-	262,673	26,857,654	67,146	-
	-	-	6,546,082	136,903,271	653,113	-
	-	-	338,970	13,405,100	493,981	-
	49,377	-	576,616	39,213,666	63,194	80
	-	-	681,628	22,563,809	2,754	933,165
	22,572,218	-	948,271	9,624,204	140,800	-
	-	-	395,220	204	3,329	-
	-	-	401,121	1,063,342	3,421	-
	-	-	399,214	4,747,837	2,120	-
	-	-	830,878	3,358,870	32,910	-
	-	-	1,089,079	1,239	944	-
	-	-	181	1,460	-	-
	-	-	668,747	12,631	6,885	-
	-	-	37,332,193	27,438,495	685,833	-
	2,415	28,176	10,794,448	50,411,728	33,613	55,308,786
	22,974,694	277,746	65,227,912	534,374,028	2,851,374	56,242,031



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

(in million Rupiah)

No.	Description	Period of December 31, 2022				
		Net Receivables by Region				
		Sumatra	Java	Kalimantan	Eastern Indonesia	Total
(1)	(2)	(3)	(4)	(5)	(6)	(7)
1	Receivables	29,917,798	1,193,261,741	12,834,879	20,152,867	1,256,167,285
2	Increased and impaired credit risk receivables (stage 2 and stage 3)	1,562,706	33,716,086	397,370	745,119	36,421,281
	a. Non Past Due	1,366,899	30,233,449	323,182	527,619	32,451,149
	b. Past Due	195,807	3,482,637	74,188	217,500	3,970,132
3	Allowance for impairment losses - Stage 1	523,996	11,716,545	211,718	648,461	13,100,720
4	Allowance for impairment losses - Stage 2	705,407	12,218,750	203,065	178,025	13,305,247
5	Allowance for impairment losses - Stage 3	111,423	7,725,804	58,276	179,248	8,074,751
6	Written-off receivables	74,730	3,054,302	16,668	25,407	3,171,107

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

(in million Rupiah)

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

14.b. Credit Risk - Disclosure of Receivables and Provisioning by Region - Consolidated

(in million Rupiah)

No.	Description	Period of December 31, 2022					
		Net Receivables by Region					
		Sumatra	Java	Kalimantan	Eastern Indonesia	Foreign Operation	Total
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
1	Receivables	36,660,761	1,203,519,691	13,360,248	21,221,261	1,433,078	1,276,195,039
2	Increased and impaired credit risk receivables (stage 2 and stage 3)	1,596,169	33,922,478	407,777	757,161		36,683,585
	a. Non Past Due	1,383,180	30,321,973	327,775	533,111	-	32,566,039
	b. Past Due	212,989	3,600,505	80,002	224,050	-	4,117,546
3	Allowance for impairment losses - Stage 1	565,848	11,973,446	226,941	671,750	2,332	13,440,317
4	Allowance for impairment losses - Stage 2	711,079	12,243,645	204,893	179,270	-	13,338,887
5	Allowance for impairment losses - Stage 3	127,951	7,842,448	63,559	184,296	-	8,218,254
6	Written-off receivables	106,257	3,323,141	22,714	36,912	-	3,489,024

14.b. Credit Risk - Disclosure of Receivables and Provisioning by Region - Consolidated

(in million Rupiah)

No.	Description	Period of December 31, 2021					
		Net Receivables by Region					
		Sumatra	Java	Kalimantan	Eastern Indonesia	Foreign Operation	Total
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
1	Receivables	28,608,729	1,133,117,114	11,088,225	18,061,539	890,010	1,191,765,617
2	Increased and impaired credit risk receivables (stage 2 and stage 3)	476,894	15,550,943	104,677	587,013	-	16,719,527
	a. Non Past Due	168,490	9,498,976	23,115	458,148	-	10,148,729
	b. Past Due	308,404	6,051,967	81,562	128,865	-	6,570,798
3	Allowance for impairment losses - Stage 1	1,045,877	21,845,046	381,022	674,057	1,551	23,947,553
4	Allowance for impairment losses - Stage 2	7,410	472,632	1,177	24,845	-	506,064
5	Allowance for impairment losses - Stage 3	175,766	8,980,780	49,564	197,645	-	9,403,755
6	Written-off receivables	181,958	3,414,109	16,729	66,498	-	3,679,294


15.a. Credit Risk - Disclosure of Receivables and Provisioning based on Economic Sectors - Bank Only

(in million Rupiah)

No.	Economic Sectors	Receivables	Impaired Receivables		Allowance for Impairment Losses - Stage 1	Allowance for Impairment Losses - Stage 2	Allowance for Impairment Losses - Stage 3	Written-Off Receivables
			Non Past Due	Past Due				
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)
As of December 31, 2022								
1	Agriculture, Forestry, and Fisheries	40,161,504	111,528	26,972	1,234,902	1,200	86,217	15,812
2	Mining and Quarrying Industries	4,022,436	47,404	8,745	58,878	41,772	2,255	682
3	Processing Industries	161,192,109	12,410,798	772,065	3,160,899	4,278,567	4,838,630	630,288
4	Procurement of Electricity, Gas, Steam/Hot Water, and Cold Water	10,502,060	138	-	105,376	28	-	10,366
5	Water Management, Waste Water Management, Waste Management, and Recycling	1,255,001	69,699	4,141	19,132	32,587	3,614	1,552
6	Construction	32,396,258	72,419	101,513	635,241	7,753	37,767	67,524
7	Wholesale and Retail Trade; Car and Motorcycle Repair and Maintenance	140,960,565	4,169,789	1,639,769	3,423,734	1,970,272	1,364,279	901,771
8	Transportation and Warehousing	20,933,244	16,625	28,425	450,009	1,153	14,612	12,871
9	Hotel and Food & Beverage	13,468,150	4,015,612	142,151	558,011	1,831,973	314,942	9,532
10	Information and Communication	25,484,440	9,641	5,996	160,599	1,203	1,777	45,369
11	Financial and Insurance Activities	102,731,871	2,803	2,321	528,474	155	3,498	241,161
12	Real Estate	24,050,279	5,471,682	146,912	1,102,052	3,072,756	82,302	32,351
13	Professional, Scientific, and Technical Activities	3,986,272	809,396	26,564	93,985	397,258	13,621	15,381
14	Leasing and Leasing Without Option Right, Employment, Travel Agencies, and Other Business Support Activities	6,200,706	119,875	29,484	144,230	70,868	15,400	79,108
15	Public Administration, Defense, and Compulsory Social Security	475,547,047	-	-	79	-	-	201
16	Education Services	992,781	470	10,925	19,387	58	10,860	2,015
17	Human Health and Social Work Activities	4,657,443	12,786	5,259	76,861	425	1,582	327
18	Art, Entertainment, and Leisure Activities	472,234	9,661	9,856	68,903	523	8,511	1,573
19	Other Service Activities	4,654,046	2,769,319	19,145	34,599	1,394,243	11,528	5,021
20	Household Activities as Employer; Activities which Generate Products or Services by Household, Use for Fulfilling Self-Needs	-	-	-	-	-	-	-
21	International institution and Other Extra International Agency Activities	1,391	-	-	4	-	-	118
22	Household Activities	126,846,980	1,823,451	759,999	896,039	144,848	853,899	796,900
23	Non-Business Field	13,384,393	123,795	129,890	186,259	31,360	104,995	243,730
24	Others	42,266,075	384,258	100,000	143,067	26,245	304,462	57,454
Total		1,256,167,285	32,451,149	3,970,132	13,100,720	13,305,247	8,074,751	3,171,107

15.a. Credit Risk - Disclosure of Receivables and Provisioning based on Economic Sectors - Bank Only

(in million Rupiah)

No.	Economic Sectors	Receivables	Impaired Receivables		Allowance for Impairment Losses - Stage 1	Allowance for Impairment Losses - Stage 2	Allowance for Impairment Losses - Stage 3	Written-Off Receivables
			Non Past Due	Past Due				
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)
As of December 31, 2021								
1	Agriculture, hunting, and forestry	34,185,867	94,447	25,129	1,232,990	22,510	23,443	6,574
2	Fishery	1,009,807	94,476	2,851	18,182	259	74,093	834
3	Mining and quarrying	1,978,012	490	14,140	45,424	34	3,130	1,098
4	Manufacturing	145,571,726	5,075,873	1,250,073	6,914,196	107,993	3,961,397	739,824
5	Electricity, gas, and water	11,320,800	47	17,423	155,741	1	7,050	122
6	Construction	28,083,111	65,502	135,068	669,998	23,490	69,330	13,232
7	Wholesale and retail trading	124,132,728	1,360,604	1,674,840	5,100,566	96,287	1,614,986	1,444,399
8	Hotel and food & beverage	14,414,466	702,082	1,122,480	1,892,838	7,759	923,100	25,329
9	Transportation, warehousing, and communications	43,263,035	28,873	117,364	956,258	2,499	65,392	23,841
10	Financial intermediary	110,429,367	692,508	3,135	495,219	9,049	396,565	2,432
11	Real estate, rental, and business services	28,928,436	65,993	312,362	3,144,415	4,252	191,909	32,130
12	Public administration, defense, and compulsory social security	457,793,767	-	-	45	-	-	-
13	Education services	989,871	10,967	1,515	18,868	475	478	332
14	Human health and social work activities	4,004,991	13,077	1,080	79,992	259	271	210
15	Public, socio-culture, entertainment, and other personal services	6,331,542	15,958	42,321	1,125,185	1,255	15,954	8,597
16	Activities of households as employee	-	-	-	-	-	-	-
17	International and other extra international institutions	1,640	-	-	4	-	-	-
18	Undefined activities	273	-	-	5	-	-	353
19	Non business field	114,973,363	1,243,840	1,605,445	1,269,229	134,090	1,112,508	784,588
20	Others	51,051,680	681,532	245,572	306,504	37,155	683,544	349,249
Total		1,178,464,482	10,146,269	6,570,798	23,425,659	447,367	9,143,150	3,433,144



15.b. Credit Risk - Disclosure of Receivables and Provisioning based on Economic Sectors - Consolidated

(in million Rupiah)

No.	Economic Sectors	Receivables	Impaired Receivables		Allowance for Impairment Losses - Stage 1	Allowance for Impairment Losses - Stage 2	Allowance for Impairment Losses - Stage 3	Written-Off Receivables
			Non Past Due	Past Due				
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)
As of December 31, 2022								
1	Agriculture, Forestry, and Fisheries	40,974,609	115,980	30,675	1,248,865	2,421	88,970	21,740
2	Mining and Quarrying Industries	4,327,207	48,183	9,818	64,167	42,004	2,921	2,716
3	Processing Industries	163,532,384	12,428,705	790,097	3,204,832	4,282,682	4,851,924	664,163
4	Procurement of Electricity, Gas, Steam/Hot Water, and Cold Water	10,552,762	158	221	106,037	28	123	10,366
5	Water Management, Waste Water Management, Waste Management, and Recycling	1,294,532	70,187	4,761	20,320	32,699	4,051	3,237
6	Construction	33,682,462	76,857	105,774	655,017	8,613	41,096	74,859
7	Wholesale and Retail Trade; Car and Motorcycle Repair and Maintenance	144,262,827	4,195,613	1,677,521	3,488,987	1,976,133	1,402,686	996,190
8	Transportation and Warehousing	21,347,137	18,007	30,549	457,571	1,511	15,928	17,559
9	Hotel and Food & Beverage	13,719,983	4,018,522	146,064	565,451	1,832,691	317,726	19,760
10	Information and Communication	26,092,732	10,902	7,624	172,737	1,470	2,893	48,329
11	Financial and Insurance Activities	100,161,426	5,443	4,826	544,474	682	5,475	289,331
12	Real Estate	24,218,263	5,472,938	147,521	1,104,913	3,072,975	82,985	35,329
13	Professional, Scientific, and Technical Activities	4,195,675	812,213	29,490	99,290	397,758	16,422	19,598
14	Leasing and Leasing Without Option Right, Employment, Travel Agencies, and Other Business Support Activities	6,896,840	127,497	39,910	159,821	72,158	23,794	94,579
15	Public Administration, Defense, and Compulsory Social Security	483,375,019	4,920	6,498	13,613	873	4,709	10,054
16	Education Services	1,347,073	3,753	14,584	28,976	668	13,678	9,510
17	Human Health and Social Work Activities	5,013,414	15,574	8,145	85,897	1,101	3,651	5,505
18	Art, Entertainment, and Leisure Activities	560,094	11,015	11,818	71,426	749	9,897	5,597
19	Other Service Activities	4,839,707	2,770,800	20,725	38,633	1,394,689	12,549	8,847
20	Household Activities as Employer; Activities which Generate Products or Services by Household, Use for Fulfilling Self-Needs	1,447,247	26,686	40,842	52,569	12,670	52,145	53,304
21	International institution and Other Extra International Agency Activities	1,391	-	-	4	-	-	118
22	Household Activities	128,223,061	1,824,033	760,193	925,707	146,707	855,174	797,149
23	Non-Business Field	13,424,846	123,795	129,890	186,644	31,360	104,995	243,730
24	Others	42,704,348	384,258	100,000	144,366	26,245	304,462	57,454
Total		1,276,195,039	32,566,039	4,117,546	13,440,317	13,338,887	8,218,254	3,489,024

15.b. Credit Risk - Disclosure of Receivables and Provisioning based on Economic Sectors - Consolidated

(in million Rupiah)								
No.	Economic Sectors	Receivables	Impaired Receivables		Allowance for Impairment Losses - Stage 1	Allowance for Impairment Losses - Stage 2	Allowance for Impairment Losses - Stage 3	Written-Off Receivables
			Non Past Due	Past Due				
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)
As of December 31, 2021								
1	Agriculture, hunting, and forestry	35,150,778	94,447	25,129	1,260,679	26,330	36,921	13,405
2	Fishery	1,092,643	94,476	2,851	22,290	798	76,253	2,752
3	Mining and quarrying	2,217,699	490	14,140	56,382	885	8,011	4,223
4	Manufacturing	148,664,627	5,075,873	1,250,073	7,021,651	120,351	4,019,468	772,856
5	Electricity, gas, and water	11,320,879	47	17,423	155,742	3	7,050	122
6	Construction	28,438,716	65,502	135,068	675,554	23,629	69,581	16,228
7	Wholesale and retail trading	125,911,397	1,360,604	1,674,840	5,153,912	102,823	1,644,497	1,507,723
8	Hotel and food & beverage	14,535,365	702,082	1,122,480	1,898,435	8,613	927,718	27,981
9	Transportation, warehousing, and communications	43,771,711	28,873	117,364	970,912	3,765	72,072	28,212
10	Financial intermediary	104,123,443	692,508	3,135	513,337	9,566	412,514	30,311
11	Real estate, rental, and business services	29,659,552	65,992	312,362	3,172,043	7,745	205,747	40,998
12	Public administration, defense, and compulsory social security	461,524,625	-	-	20,289	2,294	9,448	3,688
13	Education services	1,389,152	10,967	1,515	36,633	2,377	7,562	3,287
14	Human health and social work activities	4,317,899	13,077	1,080	93,750	1,182	4,152	2,259
15	Public, socio-culture, entertainment, and other personal services	6,833,042	15,958	42,321	1,147,478	3,966	31,325	19,073
16	Activities of households as employee	1,249,923	-	-	137,157	16,809	52,844	63,644
17	International and other extra international institutions	1,641	-	-	4	-	-	-
18	Undefined activities	713,471	-	-	32,669	3,024	18,944	8,695
19	Non business field	114,973,366	1,243,840	1,605,445	1,269,229	134,090	1,112,508	784,588
20	Others	55,875,688	683,993	245,572	309,407	37,814	687,140	349,249
Total		1,191,765,617	10,148,729	6,570,798	23,947,553	506,064	9,403,755	3,679,294



16.a. Credit Risk - Disclosure on Detail Movements of Allowance for Impairment Losses - Bank Only ^{*)}

(in million Rupiah)

No.	Description	Period of December 31, 2022		
		Stage 1	Stage 2	Stage 3
(1)	(2)	(3)	(4)	(5)
1	Beginning balance - allowance for impairment losses	26,603,963	457,024	9,194,162
2	Additional/reversal allowance for impairment losses during the year (Net)	(10,349,866)	12,889,119	1,844,725
3	Allowance for impairment losses used for written off receivables during the year	-	-	(3,171,107)
4	Other additional (reversal) of allowance during the year	83,022	103,334	263,796
Ending Balance - Allowance for Impairment Losses		16,337,119	13,449,477	8,131,576

^{*)} Disclosure on detail movements of allowance for impairment losses included movements of allowance for impairment losses on commitment and contingency

16.a. Credit Risk - Disclosure on Detail Movements of Allowance for Impairment Losses - Bank Only ^{*)}

(in million Rupiah)

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

^{*)} Disclosure on detail movements of allowance for impairment losses was including movements of allowance for impairment losses on commitment and contingency

16.b. Credit Risk - Disclosure on Detail Movements of Allowance for Impairment Losses - Consolidated^{*)}

(in million Rupiah)

No.	Description	Period of December 31, 2022		
		Stage 1	Stage 2	Stage 3
(1)	(2)	(3)	(4)	(5)
1	Beginning balance - allowance for impairment losses	27,126,055	515,721	9,454,767
2	Additional/reversal allowance for impairment losses during the year (Net)	(10,531,764)	12,864,062	1,965,238
3	Allowance for impairment losses used for written off receivables during the year	-	-	(3,408,723)
4	Other additional (reversal) of allowance during the year	83,321	103,334	263,796
Ending Balance - Allowance for Impairment Losses		16,677,612	13,483,117	8,275,078

^{*)} Disclosure on detail movements of allowance for impairment losses included movements of allowance for impairment losses on commitment and contingency

16.b. Credit Risk - Disclosure on Detail Movements of Allowance for Impairment Losses - Consolidated^{*)}

(in million Rupiah)

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

^{*)} Disclosure on detail movements of allowance for impairment losses was including movements of allowance for impairment losses on commitment and contingency



17.a. Credit Risk - Disclosure of Net Receivables by Portfolio and Rating Category - Bank Only

No.	Portfolio Category	Rating Company					
		Long-Term Rating					
		Standard and Poor's	AAA	AA+ to AA-	A+ to A-	BBB+ s.d BBB-	
		Fitch Rating	AAA	AA+ to AA-	A+ to A-	BBB+ s.d BBB-	
		Moody's	Aaa	Aa1 to Aa3	A1 to A3	Baa1 s.d 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	[ldr]AAA	[ldr]AA+ to [ldr]AA-	[ldr]A+ to [ldr]A-	[ldr]BBB+ to [ldr]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	-	5,126,466	-	-	18,068,995	
2	Receivables on public sector entities	-	26,602,080	11,014,960	180,386	2,416,730	
3	Receivables on multilateral development banks and international institutions	-	-	-	-	-	
4	Receivables on banks	-	10,356,977	18,042,920	9,072,374	2,568,797	
5	Loans secured by residential property	-	-	-	-	-	
6	Loans secured by commercial real estate	-	-	775,021	617,126	466,662	
7	Employee/retired loans	-	-	-	-	-	
8	Receivables on micro, small business & retail portfolio	-	-	-	-	-	
9	Receivables on corporate	-	23,036,087	23,116,989	25,052,919	72,792	
10	Past due receivables	-	-	-	-	-	
11	Other assets	-	-	-	-	-	
Total		-	65,121,610	52,949,890	34,922,805	23,593,976	

(in million Rupiah)

Period of December 31, 2022

Net Receivables									
				Short-Term Rating				Unrated	Total
	BB+ to BB-	B+ to B-	Lower than B-	A-1	A-2	A-3	Lower than A-3		
	BB+ to BB-	B+ to B-	Lower than B-	F1+to F1	F2	F3	Lower than F3		
	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) Lower than B-(idn)	F1+(idn) to F1(idn)	F2(idn)	F3(idn)	Lower than F3(idn)		
	[ldr]BB+ to [ldr]BB-	[ldr]B+ to [ldr]B-	Lower than [ldr]B-	[ldr]A1+ to [ldr]A1	[ldr]A2+ to [ldr]A2	[ldr]A3+ to [ldr] A3	Lower than [ldr]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)
	-	-	-	-	-	-	-	455,817,535	479,012,996
	-	-	-	-	-	-	-	3,107,803	43,321,959
	-	-	-	-	-	-	-	-	-
	92,808	4,868	-	-	-	-	-	19,780,534	59,919,278
	-	-	-	-	-	-	-	56,469,579	56,469,579
	-	-	-	-	-	-	-	21,627,100	23,485,909
	-	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	60,736,326	60,736,326
	2,373	626,933	123,057	-	-	-	-	514,904,495	586,935,645
	-	-	-					1,890,761	1,890,761
	-	-	-					54,707,491	54,707,491
	95,181	631,801	123,057	-	-	-	-	1,189,041,624	1,366,479,944



17.a. Credit Risk - Disclosure of Net Receivables by Portfolio and Rating Category - Bank Only

No.	Portfolio Category	Rating					
		Rating Company	Long-Term Rating				
			AAA	AA+ to AA-	A+ to A-	BBB+ to BBB-	
		Standard and Poor's	AAA	AA+ to AA-	A+ to A-	BBB+ to BBB-	
		Fitch Rating	AAA	AA+ to AA-	A+ to A-	BBB+ to BBB-	
		Moody's	Aaa	Aa1 to Aa3	A1 to A3	Baa1 to Baa3	
		PT Fitch Ratings Indonesia	AAA (idn)	AA+(idn) to AA-(idn)	A+(idn) to A-(idn)	BBB+(idn) to BBB-(idn)	
		PT ICRA Indonesia	[Idr]AAA	[Idr]AA+ to [Idr]AA-	[Idr]A+ to [Idr]A-	[Idr]BBB+ to [Idr]BBB-	
		PT Pemeringkat Efek Indonesia	idAAA	idAA+ to idAA-	idA+ to idA-	id BBB+ to idBBB-	
(1)	(2)	(3)	(4)	(5)	(6)	(7)	
1	Receivables on sovereigns		2,688,136	-	-	42,150,132	
2	Receivables on public sector entities		25,383,678	12,234,972	2,083,944	1,691,172	
3	Receivables on multilateral development banks and international institutions		-	-	-	-	
4	Receivables on banks		13,984,745	16,721,428	23,192,673	3,097,992	
5	Loans secured by residential property						
6	Loans secured by commercial real estate						
7	Employee/retired loans						
8	Receivables on micro, small business & retail portfolio						
9	Receivables on corporate		24,636,799	15,173,142	24,835,905	189,220	
10	Past due receivables						
11	Other assets		-				
Total			66,693,358	44,129,542	50,112,522	47,128,516	

(in million Rupiah)

Period of December 31, 2021

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) 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)
	-	-	-	-	-	-	-	414,598,165	459,436,433
	-	-	-	-	-	-	-	3,613,878	45,007,644
	-	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	16,667,018	73,663,856
								48,396,011	48,396,011
								22,696,151	22,696,151
								-	-
								56,916,634	56,916,634
	1,003	413,597	119,062	-	-	-	-	460,614,944	525,983,672
								2,782,241	2,782,241
								54,895,401	54,895,401
	1,003	413,597	119,062	-	-	-	-	1,081,180,443	1,289,778,043



17.b. Credit Risk - Disclosure of Net Receivables by Portfolio and Rating Category - Consolidated

No.	Portfolio Category	Rating Company				
		Long-Term Rating				
		Standard and Poor's	AAA	AA+ to AA-	A+ to A-	BBB+ to BBB-
		Fitch Rating	AAA	AA+ to AA-	A+ to A-	BBB+ to BBB-
		Moody's	Aaa	Aa1 to Aa3	A1 to A3	Baa1 to Baa3
		PT Fitch Ratings Indonesia	AAA (idn)	AA+(idn) to AA-(idn)	A+(idn) to A-(idn)	BBB+(idn) to BBB-(idn)
		PT ICRA Indonesia	[Idr]AAA	[Idr]AA+ to [Idr]AA-	[Idr]A+ to [Idr]A-	[Idr]BBB+ to [Idr]BBB-
		PT Pemeringkat Efek Indonesia	idAAA	idAA+ to idAA-	idA+ to idA-	id BBB+ to id BBB-
(1)	(2)	(3)	(4)	(5)	(6)	(7)
1	Receivables on sovereigns	-	11,141,664	-	-	18,416,725
2	Receivables on public sector entities	-	26,602,081	11,522,730	287,372	2,416,730
3	Receivables on multilateral development banks and international institutions	-	-	-	-	-
4	Receivables on banks	-	10,890,971	18,171,265	9,122,836	2,600,637
5	Loans secured by residential property	-	-	-	-	-
6	Loans secured by commercial real estate	-	-	775,021	617,126	466,662
7	Employee/retired loans	-	-	-	-	-
8	Receivables on micro, small business & retail portfolio	-	-	-	-	-
9	Receivables on corporate	-	23,375,658	23,564,304	26,670,015	73,217
10	Past due receivables	-	-	-	-	-
11	Other assets	-	-	-	-	-
Total		-	72,010,374	54,033,320	36,697,349	23,973,971

(in million Rupiah)

Period of December 31, 2022

Net Receivables									
				Short-Term Rating				Unrated	Total
	BB+ to BB-	B+ to B-	Lower than B-	A-1	A-2	A-3	Lower than A-3		
	BB+ to BB-	B+ to B-	Lower than B-	F1+ s.d 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) Lower than B-(idn)	F1+(idn) to F1(idn)	F2(idn)	F3(idn)	Lower than F3(idn)		
	[ldr]BB+ to [ldr]BB-	[ldr]B+ s.d [ldr]B-	Lower than [ldr]B-	[ldr]A1+ to [ldr]A1	[ldr]A2+ to [ldr]A2	[ldr]A3+ to [ldr] A3	Lower than [ldr]A3		
	id BB+ to id BB-	id B+ s.d id B-	Lower than idB-	idA1	idA2	idA3 to id A4	Lower than idA4		
	(8)	(9)	(10)	(11)	(12)	(13)	(14)	(15)	(16)
	-	-	-	-	-	-	-	459,248,633	488,807,022
	-	-	-	-	-	-	-	3,149,037	43,977,950
	-	-	-	-	-	-	-	-	-
	92,808	4,868	-	-	-	-	-	20,010,462	60,893,847
	-	-	-	-	-	-	-	56,763,435	56,763,435
	-	-	-	-	-	-	-	21,873,049	23,731,858
	-	-	-	-	-	-	-	234,276	234,276
	-	-	-	-	-	-	-	70,253,778	70,253,778
	2,373	626,933	123,057	-	-	-	-	524,407,172	598,842,729
	-	-	-					1,993,635	1,993,635
	-	-	-					56,523,075	56,523,075
	95,181	631,801	123,057	-	-	-	-	1,214,456,552	1,402,021,605



17.b. Credit Risk - Disclosure of Net Receivables by Portfolio and Rating Category - Consolidated

No.	Portfolio Category	Rating Company				
		Long-Term Rating				
		Standard and Poor's	AAA	AA+ to AA-	A+ to A-	BBB+ to BBB-
		Fitch Rating	AAA	AA+ to AA-	A+ to A-	BBB+ to BBB-
		Moody's	Aaa	Aa1 to Aa3	A1 to A3	Baa1 to Baa3
		PT Fitch Ratings Indonesia	AAA (idn)	AA+(idn) to AA-(idn)	A+(idn) to A-(idn)	BBB+(idn) to BBB-(idn)
		PT ICRA Indonesia	[Idr]AAA	[Idr]AA+ to [Idr]AA-	[Idr]A+ to [Idr]A-	[Idr]BBB+ to [Idr]BBB-
		PT Pemeringkat Efek Indonesia	idAAA	idAA+ to idAA-	idA+ to idA-	id BBB+ to id BBB-
(1)	(2)	(3)	(4)	(5)	(6)	(7)
1	Receivables on sovereigns		2,688,136	-	-	42,472,017
2	Receivables on public sector entities		25,540,138	12,480,013	2,171,157	1,711,599
3	Receivables on multilateral development banks and international institutions		-	-	-	-
4	Receivables on banks		14,461,914	16,774,273	23,198,840	3,127,401
5	Loans secured by residential property		-	-	90,713	-
6	Loans secured by commercial real estate					
7	Employee/retired loans					
8	Receivables on micro, small business & retail portfolio					
9	Receivables on corporate		24,917,429	15,259,942	25,691,965	284,220
10	Past due receivables					
11	Other assets		-			
Total			67,607,617	44,514,228	51,152,675	47,595,237

(in million Rupiah)

Period of December 31, 2021

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) 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		
	id BB+ to id BB-	id B+ to id B-	Lower than idB-	idA1	idA2	idA3 to id A4	Lower than idA4		
	(8)	(9)	(10)	(11)	(12)	(13)	(14)	(15)	(16)
	-	-	-	-	-	-	-	421,690,388	466,850,541
	-	-	-	-	-	-	-	3,638,965	45,541,872
	-	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	16,814,214	74,376,642
	-	-						48,490,996	48,581,709
								22,974,694	22,974,694
								277,746	277,746
								65,227,912	65,227,912
	1,003	413,597	119,062	-	-	-	-	467,686,810	534,374,028
								2,851,374	2,851,374
								56,242,031	56,242,031
	1,003	413,597	119,062	-	-	-	-	1,105,895,130	1,317,298,549



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

No.	Portfolio Category	Net Receivables after Calculation of			
		0%	20%	25%	
(1)	(2)	(3)	(4)	(5)	
A	Balance Sheet Exposures				
1	Receivables on sovereigns	329,238,624	-	-	
2	Receivables on public sector entities	-	33,274,344	-	
3	Receivables on multilateral development banks and international institutions	-	-	-	
4	Receivables on banks	13,438	43,964,433	-	
5	Loans secured by residential property	-	10,942,667	21,357,593	
6	Loans secured by commercial real estate	975,650	2,933	-	
7	Employee/retired loans	-	-	-	
8	Receivables on micro, small business & retail portfolio	515,925	392,845	-	
9	Receivables on corporate	16,578,620	42,079,780	-	
10	Past due receivable	18	1,580	-	
11	Other assets	21,281,939	-	-	
	Total Exposures - Balance Sheet	368,604,214	130,658,582	21,357,593	
B	Off Balance Sheet Commitment/Contingency Receivables Exposures				
1	Receivables on sovereigns	1,750,000	-	-	
2	Receivables on public sector entities	2,705	4,342,696	-	
3	Receivables on multilateral development banks and international institutions	-	-	-	
4	Receivables on banks	4,753	874,744	-	
5	Loans secured by residential property	-	98,495	1,881	
6	Loans secured by commercial real estate	42,941	-	-	
7	Employee/retired loans	-	-	-	
8	Receivables on micro, small business & retail portfolio	199,909	-	-	
9	Receivables on corporate	2,653,329	4,308,023	-	
10	Past due receivable	-	-	-	
	Total Exposures - Off Balance Sheet	4,653,637	9,623,958	1,881	
C	Counterparty Credit Risk Exposures				
1	Receivables on sovereigns	148,024,372	-	-	
2	Receivables on public sector entities	-	-	-	
3	Receivables on multilateral development banks and international institutions	-	-	-	
4	Receivables on banks	-	4,384,426	-	
5	Receivables on micro, small business & retail portfolio	-	-	-	
6	Receivables on corporate	-	-	-	
	Total Exposures - Counterparty Credit Risk	148,024,372	4,384,426	-	
D	Derivative Credit Risk Exposures				
1	Receivables on sovereigns	-	-	-	
2	Receivables on public sector entities	-	-	-	
3	Receivables on multilateral development banks and international institutions	-	-	-	
4	Receivables on banks	-	215,274	-	
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	-	215,274	-	

(in million rupiah)

Period of December 31, 2022								
Credit Risk Mitigation Impact							ATMR	Capital Charge
	35%	50%	75%	100%	150%	Orhers		
	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)
	-	-	-	-	-		-	-
	-	4,998,533	-	-	-		9,154,135	914,498
	-	-	-	-	-		-	-
	-	9,833,951	-	568	-		13,710,430	1,369,672
	24,068,346	-	-	-	-		15,951,853	1,593,590
	-	-	-	20,224,897	-		20,225,483	2,020,526
	-	-	-	-	-		-	-
	-	311	59,022,995	-	-		44,345,971	4,430,163
	-	24,668,896	-	426,050,574	632,712		447,750,046	44,730,230
	-	-	-	351,692	1,537,471		2,658,215	265,556
	-	-	-	31,885,923	1,539,629		34,195,367	3,416,117
	24,068,346	39,501,691	59,022,995	478,513,654	3,709,812	-	587,991,500	58,740,352
	-	-	-	-	-		-	-
	-	703,681	-	-	-		1,220,380	121,916
	-	-	-	-	-		-	-
	-	528,537	-	-	-		439,217	43,878
	597	-	-	-	-		20,378	2,036
	-	-	-	2,239,488	-		2,239,488	223,725
	-	-	-	-	-		-	-
	-	-	597,793	-	-		448,345	44,790
	-	3,271,034	-	66,372,574	116,328		69,044,187	6,897,514
	-	-	-	-	-		-	-
	597	4,503,252	597,793	68,612,062	116,328	-	73,411,995	7,333,859
	-	-	-	-	-		-	-
	-	-	-	-	-		-	-
	-	-	-	-	-		-	-
	-	-	-	-	-		876,885	87,601
	-	-	-	-	-		-	-
	-	-	-	-	-		-	-
	-	-	-	-	-	-	876,885	87,601
	-	-	-	-	-		-	-
	-	-	-	-	-		-	-
	-	-	-	-	-		-	-
	-	99,154	-	-	-		92,632	9,254
	-	-	6,548	-	-		4,911	491
	-	-	-	203,775	-		203,775	20,357
							10,687	1,068
	-	99,154	6,548	203,775	-	-	312,005	31,170



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

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

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

No.	Portfolio Category	Net Receivables after Calculation of			
		0%	20%	25%	
(1)	(2)	(3)	(4)	(5)	
A	Balance Sheet Exposures				
1	Receivables on sovereigns	337,507,092	-	-	
2	Receivables on public sector entities	-	33,782,114	-	
3	Receivables on multilateral development banks and international institutions	-	-	-	
4	Receivables on banks	13,438	44,859,961	-	
5	Loans secured by residential property	3,608	10,995,791	21,437,360	
6	Loans secured by commercial real estate	975,650	2,933	-	
7	Employee/retired loans	-	-	-	
8	Receivables on micro, small business & retail portfolio	581,320	392,845	-	
9	Receivables on corporate	16,951,869	42,985,281	-	
10	Past due receivable	18	1,580	-	
11	Other assets	21,359,439	-	-	
	Total Exposures - Balance Sheet	377,392,434	133,020,505	21,437,360	
B	Off Balance Sheet Commitment/Contingency Receivables Exposures				
1	Receivables on sovereigns	1,750,000	-	-	
2	Receivables on public sector entities	2,705	4,342,696	-	
3	Receivables on multilateral development banks and international institutions	-	-	-	
4	Receivables on banks	4,753	874,744	-	
5	Loans secured by residential property	-	98,495	1,881	
6	Loans secured by commercial real estate	42,941	-	-	
7	Employee/retired loans	-	-	-	
8	Receivables on micro, small business & retail portfolio	199,909	-	-	
9	Receivables on corporate	2,653,329	4,308,023	-	
10	Past due receivable	-	-	-	
	Total Exposures - Off Balance Sheet	4,653,637	9,623,958	1,881	
C	Counterparty Credit Risk Exposures				
1	Receivables on sovereigns	149,549,930	-	-	
2	Receivables on public sector entities	-	-	-	
3	Receivables on multilateral development banks and international institutions	-	-	-	
4	Receivables on banks	-	4,431,691	-	
5	Receivables on micro, small business & retail portfolio	-	-	-	
6	Receivables on corporate	-	-	-	
	Total Exposures - Counterparty Credit Risk	149,549,930	4,431,691	-	
D	Derivative Credit Risk Exposures				
1	Receivables on sovereigns	-	-	-	
2	Receivables on public sector entities	-	-	-	
3	Receivables on multilateral development banks and international institutions	-	-	-	
4	Receivables on banks	-	215,274	-	
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	-	215,274	-	

(in million rupiah)

Period of December 31, 2022								
Credit Risk Mitigation Impact							ATMR	Capital Charge
	35%	50%	75%	100%	150%	Orhers		
	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)
	-	-	-	-	-		-	-
	-	5,146,754	-	-	-		9,329,800	932,047
	-	-	-	-	-		-	-
	-	9,865,726	-	568	-		13,905,423	1,389,152
	24,225,701	-	-	-	-		16,037,493	1,602,146
	-	-	-	20,470,846	-		20,471,433	2,045,096
	-	234,276	-	-	-		117,138	11,702
	-	311	68,473,722	-	-		51,434,015	5,138,258
	-	26,285,992	-	434,886,396	632,712		457,575,516	45,711,794
	-	-	-	401,755	1,590,282		2,787,494	278,471
	-	-	-	33,202,869	1,960,767		36,144,020	3,610,788
	24,225,701	41,533,059	68,473,722	488,962,434	4,183,761	-	607,802,332	60,719,454
	-	-	-	-	-		-	-
	-	703,681	-	-	-		1,220,380	121,916
	-	-	-	-	-		-	-
	-	528,538	-	-	-		439,218	43,878
	599	-	-	-	-		20,379	2,036
	-	-	-	2,239,488	-		2,239,487	223,725
	-	-	-	-	-		-	-
	-	-	599,123	-	-		449,342	44,889
	-	3,271,034	-	66,515,936	116,328		69,187,550	6,911,836
	-	-	-	-	-		-	-
	599	4,503,253	599,123	68,755,424	116,328	-	73,556,356	7,348,280
	-	-	-	-	-		-	-
	-	-	-	-	-		-	-
	-	-	-	-	-		-	-
	-	-	-	-	-		886,338	88,545
	-	-	-	-	-		-	-
	-	-	-	32,054	-		32,054	3,202
	-	-	-	32,054	-	-	918,392	91,747
	-	-	-	-	-		-	-
	-	-	-	-	-		-	-
	-	-	-	-	-		-	-
	-	99,154	-	-	-		92,632	9,254
	-	-	6,548	-	-		4,911	491
	-	-	-	203,775	-		203,775	20,357
							10,687	1,068
	-	99,154	6,548	203,775	-	-	312,005	31,170



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

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

(in million rupiah)

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



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

(in million rupiah)

No.	Portfolio Category	Period of December 31, 2022					
		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	329,238,624	-	-	-		329,238,624
2	Receivables on public sector entities	38,272,877	-	-	-		38,272,877
3	Receivables on multilateral development banks and international institutions	-	-	-	-		-
4	Receivables on banks	53,812,390	13,439	-	-		53,798,951
5	Loans secured by residential property	56,368,606	-	-	-		56,368,606
6	Loans secured by commercial real estate	21,203,480	978,583	-	-		20,224,897
7	Employee/retired loans	-	-	-	-		-
8	Receivables on micro, small business & retail portfolio	59,932,076	909,081	-	-		59,022,995
9	Receivables on corporate	510,010,582	19,660,092	-	-		490,350,490
10	Past due receivables	1,890,761	1,598	-	-		1,889,163
11	Other assets	54,707,491	-	-	-		54,707,491
	Total Exposures - Balance Sheet	1,125,436,887	21,562,793	-	-	-	1,103,874,094
B	Off Balance Sheet Commitment/ Contingency Receivables Exposures						
1	Receivables on sovereigns	1,750,000	-	-	-		1,750,000
2	Receivables on public sector entities	5,049,082	2,705	-	-		5,046,377
3	Receivables on multilateral development banks and international institutions	-	-	-	-		-
4	Receivables on banks	1,408,034	4,752	-	-		1,403,282
5	Loans secured by residential property	100,973	-	-	-		100,973
6	Loans secured by commercial real estate	2,282,429	42,941	-	-		2,239,488
7	Employee/retired loans	-	-	-	-		-
8	Receivables on micro, small business & retail portfolio	797,702	199,909	-	-		597,793
9	Receivables on corporate	76,721,288	2,905,437	-	-		73,815,851
10	Past due receivables	-	-	-	-		-
	Total Exposures - Off Balance Sheet	88,109,508	3,155,744	-	-	-	84,953,764
C	Counterparty Credit Risk Exposures						
1	Receivables on sovereigns	148,024,372	-	-	-		148,024,372
2	Receivables on public sector entities	-	-	-	-		-
3	Receivables on multilateral development banks and international institutions	-	-	-	-		-
4	Receivables on banks	4,384,426	-	-	-		4,384,426
5	Receivables on micro, small business & retail portfolio	-	-	-	-		-
6	Receivables on corporate	-	-	-	-		-
	Total Exposures - Counterparty Credit Risk	152,408,798	-	-	-	-	152,408,798
D	Counterparty Credit Risk Exposures						
1	Receivables on sovereigns	-	-	-	-		-
2	Receivables on public sector entities	-	-	-	-		-
3	Receivables on multilateral development banks and international institutions	-	-	-	-		-
4	Receivables on banks	314,428	-	-	-		314,428
5	Receivables on micro, small business & retail portfolio	6,548	-	-	-		6,548
6	Receivables on corporate	203,775	-	-	-		203,775
	Total Exposures Derivative Credit Risk	524,751	-	-	-	-	524,751
	Total (A+B+C+D)	1,366,479,944	24,718,537	-	-	-	1,341,761,407

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

(in million rupiah)

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



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

(in million rupiah)

No.	Portfolio Category	Period of December 31, 2022					
		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	337,507,092	-	-	-		337,507,092
2	Receivables on public sector entities	38,928,868	-	-	-		38,928,868
3	Receivables on multilateral development banks and international institutions	-	-	-	-		-
4	Receivables on banks	54,739,693	13,438	-	-		54,726,255
5	Loans secured by residential property	56,662,460	3,608	-	-		56,658,852
6	Loans secured by commercial real estate	21,449,429	978,583	-	-		20,470,846
7	Employee/retired loans	234,276	-	-	-		234,276
8	Receivables on micro, small business & retail portfolio	69,448,198	974,476	-	-		68,473,722
9	Receivables on corporate	521,742,250	20,033,341	-	-		501,708,909
10	Past due receivables	1,993,635	1,598	-	-		1,992,037
11	Other assets	56,523,075	-	-	-		56,523,075
	Total Exposures - Balance Sheet	1,159,228,976	22,005,044	-	-	-	1,137,223,932
B	Off Balance Sheet Commitment/ Contingency Receivables Exposures						
1	Receivables on sovereigns	1,750,000	-	-	-		1,750,000
2	Receivables on public sector entities	5,049,082	2,705	-	-		5,046,377
3	Receivables on multilateral development banks and international institutions	-	-	-	-		-
4	Receivables on banks	1,408,035	4,753	-	-		1,403,282
5	Loans secured by residential property	100,975	-	-	-		100,975
6	Loans secured by commercial real estate	2,282,429	42,942	-	-		2,239,487
7	Employee/retired loans	-	-	-	-		-
8	Receivables on micro, small business & retail portfolio	799,032	199,909	-	-		599,123
9	Receivables on corporate	76,864,650	2,905,437	-	-		73,959,213
10	Past due receivables	-	-	-	-		-
	Total Exposures - Off Balance Sheet	88,254,203	3,155,746	-	-	-	85,098,457
C	Counterparty Credit Risk Exposures						
1	Receivables on sovereigns	149,549,930	-	-	-		149,549,930
2	Receivables on public sector entities	-	-	-	-		-
3	Receivables on multilateral development banks and international institutions	-	-	-	-		-
4	Receivables on banks	4,431,691	-	-	-		4,431,691
5	Receivables on micro, small business & retail portfolio	-	-	-	-		-
6	Receivables on corporate	32,054	-	-	-		32,054
	Total Exposures - Counterparty Credit Risk	154,013,675	-	-	-	-	154,013,675
D	Counterparty Credit Risk Exposures						
1	Receivables on sovereigns	-	-	-	-		-
2	Receivables on public sector entities	-	-	-	-		-
3	Receivables on multilateral development banks and international institutions	-	-	-	-		-
4	Receivables on banks	314,428	-	-	-		314,428
5	Receivables on micro, small business & retail portfolio	6,548	-	-	-		6,548
6	Receivables on corporate	203,775	-	-	-		203,775
	Total Exposures Derivative Credit Risk	524,751	-	-	-	-	524,751
	Total (A+B+C+D)	1,402,021,605	25,160,790	-	-	-	1,376,860,815

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

(in million rupiah)

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



20.a. Credit Risk - Disclosure of RWA Calculation for Credit Risk Using the Standard Approach - Bank individually

1. Balance Sheet Assets Exposures

(in million rupiah)

No.	Portfolio Category	As of December 31, 2022		
		Net Receivables	RWA before CRM	RWA after CRM
(1)	(2)	(3)	(4)	(5)
1	Receivables on sovereigns	329,238,624	-	-
2	Receivables on public sector entities	38,272,877	9,154,135	9,154,135
3	Receivables on multilateral development banks and international institutions	-	-	-
4	Receivables on banks	53,812,390	13,717,149	13,710,430
5	Loans secured by residential property	56,368,606	15,951,853	15,951,853
6	Loans secured by commercial real estate	21,203,480	21,203,479	20,225,483
7	Employee/retired loans	-	-	-
8	Receivables on micro, small business & retail portfolio	59,932,076	44,949,057	44,345,971
9	Receivables on corporate	510,010,582	465,634,253	447,750,046
10	Past due receivables	1,890,761	2,660,295	2,658,215
11	Other assets	54,707,491		34,195,367
TOTAL		1,125,436,887	573,270,221	587,991,500

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

(in million rupiah)

No.	Portfolio Category	As of December 31, 2022		
		Net Receivables	RWA before CRM	RWA after CRM
(1)	(2)	(3)	(4)	(5)
1	Receivables on sovereigns	1,750,000	-	-
2	Receivables on public sector entities	5,049,082	1,221,732	1,220,380
3	Receivables on multilateral development banks and international institutions	-	-	-
4	Receivables on banks	1,408,034	441,594	439,217
5	Loans secured by residential property	100,973	20,378	20,378
6	Loans secured by commercial real estate	2,282,429	2,282,429	2,239,488
7	Employee/retired loans	-	-	-
8	Receivables on micro, small business & retail portfolio	797,702	598,276	448,345
9	Receivables on corporate	76,721,288	71,732,022	69,044,187
10	Past due receivables	-	-	-
TOTAL		88,109,508	76,296,431	73,411,995

3. Counterparty Credit Risk Exposures

(in million rupiah)

No.	Portfolio Category	As of December 31, 2022		
		Net Receivables	RWA before CRM	RWA after CRM
(1)	(2)	(3)	(4)	(5)
1	Receivables on sovereigns	148,024,372	-	-
2	Receivables on public sector entities	-	-	-
3	Receivables on multilateral development banks and international institutions	-	-	-
4	Receivables on banks	4,384,426	876,885	876,885
5	Receivables on micro, small business & retail portfolio	-	-	-
6	Receivables on corporate	-	-	-
TOTAL		152,408,798	876,885	876,885

4. Settlement Risk Exposures

(in million rupiah)

No.	Type of transaction	As of December 31, 2022		
		Exposure Value	Capital Deduction Factor	RWA after CRM
(1)	(2)	(3)	(4)	(5)
1	Delivery versus payment	-		-
	a. Capital charge 8% (5-15 days)	-		-
	b. Capital charge 50% (16-30 days)	-		-
	c. Capital charge 75% (31-45 days)	-		-
	d. Capital charge 100% (more than 45 days)	-		-
2	Non-delivery versus payment	-	-	
TOTAL		-	-	-

5. Securitization Risk Exposure

(in million rupiah)

No.	Type of transaction	As of December 31, 2022	
		Capital Deduction Factor	RWA
(1)	(2)	(3)	(4)
1	RWA for securitization exposures calculated by External Rating Base Approach (ERBA) method		-
2	RWA for securitization exposures calculated by Standardized Approach (SA) method		-
3	Securitization exposures as deduction factor of core capital	-	
TOTAL		-	-

6. Derivative Credit Risk Exposures

(in million rupiah)

No.	Portfolio Category	As of December 31, 2022	
		Exposure Value	RWA
(1)	(2)	(3)	(5)
1	Receivables on sovereigns	-	-
2	Receivables on public sector entities	-	-
3	Receivables on multilateral development banks and international institutions	-	-
4	Receivables on banks	314,428	92,632
5	Receivables on micro, small business & retail portfolio	6,548	4,911
6	Receivables on corporate	203,775	203,775
7	Credit Valuation Adjustment (CVA risk weighted assets)		10,687
TOTAL		524,751	312,005

7. Total Credit Risk Measurement

(in million rupiah)

As of December 31, 2022		
TOTAL RISK WEIGHTED ASSETS CREDIT RISK	(A)	662,592,385
RISK WEIGHTED ASSETS CREDIT RISK DEDUCTION FACTOR	(B)	-
TOTAL RISK WEIGHTED ASSETS CREDIT RISK (A-B)	(C)	662,592,385
TOTAL CAPITAL DEDUCTION FACTOR	(D)	-



20.a. Credit Risk - Disclosure of RWA Calculation for Credit Risk Using the Standard Approach - Bank individually

1. Balance Sheet Assets Exposures

(in million rupiah)

No.	Portfolio Category	As of December 31, 2021		
		Net Receivables	RWA before CRM	RWA after CRM
(1)	(2)	(3)	(4)	(5)
1	Receivables on sovereigns	320,750,348	-	-
2	Receivables on public sector entities	40,468,343	10,133,523	9,950,785
3	Receivables on multilateral development banks and international institutions	-	-	-
4	Receivables on banks	61,683,763	19,044,418	19,037,255
5	Loans secured by residential property	48,291,915	13,212,057	13,212,057
6	Loans secured by commercial real estate	20,272,207	20,272,207	19,488,794
7	Employee/retired loans	-	-	-
8	Receivables on micro, small business & retail portfolio	56,162,669	42,122,002	41,636,880
9	Receivables on corporate	460,541,924	421,243,649	407,488,202
10	Past due receivables	2,775,151	3,940,215	3,931,449
11	Other assets	54,895,401		31,933,409
TOTAL		1,065,841,721	529,968,071	546,678,831

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

(in million rupiah)

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

3. Counterparty Credit Risk Exposures

(in million rupiah)

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

4. Settlement Risk Exposures

(in million rupiah)

No.	Type of transaction	As of December 31, 2021		
		Exposure Value	Capital Deduction Factor	RWA after CRM
(1)	(2)	(3)	(4)	(5)
1	Delivery versus payment	-		-
	a. Capital charge 8% (5-15 days)	-		-
	b. Capital charge 50% (16-30 days)	-		-
	c. Capital charge 75% (31-45 days)	-		-
	d. Capital charge 100% (more than 45 days)	-		-
2	Non-delivery versus payment	-	-	
TOTAL		-	-	-

5. Securitization Risk Exposure

(in million rupiah)

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

6. Derivative Credit Risk Exposures

(in million rupiah)

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

7. Total Credit Risk Measurement

(in million rupiah)

As of December 31, 2021		
TOTAL RISK WEIGHTED ASSETS CREDIT RISK	(A)	611,726,273
RISK WEIGHTED ASSETS CREDIT RISK Deduction Factor	(B)	-
TOTAL RISK WEIGHTED ASSETS CREDIT RISK (A-B)	(C)	611,726,273
TOTAL Capital Deduction Factor	(D)	-



20.b. Credit Risk - Disclosure of RWA Calculation for Credit Risk Using the Standard Approach - consolidated

1. Balance Sheet Assets Exposures

(in million rupiah)

No.	Portfolio Category	As of December 31, 2022		
		Net Receivables	RWA before CRM	RWA after CRM
(1)	(2)	(3)	(4)	(5)
1	Receivables on sovereigns	337,507,092	-	-
2	Receivables on public sector entities	38,928,868	9,329,800	9,329,800
3	Receivables on multilateral development banks and international institutions	-	-	-
4	Receivables on banks	54,739,693	13,912,142	13,905,423
5	Loans secured by residential property	56,662,460	16,038,664	16,037,493
6	Loans secured by commercial real estate	21,449,429	21,449,428	20,471,433
7	Employee/retired loans	234,276	117,138	117,138
8	Receivables on micro, small business & retail portfolio	69,448,198	52,086,148	51,434,015
9	Receivables on corporate	521,742,250	475,832,972	457,575,516
10	Past due receivables	1,993,635	2,789,575	2,787,494
11	Other assets	56,523,075		36,144,020
TOTAL		1,159,228,976	591,555,867	607,802,332

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

(in million rupiah)

No.	Portfolio Category	As of December 31, 2022		
		Net Receivables	RWA before CRM	RWA after CRM
(1)	(2)	(3)	(4)	(5)
1	Receivables on sovereigns	1,750,000	-	-
2	Receivables on public sector entities	5,049,082	1,221,732	1,220,380
3	Receivables on multilateral development banks and international institutions	-	-	-
4	Receivables on banks	1,408,035	441,594	439,218
5	Loans secured by residential property	100,975	20,379	20,379
6	Loans secured by commercial real estate	2,282,429	2,282,429	2,239,487
7	Employee/retired loans	-	-	-
8	Receivables on micro, small business & retail portfolio	799,032	599,274	449,342
9	Receivables on corporate	76,864,650	71,875,384	69,187,550
10	Past due receivables	-	-	-
TOTAL		88,254,203	76,440,792	73,556,356

3. Counterparty Credit Risk Exposures

(in million rupiah)

No.	Portfolio Category	As of December 31, 2022		
		Net Receivables	RWA before CRM	RWA after CRM
(1)	(2)	(3)	(4)	(5)
1	Receivables on sovereigns	149,549,930	-	-
2	Receivables on public sector entities	-	-	-
3	Receivables on multilateral development banks and international institutions	-	-	-
4	Receivables on banks	4,431,691	886,338	886,338
5	Receivables on micro, small business & retail portfolio	-	-	-
6	Receivables on corporate	32,054	32,054	32,054
TOTAL		154,013,675	918,392	918,392

4. Settlement Risk Exposures

(in million rupiah)

No.	Type of transaction	As of December 31, 2022		
		Exposure Value	Capital Deduction Factor	RWA after CRM
(1)	(2)	(3)	(4)	(5)
1	Delivery versus payment	-		-
	a, Capital charge 8% (5-15 days)	-		-
	b, Capital charge 50% (16-30 days)	-		-
	c, Capital charge 75% (31-45 days)	-		-
	d, Capital charge 100% (more than 45 days)	-		-
2	Non-delivery versus payment	-	-	
TOTAL		-	-	-

5. Securitization Risk Exposures

(in million rupiah)

No.	Type of transaction	As of December 31, 2022	
		Capital Deduction Factor	RWA
(1)	(2)	(3)	(4)
1	RWA for securitization exposures calculated by External Rating Base Approach (ERBA) method		-
2	RWA for securitization exposures calculated by Standardized Approach (SA) method		-
3	Securitization exposures as deduction factor of core capital	-	
TOTAL		-	-

6. Derivative Credit Risk Exposures

(in million rupiah)

No.	Portfolio Category	As of December 31, 2022	
		Net Receivables	RWA
(1)	(2)	(3)	(5)
1	Receivables on sovereigns	-	-
2	Receivables on public sector entities	-	-
3	Receivables on multilateral development banks and international institutions	-	-
4	Receivables on banks	314,428	92,632
5	Receivables on micro, small business & retail portfolio	6,548	4,911
6	Receivables on corporate	203,775	203,775
7	Credit Valuation Adjustment (CVA risk weighted assets)		10,687
TOTAL		524,751	312,005

7. Total Credit Risk Measurement

(in million rupiah)

Period of 31 December 2022		
TOTAL RISK WEIGHTED ASSETS CREDIT RISK	(A)	682,589,085
RISK WEIGHTED ASSETS CREDIT RISK DEDUCTION FACTOR	(B)	-
TOTAL RISK WEIGHTED ASSETS CREDIT RISK (A-B)	(C)	682,589,085
TOTAL CAPITAL DEDUCTION FACTOR	(D)	-



20.b. Credit Risk - Disclosure of RWA Calculation for Credit Risk Using the Standard Approach - consolidated

1. Balance Sheet Assets Exposures

(in million rupiah)

No.	Portfolio Category	As of December 31, 2021		
		Net Receivables	RWA before CRM	RWA after CRM
(1)	(2)	(3)	(4)	(5)
1	Receivables on sovereigns	326,656,534	-	-
2	Receivables on public sector entities	41,002,571	10,280,187	10,097,450
3	Receivables on multilateral development banks and international institutions	-	-	-
4	Receivables on banks	62,393,821	19,195,265	19,188,102
5	Loans secured by residential property	48,477,613	13,260,684	13,260,684
6	Loans secured by commercial real estate	20,550,750	20,550,750	19,767,337
7	Employee/retired loans	277,746	138,873	138,873
8	Receivables on micro, small business & retail portfolio	64,471,409	48,353,556	47,868,434
9	Receivables on corporate	468,889,386	428,714,632	414,959,185
10	Past due receivables	2,844,284	4,043,466	4,034,700
11	Other assets	56,242,031		33,434,774
TOTAL		1,091,806,145	544,537,413	562,749,539

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

(in million rupiah)

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

3. Counterparty Credit Risk Exposures

(in million rupiah)

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

4. Settlement Risk Exposures

(in million rupiah)

No.	Type of transaction	As of December 31, 2021		
		Exposure Value	Capital Deduction Factor	RWA after CRM
(1)	(2)	(3)	(4)	(5)
1	Delivery versus payment	-		-
	a, Capital charge 8% (5-15 days)	-		-
	b, Capital charge 50% (16-30 days)	-		-
	c, Capital charge 75% (31-45 days)	-		-
	d, Capital charge 100% (more than 45 days)	-		-
2	Non-delivery versus payment	-	-	
TOTAL		-	-	-

5. Securitization Risk Exposures

(in million rupiah)

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

6. Derivative Credit Risk Exposures

(in million rupiah)

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

7. Total Credit Risk Measurement

(in million rupiah)

As of December 31, 2021		
TOTAL RISK WEIGHTED ASSETS CREDIT RISK	(A)	627,842,325
RISK WEIGHTED ASSETS CREDIT RISK DEDUCTION FACTOR	(B)	
TOTAL RISK WEIGHTED ASSETS CREDIT RISK (A-B)	(C)	627,842,325
TOTAL CAPITAL DEDUCTION FACTOR	(D)	-



22. Credit Risk - Counterparty Credit Risk (CCR1) Exposure Analysis - consolidated - as of December 31, 2022

		(in million rupiah)					
		a	b	c	d	e	f
		Replacement Cost (RC)	Potential Future Exposure (SFT)	EEPE	Alpha used to calculate regulatory EAD	Net Receivables	RWA
1	SA-CCR (for derivative)	100,318	274,504		1.4	524,751	312,005
2	Internal model method (for derivative and SFTs)					-	-
3	Simple approach for credit risk mitigation (for SFTs)					-	-
4	Comprehensive approach for credit risk mitigation (for SFTs)					-	-
5	VaR for SFTs					-	-
6	Total	100,318	274,504			524,751	312,005

24. Credit Risk - CCR Exposure based on Portfolio Category and Risk Weighting (CCR3) - consolidated - as of December 31, 2022

Weighted Risk Portfolio Category	a	b	c	d	e	
	0%	20%	35%	40%	45%	
Receivables on sovereigns	149,549,930	-	-	-	-	
Receivables on public sector entities	-	-	-	-	-	
Receivables on multilateral development banks and international institutions	-	-	-	-	-	
Receivables on banks	-	4,431,691	-	-	-	
Receivables on micro, small business & retail portfolio	-	-	-	-	-	
Receivables on corporate	-	-	-	-	-	
Total	149,549,930	4,431,691	-	-	-	

25. Credit Risk - Net Credit Derivative Claims (CCR6)

BCA has no exposure to net credit derivative receivables

23. Credit risk - Capital Charge for Credit Valuation Adjustments (CCR2) - as of December 31, 2022

		(in million rupiah)	
		a	b
		Net Receivables	RAW
	Total portfolio based on Advanced CVA capital charge	0	0
1	(i) VaR component (include 3x multiplier)		0
2	(ii) Stressed VaR component (include 3x multiplier)		0
3	All Portfolio based on Standardised CVA Capital Charge	524,751	301,318
4	Total based on CVA Capital Charge		10,687

							(in million rupiah)
	f	g	h	i	j	k	
	50%	75%	100%	150%	Others	Total Net Receivables	
	-	-	-	-	-	149,549,930	
	-	-	-	-	-	-	
	-	-	-	-	-	-	
	-	-	-	-	-	4,431,691	
	-	-	-	-	-	-	
	-	-	32,054	-	-	32,054	
	-	-	32,054	-	-	154,013,675	


27. Credit Risk - Securitization Exposure in the Banking Book (SEC1) - as of December 31, 2022

(in million rupiah)

		Bank as investor		
		Traditional	Synthetic	Sub-total
1	Retail (total) – among others	-	-	-
2	Mortgage loan	-	-	-
3	Credit card	-	-	-
4	Others retail exposure	-	-	-
5	Re-securitization	-	-	-
6	Non-retail (total) – among others	-	-	-
7	Corporate Loan	-	-	-
8	Commercial Loan	-	-	-
9	Rent and Account Receivable	-	-	-
10	Others retail exposure	-	-	-
11	Re-securitization	-	-	-

**30. Credit Risk - Securitization Exposure in the Banking Book and related to its Capital Requirements
Bank Acting as Investor (SEC4) - as of December 31, 2022**

Credit Risk	a	b	c	d	e	f	g	h	i	
	Exposure value (based on Risk Weight)					Exposure value (based on regulatory approach)				
	≤20% Risk Weight	>20% to 50% Risk Weight	>50% to 100% Risk Weight	>100% to <1250% Risk Weight	1250% Risk Weight	IRB RBA	IRB SFA	SA/SSFA	1,250%	
Total exposure	-	-	-	-	-	-	-	-	-	
Traditional securitization	-	-	-	-	-	-	-	-	-	
Where securitization underlying is										
retail	-	-	-	-	-	-	-	-	-	
non-retail	0	-	-	-	-	-	0	-	-	
Where re-securitization is										
Senior	-	-	-	-	-	-	-	-	-	
Non-senior	-	-	-	-	-	-	-	-	-	
Synthetic security	-	-	-	-	-	-	-	-	-	
Where securitization underlying is										
retail	-	-	-	-	-	-	-	-	-	
non-retail	-	-	-	-	-	-	-	-	-	
Where re-securitization is										
Senior	-	-	-	-	-	-	-	-	-	
Non-senior	-	-	-	-	-	-	-	-	-	

(in million rupiah)

		Bank as investor		
		Traditional	Synthetic	Sub-total
1	Retail (total) – among others	-	-	-
2	Mortgage loan	-	-	-
3	Credit card	-	-	-
4	Others retail exposure	-	-	-
5	Re-securitization	-	-	-
6	Non-retail (total) – among others	-	-	-
7	Corporate Loan	-	-	-
8	Commercial Loan	-	-	-
9	Rent and Account Receivable	-	-	-
10	Others retail exposure	-	-	-
11	Re-securitization	-	-	-

BCA does not act as the originator or sponsor of Securitization Exposure

(in million rupiah)

[illegible]

**32. Market Risk Disclosure Using Standard Methods**

(in million rupiah)

No.	Type of Risk	As of December 31, 2022			
		Bank Only		Consolidated	
		Capital Charge	RWA	Capital Charge	RWA
1	Interest Rate Risk	48,314	603,922	62,054	775,677
	a. Spesific Risk	-	-	1,852	23,149
	b. General Risk	48,314	603,922	60,202	752,528
2	Exchange Rate Risk	20,385	254,818	73,527	919,082
3	Capital Risk	-	-	29,115	363,939
4	Commodities Risk	-	-	-	-
5	Option Risk	-	-	-	-

32. Market Risk Disclosure Using Standard Methods

(in million rupiah)

No.	Type of Risk	As of December 31, 2021			
		Bank Only		Consolidated	
		Capital Charge	RWA	Capital Charge	RWA
1	Interest Rate Risk	268,299	3,353,742	274,917	3,436,465
	a. Spesific Risk	723	9,041	5,362	67,027
	b. General Risk	267,576	3,344,700	269,555	3,369,438
2	Exchange Rate Risk	12,592	157,406	40,527	506,593
3	Capital Risk	-	-	27,521	344,010
4	Commodities Risk	-	-	-	-
5	Option Risk	-	-	-	-

**34.a.1. Disclosure of Interest Rate Risk in Banking Book (IRRBB) Exposure - Bank as Individual - as of December 31, 2022**

No.	Qualitative Disclosure
1.	Interest rate risk in the banking book (IRRBB) refers to the current or prospective risk to the bank's capital and earnings arising from interest rates movements in the market as opposed to the banking book positions. The IRRBB calculation uses two perspectives, namely the economic value perspective and earnings-based perspective. The intention is to identify risks more accurately and to carry out appropriate corrective actions.
2.	<p>Presently, Bank does not have sufficient long-term financial resources to fund fixed-rate loans and banking book securities. Regarding these conditions, funding sources of fixed-rate loans and banking book securities is calculated from the Core Deposit.</p> <p>To mitigate risks, Bank has set nominal limits on fixed-rate loans and banking book securities, limits on IRRBB and pricing strategies.</p>
3.	<p>Measurements of IRRBB individual are carried out on a monthly basis by using two (2) methods as follows:</p> <ol style="list-style-type: none"> measurement based on changes in economic value of equity, which measures the impact of changes in interest rates on the economic value of the Bank's equity (economic value perspective), and measurement based on changes in net interest income, which measures the impact of interest rate changes on earnings of the Bank (earnings-based perspective).
4.	<p>Interest rate shock scenarios used by Bank in measuring IRRBB is in accordance with the standard interest rate shock scenarios, which is stated in the Financial Services Authority Circular Letter No.12 /SEOJK.03/2018 concerning the Implementation of Risk Management and Risk Measurement Standard Approach for Interest Rate Risk in the Banking Book for Commercial Banks.</p> <p>Economic Value of Equity (EVE) Methods use six (6) interest rate shock scenarios, as follows:</p> <ol style="list-style-type: none"> parallel shock up, parallel shock down, steepener shock (short rates down and long rates up), flattener shock (short rates up and long rates down), short rates shock up, short rates shock down. <p>Net Interest Income (NII) Methods use two (2) interest rate shock scenarios, as follows:</p> <ol style="list-style-type: none"> parallel shock up, parallel shock down.
5.	<p>EVE method calculates the cash flows of the principal amount and interest payments on the balance sheet positions that are sensitive to interest rates, which then discounted at the relevant interest rates.</p> <p>The Bank does not calculate a commercial margin and spread components in the cash flows. EVE calculation uses notional cash flows multiplied by the reference rate (base rate) on the transaction date and then discounted by the risk-free rate at the reporting date.</p> <p>The IRRBB calculation uses a Core deposit, which is part of a stable Non Maturity Deposit with a very small change in interest rates despite significant changes in interest rates in the market.</p> <p>Bank identifies core deposit and non-core deposits from stable funds (retail transactional, retail non-transactional and wholesale).</p> <p>Placement of core deposit cash flows carried out using uniform slotting on time-bucket over 1 (one) year with the length of period for each category refers to FSA Circular Letter No. 12/SEOJK.03/2018 concerning the Implementation of Risk Management and Risk Measurement Standard Approach for Interest Rate Risk in the Banking Book (Interest Rate Risk in the Banking Book) for Commercial Banks.</p> <p>The methodology to estimate prepayment rate for loans and early withdrawal rate for time deposits uses historical data within a year.</p> <p>Bank performs add-on calculations for automatic interest rate options on a floating rate mortgage loan with embedded caps and a fixed rate loan commitment by using Black model.</p> <p>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.	As of December 31, 2022, IRRBB (EVE method) for BCA as individual increased by 0.21% compared to June 30, 2022, from 8.92% to 9.13%. And for NII Method increased by 1.62%, from 8.09% to 9.71%. This was caused by the increase in Repriced Assets over 1 year (11.98%), and the decrease in Core Deposit over 1 year (1.32%). Meanwhile, Tier 1 Capital increase by 9.56%.
No.	Qualitative Analysis
1.	Average repricing maturity applied for NMD is 4 years.
2.	The longest repricing maturity applied for NMD is 7 Years.

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

(Currency: Rupiah)

No.	(in million Rupiah)	Period of December 31, 2022			
		△ EVE		△ NII	
		T	T-1	T	T-1
1	Parallel up	(15,867,651)	(14,343,050)	(6,286,377)	(3,787,246)
2	Parallel down	16,417,414	14,502,073	6,154,439	3,664,518
3	Steepener	4,299,479	1,808,951		
4	Flattener	(7,615,115)	(4,894,219)		
5	Short rate up	(13,131,138)	(10,363,834)		
6	Short rate down	13,406,983	9,642,645		
7	Negative Maximum Value (absolute)	15,867,651	14,343,050	6,286,377	3,787,246
8	Tier 1 Capital (for △ EVE) or Projected Income (for △ NII)	196,799,387	179,630,223	71,537,819	59,829,966
9	Maximum Value dividend by Tier 1 Capital (for △ EVE) or Projected Income (for △ NII)	8.06%	7.98%	8.79%	6.33%

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

(Currency: USD)

No.	(in million Rupiah)	Period of December 31, 2022			
		△ EVE		△ NII	
		T	T-1	T	T-1
1	Parallel up	1,890,364	1,505,592	659,955	1,055,878
2	Parallel down	(2,097,464)	(1,677,659)	(660,006)	(1,055,936)
3	Steepener	406,089	388,610		
4	Flattener	31,606	(40,095)		
5	Short rate up	826,631	599,669		
6	Short rate down	(863,868)	(659,339)		
7	Negative Maximum Value (absolute)	2,097,464	1,677,659	660,006	1,055,936
8	Tier 1 Capital (for △ EVE) or Projected Income (for △ NII)	196,799,387	179,630,223	71,537,819	59,829,966
9	Maximum Value dividend by Tier 1 Capital (for △ EVE) or Projected Income (for △ NII)	1.07%	0.93%	0.92%	1.76%

**34.b.1 Disclosure of Interest Rate Risk in Banking Book (IRRBB) Exposure - Bank Consolidated - as of December 31, 2022**

No.	Qualitative Disclosure
1.	Interest rate risk in the banking book (IRRBB) refers to the current or prospective risk to the bank's capital and earnings arising from interest rates movements in the market as opposed to the banking book positions. The IRRBB calculation uses two perspectives, namely the economic value perspective and earnings-based perspective. The intention is to identify risks more accurately and to carry out appropriate corrective actions.
2.	<p>Presently, Bank does not have sufficient long-term financial resources to fund fixed-rate loans and banking book securities. Regarding these conditions, funding sources of fixed-rate loans and banking book securities is calculated from the Core Deposit.</p> <p>To mitigate risks, Bank has set nominal limits on fixed-rate loans and banking book securities, limits on IRRBB and pricing strategies.</p>
3.	<p>Measurements of IRRBB consolidated are carried out on a semiannually basis by using two (2) methods as follows:</p> <ol style="list-style-type: none"> measurement based on changes in economic value of equity, which measures the impact of changes in interest rates on the economic value of the Bank's equity (economic value perspective), and measurement based on changes in net interest income, which measures the impact of interest rate changes on earnings of the Bank (earnings-based perspective).
4.	<p>Interest rate shock scenarios used by Bank in measuring IRRBB is in accordance with the standard interest rate shock scenarios, which is stated in the Financial Services Authority Circular Letter No.12 /SEOJK.03/2018 concerning the Implementation of Risk Management and Risk Measurement Standard Approach for Interest Rate Risk in the Banking Book for Commercial Banks.</p> <p>Economic Value of Equity (EVE) Methods use six (6) interest rate shock scenarios, as follows:</p> <ol style="list-style-type: none"> parallel shock up, parallel shock down, steepener shock (short rates down and long rates up), flattener shock (short rates up and long rates down), short rates shock up, short rates shock down. <p>Net Interest Income (NII) Methods use two (2) interest rate shock scenarios, as follows:</p> <ol style="list-style-type: none"> parallel shock up, parallel shock down.
5.	<p>EVE method calculates the cash flows of the principal amount and interest payments on the balance sheet positions that are sensitive to interest rates, which then discounted at the relevant interest rates.</p> <p>The Bank does not calculate a commercial margin and spread components in the cash flows. EVE calculation uses notional cash flows multiplied by the reference rate (base rate) on the transaction date and then discounted by the risk-free rate at the reporting date.</p> <p>The IRRBB calculation uses a Core deposit, which is part of a stable Non Maturity Deposit with a very small change in interest rates despite significant changes in interest rates in the market.</p> <p>Bank identifies core deposit and non-core deposits from stable funds (retail transactional, retail non-transactional and wholesale).</p> <p>Placement of core deposit cash flows carried out using uniform slotting on time-bucket over 1 (one) year with the length of period for each category refers to FSA Circular Letter No.12/SEOJK.03/2018 concerning the Implementation of Risk Management and Risk Measurement Standard Approach for Interest Rate Risk in the Banking Book (Interest Rate Risk in the Banking Book) for Commercial Banks.</p> <p>The methodology to estimate prepayment rate for loans and early withdrawal rate for time deposits uses historical data within a year.</p> <p>Bank performs add-on calculations for automatic interest rate options on a floating rate mortgage loan with embedded caps and a fixed rate loan commitment by using Black model.</p> <p>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.	As of December 31, 2022, IRRBB (EVE method) for BCA as consolidated increased by 0.31% compared to June 30, 2022, from 8.89% to 9.20%. And for NII Method increased by 1.82%, from 7.87% to 9.69%. This was caused by the increase in Repriced Assets over 1 year (12.34%) and the decrease in Core Deposit over 1 year (1.25%). Meanwhile, Tier 1 Capital increase by 8.89%.
No	Qualitative Analysis
1.	Average repricing maturity applied for NMD is 4 years.
2.	The longest repricing maturity applied for NMD is 7 Years.

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

(Currency: Rupiah)

No.	(in million Rupiah) Period	Period of December 31, 2022			
		△ EVE		△ NII	
		T	T-1	T	T-1
1	Parallel up	(17,461,804)	(15,693,444)	(6,485,948)	(3,807,376)
2	Parallel down	18,331,402	16,115,679	6,347,511	3,680,798
3	Steepener	4,149,540	1,642,828		
4	Flattener	(7,807,394)	(5,015,171)		
5	Short rate up	(14,027,729)	(11,095,106)		
6	Short rate down	14,356,541	10,382,364		
7	Negative Maximum Value (absolute)	17,461,804	15,693,444	6,485,948	3,807,376
8	Tier 1 Capital (for △ EVE) or Projected Income (for △ NII)	212,445,689	195,096,147	73,744,704	61,862,490
9	Maximum Value dividend by Tier 1 Capital (for △ EVE) or Projected Income (for △ NII)	8.22%	8.04%	8.80%	6.15%

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

(Currency: USD)

No.	(in million Rupiah) Period	Period of December 31, 2022			
		△ EVE		△ NII	
		T	T-1	T	T-1
1	Parallel up	1,870,486	1,484,491	662,518	1,058,802
2	Parallel down	(2,075,823)	(1,654,653)	(662,569)	(1,058,859)
3	Steepener	405,456	387,980		
4	Flattener	27,595	(44,332)		
5	Short rate up	814,613	586,944		
6	Short rate down	(851,618)	(646,366)		
7	Negative Maximum Value (absolute)	2,075,823	1,654,653	662,569	1,058,859
8	Tier 1 Capital (for △ EVE) or Projected Income (for △ NII)	212,445,689	195,096,147	73,744,704	61,862,490
9	Maximum Value dividend by Tier 1 Capital (for △ EVE) or Projected Income (for △ NII)	0.98%	0.85%	0.90%	1.71%



36. Report on Calculation for Quarterly Liquidity Coverage Ratio

No.	Components	Bank Only	
		Outstanding balance at end Quarter IV 2022	
		Outstanding commitment, and liabilities/ contractual receivables	HQLA after haircut, outstanding commitment and liabilities times run-off rate or contractual receivables times inflow rate
1	Total data used in LCR calculation		65 days
HIGH QUALITY LIQUID ASSET (HQLA)			
2	Total High Quality Liquid Asset (HQLA)		520,032,475
CASH OUTFLOW			
3	Retail deposits and deposits from Micro and Small Business customers, consist of:	785,918,531	50,290,426
	a. Stable deposit/funding	566,028,539	28,301,427
	b. Less stable deposit/funding	219,889,992	21,988,999
4	Wholesale funding, consist of:	247,100,054	65,577,579
	a. Operational deposit	211,020,581	50,785,436
	b. Non operational deposit and/or other non operational liabilities	36,079,473	14,792,143
	c. Marketable securities issued by bank	-	-
5	Secured Funding		-
6	Other cash outflow (additional requirement), consist of:	363,121,868	42,377,892
	a. cash outflow from derivative transaction	15,069,608	15,069,608
	b. cash outflow from additional liquidity requirement	-	-
	c. cash outflow from liquidation of funding	-	-
	d. cash outflow from disbursement of loan commitment and liquidity facilities	224,670,207	24,211,547
	e. cash outflow from other contractual liabilities related to placement of funds	-	-
	f. cash outflow from other funding related contingencies liabilities	121,639,097	1,353,781
	g. other contractual cash outflow	1,742,956	1,742,956
7	TOTAL CASH OUTFLOW		158,245,897
CASH INFLOW			
8	Secured lending	-	-
9	Inflows from fully performing exposures	26,678,604	10,883,125
10	Other cash inflow	15,202,201	15,202,201
11	TOTAL CASH INFLOW	41,880,805	26,085,326
			TOTAL ADJUSTED VALUE¹
12	TOTAL HQLA		520,032,475
13	TOTAL NET CASH OUTFLOWS		132,160,571
14	LCR (%)		393.49%

Information:

¹ Adjusted values are calculated after the imposition of depreciation (haircut), run-off rate, inflow rate as well as the maximum limit of the HQLA component, for example the maximum limit of HQLA Level 2B and HQLA Level 2 and the maximum limit of cash inflow can be accounted for in the LCR.

The outstanding value of Quarter IV 2022 is the average LCR during the working days of October 2022 to December 2022 (65 data points), while Quarter III 2022 is the average LCR during the working days of July 2022 to September 2022 (65 data points).

The Liquidity Coverage Ratio calculation above is made based on POJK No. 42/POJK.03/2015 regarding the Obligation to Fulfill the Liquidity Coverage Ratio for Commercial Banks and POJK No. 37/POJK.03/2019 regarding Transparency and Publication of Bank Reports and presented in accordance with SE OJK No. 9/SEOJK.03/2020 regarding Transparency and Publication of Conventional General Bank Reports.

(in million Rupiah)

Outstanding balance at end Quarter III 2022			Consolidated			
	Outstanding commitment and liabilities/contractual receivables	HQLA after haircut, outstanding commitment and liabilities times run-off rate or contractual receivables times inflow rate		Outstanding commitment and liabilities/contractual receivables	HQLA after haircut, outstanding commitment and liabilities times run-off rate or contractual receivables times inflow rate	
		65 days			65 days	
		510,055,355		531,204,418		520,432,980
	782,801,609	50,151,689		796,857,450	51,087,515	792,506,930
	562,569,437	28,128,472		571,964,597	28,598,230	567,609,130
	220,232,172	22,023,217		224,892,853	22,489,285	224,897,800
	237,082,181	62,706,860		250,719,291	67,382,530	240,055,918
	203,492,080	48,903,327		212,498,557	51,147,092	204,641,158
	33,590,101	13,803,533		38,220,734	16,235,438	35,414,760
	-	-		-	-	-
		-			-	-
	342,993,660	45,733,059		364,094,870	43,216,299	343,753,056
	22,923,012	22,923,012		15,069,608	15,069,608	22,923,012
	-	-		-	-	-
	-	-		-	-	-
	205,971,688	21,409,313		224,231,354	24,191,370	205,504,111
	-	-		-	-	-
	113,954,498	1,256,272		122,194,636	1,356,049	114,511,033
	144,462	144,462		2,599,272	2,599,272	814,900
		158,591,608		161,686,344		161,543,349
	-	-		1,908	1,908	1,525
	28,312,645	10,271,844		30,893,069	14,281,678	31,505,922
	23,032,331	23,032,331		15,202,201	15,202,201	23,032,331
	51,344,976	33,304,175		46,097,178	29,485,787	54,539,778
		TOTAL ADJUSTED VALUE¹		TOTAL ADJUSTED VALUE¹		TOTAL ADJUSTED VALUE¹
		510,055,355		531,204,418		520,432,980
		125,287,433		132,200,557		125,790,152
		407.11%		401.82%		413.73%



Quarterly Liquidity Coverage Ratio Report

Individual Analysis

- Calculation of BCA's Liquidity Coverage Ratio (Bank Only) for Quarter IV 2022 is based on the average daily position data from October 2022 to December 2022. Meanwhile the calculation for Quarter III 2022 is based on the average daily position data from July 2022 to September 2022.
- BCA's Liquidity Coverage Ratio (Bank Only) during Quarter IV 2022 decreased by 13.62%; from 407.11% (Quarter III 2022) to 393.49% (Quarter IV 2022). The decrease in this ratio was mainly due to the increase in Net Cash Outflow after the run-off by 5.49% (Rp6.87 trillion) which was higher than the increase in the weighted value of HQLA of 1.96% (Rp 9.98 trillion). The increase in NCO after the run-off was mainly due to an increase in funding from individuals, micro and small businesses, as well as corporations for the amount of Rp3.01 trillion, an increase in other contractual cash outflows (ex: dividends and borrowing) for the amount of Rp1.60 trillion, and an increase in bills due ≤ 30 days for the amount of Rp0.82 trillion. Meanwhile, the increase in HQLA was particularly due to an increase in securities with HQLA for the amount of Rp13.17 trillion, a decrease in placement at BI for the amount of Rp3.56 trillion, and an increase in Cash for the amount of Rp0.15 trillion.
- The composition of BCA's HQLA in Quarter IV 2022 consists of Level 1 HQLA of 98.38%; Level 2A HQLA of 1.18%; and Level 2B HQLA of 0.44%. The composition of the amount of HQLA Level 1 was dominated by Marketable Securities issued by the Indonesian Government and BI of 72.78% and Placement at Bank Indonesia of 23.49%.
- BCA's third party deposits composition during Quarter IV 2022 was mainly contributed by CASA at around 82.08%. The composition can be seen in Table 1 below.

Table 1. BCA's funding composition (Bank Only) during Quarter IV 2022.

Type of funding (Rp & FCY)	Composition
CASA	82.08%
Current Account	32.62%
Saving Account	49.46%
Time Deposit	17.92%
Total	100.00%

- BCA's derivative exposure mainly came from USD FX Swap Buy-Sell transactions for average of USD406.13 million.
- In managing its liquidity, the Bank has properly identified, measured, monitored, and controlled its liquidity risks. In addition to the LCR ratio, the bank also monitors conditions and sufficiency of liquidity through cash flow projection reports, NSFR reports, and other liquidity ratios. The bank has established a limit, early warning indicator, contingency funding plan, and an Action Plan (Recovery Plan) related to liquidity risks.

Quarterly Liquidity Coverage Ratio Report

Consolidated Analysis

- Calculation of BCA's Liquidity Coverage Ratio BCA (Consolidated) for Quarter IV 2022 is based on the average daily position data from October 2022 to December 2022. Meanwhile, calculation for Quarter III 2022 is based on the average daily position data from July 2022 to September 2022.
- Liquidity Coverage Ratio BCA (Consolidation) during Quarter IV 2022 period decreased by 11.91%; from 413.73% (Quarter III 2022) to 401.82% (Quarter IV 2022). The decrease in this ratio is mainly from the increase in Net Cash Outflow after the run-off of 5.10% (Rp6.41 trillion) which is greater than the increase in the weighted value of HQLA of 2.07% (Rp10.77 trillion). The increase in NCO after the run-off is mainly due to an increase in funding from individuals, micro and small businesses, as well as corporations for the amount of Rp3.29 trillion, an increase in other contractual cash outflows (ex: dividends and borrowing) for the amount of Rp1.78 trillion, and an increase in bills due ≤ 30 days for the amount of Rp0.98 trillion. Meanwhile, the increase in HQLA is mainly due to an increase in securities with HQLA for the amount of Rp14.43 trillion, a decrease in BI placements for the amount of Rp4.18 trillion, and an increase in Cash for the amount of Rp0.16 trillion.
- BCA's HQLA composition for Quarter IV 2022 consists of Level 1 HQLA of 98.07%; Level 2A HQLA of 1.38%; and Level 2B HQLA of 0.55%. The composition of total Level 1 HQLA was dominated by Marketable Securities issued by the Indonesian Government and BI of 72.52% and Placement at Bank Indonesia of 23.80%.
- BCA's third party deposits composition during Quarter IV 2022 was mainly contributed by CASA at around 81,40%. The composition can be found in Table 2 below.

Table 2. BCA's Funding Composition (Consolidated) for Quarter IV 2022.

Type of funding (Rp & FCY)	Composition
CASA	81.40%
Current Account	32.32%
Saving Account	49.08%
Time Deposit	18.60%
Total	100.00%

- BCA's derivative exposure mainly came from USD FX Swap Buy-Sell transactions for average of USD 406.13 million
- In managing its liquidity, the Bank has properly identified, measured, monitored, and controlled its liquidity risks. In addition to the LCR ratio, the bank also monitors conditions and sufficiency of liquidity through cash flow projection reports, NSFR reports, and other liquidity ratios. The bank has established a limit, early warning indicator, contingency funding plan, and an Action Plan (Recovery Plan) related to liquidity risks.



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

A. NSFR CALCULATION

ASF Component		Reporting Position (September 2022)			
		Carrying Value by Residual Maturity (in million Rupiah)			
		No Specified Maturity	< 6 Months	≥ 6 Months - < 1 Year	
1	Capital				
2	Regulatory Capital as per POJK KPMM	212,144,784	-	-	
3	Other capital instruments	-	-	-	
4	Retail deposits and deposits from micro and small business customers:				
5	Stable Deposits	454,322,206	112,714,592	-	
6	Less Stable Deposits	180,789,822	37,106,510	-	
7	Wholesale Funding				
8	Operational deposits	197,049,137	-	-	
9	Other wholesale funding	392,296	36,744,797	-	
10	Liabilities with matching interdependent assets	-	-	-	
11	Other liabilities and equity:				
12	NSFR derivative liabilities		420,445	-	
13	All other liabilities and equity not included in the above categories	44,463	32,702,132	497,109	
14	TOTAL ASF				

		Weighted Value	Reporting Position (December 2022)				Weighted Value
			Carrying Value by Residual Maturity (in million Rupiah)				
	≥ 1 Year		No Specified Maturity	< 6 Months	≥ 6 Months - < 1 Year	≥ 1 Year	
	311,500	212,456,284	221,639,627	-	-	289,750	221,929,377
	-	-	-	-	-	-	-
	-	538,684,958	471,156,409	112,201,218	-	-	554,189,746
	-	196,106,699	177,028,006	35,114,560	-	-	190,928,309
	-	98,524,568	203,607,379	-	-	-	101,803,689
	-	18,005,009	346,300	32,223,659	-	417	15,795,372
	-	-	-	-	-	-	-
	-			274,386	-	-	
	54,288	302,842	42,641	37,190,174	638,076	71,381	390,419
		1,064,080,361					1,085,036,912



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

ASF Component		Reporting Position (September 2022)			
		Carrying Value by Residual Maturity (in million Rupiah)			
		No Specified Maturity	< 6 Months	≥ 6 Months - < 1 Year	
15	Total NSFR HQLA				
16	Deposits held at other financial institutions for operational purposes	7,994,958	-	-	
17	Performing loans and securities				
18	to financial institutions secured by Level 1 HQLA	-	11,049,262	-	
19	to financial institutions secured by non-Level 1 HQLA and unsecured performing loans to financial institutions	-	24,405,913	6,447,738	
20	to non- financial corporate clients, retail and small business customers, government of Indonesia, other sovereigns, Bank Indonesia, other central banks and public service entities, of which:	-	102,397,058	63,926,502	
21	meet a risk weight of less than or equal to 35% under SE OJK ATMR for credit risk	-	908,750	639,825	
22	Unpledged residential mortgages, of which:	-	2,787	11,638	
23	meet a risk weight of less than or equal to 35% under SE OJK ATMR for credit risk	-	178,859	716,785	
24	Securities that are unpledged, not in default and do not qualify as HQLA, including exchange-traded equities	-	17,946,392	2,962,714	
25	Assets with matching interdependent liabilities	-	-	-	
26	Other assets:				
27	Physical traded commodities, including gold	-			
28	Cash, securities and other assets posted as initial margin for derivative contracts or contributions to default funds of central counterparty (CCPs)				
29	NSFR derivative assets				
30	20% NSFR derivative liabilities before deduction of variation margin posted				
31	All other assets not included in the above categories	14,185	40,519,016	1,075,353	
32	Off-balance sheet items				
33	TOTAL RSF				
34	Net Stable Funding Ratio (%)				

		Weighted Value	Reporting Position (December 2022)				Weighted Value
			Carrying Value by Residual Maturity (in million Rupiah)				
	≥ 1 Year		No Specified Maturity	< 6 Months	≥ 6 Months - < 1 Year	≥ 1 Year	
		14,276,439					14,187,350
	-	3,997,479	4,639,740	-	-	-	2,319,870
	-	1,104,926	-	4,384,426	-	-	438,443
	33,761,653	40,646,408	-	23,621,130	6,208,466	38,498,485	45,145,888
	369,601,752	397,323,269	-	101,407,621	70,458,167	379,647,678	408,633,420
	8,234,028	6,126,405	-	2,434,484	317,062	10,581,109	8,253,494
	871,320	747,835	-	2,823	7,239	948,649	811,383
	52,773,933	34,750,879	-	274,409	541,137	55,553,060	36,517,262
	6,800,585	16,235,050	-	13,999,471	3,516,763	12,174,038	19,106,050
	-	-	-	-	-	-	-
		-	-				-
	-	-				-	-
	-	-				-	-
	84,089	84,089				54,877	54,877
	47,499,196	89,102,759	13,134	41,756,755	991,442	49,951,656	92,712,987
	339,936,924	12,013,629				356,065,425	12,987,901
		616,409,168					641,168,925
		172.63%					169.23%



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

ASF Component		Reporting Position (September 2022)			
		Carrying Value by Residual Maturity (in million Rupiah)			
		No Specified Maturity	< 6 Months	≥ 6 Months - < 1 Year	
1	Capital				
2	Regulatory Capital as per POJK KPMM	220,746,759	-	-	
3	Other capital instruments	-	-	-	
4	Retail deposits and deposits from small business customers:				
5	Stable Deposits	455,939,457	112,773,904	-	
6	Less Stable Deposits	180,940,647	39,918,804	-	
7	Wholesale Funding				
8	Operational deposits	200,371,614	-	-	
9	Other wholesale funding	392,664	43,580,456	50,655	
10	Liabilities with matching interdependent assets	-	-	-	
11	Other liabilities and equity:				
12	NSFR derivative liabilities		420,445	-	
13	All other liabilities and equity not included in the above categories	139,001	28,906,038	497,109	
14	TOTAL ASF				

		Weighted Value	Reporting Position (December 2022)				Weighted Value
			Carrying Value by Residual Maturity (in million Rupiah)				
	≥ 1 Year		No Specified Maturity	< 6 Months	≥ 6 Months - < 1 Year	≥ 1 Year	
	311,500	221,058,259	230,131,382	-	-	289,750	230,421,132
	-	-	-	-	-	-	-
	-	540,277,694	472,826,226	112,259,031	-	-	555,830,995
	-	198,773,507	177,165,598	38,113,837	-	-	193,751,492
	-	100,185,807	205,509,587	-	-	-	102,754,793
	181,513	20,712,061	346,783	42,600,463	415,263	214,266	20,250,580
	-	-	-	-	-	-	-
	-			274,386	-	-	
	54,288	397,369	149,506	30,225,119	638,076	71,381	497,272
		1,081,404,696					1,103,506,263



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

RSF Component		Reporting Position (September 2022)			
		Carrying Value by Residual Maturity (in million Rupiah)			
		No Specified Maturity	< 6 Months	≥ 6 Months - < 1 Year	
15	Total NSFR HQLA				
16	Deposits held at other financial institutions for operational purposes	8,064,983	-	-	
17	Performing loans				
18	to financial institutions secured by Level 1 HQLA	-	11,049,262	-	
19	to financial institutions secured by non-Level 1 HQLA and unsecured performing loans to financial institutions	105	25,994,769	6,447,747	
20	to non- financial corporate clients, retail and small business customers, government of Indonesia, other sovereigns, Bank Indonesia, other central banks and public service entities, of which:	-	103,310,214	65,800,904	
21	meet a risk weight of less than or equal to 35% under SE OJK RWA for credit risk	-	908,750	639,825	
22	Unpledged residential mortgages, of which:	-	11,263	38,242	
23	meet a risk weight of less than or equal to 35% under SE OJK RWA for credit risk	-	178,859	716,785	
24	Securities that are unpledged, not in default and do not qualify as HQLA, including exchange-traded equities	-	18,779,314	2,985,930	
25	Assets with matching interdependent liabilities	-	-	-	
26	Other assets:				
27	Physical traded commodities, including gold	-			
28	Cash, securities and other assets posted as initial margin for derivative contracts or contributions to default funds of central counterparty (CCPs)				
29	NSFR derivative assets				
30	20% NSFR derivative liabilities before deduction of variation margin posted				
31	All other assets not included in the above categories	14,191	36,011,865	1,086,028	
32	Off-balance sheet items				
33	TOTAL RSF				
34	Net Stable Funding Ratio (%)				

		Weighted Value	Reporting Position (December 2022)				Weighted Value
			Carrying Value by Residual Maturity (in million Rupiah)				
	≥ 1 Year		No Specified Maturity	< 6 Months	≥ 6 Months - < 1 Year	≥ 1 Year	
		15,012,243					15,121,021
	-	4,032,492	4,751,674	-	-	-	2,375,837
	-	1,104,926	-	4,384,426	-	-	438,443
	34,332,578	41,455,683	109	25,339,663	6,208,717	39,133,497	46,038,822
	383,512,157	410,540,893	-	102,373,339	72,164,319	394,257,690	422,387,865
	8,234,028	6,126,405	-	2,434,484	317,062	10,581,109	8,253,494
	1,336,552	1,160,822	-	11,414	36,135	1,480,444	1,282,152
	52,773,933	34,750,879	-	274,409	541,137	55,553,060	36,517,262
	7,115,403	16,930,714	-	14,992,325	3,539,874	12,492,448	19,884,680
	-	-	-	-	-	-	-
		-	-				-
	-	-				-	-
	-	-				-	-
	84,089	84,089				54,877	54,877
	41,535,283	78,642,378	13,140	34,413,399	999,410	44,089,029	79,514,978
	340,774,366	12,023,543				357,348,310	13,006,430
		621,865,066					644,875,861
		173.90%					171.12%

**B. QUALITATIVE ASSESSMENT ON NSFR****Analysis on Bank Only Financial Statement**

- Based on the calculation, the value of Net Stable Funding Ratio (NSFR) - Individual as of 31 December 2022 decreased by 3.40% when compared to the period of 30 Sep 2022; from 172.63% (30 September 2022) to 169.23% (31 December 2022). The decrease in NSFR value is due to the increase in the Required Stable Funding (RSF) component of 4.02% (Rp24.76 trillion) which is greater than the increase in the Available Stable Funding (ASF) component by 1.97% (Rp20.96 trillion). The increase in the RSF component was mainly due to an increase in loans with current and special attention (performing) categories and securities amounting to Rp21.97 trillion and an increase in other assets amounting to Rp3.58 trillion. Meanwhile, the increase in the ASF component was mainly due to an increase in the weighted value savings from individual customers, micro business and small business as well as funding from corporate customers amounting to Rp11.40 trillion and an increase in KPMM amounting to Rp9.47 trillion.
- The NSFR ratio of BCA on an individual basis currently meets the minimum requirement of 100%. This was supported by a fairly large composition of stable funds (56.54%). The composition of Third Party Funds and Bank Fund can be seen in Table 1 below.

Table 1. Composition of Third Party Funds and Bank Funds- Bank Only as of Dec 31, 2022

Categories		%
Stable Funds	1. Retail	
	a. Fully covered and transactional	39.67%
	b. Fully covered, non-transactional and related	10.58%
	2. MSME	
	a. Fully covered and transactional	6.00%
	b. Fully covered, non-transactional and related	0.29%
	Total Stable Funds	56.54%
Unstable Fund	1. Retail	18.24%
	2. MSME	2.32%
Total Unstable Funds		20.56%
Total Operational Deposits		19.74%
Total Non-Operational Deposits		3.16%
Total Third Party Funds and Bank Funds		100.00%

B. QUALITATIVE ASSESSMENT ON NSFR

Analysis on Consolidated Financial Statement

- Based on the calculation, the value of Net Stable Funding Ratio (NSFR) - Consolidated per 31 December 2022 decreased by 2.78% when compared to the period of 30 September 2022; namely from 173.90% (30 September 2022) to 171.12% (31 December 2022). The NSFR value decreased due to the increase in the Required Stable Funding (RSF) component of 3.70% (Rp23.01 trillion) which was greater than the increase in the Available Stable Funding (ASF) component of 2.04% (Rp22.10 trillion). The increase in the RSF component is mainly due to an increase in loans with current and special attention (performing) categories and securities amounting to Rp22.73 trillion and an increase in other assets amounting to Rp0.87 trillion. Meanwhile, the increase in the ASF component is mainly due to an increase in the weighted value deposit from individual customers, micro businesses and small businesses as well as wholesale funding of Rp12.64 trillion and an increase in Regulatory Capital of Rp9.36 trillion.
- The NSFR ratio of BCA on a consolidated basis currently meets the minimum requirement of 100%. This was supported by a fairly large composition of stable funds (55.84%). The composition of Third Party Funds and Bank Funds can be seen in Table 1 below.

Table 1. Composition of Third Party Funds, Revenue Sharing Investment Funds, and Bank Funds - Consolidated as of Dec 31, 2021

Categories		%
Stable Funds	1. Retail	
	a. Fully covered and transactional	39.20%
	b. Fully covered, non-transactional and related	10.43%
	2. MSME	
	a. Fully covered and transactional	5.92%
	b. Fully covered, non-transactional and related	0.29%
	Total Stable Funds	55.84%
Unstable Fund	1. Retail	18.21%
	2. MSME	2.33%
Total Unstable Funds		20.54%
Total Operational Deposits		19.61%
Total Non-Operational Deposits		4.01%
Total Third Party Funds and Bank Funds		100.00%



38. Report On Asset Encumbrance - ENC - as of December 31, 2022

		Bank Only	
		a	b
		Encumbered Asset	Asset placed or pledged to Central Bank but yet to be used to create liquidity
1	Level 1 HQLA		
	a. Cash and its equivalent	-	-
	b. Placement with Bank Indonesia:		
	- Current account	-	-
	- Fine Tune Operation	-	-
	- Deposit Facility	-	-
	c. Bank Indonesia Certificates	-	-
	d. Bank Indonesia Syariah Certificates	-	-
	e. Bank Indonesia Syariah Bond	-	-
	f. Bank Indonesia Marketable Securities	-	-
	g. Reverse Repo counterparty BI	-	-
	h. Government Bonds (Rupiah)	-	58,389,333
	i. Government Bonds (Foreign currencies)	-	-
	j. UST - Bond	-	-
2	HQLA Level 2A	-	-
3	HQLA Level 2B	-	-
	TOTAL HQLA	-	58,389,333

Qualitative Analysis

- Encumbered assets are bank assets that are limited for liquidity needs, legally and contractually by the Bank when stressful conditions occur. Encumbered assets do not include assets being placed with or pledged to Bank Indonesia but yet to be used to create liquidity as referred to in the POJK regarding the Obligation to Fulfill the Liquidity Coverage Ratio for Commercial Banks.
- Unencumbered assets are assets that qualify as High Quality Liquid Assets (HQLA) as referred to in the POJK regarding the Obligation to Fulfill the Liquidity Coverage Ratio for Commercial Banks.
- Referring to the explanation of POJK No 42/POJK.03/2015 regarding Obligation to Fulfill the Liquidity Coverage Ratio for Commercial Banks, article 9, sub-article (3) letter a, an example of encumbered assets placed with or pledged to Bank Indonesia, but yet to be used to create liquidity, is the secondary statutory reserves (now the Macroprudential Liquidity Buffer).
- BCA's HQLA position which is categorized as an encumbered asset as of 31 December 2022 on a consolidated basis amounts to Rp279.59 billion.

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

(in million Rupiah)

No.	Indicator Approach	As of December 31, 2022		
		Average Gross Income in the past 3 years	Capital Charge	RWA
(1)	(2)	(2)	(3)	(4)
1	Basic Indicator Approach	69,836,976	10,475,546	130,944,329
	Total	69,836,976	10,475,546	130,944,329

40.b. Quantitative Disclosure of Operational Risk - Consolidated

(in million Rupiah)

No.	Indicator Approach	As of December 31, 2022		
		Average Gross Income in the past 3 years	Capital Charge	RWA
(1)	(2)	(2)	(3)	(4)
1	Basic Indicator Approach	73,106,949	10,966,042	137,075,529
	Total	73,106,949	10,966,042	137,075,529

			Consolidated			
	c	d	a	b	c	d
	Unencumbered asset	Total	Encumbered Asset	Asset placed or pledged to Central Bank but yet to be used to create liquidity	Unencumbered asset	Total
	21,281,939	21,281,939	-	-	21,359,439	21,359,439
	102,745,583	102,745,583	-	-	104,110,295	104,110,295
	14,088,588	14,088,588	-	-	14,131,079	14,131,079
	4,149,453	4,149,453	-	-	4,550,752	4,550,752
	-	-	-	-	-	-
	-	-	-	-	-	-
	-	-	-	-	1,450,229	1,450,229
	92,801	92,801	-	-	92,801	92,801
	152,408,798	152,408,798	-	-	153,934,357	153,934,357
	134,801,573	193,190,906	-	59,160,981	138,891,862	198,052,843
	8,880,371	8,880,371	279,585	-	8,943,816	9,223,402
	430,747	430,747	-	-	430,747	430,747
	4,596,643	4,596,643	-	-	5,523,420	5,523,420
	6,745,505	6,745,505	-	-	7,811,952	7,811,952
	450,222,000	508,611,334	279,585	59,160,981	461,230,749	520,671,315

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

(in million Rupiah)

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

40.b. Quantitative Disclosure of Operational Risk - Consolidated

(in million Rupiah)

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



With the implementation of the RWA calculation for Operational Risk using a standard approach starting on January 2023 referring to SE OJK No. 6/SEOJK.03/2020 regarding the Calculation of Risk Weighted Assets for Operational Risk by using Commercial Banks Standard Approach (SE OJK ATMR), the Bank, therefore, presents the report on risk management implementation for operational risk as well as performs calculations with the standard approach that will be implemented in 2023.

INDIVIDUAL CONVENTIONAL COMMERCIAL BANK MINIMUM CAPITAL ADEQUACY REQUIREMENT (KPMM) AND RISK WEIGHTED ASSET (RWA) REPORT - ANNUAL

Form D1: Historical Loss Data Report

No.	Business Indicator (BI) and component BI	T	T-1	T-2
	Minimum limit of an operational loss event of Rp300,000,000.00 (three hundred million Rupiahs) or more			
1.	Total net operating loss after calculating the recovery value (without exception)	-	-	-
2.	Total occurrence of operational risk loss	-	-	-
3.	Total excluded operational risk loss	-	-	-
4.	Total occurrence of excluded operational risk loss	-	-	-
5.	Total net operating loss after calculating the recovery value and excluded operational risk losses	-	-	-
	Minimum limit of an operational loss event of Rp1,500,000,000.00 (one billion Rupiahs) or more			
6.	Total net operating loss after calculating the recovery value (without exception)	1,832	0.07	96,043
7.	Total occurrence of operational risk loss	1	-	3
8.	Total excluded operational risk loss	-	-	-
9.	Total occurrence of excluded operational risk loss	-	-	-
10.	Total net operating loss after calculating the recovery value and excluded operational risk losses	1,832	0.07	96,043
	Details of capital calculation for operational risks			
11.	Are losses used in calculating the Internal Loss Multiplier (ILM)? (Yes/No)	No	-	-
12.	If line 11 answer is 'No', is the internal loss data not use because of a discrepancy of the minimum standards for loss data? (Yes/No)	Yes	-	-
13.	Threshold used in calculating capital for operational risks (in Rupiah full amount)	-	-	-
14.	Other information (if any)	Optional	-	-

	T-3	T-4	T-5	T-6	T-7	T-8	T-9	Average 10 Years
	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-
	13,139	88	41,767	16,486	63,374	-	-	29,091
	5	1	4	2	1	-	-	2
	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-
	13,139	88	41,767	16,486	63,374	-	-	29,091
	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	1,500,000,000
	-	-	-	-	-	-	-	-


INDIVIDUAL CONVENTIONAL COMMERCIAL BANK MINIMUM CAPITAL ADEQUACY REQUIREMENT (KPMM) AND RISK WEIGHTED ASSET (RWA) REPORT - ANNUAL
Form D3: Business Indicator Detailed Report

No.	Business Indicator (BI) and component BI	T	T-1	T-2
1.	Interest, Rent and Dividend Components	27,442,124	-	-
1a.	Interest Income	68,103,869	62,039,167	62,022,745
1b.	Interest Expense	6,212,171	7,832,564	9,639,600
1c.	Earning Assets	1,256,127,958	1,178,464,483	1,023,393,292
1d.	Dividend Income	1,702,184	2,045,885	773,624
2.	Services Components	14,930,173	-	-
2a.	Fees and Commission Income	16,522,759	14,568,393	13,089,977
2b.	Fees and Commission Expenses	350,702	313,103	284,834
2c.	Other Operating Income	111,112	50,113	21,134
2d.	Other Operating Expenses	237,009	227,472	144,911
3.	Financial Components	3,068,073	-	-
3a.	Net Profit Loss Trading Book	1,004,971	1,883,343	126,561
3b.	Net Profit Loss Banking Book	1,993,617	482,277	3,713,450
4.	Business Indicator (BI)	45,440,370	-	-
5.	Business Indicator Components (BIC)	6,366,055	-	-
	Business Indicator Disclosure			
6a.	Total BI including divested activities	45,440,370	-	-
6b.	BI reduction due to the exclusion of divested activities	-	-	-
7.	Additional information	Optional	-	-

CONSOLIDATED CONVENTIONAL COMMERCIAL BANK MINIMUM CAPITAL ADEQUACY REQUIREMENT (KPMM) AND RISK WEIGHTED ASSET (RWA) REPORT - ANNUAL
Form D5: RWA Calculation Report for Operational Risk using Standard Approach

No.	Details	T
1.	Business Indicator Components (BIC)	6,366,055
2.	Internal Loss Multiplier Factor (ILM)	0,6
3.	Operational Risk Minimum Capital (ROC)	3,866,017
4.	RWA for Operational Risks	48,325,210

Risk Management Implementation Report for Operational Risk - Individual

1 Explanation of regulations, policies and/or guidelines related to risk management for Operational Risk.

BCA has a risk management policy, including an operational risk management policy, along with provisions, procedures and manuals that are derived from the operational risk management policy. These policies, provisions and procedures/manuals are reviewed periodically to comply with applicable regulatory provisions, the directions of the Basel Accord, prudential banking principle, and other international best practices. Here are some of the policies that the bank has in place:

- Basic Risk Management Policy.
- Operational Risk Management Policy.
- Basic Information Technology Usage Risk Management Policy.
- Information Security Policy.
- Product/Activity Publishing Policy and Provision of Supporting Information Technology Systems.
- Evaluation on Increased Risk Exposure of Bank Product Development Policy.
- Business Continuity Plan Policy.

The development of policies related to risk management, including strategy, risk management framework, and risk limits as a whole, is included under the authority and responsibility of the Board of Directors. The policy is compiled with consideration to risk appetite and risk tolerance according to the Bank's needs/conditions and taking into account the impact of risk on capital adequacy. The determination of policies, strategies, and risk management framework by the Board of Directors is done after obtaining approval from the Board of Commissioners.

These policies, provisions, and procedures/manuals are documented and compiled into a digital work guide (PAKAR) that can be accessed by all employees (using their USER ID). The Bank conducts regular reviews and assessments of the adequacy of controls on policies, provisions, procedures/manual operation to ensure that operational risks have been properly mitigated.

2 Explanation of the structure and organization of management and control functions related to Operational Risk.

In managing operational risk, the Bank refers to the 3 lines of defense principle with the following organizational tools:

Organizational Tools	Authority/Responsibility
Board of Commissioners and Directors	Ensuring that the application of risk management is adequate in accordance with the Bank's characteristics, complexity, and risk profile, as well as a good understanding of the type and level of risk attached to the Bank's business activities.
Risk Management Committee	Ensuring that the risk management framework provides adequate protection against the risks faced by the Bank, among others by compiling policies, strategies, and guidelines for risk management.
Risk Oversight Committee	Assisting the Board of Commissioners in ensuring that the risk management framework has provided adequate protection against all risks facing the Financial Conglomerate. The Risk Oversight Committee is also in charge of monitoring and evaluating the implementation of the duties of the Risk Management Committee and the Risk Management Work Unit.
Risk Management Work Unit (SKMR)	Ensuring the Bank properly mitigates risk through identification, measurement, monitoring, control, and reporting in accordance with the risk management framework and is able to face emergency situations that threaten the continuity of the Bank's business.
Enterprise Security Work Unit	Protecting and securing the Bank's information assets, as well as ensuring that the Bank's information security governance is implemented according to policy.
Internal Audit Division	Inspecting and evaluating the adequacy and effectiveness of the risk management process, internal control, and Bank governance.
Anti Fraud Bureau	Strengthening the Bank's internal control system through anti-fraud strategies.
Operation Strategy & Development Group	Reviewing and compiling operational policies and procedures as well as services by considering business and operational needs, compliance with regulators and other related institutions, risk management and control, and communicating them to branches and work units in order that they are understood easily and implemented effectively and efficiently.
Work Unit (business unit and supporting unit)	Risk owner who is responsible for day-to-day operational risk management and reports problems and operational risk incidents to SKMR.

3 Explanation of the measurement system for Operational Risk (covering the system and data used to calculate Operational Risk in order to estimate the capital burden for Operational Risk).

Operational risk measurement aims to obtain an overview of the Bank's operational risk profile in order to prioritise mitigation actions in relation to existing risks. Operational risk is measured by gauging the magnitude of the impact and the level of risk occurrence, as well as the level of control strength applied to the Bank's business processes and operational activities. The operational risk measurement system is evaluated periodically or when necessary to ensure the appropriateness of assumptions, accuracy, reasonableness, and data integrity, as well as the procedures used to measure operational risk.

In calculating the capital burden for operational risk, as of January 2023, the Bank refers to SE OJK No. 6/SEOJK.03/2020 regarding the Calculation of Weighted Assets According to Risk for Operational Risk by Using the Standard Approach for Commercial Banks (SE OJK RWA). In order for the Bank to be able to estimate the capital burden that suits the operational loss exposure experienced by the Bank, the collection of quality operational risk incident data is crucial. Therefore, it owns procedures and processes for the identification, collection, and treatment of operational risk loss data as outlined in the provisions and manual of the Operational Risk Management Information System (ORMIS) - Loss Event Database (LED).

**Risk Management Implementation Report for Operational Risk - Individual**

In addition, to assist operational risk management in work units, the Bank has a supporting infrastructure in the form of ORMIS, which can support three activities, namely:

- **Risk and Control Self Assessment (RCSA)**
RCSA is a means for work units to perform the operational risk identification process attached to their work units, carry out risk measurement based on the impact and likelihood of occurrence, determine the controls that should be set in order to mitigate the risk, then develop an action plan to follow up when there is a residual risk of a significant value. RCSA is performed yearly.
- **Loss Event Database (LED)**
LED is used to record and analyze operational events that cause losses for the Bank. With the presence of LED, the Bank can take corrective and preventive actions. LED is also a tool used by the Bank as an operational loss database to calculate the simulation of capital burden from operational risk losses using the Standard Approach method. In order to obtain quality data, in the recording of operational losses on applications by a work unit, there is a dual control mechanism with the roles of data entry and approver. The Bank has internal regulations governing the input of loss data in order to meet the qualitative requirements set by SE OJK RWA.
- **Key Risk Indicator (KRI)**
KRI aims to provide an indicator / early warning sign of the possible occurrence of or increase in operational risk in a work unit, in the form of an e-mail notification to the authorized officer. Based on the notification, the authorities are expected to immediately carry out the necessary actions to minimize the risk that may occur.

4 Explanation of the scope of the report framework for Operational Risk for the Bank's executive officers and directors.

In terms of the Board of Commissioners and Directors active supervision on operational risk, reporting is presented as follows:

1. Routine (periodic) reports:
 - Financial Conglomerate Operational Risk Exposure Report.
 - Integrated Operational Risk Profile Report.
 - Integrated Operational Risk Management Implementation Report.
2. Incidental reports:
Reports on the results of analysis of operational incidents and incidental policy changes, systems and procedures. This report can be in the form of an analysis report on the Bank's operational procedures and systems in relation to internal or external operational incidents of the Bank that have significant operational losses.

5 Explanation of risk mitigation and risk transfer used in the management of Operational Risk. This covers mitigation by issuing policies (such as policies for risk culture, acceptable risk, and outsourcing), by divesting high-risk businesses, and by establishing a control function. Remaining exposure can be absorbed by the Bank or risk transferred. For example, the impact of operational losses can be mitigated with insurance.

The principles of risk management, including for operational risk, cover the following 4 pillars:

1. Active Supervision of the Board of Commissioners and Directors.
2. Adequacy of the Risk Management Policies and Procedures and Risk Limits.
3. Adequacy of the Risk Identification, Measurement, Monitoring, and Handling Process, as well as Risk Management Information System.
4. Comprehensive Internal Control System

The Bank compiles policies, internal regulations, systems and procedures related to operational risk management as a foundation for implementing operational risk management, as well as in the context of mitigating risks, both expected and unexpected. In formulating policies, the Bank pays attention to risk management strategies, risk appetite and risk tolerance, existing policies and procedures, as well as risk limits. The Bank internalizes the implementation of operational risk management to all business lines and supporters to ensure the adequacy of operational procedures and controls. The Bank nurtures a culture of awareness on the importance of operational risk management on an ongoing basis, through education for each level of department as well as the Risk Awareness Program.

In general, the scope of operational risk management policies based on the emergent causes of operational risk are as follows:

Risk Cause	Operational Risk Management Policy Coverage
Internal Process Complexity	<ol style="list-style-type: none"> 1. Controls to prevent the occurrence of operational risks either for all internal processes or those directly related to customers. 2. Transaction settlement procedures from internal processes, such as to ensure the effectiveness of the transaction settlement process. 3. Accounting implementation procedures to ensure accurate accounting records, including the appropriateness of accounting methods, accounting processes, and administration of supporting documents. 4. Asset storage and custodial procedures, including documentation, handling required for the physical security of assets, and regular checks on the condition of assets. 5. Implementation procedures for the products procurement and other activities performed by the Bank. 6. Fraud prevention and resolution procedures.
Human Resources	Recruitment and placement according to the organization's needs, competitive remuneration and incentive structures, training and development, periodic rotation, career planning and succession policies, handling issues of employment termination and unions, as well as separation of work functions.

Risk Management Implementation Report for Operational Risk - Individual

Risk Cause	Operational Risk Management Policy Coverage
Systems and infrastructure	Access procedures such as in information management systems, accounting information systems, risk management systems, and security in the dealing room, and data processing room.
External events	Insurance coverage, data/system back-up, work safety guarantees, physical security procedures, and cooperation agreements with third parties.
Operational risk of customer and prospective customer profiles	Banks perform Customer Due Diligence (CDD) or Enhanced Due Diligence (EDD) in accordance with operational risk exposure.

The Bank has a procedure that is a derivative of the operational risk management policy of general control and specific control. When there are changes in the Bank's operational activities, the Operation Strategy & Development Group together with SKMR and related units review and evaluate to ensure that risks arising from those activities have been properly reduced.

In order to minimize the impact of disruption and damage from natural or human disasters that can affect the Bank's business operations, especially customer service, the Bank has in place Business Continuity Management (BCM). In order for BCM to run effectively, the Bank has created a Business Continuity Plan (BCP) to facilitate the Bank in preparing for disruptions and in the recovery process, which includes a crisis management plan, crisis communication, as well as routinely socializing BCP awareness and testing the BCP, including through cyber incidents simulations.

Moreover, the Bank also has formed a Disaster Recovery Center integrated with two Data Centers that operate in a mirroring manner, a Secondary Operations Center, a Multi-Operation Site, and a Command and Crisis Center.

In the process of developing new products/activities, the Bank has created a process to ensure that new products/activities have sufficient risk control or risk reduction so that they do not affect the Bank's risk profile significantly. The management of new products/activities implemented in the Bank covers several important aspects, such as:

- Every new product/activity development plan must be approved by Directors and reported to the Board of Commissioners as a form of supervision by the Board of Directors and Board of Commissioners.
- Every new product/activity development plan needs to identify risks that may arise and their impact on all risks so that sufficient risk reduction can be implemented.
- Each product/activity publication is carried out through several levels of study, such as the level of planning, development, testing, implementation, and evaluation.
- New products/activities that have been implemented will be evaluated to ensure that the products/activities meet targets and have adequate risk mitigation.
- There is an accounting information system for each new product and activity.
- Information transparency to customers related to new products or activities that have been released.

Technology development and digitalization in banking presents the Bank with increasingly diverse challenges. With digital transformation, IT is used increasingly to support operational activities and the provision of services to customers. In addition, with the increasingly dynamic development of technology, the Bank has updated many systems to adopt new technology. This of course increases the risk for the Bank's operations so that the Bank needs to increase its maturity in the maintenance of IT and be able to deal with risks that may arise from the use of IT.

To maintain security in digital banking transactions, the Bank implements cyber risk management with reference to the Bank's strategy and the regulator's instructions. Security related to digital transactions performed by the Bank includes the use of 2 Factor Authentication (2FA), the use of OTP, restrictions with transaction limits, and transaction monitoring using a fraud detection system (FDS). To mitigate cyber risks, the Bank has procedures for handling information security incidents, an Information Security Incident Response Team (ISIRT), and a Security Monitoring Center (SMC) that operates 24 hours a day. In addition, the Bank also routinely conducts security awareness socialization to employees and management in the form of e-learning, videos, infographics, and e-mail phishing simulations. Educational efforts are also carried out with customers regularly, delivered through:

- BCA's official website and social media accounts.
- Articles on the Bank's partner online media.
- Information at the branch through banners.
- Information provided when accessing the Bank's transaction channel.

Moreover, increases in service provision that prioritize personalization cause a high demand for customers' personal data. This is related to the development of open banking in the banking world. Provisions regulating data privacy at BCA include:

- Consumer Protection Provisions, which regulate the principles and matters to be observed related to consumer protection, including design, information provision, information delivery, and agreements drafting related to products and services.
- Data Loss Prevention Manual, which regulates the protection of sensitive data/information owned by BCA from the threat of theft/leakage.

To mitigate risks in the use of outsourced workforce, the Bank has provisions for Outsourcing Management that refer to regulatory provisions. Among the jobs that can be outsourced to service providers are supporting service activities or those not directly related to the bank's main activities. While for managing risks related to third parties, BCA has Provisions for the Procurement of Goods and/or Services, and applies the multi-vendor principle.


CONSOLIDATED CONVENTIONAL COMMERCIAL BANK MINIMUM CAPITAL ADEQUACY REQUIREMENT (KPMM) AND RISK WEIGHTED ASSET (RWA) REPORT - ANNUAL
Form D1: Historical Loss Data Report

No.	Business Indicator (BI) and component BI	T	T-1	T-2
	Minimum limit of an operational loss event of Rp300,000,000.00 (three hundred million Rupiahs) or more			
1.	Total net operating loss after calculating the recovery value (without exception)	-	-	-
2.	Total occurrence of operational risk loss	-	-	-
3.	Total excluded operational risk loss	-	-	-
4.	Total occurrence of excluded operational risk loss	-	-	-
5.	Total net operating loss after calculating the recovery value and excluded operational risk losses	-	-	-
	Minimum limit of an operational loss event of Rp1,500,000,000.00 (one billion Rupiahs) or more			
6.	Total net operating loss after calculating the recovery value (without exception)	1,832	0.07	96,043
7.	Total occurrence of operational risk loss	1	-	3
8.	Total excluded operational risk loss	-	-	-
9.	Total occurrence of excluded operational risk loss	-	-	-
10.	Total net operating loss after calculating the recovery value and excluded operational risk losses	1,832	0.07	96,043
	Details of capital calculation for operational risks			
11.	Are losses used in calculating the Internal Loss Multiplier (ILM)? (Yes/No)	No	-	-
12.	If line 11 answer is 'No', is the internal loss data not use because of a discrepancy of the minimum standards for loss data? (Yes/No)	Yes	-	-
13.	Threshold used in calculating capital for operational risks (in Rupiah full amount)	-	-	-
14.	Other information (if any)	Optional	-	-

	T-3	T-4	T-5	T-6	T-7	T-8	T-9	Average 10 Years
	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-
	13,139	88	41,767	16,486	63,374	-	-	29,091
	5	1	4	2	1	-	-	2
	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-
	13,139	88	41,767	16,486	63,374	-	-	29,091
	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	1,500,000,000
	-	-	-	-	-	-	-	-


INDIVIDUAL CONVENTIONAL COMMERCIAL BANK MINIMUM CAPITAL ADEQUACY REQUIREMENT (KPMM) AND RISK WEIGHTED ASSET (RWA) REPORT - ANNUAL
Form D3: Business Indicator Detailed Report

No.	Business Indicator (BI) and component BI	T	T-1	T-2
1.	Interest, Rent and Dividend Components	26,407,728	-	-
1a.	Interest Income	72,663,805	66,038,144	66,017,834
1b.	Interest Expense	6,667,238	8,158,468	10,088,165
1c.	Earning Assets	1,282,277,431	1,196,795,462	1,039,037,634
1d.	Dividend Income	46,527	10,029	9,143
2.	Services Components	15,148,583	-	-
2a.	Fees and Commission Income	16,739,240	14,823,384	13,259,522
2b.	Fees and Commission Expenses	374,357	343,015	308,853
2c.	Other Operating Income	111,112	50,113	21,134
2d.	Other Operating Expenses	239,496	238,065	146,042
3.	Financial Components	3,106,333	-	-
3a.	Net Profit Loss Trading Book	899,083	1,912,782	168,022
3b.	Net Profit Loss Banking Book	2,044,147	535,931	3,759,036
4.	Business Indicator (BI)	44,662,645	-	-
5.	Business Indicator Components (BIC)	6,249,397	-	-
	Business Indicator Disclosure			
6a.	Total BI including divested activities	44,662,645	-	-
6b.	BI reduction due to the exclusion of divested activities	-	-	-
7.	Additional information	Optional	-	-

INDIVIDUAL CONVENTIONAL COMMERCIAL BANK MINIMUM CAPITAL ADEQUACY REQUIREMENT (KPMM) AND RISK WEIGHTED ASSET (RWA) REPORT - ANNUAL
Form D5: RWA Calculation Report for Operational Risk using Standard Approach

No.	Details	T
1.	Business Indicator Components (BIC)	6,249,397
2.	Internal Loss Multiplier Factor (ILM)	1
3.	Operational Risk Minimum Capital (ROC)	6,249,397
4.	RWA for Operational Risks	78,117,459

Risk Management Implementation Report for Operational Risk - Consolidated

1 Explanation of regulations, policies and/or guidelines related to risk management for Operational Risk.

As the main entity of a financial conglomerate, BCA integrates the implementation of risk management at its subsidiaries in a comprehensive manner according to the regulatory provisions. The Bank's Basic Policy of Integrated Risk Management in BCA Financial Conglomerate:

1. Synchronize perceptions of risk.
2. Emphasize risk management obligations at the Bank and Subsidiaries.
3. Ensure that all risks can be controlled properly.

The policies, provisions and procedures/manuals are reviewed periodically to comply with applicable regulatory requirements, the implementation of Basel Accord, prudential banking principles, and other international best practices.

Following are some policies owned by the bank:

- Basic Risk Management Policy.
- Basic Risk Management Policy on the Use of Information Technology.
- Information Security Policy.
- Assessment Policy on Increased Risk Exposure of Bank Product Development.
- Provision of Integrated Minimum Capital for Financial Conglomerates
- Banking Synergy Provisions.
- Products/Activities Development Provision in Collaboration with Subsidiaries.
- BCA Financial Conglomerate Integrated Business Continuity

Policy making related to risk management, including strategy, risk management framework, and overall risk limits, is included in the Board of Directors' authority and responsibility. The policy is prepared by considering risk appetite and risk tolerance in accordance with the needs/conditions of the Bank in an integrated manner and taking into account the impact of risk on capital adequacy. Legalization of risk management policies, strategies and framework by the Board of Directors is carried out after obtaining approval from the Board of Commissioners.

2 Explanation of structure and organization of management and control functions related to Operational Risk.

In managing integrated operational risk, the Bank refers to the 3 lines of defense principle with the following organizational tools:

Organization Tools	Authority/Responsibility
Board of Commissioners and Directors	Ensuring that risk management implementation is adequate in accordance with the characteristics and business complexity of the Financial Conglomerate, and understands well the type and level of risk inherent in the Financial Conglomerate.
Integrated Risk Management Committee	Ensuring that the integrated risk management framework has provided adequate protection against the risks faced by the Financial Conglomerate, such as by improving the strategy and risk framework based on evaluation of the implementation.
Risk Oversight Committee	Assisting the Board of Commissioners in ensuring that the risk management framework has provided adequate protection against all risks in the Financial Conglomerate.
Risk Management Work Unit (SKMR)	Assuring that the risks faced by the Financial Conglomerate can be identified, measured, monitored, managed and reported correctly through the application of an appropriate risk management framework. In implementing its duties, SKMR coordinates with work units that implement risk management functions in each subsidiary in the Financial Conglomerate.
Enterprise Security Work Unit	Protecting and securing the Bank's information assets, as well as ensuring that the Bank's information security governance is implemented according to policy.
Internal Audit Division	Inspecting and evaluating the adequacy and effectiveness of the risk management process, internal control, and Bank governance in an integrated manner.
Anti Fraud Bureau	Strengthening the Bank's internal control system through application of anti-fraud strategies.
Operation Strategy & Development Group	Reviewing, compiling, and ensuring operational policies procedures as well as services by considering business and operational needs, compliance with regulators and other related institutions, risk management and control, and communicating them to branches and work units in order to be understood easily and implemented effectively and efficiently.
Work Unit (business unit and supporting unit)	Risk owner responsible for day-to-day operational risk management; reports problems and operational risk incidents to SKMR.

The application of risk management at each subsidiary company refers to risk management regulatory provisions for the financial services sector according to the type of business. Each subsidiary company organizational structure has a work unit that carries out the risk management function to ensure that the risks faced by each subsidiary company can be managed properly.

**Risk Management Implementation Report for Operational Risk - Consolidated****3 Explanation of the measurement system for Operational Risk (covering the system and data used to calculate Operational Risk in order to estimate the capital burden for Operational Risk).**

Operational risk measurement aims to obtain an overall operational risk profile of potential risk inherent in the entire portfolio or exposure of the Financial Conglomerate. Operational risk is the risk due to inadequate and/or non-functioning internal processes, human errors, system failures, and/or external events that affect the operations of the Financial Conglomerate.

With the enactment of the calculation of RWA for Operational Risk using a consolidated standard approach starting in January 2023 refers to SE OJK No. 6/SEOJK.03/2020 concerning Calculation of Risk-Weighted Assets for Operational Risk Using a Standard Approach for Commercial Banks (SE OJK RWA), the Bank together with subsidiary companies prepares the things needed including by conducting gap analysis and adjusting procedures/processes in identifying, collecting, and treating operational risk loss data, in order to meet the requirements of the SE OJK RWA.

The Bank realizes that it is important to collect good quality data on operational risk events from banks and from subsidiaries so that banks can estimate the appropriate capital charges on a consolidated basis that correspond to its operational losses exposure. Each subsidiary company has the tools to manage operational risk loss data, identify and measure risk according to the complexity of its business. Bank has a web-based applications that are used to assist operational risk data reporting from subsidiary companies to banks that are named Integrated Risk Management Information System (IRMIS).

4 Explanation of the scope of the report framework for Operational Risk for the Bank's executive officers and directors.

In terms of the Board of Commissioners and Directors active supervision on operational risk, reporting is presented as follows:

1. Routine (periodic) reports:
 - Financial Conglomerate Operational Risk Exposure Report.
 - Integrated Operational Risk Profile Report
2. Incidental reports:

Reports on analysis results on operational incidents and incidental policy changes, systems and procedures. This report can be in the form of an analysis report on the Bank's operational procedures and systems in relation to internal or external operational incidents of the Bank that have significant operational losses.

Risk Management Implementation Report for Operational Risk - Consolidated

- 5 Explanation of risk mitigation and risk transfer used in the management of Operational Risk. This covers mitigation by issuing policies (such as policies for risk culture, acceptable risk, and outsourcing), by divesting high-risk businesses, and by establishing a control function. Remaining exposure can be absorbed by the Bank or for risk transfer. For example, the impact of operational losses can be mitigated with insurance.**

The principles of risk management implementation, including for operational risk, cover the following 4 pillars:

1. Active Supervision of the Board of Commissioners and Directors.
2. Adequacy of the Risk Management Policies and Procedures and Implementation on Integrated Risk Limits.
3. Adequacy of the Risk Identification, Measurement, Monitoring, and Handling Process, as well as the Integrated Risk Management Information System.
4. Comprehensive Internal Control System for the Implementation of Integrated Risk

In implementing integrated risk management, the Bank compiles a policy that contains at least the following:

1. Established risks related to the business activities of the Financial Conglomerate.
2. Integrated Risk Management strategy Formulation.
3. Established methods of measurement and Integrated Risk Management information systems.
4. Established strategy and risk framework in accordance with risk appetite and risk tolerance.
5. Established risk level assessment methods.
6. Established internal control system in the application of Integrated Risk Management.
7. Established contingency plan for the worst case scenario.

In order to minimize the impact of disruption and damage from natural disasters or human factors that can affect the operational activities of the Financial Conglomerate, the Bank has an Integrated Business Continuity regulation for the Financial Conglomerate which among other things regulates coordination to support an optimal recovery process.

In the process of developing new products/activities either individually or in collaboration with subsidiaries, the Bank has created a process to ensure that new products/activities have sufficient risk control or risk reduction so that they do not affect the Bank's risk profile significantly. The management of new products/activities implemented in the Bank covers several important aspects, such as:

- Every new product/activity development plan must be approved by Directors and reported to the Board of Commissioners as a form of supervision by the Board of Directors and Board of Commissioners.
- Every new product/activity development plan needs to identify risks that may arise and their impact on all risks so that sufficient risk reduction can be implemented.
- Each product/activity publication is carried out through several levels of study, such as the level of planning, development, testing, implementation, and evaluation.
- New products/activities that have been implemented will be evaluated to ensure that the products/activities meet targets and have adequate risk mitigation.
- There is an accounting information system for each new product and activity.
- information transparency to customers related to new products or activities that have been released.

Cooperation between banks and subsidiary companies refers to the principles of good corporate governance and the arm's length principle.

In mitigating cyber risk, the Bank has procedures for handling information security incidents, forming an Information Security Incident Response Team (ISIRT), and a Security Monitoring Center (SMC) that operates 24 hours a day. To increase employee awareness, banks and subsidiaries have risk awareness programs that are conducted regularly.

To increase awareness regarding cybersecurity, a phishing simulation is also carried out.



BUSINESS SUPPORT

Human Capital Management



BCA is committed to developing human resources with digital capabilities while keep instilling BCA values and culture



In the era of digital transformation, BCA keeps innovating in order to support the Bank's business strategy. To ensure continuous innovation, BCA has invested in Human Resources (HR) that are capable of responding and adapting quickly to various customer needs.

BCA is committed to developing human resources with digital capabilities while keep instilling BCA values and culture. BCA promotes the One BCA philosophy to maintain the spirit of collaboration between work units and establishes a culture of mentoring through Senada (*setia, naungi, dampingi*). In the mentoring culture, the leader is a pioneer who motivates and guides team members. Hence, BCA also promotes BCA Leader+ which puts forward 10 excellent characters from each leader.

RECRUITMENT OF BEST TALENTS

Currently, 50% of BCA's employees are millennial and generation Z. BCA must execute recruitment strategy and implement appropriate development to be able to manage best talents. To this end, BCA actively cooperates with various leading universities in Indonesia, participates in job fairs, and organizes hiring events. BCA takes the initiative to conduct early hiring activities for university students to become the next generation of BCA employees.

In addition, BCA uses a tracking system and Robotic Process Automation (RPA) to manage the recruitment, selection, and interview processes. Most of the recruitment process is carried out via online, such as the website and social media. Bank accepts applications through career websites, campus recruitment, and job fairs. Information about working at BCA can be seen via the Instagram channel @lifeatbca and the LinkedIn account of PT Bank Central Asia Tbk.

BCA has implemented 63 automated recruitment processes through RPA. BCA has also recruited a total of 2,739 employees and 5,378 participants of the "Magang Bakti."

COMPETENCY TRAINING AND DEVELOPMENT

BCA has developed a range of HR development programs, including the trainee program, onboarding program, technical related programs (skills and knowledge), and work behavior.

New employees who join BCA will take the onboarding FLY (First Learning Year) program. FLY is an induction program for new employees in their first employment year in order to understand BCA values, organizational structure, culture, and policies.

BCA inculcates the Bank's values or the BCA Way as a set of core characteristics that must be embodied on daily basis by employees. The BCA Way emphasizes Customer Focus, Integrity, Team Work, and Continuous Pursuit of Excellence.

BCA optimized the use of digital learning for various human resource learning and development programs. This digital learning approach includes e-learning that had been developed before the pandemic, webinars, online learning, collaborative learning, and hybrid learning. All of the programs are available in the form of independent learning or through mentoring/buddy learning in the work unit that is known as a blended learning concept. The learning community continues to operate online as a form of Bank's knowledge management. To accelerate the learning process and create a fun learning, BCA organizes the Mega Quiz Banking Challenge (MQBC), a competition that incorporates games and quizzes.

Online learning requires adequate technology and infrastructure to be effective. Therefore, BCA has developed a mini studio that can be used by facilitators, moderators, and speakers to deliver learning materials virtually, including for producing and recording videos. BCA also ensures the readiness of facilitators to deliver the online trainings.

In doing those initiatives, BCA always comply with health protocols as advised by government. BCA has conducted 2,122 online/offline/hybrid learning batches for 261,654 training days with a total of 65,159 participants, supported by 1,800 internal instructors.



BUSINESS SUPPORT

Human Capital Management

FUTURE COMPETENCY DEVELOPMENT AND INNOVATION CULTURE

BCA constantly improve the competencies of its talents in order to foster innovation spirit. To accelerate competency in the digital world, BCA organizes various training programs, such as Robotic Process Automation (RPA), low code programming, design thinking, UI/UX, data analytics, machine learning, and remote working, which are continuously provided to leaders and their team. Apart from technical training, other programs related to agility and growth mindset are also provided to help employees adapt their mindset and working way to changes.

BCA also runs the Digital Buddy Program (DBP), a learning model whereby a buddy who excels in technology mentors team members who need guidance. This program facilitates a faster digital transformation process throughout BCA.

BCA consistently organizes community activities such as Community of Practice (CoP), BCA Open Source (BOS), InnovTalk, and Data Community, for sharing the latest updates on various innovations and information, both within and outside BCA.

To build a culture of innovation, BCA has organized an annual innovation event and competition for employees called the BCA Innovation Awards (BIA) and also an activity for young people who have just joined BCA called Young Innovation Festival (YNFEST). It is hoped that through these activities BCA talents are creatively and innovatively prepared for the future.

DEVELOPING HR INFRASTRUCTURE THROUGH AN INNOVATION CULTURE

BCA consistently implements digital transformation initiatives through various applications that can be accessed via mobile applications and websites. Through MyGrowth application, employees are able to manage their performance; MyXperience facilitates positive

interactions and recognition; and MyDevelopment is a web-based and mobile-based application for BCA learning, development, and internal communication media.

BCA released HC Inspire, an HR One Stop Solution for personnel administration such as time management, health details, and loans. HC Inspire has a chatbot feature called EViA which can answer questions about HR policies and procedures.

The employees can also do learning through MyWiki to learn various terms used across BCA.

CAREER DEVELOPMENT AND PREPARATION OF FUTURE LEADERS

BCA has a competency framework (soft and technical) for every position in the organization to ensure that every employee has the required capabilities to maximize their potential. This framework forms the basis for all development programs implemented by the HCM division to prepare future generations of leaders who will direct the Bank to achieve greater performance.

BCA are committed to building a strong foundation by investing in future leaders through a series of programs, including a scholarship program for employees to earn a master's degree and internal programs, such as Career Development, and Leadership Development Program. These programs are prepared for the key talents in the organization and are expected to strengthen leadership qualities in the future.

Furthermore, BCA ensures the continuity of regeneration and succession within the organization are well coordinated. Viewing the increasing number of young leaders, BCA implements training and acceleration programs to prepare future leaders.

OPTIMIZING PRODUCTIVITY THROUGH A CONDUCTIVE WORKING ENVIRONMENT

BCA is committed to becoming an employer of choice and strives to build a conducive work environment. BCA also emphasizes the importance of employee wellbeing across the organisation. BCA believes that physical, mental, and financial well-being, as well as a balance between work and personal life will increase employee productivity.

BCA continually organizes regular extra-curricular activities, including financial planning training, sports and arts communities, counseling services, and various trainings.

In addition, BCA succeeded in obtaining several awards for HR development, including the Best Companies to Work For in Asia category at the HR Asia Awards; 1st The Best Human Capital 2022 with Category Public Company (Sector Bank) and 2 other categories in Indonesia Human Capital Award 2022; Best Onboarding Experience (Category: Gold) and CHRO of The Year in Engage Rocket Award 2022; and The Best HC Technology Strategy (Banking Industries) and 5 other rewards in Human Capital & Performance Award 2022.

FUTURE PLAN

Going forward, BCA remains optimistic about the growth of its business and will continue to maintain the quantity and quality of human resources.

BCA through HCM division will continue to monitor employee performance and productivity, and to improve employee competency. The efforts to up-skill, re-skill and re-deploy employees will be continued in line with the development and expansion of the Bank's business.

HR development and management policies will continue to be updated to align with employee needs, business developments, and regulations. In line with the development of digital technology, HCM will support and improve employee capabilities and adaptability to new work patterns. Digitalization and the migration to online services will improve HCM processes and operational efficiency.

More detailed information regarding the number of employees and competence development can be seen in this Annual Report on page 96-97.



BUSINESS SUPPORT

Network and Operation



Digital transformation at BCA branch offices integrates digital devices with human services to provide the overall customer experience at branch



BCA continues to encourage the transition process towards digital banking with the aim of making banking transactions easier, faster and more flexible. In addition, BCA exerts all efforts to fulfill customer needs by leveraging the reliability of the Bank's extensive network of branch offices.

ACCELERATION OF DIGITAL BANKING

The digital transformation of BCA branches has been ongoing for the last five years, implementing the latest technology to improve services at the branches. Innovations include biometrics for customer verification, as well as tablets and machines that can be used independently by customers.

These technological advances are believed to facilitate easier transactions at the branches, allowing customers to do their banking activities better, faster, and safer. BCA customers have the option to make reservations and to complete transaction forms via the eBranch application prior to attending the branch. In-branch, customers can print ATM cards and register for BCA facilities at the CS Digital machine, and also can open new accounts, and print Tahapan books through the eService tablet.

Furthermore, BCA continues to develop electronic channels to provide security and convenience for customer in doing transactions, such as incorporating face recognition technology into online account opening and providing e-Statements, e-Deposits, QRIS, and the purchasing of investment products through the myBCA application. The payments and withdrawals of credit facilities are available through KlikBCA Bisnis, and Outward Remittances can be made with KlikBCA Individu. These features developed to satisfy the increasing needs of our customers. Accounts opened through the BCA Mobile application reached 4.15 million by the end of 2022, a number that continues to grow year after year.

SELECTIVE EXPANSION OF PHYSICAL NETWORKS

In line with the rapid growth in customers, BCA branch offices' existence are always needed, even as most transactions can now be completed through BCA's wide array of electronic channels. BCA has conducted a comprehensive analysis of the ongoing digitization process and selectively developed its physical offices in

potential growing areas with improved infrastructures. Branch offices play an important role to provide ease of access to in-person services, particularly for customers that still demand human interactions. Branches become the key point of contact to build strong relationship with customers. The emphasis of developments to the Bank's branch office network is on a compact branch format, which offers a flexible and efficient network.

Digitisation and the vision of digital banking are not the outright replacement of physical banking access with technological solutions, but the integration of digital device with human services to provide overall customer experience. Digital banking is a transformation of the way BCA serves customers at branch offices in the future. The implementation of digital technology also allows for more personal relationships to be developed by interacting directly and frequently with customers and the community, wherever they are. The value of the Bank's branch office network cannot be separated from the importance of having a competent team on hand to assist customers in the transition to digital transactions in the evolving hybrid ecosystem of BCA branch offices.

As of the end of 2022, BCA controls a network of 1,247 operating offices, consisting of 138 main Branch offices and 1,109 Sub-Branch offices. In addition, BCA also manages 63 BCA Express, 7 mobile cash, and 23 functional offices. Alongside the branches and offices, BCA also operates 18,268 ATMs, most of which are deposit-withdrawal ATMs (CRM) and multifunction ATMs, also electronic banking devices. Going forward, the ATM network development will focus on replacing multifunctional ATMs with CRMs that allow customers to deposit and withdraw cash at the same machine.

QUALITY SERVICES AND OPERATIONS FOR CUSTOMERS

Customer trust is a top priority and an essential source of motivation for BCA to continuously improve the quality of the Bank's services in accordance with evolving customer needs. The Bank implements a segment-based relationship, whereby the BCA Team serves the customers in accordance with their segmentation of needs profile. BCA consistently heightens its service quality through the SMART SOLUTION program, which has now been running for two decades.



BUSINESS SUPPORT

Network and Operation

BCA periodically conducts training to develop various aspects of service competency and customer experience. BCA monitors service quality using the Customer Engagement (CE) survey by Gallup and maintains high level CE by showing appreciation to the BCA team for providing the best service. All of these efforts in improving service are supported by the monitoring dashboard, which allows the bank to monitor service quality closely and to follow up immediately if there are service problems.

Banking transaction services through branches and digital channels are supported by Halo BCA as a solution service center. Halo BCA plays a key role in facilitating customers to access online customer services, both in Indonesia and abroad with Voice Over Internet Protocol (VOIP) technology. The Halo BCA application complements Halo BCA's existing contact channels, including social media, WhatsApp, webchat, e-mail, and twitter. These various communication channels provide choices for customers in communicating with Halo BCA according to their convenience and preference.

FUTURE PLAN

Going forward, BCA will continue to develop its services and solutions to meet the diverse needs of its customers. These efforts are supported by reliable human resources, data, yet efficient and effective work processes powered by the latest information technology to deliver better, faster, and safer services. BCA believes that the synergy between the branch offices and the electronic channels gives rise to more sustainable services for a variety of BCA customers.

BCA will remain balancing the digital network and branch offices. The physical network will still be expanded selectively in cities/areas that have not been served by the existing network. Moreover, BCA will also continue to develop the necessary infrastructure for banking services that have not yet been reached by electronic or digital channels.

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BUSINESS SUPPORT

Information Technology



BCA has made a number of innovations in the field of information technology to provide convenience, reliability and security for customers in making transactions, and to increase the efficiency of the Bank's operations



INFORMATION TECHNOLOGY

The COVID-19 pandemic has encouraged people to seek digital solutions to their banking needs, which motivates BCA to continuously develop its digital banking. BCA constantly adds new features to increase the convenience and comfort of transactions, maintains the reliability and security of transactions, and develops digital and electronic banking ecosystems with a focus on mobile and internet banking. With this high level of commitment to technology development, BCA is well-placed to face digital evolution in the banking industry

Innovations in 2022

BCA has developed a number of innovations in the field of information technology to provide convenience, reliability and security for customers and to improve the efficiency of the Bank's operations. BCA has used information technology to encourage innovation and increase productivity, strengthen IT infrastructure capabilities, and improve digital services and applications.

A. Utilization of Technology to Drive Innovation and Increase Productivity

BCA has streamlined operational processes with technology such as Robotic Process Automation (RPA), Optical Character Recognition (OCR), Natural Language Processing (NLP), Augmented Reality (AR), Artificial Intelligence (AI), Machine Learning (ML), Video Surveillance and APIs. The implementation of these technologies has installed a variety of automated process within BCA, thereby providing value through increased productivity and output's quality.

To support productivity and security, BCA has developed digital work processes with improved flexibility through the Work From Anywhere (WFA) procedure combined with the use of Collaboration Tools & Security Tools. BCA keeps enhancing existing applications in the areas of funds, credit, protection, transactions and financial planning to continue to support the Bank's business growth. BCA has also built a Center of Excellence (CoE) using automation to reduce human error in infrastructure processes and application development while maintaining high levels of security.

B. Strengthening IT Infrastructure Capabilities

BCA has developed architecture and infrastructure based on a High Availability System and Cloud Technology. The High Availability System ensures that every system at BCA is backed up by multiple data centers that can automatically perform transaction load balancing, to anticipate peak transaction conditions. Should an issue occurs at one of the existing data centers, a redundancy system and other supporting devices are in place to mitigate single point of failure risk. Cloud Technology, which increases the flexibility of system development, facilitates additional capacity, and optimizes infrastructure costs, thus playing a role in ensuring that all services at BCA are "always on", available for customers to use safely and comfortably.

BCA is currently building a New Data Center to anticipate increased transactions and integration with subsidiaries. BCA cooperates with the subsidiaries to ensure high standards of service, quality, and security, as well as fulfilling regulatory requirements by completing the relevant information technology service provider license.

Infrastructure modernization is also carried out by upgrading mainframe infrastructure and strengthening network security. BCA modernizes its existing infrastructure periodically to ensure that the availability, reliability, and safety of the systems used by BCA customers are maintained at all times.

C. Improving Digital Services and Applications

BCA continues to develop the myBCA channel to provide a seamless experience for customers. BCA has also developed the Campaign Management Platform to provide the right product or service according to customer needs. BCA explores various types of technology, such as Blockchain, Metaverse, Face ID, Robotics, and Natural Language Processing to improve the customer experience and convenience.



BUSINESS SUPPORT

Information Technology

Cyber Security

Continuous Improvement of Security

In order to anticipate security risk, BCA implements a reliable monitoring system – Security Monitoring Centre – that operates 24 hours a day and is run by capable team

Responding to the rise of social engineering as a form of cyber attack, BCA consistently conducts awareness programs for customers through social media, webinars and the Bank's website. Employees also have access to content through e-learning, cyber training classes, phishing and smishing simulations, social engineering, as well as routine cyber awareness programs. The level of knowledge, awareness, and cyber culture of workers is continuously measured as an input for upcoming cyber awareness programs.

Cybersecurity governance is enhanced through various policies, including those related to new technologies developed and adopted by the Bank. To maintain the continuity of cyber security, BCA assesses the level of cyber maturity based on international standards, which is then compared to other financial institutions as a reference for improving cyber security.

BCA has implemented a range of technologies to support data security and prevent data leakage, including sensitive and confidential data stored in cloud. The implemented technology starting from digital data classification for all employee up to Data Loss Prevention technology.

To secure sensitive data, BCA conducts periodic reviews to ensure that each employee can only access the data that is needed to perform their duties. BCA utilizes technology to detect anomalies in data access, which relies on artificial intelligence and machine learning.

BCA consistently manages and monitors cyber security risks in line with ongoing exploration of the cyber world. Office and data center networks are equipped with the ability to detect malware, risk of security holes, and data traffic anomalies by integrating various sources of threat intelligence. Internet, which is vulnerable to malware, has also become the security target by ensuring the employee's access is spared from the cyber risk and in compliance with the Bank's policy.

BCA continues to improve the security of customer data and transactions through Automated Teller Machines (ATMs), credit cards and internet banking by equipping each platform with the ability to detect transaction anomalies. The platforms integrate with Security Orchestration and Automation Response (SOAR) to establish automatic responses to maintain security for its customers. The use of Security Information & Event Management (SIEM) continues to undergo development to enhance its ability detect suspicious user behavior and activity via e-channels.

To manage unavoidable third party risks in business activities on the digital landscape, BCA carries out a cyber security due diligence process. In order to increase cyber resilience, BCA periodically conducts simulations of cyber security incidents to ensure the readiness of all teams to handle potential cyber attacks and to ensure the security and cyber resilience of the IT infrastructure.

FUTURE PLAN

BCA will conduct continuous modernization of infrastructure, processes, and resources to provide more reliable, scalable, and flexible product, services, and operational support. Infrastructure is improved in terms of availability, reliability, and safety, supported by process automation for service delivery and operational support for customers and the Bank.

To streamline the Bank's operational activities while maintaining the quality of service to customers, BCA continues to utilize appropriate information technology. BCA will continue to enhance its existing applications, BCA Mobile and Klik BCA Bisnis, by developing new features to facilitate a wider range of customer transactions. Exploration of new technologies will continue in order to deliver the most suitable services to customers.

Going forward, transactions through digital channels will further increase in line with the trend of open banking. Therefore, digital technology security systems will also be enhanced in line with technological developments and the cyber attack landscape.

In collaboration with various business partners through open banking APIs based on SNAP (National Standard Open API Payment), BCA is committed to maintaining the security of Open API transactions, including the risk of cyber-attacks. Digital workspace, BCA's new work standard, will continue to be supported by security standards in terms of connection, data, and work device security, in addition to IT system performance that will be maintained to support existing business processes.



Economy, Banking Sector and BCA Financial Review

”

BCA managed to deliver a strong all-round financial performance. We are pleased with our performance in assets, funding and profitability.

”



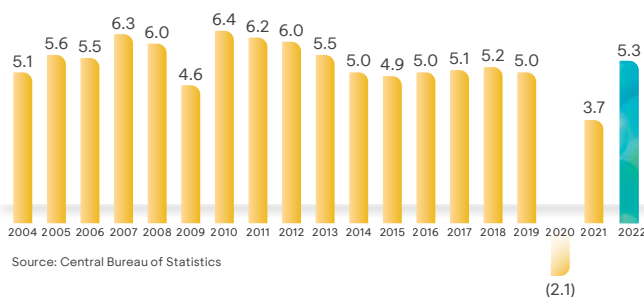
MACROECONOMIC REVIEW

Economic recovery gathered pace in 2022, as the COVID-19 pandemic transitioned into an endemic state, while optimism returned among businesses and consumers. Unfortunately, the recovery was interrupted by global turmoil, most notably the Russian invasion of Ukraine which triggered a significant increase in global energy and food prices.

High inflation in turn pushed central banks to tighten monetary policy. The US central bank, The Fed, increased its benchmark rate by 425 bps in 2022, significantly reducing global liquidity. This, combined with higher energy and food prices, depressed global growth, as seen from the growth rates in the United States (US) (1.6%), Eurozone (3.1%), Japan (1.7%) and China (3.2%). Tight money policy also weighed on financial assets, which negatively impacted consumer and business confidence.

However, these global disruptions also benefited Indonesia, as prices of staple commodity exports skyrocketed. Exports of coal, CPO, nickel derivatives, and others grew strongly in 2022, such that Indonesia ended the year with a record-high USD54.5 billion trade surplus. Strong demand for commodities, especially related to energy and electrification, also drove a record amount of foreign direct investment (FDI), totaling USD30.0 billion in the first three quarters of 2022.

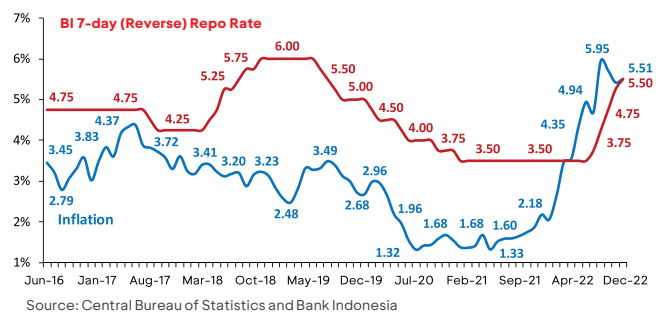
Indonesia Gross Domestic Product (GDP) Growth (%)



Even so, domestic consumption remained the indisputable main driver of domestic growth in 2022, with BCA Spending Index growing by 8.7%. This recovery continued, even though its momentum slowed somewhat following the increase in retail fuel prices in September. The robust domestic demand keeps local industries afloat amidst weakening global demand, with Purchasing Managers Index (PMI) for manufacturing still at 50.9 where global PMI had slipped below 50 since August.

Strong growth, combined with the ballooning trade balance, helped support the Rupiah during a period of rapid appreciation of the US Dollar. The Rupiah ended the year at Rp15,564 against the USD, down by 8.34% year-on-year. This is a modest depreciation compared to many other emerging and hard currencies, for instance the Indian Rupee (-10.0%), Japanese Yen (-13.91%), and the Turkish Lira (-28.4%).

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



The Rupiah's value also held up relatively well against goods and services in general, with moderate inflation (5.51% YoY) despite the aforementioned fuel price hike. Price stability is further supported by prudent monetary and fiscal policies, as well as judicious market interventions to ensure the availability of key items such as cooking oil, rice, and fertilizers.



BANKING SECTOR REVIEW IN 2022

Banking performance in 2022 demonstrated strong performance, supported by rising loan demand resulted from the gradual economic reopening and proactive government moves to spur growth. The government regularly reviewed mobility restriction rules, striking the balance between economic activities versus public health perspective. Mobility restriction was eased significantly in late 2021, led to a strong rebound in commerce and private consumption over the course of 2022.

Various regulator programs, including credit restructuring relaxation by the Financial Services Authority (OJK), have sustained the continuity of banking intermediary function. BI's prudent measures in adjusting BI 7-Day Reverse Repo reference rate (BI-7DRR) are supportive to the economy as we saw a manageable level of inflation and continued monetary stability. By December 2022, the BI-7DRR stood at 5.50%, an increase of 200 bps from July 2022. The policy rate adjustment was combined with other pro-growth macroprudential policies, including continued relaxation of loan-to-value (LTV) ratios on consumer loans, as well as incentives for banks to lend to small/medium enterprises (SME) and certain priority sectors.

At the end of 2022 (Sep-22) banking industry loans increased by 11.0% YoY to Rp6,275 trillion, with the highest growth came from manufacture, mining, and trading. The sector's third party funds grew 6.8% YoY to Rp7,647 trillion. Liquidity remained at an adequate level, with a Loan to Deposit Ratio (LDR) of 82.4%. In managing the stability of liquidity, BI has adjusted the Rupiah Reserve Requirement (RR) policy, from 3.5% in early 2022 to 9.0% in September 2022.

OJK's decision to extend the credit restructuring relaxation policy period until March 2024 (POJK No. 17/POJK.03/2021) from March 2023 was regarded as an appropriate move to support banking industry in managing credit quality. The extension of the restructuring period will be applicable to MSME borrowers, labor-intensive industries such as textile and footwear, accommodation and food & beverage sectors.

BCA FINANCIAL PERFORMANCE OVERVIEW 2022

BCA and its subsidiaries posted a 29.6% growth in net profit to Rp40.7 trillion, driven by an increase in net interest income and non-interest income, as well as a decrease in impairment losses on assets.

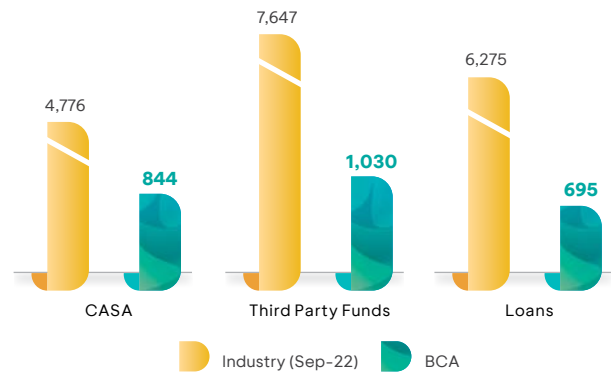
Total assets rose by 7.0% while total loans grew 11.7% year on year. Broad-based loan growth was seen across all segments, though corporate loans contributed almost half of the volume growth. By Sep-22, BCA's loan market share stood at 10.6%.

BCA's loan quality continued to improve significantly, with Loan at Risk (LAR) decreasing from 14.6% to 10.0%. Non-performing loans (NPL) stood at 1.7%, a decline compared to 2.2% in 2021. The total allowance for impairment losses on loans reached Rp33.9 trillion with a LAR coverage ratio of 53.8% and an NPL coverage ratio of 287.3%. BCA's capital and liquidity remain solid as reflected in capital adequacy ratio (CAR) of 25.8% and loan to deposit ratio (LDR) of 65.2%.

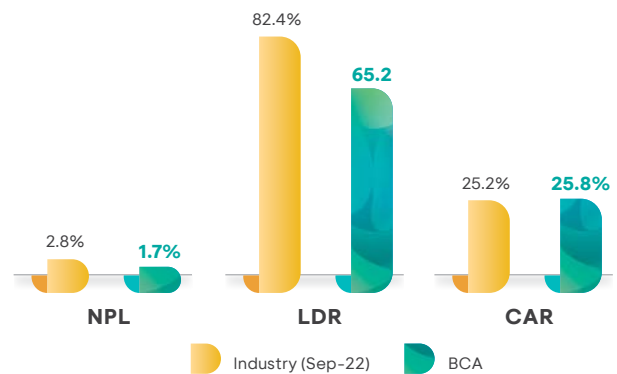
On the funding side, current and savings accounts (CASA) increased by 10.4% YoY. The growth in CASA is supported by continuous expansion of ecosystem and multi-channel investments, which delivered higher customer base and transaction volume. Total third party funds amounted to Rp1,030.5 trillion, an increase of 6.4% from the previous year.

Strong loan expansion and solid CASA funding drove the BCA's net interest income growth. Furthermore, higher interest rate environment supported further interest income yield. BCA was able to maintain low cost of funds due to its strong transaction banking performance. Operating income other than interest rose 5.1% supported by the growth of fee and commission income mainly from payment settlement and credit related fees. As of the end of 2022, the return on assets (ROA) and return on equity (ROE) were recorded at 3.2% and 21.7%, respectively, an increase from the previous year's achievement of 2.8% and 18.3%.

BCA and Banking Industry in 2022 (in trillion Rupiah)



Financial Ratio Comparison of BCA and Banking Industry in 2022



The following is the Management Discussion and Analysis of BCA's financial performance in 2022. This report refers to the Consolidated Financial Statements of PT Bank Central Asia Tbk, and its subsidiaries for the years ending December 31, 2022, and December 31, 2021, which have been audited by KAP Tanudiredja, Wibisana, Rintis & Rekan (a member firm of the PwC global network).



FINANCIAL POSITION

ASSET

Total Assets (in billion Rupiah)

	2022		2021		2020		Increase / (decrease) 2022		Increase / (decrease) 2021	
	Nominal	(%) to Total Assets	Nominal	(%) to Total Assets	Nominal	(%) to Total Assets	Nominal	%	Nominal	%
Cash and Current Accounts with Bank Indonesia	125,470	9.5%	89,401	7.3%	51,805	4.8%	36,069	40.3%	37,596	72.6%
Current Accounts with Other Banks	4,752	0.4%	11,605	0.9%	11,972	1.1%	(6,853)	-59.1%	(368)	-3.1%
Placement with Bank Indonesia & Other Banks	31,377	2.4%	87,149	7.1%	47,451	4.4%	(55,772)	-64.0%	39,698	83.7%
Securities	402,860	30.6%	371,297	30.2%	339,372	31.6%	31,563	8.5%	31,925	9.4%
Investment Securities	248,895	18.9%	224,232	18.3%	192,553	17.9%	24,663	11.0%	31,679	16.5%
Securities Purchased under Agreements to Resell	153,965	11.7%	147,065	12.0%	146,819	13.7%	6,900	4.7%	246	0.2%
Loans - gross	694,937	52.9%	622,013	50.6%	574,590	53.4%	72,924	11.7%	47,424	8.3%
Allowance for Impairment Losses on Loans (-/-)	(33,948)	-2.6%	(32,200)	-2.6%	(26,946)	-2.5%	(1,748)	5.4%	(5,254)	19.5%
Fixed Assets	24,709	1.9%	22,169	1.8%	21,915	2.0%	2,540	11.5%	254	1.2%
Others	64,575	4.9%	56,910	4.6%	55,411	5.2%	7,664	13.5%	1,499	2.7%
Total Assets	1,314,732	100.0%	1,228,345	100.0%	1,075,570	100.0%	86,387	7.0%	152,774	14.2%

During 2022, total assets increased by 7.0% in line with CASA funds growth. This increase was followed by the improvement in the earning assets (asset mix) composition toward loans and Government bonds, which carried relatively higher yield compared to other earning assets instruments.

Total Earning Assets - gross (in billion Rupiah)

	2022		2021		2020		Increase / (decrease) 2022		Increase / (decrease) 2021	
	Nominal	(%) to Total Earning Assets	Nominal	(%) to Total Earning Assets	Nominal	(%) to Total Earning Assets	Nominal	%	Nominal	%
Placements with Bank Indonesia and Other Banks	31,383	2.7%	87,153	7.7%	47,456	4.7%	(55,770)	-64.0%	39,698	83.7%
Securities	402,594	34.3%	370,736	32.9%	338,812	33.7%	31,858	8.6%	31,924	9.4%
Investment Securities*	248,628	21.2%	223,670	19.9%	191,992	19.1%	24,958	11.2%	31,678	16.5%
Securities Purchased under Agreements to Resell	153,966	13.1%	147,066	13.1%	146,820	14.6%	6,900	4.7%	246	0.2%
Loans	694,937	59.2%	622,013	55.3%	574,590	57.1%	72,924	11.7%	47,424	8.3%
Consumer Financing and Investment in Finance Leases	8,749	0.7%	8,725	0.8%	8,514	0.8%	24	0.3%	212	2.5%
Others	35,481	3.1%	36,790	3.3%	36,052	3.6%	(1,310)	-3.5%	738	2.0%
Total Earning Assets	1,173,144	100.0%	1,125,418	100.0%	1,005,423	100.0%	47,726	4.2%	119,995	11.9%
Total Earning Assets to Total Asset	89.2%		91.6%		93.5%		-2.4%		-1.9%	

* In audited Consolidated Financial Statements, Investment Securities (gross) was recorded at Rp249,186 billion in 2022 (including investment in shares of Rp558 billion) and Rp224,512 billion in 2021 (including investment in shares of Rp842 billion).

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

Cash and Current Accounts with Bank Indonesia rose 40.3% from last year to Rp125.5 trillion. Current Account with BI grew by 58.3% from last year to Rp104.1 trillion, mostly driven by the increase in Rupiah RR, adhering to the BI regulations.

Throughout the year, the total increase of the Rupiah RR obligation was 5.5%. By year end, the Rupiah RR obligation stood at 9.0% compared to 3.5% at the beginning of 2022. Meanwhile, Current Accounts with Other Banks reached Rp4.8 trillion, a decline of 59.1% from Rp11.6 trillion last year.

PLACEMENTS WITH BANK INDONESIA & OTHER BANKS

Placements with BI and Other Banks reached Rp31.4 trillion, a decrease of 64.0% from 2021, in line with the shift towards higher yield instruments, namely loans and Government bonds. Majority of the Placements with BI and Other Banks are placements with a tenor of less than 3 months.

SECURITIES

Placements in Securities reached Rp402.9 trillion, an increase of 8.5% from the previous year. Higher placement was made at Investment Securities and Securities Purchased under Agreements to Resell (Reverse Repo).

Securities (in billion Rupiah)

	2022	2021	2020	Increase / (decrease) 2022		Increase / (decrease) 2021	
				Nominal	%	Nominal	%
Investment Securities	248,895	224,232	192,553	24,663	11.0%	31,679	16.5%
SBBI, SDBI & SBI Sharia	93	29,074	11,998	(28,981)	-99.7%	17,076	142.3%
Government Bonds	209,118	159,351	150,076	49,767	31.2%	9,275	6.2%
Other Securities	39,684	35,807	30,479	3,877	10.8%	5,328	17.5%
Securities Purchased under Agreements to Resell	153,965	147,065	146,819	6,900	4.7%	246	0.2%
Total	402,860	371,297	339,372	31,563	8.5%	31,925	9.4%

Investment Securities increased, especially in Government Bonds which grew by 31.2% YoY. Government Bonds securities offered more attractive yield particularly in the second half of 2022.

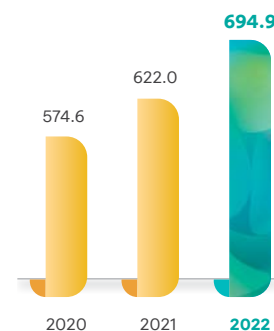
Securities Purchased under Agreements to Resell (Reverse Repo) grew 4.7% compared to 2021. Most reverse repo items were short term transactions with BI, using Government bonds as the underlying instruments.

LOANS

Loan portfolio rose by 11.7% to Rp694.9 trillion, with the highest loan increase in the second quarter of the year due to the Eid al-Fitr holiday. Total new loan disbursements throughout 2022 reached Rp496.2 trillion, a rise of 29.5% year-on-year.

Sustainable financing grew 14.9% YoY to Rp183.2 trillion, or equivalent to 25.4% of BCA's total loans and corporate bonds portfolio. Sustainable financing channeled to MSME businesses reached 55.8% of total sustainable financing. Meanwhile, the remainder was disbursed to several green sectors, including natural resources and sustainable land use, environmentally friendly transportation, green products, renewable energy, waste management, energy efficiency, and construction of green building.

BCA Loan Growth (in trillion Rupiah)





Loans by Segment

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

	2022	2021	2020	Increase / (decrease) 2022		Increase / (decrease) 2021	
				Nominal	%	Nominal	%
Corporate	319,312	285,646	256,616	33,666	11.8%	29,030	11.3%
Commercial & SME	209,237	190,361	181,732	18,876	9.9%	8,629	4.7%
Consumer	159,430	141,529	134,352	17,901	12.6%	7,178	5.3%
Mortgage	108,299	97,529	90,139	10,770	11.0%	7,391	8.2%
Vehicle	37,374	31,869	32,684	5,505	17.3%	(815)	-2.5%
Credit Card	13,758	12,131	11,530	1,626	13.4%	602	5.2%
Employee	3,162	3,104	2,949	58	1.9%	155	5.3%
Total	691,141	620,640	575,649	70,501	11.4%	44,991	7.8%

Corporate loans increased by 11.8%, among others supported by agriculture, forestry, property & construction. Commercial & SME loans grew by 9.9%, driven by automotive & transportation, food & beverage.

Vehicle loans recorded an increase in demand despite experiencing supply shortages due to escalating geopolitical tensions. Vehicle loans grew 17.3%, after a correction of 2.5% during 2021.

Consumer loans increased by 12.6% YoY, supported by a recovery in demand for mortgages and vehicle loans. For the first time since the pandemic, BCA held two BCA Hybrid Expoversary events (in the first quarter and the third quarter of the year) to promote vehicle loans and mortgages. The events successfully generated a total new mortgage disbursement of Rp37.9 trillion, 17.8% higher compared to the previous year.

Credit card loans grew by 13.4% year-on-year to reach Rp13.8 trillion, in line with the rising tourism and business activities.

Loan by Type of Usage

Loan Composition by Type of Usage (in billion Rupiah)

	2022		2021		2020		Increase / (decrease) 2022		Increase / (decrease) 2021	
	Nominal	Composition	Nominal	Composition	Nominal	Composition	Nominal	%	Nominal	%
Working Capital	332,131	47.8%	294,561	47.4%	276,388	48.1%	37,570	12.8%	18,173	6.6%
Investment	222,063	32.0%	201,105	32.3%	177,122	30.8%	20,958	10.4%	23,983	13.5%
Consumer (including Credit Card)	137,611	19.8%	123,272	19.8%	117,925	20.5%	14,339	11.6%	5,347	4.5%
Employee	3,132	0.5%	3,076	0.5%	3,155	0.5%	57	1.9%	(79)	-2.5%
Total	694,937	100.0%	622,013	100.0%	574,590	100.0%	72,924	11.7%	47,423	8.3%

By type of usage, working capital loans grew 12.8% from last year, meanwhile the utilization rate of working capital in corporate loans reached 54%, an increase from 50% in 2021. Investment loans increased by 10.4% from last year, as market expects business recovery, while consumer loans recorded 11.6% growth.

Loans by Industry Sector

In mitigating credit concentration risk, BCA disbursed loans to various business sectors in accordance with the prevailing risk policies. Disbursement of loans to the 10 largest sectors accounted for 54.5% of total portfolio, relatively stable from last year.

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

	2022	2021	2020
Financial Services	7.4%	7.5%	8.5%
Plantation and Agriculture	7.2%	6.7%	7.3%
Properties and Construction	5.3%	5.0%	5.3%
Building Material and Other Construction Related	5.3%	5.9%	6.1%
Edible Oil	5.1%	5.5%	4.2%
Infrastructure for Transportation	5.1%	4.8%	3.6%
Distributor, Retailer and Wholesaler	5.0%	5.5%	5.6%
Telecommunication	4.9%	5.2%	4.2%
Automotive and Transportation	4.6%	4.3%	4.1%
Transportation and Logistic	4.6%	4.8%	4.6%
Total	54.5%	55.2%	53.5%

* Excluding consumer and employee loan

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

Loan Quality

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

	LAR (Nominal)			LAR (%)*			Δ LAR			
	2022	2021	2020	2022	2021	2020	Increase / (decrease) 2022		Increase / (decrease) 2021	
							Nominal	%	Nominal	%
Corporate	27,328	32,906	40,860	8.6%	11.5%	15.9%	(5,578)	-17.0%	(7,954)	-19.5%
Commercial & SME	24,467	35,090	39,865	11.7%	18.4%	21.9%	(10,623)	-30.3%	(4,775)	-12.0%
Consumer	17,579	22,825	27,741	11.0%	16.1%	20.6%	(5,246)	-23.0%	(4,916)	-17.7%
Total LAR	69,374	90,821	108,466	10.0%	14.6%	18.8%	(21,447)	-23.6%	(17,645)	-16.3%

* LAR nominal/respective loan portfolio

Note: LAR comprises Current Restructured loans, Special Mention, and Non-Performing Loans

The LAR ratio continued to decline in line with the improvement in debtor business conditions. LAR was recorded at 10.0% of total loans, lower compared to 14.6% last year or 19.4% at the peak of the pandemic.

By segment, approximately 74.7% of LAR was attributable to the business loans, while the remaining 25.3% is from the consumer lending.

Restructured Loan by Collectibility (non consolidated – in billion Rupiah)

	2022	2021	2020	Increase / (decrease) 2022		Increase / (decrease) 2021	
				Nominal	%	Nominal	%
Performing Loan	52,753	73,600	93,259	(20,847)	-28.3%	(19,659)	-21.1%
Current	45,966	64,918	88,005	(18,952)	-29.2%	(23,087)	-26.2%
Special Mention	6,787	8,682	5,254	(1,895)	-21.8%	3,428	65.2%
NPL	9,459	8,896	4,228	563	6.3%	4,668	110.4%
Substandard	1,387	1,302	1,620	84	6.5%	(318)	-19.6%
Doubtful	4,313	658	592	3,655	555.5%	66	11.1%
Loss	3,759	6,936	2,016	(3,177)	-45.8%	4,920	244.1%
Total Restructured Loan	62,212	82,496	97,487	(20,285)	-24.6%	(14,991)	-15.4%
Total Loan Portfolio	691,141	620,640	575,649	70,501	11.4%	44,991	7.8%
% Restructured Loans to Total Loans Portfolio	9.0%	13.3%	16.9%	-4.3%		-3.6%	

Most of the restructured loans are under collectibility 1 ("Current"), amounting to Rp46.0 trillion, whereas Rp43.2 trillion were restructured due to COVID-19.



Restructured loans decreased by 24.6% year-on-year to Rp62.2 trillion, or 9.0% of total loans. The decrease was primarily from debtors whose loans were back to normal category, mostly in the construction & property, automotive and building materials and textile sectors. The improvement in restructured loans is expected to continue along with recovery in debtors' cash flow and operations.

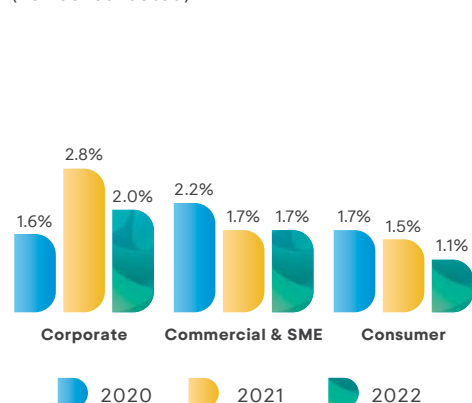
Loans by Collectibility (non consolidated – in billion Rupiah)

	2022		2021		2020	
	Nominal	(%) to Total Loans	Nominal	(%) to Total Loans	Nominal	(%) to Total Loans
Performing Loan	679,345	98.3%	607,228	97.8%	565,322	98.2%
Current	667,733	96.6%	594,737	95.8%	555,188	96.4%
Special Mention	11,612	1.7%	12,492	2.0%	10,134	1.8%
NPL	11,796	1.7%	13,412	2.2%	10,327	1.8%
Substandard	1,672	0.2%	1,514	0.2%	2,048	0.4%
Doubtful	4,660	0.7%	969	0.2%	1,090	0.2%
Loss	5,464	0.8%	10,928	1.8%	7,189	1.2%
Total Loans	691,141	100.0%	620,640	100.0%	575,649	100.0%
NPL Ratio – gross	1.7%		2.2%		1.8%	
NPL Ratio – net	0.6%		0.8%		0.7%	
Provision / NPL	287.3%		240.0%		260.9%	

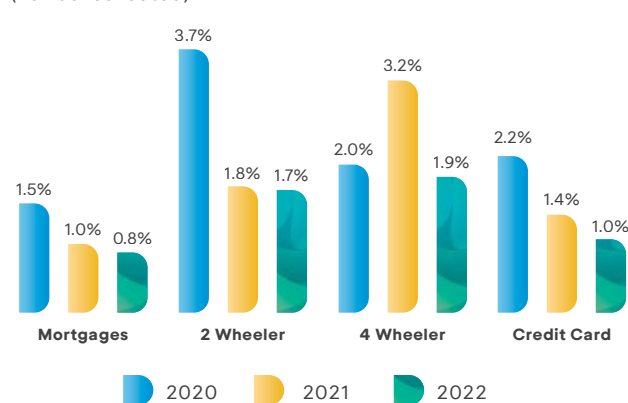
Total non-performing loans (NPL) was at Rp11.8 trillion, lower by 12.0% compared to the previous year. The NPL ratio improved to a level of 1.7% from 2.2% last year

In 31 December 2022, the loan provision balance was Rp33.9 trillion with LAR coverage recorded at 53.8%, or equivalent to NPL coverage of 287.3%, one of the highest in the industry.

NPL Ratio by Segment (non consolidated)



NPL Ratio of Consumer Loans (non consolidated)



Loans Written Off (non consolidated – in billion Rupiah)

	2022	2021	2020	Increase / (decrease) 2022		Increase / (decrease) 2021	
				Nominal	%	Nominal	%
Corporate	730	846	655	(116)	-13.7%	191	29.2%
Commercial	859	1,306	723	(447)	-34.2%	583	80.6%
SME	377	374	220	3	0.8%	154	70.0%
Consumer	1,158	1,353	1,583	(195)	-14.4%	(230)	-14.5%
Mortgage	218	399	360	(181)	-45.4%	39	10.8%
4 Wheeler	643	531	465	112	21.1%	66	14.2%
2 Wheeler	25	10	87	15	150.0%	(77)	-88.5%
Credit Card	272	413	671	(141)	-34.1%	(258)	-38.5%
Total	3,124	3,879	3,181	(755)	-19.5%	698	21.9%

BCA posted loan write-off of Rp3.1 trillion (last year was Rp3.9 trillion), equivalent to 0.5% of BCA's outstanding loan portfolio. Majority of the write-offs was from commercial & SME segment (39.6%) and consumer segment (37.1%).

FIXED ASSETS

Total fixed assets increased by 11.5% from the previous year, mainly from office supplies & equipment and fixed assets under construction. Office supplies consisted of investments in ATM networks, EDCs, information technology, and other supporting fixed assets for network. BCA continued to invest in digital features, and enhanced IT infrastructure network. Realized capital expenditure (Capex) reached Rp3.3 trillion, with the largest portion was allocated for investment in IT infrastructure development and banking network, including ATMs and EDC machines.

LIABILITIES

Liabilities (in billion Rupiah)

	2022	2021	2020	Increase / (decrease) 2022		Increase / (decrease) 2021		Composition		
				Nominal	%	Nominal	%	2022	2021	2020
Third Party Funds	1,030,452	968,607	834,284	61,845	6.4%	134,323	16.1%	94.2%	94.5%	93.6%
Current Accounts	321,858	284,594	228,985	37,264	13.1%	55,609	24.3%	29.4%	27.8%	25.7%
Savings Accounts	522,458	480,000	413,161	42,458	8.8%	66,839	16.2%	47.8%	46.8%	46.4%
Time Deposits	186,136	204,013	192,138	(17,877)	-8.8%	11,875	6.2%	17.0%	19.9%	21.6%
Deposits from Other Banks	7,936	10,017	10,163	(2,081)	-20.8%	(146)	-1.4%	0.7%	1.0%	1.1%
Acceptance Payables	9,667	6,644	4,400	3,023	45.5%	2,244	51.0%	0.9%	0.6%	0.5%
Debt Securities Issued	-	482	591	(482)	-100.0%	(109)	-18.4%	0.0%	0.0%	0.1%
Borrowings	1,317	976	1,307	341	34.9%	(331)	-25.3%	0.1%	0.1%	0.1%
Accrued expenses and other liabilities	20,430	18,479	17,540	1,951	10.6%	939	5.4%	1.9%	1.8%	2.0%
Post-employment benefits obligation	7,521	7,257	9,646	264	3.6%	(2,389)	-24.8%	0.7%	0.7%	1.1%
Subordinated bonds	500	500	500	-	0.0%	-	0.0%	0.0%	0.0%	0.1%
Other Liabilities	15,727	12,534	12,425	3,193	25.5%	108	0.9%	1.5%	1.2%	1.4%
Total Liabilities	1,093,550	1,025,496	890,856	68,054	6.6%	134,640	15.1%	100.0%	100.0%	100.0%



Third Party Funds

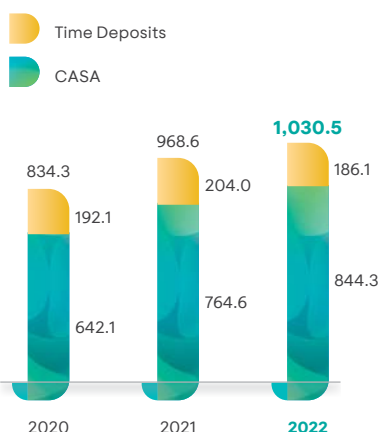
Composition of Third Party Funds (in billion Rupiah)

	2022		2021		2020		Increase / (decrease) 2022		Increase / (decrease) 2021	
	Nominal	Composition	Nominal	Composition	Nominal	Composition	Nominal	%	Nominal	%
Current Accounts	321,858	31.2%	284,594	29.4%	228,985	27.4%	37,264	13.1%	55,610	24.3%
Rupiah	283,276	27.5%	245,338	25.3%	200,217	24.0%	37,938	15.5%	45,122	22.5%
Foreign Currency	38,582	3.7%	39,256	4.1%	28,768	3.4%	(674)	-1.7%	10,488	36.5%
Saving Accounts	522,458	50.7%	480,000	49.6%	413,161	49.5%	42,458	8.8%	66,839	16.2%
Rupiah	502,804	48.8%	462,457	47.7%	397,082	47.6%	40,347	8.7%	65,375	16.5%
Foreign Currency	19,654	1.9%	17,542	1.8%	16,079	1.9%	2,111	12.0%	1,463	9.1%
Total Transactional Account Balance (CASA)	844,316	81.9%	764,594	78.9%	642,146	77.0%	79,722	10.4%	122,449	19.1%
Time Deposits	186,136	18.1%	204,013	21.1%	192,138	23.0%	(17,877)	-8.8%	11,875	6.2%
Rupiah	167,458	16.3%	188,355	19.4%	178,070	21.3%	(20,897)	-11.1%	10,285	5.8%
Foreign Currency	18,678	1.8%	15,658	1.6%	14,068	1.7%	3,020	19.3%	1,590	11.3%
Total Third Party Funds	1,030,452	100.0%	968,607	100.0%	834,284	100.0%	61,845	6.4%	134,324	16.1%
Rupiah	953,538	92.6%	896,151	92.5%	775,369	92.9%	57,388	6.4%	120,782	15.6%
Foreign Currency	76,914	7.4%	72,457	7.5%	58,915	7.1%	4,457	6.2%	13,542	23.0%

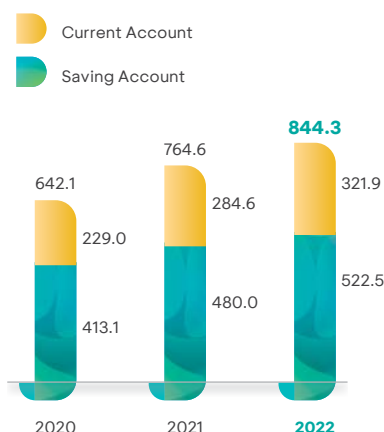
Third party funds reached Rp1,030.5 trillion, grew 6.4% compared to last year, supported by the significant increase of low-cost CASA funds.

Current Accounts and Savings Accounts (CASA)

CASA & Time Deposits (in trillion Rupiah)



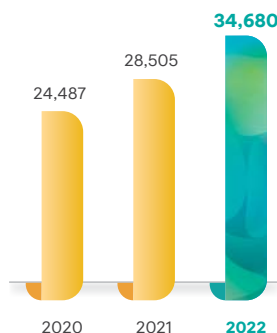
Current Accounts & Savings Accounts (in trillion Rupiah)



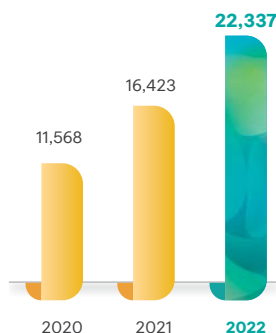
CASA rose by 10.4% in 2022 and grew even at higher level of around 20% per annum during the pandemic period in 2020-2021. During 2022, current accounts rose 13.1% to Rp321.9 trillion, meanwhile, savings accounts recorded 8.8% growth year on year basis reaching Rp522.5 trillion. The increase in current accounts was contributed by the SME businesses. Meanwhile, the growth in savings account came from the mass segment. At the end of the year, the ratio of CASA to total third party funds was 81.9%, the highest in the last nine years, with a market share of 17.3% per September 2022.

CASA growth was boosted by rising transaction volume (+36.0% YoY), transaction value (+13.9% YoY), and number of customers (+22.2% YoY). The total number of customers reached 27.9 million, or increased by 5.1 million, of which around 64% came from online channels.

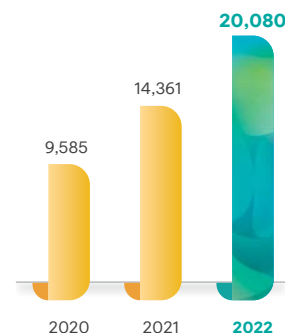
Number of Account (in thousand)



Number of Transaction in BCA Banking Network (in million)



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



Throughout 2022, digital transactions (through mobile banking, internet banking, and ATMs) accounted for 99.5% of all transactions and the remaining 0.5% were conducted through branches. Mobile banking generated 68.1% of total transactions, while internet banking contributed 21.8% and transactions at ATMs accounted for 9.7% of total transaction volume.

On transaction value, 58.5% were contributed from mobile banking and internet banking. Branch transactions still make a significant contribution, at 35.8% of total transactions value, mainly underpinned by the business segment.

Deposits

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

	2022		2021		2020	
	Nominal	Composition	Nominal	Composition	Nominal	Composition
1 Month	142,050	76.3%	145,858	71.5%	131,356	68.4%
3 Months	27,706	14.9%	34,343	16.8%	37,895	19.7%
6 Months	8,913	4.8%	12,916	6.3%	12,404	6.4%
12 Months	7,467	4.0%	10,895	5.3%	10,484	5.5%
Total	186,136	100.0%	204,013	100.0%	192,138	100.0%

BCA's term deposit rates reached the lowest level at 1.9% in September 2022 and was gradually adjusted to the maximum of 2.1%. Despite the rate adjustments, BCA time deposit rate is relatively lower compared to its peers as the Bank's liquidity remains in ample position.



EQUITY

Equity (in billion Rupiah)

	2022	2021	2020	Increase / (decrease) 2022		Increase / (decrease) 2021		Composition		
				Nominal	%	Nominal	%	2022	2021	2020
Issued and fully paid-up capital	1,541	1,541	1,541	-	0.0%	-	0.0%	0.7%	0.8%	0.8%
Additional paid-in capital	5,549	5,549	5,549	-	0.0%	-	0.0%	2.5%	2.7%	3.0%
Revaluation surplus of fixed assets	10,713	9,522	9,521	1,192	12.5%	0	0.0%	4.8%	4.7%	5.2%
Retained earnings	200,959	179,580	160,539	21,379	11.9%	19,040	11.9%	90.9%	88.5%	86.9%
Appropriated	2,827	2,512	2,241	315	12.5%	271	12.1%	1.3%	1.2%	1.2%
Unappropriated	198,132	177,068	158,298	21,065	11.9%	18,769	11.9%	89.6%	87.3%	85.7%
Other equity components	2,257	6,521	7,447	(4,264)	-65.4%	(926)	-12.4%	1.0%	3.2%	4.0%
Non-controlling interest	163	136	118	27	19.9%	18	15.0%	0.1%	0.1%	0.1%
Total Equity	221,182	202,849	184,715	18,333	9.0%	18,134	9.8%	100.0%	100.0%	100.0%

Equity rose by 9.0% in 2022, supported by an increase in retained earnings for the year. Capital remained strong, as reflected in the capital adequacy ratio (CAR) of 25.8%, after taking into account credit risk, market risk, and operational risk.

In 2022, BCA distributed cash dividend of Rp17.9 trillion, or Rp145 per share from the net profit of the year 2021. For 2022 fiscal year, BCA distributed interim dividend of Rp35 per share, or a total of Rp4.3 trillion which was paid in December 2022. The interim dividend was higher by 40% than the previous year's of Rp25 per share.

PROFIT AND LOSS STATEMENT

Profit and Loss Statement (in billion Rupiah)

	2022	2021	2020	Increase / (decrease) 2022		Increase / (decrease) 2021	
				Nominal	%	Nominal	%
Operating Income	87,476	78,473	75,165	9,003	11.5%	3,308	4.4%
Net Interest Income	63,989	56,136	54,161	7,853	14.0%	1,975	3.6%
Interest Income and Sharia	72,241	65,627	65,403	6,614	10.1%	224	0.3%
Interest Expense and Sharia	(8,252)	(9,491)	(11,242)	1,239	-13.1%	1,751	-15.6%
Operating Income other than Interest	23,487	22,337	21,004	1,150	5.1%	1,333	6.3%
Operating Expenses	(32,483)	(30,308)	(29,969)	(2,175)	7.2%	(339)	1.1%
Pre-Provision Operating Profit (PPOP)	54,993	48,165	45,196	6,828	14.2%	2,969	6.6%
Impairment losses on assets*	(4,526)	(9,324)	(11,628)	4,798	-51.5%	2,304	-19.8%
Income Before Tax	50,467	38,841	33,568	11,626	29.9%	5,273	15.7%
Net Income	40,756	31,440	27,147	9,316	29.6%	4,293	15.8%
Other Comprehensive Income/(Expenses)	(3,323)	427	3,889	(3,750)	-878.2%	(3,462)	-89.0%
Total Comprehensive Income	37,433	31,867	31,036	5,566	17.5%	831	2.7%
Net Income attributable to:							
Equity holders of parent entity	40,736	31,423	27,131	9,313	29.6%	4,292	15.8%
Non-controlling interest	20	17	16	3	17.6%	1	9.4%
Comprehensive Income attributable to:							
Equity holders of parent entity	37,414	31,849	31,018	(5,565)	17.5%	831	2.7%
Non-controlling interest	19	18	18	1	5.6%	(0)	-2.0%

* Including Foreclosed Collateral (AYDA)

Net Interest Income and Net Interest Margin

Net Interest Income (in billion Rupiah)

	2022	2021	2020	Increase / (decrease) 2022		Increase / (decrease) 2021	
				Nominal	%	Nominal	%
Interest Income	72,241	65,627	65,403	6,614	10.1%	224	0.3%
Loans	46,157	43,126	46,596	3,031	7.0%	(3,470)	-7.4%
Placements with Bank Indonesia and Other Banks	1,338	1,026	669	312	30.4%	357	53.3%
Securities	20,057	17,179	13,845	2,878	16.8%	3,334	24.1%
Consumer Financing and Investment in Finance Leases	2,848	2,848	2,750	(0)	0.0%	98	3.6%
Others (Including Sharia revenue sharing)	1,841	1,448	1,543	393	27.1%	(95)	-6.2%
Interest Expense (-/-)	8,252	9,491	11,242	(1,239)	-13.1%	(1,751)	-15.6%
Current Accounts	2,070	1,899	1,699	171	9.0%	200	11.8%
Savings Accounts	254	457	951	(203)	-44.4%	(494)	-52.0%
Time Deposits	3,526	5,025	6,508	(1,499)	-29.8%	(1,483)	-22.8%
Others (Including Sharia expenses)	2,402	2,110	2,084	292	13.8%	27	1.3%
Net Interest Income	63,989	56,136	54,161	7,853	14.0%	1,975	3.6%

Net interest income grew 14.0% to Rp64.0 trillion, supported by an increase in interest income of 10.1%, and a decrease in interest expenses of 13.1% YoY.

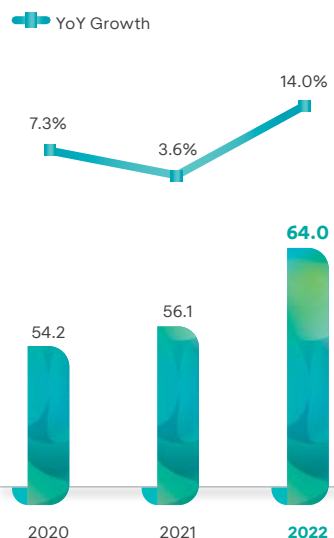
The increase in interest income was supported by the growth in the volume of earning assets, especially loans and Government bonds. Overall earning asset yield remained relatively flat at 6.05% in 2022 though we saw an upward trend from the level of 5.7% in the first quarter to reach 6.6% in the fourth quarter, depicting an opposite trend compared to the previous year. The increasing yield trend throughout 2022 was driven by rising interest rate on short term asset placement. On the lending side, interest rates were maintained on majority of loan portfolio despite the rise in benchmark rate. BCA focused on growing loan volume over raising lending rates since the debtors were still in the early stage of post-pandemic recovery and were exposed to inflationary pressures.

Interest expense decreased by 13.1% in line with the gradual reduction in the interest rate of third-party funds in 2021 and early 2022. This has resulted in the decline of average cost of funds in 2022. Cost of funds was 0.77% for the year 2022, lower by 26 bps compared to the previous year. Time Deposit (Rupiah) cost of funds was recorded at 1.90%, or reduced by 90 bps year-on-year and one of the lowest in the industry. CASA (Rupiah) cost of funds declined by 10 bps, reaching 30 bps by the end of the year, compared to 40 bps from previous year.

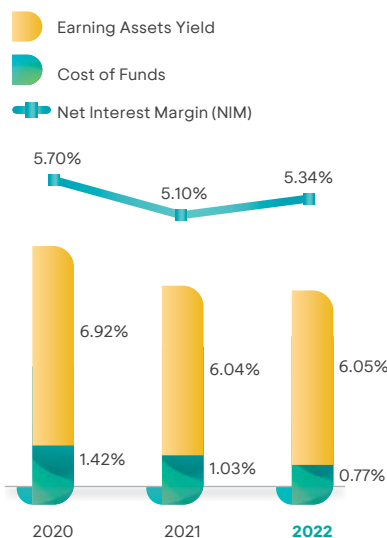
With a more optimized asset mix in 2022 and higher interest rate on short term asset placement, the Net Interest Margin (NIM) showed a consistent upward trend in every quarter. NIM increased from 4.9% in the first quarter to 5.9% in the last quarter. Annual NIM reached 5.3%, higher compared to 5.1% in 2021.



Net Interest Income (in trillion Rupiah)



Net Interest Margin – NIM (non consolidated)



Operating Income other than Interest

Operating Income other than Interest (in billion Rupiah)

	2022	2021	2020	Increase / (decrease) 2022		Increase / (decrease) 2021	
				Nominal	%	Nominal	%
Net Fee and Commission Income	16,584	14,680	13,160	1,904	13.0%	1,520	11.6%
Net Trading Income	1,287	2,772	4,303	(1,485)	-53.6%	(1,531)	-35.6%
Other Operating Income	5,616	4,886	3,541	731	15.0%	1,345	38.0%
Operating Income other than Interest	23,487	22,338	21,004	1,150	5.1%	1,334	6.4%

Operating income other than interest rose by 5.1%, supported by the increase in net fees and commissions income. Net trading income decreased by 53.6%, mainly due to one-off loss from NPL sale and a decrease in swap premiums resulting from lower liquidity placements in foreign currencies compared to the previous year. This was consistent with the increase in Rupiah placements in Government and BI instruments, which generated higher yield as a result of the rising BI 7DRR interest rate.

Other operating income grew by 14.9% compared to last year, supported by the proceeds from loan write-off recovery and higher insurance premium income from BCA Life and BCA Insurance.

Fee and Commissions Income - net (in billion Rupiah)

	2022	2021	2020	Increase / (decrease) 2022		Increase / (decrease) 2021	
				Nominal	%	Nominal	%
Deposits from customers	6,045	5,365	4,842	680	12.7%	523	10.8%
Credit cards	3,636	4,067	3,737	(431)	-10.6%	530	15.0%
Payment settlement	2,551	2,119	1,689	432	20.4%	430	25.5%
Loans receivable	2,048	1,863	1,821	185	9.9%	42	2.3%
Remittances, clearings, and collections	775	342	311	433	126.6%	31	10.0%
Others	1,529	924	961	605	65.5%	(36)	-3.8%
Total	16,584	14,680	13,161	1,904	13.0%	1,519	11.5%
Fee and commission expense	(0)	(0)	(1)	(0)	0.0%	1	-68.0%
Net Fee and Commission Income	16,584	14,680	13,160	1,904	13.0%	1,520	11.6%

Net fees and commission income rose 13.0% YoY driven by customer deposits, payment settlement, and revenue from remittances, clearings, and collections.

Income from customer deposits grew 12.7%, mainly attributable to administrative income from payment activities within our ecosystem. This is in line with the significant increase in the number of customers and transaction volume during 2022.

Income from credit cards decreased by 10.6%, due to accounting reclassification. Assuming same classification, income from credit cards posted positive growth following the rise in tourism activities as borders

reopened in many countries and domestically. The account includes credit card fees and incomes arising from auto-debit network.

Income from payment settlements rose by 20.4% compared to the previous year, mainly driven by virtual accounts activities that surpassed pre COVID time.

Income from loans receivable grew 9.9% to Rp2.0 trillion, mostly attributed to administrative fee and the loan provision income, in line with solid loan growth in 2022. Revenue from remittances, clearings, and collections also recorded an increasing trend, by 126.6% to Rp775 billion.

Operating Expenses

Operating Expenses (in billion Rupiah)

	2022	2021	2020	Increase / (decrease) 2022		Increase / (decrease) 2021	
				Nominal	%	Nominal	%
General and Administrative Expenses	15,390	13,495	12,978	1,895	14.0%	516	4.0%
Personnel Expenses	13,652	13,487	13,350	165	1.2%	137	1.0%
Others	3,441	3,326	3,641	115	3.5%	(315)	-8.7%
Total	32,483	30,308	29,969	2,175	7.2%	339	1.1%

Operating expenses rose by 7.2% primarily due to a 14.0% growth in general and administrative expenses. Personnel expenses grew by 1.2%, while other expenses increased by 3.5%.

General & Administrative Expenses (in billion Rupiah)

	2022	2021	2020	Increase / (decrease) 2022		Increase / (decrease) 2021	
				Nominal	%	Nominal	%
Office supplies	4,922	4,551	4,471	371	8.2%	80	1.8%
Depreciation	2,377	2,138	2,240	239	11.2%	(102)	-4.6%
Repair and Maintenance	1,785	1,887	1,444	(102)	-5.4%	443	30.7%
Communication	1,861	1,032	1,108	829	80.3%	(76)	-6.8%
Rental	1,122	1,016	1,091	106	10.4%	(75)	-6.9%
Promotion	1,319	965	870	354	36.7%	95	10.8%
Professional fees	616	586	466	30	5.1%	120	25.9%
Amortisation of Intangible assets - software	285	309	305	(24)	-7.8%	4	1.5%
Water, electricity and fuel	252	262	292	(10)	-3.8%	(30)	-10.3%
Tax	145	174	144	(29)	-16.7%	30	20.8%
Computer and software	111	93	93	18	19.4%	0	0.5%
Others	595	482	454	113	23.4%	28	5.8%
Total	15,390	13,495	12,978	1,895	14.0%	517	4.0%

General & administrative expenses increased by 14.0% compared to 2021 mainly from communication, office supplies, promotion and depreciation expenses. Higher communication and depreciation expenses were consistent with the various digital initiatives and IT related investments executed during the year.



Promotional expenses rose by 36.7%, due to intensive marketing activities as business opportunities arose. As we saw the return of mobility, we carried out offline marketing and hybrid while maintaining active online marketing.

Rising expenditures on operational and business supports were reflected by higher expense on office supplies account. Overall, we were able to manage cost-to-income ratio (CIR), recorded at 33.9%, compared to 34.9% in the previous year.

Impairment Losses on Financial Assets

Impairment losses on financial assets decreased by 51.5% YoY to Rp4.5 trillion in 2022, as loan quality improved significantly. BCA registered most of provision of loan losses that were affected by the pandemic in 2020 and 2021.

The ratio of provision expenses to average loan portfolio (cost of credit) was recorded at 0.7% in 2022, a decline from 1.6% in the previous year.

Earnings Before Income Tax and Net Income

In 2022, profit before income tax was Rp50.5 trillion, rose by 29.9% compared to 2021. The Bank's profitability was underpinned by solid performance in all levels of the Profit and Loss Statement. As elaborated above, BCA booked positive growth in net interest income and operating income other than interest on the back of strong loan growth, robust CASA funds and higher payment settlement volumes across multi channels. BCA also successfully reduced the allowance for impairment losses on financial assets as loan quality continued to improve, while maintaining the operating expenses at a manageable level.

Net Income grew by 29.6% to Rp40.7 trillion in 2022. Earnings per share (EPS) were recorded at Rp330 per share in 2022, an increase from Rp255 per share in 2021.

Statement of Comprehensive Income (in billion Rupiah)

	2022	2021	2020	Increase / (decrease) 2022		Increase / (decrease) 2021	
				Nominal	%	Nominal	%
Net Income	40,756	31,440	27,147	9,316	29.6%	4,293	15.8%
Other Comprehensive Income:							
Items that will not be reclassified to profit or loss							
Remeasurements of defined benefit liability	(350)	1,667	(1,485)	(2,017)	-121.0%	3,152	212.3%
Income tax	66	(317)	243	383	-120.9%	(560)	-230.5%
Revaluation surplus of fixed assets	1,226	0	1	1,226	n.a	(1)	-80.8%
Items that will be reclassified to profit or loss							
Unrealized gains (losses) for available-for-sale financial assets	(5,330)	(1,144)	6,291	(4,186)	365.6%	(7,436)	-118.2%
Income tax	1,012	216	(1,169)	796	368.1%	1,385	118.5%
Foreign exchange differences arising from translation of financial statements in foreign currency	53	5	8	48	1053.9%	(3)	-43.7%
Total Other Comprehensive Income	(3,323)	427	3,889	(3,750)	-878.3%	(3,462)	-89.0%
Total Comprehensive Income	37,433	31,867	31,036	5,566	17.5%	831	2.7%
Net Income attributable to:							
Equity holders of parent entity	40,736	31,423	27,131	9,313	29.6%	4,292	15.8%
Non-controlling interest	20	17	16	3	17.6%	1	9.4%
Comprehensive Income attributable to:							
Equity holders of parent entity	37,414	31,849	31,018	5,565	17.5%	831	2.7%
Non-controlling interest	19	18	18	1	5.6%	(0)	-2.0%
Earning per Share attributable to Equity Holders of The Parent Entity (in full amount of Rupiah)	330	255	220	75	29.4%	35	15.9%

Total comprehensive income attributable to equity holders in the parent entity rose by 17.5%, mainly due to an increase in net income in 2022 compared to the previous year.

BCA recorded an 'Unrealized losses for available-for-sale financial assets' of Rp5.3 trillion, higher than the previous year's loss of Rp1.1 trillion. This was due to the high composition of placements in 'available-for-sale financial assets' in 2022, whereas this portfolio had a lower market value compared to last year.

Profitability by Operating Segments

Total net income attributable to equity holders of the parent entity and non-controlling interests in 2022 was recorded at Rp40.8 trillion, increased 29.6% YoY. Based on the operating segments, the majority of revenue and net income for the year was contributed by Java and Sumatra regions. Information on performance by operating segments is available in the Financial Statements section note 42 page 710-711.

CASH FLOW

Cash Flow (in billion Rupiah)

	2022	2021	2020	Increase / (decrease) 2022		Increase / (decrease) 2021	
				Nominal	%	Nominal	%
Cash Flows from Operating Activities	33,779	126,186	50,979	(92,407)	-73.2%	75,207	147.5%
Cash Flows from Investing Activities	(32,383)	(41,248)	(44,118)	8,865	-21.5%	2,870	-6.5%
Cash Flows from Financing Activities	(19,116)	(14,098)	(15,553)	(5,018)	35.6%	1,455	-9.4%
Net (Decrease) Increase in Cash and Cash Equivalents	(17,720)	70,840	(8,692)	(88,560)	-125.0%	79,532	-915.0%
Cash and Cash Equivalents, Beginning of Year	177,268	106,271	113,068	70,997	66.8%	(6,797)	-6.0%
Effect of Foreign Exchange Rate Fluctuations on Cash and Cash Equivalents	874	157	1,895	717	455.7%	(1,738)	-91.7%
Cash and Cash Equivalents, End of Year	160,422	177,268	106,271	(16,846)	-9.5%	70,997	66.8%

During 2022, BCA recorded a cash and cash equivalent position of Rp160.4 trillion, a decrease compared to Rp177.3 trillion in 2021.

Cash Flow from Operating Activities

Cash flow from operating activities decreased by 73.2% from 2021, in line with the increase of loan disbursements and placements in securities, as well as normalized funding growth driven by the recovery of economic activities.

Cash Flow from Investment Activities

Cash flows from investing activities registered Rp32.4 trillion of expenditures, lower outflow than the previous year due to higher proceeds from securities maturing in 2022.

Cash Flows from Financing Activities

Cash flow expenditures for financing activities were recorded at Rp19.1 trillion, mostly due to higher expenditures for dividend payments. Cash outflow of dividend payment amounted to Rp19.1 trillion in 2022.

**KEY FINANCIAL RATIOS** (non consolidated)

During 2022, BCA managed to maintain the following key financial ratios:

	2022	2021	2020	2019	2018
ROA*	3.2%	2.8%	2.7%	3.2%	3.2%
ROE	21.7%	18.3%	16.5%	18.0%	18.8%
NIM	5.3%	5.1%	5.7%	6.2%	6.1%
LDR	65.2%	62.0%	65.8%	80.5%	81.6%
NPL-Gross	1.7%	2.2%	1.8%	1.3%	1.4%
LAR	10.0%	14.6%	18.8%	3.8%	3.7%
CAR	25.8%	25.7%	25.8%	23.8%	23.4%
CIR**	36.1%	36.3%	44.3%	43.3%	n.a
CIR***	33.9%	34.9%	37.4%	41.3%	44.3%
BOPO	46.5%	54.2%	63.4%	59.1%	58.2%

* Calculated from profit (loss) after tax dividend by average of total assets.

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

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

PERFORMANCE REVIEW OF THE SUBSIDIARIES

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

In overall, the performance of the subsidiaries throughout 2022 continues to improve, in line with the momentum of the gradual domestic economic recovery post COVID-19 Pandemic.

PT BCA Finance

BCA Finance has been a part of the BCA Group since 2001. BCA Finance has grown to become one of the leading finance companies in Indonesia, especially with regard to four-wheeled vehicles. BCA Finance has a strong brand image in the financing industry, with a market share for new car financing reaching 11.9%. As of 2022, BCA Finance had 75 branch offices in 71 cities and 12 offices besides branch offices in 8 cities, serving more than 360 thousand customers.

BCA Finance disburses loans through a joint financing scheme with the parent entity, BCA. Through the joint financing scheme, BCA Finance can maintain a solid funding structure while at the same time maintaining competitive financing interest rates. BCA Finance and BCA also conduct joint marketing through the BCA branch office network for marketing activities, as well as holding the Hybrid Expo, which allows customers to participate in vehicle exhibitions both onsite and online. In supporting its business growth, BCA Finance also continues to collaborate with a number of dealers and showrooms.

In line with the economic recovery and a gradual increase in demand for four-wheel vehicles, BCA Finance recorded new bookings of Rp33.2 trillion, a 35.2% growth in 2022 compared to new bookings in 2021. Total assets under management (AUM) reached Rp45.4 trillion by the end of 2022, up 15.2% from the end of 2021.

BCA Finance's non-performing financing (NPF) was maintained at 1.5%, an improving from 2.5% at the end of 2021 and better than the financing industry average. BCA Finance's efforts in asset quality management, include improving prudent acquisition and strengthening the collection team.

In 2022, BCA Finance received several awards, including the Titanium Trophy award for achieving a "Very Good" rating for a finance company for 15 consecutive years (2007–2021) from Infobank Magazine and the "*Champion of Indonesia Consumer Financial Service Award 2022 Category Car Financing*" from SWA Magazine.

PT BCA Multi Finance

BCA Multi Finance was established in 2010 and engaged in the multipurpose financing businesses by providing guarantees, especially for two-wheeled motor vehicles. BCA Multi Finance synergizes with BCA through joint financing and joint marketing schemes. As of the end of 2022, BCA Multi Finance has 66 branches located across various regions in Java, Sumatra, and Kalimantan.

In line with the improving performance of the motorcycle industry and the gradual recovery of economic conditions, new financing grew by Rp665.2 billion, or 35.5%, to Rp2.5 trillion at the end of 2022. Thus, total assets under management (AUM) of BCA Multi Finance were recorded at Rp2.6 trillion, a growth of 25.5% compared to 2021. Meanwhile, efforts to improve the quality of financing are reflected in the non-performing financing (NPF) figure of 2.4% in December 2022.

In strengthening its business, BCA Multi Finance also focuses on optimizing its technology infrastructure and developing competent human resources. In response to advancements in digital technology, BCA Multi Finance launched initiatives to broaden its marketing reach through e-commerce and digital platforms.



For its commitment to improving its performance and services, BCA Multi Finance received the “Indonesia’s Best Multifinance 2022 with Gold-Financial Performance and Strategic Digital Platform Innovation” award from Warta Ekonomi and “The Best Performance Multi-Finance Company” from Infobank Magazine.

PT Bank BCA Syariah

BCA Syariah is engaged in sharia banking. The Bank has 73 branches and 100 LSBU (Commercial Bank Sharia Services) networks spread across various cities in Indonesia.

By December 2022, BCA Syariah managed to record solid growth in assets, financing, and third party funds. BCA Syariah’s total assets increased by 19.1% to Rp12.7 trillion, supported by a 23.5% increase in third-party funds amounting to Rp9.5 trillion.

The financing portfolio increased by 21.3% compared to 2021, reaching Rp7.6 trillion. The growth was mainly supported by the Commercial segment, which grew Rp809.3 billion, an increase of 17.5% to Rp5.4 trillion. BCA Syariah managed to maintain an Non Performing Financing (NPF) ratio of 1.4%, better than the industry average. The restructuring portfolio was recorded at Rp969.3 billion, or 12.8% of total Sharia financing, and experienced an improvement trend throughout the year.

In 2022 BCA Syariah received number of awards including the “*Platinum Trophy Excellent Predicate for Financial Performance 2015–2021*” from the 2022 Infobank Awards and “Best Syariah” for banks with assets under Rp20 trillion from the Investor Best Syariah Award. BCA Syariah also received an idAA+/Stable (Stable Outlook) rating from the Indonesian Credit Rating Agency (Pefindo).

PT Bank Digital BCA

PT Bank Digital BCA (BCA Digital) is engaged in the banking sector with a focus on providing digital banking solutions. During 2022, BCA Digital developed features in mobile-based application (blu) and web-view platform on partner applications to improve deposit and transaction services. As of December 2022, Bank Digital BCA recorded total assets of Rp11.1 trillion.

With more than 1 million customers and still growing, BCA Digital has collected third-party funds of Rp6.9 trillion.

BCA Digital will continue to increase the quality of the customer experience through the use of information technology and service standardization to enhance

connectivity and increase user engagement for the millennial customers. Various innovations throughout 2022 received appreciation in the form of awards from several institutions, including the award for “Best Digital” in The Asian Banker Global Top 100 Digital-Only Banks Ranking.

PT BCA Sekuritas

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

BCA Sekuritas provides a stock trading service through an online trading application, BEST Mobile, and through sales staff. In 2022, BCA Sekuritas had nearly 65,000 individual and institutional customers. In 2022, BCA Sekuritas ranked 12th in transaction value and 13th in transaction volume on the Indonesia Stock Exchange. BCA Sekuritas recorded Adjusted Net Working Capital Value (MKBD) of Rp887.7 billion, an increase of 15% from Rp771.5 billion in the previous year. In 2022, BCA Sekuritas received the “*Indonesia’s Most Popular Millennials’ Brand Choice 2022*” award for the Online Investment Application category from Warta Ekonomi and the “Most Popular Digital Financing Financial Brand in E-Trading” award for the securities category from The Economics.

PT Asuransi Umum BCA

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

In 2022, BCA Insurance’s total assets increased by 5% to Rp2.4 trillion. Gross premium income increased 20% to Rp1.2 trillion. The RBC (Risk Based Capital) solvency ratio recorded at the level of 437%, up from 370% in 2021.

In 2022, BCA Insurance received several awards, including “The Economics Indonesia Top 50 Insurance Awards 2022, Performing in Assets 1–5 trillion (General Insurance Category),” “The Best Performing General Insurance Gross Premium of Rp500 billion to Rp1 trillion,” and “Best General Insurance 2022 Rp500 billion to Rp1 trillion Equity Group” from Media Asuransi.

PT Asuransi Jiwa BCA

PT Asuransi Jiwa BCA (BCA Life) provides life insurance protection services including for customers related to mortgages (KPR) and vehicle financing (KKB). BCA Life markets traditional life insurance products for individuals as well as modified or combined products with health insurance under the Bancassurance cooperation scheme with BCA. Taking advantage of technological developments, BCA Life provides facilities and services through mobile apps that can be used by policyholders, including the provision of policy information (individual and group health) and electronic claims facilities.

In 2022, BCA Life's total assets stood at Rp2.3 trillion, an increase of 22% from Rp1.9 trillion in the previous year. Premium income in 2022 was recorded at Rp1.4 trillion, an increase of 5% from the same period last year. In 2022, BCA Life received awards, including "Life Insurance Company with Very Good Performance" in the Rp1 trillion–Rp5 trillion gross premium category from Infobank Magazine and "Investor Awards—Best Insurance 2021" as the best life insurance in the asset category above Rp1 trillion–5 trillion from Investor Magazine.

BCA Finance Limited

BCA Finance Limited (BCAFL), which is located in Hong Kong, has an active role in facilitating remittance transactions, especially for Indonesian migrant workers. In addition, BCAFL has a strategic function in facilitating finance services for BCA partner customers in Hong Kong and overseas.

BCAFL collaborates with BCA to provide migrant workers with the remittance service Fire Cash as well as access to the opening of Tahapan and deposit accounts. BCA also works closely with BCAFL in maintaining partnerships with major money transfer agents in Hong Kong, Malaysia, and Singapore, as well as maintaining partnership relations and exploring new facilities with correspondent banks. BCAFL also has a strategic role in maintaining partnerships and exploring the potential of BCA corporate customers who have subsidiaries, suppliers, or buyers in Hong Kong or other overseas markets.

PT Central Capital Ventura

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

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

At the end of 2022, CCV's total assets were recorded at Rp470.9 billion. CCV has invested in 25 companies with a total investment value of Rp398.5 billion, growing by 41% compared to its position in December 2021.



Other Material Information

ACHIEVEMENTS OF 2022 TARGET

The following is a summary of BCA's financial performance in comparison to 2022 targets.

Achievement vs Target

	Achievement 2022	Target 2022
Loan Growth	11.7%	6%-8%
CASA Growth	10.4%	5%-7%
Third party funds growth	6.4%	6%-8%
Net Interest Margin (NIM)	5.3%	4.9%-5%
Return on Assets (ROA)	3.2%	3%-4%
Return on Equity (ROE)	21.7%	16%-18%
Cost to Income Ratio (CIR)	33.9%	38%-39%
Cost of Credit (CoC)	0.7%	0.8%-1%

MARKETING ASPECT

Marketing is one of key success factors in a growing competitive environment. BCA conducts a hybrid marketing through digital platform and human interaction for promoting various products and services to its wide range of customers.

BCA optimizes the use of digital media and social media for marketing and educating customers on cyber security. The pandemic even accelerated the adoption of digital services and solutions in all segments of customers. We continue to enhance the corporate website at bca.co.id, as one of main channels of information on corporate products, services, and activities.

Though we see a rapid growth in digital marketing, offline marketing remains to be a powerful tool. Our offline marketing activities increased throughout 2022, compared to the previous year, as economic activities returned to normal following the lifting of restrictions on personal mobility. Some of our notable hybrid events include the BCA Expo for consumer banking products and the Wealth Management Summit for wealth and investment products.

Our total promotional expenses can be seen in page 295.

DEBT REPAYMENT CAPACITY AND LOAN RECEIVABLES COLLECTIBILITY

BCA has the ability to meet short-term and long-term liabilities. This capability is reflected in an adequate liquidity position and a solid profitability ratio in 2022.

BCA's liquidity position remained at an adequate level, as reflected by NSFR, LCR and LDR ratio of 169.2%, 393.5%, and 65.2%, respectively in 2022. The Macroprudential Intermediation Ratio (RIM) was 67.2%.

In terms of profitability, BCA booked a positive financial performance supported by solid operating activities in 2022, as reflected by Pre-Provision Operating Profit (PPOP), which was recorded at Rp55.0 trillion, an increase of 14.1% from the previous year. BCA applies prudent principles in every aspect of the company's operations to conform to the risk profile set by management. As a result, asset quality is maintained with an adequate level of financial asset provisions.

BCA maintained a high score of assessment in 2022 from external rating agencies, Fitch Ratings and Pefindo as follows:

Fitch Ratings 2022

Description	Rating
Outlook	Stable
Local long term rating	AA+ (idn)
Issuer default – long term rating	BBB-
Issuer default – short term rating	F3
Government support rating	bbb-

Pefindo Ratings 2022

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

CAPITAL STRUCTURE AND MANAGEMENT POLICY ON CAPITAL STRUCTURE

Capital Structure

BCA's capital structure is as follows:

- Tier 1 capital reached 96.3% of total capital, or Rp212.4 trillion, an increase of 8.3% from the previous year.
- Meanwhile, 3.7% of total BCA capital, or Rp8.1 trillion, was Tier 2 capital, mostly Provision for Asset Quality Assessment (PPKA).

On a consolidated basis, BCA has an adequate level of capital, with a capital adequacy ratio (CAR) reaching 26.8% in 2022, relatively consistent compared to the previous year.

Capital Component (consolidated – in billion Rupiah)

	2022	2021	2020
Capital	220,569	203,621	186,953
Tier 1 Capital	212,446	196,114	179,945
Tier 2 Capital	8,123	7,507	7,008
Risk Weighted Assets (Credit, Operational and Market Risk)	821,723	758,289	695,144
Capital Adequacy Ratio (CAR) – Consolidated	26.8%	26.9%	26.9%
Capital Adequacy Ratio (CAR) – Non Consolidated	25.8%	25.7%	25.8%

Management Policy on Capital Structure

BCA has maintained its level of capital in accordance with regulatory requirements. Adequate capital levels are measured by the Capital Adequacy Ratio (CAR), which covers credit, market, and operational risks. BCA provides additional capital as a buffer according to BI and OJK regulations, including Conservation Buffer, Countercyclical Buffer, and Capital Surcharge for Domestic Systemically Important Banks (D-SIB). In 2022, CAR was recorded above the regulatory requirement.

In line with the prudent principle in developing businesses, BCA identified a need for adequate capital above regulatory requirements to support BCA's future business growth in the long term, particularly in the lending business.

Furthermore, BCA always ensures adequate nominal capital to comply with regulations regarding the Legal Lending Limit (LLL) in loan disbursement to one group of corporate customers.

BCA performs integrated stress tests and considers various possible crisis scenarios and their potential impacts on NPLs, liquidity, and capital levels. Based on the stress tests, BCA has adequate liquidity and capital to cover potential losses from the risks related to the anticipated scenarios.



Basis of Management Policy to Determine Capital Structure

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

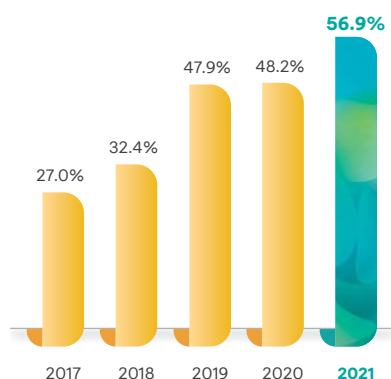
DIVIDEND POLICY

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

The Annual GMS on 17 March 2022 approved the use of a portion of the net profit for 2021 as cash dividends of Rp17.9 trillion, or Rp145 per share (paid through an interim dividend of Rp25 per share on 7 December 2021 and a final dividend of Rp120 per share shares paid on 19 April 2022). The dividend payments are equal to the dividend payout ratio of 56.9% of the 2021 net profit.

BCA sustains the balance of capital adequacy for business growth, investment, and shareholder interests. BCA has consistently increased the dividend payout ratio in recent years as a form of appreciation to the shareholders, in line with its strong financial performance. The following graph shows the trend of BCA's dividend payout ratio in the past few years.

Dividend Payout Ratio



MATERIAL CAPITAL EXPENDITURE COMMITMENTS

Purpose of Material Capital Expenditure Commitments

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

Fund Sources for Capital Expenditures

BCA invests primarily in information technology and network development, with funding sources coming from accumulated profits.

Currency and Exchange Risk Mitigation Related to Capital Expenditures

BCA invests in capital expenditures both from domestic and overseas suppliers. Claims and payments for investments in capital expenditures are mostly denominated in Rupiah to minimize exchange rate risk.

REALIZED CAPITAL EXPENDITURES

In 2022, the realized investment in capital expenditures amounted to Rp3.3 trillion, most of which were construction in progress as well as office supplies and equipment. This is mainly related to the business development plan of BCA in information technology. With the acceleration of the digitalization, BCA is committed to continuing to invest in technology-based development, including IT security, to improve the capabilities of transaction banking services.

Capital Expenditures Investment (in billion Rupiah)

Description	2022	2021	2020	Increase / (decrease) 2022		Increase / (decrease) 2021	
				Nominal	%	Nominal	%
Land	133	27	55	106	392.6%	(28)	-50.8%
Buildings	778	272	1,424	506	186.0%	(1,152)	-80.9%
Office furnitures, fixtures and equipments	1,155	2,182	1,723	(1,027)	-47.1%	459	26.7%
Motor vehicles	15	9	13	6	66.7%	(4)	-28.3%
Construction in progress	1,263	804	536	459	57.1%	268	50.0%
Total	3,344	3,294	3,751	50	1.5%	(457)	-12.2%

MATERIAL INFORMATION AND FACTS SUBSEQUENT TO THE ACCOUNTANT'S REPORT

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

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

During 2022, BCA did not have a program to grant stock options to the Board of Directors, Board of Commissioners, or employees.

UTILIZATION OF PROCEEDS FROM PUBLIC OFFERINGS

In 2022, BCA did not conduct a public offering in the form of issuing new shares.

MATERIAL INFORMATION ABOUT INVESTMENT, EXPANSION, DIVESTMENT, AND ACQUISITION

Throughout 2022, BCA did not engage in any investments, expansions, divestments or acquisition transactions or activities of material value.

However, BCA made an additional equity placement in BCA Life amounting to Rp67.5 billion in December 2022, resulting in a total capital of Rp635 billion. The capital injection is intended to support business continuity of BCA Life.

INFORMATION ABOUT MATERIAL TRANSACTIONS WITH CONFLICTS OF INTEREST

Throughout 2022, BCA did not engage in any material transactions that can be classified as transactions with conflicts of interest.

DISCLOSURE OF TRANSACTIONS WITH RELATED PARTIES

In the course of its business operations, BCA is engaged in a variety of transactions with related parties. The Bank's related parties transactions take into account arm's-length principle and is in compliance with prevailing conflict of interest rules.

Details about transactions with related parties (including amount, type of transaction, and nature of relationship with related parties) are presented in the "Corporate Governance" section under the "Transactions with Affiliate and Conflicts of Interest" subsection (page 510), as well as in the Audited Consolidated Financial Statements, Note 48 Attachment 5/145 (page 741).



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

The combined credit facility provided by BCA and its subsidiaries to debtors or groups of debtors as of December 2022 was Rp220.7 trillion, or 31.9% of the Bank's total outstanding loans as of 31 December 2022. The NPL for the credit portfolio was 1.3%.

Combined Lending Facilities provided by the Bank and its Subsidiaries

(in billion Rupiah, except for number of debtors)

Collectibility	Number of Debtors	Facilities at Subsidiaries				Facilities in BCA	Total Exposure
		BCA Finance	BCA Finance Limited	BCA Syariah	BCA Multi Finance		
Current	316,908	3,186	31	3,604	305	207,087	214,213
Special Mention	30,266	185	-	78	22	3,484	3,769
Substandard	1,101	7	-	-	1	88	96
Doubtful	495	1	-	-	1	151	153
Loss	7,038	48	-	105	2	2,356	2,511
Total	355,808	3,427	31	3,787	331	213,166	220,743

IMPACT OF REGULATORY CHANGES

In 2022, a number of new regulations were issued that affected BCA and its subsidiaries' business activities, including the following:

- **PBI No. 24/3/PBI/2022 dated 22 February 2022** effective 1 March 2022 (First Amendment), regarding Macroprudential Inclusive Financing Ratio (RPIM) for Conventional Commercial Banks, Sharia Commercial Banks, and Sharia Business Units. The enactment of this provision requires BCA to set the RPIM target in the bank business plan, adjust the internal regulation, and submit report regarding RPIM to Bank Indonesia.
- **PBI No. 24/4/PBI/2022 dated 25 February 2022** effective 1 March 2022 (Forth Amendment), **PADG No. 24/3/PADG/2022 dated 1 March 2022** effective 1 March 2022 (Eighth Amendment), **PADG No. 24/8/PADG/2022 dated 30 June 2022** effective 1 July 2022 (Implementation Regulation) regarding Reserve Requirement (RRR) in Rupiah and Foreign Currency for Conventional Commercial Banks, Sharia Commercial Banks, and Sharia Business Units. BCA has adjusted the RRR in Rupiah to 7.5% starting 1 July 2022 and 9.0% starting 1 September 2022.
- **PBI No. 24/5/PBI/2022 dated 25 February 2022** effective 1 March 2022 regarding Incentives for Banks Providing Funds Provision for Certain and Inclusive Economic Activities. BCA is required to adjust internal regulations and submit the required reports as a basis for providing incentives.
- **PBI No. 24/7/PBI/2022 dated 30 June 2022** effective 4 July 2022, **PADG No. 24/10/PADG/2022 dated 4 July 2022** effective 4 July 2022 (Implementation Regulations) regarding Transactions in the Foreign Exchange Market. As this provision applied, BCA needs to make adjustments to internal regulations regarding foreign exchange transactions and Domestic Non-Deliverable Forward (DNDF) transactions, especially those related to underlying documents and those that are not included in the permitted scope of underlying documents. BCA also needs to make changes to channel related to the threshold for foreign exchange transactions to USD100,000 or equivalent.
- **PADG No. 24/11/PADG/2022 dated 4 July 2022** effective 4 July 2022 regarding Domestic Non-Deliverable Forward (DNDF) transactions. This regulation relates to the threshold for buying DNDF transactions of USD100,000 or the equivalent per month per transaction party and selling DNDF transactions of USD5,000,000 or the equivalent per transaction.
- **PADG No. 24/20/PADG/2022 dated 28 December 2022** effective 28 December 2022 regarding the Implementation Report of the Market Code of Ethics and the Implementation of Treasury Certification. Through this regulation, BCA is required to submit an annual report on the list of directors and employees as well as treasury certificates ownership which were previously submitted offline to be submitted online for the first time no later than 31 January 2023 for the data of the 2022 period.

- **PADG No. 24/25/PADG/2022 dated 30 December 2022** effective 30 December 2022 (Second Amendment) regarding Export Proceeds and Import Payments. As this provision applied, BCA is required to adjust internal regulations related to Export Proceeds (DHE) and Import Payments (DPI), particularly in regards to the addition of instruments for placement of DHE Special Accounts from Natural Resource Export Goods (SDA), socializing to customers related to additional instruments for placement of DHE SDA, provide a special marker (flag) for placement in the DHE SDA.
- **POJK No. 6/POJK.07/2022 dated 14 April 2022** effective 18 April 2022 regarding Consumer and Community Protection in the Financial Services Sector. In line with this, BCA reviews a summary of customer product information, advertisements, promotions and customer agreements.
- **POJK No. 15/POJK.04/2022 dated 18 August 2022** to take effect on 22 February 2023 regarding Share Split and Merger of Shares by a Public Company. This regulation relates to the provisions of implementation procedures and reports submissions related to stock splits and share mergers.
- **POJK No. 19 Year 2022 dated 27 October 2022** effective 28 October 2022 regarding Special Treatment for Financial Services Institutions in Regions and Sectors in Indonesia Affected by Disasters. This regulation requires the Bank to make policy adjustments related to special treatment for areas and sectors in Indonesia which are affected by the disaster.
- **POJK No. 22 Year 2022 dated 1 November 2022** effective 2 November 2022 regarding Equity Participation Activities by Commercial Banks. The important matters regulated in this provision are the addition of the investee scope that includes companies that utilize the use of information technology to produce financial products, the maximum amount of equity participation being a maximum of 35% of bank capital, and restrictions on equity participation by subsidiary companies which can only be made on companies in the financial services or its supporting industries.
- **POJK No. 24 Year 2022 dated 25 November 2022** effective 5 December 2022 regarding the Development of the Human Resources Quality of Commercial Banks. BCA is required to provide funds for HR quality development every financial year, implement Work Competency Certification (SKK) in banking sector, and have internal systems and/or procedures to monitor the realization of sustainable HR quality development.
- **SEOJK No. 28/SEOJK.03/2022 dated 22 December 2022** effective 22 December 2022 regarding Risk Management Certification for Commercial Bank Human Resources. As this provision applies, BCA must ensure that the Board of Directors, Board of Commissioners, Executive Officers and Key Officers other than Executive Officers in operational work units who make and implement decisions related to risk, to possess a Risk Management Certificate that is still valid while in office and to perform a Risk Management Certification refreshment.
- **POJK No. 27 Year 2022 dated 26 December 2022** effective 28 December 2022 regarding the Second Amendment to the Financial Services Authority Regulation Number 11/POJK.03/2016 Concerning the Minimum Capital Adequacy Requirement for Commercial Banks. Important matters regulated in this provision include the requirement to form a Capital Conservation Buffer, the exposure calculation to the central counterparty institution in calculating capital, and the obligation to fulfill margins for derivative transactions that are not cleared through the central counterparty institution
- **SEOJK No. 4/SEOJK.04/2022 dated 10 March 2022** effective 10 March 2022 regarding Amendments to the Financial Services Authority Circular Letter Number 20/SEOJK.04/2021 regarding Stimulus Policies and Relaxation of Provisions Related to Issuers or Public Companies in Maintaining Capital Market Performance and Stability due to the Spread of Coronavirus Disease 2019 (COVID-19). Important matters regulated in this provision are changes in deadline for submission of periodic reports, changes to the financial statements validity period and appraiser reports, as well as changes to the deadline for submitting audit committee evaluation reports and holding of GMS.

CHANGES IN ACCOUNTING POLICIES

Financial Accounting Standard Board of Indonesian Institute of Accountant (DSAK-IAI) has issued the following amendments and interpretations which were effective on or after 1 January 2022 as follows:

- Amendments to SFAS 22 "Business Combinations";
- Amendments to SFAS 57 "Provisions, Contingent Liabilities and Contingent Assets regarding Onerous Contracts - The Cost of Fulfilling the Contract";
- Annual improvements SFAS 71 "Financial Instruments";
- Annual improvements SFAS 73 "Leases";
- SFAS 24 Press Release "Employee Benefits";
- Amendment of SFAS 71 "Financial instrument", Amendment of SFAS 60 "Financial instrument: Disclosure", Amendment of SFAS 62 "Insurance contract", Amendment of SFAS 73 "Lease regarding Interest Rate Benchmark Reform - Phase 2".



The adoption of these amended and interpretations of the above standards did not result in substantial changes to the Group's accounting policies and had no material impact to the consolidated financial statements for current period or prior financial years.

SFAS 24 Press Release “Employee Benefits”

Regarding the DSAK IAI press release “Compensation Attribution in the Service Period” in April 2022, the Group changed the policy related to the attribution of pension compensation in the service period in accordance with the provisions in SFAS 24 for the general fact pattern of pension programs based on the UU Cipta Kerja No. 11/2020 and PP 35/2021. The impact of the change in calculation is immaterial to the Group, therefore the impact of the changes is recorded entirely in the Bank's consolidated financial statements for the current period.

BUSINESS CONTINUITY INFORMATION

BCA continues to maintain customer trust by providing comprehensive and high-quality financial solutions based on the prudence principle and supported by technology and digitalization.

Recognizing the importance of security aspects and the increased risk of cyber security, BCA ensures the implementation of 3 (three) main aspects of information technology security, i.e., human resources, process, and technology.

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

- Implementing security systems with reference to domestic and overseas system standardization.
- Using monitoring system tools to monitor/detect system disruption, fraud threat, and cyber-attack in order to minimize loss risk and reputational risk.
- Conducting reviews and implementing policies on security for work from home (WFH) access (using VPN applications) and implementing split operations during the pandemic, as well as providing required security recommendations.

BCA also increases employee competences, especially those related to supporting the innovation of digital banking services and strengthening relationships with customers. The regeneration process and leadership succession are prudently managed in line with corporate values and fair governance.

PRIME LENDING RATE

Concerning transparency and publication of reports, BCA discloses the Prime Lending Rate through its website and annual report. This supports corporate governance practices and drives healthy competition in the banking industry.

The prime lending rate is calculated based on: the Cost of Funds for Credit, overhead costs incurred by the Bank during the loan approval process, and the profit margin set for credit activities.

Information on changes to the prime lending rate is available in branches and accessible via website www.bca.co.id. The following is information on Prime Lending Rate in each quarter as set by BCA in 2022.

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 - 2021	7.95	8.20	7.20	5.96
Quarter I - 2022	7.95	8.20	7.20	5.96
Quarter II - 2022	7.95	8.20	7.20	5.96
Quarter III - 2022	7.95	8.20	7.20	5.96
Quarter IV - 2022	7.95	8.20	7.20	5.96

PROSPECTS, STRATEGIC PRIORITIES AND PROJECTION FOR 2023

Prospects of the Economy and Banking Sector for 2023

The global economy is expected to slow down in 2023, with the risk of recession in various parts of the world as a result of inflationary pressures, rising interest rates, energy crisis, and geopolitical tension. However, the prospects for the Indonesian economy in 2023 are estimated to be resilient with moderate economic growth. BI's prudence stance on interest rate policy also supports a controlled inflation rate and a stable Rupiah exchange rate.

Consequently, the national banking performance in 2023 is predicted to remain stable, with relatively resilient growth that corresponds to the domestic economic condition. The increase in interest rates in national banking system is expected to be lower than in other countries. Liquidity will remain at a healthy level, with solid capital to support business expansion.

Discussion on macroeconomic and banking sector review can be seen on pages 281-282.

BCA Strategic Priorities and Projections for 2023

In general, BCA's short- to medium-term policy directions and strategic steps will refer to the following key strategic initiatives:

i. Strengthening the transaction banking franchise through payment settlement services

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

In line with this, BCA will continue to improve the features and facilities of banking products and services. The implementation of these initiatives is supported by reliable information technology infrastructure and system security.

A wider and more integrated payment ecosystem will become one of BCA's focus. A digital platform for customer acquisition (digital on-boarding) and collaboration with an external ecosystem will be used to expand the customer base. As a hybrid bank, BCA continuously develops its multi-channel network, comprising mobile banking, internet, branches, ATMs, EDC, QR, contact centers, and other forms of digital collaboration. Discussion on the development of multi-channel transaction banking is also available in the Board of Directors Report and Transaction Banking sections.

ii. Quality loan disbursement

BCA constantly explores new business opportunities, through data optimization and deepening processes with existing customers, as well as exploring various industries and potential customers. The exploration of new business opportunities also extends to the networks of existing debtors.

In the midst of global uncertainty, loan disbursements to customers require a disciplined implementation of prudence principle. This is performed through loan diversification to mitigate the loan concentration risk and close monitoring of loan quality. BCA also sets aside an adequate level of Allowance for Impairment Losses for credit to anticipate potential asset quality deterioration.

BCA also continues to strengthen the loan infrastructure by using technological developments and building human resource capacity to accelerate the processes of loan disbursement and debtor acquisition. The discussion in each segment is also reviewed in the Analysis and Management Discussion section, under the sub-sections Corporate Banking Commercial & SME Banking, and Individual Banking.

iii. Development of comprehensive solutions and services with subsidiaries

BCA continues to develop more comprehensive financial solutions. In collaboration with its subsidiaries, BCA offers a range of financial products and services, including vehicle financing (BCA Finance and BCA Multi Finance); sharia banking (BCA Syariah); brokerage and investment management services (BCA Sekuritas); insurance (BCA Insurance and BCA Life); remittances (BCA Finance Ltd.); venture capital (PT Central Capital Ventura); and digital banking with a focus on the millennial segment (PT Bank Digital BCA).

Taking into account the future economic prospects and strategic steps that have been proposed, BCA estimates loan growth and CASA growth of 10%-12% and 7%-9%, respectively, and seeks to maintain the ROA and ROE ratios respectively in the range of 3%-4% and 19%-22%. Entering 2023, BCA has set a number of targets, including the following:

Target 2023

Category	Target
GDP (BI)	4.5% - 5.3%
Loan Growth	10% - 12%
CASA (Current Account and Saving Account) Growth	7% - 9%
Net Profit After Tax (NPAT) Growth	8% - 9%
Net Interest Margin (NIM)	5.7% - 5.8%
Return on Asset (ROA)	3% - 4%
Return on Equity (ROE)	19% - 22%
CIR (Cost to Income Ratio)	36% - 37%
Cost of Credit (CoC)	0.7% - 0.8%

The background is a solid teal color. It features several large, overlapping, semi-transparent shapes in various shades of teal and green, creating a layered effect. On the right side, there is a faint, light-colored line drawing of a woman's profile, facing right. She has long, wavy hair and is wearing a headpiece with a circular, spiral-like ornament. The overall aesthetic is modern and artistic.

Good Corporate **Governance**

04





Glossary

No.	Keyword/Term	Initials
1.	Accounting Education Program	PPA
2.	Annual General Meeting of Shareholders	AGMS
3.	Annual Report	AR
4.	ASEAN Corporate Governance Scorecard	ACGS
5.	Asset and Liability Committee	ALCO
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 Social Responsibility	CSR
12.	Credit Policy Committee	CPC
13.	Credit Committee	CC
14.	Extraordinary General Meeting of Shareholders	EGMS
15.	Financial Report	FR
16.	Financial Services Institution	FSI
17.	Financial Services Authority	OJK
18.	Financial Services Authority Regulation	OJK Regulation
19.	Financial Services Authority Circular Letter	OJK Circular Letter

No.	Keyword/Term	Initials
20.	Good Corporate Governance	GCG
21.	Indonesia Deposit Insurance Corporation	IDIC
22.	Indonesia Stock Exchange	IDX
23.	Information Technology Steering Committee	ITSC
24.	Informatics Engineering Education Program	PPTI
25.	Integrated Governance Committee	IGC
26.	Integrated Risk Management Committee	IRMC
27.	Number (for Regulation)	No.
28.	Perseroan	BCA
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	UMKM
37.	Subsidiary Company of PT Bank Central Asia Tbk	Subsidiary
38.	Value Added Tax	VAT

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CORPORATE GOVERNANCE



COMMITMENT TO THE IMPLEMENTATION OF GOOD CORPORATE GOVERNANCE PRINCIPLES

Good Corporate Governance (GCG) is one of the aspect of sustainability that serves as a foundation for a Bank to conduct business and carry out operational activities prudently. Bank management according to GCG principles is reflected in the soundness of the Bank which is able to gain and strengthen trust as well as provide added value for investors and stakeholders.

BCA upholds the principles of GCG and is committed to continuously improving the quality of its implementation. From time to time, BCA makes improvements, adjusts operational policies and procedures to comply with applicable regulations, adopts industry best practices, develops systems, and to raise awareness among all BCA personnel.

”

The Financial Services Sector played a critical role in maintaining resilience and encouraging national economic recovery during the COVID-19 pandemic until transitioning into recovery period in 2022. Therefore, sustainability principles are essential to be implemented continuously to establish a responsible, resilient, and strong Financial Services Sector to face future challenges. As one of the pillars of sustainability, Good Corporate Governance is crucial in strengthening BCA's business sustainability, both nationally and regionally.

We believe in Good Corporate Governance practice that goes hand-in-hand with digital innovation and business practices that concern with positive environmental and social impacts, will be able to create resilience, regain momentum, and to accelerate growth.

”

Good Corporate Governance Supports Bank Performance

Good Corporate Governance (GCG) implementation supported BCA's performance in 2022.





Awards received by BCA in the Implementation of GCG Principles include:



Purpose of Implementing Good Corporate Governance

The implementation of Good Corporate Governance principles at BCA aims, among others, to:

- Support BCA's vision, which is to become "the people's mainstay bank of choice, which acts as an important pillar of the Indonesian economy".
- Support BCA's mission, namely:
 - Build an institution that excels in the field of payment settlement and financial solutions for businesses and individual customers.
 - Recognize the various needs of customers and provide the appropriate financial services to optimize customer satisfaction.
 - Increase the value of franchise and BCA stakeholders.
- Providing benefits and added value for shareholders and stakeholders.
- Maintaining and improving healthy, competitive and sustainable business continuity.
- Increasing investor confidence in BCA.

Basis for the Implementation of Good Corporate Governance at BCA

BCA has implemented Good Corporate Governance with reference to regulatory provisions, internal regulations, and best practices on a national and international scale.

In addition, internal policies and provisions related to the implementation of Good Corporate Governance also refer to BCA's Articles of Association, ensuring that policies do not only comply with existing regulations but are also in line with BCA's business efforts.

Laws and regulations used as references in the implementation of Good Corporate Governance at BCA include the following:

- Law No. 8 of 1995 concerning Capital Markets.
- Law No. 40 of 2007 concerning Limited Liability Companies.
- OJK Regulation No. 17/POJK.03/2014 concerning the Implementation of Integrated Risk Management for Financial Conglomerates.
- OJK Regulation No. 18/POJK.03/2014 concerning the Implementation of Integrated Governance for Financial Conglomerates.
- OJK Regulation No. 33/POJK.04/2014 concerning the Board of Directors and the Board of Commissioners of Issuers or Public Companies.
- OJK Regulation No. 8/POJK.04/2015 concerning Issuer or Public Company Websites.
- OJK Regulation No. 21/POJK.04/2015 concerning the Implementation of Public Company Governance Guidelines.
- OJK Regulation No. 31/POJK.04/2015 concerning the Disclosure of Information or Material Facts by Issuers or Public Companies.

- OJK Regulation No. 5/POJK.03/2016 concerning Bank Business Plans.
- OJK Regulation No. 32/POJK.03/2016 concerning Amendments to OJK Regulation No. 6/POJK.03/2015 concerning Transparency and Publication of Bank Reports.
- OJK Regulation No. 55/POJK.03/2016 concerning the Implementation of Governance for Commercial Banks.
- OJK Regulation No. 29/POJK.04/2016 concerning the Annual Reports of Issuers or Public Companies.
- OJK Regulation No. 18/POJK.03/2016 concerning the Implementation of Risk Management for Commercial Banks.
- OJK Regulation No. 39/POJK.03/2019 concerning the Implementation of Anti-Fraud Strategy.
- OJK Regulation No. 42/POJK.04/2020 concerning Affiliated Transactions and Conflict of Interest Transactions.
- OJK Regulation No. 12 /POJK.03/2021 concerning Commercial Banks.
- OJK Regulation No. 11 /POJK.03/2022 concerning the Implementation of Information Technology by Commercial Banks.
- OJK Regulation No. 18 of 2022 concerning Written Orders.
- OJK Regulation No. 22 of 2022 concerning Equity Participation Activities by Commercial Banks.
- OJK Circular Letter No.14/SEOJK.03/2015 concerning the Implementation of Integrated Risk Management for Financial Conglomerates.
- OJK Circular Letter No.15/SEOJK.03/2015 concerning the Implementation of Integrated Governance for Financial Conglomerates.
- OJK Circular Letter No.32/SEOJK.04/2015 concerning Guidelines for Public Company Governance.
- OJK Circular Letter No.25/SEOJK.03/2016 concerning Business Plans for Commercial Banks.
- OJK Circular Letter No. 43/SEOJK.03/2016 concerning Transparency and Publication of Conventional Commercial Bank Reports.
- OJK Circular Letter No. 13/SEOJK.03/2017 concerning the Implementation of Governance for Commercial Banks.
- OJK Circular Letter No. 16 /SEOJK.04/2021 concerning Form and Content of Annual Reports of Issuers or Public Companies.
- Roadmap of Indonesian Corporate Governance Guidelines issued by OJK.

In implementing Good Corporate Governance, BCA also refers to several best practice guidelines as follows:

- Indonesian General Guidelines for Corporate Governance (PUGKI) issued by the National Governance Policy Committee (KNKG).
- ASEAN Corporate Governance Scorecard (ACGS) issued by the ASEAN Capital Market Forum (ACMF).
- Principles of Corporate Governance issued by the Organization for Economic Cooperation and Development (OECD).
- Principles for Enhancing Corporate Governance issued by the Basel Committee on Banking Supervision.

The Implementation of Good Corporate Governance Principles

The implementation of GCG principles at BCA is based on OJK Regulation Regulation No. 55/POJK.03/2016 and OJK Circular Letter No. 13/SEOJK.03/2017 concerning the implementation of Governance for Commercial Banks based on 5 (five) basic principles: transparency, accountability, responsibility, independence, and fairness.

GCG Principles	Implementation at BCA
Transparency	<ul style="list-style-type: none"> • BCA submits a Corporate Governance Implementation Report and discloses the information in a timely, clear, and easily accessible manner for stakeholders through the BCA website. • BCA discloses material information or facts in accordance with the procedures stipulated in the capital market regulations and/or related laws. • BCA provides explanations to the public regarding news coverage in the mass media. • BCA's obligation to always comply with Bank and professional secrecy provisions is not reduced by implementation of the full disclosure principle. • All stakeholders have access to information in accordance with the principle of transparency.
Accountability	<ul style="list-style-type: none"> • Members of the Board of Directors and the Board of Commissioners have clear duties and responsibilities. • The Board of Directors and Board of Commissioners are held accountable for their performance through the Annual General Meeting of Shareholders. • Each organ has clear duties and responsibilities within the organization that are aligned with BCA's vision, mission, strategic goals, and business. This can be seen in the BCA Organizational Structure.
Responsibility	<ul style="list-style-type: none"> • BCA always adheres to the prudential banking principle in carrying out its business activities. • BCA also acts as a good corporate citizen. • BCA complies with the applicable laws and regulations.



GCG Principles	Implementation at BCA
Independence	<ul style="list-style-type: none"> • BCA acts professionally, is not subject to pressure or intervention from any party, and is objective in all decision making. • BCA always avoids conflicts of interest.
Fairness	<ul style="list-style-type: none"> • Based on the principle of equality and fairness, BCA always caters to the interests of all stakeholders equally. • BCA provides an opportunity for all shareholders at the GMS to express their opinions.

BCA's Corporate Governance Implementation Roadmap

Year	Activities
2018	<ul style="list-style-type: none"> • Amendments to the Articles of Association • Preparation: <ul style="list-style-type: none"> - Insider Trading Policy - Dividend Policy - Assessment Policy for the Board of Commissioners and Board of Directors. • Improvement: <ul style="list-style-type: none"> - Corporate Governance Guidelines - Audit Committee Charter - Implementation of Affiliate Transactions and Conflicts of Interest - Corporate Governance section of the BCA website - Good Corporate Governance (GCG) socialization facility, through GCG articles on the MyBCA portal. • Fulfillment of ASEAN Corporate Governance Scorecard (ACGS) Indicators • Disclosure of the Financial Services Authority (OJK) recommendation table along with explanation • Integrated Governance Workshop with Subsidiaries in collaboration with the National Committee on Governance Policy (KNKG)
2019	<ul style="list-style-type: none"> • Fulfillment of OJK Recommendations Regarding Governance • Improvement: <ul style="list-style-type: none"> - Corporate Governance Guidelines - Affiliate Transaction and Conflict of Interest Transaction Policy - GCG articles on MyBCA Portal. • Assessment/Analysis: <ul style="list-style-type: none"> - Code of Ethics - Annual Disclosures - Conformity of the BCA website for Governance Section. • Implementation: <ul style="list-style-type: none"> - Assessment of the performance of the Board of Commissioners and Board of Directors in accordance with OJK directions - Summons for the Annual General Meeting of Shareholders (AGMS) 28 days prior to the AGMS - Publication of the results of the AGMS on the same day as the holding of the AGMS. • Preparation of Sustainability Governance
2020	<ul style="list-style-type: none"> • Monitoring the implementation of GCG at BCA according to regulations • Improvement: <ul style="list-style-type: none"> - GCG implementation based on external assessment results - Implementation of ACGS - Implementation of Sustainability Governance - Integrated Governance Guidelines - Implementation of Integrated Governance. • Socialization: <ul style="list-style-type: none"> - Code of Ethics - Annual Disclosure Practice - GCG e-Learning materials for all employees.
2021	<ul style="list-style-type: none"> • Improvement: <ul style="list-style-type: none"> - Corporate Governance Guidelines - Guidelines and Work Rules of the Board of Commissioners - Guidelines and Work Rules of the Board of Directors. • Preparation: <ul style="list-style-type: none"> - Anti-Corruption Policy and Gratification Control - Corporate Secretary Work Guidelines. • Socialization: <ul style="list-style-type: none"> - Implementation of Affiliate Transactions and Conflict of Interest Transactions - Digitalization of Annual Disclosure - Digitalization of Special List Reports - Digitalization of the Board of Commissioners' and Board of Directors' Reports on the Company's Share Transactions.

Improvements to Governance Quality implemented by BCA throughout 2022

Throughout 2022, BCA made various efforts to improve quality and strengthen the implementation of good corporate governance (GCG) while considering developments in relevant regulations.

1. Preparation:

- Gratification Control Reporting Policy
- BCA Website Information Management Policy
- Policy on Information Disclosure and Reporting to Regulators (Information Disclosure and Reporting Manual)
- The Board of Directors' and Board of Commissioners' Statements regarding the commitment to implementing GCG principles
- Remuneration and Nomination Committee Charter

2. Socialization

- Videos for BCA employees that are broadcast on social media and internal digital publications regarding:
 - GMS
 - Dividend distribution
 - Annual report
 - Corporate Secretary
- Forum Group Discussion with Subsidiaries, with the following topics:
 - Equity participation
 - Affiliate Transactions
 - Self Assessment of TKT Mapping indicator
 - Website Management
- GCG Series, which can be accessed by BCA personnel on the MyBCA internal portal.

3. Improvement

- Updating GCG E-Learning
- Enhancement of the Enterprise Management System, BCA's internal portal, to facilitate reporting, information sharing, and integrated GCG policies, including:
 - Digitalization of GMS Quorum Recap, BCA Dividend, TKB
 - Digitalization of BCA's TKB & TKT Self Assessment Rankings
 - Digitalization of BCA Share Composition
 - Digitalization of Historical Stock
 - Digitalization of PAF/PA Recap
 - Digitalization of Corporate Secretary Data
- Upgrading of Robotic Process Automation (RPA) from attended to unattended due to KSEI effect data reduction
- Enhancement Automation of classification and monitoring change of BBKA share ownership data owned by Board of Commissioners and Board of Directors
- Implementation of GCG, referring to ACGS criteria, in the form of:
 - Issuance of Statement of Code of Ethics;
 - Implementation of orientation program for new members of the Board of Directors
 - Updating the Governance section of the BCA website company regularly
 - Audit Committee Charter
 - Risk Oversight Committee Charter

Corporate Governance Structure and Mechanism

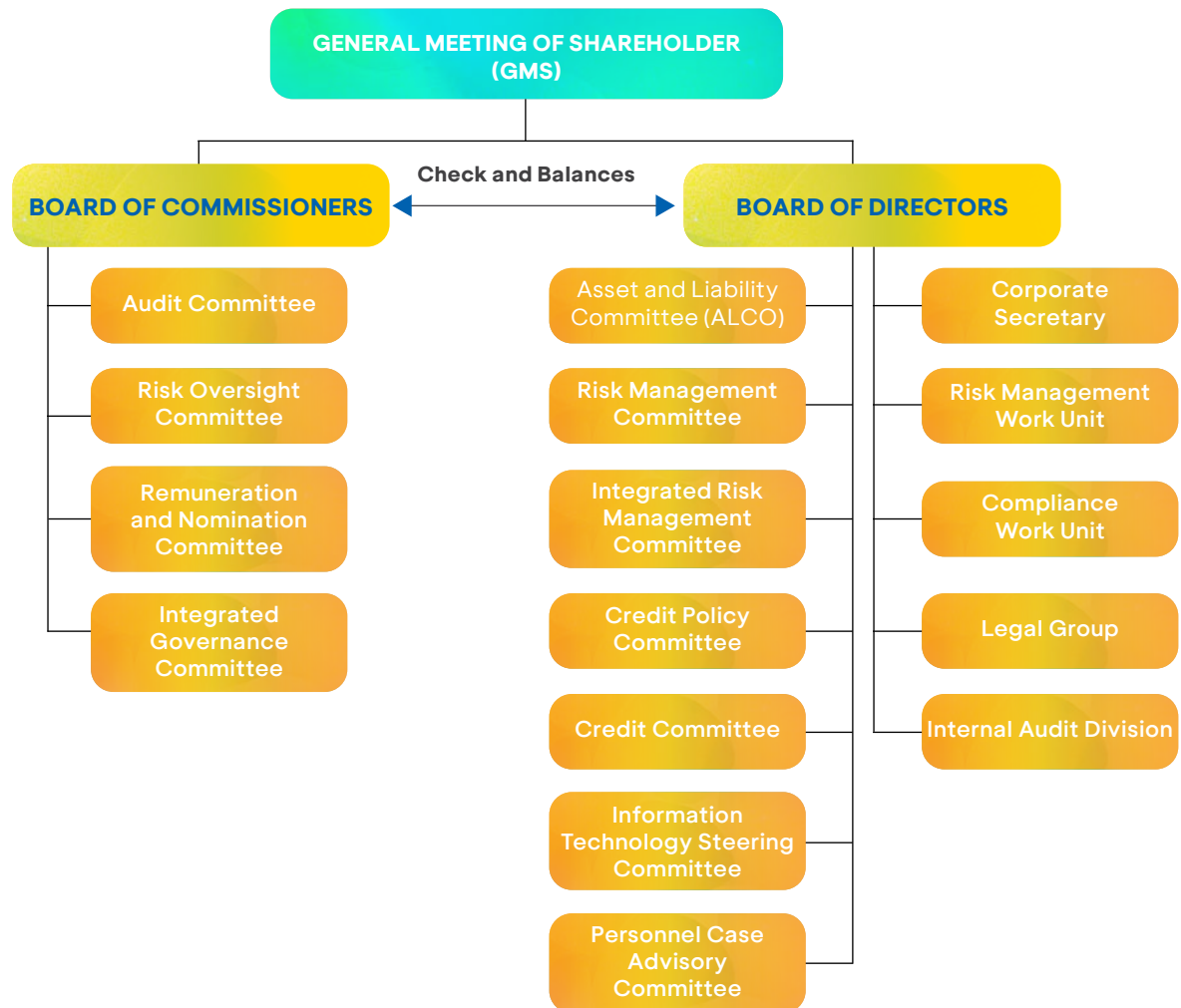
The implementation of GCG at BCA through a series of main activities (governance structure, governance process, and governance outcome) based on GCG principles and guided by company commitment.

GCG Implementation at BCA	
GCG Principles	<ul style="list-style-type: none"> • Transparency • Accountability • Responsibility • Independency • Fairness
BCA Commitment	<ul style="list-style-type: none"> • Vision • Mission • Values • Guideline/Charter • Code of Ethic
Governance Structure	<ul style="list-style-type: none"> • Main organs (GMS, Board of Commissioners, Directors) • Supporting Organs (Committee of the Board of Commissioners, Executive Commissioners, Corporate Secretary, Risk Management Work Unit, Compliance Work Unit, Legal Group, Internal Audit Division)
Governance Process	<ul style="list-style-type: none"> • Communication with stakeholders • Policy formulation & decision making • Assessment & evaluation
Governance Outcome	<ul style="list-style-type: none"> • Positive growth of the Company's performance • Bank Health Level • Assessment of credible rating agencies for corporate performance and/or BCA's GCG practices • Awards from various reputable organizations



1. Corporate Governance Structure

BCA has established a corporate governance structure that reflects the principle of checks and balances in implementing Good Corporate Governance.



2. Corporate Governance Process

BCA's commitment to implementing Good Corporate Governance is manifested, among others, through:

1. Existing internal policies related to Good Corporate Governance

BCA has an internal policy related to Good Corporate Governance as a means of fulfilling BCA's compliance with regulations as well as supporting infrastructure and the implementation of Good Corporate Governance. Several BCA policies related to Good Corporate Governance include:

Subject	Type of Internal Policies
General Provisions	Articles of Association Code of Ethics
Corporate Governance Guidelines	Board of Directors Decree No.121/SK/DIR/2021 dated June 30, 2021 regarding Adjustment of Corporate Governance Guidelines
Board of Commissioners and Board of Directors	Work Guidelines and Code of Conduct of the Board of Commissioners as well as Work Guidelines and Code of Conduct of the Board of Directors are an integral part of the Corporate Governance Guidelines contained in the Directors' Decree No.121/SK/DIR/2021 dated June 30, 2021 regarding Adjustments to Governance Guidelines.
Orientation Policy for New Members of the Board of Directors and Board of Commissioners	Board of Directors Decree No. 189/SK/DIR/2020 dated December 4, 2020 regarding Orientation for new members of the Board of Directors and Board of Commissioners.
Committee under the Board of Commissioners	<ol style="list-style-type: none"> 1. Decree of the Board of Commissioners No. 142/SK/KOM/2022 dated August 22, 2022 concerning the Audit Committee Charter of PT Bank Central Asia Tbk. 2. Decree of the Board of Commissioners No. 111/SK/KOM/2022 dated July 11, 2022 concerning the Risk Oversight Committee Charter. 3. Decree of the Board of Commissioners No. 035/SK/KOM/2017 dated February 24, 2017 concerning the Structure of the Remuneration and Nomination Committee. 4. Decree of the Board of Commissioners No. 114/SK/KOM/2021 dated July 8, 2021 concerning the Charter of the Integrated Governance Committee - BCA. 5. Chapter 3 of the BCA Governance Guidelines concerning the Guidelines and Rules of Committees Supporting the Board of Commissioners.
Corporate Secretary	Corporate Secretary Charter
Integrated Governance	<ol style="list-style-type: none"> 1. Board of Directors Decree No. 217/SK/DIR/2020 December 30, 2020 concerning the Guidelines for Integrated Governance of PT Bank Central Asia Tbk (BCA) and Subsidiaries. 2. Decree of the Board of Directors No. 037/SK/DIR/2017 dated March 27, 2017 concerning Integrated Compliance Risk Management Policy. 3. Corporate Charter - BCA Financial Conglomerate.
Affiliate and Conflict of Interest Transactions	<ol style="list-style-type: none"> 1. Decree of the Board of Directors 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 Instructions for Implementation of Affiliated Transactions and Transactions Containing Conflicts of Interest. 3. Decree of the Board of Directors No. 219/SK/DIR/2003 dated November 10, 2003 concerning Provisions Concerning Conflicts of Interest
Anti Fraud	<ol style="list-style-type: none"> 1. Decision Letter No. 114/SK/DIR/2021 dated June 17, 2021 concerning Adjustments to the Anti-Fraud Strategy Policy. 2. Decree of the Board of Directors No. 139/SK/DIR/2020 dated July 30, 2020 concerning the Anti-Fraud Declaration and Integrity Pact
Audit and Internal Control	<ol style="list-style-type: none"> 1. Board of Directors Decree No. 078/SK/DIR/2019 dated May 28, 2019 concerning Internal Audit Charter. 2. Decree of the Board of Directors No. 183/SK/DIR/2017 dated December 13, 2017 concerning Guidelines for Internal Control System Standards (PSSPI) of PT Bank Central Asia Tbk.
Risk Management	Board of Directors Decree No. 243/SK/DIR/2021 December 6, 2021 concerning the Basic Risk Management Policy of PT Bank Central Asia Tbk



Subject	Type of Internal Policies
Anti-Money Laundering	Board of Directors Decree No. 242/SK/DIR/2022 dated December 23, 2022 concerning Anti-Money Laundering and Prevention of the Financing of Terrorism guidelines
Whistleblowing System	Board of Directors Decree No. 146/SK/DIR/2017 dated November 1, 2017 concerning the Implementation of the Whistleblowing System at BCA
Procurement	<ol style="list-style-type: none"> 1. Board of Directors Decree No. 075/SK/DIR/2022 dated May 31, 2022 concerning Procurement Guidelines of Goods or Services 2. Board of Directors Decree 038/SK/DIR/2022 dated March 4, 2022 concerning Procurement Guidelines of Goods or Services 3. Circular Letter No. 085/SE/POL/2022 dated March 4, 2022 concerning adjustment of Process Procurement of Goods or Services.
Insider Trading	Chapter 11 BCA Governance Guidelines concerning Insider Transactions.
Gratification Control	<ol style="list-style-type: none"> 1. Board of Directors Decree No.269/SK/DIR/2021 concerning Anti-Corruption Policy and Gratification Control. 2. Circular Letter No.336/SE/POL/2022 concerning Reporting of Gratification Control.
Disclosure of Information	<ol style="list-style-type: none"> 1. Chapter 9 of Bab 9 Corporate Governance Guidelines of Information Disclosure. 2. Circular Letter No.480/SE/POL/2022 dated December 15, 2022 concerning of BCA website information management.
Others Related Guidelines	<ol style="list-style-type: none"> 1. The dividend policy is regulated in the BCA Governance Guidelines. 2. Policies for handling emergencies are regulated in the Integrated Business Continuity Policy of the BCA Financial Conglomerate. 3. Information Technology Governance Policy. 4. Loan Policy for the Board of Directors and the Board of Commissioners.

Corporate Governance Guidelines

BCA has governance guidelines that have been updated and ratified through Directors Decree No.121/SK/DIR/2021 dated June 30, 2021, concerning Adjustments to Corporate Governance Guidelines. The rules in the guidelines include discussion of:

- Principles of Good Corporate Governance.
- General Meeting of Shareholders (GMS) and its implementation.
- The Board of Commissioners and its guidelines and rules.
- Supporting Committees of the Board of Commissioners and their guidelines and rules.
- The Board of Directors and its guidelines and rules.
- Communication and Information Functions.
- Information Disclosure.
- Insider Trading
- Dividend distribution.
- Self-assessment Report on Implementation of Governance and Integrated Governance.
- Annual Report on the Implementation of Corporate Governance and Integrated Governance.

The main principles of BCA's governance guidelines are available for download on the BCA website in the Governance section. (<https://www.bca.co.id/en/tentang-bca/tata-kelola/acgs/kebijakan-gcg>).

BCA has several policies that meet the ACGS standard principles and recommendations as part of its efforts to implement good corporate governance, which include:

1. Insider Trading Policy

The Insider Transaction Policy is regulated in the BCA Governance Guidelines, which include rules regarding the legal basis for the policy, prohibitions, exclusions, and compliance with the insider transaction policy. BCA personnel must comply with applicable capital market regulations and uphold the values of the BCA Code of Ethics to support the implementation of this policy. BCA personnel must ensure that personal interests do not conflict with the interests of BCA as a banking entity or customer, do not abuse their position or authority for personal or family interests, and do not commit disreputable acts that could harm the image of their profession or the image of BCA in general. The main insider trading policies are available for download on the BCA website in the Governance Policy section (<https://www.bca.co.id/en/tentang-bca/tata-kelola/acgs/kebijakan-gcg>).

2. Dividend Policy

The dividend policy is regulated in the BCA Governance Guidelines, which include rules regarding the legal basis for policies, considerations for dividend distribution, proposed dividend distribution, and GMS decisions regarding dividends. Announcements (publications), schedules, and procedures for paying dividends refer to the provisions and/or applicable laws and regulations, including regulations from BI, the OJK, the IDX, taxation, and the Articles of Association of BCA. The main points of the dividend policy are available for download on the BCA website in the Governance Policy section (<https://www.bca.co.id/en/tentang-bca/tata-kelola/acgs/kebijakan-gcg>). Throughout 2022, the realization of dividend payments has been carried out in accordance with applicable regulations.

3. Conflict of Interest Policy

BCA has a Conflict of Interest Policy based on Directors Decree No. 219/SK/DIR/2003 concerning Provisions Concerning Conflicts of Interest. This policy is a guideline for individuals in BCA to always prioritize values in dealings with customers, partners, and fellow employees in the context of implementing good corporate governance practices and increasing public trust. The main points of the conflict of interest policy are available for download on the BCA website in the Governance Policy section (<https://www.bca.co.id/en/tentang-bca/tata-kelola/acgs/kebijakan-gcg>).

4. Policies for Handling Emergencies

Policies for handling emergencies are regulated in the Integrated Business Continuity Policy of the BCA Financial Conglomerate. This policy contains the implementation of Business Continuity to ensure the continuity of the business of BCA and members of the BCA Financial Conglomerate in the event of a disturbance. Issues regulated in this policy include business continuity plan policies, protocols from BCA to members of the BCA Financial Conglomerate and vice versa, as well as the priority order of recovery.

5. Information Technology Governance Policy

Along with the rapid development and use of technology in providing banking services, BCA has in place Information Technology

Governance Guidelines, which cover policies related to information technology risk, management of changes in information technology, management of information technology problems, information technology quality control, information technology capacity management, information technology communication network management, and data center physical security. BCA has also carried out measurements of the maturity level of information technology. The main information technology governance policies are available for download on the BCA website in Governance Policy section (<https://www.bca.co.id/en/tentang-bca/tata-kelola/acgs/kebijakan-gcg>).

6. Procurement Policy

To support banking business activities, BCA requires the procurement of goods and services. This need has prompted BCA to develop procurement guidelines so that it can obtain goods and/or services of the expected quality in accordance with applicable regulations and the principles of Good Corporate Governance. Procurement policy at BCA includes policies on the procurement of goods and/or logistics and building services as well as procurement related to information technology.

Policies on the procurement of goods and/or logistics and building services regulate procurement terms and authorities, centralized and decentralized procurement systems, types of goods and/or services, handling of procurement issues, grouping of activities, supporting documents, procurement processes/flows, and vendor selection. Procurement policies related to information technology regulate procurement, trial activities, end user computing, procurement recommendations and approvals, procurement recommendation and approval authorities, multi principal/multi vendor/multi brand implementation, as well as procurement implementation guidelines. The procurement policy also stipulates a mechanism for finding and selecting potential vendors by considering factors such as the cost of the goods/services offered and the professionalism and credibility of the vendor. The main points of the procurement policy are available for download on the BCA website in the Governance Policy section (<https://www.bca.co.id/en/tentang-bca/tata-kelola/acgs/kebijakan-gcg>).



Regarding procurement vendors, BCA personnel must comply with the Code of Ethics Relating to Vendors, which can be found on page 539 under the Code of Ethics Section of this Annual Report. Throughout 2022, BCA has carried out procurement and/or the process of appointing suppliers/contractors in accordance with BCA's internal policies regarding the Procurement of Goods/Services/Information Technology and other provisions.

7. Communication Policy

BCA recognizes the importance of a communication policy that governs communication between BCA and stakeholders. BCA already has a Communication and Information Disclosure Policy as outlined in the Governance Guidelines. The policy includes regulations related to the Corporate Secretary, Reporting and Disclosure, Investor Relations, Communication Media, Access to Information, Determining the Level of Disclosure, Transparency Aspects of BCA Conditions, and Disclosure of Information or Material Facts. BCA always makes it convenient for stakeholders and the general public to communicate and access BCA information and data. The main points of the communication policy are available for download on the BCA website in the Governance Policy section (<https://www.bca.co.id/en/tentang-bca/tata-kelola/ACGS/Kebijakan-GCG>).

8. Affiliate Transaction and Conflict of Interest Transaction Policy

Affiliate Transaction and Conflict of Interest Transaction policies can be found on page 510 under the Information on Affiliated Transactions and Conflict of Interest Transactions section of this Annual Report.

9. Loan Policy for the Board of Directors and the Board of Commissioners

The Loan Policy for the Board of Directors and Board of Commissioners can be found on page 542 under the Provision of Funds to Related Parties section of this Annual Report.

10. Orientation Policy for New Members of the Board of Directors and Board of Commissioners

BCA has in place an Orientation Policy for new members of the Board of Directors and Board of Commissioners based on Board of Directors Decree No. 189/SK/DIR/2020 dated December 4, 2020. The policy aims to allow newly appointed members of the Board of Directors

and Board of Commissioners to take part in an orientation program to gain an understanding of BCA in a short time.

2. Fulfillment of Good Corporate Governance Principles

BCA has complied with the principles of Good Governance, including through:

- a. OJK Circular Letter Recommendation No. 32/SEOJK.04/2015 concerning Guidelines for Public Company Governance;
- b. Governance Principles from the Organization for Economic Cooperation and Development (OECD);
- c. Guidelines of Corporate Governance Principles for Banks issued by the Basel Committee on Banking Supervision;
- d. Indonesian General Guidelines for Corporate Governance (PUGKI); and
- e. ASEAN CG Scorecard (ACGS) Indicators

A detailed description of the fulfillment of the principles of Good Governance can be found on page 560 under the Information Related to the Implementation of Corporate Governance section.

3. Internalization

An effective effort in encouraging the realization of the implementation of Good Corporate Governance at BCA is internalization at all levels of BCA from employees at the basic level up to management. Internalization activities supporting the implementation of Good Corporate Governance by BCA include:

- a. Statement of Commitment to Implementation of Good Corporate Governance.

As a concrete manifestation of BCA's commitment to continuously improving the implementation of the principles of Good Corporate Governance in accordance with applicable regulations, every year BCA requires employees of at least echelon 5 and above to sign an Annual Disclosure.

The written statement in the Annual Disclosure is as follows:

- 1) A statement of whether or not there is ownership of shares/share participation of 10% or more in a company on behalf of oneself, a wife/husband and/or child, either individually or jointly;

- 2) A statement of whether the individual concerned is a Commissioner/Director/worker/partner/allied/management at the company mentioned in point 1) above and/or other companies;
 - 3) A statement of whether, during the reporting period, the company/ies referred to in points 1) or 2) above received credit from or became a partner to BCA;
 - 4) A statement of whether or not there is transaction involvement in the process of granting credit/transactions as partners;
 - 5) A statement of whether or not there is a family relationship with the owner, Commissioners/Directors and/or BCA partners;
 - 6) A statement of whether the individual is an administrator/member of any other organization that may result in a conflict of interest;
 - 7) A statement of whether or not the individual has received gifts/rewards from parties related to BCA that may have a negative impact and/or influence BCA's decisions and/or are of a value that exceeds reasonable limits; as well as
 - 8) Other statements relating to the Conflict of Interest other than those covered in the points above.
- b. Socialization of BCA Values.
- The following are the BCA corporate values that are instilled in each individual employee:
- 1) Customer Focus
The implementation of Customer Focus includes SMART SOLUTION activities, namely programs intended to achieve excellent BCA service to meet customer needs and provide financial solutions, evaluate the Branch Service Quality Index, and evaluate Customer Engagement.
 - 2) Integrity
Implementation of integrity, among others, through cultural internalization activities, namely the spirit of One BCA (One Goal, One Soul, One Joy) and Senada (Senantiasa di Sisi Anda).
 - 3) Teamwork
The implementation of teamwork includes the TEAAA (Team

Engagement Action, Action, and Action) and Share Your TEX (Team Engagement Xperience) programs, where each leader can share stories about action plans to improve Team Engagement activities carried out in their work units through BCA's internal social media, namely MyXperience.

- 4) Continuous Pursuit of Excellence
The implementation of the Continuous Pursuit of Excellence includes the BCA Innovation Award program, which is open to all employees to provide innovative ideas for the development of BCA.

The principles of Good Corporate Governance are included in each of BCA's values, especially the values of integrity and pursuit of excellence. Vision, Mission, and Values can be found on the BCA website (<https://www.bca.co.id/en/tentang-bca/korporasi/visi-misi>).

Socialization activities, which are intended to internalize BCA's culture and values, are carried out through sharing sessions, face-to-face socialization with leaders and colleagues in one Community of Practice, the creation of comics containing values, outreach via the intranet, and screenings of videos on the internal portal, which can be downloaded at any time.

- c. Socialization of Good Corporate Governance.
Socialization of Good Corporate Governance, among others, is carried out through:
 - 1) Dissemination of the Principles and Implementation of Good Corporate Governance.
This socialization is carried out through the Corporate Governance bulletin (GCG Series bulletin) on the MyBCA internal portal, which can be accessed by all employees, and the broadcast of videos and infographics, for example, on the themes of GCG principles, affiliate transactions and conflicts of interest, filling mechanisms, annual disclosure, etc.
 - 2) Socialization of the Code of Ethics.
In order to make it easier for BCA employees to understand the Code of Ethics, socialization in 2022 was carried out by playing a video that all BCA employees must access on the BCA internal portal, myVideo.



3) Socialization of GMS video

This socialization was carried out using plasma TV facilities at Head Office, which are spread across Divisions/Work Units, and internal displays at BCA Branch Offices. By playing on repeat a video about the rationale for the GMS, it is hoped that BCA personnel will be able to better understand the intent, purpose, and meaning of the GMS.

4) Socialization of the Annual Report Video

This socialization was carried out using plasma TV facilities at Head Office, which are spread across Divisions/Work Units, and internal displays at BCA Branch Offices. By playing on repeat a video about the annual report, it is hoped that BCA staff will have a better understanding and be able to actively contribute according to their authority in preparing the Annual Report.

5) Socialization of the Corporate Secretary Video

This socialization was carried out using plasma TV facilities at Head Office, which are spread across Divisions/Work Units, and internal displays at BCA Branch Offices. By playing on repeat a video about the Corporate Secretary, it is hoped that BCA personnel will be able to better understand the function of the Corporate Secretary.

6) Socialization of Anti Fraud Awareness (AFA) and Integrity Pact

BCA has Guidelines for Implementing Anti-Fraud Strategies, which contain strategy implementation, risk management implementation, reports that must be submitted to regulators, and sanctions imposed. BCA is also active in disseminating fraud awareness and anti-gratification by distributing anti-fraud comics, Anti-Fraud Statements, anti-fraud application slides and a whistleblowing system that employees can download on the MyBCA internal portal, AFA videos, posters, the COP for Implementation of the Anti-Fraud Strategy, e-learning that must be followed by all employees, and so on.

BCA implements the AFA program so that each employee can play an active role in implementing an anti-fraud culture as an effort to implement the principles of

responsibility and independence in Good Corporate Governance, so as to create a conducive work environment free of fraud. One AFA program currently being promoted is the Anti-Fraud Declaration and the completion of the Integrity Pact, which are mandatory for every BCA employee.

7) Socialization of Affiliated Transactions and Conflict of Interest Transactions.

BCA plays an active role in implementing information disclosure, or reports on affiliate transactions and conflict of interest transactions, as a form of implementing the principles of Good Corporate Governance. Policies related to affiliate transaction reports and conflict of interest transactions are set forth in the Board of Directors' Decree No. 214/SK/DIR/2019 dated December 27, 2019 concerning Affiliated Transactions and Transactions Containing Conflicts of Interest and Circular Letter No. 319/SE/POL/2019 dated December 27, 2019 concerning Instructions for Implementation of Affiliated Transactions and Transactions Containing Conflicts of Interest. This policy can be downloaded from the MyBCA intranet portal which can be accessed by all BCA employees throughout Indonesia. Socialization is carried out through communication forums and sharing sessions between work units.

Implementation of Good Corporate Governance is an important factor in maintaining the trust of shareholders and other stakeholders in BCA. The need to implement Good Corporate Governance is becoming increasingly significant so that BCA can maintain its business continuity amid increasing business risks and challenges in the banking industry. Through the application of the principles of Good Corporate Governance, it is hoped that BCA will be able to maintain a healthy and sustainable level of business continuity.

3. Corporate Governance Outcomes

Achievement indicators for the implementation of Good Corporate Governance are assessed internally and externally. The corporate governance assessment policy can be found in the BCA Governance Guidelines, which are available for download on the BCA website in the GCG Policy section (<https://www.bca.co.id/en/tentang-bca/tata-kelola/ACGS/Kebijakan-GCG>).

1. Internal Assessment

BCA conducts an internal assessment of the Implementation of Good Corporate Governance every semester using the self-assessment working paper method, referring to OJK Regulation No. 55/POJK.03/2016 and OJK Circular Letter No.13/SEOJK.03/2017 concerning the implementation of Governance for Commercial Banks.

a. Procedure

BCA's Corporate Secretary and Integrated GCG Team collect relevant data and information for the self-assessment regarding the adequacy and effectiveness of Good Corporate Governance Implementation. The assessment covers all aspects of governance and considers the principles of significance and materiality. After the data is collected, the positive and negative factors of each aspect of governance can be concluded, namely:

1. Governance structure
Assessing the adequacy of BCA's Governance structure and infrastructure so that the process of implementing the principles of Good Corporate Governance produces outcomes in line with the expectations of BCA's Stakeholders.
2. Governance processes
Assessing the effectiveness of the process of Good Corporate Governance implementation, which is supported by the adequacy of BCA's Governance structure and infrastructure.
3. Governance outcomes
Assessing the quality of outcomes that meet the expectations of BCA Stakeholders, which are the result of the process of Good Corporate Governance implementation and are supported by the adequacy of the BCA Governance structure and infrastructure.

b. Assessment criteria

The criteria used in the assessment are as stipulated in OJK Circular Letter No. 13/ SEOJK.03/2017 concerning Implementation of Governance for Commercial Banks, including at least eleven factors for evaluating the implementation of Good Corporate Governance, namely:

1. Implementation of the duties and responsibilities of the Board of Directors;
2. Implementation of the duties and responsibilities of the Board of Commissioners;
3. Completeness and execution of committee duties;
4. Handling conflicts of interest;
5. Implementation of the compliance function;
6. Implementation of the internal audit function;
7. Implementation of the external audit function;
8. Implementation of risk management, including the internal control system;
9. Provision of funds to related parties and large exposures;
10. Transparency of the Bank's financial and non-financial conditions, reports on the implementation of governance, and internal reporting; and
11. The Bank's strategic plan.

c. The party conducting the assessment

Self-assessment of the eleven assessment factors involves related functions or units, including the Board of Commissioners, the Board of Directors, Committees, DAI, Compliance Work Unit, Risk Management Work Unit, Corporate Secretary, and other related work units.

d. Self-Assessment Results

The self-assessment results for the implementation of Good Corporate Governance in semesters I and II of 2022 were rank 1, with the following details:

**Results of Self-Assessment on the Implementation of Good Corporate Governance Individually:**

	Rating	Rating Definition
Semester I	1	BCA management has generally implemented very good governance. This result is reflected in the adequate fulfillment of the Governance principles. If there are weaknesses in the application of the principles of Governance, in general, these weaknesses are not significant and can be resolved by normal actions by BCA management.
Semester II	1	BCA management has generally implemented very good governance. This result is reflected in the adequate fulfillment of the Governance principles. If there are weaknesses in the application of the principles of Governance, in general, these weaknesses are not significant and can be resolved by normal actions by BCA management.

2. External Assessment

In addition to self-assessments, the corporate governance implementation at BCA is evaluated by an independent third party, RSM Indonesia, which serves as Indonesia's Domestic Ranking Body (DRB) for the ASEAN Corporate Governance Scorecard (ACGS) assessment.

The ASEAN Corporate Governance Scorecard (ACGS) is one of the initiatives of the ASEAN Capital Market Forum (ACMF) supported by the Asian Development Bank (ADB), to improve corporate governance practices in ASEAN. Indonesia is one of the six ASEAN countries participating in this initiative. BCA is committed to implementing aspects of the ACGS assessment in order to improve Good Corporate Governance practices.

In 2022, one hundred Listed Companies with the largest market capitalization value in each ASEAN country (Indonesia, the Philippines, Malaysia, Singapore, Thailand and Vietnam) are assessed based on the ACGS criteria. BCA is one of the Indonesian Listed Companies.

a. The party conducting the assessment

The party conducting the assessment is RSM Indonesia, which was appointed by the OJK and the Indonesia Stock Exchange (IDX) to become Indonesia's Domestic Ranking Body (DRB).

b. Assessment aspects

The ASEAN CG Scorecard scoring practice is based on publicly accessible information. In general, aspects of the ACGS assessment are based on the governance principles issued by the Organization for Economic Cooperation and Development (OECD).

ACGS assessment aspects include:

1. Rights of shareholders,
2. Fair treatment of shareholders,
3. The role of stakeholders,
4. Disclosure and transparency, and
5. Responsibilities of the Board of Commissioners and Directors

c. Rating result

The result of the 2021 ACGS assessment announced in 2022 is 106.64. The implementation of the ACGS indicators is the benchmark for the assessment results. BCA has implemented indicators and is able to exceed the minimum implementation standards, which are further explained as follows:

1. The summary of the results of the GMS is published on the following working day after the date of the Annual GMS and Extraordinary GMS.
2. An internationally recognized Sustainability Report framework has been implemented.
3. BCA may use third party services in order to search for candidates for the Board of Commissioners and/or the Board of Directors.

4. Policies and completeness related to governance processes around information technology issues, including disturbance handling, cybersecurity, and disaster recovery.
5. BCA conducts a self-assessment of the ACGS indicators to facilitate assessors in assessing and measuring their implementation. The ACGS self-assessment can be accessed through the BCA website at <https://www.bca.co.id/en/tentang-bca/tata-kelola/ACGS>.

BCA has implemented Good Corporate Governance practices in accordance with applicable regulations. The issues that are of concern to ACGS are still being discussed internally at BCA.

3. Assessment of BCA Subsidiaries

Every semester, BCA conducts an internal assessment of the Implementation of Good Corporate Governance using the self-assessment method.

a. Procedure

GCG Team collect relevant data and information for self-assessment regarding the adequacy and effectiveness of Good Corporate Governance Implementation. The assessment is carried out by considering all aspects of governance while adhering to the principle of significance. Following the collection of data, aspects of governance structure, process, and outcome can be concluded.

b. Assessment criteria

The criteria used in the assessment are as stipulated in the OJK Regulation and OJK Circular Letter in relation to the business fields of each Subsidiary.

c. The party making the assessment

The self-assessment of the eleven assessment factors is carried out by the Integrated Corporate Secretariat and GCG Unit.

d. Self-Assessment Results

Overall, the results of BCA's assessment of the implementation of Corporate Governance in BCA Subsidiaries in semesters I and II of 2022 were "Highly Comply."



GENERAL MEETING 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 GMS of BCA refers to:

1. Law No. 40 of 2007 concerning Limited Liability Companies.
2. OJK Regulation No. 15/POJK.04/2020 dated April 21, 2020 Planning and Holding General Meeting of Shareholders of Public Limited Companies.
3. OJK Regulation No. 16/POJK.04/2020 dated April 21, 2020 concerning the Implementation of Electronic General Meeting of Shareholders of Public Limited Companies.
4. BCA's Articles of Association can be seen on (can be seen on BCA website <https://www.bca.co.id/en/tentang-bca/tata-kelola/Akta-Perusahaan>).
5. Corporate Governance Guideline (can be seen on BCA website, <https://www.bca.co.id/en/tentang-bca/tata-kelola/acgs/kebijakan-gcg>).

1. Shareholders' Rights

The rights of the shareholders, among others:

- a. Attend the GMS.
- b. Propose GMS agenda in accordance to prevailing regulations.
- c. Obtain published GMS material no later than 28 days prior to the GMS.
- d. Receive opportunity to raise questions and/or opinions on each GMS agenda.

- e. Receive equal treatment from BCA.
- f. Voting at the GMS.
- g. Nominates candidates for the Board of Commissioners and/or the Board of Directors.
- h. Appoint a member of the Board of Directors and/or the Board of Commissioners or more to increase the number of existing members of the Board of Directors and/or the Board of Commissioners or to replace members of the Board of Directors and/or the Board of Commissioners who are dismissed.
- i. Dismiss members of the Board of Directors and the Board of Commissioners at any time before their ending term through GMS.
- j. Receive dividend payments in accordance with applicable procedures and regulations.
- k. Execute other rights and/or authorities pursuant to the BCA's Articles of Association and applicable laws and regulations, including the right to participate in case of authorizing the increase of capital, amend BCA's Articles of Association, and transfer all or part of assets that cause the sale of the company.

The rights, authorities and responsibilities of the Shareholders are regulated in BCA's Articles of Association that can be accessed directly to the BCA website www.bca.co.id. BCA reminds to all shareholders and/or their attorneys to attend the General Meeting of Shareholders held by BCA.

2. Annual GMS Financial Year 2021

In 2022, BCA held Annual GMS (AGMS). The agenda (along with the explanation of each agenda) discussed at the AGMS financial Year 2021 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, 17 March 2022	
Time	10.39 – 13.31 WIB	
Venue	Menara BCA Grand Indonesia, Jl. M.H. Thamrin No. 1, Jakarta 10310	
Quorum	The number of share present or represented in the 2021 AGMS was 108,002,777,982 shares or equal to 87.611% of the total outstanding shares of BCA with valid voting rights, namely 123,275,050,000 shares, therefore the quorum as required by Article 23 Paragraph 1 letter a of the BCA's Articles of Association has been met.	
Attendance of: The Board of Commissioners	Ir. Djohan Emir Setijoso	President Commissioner
	Tonny Kusnadi	Commissioner
	Cyrellus Harinowo	Independent Commissioner
	Raden Pardede	Independent Commissioner
	Sumantri Slamet	Independent Commissioner
	All members of Board of Commissioners attend the AGMS (100%)	
Attendance of: The Board of Directors	Jahja Setiaatmadja	President Director
	Suwignyo Budiman	Deputy President Director
	Armand Wahyudi Hartono*	Deputy President Director
	Tan Ho Hien/Subur atau disebut juga Subur Tan	Director
	Rudy Susanto	Director
	Lianawaty Suwono	Independent Director
	Santoso	Director
	Vera Eve Lim	Director
	Gregory Hendra Lembong	Director
	Haryanto Tiara Budiman	Director (concurrently as Director of Compliance)
	Frengky Chandra Kusuma	Director
	John Kosasih	Director
	* Attend the AGMS via video conferences, thus allowing him to see and listen to one another as well as participate in the AGMS.	
	All members of Board of Directors attend the AGMS (100%)	
Attendance of: Audit Committee	Sumantri Slamet	Chairman
	Fanny Sagitadewi*	Member
	Rallyati A Wibowo*	Member
	* Attend the AGMS through video conferences, which enabled them to see and listen to one another during the AGMS.	
	All members of Audit Committee attend the AGMS (100%)	
Attendance of: Risk Oversight Committee	Cyrellus Harinowo	Chairman
	Endang Swasthika Wibowo*	Member
	Subianto Rustandi*	Member
	* Attend the AGMS through video conferences, which enabled them to see and listen to one another during the AGMS.	
	All members of Risk Oversight Committee attend the AGMS (100%)	



Attendance of: Remuneration and Nomination Committee	Raden Pardede	Chairman
	Ir. Djohan Emir Setijoso	Member
	Rudi Lim*	Member
* Attend the AGMS through video conferences, which enabled him to see and listen to one another during the Meeting.		
All members of Remuneration and Nomination Committee attend the AGMS (100%)		
Attendance of: Integrated Governance Committee	Cyrillus Harinowo	Chairman
	Prabowo*	Member
	Sulistiyowati*	Member
	Gustiono Kustianto*	Member
	Sutedjo Prihatono*	Member
	Irianto Sutanto*	Member
	Mendari Handaya*	Member
	Hendra Iskandar Lubis*	Member
	Sri Indrajanti Dewi*	Member
* Attend the AGMS through video conferences, which enabled them to see and listen to one another during the Meeting.		
9 members of Integrated Governance Committee attend the AGMS (81.81%)		

3. Procedures for Organizing AGMS

The AGMS at BCA are organized with the following procedures:

a. Notification

BCA submits its notification of the AGMS agenda to the OJK no later than 5 (five) working days prior to the announcement of the AGMS.

b. Announcement

- Announcements of the AGMS are made no later than 14 (fourteen) days prior the notice of AGMS.
- Announcement of the AGMS are submitted to BCA's shareholders through at least at eASY.KSEI, the Indonesia Stock Exchange (IDX) website, and the BCA website. Moreover, it is also published in Bisnis Indonesia and The Jakarta Post.
- Individual or more shareholders who jointly represent $\frac{1}{20}$ (one twentieth) or more of the total number of shares and have valid voting rights issued by BCA can propose agendas for the GMS. Proposals from shareholder must be received no later than 7 (seven) days prior the notice of GMS and will be included in the agenda of the GMS if they meet the provisions of Article 21 Paragraph 4 of the BCA Articles of Association and Article 16 of the OJK Regulation No. 15/POJK.04/2020 dated April 20, 2020 on Planning and Holding General Meeting of Shareholders of Public Limited Companies.

c. Notice of GMS

- The time period for the notice of AGMS is 28 days prior to the day of AGMS. BCA also submitted explanation for each agenda that requires shareholder approval.
- Notice of the AGMS shall be made in at least at eASY.KSEI (e-Proxy), the IDX website, and the BCA website. Moreover, the notice of AGMS are also published in Bisnis Indonesia and The Jakarta Post.
- To facilitate shareholders, proxy forms can be downloaded on the BCA website in the corporate governance section or can be obtained from PT Raya Saham Registra, BCA's Securities Administration Bureau, on working days and hours at Plaza Sentral Building 2nd Floor Jalan Jendral Sudirman Kavling 47-48, Jakarta, 12930.

d. Implementation

- Shareholders or shareholders' representatives who were entitled to attend the AGMS are shareholders whose names are registered in the Register of Shareholders on February 16, 2022 at 16:00 WIB.

- In accordance with Article 23 Paragraph 1 of BCA's Articles of Association, the GMS is valid and therefore may be validly conducted and may adopt binding resolutions if the BCA's shareholders are present and/or represented at the GMS are more than ½ (one half) of the total number of shares and have valid voting rights issued by BCA, unless otherwise specified.
- Each share issued has 1 (one) right to vote, the provisions in the BCA Articles of Association do not divide more than one classification of shares that can affect different voting rights.

e. Minutes of Meeting

- Summary minutes of the AGMS are announced to the public through the BCA website within 1 (one) working day after the AGMS are held and published in Bisnis Indonesia and The Jakarta Post and the IDX website no later than 2 (two) working days after the AGMS are held. Moreover, the summary minutes of AGMS are announced through eASY.KSEI.
- The proof of announcements of the summary minutes of the AGMS are submitted to the OJK no later than 2 (two) working days after the announcement is made.
- The minutes of the AGMS are submitted to OJK and IDX no later than 30 (thirty) days after the AGMS are held. A copy of the minutes can be accessed and/or downloaded by the public on the BCA website in the Corporate Governance section, <https://www.bca.co.id/en/tentang-bca/tata-kelola/Akta-Perusahaan>.

AGMS Procedures

Activity	AGMS
Notification	Notified to OJK by sending letter No.097/DIR/2022 dated January 25, 2022.
Announcement	<ul style="list-style-type: none"> • Published the AGMS Announcement through daily newspaper namely Bisnis Indonesia and The Jakarta Post, eASY.KSEI, and BCA website on February 2, 2022. • Proof of the AGMS Announcement was submitted by sending hardcopy and e-reporting to OJK and IDX on February 2, 2022.
Notice of GMS	<ul style="list-style-type: none"> • The time period for the notice of AGMS was 28 (twenty-eight) days prior to the day of AGMS. • Published the Notice of AGMS through daily newspaper namely Bisnis Indonesia and The Jakarta Post, eASY.KSEI, and BCA website on February 17, 2022. • Proof of the Notice of AGMS was submitted by sending hardcopy and e-reporting to OJK and IDX on February 17, 2022. • At the time of the Notice of AGMS, BCA also submitted the hardcopy and softcopy 2021 BCA Annual Report to the OJK. In addition, the 2021 BCA Annual Report is also available on the BCA website that can be accessed by stakeholders (https://www.bca.co.id/en/tentang-bca/hubungan-investor/laporan-presentasi/laporan-tahunan).
Implementation	Thursday, 17 March 2022
Summary of Minutes of Meeting	<ul style="list-style-type: none"> • Published through BCA website on March 17, 2022. • Published through KSEI website on March 21, 2022. • Published through daily newspapers, Bisnis Indonesia and The Jakarta Post on March 21, 2022. • Proof of publication was submitted by sending hardcopy and e-reporting to OJK and IDX on March 21, 2022.
Minutes of Meeting	<ul style="list-style-type: none"> • Published through BCA website on April 18, 2022. • Minutes of meeting was submitted by sending hardcopy and e-reporting to OJK and IDX on April 13, 2022.

4. Attendance of Management, Committees, and Shareholders

A further description on the attendance of the management, committees, and shareholders in the AGMS is listed on page 335-336 of this Annual Report.

5. Chairperson of AGMS

The GMS was chaired by Mr. Ir. Djohan Emir Setijoso as the President Commissioner, in accordance with Article 22 Paragraph 1 (a) of BCA's Articles of Association.



6. Rules of Conduct of GMS and Procedure for Vote Count

BCA also provides information related to voting procedures at the AGMS in the rules of the meeting which are always read out before starting the AGMS.

Shareholders or their representatives who attend the AGMS (“the Meeting”) are advised to observe the following rules:

- 1) Procedure for bringing up matters relating to the Meeting agenda:
 - a) The shareholder or the shareholder’s proxy that physically attends the Meeting may ask questions and/or express opinions, subject to the following provisions:
 - i. The shareholder or the shareholder’s proxy submits the questions and/or opinions in writing by completing a form, which will be provided to all the shareholders or their proxies before they enter the Meeting room, and the shareholder or the shareholder’s proxy must complete the form with the shareholder’s name, the number of shares owned/represented, the email address, and the questions and/or opinions to be asked or expressed; and
 - ii. The shareholder or the shareholder’s proxy can submit the questions and/or opinions by raising hand and submitting the form to the Meeting helpers, and they can submit the questions and/or opinions only when the Chairperson of the Meeting gives the shareholders or their proxies the opportunity to do so before voting on the relevant agenda item takes place.
 - b) The shareholder or the shareholder’s proxy that electronically attends the Meeting may ask questions and/or express opinions, subject to the following provisions:
 - i. The questions and/or opinions are submitted in writing through the chat feature in the “Electronic Opinions” column on the E-Meeting Hall screen of the eASY.KSEI application as long as the “General Meeting Flow Text” column is still displaying “Discussion started for agenda item no. []”.
The Company will disable the “raise hand” and “allow to talk” features in the Zoom webinar on the AKSes facility.
 - ii. When asking a question, the shareholder or the shareholder’s proxy must provide information on the shareholder’s name, the number of shares owned/represented, and the shareholder’s email address.
- c) Only the shareholders or their legitimate proxies that physically or electronically attend the Meeting are entitled to ask questions and/or express opinions in writing on the Meeting agenda item under discussion.
- d) BCA has the right to not answer any question that is raised without the shareholder’s name and the number of shares owned/represented.
- e) The questions asked and/or opinions expressed must have a direct bearing on the Meeting agenda item under discussion.
- f) To give a fair opportunity to all shareholders, each shareholder or the shareholder’s proxy that physically or electronically attends the Meeting may only ask and/or express a maximum of 3 (three) questions/opinions.
- g) If several questions are related or about the same thing, the questions will be answered together.
- h) BCA will answer questions in accordance with the order in which the questions are submitted as much as possible.
- i) To ensure the Meeting runs more effectively and efficiently, the duration of the question and answer in each agenda item is a maximum of 10 (ten) minutes.
- j) The Chairperson of the Meeting has the right to determine the questions that will be answered in writing.
- k) The questions that have not been answered directly (orally) will be answered in writing within 3 (three) business days after the date of the Meeting. BCA will send the response to the email address provided by the shareholder or the shareholder’s proxy in the form provided for submitting questions or through the chat feature in the “Electronic Opinions” column on the E-Meeting Hall screen of the eASY.KSEI application. If the shareholder or the shareholder’s proxy does not provide an email address, BCA’s response will be sent by mail to the shareholder’s address as recorded in BCA’s Register of Shareholders.

- 2) Procedure for voting and vote count:
The vote count will be carried out with reference to the provisions of Company Law, OJK Regulation No. 15/POJK.04/2020 dated April 21, 2020 concerning the Planning and Holding General Meeting of Shareholders of Public Limited Companies (the "OJK REG ON GMS"), OJK Regulation No. 16/POJK.04/2020 dated April 21, 2020 concerning the Implementation of Electronic General Meeting of Shareholders of Public Limited Companies and BCA Articles of Association, as follows:
 - a) The Meeting resolutions shall be adopted by means of deliberation for consensus;
 - b) If the Meeting cannot adopt a resolution by deliberation for consensus, the resolution will be adopted by voting. During the voting, the shareholders or their proxies will have the right to cast their votes as AGREE, DISAGREE, or ABSTAIN on each meeting agenda item of the Company;
 - c) Any resolution on a proposal put forward at the Meeting shall be valid if approved by more than ½ (one half) of the total votes present and/or represented at the Meeting;
 - d) Under the provisions of Article 47 of the OJK REG ON GMS, any shareholders that ABSTAIN shall be deemed to cast the same votes as the majority votes cast by the shareholders at the Meeting.
- 3) Voting by the shareholders or their proxies that physically attend the Meeting shall be done under the following procedure:
 - a) The Chairperson of the Meeting will ask the shareholders or their proxies that DISAGREE or ABSTAIN on the relevant proposal to raise their hands and submit their ballots to the Meeting helpers;
 - b) If the shareholder has granted power to a proxy but casts votes through eASY.KSEI application, the votes that will be counted are those cast by the shareholders through eASY.KSEI application, and therefore the shareholder's proxy need not raise his/her hand and submit the ballot to the Meeting helpers;
 - c) The shareholders or the shareholders' proxies that do not raise their hands to submit the ballots containing votes of DISAGREEMENT or ABSTENTION on the relevant proposal shall be deemed to have approved the relevant proposal without the Chairperson of the Meeting having to ask each of the shareholders or the shareholders' proxies to raise their hands to indicate agreement;
 - d) For the vote count, the Meeting helpers will scan the barcodes on the ballots containing votes of DISAGREEMENT and ABSTENTION, which have been submitted to them;
 - e) The shareholders or the shareholders' proxies that have registered their attendance but leave the Meeting room without reporting to the registration staff before the close of the meeting will be deemed to be present at the Meeting and approve the proposals put forward at the Meeting.
- 4) Voting by the shareholders or their proxies that electronically attend the Meeting through the eASY.KSEI application shall be done under the following procedure:
 - a) The voting process takes place through the eASY.KSEI application on the E-Meeting Hall menu, Live Broadcasting submenu;
 - b) The shareholders that are present or have granted e-proxy in the Meeting through eASY.KSEI application but have not cast their votes will have the opportunity to cast their votes during the voting period determined by the Company through the E-Meeting Hall screen in the eASY.KSEI application;
 - c) During the electronic voting process, the status "Voting for agenda item no [] has started" will appear in the 'General Meeting Flow Text' column;
 - d) The time allocated for direct e-voting through the eASY.KSEI application is 2 (two) minutes;
 - e) Shareholders who have voted before the Meeting starts and shareholders or their proxies who have registered through the eASY.KSEI application on the date of the Meeting will be deemed valid to attend the Meeting even though they do not attend the Meeting until the end for any reason;
 - f) If the shareholder or the shareholder's proxy fails to cast any vote until the Meeting status shown in the 'General Meeting Flow Text' column changes to "Voting for agenda item no [] has ended", the shareholder or the shareholder's proxy will be deemed to ABSTAIN on the relevant Meeting agenda item.
- 5) Subsequently, the votes cast by the shareholders or their proxies either physically or electronically will be counted by BCA's Securities Administration Bureau and then verified by a Notary as an independent public official.
- 6) The results of the vote count will be displayed on the screens in the Meeting room and GMS Video Streaming.



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 2022 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.

7. 2022 AGMS Decision and its Realizations

The decision of the 2022 AGMS and its realizations are as follows:

No.	Agenda	2022 AGMS 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 2021 and grant of release and discharge of liability (acquit et decharge) to members of the Board of Directors for their actions related to the management of the Company and to members of the Board of Commissioners of the Company for their actions related to the supervision of the Company during the financial year ended 31 December 2021.	I. Approving the Annual Report, including: <ol style="list-style-type: none"> the Financial Statements, which include the Company's Balance Sheet and Profit or Loss Statement for the financial year ended 31 December 2021, audited by the KAP Tanudiredja, Wibisana, Rintis & Rekan (a member firm of the PwC global network), as evident from its report Number 00027/2.1025/AU.1/07/1124-2/1/1/2022 dated 24 January 2022 with an unmodified audit opinion, as contained in the 2021 Annual Report; and the Board of Commissioners' Report on its Supervisory Duties, for the financial year ended 31 December 2021, as contained in the 2021 Annual Report. II. Granting a release and discharge of liability (acquit et decharge) to all members of the Board of Directors for their actions related to the management of the Company and the Board of Commissioners of the Company for their actions related to the supervision of the Company during the financial year ended 31 December 2021, to the extent that such actions were reflected in the Company's Annual Report and Financial Statements for the financial year ended 31 December 2021 and the relevant supporting documents thereof.	Realized.								
		Voting Results: <table> <tr> <th>Agree</th><th>Disagree</th><th>Abstain</th><th>Questions</th></tr> <tr> <td>107,436,498,995 (99.476%)</td><td>545,965,487 (0.505%)</td><td>20,313,500 (0.019%)</td><td>1</td></tr> </table>	Agree	Disagree	Abstain	Questions	107,436,498,995 (99.476%)	545,965,487 (0.505%)	20,313,500 (0.019%)	1	
Agree	Disagree	Abstain	Questions								
107,436,498,995 (99.476%)	545,965,487 (0.505%)	20,313,500 (0.019%)	1								

No.	Agenda	2022 AGMS Decision	Realization												
2.	Second Agenda Appropriation of the Company's Net Profits for the financial year ended 31 December 2021.	<p>I. Determining that according to the Company's Balance Sheet and Profit or Loss Statement for the financial year ended 31 December 2021, audited by the KAP Tanudiredja, Wibisana, Rintis & Rekan (a member firm of the PwC global network), the Company's net profits for the financial year ended 31 December 2021 amounted to Rp31,422,660,252,170.00 (thirty-one trillion four hundred twenty-two billion six hundred sixty million two hundred fifty-two thousand one hundred seventy rupiah) ("Net Profits for 2021").</p> <p>II. Appropriating the Company's Net Profits for 2021 as follows:</p> <ol style="list-style-type: none"> 1. An amount of Rp314,226,602,522.00 (three hundred fourteen billion two hundred twenty-six million six hundred two thousand five hundred twenty-two rupiah) will be appropriated for reserve fund. 2. An amount of Rp17,874,882,250,000.00 (seventeen trillion eight hundred seventy four billion eight hundred eighty two million two hundred fifty thousand rupiah) or Rp145 (one hundred forty-five rupiah) per share will be distributed as cash dividends for the financial year ended 31 December 2021 to the shareholders entitled to receive cash dividends; such amount includes the interim dividends of Rp3,081,876,250,000.00 (three trillion eighty-one billion eight hundred seventy-six million two hundred fifty thousand rupiah) or equal to Rp25.00 (twenty-five rupiah) per share already paid out by the Company on 7 December 2021; accordingly, the remaining amount of dividends is Rp14,793,006,000,000.00 (fourteen trillion seven hundred ninety-three billion six million rupiah) or equal to Rp120.00 (one hundred twenty rupiah) per share. <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 2021 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 2021, the Board of Directors shall withhold 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 2021, 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 2021; and (bb) stipulating the date of payment of the remaining dividends for the financial year 2021 and any other technical matters with due observance of the regulations of the Stock Exchange where the Company's shares are listed; <ol style="list-style-type: none"> 3. The remainder of the Net Profits for 2021 that has not been appropriated for any particular use will be determined as retained earnings. <p>III. Stating that the grant of power and authority under point II item 2 of this resolution will be effective as of the date on which the proposal in this agenda item is approved by the Meeting.</p>	Realized.												
<table> <tr> <th colspan="4">Voting Results:</th></tr> <tr> <th>Agree</th><th>Disagree</th><th>Abstain</th><th>Questions</th></tr> <tr> <td>107,569,711,722 (99.599%)</td><td>217,375,150 (0.201%)</td><td>215,691,110 (0.200%)</td><td>-</td></tr> </table>				Voting Results:				Agree	Disagree	Abstain	Questions	107,569,711,722 (99.599%)	217,375,150 (0.201%)	215,691,110 (0.200%)	-
Voting Results:															
Agree	Disagree	Abstain	Questions												
107,569,711,722 (99.599%)	217,375,150 (0.201%)	215,691,110 (0.200%)	-												



No.	Agenda	2022 AGMS Decision	Realization
3.	Third Agenda Change of the composition of the Company's Board of Directors.	<p>I. Upon considering the resolution of the Annual General Meeting of Shareholders held in 2021 in relation to the term of office of Mr. Ir. SUWIGNYO BUDIMAN as a Deputy President Director of the Company, confirming the expiration of the term of office of Mr. Ir. SUWIGNYO BUDIMAN as a Deputy President Director of the Company with effect from the date on which the appointment of his successor has become effective.</p> <p>II. Expressing the highest gratitude and appreciation to Mr. Ir. SUWIGNYO BUDIMAN for his service and contribution during his term of office as a member of the Company's Board of Directors.</p> <p>III. Appointing Mr. GREGORY HENDRA LEMBONG as Deputy President Director of the Company, which will be effective on the first business day of the following month after the Company obtains approval from the Financial Services Authority for such appointment, with a term of office until the close of the Company's Annual General Meeting of Shareholders that will be held in 2026 (two thousand twenty-six), provided that if the appointment of Mr. GREGORY HENDRA LEMBONG as Deputy President Director of the Company is not approved by the Financial Services Authority, the appointment of Mr. GREGORY HENDRA LEMBONG as Deputy President Director of the Company shall automatically become null without requiring subsequent formal cancellation by the Company's General Meeting of Shareholders, and Mr. GREGORY HENDRA LEMBONG will remain in office as a Director of the Company until the close of the Company's Annual General Meeting of Shareholders that will be held in 2026 (two thousand twenty-six).</p> <p>IV. Replacing the Company's Director in charge of the compliance function, previously held by Mr. HARYANTO TIARA BUDIMAN, with Mrs. LIANAWATY SUWONO, which will be effective on the first business day of the following month after the Company obtains approval from the Financial Services Authority for the appointment of Mrs. LIANAWATY SUWONO as the Director in charge of the compliance function, with a term of office of Mrs. LIANAWATY SUWONO as the Director in charge of the compliance function until the close of the Company's Annual General Meeting of Shareholders that will be held in 2026 (two thousand twenty-six). Before the approval for the appointment of Mrs. LIANAWATY SUWONO as the Company's Director in charge of the compliance function is obtained from the Financial Services Authority, Mr. HARYANTO TIARA BUDIMAN will remain in office as the Company's Director in charge of the compliance function until the appointment of his successor has become effective. If the Financial Services Authority does not approve the appointment of Mrs. LIANAWATY SUWONO as the Company's Director in charge of the compliance function, then Mr. HARYANTO TIARA BUDIMAN will remain in office as the Company's Director in charge of the compliance function, and Mrs. LIANAWATY SUWONO will remain in office as the Company's Director until the close of the Company's Annual General Meeting of Shareholders that will be held in 2026 (two thousand twenty-six) and the appointment of Mrs. LIANAWATY SUWONO as the Company's Director in charge of the compliance function shall automatically become null without requiring subsequent formal cancellation by the Company's General Meeting of Shareholders.</p> <p>V. Appointing Mr. ANTONIUS WIDODO MULYONO as Director of the Company, which will be effective on the first business day of the following month after the Company obtains approval from the Financial Services Authority for such appointment, with a term of office until the close of the Company's Annual General Meeting of Shareholders that will be held in 2026 (two thousand twenty-six), provided that if the appointment of Mr. ANTONIUS WIDODO MULYONO as a Director of the Company is not approved by the Financial Services Authority, such appointment shall automatically become null without requiring subsequent formal cancellation by the Company's General Meeting of Shareholders.</p>	Realized.

No.	Agenda	2022 AGMS Decision	Realization
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Third Agenda
(continued)

- VI. Confirming that after bold of the change of composition of the Board of Directors of the Company as referred to in points I, III, IV and V of this resolution and with the composition of the Board of Commissioners remaining unchanged, the composition of the Company's Board of Commissioners and Board of Directors is as follows:

Board of Commissioners

President Commissioner	Mr. Insinyur Djohan Emir Setijoso
Commissioner	Mr. Tonny Kusnadi
Independent Commissioner	Mr. Cyrillus Harinowo
Independent Commissioner	Mr. Doktor Insinyur Raden Pardede
Independent Commissioner	Mr. Sumantri Slamet

Board of Directors

President Director	Mr. Jahja Setiaatmadja
Deputy President Director	Mr. Armand Wahyudi Hartono
Deputy President Director	Mr. Gregory Hendra Lembong
Director	Mr. Tan Ho Hien/Subur or called Subur Tan
Director	Mr. Rudy Susanto
Director (concurrently serving as Director of Compliance)	Mrs. Lianawaty Suwono
Director	Mr. Santoso
Director	Miss Vera Eve Lim
Director	Mr. Haryanto Tiara Budiman
Director	Mr. Frengky Chandra Kusuma
Director	Mr. John Kosasih
Director	Mr. Antonius Widodo Mulyono

- VI. Granting power and authority to the Board of Commissioners to determine the duties and authorities of and among the members of the Board of Directors of the Company in accordance with the provisions of Article 12 paragraph 9 of the Company's Articles of Association.
- VIII. 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 Directors to be expressed in a deed made before a Notary, after the Company obtains an Approval Letter from the Financial Services Authority in respect of such Meeting resolution, and further file any necessary notice with the competent authorities, as well as taking any and all necessary actions in respect of such resolution in accordance with the prevailing laws and regulations.
- IX. Stating that the grant of power and authority under points VII and VIII of this resolution will be effective as of the date on which the proposal in this agenda item is approved by the Meeting.

Voting Results:			
Agree	Disagree	Abstain	Questions
106,233,503,339 (98.362%)	1,758,547,985 (1.628%)	10,726,658 (0.010%)	-



No.	Agenda	2022 AGMS Decision	Realization												
4.	Fourth Agenda Determination of the amount of salary or honorarium and benefits for the financial year 2022 as well as bonus payments (tantieme) for the financial year 2021 payable to members of the Board of Directors and the Board of Commissioners of the Company.	<p>I. Granting power and authority to:</p> <p>a. PT DWIMURIA INVESTAMA ANDALAN as the current majority shareholder of the Company to:</p> <ol style="list-style-type: none"> determine the type and/or amount of honorarium, benefits and/or facilities for the members of the Board of Commissioners serving the Company in and over the financial year 2022, with due regard to the recommendations from the Board of Commissioners, which will take into account the recommendations from the Remuneration and Nomination Committee; determine the amount of bonus payments (tantieme) and the distribution thereof to each member of the Board of Commissioners and the Board of Directors of the Company that served the Company in and over the financial year 2021, including all matters related to such bonus payments. <p>b. the Board of Commissioners to determine the type and/or amount of honorarium, benefits and/or facilities for the members of the Board of Directors of the Company serving the Company over the financial year 2022, with due regard to the recommendations from the Remuneration and Nomination Committee.</p> <p>II. The amount of salary or honorarium, benefits, and/or facilities to be paid by the Company to the members of the Board of Directors and the Board of Commissioners serving the Company in and over the financial year 2022 and the amount of bonus payments (tantieme) to be paid by the Company to the members of the Board of Directors and the Board of Commissioners of the Company who served the Company in and over the financial year 2021 will be set out in the Annual Report for the financial year 2022.</p> <p>III. Stating that the grant of power and authority under point I of this resolution will be effective as of the date on which the proposal in this agenda item is approved by the Meeting.</p>	Realized.												
<table border="1"> <thead> <tr> <th colspan="4">Voting Results:</th></tr> <tr> <th>Agree</th><th>Disagree</th><th>Abstain</th><th>Questions</th></tr> </thead> <tbody> <tr> <td>98,805,225,024 (91.484%)</td><td>9,154,288,998 (8.476%)</td><td>43,263,960 (0.040%)</td><td>-</td></tr> </tbody> </table>				Voting Results:				Agree	Disagree	Abstain	Questions	98,805,225,024 (91.484%)	9,154,288,998 (8.476%)	43,263,960 (0.040%)	-
Voting Results:															
Agree	Disagree	Abstain	Questions												
98,805,225,024 (91.484%)	9,154,288,998 (8.476%)	43,263,960 (0.040%)	-												

No.	Agenda	2022 AGMS Decision	Realization												
5.	Fifth Agenda Appointment of the Registered PAF (including the Registered PA practising through such Registered PAF) to audit/examine the Company's books and accounts for the financial year ended 31 December 2022.	<p>I. Appointing the KAP Tanudiredja, Wibisana, Rintis & Rekan (a member firm of the PwC global network) as the PAF registered with the Financial Services Authority to audit/examine the books and records of the Company for the financial year ended 31 December 2022.</p> <p>II. Appointing Mr. Jimmy Pangestu, a PA registered with the Financial Services Authority and practicing through the KAP Tanudiredja, Wibisana, Rintis & Rekan (a member firm of the PwC global network) to audit/examine the books and records of the Company for the financial year ended 31 December 2022.</p> <p>III. Granting power and authority to the Board of Commissioners to:</p> <ol style="list-style-type: none"> appoint another PAF if the KAP Tanudiredja, Wibisana, Rintis & Rekan (a member firm of the PwC global network) for any reason whatsoever is unable to duly finish auditing/examining the books and records of the Company for the financial year ended 31 December 2022; appoint another PA practicing through the KAP Tanudiredja, Wibisana, Rintis & Rekan (a member firm of the PwC global network) if Mr. Jimmy Pangestu for any reason whatsoever is unable to duly finish auditing/examining the books and records of the Company for the financial year ended 31 December 2022; and take any other actions deemed necessary in relation to the appointment and/or replacement of the PAF and/or PA registered with the Financial Services Authority including, without limitation, determine the amount of fee and other requirements in relation to the appointment of such Registered PAF and PA registered with the Financial Services Authority; <p>with due regard to the recommendations from the Audit Committee and 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 in this agenda item is approved by the Meeting.</p> <table border="1"> <thead> <tr> <th colspan="4">Voting Results:</th></tr> <tr> <th>Agree</th><th>Disagree</th><th>Abstain</th><th>Questions</th></tr> </thead> <tbody> <tr> <td>107,910,303,547 (99.914%)</td><td>82,646,835 (0.077%)</td><td>9,827,600 (0.009%)</td><td>-</td></tr> </tbody> </table>	Voting Results:				Agree	Disagree	Abstain	Questions	107,910,303,547 (99.914%)	82,646,835 (0.077%)	9,827,600 (0.009%)	-	Realized.
Voting Results:															
Agree	Disagree	Abstain	Questions												
107,910,303,547 (99.914%)	82,646,835 (0.077%)	9,827,600 (0.009%)	-												
6.	Sixth Agenda Grant of power and authority to the Board of Directors to pay out interim dividends for the financial year ended 31 December 2022.	<p>I. Granting power and authority to the Company's Board of Directors subject to the approval of the Board of Commissioners, to the extent the financial condition of the Company permits and with observance of the prevailing laws and regulations, to determine and pay out interim dividends for the financial year ended 31 December 2022, provided that to ensure compliance with Article 72 the Company Law, if the interim dividends are to be distributed, then the distribution must be made to the shareholders before the end of the financial year 2022, including to determine the form, amount and method of payment of such interim dividends.</p> <p>II. Stating that the grant of power and authority under point I of this resolution 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="4">Voting Results:</th></tr> <tr> <th>Agree</th><th>Disagree</th><th>Abstain</th><th>Questions</th></tr> </thead> <tbody> <tr> <td>107,626,656,872 (99.652%)</td><td>321,701,530 (0.298%)</td><td>54,419,580 (0.050%)</td><td>-</td></tr> </tbody> </table>	Voting Results:				Agree	Disagree	Abstain	Questions	107,626,656,872 (99.652%)	321,701,530 (0.298%)	54,419,580 (0.050%)	-	Realized.
Voting Results:															
Agree	Disagree	Abstain	Questions												
107,626,656,872 (99.652%)	321,701,530 (0.298%)	54,419,580 (0.050%)	-												



No.	Agenda	2022 AGMS Decision	Realization												
7.	Seventh Agenda Approval of the Revised Recovery Plan of the Company.	<p>Approving the amendments to the Company's Recovery Plan, as incorporated in the Recovery Plan of PT Bank Central Asia Tbk 2022, which has been recorded in the supervisory administrative system of the Financial Services Authority, as evident in the letter from the Financial Services Authority Number S-13/PB.3/2022 dated 7 February 2022 on the Update of the Recovery Plan of PT Bank Central Asia Tbk 2022.</p> <table> <tr> <th colspan="4">Voting Results:</th></tr> <tr> <th>Agree</th><th>Disagree</th><th>Abstain</th><th>Questions</th></tr> <tr> <td>107,939,484,282 (99.941%)</td><td>16,885,500 (0.016%)</td><td>46,408,200 (0.043%)</td><td>-</td></tr> </table>	Voting Results:				Agree	Disagree	Abstain	Questions	107,939,484,282 (99.941%)	16,885,500 (0.016%)	46,408,200 (0.043%)	-	Realized.
Voting Results:															
Agree	Disagree	Abstain	Questions												
107,939,484,282 (99.941%)	16,885,500 (0.016%)	46,408,200 (0.043%)	-												

8. 2021 AGMS Decision and its Realizations

The decision of the 2021 AGMS and its realizations are as follows:

No.	Agenda	2021 AGMS 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 2020 and grant of release and discharge of liability (acquit et decharge) to members of the Board of Directors for their actions related to the management of the Company and to members of the Board of Commissioners of the Company for their actions related to the supervision of the Company during the financial year ended 31 December 2020	<p>I. Approving the Annual Report, including:</p> <ol style="list-style-type: none"> the Financial Statements, which include the Company's Balance Sheet and Profit or Loss Statement for the financial year ended 31 December 2020, audited by the KAP Tanudiredja, Wibisana, Rintis & Rekan (a member firm of the PwC global network), as evident from its report Number 00032/2.1025/AU.1/07/1124- 1/1/1/2021 dated 29 January 2021 with an unmodified audit opinion, as contained in the 2020 Annual Report; and the Board of Commissioners' Report on its Supervisory Duties, for the financial year ended 31 December 2020, as contained in the 2020 Annual Report. <p>II. Granting a release and discharge of liability (acquit et decharge) to all members of the Board of Directors for their actions related to the management of the Company and the Board of Commissioners of the Company for their actions related to the supervision of the Company during the financial year ended 31 December 2020, to the extent that such actions were reflected in the Company's Annual Report and Financial Statements for the financial year ended 31 December 2020 and any relevant supporting documents thereof.</p> <table> <tr> <th colspan="4">Voting Results:</th></tr> <tr> <th>Agree</th><th>Disagree</th><th>Abstain</th><th>Questions</th></tr> <tr> <td>21,408,496,653 (99.860%)</td><td>3,932,200 (0.018%)</td><td>26,197,371 (0.122%)</td><td>-</td></tr> </table>	Voting Results:				Agree	Disagree	Abstain	Questions	21,408,496,653 (99.860%)	3,932,200 (0.018%)	26,197,371 (0.122%)	-	Realized.
Voting Results:															
Agree	Disagree	Abstain	Questions												
21,408,496,653 (99.860%)	3,932,200 (0.018%)	26,197,371 (0.122%)	-												

No.	Agenda	2021 AGMS Decision	Realization												
2.	Second Agenda Appropriation of the Company's Net Profits for the financial year ended December 2020	<p>I. Determining that according to the Company's Balance Sheet and Profit or Loss Statement for the financial year ended 31 December 2020, audited by the KAP Tanudiredja, Wibisana, Rintis & Rekan (a member firm of the PwC global network), the Company's net profits for the financial year ended 31 December 2020 amounted to Rp27,131,109,059,999,- (twenty-seven trillion one hundred thirty-one billion one hundred nine million fifty-nine thousand nine hundred ninety-nine rupiah) ("Net Profits for 2020").</p> <p>II. Appropriating the Company's Net Profits for 2020 as follows:</p> <ol style="list-style-type: none"> An amount of Rp530,- (five hundred thirty rupiah) per share will be distributed as cash dividends for the financial year ended 31 December 2020 to the shareholders entitled to receive cash dividends; such amount includes the interim dividends of Rp2,416,190,980,000,- (two trillion four hundred sixteen billion one hundred ninety million nine hundred eighty thousand rupiah) or equal to Rp98,- (ninety-eight rupiah) per share already paid out by the Company on 22 December 2020; accordingly, the remaining amount of dividends is Rp10,650,964,320,000,- (ten trillion six hundred fifty billion nine hundred sixty-four million three hundred twenty thousand rupiah) or equal to Rp432,- (four hundred thirty-two rupiah) per share. As regards such dividend payments, the following terms and conditions shall apply: <ol style="list-style-type: none"> the remaining amount of dividends for the financial year 2020 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; as regards the payments on the remaining dividends for the financial year 2020, the Board of Directors shall withhold tax on such dividends in accordance with the tax regulations in force; 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 2020, including (but not limited to): <ol style="list-style-type: none"> 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 2020; and stipulating the date of payment of the remaining dividends for the financial year 2020, and any other technical matters with due observance of the regulations of the Stock Exchange where the Company's shares are listed; An amount of Rp271,311,090,599,- (two hundred seventy-one billion three hundred eleven million ninety thousand five hundred ninety-nine rupiah) will be appropriated as reserve fund; The remainder of the Net Profits for 2020 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 the Meeting.</p>	Realized.												
<table border="1"> <thead> <tr> <th colspan="4">Voting Results:</th></tr> <tr> <th>Agree</th><th>Disagree</th><th>Abstain</th><th>Questions</th></tr> </thead> <tbody> <tr> <td>21,379,372,950 (99.724%)</td><td>37,171,037 (0.173%)</td><td>22,082,237 (0.103%)</td><td>-</td></tr> </tbody> </table>				Voting Results:				Agree	Disagree	Abstain	Questions	21,379,372,950 (99.724%)	37,171,037 (0.173%)	22,082,237 (0.103%)	-
Voting Results:															
Agree	Disagree	Abstain	Questions												
21,379,372,950 (99.724%)	37,171,037 (0.173%)	22,082,237 (0.103%)	-												



No.	Agenda	2021 AGMS Decision	Realization																												
3.	Third Agenda Confirmation of the expiration of the term of office of and the appointment of the members of the Board of Commissioners and the Board of Directors of the Company	<p>I. Confirming that the expiry of the term of office of the members of the Board of Commissioners and the Board of Directors is effective from the close of the Meeting, and further granting a release and discharge of liability (acquit et decharge) to all members of the Board of Commissioners of the Company for their actions related to the supervision of the Company and the Board of Directors for their actions related to the management of the Company during their respective terms of office, to the extent that such actions were reflected in the Company's books and records.</p> <p>II.a. Reappointing the members of the Company's Board of Commissioners and Board of Directors with the following composition:</p> <p>Board of Commissioners</p> <table><tr><td>President Commissioner</td><td>Mr. Insinyur 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. Doktor Insinyur Raden Pardede</td></tr><tr><td>Independent Commissioner</td><td>Mr. Sumantri Slamet</td></tr></table> <p>Board of Directors</p> <table><tr><td>President Director</td><td>Mr. Jahja Setiaatmadja</td></tr><tr><td>Deputy President Director</td><td>Mr. Armand Wahyudi Hartono</td></tr><tr><td>Director</td><td>Mr. Tan Ho Hien/Subur or called Subur Tan</td></tr><tr><td>Director</td><td>Mr. Rudy Susanto</td></tr><tr><td>Director</td><td>Mrs. Lianawaty Suwono</td></tr><tr><td>Director</td><td>Mr. Santoso</td></tr><tr><td>Director</td><td>Miss Vera Eve Lim</td></tr><tr><td>Director</td><td>Mr. Gregory Hendra Lembong</td></tr><tr><td>Director (concurrently serving as Director of Compliance)</td><td>Mr. Haryanto Tiara Budiman</td></tr></table> <p>the term of office of the members of the Board of Commissioners and the Board of Directors mentioned above shall be effective from the close of the Meeting until the close of the Annual General Meeting of the Company which will be held in 2026 (two thousand twenty-six);</p> <p>b. Reappointing Mr. Ir. SUWIGNYO BUDIMAN as Deputy President Director of the Company with effect from the close of this Meeting until:</p> <p>(i) his successor is appointed by the Company's Annual General Meeting of Shareholders which will be held in 2022 (two thousand twenty-two), and</p> <p>(ii) the Company has obtained approval from the Financial Services Authority for the appointment of his successor,</p> <p>(iii) the appointment of his successor has become effective;</p> <p>c. Appointing Mr. JOHN KOSASIH as Director of the Company, which will be effective on the date as determined by the Board of Directors of the Company after the Company obtains approval from the Financial Services Authority for such appointment, with a term of office until the close of the Company's Annual General Meeting of Shareholders which will be held in 2026 (two thousand twenty-six), provided that if the appointment of Mr. JOHN KOSASIH as a Director of the Company is not approved by the Financial Services Authority, such appointment shall automatically become null without requiring subsequent formal cancellation by the Company's General Meeting of Shareholders;</p>	President Commissioner	Mr. Insinyur Djohan Emir Setijoso	Commissioner	Mr. Tonny Kusnadi	Independent Commissioner	Mr. Cyrillus Harinowo	Independent Commissioner	Mr. Doktor Insinyur Raden Pardede	Independent Commissioner	Mr. Sumantri Slamet	President Director	Mr. Jahja Setiaatmadja	Deputy President Director	Mr. Armand Wahyudi Hartono	Director	Mr. Tan Ho Hien/Subur or called Subur Tan	Director	Mr. Rudy Susanto	Director	Mrs. Lianawaty Suwono	Director	Mr. Santoso	Director	Miss Vera Eve Lim	Director	Mr. Gregory Hendra Lembong	Director (concurrently serving as Director of Compliance)	Mr. Haryanto Tiara Budiman	Realized.
President Commissioner	Mr. Insinyur Djohan Emir Setijoso																														
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No.	Agenda	2021 AGMS Decision	Realization												
	Third Agenda (continued)	<p>d. Appointing Mr. FRENGKY CHANDRA KUSUMA as Director of the Company, which will be effective on the first business day of the following month after the Company obtains approval from the Financial Services Authority for such appointment, with a term of office until the close of the Company's Annual General Meeting of Shareholders which will be held in 2026 (two thousand twenty- six), provided that if the appointment of Mr. FRENGKY CHANDRA KUSUMA as a Director of the Company is not approved by the Financial Services Authority, such appointment shall automatically become null without requiring subsequent formal cancellation by the Company's General Meeting of Shareholders.</p> <p>III. Expressing the highest appreciation and gratitude to Mr. HENRY KOENAIPI for his service during his term of office as a Director of the Company.</p> <p>IV. Expressing the highest appreciation and gratitude to Mr. ERWAN YURIS ANG for his service during his term of office as an Independent Director of the Company.</p> <p>V. Granting power and authority to the Board of Directors of the Company to determine the effective date for the appointment of Mr. JOHN KOSASIH as a Director of the Company after the Company obtains approval from the Financial Services Authority for the appointment of Mr. JOHN KOSASIH as a Director of the Company.</p> <p>VI. Granting power and authority to the Board of Commissioners to determine the duties and authorities of and among the members of the Board of Directors of the Company in accordance with the provisions of Article 12 paragraph 9 of the Company's Articles of Association.</p> <p>VII. 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 a subsequent deed containing the composition of the Board of Commissioners and the Board of Directors after the Company obtains an Approval Letter from the Financial Services Authority in respect of such Meeting resolution, and further file any necessary notice with the competent authorities, as well as taking any and all necessary actions in respect of such resolution in accordance with the prevailing laws and regulations.</p> <p>VIII. Stating that the grant of power and authority under point V and VII of this resolution will be effective as of the date on which the proposal in this agenda item is approved by the Meeting.</p>													
<table> <tr> <th colspan="4">Voting Results:</th></tr> <tr> <th>Agree</th><th>Disagree</th><th>Abstain</th><th>Questions</th></tr> <tr> <td>21,226,168,194 (99.009%)</td><td>207,047,993 (0.966%)</td><td>5,410,037 (0.025%)</td><td>-</td></tr> </table>				Voting Results:				Agree	Disagree	Abstain	Questions	21,226,168,194 (99.009%)	207,047,993 (0.966%)	5,410,037 (0.025%)	-
Voting Results:															
Agree	Disagree	Abstain	Questions												
21,226,168,194 (99.009%)	207,047,993 (0.966%)	5,410,037 (0.025%)	-												



No.	Agenda	2021 AGMS Decision	Realization												
4.	Fourth Agenda Determination of the amount of salary or honorarium and benefits for the financial year 2021 as well as bonus payments (tantieme) for the financial year 2020 payable to members of the Board of Directors and the Board of Commissioners of the Company.	<p>I. a. PT DWIMURIA INVESTAMA ANDALAN as the current majority shareholder of the Company is granted the power and authority to determine the type and/or amount of honorarium, benefits and/or facilities for the members of the Board of Commissioners serving the Company over the financial year 2021, with due regard to the recommendations from the Board of Commissioners, which will take into account the recommendations from the Remuneration and Nomination Committee;</p> <p>b. the Board of Commissioners is granted the power and authority to determine the type and/or amount of honorarium, benefits and/or facilities for the members of the Board of Directors of the Company serving the Company over the financial year 2021, with due regard to the recommendations from the Remuneration and Nomination Committee.</p> <p>II. Upon considering the performance of the Company and the performance of the members of the Board of Commissioners and the Board of Directors of the Company who served in and over the financial year 2020, 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 inputs from the Board of Commissioners, which also took into account the inputs from the Company's Board of Directors and the recommendations from the Remuneration and Nomination Committee, we proposed that the Meeting determine a maximum amount of Rp445,000,000,000 (four hundred forty- five billion rupiah) for the bonus payments (tantieme) payable to the members of the Board of Commissioners and the Board of Directors of the Company who served in and over the financial year 2020.</p> <p>In relation to such bonus payments (tantieme), we proposed that PT DWIMURIA INVESTAMA ANDALAN, as the current majority shareholder of the Company, be granted the power and authority to determine the amount of bonus payments (tantieme) and determine the distribution thereof to each member of the Board of Commissioners and the Board of Directors of the Company who served in and over the financial year 2020, including all matters related to such bonus payments.</p> <p>III. The amount of salary or honorarium and benefits to be given by the Company to the members of the Board of Directors and the Board of Commissioners of the Company serving in and over the financial year 2021 and the amount of bonus payments (tantieme) to be paid by the Company to the members of the Board of Directors and the Board of Commissioners of the Company who served in and over the financial year 2020 will be set out in the Annual Report for the financial year 2021.</p> <p>IV. Stating that the grant of power and authority under point (i) and (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> <table border="1"> <thead> <tr> <th colspan="4">Voting Results:</th></tr> <tr> <th>Agree</th><th>Disagree</th><th>Abstain</th><th>Questions</th></tr> </thead> <tbody> <tr> <td>20,915,025,666 (97.558%)</td><td>449,894,819 (2.098%)</td><td>73,705,739 (0.344%)</td><td>-</td></tr> </tbody> </table>	Voting Results:				Agree	Disagree	Abstain	Questions	20,915,025,666 (97.558%)	449,894,819 (2.098%)	73,705,739 (0.344%)	-	Realized.
Voting Results:															
Agree	Disagree	Abstain	Questions												
20,915,025,666 (97.558%)	449,894,819 (2.098%)	73,705,739 (0.344%)	-												

No.	Agenda	2021 AGMS Decision	Realization												
5.	Fifth Agenda Appointment of the Registered PAF (including the Registered PA practising through such Registered PAF) to audit/examine the Company's books and accounts for the financial year ended 31 December 2021	<p>I. Appointing the KAP Tanudiredja, Wibisana, Rintis & Rekan (a member firm of the PwC global network), as the PAF registered with the Financial Services Authority, to audit/examine the books and records of the Company for the financial year ended 31 December 2021.</p> <p>II. Granting power and authority to the Board of Commissioners to:</p> <ol style="list-style-type: none"> appoint the PA registered with the Financial Services Authority practicing through the KAP of Tanudiredja, Wibisana, Rintis & Rekan (a member firm of the PwC global network) and its successor (if relevant) to audit/examine the books and records of the Company for the financial year ended 31 December 2021; appoint another PAF if the KAP Tanudiredja, Wibisana, Rintis & Rekan (a member firm of the PwC global network) for any reason whatsoever is unable to duly finish auditing/examining the books and records of the Company for the financial year ended 31 December 2021; and take any other actions deemed necessary in relation to the appointment and/or replacement of the PAF registered with the Financial Services Authority including, without limitation, determine the amount of fee and other requirements in relation to the appointment of such Registered PAF registered with the Financial Services Authority; <p>with due regard for the recommendations from the Audit Committee and the prevailing laws and regulations.</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 Meeting.</p> <table> <tr> <th colspan="4">Voting Results:</th></tr> <tr> <th>Agree</th><th>Disagree</th><th>Abstain</th><th>Questions</th></tr> <tr> <td>21,433,031,824 (99.974%)</td><td>0 (0%)</td><td>5,594,400 (0.026%)</td><td>-</td></tr> </table>	Voting Results:				Agree	Disagree	Abstain	Questions	21,433,031,824 (99.974%)	0 (0%)	5,594,400 (0.026%)	-	Realized.
Voting Results:															
Agree	Disagree	Abstain	Questions												
21,433,031,824 (99.974%)	0 (0%)	5,594,400 (0.026%)	-												
6.	Sixth Agenda Grant of powers and authority to the Board of Directors to pay out interim dividends for the financial year ended 31 December 2021.	<p>I. Granting power and authority to the Company's Board of Directors subject to the approval of the Board of Commissioners, to the extent the financial condition of the Company permits and with observance of the prevailing laws and regulations, to determine and pay out interim dividends for the financial year ended 31 December 2021, provided that to ensure compliance with Article 72 of Law No. 40 of 2007 on Limited Liability Companies, if the interim dividends are to be distributed, then the distribution must be made to the shareholders before the end of the financial year 2021, including determine the form, amount and method of payment of such interim dividends.</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> <tr> <th colspan="4">Voting Results:</th></tr> <tr> <th>Agree</th><th>Disagree</th><th>Abstain</th><th>Questions</th></tr> <tr> <td>21,379,370,650 (99.724%)</td><td>37,171,037 (0.173%)</td><td>22,084,537 (0.103%)</td><td>-</td></tr> </table>	Voting Results:				Agree	Disagree	Abstain	Questions	21,379,370,650 (99.724%)	37,171,037 (0.173%)	22,084,537 (0.103%)	-	Realized.
Voting Results:															
Agree	Disagree	Abstain	Questions												
21,379,370,650 (99.724%)	37,171,037 (0.173%)	22,084,537 (0.103%)	-												
7.	Seventh Agenda Approval of the Revised Recovery Plan of the Company.	<p>Approving the amendments to the Company's Recovery Plan, as incorporated in the Recovery Plan of PT Bank Central Asia Tbk 2021, which has been recorded in the supervisory administrative system of the Financial Services Authority, as evident from the letter from the Financial Services Authority Number S-2/PB.3/2021 dated 11 January 2021 on the Update of the Recovery Plan of PT Bank Central Asia Tbk 2021.</p> <table> <tr> <th colspan="4">Voting Results:</th></tr> <tr> <th>Agree</th><th>Disagree</th><th>Abstain</th><th>Questions</th></tr> <tr> <td>21,434,141,087 (99.979%)</td><td>0 (0%)</td><td>4,485,137 (0.021%)</td><td>-</td></tr> </table>	Voting Results:				Agree	Disagree	Abstain	Questions	21,434,141,087 (99.979%)	0 (0%)	4,485,137 (0.021%)	-	Realized.
Voting Results:															
Agree	Disagree	Abstain	Questions												
21,434,141,087 (99.979%)	0 (0%)	4,485,137 (0.021%)	-												



9. 2021 EGMS Decision and its Realizations

The decision of the 2021 EGMS and its realizations are as follows:

No.	Agenda	2021 EGMS Decision	Realization												
1.	Agenda Approval of the Company's Stock Split	<p>I. Approving the Company's stock split, in which 1 (one) share of the Company currently with a nominal value of Rp62.50 (sixty-two rupiah and fifty cents) is divided into 5 (five) shares each with a nominal value of Rp12.50 (twelve rupiah and fifty cents), with a consequence that a shareholder currently owning 1 (one) share with a nominal value of Rp62.50 (sixty-two rupiah and fifty cents) will own 5 (five) shares, each with a nominal value of Rp12.50 (twelve rupiah and fifty cents).</p> <p>II. In connection with the Company's stock split as described in point I of this resolution, approving the amendment of the Company's Articles of Association, namely modifying the provisions of Article 4 paragraphs 1 and 2 of the Company's Articles of Association as described in the Comparative Table of Amendments to the Company's Articles of Association, which has been provided to the shareholders or their proxies as the Meeting materials and also presented during the Meeting.</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 necessary actions in respect of the implementation of the Company's stock split, including but not limited to determining and stipulating the procedure and schedule for the implementation of the stock split in accordance with the applicable regulations in the Capital Markets sector, causing such resolution to be restated/expressed in a notarial deed, amending the provisions of the Company's Articles of Association according to the resolution described in point II, including confirming the composition of the Company's shareholders (if necessary), and further filing any necessary notice with the competent authorities in respect of this Meeting resolution and/or the amendment to the Company's Articles of Association referred to in this Meeting resolution, as well as taking any and all necessary actions 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 in this agenda item is approved by the Meeting.</p>	Realized.												
<table border="1"> <thead> <tr> <th colspan="4">Voting Results:</th></tr> <tr> <th>Agree</th><th>Disagree</th><th>Abstain</th><th>Questions</th></tr> </thead> <tbody> <tr> <td>21,428,300,688 (99.989%)</td><td>23,063 (0.001%)</td><td>2,321,400 (0.010%)</td><td>-</td></tr> </tbody> </table>				Voting Results:				Agree	Disagree	Abstain	Questions	21,428,300,688 (99.989%)	23,063 (0.001%)	2,321,400 (0.010%)	-
Voting Results:															
Agree	Disagree	Abstain	Questions												
21,428,300,688 (99.989%)	23,063 (0.001%)	2,321,400 (0.010%)	-												

Independent Parties who Conducts Counting and/or Validation of the Votes in the AGMS and EGMS

The independent parties that count and/or validate the votes at the 2021 AGMS and EGMS were PT Raya Saham Registra as BCA's Securities Administration Bureau and Christina Dwi Utami, SH, M.Hum., M.Kn., as the Public Notary who verified the vote count.

10. Realization of Dividend Payment

- Information related to the procedure of proposal and dividend distribution or payment, shareholders who are entitled to receive dividends, and related tax provisions are regulated in the BCA Dividend Distribution Policy. The main policy can be downloaded on the BCA website (<https://www.bca.co.id/en/tentang-bca/tata-kelola/acgs/kebijakan-gcg>) in the Corporate Governance-Corporate Action-Dividend section.
- Dividend payments (interim or final/annual) were made by BCA punctually and based on the principle of fairness. All shareholders are treated equally and dividends are paid no later than 30 (thirty) days after the announcement of an interim dividend and/or GMS approving the distribution of the final dividend.
- Payment of cash dividends for financial year 2021 was paid on April 19, 2022 and interim dividend payments for financial year 2022 were made on December 20, 2022.
- BCA published the announcement and procedure for payment of cash dividends 2021 on March 21, 2022 in daily newspaper namely Bisnis Indonesia and The Jakarta Post. The announcement and procedure for payment of the 2021 interim dividend was published on November 23, 2022 in daily newspaper namely Bisnis Indonesia and The Jakarta Post.

- The historical amount of dividend distribution can be seen on page 20-21 of this Annual Report.

11. Statements Regarding Unrealized GMS Resolutions

BCA has implemented all recommendations from the Annual GMS decision dated March 17, 2022, therefore, there is no information pertaining to any reason with regards to decisions that has not been realized.



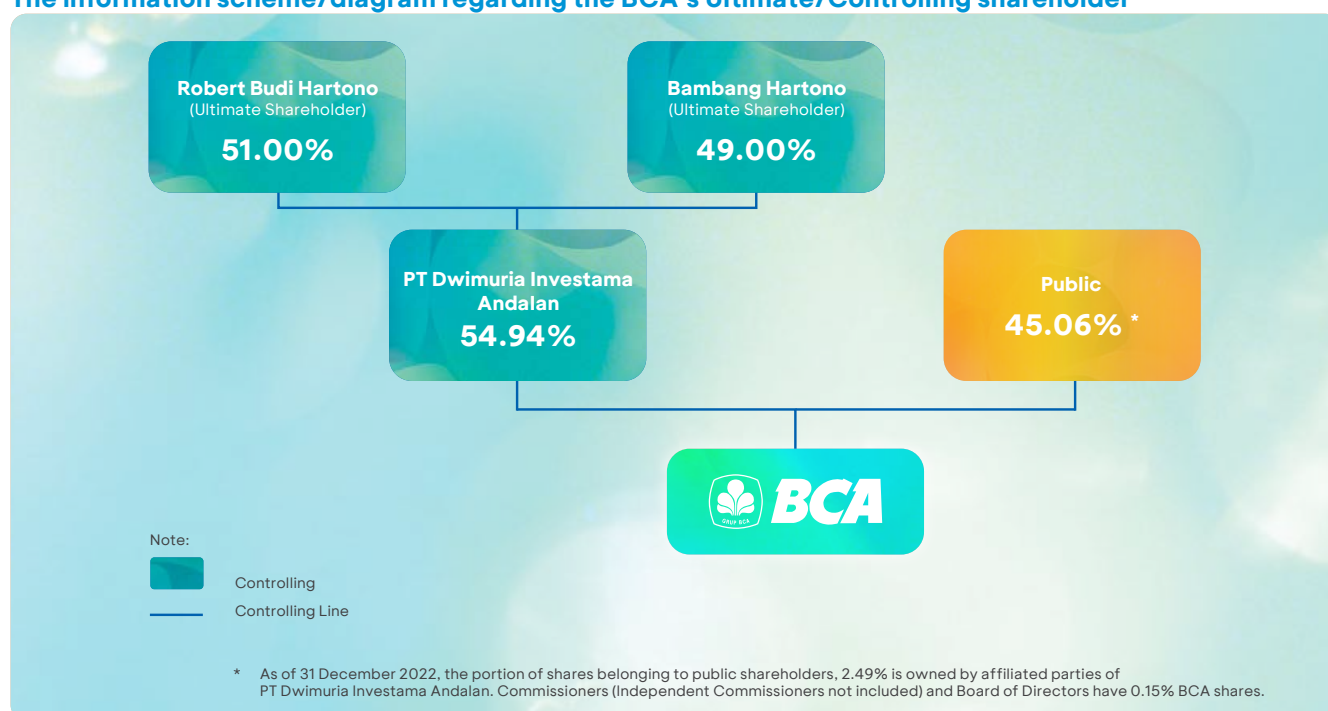
INFORMATION ON ULTIMATE/CONTROLLING SHAREHOLDER

Since November 11, 2016, BCA's ultimate/controlling shareholder is PT Dwimuria Investama Andalan. OJK has approved the changes of BCA's Controlling Shareholder through the letter No. KEP-15/D.03/2017 dated February 1, 2017 concerning the Results of Fit and Proper Test of PT Dwimuria Investama Andalan as a Prospective BCA's Controlling Shareholder.

In connection with the changes of the controlling shareholder, there was no change in control of BCA which the BCA's ultimate Controlling Shareholders remained Robert Budi Hartono and Bambang Hartono.

The information scheme or diagram regarding the BCA's Ultimate/Controlling shareholder, both directly and indirectly up to the individual shareholder is presented as follows:

The information scheme/diagram regarding the BCA's Ultimate/Controlling shareholder



Information regarding the BCA's Ultimate/Controlling shareholder can be seen on the BCA's website (www.bca.co.id) in the investor relations section.

BOARD OF COMMISSIONERS

Based on Law No. 40 of 2007 concerning Limited Liability Companies, the Board of Commissioners is the corporate organ that has the duty and responsibility to carry out general and/or special supervision in accordance with the Articles of Association, provide advice to the Board of Directors, and ensure the implementation of governance principles in every business activity at all levels of the organization.

1. The Board of Commissioners' Charter

In carrying out duties and responsibilities, the Board of Commissioners of BCA is guided by the Board of Commissioners' Charter so each member can perform the supervisory function effectively, efficiently, accountably, transparently and independently. The Board of Commissioners' Charter refers to OJK Regulation No. 55/POJK.03/2016 on the Implementation of Governance for Commercial Banks and OJK Regulation No. 33/POJK.04/2014 concerning the Board of Directors and the Board of Commissioners of Issuers or Public Companies. These guidelines are evaluated and updated periodically with reference to the prevailing laws and regulation.

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 (<https://www.bca.co.id/en/tentang-bca/tata-kelola/Struktur-Organisasi>).

In general, the Board of Commissioners' Charter regulates the following:

- a. Composition and Criteria for the Board of Commissioners;
- b. Criteria/Requirements of the Board of Commissioners;
- c. Independent Commissioner;
- d. Criteria for the Independent Commissioner;
- e. Term of Office of the Board of Commissioners;
- f. Appointment of the Board of Commissioners;
- g. Concurrent Position of Board of Commissioners;
- h. Obligations, Duties, Responsibilities and Authorities of the Board of Commissioners;
- i. Main Duties of the President Commissioner;
- j. Approval and Actions of the Board of Commissioners;
- k. Prohibition of the Board of Commissioners;
- l. Transparency Aspects for the Board of Commissioners;
- m. Orientation of the Board of Commissioners;
- n. Training for the Board of Commissioners;
- o. Ethics and Working Hours of the Board of Commissioners;

- p. Board of Commissioners meeting;
- q. Reporting and Accountability;
- r. Remuneration;
- s. Lending to the Board of Commissioners; as well as
- t. Self-Assessment of the Board of Commissioners.

2. Duties and Responsibilities of the Board of Commissioners

The duties and responsibilities of the BCA Board of Commissioners include the following:

- a. Supervise BCA management policies and the general management activities for the interest of BCA in accordance with BCA's purposes and objectives.
- b. Directing, monitoring and evaluating the implementation of BCA's strategic policies and giving advise to the Board of Directors in accordance with the purposes and objectives of the BCA's Articles of Association.
- c. Ensure the implementation of the principles of the Corporate Governance are carried out in every business activity at all levels of BCA organization, at least through monitoring of the following:
 - 1) Implementation of the duties and responsibilities of the Board of Commissioners and the Board of Directors;
 - 2) Completeness and implementation of the duties of the committees and work units that carry out the internal control function;
 - 3) Implementation of remuneration policy and periodic evaluation of the remuneration policy;
 - 4) Implementation of the compliance, internal auditor and external auditor functions;
 - 5) Implementation of risk management, including internal control systems;
 - 6) Provision of funds to related parties and provision of large funds;
 - 7) BCA's strategic plan;
 - 8) Transparency of the financial and non-financial conditions;
 - 9) Approve and periodically review the BCA's vision, mission and core values.
- d. Supervise the implementation of Integrated Governance.
- e. Ensure that the Board of Directors has followed up on audit findings and recommendations from the Internal Audit Division, external auditors, the results of supervision by the OJK, Bank Indonesia, and/or other authorities.
- f. Provide approval on the merger, consolidation, and/or integration plan, which contains summary information from the independent appraiser's report.



- g. Notifying the OJK/Bank Indonesia no later than 7 (seven) working days since the finding of violation of laws and regulations in the financial and banking sector and/or circumstances or predicted condition that may endanger the business continuity of BCA.
- h. Establish:
 - 1) Audit Committee;
 - 2) Risk Oversight Committee;
 - 3) Remuneration and Nomination Committee; and
 - 4) Integrated Governance Committee.

The Board of Commissioners must ensure that the committees established perform their duties effectively and evaluate the performance of the committees at the end of the fiscal year.
- i. Hold meetings and prepare minutes of meeting in carrying out the following:
 - 1) Regular meetings of the Board of Commissioners at least once every 2 (two) months or 6 (six) times per year in accordance with applicable laws and regulation.
 - 2) Regular meetings of the Board of Commissioners with the Board of Directors at least once every 4 (four) months.
- j. Under certain conditions, holding the Annual GMS and other GMS in accordance with respective authorities as stipulated in the applicable laws and regulations, and BCA's Articles of Association.
- k. Create and submit reports to the Annual GMS, the OJK or other parties.
- l. Approved the Bank's Business Plan and Sustainable Financial Action Plan prepared by the Board of Directors.

Duties and Responsibilities of President Commissioner

The President Commissioner carries out the same duties and responsibilities as the Board of Commissioners above, added with other duties and responsibilities, as follows:

- a. Summon for meetings of the Board of Commissioners.
- b. Lead the Board of Commissioners meetings.
- c. Lead the General Meeting of Shareholders.
- d. Coordinate the implementation of the duties and responsibilities of the Board of Commissioners.

In accordance with their duties and responsibilities, the Board of Commissioners of BCA was not involved in making decisions about BCA's operational activities throughout 2022.

3. Authorities of the Board of Commissioners

In carrying out its duties and responsibilities, the BCA Board of Commissioners has the authority to:

- a. Entering buildings or other locations used or controlled by BCA, inspecting all books, letters, and other evidence, inspecting and matching the condition of cash and other items, and being aware of all actions taken by the Board of Directors.
- b. Request for clarifications from the Board of Directors on all matters regarding BCA.
- c. Temporarily terminate one or more members of the Board of Directors, should any of the member of the Board of Directors act contrary to the BCA's Articles of Association, cause harm to BCA, neglect obligations, and/or violate the prevailing laws and regulations.
- d. Propose replacement and/or appointment of members of the Board of Directors to the GMS with due regard to the recommendations of the Remuneration and Nomination Committee.
- e. Evaluate and decide upon the Board of Directors' requests related to the transactions that require the approval of the Board of Commissioners in accordance with BCA's Articles of Association as follows:
 - 1) Lend money or providing credit facilities or other banking facilities that resembles or result in money borrowing:
 - i. to related parties as stipulated in the provisions of Bank Indonesia, the OJK or other authorized institutions 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 collateral 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, 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 point q paragraph 2 Article 3 of BCA's 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 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 its 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 due regard to the prevailing laws and regulation.
- 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 equivalent forms.
- 6) Transfer or relinquish BCA claim rights which have been written off, either in a part or in a whole, the amount of which will be determined from time to time by the Board of Commissioners.
- 7) Sell, transfer or relinquish rights or collateralizing/guaranteeing 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 BCA balance sheet, either in 1 (one) transaction or in several independent transactions or related to each other in 1 (one) fiscal year.
- 8) Carry out legal actions or transactions that are strategic in nature and may have a significant impact to the continuity of BCA's business, that the type of legal action or transaction from time to time will be determined by the Board of Commissioners.

The Board of Commissioners observes the provisions of the BCA's Articles of Association, the Board of Commissioners' Charter, and the prevailing laws and regulations in order to carry out its duties, responsibilities and authority.

4. Criteria for the Members of the Board of Commissioners

Members of the Board of Commissioners of BCA are individuals who meet the criteria and requirements in accordance with OJK Regulation No. 33/POJK.04/2014 concerning the Board of Directors and the Board of Commissioners of Issuers or Public Companies, OJK Regulation No. 55/POJK.03/2016 concerning Implementation of Good Corporate Governance for Commercial Banks, and OJK Regulation No. 27/POJK.03/2016 concerning Fit and Proper Test for Main Parties of Financial Service Institutions. The criteria for members of the Board of Commissioners can also be found in the Board of Commissioners' Charter which can be downloaded in the Organizational Structure Section of the BCA website (<https://www.bca.co.id/en/tentang-bca/tata-kelola/struktur-organisasi>).

The criteria for the Board of Commissioner members are as follows:

- a. Have good character, morals and integrity.
- b. Be competent in carrying out legal actions.
- c. Within 5 (five) years before appointment and during their tenure:
 - 1) Have never been convicted of a criminal offense that is detrimental to the state finances and/or related to the financial sector; and
 - 2) Have never been a member of the Board of Directors and/or a member of the Board of Commissioners who during their tenure:
 - i. Not held an Annual GMS
 - ii. Accountability as a member of the Board of Directors and/or a member of the Board of Commissioners has been rejected by the GMS or does not provide accountability as a member of the Board of Directors and/or a member of the Board of Commissioners to the GMS; and
 - iii. Had caused a company that has obtained permits, approvals, or registrations from OJK fail to comply its obligation to submit annual reports and/or financial reports to OJK.
- d. Has a commitment to comply with laws and regulations.
- e. Has knowledge and/or expertise in the fields required by BCA.



- f. Meet the following requirements for integrity, competence and financial reputation:
- 1) Integrity requirements, including:
 - i. capable of carrying out legal actions;
 - ii. has good character and morals, at least shown by the attitude of complying with applicable provisions, including have never been convicted for a crime in a certain period before being nominated;
 - iii. has a commitment to comply with laws and regulations and uphold OJK policies;
 - iv. has a commitment towards the development of a healthy financial services institution;
 - v. not included as a party prohibited from being a main party;
 - vi. have a commitment not to commit and/or repeat actions and/or activity that cause the person concerned to be included as a party prohibited from becoming a Main Party.
 - 2) Competency requirements, including:
 - i. knowledge in banking which is adequate and relevant to the position;
 - ii. experience and expertise in banking and/or financial sector.
 - 3) Financial reputation requirements, at least evidenced by:
 - i. not having bad credit and/or non performing loan; and
 - ii. has never been declared bankrupt and/or has never been a shareholder, controller of an insurance company who is not a shareholder, a member of the Board of Directors, or a member of the Board of Commissioners found guilty of causing a company to be declared bankrupt within the last 5 (five) years before being nominated.
 - 4) Has passed the Fit and Proper Test in accordance with OJK Regulations.

5. Nomination for Members of the Board of Commissioners

The nominations for members of the Board of Commissioners refer to Article 7 and Article 26 of OJK Regulation No. 33/POJK.04/2014 concerning the Board of Directors and The Board of Commissioners of Issuers or Public Companies and Article 27 of OJK Regulation No. 55/POJK.03/2016 concerning Implementation of Good Corporate Governance for Commercial Banks.

Nomination Mechanism

BCA has arrangements related to the nomination mechanism in the Mechanism for Nomination of Members of the Board of Commissioners and the Board of Directors documents, which can be accessed by the public through the BCA website in the Corporate Governance Section (<https://www.bca.co.id/en/tentang-bca/tata-kelola/acgs/kebijakan-gcg>).

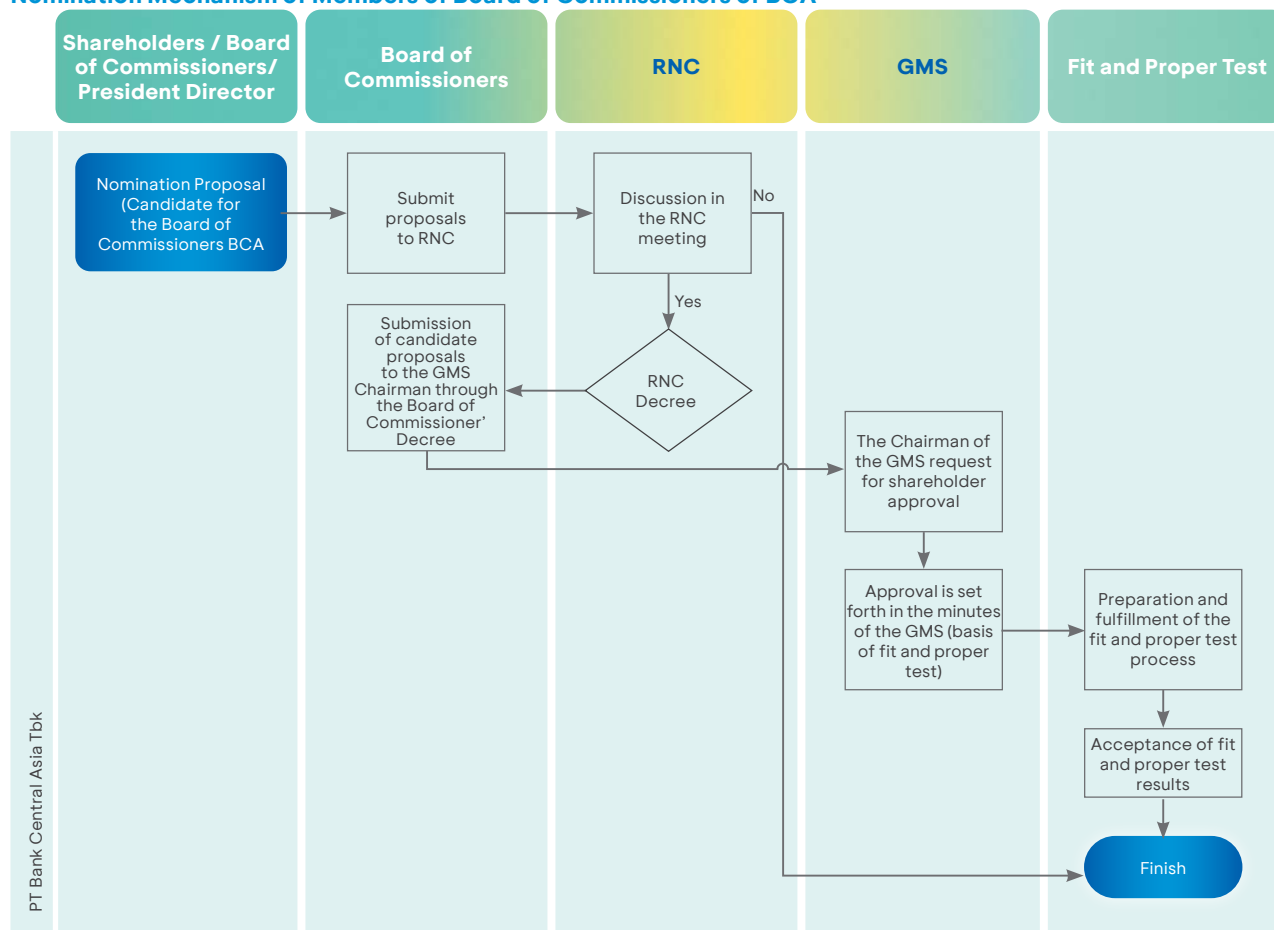
Referring to Article 49 of OJK Regulation No. 55/POJK.03/2016 concerning Implementation of Good Corporate Governance for Commercial Banks, the mechanism for nominating members of the Board of Commissioners is as follows:

- a. Proposals from Shareholders/Board of Commissioners/President Director related to the nominations of the Board of Commissioners are submitted to the Board of Commissioners.
- b. The Board of Commissioners requests the Remuneration and Nomination Committee (RNC) to discuss proposals related to the nomination of the Board of Commissioners.
- c. RNC conducts discussions related to the proposal in the RNC. The discussion is outlined in the minutes of the RNC meeting. Matters to be considered in the meeting includes:
 - 1) Reasons and/or considerations for the proposal (among other things based on interview results, financial reputation studies, experience, track record, and public opinion circulating in various media);
 - 2) Criteria and qualifications for the candidate in accordance with the direction of the BCA strategy;
 - 3) RNC has carried out the following steps:
 - i. Pay attention to external and internal conditions in accordance with the direction of BCA's strategy;
 - ii. Communicate with the Controlling Shareholder (if the proposal is not from the Controlling Shareholder).
- d. After conducting the discussion, RNC provides recommendations to the Board of Commissioners as outlined in the RNC Decree.
- e. Based on the RNC's recommendations, the Board of Commissioners submits candidates for the Board of Commissioners to the chairman of the GMS through the Board of Commissioners' Decree.
- f. The GMS Chairman requests for Shareholders' approval in the GMS agenda related to the nominations of the Board of Commissioners.

- g. After obtaining approval from the GMS, the approval shall be set forth in the minutes of the GMS which form the basis of the Fit and Proper Test of the candidates for the Board of Commissioners.
- h. BCA may use third parties' services to search for candidates of the Board of Commissioners.

The explanation of the nomination flow above is shown in the diagram below:

Nomination Mechanism of Members of Board of Commissioners of BCA



6. 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 Implementation of Good Corporate Governance for Commercial Banks.

OJK Regulation No. 55/POJK.03/2016 concerning Implementation of Good Corporate Governance for Commercial Banks	BCA Implementation
Have at least 3 (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 1 (one) member of the Board of Commissioners domiciled in Indonesia.	All members of the BCA's Board of Commissioners are domiciled in Indonesia.
Have Independent Commissioner at least 50% (fifty percent) of the total members of the Board of Commissioners.	The number of BCA Independent Commissioners is 3 (three) people or 60% (sixty percent) of the total members of the Board of Commissioners of BCA.



As of December 31, 2022, BCA has 5 (five) members of the Board of Commissioners, consisting of 1 (one) President Commissioner, 1 (one) Commissioner, and 3 (three) Independent Commissioners. The number of BCA Board of Commissioners members does not exceed the number of BCA Board of Directors members. The number of BCA Independent Commissioners is 60% (sixty percent) of the total members of BCA Board of Commissioners. All members of the BCA Board of Commissioners are domiciled in Indonesia.

Since there were no changes to the Board of Commissioners' composition throughout 2022, BCA does not present reasons for changes to the Board of Commissioners' composition in this Annual Report. The composition of member of BCA Board of Commissioners in 2022 is contained in the Statement of Meeting Resolutions Deed of PT Bank Central Asia Tbk No. 33 dated May 10, 2022, made in the presence of Christina Dwi Utami, S.H. M.Hum., M.Kn., Notary in Jakarta.

The Composition of BCA Board of Commissioners as of December 31, 2022

Name	Position	Approval Letter No.	Term of Office
Djohan Emir Setijoso	President Commissioner	13/99/GBI/DPIP/Rahasia dated August 25, 2011	2021 – 2026
Tonny Kusnadi	Commissioner	5/4/DpG/DPIP/Rahasia dated September 4, 2003	2021 – 2026
Cyrrillus Harinowo	Independent Commissioner	5/4/DpG/DPIP/Rahasia dated September 4, 2003	2021 – 2026
Raden Pardede	Independent Commissioner	8/84/DPB3/TPB3-2 dated August 16, 2006	2021 – 2026
Sumantri Slamet	Independent Commissioner	SR-117/D.03/2016 dated July 11, 2016	2021 – 2026

All members of the Board of Commissioners of BCA have obtained approval from Bank Indonesia (currently the OJK) and have passed the fit and proper test from Bank Indonesia (currently the OJK) before carrying out their duties and functions. This is in accordance with Bank Indonesia Regulation No. 12/23/PBI/2010 concerning Fit and Proper Test and Bank Indonesia Circular Letter No. 13/8/DPNP concerning Fit and Proper Test as amended by Bank Indonesia Circular Letter No. 13/26/DPNP dated November 30, 2011.

7. Term of Office of the Board of Commissioners

In accordance with BCA's Articles of Association, the term of office of members of the Board of Commissioners is 5 (five) years from the date specified in the GMS. The term of office of the members of the Board of Commissioners for this period will end when BCA Annual GMS is closed in 2026. The GMS still has the authority to dismiss one or more members of the Board of Commissioners at any time before its term ends.

8. Orientation Program for New Board of Commissioners Members

New members of the Board of Commissioners participate in the orientation program in order to carry out their duties and responsibilities as members of the Board of Commissioners properly.

The Board of Commissioners orientation program are regulated in:

- BCA Governance Guidelines Chapter 3 concerning the Board of Commissioners' Charter
- Board of Directors' Decree No. 189/SK/DIR/2020 dated December 4, 2020 concerning Orientation Guidelines for New Members of the Board of Directors and Board of Commissioners of PT Bank Central Asia Tbk.

The orientation program includes, among others:

- Knowledge about BCA's Vision, Mission, Values, Strategy;
- BCA's mid term and long-term plans (RBB for the year)
- BCA's performance and finances; and
- Issues relevant to the banking world.

Orientation Procedures

The orientation for the new members of the Board of Commissioners may be conducted by:

- Presentation by work units of head office (UKKP)
- Visits to various BCA's activity locations.
- Meetings and discussions with other members of the Board of Directors and the Board of Commissioners to discuss various BCA's issues or other information required.
- Learn various BCA's informations that available electronically (online base).

In 2022, there was no implementation of orientation program for members of the Board of Commissioners because there was no appointment of new members of the Board of Commissioners.

9. Training Programs In Order to Enhance the Board of Commissioners Competence

BCA has a Board of Commissioners training program policy that is regulated in the Board of Commissioners'

Charter. BCA requires members of the Board of Commissioners to attend a training program at least once a year to support the implementation of their duties and responsibilities. As additional information, the training programs for the Board of Commissioners in 2022 were implemented offline and online due to the COVID-19 pandemic. The list of training programs attended by members of the Board of Commissioners throughout 2022 is as follows:

Training Program Attended by Members of the Board of Commissioners in 2022

No.	Name	Training Program	Organizer	Date
1	D.E. Setijoso	Risk Management Refreshment Program "Cybersecurity and Mitigation Risk for Top Management"	BCA - McKinsey & Company	February 7, 2022
		BCA Wealth Summit 2022	BCA	September 8, 2022
		IKF XI: Thriving Forward "Leveraging Business Opportunity for Stronger Growth & Resilience in the Digital Era"	BCA	October 18, 2022
		BCA National Working Meeting 2023 "Cruising Challenges for Sustainable Growth"	BCA	December 8 - 9, 2022
		Panel Discussion: Optimization of the Board of Commissioners' Active Oversight in BANI Era (Brittle, Anxious, Non-linear and Incomprehensible)	BSMR	December 19, 2022
2	Tonny Kusnadi	Risk Management Refreshment Program "Cybersecurity and Mitigation Risk for Top Management"	BCA - McKinsey & Company	February 7, 2022
		IKF XI: Thriving Forward "Leveraging Business Opportunity for Stronger Growth & Resilience in the Digital Era"	BCA	October 18, 2022
		BCA National Working Meeting 2023 "Cruising Challenges for Sustainable Growth"	BCA	December 8 - 9, 2022
3	Cyrillus Harinowo	Launching of the 2021 Bank Indonesia Transparency and Accountability Report and the G20 International Seminar Series	Bank Indonesia	January 26, 2022
		Risk Management Refreshment Program "Cybersecurity and Mitigation Risk for Top Management"	BCA - McKinsey & Company	February 7, 2022
		Economy Outlook	BCA	April 27, 2022
		IKF XI: Thriving Forward "Leveraging Business Opportunity for Stronger Growth & Resilience in the Digital Era"	BCA	October 18, 2022
		Customer Engagement Gathering: Renewable energy business opportunities	BCA	November 11, 2022
		2022 BCA Logistic Division Supplier Gathering	BCA	November 18, 2022
		ASEAN Global Leadership Program	New York University, SRW&Co.	December 5-9, 2022
4	Raden Pardede	BCA Trading Trends 2022	BCA	January 14, 2022
		Risk Management Refreshment Program "Cybersecurity and Mitigation Risk for Top Management"	BCA - McKinsey & Company	February 7, 2022
		Economy Outlook	BCA	April 25, 2022
		BCA Wealth Summit 2022	BCA	September 8, 2022
		IKF XI: Thriving Forward "Leveraging Business Opportunity for Stronger Growth & Resilience in the Digital Era"	BCA	October 18, 2022
		BCA Economic Research Forum VI: 2023 Economic Outlook	BCA	November 22, 2022
		BCA National Working Meeting 2023 "Cruising Challenges for Sustainable Growth"	BCA	December 8 - 9, 2022



No.	Name	Training Program	Organizer	Date
5	Sumantri Slamet	BCA Trading Trends 2022	BCA	January 14, 2022
		Online event: Omicron is Coming Our Way: Will It Hasten the COVID-19 Pandemic's End?	BCA	January 28, 2022
		Risk Management Refreshment Program "Cybersecurity and Mitigation Risk for Top Management"	BCA - McKinsey & Company	February 7, 2022
		Online event: Implications of NIK becoming NPWP for Entrepreneurs	BCA	August 5, 2022
		BCA Wealth Summit 2022	BCA	September 8, 2022
		IKF XI: Thriving Forward "Leveraging Business Opportunity for Stronger Growth & Resilience in the Digital Era"	BCA	October 18, 2022
		Credit Risk Analysis Professional Certificate	New York Institute of Finance	October 17-21, 2022
		Advanced Credit Risk Professional Certificate	New York Institute of Finance	October 24-28, 2022
		BCA National Working Meeting 2023 "Cruising Challenges for Sustainable Growth"	BCA	December 8 - 9, 2022

Pursuant to Bank Indonesia Regulation No. 11/19/PBI/2009 dated June 4, 2009 as amended by Bank Indonesia Regulation No. 12/7/PBI/2010 dated April 19, 2010 concerning Risk Management Certification for Management and Official of Commercial Banks, all of the Board of Commissioners members attained the Risk Management Certification and/or Refreshment in accordance with applicable regulations.

10. The Board of Commissioners Share Ownership Amounted 5% or More of the Paid-Up Capital

BCA policy that regulates the share ownership report for the the Board of Commissioners refers to the Article 39 of OJK Regulation No. 55/POJK.03/2016 Concerning Implementation of Good Corporate Governance for Commercial Banks and Article 2 of OJK Regulation No.11/POJK.04/2017 concerning Report of Ownership or Any Changes to Share Ownership in Public Companies and OJK Circular Letter No.13/SEOJK.03/2017 concerning the Implementation of Good Corporate Governance for Commercial Bank

Implementation of the Ownership Reporting Policy or Any Changes in Share Ownership

The Board of Commissioner' Charter governs the following:

- The Board of Commissioner obligation to disclose the share ownership of 5% or more of the paid up capital, which includes the type and number of shares in BCA, other banks, non-bank financial institutions and other companies, which are domiciled in and outside the country. In addition, BCA has also held and stored a Special List as regulated in Article 50 of the Limited Liability Company Law.

- The Board of Commissioner obligation to submit the information regarding the ownership and any changes in the ownership of the BCA's shares no later than 3 (three) working days after the occurrence of ownership or any change in ownership of the shares of the Public Company. This policy is in accordance with the Article 3 of OJK Regulation No.11/POJK.04/2017 concerning Report of Ownership or Any Changes to the Share Ownership in Public Companies and has been socialized through the Memorandum No. 120/MO/DCS/2017 dated April 25, 2017 by the Corporate Secretary to the entire Board of Directors and Board of Commissioners.

As a form of compliance with internal and external policies regarding share ownership reports, BCA has also submitted a report on BCA's share ownership for the Board of Commissioners at the beginning of each month and for any change in share ownership for the Board of Commissioners in 2022 through the e-reporting system to OJK and IDX.

Table of the Board of Commissioners Share Ownership Amounted 5% or more of Paid-up Capital as of December 31, 2022

Name	The Board of Commissioners Share Ownership amounted 5% or more of paid-up capital at:			
	BCA	Other Bank	Non-Bank Financial Institution	Other Companies
Djohan Emir Setijoso	-	-	-	✓
Tonny Kusnadi	-	-	-	✓
Cyrillus Harinowo	-	-	-	✓
Raden Pardede	-	-	-	✓
Sumantri Slamet	-	-	-	-

Table of BCA Share Ownership Number by the Board of Commissioners in 2022

Name	Number of Ownership at Beginning of the Year (as of January 1, 2022)	Number of Ownership at the End of the Year (as of December 31, 2022)
Djohan Emir Setijoso	106,217,895	106,395,297
Tonny Kusnadi	6,762,050	6,907,197
Cyrillus Harinowo	N/A	N/A
Raden Pardede	N/A	N/A
Sumantri Slamet	N/A	N/A

Table of BCA Share Ownership Number by the Board of Commissioners in 2022

Name	Number of Ownership at Beginning of the Year (as of January 1, 2021) before stock split	Number of Ownership at the End of the Year (as of December 31, 2021) after stock split
Djohan Emir Setijoso	21,200,121	106,217,895
Tonny Kusnadi	1,217,653	6,762,050
Cyrillus Harinowo	N/A	N/A
Raden Pardede	N/A	N/A
Sumantri Slamet	N/A	N/A

11. Concurrent Position of the Board of Commissioners Members

Throughout 2022, BCA ensured that the Board of Commissioners complied with the regulations related to the Board of Commissioners concurrent position in accordance with OJK Regulation No. 33/POJK.04/2014 concerning the Board of Directors and the Board of Commissioners of Issuers or Public Companies and OJK Regulation No.55/POJK.03/2016 concerning Implementation of Good Corporate Governance for Commercial Banks.

- a. BCA's Board of Commissioners Members do not hold concurrent positions as the members of the Board of Directors, the Board of Commissioners, or executive officers:
- 1) In financial institutions or financial company, both banks and non-banks;
 - 2) In more than 1 (one) non-financial institution or non-financial company, both domestic and overseas.

- b. The following conditions are not considered concurrent positions, as referred to in the paragraph above, if:

- 1) Members of the Board of Commissioners serve as members of the Board of Directors, members of the Board of Commissioners, or executive officers who perform supervisory functions in 1 (one) non-bank subsidiary company controlled by BCA;
- 2) Non-Independent Commissioners perform functional tasks from bank shareholders in the form of legal entities in the BCA's business group; and/or
- 3) Members of the Board of Commissioners hold positions in non-profit organizations or institutions.

The duties and functions referred to in point b above can be carried out as long as the person concerned does not neglect the implementation of duties and responsibilities as a member of the Board of Commissioners of BCA.



- c. BCA's Board of Commissioners members do not hold concurrent positions in more than 5 (five) Committees within the institutions/companies where they function as members of the Board of Director or members of the Board of Commissioner.

Tabel of Concurrent Position of the Board of Commissioners of BCA in 2022

Name	Position in BCA	Position at other Banks	Position at other Institution/Company	Industry
Djohan Emir Setijoso	President Commissioner	-	-	-
Tonny Kusnadi	Commissioner	-	President Commissioner of PT Sarana Menara Nusantara Tbk	Telecommunications Tower Operators
Cyrillus Harinowo	Independent Commissioner	-	-	-
Raden Pardede	Independent Commissioner	-	Independent Commissioner of PT Global Digital Niaga Tbk	Retail trading through Digital Platform
Sumantri Slamet	Independent Commissioner	-	Member of the Risk Committee at the University of Indonesia	Education

Table of Concurrent Positions of the Board of Commissioners in Committees at BCA in 2022

Name	Position in BCA	Period	Position in Committee
Djohan Emir Setijoso	President Commissioner	2021-2026	• Member of the Remuneration and Nomination Committee
Tonny Kusnadi	Commissioner	2021-2026	-
Cyrillus Harinowo	Independent Commissioner	2021-2026	• Chairman of the Risk Oversight Committee • Chairman of the Integrated Governance Committee
Raden Pardede	Independent Commissioner	2021-2026	• Chairman of the Remuneration and Nomination Committee
Sumantri Slamet	Independent Commissioner	2021-2026	• Chairman of the Audit Committee

12. Report on the Implementation of Duties and Evaluation of Committees under the Board of Commissioners

The committees under the Board of Commissioners that have been formed to support the implementation of the duties of the Board of Commissioners are:

- Audit Committee (AC)
- Risk Oversight Committee (ROC)
- Remuneration and Nomination Committee (RNC)
- Integrated Governance Committee (IGC)

The Board of Commissioners carries out an assessment of these committees with the following provisions:

1. Criteria

The assessment criteria for the committees under the Board of Commissioner are based on their compliance towards the Chapter and the realization of work/implementation of the duties of each committee.

2. Process

The assessment is performed by the Board of Commissioners once per year.

3. Result

The Board of Committees claims that all of the committees under the Board of Commissioners have effectively carried out their duties and responsibilities, and have worked by upholding excellent competency and quality standards throughout 2022.

Assessment Results of Committees under the Board of Commissioners

Committee	Assessment
1. Audit Committee (AC)	<p>AC has ensured internal control implementation and effectively assisted the Board of Commissioners in supervising the implementation of internal and external audit functions, corporate governance implementation, and compliance with applicable laws and regulations.</p> <p>Throughout 2022, AC performed its duties effectively and has held 23 (twenty three) meetings, participated in education or training, and implemented the AC work program.</p> <p>The Audit Committee Chapter on pages 419 contains information about meeting attendance, education or training, and the AC work program.</p>
2. Risk Oversight Committee (ROC)	<p>ROC has ensured that BCA has a risk management system in place to protect it from the risks it faces.</p> <p>Throughout 2022, the ROC has held 8 (eight) meetings, participated in education or training, and implemented the ROC work program.</p> <p>The Risk Oversight Committee Chapter on pages 425 contains information about meeting attendance, education or training, and the ROC work programs.</p>
3. Remuneration and Nomination Committee (RNC)	<p>RNC has carried out its duties by making recommendations to the Board of Commissioners on BCA's overall remuneration policies.</p> <p>RNC held 5 (five) meetings in 2022, participated in education or training, and implemented the RNC work program.</p> <p>The Remuneration and Nomination Committee Chapter on pages 431 contains information about meeting attendance, education or training, and the RNC work programs.</p>
4. Integrated Governance Committee (IGC)	<p>The IGC support the Board of Commissioners in overseeing the integrated implementation of governance at BCA and its subsidiaries.</p> <p>Throughout 2022, the IGC held 6 (six) meetings, participated in education or training, and implemented the IGC work program.</p> <p>The Integrated Governance Committee Chapter on pages 435 contains information about meeting attendance, education or training, and the IGC work program.</p>

The Committees under the Board of Commissioners Chapter on pages 419 of this Annual Report contains detailed explanations of the committees under the Board of Commissioners.

13. Report on the implementation of the duties of the Board of Commissioners Members

The complete Report on the Implementation of the Board of Commissioners' Duties is presented on pages 36 under the Report of the Board of Commissioners Section of this Annual Report.

The policies and implementation of the Board of Commissioners' meetings, including joint meetings with the Board of Directors, and the full attendance rate of each member of the Board of Commissioners are presented on pages 392 and 402 under the Meetings of the Board of Commissioners, Directors and Joint Meetings Section of this Annual Report.

14. Performance Assessment of the Corporate Governance Outcomes

Assessment of the performance of members of the Board of Commissioners, namely related to the procedure for implementing performance appraisal, the criteria used, and the party conducting the assessment, can be found on page 409 under the Performance Assessment of the Board of Commissioners and the Board of Directors Section of this Annual Report.



INDEPENDENT COMMISSIONER

As of December 31, 2022, the number of Independent Commissioners of BCA were 3 (three) out of a total of 5 (five) members of the Board of Commissioners, or representing 60% (sixty-percent) of the total members of the Board. In this case, the composition of the members of the Board Commissioners has complied with OJK Regulation No. 55/POJK.03/ 2016 concerning the Implementation of Corporate Governance for Commercial Banks and OJK Circular Letter No. 13/SEOJK.03/2017 concerning the Implementation of Governance for Commercial Banks, which governs that the number of Independent Commissioners is at least 50% (fifty-percent) of the total members of the Board of Commissioners.

1. Independent Commissioner Criteria

The criteria that need to be met by all Independent Commissioners of BCA include:

1. Not a person who is employed or has the authority and responsibility to plan, lead, control, or oversee BCA activities within the last 6 (six months), except for re-appointment as an Independent Commissioner of BCA in the following period;
2. Have no share in BCA, directly or indirectly;
3. Have no affiliation with BCA, other members of the Board of Commissioners, members of the Board of Directors, or the Majority Shareholders of BCA;
4. Have no direct or indirect business relationships related to BCA business activities;
5. Meet other requirements for Independent Commissioners in accordance with prevailing regulations;
6. Prospective Independent Commissioners who are former members of the Board of Directors or BCA executive officers or other parties having relationships with BCA must undergo a cooling off period of at least 1 (one) year before becoming an Independent Commissioners. This provision does not apply to former Directors or Executive Officers who only perform supervisory functions;

7. Non-Independent Commissioners who will shift to Independent Commissioners must undergo a cooling off period of at least 6 (six) months;

In addition to the criteria mentioned above, Independent Commissioners must also meet the general requirements for prospective members of the Board of Commissioners.

2. Terms of Office of Independent Commissioners

The Independent Commissioner's term of office follows the general term of the Board of Commissioners. Independent Commissioners who have served for 2 (two) consecutive terms of office may be reappointed as Independent Commissioners in the following period if:

- The Board of Commissioners meeting believes that Independent Commissioners can still act independently; and
- Independent Commissioner declares his independence at the GMS.

BCA has Independent Commissioners who have been appointed for more than 2 (two) periods, namely Cyrilus Harinowo and Raden Pardede. Based on the meeting of the members of the Board of Commissioners, both of them can still act independently, and each has made a Statement of Independence, which is declared at the appointment of members of the Independent Commissioners at the 2021 BCA Annual GMS.

3. Statement of Independence of Independent Commissioners

The current BCA Independent Commissioners were appointed in 2021, and the appointment decision will be valid until 2026. Each BCA Independent Commissioner has made a Statement of Independence in accordance with the aspects of independence that refer to OJK Regulation no. 33/POJK.04/2014, Article 25 Paragraph 1, concerning Directors and Board of Commissioners of Issuers or Public Companies and has submitted it to OJK.

Independency Aspects	Cyrillus Harinowo	Raden Pardede	Sumantri Slamet
Not a person who is employed or has the authority and responsibility to plan, lead, control, or oversee BCA activities within the last 6 (six months), except for re-appointment as an Independent Commissioner of BCA in the following period.	✓	✓	✓
Have no share in BCA, directly or indirectly	✓	✓	✓
Have no affiliation with BCA, other members of the Board of Commissioners, members of the Board of Directors, or the Majority Shareholders of BCA.	✓	✓	✓
Have no direct or indirect business relationships related to BCA business activities.	✓	✓	✓

BOARD OF DIRECTORS

Based on Law No. 40 of 2007 concerning Limited Liability Companies, the Board of Directors is the organ of the company that has the authority and full responsibility to manage the company 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 of court, in accordance with the provisions of the Articles of Association and the applicable laws and regulations.

1. Guideline and Code of Conduct of the Board of Directors (Board of Directors Charter)

In performing its duties and responsibilities, the Board of Directors of BCA has been guided by the Board of Directors' Charter that is formulated based on Article 18 of OJK Regulation No. 55/POJK.03/2016 concerning the Implementation of Good Corporate Governance for Commercial Banks and Article 35 of OJK Regulation No. 33/POJK.04/2014 concerning the Board of Directors and Board of Commissioners of Issuers or Public Companies. The Board of Directors' Charter has been evaluated and updated on a regular basis with reference to prevailing laws and regulations.

The Board of Directors' Charter is listed in the BCA Governance Guidelines and can be accessed by the public through the BCA website in the Corporate Governance section. (<https://www.bca.co.id/en/tentang-bca/tata-kelola/acgs/kebijakan-gcg>).

In general, the Board of Directors' Charter governs:

- Legal basis;
- Values;
- Composition, criteria, and independence of the board of directors;
- Terms of office of the Board of Directors;
- Concurrent positions of the Board of Directors;
- Appointment of the Board of Directors;
- Obligation, duties, responsibilities and authorities of the Board of Directors;
- Transparency and prohibitions for the Board of Directors;
- Orientation and training of the Board of Directors;
- Ethics and working hours of the Board of Directors;
- Board of Directors' Meetings;
- Reporting and accountability; and
- Board of Directors Self-Assessment.

2. Duties and Responsibilities of the Board of Directors

The duties and responsibilities of the Board of Directors include the following:

1. The Board of Directors is fully responsible for managing the company for the interests and objectives of the company. The main duties of the Board of Directors are
 - a. Lead and manage BCA in accordance with the purposes and objectives of the BCA's Articles of Association.
 - b. Control, maintain, and manage BCA's assets for its interest.
 - c. Create internal control structure, ensure the implementation of internal audit function in every level of management, and follow up on Internal Audit Division (DAI) findings in accordance with policies or directions given by the board of commissioners.
2. Each member of the Board of Directors must carry out their duties in good faith and with full responsibility, while adhering to all applicable laws and regulations.
3. The Board of Directors represents the company inside and outside the court on all matters and in all events, binds the company to other parties and other parties to the company, and carries out all actions, both regarding management and ownership, with the limitation that the Board of Directors must obtain prior written approval from the Board of Commissioners for actions following those listed below.
 - a. Make a loan or provide credit or other banking facilities that resemble or result in a loan of money:
 - 1) To related parties, as stipulated in Bank Indonesia Regulations concerning legal lending limits for commercial banks;
 - 2) Exceeding a certain amount, as determined by the Board of Commissioners from time to time.
 - b. Providing guarantees or debt guarantees (*borgtocht*):
 - 1) To guarantee payment obligations of related parties to third parties as specified in BI, the OJK, or other authorized agencies' provisions concerning the legal lending limit for commercial banks;
 - 2) To guarantee the obligations of other parties in excess of a certain amount, as determined by the Board of Commissioners from time to time;



- c. Purchase, or in other ways obtain, immovable property, except in the context of carrying out other activities commonly carried out by the company as long as it does not conflict with applicable laws and regulations, including, among others, actions in the context of credit restructuring or rescue, including buying collateral, whether all or part of it, through auction or in other ways, in the event that the debtor does not fulfill his obligations to the company, provided that the collateral purchased must be disbursed as soon as possible and exceeds a certain amount determined from time to time by the Board of Commissioners;
- d. Establishing a new company, making or releasing or reducing equity participation, or increasing equity participation, is prohibited unless:
 - 1) Additional capital participation originating from the company's stock dividends; or
 - 2) Equity participation in the context of saving credit:
 - with due observance of the applicable laws and regulations;
- e. Borrow money that is not included in the activity of collecting funds from the public in the form of demand deposits, time deposits, certificates of deposit, savings, and/or other equivalent forms, the amount of which will be determined by the Board of Commissioners from time to time;
- f. Transfer or relinquishing the company's written-off collection rights, either partially or completely, the amount of which will be determined by the Board of Commissioners from time to time;
- g. Sell or transfer, release rights to, or pledge/guarantee, the company's assets above a certain value determined from time to time by the Board of Commissioners, but whose value is less than or equal to ½ (one-half) of the total net worth of the company listed in the company's balance sheet, either in 1 (one) transaction or in several transactions that stand alone or are related to one another in 1 (one) fiscal year;
- h. Carry out strategic legal actions or transactions that can have a significant impact on the company's business continuity; the types of legal actions or transactions will be determined from time to time by the Board of Commissioners;

The Board of Commissioners' approval for the actions of the Board of Directors can be given for 1 (one) action or more than 1 (one) action, and that can be reviewed from time to time, subject to applicable laws and regulations.

- 4. To carry out one of the following actions:
 - a. Transfer, relinquishing rights, and/or making debt guarantees totaling more than ½ (one-half) of the company's total net worth or constituting all of the company's assets, either in a single transaction or several transactions that are independent or related to one another in a single fiscal year; or
 - b. Apply to the competent authority regarding the bankruptcy of the company or a request for the company to be granted a suspension of debt payment obligations (surseance van betaling);

The Board of Directors must obtain prior approval from the GMS, which is attended by (the) shareholders of the company and/or their legal proxies representing at least ¾ (three-quarters) of the total number of shares of the company with valid voting rights that the company has issued, and the proposal submitted is approved by more than ¾ (three-quarters) of the total number of votes legally cast at the meeting in question.
- 5. In terms of:
 - a. A member of the Board of Directors is not authorized to represent the company in matters or transactions in which the member of the Board of Directors concerned has a conflicting interest with the interests of the company, so the company must be represented by another member of the Board of Directors (subject to the provisions of BCA Articles of Association);
 - b. If all members of the Board of Directors have conflicting interest with the company, the Board of Commissioners of the company has the authority to act for, on behalf of, and represent the company in such issues or transactions.
 - c. The clauses in points 5.a and 5.b above do not affect BCA Articles of Association's prohibition on "Transactions Containing Conflicts of Interest".

6. Without reducing the Board of Directors' responsibilities, the Board of Directors has the authority to appoint one or more persons with the authority and conditions specified by the board of directors in a special power of attorney for certain actions.
7. In addition to the above-mentioned primary duties of the Board of Directors, the Board is required to:
 - a. Seek and ensure that the company's business and activities are carried out in accordance with the company's objectives and business field;
 - b. Prepare and submit to the Board of Commissioners the company's development plan, work plan, and annual budget, as well as other plans related to the company's business implementation;
 - c. Organize and maintain the company's bookkeeping and administration in accordance with company custom;
 - d. Create an accounting system based on internal control principles, particularly the separation of management, recording, storage, and supervision functions;
 - e. Provide accountability and all information regarding the condition and operation of the company in the form of reports on the company's activities, including financial reports, both in the form of annual reports and in the form of other periodic reports, in the manner and time specified in the company's Articles of Association, whenever requested by the Board of Commissioners;
 - f. Prepare the organizational structure of the company, complete with details of the duties;
 - g. Carry out other obligations in accordance with BCA Articles of Association or based on the instructions of the Board of Commissioners or GMS meeting.
8. Other Obligations:
 - a. Carry out GCG Principles in every business activity of the company at all levels or phases of the company's organization;
 - b. Develop an internal control framework to identify, measure, monitor, and control all risks faced by the company;
 - c. Follow up on audit findings and recommendations from the company's DAI, an external auditor, monitoring results from BI, OJK, and/or monitoring results from other authorities;
 - d. Establish a DAI that is independent of operational work units and effectively implements the internal audit function in accordance with applicable regulations.
 - e. Establish a risk management work unit, as well as a risk management committee and a compliance work unit.
 - f. Submit the annual work plan, which also includes the company's annual budget, to the Board of Commissioners for approval prior to the start of the next fiscal year, taking into consideration the laws and regulations applicable in the capital market sector;
 - g. Submit the company's financial statements for audit to a PA;
 - h. Disclose to employees strategic company employment policies, including various employment policies in decrees and circulars that all employees can access, as well as the Collective Labor Agreement (PKB) book, the company's website, and policies concerning the recruitment system, promotion system, and remuneration system. Such disclosure must be made through medias that are known or easily accessed by employees;
 - i. Provide the Board of Commissioners with accurate, relevant, and timely data and information;
 - j. Appoint members of the Board of Directors' supporting committees based on the decision of the Board of Directors meeting;
 - k. Hold the annual GMS and/or other GMS/EGMS in accordance with BCA's needs and applicable regulations;
 - l. Deliver accountability for the company's management for 1 (one) year to the GMS no later than 6 (six) months after the company's fiscal year ends;
 - m. Submit reports and disclosure of information to Bapepam-LK, the Indonesia Stock Exchange, and other authorized agencies in accordance with laws and regulations.



3. Authority of the Board of Directors

Based on BCA's Articles of Association and other relevant regulations, the Board of Directors' authorities includes:

1. Establish policies for leading and managing the company;
2. Regulate the provisions regarding the company's employment, including the determination of salaries, pensions or old-age benefits, and other income for company employees, based on applicable laws and regulations and/or GMS decisions (if any);
3. Appoint and dismiss the company's employees based on the company's employment regulations;
4. Regulate the delegation of powers by the Board of Directors to one or more members of the Board of Directors specifically appointed for that purpose, or to one or more employees of the company, either alone or in collaboration with other people or bodies;
5. Carry out other actions, both in terms of management and ownership, in accordance with the provisions stipulated further by the Board of Commissioners, taking into consideration the provisions of the applicable laws and regulations.

Without reducing other provisions in the BCA Articles of Association, the following apply:

1. The President Director and another member of the Board of Directors have the right and authority to act for and on behalf of the Board of Directors and represent the company;
2. If the President Director is not appointed, has not been appointed for any reason, is unavailable, or is not in place (this does not need to be proven to other parties), then the Deputy President Director, along with one member of the Board of Directors, has the right and authority to act to and on behalf of the Board of Directors and represent the company;
3. If the President Director and Deputy President Directors, for any reason, are not or have not been appointed, are unavailable, or are not in place (regarding this issue, there is no need to prove this to other parties), then 2 (two) directors are entitled and authorized to act for and on behalf of the Board of Directors as well as representing the company;

The Board of Directors must carry out their duties, responsibilities, and authorities in good faith, with a full sense of responsibility and prudence, and pay attention to the provisions of BCA's Articles of Association, guidelines, and rules of procedure of the Board of Directors, as well as applicable laws and regulations.

4. Criteria for Members of the Board of Directors

Members of the Board of Directors of BCA are individuals who meet the criteria and requirements in accordance with OJK Regulation No. 33/POJK.04/2014 concerning Board of Directors and Board of Commissioners of Issuers or Public Companies, Article 6 of OJK Regulation No. 55/POJK.03/2016 concerning the implementation of governance for commercial banks, and OJK Regulation No. 27/POJK.03/2016 concerning fit and proper test for the main parties of financial services Institutions. The criteria for members of the Board of Directors can also be seen in the Board of Directors Charter, which can be downloaded in the Organizational Structure section of the BCA website (<https://www.bca.co.id/en/tentang-bca/tata-kelola/Struktur-Organisasi>).

Criteria for members of the Board of Directors are as follows:

- Good ethics, morals, and integrity.
- Be able to perform legal actions.
- Within 5 (five) years before appointment and during the term of office:
 - Has not been punished for committing a crime detrimental to the state finances or relating to the financial sector; and
 - Has not been a member of the Board of Directors and/or Board of Commissioners in which during his/her terms of office:
 - 1) Did not hold an Annual GMS;
 - 2) His/Her accountability as members of the Board of Directors and/or members of the Board of Commissioners has never been accepted by the GMS or has failed to provide accountability as members of the Board of Directors and/or members of the Board of Commissioners to the GMS; and
 - 3) Have caused a company that has obtained a license, approval, or registration from OJK to fail to fulfill its obligation to submit annual reports and/or financial reports to OJK;
- Has a commitment to comply with laws and regulations.

- Has knowledge and/or expertise in the fields required by BCA.
- Meet the integrity requirements, which includes:
 - 1) Capable of performing legal actions, the definition of being able to perform legal actions refers to the Civil Code;
 - 2) Has good characters and morals, for at least could be shown by the attitudes that comply with prevailing provisions, including have never been convicted to criminal offense in a certain period before being nominated; What is meant by “criminal acts” as referred above are:
 - i. Criminal acts in the financial services sector whose crimes were completed within the last 20 (twenty) years before being nominated;
 - ii. Criminal offenses, namely crimes listed in the Criminal Code (KUHP) and/or similar Criminal Code abroad, with the threat of imprisonment for 1 (one) year or more, whose sentence was completed within the last 10 (ten) years before being nominated; and/or
 - iii. Other criminal acts punishable by imprisonment for one (one) year or more, including corruption, money laundering, narcotics/psychotropics, smuggling, customs, excise, human trafficking, illegal weapons trade, terrorism, counterfeiting money, in the field of taxation, forestry, environment, maritime affairs, and fisheries, whose sentence was completed within the last 20 (twenty) years prior to nomination;
 - 3) Has a commitment to comply with laws and regulations and support the Financial Service Authority policies;
 - 4) Has a commitment to the development of a healthy Bank;
 - 5) Not included as a party barred from becoming a main party, among others, is a candidate not listed on the Disqualified List (DTL) for the fit and proper test. In accordance with regulations related to the fit and proper test, the main parties include Controlling Shareholders, members of the Board of Directors and members of the Board of Commissioners;
 - 6) Has a commitment not to commit and/or repeat actions and/or deeds that would disqualify the person from becoming the main party.
- Meet the competency requirements, which include:
 - 1) Adequate and relevant banking knowledge for the position. What is meant by knowledge in the banking sector, among others, knowledge of bank regulations and operations, including an understanding of risk management;
 - 2) Knowledge of the main business activities and risks of Financial Services Institutions in a Financial Conglomerate, as well as knowledge of the Main Entity’s duties and responsibilities;
 - 3) Experience in banking and/or finance, including experience in operations, marketing, accounting, auditing, funding, credit, money market, capital market, law, or experience in supervision of Financial Services Institutions;
 - 4) The ability to carry out strategic management in the context of developing a healthy bank;
 - 5) Has experience of at least 5 (five) years in the field of operations and at the minimum level as a Bank Executive Officer.
- Meet the financial reputation requirements, which include:
 - 1) Does not have bad credit and/or bad financing; and
 - 2) Has never been declared bankrupt or have never been a shareholder, an Insurance Company Controller who is not a shareholder, a member of the Board of Directors or a member of the Board of Commissioners who was found guilty of causing a company to be declared bankrupt, within the last 5 (five) years before being nominated.



5. Nomination for Members of the Board of Directors

The nomination for members of the Board of Directors refers to Article 7 of OJK Regulation No. 33/POJK.04/2014 concerning The Board of Directors and The Board of Commissioners of Issuers of Public Companies and Article 6 of OJK Regulation No. 55/POJK.03/2016 concerning Implementation of Good Corporate Governance for Commercial Banks.

Nomination Mechanism

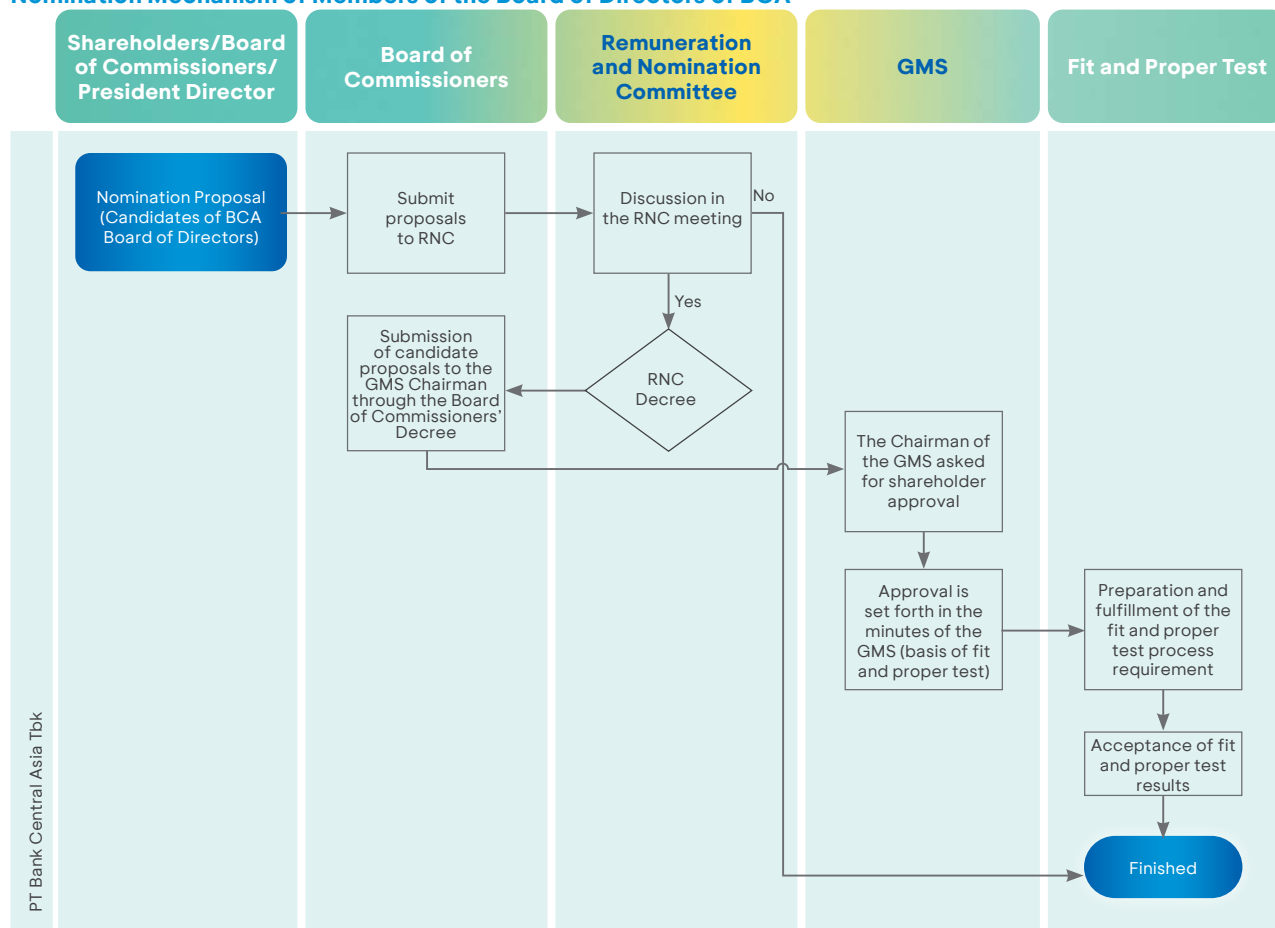
BCA has regulations related to the nomination mechanism in the document Nomination Mechanism of the Board of Commissioners and the Board of Directors, which is accessible for the public through the BCA website in the Corporate Governance Section. (<https://www.bca.co.id/en/tentang-bca/tata-kelola/acgs/kebijakan-gcg>).

Referring to Article 49 of OJK Regulation No. 55/POJK.03/2016 concerning the Implementation of Governance for Commercial Banks, the flow of the nomination mechanism for members of the Board of Directors is as follows:

1. Proposal from Shareholder/Board of Commissioners/President Director related to the nomination of the Board of Directors submitted to the Board of Commissioners.
2. The Board of Commissioners requests the Remuneration and Nomination Committee (RNC) to discuss proposals regarding nominations or the Board of Directors.
3. RNC holds discussions regarding the proposal in question at the RNC meeting. The discussion was outlined in the Minutes of the RNC Meeting. During the meeting, several matters were considered, including:
 - a. Reasons and/or considerations for the proposal (among other things, based on the interview results, financial reputation study, track record experience, and public opinion circulating in various media);
 - b. Candidate criteria and qualifications in accordance with the Bank's strategy;
- c. RNC has taken steps, including:
 - Paying attention to external and internal conditions;
 - Communicating with the controlling shareholder (if the proposal is not from the controlling shareholder).
4. Following the conclusion of the discussion, RNC makes recommendations to the Board of Commissioners. The recommendation is in the form of a RNC Decree.
5. Based on the recommendation of the RNC, the Board of Commissioners decided to recommend candidates for the Board of Directors to the Chairman of the GMS. The decision of the Board of Commissioners is stated in the form of a Board of Commissioners' Decree.
6. On the GMS agenda, the GMS Chairman requests for shareholders' approval with regards to the nomination of the Board of Directors.
7. Following GMS approval, the approval is documented in the Minutes of GMS, which serve as the foundation for the fit and proper test of candidates for the Board of Directors.
8. BCA may use third-party services to find candidates for the Board of Directors.

The explanation of the nomination flow above is shown in the diagram below:

Nomination Mechanism of Members of the Board of Directors of BCA



The Board of Directors' succession policy is prepared by RNC BCA. The policy regarding the succession of the Board of Directors can be seen in the Remuneration and Nomination Committee section of this Annual Report.

6. Number and Composition of members of the Board of Directors

BCA has complied with the provisions for the number and composition of members of the Board of Directors in accordance with Article 4 of OJK Regulation No. 55/POJK.03/2016 concerning the Implementation of Governance for Commercial Banks, which stipulates that banks are required to have at least 3 (three) members of the Board of Directors.

Article 4 of OJK Regulation No. 55/POJK.03/2016 concerning the Implementation of Governance for Commercial Banks	Implementation at BCA
Banks are required to have at least 3 (three) members of the Board of Directors.	BCA has 12 members of the Board of Directors.
All members of the Board of Directors must be domiciled in Indonesia.	All members of the Board of Directors domiciled in Indonesia
The Board of Directors must be led by a President Director or Main Director	Board of Directors of BCA is led by a President Director



As of December 31, 2022, the number of members on the Board of Directors of BCA is 12 (twelve), consisting of:

- 1 (one) President Director;
- 2 (two) Deputy President Directors;
- 1 (one) Compliance Director; and
- 8 (eight) other Directors.

From the composition above, BCA has a member of its Board of Directors who is also the Director in charge of the Compliance function. The President Director comes from a party that is independent of the Controlling Shareholders.

Based on the AGMS decision on the Third Agenda in 2022, BCA changed the composition of its Board of Directors in 2022. Changes in the composition of the Board of Directors can be found in the section of this Annual Report devoted to the General Meeting of Shareholders. The composition of BCA's Board of Directors in 2022 is contained in the Deed of Statement of Meeting Resolutions of PT Bank Central Asia Tbk No. 33, made in the presence of Christina Dwi Utami, S.H., M.Hum., M.Kn., Notary in Jakarta on May 10, 2022.

Composition of BCA Board of Directors members for the January-March 2022 period

Name	Position	Approval Letter No.	Terms of office based on the AGMS
Jahja Setiaatmadja	President Director	13/21/DPBB3/TPB3-7 dated June 17, 2011	2021-2026
Suwignyo Budiman	Deputy President Director	38/KDK.03/2019 dated August 14, 2019	2021-2022
Armand Wahyudi Hartono	Deputy President Director	SR-106/D.03/2016 dated June 21, 2016	2021-2026
Tan Ho Hien/ Subur/ Subur Tan	Director	4/69/DpG/DPIP/Rahasia dated August 13, 2002	2021-2026
Rudy Susanto	Director	SR-119/D.03/2014 dated July 21, 2014	2021-2026
Lianawaty Suwono	Director	SR-137/D.03/2016 dated July 27, 2016	2021-2026
Santoso	Director	SR-143/D.03/2016 dated August 8, 2016	2021-2026
Vera Eve Lim	Director	SR-79/PB.12/2018 dated April 23, 2018	2021-2026
Gregory Hendra Lembong	Director	13/KDK.03/2020 dated May 14, 2020	2021-2026
Haryanto T. Budiman	Director of Compliance	14/KDK.03/2020 dated May 14, 2020	2021-2026
Frengky Chandra Kusuma	Director	39/KDK.03/2021 dated April 26, 2021	2021-2026
John Kosasih	Director	40/KDK.03/2021 dated April 26, 2021	2021-2026

Composition of BCA Board of Directors members for the April-December 2022 period

Name	Position	Approval Letter No.	Terms of office based on the AGMS
Jahja Setiaatmadja	President Director	13/21/DPBB3/TPB3-7 dated June 17, 2011	2021-2026
Armand Wahyudi Hartono	Deputy President Director	SR-106/D.03/2016 dated June 21, 2016	2021 - 2026
Gregory Hendra Lembong	Deputy President Director	10/KDK.03/2022 dated April 22, 2022	2021-2026
Tan Ho Hien/ Subur/ Subur Tan	Director	4/69/DpG/DPIP/Rahasia dated August 13, 2002	2021-2026
Rudy Susanto	Director	SR-119/D.03/2014 dated July 21, 2014	2021-2026
Lianawaty Suwono	Director (concurrently serving as Director in charge of the Compliance function)	SR-137/D.03/2016 dated July 27, 2016	2021-2026

Name	Position	Approval Letter No.	Terms of office based on the AGMS
Santoso	Director	SR-143/D.03/2016 dated August 8, 2016	2021-2026
Vera Eve Lim	Director	SR-79/PB.12/2018 dated April 23, 2018	2021-2026
Haryanto T. Budiman	Director	14/KDK.03/2020 dated May 14, 2020	2021 - 2026
Frengky Chandra Kusuma	Director	39/KDK.03/2021 dated April 26, 2021	2021 - 2026
John Kosasih	Director	40/KDK.03/2021 dated April 26, 2021	2021 - 2026
Antonius Widodo Mulyono	Director	9/KDK.03/2022 dated April 22, 2022	2022 - 2026

Before carrying out their duties and functions in their positions, all members of BCA's Board of Directors have obtained approval from Bank Indonesia and/or OJK and passed the fit and proper test from Bank Indonesia and/or OJK. This is in accordance with BI Regulation No. 12/23/PBI/2010 concerning Fit and Proper Test and BI Circular Letter No. 13/8/DPNP concerning Fit and Proper Test as amended by Bank Indonesia Circular Letter No. 13/26/DPNP dated November 30, 2011 and OJK Regulation No. 27/POJK.03/2016 concerning Fit and Proper Test for Main Parties of Financial Services Institutions. As additional information, since supervision in the banking sector shifted from Bank Indonesia to OJK on December 31, 2013, the fit and proper test process for the Board of Directors after that date was carried out by OJK.

7. Terms of Office of the Board of Directors

Terms of office for BCA Board of Directors will expire when the fifth of AGMS is closed since the enforcement of GMS appointed relevant members of the Board of Directors, without reducing the authority of GMS to dismiss one or more members of the Board of Directors any time before the position

ends. BCA Article of Association state that members of the Board of Directors whose terms of office has ended can be reappointed.

8. Division of Duties and Responsibilities of the Board of Directors

The division of duties and authorities among members of the Board of Directors is determined based on the Board of Directors' approval with approval based on the Board of Commissioners' Decree No. 138/SK/KOM/2022 dated August 15, 2022 concerning the Division of Duties and Responsibilities of the Board of Directors and the Main Organizational Framework of PT Bank Central Asia Tbk and supplemented by Directors Decree No. 138/SK/DIR/2022 dated September 9, 2022 regarding the Organizational Structure of Corporate Communication & Social Responsibility, Board of Directors Decree No. 149/SK/DIR/2022 dated September 27, 2022 concerning the Organizational Structure of the CFO Office and Directors Decree No.176/SK/DIR/2022 dated 20 October 2022 concerning the Organizational Structure of Wholesale Transaction Banking Product Development (WBD), which is explained in the following table:

No.	Name	Position	Duties and Responsibilities	Substitute Director I	Substitute Director II	Substitute Director III
1	Jahja Setiaatmadja (JS)	President Director (PD)	- Internal Audit *) (DAI) - Anti Fraud (BAF)	DRM DCH	DCH DRM	DJW DJW
2	Gregory Hendra Lembong (HL)	Deputy President Director (IT & Digital Banking) (DPD1) **)	- Strategic Information Technology (GTI) - Operation Strategy & Development (POL) - Bank Digital BCA - Central Capital Ventura	DPD2 DPD2 DTP DTP	DFC DJW DCB DPD2	DTP DTP DFC DFC
3	Armand W. Hartono (AH)	Deputy President Director (Business Banking & Operation) (DPD2)	- Contact Center & Digital Services (CDG) - E-Channel & Settlement Services (CSV) - International Banking Services (GTP)	DJW DJW DPD1	DPD1 DPD1 DBK	DTP DTP DJW



No.	Name	Position	Duties and Responsibilities	Substitute Director I	Substitute Director II	Substitute Director III
4	Subur Tan (ST)	Credit Risk & Legal Director (DKR)	- Credit Risk Analysis (ARK)	DJW	PD	DPD1
			- Credit Recovery (RPK)	DJW	PD	DPD1
			- Legal (GHK)	DJW	DRM	DFC
5	Santoso (SL)	Transaction Banking Director (DTP)	- Transaction Banking Business Development (DTB)	DCB	DPD1	DPD2
			- Transaction Banking Partnership Solution Development (DST)	DBK	DPD1	DPD2
			- Transaction Banking Product Development (DPD)	DCB	DPD2	DPD1
			- Wholesale Transaction Banking Product Development (WBD)	DCB	DPD2	DPD1
			- Transaction Banking Services (GLT)	DCB	DPD2	DPD1
6	Rudy Susanto (RS)	Corporate Banking & Treasury Director (DBK) **)	- Corporate Banking & Transaction (GBK)	DKS	DCB	DPD1
			- Corporate Finance (GCF)	DKS	DCB	DPD1
			- Corporate Branch (KCK)	DKS	DJW	DCB
			- Treasury (DTR)	PD	DKS	DCB
			- International Banking (DPI)	PD	DKS	DCB
			- BCA Finance Ltd. (Hongkong)	PD	DKS	DCB
			- BCA Sekuritas	DCB	PD	DKS
7	John Kosasih (JK)	Commercial & SME Banking Director (DKS) **)	- SME & Commercial Business (DKM)	DBK	DJW	PD
			- Cash Management (DCM)	DTP	DBK	DPD1
			- Credit Administration Services (SLK)	DKR	DJW	DBK
			- Asuransi Umum BCA (BCA Insurance)	DCB	DBK	DKR
			- BCA Syariah	DJW	DKR	DCB
8	Haryanto T. Budiman (HB)	Consumer Banking Director (DCB) **)	- Consumer Finance (DBK)	DKS	DBK	DTP
			- Individual Customer Business Development (ICB)	DTP	DPD2	DKR
			- Wealth Management (DWM)	DTP	DPD2	DKR
			- Asuransi Jiwa BCA (BCA Life)	DKS	DTP	DBK
			- BCA Finance	DKS	DKR	DTP
			- BCA Multi Finance	DKS	DKR	DTP
9	Frengky Chandra Kusuma (FC)	Branch & Network Director (DJW) #)	- Regional & Branch Banking Management (Kanwil & Cabang)	DKS	DPD2	DFC
			- Branch Network Management (JPW)	DPD2	DKS	DFC
			- Procurement & Facility Management (LOG)	DKR	DKS	DTP
10	Antonius Widodo (AW)	Risk Management Director (DRM) ***)	- Risk Management *) (MRK)	DCH	DFC	DKR
			- Enterprise Security (ETS)	DCH	DPD2	DFC
			- Corporate Communication & Social Responsibility (CCR)	PD	DJW	DFC
11	Lianawaty Suwono (LS)	Compliance & Human Capital Mgmt. Director (DCH) ***)	- Compliance *) (SKK)	DRM	DFC	DKR
			- Human Capital Management (HCM)	DKR	DRM	DPD2
			- Learning & Development (DPP)	DKR	DRM	DPD2

No.	Name	Position	Duties and Responsibilities	Substitute Director I	Substitute Director II	Substitute Director III
12	Vera Eve Lim (VL)	Finance & Corporate Planning Director (DFC) ***)	<ul style="list-style-type: none"> - Corporate Strategy & Planning (DCSP) - Industry & Economic Research (REI) - Tax (TAX) - Accounting (ACT) - Investor Relations (IVR) - Environmental Sustainability Governance (ESG) 	DPD1	PD	DPD2
				DPD1	DBK	DKR
				DPD1	PD	DBK
				DPD1	PD	DBK
				DPD1	PD	DPD2
				DPD1	PD	DPD2

Notes:

- Substitute Director reports to the Field Director for all actions taken/decisions made while replacing the Field Director.
- Substitute Director for the Credit field refers to the Credit Provisions Manual.
- The Subsidiary Company Management Functions are regulated as follows:
 - Monitoring the implementation of the internal audit/risk management/compliance functions at Subsidiaries in the context of establishing integrated governance and integrated risk management.
 - Performing the function of monitoring the business development of Subsidiaries
 - Performing the overall monitoring and alignment function of the Subsidiary Company as well as monitoring the financial performance of the Subsidiary Company.
 The implementation of the above functions still takes into account the principles of a Limited Liability Company, where the Subsidiary Company is an independent separate legal entity. The responsibility of the Board of Directors and/or Commissioners of the Subsidiary is to the GMS of the Subsidiary. The Parent Company as the shareholder carries out its authority and function through the Subsidiary's GMS.
- ^{#)} Director of Regional and Branch Networks as daily implementer, supervisor and supervisor of regional and branch management. The responsibility of the Regional Office Head is to the Board of Directors.

9. Orientation Program for New Members of the Board of Directors

An orientation program for new members of the Board of Directors is implemented to provide new members of the Board of Directors with an understanding of the company in a short amount of time so that the new members of the Board of Directors can carry out their duties and responsibilities as members of the Board of Directors as good as possible

The BCA Governance Guidelines concerning Guidelines and Work Rules for the Board of Directors and Directors Decree No. 189/SK/DIR/2020 dated December 4, 2020 concerning Orientation for New Members of the Board of Directors and Board of Commissioners of PT Bank Central Asia Tbk govern the Board of Directors orientation program policy.

The orientation program includes, among others:

- Knowledge of BCA's Vision, Mission, Values, Strategy
- BCA's medium- and long-term plans (current year's RBB);
- BCA performance and financial; and
- Other cases relevant to the world of banking.

Orientation Procedures

The orientation procedures for new members of the Board of Directors may be conducted by:

- Presentation by Work Units of Head Office (UKKP).
- Visiting to various locations of BCA's activities.
- Meetings and discussion with other members of the Board of Directors and Board of Commissioners to discuss various issues in BCA and other information needed.
- Learning various information of BCA that available electronically (online base).

The 2022 Orientation Implementation

In 2022, the orientation programs were held online and through site visits, with an implementation time of around 1–2 hours per session.

The 2022 orientation program for new members of the Board of Directors who were appointed based on the AGMS on March 17, 2022, namely Mr. Antonius Widodo Mulyono, is as follows:

No.	Date	Topic
1.	March 23 – June 20, 2022	Online orientation related to the Duties and Responsibilities of Divisions and Work Units at BCA
2.	July 4 – August 5, 2022	Orientation regarding the business and performance of Subsidiaries both via online and by visiting the offices of Subsidiaries

Orientation Implementation Report: Mr. Antonius Widodo Mulyono has been declare in Memorandum No.103/DCS/2022 Regarding new Director Orientation Implementation Report.



10. Training Programs to Improve the Competence of Members of the Board of Directors

BCA has a Board of Directors training program policy stated in the Board of Directors Charter.

Members of the Board of Directors are required by BCA to attend a training program at least once a year in order to improve their competence and support the execution of their duties and responsibilities. The list of training programs attended by members of the Board of Directors throughout 2022 is as follows:

Training Programs that Attended by Members of the Board of Directors in 2022

No.	Name of the Board of Directors	Program	Organizer	Date	Location	Media/ Form
1	Jahja Setiaatmadja	Trading Trends of 2022	BCA	January 14, 2022	Jakarta, Indonesia	Webinar
		Online event: Omicron is Coming Our Way: Will It Hasten the COVID-19 Pandemic's End?	BCA	January 28, 2022	Jakarta, Indonesia	Webinar
		Risk Management Refreshment Program "Cybersecurity and Mitigation Risk for Top Management"	BCA - McKinsey & Company	February 7, 2022	Jakarta, Indonesia	Refreshment
		The Role of ACCD Bank in LCS Framework Implementation to Accelerate Trade & Investments Activities	Bank Indonesia	February 16, 2022	Jakarta, Indonesia	Webinar
		Indonesia Dan Presidensi G20' 2022 : "Perkembangan Terkini, Prospek, dan Relevansi	ISEI	September 5, 2022	Jakarta, Indonesia	Webinar
		BCA Wealth Summit 2022	BCA	September 8, 2022	Jakarta, Indonesia	Webinar
		IKF XI: Thriving Forward "Leveraging Business Opportunity for Stronger Growth & Resilience in the Digital Era"	BCA	October 18, 2022	Jakarta, Indonesia	Webinar
		BCA Economic Research Forum VI: 2023 Economic Outlook	BCA	November 22, 2022	Jakarta, Indonesia	Seminar/ Conference
		CEO Networking: Strengthening Economic Growth in Dynamic Conditions	IDX	November 24, 2022	Jakarta, Indonesia	Webinar
2	Armand Wahyudi Hartono	BCA National Working Meeting 2023 "Cruising Challenges for Sustainable Growth"	BCA	December 8 - 9, 2022	Jakarta, Indonesia	Seminar/ Conference
		Trading Trends 2022	BCA	January 14, 2022	Jakarta, Indonesia	Webinar
		Risk Management Refreshment Program "Cybersecurity and Mitigation Risk for Top Management"	BCA - McKinsey & Company	February 7, 2022	Jakarta, Indonesia	Refreshment
		Voluntary Disclosure Program (Tax Amnesty Phase 2)	BCA	February 9, 2022	Jakarta, Indonesia	Webinar
		Digital Disruption in Financial Services	Kearney	February 18, 2022	Jakarta, Indonesia	Webinar
		Online CoP Series Eps. 45 - BCA, I'm in Love	BCA	February 18, 2022	Jakarta, Indonesia	Webinar
		BCA Wealth Summit 2022	BCA	September 8, 2022	Jakarta, Indonesia	Webinar
		Musyawarah Anggota AEI 2022 "Pasar Modal Maju, Ekonomi Kuat"	AEI	September 28, 2022	Jakarta, Indonesia	Webinar
		Voluntary Carbon Market	Trisakti Sustainability Center	November 10, 2022	Jakarta, Indonesia	Webinar

No.	Name of the Board of Directors	Program	Organizer	Date	Location	Media/Form
		Supplier Gathering Divisi Logistik BCA 2022: Pembangunan Berkelanjutan (Sustainable Development)	BCA	November 18, 2022	Jakarta, Indonesia	Webinar
		BCA Economic Research Forum VI: 2023 Economic Outlook	BCA	November 22, 2022	Jakarta, Indonesia	Seminar/Conference
		Year-end dialogue with members of the Board of Commissioners of the Financial Services Authority and the financial services industry	OJK	December 12, 2022	Jakarta, Indonesia	Webinar
3	Suwignyo Budiman*	Omicron is Coming Our Way: Will It Hasten the Covid-19 Pandemic's End?	BCA	January 28, 2022	Jakarta, Indonesia	Webinar
		Risk Management Refreshment Program "Cybersecurity and Mitigation Risk for Top Management"	BCA - McKinsey & Company	February 7, 2022	Jakarta, Indonesia	Refreshment
		Event Prioritas Table: "Wealth Management Business Prospects in 2022"	BCA	February 26, 2022	Jakarta, Indonesia	Webinar
4	Gregory Hendra Lembong	Socialization of ABA Interoperable Data Framework	Perbanas	January, 18 2022	Jakarta, Indonesia	Webinar
		Wealth Inspiration Webinar BCA House View - January 2022	BCA	January 19, 2022	Jakarta, Indonesia	Webinar
		Risk Management Refreshment Program "Cybersecurity and Mitigation Risk for Top Management"	BCA - McKinsey & Company	February 7, 2022	Jakarta, Indonesia	Refreshment
		Casual Talk "Exploring New Data for Better Policy Making"	Bank Indonesia (G20)	February, 15 2022	Jakarta, Indonesia	Webinar
		Kalbe Management System Forum 2022	Kalbe	March 1, 2022	Jakarta, Indonesia	Webinar
		Gartner CIO Leadership Forum	Gartner	May 23, 2022	Jakarta, Indonesia	Webinar
		Asia Pacific Visa Client Forum	VISA	August 3, 2022	Jakarta, Indonesia	Forum
		BCA Wealth Summit 2022	BCA	September 8, 2022	Jakarta, Indonesia	Webinar
		Gartner IT Symposium/Xpo™	Gartner	September 12-14, 2022	Jakarta, Indonesia	Webinar
		IKF XI: Thriving Forward "Leveraging Business Opportunity for Stronger Growth & Resilience in the Digital Era"	BCA	October 18, 2022	Jakarta, Indonesia	Webinar
		Next Leaders Connect comes to Southeast Asia	Google	October 20, 2022	Jakarta, Indonesia	Webinar
		Digitalization in Finance	CLSA	October 25, 2022	Jakarta, Indonesia	Webinar
		Voluntary Carbon Market	Trisakti Sustainability Center	November 10, 2022	Jakarta, Indonesia	Webinar
		BCA Economic Research Forum VI: 2023 Economic Outlook	BCA	November 22, 2022	Jakarta, Indonesia	Seminar/Conference
		50 th ASEAN Banking Council Meeting	Perbanas	December 02, 2022	Jakarta, Indonesia	Webinar



No.	Name of the Board of Directors	Program	Organizer	Date	Location	Media/Form
5	Subur Tan	Omicron is Coming Our Way: Will It Hasten the COVID-19 Pandemic's End?	BCA	January 28, 2022	Jakarta, Indonesia	Webinar
		Risk Management Refreshment Program "Cybersecurity and Mitigation Risk for Top Management"	BCA - McKinsey & Company	February 7, 2022	Jakarta, Indonesia	Refreshment
		BCA Wealth Summit 2022	BCA	September 8, 2022	Jakarta, Indonesia	Webinar
		IKF XI: Thriving Forward "Leveraging Business Opportunity for Stronger Growth & Resilience in the Digital Era"	BCA	October 18, 2022	Jakarta, Indonesia	Webinar
		Forum Komunikasi Hukum 2022	BCA	November 3, 2022	Jakarta, Indonesia	Webinar
		BCA National Working Meeting 2023 "Cruising Challenges for Sustainable Growth"	BCA	December 8 - 9, 2022	Jakarta, Indonesia	Seminar/Conference
6	Rudy Susanto	Trading Trends 2022	BCA	January 14, 2022	Jakarta, Indonesia	Webinar
		Creco Presentation	Djarum	January 21, 2022	Jakarta, Indonesia	Webinar
		Risk Management Refreshment Program "Cybersecurity and Mitigation Risk for Top Management"	BCA - McKinsey & Company	February 7, 2022	Jakarta, Indonesia	Refreshment
		The Role of ACCD Bank in LCS Framework Implementation to Accelerate Trade & Investments Activities	Bank Indonesia (G20)	February 16, 2022	Jakarta, Indonesia	Webinar
		BYC : "Indonesia-China Relations in a Regional and Global Order"	BCA	May 20, 2022	Jakarta, Indonesia	Webinar
		Forum for Branch	BCA	August 5, 2022	Jakarta, Indonesia	Webinar
		Deliberate Innovation Challenge 2023	GDP Labs	August 13, 2022	Jakarta, Indonesia	Webinar
		BCA Wealth Summit 2022	BCA	September 8, 2022	Jakarta, Indonesia	Webinar
		SWIFT International Banking Operations Seminar	SIBOS	October 10-13, 2022	Amsterdam, Belanda	Seminar/Conference
		IKF XI: Thriving Forward "Leveraging Business Opportunity for Stronger Growth & Resilience in the Digital Era"	BCA	October 18, 2022	Jakarta, Indonesia	Webinar
		Voluntary Carbon Market	Trisakti Sustainability Center	November 10, 2022	Jakarta, Indonesia	Webinar
		BCA Economic Research Forum VI: 2023 Economic Outlook	BCA	November 22, 2022	Jakarta, Indonesia	Seminar/Conference
		BCA National Working Meeting 2023 "Cruising Challenges for Sustainable Growth"	BCA	December 8 - 9, 2022	Jakarta, Indonesia	Seminar/Conference
7	Lianawaty Suwono	HRDI Intimate Discussion 2022 "Responding to UMP DKI Confusion"	Human Resource Development Institute (HRDI)	January 11, 2022	Jakarta, Indonesia	Webinar
		Trading Trends 2022	BCA	January 14, 2022	Jakarta, Indonesia	Webinar
		FTHR SYNC "HR Adaptation in Metaverse"	Future HR	January 18, 2022	Jakarta, Indonesia	Webinar
		Discussion Between Us "Efforts to Understand UMP Decisions and Impacts on Companies"	Future HR	January 22, 2022	Jakarta, Indonesia	Webinar

No.	Name of the Board of Directors	Program	Organizer	Date	Location	Media/Form
		Risk Management Refreshment Program "Cybersecurity and Mitigation Risk for Top Management"	BCA - McKinsey & Company	February 7, 2022	Jakarta, Indonesia	Refreshment
		SEA CHRO Virtual Roundtable "The Working Future"	BAIN & Company	February 22, 2022	Jakarta, Indonesia	Webinar
		Indonesia Human eXperience Management Community: SF WorkZone at PT Astra International	SAP	February 24, 2022	Jakarta, Indonesia	Webinar
		FGD Development of Banking Competency Dictionary	OJK	April 11, 2022	Jakarta, Indonesia	Webinar
		Dunamis Coffee Talks for Executive "Introducing FranklinCovey's All Access Pass"	Dunamis Organization Services	May 25, 2022	Jakarta, Indonesia	Webinar
		CDHX Community Gathering : "Hybrid Working"	Center of Digital & Human Transformation (CDHX)	June 11, 2022	Jakarta, Indonesia	Webinar
		Strengthening the Implementation of the Anti-Money Laundering and Prevention of the Financing of Terrorism Program	Forum Komunikasi Direktur Kepatuhan Perbankan (FKDKP)	June 29, 2022	Jakarta, Indonesia	Webinar
		G20/OECD Corporate Governance Forum	OECD	July 14, 2022	Jakarta, Indonesia	Webinar
		Level 3/ Executive Compliance Workshop	FKDKP (Forum Komunikasi Direktur Kepatuhan Perbankan)	August 24-25, 2022	Jakarta, Indonesia	Workshop
		BCA Wealth Summit 2022	BCA	September 8, 2022	Jakarta, Indonesia	Webinar
		Garthering Faculty Resources CDHX : Employee Well-Being & Mental Health	CDHX (Centre of Digital & Human Transformation) & One GML	September 10, 2022	Jakarta, Indonesia	Webinar
		B20 Indonesia Integrity and Compliance Task Force Conference	ICAEW (Institute of Chartered Accountants in England and Wales)	September 28, 2022	Jakarta, Indonesia	Webinar
		IKF XI: Thriving Forward "Leveraging Business Opportunity for Stronger Growth & Resilience in the Digital Era"	BCA	October 18, 2022	Jakarta, Indonesia	Webinar
		The Newfield School of Coach Training Conference 1	Newfield	November 10-13, 2022	Jakarta, Indonesia	Seminar/Conference
		BCA National Working Meeting 2023 "Cruising Challenges for Sustainable Growth"	BCA	December 8 - 9, 2022	Jakarta, Indonesia	Seminar/Conference
8	Santoso	Risk Management Refreshment Program "Cybersecurity and Mitigation Risk for Top Management"	BCA - McKinsey & Company	February 7, 2022	Jakarta, Indonesia	Refreshment
		Strategic Issues in G20 : Exit Strategy and Scarring Effect Post COVID-19	Bank Indonesia	February 17, 2022	Jakarta, Indonesia	Webinar
		Recover Together: Synergy on Safeguarding the Momentum	Bank Indonesia	February 19, 2022	Jakarta, Indonesia	Webinar



No.	Name of the Board of Directors	Program	Organizer	Date	Location	Media/ Form
9	Vera Eve Lim	BCA Wealth Summit 2022	BCA	September 8, 2022	Jakarta, Indonesia	Webinar
		IKF XI: Thriving Forward "Leveraging Business Opportunity for Stronger Growth & Resilience in the Digital Era"	BCA	October 18, 2022	Jakarta, Indonesia	Webinar
		Voluntary Carbon Market	Trisakti Sustainability Center	November 10, 2022	Jakarta, Indonesia	Webinar
		BCA National Working Meeting 2023 "Cruising Challenges for Sustainable Growth"	BCA	December 8 - 9, 2022	Jakarta, Indonesia	Seminar/ Conference
		Risk Management Refreshment Program "Cybersecurity and Mitigation Risk for Top Management"	BCA - McKinsey & Company	February 7, 2022	Jakarta, Indonesia	Refreshment
		Casual Talk on Building a Resilient Sustainable Finance	Bank Indonesia	February 18, 2022	Jakarta, Indonesia	Webinar
		Recover Together: Synergy on Safeguarding the Momentum	Bank Indonesia	February 19, 2022	Jakarta, Indonesia	Webinar
		Presentation of CEO Survey Results on the Role of CEOs in advancing sustainability in the Post-Pandemic Era	IDX, GRI dan AEI	February 23, 2022	Jakarta, Indonesia	Webinar
		W20 Leaders Breakfast to Advance Women Empowerment in Indonesia	W20 - G20	July 5, 2022	Jakarta, Indonesia	Webinar
		BCA Wealth Summit 2022	BCA	September 8, 2022	Jakarta, Indonesia	Webinar
		IKF XI: Thriving Forward "Leveraging Business Opportunity for Stronger Growth & Resilience in the Digital Era"	BCA	October 18, 2022	Jakarta, Indonesia	Webinar
		Voluntary Carbon Market	Trisakti Sustainability Center	November 10, 2022	Jakarta, Indonesia	Webinar
		BCA Economic Research Forum VI: 2023 Economic Outlook	BCA	November 22, 2022	Jakarta, Indonesia	Seminar/ Conference
		BCA National Working Meeting 2023 "Cruising Challenges for Sustainable Growth"	BCA	December 8 - 9, 2022	Jakarta, Indonesia	Seminar/ Conference
10	Haryanto T. Budiman	B20 Inception Meeting	B20 G20	January 27, 2022	Jakarta, Indonesia	Webinar
		Omicron is Coming Our Way: Will It Hasten the COVID-19 Pandemic's End?	BCA	January 28, 2022	Jakarta, Indonesia	Webinar
		Risk Management Refreshment Program "Cybersecurity and Mitigation Risk for Top Management"	BCA - McKinsey & Company	February 7, 2022	Jakarta, Indonesia	Refreshment
		Kick off energy transitions working group dan energy transitions ministerial meeting	Kementrian Energy	February 10, 2022	Jakarta, Indonesia	Webinar
		Get to know the Digital Economy	Kompas	February 22, 2022	Jakarta, Indonesia	Webinar
		Analytics Workshop dengan McKinsey & Company	BCA - McKinsey & Company	April 4, 2022	Jakarta, Indonesia	Workshop
		The McKinsey Southeast Asia Growth Summit	McKinsey & Company	August 4, 2022	Jakarta, Indonesia	Webinar

No.	Name of the Board of Directors	Program	Organizer	Date	Location	Media/Form
11	Frengky Chandra Kusuma	BCA Wealth Summit 2022	BCA	September 8, 2022	Jakarta, Indonesia	Webinar
		IKF XI: Thriving Forward "Leveraging Business Opportunity for Stronger Growth & Resilience in the Digital Era"	BCA	October 18, 2022	Jakarta, Indonesia	Webinar
		Voluntary Carbon Market	Trisakti Sustainability Center	November 10, 2022	Jakarta, Indonesia	Webinar
		The Standards Advancing ESG and Impact Investing	Milken Institute	November 12, 2022	Jakarta, Indonesia	Webinar
		High Level Event Advancing Regional Digital Payment Connectivity	Bank Indonesia	November 13, 2022	Jakarta, Indonesia	Webinar
		BCA Economic Research Forum VI: 2023 Economic Outlook	BCA	November 22, 2022	Jakarta, Indonesia	Seminar/Conference
		BCA National Working Meeting 2023 "Cruising Challenges for Sustainable Growth"	BCA	December 8 - 9, 2022	Jakarta, Indonesia	Seminar/Conference
		Omicron is Coming Our Way: Will It Hasten the COVID-19 Pandemic's End?	BCA	January 28, 2022	Jakarta, Indonesia	Webinar
		Risk Management Refreshment Program "Cybersecurity and Mitigation Risk for Top Management"	BCA - McKinsey & Company	February 7, 2022	Jakarta, Indonesia	Refreshment
		Implications of NIK becoming NPWP for entrepreneurs	BCA	August 5, 2022	Jakarta, Indonesia	Webinar
		BCA Wealth Summit 2022	BCA	September 8, 2022	Jakarta, Indonesia	Webinar
		IKF XI: Thriving Forward "Leveraging Business Opportunity for Stronger Growth & Resilience in the Digital Era"	BCA	October 18, 2022	Jakarta, Indonesia	Webinar
		Voluntary Carbon Market	Trisakti Sustainability Center	November 10, 2022	Jakarta, Indonesia	Webinar
		BCA National Working Meeting 2023 "Cruising Challenges for Sustainable Growth"	BCA	December 8 - 9, 2022	Jakarta, Indonesia	Seminar/Conference
12	John Kosasih	Trading Trends 2022	BCA	January 14, 2022	Jakarta, Indonesia	Webinar
		Risk Management Refreshment Program "Cybersecurity and Mitigation Risk for Top Management"	BCA - McKinsey & Company	February 7, 2022	Jakarta, Indonesia	Refreshment
		Market Access Opportunities and Doing Business in Turkey	KJRI Istanbul	February 14, 2022	Jakarta, Indonesia	Webinar
		G20 Finance Track Side Events: Scaling Up the Utilization of Sustainable Financial Instruments	Bank Indonesia (G20)	February 18, 2022	Jakarta, Indonesia	Webinar
		Kompas Webinar "Knowing the Digital Economy"	Kompas	February 22, 2022	Jakarta, Indonesia	Webinar
		Global Economic Challenges and Indonesian Banking Resilience in 2022	Indonesia Deposit Insurance Corporation	April 12, 2022	Jakarta, Indonesia	Webinar
		Appreciation of Main Stakeholder Support in FEKSI 2022 and G20 2022 Side Event	Bank Indonesia	July 4, 2022	Jakarta, Indonesia	Webinar



No.	Name of the Board of Directors	Program	Organizer	Date	Location	Media/Form
		Indonesia Digital Economy and Finance Festival (FEKDI) 2022 "Advancing Digital Economy and Finance: Synergistic and Inclusive Ecosystem for Accelerated Recovery" Day 1: "Collaboration and Synergies"	Bank Indonesia	July 11, 2022	Jakarta, Indonesia	Webinar
		FEKDI 2022 "Advancing Digital Economy and Finance: Synergistic and Inclusive Ecosystem for Accelerated Recovery" Day 2: "Digital Currency"	Bank Indonesia	July 12, 2022	Jakarta, Indonesia	Webinar
		FEKDI 2022 "Advancing Digital Economy and Finance: Synergistic and Inclusive Ecosystem for Accelerated Recovery" Day 3: "Inclusive and Sustainable Economic Activities"	Bank Indonesia	July 13, 2022	Jakarta, Indonesia	Webinar
		Focus Group Discussion in the Context of Formulating OJK Destination Statements for 2022 - 2027	OJK	July 25, 2022	Jakarta, Indonesia	Focus Group Discussion
		Forum Group Discussion III Side Event G20 Indonesia "Digital Economy to Support SDGs"	KEMENKOPUKM	August 8, 2022	Jakarta, Indonesia	Forum Group Discussion
		World Support Synergy Banking for Development Entrepreneurship	KEMENKOPUKM	August 18, 2022	Jakarta, Indonesia	Webinar
		BCA Wealth Summit 2022	BCA	September 8, 2022	Jakarta, Indonesia	Webinar
		IKF XI: Thriving Forward "Leveraging Business Opportunity for Stronger Growth & Resilience in the Digital Era"	BCA	October 18, 2022	Jakarta, Indonesia	Webinar
		Webinar Shanghai Indonesia: "Indonesia Economic Outlook 2023"	Perhimpunan Persaudaraan Shanghai Indonesia	October 28, 2022	Jakarta, Indonesia	Webinar
		Voluntary Carbon Market	Trisakti Sustainability Center	November 10, 2022	Jakarta, Indonesia	Webinar
		BCA National Working Meeting 2023 "Cruising Challenges for Sustainable Growth"	BCA	December 8 - 9, 2022	Jakarta, Indonesia	Seminar/Conference
		Webinar "RISE UP!" - Youth Resilient Youth Grows	BCA	May 28, 2022	Jakarta, Indonesia	Webinar
		UMKM Fest Webinar - Optimizing Business Operations and Seeing Global Market Opportunities	BCA	August 30, 2022	Jakarta, Indonesia	Webinar
13	Antonius Widodo Mulyono**	BCA Wealth Summit 2022	BCA	September 8, 2022	Jakarta, Indonesia	Webinar
		Webinar Literasi Keuangan "Investasi Bodong dan Pinjaman Online Ilegal"	Univ. Sanata Dharma	September 23, 2022	Jakarta, Indonesia	Webinar
		The 8 th International Islamic Monetary Economics and Finance Conference (IIMEFC)	Bank Indonesia	October 5, 2022	Jakarta, Indonesia	Webinar
		BARa Risk Forum "Digitalization of Risk Management"	BARa	October 6, 2022	Jakarta, Indonesia	Refreshment

No.	Name of the Board of Directors	Program	Organizer	Date	Location	Media/Form
		IKF XI: Thriving Forward “Leveraging Business Opportunity for Stronger Growth & Resilience in the Digital Era”	BCA	October 18, 2022	Jakarta, Indonesia	Webinar
		AIA APAC Bancassurance Summit – CEO Roundtable & Core Summit	AIA	October 19, 2022	Jakarta, Indonesia	Webinar
		Voluntary Carbon Market	Trisakti Sustainability Center	November 10, 2022	Jakarta, Indonesia	Webinar
		Kompas 100 CEO Forum	KOMPAS	December 02, 2022	Jakarta, Indonesia	Seminar/ Conference
		BCA National Working Meeting 2023 “Cruising Challenges for Sustainable Growth”	BCA	December 8 - 9, 2022	Jakarta, Indonesia	Seminar/ Conference
		Panel Discussion Function and Active Role of Commissioner in BANI Era (Brittle, Anxious, Non- linear and Incomprehensible)	Badan Sertifikasi Manajemen Risiko (BSMR)	December 19, 2022	Jakarta, Indonesia	Refreshment

Note :

^{*)} Mr. Suwignyo Budiman ended his term of office on 30 April 2022

^{**)} Mr. Antonius Widodo Mulyono serves as Director based on OJK Letter No. 9/KDK.03/2022 dated 22 April 2022 and effective since 9 May 2022

11. Share Ownership of the Board of Directors that Amount 5% or More of Paid-Up Capital

BCA policy in terms of reporting share ownership of members of the board of Directors refers to the Article 21 of OJK Regulation No. 55/POJK.03/2016 concerning Implementation of Corporate Governance for Commercial Banks and Article 2 of OJK Regulation No. 11/POJK.04/2017 concerning Report of Ownership or Any Changes in the Share Ownership of a Public Company.

Implementation for Reporting Policy of Ownership or Any Change of Share Ownership

Guidelines and Code of Conduct of the Board of Directors have regulated among others:

- Members of the Board of Directors' obligation to disclose share ownership of 5% (five percents) or more of paid-up capital, which includes the type and number of shares in BCA, other banks, nonbank financial institutions and other companies, which are domiciled in and outside the country. In addition, BCA has also held and stored a Special List as regulated in Article 50 of the Limited Liability Company Law.

- Members of the Board of Directors' obligation to disclose information of ownership and changes of BCA's shares within 3 (three) working days at the latest. This policy is in accordance with Article 3 of OJK Regulation 11/POJK.04/2017 concerning Report of Ownership or Any Changes in the Share Ownership of a Public Company and has been socialized through the 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 to the share ownership of the Board of Directors in 2022 through the e-reporting system as a form of compliance with 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, 2022

Name	Share Ownership of the Board of Directors that Amounts to 5% or more at:			
	BCA	Other Bank	Non-Bank Financial Institution	Other Companies
Jahja Setiaatmadja	-	-	-	√
Armand Wahyudi Hartono	-	-	-	√
Gregory Hendra Lembong	-	-	-	√
Tan Ho Hien/Subur/Subur Tan	-	-	-	-
Rudy Susanto	-	-	-	-
Lianawaty Suwono	-	-	-	-
Santoso	-	-	-	-
Vera Eve Lim	-	-	-	-
Haryanto Tiara Budiman	-	-	-	-
Frengky Chandra Kusuma	-	-	-	-
John Kosasih	-	-	-	-
Antonius Widodo Mulyono	-	-	-	-

Note:
√ own shares with an amount of 5% or more.

Table of the Total BCA Share Ownership by the Board of Directors in 2022

Board of Directors	Number of Ownership at the Beginning of the Year (as of January 1, 2022)	Number of Ownership at the End of the Year (as of December 31, 2022)
Jahja Setiaatmadja	40,797,985	39,811,090
Armand Wahyudi Hartono	4,256,065	4,256,065
Suwignyo Budiman*	38,198,300	N/A
Gregory Hendra Lembong	172,540	400,070
Tan Ho Hien/Subur/Subur Tan	14,565,135	13,993,334
Rudy Susanto	2,140,040	2,033,799
Lianawaty Suwono	1,338,985	1,771,908
Santoso	1,741,020	2,156,646
Vera Eve Lim	985,265	1,616,082
Haryanto T. Budiman	180,985	346,292
Frengky Chandra Kusuma	1,386,945	1,675,646
John Kosasih	25,000	221,765
Antonius Widodo Mulyono**	N/A	0

Note :

* Mr. Suwignyo Budiman ended his term of office on 30 April 2022.

** Mr. Antonius Widodo Mulyono serves as Director based on OJK Letter No. 9/KDK.03/2022 dated 22 April 2022 and effective since 9 May 2022.

Table of the Total BCA Share Ownership by the Board of Directors in 2021

Board of Directors	Number of Ownership at the Beginning of the Year (as of January 1, 2021) before Stock Split	Number of Ownership at the End of the Year (as of December 31, 2021) after Stock Split
Jahja Setiaatmadja	7,905,463	40,797,985
Armand Wahyudi Hartono	851,213	4,256,065
Suwignyo Budiman	7,556,800	38,198,300
Subur Tan	2,849,792	14,565,135
Henry Koenaifi*	908,098	N/A
Erwan Yuris Ang*	1,269,131	N/A
Rudy Susanto	360,411	2,140,040

Board of Directors	Number of Ownership at the Beginning of the Year (as of January 1, 2021) before Stock Split	Number of Ownership at the End of the Year (as of December 31, 2021) after Stock Split
Lianawaty Suwono	174,186	1,338,985
Santoso	264,593	1,741,020
Vera Eve Lim	115,201	985,265
Gregory Hendra Lembong	1,800	172,540
Haryanto T. Budiman	-	180,985
Frengky Chandra Kusuma**	N/A	1,386,945
John Kosasih***	N/A	25,000

Description:
* Mr. Henry Koenafi and Mr. Erwan Yuris Ang ended their terms of office at the AGMS on March 29, 2021.
** Mr. Frengky Chandra Kusuma serves as Director based on OJK Letter No. 39/KDK.03/2021 dated April 26, 2021.
*** Mr. John Kosasih serves as Director based on OJK Letter No. 40/KDK.03/2021 dated April 26, 2021.

12. Concurrent Positions of Members of the Board of Directors

- Throughout 2021, BCA has ensured that members of the Board of Directors comply with the provisions regarding concurrent Board of Directors positions, as outlined in Article 6 of OJK Regulation No. 33/POJK.04/2014 concerning Directors and Board of Commissioners of Issuers or Public Companies, and Article 7 of OJK Regulation No. 55/POJK.03/2016 concerning the implementation of Governance for Commercial Banks.
- All members of BCA's Board of Directors do not hold concurrent positions on the Boards of Directors, Commissioners, or Executive Officers of other banks, companies, and/or institutions (excluding concurrent positions if the Board of Directors is responsible for supervising participation in subsidiary companies, performs functional duties as a member of the Board of Commissioners of non-bank subsidiary companies controlled by BCA).
- Members of the Board of Directors of BCA do not hold concurrent positions as committee members in more than 5 (five) committees in the institution/company where the person concerned also serves as a member of the Board of Directors or a member of the Board of Commissioners.

Table of Concurrent Positions of BCA's Board of Directors in 2022

Name	Position in BCA	Position in Other Bank	Position in Company/Institution	Business Field
Jahja Setiaatmadja	President Director	-	-	-
Armand Wahyudi Hartono	Deputy President Director	-	-	-
Gregory Hendra Lembong	Deputy President Director	-	-	-
Tan Ho Hien/Subur/ Subur Tan	Director	-	-	-
Rudy Susanto	Director	-	-	-
Lianawaty Suwono	Director (concurrently serving as Director in charge of the Compliance function)	-	-	-
Santoso	Director	-	-	-
Vera Eve Lim	Director	-	-	-
Haryanto T. Budiman	Director	-	-	-
Frengky Chandra Kusuma	Director	-	-	-
John Kosasih	Director	-	-	-
Antonius Widodo Mulyono ¹⁾	Director	-	-	-

Description:

¹⁾ Mr. Antonius Widodo Mulyono serves as Director based on OJK Letter No. 9/KDK.03/2022 dated April 22, 2022 and effective since May 9, 2022


Table of the Board of Directors Concurrent Positions in Committees at BCA after the 2022 AGMS on March 17, 2022

Name	Position in BCA	Terms of Office based on AGMS	Position in the Committee
Jahja Setiaatmadja	President Director	2021-2026	<ul style="list-style-type: none"> Chairman of ALCO Chairman of the Credit Policy Committee Permanent Members of the Corporate Credit Committee Permanent Member of the Risk Management Committee Permanent Member of the Integrated Risk Management Committee
Armand Wahyudi Hartono	Deputy President Director	2021-2026	<ul style="list-style-type: none"> ALCO Member Member of the Information Technology Steering Committee Permanent Member of the Risk Management Committee Permanent Member of the Integrated Risk Management Committee
Gregory Hendra Lembong	Deputy President Director (IT & Digital Banking)	2021-2026	<ul style="list-style-type: none"> Chairman of the Information Technology Steering Committee ALCO Member Member of the Credit Policy Committee Permanent Members of the Corporate Credit Committee Permanent Member of the Risk Management Committee Permanent Member of the Integrated Risk Management Committee
Tan Ho Hien/ Subur/ Subur Tan	Director (Credit Risk & Legal Director)	2021-2026	<ul style="list-style-type: none"> Chairman of Corporate Credit Committee ALCO Member Member of the Credit Policy Committee Permanent Member of Commercial Credit Committee Permanent Member of the Risk Management Committee Permanent Member of the Integrated Risk Management Committee
Santoso	Director Transaction Banking Director	2021-2026	<ul style="list-style-type: none"> ALCO Member Member of the Credit Policy Committee Permanent Member of the Risk Management Committee Permanent Member of the Integrated Risk Management Committee
Rudy Susanto	Director (Corporate Banking & Treasury Director)	2021-2026	<ul style="list-style-type: none"> ALCO Member Member of the Credit Policy Committee Permanent Members of the Corporate Credit Committee Permanent Member of the Risk Management Committee Permanent Member of the Integrated Risk Management Committee
John Kosasih	Director Commercial & SME Banking Director	2021-2026	<ul style="list-style-type: none"> ALCO Member Member of the Credit Policy Committee Permanent Member of the Risk Management Committee Permanent Member of Commercial Credit Committee Permanent Member of the Integrated Risk Management Committee
Haryanto T. Budiman	Director Consumer Banking Director	2021-2026	<ul style="list-style-type: none"> ALCO Member Member of the Credit Policy Committee Member of the Information Technology Steering Committee Permanent Member of the Risk Management Committee Permanent Member of the Integrated Risk Management Committee Permanent Member of Commercial Credit Committee
Frenky Chandra Kusuma	Director Branch & Network Director	2021-2026	<ul style="list-style-type: none"> ALCO member Permanent Member of the Risk Management Committee Permanent Member of the Integrated Risk Management Committee Member of the Information Technology Steering Committee

Name	Position in BCA	Terms of Office based on AGMS	Position in the Committee
Antonius Widodo Mulyono	Director Risk Management Director	2022-2026	<ul style="list-style-type: none"> • Chairman of the Risk Management Committee • Chairman of the Integrated Risk Management Committee • ALCO Member • Member of the Credit Policy Committee • Member of the Information Technology Steering Committee
Lianawaty Suwono	Director Compliance & Human Capital Mgmt. Director	2021-2026	<ul style="list-style-type: none"> • Member of the Credit Policy Committee • Permanent Member of the Risk Management Committee • Permanent Member of the Integrated Risk Management Committee
Vera Eve Lim	Director Finance & Corporate Planning Director	2021-2026	<ul style="list-style-type: none"> • ALCO member • Permanent Member of the Risk Management Committee • Permanent Member of the Integrated Risk Management Committee

13. Report on the Implementation of Duties and Evaluation of the Executive Committee under the Board of Directors

The Board of Directors' Executive Committees are formed by the Board of Directors to contribute to the fulfillment of BCA's business needs in accordance with the duties and responsibilities of the Board of Directors.

Currently there are 7 (seven) Executive Committees under the Board of Directors, namely:

1. Asset and Liability Committee (ALCO)
2. Risk Management Committee (RMC)
3. Integrated Risk Management Committee (IRMC)
4. Credit Policy Committee (CPC)
5. Credit Committee (CC)
6. Information Technology Steering Committee (ITSC)
7. Personnel Case Advisory Committee (PCAC)

The Board of Directors conducted assessment to The Executive Committees of the Board of Directors above with the following conditions:

Criteria:

The evaluation criteria of the Board of Directors' Executive Committees are based on guidelines, a code of conduct, and the realization of duties by each committee.

Process:

Assessment is carried out by the Board of Directors collegially once per year.

Results:

The Board of Directors claims that throughout 2022, all Executive Committees of the Board of Directors contributed in accordance with their duties and responsibilities and provided useful opinions,

thereby assisting the Board of Directors in carrying out its duties. The committees actively discuss work programs on a regular basis in accordance with developments in BCA's condition, the economy, and applicable regulations. The Board of Directors expresses appreciation to these committees for their assistance and dedication.

Assessment Result of Committees under the Board of Directors

1. Asset and Liability Committee

Asset and Liability Committee (ALCO) is a permanent committee under the Board of Directors whose mission is to optimally achieve BCA's profitability levels, as well as ensuring liquidity risk, interest rate risk, and controlled foreign exchange risk through the establishment of BCA's policies and strategies for assets and liabilities management.

2. Realization of ALCO Work Program 2022

Throughout 2022, ALCO has realized the following work programs:

- a. Evaluating the strategy and the position of BCA's assets and liabilities in accordance with the objective of liquidity risk management, interest rate, and exchange rate.
- b. Evaluating and establish the changes in interest rates funds and loans, the interest rate on a credit basis, and the limit related to Asset Liability Management (ALM).
- c. Reviewing of the results of the simulation of the profit/loss in accordance with ALM strategy of BCA.
- d. Establishing policy and strategy in the arrangement of balance sheet structure and investment portfolio.



3. Risk Management Committee

The Risk Management Committee (RMC) was formed to ensure that the risk management framework offers adequate protection against all BCA risks.

Realization of RMC Work Program 2022

The realization of the RMC work program in carrying out its management duties during 2022 is as follows:

- a. Providing Information on the Independence of the Treasury's Supervision Function activities are still carried out as the first line of defense by the Treasury Division and as the second line of defense by the Risk Management Work Unit.
- b. Providing Information on the steps involved in Cyber Risk Management in the Evolving Cyber Threat Landscape.
- c. Providing information that BCA is a participant in the Banking Restructuring Program Premium (PRP).
- d. Providing information on future steps in improving the BCA security culture.
- e. Inform the steps in incident control and simulation to mitigate risk and improve security posture.
- f. Inform the proposed digital economic limit.
- g. Informing steps in endpoint risk mitigation and risk mitigation data.

4. Integrated Risk Management Committee

The Integrated Risk Management Committee (IRMC) was formed to ensure that the risk management framework provides adequate protection for all risks faced by BCA and its Subsidiaries in an integrated manner.

Realization of IRMC Work Program 2022

Throughout 2022, IRMC has realized the following work programs:

- Providing information on BCA's Financial Conglomerate Integrated Risk Profile Report Semester II 2021.
- Providing information on BCA's Financial Conglomerate Integrated Risk Profile Report Semester I of 2022.
- Providing Updates on the Preparation for the Consolidated Implementation of OJK Circular Letter concerning Risk-Weighted Assets (RWA) for Operational Risk.
- Providing Information about the results of the BCA's Financial Conglomerate Integrated Stress Test in 2022.

- Providing information on BCA's Subsidiaries Security Postures & Improvement Plan.
- Informing pertaining to BCA's Financial Conglomerate Integrated Risk Limit Review.

5. Credit Policy Committee

The Credit Policy Committee (CPC) was established to direct the granting of credit through the formulation of credit policies in order to achieve prudent credit targets.

Realization of CPC Work Program 2022

Throughout the organization in 2022, the CPC has implemented the work program, which provides recommendations concerning the following:

1. The authority to approve credit with respect to the most recent allocation of board of directors' duties and responsibilities and director's substitute.
2. Delegation of authority from 3 (three) Directors to 2 (two) Directors in stages.
3. The authority to decide normal restructuring.

6. Credit Committee

The Credit Committee (CC) 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's Articles of Association with due regard to business development and prudent principles in mind.

Realization of CC Corporate and CC Commercial Work Program 2022

Throughout 2022, CC has made decrees or recommendations on lending (new, additional, reduced and/or extension, restructuring, and COVID-19 restructuring) according to the authority limits, including determining/changing credit structures.

7. Information Technology Steering Committee

ITSC was established to ensure the implementation of the information technology (IT) system is in line with the BCA's strategic plans. In addition, the implementation aims to improve the BCA's competitive advantage through the utilization of appropriate IT functions.

Realization of ITSC Work Program 2022

Throughout 2022, ITSC has implemented work programs such as:

- Evaluate and supervise IT initiatives implemented to support the delivery of IT strategic projects, as follows:
 - a) Construction of a new data center to support BCA's IT infrastructure requirement in the long term, including a migration strategy to the new data center as well as new aspects that have a positive impact towards the availability of BCA's services.
 - b) Swing automation and Automated Recovery Orchestration initiatives, the application of technology and strategies that are suitable for recovery and swing automation processes which aim to improve system availability by speeding up the recovery time and minimizing the risk of human error.
 - c) SNAP API project to support regulator initiatives regarding the digitalization of Indonesia's banking system.
- Monitoring the use of the 2022 IT budget.

8. Personnel Case Advisory Committee

PCAC was formed by and is responsible to the Board of Directors. The establishment of the PCAC has a mission to provide independent recommendations to the Board of Directors regarding the resolution of cases that adhere to the principles of justice and equality by reviewing cases of violations and/or crimes committed by employees.

Realization of PCAC Work Program 2022

PCAC has realized a work program that includes providing input in the form of information, analysis, and considerations to make recommendations to the Board of Directors for several cases of violations committed by employees that require a decision from the Board of Directors for follow-up resolution in the form of imposition of sanctions and/or improvement of operational systems and procedures and/or legal processing of cases.

The Executive Committees of the Board of Directors Chapter on page 445 of this Annual Report provides a detailed explanation of the Executive Committee of the Board of Directors.

14. Report on the Implementation of the Board of Director' Duties

The complete Report on the Implementation of the Board of Directors' Duties is presented on page 24 of the Board of Directors Report section of this Annual Report.

The policies and implementation of the Board of Directors meetings, including joint meetings with the Board of Commissioners, and the full attendance rate for each member of the Board of Directors are presented on page 392 the Board of Commissioners, Board of Directors, and Joint Meetings sections of this Annual Report.

15. Performance Evaluation of Members of the Board of Directors

Evaluation of the performance of members of the Board of Directors with regard to the procedure for implementing performance appraisal, the criteria used, and the party conducting the assessment can be found on page 409 of the Performance Evaluation of the Board of Commissioners and Directors section of this Annual Report.



MEETINGS OF THE BOARD OF COMMISSIONERS, THE BOARD OF DIRECTORS, AND JOINT MEETINGS

1. Meeting of the Board of Commissioners

Legal Basis

In organizing Board of Commissioners meetings, BCA refers to the following rules:

- a. Article 37, paragraph 1, of OJK Regulation No. 55/POJK.03/2016 concerning the implementation of governance for commercial banks states that the Board of Commissioners meetings must be organized periodically, at least 4 (four) times per year.
- b. Article 31 paragraph 1 OJK Regulation No. 33/POJK.04/2014 concerning the Board of Directors and Board of Commissioners of Issuers or Public Companies governs that the Board of Commissioners must hold a meeting at least once every 2 (two) months.
- c. Article 16 of the BCA's Articles of Association.
- d. Charter of the Board of Commissioners

Meeting Policy

The Board of Commissioners Meeting Policy, which is outlined in the Board of Commissioners Charter and/or Articles of Association, governs, among other things:

1. Meeting Mechanism
Board of Commissioners meetings can be held in person or virtually via teleconference media, video conferences, or other forms of electronic media.
2. Meeting Frequency:
 - a. Board of Commissioners meetings must be held periodically at least once every 2 (two) months or 6 (six) times per year
 - b. Each member of the Board of Commissioners must attend at least 75 % (seventy-five percent) of the meetings in 1 (one) year.
3. Meeting Summons:
 - a. There is no need to summon a meeting for meetings of the Board of Commissioners that have been scheduled or are based on the decision of the previous meeting of the Board of Commissioners.
 - b. For Board of Commissioners meetings held outside of the predetermined schedule, the summons must be made no later than 1 (one) day before the meeting, or in a shorter time if it is urgent.

- c. The summons for a meeting of the Board of Commissioners must include the agenda/ topic, date, time, mechanism and place of the meeting and attach meeting materials.
 - d. The summons for Board of Commissioners meetings must be made in writing and delivered to each member of the Board of Commissioners via registered mail, courier service, electronic mail (e-mail), or other means deemed effective by the Board of Commissioners.
4. Meeting Materials and Scheduling:
 - a. Prior to the end of the fiscal year, the Board of Commissioners must schedule a meeting of the Board of Commissioners as well as a meeting of the Board of Commissioners by inviting the Board of Directors for the following year and upload it on the BCA website.
 - b. At a scheduled meeting, meeting materials are distributed to participants no later than 5 (five) working days before the meeting is held (H-5).
 - c. In the event that a meeting is held outside the schedule, the meeting materials shall be submitted to the meeting participants no later than before the meeting is held.
5. Meeting Resolutions and Quorum:
 - a. The meeting of the Board of Commissioners is valid and has the authority to make binding decisions if more than ½ (one-half) of the total number of members of the Board of Commissioners are present or represented at the meeting.
 - b. Decision-making at the Board of Directors meeting must be made first through deliberation for consensus.
 - c. Decisions are made based on the affirmative votes of more than ½ (one-half) of the total valid votes cast at the meeting in question if the deliberations do not reach a consensus.
 - d. The Board of Commissioners may also make valid decisions without summoning a meeting of the Board of Commissioners if all members of the Board of Commissioners have been notified in writing, have given their approval to the proposals submitted, and have signed the agreement. Decisions made in this manner have the same power as those made formally at a meeting of the Board of Commissioners.
 - e. All decisions made at Board of Commissioners meetings are binding and the responsibility of all Board of Commissioners members.

6. A member of the Board of Commissioners may be represented by another member of the Board of Commissioners only on the basis of a special power of attorney drawn up specifically for the purpose of the meeting.
7. Board of Commissioners Minutes of Meeting
 - a. The minutes of the Board of Commissioners meeting must include the results of the meeting, which must be signed by all members of the Board of Commissioners present.
 - b. Minutes of Meeting must be properly documented in accordance with applicable regulations.
 - c. In the event of a dissenting opinion is expressed, it must be clearly stated in the minutes of the Board of Commissioners meeting, along with the reasons for the dissent.

Glossary of Board of Commissioners and Board of Directors Meetings

Board of Commissioners

Description	Name
DES	Djohan Emir Setijoso
TK	Tonny Kusnadi
CH	Cyrillus Harinowo
RP	Raden Pardede
SS	Sumantri Slamet

Board of Directors

Description	Name
JS	Jahja Setiaatmadja
AH	Armand Wahyudi Hartono
HL	Gregory Hendra Lembong
ST	Tan Ho Hien/Subur atau Subur Tan
RS	Rudy Susanto
LS	Lianawaty Suwono
SL	Santoso
VL	Vera Eve Lim
HB	Haryanto T. Budiman
FC	Frengky Chandra Kusuma
JK	John Kosasih
AW	Antonius Widodo Mulyono

Implementation

Throughout 2022, BCA has held 43 (forty-three) Board of Commissioners meetings in person and via teleconference. BCA has complied with the OJK Regulation provision regarding the minimum frequency of Board of Commissioners meetings.

Frequency of Attendance, Schedule and Meeting Agenda of the Board of Commissioners

Trough out 2022, the frequency of the Board of Commissioners' meetings and the attendance rate of members of the Board of Commissioners are as follows:

Name	Position	Number of Meetings	Attendance	Percentage
Djohan Emir Setijoso	President Commissioner	43	39	91%
Tonny Kusnadi	Commissioner	43	40	93%
Cyrillus Harinowo	Independent Commissioner	43	37	86%
Raden Pardede	Independent Commissioner	43	42	98%
Sumantri Slamet	Independent Commissioner	43	43	100%



The Board of Commissioners meeting schedule for 2022 has been published on the BCA website, which can be accessed at <https://www.bca.co.id/en/tentang-bca/tata-kelola/struktur-organisasi>

The following is the schedule and agenda for the Board of Commissioners meetings organized in 2022:

No.	Date	Agenda	Attendance
1	January 12, 2022	Board of Commissioners Internal Discussion	DES, TK, CH, RP, SS
2	January 19, 2022	<ul style="list-style-type: none"> Discussion of KRN Recommendations Work Realization of the Internal Audit Division 	DES, TK, CH, RP, SS
3	January 26, 2022	<ul style="list-style-type: none"> Discussion on Evaluation of the Board of Directors' and Board of Commissioners' Self-Assessment Results Discussion of the 2021 Final Dividend 	TK, CH, RP, SS
4	February 9, 2022	<ul style="list-style-type: none"> Approval of the Proposed Appointment of a PAF Approval of the 2021 Final Dividend 	DES, TK, CH, RP, SS
5	February 16, 2022	<ul style="list-style-type: none"> Presentation of the Audit Committee: Quarterly Report IV 2021 Presentation of the Risk Oversight Committee: Quarterly Report IV 2021 	DES, TK, CH, RP, SS
6	February 23, 2022	<ul style="list-style-type: none"> Approval of Tantiem Distribution for the 2021 fiscal year Appointment of the Chairman of the Annual General Meeting of Shareholders of PT Bank Central Asia Tbk 	DES, TK, CH, RP, SS
7	March 2, 2022	<ul style="list-style-type: none"> Revisions to the Board of Commissioners and Directors' Proposed Tantiem Distribution Presentation by the Credit Rescue Work Unit on the follow-up to the Board of Commissioners meeting on NPL Management at BCA Presentation of the Corporate Strategy & Planning Division on the Proposed Use of the Company's Net Profits for 2021 	DES, CH, RP, SS
8	March 16, 2022	<ul style="list-style-type: none"> Presentation of the Credit Risk Analysis Group and Corporate Banking, Transaction & Finance Group on Loan Workout and Corporate Credit LAR; Presentation of the Integrated Governance Committee on the Semester II 2021 Report; Credit Decision Review on a Weekly Basis 	DES, TK, CH, RP, SS
9	March 30, 2022	<ul style="list-style-type: none"> Appointment of PT BCA Syariah Representative Committee Members Presentation of the Strategic Information Technology Group on 2021 Performance and 2022 Strategy Weekly Credit Decision Review 	TK, CH, RP, SS
10	April 6, 2022	Remuneration for Board of Directors Members and Changes in Remuneration for Board of Directors & Board of Commissioners Members from 2022 to 2024 GMS	DES, TK, CH, RP, SS
11	April 20, 2022	<ul style="list-style-type: none"> Presentation of the Credit Risk Analysis Group and the Corporate Banking, Transaction & Finance Group on corporate credit Weekly Credit Decision Review 	DES, TK, CH, RP, SS
12	May 11, 2022	<ul style="list-style-type: none"> Corporate Strategy & Planning Division Presentation re/ Key Strategic Priorities 2022 Weekly Credit Decision Review 	DES, TK, CH, RP, SS
13	May 18, 2022	<ul style="list-style-type: none"> Presentation of the Risk Oversight Committee & Presentation of the Audit Committee Quarterly Report I 2022 Weekly Credit Decision Review 	DES, TK, CH, SS
14	May 25, 2022	<ul style="list-style-type: none"> Presentation of the Credit Risk Analysis Group and the Corporate Banking, Transaction & Finance Group on corporate credit Weekly Credit Decision Review 	DES, TK, CH, RP, SS
15	May 31, 2022	<ul style="list-style-type: none"> Presentation related to Integration & Transactional Banking Weekly Credit Decision Review 	DES, TK, CH, RP, SS
16	June 8, 2022	<ul style="list-style-type: none"> Approval of Credit Facility Applications Presentation of the Organizational Structure team Weekly Credit Decision Review 	DES, TK, CH, RP, SS
17	June 15, 2022	<ul style="list-style-type: none"> Approval of the 2022 BCA Bank Business Plan Revision (RBB). Weekly Credit Decision Review 	DES, TK, CH, RP, SS
18	June 22, 2022	<ul style="list-style-type: none"> Presentation of the Credit Risk Analysis Group and the Corporate Banking, Transaction & Finance Group related to Corporate Credit Update on Audit Committee Charter and Independency for Submission of Strategic Plans Weekly Credit Decision Review 	DES, TK, RP, SS

No.	Date	Agenda	Attendance
19	June 29, 2022	<ul style="list-style-type: none"> • Presentation of the Human Capital Management Division regarding work productivity • Weekly Credit Decision Review 	DES, TK, RP, SS
20	July 6, 2022	<ul style="list-style-type: none"> • Presentation of the Banking Transaction Cooperation Solution Development Division Regarding Procurement of EDC and Supporting Devices • Presentation of the Credit Risk Analysis Group and the Corporate Banking, Transaction & Finance Group related to Corporate Credit • Presentation of the Legal Group regarding updates on legal cases 	DES, TK, CH, RP, SS
21	July 13, 2022	<ul style="list-style-type: none"> • Presentation of the Corporate Strategy & Planning Division and the Corporate Finance Division regarding fixed asset and opex policies • Weekly Credit Decision Review 	DES, CH, RP, SS
22	July 20, 2022	<ul style="list-style-type: none"> • Presentation of the Internal Audit Division regarding Realization of Semester I 2022 Performance • Weekly Credit Decision Review 	DES, TK, CH, RP, SS
23	July 27, 2022	<ul style="list-style-type: none"> • Presentation of the Commercial and SME Business Division regarding the Development of Commercial and SME Business • Discussion of the Credit Risk Analysis Group and the Corporate Banking, Transactions & Finance Group with the Board of Commissioners regarding updates on the telecommunications industry • Weekly Credit Decision Review 	DES, TK, CH, RP, SS
24	August 3, 2022	<ul style="list-style-type: none"> • Presentation of the Risk Management Work Unit regarding the follow-up to the minutes of the Board of Commissioners meeting no. 14/RR/KOM/2022 • Weekly Credit Decision Review 	DES, TK, CH, RP, SS
25	August 8, 2022	<ul style="list-style-type: none"> • Approval of Credit Facility Applications • Weekly Credit Decision Review 	DES, TK, CH, RP, SS
26	August 24, 2022	<ul style="list-style-type: none"> • Approval of Credit Facility Applications • Presentation of the Risk Oversight Committee Quarterly Report II 2022 • Presentation of the Audit Committee Quarterly Report II 2022 • Weekly Credit Decision Review 	DES, TK, CH, RP, SS
27	September 7, 2022	<ul style="list-style-type: none"> • Discussion of the Board of Commissioners, the Director of Network and Regional Management, and DAI concerning branch audit • Update on the Development of Macroeconomic and Information Technology in BCA • Weekly Credit Decision Review 	DES, TK, CH, RP, SS
28	September 14, 2022	<ul style="list-style-type: none"> • Application for Credit Facility • Weekly Credit Decision Review 	DES, TK, CH, RP, SS
29	September 21, 2022	<ul style="list-style-type: none"> • Reporting of the Integrated Governance Committee Quarterly Report I 2022 • Presentation of the Credit Risk Analysis Group regarding corporate loans • Weekly Credit Decision Review 	DES, TK, CH, RP, SS
30	September 28, 2022	<ul style="list-style-type: none"> • Approval of Credit Facility Applications • Weekly Credit Decision Review 	DES, CH, RP, SS
31	October 5, 2022	<ul style="list-style-type: none"> • Presentation of the Company's Finance Division regarding the adjustment of pension reserves based on the new PSAK • Weekly Credit Decision Review 	DES, TK, CH, RP, SS
32	October 19, 2022	<ul style="list-style-type: none"> • Approval of Credit Facility Applications • Weekly Credit Decision Review 	TK, CH, RP, SS
33	October 26, 2022	<ul style="list-style-type: none"> • Presentation of the Risk Management Unit regarding the 2023 BCA Recovery Plan update and BCA 2022 Resolution Plan • Weekly Credit Decision Review 	DES, TK, CH, RP, SS
34	November 2, 2022	<ul style="list-style-type: none"> • Discussion between External Consultant and the Board of Commissioners • Presentation of the Accounting Group regarding the Adjustment of Retirement Reserves based on the new PSAK • Weekly Credit Decision Review 	DES, TK, CH, RP, SS
35	November 3, 2022	Presentation of the Corporate Strategy & Planning Division regarding the 2023 budget	DES, TK, CH, RP, SS
36	November 7, 2022	<ul style="list-style-type: none"> • Presentation of the Risk Management Work Unit regarding BCA's 2023 Recovery Plan Update and BCA's 2022 Resolution Plan • Digital Economy Loan Portfolio 	DES, TK, RP, SS



No.	Date	Agenda	Attendance
37	November 9, 2022	<ul style="list-style-type: none"> Presentation of the Corporate Strategy & Planning Division regarding the 2022 Interim Dividend Distribution Presentation of the Economic & Industry Research Team regarding the 2023 - 2024 Macro Assumption Scenario Weekly Credit Decision Review 	DES, TK, RP, SS
38	November 16, 2022	<ul style="list-style-type: none"> BCA Interim Dividend Approval for 2022 Waiver Approval and Credit Facility Changes Presentation of the Risk Oversight Committee Quarterly Report III 2022 Presentation of the Audit Committee Quarterly Report III 2022 Weekly Credit Decision 	DES, TK, CH, RP, SS
39	November 23, 2022	<ul style="list-style-type: none"> Approval of changes to the 2023 budget and bank business plans for the 2023-2025 period Bankwide Key Strategies Priorities Information 2023 Approval of a sustainable financial action 2023 Future reading strategic planning information of BCA Life 	DES, TK, CH, RP, SS
40	November 30, 2022	<ul style="list-style-type: none"> Presentation of Human Capital Management Division regarding HCM strategy options review in dealing with Digital Transformation Presentation of Human Capital Management Division regarding Update Salary Survey Weekly Credit Decision Review 	TK, RP, SS
41	December 7, 2022	<ul style="list-style-type: none"> Presentation of Banking Transactional Directorate regarding Payment Update - Industry & BCA Presentation of the Credit Risk Analysis Group and the Corporate Banking regarding Credit Application Weekly Credit Decision Review 	DES, TK, RP, SS
42	December 14, 2022	<ul style="list-style-type: none"> Presentation of Treasury Division regarding Treasury Division Strategies and Plan Updates 2023 Weekly Credit Decision Review 	DES, TK, CH, RP, SS
43	December 21, 2022	<ul style="list-style-type: none"> Presentation of Group Environment Sustainability Governance regarding AGMS plan BCA for the 2022 fiscal year Discussion of Room Rental on the 35th floor Menara BCA Weekly Credit Decision Review 	DES, TK, CH, RP, SS

Board of Commissioners Meeting Schedule in 2023

BCA has scheduled the following Board of Commissioners meetings in 2023:

Month	Date
January	11, 18, 25
February	1, 8, 15, 22
March	1, 8, 15, 29
April	5, 12
May	3, 10, 17, 24
June	7, 14, 21, 28
July	5, 12, 26
August	2, 9, 16, 23
September	6, 13, 20, 27
October	4, 11, 18, 25
November	1, 8, 15, 22
December	6, 13, 20

The Board of Commissioners' meeting schedule is subject to change at any time as needed.

The plan for the 2023 Board of Commissioners meeting schedule has been published on the BCA

website since December 2022 and can be accessed at <https://www.bca.co.id/en/tentang-bca/tata-kelola/struktur-organisasi>.

2. Meeting of the Board of Directors

Legal Basis

BCA Board of Directors meetings are organized based on the following regulations:

- Article 20 paragraph 1 of OJK Regulation No. 55/POJK.03/2016 concerning the Implementation of Governance for Commercial Banks states that every policy and strategic decision must be made at a Board of Directors meeting with due regard for supervision in accordance with the duties and responsibilities of the Board of Commissioners.
- Article 16 paragraph 1 of OJK Regulation No. 33/POJK.04/2014 concerning the Board of Directors and Board of Commissioners of Issuers or Public Companies states that the Board of Directors must hold regular Board of Directors meetings at least once a month.
- Article 13 of the BCA's Articles of Association.

Meeting Policy

The Board of Directors Meeting Policy in the Board of Directors Charter and/or Articles of Association regulates, among other:

1. Meeting Mechanism
Board of Directors meetings can be held in person or virtually via teleconference media, video conferences, or other forms of electronic media.
2. Meeting Frequency:
 - a. Board of Directors meetings must be held periodically, at least once a month or 12 (twelve) times per year.
 - b. Each member of the Board of Directors must attend at least 75% (seventy-five percent) of the meetings in 1 (one) year.
3. Meeting Summons:
 - a. Summons for the Board of Directors meeting are made by the Board of Directors Bureau via e-mail to all Directors no later than 5 (five) working days before the meeting is held (H-5).
 - b. For Board of Directors meetings that have been scheduled or are based on the decisions of the previous Board of Directors meeting, there is no need to summon a meeting.
 - c. For Board of Directors meetings that are held outside of a predetermined schedule, summons must be made no later than 1 (one) day before the Board of Directors meeting is held, or in a shorter time if it is urgent.
 - d. The summons for the meeting must include the agenda (date, time, place, and topic) and attach meeting materials.
 - e. The Board of Directors confirms attendance to the Bureau of Directors.
4. Meeting Materials and Scheduling
 - a. Prior to the end of the fiscal year, the Board of Directors must schedule a meeting of the Board of Directors, as well as a meeting of the Board of Commissioners and the Board of Directors for the following year and upload it on the BCA website.
 - b. At a scheduled meeting, meeting materials are distributed to participants no later than 5 (five) working days before the meeting is held (H-5).
 - c. In the event that a meeting is held outside the schedule, the meeting materials shall be submitted to the meeting participants no later than before the meeting is held.
5. Meeting Resolutions and Quorum:
 - a. The meeting of the Board of Directors is valid and has the authority to make binding decisions if more than ½ (one-half) of the total number of members of the Board of Directors are present or represented at the meeting.
 - b. Every strategic policy and decision must be made at a Board of Directors meeting with due regard for supervision in accordance with the Board of Commissioners' duties and responsibilities.
 - c. Decisions-making at the Board of Directors meeting must be made first through deliberation for consensus.
 - d. Decisions are made based on the affirmative votes of more than ½ (one-half) of the total valid votes cast at the meeting in question if the deliberations do not reach a consensus.
 - e. The Board of Directors may also make valid decisions without summoning a meeting of the Board of Directors if all members of the Board of Directors have been notified in writing, have given their approval to the proposals submitted, and have signed the agreement. Decisions made in this manner have the same power as those made formally at a meeting of the Board of Directors.
 - f. All decisions made at Board of Directors meetings are binding and the responsibility of all Board of Directors members.
6. A member of the Board of Directors may be represented by another member of the Board of Directors only on the basis of a special power of attorney made for the purpose of the meeting, provided that the right to vote for:
 - a. Meeting attendance quorum; and
 - b. The decision-making quorum is in accordance with the power given so their voting rights are counted in the meeting quorum.
7. Minutes of Meeting:
 - a. The results of the Board of Directors meeting must be stated in the Minutes of Meeting, which are signed by all members of the Board of Directors present and submitted to all members of the Board of Directors.
 - b. Minutes of meetings of the Board of Directors must be properly documented in accordance with the provisions of the relevant regulations.
 - c. Dissenting opinions that occur at a Board of Directors meeting must be included in writing in the Minutes of Meeting along with the reasons for the dissent.



Implementation

Throughout 2022, the Board of Directors has organized 54 (fifty-four) meetings of the Board of Directors, which were held in person and via teleconference. BCA has complied with the OJK Regulation provision regarding the minimum frequency of Board of Directors meetings.

Frequency of Attendance, Schedule, and Agenda of Board of Directors Meetings

The frequency and attendance rate of members of the Board of Directors throughout 2022 are as follows:

Name	Position	Number of Meetings	Attendance	Percentage
Jahja Setiaatmadja	President Director	54	50	93%
Suwignyo Budiman*	Vice President Director	21	21	100%
Armand Wahyudi Hartono	Vice President Director	54	47	87%
Gregory Hendra Lembong	Vice President Director	54	47	87%
Tan Ho Hien/Subur/ Subur Tan	Director	54	51	94%
Rudy Susanto	Director	54	51	94%
Lianawaty Suwono	Director (concurrently serving as Director in charge of the Compliance function)	54	47	87%
Santoso	Director	54	46	85%
Vera Eve Lim	Director	54	49	91%
Haryanto T. Budiman	Director	54	48	89%
Frengky Chandra Kusuma	Director	54	49	91%
John Kosasih	Director	54	50	93%
Antonius Widodo Mulyono**)	Director	33	31	94%

Description:

*) Mr. Suwignyo Budiman ended his term of office on April 30, 2022

**) Mr. Antonius Widodo Mulyono serves as Director based on OJK Letter No. 9/KDK.03/2022 dated April 22, 2022 and effective since May 9, 2022

The Board of Directors meeting schedule for 2022 has been published on the BCA website and can be accessed at: <https://www.bca.co.id/en/tentang-bca/tata-kelola/struktur-organisasi>

The following is the schedule and agenda for the Board of Directors meetings organized in 2022:

No.	Date	Agenda	Attendance
1	January 6, 2022	<ul style="list-style-type: none"> Porseni 2022 KAP Beauty Contest for Fiscal Year 2022 	JS, SB, AH, HL, ST, RS, VL, FC, JK
2	January 11, 2022	<ul style="list-style-type: none"> Thompson Reuters Refinitiv NGO demands 	JS, SB, AH, HL, ST, RS, LS, VL, HB, FC, JK
3	January 13, 2022	<ul style="list-style-type: none"> Economic Research Team Update Realization of the 2021 Directors' KPI and Approval of the 2022 Directors' KPI 	JS, SB, AH, HL, ST, RS, LS, VL, HB, JK
4	January 20, 2022	Update on the Financial Performance of BCA for the Period ending December 2021	JS, SB, AH, HL, ST, RS, LS, VL, HB, FC, JK
5	January 25, 2022	<ul style="list-style-type: none"> Wealth Management Division Propeller Project Update Branch Organization Update 	JS, SB, AH, HL, ST, RS, LS, SL, VL, HB, FC, JK
6	February 3, 2022	<ul style="list-style-type: none"> Dividend Approval and 2022 Collective KPI Update of BOD Commercial SMILE Implementation Update Result Company Performance Presentation and BCA Finance Business Plan 	JS, SB, AH, HL, ST, RS, LS, SL, VL, HB, FC, JK

No.	Date	Agenda	Attendance
7	February 8, 2022	<ul style="list-style-type: none"> Approval of the selected PAF Presentation of the Human Capital Management Division Report of the AYDA Credit Rescue Unit Presentation of the Commercial & SME Business Division regarding the Bank's Business Plan Macropprudential Inclusive Financing Ratio 	JS, SB, AH, HL, ST, RS, LS, SL, VL, HB, FC, JK
8	February 10, 2022	<ul style="list-style-type: none"> Presentation of Survey Gallup Update on the Board of Commissioners' Decision Regarding the 2021 Dividend 	JS, SB, AH, HL, ST, RS, LS, SL, VL, HB, FC, JK
9	February 17, 2022	<ul style="list-style-type: none"> Update on the January 2022 Financial Performance Presentation of Company Performance and BCA Syariah Business Plan 	JS, SB, AH, HL, ST, RS, LS, VL, HB, FC, JK
10	February 22, 2022	<ul style="list-style-type: none"> Presentation of Company Performance and BCA Insurance Business Plan Presentation of Company Performance and BCA Life Business Plan 	JS, SB, AH, HL, ST, RS, LS, SL, VL, HB, FC, JK
11	February 24, 2022	<ul style="list-style-type: none"> Wealth Management Division Update Economic Research Team Update Approval of Use of 2021 Net Profits for Reserve Funds and Retained Earnings Explanation of the Board of Commissioners' input regarding the 2022-2026 Strategy 	JS, SB, AH, HL, ST, RS, LS, SL, VL, HB, FC, JK
12	March 8, 2022	<ul style="list-style-type: none"> Communication Crisis Handling 2022 Indonesian Political Economy Projection by Mr. Bambang Sudibyo Presentation of BCA Sekuritas's Business Plan and Company Performance 	JS, SB, AH, HL, ST, RS, LS, SL, VL, HB, FC, JK
13	March 10, 2022	<ul style="list-style-type: none"> Presentation of the Company Performance and CCV's Business Plan Transfer of Receivables by the Credit Rescue Unit 	JS, SB, AH, HL, ST, RS, LS, SL, VL, HB, FC, JK
14	March 24, 2022	<ul style="list-style-type: none"> The Economic Research Team Update Update on the Financial Performance of BCA for February 2022 Update on the BOD Responses to the Board of Commissioners' Input 	JS, SB, HL, ST, RS, SL, VL, HB, FC, JK
15	March 29, 2022	Banking Sector Review	JS, SB, AH, HL, ST, RS, LS, SL, VL, HB, FC, JK
16	March 31, 2022	<ul style="list-style-type: none"> Presentation of the Strategy & Information Technology Group regarding the metaverse BCA Digital Performance and Business Plan Presentation of ESG regarding the Q4 2021 ESG achievement update 	JS, SB, AH, HL, ST, RS, LS, SL, VL, HB, FC, JK
17	April 7, 2022	Update on the Program for the Learning & Development Division	JS, SB, AH, ST, RS, LS, SL, VL, HB, FC, JK
18	April 12, 2022	<ul style="list-style-type: none"> Distribution of the Board of Directors and Board of Directors Replacement in 2022 2021 Performance and Quarter I Performance - 2022 of PT BCA Multi Finance 	JS, SB, AH, ST, RS, LS, SL, VL, HB, FC, JK
19	April 14, 2022	<ul style="list-style-type: none"> Update on BCA's Financial Performance Quarter I - 2022 Update on the EDC monitoring 	JS, SB, AH, ST, RS, LS, SL, VL, HB, FC, JK
20	April 26, 2022	<ul style="list-style-type: none"> Interview Audience Perception Survey & Evaluation Economic Update - Customer Survey Semester I - 2022 Updates on Key Strategic Priorities (1Q22) 	JS, SB, AH, HL, ST, RS, LS, SL, VL, HB, JK
21	April 28, 2022	<ul style="list-style-type: none"> Evaluation of PT Kliring Berjangka Indonesia's Virtual Account & KSEI Strategic Plan Customer Compensation Policy 	JS, SB, AH, HL, ST, RS, SL, HB, FC, JK
22	May 10, 2022	<ul style="list-style-type: none"> Analyst Feedback on BCA 1Q22 Results Presentation related to Pension Funds 	JS, AH, HL, ST, RS, SL, VL, FC, JK, AW



No.	Date	Agenda	Attendance
23	May 12, 2022	<ul style="list-style-type: none"> Update on the Q1/2022 ESG Achievement The Latest Constellation of Geo-Economy and Geo-Politics and Their Impact on Indonesia by Bambang Sudibyo 	JS, AH, HL, ST, RS, SL, VL, JK, AW
24	May 17, 2022	Update on BCA's April 2022 Financial Performance	JS, AH, HL, ST, RS, SL, VL, FC, JK, AW
25	May 24, 2022	<ul style="list-style-type: none"> Economic Research Team Update Update on the Tax Planning 2022 BCA Life Strategic Discussion 	JS, AH, HL, ST, RS, LS, SL, VL, HB, FC, JK, AW
26	June 2, 2022	Board of Directors Internal Discussion	JS, AH, HL, ST, RS, LS, SL, VL, HB, FC, AW
27	June 14, 2022	<ul style="list-style-type: none"> Update on BCA's May 2022 Financial Performance Revision of the Bank's Business Plan 	JS, AH, HL, ST, RS, LS, VL, HB, FC, JK, AW
28	June 16, 2022	Update on the Project Priority 2022	JS, AH, HL, ST, RS, LS, VL, HB, FC, JK, AW
29	June 23, 2022	Update of the Economic Research Team	JS, AH, HL, ST, RS, LS, VL, HB, FC, JK, AW
30	June 28, 2022	<ul style="list-style-type: none"> Updates related to Venture Capital Explanation Regarding the Capital Market Community and KSEI's Strategic Plan Presentation of the BCA UMKM Fest 	JS, AH, ST, RS, LS, SL, VL, HB, FC, JK, AW
31	July 12, 2022	<ul style="list-style-type: none"> Update on BCA's Financial Performance for Semester I 2022 Follow up the Smile Program Implementation 	JS, AH, ST, RS, LS, SL, VL, HB, FC, AW
32	July 14, 2022	<ul style="list-style-type: none"> Update on ESG & GCG 1H2022 Update on Corporate Communication 1H2022 Presentation of the Dual Banking Leverage Model by BCA Syariah 	AH, ST, RS, LS, SL, VL, FC, JK, AW
33	July 21, 2022	<ul style="list-style-type: none"> Presentation of the Indonesia Knowledge Forum (IKF) Presentation of the BCA Wealth Summit 	JS, AH, HL, ST, RS, LS, SL, HB, JK, AW
34	July 26, 2022	<ul style="list-style-type: none"> Updates on Key Strategic Priorities (1H22) UMKM Fest Pre-Event Update 	JS, AH, HL, ST, RS, LS, SL, VL, HB, FC, JK, AW
35	August 4, 2022	Analyst Feedback on BCA 1H2022	JS, AH, HL, ST, RS, LS, SL, VL, HB, FC, JK, AW
36	August 18, 2022	<ul style="list-style-type: none"> Update on BCA's Financial Performance for July 2022 Multi Global Crisis and Its Impact on Indonesia by Bambang Sudibyo 	JS, HL, ST, RS, LS, SL, VL, HB, FC, JK
37	August 23, 2022	<ul style="list-style-type: none"> Presentation of the Relationship Platform Project 2023 Strategic Planning and Budgeting Process Presentation of the Semester 1-2022 Performance and Business Outlook for Semester 2-2022 of BCA Life 	JS, AH, HL, ST, RS, LS, SL, VL, HB, FC, JK, AW
38	September 1, 2022	<ul style="list-style-type: none"> UMKM Fest update Presentation of BCA Syariah's Semester 1-2022 Performance and Business Outlook in Semester 2-2022 Presentation of BCA Multifinance's Semester 1-2022 Performance and Business Outlook in Semester 2-2022 	JS, AH, HL, ST, RS, LS, SL, HB, FC, JK
39	September 8, 2022	Update on the performance of BCA Sekuritas	JS, AH, ST, RS, LS, SL, HB, FC, JK, AW
40	September 15, 2022	<ul style="list-style-type: none"> Presentation of CCV's Semester 1-2022 Performance and Business Outlook for Semester 2-2022 Presentation of BCA Insurance's Semester 1-2022 Performance and Business Outlook for Semester 2-2022 	AH, HL, ST, RS, LS, SL, VL, HB, FC, JK, AW
41	September 22, 2022	<ul style="list-style-type: none"> Update on the Implementation of Indonesian Green Taxonomy (THI) at BCA Update on BCA's Financial Performance for the Period of August 2022 	JS, AH, HL, ST, RS, LS, SL, VL, HB, FC, AW

No.	Date	Agenda	Attendance
42	September 27, 2022	<ul style="list-style-type: none"> Presentation of BCA Finance's Semester 1-2022 Performance and Business Outlook for Semester 2-2022 Presentation of BCA Digital's Semester 1-2022 Performance, and Business Outlook for Semester 2-2022 	JS, AH, HL, ST, LS, SL, VL, HB, FC, AW
43	September 29, 2022	<ul style="list-style-type: none"> The Economic Research Team Update Adjustment of Pension Reserves Based on the New PSAK 	JS, AH, HL, ST, RS, LS, SL, VL, HB, FC, JK, AW
44	October 6, 2022	<ul style="list-style-type: none"> Post UMKM Event Update BCA Finance Dividend Approval 	JS, AH, HL, RS, LS, SL, VL, HB, FC, JK, AW
45	October 13, 2022	<ul style="list-style-type: none"> Update on BCA's Financial Performance for Quarter III 2022 Approval of BCA's Recovery Plan and Resolution Plan Updates 	JS, HL, ST, LS, SL, VL, HB, FC, JK, AW
46	October 20, 2022	First Draft Consolidated Outlook 2022 & 2023	JS, HL, ST, RS, LS, SL, VL, FC, JK, AW
47	November 3, 2022	<ul style="list-style-type: none"> Analyst Feedback on Q3 2022 ESG & GCG Updates Q3 2022 Update on the Implementation of BCA Touchpoint 	JS, HL, AH, ST, LS, SL, VL, HB, FC, JK, AW
48	November 8, 2022	<ul style="list-style-type: none"> Porseni - DPP Update Approval of Interim Dividend BOD Second Draft Consolidated Outlook 2022 & 2023 	JS, HL, AH, ST, RS, LS, SL, VL, HB, FC, JK, AW
49	November 10, 2022	<ul style="list-style-type: none"> Updates on Key Strategic Priorities (3Q22) Management ESG Capacity Building: Voluntary Carbon Market 	HL, AH, RS, SL, VL, FC, HB, JK, AW
50	November 17, 2022	Global and Indonesian economic projections for 2023 - Mr. Bambang Sudibyo	HL, AH, RS, LS, SL, HB, FC, JK, AW
51	November 22, 2022	<ul style="list-style-type: none"> 2023 Key Strategic Priorities and RBB Approval 2023 RAKB Approval BCA Life Discussion 	JS, HL, AH, ST, RS, LS, SL, VL, HB, JK, AW
52	November 24, 2022	<ul style="list-style-type: none"> Economic Update Update on BCA Financial Performance for the Period of October 2022 	JS, HL, ST, RS, LS, SL, VL, HB, FC, JK, AW
53	December 15, 2022	<ul style="list-style-type: none"> Update Perkembangan GCG Update Kinerja Keuangan BCA Periode November 2022 Financial Year 2022 Performance Outlook 	JS, HL, ST, RS, LS, SL, VL, HB, FC, JK, AW
54	December 22, 2022	Update Project BCA Life	JS, HL, ST, RS, LS, SL, VL, HB, FC, JK, AW

Board of Directors Meeting Schedule in 2023

BCA has scheduled the following Board of Directors meeting in 2023 as follows:

Month	Date
January	5,10,12,19,24,26
February	2,9,14,16,23,28
March	2,9,14,16,28,30
April	6,11,13,20,27
May	4,9,11,23,25
June	8,13,15,22,27
July	6,11,13,20,25,27
August	3,8,10,22,24,31
September	7,12,14,21,26
October	5,10,12,19,24,26
November	2,9,14,16,23,28,30
December	7,12,14,21,28

The Board of Directors meeting schedule may change at any time as needed.

The plan for the Board of Directors meeting schedule for 2023 has been published on the BCA website since December 2022 and can be accessed at: <https://www.bca.co.id/en/tentang-bca/tata-kelola/struktur-organisasi>.



3. Joint Meeting of the Board of Commissioners and the Board of Directors

Legal basis

- a. Article 31 paragraph 3 of OJK Regulation No. 33/POJK.04/2014 concerning the Board of Directors and Board of Commissioners of Issuers or Public Companies states that the Board of Commissioners must hold regular meetings with the Board of Directors at least once every 4 (four) months.
- b. Article 16 paragraph 3 of OJK Regulation No. 33/POJK.04/2014 concerning the Board of Directors and Board of Commissioners of Issuers or Public Companies states that the Board of Directors must hold regular meetings of the Board of Directors and the Board of Commissioners at least once every 4 (four) months.

Meeting Policy

The Joint Meeting Policy is contained in the Board of Directors Charter and the Board of Commissioner Charter as well as Articles of Association. The policy regulates, among other:

1. Meeting Mechanism
Joint meetings can be held in person or virtually via teleconference media, video conferences, or other forms of electronic media.
2. Meeting Frequency:
The Board of Directors and the Board of Commissioner must hold regular joint meeting at least once every 4 (four) months.
3. Meeting Summons:
 - a. For joint meetings that have been scheduled or are based on the decisions of the previous joint meeting, there is no need to summon a meeting.
 - b. For meetings that are held outside of a predetermined schedule, summons must be made no later than 1 (one) day before the joint meeting is held, or in a shorter time if it is urgent.
 - c. The summons for the meeting must include the agenda (date, time, place, and topic) and attach meeting materials.
 - d. The summons for the meetings must be made in writing and delivered to the meeting participants via registered mail, courier service, electronic mail (e-mail), or other means deemed effective.

4. Meeting Materials and Scheduling
 - a. Prior to the end of the fiscal year, the Board of Commissioners and the Board of Directors must schedule a joint meeting for the following year.
 - b. At a scheduled meeting, meeting materials are distributed to participants no later than 5 (five) working days before the meeting is held (H-5).
5. Meeting Resolutions and Quorum:
 - a. The meeting is deemed valid and has the authority to make binding decisions if more than $\frac{1}{2}$ (one-half) of the total number of members of the Board of Commissioners and members of the Board of Directors are present or represented at the meeting.
 - b. Decisions-making at the joint meeting must be made first through deliberation for consensus.
 - c. Decisions are made based on the affirmative votes of more than $\frac{1}{2}$ (one-half) of the total valid votes cast at the meeting in question if the deliberations do not reach a consensus.
 - d. All decisions made at joint meetings are binding.
6. A member of the Board of Directors may be represented by another member of the Board of Directors and a member of the Board of Commissioners may be represented by another member of the Board of Commissioner only on the basis of a special power of attorney made for the purpose of the meeting
7. Minutes of Meeting:
 - a. The results of the meeting must be stated in the Minutes of Meeting, which are signed by all members of the Board of Directors and members of the Board of Commissioners present and submitted to all members of the Board of Directors and members of the Board of Commissioners.
 - b. Dissenting opinions that occur at the meeting must be clearly stated in the Minutes of Meeting along with the reasons for the dissent.

Implementation

Throughout 2022, the Board of Commissioners and the Board of Directors have organized 5 (five) joint meetings, which were held in person and via teleconference.

Frequency of Attendance of the Board of Commissioners in Joint Meetings of the Board of Commissioners and the Board of Directors throughout 2022:

Name	Position	Number of Meeting	Attendance	Percentage
Djohan Emir Setijoso	President Commissioner	5	5	100%
Tonny Kusnadi	Commissioner	5	4	80%
Cyriilus Harinowo	Independent Commissioner	5	5	100%
Raden Pardede	Independent Commissioner	5	5	100%
Sumantri Slamet	Independent Commissioner	5	5	100%

Frequency of Attendance of the Board of Directors in Joint Meetings of the Board of Commissioners and the Board of Directors Throughout 2022

Name	Position	Number of Meeting	Attendance	Percentage
Jahja Setiaatmadja	President Director	5	5	100%
Suwignyo Budiman ^{*)}	Vice President Director	2	2	100%
Armand Wahyudi Hartono	Vice President Director	5	5	100%
Gregory Hendra Lembong	Vice President Director	5	4	80%
Tan Ho Hien/Subur/ Subur Tan	Director	5	5	100%
Rudy Susanto	Director	5	5	100%
Lianawaty Suwono	Director (concurrently serving as Director in charge of the Compliance function)	5	5	100%
Santoso	Director	5	4	80%
Vera Eve Lim	Director	5	5	100%
Haryanto T. Budiman	Director	5	5	100%
Frengky Chandra Kusuma	Director	5	4	80%
John Kosasih	Director	5	5	100%
Antonius Widodo Mulyono ^{**)}	Director	3	3	100%

Description:

^{*)} Mr. Suwignyo Budiman ended his term of office on April 30, 2022

^{**)} Mr. Antonius Widodo Mulyono serves as Director based on OJK Letter No. 9/KDK.03/2022 dated April 22, 2022 and effective since May 9, 2022

The schedule for the joint meetings of the Board of Commissioners and Directors for 2023 has been published on the BCA website and can be accessed at <https://www.bca.co.id/en/tentang-bca/tata-kelola/struktur-organisasi>.



Schedule and Agenda for Joint Meetings of the Board of Commissioners and Directors organized in 2022:

No.	Date	Meeting Agenda	List of Attendance
1	January 13, 2022	Approval of the 2022 GMS	JS, SB, HL, AH,ST, RS, LS, VL, HB, JK, DES, CH, RP, SS
2	April 12, 2022	Anti Money Loundy and Prevention of the Fianancing of Terorism Semester II 2021	JS, SB, AH,ST, RS, LS, SL, VL, HB, FC, JK, DES, TK, CH, RP, SS
3	July 26, 2022	Anti Money Loundy and Prevention of the Fianancing of Terorism Semester I 2022	JS, HL, AH,ST, RS, LS, SL, VL, HB, FC, JK, AW, DES, TK, CH, RP, SS
4	August 1, 2022	Mid Year Strategy Review	JS, HL, AH,ST, RS, LS, SL, VL, HB, FC, JK, AW, DES, TK, CH, RP, SS
5	October 3, 2022	Business Strategy Review	JS, HL, AH,ST, RS, LS, SL, VL, HB, FC, JK, AW, DES, TK, CH, RP, SS

Joint Meetings Schedule of the Board of Commissioners and the Board of Directors in 2023

BCA has scheduled the following joint meeting of the Board of Commissioners and Board of Directors in 2023:

Month	Date
January	19
April	11
August	11, 24 and 25
December	5, 6, 10 and 12

The Board of Commissioners and the Board of Directors joint meeting schedule may change at any time as needed.

The plan for the Board of Directors and the Board of commissioners joint meeting schedule for 2023 has been published on the BCA website since December 2022 and can be accessed at: <https://www.bca.co.id/en/tentang-bca/tata-kelola/struktur-organisasi>

4. Attendance of the Board of Commissioners and Directors at the GMS in 2022

The attendance level of the Board of Commissioners and the Board of Directors at the GMS in 2022 has been disclosed in the General Meeting of Shareholders Section on page 335-336 of this Annual Report.

AFFILIATED RELATIONSHIPS

What it means to have affiliated relationships among members of the Board of Directors, the Board of Commissioners, and the Major and/or Controlling Shareholders, either directly or indirectly, include:

- Financial and/or family relationships between members of the Board of Commissioners with the other members of the Board of Commissioners and the members of the Board of Directors, and the Major and/or Controlling Shareholders, either directly or indirectly.
- Financial and/or family relationships between the members of the Board of Directors and the other members of the Board of Directors and the members of the Board of Commissioners, and the Major and/or Controlling Shareholders, either directly or indirectly.

BCA has disclosed financial and family relationships between the members of the Board of Directors, the Board of Commissioners, and the Major and/or Controlling Shareholders in the Corporate Governance Implementation Report. This disclosure is in line with Article 21 point b and Article 39 point b of OJK Regulation No. 55/POJK.03/2016 concerning the Implementation of Good Corporate Governance at Commercial Banks.

1. Affiliated Relationships Involving the Members of the Board of Commissioners

Affiliated relationships involving the members of the Board of Commissioners are shown in the table below:

Table of Affiliated Relationships of the Members of BCA's Board of Commissioners

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
Ir. Djohan Emir Setijoso	President Commissioner	-	√	-	√	-	√	-	√	-	√	-	√
Tonny Kusnadi	Commissioner	-	√	-	√	-	√	-	√	-	√	-	√
Cyrillus Harinowo	Independent Commissioner	-	√	-	√	-	√	-	√	-	√	-	√
Raden Pardede	Independent Commissioner	-	√	-	√	-	√	-	√	-	√	-	√
Sumantri Slamet	Independent Commissioner	-	√	-	√	-	√	-	√	-	√	-	√



2. Affiliated Relationships Involving the Members of the Board of Directors

Affiliated relationships involving the members of the Board of Directors are shown in the table below:

Table of Affiliated Relationships of the Members of BCA's 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	-	√	-	√	-	√	-	√	-	√	-	√
Armand Wahyudi Hartono	Deputy President Director	-	√	-	√	√	-	-	√	-	√	√	-
Gregory Hendra Lembong	Deputy President Director	-	√	-	√	-	√	-	√	-	√	-	√
Tan Ho Hien/ Subur atau Subur Tan	Director	-	√	-	√	-	√	-	√	-	√	-	√
Rudy Susanto	Director	-	√	-	√	-	√	-	√	-	√	-	√
Lianawaty Suwono	Director (concurrently serving as Director in charge of the Compliance function)	-	√	-	√	-	√	-	√	-	√	-	√
Santoso	Director	-	√	-	√	-	√	-	√	-	√	-	√
Vera Eve Lim	Director	-	√	-	√	-	√	-	√	-	√	-	√
Haryanto T. Budiman	Director	-	√	-	√	-	√	-	√	-	√	-	√
Frengky Chandra Kusuma	Director	-	√	-	√	-	√	-	√	-	√	-	√
John Kosasih	Director	-	√	-	√	-	√	-	√	-	√	-	√
Antonius Widodo Mulyono	Director	-	√	-	√	-	√	-	√	-	√	-	√

Complete information regarding the affiliated relationships of the Board of Directors and the Board of Commissioners can be found on the Company Profile pages 64-80 of this 2022 Annual Report.

DIVERSITY IN THE COMPOSITION OF THE MEMBERS OF THE BOARD OF COMMISSIONERS AND THE BOARD OF DIRECTORS

The composition of the Board of Commissioners and the Board of Directors is diverse. This diversity is important for supporting the implementation of the duties of the Board of Commissioners and the Board of Directors, and the acceleration of BCA's performance. The diversity of the members of the Board of Commissioners and the Board of Directors meets the provisions of OJK's Principles and Recommendations, as regulated by OJK Circular Letter No. 32/SEOJK.04/2015 concerning Corporate Governance Guidelines for Public Companies.

1. Diversity Policy

The policy on diversity in the composition of the Board of Commissioners and the Board of Directors is set out in the Board of Commissioners Charter, as well as the Board of Directors Charter. This policy governs the diversity of the members of the Board of Commissioners and the Board of Directors with regards to their education (field of study), work experience, age, expertise, and independence without discriminating their gender, ethnicity,

religion, or race. The considerations of diversities will have an impact on the accuracy of the nomination process and the appointment of individual members of the Board of Commissioners and members of the Board of Directors, as well as the composition of the Board of Commissioners and Directors collectively.

BCA does not limit the opportunities for women and men who meet the qualifications to become members of the Board of Commissioners or the Board of Directors. During the nomination process, the RNC takes into consideration, among other things, the qualifications of candidates for members of the Board of Commissioners and members of the Board of Directors, pays attention to external and internal conditions in accordance with BCA's strategic directions, and communicates with the controlling shareholders (if the proposal is not from the controlling shareholders).

The policy of diversity in the composition of the Board Commissioners and the Board of Directors is set out in the Charter the Board of Commissioners and the Board of Directors that can be found on BCA's website (<https://www.bca.co.id/en/tentang-bca/tata-kelola/struktur-organisasi>).

2. Diversity in the Composition of the Members of the Board of Commissioners

The following table illustrates the diversity of the members of the Board of Commissioners in 2022.

No.	Diversity Aspect	Realization
1.	Expertise	Members of the Board of Commissioners have a well diverse expertise in the areas of audit, banking & financial strategy, banking supervision, banking operation & services, banking & finance, branch banking management, capital market, corporate banking, corporate planning, economic development planning, finance, internal audit, individual banking, it, monetary economy, macro & international economy, and risk management.
2.	Education	Members of the Board of Commissioners have a well diverse educational background ranging from bachelor, master, to doctoral in the fields of accounting, engineering, finance, and economics.
3.	Work Experience	Members of the Board of Commissioners have a well diverse work experiences, including professionals in banking and national/multinational financial institutions, consultants, lecturers and government officials.
4.	Age	Members of the Board of Commissioners have diverse ages ranging from 62 years to 81 years.
5.	Gender	The current members of BCA's Board of Commissioners are all male.
6.	Independence	<ul style="list-style-type: none"> The Board of Commissioners' members are all independent from BCA's controlling shareholders. The majority of the Board of Commissioners members (more than 60% (sixty percent)) are Independent Commissioners. BCA has three (three) Independent Commissioners among its five (five) members on the Board of Commissioners.

Detailed information about each member of the Board of Commissioners can be found in the Company Profile section on pages 76-80 of this 2022 Annual Report.



3. Diversity in the Composition of the Members of the Board of Directors

The following table illustrates the diversity of the members of the Board of Commissioners in 2022.

No.	Diversity Aspect	Realization
1.	Expertise	Members of the Board of Directors have a well diverse expertise ranging from accounting & financial management, banking strategy, branch banking management, banking operations & service excellence, banking compliance, branch banking management, business partnership, capital market, change management, corporate banking business, commercial & SME banking, consumer banking, corporate lending business, corporate banking operations & services, corporate culture, consumer card issuance & acquisition, corporate strategy, compliance, digital banking, employee training & development, ESG, general insurance, human capital management, international banking business, IT & digital transformation, IT & digital innovation, information system & technology, legal & litigation, lending business, life insurance, loan restructuring, marketing strategy, merger & acquisition, micro lending, network distribution & delivery channel management, procurement & property management, retail payment settlement, risk management, sharia/Islamic banking strategy, strategic planning & transformation, syndication loan, transaction banking, transaction banking business development treasury, wealth management, wholesale banking.
2.	Education	Members of the Board of Directors have a well diverse educational background ranging from undergraduate, masters, to doctoral degrees in economics, accounting, information technology, law, engineering, and business.
3.	Work Experience	Members of the Board of Directors have a well diverse work experience, including professionals in banking and national/multinational financial institutions, consultants, lecturers, and accounting firms.
4.	Age	Members of the Board of Directors have diverse ages ranging from 47 years to 67 years.
5.	Gender	There are two (two) female members of the Board of Directors out of the twelve (twelve) members.
6.	Independence	<ul style="list-style-type: none"> The President Director is an independent party to BCA's controlling shareholder. Except for Mr. Armand W. Hartono, all of the Directors are independent from BCA's controlling shareholders.

Detailed information about each member of the Board of Directors can be found in the Company Profile section on pages 64–75 of this 2022 Annual Report.

PERFORMANCE ASSESSMENT OF THE BOARD OF COMMISSIONERS AND THE BOARD OF DIRECTORS

BCA already has policy regarding performance assessment of the Board of Commissioners and the Board of Directors through the self-assessment method. The self-assessment policy serves as a form of accountability for the Board of Commissioners and the Board of Directors in carrying out their duties and responsibilities.

Performance assessments of the Board of Commissioners and the Board of Directors are carried out annually in the form of:

- Collegial assessment of the performance of the Board of Commissioners and Board of Directors;
- Assessment of individual performance of each member of the Board of Commissioners and members of the Board of Directors; and
- Performance assessment of the President Director.

1. Performance Assessment Procedure of the Board of Commissioners

The performance assessment procedure of the Board of Commissioners of BCA includes the following:

a. Assessment Method and Instrument

Assessment is carried out through self-assessment method that performed by members of the Board of Commissioners by using the Self-Assessment Form.

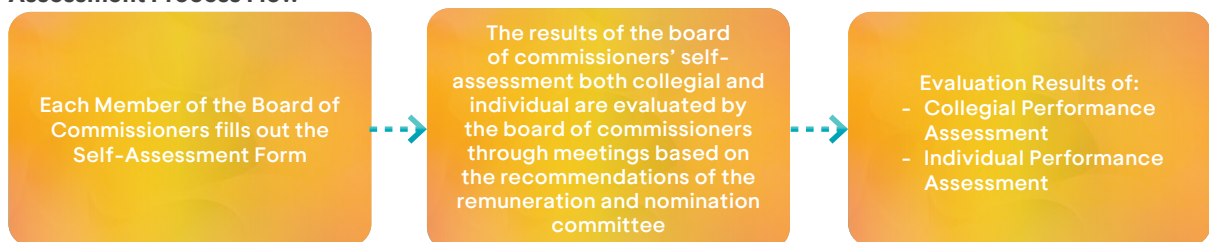
b. Frequency

The Board of Commissioners is obliged to perform self-assessment collegially and individually at least once per year

c. Criteria or Benchmark

The criteria used to assess the Board of Commissioners individually and collegially are include:

e. Assessment Process Flow



- 1) Supervision and providing advice to the Board of Directors on:
 - a. BCA's key strategy and plan;
 - b. Integrity of BCA's financial statement;
 - c. Internal control system and risk management; and
 - d. Good Corporate Governance.
- 2) Providing approval for Board of Directors decisions in accordance with the BCA's Articles of Association or applicable laws and regulations. The Board of Commissioners' work can be seen in the Board of Commissioners' Supervisory report pages 36-45, which includes the Board of Commissioners' oversight and advisory functions to the Board of Directors, strategy evaluation, governance implementation, as well as internal control and risk management.

d. Parties who Perform the Assessment and Evaluation

The following mechanisms are used to assess collegial and individual performance:

- Collegial performance assessment of members of the Board of Commissioners. The Board of Commissioners performs a joint self-assessment, which is then evaluated at the Board of Commissioners' meeting based on the Remuneration and Nomination Committee's recommendation (RNC).
- Individual performance assessment of members of the Board of Commissioners. Each member of the Board of Commissioners performs a self-assessment, which is then evaluated at the Board of Commissioners' Meeting based on the Remuneration and Nomination Committee's recommendation (RNC).



f. 2022 Assessment Results

In 2022, the Board of Commissioners performed its duties and functions with the title **“Very Good,”** ensuring that bank performance meets the expectations of shareholders and all stakeholders. The following is a detailed description of the results of the Board of Commissioners’ collegial and individual performance assessments:

- The results of the collegial performance assessment of the Board of Commissioners are **“Very Good”** and the average performance assessment result for individual members of the Board of Commissioners is **“Very Good”**.

2. Performance Assessment Procedure of the Board of Directors

The performance assessment procedure of the Board of Directors of BCA includes the following:

a. Assessment Method and Instrument

Assessment is carried out through self-assessment method that performed by members of the Board of Directors by using the Self-Assessment Form

b. Frequency

The Board of Directors is obliged to perform self-assessment collegially and individually at least once per year

c. Criteria or Benchmark

The criteria used to assess the Board of Directors individually and collegially refer to the Bank’s Business Plan which has been approved by the Board of Commissioners. Performance indicators for each member of the Board of Directors are determined using the Balanced Scorecard approach which consists of 4 (four) perspectives, namely financial, customer, internal business processes and learning & growth perspectives.

The Balanced Scorecard is derived from the bank’s Business Plan (RBB), which is the result

of an annual process that involves the Board of Directors, heads of work units, and the Board of Commissioners in reviewing and determining business strategies and targets. During the process, BCA examines and investigates various external factors that affect BCA’s performance, such as banking industry trends, emerging threats and opportunities, changes in customer behavior, changes in regulations, process efficiency, and the adequacy of human resource needs. The study’s findings will determine key strategic objectives such as digital initiatives, technology development and cybersecurity, process improvement, regulatory compliance, Good Corporate Governance supervision, ESG implementation, and prudent business expansion.

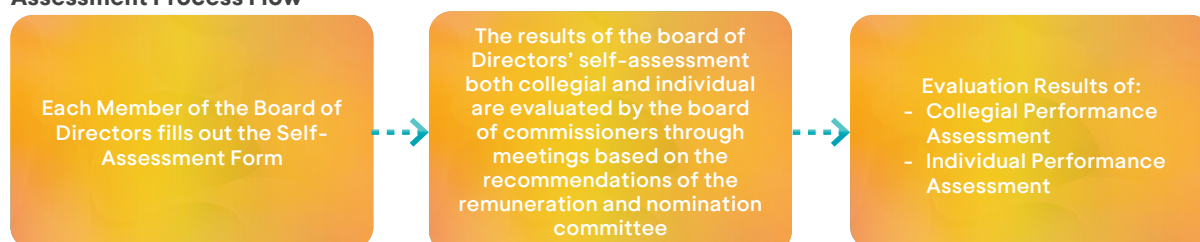
Furthermore, these strategic goals are translated into Key Performance Indicators (KPI) in accordance with each member of the Board of Directors’ duties and responsibilities, with due regard for collegial and individual responsibilities, both financially and non-financially. The Board of Directors then mutually agrees on the KPIs that have been established.

d. Parties Who Perform the Assessment

The following mechanisms are used to assess collegial and individual performance:

- Collegial performance assessment of members of the Board of Directors.
The Board of Directors performs a joint self-assessment, which is then evaluated at the Board of Commissioners’ meeting based on the Remuneration and Nomination Committee’s recommendation (KRN).
- Individual performance assessment of members of the Board of Directors.
Each member of the Board of Directors performs a self-assessment, which is then evaluated at the Board of Commissioners’ Meeting based on the Remuneration and Nomination Committee’s recommendation (RNC).

e. Assessment Process Flow



f. 2022 Assessment Results

In 2022, the Board of Directors performed its duties and functions with the title “Very Good,” ensuring that bank performance meets the expectations of shareholders and all stakeholders. The following is a detailed description of the results of the Board of Directors’ collegial and individual performance assessments:

- The results of the collegial performance assessment of the Board of Directors are “**Very Good**” and the average performance assessment result for individual members of the Board of Directors is “**Very Good**”.

3. Performance Assessment Procedure of the President Director

The performance assessment procedure of the President Director of BCA includes the following:

a. Assessment Method

Assessment is carried out through self-assessment method by using the Self-Assessment Form

b. Frequency

The President Director is obliged to perform self-assessment individually at least once per year

c. Criteria or Benchmark

The criteria or benchmark used to assess the President Director individually refer to the Bank’s Business Plan which has been approved by the Board of Commissioners. BCA has prepared assessment components based on the President Director’s duties and responsibilities, which include financial, customer, business process, learning, and development components.

d. Parties Who Perform the Assessment

The President Director performs a self-assessment, which is then evaluated at the Board of Commissioners’ meeting based on the Remuneration and Nomination Committee’s recommendation (RNC).

e. Assessment Process Flow



f. 2022 Assessment Results

In 2022, the President Director performed its duties and functions with the title “**Very Good**,” ensuring that bank performance meets the expectations of shareholders and all stakeholders. The following is a detailed description of the results of the President Directors’ performance assessments: The 2022 performance assessment results of the President Directors were “**Very Good**.”



REMUNERATION POLICY

The remuneration policy is BCA's strategy for rewarding employees, members of the Board of Commissioners, and members of the Board of Directors, which is adjusted to BCA's ability to accommodate improvements in employee and management quality while considering the resilience and continuity of BCA's business. In general, the OJK Regulation and OJK Circular Letter regarding the Implementation of Governance in the Provision of Remuneration for Commercial Banks guide BCA's remuneration strategy.

Background and Objective

The remuneration policy is drafted and set with the goal of improving management quality while considering the resilience and continuity of BCA's business.

A permanent remuneration policy considers business scale, business complexity, peer group, inflation rate, financial conditions, and capabilities, and does not contradict laws and regulations. Specifically, for variable remuneration, the provision of remuneration also considers risk factors in BCA's business activities, namely credit risk, market risk, liquidity risk, operational risk, legal risk, reputation risk, strategic risk, compliance risk, intra-group risk, and insurance risk.

Remuneration Committee

The BCA Board of Commissioners established a Remuneration and Nomination Committee (RNC), one of whose functions is to assist the Board of Commissioners in developing policy and implementing remuneration for BCA Board of Commissioners and Board of Directors members.

Composition, membership structure, duties and responsibilities, implementation of meetings, and remuneration paid to members of the RNC in full are presented on page 431 of the Remuneration and Nomination Committee section of this Annual Report.

Remuneration Policy Coverage and Implementation

BCA's remuneration policy includes remuneration arrangements for members of the Board of Commissioners and members of the Board of Directors, and it applies to employees in both business and operational units. The remuneration policy includes both fixed and variable remuneration.

BCA employs the services of a consultant, Willis Tower Watson, to benchmark employee remuneration to the market. The external consultant is responsible for gap analysis, identifying predetermined remuneration provisions, and conducting a salary survey to be used as a basis/benchmark in developing BCA's remuneration strategy.

Review of the Remuneration Policy

BCA regularly reviews the remuneration policy and adjusts it to comply with the provisions and best practices. Improvements to the results of the remuneration policy review for Board of Commissioners and Board of Directors have been carried out with the issuance of Commissioner Decree No. 060/SK/KOM/2018, dated April 3, 2018, relating to Remuneration Policy for Directors and the Board of Commissioners, as amended by Commissioner Decree No. 035/SK/KOM/2022, dated March 16, 2022, relating to Changes to Remuneration Policy for Directors and the Board of Commissioners.

Independence of the Remuneration Policy Implementation

BCA ensures the independence of all employees in implementing remuneration, including units that perform control/supervision functions in other units (such as the Internal Audit Division). Setting business goals for all employees requires approval from the direct superior and the superior of the direct superior. The control unit's independence is achieved through the separation of the organizational structure of the control unit and the determination of the control unit's performance appraisal that is not related to the achievement of business/performance targets of the work unit it supervises.

Parties who Become Material Risk Takers (MRT)

BCA determines that the parties who become MRT meet the following criteria:

- Directors and/or other employees who, due to their duties and responsibilities, make decisions that have a significant impact on BCA's risk profile; or
- Board of Directors, Board of Commissioners, and/or employees who receive variable remuneration with a large value.

Based on these criteria, the parties appointed by BCA to become MRT are all members of BCA's Board of Commissioners and Board of Directors, totaling 17 (seventeen) people as of December 31, 2022.

Risk and Performance-Related Remuneration

Risk-related remuneration

Main Risks of Remuneration Implementation

In determining the remuneration strategy, particularly the Variable Remuneration policy, BCA considers the main risks (key risks), namely credit risk and operational risk. Credit risk and operational risk have become BCA's main risks in 2022 and in previous years. This is because credit risk and operational risk are inherent in the types of transactions and businesses that are most significant in generating profit, and the decisions that are taken have a major impact on BCA's business.

The Impact of Main Risks on Remuneration

The determination of the main risk types will influence the determination of Key Performance Indicators (KPI) and the provision of Variable Remuneration.

Performance appraisal related Remuneration

Performance Appraisal Indicators in Determining the Remuneration of Members of the Board of Directors

The following are the indicators used to determine remuneration for members of the Board of Directors:

- Work performance of each individual member of the Board of Directors;
- BCA's financial performance and fulfillment of reserves as referred to in Limited Liability Company Law No. 40 of 2007;
- Industry benchmarks;
- Position equality within BCA and at several comparable banks, including in terms of assets and characteristics;
- Consideration of BCA's long-term goals and strategies;
- Future risks that may result in BCA losses

Performance Appraisal Indicators in Determining Remuneration of Members of the Board of Commissioners

The following are the indicators used to determine remuneration for members of the Board of Commissioners:

- Supervising and advising the Board of Directors on:
 - The Company's key strategies and plans.
 - The integrity of the Company's financial reports.
 - Internal control and risk management system.
 - Good corporate governance.
- Providing approval for the Board of Directors' decisions in accordance with the laws and regulations/BCA's Articles of Association

Performance Appraisal Indicators in Determining Employee Remuneration

BCA's performance appraisal system is carried out as objectively as possible and oriented towards employee development:

1. Performance appraisals focus on employees' work performance and demonstration of the company's core values, where:
 - Employee achievement is the result of the work and achievement of employees against staffing goals/targets.
 - Demonstration of Core Values is a demonstration of the behavior shown by employees in carrying out their duties and responsibilities, which reflects the main values of the company.
2. The performance appraisal results, combined with the employee competency assessment, serve as a reference for determining the direction of employee development.

The Impacts of BCA Performance, Work Unit Performance, and Individual Performance on Remuneration

The amount of remuneration, particularly those that are variable in nature, and individual performance are reviewed once a year. Individual performance appraisal results serve as the foundation for company appreciation in the form of bonuses, promotions, rank reviews, and wage/salary increases.

The performance agreed upon at the start of the year is used to appraise target. Bonuses are awarded based on individual performance appraisals, as specified in Decision Letters and Circular Letters. To assess the achievement of quantitative business/work goals, assessment guidelines such as exceeding the target (> 110%), achieving the target (100-110%), or achieving some of the target (80-99%) are used.

Risk and Performance Related Remuneration Adjustment

1. Deferred Variable Remuneration

For Material Risk Takers (MRT), in this case the entire Board of Directors and Board of Commissioners, 17% of the *tantiem* is deferred and paid proportion in cash and shares, as follows:

- a. 7% in cash;
 - b. 10% in shares, which will be locked up during the deferral period.
- Specifically for Independent Commissioners, all deferred *tantiem* are in form of cash.

2. Deferred Payment (Malus) or Withdrawal (Clawback)

Under certain conditions, *tantiem* that have been paid to Material Risk Takers (MRT) in cash or shares can be withdrawn.

3. Period of Deferral

The period of deferral is 3 (three) years from the first time that variable remuneration is paid. The deferral period is the same for all MRT

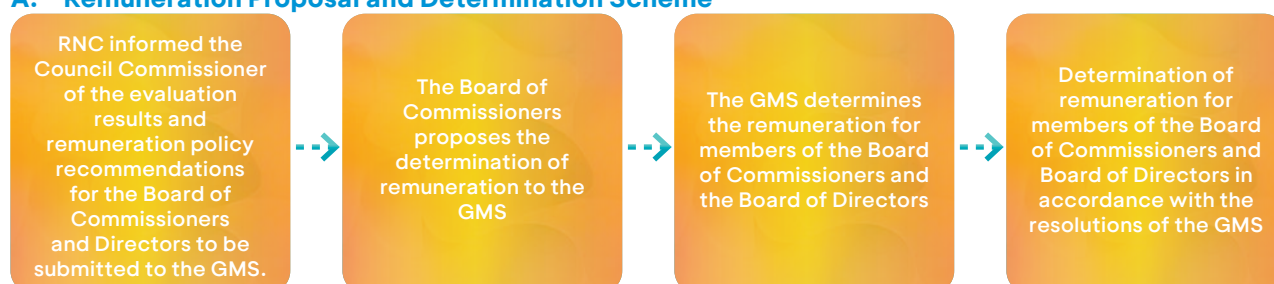


1. Procedures for Determining Remuneration for the Board of Commissioners and the Board of Directors

The remuneration for the Board of Commissioners and the Board of Directors of BCA is determined based on the procedures, structure, and indicators outlined in the Articles of Association of BCA and the Commissioner's Decree No. 060/SK/KOM/2018 dated April 3, 2018 concerning Remuneration Policy for Directors and the Board of Commissioners, as amended by Commissioner Decree No.035/SK/KOM/2022 dated March 16, 2022 concerning Changes to Remuneration Policy for Directors and Board of Commissioners, in accordance with provisions on:

- OJK Regulation No. 45/POJK.03/2015 concerning Implementation of Governance in Remuneration for Commercial Banks.
- OJK Regulation No. 55/POJK.03/2016 concerning Implementation of Governance for Commercial Banks.
- OJK Circular Letter No. 40/SEOJK.03/2016 concerning the Implementation of Governance in the Provision of Remuneration for Commercial Banks.

A. Remuneration Proposal and Determination Scheme



Based on the decision of the BCA Annual General Meeting of Shareholders in 2022, power and authority have been delegated to:

- The Board of Commissioners determines the amount of salary and other benefits for members of the Board of Directors, considering the recommendations of the Remuneration and Nomination Committee (RNC);
- The BCA Majority Shareholders determine the amount of salary and other benefits to be paid to members of the Board of Commissioners.
- BCA's majority shareholders will decide how *tan-tiem* will be distributed to members of the BCA's Board of Commissioners and Board of Directors.

B. Remuneration for the Board of Commissioners

Board of Commissioners Remuneration Structure

The Board of Commissioners' remuneration package and facilities include the remuneration structure and details of the nominal amount, as shown in the table below:

Type of Remuneration and Facilities	Total Received in 1 (one) year			
	2022		2021	
	People	In million Rp	People	In million Rp
Salary, bonuses, regular allowances, <i>tan-tiem</i> and other facilities in non-natura form	5	145,668	5	156,560
Other facilities in form of natura (housing, health insurance, etc.) which:				
1. Can be possessed	-	-	-	-
2. Cannot be possessed	-	-	-	-
Total	5	145,668	5	156,560

The remuneration package is grouped according to the level of income received by members of the Board of Commissioners in 1 (one) year, as shown in the table below:

Total Remuneration per Person in 1 (one) Year ^{*)}	Total Received in 1 (one) year	
	2022	2021
Above Rp2 billion	5	5
Above Rp1 billion up to Rp2 billion	-	-
Above Rp500 million up to Rp1 billion	-	-
Below Rp500 million	-	-
Description: ^{*)} Received in cash		

C. Remuneration for the Board of Directors

The Board of Directors Remuneration Structure

The Board of Directors' remuneration package and facilities include the remuneration structure and details of the nominal amount, as shown in the table below:

Type of Remuneration and Facilities	Total received in 1 (one) year			
	2022		2021	
	People	In million Rp	People	In million Rp
Salary, bonuses, regular allowances, tantien and other facilities in non-natura form	12 ^{*)}	504,547	12	496,055
Other facilities in form of natura (housing, health insurance, etc.) which:				
1. Can be possessed	-	-	-	-
2. Cannot be possessed	-	-	-	-
Total	12	504,547	12	496,055
Description: ^{*)} Mr. Suwignyo Budiman terms of office ended on 30 April 2022. Mr. Antonius Widodo Mulyono serves as Director based on OJK Letter No. 9/ KDK.03/2022 dated 22 April 2022 and effective since 9 May 2022.				

The remuneration package is grouped according to the level of income received by the Board of Directors in 1 (one) year, as shown in the table below:

Total Remuneration per Person in 1 (one) Year ^{*)}	Total Received in 1 (one) year	
	2022	2021
Above Rp2 billion	12 ^{*)}	12
Above Rp1 billion up to Rp2 billion	-	-
Above Rp500 million up to Rp1 billion	-	-
Below Rp500 million	-	-
Description: ^{*)} Received in cash ^{**)} Mr. Suwignyo Budiman terms of office ended on 30 April 2022. Mr. Antonius Widodo Mulyono serves as Director based on OJK Letter No. 9/ KDK.03/2022 dated 22 April 2022 and effective since 9 May 2022.		



2. Variable Remuneration

Variable remuneration consists of cash and shares. Shares in the form of extra bonuses were used to purchase PT Bank Central Asia Tbk (BBCA) shares. The extra bonuses used to purchase BBCA shares are then held (locked up) for 3 (three) years after the bonus is distributed.

The purposes of giving the extra bonus for purchasing BBCA shares are:

- As a reward for employee contributions throughout the performance years
- Fostering a sense of belonging among employees, which is expected to have a positive impact on increasing employee engagement with the company;

- Increasing the productivity of employees;
- Creating harmony among employees, management, and shareholders to improve company performance.

The provision of variable remuneration, namely budget bonuses (cash and shares), is differentiated based on position level:

1. Board of Directors and Board of Commissioners;
2. Echelon employees S1-S3;
3. Echelon employees S4-S8.

The consideration that underpins the disparity in remuneration is the impact of position on company performance achievement, so that the higher the level of position, the greater the bonus budget.

Number of Board of Commissioners, Board of Directors and Employees Who Receive Variable Remuneration

The number of Board of Directors, Board of Commissioners, and employees who receive variable remuneration for 1 (one) year and the total amount are as follows:

Year	Total Variable Remuneration in 1 (one) Year					
	Board of Commissioners		Board of Directors		Employee	
	People	Million (Rp)	People	Million (Rp)	People	Million (Rp)
2022	5	94,000	11 ^{*)}	340,000	22,309	1,893,433
2021	5	83,690	10 ^{**)}	296,700	23,468	1,864,847

Description:

^{*)} Mr. Suwignyo Budiman terms of office ended on 30 April 2022. Mr. Antonius Widodo Mulyono serves as Director based on OJK Letter No. 9/KDK.03/2022 dated 22 April 2022 and effective since 9 May 2022.

^{**)} Mr. Henry Koenai and Mr. Erwan Yuris Ang terms of office ended at the AGMS on 29 March 2021. Mr. Frengky Chandra Kusuma serves as Director based on OJK Letter No. 39/KDK.03/2021 dated April 26, 2021 and Mr. John Kosasih serves as Director based on OJK Letter No.40/KDK.03/2021 dated April 26, 2021.

Shares Option received by the Board of Directors, Board of Commissioners and Executive Officers

There are no share options received by the Board of Directors, Board of Commissioners and Executive Officers in 2022.

Unconditionally Guaranteed Variable Remuneration for Board of Commissioners, Board of Directors, and/or Employee Candidates

During the first 1 (one) year of employment, there is no variable remuneration guaranteed unconditionally by BCA to candidates for the Board of Directors, the Board of Commissioners, and/or employees.

Deferred Variable Remuneration for MRT (for all members of the Board of Commissioners and Board of Directors)

The total deferred variable remuneration is Rp47,956,600,000.00, comprised of cash and/or BCA shares or share-based instruments, and has been applied for payment in 2022, with the following details:

1. In cash : Rp26,149,100,000.00
2. In the form of shares : Rp21,807,500,000.00

3. Application of BCA's Remuneration for the MRT (for all members of the Board of Commissioners and Board of Directors)

Total Remuneration Given in 1 (one) Year

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

1. Fixed and variable remuneration;
2. Deferred and non-deferred remuneration; and
3. Forms of remuneration provided in cash and/or shares or share-based instruments issued by BCA.

As describe in the table below.

A. Fixed Remuneration ^{*)}		2022	2021
1. Cash		216,215	272,225
2. Shares/share-based instruments issued by BCA		-	-

B. Variable Remuneration ^{*)}	2022		2021	
	Not Deferred	Deferred	Not Deferred	Deferred
1. Cash	386,043	26,149	340,450	19,320
2. Shares/share-based instruments issued by BCA ^{**)}	-	21,808	-	20,620

Description:
^{*)} Expressed in millions of Rupiah
^{**)} Shares are locked up for 3 years

Quantitative Information

Quantitative information regarding the total remaining deferred remuneration, both those exposed to implicit and explicit adjustments, the total remuneration reduction caused by explicit adjustments during the reporting period, and the total remuneration reduction due to implicit adjustments during the reporting period, is as follows:

Total Variable Remuneration	2022				2021			
	Deferred Shares	Total Deductions During the Reporting Period			Deferred Shares	Total Deductions During the Reporting Period		
		Due to Explicit Adjustment (A)	Due to Implicit Adjustment (B)	Total (A)+(B)		Due to Explicit Adjustment (A)	Due to Implicit Adjustment (B)	Total (A)+(B)
1. Cash (In million rupiah)	-	-	-	-	-	-	-	-
2. Shares/ share-based instrument issued by BCA (in shares and nominal million Rupiah, which is conversion of these shares)	2,705,381 Shares	-	-	-	642,320 Shares ^{**)}	-	-	-

Description:
^{*)} After stock split with a ratio of 1:5
^{**)} Before stock split with a ratio of 1:5



4. Paid Salary and Severance Ratio Data

Highest and Lowest Salary Ratio, which Include:

Salary Ratio	2022	2021
The highest and lowest employee salary ratio	26.39	24.55
The highest and lowest Board of Directors' salary ratio	2.85	2.89
The highest and lowest Board of Commissioners' salary ratio	1.52	1.52
The highest Board of Directors' salary and the highest employees' salary ratio	9.36	9.81
The ratio of the annual compensation of the President Director and the median/mean of the annual compensation of all employees (except the President Director)	110.98	106.30

Number of Employees Affected by Termination of Employment and Total Nominal Severance Paid

The number of employees affected by termination of employment due to reaching retirement age, applying for early retirement, or at their own request, and the total nominal severance paid, is as shown in the table below:

Severance Nominal Amount paid per Person in 1 (one) year	Number of Employee	
	2022	2021
Above Rp1 billion	272 people	339 people
Above Rp500 million up to Rp1 billion	474 people	642 people
Below Rp500 million	632 people	523 people

BOARD OF COMMISSIONERS COMMITTEES

I. AUDIT COMMITTEE

Audit Committee is formed by and is responsible to the Board of Commissioners to assist the Board of Commissioners in supporting the effectiveness of the oversight duties and functions on matters related to quality of financial information, internal control systems, performance of internal and external audit functions, implementation of governance and compliance with applicable laws and regulations.

1. Legal Basis

The legal basis for the establishment of Audit Committee refers to:

- OJK Regulation No. 55/POJK.04/2015 dated December 23, 2015 concerning the Establishment and Guidelines for Work Implementation of Audit Committee.
- OJK Regulation No. 55/POJK.03/2016 dated December 7, 2016 concerning the Implementation of Governance for Commercial Banks.
- OJK Regulation No. 1/POJK.03/2019 dated January 28, 2019 concerning Application of Internal Audit Function in Commercial Banks.
- OJK Circular Letter No. 13/SEOJK.03/2017 dated March 17, 2017 concerning Implementation of Governance for Commercial Banks.
- BCA's Articles of Association.
- Board of Commissioners' Decree No. 142/SK/KOM/2022 dated August 22, 2022 concerning the Audit Committee Charter of PT Bank Central Asia Tbk.
- Board of Directors' Decree No. 073/SK/DIR/2021 dated April 22, 2021 concerning the Appointment of Chairman and Members of the Audit Committee.

2. Audit Committee Charter

Audit Committee has work guidelines stipulated in the Audit Committee Charter and the BCA Audit Committee Code of Ethics, which have been ratified based on the Board of Commissioners' Decree No. 142/SK/KOM/2022 dated August 22, 2022, concerning the Audit Committee Charter of PT Bank Central Asia Tbk.

The scopes governed in the Audit Committee Charter are as follows:

- Duties and responsibilities;
- Authority;
- Committee membership structure;
- Membership requirements;
- Term of office;
- Work mechanism;
- Work hours;
- Committee Meetings;
- Reporting;
- Handling complaint/report regarding alleged violation of financial report;
- Code of Ethics;
- Competence.

The Audit Committee Charter and Audit Committee's Code of Conduct have been uploaded on the BCA website in the Good Corporate Governance section. (<https://www.bca.co.id/en/tentang-bca/tata-kelola/Struktur-Organisasi>).

3. Structure and Membership of Audit Committee

The BCA Audit Committee composition meets the requirements of prevailing regulations in accordance with OJK Regulation No. 55/POJK.04/2015 concerning the Establishment and Guidelines for Work Implementation of Audit Committee as stipulated in the Audit Committee Charter. In 2022, BCA's Audit Committee consisted of 3 (three) members which appointed based on the Board of Directors' Decree No. 073/SK/DIR/2021 dated April 22, 2021 and the Minutes of Meeting of the Board of Commissioners No. 20/RR/KOM/2021 dated April 22, 2021

Composition of Audit Committee Members as of December 31, 2022

Name	Position in the Committee	Position at BCA	Term of Office Based on AGMS
Sumantri Slamet	Chairman (concurrently as a member)	Independent Commissioner	2021 - 2026
Fanny Sagitadewi	Member	Independent Party	2021 - 2026
Rallyati A. Wibowo	Member	Independent Party	2021 - 2026



4. Profile and Qualifications of Audit Committee Members

Sumantri Slamet

The educational background, expertise, position, and work experience of members of the Audit Committee can be found in the Company Profile section on page 80 of this 2022 BCA Annual Report.

Fanny Sagitadewi

The educational background, expertise, position, and work experience of members of the Audit Committee can be found in the Company Profile section on page 81 of this 2022 BCA Annual Report.

Rallyati A. Wibowo

The educational background, expertise, position, and work experience of members of the Audit Committee can be found in the Company Profile section on page 82 of this 2022 BCA Annual Report.

5. Education or Training

Troughout 2022, members of the Audit Committee have carried out the following virtual education or training:

Name	Education/Training	Organizer	Date
Sumantri Slamet	It can be found in the Board of Commissioners - Training Program to Improve the Competence of Members of the Board of Commissioners section on page 362 of this 2022 BCA Annual Report.		
Fanny Sagitadewi	Crime Challenges and Mitigation and Improve Cyber Security in Financial Services Industry	OJK	March 10, 2022
	Risk Management Refreshment Level 2-4	BCA	May 13, 2022
	Bank Digitalization: Lesson Learned from Asian Countries	OJK	May 19 2022
	Asia Pacific Board Leadership Centre Webinar : 2022 Board and Audit Committee Priorities	KPMG	May 31, 2022
	Role of Digitalization in Supporting Financial Inclusion Growth	OJK	June 23, 2022
	Indonesia Knowledge Forum "Leveraging Business Opportunities for Stronger Growth and Resilient Future"	BCA	October 18, 2022
	Voluntary Carbon Market	Trisakti Sustainability Center	November 10, 2022
Rallyati A. Wibowo	Indonesia Institute of Audit Committee (IKAI) Conference	IKAI	January 26-27, 2022
	Crime Challenges and Mitigation and Improve Cyber Security in Financial Services Industry	OJK	March 10, 2022
	2022 Board and Audit Committee Priorities	KPMG	May 31, 2022
	Digital Leadership to Strengthen Digital Transformation	OJK	July 28, 2022
	Concept and Implementation of ICOFR in Main Entity and Subsidiaries	Intellect To All	August 1, 2022
	How to Measure Successful Digital Financial Services/Return on Digital Investment	OJK	August 4, 2022
	Book Launch "Tata Kelola Korporat di Indonesia: Teori, Prinsip dan Praktik"	IAI/IICD/FEBUI	August 9, 2022
	Indonesia Knowledge Forum "Leveraging Business Opportunities for Stronger Growth and Resilient Future"	BCA	October 18, 2022
	Voluntary Carbon Market	Trisakti Sustainability Center	November 10, 2022
	Sustainable Governance: A Strategic Perspective to Maintain Trust and Enhance Performance	IKAI	December 13-14, 2022

6. Term of Office

The term of office of the Audit Committee is as follows:

1. The term of office of members of the Audit Committee is the same as the term of office of the Board of Commissioners, and they may be reappointed one more time for the next term.
2. In the event that:
 - a. the term of office of the members of the Audit Committee ends due to the expiry of the term of office of the members of the Board of Commissioners, new members of the Audit Committee must be appointed within a maximum of 3 (three) months from the appointment of the new members of the Board of Commissioners or from the date the new members of the Board of Commissioners are declared to have passed the fit and proper test by the OJK.
 - b. there is a vacancy in the Audit Committee, i.e., the number of members of the Audit Committee becoming less than the required membership due to permanent unavailability or resignation of a member for any reason, a new member of the Audit Committee must be appointed within 3 (three) months from the date such member ceases to hold office due to the permanent unavailability or resignation.

The terms of office of the members of the Audit Committee in this period will end at the closing of the 2026 Annual General Meeting of Shareholders (AGMS).

7. Requirements for Audit Committee's Member

General Requirements

1. Chairman of Audit Committee may only hold concurrent position as a Committee Chairperson in not more than 1 (one) other committee at BCA.
2. Audit Committee Members that comes from an Independent Party may concurrently serve as a member of another committee in the capacity as an Independent Party in BCA, another Bank, and/or another company, provided that such member:
 - a. meets all the required competencies;
 - b. meets the independence criteria;
 - c. is able to keep the BCA's secrets or confidential information;
 - d. complies with the BCA's Code of Ethics and the Audit Committee's Code of Ethics; and

e. is able to perform his/her duties and responsibilities as a member of the Audit Committee.

3. Audit Committee members must have good integrity, character, and morals.
4. Audit Committee members must comply with the BCA's Code of Ethics and Audit Committee's Code of Conduct as stipulated by BCA.

Competency Requirements

1. Audit Committee members must possess the necessary skills, knowledge, and experience in their respective fields with strong communication skills.
2. Audit Committee members must have an understanding of the financial statements and business of the BCA, particularly in relation to its services and business activities, audit process, and rules and regulation in the capital market and other relevant laws and regulations.
3. Audit Committee members are willing to continuously improve competence through training and education.
4. Audit Committee must have at least 1 (one) member with educational background and expertise in accounting and/or finance.

Independency Requirements

1. Audit Committee members are not serving as a member of a PAF, Law Firm, Public Appraisal Service Office, 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.
2. Audit Committee members are not currently working or having authority and responsibilities to plan, lead, control, or supervise the BCA's activities within the past 6 (six) months, except for a position as Independent Commissioner.
3. Audit Committee members are prohibited to originate from members of Board of Directors of other banks.
4. Audit Committee members are not having either direct or indirect share ownership in the BCA.
5. In the event that an Audit Committee member acquires BCA's shares either directly or indirectly as a result of a legal event, the member concerned must transfer the shares to other parties within a maximum period of 6 (six) months after the shares were acquired.



6. Audit Committee members are not having affiliated relationship with the members of the Board of Commissioners, the Board of Directors, or Major Shareholders of the BCA
7. Audit Committee members are not having a direct or indirect business relationship with the BCA's business activities.
8. Members from Independent Parties must be recommended by the Remuneration and Nomination Committee

8. Independence of Audit Committee Members

All members of the Audit Committee are independent parties who have no financial, management, share ownership, and/or family relationships with members of the Board of Commissioners, members of the Board of Directors, and/or Controlling Shareholders or business relationships with BCA that may affect their ability to act independently.

The independence aspect of members of the Audit Committee can be seen in the following table:

Independent Aspect	Sumantri Slamet	Fanny Sagitadewi	Rallyati A Wibowo
Has no financial relationship with the Board of Commissioners and the Board of Directors.	✓	✓	✓
Has no management relationship at the company, subsidiary companies or affiliated companies.	✓	✓	✓
Has no share ownership relationship within the company.	✓	✓	✓
Has no family relationship with the Board of Commissioners, the Board of Directors, and/or other members of the Audit Committee.	✓	✓	✓
Not serving as administrators of political parties, officials, and government.	✓	✓	✓

9. Duties and Responsibilities of Audit Committee

The Audit Committee has the following duties and responsibilities:

Financial Report and Information

1. Review the financial information that will be issued by BCA to the public and/or authorities, and other reports related to BCA's financial information.
2. Review and report to the Board of Commissioners any complaints about the BCA accounting process and financial reporting.

Internal Audit

1. Provide recommendations to the Board of Commissioners regarding the preparation of the audit plan, scope and budget of the Internal Audit Division (DAI).
2. Monitor and review the effectiveness BCA's internal audit implementation.
3. Evaluate DAI's performance in terms of the adequacy and effectiveness of the internal audit function at BCA and ensure that DAI upholds integrity in carrying out its duties; as well as providing recommendations to

the Board of Commissioners regarding the overall annual remuneration for the DAI as well as performance related rewards.

4. Ensure DAI communicates with the Board of Directors, the Board of Commissioners, external auditor, and the OJK, Bank Indonesia as well as other related parties.
5. Ensure DAI works independently.

External Audit

1. Provide recommendations based on evaluation results to the Board of Commissioners on the appointment, reappointment, and dismissal or replacement of the PAF who will audit BCA's financial statements on the basis of independence, scope of work, and fee.
2. Monitor the implementation of the PAF audit, on the following aspects:
 - a. Conformity of audit implementation by the PAF to the applicable Audit Standards.
 - b. Conformity of Financial Statements to the applicable Financial Accounting Standards (SAK).

- c. Provide independent opinion in the event of any dissenting opinion between the management and the PAF with regards to the services it provides.

Process/Internal Control Systems

1. Ensure the Board of Directors takes the necessary and immediate actions on the findings by DAI, PA, and the results of supervision conducted by the OJK and BI.
2. Provide recommendations to the Board of Commissioners to appoint independent quality assurance from external parties with the aim of conducting a review of DAI.

Governance and Compliance

1. Monitor the implementation of Good Corporate Governance (GCG) to see if it is effective and sustainable.
2. Review and give advice to the Board of Commissioners on potential conflicts of interest that may occur at BCA.
3. Review BCA's compliance with regulations of the banking industry, the Capital Market and other applicable laws and regulations, as well as other provisions related to BCA's business activities.
4. Maintain the confidentiality of BCA's documents, data, and informations.
5. Attending BCA's Annual GMS.
6. Carry out other duties relevant to the function of the Audit Committee at the request of the Board of Commissioners.

10. Authorities of Audit Committee

In performing its duties, the Audit Committee has the following authorities:

1. To receive reports from the head of the Internal Audit Division, including the work plan of Internal Audit Division, the internal audit implementation report, and the internal audit result report.
2. To access documents, data, and information regarding the BCA's employees, funds, assets, and other BCA's resources as required.
3. To communicate directly with employees, including the Board of Directors and the parties who perform the functions of internal audit, risk management, and PA related to the duties and responsibilities of Audit Committee.
4. If needed, can involve independent parties outside the members of the Audit

Committee whose services are required to assist the committee in carrying out its duties.

5. To perform other authorities granted by the Board of Commissioners.

11. Policies and Implementation of Audit Committee Meetings

Procedures for the Audit Committee Meeting include the following:

1. Meetings can be held by:
 - a. physically at BCA's place of domicile;
 - b. Electronically, via teleconference media, video conferences, or other electronic media of similar nature that allow all the meeting participants to see and/or hear one another directly and participate in the Meeting.
2. Meeting Mechanisms and Decision Making:
 - a. Audit Committee meetings are held according to the needs of BCA at least 4 (four) times a year.
 - b. Audit Committee meeting can only be held if it is attended by at least 51% (fifty-one percent) of the total members, including an Independent Commissioner and Independent Parties.
 - c. Decisions made at the Audit Committee Meetings are based on deliberation for consensus.
 - d. In the event that deliberation for consensus does not occur, the decision is made based on the majority vote.
 - e. The Committee Chairman and each member have 1 (one) voting right each.
 - f. All decisions of the Audit Committee Meeting are binding for all members of the Audit Committee.
3. Minutes of Meeting:
 - a. The results of the Audit Committee Meeting must be stated in the Minutes of Meeting, which are signed by all members of the Audit Committee who are present and properly documented.
 - b. Dissenting opinions that occur at the Committee Meeting must be clearly stated in the Minutes of Meeting along with the reasons for the dissent.
 - c. The results of the Committee Meetings are recommendations that can be optimally used by the Board of Commissioners.
4. The Audit Committee's attendance at meetings is at least 75% of the total number of Committee meetings held.



As of December 31, 2022, the Audit Committee has held 23 (twenty three) meetings.

Data on the attendance of the Committee members at the Audit Committee meetings for the January - December 2022 period is as follows:

Name	Number of Meetings	Attendance	Percentage
Sumantri Slamet	23	23	100%
Fanny Sagitadewi	23	23	100%
Rallyati A. Wibowo	23	23	100%

Agenda for the implementation of the Audit Committee meetings throughout 2022 is as follows:

No.	Date	Agenda
1	January 18, 2022	Clearance Meeting with KAP Tanudiredja, Wibisana, Rintis & Rekan (a member firm of the PwC global network)
2	January 19, 2022	DAI Work Realization 2021
3	January 20, 2022	Bankwide Performance 2021
4	February 9, 2022	Appointment of PAF for Fiscal Year 2022
5	February 16, 2022	Committee reporting to the Board of Commissioners for the Fourth Quarter of 2021
6	March 23, 2022	DAI Routine Meeting with the Audit Committee in March 2022
7	April 14, 2022	Update on BCA Financial Performance for the First Quarter of 2022
8	April 19, 2022	Disclosure on the Notes for the March 2022 Financial Statements
9	April 20, 2022	DAI Routine Meeting with Audit Committee April 2022
10	May 18, 2022	Committee Reporting to the Board of Commissioners for the First Quarter of 2022
11	June 2, 2022	DAI Routine Meeting with Audit Committee June 2022
12	June 22, 2022	Discussion of the AC Charter and DAI Independence with the Board of Commissioners
13	July 12, 2022	BCA Financial Performance Update for the Second Quarter of 2022
14	July 20, 2022	Implementation of the Main Results of the Internal Audit First Semester of 2022
15	August 24, 2022	Committee Reporting to the Board of Commissioners for the Second Quarter of 2022
16	September 2, 2022	Internal Audit Division Regular Meeting with Audit Committee September 2022
17	September 26, 2022	KAP Tanudiredja, Wibisana, Rintis & Rekan (a member firm of the PwC global network) Plans to Audit BCA Financial Statements for the 2022 Fiscal Year
18	October 13, 2022	BCA Financial Performance Update for the Third Quarter of 2022
19	October 28, 2022	Internal Audit Division Regular Meeting with Audit Committee October 2022
20	November 16, 2022	Committee Reporting to the Board of Commissioners for the Third Quarter of 2022
21	December 12, 2022	Internal Audit Division Regular Meeting with Audit Committee December 2022
22	December 12, 2022	Key Audit Matters Update and Other Information on Audit Opinions
23	December 28, 2022	Audit Progress Update with KAP Tanudiredja, Wibisana, Rintis & Rekan (a member firm of the PwC global network)

12. Realization of the Work Program and Implementation of Audit Committee Activities in 2022

The realization of the BCA Audit Committee Work Program for 2022 is as follows:

- a. KAP Tanudiredja, Wibisana, Rintis & Rekan (a member firm of the PwC global network) was evaluated and recommended to the Board of Commissioners for reappointment to conduct an audit of BCA's Financial Statements for the fiscal year 2022.
- b. Convened meetings with KAP Tanudiredja, Wibisana, Rintis & Rekan (a member firm of the PwC global network) to discuss the plan and scope of the audit of BCA's Financial Statements for the 2022 fiscal year.
- c. Convened meetings with the Group Accounting to review BCA's Financial Statements which will be published quarterly.

- d. Convened 8 (eight) meetings with DAI for:
 - i. Evaluate annual planning.
 - ii. Evaluating the implementation of internal audits every semester.
 - iii. Conduct discussions on audit results that are considered significant.
- e. Reviewed internal audit results report and monitor their follow-up.
- f. Reviewed and improved the Audit Committee Charter.
- g. Reviewed BCA's compliance with the provisions, regulations, and laws that apply in the banking sector through reviewing compliance reports on prudential provisions that are reported every semester.
- h. Reviewed credit portfolio reports published every semester.
- i. Monitored the implementation of risk management through quarterly reports on BCA's Risk Profile and monthly reports on the Operation Risk Management Information System (ORMIS).
- j. Conducted studies on:
 - i. The results of the examination by OJK and its follow-up.
 - ii. Management Letter from KAP Tanudiredja, Wibisana, Rintis & Rekan (a member firm of the PwC global network) and its follow-up.
- k. Reported the results of regular studies and evaluations on the aspects of governance, risk management, compliance, and control to the Board of Commissioners every quarter.
- l. Attended a virtual AGMS, Analyst Meeting and BCA National Working Meeting in 2022.
- m. In accordance with OJK Regulation No. 1/POJK.03/2019, performed an assessment of the DAI, whose results are submitted to the Board of Commissioners to be forwarded to the Remuneration and Nomination Committee (KRN)
- n. Convened meetings with KAP Tanudiredja, Wibisana, Rintis & Rekan (a member firm of the PwC global network) to discuss the final results of the audit of BCA's Financial Statements for the 2022 fiscal year along with the Management Letter.

II. RISK OVERSIGHT COMMITTEE

Risk Oversight Committee (ROC) was formed to assist the Board of Commissioners in carrying out risk oversight responsibilities in accordance with applicable regulations.

1. Legal Basis

The legal basis for the establishment of ROC refers to:

- OJK Regulation No. 55/POJK.03/2016 dated December 7, 2016 concerning Implementation of Good Corporate Governance for Commercial Banks.
- OJK Regulation No. 4/POJK.03/2016 dated January 26, 2016 concerning Assessment of Commercial Bank Soundness Rate
- OJK Regulation No. 18/POJK.03/2016 dated March 16, 2016, concerning the implementation of Risk Management for Commercial Banks.
- OJK Regulation No. 38/POJK.03/2016 dated December 1, 2016, concerning the implementation of Risk Management in the Use of Information Technology by Commercial Banks.
- OJK Regulation No. 11/POJK.03/2022 dated July 7, 2022 concerning of Information Technology by Commercial Banks.
- OJK Regulation No. 14/POJK.03/2017 dated April 4, 2017, concerning Action Plans (Recovery Plans) for Systemic Banks.
- OJK Circular Letter No. 13/SEOJK.03/2017 dated March 17, 2017, concerning the implementation of Governance for Commercial Banks.
- OJK Circular Letter No. 14/SEOJK.03/2017 dated March 17, 2017, concerning the Soundness Rate of Commercial Banks.
- OJK Circular Letter No. 21/SEOJK.03/2017 dated June 6, 2017, concerning the implementation of Risk Management in the Use of Information Technology by Commercial Banks.
- OJK Circular Letter No. 34/SEOJK.03/2016 dated September 1, 2016, concerning the implementation of Risk Management for Commercial Banks.
- BCA's Articles of Association.
- Board of Commissioners' Decree No. 111/SK/KOM/2022 dated July 18, 2022, concerning the Risk Oversight Committee Charter of PT Bank Central Asia Tbk.
- Board of Directors' Decree No. 079/SK/DIR/2021 dated April 29, 2021, concerning the appointment of the Chairman and Members of the Risk Oversight Committee.



2. ROC Charter

ROC has work guidelines stipulated in the ROC Charter, which has been ratified based on the Board of Commissioners' Decree No. 111/SK/KOM/2022 dated July 18, 2022, concerning the Risk Oversight Committee Charter of PT Bank Central Asia Tbk.

The scopes governed in the ROC Charter are as follows:

- Duties and Responsibilities
- Authority
- Committee Membership Structure
- Membership Requirements
- Concurrent Position
- Term of Office
- Work Mechanism
- Work Hours
- ROC Meetings
- Competence
- Reporting

The ROC Charter have been uploaded on the BCA website in the Good Corporate Governance section. (<https://www.bca.co.id/en/tentang-bca/tata-kelola/Struktur-Organisasi>)

3. Structure and Membership of ROC

The composition of ROC BCA membership complied with the applicable provisions according to OJK Regulation No. 55/POJK.03/2016 concerning the Implementation of Governance for Commercial Banks and as stipulated in the ROC Charter. In 2022, ROC has 3 (three) members who have been appointed by the Board of Directors through the Board of Directors' Decree No. 079/SK/DIR/2021 dated April 29, 2021, and based on the decision in the Minutes of Meeting of the Board of Commissioners No. 21/RR/KOM/2021 dated April 28, 2021.

Composition of ROC Members as of December 31, 2022

Name	Position in Committee	Position at BCA	Term of Office Based on AGMS
Cyrillus Harinowo	Chairman (Concurrently as member)	Independent Commissioner	2021 - 2026
Endang Swasthika Wibowo	Member	Independent Party	2021 - 2026
Subianto Rustandi	Member	Independent Party	2021 - 2026

4. ROC Member Profiles and Qualifications

Cyrillus Harinowo

The educational background, expertise, position, and work experience of ROC members can be found in the Company Profile section on page 78 of this 2022 BCA Annual Report.

Endang Swasthika Wibowo

The educational Background, expertise, position and work experience of ROC members can be found in the Company Profile section on page 83 of this 2022 BCA Annual Report.

Subianto Rustandi

The educational background, expertise, position and work experience of ROC members can be found in the Company Profile section on page 84 of this 2022 BCA Annual Report.

5. Education or Training

Throughout 2022, ROC members have carried out the following virtual education or training:

Name	Education/Training	Organizer	Date
Cyrillus Harinowo	It can be found in the Board of Commissioners chapter in the Training Program to Improve the Competence of Members of the Board of Commissioners section on page 361 of this 2022 BCA Annual Report.		
Endang Swathika Wibowo	The Impact of ESG on the Performance of the Financial Services Industry	OJK	January 27, 2022
	The Impact of Climate Change on Financing Aspects and Insurance Premium Based on Green Economy	OJK	February 24, 2022
	Opportunities and Challenges of Blockchain Implementation in the Financial Industry	OJK	March 24, 2022
	Carbon Market: Guide to Global Off-setting Mechanism	OJK	May 12, 2022
	Bank Digitalization: Lesson Learned from Asian Countries	OJK	May 19, 2022
	Preventing and Combating Financial Crime in Financial Services Industry	OJK	June 9, 2022
	The Role of Digitalization in Encouraging Increased Financial Inclusion	OJK	June 23, 2022
	Digitalization of Risk Management	BARa Risk Forum	October 6, 2022
	Indonesia Knowledge Forum "Leveraging Business Opportunities for Stronger Growth and Resilient Future"	BCA	October 18, 2022
	The Role of the Financial Services Industry in Supporting MSME Inclusion and Digitalization	OJK	November 8, 2022
Subianto Rustandi	Voluntary Carbon Market	Trisakti Sustainability Center	November 10, 2022
	Crime Challenges and Mitigation and Enhancement of Cyber Security in the Financial Services Industry	OJK	March 10, 2022
	Central bank 4.0 Webinar Series Central bank Digital Currency (CBDC) Prototype: Insight on Best Practices of CBDC Implementation	BI Institute	March 31, 2022
	Bank Digitalization: Lesson Learned from Asian Countries	OJK	May 19, 2022
	Preventing and Combating Financial Crime in Financial Services Industry	OJK	June 9, 2022
	The Role of Digitalization in Encouraging Financial Inclusion Improvement	OJK	June 23, 2022
	Banking Agility - Building Resilience and Growing from Failure	OJK	July 14, 2022
	Digitalization of Risk Management	BARa Risk Forum	October 6, 2022
	Indonesia Knowledge Forum "Leveraging Business Opportunities for Stronger Growth and Resilient Future"	BCA	October 18, 2022
	Voluntary Carbon Market	Trisakti Sustainability Center	November 10, 2022



6. Term of Office

The term of office for ROC members is as follows:

1. The term of office of ROC members may not be longer than the term of office of the Board of Commissioners as stipulated in the BCA Articles of Association and can be reappointed:
2. In case of:
 - a. The term of office of ROC members ends because the term of office of members of the Board of Commissioners ends as referred in point 1 above, the appointment of ROC members must be carried out within 3 (three) months from the date of the appointment of members of the Board of Commissioners or since being declared fit and proper by OJK.
 - b. If there is a vacancy in the ROC, i.e., the number of ROC members is less than the stipulated number due to a member who is permanently absent or resigns for any reason, then the appointment of ROC members must be carried out within 3 (three) months after the vacancy occurs.

The term of office of ROC members for this period will end at the close of the 2026 AGMS.

7. ROC Membership Requirements

ROC membership requirements are as follows:

1. ROC members must have good integrity, character, and morals.
2. Members of the Board of Directors are prohibited from becoming ROC members.
3. Former members of the Board of Directors or Executive Officers of BCA or parties who have a relationship with BCA that may affect the person's ability to act independently are prohibited from becoming an Independent Party before undergoing a 6 (six) month cooling-off period. This provision does not apply to former members of the Board of Directors or Executive Officers, whose job is to carry out supervisory functions at BCA.

4. Independent parties as ROC members must come from parties outside of BCA who have no financial, management, share ownership, and/or family relationships with members of the Board of Directors, Board of Commissioners, and/or controlling shareholders, or other relationships with BCA that may affect their ability to act independently, including relationships in the form of BCA share ownership with total ownership of more than 5% (five percent) of BCA's paid-up capital.
5. Members from Independent Parties must be recommended by the Remuneration and Nomination Committee.

Concurrent Position

1. The Chairmain of ROC may serve as Chairman of a Committee in no more than 1 (one) other committee at BCA.
2. ROC members who come from Independent Parties can hold concurrent positions as Independent Parties as members of other committees at BCA, other banks, and/or other companies, as long as those concerned:
 - a) Fulfilling all the required competencies;
 - b) Meets the independence criteria;
 - c) Able to maintain BCA confidentiality;
 - d) Pay attention to the applicable code of ethics; and
 - e) Not to neglect the implementation of duties and responsibilities as a member of BCA ROC.

8. Independence of ROC Members

All ROC members are independent parties who do not have financial, management, share ownership, and/or family relationships 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 affect their ability to act independently.

Aspects of ROC independence are explained in the following table:

Independence Aspect	Cyrrillus Harinowo	Endang Swasthika Wibowo	Subianto Rustandi
Has no financial relationship with the Board of Commissioners and the Board of Directors.	✓	✓	✓
Has no management relationship at the company, subsidiaries or affiliated companies.	✓	✓	✓
Has no share ownership relationship at the company.	✓	✓	✓
Has no family relationship with the Board of Commissioners, Directors, and/or other ROC members.	✓	✓	✓
Not serving as administrators of political parties, officials, and government.	✓	✓	✓

9. Duties and Responsibilities of ROC

ROC has the following duties and responsibilities:

- Assist and provide recommendations to the Board of Commissioners to ensure effective performance of its duties and responsibilities in the field of risk management and ensure that the risk management policy is properly implemented.
- In providing recommendations to the Board of Commissioners, the ROC must conduct at least the following:
 - Evaluating the consistency between the risk management policy and the implementation of BCA's policy;
 - Monitoring and evaluating the implementation of duties of the Risk Management Work Unit, the Risk Management Committee, and the Information Technology Steering Committee.
- Support the Board of Commissioners in carrying out its duties and responsibilities in the implementation of risk management, including, among other things, the following risks:
 - Credit Risk;
 - Market Risk;
 - Liquidity Risk;
 - Operational Risk;
 - Legal Risk;
 - Reputation Risk;
 - Strategic Risk;
 - Compliance Risk; and
 - Information Technology Risk.
- Assist the Board of Commissioners in carrying out its duties of maintaining and monitoring the Bank's Soundness Level and taking the necessary measures to maintain and/or improve the Bank's Soundness Level.

- Assist the Board of Commissioners in monitoring and evaluating the implementation of the Recovery Plan.
- Develop working guidelines and rules for the Committee (the Charter) and conducting reviews as needed.
- Carry out other duties and responsibilities given by the Board of Commissioners from time to time.

10. Authorities of ROC

In carrying out its supervisory duties, ROC has the following authority:

- Obtaining reports from the Board of Directors and the Management on any significant risk management issues to enable it to give recommendations to the Board of Commissioners.
- Conducting other activities as may be delegated by the Board of Commissioners to the ROC in accordance with the ROC Charter.

11. Policies and Implementation of ROC Meetings

ROC meeting procedures include:

- Organizing the Meeting:
 - ROC meetings are held according to the BCA's needs, and at least once every quarter or 4 (four) times a year.
 - ROC meetings can only be held if attended by at least 51% (fifty-one percent) of the total committee members, including 1 (one) Independent Commissioner and 1 (one) Independent Party.
 - The attendance rate of ROC members in meetings is at least 75% (seventy-five percent) of the number of ROC meetings held.



- d. Meetings can be held either in person or through electronic media, or a combination of the two.
 - e. Meetings that are attended non-physically are conducted via teleconference media, video conferences, or other electronic media facilities that must allow all meeting participants to see and/or hear each other directly and participate in the meeting.
 - f. Invitations and meeting materials must be distributed to members of the committee no later than 5 (five) working days prior to the meeting date.
2. Making Meeting Resolutions:
- a. The decision of the ROC Meeting must first be made based on deliberation to reach a consensus.
 - b. In the event that deliberation for consensus does not occur, the decision is made based on the majority vote with the principle of 1 (one) person 1 (one) vote.
 - c. All ROC Meeting decisions are binding for all ROC members.
3. Minutes of Meeting:
- a. The results of the ROC meeting must be included in the minutes of meeting, which must be signed by all ROC members present and documented in accordance with the law.
 - b. Dissenting opinions that occur at the ROC Meeting must be clearly stated in the Minutes of Meeting along with the reasons for the dissent.
 - c. The ROC meeting produced recommendations that the Board of Commissioners and Board of Directors can use to their best advantage.

As of December 31, 2022, ROC has held 8 (eight) meetings.

Data on the attendance of Committee members in the implementation of ROC meetings for the January - December 2022 period are as follows:

Name	Number of Meetings	Attendance	Percentage
Cyrellus Harinowo	8	8	100%
Endang Swasthika Wibowo	8	8	100%
Subianto Rustandi	8	8	100%

Agenda on the implementation of ROC meeting throughout 2022 is as follows:

No.	Date	Agenda
1	January 12, 2022	Strategic Risk Evaluation
2	February 16, 2022	Committee reporting to the Board of Commissioners for the Fourth Quarter of 2021
3	April 25, 2022	Market and Liquidity Risk Evaluation
4	May 18, 2022	Committee Reporting to the Board of Commissioners for the First Quarter of 2022
5	August 9, 2022	Operational and Compliance Risk Evaluation and Strategic Risk Assessment
6	August 24, 2022	Committee Reporting to the Board of Commissioners for the Second Quarter of 2022
7	October 26, 2022	Credit Risk Evaluation and BCP Update and Crisis Management at BCA
8	November 16, 2022	Committee Reporting to the Board of Commissioners for the Third Quarter of 2022

12. Realization of Work Program and Implementation of Activities of ROC in 2022

Throughout 2022, ROC has carried out the following:

- a. Reviewed and adjusted the Risk Management Committee Charter.
- b. Monitored the implementation of the duties of the Risk Management Committee, the Risk Management Unit and the Information Technology Steering Committee (ITSC).
- c. Monitored BCA's risk profile analysis and specifically studied credit risk, operational risk, market risk, liquidity risk, as well as reputation risk.
- d. Performed analysis on the results of stress tests for credit risk, market risk, and liquidity risk.

- e. Ensuring that the implementation of Good Corporate Governance is carried out properly and attending the Analyst Meeting and the 2022 BCA National Work Meeting virtually.
- f. Monitored the realization of the implementation of Risk Management, particularly the control and limit of credit, liquidity and market risk, as well as operational risk, every month.
- g. Monitored the developments, impacts, and risk mitigation in general related to the COVID-19 pandemic and the global economic downturn.
- h. Changes in the strategic risk profile due to changes in patterns of business and economic activity due to the impact of the pandemic and its mitigation as well as the issuance of several new regulations related to banking and payment systems are among the things that need to be looked at more specifically.
- i. Monitored and explored new regulations related to risk management.

III. REMUNERATION AND NOMINATION COMMITTEE

Remuneration and Nomination Committee (RNC) was formed to assist the Board of Commissioners in carrying out policy development and the implementation of BCA's remuneration and nomination.

1. Legal Basis

The legal basis for establishing the RNC refers to:

- OJK Regulation No.34/POJK.04/2014 concerning the Nomination and Remuneration Committee of Issuers or Public Companies.
- OJK Regulation No. 45/POJK.03/2015 concerning Implementation of Governance in Provision of Remuneration for Commercial Banks.
- OJK Regulation No. 55/POJK.03/2016 concerning Implementation of Governance for Commercial Banks.
- OJK Circular Letter No. 13/SEOJK.03/2017 concerning Implementation of Governance for Commercial Banks.
- Articles of Association of PT Bank Central Asia, Tbk No. 145 dated August 24, 2020.
- Board of Commissioners Decree No.035/ SK/ KOM/2017 dated February 24, 2017 regarding the Structure of the Remuneration and Nomination Committee (RNC).

- Board of Directors Decree No.107A/SK/DIR/2016 dated August 10, 2016, concerning Appointment of Members of the Remuneration and Nomination Committee.
- Board of Directors Decree No.019/SK/DIR/2021 dated February 5, 2021, concerning Appointment of Members of the Remuneration and Nomination Committee.
- Board of Directors Decree No. 064B/SK/DIR/2021, dated April 7, 2021, pertaining to the appointment of Remuneration and Nomination Committee members
- BCA Governance Guidelines, dated June 30, 2021.

2. RNC Charter

RNC has a Remuneration and Nomination Committee Charter in place to carry out its duties and responsibilities, as stated in the Corporate Governance Guidelines for Committees under the Board of Commissioners Chapter and Board of Commissioners Decree No. 035/SK/KOM/2017 concerning the Structure of the Remuneration and Nomination Committee (RNC).

The coverage regulated in the RNC Charter includes:

- Membership Composition and Structure.
- Duties and responsibilities.
- Organizing Meetings
- Activity Reporting System.
- Term of Office
- Decision Making and Accountability.

The RNC Work Guidelines and Rules have been uploaded to the BCA website in the Corporate Governance section (<https://www.bca.co.id/en/tentang-bca/tata-kelola/Struktur-Organisasi>).

3. RNC Structure and Membership

The composition of the BCA RNC membership complies with the applicable provisions according to OJK Regulation No. 34/POJK.04/2014 concerning the Nomination and Remuneration Committee of Issuers or Public Companies and as stipulated in the RNC Work Guidelines and Rules. In 2021, BCA RNC has 3 (three) members who have been appointed based on Directors Decree No. 064B/SK/DIR/2021 dated April 7, 2022, and the decision in the Minutes of Meeting of the Board of Commissioners No. 03/RR/KOM/2021 dated January 20, 2021.

**The composition of RNC members as of January - December 2022**

Name	Position in The Committee	Position at BCA	Term of Office based on the AGMS
Raden Pardede	Chairman	Independent Commissioner	2021 - 2026
D.E. Setijoso	Member	President Commissioner	2021 - 2026
Rudi Lim	Member	Head of Human Capital Management Division*	2021 - 2026

* The Head of the Human Capital Management Division is an Executive Officer who has knowledge of the remuneration system and/or nomination and succession plan

4. RNC Member Profiles and Qualifications**Raden Pardede**

The educational background, expertise, position, and work experience of RNC members can be found on page 79 in the Company Profile section of this 2022 BCA Annual Report.

D.E. Setijoso

The educational background, expertise, position, and work experience of RNC members can be found on page 76 in the Company Profile section of this 2022 BCA Annual Report.

Rudi Lim

The educational background, expertise, position, and work experience of RNC members can be found on page 86 in the Company Profile section of this 2022 BCA Annual Report.

5. Education or Training

During 2022, RNC members have participated in the following education or training:

Name	Education/Training	Organizer	Location/Medium	Date
Raden Pardede	It can be found in the Board of Commissioners chapter in the Training Program to Improve the Competence of Members of the Board of Commissioners section on page 361 of this 2022 BCA Annual Report.			
D.E. Setijoso	It can be found in the Board of Commissioners chapter in the Training Program to Improve the Competence of Members of the Board of Commissioners section on page 361 of this 2022 BCA Annual Report.			
Rudi Lim	Ring The Bell	BCA	Online	January 2-21, 2022
	Reconnecting Trainer 7 Habits	BCA	Online	January 11, 2022
	Implementation of Anti-Money Laundering and Prevention of Terrorism Financing v.2	BCA	e-learning	October 7, 2022
	Data Classification	BCA	e-learning	October 12, 2022

6. Term of Office

The term of office of RNC members ends at the end of the term of office of the Chair of the RNC, who is also an Independent Commissioner of the BCA, and they can be re-elected to serve for the next term. The terms of office of RNC members in this period will end at the closing of the 2026 Annual GMS.

7. RNC Membership Requirements

RNC membership requirements are as follows:

General Requirements and Competence

1. The Chairman of the RNC may only serve as the Chairman of 1 (one) other committee at BCA at the same time.
2. In the event the RNC is required to have more than three members, it must include at least 2 (two) independent commissioners.
3. RNC members who come from Independent Parties can hold concurrent positions as Independent Parties for other Committee members at BCA, other banks, and/or other companies, as long as the individual:

- a. Have no affiliation with BCA, members of the Board of Directors, members of the Board of Commissioners, or Major Shareholders of BCA.
 - b. Have experience related to Nomination and/or Remuneration.
 - c. Does not hold concurrent positions as a member of other committees owned by BCA.
4. RNC members must comply with the BCA Code of Ethics.
 5. Executive officers in charge of human resources or employee representatives who are members of the committee must have knowledge of the remuneration and/or nomination system as well as the succession plan of BCA.

Independence Requirements

1. RNC members are prohibited from being members of the Board of Directors of BCA, either at the same bank or at another bank.
2. RNC members from independent parties must come from parties outside of BCA that do not have financial, management, share ownership relationships with controlling shareholders and/or relationships with BCA that may affect their ability to act independently.

8. Independence of RNC Members

All members of RNC have fulfilled the independence aspect, namely not having financial, management, share ownership, and/or family relationships 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 could affect their ability to act independently.

Aspects of Independence of RNC members are explained in the following table

Aspects of Independence of RNC Members

Name	Raden Pardede	D.E. Setijoso	Rudi Lim
Have no financial relationship with the Board of Commissioners and Board of Directors.	V	V	V
Have no management relationship within the company, its subsidiaries, or affiliated companies.	V	V	V
Has no share ownership relationship at the company.	V	V	V
Have no family relationship with the Board of Commissioners, Board of Directors, and/or fellow members of the Remuneration and Nomination Committee	V	V	V
Not serving as administrators of political parties, officials, and government.	V	V	V

9. Duties and Responsibilities of RNC

In carrying out its functions, the RNC has the following duties and responsibilities:

Related to the remuneration function:

Evaluate and ensure that BCA's remuneration policies comply with applicable regulations and are based on performance, risk, fairness with peer groups, long-term goals and strategies, the fulfillment of reserves as stipulated in laws and regulations, and the potential income of BCA in the future.

- a. Recommend to the Board of Commissioners regarding:
 - 1) Remuneration policy for the Board of Commissioners and the Board of Directors for submission to the GMS.

- 2) The structure and amount of remuneration for members of the Board of Directors and/or members of the Board of Commissioners.
- 3) Remuneration policy for Executive Officers and employees as a whole for submission to the Board of Directors by the Board of Commissioners.
- b. Assisting the Board of Commissioners in evaluating performance according to the remuneration received by each member of the Board of Directors and/or members of the Board of Commissioners.
- c. Conduct periodic evaluations of the implementation of the remuneration policy.

**Related to the nomination function**

- a. Develop and recommend to the Board of Commissioners systems and procedures for selecting and/or replacing members of the Board of Commissioners and Directors for submission to the GMS.
- b. Recommend to the Board of Commissioners regarding:
 - 1) Policies and criteria required in the nomination process.
 - 2) Candidates for members of the Board of Commissioners and/or candidates for members of the Board of Directors for submission to the GMS.
 - 3) Composition of members of the Board of Directors and/or members of the Board of Commissioners position.
 - 4) Capacity building program for members of the Board of Directors and/or members of the Board of Commissioners.
 - 5) Performance evaluation policy for members of the Board of Directors and/or members of the Board of Commissioners.
- c. Recommend independent parties as candidates for members of the Audit Committee and Risk Oversight Committee to the Board of Commissioners.
- d. Assist the Board of Commissioners in evaluating the performance of members of the Board of Directors and/or members of the Board of Commissioners based on benchmarks that have been prepared as evaluation material.
 - Carry out other tasks given by the Board of Commissioners related to remuneration and nomination in accordance with applicable regulations.
 - Report the results of studies and recommendations related to the duties of the RNC to the Board of Commissioners, if necessary.

10. Authorities of RNC

In carrying out its duties, the RNC has the following authorities:

- a. Access BCA documents, data, and information regarding employees, funds, assets, and resources needed.
- b. Communicating with work units and other parties within BCA to obtain information or documents related to the implementation of RNC duties.
- c. Obtain input/suggestions from parties outside of BCA related to RNC assignments.
- d. Carry out other authorities granted by the Board of Commissioners.

11. Policies and Implementation of RNC Meetings

RNC holds meetings in accordance with the needs of BCA at least once every 4 (four) months, as stipulated in OJK Regulation No. 34/ POJK.04/2014 dated December 8, 2014, concerning the Nomination and Remuneration Committee of Issuers or Public Companies. Meetings can only be held if they are attended by at least 51% (fifty one percent) of the total committee members, including Independent Commissioners and Executive Officers in charge of the human resources function. As of December 2022, RNC has held 5 (five) meetings.

The results of the RNC meeting were presented as follows:

- a. The results of the RNC meeting must be recorded in the minutes of the meeting, which include the date of the meeting, the attendance of members of the Remuneration and Nomination Committee, the meeting agenda, and meeting materials.
- b. Dissenting opinions that occur at a committee meeting must be clearly stated in the minutes of the meeting along with the reasons for the dissent.

The data for the Committee members' attendance at the RNC meeting as of December 31, 2022, is as follows:

Name	Number of Meeting	Attendance	Percentage
Raden Pardede	5	5	100%
D.E. Setijoso	5	4	80%
Rudi Lim	5	5	100%

Out of the 5 (five) RNC meetings, there were 1 (one) meeting with a discussion related to nomination, 3 (three) meetings with a discussion related to remuneration, and 1 (one) meeting with a discussion related to assessment, with the following details:

No.	Date	Agenda
1	January 19, 2022	Recommendations for Changes in Members of the Board of Directors of PT Bank Central Asia Tbk Term of Office 2022 – 2026.
2	January 26, 2022	Discussion on the Evaluation of the Self-Assessment Results of the Board of Directors and the Board of Commissioners.
3	February 16, 2022	Recommendations from SKMR and DAI on Conditions Based on Criteria for Delaying or Withdrawing Deferred Variable Remuneration Payments from MRT.
4	March 2, 2022	Recommendations for Distribution of Tantiem for Fiscal Year 2021 to members of the Board of Commissioners & the Board of Directors and Proposals for Changes in the Amount of Deferred Tantiem.
5	April 6, 2022	Remuneration Package Recommendations for member of the Board of Directors and Members of the Board of Commissioners for the term of office 2022-2024.

12. RNC Remuneration

RNC members receive salary, honorarium, and/or allowances according to their position at BCA without earning additional remuneration as RNC member.

13. Realization of the Work Program and Implementation of RNC Activities in 2022

The realization of the BCA RNC work program for 2022 is as follows:

- Prepare recommendations on nominations for members of the Board of Commissioners and Board of Directors for 2021-2026.
- Prepare recommendations regarding the remuneration of new members of the Board of Commissioners and the Board of Directors for 2021-2024.
- Prepare recommendations to the Board of Commissioners and the Board of Directors for the proposed award of bonuses for BCA's performance in 2021.
- Evaluate the results of the self-assessment of the Board of Directors and the Board of Commissioners.

14. Policy Regarding the Succession of the Board of Directors

The policy regarding the succession of the Board of Directors at BCA has been regulated in BCA policy. The main contents of BCA's Board of Directors Succession Policy are as follows:

- Develop and provide recommendations to the Board of Commissioners regarding the system and procedures for selecting and/or replacing members of the Board of Commissioners and Board of Directors for submission to the GMS.
- Provide recommendations to the Board of Commissioners regarding prospective members of the Board of Commissioners and/or Board of Directors for submission to the GMS.

- Several executives who are considered to have the potential for further development will be rotated in order to prepare BCA executives to gain complete knowledge and experience as officials at the head office or branch offices.

IV. INTEGRATED GOVERNANCE COMMITTEE

Integrated Governance Committee (IGC) was formed by and reports to the Board of Commissioners at BCA as the Main Entity in the financial conglomerate. The IGC was formed with the aim of assisting the Main Entity's Board of Commissioners in supervising the implementation of Integrated Governance in the BCA Financial Conglomerate.

The composition of the membership of the BCA Financial Conglomerate can be found in the Structure of the BCA Financial Conglomerate section on page 547 of this 2022 BCA Annual Report.

1. Legal Basis

The legal basis for establishing the IGC refers to:

- PBI No. 11/33/PBI/2009 dated December 7, 2009, concerning Implementation of Good Corporate Governance for Commercial Banks and Sharia Business Units.
- OJK Regulation No. 17/POJK.03/2014 dated November 18, 2014, concerning Integrated Risk Management for Financial Conglomerates.
- OJK Regulation No. 18/POJK.03/2014 dated November 18, 2014, concerning Implementation of Integrated Governance for Financial Conglomerates.
- OJK Regulation No. 21/POJK.04/2015 dated November 16, 2015, concerning Implementation of Public Company Governance Guidelines.
- OJK Regulation No. 26/POJK.03/2015 dated December 4, 2015, concerning Integrated Minimum Capital Adequacy Requirements for Financial Conglomerates.



- OJK Regulation No. 36/POJK.05/2015 dated December 21, 2015, concerning Good Corporate Governance for Venture Capital Companies.
- OJK Regulation No. 55/POJK.03/2016 dated December 7, 2016, concerning Implementation of Governance for Commercial Banks.
- OJK Regulation No. 28/POJK.03/2019 dated November 14, 2019, concerning Banking Synergy in One Ownership for the Development of Sharia Banking.
- OJK Regulation No. 43/POJK.05/2019 dated December 27, 2019, concerning Amendments to OJK Regulation No. 73/POJK.05/2016 dated December 23, 2016, concerning Good Corporate Governance for Insurance Companies.
- OJK Regulation No. 29/POJK.05/2020 dated April 22, 2020, concerning Amendments to OJK Regulation No. 30/POJK.05/2014 dated November 19, 2014, concerning Good Corporate Governance for Financing Companies.
- OJK Regulation No. 45/POJK.03/2020 dated October 14, 2020, concerning the Financial Conglomeration
- OJK Circular Letter No. 15/SEOJK.03/2015 dated May 25, 2015, concerning Implementation of Integrated Governance for Financial Conglomerates.
- OJK Circular Letter No. 32/SEOJK.04/2015 dated November 17, 2015, concerning Guidelines for Public Company Governance.
- OJK Circular Letter No. 13/SEOJK.03/2017 dated March 17, 2017, concerning Implementation of Governance for Commercial Banks.
- BCA's Articles of Association.
- Board of Commissioners' Decree No. 037/SK/KOM/2015 dated February 26, 2015, concerning the Establishment of the Integrated Governance Committee of PT Bank Central Asia Tbk.
- Board of Commissioners' Decree No. 114/SK/KOM/2021 dated July 8, 2021, concerning the Charter of the Integrated Governance Committee – PT Bank Central Asia Tbk.
- Board of Directors' Decree No. 088/SK/DIR/2021 dated May 6, 2021, concerning Appointment of the Chairman and Members of the Integrated Governance Committee.

- Board of Directors' Decree No. 052/SK/DIR/2022 dated March 31, 2022, concerning Appointment of Members of the Integrated Governance Committee.
- BCA Governance Guidelines dated June 30, 2021.

2. IGC Charter

The IGC has work guidelines stipulated in the Integrated Governance Committee Charter, which has been ratified based on the Board of Commissioners' Decree No. 114/SK/KOM/2021 dated July 8, 2021, regarding the Integrated Governance Committee Charter – PT Bank Central Asia Tbk.

The scope regulated in the IGC Charter includes the following:

- Structure and Membership.
- Membership Requirements.
- Term of Office.
- Cobcurrent Position.
- Duties and responsibilities.
- Authority.
- Work mechanism.
- Work Ethics.
- Working Hours.
- Committee Meetings.
- Organizing Meetings.
- Meeting Decision Making
- Minutes of meetings.
- Competency.

The IGC Charter has been uploaded to the BCA website in the Corporate Governance section (<https://www.bca.co.id/en/tentang-bca/tata-kelola/Struktur-Organisasi>).

3. Structure and Membership of IGC

The composition of the BCA IGC membership complied with the applicable provisions according to OJK Regulation No. 18/POJK.03/2014 concerning Implementation of Integrated Governance for Financial Conglomerates and as stipulated in the IGC Charter. As of December 31, 2022, the IGC has 11 (eleven) members who have been appointed by the Board of Directors from the Main Entity through Board of Directors' Decree No. 088/SK/DIR/2021 dated May 6, 2021 concerning the Appointment of the Chairman and Members of the Integrated Governance Committee based on the decision in the Minutes of Meeting of the Board of Commissioners from the Main Entity No. 22/RR/KOM/2021 dated May 5, 2022 and No. 052/SK/DIR/2022 dated March 31,

2022 concerning Appointment of Members of the Integrated Governance Committee based on decisions in the Minutes of Meeting of the Board of Commissioners from the Main Entity No. 15/RR/KOM/2022 dated March 30, 2022.

Composition of IGC Members

Name	Position in the Committee *)	Position in the Financial Conglomeration	Term of Office
Member of the Main Entity			
Cyrillus Harinowo	Chairman (concurrently as member)	Main Entity's Independent Commissioner	May 6, 2021 – 2026 AGMS
Prabowo	Member	Main Entity's Independent Party **)	May 6, 2021 – 2026 AGMS
Member of the Subsidiary ***)			
Sulistiyowati	Member	Independent Commissioner PT BCA Finance	May 6, 2021 – 2026 AGMS
Gustiono Kustianto	Member	Independent Commissioner PT Asuransi Umum BCA	May 6, 2021 – 2026 AGMS
Pudjianto	Member	Independent Commissioner PT Asuransi Umum BCA	May 6, 2021 – 2026 AGMS
Mendari Handaya	Member	Independent Commissioner PT BCA Multi Finance	May 6, 2021 – 2026 AGMS
Joni Handrijanto *)	Member	Independent Commissioner PT Bank BCA Syariah	May 6, 2021 – March 31, 2022
Ratna Yanti	Member	Independent Commissioner PT Bank BCA Syariah	March 31, 2021 – 2026 AGMS
Sutedjo Prihatono	Member	Member of the Sharia Supervisory Board of PT Bank BCA Syariah	May 6, 2021 – 2026 AGMS
Hendra Iskandar Lubis	Member	Independent Commissioner PT BCA Sekuritas	May 6, 2021 – 2026 AGMS
Irianto Sutanto	Member	Independent Director of BCA Finance Limited, Hongkong	May 6, 2021 – 2026 AGMS
Sri Indrajanti Dewi	Member	Independent Commissioner PT Bank Digital BCA	May 6, 2021 – 2026 AGMS

Description:

*) Membership of Independent Commissioners, Independent Parties, and Members of the Sharia Supervisory Board in the Financial Conglomerate is not counted as concurrent positions.

**) Members of the IGC who are independent parties are appointed by the Main Entity's Board of Commissioners.

***) Appointment of IGC members who are Independent Commissioners and/or Members of the Sharia Supervisory Board who represent FSI in the BCA's Financial Conglomerate is based on the appointment of each FSI.

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, the efficiency and effectiveness of the IGC task implementation, and with due regard to at least the representation of each financial services sector.

4. Profile and Qualifications of IGC Members

Cyrillus Harinowo

The educational background, expertise, position, and work experience of the IGC Members can be found in the Company Profile section on page 78 of this 2022 BCA Annual Report.

Prabowo

The educational background, expertise, position, and work experience of the IGC Members can be found in the Company Profile section on page 88 of this 2022 BCA Annual Report.

Sulistiyowati

The educational background, expertise, position, and work experience of the IGC Members can be found in the Company Profile section on page 88 of this 2022 BCA Annual Report.

**Gustiono Kustianto**

The educational background, expertise, position, and work experience of the IGC Members can be found in the Company Profile section on page 88 of this 2022 BCA Annual Report.

Pudjianto

The educational background, expertise, position, and work experience of the IGC Members can be found in the Company Profile section on page 89 of this 2022 BCA Annual Report.

Mendari Handaya

The educational background, expertise, position, and work experience of the IGC Members can be found in the Company Profile section on page 89 of this 2022 BCA Annual Report.

Ratna Yanti

The educational background, expertise, position, and work experience of the IGC Members can be found in the Company Profile section on page 90 of this 2022 BCA Annual Report.

Sutedjo Prihatono

The educational background, expertise, position, and work experience of the IGC Members can be found in the Company Profile section on page 90 of this 2022 BCA Annual Report.

Hendra Iskandar Lubis

The educational background, expertise, position, and work experience of the IGC Members can be found in the Company Profile section on page 91 of this 2022 BCA Annual Report.

Irianto Sutanto

The educational background, expertise, position, and work experience of the IGC Members can be found in the Company Profile section on page 91 of this 2022 BCA Annual Report.

Sri Indrajanti Devi

The educational background, expertise, position, and work experience of the IGC Members can be found in the Company Profile section on page 92 of this 2022 BCA Annual Report.

5. Education or Training

Throughout 2022 (until June 2022), members of the IGC have carried out several types of virtual education or training, as follows:

Name	Education/Training	Organizer	Date
Cyrillus Harinowo	It can be found in the Board of Commissioners - Training Program to Improve the Competence of Members of the Board of Commissioners section on page 361 of this 2022 BCA Annual Report.		
Prabowo	Carbon Market "Guide to Global Offsetting Mechanism"	OJK	May 12, 2022
	Preventing and Combating Financial Crime in Financial Services Industry	OJK	June 9, 2022
	How to Measure Successful Digital Financial Services/Return on Digital Investment	OJK	August 4, 2022
	Digital Governance: Prerequisites to Support Digital Transformation	OJK	August 11, 2022
	Handling of Cybersecurity Incidents in the Financial Services Sector	OJK	August 18, 2022
	The Challenge of Anti-Money Laundering in the Digital Age	OJK	August 25, 2022
	Digitalization of Risk Management	BARa Risk Forum	October 6, 2022
	Indonesia Knowledge Forum "Leveraging Business Opportunities for Stronger Growth and Resilient Future"	BCA	October 18, 2022
Sulistiyowati	Voluntary Carbon Market	Trisakti Sustainability Center	November 10, 2022
	Online Seminar on Momentum for the Recovery of the Financing Industry	APPI - Association of Indonesian Financing Companies	March 1, 2022
	Indonesia Knowledge Forum "Leveraging Business Opportunities for Stronger Growth and Resilient Future"	BCA	October 18, 2022

Name	Education/Training	Organizer	Date
Gustiono Kustianto	Indonesia Knowledge Forum “Leveraging Business Opportunities for Stronger Growth and Resilient Future”	BCA	October 18, 2022
	Sustaining Peace and Development in a Divided World	FPCI dan Global Citizen	November 5, 2022
	ESG and Sustainable Investing	CRMS	December 1-2, 2022
	Masterclass Risk Governance	ERMA	December 7, 2022
	Risk Beyond 2022: Managing it or being drifted away	ERMA	December 8-9, 2022
Pudjianto	Leading From The Chair: Wisdom & Skills for Board	ISEA	February 11, 2022
	AAMAI International Webinar Managing Environmental Social and Governance Risks in Insurance Business	AAMAI	March 22, 2022
	Balance Sheet Management To Enhance Sustainable Financial Performance in Insurance Industry	ISEA	April 18-19, 2022
	Storytelling For Board “Where and When Wisdom is Important in Decision Making”	ISEA	June 24, 2022
	Board and Executive Development Program for Insurance Batch XVIII: “Fraud Prevention and Board Responsibilities to Mitigate Corporate Reputation Risk”	ISEA	September 22-23, 2022
	Anti-Money Laundering and Prevention of Terrorism Financing Seminar	AAMAI	September 26, 2022
	Seminar Digital and Risk Management In Insurance (DRIM) 2022	AAJI (Asosiasi Asuransi Jiwa Indonesia)	October 16-18, 2022
	Secure by Design as the Key Foundation for Effective Cyber Risk Management	Maisa Edukasi	June 22, 2022
Ratna Yanti	Webinar Leader as Coach and Coaching for Corporate Transformation	BCA Syariah	February 9, 2022
	Webinar Dare to Change Growth Mindset to Increase Your Success	BCA Syariah & BCA	April 22, 2022
	Socialization of Money Laundering Risk through Online Account Opening	BCA Syariah	June 17, 2022
	Refreshment of Risk Management Certification Level 4	Maisa Edukasi	June 22, 2022
	Consumer Protection in the Digitalization Era, Implementation of Market Conduct Supervision and Its Impact on Banking	Banking Compliance Director Communication Forum (FKDKP) & OJK	August 31, 2022
	Indonesia Knowledge Forum “Leveraging Business Opportunities for Stronger Growth and Resilient Future”	BCA	October 18, 2022
	Provision of Fit and Proper Test for BCA Syariah Commissioners	MAISA	December 12-13, 2022
	Panel Discussion on the Optimization of the Board of Commissioners’ Active Oversight “Spell the Functions and Active Roles of Commissioners in the BANI Era”	BSMR	December 19, 2022
	Leader as Coach & Coaching for Corporate Transformation	Josef Batuana dan BCA	February 9, 2022
	Dare to Change, Growth Mindset to Increase Your Success	PT Bank BCA Syariah & BCA	April 22, 2022
Sutedjo Prihatono	Sanawi Pre-Ijtima Workshop (Annual Meeting) DPS VII Year 2022 in Sharia Banking Sector	DSN MUI	September 21, 2022



Name	Education/Training	Organizer	Date
	Indonesia Knowledge Forum “Leveraging Business Opportunities for Stronger Growth and Resilient Future”	BCA	October 18, 2022
	Latest DSN-MUI Fatwa Dissemination Webinar for 2022	DSN MUI	October 27, 2022
	Smarter, Faster & Stronger	BCA Syariah	November 23-25, 2022
	Ijtima' Sanawi (Annual) DPS XVIII Tahun 2022	DSN MUI	December 1-2, 2022
Irianto Sutanto	Readiness of the Financial Services Industry in supporting Digital Literacy of Financial services Consumers	OJK	January 13, 2022
	Digital Governance: Prasyarat untuk mendukung transformasi digital	OJK	August 11, 2022
	Metaverse in Banking	OJK	September 15, 2022
	Indonesia Knowledge Forum “Leveraging Business Opportunities for Stronger Growth and Resilient Future”	BCA	October 18, 2022
	Voluntary Carbon Market	Trisakti Sustainability Center	November 10, 2022
Mendari Handaya	Online Seminar on Momentum for the Recovery of the Financing Industry	APPI (Asosiasi Perusahaan Pembiayaan Indonesia)	March 1, 2022
	Voluntary Carbon Market	Trisakti Sustainability Center	November 10, 2022
Hendra Iskandar Lubis	National Conference I of the Association of Indonesian Audit Committees	IKAI	January 26-27, 2022
	Integrity of Financial Reporting: Common Issues and Leading Practices for Ensuring High Quality Financial Reporting	Ministry of State-Owned Enterprises	October 14, 2022
	Voluntary Carbon Market	Trisakti Sustainability Center	November 10, 2022
	Integrated GRC Overview and Implementation Concept	Ministry of State-Owned Enterprises	November 17, 2022
	Role of Risk Management Organs in Risk Management: Roles, Principles, and Framework	Ministry of State-Owned Enterprises	December 8, 2022
Sri Indrajanti Dewi	Refreshment SMR Level 3	BCA	January 14, 2022
	Webinar Sustainability: Climate Risk and Financial Stability	FKDKP (Forum Komunikasi Direktur Kepatuhan Perbankan)	May 12, 2022
	Stability Virtual Seminar: Embracing The Next Level of Digital Banking	LPPI	July 26, 2022
	Digital Leadership to Strengthen Digital Transformation	OJK	July 28, 2022
	Economy Outlook	BCA	August 25, 2022
	AML (Anti Money Laundering)	Bank OCBC NISP	September 6, 2022
	Voluntary Carbon Market	Trisakti Sustainability Center	November 10, 2022

6. Term of Office

The terms of office of the Chairman and members of the IGC are as follows:

1. Chairman of IGC: the term of office will end at the end of the term of office of the Main Entity's Board of Commissioners as stipulated in the BCA's Articles of Association. May be reappointed if the person concerned is reappointed as an Independent Commissioner.
2. Members of the IGC from Main Entity's Independent Parties: the term of office will end when the term of office of the Main Entity's Board of Commissioners ends, and it can be reappointed.
3. Members of the Financial Services Institution Representative Committee (Independent Commissioner of Financial Services Institutions): the terms of office will end at the end of the term of office of the Main Entity's Board of Commissioners or when their term of office as Independent Commissioner of a Financial Services Institution ends (whichever comes first).
4. In the event that the term of office of the members of the IGC ends because the term of office of the members of the Main Entity's Board of Commissioners ends, the Main Entity is obliged to appoint the chairperson and members of the IGC within a period of 3 (three) months from the appointment of members of the Board of Commissioners or since they have passed the fit and proper test by the regulator. related.

The terms of office of the current members of the IGC will end at the close of the 2026 AGMS.

7. IGC Membership Requirements

The IGC membership requirements are as follows:

General requirements

IGC Members must have good integrity, character, and morals and fulfill the requirements as Independent Commissioners at the Main Entity and each Financial Services Institution in accordance with the regulatory provisions of each financial services sector.

Independence Requirements

- a. Members of the Board of Directors are prohibited from becoming members of the IGC.
- b. Independent parties who are members of the IGC are parties outside the Main Entity who do not have financial, management, ownership, and/or family relationships with members of the Board of Directors, Board of Commissioners, and/or controlling shareholders, or relationships with BCA, that may affect their ability to act independently.

8. Independence of IGC Members

Members of the IGC must adhere to the independence and requirements of the Board of Directors and/or the Board of Commissioners from the Main Entity as well as the independence and requirements of the Board of Directors and/or the Board of Commissioners of Subsidiaries in the Financial Conglomerate.

All members of the IGC are independent parties who do not have financial, management, share ownership, and/or family relationships with members of the Board of Commissioners, members of the Board of Directors, and/or Controlling Shareholders, or business relationships with BCA and/or Subsidiaries that may affect their ability to act independently.

Aspects of the independence of IGC members are explained in the following table:

Independence Aspect	Cyrellus Harinowo	Prabowo	Sulistiyowati	Gustiono Kustianto	Pudjianto	Joni Handrijanto
Has no financial relationship with the Board of Commissioners and the Board of Directors.	√	√	√	√	√	√
Has no management relationship at the company, subsidiaries or affiliated companies.	√	√	√	√	√	√



Independence Aspect	Cyrellus Harinowo	Prabowo	Sulistiyowati	Gustiono Kustianto	Pudjianto	Joni Handrijanto
Has no share ownership relationship at the company.	✓	✓	✓	✓	✓	✓
Has no family relationship with the Board of Commissioners, Board of Directors, and/or fellow members of the Integrated Governance Committee.	✓	✓	✓	✓	✓	✓
Not serving as administrators of political parties, officials, and government.	✓	✓	✓	✓	✓	✓

Independence Aspect	Sutedjo Prihatono	Irianto Sutanto	Mendari Handaya	Hendra Iskandar Lubis	Sri Indrajanti Dewi	Ratna Yanti
Has no financial relationship with the Board of Commissioners and Board of Directors.	✓	✓	✓	✓	✓	✓
Has no management relationship at the company, subsidiaries or affiliated companies.	✓	✓	✓	✓	✓	✓
Has no share ownership relationship at the company.	✓	✓	✓	✓	✓	✓
Has no family relationship with the Board of Commissioners, Board of Directors, and/or fellow members of the Integrated Governance Committee.	✓	✓	✓	✓	✓	✓
Not serving as administrators of political parties, officials, and government	✓	✓	✓	✓	✓	✓

9. Duties and Responsibilities of IGC

The IGC has duties and responsibilities, including:

- Evaluating the implementation of Integrated Governance, at least through assessing the adequacy of internal control and implementing the integrated compliance function and integrated risk management.
- Provide recommendations to the Main Entity's Board of Commissioners for improvements to the Integrated Governance Guidelines.
- Provide recommendations to the Main Entity's Board of Commissioners after doing at least:
 - Evaluation of integrated governance implementation; and

- Monitor the implementation of the Integrated Governance Guidelines.
- Monitor the implementation of banking synergies on a regular basis and report to the Board of Commissioners.
- Make a report on the realization of the annual work program, which is submitted in the Main Entity's Annual Report.

10. Authorities of IGC

In carrying out its supervisory duties, the IGC has the following authority:

- Request information from work units in the form of evaluation results on the implementation of:
 - Integrated Internal Audit Function;
 - Integrated Compliance Function;
 - Integrated Risk Management Function; and

- 4) Banking Synergy in One Ownership for the Development of Islamic Banking.
- b. Carry out other activities in accordance with the Integrated Governance Guidelines delegated to the IGC by the Board of Commissioners.

11. Policies and Implementation of IGC Meetings

The provisions for holding the IGC meeting are as follows:

1. The IGC holds meetings as needed, at least 1 (one) time every semester or 2 (two) times a year.
2. The IGC meeting can only be held if it is attended by at least 51% (fifty one percent) of the total committee members, including 1 (one) Independent Commissioner.
3. The IGC Meeting can be held:
 - a. In person at the BCA domicile or at another place determined by the Chairman of the IGC; or
 - b. Electronically, by means of teleconferences, video conferences, or similar electronic media facilities that allow all participants in the IGC meeting to see and hear each other directly and participate in the IGC meeting.

The decision-making process of the IGC Meeting is as follows:

- a. The decision of the IGC Meeting is made based on deliberation to reach a consensus.
- b. In the event that deliberation for consensus does not occur, the decision is made based on the majority vote with the principle of 1 (one) person, 1 (one) vote.
- c. All decisions of the IGC Meeting are binding for all members of the IGC.

The minutes of the IGC Meeting are as follows:

1. The results of the IGC meeting must be recorded in the minutes of the meeting, which are signed by all members of the IGC present and properly documented in accordance with laws and regulations.
2. Dissenting opinion that occurs in a committee meeting must be clearly stated in the minutes of the meeting along with the reasons for the difference of opinion.
3. The results of the IGC meetings constitute recommendations that can be optimally utilized by the Main Entity's Board of Commissioners and Directors and Financial Services Institutions members of the Financial Conglomerate.
4. As of December 31, 2022, the IGC has held 6 (six) meetings.

Data on the attendance of Committee members in the IGC Meeting for the January – December 2022 period are as follows:

Name	Number of Meetings	Attendance	Percentage
Cyrillus Harinowo	6	6	100%
Prabowo	6	6	100%
Sulistiyowati	6	6	100%
Gustiono Kustianto	6	6	100%
Pudjianto	6	6	100%
Joni Handrijanto *)	1	1	100%
Ratna Yanti **)	4	4	100%
Sutedjo Prihatono	6	6	100%
Irianto Sutanto	6	6	100%
Mendari Handaya	6	6	100%
Hendra Iskandar Lubis	6	6	100%
Sri Indrajanti Dewi	6	5	83%

Description:

*) Term of office May 6, 2021 – March 31, 2022

**) Term of office March 31, 2022 – 2026 AGMS



The agenda for the implementation of the IGC meetings throughout 2022 is as follows:

No.	Date	Agenda
1	January 19, 2022	Readiness to implement OJK Regulation Provisions No.4/POJK.05/2021 dated March 21, 2021 and OJK Circular Letter No.22/SEOJK.05/2021 dated August 24, 2021 concerning the Application of Risk Management in the Use of Information Technology by Non-Bank Financial Services Institutions in accordance with the provisions.
2	March 16, 2022	Reporting of the Integrated Governance Committee Semester II/2021 to the Main Entity's Board of Commissioners.
3	May 18, 2022	Presentations from BCA Finance, BCA Multi Finance, BCA Insurance and BCA Life regarding the Strategy for Implementing Anti-Money Laundering and Prevention of Terrorism Financing and Anti-Fraud.
4	July 28, 2022	Presentation from the Compliance Unit (SKK) and the Anti-Fraud Bureau (BAF) regarding the Strategy for Implementing Anti-Money Laundering and Prevention of Terrorism Financing and Anti-Fraud at BCA.
5	September 21, 2022	Reporting of the Integrated Governance Committee Semester I/2022 to the Main Entity's Board of Commissioners.
6	November 16, 2022	Implementation of Consumer Protection in BCA Subsidiaries in accordance with OJK Regulation No.6/POJK.07/2022

12. Realization of the Work Program and Implementation of IGC Activities in 2022

Throughout 2022, the IGC has carried out IGC work activities/programs, namely evaluating the implementation of Integrated Governance at the BCA Financial Conglomerate. These evaluation activities are carried out, namely through the presentation and discussion of the Integrated Internal Audit Results Report and the Integrated Compliance Report.

EXECUTIVE COMMITTEES OF THE BOARD OF DIRECTORS

BCA has 7 (seven) Executive Committees appointed by the Board of Directors to assist in carrying out the duties of the Board of Directors. The Executive Committees are tasked with providing objective opinions to the Board of Directors and help to improve the effectiveness of the implementation of the Board of Directors' duties in systematic manner, as well as making contributions in accordance with their duties and responsibilities. The Executive Committees under the Board of Directors are:

1. Asset and Liability Committee.
2. Risk Management Committee.
3. Integrated Risk Management Committee.
4. Credit Policy Committee.
5. Credit Committee.
6. Information Technology Steering Committee.
7. Personnel Case Advisory Committee.

I. ASSET AND LIABILITY COMMITTEE

Asset and Liability Committee (ALCO) is a permanent committee under the Board of Directors whose mission is to optimally achieve BCA's profitability levels, as well as ensuring liquidity risk, interest rate risk, and controlled foreign exchange risk through the establishment of BCA's policies and strategies for assets and liabilities management.

1. Structure, Membership of ALCO, and Voting Rights Status

Based on the Board of Directors Decree No. 144/SK/DIR/2022 regarding the Asset Liability Committee (ALCO) Structure, the structure, membership and voting rights status of ALCO are as follows:

Position in the Committee	Served by	Voting Rights Status
Chairman (concurrently as a member)	President Director	Reserves voting rights
Members	<ul style="list-style-type: none"> • Deputy President Director I – IT & Digital Banking • Deputy President Director II – Business Banking & Operation • Risk Management Director • Corporate Banking & Treasury Director • Treasury Director Commercial & SME Banking Director • Branch & Network Director • Credit Risk & Legal Director • Transaction Banking Director • Finance & Corporate Planning Director • Consumer Banking Director • Executive Vice President (EVP) in charge of Treasury and International Banking • Executive Vice President (EVP) in charge of Corporate Banking & Transactions • Executive Vice President (EVP) in charge of Finance & Accounting, Corporate Secretary & Corporate Communication, and Industry & Economic Research • Head of International Banking (DPI) • Head of Treasury (DTR) • Head of Finance & Accounting (DKP) • Head of Corporate Strategy & Planning (DCSP) • Head of Corporate Banking, Transaction & Finance (GBKF) • Head of SME & Commercial Business (DKM) • Head of Transaction Banking Product Development (DPD) • Head of Transaction Banking Business Development (DTB) • Head of Transaction Banking Partnership Solution Development (DST) • Head of Consumer Finance (DBK) • Head of Risk Management (MRK) 	Reserves voting rights
Secretary	Senior Advisor Risk Management Work Unit in charge of Asset Liability Management (ALM)	No voting rights

Guidelines of ALCO

BCA has guidelines that support the implementation of ALCO's duties and responsibilities, which are listed in the Board of Directors Decree No. 144/SK/DIR/2022 dated September 22, 2022 regarding the Asset Liability Committee (ALCO) Structure and the Board of Commissioner Decree No. 138/SK/KOM/2022 dated August 15, 2022 regarding Allocation of Board of Directors' Duties and Responsibilities and The Main Framework Organization of PT Bank Central Asia Tbk.

The scopes stipulated in the Decree concerning ALCO's Structure are as follows:

- **Organization scope**
 - Mission, Main Function, Position and Authority.
 - Position and Composition of Committee.
- **Completeness of Committee**
 - Committee Personnel.
 - Main Duties.
 - ALCO's Working Group.
 - Decision Making and Accountability.



2. Main Functions, Authorities, Duties, and Responsibilities of ALCO

Main Functions of ALCO

ALCO has the following functions:

- a. To establish and evaluate liquidity management policies and strategies to maintain liquidity in accordance with the applicable provisions, meet BCA's liquidity requirement, including unexpected fund requirements, and to minimize idle funds.
- b. To establish and evaluate policies and strategies related to market risks, such as interest rate risk and foreign exchange risk.
- c. To establish and evaluate pricing policies and strategies for funding products, loans and inter-office accounts.
- d. To establish and evaluate policies and strategies in structuring investment portfolios.
- e. To establish and evaluate policies and strategies for arranging balance sheet structure by anticipating changes in interest rates to achieve an optimal net interest margin.

Authorities of ALCO

ALCO has 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 are as follows:

- a. To establish interest rates on time deposits, savings, and current accounts.
- b. To establish lending rates.
- c. To establish funding and investment strategies.
- d. To establish hedging strategy where necessary.
- e. To establish limits relating to liquidity risk, interest rate risk, and foreign exchange risk according to the overall risk management policy.

Duties and Responsibilities of ALCO

ALCO members who have voting rights, have the following main duties:

- a. To provide input to the ALCO secretary for the preparation of meeting agenda and materials
- b. To provide input in the form of information and analysis in the ALCO meeting, regarding:
 - Methodology for determining price of funds and loans products.
 - Methodologies for measuring liquidity risk, interest rate risk and foreign exchange risk.
 - Pricing of funds and loan products.
 - Competitiveness of interest rates for funds and loan products.
 - Competitor bank strategy.
 - Constraints on the application of ALCO's decision results.
 - Customer behavior and its changes.

3. Meeting of ALCO

The terms of ALCO meetings are as follows:

- ALCO meetings are held as necessary and at least once every month.
- ALCO meetings are valid if attended by at least ½ (one-half) of the total members of ALCO plus 1 (one) member, including the chairman or alternate, or attended by 6 (six) Directors, including the chairman or alternate.

4. Decision Making

The decision-making provisions are as follows:

- Decision making in relation to the exercise of ALCO's authority will only be taken through Legitimate ALCO meeting decisions.
- ALCO meeting decisions are valid and binding if approved by ½ (one-half) of the members with voting rights present plus 1 (one) vote.

5. Frequency of ALCO Meetings in 2022

As of December 31, 2022, ALCO held 21 (twenty-one) meetings with details of the attendance of ALCO members as follows:

Position	Number of Meetings	Attendance	Percentage
President Director (Jahja Setiaatmadja) ¹⁾	21	21	100%
Deputy President Director (Suwignyo Budiman) ²⁾	8	6	75%
Deputy President Director I – IT & Digital Banking (DPD1) (Gregory Hendra Lembong) ³⁾	13	12	92%
Deputy President Director II – Business Banking & Operation (DPD2) (Armand W. Hartono)	21	19	90%
Risk Management Director (Antonius Widodo Mulyono) ⁴⁾	13	13	100%
Corporate Banking & Treasury Director (Rudy Susanto)	21	20	95%
Commercial & SME Banking Director (John Kosasih)	21	18	86%
Branch & Network Director (Frengky Chandra Kusuma)	21	21	100%
Credit Risk & Legal Director (Subur Tan)	21	20	95%
Transaction Banking Director (Santoso)	21	18	86%
Finance & Corporate Planning Director (Vera Eve Lim)	21	17	81%
Consumer Banking Director (Haryanto T. Budiman)	21	18	86%
Executive Vice President (EVP) in charge of Treasury and International Banking	21	16	76%
Executive Vice President (EVP) in charge of Corporate Banking & Transactions	21	13	62%
Executive Vice President (EVP) in charge of Finance & Accounting, Corporate Secretary & Corporate Communication, and Industry & Economic Research	21	18	86%
Member			
Head of Division or official representative			
Head of International Banking (DPI)	21	21	100%
Head of Treasury (DTR)	21	21	100%
Head of Finance & Accounting (DKP)	21	21	100%
Head of Corporate Strategy & Planning (DCSP)	21	21	100%
Head of Corporate Banking, Transaction & Finance (GBKF)	21	21	100%
Head of SME & Commercial Business (DKM)	21	21	100%
Head of Transaction Banking Product Development (DPD)	21	18	86%
Head of Transaction Banking Business Development (DTB)	21	21	100%
Head of Transaction Banking Partnership Solution Development (DST)	21	21	100%
Head of Consumer Finance (DBK)	21	21	100%
Head of Risk Management (MRK)	21	21	100%

Description:

¹⁾ Chairman of ALCO

²⁾ Serves as Deputy President Director until April 30, 2022

³⁾ Serves as Deputy President Director I – IT & Digital Banking since May 9, 2022.

⁴⁾ Serves as Risk Management Director since May 9, 2022.



The details of the implementation of ALCO meetings throughout 2022 are as follows:

No.	Date	Agenda
1	January 17, 2022	At ALCO meetings, among other things, the following are discussed:
2	January 28, 2022	a. Follow-up report on the previous ALCO meeting resolutions.
3	February 14, 2022	b. Economic parameters which include inflation, Bank Indonesia interest rates, Term Deposit, Rupiah and USD yield curves, Rupiah and USD market liquidity, and Rupiah exchange rate.
4	February 24, 2022	c. Liquidity reserves comprising primary and secondary Rupiah and foreign exchange reserves, Rupiah and foreign exchange fund structure, credit projection, liquidity projection.
5	March 15, 2022	d. Banking Book Interest Rate Risk based on Earnings Perspective (NII method) and Economic Value Perspective (EVE method).
6	March 29, 2022	e. Development of Trading Book and Forex Interest Rate Risk.
7	April 13, 2022	f. Yield and Cost of Funds in rupiah and Foreign Currency.
8	April 27, 2022	g. Analysis of Assets Liabilities Management.
9	May 17, 2022	h. Stress Test for Liquidity Risk and Stress Test for Exchange Rate Risk and Trading Book Interest Rate.
10	May 30, 2022	i. Development of Bank Funds on Total Banking
11	June 15, 2022	j. Proposed Fund interest rate, Credit and Basic Credit Interest Rates (SBDK)
12	June 27, 2022	k. Profit/loss projections.
13	July 25, 2022	
14	August 15, 2022	
15	August 29, 2022	
16	September 19, 2022	
17	September 28, 2022	
18	October 21, 2022	
19	November 9, 2022	
20	November 28, 2022	
21	November 13, 2022	

6. Accountability Reporting

Accountability and realization of the committee's work are reported through:

- Minutes of regular meetings.
- Minutes of special meetings held to discuss specific issues.
- Data and information related to the areas covered.
- Notes and ALCO's opinion regarding the minutes of meetings and relevant data and information.

7. Realization of Work Program in 2022

Throughout 2022, ALCO has realized the following work programs:

- Evaluating the strategy and the position of BCA's assets and liabilities in accordance with the objective of liquidity risk management, interest rate, and exchange rate.
- Evaluating and establish the changes in interest rates funds and loans, the interest rate on a credit basis, and the limit related to Asset Liability Management (ALM).
- Reviewing of the results of the simulation of the profit/loss in accordance with ALM strategy of BCA.
- Establishing policy and strategy in the arrangement of balance sheet structure and investment portfolio.

8. Work Plan of ALCO in 2023

ALCO has established work plans for 2023 as follows:

- Establish and evaluate policies and strategies for the management of BCA's assets and liabilities to ensure liquidity, interest rate and exchange rate risks are controlled.
- Establish and evaluate pricing policies and strategies for fund and loan products, as well as inter-office accounts.
- Establish and evaluate policies and strategies in structuring investment portfolios.
- Establish and evaluate policies and strategies for arranging balance sheet structure by anticipating changes in interest rates to achieve an optimal net interest margin.

II. RISK MANAGEMENT COMMITTEE

Risk Management Committee (RMC) was formed to ensure that the risk management framework offers adequate protection against all BCA risks.

RMC Guidelines

RMC is guided by OJK Regulation No. 18/POJK/03/2016, dated March 16, 2016, regarding the implementation of risk management for commercial banks and decree of Director No. 120/SK/DIR/2019 dated August 6, 2019 regarding Structure of RMC, in order to support the execution of its duties and obligations.

The following are included in the scope governed by the Risk Management Committee Structure:

- Organizational scope
 - Mission, Main Functions, Position, and Authorities
 - Committee Position and Composition
- Completeness of the Committee
 - Committee personnel
 - Main tasks
 - Accountability and Decision Making

1. Structure, Membership of RMC, and Voting Rights Status

The structure, membership and status of voting rights in the RMC are as follows:

Position on The Committee	Filled By	Voting Right Status
Chairman (concurrently as a permanent member)	Risk Management Director	Reserve Voting Rights
Permanent member ¹⁾	<ul style="list-style-type: none"> • All members of the Board of Directors • Executive Vice President of Credit Risk Analysis Group (EVP GARK) • Head of Compliance Work Unit • Head of Internal Audit Division³⁾ 	
Non-permanent members ²⁾	<ul style="list-style-type: none"> • Executive Vice President other than EVP GARK • All Division/Work Unit/Group Heads, excluding Permanent Members 	
Secretary (concurrently as permanent member)	Head of Risk Management Work Unit/Alternate Officer	

Notes:
¹⁾ If there is a concurrent position, the person concerned only has 1 (one) vote
²⁾ Attendance according to the topic discussed
³⁾ Do not have voting rights

2. Main Functions, Authorities, Duties, and Responsibilities of RMC

RMC's Primary Functions

The following are the primary functions of RMC:

- a. Create policies, strategies, and guidelines for risk management implementation.
- b. Improving risk management implementation based on the findings of evaluating the implementation of effective risk management processes and systems.
- c. Determine issues relating to business decisions that deviate from standard procedures (irregularities).

RMC Authority

RMC has the authority to review and make recommendations on risk management issues for the Board of Directors' approval.

RMC's Duties and Responsibilities

The following are the primary responsibilities of RMC members:

- a. Provide input to the RMC secretary in the form of topics to be discussed at the RMC meeting, as well as meeting materials.
- b. Provide input in the form of information and analysis related to the topics discussed at the RMC meeting. Topics that can be discussed at the RMC meeting include:
 - BCA's direction and goals in developing policies, strategies, and guidelines for risk management implementation, as well as making changes as needed.
 - Evaluation of the effectiveness of the risk management framework's implementation.
 - Trends and developments in BCA's total risk exposure, as well as recommendations for an acceptable level of overall risk tolerance (risk appetite).



- The findings of studies on the total risk exposure faced by BCA and its impact.
- Assessment of BCA's capital adequacy in the face of potential losses using various stress test scenarios.
- A proposal for the development of risk measurement methods, contingency plans under abnormal conditions (worst case scenario), and other methods related to BCA's risk management.
- Issues requiring determination (justification) in connection with business decisions that deviate from standard procedures (irregularities).
- Limits on authority, exposure, and credit portfolio concentration, as well as other risk-reducing parameters

3. Meeting of RMC

Some of the provisions concerning RMC meetings are as follows:

- RMC meetings are held on an as-needed basis, at least once every 3 (three) months or 4 (four) times a year.
- The RMC meeting is valid if at least $\frac{2}{3}$ (two-thirds) of the permanent members attend, or $\frac{1}{2}$ (one-half) of the permanent members attend with the approval of all permanent members.

4. Decision Making

The following provisions apply to decision making:

- Decisions regarding the use of the RMC's authority can only be made through a valid RMC meeting decision.
- The RMC meeting's decisions are valid and binding if approved by more than $\frac{1}{2}$ (one-half) of the members present.

5. Frequency of RMC Meetings in 2022

As of December 31, 2022, the RMC has held 4 (four) meetings, with details of the attendance of RMC members as follows:

Position	Number of Meetings	Attendance	Percentage
President Director (Jahja Setiaatmadja)	4	4	100%
Deputy President Director (Suwignyo Budiman) *	1	0	0%
Deputy President Director (Armand W. Hartono)	4	3	75%
Deputy President Director (Gregory Hendra Lembong) ¹⁾	4	3	75%
Director of Credit and Legal (Subur Tan)	4	4	100%
Director of Commercial Banking & SME (John Kosasih)	4	3	75%
Director of Regional & Branch Network (Frengky Chandra Kusuma)	4	4	100%
Director of Corporate Banking & Treasury (Rudy Susanto)	4	3	75%
Director of Compliance and Human Resources (Lianawaty Suwono) ²⁾	4	1	25%
Director of Banking Transactions (Santoso)	4	4	100%
Director of Planning and Finance (Vera Eve Lim)	4	3	75%
Director of Consumer Banking (Haryanto T. Budiman) ²⁾	4	2	50%
Director of Risk Management (Antonius Widodo Mulyono) ³⁾	3	3	100%
EVP Credit Risk Analysis Group (GARK)	4	4	100%
Head of Compliance Work Unit	4	4	100%
Head of Risk Management Work Unit (Secretary)	4	4	100%
Head of Internal Audit Division	4	4	100%

Position	Number of Meetings	Attendance	Percentage
EVP Treasury Division and International Banking Division ⁴⁾	1	1	100%
Head of Treasury Division ⁴⁾	1	1	100%
EVP Operation Strategy & Development Group ⁴⁾	1	1	100%
Head of Enterprise Security Work Unit ⁴⁾	4	4	100%
Head of Human Capital Management Division ⁴⁾	1	1	100%

Notes:

¹⁾ Appointed as Deputy President Director starting May 25, 2022, replacing the previous Deputy President Director Mr. Suwignyo Budiman.

²⁾ Transfer of duties of the compliance function starting May 25, 2022.

³⁾ Appointed as Director starting May 25, 2022.

⁴⁾ The number of meetings for non-permanent members is in accordance with the invitation for related discussion topics.

⁵⁾ Number of meetings in accordance with the effective position as the Board of Directors.

Details of the RMC meetings throughout 2022 are as follows:

No.	Date	Agenda
1	March 30, 2022	Independent Treasury Activities Monitoring Function Cyber Risk Management in The Evolving Cyber Threat Landscape
2	August 22, 2022	Premi Program Restrukturisasi Perbankan (PRP) Leveraging White Hacker Community to Improve BCA Security Culture
3	November 9, 2022	Applying Control & Incident Simulation to Mitigate Risk & Improve Security Posture
4	November 29, 2022	- Propose Limit Digital Economy Loan Portfolio - Improving Cyber Resiliency Through Endpoint & Data Risk Mitigation

6. Accountability Reporting

The accountability and realization of RMC work are reported through:

- Periodic written reports to the Board of Directors at least once a year regarding the results of routine meetings in RMC meetings.
- Written reports to the Board of Directors on the outcomes of special meetings held to discuss specific issues.
- Special reports or activity reports (if needed).

7. Realization of Work Program in 2022

The realization of the RMC work program in carrying out its management duties during 2022 is as follows:

- Providing Information on the Independence of the Treasury's Supervision Function activities are still carried out as the first line of defense by the Treasury Division and as the second line of defense by the Risk Management Work Unit.
- Providing Information on the steps involved in Cyber Risk Management in the Evolving Cyber Threat Landscape.
- Providing information that BCA is a participant in the Banking Restructuring Program Premium (PRP).
- Providing information on future steps in improving the BCA security culture.

- Inform the steps in incident control and simulation to mitigate risk and improve security posture.
- Inform the proposed digital economic limit.
- Informing steps in endpoint risk mitigation and risk mitigation data.

8. Work Plan of RMC in 2023

RMC has developed the following work plan for 2023:

- Reviewing issues pertaining to the topic of RMC meetings.
- Provide information and analysis results related to topics discussed at RMC meetings in order to request Board of Directors recommendations.
- Other risk management-related issues.

III. INTEGRATED RISK MANAGEMENT COMMITTEE

The Integrated Risk Management Committee (IRMC) was formed to ensure that the risk management framework provides adequate protection for all risks faced by BCA and its Subsidiaries in an integrated manner.

**IRMC Guidelines**

The IRMC performs its duties and responsibilities with reference to:

- Directors Decree No. 121/SK/DIR/2019 dated August 6, 2019, regarding the Structure of the Integrated Risk Management Committee (IRMC).
- OJK Regulation No. 18/POJK.03/2016 concerning the Implementation of Risk Management for Commercial Banks.
- OJK Regulation No. 17/POJK.03/2014 concerning the Implementation of Integrated Risk Management for Financial Conglomerates.
- OJK Regulation No. 45/POJK.03/2020 concerning Financial Conglomerates.

The scope regulated in the Decree of the Board of Directors No. 121/SK/DIR/2019 concerning the Structure of the Integrated Risk Management Committee is as follows:

- **Organizational Scope**
 - Mission, Main Functions, Position, and Authorities.
 - Committee Position and Composition.
- **Completeness of the Committee**
 - Committee personnel.
 - Main tasks.
 - Decision Making and Accountability.

1. Structure, Membership of IRMC, and Voting Rights Status

Based on Directors Decree No. 121/SK/DIR/2019 dated August 6, 2019, concerning the Structure of the Integrated Risk Management Committee, the structure, membership, and status of the voting rights of the IRMC are as follows:

Position in the Committee	Served By	Voting Right Status
Chairman (concurrently as member)	Director in charge of the integrated risk management function	
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⁾ 	Reserve voting right
Non-Permanent member ²⁾		
1. Executive Officer	<ul style="list-style-type: none"> • All Executive Vice Presidents • All Heads of Divisions/Groups/Work Units related/related to Subsidiaries, excluding Permanent Members 	
2. Director of Subsidiary ¹⁾	Director who represents and is appointed from the Subsidiary	
Secretary (concurrently as permanent member)	Head of Risk Management Work Unit/Alternate Officer	

¹⁾ JThe number and composition are adjusted to the needs as well as the efficiency and effectiveness of the implementation of the IRMC tasks by considering, namely representation of each financial services sector.

²⁾ If there is a concurrent position, the person concerned only has 1 (one) vote.

³⁾ According to the topic discussed.

⁴⁾ No voting rights

2. Main Functions, Authorities, Duties, and Responsibilities of IRMC**Main Functions of IRMC**

The IRMC's main function is to make recommendations to the Board of Directors, which at least includes:

- Developing integrated risk management policies.
- Based on the results of the implementation evaluation, improve or refine the integrated risk management policy.

IRMC Authority

The IRMC has the authority to review and make recommendations on issues relating to integrated risk management for the Board of Directors decision.

Duties and Responsibilities of IRMC

The IRMC's main tasks in carrying out its functions are as follows:

- Provide input to the IRMC secretary in the form of topics and meeting materials to be discussed at the IRMC meeting.
- Contribute information and analysis related to the topics discussed at the IRMC meetings.

Topics that can be discussed at the IRMC meeting include:

- BCA's direction and goals in formulating policies, strategies, and guidelines for implementing integrated risk management, as well as changes to them if necessary.
- Assessment of the effectiveness of the integrated risk management framework implementation.
- The integrated risk exposure development and trends, as well as recommending an overall risk level that can be taken (risk appetite) and risk tolerance.
- Findings from studies on total integrated risk exposure and its impact.
- Assessment of BCA's capital adequacy in the face of potential losses using various stress testing scenarios.
- Proposed the development of risk measurement methods, contingency plans for abnormal conditions (worst case scenario), and other integrated risk management methods.
- Issues requiring determination (justification) in connection with business decisions that deviate from standard procedures (irregularities).
- Limits on authority, exposure, and credit portfolio concentration, as well as other risk-management parameters.

- Improvements to integrated risk management implementation made on a regular or incidental basis as a result of changes in internal and external conditions affecting capital adequacy, risk profile, and ineffective implementation of integrated risk management based on evaluation results.

3. Meeting of IRMC

The provisions of the IRMC meeting are as follows:

- IRMC meetings are held as needed and at least once per semester.
- The IRMC meeting is valid if it is attended by more than ½ (half) of the total permanent members.

4. Decision Making

Provisions for decision-making by the IRMC are as follows:

- Decision making in relation to the use of the IRMC's authority is only made through a valid decision of the IRMC meeting.
- The decisions of the IRMC meeting are valid and binding if approved by more than ½ (half) of the members present.

5. Frequency of IRMC Meetings in 2022

As of December 31, 2022, the IRMC has held 3 (three) meetings with the following details:

Position	Number of Meeting	Attendance	Percentage
President Director (Jahja Setiaatmadja) ¹⁾	3	3	100%
Deputy President Director (Gregory Hendra Lembong) ^{1) a)}	3	2	67%
Deputy President Director (Suwignyo Budiman) ^{1) b)}	1	0	0%
Deputy President Director (Armand W. Hartono) ¹⁾	3	3	100%
Director of Credit and Legal (Subur Tan) ¹⁾	3	3	100%
Director of Corporate Banking and Treasury (Rudy Susanto) ¹⁾	3	2	67%
Director of Compliance and Human Resource (Lianawaty Suwono) ^{1) c)}	3	2	67%
Director of Banking Transaction (Santoso) ¹⁾	3	3	100%
Director of Finance and Corporate Planning (Vera Eve Lim) ¹⁾	3	3	100%
Director of Consumer Banking (Haryanto T. Budiman) ^{1) d)}	3	3	100%
Director of Regional and Branch Network (Frengky Chandra) ¹⁾	3	2	67%
Director of Commercial Banking and SME (John Kosasih) ¹⁾	3	3	100%
Director of Risk Management (Antonius Widodo Mulyono) ^{1) e)}	2	2	100%
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 ¹⁾	3	3	100%



Position	Number of Meeting	Attendance	Percentage
Executive Vice President (EVP) in charge of Finance & Accounting, Corporate Secretary & Corporate Communication, and Industry & Economic Research ²⁾	1	1	100%
Head of Enterprise Security Work Unit ²⁾	1	1	100%
Director of PT BCA Finance ²⁾	3	3	100%
Director of PT BCA Multi Finance ²⁾	3	3	100%
Director of PT Bank BCA Syariah ²⁾	3	3	100%
Director of BCA Finance Limited ²⁾	3	3	100%
Director of PT BCA Sekuritas ²⁾	3	0	0%
Director of PT Asuransi Umum BCA ²⁾	3	3	100%
Director of PT Asuransi Jiwa BCA ²⁾	3	2	67%
Director of PT Central Capital Ventura ²⁾	3	2	67%
Director of PT Bank Digital BCA ²⁾	3	3	100%

Notes:

a) Served as Deputy President Director since May 2022.

b) The term of office as Vice President Director ends in April 2022.

c) Served as Director in charge of Compliance since May 2022.

d) Served as Director of Compliance and Risk Management until April 2022, before serving as Director of Consumer Banking since May 2022.

e) Served as Director of Risk Management since May 2022.

f) Permanent Members.

g) The number of non-permanent member meetings is in accordance with the invitation for the related topic of discussion.

The implementation of the IRMC meetings throughout 2022 is as follows:

No.	Date	Agenda
1	March 30, 2022	<ul style="list-style-type: none"> BCA Financial Conglomerate Integrated Risk Profile Report Semester II 2021 Update on Preparation for Implementating OJK Circular Letter concerning Risk-Weighted Assets (RWA) Operational Risk Consolidately
2	June 28, 2022	<ul style="list-style-type: none"> BCA Financial Conglomerate Integrated Stress Test for 2022 BCA Subsidiaries Security Postures & Improvement Plan
3	November 4, 2022	<ul style="list-style-type: none"> BCA's Financial Conglomerate Integrated Risk Profile Report Semester I 2022 Review BCA's Financial Conglomerate Integrated Risk Limit

6. Accountability Reporting

The accountability and realization of IRMC work are carried out through:

- Periodic written reports at least once a year to the Board of Directors regarding the results of routine meetings in the IRMC.
- Written reports to the Board of Directors regarding the results of special meetings held to discuss certain matters.
- Special reports or activity reports (if needed).

7. Realization of the Work Program in 2022

The IRMC completed the following work programs in 2022:

- Providing information on the BCA's Financial Conglomerate Integrated Risk Profile Report Semester II 2021.
- Providing Updates on the Preparation for the Consolidated Implementation of OJK Circular Letter concerning Risk-Weighted Assets (RWA) for Operational Risk.
- Providing Information about the results of the BCA's Financial Conglomerate Integrated Stress Test in 2022.
- BCA Subsidiaries Security Postures & Improvement Plan.
- Providing information on the BCA's Financial Conglomerate Integrated Risk Profile Report Semester I of 2022.
- Informing pertaining to BCA's Financial Conglomerate Integrated Risk Limit Review.

8. Work Plan of IRMC in 2023

The IRMC has prepared a work plan for 2023, including:

- Providing information on the results of the integrated stress test of the BCA Financial Conglomerate in 2023.
- Providing Information on the BCA Financial Conglomerate Integrated Risk Profile Report, Semester II of 2022.
- Providing Information on the BCA Financial Conglomerate Integrated Risk Profile Report, Semester I of 2023.
- Other issues related to integrated risk management.

IV. CREDIT POLICY COMMITTEE

The Credit Policy Committee (CPC) was established to direct the granting of credit through the formulation of credit policies in order to achieve prudent credit targets.

Guidelines of CPC

The CPC carries out its duties and responsibilities based on the Board of Directors' Decree No. 163/SK/DIR/2022 dated October 5, 2022 concerning Credit Policy Committee (CPC) Structure and OJK regulation No. 42/POJK.03/2017 dated July 12, 2017 concerning the requirement to compile and implement bank credit or financing policies for commercial banks.

The scopes stipulated in the Structure of the Credit Policy Committee are as follows:

- Organizational Scope**
 - Mission, Main Function, Position and Authority.
 - Position and Composition of Committee.
- Completeness of Committee**
 - Committee Personnel.
 - Main Duties.
 - Decision Making and Accountability.

1. Structure, Membership of CPC, and Voting Rights Status

Based on the Board of Directors' Decree No. 163/SK/DIR/2022 dated October 5, 2022, concerning Credit Policy Committee (CPC) Structure, the structure, membership, and voting rights status of the CPC are as follows:

Position in the Committee	Served By	Voting Rights Status
Chairman (concurrently as a member)	President Director	Reserve voting rights
Permanent member ¹⁾	<ul style="list-style-type: none"> Deputy President Director I – IT & Digital Banking Credit Risk & Legal Director Risk Management Director Compliance & Human Capital Management Director Corporate Banking & Treasury Director ²⁾ Commercial & SME Banking Director ²⁾ Consumer Banking Director ²⁾ Transaction Banking Director ²⁾ Executive Vice President (EVP) in charge of Credit Risk Analysis ²⁾ Executive Vice President (EVP) in charge of Corporate Banking & Transaction ²⁾ Executive Vice President (EVP) in charge of Treasury & International Banking ²⁾ Head of Credit Risk Analysis and/or Head of SME & Commercial Business and/or Head of Corporate Banking, Transaction & Finance and/or Head of Consumer Finance and/or Head of Transaction Banking Services and/or Head of International Banking or Substitute Officer ²⁾ Head of Internal Audit or Substitute Officer Head of Compliance or Substitute Officer 	Reserve voting rights
Secretary (concurrently as permanent member)	Head of Risk Management 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 topic discussed.



2. Main Functions, Authorities, Duties, and Responsibilities of CPC

Main Functions of CPC

CPC has the following main functions:

- Assist the Board of Directors in formulating credit policies, especially those relating to prudential principle in credit.
- Monitor and evaluate the implementation of credit policies in order to be implemented consistently and consequently.
- Conduct periodic reviews of the Bank Basic Credit Policy of BCA.
- Monitor the development and condition of the credit portfolio.
- Provide suggestions and corrective measures for the results of monitoring and evaluation that have been carried out.

Authorities of CPC

CPC has the authority to provide recommendations on corrective measures to the Board of Directors on issues relating to credit policy.

Duties and Responsibilities of CPC

Main duties of the CPC members are as follows:

- Provide input to the CPC secretary in preparing the agenda and meeting materials.
- Provide opinions in the form of information and analysis at CPC meetings to form CPC decisions, concerning:
 - Development of credit policies (Corporate Loans, Commercial Loans, SME Loans, Small Enterprises Loans, Consumer Loans, Credit Card, and Interbank Credit) in accordance with the mission and business plan of BCA.

- Compliance with statutory provisions in granting credit.
- Development and quality of the overall credit portfolio.
- The veracity of exercise authority to decide on 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 non-performing loans in accordance with the provisions of the credit policy.
- BCA's fulfillment of adequacy of the allowance for credit write-offs.
- Results of supervision of the application and implementation of the bank basic credit policy.

3. Meeting of CPC

The provisions in implementing CPC meetings are as follows:

- CPC meetings are held as needed and at least once per year.
- CPC meetings are valid if attended by at least $\frac{2}{3}$ (two-thirds) of the total members.

4. Decision Making

The decision-making provisions of the CPC are as follows:

- Decision making regarding to the use of the CPC's authority can be carried out through circulation to CPC members or through legitimate CPC meetings.
- Decisions through meetings or circulations to CPC members will be considered valid and binding if approved by more than $\frac{1}{2}$ (one-half) of the members present.

5. Frequency of CPC Meetings in 2022

As of December 31, 2022, the CPC had held 1 meeting, with the following details on CPC member attendance:

Position	Number of Meetings	Attendance	Percentage
President Director (Jahja Setiaatmadja)	1	1	100%
Deputy President Director I (Suwignyo Budiman) ²⁾	-	-	-
Deputy President Director I – IT & Digital Banking (Gregory Hendra Lembong) ³⁾	1	1	100%
Credit Risk & Legal Director (Subur Tan)	1	1	100%
Commercial & SME Banking Director (John Kosasih) ¹⁾	1	1	100%
Corporate Banking & Treasury Director (Rudy Susanto) ¹⁾	1	1	100%
Transaction Banking Director (Santoso) ¹⁾	1	1	100%
Risk Management Director (Antonius Widodo Mulyono) ⁴⁾	1	1	100%
Compliance & Human Capital Management Director (Lianawaty Suwono) ⁵⁾	1	0	0%
Branch & Network Director (Frengky Chandra Kusuma) ⁶⁾	1	1	100%
Executive Vice President (EVP) in charge of Treasury & International Banking ¹⁾	1	1	100%
Executive Vice President (EVP) in charge of Credit Risk Analysis ¹⁾	1	1	100%
Executive Vice President (EVP) in charge of Corporate Banking & Transaction ¹⁾	1	0	0%
Head of Credit Risk Analysis or replacement official ¹⁾	1	1	100%
Head of SME & Commercial Business or alternate official ¹⁾	1	1	100%
Head of Corporate Banking, Transaction & Finance or alternate official ¹⁾	1	1	100%
Head of Consumer Finance or alternate official ¹⁾	1	1	100%
Head of Transaction Banking Services or alternate official ¹⁾	1	1	100%
Head of International Banking or alternate official ¹⁾	1	1	100%
Head of Internal Audit or replacement for the head	1	1	100%
Head of Compliance or alternate official	1	1	100%
Head of Risk Management or alternate official	1	1	100%

Description:

¹⁾ According to the topic discussed.

²⁾ At the AGMS on March 17, 2022, the Director's office term has ended.

³⁾ Appointed as Deputy President Director I based on OJK Letter No. 10/KDK.03/2022 dated April 22, 2022.

⁴⁾ Appointed as Director based on OJK Letter No. 9/KDK.03/2022 dated April 22, 2022 and effective from May 9, 2022.

⁵⁾ Appointed as Director in charge of the Compliance function based on OJK Letter No. 8/KDK.03/2022 dated April 22, 2022.

⁶⁾ In accordance with the topics discussed but do not have voting rights.

Details of the implementation of CPC meetings throughout 2022 are as follows:

No.	Date	Agenda
1.	September 7, 2022	<ol style="list-style-type: none"> 1. The Authority to Approve Credit with respect to the most recent Allocation of Board of Directors' Duties and Responsibilities and Director's substitute. 2. Delegation of Authority from 3 Directors to 2 Directors in stages. 3. The Authority to Decide Normal Restructuring.



6. Accountability Reporting

Responsibilities and work realization of the CPC are reported through:

- Periodic written reports to the Board of Directors with a copy to the Board of Commissioners regarding the results of supervision, monitoring and evaluation of the implementation of the Bank Basic Credit Policy as well as suggestions for the necessary improvements.
- Reports related to data and other information relating to the results of supervision, monitoring and evaluation of activities.

7. Realization of Work Program in 2022

Throughout the organization in 2022, the CPC has implemented the work program, which provides recommendations concerning the following:

1. The authority to approve credit with respect to the most recent allocation of board of directors' duties and responsibilities and director's substitute.
2. Delegation of authority from 3 (three) Directors to 2 (two) Directors in stages.
3. The authority to decide normal restructuring.

8. CPC Work Plan in 2023

CPC has established work plans for 2023 as follows:

- Evaluate and recommend credit policies.
- Monitor the implementation of credit policies to ensure BCA's compliance towards the applicable credit policies.
- Monitor the development and quality of the credit portfolio as a whole.
- Identify new regulations issued by regulators and their impact on BCA's internal policies.

V. CREDIT COMMITTEE

The Credit Committee (CC) was formed to assist the Board of Directors in evaluating and/or making credit decisions within the authority limits set by the Board of Directors, as stipulated in the BCA's Articles of Association, while taking business development into account and implementing the prudent principle.

CC Guidelines

The formation of CC is guided by OJK Regulation No. 42/POJK.03/2017 dated July 12, 2017, concerning Obligations for Preparation and Implementation of Bank Credit or Financing Policies for Commercial Banks, and Director's Decree No. 176/SK/DIR/2019 dated November 5, 2019, concerning Credit Committee Structure. The Decree serves as the CC's guideline for carrying out its duties and responsibilities.

The coverage regulated in the Credit Committee Structure Decree is as follows:

- **Organizational Scope**
 - Mission, Main Functions, Position, and Authorities.
 - Committee Position and Composition.
- **Completeness of the Committee**
 - Committee personnel.
 - Main tasks.
 - Decision Making and Accountability.

CC level

In carrying out its activities, CC is grouped by credit category, namely:

1. Corporate Credit.
2. Commercial Credit.

1. Structure, Membership of CC, and Status of Voting Rights

Based on Directors' Decree No. 176/SK/DIR/2019 concerning the Structure of the Credit Committee, it regulates the structure, membership, and voting right status of the CC, namely as follows:

Structure, Membership of Corporate CC and Voting Rights Status of Corporate CC

Position in the Committee	Served By	Voting Right Status ¹⁾
Chairman (concurrently as member)	Director of Credit and Legal (DKR)	Reserve voting right
Permanent member	<ul style="list-style-type: none"> President Director (PD) Deputy President Director (WP1) Director of Corporate Banking (DBK) EVP GARK EVP GBKF²⁾ EVP DTR-DPI²⁾ 	
	<ul style="list-style-type: none"> Head of GBKF²⁾ Head of DPI²⁾ 	No voting right
Non-permanent member	<ul style="list-style-type: none"> Other Directors who have credit approval authority Director of Compliance and Risk Management (DCR)³⁾ 	Reserve voting right
Secretary (concurrently as permanent member)	Head of GARK	No voting right

Description:
¹⁾ Decision making through meetings is carried out by a voting mechanism.
²⁾ According to the topic discussed.
³⁾ Reserve voting rights in terms of deciding credit settlement and matters related to risk management

Structure, Membership of Commercial CC, Voting Right Status of Commercial CC

Position in the Committee	Served By	Voting Right Status ¹⁾
Chairman ²⁾ (concurrently as permanent member)	Head of GARK based on compliance with the commercial credit exposure handled	Reserve voting right
Permanent member	<ul style="list-style-type: none"> Director of Commercial Banking and SME (DKS) Credit and Legal Director (DKR) EVP GARK Head of Regional Office 	
Non-permanent member	<ul style="list-style-type: none"> Director of Compliance and Risk Management (DCR)³⁾ 	
Secretary (concurrently as permanent member)	Credit Adviser	No voting right

Description:
¹⁾ Decision making through meetings is carried out by a voting mechanism.
²⁾ The implementation of the duties of the Chairman may alternate between Group Heads based on Compliance with the commercial credit exposure being handled.
³⁾ Reserve voting rights in terms of deciding, credit settlement and matters related to risk management.

2. Main Functions, Authorities, Duties, and Responsibilities of CC

Main Functions of CC

Some of the main functions of the CC are as follows:

- Provide direction and, if necessary, conduct a more in-depth and comprehensive credit analysis.
- Provide decisions or recommendations on draft credit decisions submitted by recommenders/proposers related to:
 - Major debtors.
 - Specific industry.
 - Special request from the Board of Directors.
- Discuss credit applications, which are Board of Directors decisions that must be approved by the Board of Commissioners, and meeting minutes are attached when seeking approval from the Board of Commissioners (except for credit extensions).
- Coordinate with the Asset and Liability Committee (ALCO) on credit funding issues and changes to corporate loan interest rates.



CC Authority

CC has the authority to make decisions or recommend draft credit decisions that refer to the provisions governing the authority to decide on credit as contained in the Corporate Credit Provisions Manual and the Commercial Credit Provisions Manual.

The scope of authority possessed by CC is as follows:

- In terms of authority level:
CC has the authority to decide on credit in accordance with the maximum level of authority set for each type of CC.
- In terms of the credit decision object:
 - Provide credit decisions for corporate and commercial categories above a certain value.
 - Make decisions on credit facility proposals.
 - Establish a plan to take over/purchase credit, both restructured and non-restructured, from other financial institutions.

Duties and Responsibilities of CC

Some of the duties of CC members are as follows:

- Provide direction and, if necessary, carry out a more comprehensive credit analysis if the information presented is insufficient for decision making.
- Consider the credit decision draft submitted by the recommender/proposer.
- Make credit decisions based on professional skills in an honest, objective, accurate, and thorough manner.
- Provide input to the secretary regarding the need for CC meetings.

3. Meeting of CC

Provisions regarding the implementation of CC meetings are as follows:

- CC meetings are held as needed, at least 6 (six) times per year.
- A CC meeting can be held and declared valid if it is attended by at least 3 (three) members with voting rights.
- CC meetings can be held through the teleconference media.
- For Corporate CC, the Director of Compliance and Risk Management or its replacement is required to attend every CC meeting.
- Commercial CC meetings can be held either at the head office or at the local regional office.
- Each CC meeting must be recorded in the minutes of meeting.

4. Decision Making

Provisions regarding decision-making by CC are as follows:

- Making credit decisions can be accomplished through the approval of draft decisions that are circulated in writing, the confirmation of approval via electronic mail (circular memo) to members of the CC or a valid CC meeting. If the decision draft circulated is not approved by a member of the CC, the Secretary of the CC will reschedule the CC meeting as soon as possible.
- For Corporate Creditors, if the credit decision taken at a Credit Committee meeting does not comply with the provisions regarding the authority of the Board of Directors in deciding credit, then the draft credit decision is circulated for approval by other Directors and/or the Board of Commissioners.
- Supervisor and resources do not have voting rights in making credit decisions.

5. Frequency of CC Meetings in 2022

Throughout 2022, meetings of the Corporate CC were held 25 (twenty-five) times and meetings of the Commercial CC were held 8 (eight) times. The following are the meeting implementation and attendance levels for corporate CC and commercial CC:

Meeting Frequency and Attendance Level of Corporate CC Members in 2022

Position	Number of Meeting	Attendance	Percentage
President Director (Jahja Setiaatmadja) ²⁾	25	25	100%
Deputy President Director 1 (Suwignyo Budiman) ²⁾⁶⁾	8	6	75%
Deputy President Director 1 (Gregory Hendra Lembong) ²⁾⁵⁾	17	11	64,71%
Director of Credit and Legal (Subur Tan) ¹⁾	25	25	100%
Director of Corporate Banking (Rudy Susanto) ²⁾	25	24	96%
Director of Compliance and Risk Management (Haryanto T. Budiman) ³⁾	8	6	75%
Director of Compliance and Human Resource (Lianawaty Suwono) ³⁾⁵⁾	17	12	70,59%
Director of Risk Management (Antonius Widodo Mulyono) ³⁾⁵⁾	17	14	82,35%
Executive Vice President (EVP) GARK ²⁾	25	25	100%
Executive Vice President (EVP) GBKF ²⁾	25	10	40%
Executive Vice President (EVP) DTR-DPI ²⁾	25	3	12%
Head of GARK ²⁾	25	25	100%
Head of GBKF ²⁾	25	25	100%
Head of DPI	25	3	12%
Head of Compliance Unit or its Substitute ⁴⁾	25	25	100%

Description:

¹⁾ Chairman (Concurrently as Permanent Member).

²⁾ Permanent member.

³⁾ Non-Permanent Members. According to the topic discussed.

⁴⁾ Supervisor.

⁵⁾ Mr. Gregory Hendra Lembong, Mrs. Lianawaty Suwono and Mr. Antonius Widodo Mulyono served as Director of Compliance and Director of Risk Management dated May 9, 2022.

⁶⁾ Mr. Suwignyo Budiman serves as Deputy President Director 1 until April 30, 2022.

Frequency of Meetings and Attendance Level of Commercial CC Members in 2022

Position	Number of Meeting	Attendance	Percentage
Director of Credit and Legal (Subur Tan) ²⁾	8	8	100%
Director of Commercial Banking and SME (John Kosasih) ²⁾	8	8	100%
Director of Compliance and Risk Management (Haryanto T. Budiman) ³⁾	4	0	0%
Director of Compliance and Human Resource (Lianawaty Suwono) ³⁾⁴⁾	4	0	0%
Director of Risk Management (Antonius Widodo Mulyono) ³⁾⁴⁾	4	0	0%
Executive Vice President (EVP) GARK ²⁾	8	8	100%
Head of GARK ¹⁾	8	8	100%
Head of Regional Office ²⁾	8	8	100%
Credit Adviser ²⁾	8	8	100%

Description:

¹⁾ Chairman (Concurrently as Permanent Member)

²⁾ Permanent member

³⁾ Non-Permanent Members

⁴⁾ Mrs. Lianawaty Suwono and Mr. Antonius Widodo Mulyono served as Director of Compliance and Director of Risk Management dated May 9, 2022.



The implementation of Corporate CC meetings throughout 2022 is as follows:

No.	Date	Agenda
1	January 11, 2022	Decisions or recommendations on corporate credit decisions drafts submitted by recommenders/proposers are made at these meetings.
2	January 18, 2022	
3	February 22, 2022	
4	March 10, 2022	
5	March 15, 2022	
6	March 24, 2022	
7	March 31, 2022	
8	April 7, 2022	
9	May 24, 2022	
10	June 14, 2022	
11	June 23, 2022	
12	June 28, 2022	
13	June 30, 2022	
14	July 12, 2022	
15	July 28, 2022	
16	August 18, 2022	
17	September 1, 2022	
18	September 20, 2022	
19	September 27, 2022	
20	October 17, 2022	
21	November 8, 2022	
22	November 29, 2022	
23	December 6, 2022	
24	December 15, 2022	
25	December 22, 2022	

The implementation of Commercial CC meetings throughout 2022 is as follows:

No.	Date	Agenda
1	January 18, 2022	Decisions or recommendations on commercial credit decisions drafts submitted by recommenders/proposers are made at these meetings.
2	February 9, 2022	
3	March 29, 2022	
4	April 19, 2022	
5	June 29, 2022	
6	August 19, 2022	
7	September 15, 2022	
8	October 24, 2022	

6. Accountability Reporting

The CC's accountability can be communicated through the CC's minutes of meetings, circular decision memorandums, and CC's periodic reports.

7. Realization of Work Program in 2022

Throughout 2022, CC has made decisions or recommendations on lending (new, additional, reduced and/or extended, restructuring, and COVID-19 restructuring) according to authority limits, including determining/ changing credit structures.

8. Work Plan of CC in 2023

CC has established a work plan for 2023, namely recommending and/or terminating credit grants (new, additional, decreasing and/or extending, and COVID-19 restructuring) according to authority limits, including determining/changing credit structures.

VI. INFORMATION TECHNOLOGY STEERING COMMITTEE

The Information Technology Steering Committee (ITSC) was established to ensure the implementation of the information technology (IT) system is in line with the BCA's strategic plans. In addition, the implementation aims to improve the BCA's competitive advantage through the utilization of appropriate IT functions. The ITSC was established based on the Board of Directors Decree No. 167/SK/DIR/2022 dated October 7, 2022 concerning Information Technology Steering Committee (ITSC) Structure.

Guideline/Charter

The ITSC carry out the duties and responsibilities in accordance to the Board of Directors' Decree No. 128/SK/DIR/2017 dated October 10, 2017 concerning Information Technology Steering Committee Charter and based on Risk Management Basic Policy of Information Technology Use.

The scopes stipulated in the Information Technology Steering Committee Charter are as follows:

- ITSC Mission
- ITSC Main Function
- ITSC Authorities
- ITSC Responsibilities

1. Structure, Membership of ITSC, and Status of Voting Rights

In accordance with the Board of Directors Decree No. 167/SK/DIR/2022 dated October 7, 2022 regarding Information Technology Steering Committee (ITSC) Structure, the Board of Commissioners Decree No. 138/SK/KOM/2022 dated August 15, 2022 regarding Allocation of Board of Directors' Duties and Responsibilities and The Main Framework Organization of PT Bank Central Asia Tbk, the Board of Directors Decree No. 126/SK/DIR/2022 regarding the revision of the Organizational Structure of the Strategic Information Technology Group (GSIT), and the Board of Directors Decree No. 086/SK/DIR/2022 regarding the Organizational Structure of the Operation Strategy & Development Group (POL), the structure, membership and status of the voting rights of ITSC are as follows:

Position in the Committee	Served By	Voting Rights Status
Chairman (concurrently as member)	Deputy President Director (IT & Digital Banking)	Reserves voting rights
Secretary	Head of Enterprise IT Architecture, Data Management & Service Quality Group	No voting rights
Member	<ul style="list-style-type: none"> • Deputy President Director (Business Banking & Operation)¹⁾ • Risk Management Director • Branch Network Director • Head of Enterprise Security • Head of Risk Management • Head of Compliance • Executive Vice President (EVP) Strategic Information Technology Group (GSIT)²⁾ • Strategic Information Technology Group (GSIT) :³⁾ <ul style="list-style-type: none"> - Head of Enterprise IT Architecture, Data Management & Service Quality Group - Head of Application Management Group - Head of IT Infrastructure & Operations Group - Head of Digital Innovation Solutions Group • Executive Vice President Operation Strategy & Development Group (POL) • Head of Unit for Main IT Users⁴⁾ • Head of Internal Audit 	Reserves voting rights
		No voting rights

Description:

¹⁾ Become a mandatory member until October 1, 2022

²⁾ Become a member effectively as of October 1, 2022

³⁾ GSIT has only 1 (one) vote, represented by EVP as of October 1, 2022

⁴⁾ Participation in meetings depends on the topic of the meeting that is relevant to the work unit concerned.



2. Main Functions, Authorities, Duties, and Responsibilities of ITSC

Main Functions of ITSC

The ITSC has the following main functions:

- Review and recommend IT strategic plans to be in line with the BCA's business plans.
- Conduct periodic evaluations of IT support for BCA's business activities.
- Ensure the IT investments provide added value to BCA.

Authorities of ITSC

The ITSC has the following authorities:

- Provide recommendations to the Board of Directors on the IT strategic plans to align with the BCA's strategic business activities plans.
- Provide recommendations for strategic measures to minimize the risk of BCA's investment in the IT sector.
- Provide recommendations for investment feasibility in the IT sector that can contribute towards the achievement of BCA's business objectives.
- Provide recommendations on the formulation of the key IT policies, standards, and procedures.

Duties and Responsibilities of ITSC

The ITSC has the following responsibilities:

- Review the IT strategic plans to align with the strategic BCA's business activities plan.
- Review the effectiveness of strategic measures to minimize the risk of BCA's investment in the IT sector.
- Review the investment feasibility in the IT sector that can contribute towards the achievement of BCA's business objectives.
- Review the formulation of the key IT policies, standards, and procedures.
- Monitor and ensure the conformity of the approved IT projects with the IT strategic plans.
- Monitor and ensure the alignment of IT projects implementation with the agreed project plans (project charter).

- Review and ensure the alignment of the IT with the requirement for management information system and the needs for BCA's business activities.
- Oversee the IT performance and the efforts to improve it
- Monitor the efforts to solve the variety of issues related to IT, which cannot be resolved by user work units and the IT work unit effectively, efficiently, and timely manner.
- Ensure the adequacy and allocation of the resources owned by BCA.

3. Meeting of ITSC

The following are the provisions of the ITSC meetings:

- ITSC meetings are held in accordance with the needs of BCA, at least 4 (four) times per year.
- ITSC meeting can only be held if it is attended by at least $\frac{2}{3}$ (two thirds) of the total of invited members and reserves the voting rights.

4. Decision Making

The following are the provisions of the ITSC related to the decision making in the meeting:

- The decision making in relation to the authority utilization of ITSC can only be exercised through a legitimate ITSC meeting.
- The ITSC meeting decision are valid and binding if agreed by at least $\frac{1}{2}$ (one-half) of the total members present and reserves the voting rights plus 1 (one) vote.

5. Frequency of ITSC Meetings in 2022

As of December 31, 2022, the ITSC held 4 (four) meetings with the following details:

Schedule and Frequency of ITSC Meetings in 2022

Position	Number of Meetings	Attendance	Percentage
Deputy President Director (IT & Digital Banking) ¹⁾	4	4	100%
Deputy President Director (Business Banking & Operation) ²⁾	2	2	100%
Risk Management Director	4	4 ⁶⁾	100%
Branch Network Director	4	4 ⁶⁾	100%
Head of Enterprise Security	4	4	100%
Head of Risk Management	4	4	100%
Head of Compliance	4	4 ⁶⁾	100%
Executive Vice President (EVP) Strategic Information Technology Group (GSIT) ³⁾	2	2	100%
Strategic Information Technology Group (GSIT) ⁴⁾ : - Head of Data Management and IT Management Group office	2	2	100%
- Head of IT Architecture and Service Quality Group	2	1 ⁷⁾	50%
- Head of Enterprise IT Architecture, Data Management and Service Quality	2	2	100%
- Head of Application Management Group	4	4 ⁶⁾	100%
- Head of IT Infrastructure and Operations Group	4	3 ⁶⁾	75%
- Head of Digital Innovation Solutions Group	4	2	50%
Executive Vice President Operation Strategy & Development Group (POL)	4	3 ⁶⁾	75%
Head of Internal Audit ⁵⁾	4	3 ⁷⁾	75%

Description:

¹⁾ Chairman, Director in charge of IT

²⁾ Become a member of the committee until October 1, 2022

³⁾ Become a member effectively as of October 1, 2022

⁴⁾ GSIT has only 1 (one) voting right, represented by EVP IT as of October 1, 2022

⁵⁾ No Voting Rights.

⁶⁾ Presence represented 1 time.

⁷⁾ Presence represented 2 times.

The following are the agenda for ITSC meetings throughout 2022:

No.	Date	Agenda
1	April 6, 2022	<ul style="list-style-type: none"> Budget Plan 2022 New Data Center (Update) Swing Automation
2	July 20, 2022	<ul style="list-style-type: none"> Resiliency (Better/Always On) – Automate Recovery Orchestration Regulatory – Migration of API BCA to SNAP
3	October 10, 2022	<ul style="list-style-type: none"> Always On – Parallel Sysplex Alternative Faster Delivery – Development myBCA Update Bot in KlikBCA Governance, Risk, Compliance – Impact & Opportunity of New OJK Regulation
4	December 21, 2022	GSIT Performance Update 2022

6. Accountability Reporting

Accountability report/realization of ITSC work is submitted through minutes of ITSC meetings with the following provisions:

- ITSC members' presence in the meeting has fulfilled the quorum.
- The ITSC meeting results must be stated in the minutes of meeting and properly documented.
- Minutes of meetings are prepared by the ITSC secretary and signed by the ITSC chairman.



7. Realization of Work Program in 2022

Throughout 2022, ITSC has implemented work programs including:

- Evaluate and supervise the IT initiatives implemented to support the delivery of IT strategic projects, as follows:
 - a) Construction of a new data center to support BCA's IT infrastructure requirement in the long term, including a migration strategy to the new data center as well as new aspects that have a positive impact towards the availability of BCA's services.
 - b) Swing automation and Automated Recovery Orchestration initiatives, the application of technology and strategies that are suitable for recovery and swing automation processes which aim to improve system availability by speeding up the recovery time and minimizing the risk of human error.

- c. SNAP API project to support regulator initiatives regarding the digitalization of Indonesia's banking system.

- Monitoring the use of the 2022 IT budget.

8. ITSC Work Plan in 2023

ITSC has set a work plan for 2023 as follows:

- a. Review the IT strategic plans to align with the strategic BCA's business activities plan.
- b. Review the effectiveness of strategic measures to minimize the risk of BCA's investment in the IT sector.
- c. Review the investment feasibility in the IT sector that can contribute towards the achievement of BCA's business objectives.

VII. PERSONNEL CASE ADVISORY COMMITTEE

The Personnel Case Advisory Committee (PCAC) is formed by and reports to the Board of Directors. The PCAC was established with the mission of providing independent recommendations to the Board of Directors regarding the resolution of cases that adhere to the principles of justice and equality by reviewing cases of violations and/or crimes committed by employees. BCA established PCAC based on Directors Decree No. 145/SK/DIR/2021, dated July 28, 2021, concerning the Personnel Case Consideration Committee Charter (PCAC).

PCAC Guidelines

The PCAC is guided by Decree No. 145/SK/DIR/2021, dated July 28, 2021, concerning the Charter of the Personnel Case Consideration Committee, in order to support the implementation of duties and responsibilities.

1. Structure, Membership of PCAC, and Voting Rights Status

The PCAC Charter governs the structure, membership, and status of the PCAC voting rights, which are as follows:

Position in the Committee	Served By	Voting Right Status
Chairman (concurrently as permanent member)	Head of Human Capital management Division	Reserve voting right
Permanent member	<ul style="list-style-type: none"> • Head of Internal Audit Division • Head of Legal Group • EVP Operation Strategy & Development Group 	
Non-permanent member	Head of Network Management and Regional Development Division	
Secretary	Head of Audit Sub-Division of Branch Offices and Regional Offices	No voting right

2. Main Functions, Authorities, Duties, and Responsibilities of PCAC

Main Functions of the PCAC

The PCAC has several main functions, as follows:

- Examine cases of violations and/or crimes committed by employees that require a decision from the Board of Directors for follow-up.
- Provide consideration to the Board of Directors in determining follow-up actions for settlement of cases of violations and/or crimes, which include the imposition of sanctions, improvement of operational systems and procedures, and legal processing of cases if necessary.
- Periodically review the settlement of violations and/or crime cases decided by the Head of the Main Branch Office, Head of the Regional Office, and Head of Division/official equivalent to the work unit of the head office.
- Provide advice and direction (if needed) to branch offices, regions, and divisions/work units of the head office in handling cases of violations and/or crimes.

PCAC's Authority

PCAC has the authority to provide suggestions/recommendations to the Board of Directors regarding the resolution of cases of violations and/or crimes committed by workers.

PCAC Duties and Responsibilities

The main duties of PCAC members who have voting rights are to provide input in the form of information, analysis, and considerations at meetings to make suggestions/recommendations for the PCAC regarding:

- Imposition of sanctions.
- Improvement of operational systems and procedures.
- Legal processing of cases.

If the committee member is absent, his presence can be represented by another official (one position level below the member) appointed by the member via appointment letter.

3. Meeting of PCAC

Several provisions concerning the conduct of PCAC meetings are as follows:

- PCAC meetings are held on an as-needed basis.
- Members own the right to vote.
- A PCAC meeting is considered valid if it is attended by at least $\frac{2}{3}$ (two-thirds) of the permanent members.

4. Decision Making

Some of the provisions concerning PCAC meeting decisions and PCAC decision-making are as follows:

- The use of PCAC authority for decision making is only taken through a valid PCAC meeting decision.
- Decisions from the PCAC meeting can take the form of:
 - One recommendation to the Board of Directors that is unanimously agreed upon by all members; or
 - Multiple recommendations to the Board of Directors (if no mutual agreement is reached).

5. Frequency of PCAC Meetings in 2022

As of December 31, 2022, the PCAC had held 10 (ten) meetings with the following details regarding the dates and attendance of PCAC members:

Position	Number of Meeting	Attendance	Percentage
Head of Human Capital Management Division ¹⁾	10	10	100%
Head of Internal Audit Division ¹⁾	10	10	100%
Head of Legal Group ¹⁾	10	10	100%
EVP Operation Strategy & Development Group ¹⁾	10	7	70%
Head of Network management and Regional Development ²⁾	10	9	90%

Description:

¹⁾ Chairman.

¹⁾ Permanent Members.

²⁾ Non-Permanent Members.



No.	Date
1.	January 6, 2022
2.	February 14, 2022
3.	March 31, 2022
4.	June 7, 2022
5.	August 4, 2022
6.	September 22, 2022
7.	October 3, 2022
8.	November 16, 2022
9.	December 7, 2022
10.	December 13, 2022

6. Accountability Reporting

The accountability report on the realization of PCAC work can be submitted via:

- Minutes of PCAC routine meetings.
- Minutes of special PCAC meetings held to discuss certain matters.

7. Realization of Work Program in 2022

PCAC has realized a work program that includes providing input in the form of information, analysis, and considerations to make recommendations to the Board of Directors for several cases of violations committed by employees that require a decision from the Board of Directors for follow-up resolution in the form of imposition of sanctions and/or improvement of operational systems and procedures and/or legal processing of cases.

8. PCAC Work Plan in 2023

The PCAC will carry out its duties and responsibilities to provide input in the form of information, analysis, and consideration at meetings to make proposals/recommendations related to staffing cases that occur in 2023.

CORPORATE SECRETARY

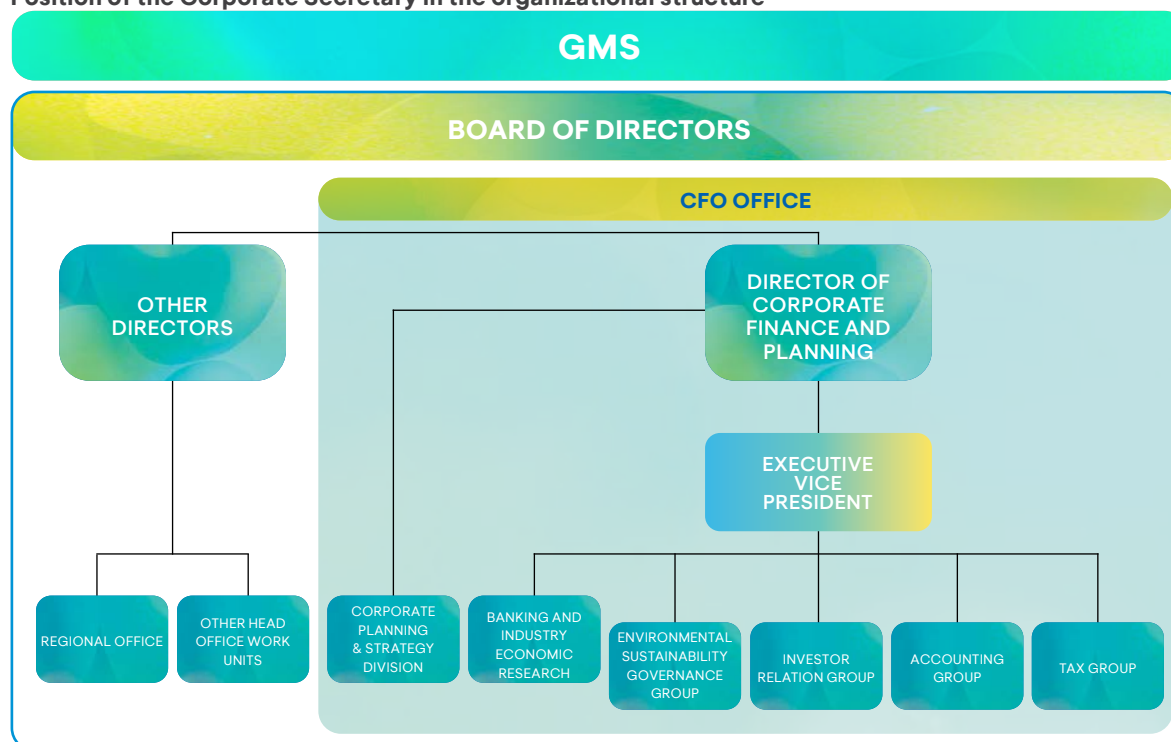
The establishment and implementation of the BCA Corporate Secretary's obligations are guided by OJK Regulation No. 35/POJK.04/2014 dated December 8, 2014 concerning the Corporate Secretary of issuers or public companies and Indonesia Stock Exchange Regulation No. I-A dated January 20, 2014 and its amendments. BCA strive to improve the information disclosure and communication to all stakeholders through the Corporate Secretary Function. The function of the corporate secretary also includes responsibility for:

1. Ensuring that BCA has implemented Good Corporate Governance principles;
2. Maintaining the positive images and interest of BCA;
3. Develop good relationship with all stakeholders
4. Support management with the implementation of BCA business;
5. Carry out secretarial duties; and
6. Ensuring BCA compliance with all applicable regulations

1. Structure and Position of Corporate Secretary

Based on Decree No. 149/SK/DIR/2022 dated September 27, 2022, the functions and roles of the BCA Corporate Secretary are carried out by an Executive Vice President (EVP) who oversees the Environment Sustainability Governance Group (ESG), Investor Relations Group (IVR), Accounting Group (ACT), and Tax Group (TAX) currently held by Raymon Yonarto. The individual reports directly to the Director of Planning and Finance. BCA Corporate Secretary was appointed on September 1, 2019, pursuant to Decree No. 2271/SK/HCM-KP/A/2019. The appointment was also reported to OJK via Letter No. 489/DIR/2019 dated September 3, 2019, and information was made public on September 3, 2019, through OJK e-reporting, IDX, and the BCA website.

Position of the Corporate Secretary in the organizational structure



2. Corporate Secretary Profile

Raymon Yonarto currently serves as Corporate Secretary of BCA.

The profile, position, legal basis for appointment, work experience, and educational history of BCA's Corporate Secretary can be found on page 93 of this Annual Report's Company Profile.



3. Competency Development and Training Programs

The Corporate Secretary has participated in competency development and training programs throughout 2022 to support the execution of duties. The following are the training sessions:

No.	Training Program / Conference	Organizer	Date	Location
1	BCA Economic Research Forum “Megatrends & the Future of the Indonesian Economy”	BCA	February 16, 2022	Jakarta, Indonesia
2	18 th Annual CITIC CLSA ASEAN Forum	CLSA	March 9, 2022	Jakarta, Indonesia
3	Morgan Stanley Virtual Hongkong Summit	Morgan Stanley	March 23, 2022	Jakarta, Indonesia
4	25 th Credit Suisse Asian <i>Investment Forum</i>	Credit Suisse	March 25, 2022	Jakarta, Indonesia
5	ICSA” An Introduction to Corporate Branding through Social Media”	ICSA	April 14, 2022	Jakarta, Indonesia
6	Warta Ekonomi Web Seminar “Accelerating the Implementation of GCG as a Recovery Strategy & Sustainable Growth in the Financing Industry	Warta Ekonomi	April 19, 2022	Jakarta, Indonesia
7	Morgan Stanley Virtual ASEAN Conference 2022	Morgan Stanley	June 29, 2022	Jakarta, Indonesia
8	BCA Economic Research Forum: Post-Pandemic Logistics Business Prospects	BCA	July 14, 2022	Jakarta, Indonesia
9	Indonesia Macro Tour	Credit Suisse	September 26, 2022	Jakarta, Indonesia
10	IKF XI 2022 – theme “Thriving Forward: Leveraging Business Opportunities for Stronger Growth and Resilience in the Digital Era”	BCA	October 18, 2022	Jakarta, Indonesia
11	IDX – Sustainability Capacity Building ESG Series: Part I Description Managing ESG Risk and Performance: Exploring the Sustainability Landscape in Indonesia	Indonesia Stock Exchange	October 25, 2022	Jakarta, Indonesia
12	Voluntary Carbon Market	Trisakti Sustainability Center	November 10, 2022	Jakarta, Indonesia

4. Corporate Secretary Function

Corporate Secretary function of BCA refers to Article 5 of OJK Regulation No. 35/POJK.04/2014 concerning Corporate Secretary of Issuers or Public Companies and BCA Governance Guidelines, as follows:

1. to stay current on capital market developments, particularly with regard to capital market laws and regulations;
2. To make recommendations to the Board of Directors and the Board of Commissioners in order to comply with capital market laws and regulations;
3. To assist the Board of Directors and the Board of Commissioners in implementing corporate governance, which covers:
 - a. Information disclosure to the public, including information available on BCA website;
 - b. Timely reporting to the OJK;
 - c. Organization and documentation of GMS;
- d. Organization and documentation of meetings of the Board of Directors and/or Board of Commissioners; and
- e. Implementation of orientation program for the Board of Directors and/or Board of Commissioners.
4. Act as a liaison between BCA with its shareholders, OJK, and other stakeholders
5. Make a special list of share ownership of members of the Board of Directors and Board of Commissioners;
6. Provide a Monthly List of Shareholders (DPS) and DPS per recording date for BCA corporate actions;
7. Responsible for holding BCA GMS and other corporate actions organized by BCA.

According to Directors Decree No.182/SK/DIR/2021, dated September 27, 2021, the Executive Vice President (EVP) of Finance, Secretariat and Corporate

Communications, and Economic Research, as an executor of the Corporate Secretary function, also has the following functions, among others:

1. Develop and manage corporate image, as well as be in charge of corporate communications, investor relations, corporate secretariat, integrated GCG, and sustainable finance.
2. Establish a sound cooperative and communicative relationships with internal and external parties.

5. Implementation of Corporate Secretary Duties in 2022

Throughout 2022, the Corporate Secretary performed the following duties and responsibilities in accordance with Article 5 of OJK Regulation No. 35/POJK.04/2014 concerning the Corporate Secretary of Issuers or Public Companies, among others:

- a. Follow the development of the capital market, particularly the laws and regulations that govern capital markets.

No.	Subject	Description
1.	Implementation of Corporate Actions	<ol style="list-style-type: none"> a. Managing the Annual GMS implementation as stated in the GMS Chapter of this Annual Report. b. Managing the implementation of equity participation in subsidiaries, as described on the BCA website: https://www.bca.co.id/en/tentang-bca/hubungan-investor/beritainvestor
2.	Implementation of capital market, stock exchange, and other regulations	<ol style="list-style-type: none"> a. Report OJK Regulation No. 11/POJK.04/2017 on ownership reports or changes in share ownership of public companies. b. Overseeing the development of the Sustainable Finance Action Plan (RAKB). c. Organizing analyst meetings d. Organizing a Live Public Expos. e. Coordinate dividend distribution. f. Organizing reports and conducting outreach to work units and subsidiary companies regarding affiliated transactions and transactions with conflicts of interest under OJK Regulation No. 42/POJK.04/2020. g. Organizing a Special List of Commissioners and Directors. h. Organizing a blackout period for the Boards of Commissioners and Directors. i. Other reports related to capital market and stock exchange regulations
3.	Following the socialization or development of the most recent regulations, particularly those pertaining to the capital market sector	<p>The 2022 socialization/discussions are related to:</p> <ol style="list-style-type: none"> a. OJK Regulation No. 14/POJK.04/2022 relating to the Submission of Periodic Financial Reports by Issuers or Public Companies; b. OJK Regulation No. 15/POJK.04/2022 on the split and merger of public companies' shares; c. OJK Regulation No. 11/POJK.03/2022 on commercial banks' implementation of information technology (IT); d. Decree (SK) No. Kep-00066/BEI/09-2022 of the Board of Directors of the Indonesian Stock Exchange (IDX) regarding amendments to regulation Number I-E concerning information submission obligations; e. Decree of the Board of Directors of PT IDX No. I-A Kep-00101/BEI/12-2021 regarding amendments to regulation number I-A relating to the registration of shares and equity-type securities other than shares issued by listed companies; f. KSEI regulation number XI-B on procedures for holding an electronic general meeting of shareholders with voting via the KSEI electronic general meeting system (eASY.KSEI); g. Decree of the Board of Directors of PT IDX No. II-S Kep-00030/BEI/05-2022 regarding regulation number II-S relating to equity-type securities trading under special monitoring; h. Trading plan for equity-type securities on the new economy board.



- b. Contribute to BCA's Board of Directors and Board of Commissioners in order to ensure compliance with capital market laws and regulations

No.	Subject	Description
1.	Contribution/Opinion	<ul style="list-style-type: none"> a. Contribute to/review BCA affiliate transactions. b. Ensuring that meetings, orientation, and training for members of the Board of Commissioners and the Board of Directors are carried out. c. Provide input on Sustainable Action Finance Plan and the Bank's Business Plan. d. Following up on the completion of the ASEAN Corporate Governance Scorecard. e. Reviewing and collaborating with related work units in the development of several policies, including the charters of the Board of Commissioners Committee and the Board of Directors Committee, the website information management policy, and the policy on adjustment procedures for submitting Customer-Based deposit guarantee data reports.
2.	Adjusting the implementation of the most recent governance, such as the Bank Indonesia Regulations, the OJK Regulations, and the ACGS provisions	<ul style="list-style-type: none"> a. Organize a manual for information disclosure and reporting. b. Code of Ethics statement organization and digitization c. Completion of the Annual Disclosure and Integrity Pact d. Creating an integrated governance mapping framework within the BCA financial conglomerate. e. Hold group discussion forums with subsidiaries three to four (four) times a year to discuss governance implementation, such as affiliate transactions, TKT mapping, and the completeness of the company's website. f. Conduct GCG-related socialization and education through internal communication facilities such as branch internal displays, plasma TVs, and internal portals, as well as meetings with work units.

- c. Assisting the Board of Directors and the Board of Commissioners in the implementation of corporate governance, which includes the following:

No.	Subject	Description
1.	Public disclosure of information, including information available on the Issuer's or Public Company's website	<ul style="list-style-type: none"> a. Reviewing and improving the Governance, Investor Relations, and Sustainability sections of the BCA website; b. Providing information disclosure /investor news report to both investors and the general public. The report is available on the BCA website: https://www.bca.co.id/en/tentang-bca/hubungan-investor/beritainvestor c. Providing BCA reports on the BCA website, such as: <ul style="list-style-type: none"> 1) Annual Report (https://www.bca.co.id/en/tentang-bca/hubungan-investor/laporanpresentasi/laporan-tahunan); 2) Monthly, quarterly, and annual financial reports (https://www.bca.co.id/en/tentang-bca/hubungan-investor/laporanpresentasi/laporan-keuangan); 3) Corporate Governance Report (https://www.bca.co.id/en/tentang-bca/tata-kelola/acgs/laporanacgs); 4) Integrated Governance Report (https://www.bca.co.id/en/tentang-bca/tata-kelola/acgs/laporanacgs); 5) Report on Sustainability and/or Corporate Social Responsibility (https://www.bca.co.id/en/tentang-bca/keberlanjutan/laporankeberlanjutan). d. Disclose the Action Plan (Recovery Plan), which can be accessed on the BCA website: (https://www.bca.co.id/en/tentang-bca/tata-kelola/acgs/kebijakan-gcg) e. Carry out press releases f. Provides reports on share ownership transaction of the Board of Commissioners and the Board of Directors through the Indonesian Stock Exchange website.

No.	Subject	Description
2.	On-time submission of reports to OJK	<ul style="list-style-type: none"> a. Conducting a Self-Assessment of Corporate Governance Implementation in Semesters I and II of 2022. b. Distribute Audited Financial Statements c. Submitting reports or correspondence to the OJK and the Indonesia Stock Exchange related to the implementation of governance and compliance with capital market regulations, including but not limited to reports on affiliated transactions, monthly reports on registration of securities holders, and reports on share ownership of the Board of Commissioners and Directors, as described in the Access to Information section of this Annual Report. d. Submit an annual report on the implementation of good corporate governance. e. Conduct a self-assessment of integrated governance implementation in semesters I and II of 2022. f. Submitting reports or correspondence to the OJK and the Indonesia Stock Exchange regarding the implementation of integrated governance, as described in the Access to Information section of this annual report. g. Submit an annual report on the implementation of integrated governance.
3.	Organization and documentation of the General Meeting of Shareholders (GMS)	<ul style="list-style-type: none"> a. Holding the annual GMS for the fiscal year 2021 on March 17, 2022. b. Properly documenting the data of the BCA Annual GMS, which consists of announcements, invitations, and Annual GMS resolutions, including through: <ul style="list-style-type: none"> 1) BCA website, which can be accessed at https://www.bca.co.id/en/tentang-bca/tata-kelola/aksi-korporasi. 2) The Corporate Secretary and the Integrated GCG Bureau - Environment Sustainability Governance (ESG) Group manage documentation of softcopy and hardcopy data collection.
4.	Organization and documentation of meetings of the Board of Directors and/or the Board of Commissioners	<ul style="list-style-type: none"> • Attendance at the board of directors meeting by the corporate secretary. • Prepare minutes of meetings of the Board of Directors and/or joint meetings of the Board of Commissioners with the Board of Directors of BCA, and coordinate the preparation of minutes of meetings of the Board of Commissioners prepared by the Supporting Commissioners. • Reviewing and submitting follow-up results on the minutes of the Board of Directors meetings and/or joint meetings. • The documentation of Board of Directors meetings and Board of Commissioners meetings is managed by the board of Directors' Bureau. Every quarter, the Board of Directors Bureau sends data on the organization of Board of Directors and/or Board of Commissioners meetings to the Corporate Secretary and Integrated GCG Bureau - ESG Group for data collection. <p>The number of Board of Directors and Board of Commissioners meetings for 2022 can be seen in the Board of Directors and Board of Commissioners Meetings section of this Annual Report.</p>
5.	Implementation of company orientation programs for the Board of Directors and/or the Board of Commissioners	Conduct an orientation program for the new board of directors or board of commissioners. The orientation program report can be found in the annual report's Board of Directors and Board of Commissioners chapters.

d. Act as a liaison between BCA and its shareholders, as well as OJK and other stakeholders:

No.	Subject	Description
1.	Organizing Public Exposés	On September 14, 2022, a live public expose was conducted. In accordance with applicable regulations, BCA has reported the results of the live public expose to the Indonesia Stock Exchange.
2.	Organization of Press Conferences and Analyst Meetings	<p>Holding press conferences and analyst meetings on:</p> <ul style="list-style-type: none"> a. January 27, 2022 (Quarter IV position - 2021). b. April 21, 2022 (Quarter I position - 2022). c. July 27, 2022 (Semester I position - 2022). d. October 20, 2022 (Quarter III position -2022).



No.	Subject	Description
3.	Organization of communication facilities and provision of internal events	<ol style="list-style-type: none"> Providing internal communication facilities or media, such as news update clippings, BCA info magazines, plasma TVs, branch internal displays, and so on. The means of communication and internal events are described in greater detail in the annual report's section on access to information and company data. Fill out the MyBCA Hotspot section of the BCA internal portal with links to relevant GCG articles: <ol style="list-style-type: none"> Non-public offering securities offer E-RUPS Implementation System Provider Changes to the stimulus policy and relaxation of provisions regarding issuers or public companies in maintaining capital market performance and stability due to the spread of COVID-19 The Board of Commissioners Committee PAF and PA Listing Board at the Indonesia Stock Exchange Equity trading under special monitoring Information technology governance of commercial banks Arrangement of public company free float shares Submission of periodic financial reports of issuers or public companies Stock split or reverse stock split by a public company Banking synergy with sharia banks
4.	Manage BCA communication materials	<ol style="list-style-type: none"> Updating the BCA website's corporate governance, investor relations, and sustainability sections. Manage and update information on the BCA website in accordance with applicable regulations. Prepare press release material related to the performance and development of BCA. The 2022 press release report is described in the Access to Information and Corporate Data Section of this Annual Report. Prepare BCA corporate communication materials, such as the publication of BCA financial statements through the mass media, public holiday advertisements, and others. Develop and implement roadshow activities with foreign investors.

6. Information Disclosure Report

Throughout 2022, BCA disseminated information to the public in both Indonesian and English through the mass media, the BCA website, and the IDX website. BCA has also reported to the IDX, OJK Capital Markets, and/or OJK Bank Supervision, as well as the IDXnet and SPEOJK e-reporting sites, on a regular and incidental basis. The information disclosure report can be found on page 523 of this Annual Report under the Access to Information and Company Data section.

INVESTOR RELATIONS FUNCTION

1. Investor Relations' Primary Duties

The primary duties of investor relations are to represent and/or assist the Board of Directors in dealings with the investor and capital market communities, which include:

- Developing and implementing communication strategies, including updating all stakeholders, including investors, fund managers, and analysts, on performance developments, strategies, and achievements, as well as other important company activities, in a proportional, accurate, and timely manner and in accordance with applicable regulations.
- Maintain and conduct good relations with the financial community, including analysts, investors, and other external parties, in order to obtain the most up-to-date information about the company, banking industry developments, and the economy.
- Monitor, analyze, and conduct regular research on developments in the banking and financial industries, competitors, BCA stock developments, and the capital market (equity market) as input, views, and recommendations to directors, commissioners, business work units, subsidiaries, and other divisions.
- Conducting road shows and conferences, analyst meetings and performance presentations, company visits, and conference calls.
- Providing updates/information on the website and other communication materials for the benefit of investors, as well as assisting in the preparation of the annual report in sections assigned by management.
- Fostering good relationships with the financial community and related BCA work units.
- Ensuring the acquisition of good corporate ratings so that the bank can maintain its financial reputation and credibility in accessing the capital market and wholesale financial markets. Conducting updates on current conditions and capital market participants' perspectives on BCA, as well as discussions with management

2. Investor Relations Activities

Investor Relations communicates with investors, potential investors, analysts, the financial community, and the capital market to provide them with accurate and timely information about performance, business prospects, and relevant information for decision making. Investor relations activities continue to prioritize confidentiality and equal treatment for all investors.

BCA holds quarterly analyst meetings and a public expose once a year on a regular basis to present the BCA performance results for a fiscal year. BCA actively participates in virtual and offline conferences, as well as non-deal road shows organized by securities firms, which bring BCA together with domestic and international investors. BCA also maintains contact with a diverse group of current and prospective investors, both retail and institutional.

In 2022, meetings with analysts and investors took place in a hybrid format, either online or in person. Meetings with BCA directors/management are generating a lot of interest from investors, potential investors, and analysts. As a result, the number of investor/analyst visits has significantly increased. Investor relations activity increased by 36% year on year.

Statistics on BCA Investor Relations Activities for 2022 and 2021

Activities	2022	2021
Analyst Meeting dan Public Expose ¹⁾	5	5
Investor & analyst Calls & Virtual Meeting (domestic and foreign) ²⁾	273	273
Investor Visit ³⁾	100	0
Total	378	278

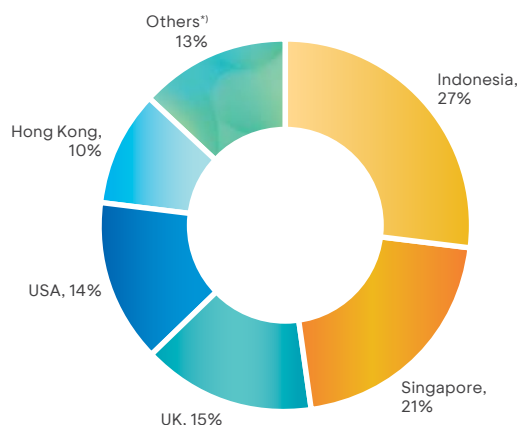
Description:

¹⁾ Financial and non-financial performance results are exposed to investors, analysts, and media partners.

²⁾ BCA meetings with local/foreign investors and analysts, including retail investors, to update performance and BCA strategy.

³⁾ BCA provides facilities for local/foreign investors to meet in person with the Board of Directors/Management of BCA.

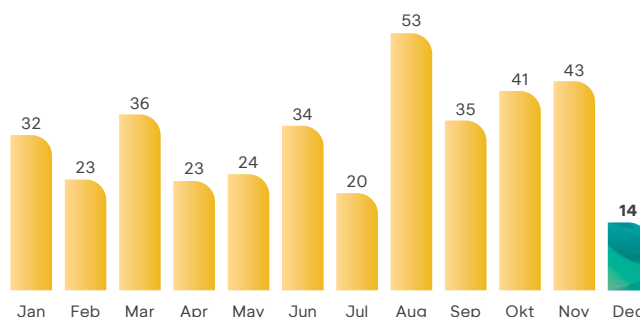
Participants who attended conferences, investor calls, and meetings both online and in person totaled 861 (eight hundred sixty-one) people, with the composition based on country of origin as follows:



Description

¹⁾ Others came from Malaysia, India, Thailand, Australia, France, and South Africa.

Monthly Investor Relations Activity Frequency in 2022



The average frequency of Investor Relations activities in 2022 is 32 (thirty-two) activities per month.

Investor Relation Contact

BCA Investor Relations can be contacted via:

PT Bank Central Asia Tbk

Menara BCA 20th floor

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

Tel. : +62 21 235 88000

E-mail : investor_relations@bca.co.id

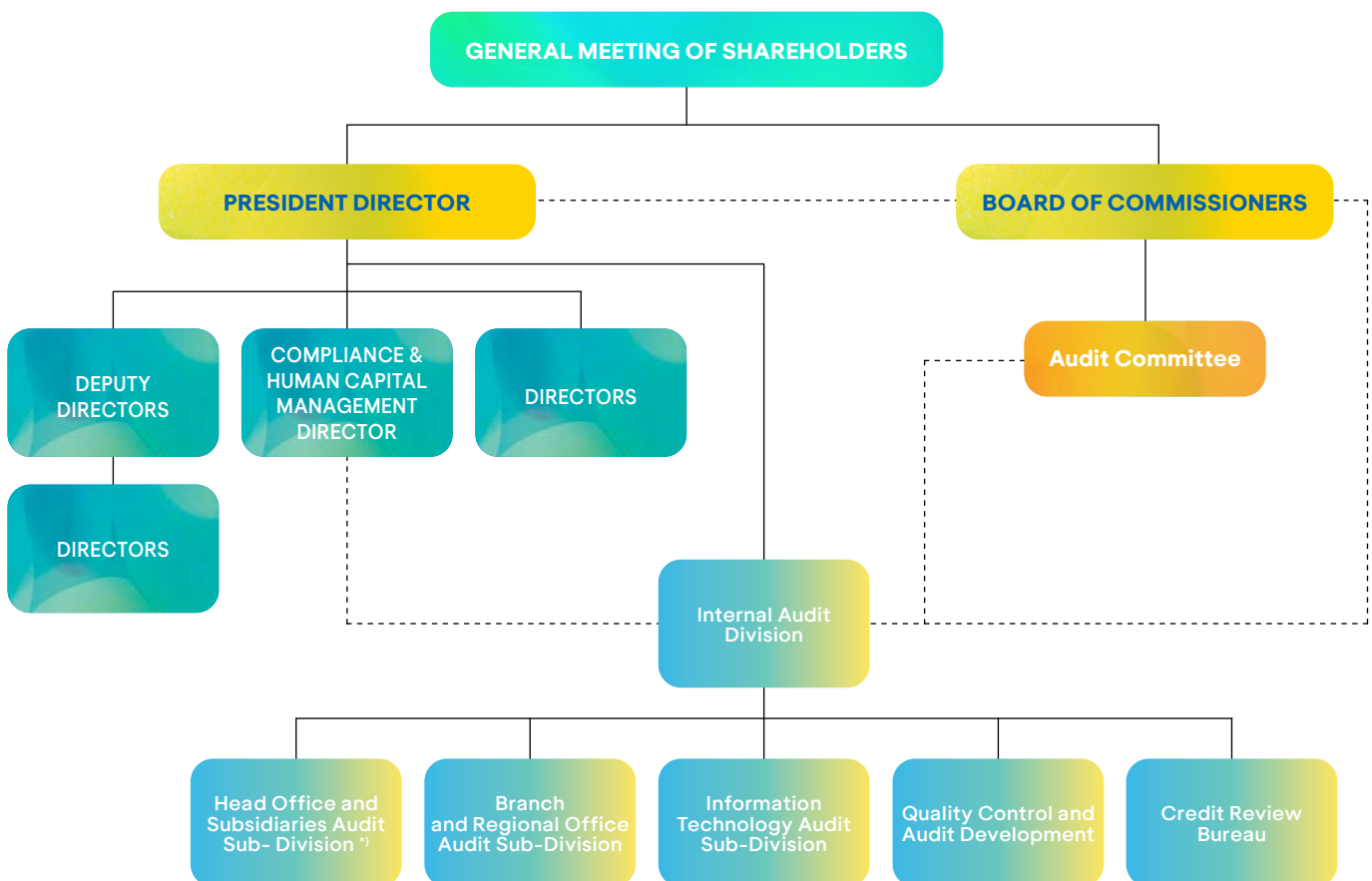
INTERNAL AUDIT DIVISION

The Internal Audit Division (DAI) was formed to enhance and protect BCA's value by providing risk-based and objective assurance, advice, and insight, and to act as well as acting as a strategic partner of management in building BCA to become the leading bank in Indonesia. The implementation of the DAI function refers to OJK Regulation No. 1/POJK.03/2019 dated January 28, 2019, concerning the Implementation of the Internal Audit Function in Commercial Banks.

The purpose of the audit evaluations carried out by DAI is to evaluate the adequacy and effectiveness of risk management, internal control, and governance processes, and also performance review.

As a third line, DAI communicates and collaborates with other functions periodically to contribute in creating and upholding value that is aligned with stakeholders' interest.

1. Structure and Position of the Internal Audit Division



Description:

— Reporting line

- - - Communication Line

*) Includes Integrated Internal Audit function



DAI's organizational structure is reviewed periodically to ensure alignment with the company's needs. The organizational structure update has been standardized by the Board of Directors' Decree No. 063/SK/DIR/2017 regarding the Revision of the Organizational Structure of the Internal Audit Division (DAI).

DAI is led by the Head of Division, who is appointed and dismissed by the President Director with the approval of the Board of Commissioners, after considering the recommendation of the Audit Committee.

The structure and position of DAI is independent, directly responsible to the President Director and may communicate directly with the Board of Commissioners, Audit Committee, Compliance Director and Director of Supervisory of Subsidiaries.

2. Head of the Internal Audit Division

The Head of DAI was led by Ms. Ayna Dewi Setianingrum since 2017 until now.

3. Development of the Head of Internal Audit Division

The Head of DAI has participated in a series of competency development programs to support her carry out her tasks and obligations. The list of competency development programs attended in 2022 are as follows:

No.	Development Program	Organizing Body	Time
1	Indonesia Knowledge Forum XI 2022	BCA	October 18, 2022
2	2022 IIA Malaysia National Conference	IIA Malaysia	October 19-20, 2022

4. Internal Audit Charter

BCA Internal Audit Charter is a framework that provides guidance in carrying out Audit tasks and consists of mission, organizational position, independence and objectivity, authority, and scope of work. The internal audit charter approved in May 2019 by the President Director with the approval of the Board of Commissioners by considering the recommendations of the Audit Committee and has been reviewed in 2022. The internal audit charter refers to OJK Regulation No. 56/POJK.04/2015 regarding the Establishment and Guidelines for the Preparation of the Internal Audit Charter and is in accordance with the OJK Regulation No. 1/POJK.03/2019 dated January 28, 2019 regarding the Implementation of the Internal Audit Function in Commercial Banks and applicable professional standards.

Served as the Executive Vice President of Internal Audit Division since November 1 2017 based on Employee Appointment Decree number 3141/SK/HCM-KP/A/2017 dated October 24 2017.

Work experience

- Senior Vice President of Information Technology Audit Subdivision (2014 – 2017).
- Senior Vice President of Head Office Audit Subdivision (2012 – 2014).
- Vice President of Head Office Audit Subdivision (2009 – 2012).
- Vice President of Credit Audit Subdivision (2006– 2009).

Educational background

- Bachelor of Economics degree from Tarumanegara University in 1995.
- Master degree in Management from PPM School of Management in 2005.

5. Independence & Objectivity

DAI institutions is independent from operational work units or risk-taking units, and DAI has no authority and responsibility to carry out operational activities at BCA and Subsidiaries. To support independence and ensure smooth auditing along with monitoring of the follow-up audit results, the Head of DAI is responsible to the President Director and may communicate directly with the Board of Commissioners and Audit Committee.

Throughout 2022, DAI held meetings with the President Director 8 (eight) times, the Audit Committee 8 (eight) times, and the Board of Commissioners 2 (two) times.

Each auditor is obliged to make a statement confirming no family/financial/other interest related to the audit object and/or the party to be examined (auditee) which may affect the objectivity of the audit.

In 2022, DAI has carried out audit activities independently. There are no conflicts of interest, scope limitations and restriction on access to data, personnel, or property, as well as resource limitations that can impair the independence and objectivity of the audit activities.

6. Audit Implementation and Quality Control Standards

The standards for audit implementation refers to Professional Standards for Internal Auditing, including:

- OJK Regulation No. 1/POJK.03/2019 concerning Implementation of the Internal Audit Function Implementation in Commercial Banks
- Mandatory guidance set by the Institute of Internal Auditors
- Information System Audit and Control Association (ISACA) standards as a reference for best practices.

Internal audit applies a risk-based audit methodology in its activities which includes planning, implementation, reporting and follow-up monitoring. In line with technological advances, DAI strives to continuously optimize the use of data, develop, tools, and technology to increase the effectiveness and efficiency of audit implementation as well as increasing added value and early warning systems for potential errors/fraud, including the implementation of Continuous Auditing and Predictive Analytic Tools.

To support audit implementation, DAI has established an integrated Audit Management System for planning, fieldworks, and monitoring the follow-up of audit results, which can be monitored through the dashboard.

Reviews by independent external parties is conducted every 3 (three) years, the last being carried out in June 2020, with the conclusion of “generally conform” and having been reported to OJK in August 2020.

The auditor’s code of ethics adhere to the International Professional Practices Framework (IPPF) of the Institute of Internal Auditors (IIA), which consists of Integrity, Objectivity, Confidentiality and Competence. Every year, the auditor makes a statement of compliance with the auditor’s code of ethics in an effort to increase mutual commitment and trust from stakeholders.

7. Internal Audit Duties and Responsibilities

The following are the tasks and responsibilities of Internal Audit in performing its functions:

1. Assist the President Director, the Board of Commissioners and the Audit Committee in carrying out their oversight functions.
2. Assess the adequacy and effectiveness of the company’s governance, risk management, and internal control processes.
3. Resource and budget usage evaluation.
4. Provide the objective improvement recommendations for the activity being audited at all levels of management.
5. Performing consulting service for the internal parties needed.
6. Coordinate with the assurance provider.
7. Perform integrated internal audit function

The Integrated Internal Audit function is carried out by DAI in accordance to OJK Regulation No. 18/POJK.03/2014 regarding the Implementation of Integrated Governance for Financial Conglomerates. The implementation of an integrated internal audit includes but not limited to:

- Monitoring the implementation of the Subsidiary’s internal audit function and provide recommendations that added value.
- Conducting audit of Subsidiaries.
- Supporting the development of the Subsidiary’s internal audit function.

Integrated internal audit reports have been submitted to the Board of Commissioners, Audit Committee, and Board of Directors every semester.

8 Auditor Composition and Competency Development

In carrying out its functions, Internal Audit is supported by competent and qualified human resources. The following is the composition of BCA’s Internal Auditors as of December 31, 2022:

Position	Number of Auditors
Executive Vice President	1
Senior Vice President	5
Vice President	16
Assistant Vice President	32
Audit Officer	40
Associate Audit Officer	36
Assistant Audit Officer	22
Staff	48
Total	200



Auditors have participated in various professional certification programs, as of December 31, 2022 the following certification were held by Auditors:

Certification	Total*)
Certified Bank Internal Auditor Level Supervisor	67
Certified Bank Internal Auditor Level Auditor	47
Level 1 Risk Management Certification	41
Level 2 Risk Management Certification	31
Level 3 Risk Management Certification	16
Level 4 Risk Management Certification	6
Certified Information Security Auditor	3
Chartered Accountant	2
Certified Hacking Forensic Investigator	2
Enterprise Risk Management Associate Professional	2
Enterprise Risk Management Certified Professional	3
Certificate in General Insurance	2
Certified Fraud Examiner	3

*1 auditor can have more than 1 certification

DAI conducts annual skill assessment and competency mapping to identify the competency required by the auditor. The results are used as a basis for developing auditor competencies continuously (includes the development of specialized auditors). Through internal and external training, professional competency is continuously developed. Auditors are also given the opportunity for get access to seminars where they can learn about business trends, IT, and auditing techniques.

DAI provides opportunity for auditor to be part of various audit related professional associations, including the Institute of Internal Auditors (IIA) – Indonesia, the Association of Fraud Examiners (ACFE), the Information Systems Audit and Control Association (ISACA), the Association of Bank Internal Auditors (IAIB), and the Association of Accountants Indonesia (IAI).

9. Implementation of the Internal Audit Division Activities in 2022

In 2022, DAI has conducted audits of Branch Offices, Regional Offices, Head Office Divisions/Work Units, and Subsidiaries in accordance with the Annual Audit Plan which is determined based on the results of risk assessments that are conducted periodically by taking into account various risk factors. The focus of audit examinations in 2022, includes the following:

1. Credit quality related to restructuring.
2. Mobile Banking.
3. Risk Management implementation.
4. Treasury Activities.
5. Reliability of the core applications that support bank operations.
6. Regulatory audit such as:
 - Payment system process.
 - Internal Capital Adequacy Assessment Process (ICAAP).

10. Focus of Audit Activities in 2023

The focus of audit in 2023 based on macro risk assessment results are credit, operational, market, and liquidity risk, which explain as follows:

1. Reliability of the core applications that support bank operations, such as systems for third party funds, credit and trade finance.
2. Data governance.
3. Merchant network management (EDC).
4. Credit quality and restructuring.
5. Implementation of Environment Sustainability Governance.
6. Treasury Activities.
7. Complaint handling.
8. Increase the role of Early Warning Systems (EWS) by continuously expanding the scope of audits through continuous auditing and data analytics and developing predictive analytic tools/machine learning for early detection of potential errors/fraud by utilizing technology.
9. Continue to develop auditor professionalism in a sustainable manner.
10. Improving the integrated internal audit function by supporting the Subsidiary's internal audit development (i.e: providing e-Learning, internal auditing fundamental training for new auditors, and audit technical assistance) and provides improvement recommendations.

PUBLIC ACCOUNTANT (EXTERNAL AUDIT)

In order to fulfill the implementation of the external audit function in accordance with OJK Regulation No. 13/POJK.03/2017 concerning the Use of Public Accountant Services and Public Accounting Firms in Financial Services Activities and OJK Circular Letter No. 36/SEOJK.03/2017 concerning Procedures for Using the Services of Public Accountants and Public Accounting Firms in Financial Services Activities, then:

1. BCA uses the services of a PA and/or a PAF to carry out an annual audit of historical financial information based on a work agreement with the PAF. The work agreement includes the scope of the audit.
2. The use of audit services from the same PA is limited, and the longest period of audit is 3 (three) consecutive fiscal years. BCA can reuse annual historical financial information audit services from the same PA after 2 (two) consecutive reporting years without using the services of the same PA.
3. Appointed PA and/or PAF are PA and/or PAF registered with OJK.
4. The appointment of PA and/or PAF to provide audit services on annual historical financial information must be decided by the GMS by considering the proposal of the Board of Commissioners. The said proposal must consider the recommendations of the Audit Committee. In the event that the GMS cannot decide on the appointment, the GMS can delegate the intended authority to the Board of Commissioners, accompanied by an explanation regarding the reasons for the delegation of authority and the criteria or limitations for PA/PAF who can be appointed.
5. In preparing recommendations, the Audit Committee may consider:
 - a. Independence of PA, PAF, and PAF Insiders;
 - b. Audit scope;
 - c. Audit service fees;
 - d. Expertise and experience of PA, PAF, and the Audit Team from PAF;
 - e. The audit methodology, techniques, and tools used by PAF;
 - f. The benefits of fresh eye perspectives that will be obtained through the replacement of the PA, PAF, and the Audit Team from the PAF;
 - g. The potential risk of using audit services by the same PAF consecutively for a long period of time; and/or
 - h. Results of the evaluation of the implementation of the provision of audit services on annual historical financial information by PA and PAF in the previous period.

6. BCA reports on the appointment of a PA and/or PAF for an audit of annual historical financial information by attaching the following form to OJK Circular Letter No. 36/SEOJK.03/2017 concerning Procedures for Using PA and PAF Services in Financial Services Activities:

- a. Appointment documents for PA and/or PAF include the Summary of Minutes of the General Meeting of Shareholders or Minutes of the General Meeting of Shareholders, as well as the Work Agreement between BCA and PAF.
- b. Audit Committee recommendations and the factors considered in making recommendations for the appointment of a PA and/or PAF.

The Annual General Meeting of Shareholders on March 17, 2022, has decided:

- I. Appointed KAP Tanudiredja, Wibisana, Rintis & Rekan (a member firm of the PwC global network), as a Registered PAF with OJK to audit/examine BCA's books and records for the financial year ending December 31, 2022.
- II. Appointed Mr. Jimmy Pangestu who is a PA and affiliated with the KAP Tanudiredja, Wibisana, Rintis & Rekan (a member firm of the PwC global network) and is a Registered PA with OJK, to audit/examine BCA's books and records for the financial year ending on December 31, 2022.
- III. Granting power and authority to the Board of Commissioners to:
 - a. Appoint a replacement PAF, in the event that the KAP Tanudiredja, Wibisana, Rintis & Rekan (a member firm of the PwC global network) for any reason cannot complete the audit/examination of BCA's books and records for the financial year ending December 31, 2022;
 - b. Appoint a replacement PA who is affiliated with the KAP Tanudiredja, Wibisana, Rintis & Rekan (a member firm of the PwC global network), in the event that Mr. Jimmy Pangestu, for any reason, is unable to complete the audit/examination of BCA's books and records for the financial year ending on December 31, 2022; and
 - c. Perform any other necessary tasks in connection with the appointment and/or replacement of a PAF and/or Registered PA at OJK, including but not limited to determining the amount of honorarium and other conditions in connection with the appointment of a PAF and Registered PA at OJK; with due regard for the Audit Committee's and the Board of Directors' recommendations.

**PA Name**

Jimmy Pangestu

PAF Name

KAP Tanudiredja, Wibisana, Rintis & Rekan
(a member firm of the PwC global network)
WTC 3, Jl. Jend. Sudirman Kav. 29-31, Jakarta 12920,
Indonesia
Tel. (62-21) 5099 2901, 3119 2901
Fax. (62-21) 5290 5555, 5290 5050

Assignment Period

1 January 2022 to 31 December 2022

In 2022, the appointment of PA Jimmy Pangestu is the 3rd year assignment, and PAF Tanudiredja, Wibisana, Rintis & Rekan (a member firm of the PwC global network) is the 6th period assignment.

During 2022, there were no former members of the Board of Directors, managerial ranks, or BCA employees who became BCA's external auditors.

Upon the appointment of KAP Tanudiredja, Wibisana, Rintis & Rekan (a member firm of the PwC global network), BCA has submitted a report to the OJK through Directors Decree No. 446/DIR/2022 dated March 23, 2022. This is in accordance with the provisions stipulated in OJK Regulation No. 13/POJK.03/2017 concerning the Use of Public Accountant Services and Public Accounting Firms in Financial Services Activities and OJK Circular Letter No. 36/SEOJK.03/2017 concerning Procedures for Using Public Accountant Services and Public Accounting Firms in Financial Services Activities.

Each year, BCA submits an annual publication report, accompanied by a Comment Letter (Management Letter) on the annual financial report audit, to OJK no later than 4 (four) months after the end of the fiscal year.

1. Effectiveness of External Audit Implementation

The Audit Committee evaluates the implementation of the provision of audit services on annual historical financial information by the PA and/or PAF which at least includes:

- Conformity of audit implementation by PA and/or PAF with applicable audit standards;
- Adequacy of field work time;
- Assessment of the scope of services provided and the adequacy of sampling; and
- Recommendations for improvements provided by the PA and/or PAF.

The report on the evaluation results of the Audit Committee was submitted by the Board of Directors of BCA using the form contained in the attachment to OJK Circular Letter No.36/SEOJK.03/2017 concerning Procedures for Using the Services of Public Accountants and Public Accounting Firms in Financial Services Activities and signed by the Audit Committee on February 4, 2022.

2. Relationship Between Banks, Public Accountants, and the Financial Services Authority

BCA constantly communicates with external auditors regarding audit plans, audit progress, and other important issues during audits to ensure the audit process runs smoothly. In accordance with applicable laws and regulations, the audit results report is submitted to OJK.

3. 2022 Audit Fees

KAP Tanudiredja, Wibisana, Rintis & Rekan (a member firm of the PwC global network) was appointed as BCA's auditor for the fiscal year ending December 31, 2022, with a service fee of Rp7,770,000,000.00 (seven billion, seven hundred and seventy million rupiah) excluding VAT.

Information regarding the PAF and PA that performed audit services for BCA for the past 5 (five) years is as follows:

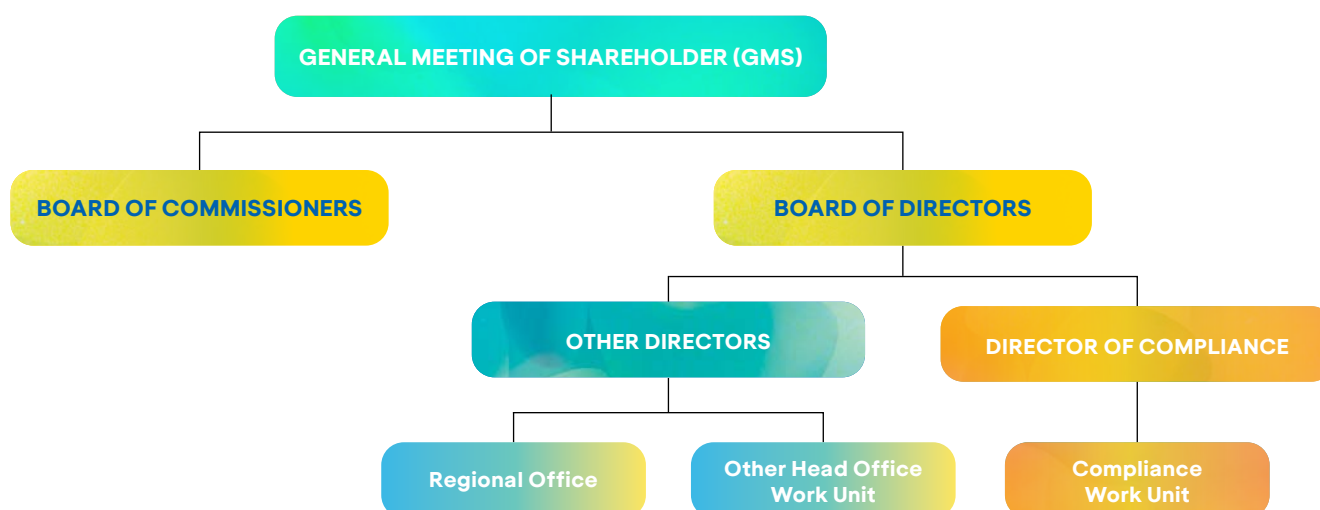
	2022	2021	2020	2019	2018
PAF	Tanudiredja, Wibisana, Rintis & Rekan (a member firm of the PwC global network)	Tanudiredja, Wibisana, Rintis & Rekan (a member firm of the PwC global network)	Tanudiredja, Wibisana, Rintis & Rekan (a member firm of the PwC global network)	Tanudiredja, Wibisana, Rintis & Rekan (a member firm of the PwC global network)	Tanudiredja, Wibisana, Rintis & Rekan (a member firm of the PwC global network)
PA	Jimmy Pangestu	Jimmy Pangestu	Jimmy Pangestu	Lucy Luciana Suhenda	Lucy Luciana Suhenda

COMPLIANCE FUNCTION

In order to carry out the compliance function in accordance with OJK Regulation No. 46/POJK.03/2017 concerning the Implementation of Compliance Functions for Commercial Banks, BCA has established a Compliance Work Unit (SKK) as an independent and uninfluenced work unit. Furthermore, BCA, as the Main Entity in the BCA Financial Conglomerate, has added an Integrated Compliance Function to the SKK organizational structure in order to implement Integrated Governance for Financial Conglomerates.

1. SKK Organizational Structure

SKK's organizational structure is governed by Board of Directors Decree No. 170/SK/DIR/2018, dated October 25, 2018. The Compliance Work Unit is led by the Head of SKK, whose appointment has been reported to OJK. SKK reports directly to the Director in charge of the compliance function. The appointment and nomination of the Director in charge of the compliance function have met the applicable requirements and are being carried out in accordance with OJK.



2. SKK's Responsibilities

The following are SKK's responsibilities:

- Monitoring BCA's level of compliance with the provisions of OJK, BI, and other regulators. This also includes ensuring that BCA's policies, provisions, systems, and procedures, as well as its business activities, comply with regulatory requirements;
- Coordinating the Implementation of the Anti-Money Laundering and Counter-Terrorism Financing (APU and PPT) Programs, including being responsible for conducting risk assessments for the APU and PPT program implementation in accordance with the regulator's provisions.

3. Integrated Compliance Function

In the context of implementing Integrated Governance in accordance with OJK Regulation No. 18/POJK.03/2014 concerning the Implementation of Integrated Governance for Financial Conglomerates, BCA has also added an integrated compliance function to the SKK organizational structure as the Main Entity in the BCA Financial Conglomerate. The integrated compliance function within SKK is responsible for monitoring and evaluating the compliance function and level of compliance at each Financial Services Institution (FSI) within the BCA Financial Conglomerate, including the implementation of the APU and PPT Programs.

In order to ensure the implementation of BCA's compliance function, the Board of Directors and Board of Commissioners have also carried out active supervision in the form of policy and procedure approval, periodic reporting, requests for explanations, and meetings.



4. Implementation of the Compliance Function in 2022

In 2022, SKK carried out its functions as follows:

1. Encouraging the creation of a culture of compliance
 - Socializing/informing the Board of Directors, Board of Commissioners, and work units about new regulatory provisions.
 - Providing information on OJK, BI, and other laws and regulations on the BCA portal site, which can be accessed by work units.
 - Involve human resources at SKK in various trainings, seminars on the dissemination of regulations from regulators, and compliance certification organized by the Banking Professional Certification Institute (LSPP) in order to improve quality, including actively participating in the Banking Compliance Director Communication Forum (FKDKP) working group.
 - Carry out a consultative function related to the application of applicable regulations by providing advice/response to questions from work units or branches.
2. Ensuring that BCA's policies, provisions, systems, and procedures, as well as its business activities, comply with the following provisions:
 - Identifying sources of compliance risk.
 - Conduct a gap analysis, assess the impact of the new provisions on BCA's operations, and make recommendations for changes to manuals, policies, and internal procedures.
 - Perform updates on applicable regulatory requirements database.
 - Compile a Compliance Matrix Diary as a monitoring tool to ensure commitment toward reporting obligations to regulators.
 - Reviewing and providing opinions to ensure compliance with the applicable regulatory provisions for:
 - New products and activities plan;
 - Formulation of Internal regulations to be issued;
 - Compliance with corporate credit release;
 - Documents to ensure operational readiness for office network openings, address changes, and closures; and
 - Documents in the framework of the capital participation plan.
 - Conduct compliance tests on the implementation of provisions at the Branch Office, in collaboration with the Branch Internal Supervisor.
 - Monitor the level of compliance with applicable regulatory provisions related to prudential banking principles, such as:
 - Minimum Capital Adequacy Requirement (KPMR);
 - Statutory Reserves (GWM);
 - Macprudential Liquidity Buffer (PLM);
 - Net Open Position (NOP);
 - Legal Lending Limit (BMPK);
 - Non-Performing Loans (NPL);
 - Macprudential Intermediation Ratio (RIM);
 - Liquidity Coverage Ratio (LCR);
 - Net Stable Funding Ratio (NSFR);
 - Macprudential Inclusive Financing Ratio (RPIM).
 - Monitoring the imposition of sanctions/ fines from regulators.
 - Conducting compliance risk assessment and compiling quarterly Compliance Risk Profile Reports, in order to manage compliance risk.
 - Prepare Quarterly Compliance Monitoring Reports to be submitted to the Board of Directors and Board of Commissioners.
 - Coordinating with work units in the framework of risk-based Bank Soundness Rating.
 - Participate actively with the Corporate Secretariat Division in implementing BCA Governance and Integrated Governance.
 - Utilizing information technology, known as Regulatory Technology (RegTech), to increase efficiency and effectiveness in the process of managing regulatory provisions.

3. Ensuring BCA's compliance with commitments made to regulators:
 - Working with DAI to monitor BCA's commitments to OJK, BI, and other regulators
 - Monitor and follow up on requests for information/data by OJK, BI, and other regulators in the context of bank supervision.
4. Monitor and evaluate the compliance function both in an integrated manner and at each Subsidiary Company within the BCA Financial Conglomerate.
 - Prepare Integrated Compliance Reports to be submitted to the Board of Directors and Board of Commissioners.
- Coordinate with work units in the context of a risk-based Consolidated Bank Soundness Rating.
- Reviewing and providing opinions to ensure conformity with regulators regarding the plan for BCA's Collaborative Synergy with Subsidiaries.
- Coordinate with Subsidiary Compliance PIC in order to prepare Integrated Compliance Risk Profile every semester.
- Communicating with Subsidiaries within the scope of the implementation of the compliance function.

5. Compliance Indicators for 2022

Compliance indicators for 2022, as a form of commitment, and BCA's level of compliance with applicable laws and regulations are as follows:

Table of Compliance indicators in 2022

No.	Compliance Indicator	Applicable Provision	BCA Achievement	Description
1	Minimum Capital Adequacy Requirement (KPPM)	Min, 14% up to < 15%	25.77%	Complied with the applicable provisions
2	Net Non-Performing Loan (NPL)	Max. 5%	0.59%	
3	Legal Lending Limit (BMPK)	Max. 10% of equity	5.50%	
4	Rupiah Statutory Reserves (GWM)	Min. 5.3%	10.15%	
5	Macroprudential Liquidity Buffer (PLM)	Min. 6%	34.69%	
6	Foreign Currency Statutory Reserves (GWM)	Min. 4%	4.24%	
7	Net Open Position (NOP)	Max. 20% from capital	0.13%	
8	Liquidity Coverage Ratio (LCR)	Min. 100%	382.02%	
9	Macroprudential Intermediation Ratio (RIM)	84% - 94%	67.20% ^{*)}	
10	GWM RIM	Min. as required	169.23%	In accordance with RIM's description below
11	Macroprudential Inclusive Financing Ratio (RPIM)	December 2022 target Min. 19.78%	20.38%	In accordance with RIM's description below

Description:

^{*)} RBCA RIM in December 2022 is smaller than the lower limit of the RIM target set by BI at 84% in PADG No. 22/11/PADG/2020 dated April 29, 2020 concerning Amendments to PADG No. 21/22/PADG/2019 concerning Macroprudential Intermediation Ratio and Macroprudential Liquidity Buffer for Conventional Commercial Banks, Sharia Commercial Banks, and Sharia Business Units, so that BCA is required to establish RIM Current Accounts in Rupiah in the amount calculated between the Lower Disincentive Parameter and the difference between BCA RIM and RIM Target against Third-Party Fund Rupiah.

Based on PADG No. 23/7/PADG/2021 dated April 26, 2021 concerning the Third Amendment to PADG No. 21/22/PADG/2019 concerning Intermediation Ratios and Macroprudential Liquidity Buffers for Conventional Commercial Banks, Islamic Commercial Banks, and Sharia Business Units, there is a Lower Disincentive Parameter related to fulfilling RIM since January 2022. The Lower Disincentive Parameter for Banks with RIM conditions <84%, NPL <5% and CAR >19% is set at 0.15.



6. Anti-Money Laundering and Counter-Terrorism Financing (APU and PPT) Program

BCA is committed to implementing the Anti-Money Laundering and Counter-Terrorism Financing (APU and PPT) Program in accordance with OJK Regulation No. 12/POJK.01/2017 and OJK Regulation No. 23/POJK.01/2019 concerning the Implementation of Anti-Money Laundering and Counter-Terrorism Financing Programs in the Financial Services Sector and OJK Circular Letter No. 32/SEOJK.03/2017 concerning the implementation of Anti-Money Laundering and Counter-Terrorism Financing Programs in the Banking Sector. Activities related to the implementation of the APU and PPT Programs during 2022 are as follows:

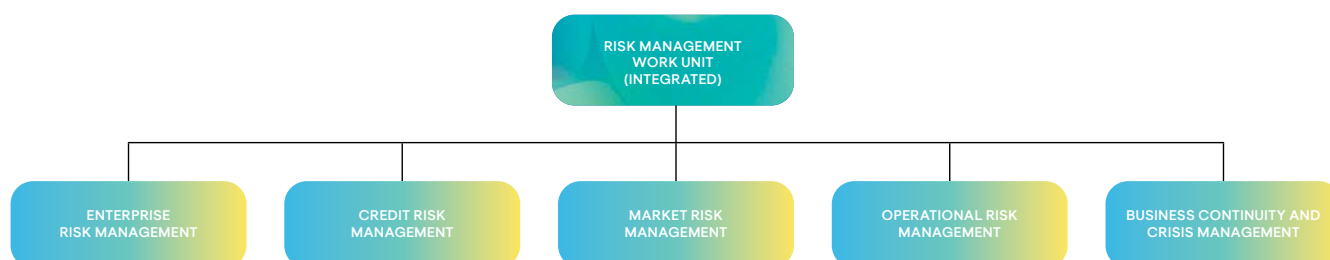
- Report on the implementation of APU and PPT to the Board of Directors and the Board of Commissioners on a periodic basis.
- Monitoring suspicious financial transactions with a web-based application called STIM (Suspicious Transaction Identification Model), as well as developing and improving the application system with cutting-edge technology and updating the parameters to detect suspicious transactions.
- Coordinate the implementation of updating customer data by setting targets and monitoring the realization of those targets.
- Reviewing plans for new products and activities to ensure compliance with the APU and PPT provisions.
- Filtering customer data and transactions against watchlists issued by the competent authorities, including the List of Suspected Terrorists and Terrorist Organizations (DTTOT), List of Funding for Proliferation of Weapons of Mass Destruction (DPPSP), the Office of Foreign Assets Control (OFAC), United Nations (UN) List, and the European Union (EU) List, at the time of opening an account and when there is a change in the watchlist.
- Use a risk-based approach to identify and assess the risks associated with the implementation of APU and PPT at BCA, considering factors such as customers, countries or geographic areas, products and services, and distribution networks.
- Collaborates with branch internal supervisors to conduct compliance tests on AML and CFT implementation at branch offices.
- Reporting suspicious financial transactions, cash financial transactions, and transferring funds to and from abroad, as well as submission of data through the Integrated Service User Information System (SIPESAT) and the Suspected Terrorism Funding Information System (SIPENDAR) for the Center for Financial Transaction Reports and Analysis (INTRAC).
- Improve understanding of APU and PPT on an ongoing basis by conducting training and outreach through classroom training, online training, e-learning, and virtual events, as well as in internal forums such as Regional Coordination Meetings and Head of Branch Operations Coordination Meetings and Service Operations Forums.
- Developing APU and PPT Implementation training materials.
- Reviewing and providing opinions on plans for new products and activities, as well as formulating internal regulations to be issued, to ensure compliance with the applicable APU and PPT provisions.
- Participating in activities organized by regulators, including:
 - a. Implementation of PPATK's Financial Integrity Rating (FIR).
 - b. Implementation of Mutual Evaluation Review (MER) – Financial Action Task Force (FATF)

IMPLEMENTATION OF RISK MANAGEMENT

BCA implements effective risk management and internal control system that is tailored to the objectives, business policies, size, and complexity of BCA's business activities. The Board of Commissioners and Board of Directors of BCA are responsible for the integrated implementation of risk management and internal control systems at BCA and its Subsidiaries.

In ensuring the implementation of effective risk management, BCA is guided by the requirements and procedures stipulated in provisions set by the regulator and refers to international best practices. BCA already has Basic Risk Management Policy (BRMP) and Basic Integrated Risk Management Policy for BCA's Financial Conglomerate (BIRMP). The policy refers to OJK Regulation No. 18/POJK.03/2016 dated March 16, 2016, concerning the implementation of Risk Management for Commercial Banks, OJK Regulation No. 17/POJK.03/2014 dated November 18, 2014, concerning Implementation of Integrated Risk Management for Financial Conglomerates, and ISO 31000/COSO Enterprise Risk Management Framework Standards.

Risk Management Organizational Structure



1. Overview of Risk Management

In order to manage risk, BCA has implemented Integrated Risk Management Framework. This framework is used as a means to determine strategies, organizations, policies and procedures, as well as risk management infrastructure to ensure that all risks faced by the BCA can be identified, analyzed, evaluated, monitored, and reported correctly.

Risk Management Implementation Framework



The framework for BCA's and integrated risk management implementation describes a risk management framework and process that have interrelationship and reciprocal relationship, both between, the Board of Commissioners, the Board of Directors, Supporting Committees under the Board of Commissioners and the Board of Directors, between Divisions or Work Units and with Subsidiaries.

The implementation of BCA risk management includes:

- Active supervision by the Board of Commissioners and the Board of Directors. The implementation of active supervision by the Board of Commissioners and Board of Directors is carried out in accordance with the duties and responsibilities stipulated in the Corporate Governance Guidelines concerning the Implementation of Risk Management. The Board of Commissioners actively maintain communication with the Board of Directors and provide advice regarding strategic actions in implementing risk management at BCA.

1. Oversight by the Board of Commissioners is assisted by the Risk Oversight Committee (ROC), whose function is to ensure the existing risk management framework provides adequate protection for all BCA's risks. ROC has the following main tasks:
 - Provide independent professional recommendations and opinions regarding the conformity of policies and the implementation of risk management policies to the Board of Commissioners.
 - Monitor and evaluate the implementation of the duties of the Risk Management Committee (RMC) and the Risk Management Work Unit.
2. Oversight by the Board of Directors is assisted by:
 - a. The Risk Management Committee (RMC), which has the main task of providing recommendations to the President Director which at least includes the following:

- Formulate policies, strategies, and guidelines for implementing risk management.
- Improve or refine the implementation of risk management based on the results of evaluating the implementation of effective risk management process and system.
- Determine matters related to business decisions that deviate from normal procedures (irregularities).
- b. The Integrated Risk Management Committee (IRMC), which has the main task of providing recommendations to BCA's Board of Directors as the Main Entity which at least includes:
 - Formulate integrated risk management policies.
 - Improve or refine the integrated risk management policies based on the results of the implementation evaluation.

In addition, the IRMC has the authority to review and provide recommendations on matters relating to integrated risk management for the Board of Directors approval.
- c. Other committees tasked with handling specific risks, among others, the Credit Policy Committee (CPC), Credit Committee (CC), Information Technology Steering Committee (ITSCI), and the Asset and Liability Committee (ALCO).
- Adequacy of risk management policies and procedures and setting risk limits.
 1. BCA has carried out risk management and ensured the availability of policies and risk limits that are supported by procedures, reports, and information system that provide accurate and timely information and analysis to the management, including determining actions to deal with changing market conditions.
 2. BCA has ensured that in the process of developing work systems and procedures, it has taken into account both the operational and business side and the level of risk that may occur within a work unit.
 3. BCA already has BRMP and BIRMP as the main guidelines for implementing risk management at BCA and BCA's Financial

Conglomerate. Provisions regulated by BRMP and BIRMP, consist of:

- a. Framework for implementing risk management for each type of risk.
- b. Report on the implementation of risk management.
- c. Implementation of consolidated risk management.
- d. Implementation of integrated risk management.
4. Periodically review and update policies, procedures, and the risk management framework in accordance with the needs of BCA and the applicable laws and regulations.

- Adequacy of process for risk identification, measurement, monitoring, and control, as well as risk management information system.

1. BCA has adequate procedures for identifying, measuring, monitoring, and controlling risks, as well as a risk management information system. Risk exposure monitoring is carried out continuously by Risk Management Work Unit.

Risk Management Work Unit has been established to ensure that BCA and its Subsidiaries carry out integrated risk mitigation properly through identification, measurement, monitoring, control, and reporting in accordance with the risk management framework and are able to deal with emergency situations that threaten BCA's business continuity.

Risk Management Work Unit's authorities and responsibilities include:

- a. Provide input to the formulation of risk management policies, strategies, and frameworks by the Board of Directors.
- b. Develop procedures and tools for identification, measurement, monitoring, and risk control.
- c. Design and implement the tools needed in the implementation of risk management.
- d. Monitor the implementation of risk management policies, strategies, and frameworks that have been approved by the Board of Directors.
- e. Monitor overall and individual risk positions or exposures, including comply with established risk tolerances and limits.



- f. Perform stress testing.
 - g. Review new product and/or activity proposals.
 - h. Provide recommendations to the business work units and/or RMC/IRMC regarding the implementation of risk management.
 - i. Evaluate the accuracy and validity of the data used to measure risk.
 - j. Prepare and submit Risk Profile Reports at least quarterly and Integrated Risk Profile Reports every semester.
 - k. Carry out regular reviews to ensure the adequacy of the risk management framework and information system, and the accuracy of the risk assessment methodology.
 - l. Carry out authority and responsibility as an integrated risk management work unit in accordance with OJK Regulation No. 17/POJK.03/2014 dated November 18, 2014, concerning Implementation of Integrated Risk Management for Financial Conglomerates.
2. BCA has built a technology-based information system, namely the Integrated Risk Management Information System (IRMIS) application, which is used for the preparation of:
- BCA Risk Profile Report.
 - Integrated Risk Profile Report.
 - Integrated Capital Adequacy Report.
- Periodic reviews of the risk management information system are carried out according to the needs of BCA and the applicable laws and regulations.
- Comprehensive internal control system. The full implementation of the internal control system to support the implementation of BCA's risk management is presented on page 498 of the Internal Control System section of this Annual Report.

2. Risk Management

In accordance with OJK Regulation No. 17/POJK.03/2014 dated November 18, 2014 concerning the Implementation of Integrated Risk Management for Financial Conglomerates and OJK Circular Letter No. 14/SEOJK.03/2015 dated May 25, 2015 concerning the Implementation of Integrated Risk Management for Financial Conglomerates, BCA becomes the Main Entity of BCA's Financial Conglomerate, which manages 10 (ten) types of risks in integrated manner, namely:

1. Credit Risk

- Credit organization is improved continuously by referring to the four eyes principle in which credit decisions are taken based on considerations from two sides, namely the business development side and the credit risk analysis side.
- Improving Basic Bank Credit Policy in a sustainable manner which is in line with BCA's development, regulatory provisions, prudential banking principles, and international best practices.
- Improving credit risk management procedures and system through "Loan Origination System" development for the workflow of the credit granting process (from start to finish) in order to achieve an effective and efficient credit process. The development of system for measuring debtors' risk profile continues to be improved so that it can be applied as a whole, as well as the credit database development process, which continues to be carried out and developed.
- To maintain good credit quality, monitoring credit quality continues to be carried out regularly, including credit restructuring affected by COVID-19, both per credit category (Corporate, Commercial, Small and Medium Enterprise (SME), Consumer, and Credit Card), industrial sector, and the overall credit portfolio. For branches that have SME/House Loan Credits/credit card loans with a 30+ third-party funds ratio (arrears > 30 days) and high NPLs, close monitoring and authority control are carried out for the branches can focus on improving their credit quality.

- In order to maintain the quality of the loan portfolio to remain within the bank's risk appetite, BCA also sets credit limits and monitors them.
- Development of credit risk management activities by conducting periodic stress testing analysis on credit portfolios and monitoring the results of the stress testing. Stress testing is useful for BCA as a tool to estimate the magnitude of the impact of risks in "stressful conditions". Hence, BCA can develop appropriate strategies to mitigate these risks as part of the implementation of "contingency Plan".
- To monitor and control credit risk in Subsidiaries, BCA has routinely monitored credit risk in Subsidiaries and ensured that Subsidiaries have a good and effective credit risk management policy.
- To anticipate the latest dynamic developments that require a forward-looking loan monitoring system, credit monitoring facility has been developed, such as the Early Warning System (EWS).
- Internal credit regulations have been reviewed on a regular basis with due regard for the principle of prudence and compliance with BCA's risk appetite as an effort to align business developments and strategies with the most recent regulatory provisions.
- Since 2021, the focus on credit risk management has been directed at developing a Credit Scoring System and a Credit Quality Risk Model with an Advanced Analytics approach to support sustainable credit business growth.
- BCA has also developed a credit restructuring policy for debtors affected by COVID-19 with reference to OJK Regulation No. 11/POJK.03/2020 dated March 13, 2020, concerning the National Economic Stimulus as a Countercyclical Policy on the Impact of the Spread of Coronavirus Disease 2019, as amended by OJK Regulation No. 48/POJK.03/2020 and OJK Regulation No. 17/POJK.03/2021.

- These policies include
 - Determination of credit quality and criteria for debtors who eligible for restructuring.
 - Develop a restructuring scheme for each credit segment.
 - Authority of the official to decide the restructuring.
 - Monitoring of restructured loans.

2. Market Risk

- In managing foreign exchange risk, BCA centralizes the management of the Net Open Position (NOP) in the Treasury Division, which combines daily NOP reports from all branches. In general, each branch must cover its foreign currency exchange risk at the end of each business day, although there is a limit to the NOP tolerance for each branch depending on the amount of foreign exchange transaction activity at the branch. BCA prepares daily NOP reports that incorporate NOP into consolidated financial statement position and administrative accounts (off-balance sheet accounts).
- To measure the risk of foreign currency exchange rates, BCA uses the Value at Risk (VaR) method with Historical Simulation approach for internal reporting purposes, while for the calculation of the Minimum Capital Adequacy Requirement report, BCA uses the standard method in accordance with regulatory provisions.
- ALCO regularly monitors market developments and adjusts interest rates on deposits and loans.
- BCA monitors the movement of benchmark interest rate and the interest rates offered by competing banks to determine interest rates for funds and loans.
- In order to anticipate the impact of the COVID-19 pandemic on market risk, BCA has taken several actions, including analyzing and reviewing the risk weighting policy to anticipate market risk as reflected in increased volatility in the USD exchange rate against the rupiah, as well as conducting stress testing for the Fair position Value Through Profit and Loss (FVTP) and Fair Value Through Others Comprehensive Income (FVOCI) periodically.



3. Liquidity Risk

- BCA regards highly in maintaining adequate liquidity in fulfilling its commitments to customers and other parties, whether in the context of extending credit, repaying customer deposits, or meeting operational liquidity needs. The overall function of managing liquidity needs is carried out by ALCO and operationally by the Treasury Division.
- Measurement and control of liquidity risk is carried out through:
 - Supervision of liquidity reserves and liquidity ratios such as the Loan to Deposit Ratio (LDR), Liquidity Coverage Ratio (LCR) and Net Stable Funding Ratio (NSFR).
 - Maturity profile analysis, cash flow projection.
 - Periodic stress testing to see the impact on BCA's liquidity in the face of extreme conditions. BCA also has a contingency funding plan to deal with these extreme conditions.
- Maintain Rupiah and Foreign Currency liquidity (Minimum Statutory Reserves/ GWM) in accordance with regulatory provisions, both on a daily basis and on an average basis for a certain reporting period, which consists of:
 - GWM and RIM Current Accounts (Macro prudential Intermediation Ratio) in the form of Rupiah current accounts with Bank Indonesia.
 - PLM (Macroprudential Liquidity Buffer) in the form of SBI, SDBI, and SBN.
 - GWM foreign currency deposits at Bank Indonesia in the form of foreign currency demand deposits.
- In order to anticipate the impact of the COVID-19 pandemic on liquidity risk, BCA has taken several actions, including:
 - Increased monitor activities over the development of secondary reserves and liquidity ratios to ensure adequate liquidity, as well as Early Warning Indicators (EWI) as leading indicators of liquidity risk.
 - Performed liquidity risk stress testing simulation.
 - Increased the frequency of ALCO meetings aimed to review interest rates on funds and loans.

4. Operational Risk

- The main objective of operational risk management is to minimize the possibility of negative impacts from inadequate and/or non-functioning internal process, human errors, system failures, and/or external events. Operational risk management is constantly enhanced in order to adapt to the constantly changing business environment and minimize the risks faced by the bank.
- To be able to manage and minimize these operational risks, BCA has an Operational Risk Management Framework and implements an Operational Risk Management Information System (ORMIS), which is a web-based application that consists of several tools and methodologies, as follows:
 - Risk Control Self-Assessment (RCSA) is used as a means to instill a risk culture and increase risk awareness in all work units.
 - Loss Event Database (LED) is used as a means of recording operational losses used in calculating capital charge allocations, continuous monitoring of events that can cause operational losses for BCA, and analysis of risks faced by banks, so that necessary corrective/preventive actions are taken to minimize/mitigate the risk of operational losses that may arise in the future.
 - Key Risk Indicator (KRI) is used as a tool that can provide an early warning sign of the possibility of an increase in operational risk in a work unit. KRI is also further developed into Predictive Risk Management which can assist work units in monitoring risk exposure.
- In accordance with regulatory provisions, BCA has allocated capital reserves for losses from operational risk using the Basic Indicator Approach method. In addition, as the regulator implements the RWA calculation for Operational Risk using a standard approach, BCA conducts a gap analysis and prepares what needs to be done so that it can meet the specified requirements.

- To support banking transaction services 24 (twenty-four) hours a day without disruptions, BCA operates 2 (two) redundant data centers (which work in mirroring) and a Disaster Recovery Center (DRC). DRC is improved continuously as part of Business Continuity Management and is designed to operate as a Crisis and Command Center. In addition, BCA has a Secondary Operation Center that is ready to be used in the event of a disruption/disaster at the building/work location of BCA's critical Work Units.
- In order to minimize the risk impact of the COVID-19 pandemic, BCA carries out the following activities:
 - a. Performed risk analysis and mitigation of changes in operational process at the bank, such as changes in work methods, process changes in providing services to customers, and new/developed digital activities/products.
 - b. Socialization of COVID-19 information to workers, advice on how to anticipate COVID-19 spread, and preventive actions that can be taken. In addition, a call center is available for workers who require information about COVID-19.
 - c. Security of the Environment/ work area for workers and customers:
 - Mandatory use of masks.
 - Take body temperature measurements when entering the BCA building.
 - Improving the sanitation of facilities and infrastructure.
 - Provide hand sanitizer.
 - Conduct a self-assessment of workers/guests (except customers) who will enter the BCA work area.
 - Establish social distancing in the office area and lifts.
 - Installation of acrylic as a protective cover on the service counter.
 - d. Office activity management:
 - Workers who have received the second dose of vaccination and have GREEN status on the Peduli Lindungi application, are in good health, have no symptoms of illness, and have passed self-assessment for the past 14 days can carry out cross-building activities within and outside the city while still implementing strict and disciplined health protocols.
 - Implement the use of the Quick Response Code barcode on the Peduli Lindungi application (QR Peduli Lindungi) in every BCA building in accordance with the stipulations regarding the use of the Peduli Lindungi application in the banking industry.

- Work activities in the office (WFO) are organized with a maximum percentage of WFO based on the current Minister of Home Affairs' regulations.
- Carry out split operations for head office/regional office workers related to the operational customer service transactions.
- Implementing Work From Home (WFH) on a case by case basis with permission from the head of the work unit for:
 - Workers who have degenerative diseases and comorbid factors.
 - Pregnant workers with special conditions.
- Use video conferencing and other online communication tools to conduct meetings and communicate with internal and external parties as much as possible.



- Setting WFO staff working hours:
 - Flexi time for Head Office work units handle non-transaction customer service operational.
 - Go home early for Head Office/Regional Office/Branch Office work units related to customer service operational transactions (minimum 16.00 o'clock with permission from the work unit leader if the Implementation of Restrictions on Community Activities (PPKM) level 2-4 is in effect).
- e. Handling workers who are confirmed to have COVID-19 and the office environment is carried out according to the Crisis Team protocol.
 - For workers confirmed to have COVID-19:
 - Isolate in a hospital or independently for at least 10 (ten) days until the worker concerned recovers (1 negative antigen test).
 - Monitor the health development of workers every day.
 - For office environment:
 - Conduct epidemiological investigations to ensure the source of transmission.
 - Conduct confirmed worker contact tracing.
 - Carry out an antigen test for these close contacts 2 (two) times (day 1 and day 5) and continue the PCR test if the antigen test result is positive.
 - Carry out quarantine or self-monitoring for these close contacts.
 - Carry out disinfection in the work area where the confirmed worker is located and cover the area during the disinfection process.

- To maintain security in conducting digital banking transactions, the bank implements cyber risk management in the aspects of people, process, and technology with reference to the company's strategy and regulatory directives and conducts routine security awareness dissemination to:
 - Workers and management in the form of e-learning, videos, infographics, and simulated phishing e-mails.
 - Customers in the form of webinars.

5. Legal Risk

- Inherent legal risk is assessed based on the potential loss of cases that occurred at BCA and Subsidiaries that are currently in process or have been settled in court compared to BCA's capital and consolidated capital. The parameters used to calculate potential losses for cases that are currently being processed in court are the basis of the claim (case position), the value of the case, and legal documentation. Meanwhile, the parameters used to calculate losses from a claim are losses suffered by BCA and Subsidiaries based on court decisions that have permanent legal force.
- To identify, measure, monitor, and control legal risks, BCA has established a Legal Group (GHK) at the Head Office and Legal Work Units in all Regional Offices.
- In order to mitigate legal risks, the Legal Group has carried out, among others:
 - Create a Legal Risk Management Policy, have internal provisions governing the organizational structure and job descriptions of the Legal Group and standardize legal documents.
 - Organize legal communication forums to improve the competence of legal staff.

- Conduct socialization on the impact of newly enacted regulations on BCA's banking activities and the various modes of operation of banking crimes, as well as legal guidelines for dealing with them to branch officials, regional offices, and related head office work units.
- Provide legal defense in civil and criminal cases involving BCA that are currently being processed in court, as well as monitor the case's progress.
- Develop credit security strategy plans (in collaboration with other work units, including the Credit Rescue Work Unit) in relation to bad credit problems.
- Register BCA's assets with the authorized institution, including intellectual property rights (IPR) on BCA banking products and services, as well as BCA's land and building rights.
- Monitor and take legal action for violations of BCA assets, including violations of BCA's IPR.
- Monitor and analyze cases that BCA and its Subsidiaries are currently dealt in court.
- Conduct inventory, monitor, analyze, and calculate potential losses that may arise in connection with legal cases that have occurred.

6. Reputation Risk

- Assessment of reputation risk is carried out using parameters such as the number of complaints and negative publications and the achievement of complaint resolution.
- Infrastructure development, which includes the implementation of appropriate software and hardware (namely, HaloBCA Phone Service and 24-hour WhatsApp/ WA Chat, the BCA CRM Contact Center, Web Chat through www.bca.co.id, and the HaloBCA application that can be used by mobile phones users with IOS and Android platforms), the development of much better procedures and work management so as to facilitate monitoring and management information systems that can support the speed and quality of the organization.

- The implementation of reputation risk management is guided by regulatory provisions.
- The parameters for reputation risk management assessment and implementation are evaluated on a regular basis.

7. Strategic Risk

- Assessment of inherent strategic risk is carried out using parameters such as the alignment of strategy with the conditions of the business environment, high-risk strategy, BCA's business position, and the achievement of the Bank's Business Plan.
- The quality assessment of strategic risk management implementation is carried out using parameters such as risk governance, risk management framework, risk management process, the adequacy of Management Information Systems 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 BCA, considering that it can cause financial and non-financial losses.
- In accordance with OJK Regulation No. 46/POJK.03/2017 dated July 12, 2017 concerning Implementation of the Compliance Function for Commercial Banks, BCA has appointed a member of the Board of Directors as the Director in charge of the compliance function, who is responsible for ensuring compliance and minimizing compliance risk by formulating policies and procedures for compliance risk management and monitoring their implementation. In carrying out its duties, the director in charge of the compliance function is assisted by the Compliance Work Unit (SKK), which is independent from the operational work units.
- In assessing inherent compliance risk, the parameters used are the type and significance of the violations committed, the frequency of the violations committed or the track record of compliance, and violations of the provisions of certain financial transactions. In addition, SKK is also responsible for the implementation of



the Anti-Money Laundering and Combating the Financing of Terrorism (APU and PPT) programs, including conducting risk assessments for the implementation of the APU and PPT programs in accordance with regulatory provisions.

- BCA already has compliance policies and procedures, including AML and CFT, which contain, among other things, a process for continually adjusting provisions and internal systems with applicable regulations, communicating provisions to relevant employees, conducting reviews of new products/activities, conducting regular compliance tests, and providing training to workers. The results of the supervision of the Compliance Director are reported on a quarterly basis to the President Director with a copy to the Board of Commissioners.
- BCA makes use of information technology, known as Regulatory Technology (RegTech) to increase efficiency and effectiveness in the process of managing regulatory provisions.
- In order to support the bank's strategic positioning as a transactional bank, particularly in relation to preventing money laundering and terrorism financing, BCA has used a web-based application called STIM (Suspicious Transaction Identification Model) and developed a system for the application. using the latest technology and updating parameters to be able to detect suspicious transactions.
- BCA also screens customer data and transactions related to the List of Suspected Terrorists and Terrorist Organizations (DTTOT) and the List of Funding for Proliferation of Weapons of Mass Destruction (DPPSP) issued by the competent authorities at the time of account opening and when BCA conducts business relationships. Furthermore, filtering will be carried out again if there are changes to the list.

9. Intra-Group Transaction Risk

- 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, as well as the adequacy of the risk control system.

10. Insurance Risk

- Assessment of inherent insurance risk is carried out using parameters such as technical risk, dominance of insurance risk over the entire line of business, product risk mix and types of benefits, and reinsurance structure.
- Assessment of the quality of insurance risk management implementation is carried out using parameters such as risk governance, risk management framework, risk management process, Management Information System and Human Resources, as well as the adequacy of the risk control system.

3. Review/Results of the Review of the Implementation of the Risk Management System

Based on the results of the self-assessment, BCA had a 'low to moderate' risk profile rating in 2022, both individually and 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 have a "low" risk level are Market Risk, Liquidity Risk, Legal Risk and Intra-Group Transaction Risk.
- Risks that have a "low to moderate" risk level are Credit Risk, Operational Risk, Reputation Risk, Strategic Risk, Compliance Risk and Insurance Risk.

The “low to moderate” integrated risk profile rating of BCA was earned because BCA and its Subsidiaries (BCA’s Financial Conglomerate) have implemented a risk management process that is quite effective and efficient in all of their activities.

- The trend of integrated inherent risk for the coming period is stable because it is not expected that there will be significant changes in inherent risk. BCA’s Financial Conglomerate must pay attention to the impact of the COVID-19 pandemic, which is putting pressure on macroeconomic conditions because it may have an impact on BCA’s Financial Conglomerate’s business activities, but risks of all BCA’s Financial Conglomerate’s business activities are expected to remain manageable based on the principle of prudence.
- The quality of integrated risk management implementation for the coming period will remain strong. This is due to the establishment of an Integrated Risk Management Framework by BCA’s Financial Conglomerate, which consists of strategy, organization, policies, and procedures, as well as risk management infrastructure, and continuously reviews risk management in all of its activities to ensure that all risks faced by BCA’s Financial Conglomerate can be identified, measured, monitored, controlled, and reported correctly.

BCA and its Subsidiaries’ risk management policies are continually updated in accordance with regulatory rules/regulations, the direction of developments in the implementation of the Basel II and III Accord, prudential banking principles, and international best practices. In conducting its business, BCA’s Financial Conglomerate will continue to pay attention to the economic situation and conditions as well as banking developments.

4. Statement on the Adequacy and Effectiveness of the Risk Management System

BCA has evaluated the implementation of the risk management system in 2022, in which:

- The Board of Directors evaluates the effectiveness of the risk management system at BCA through regular reviews of the applicable risk management policies and procedures, the adequacy of the risk management information system, the risk exposure reports and an assessment of BCA’s risk profile.
- The Board of Commissioners, assisted by the ROC, supervises and evaluates the implementation of the risk management system implemented by the Board of Directors.

Based on the results of the evaluation and supervision carried out, the Board of Commissioners considers that the risk management system at BCA is adequate and running effectively.



INTERNAL CONTROL SYSTEM

BCA Internal Control System is an ongoing monitoring mechanism which is established by management and aligned with the BCA's objectives, size, and complexity. The implementation of BCA's Internal Control System is guided by OJK Circular Letter Circular Letter No.35/SEOJK.03/2017 dated July 7, 2017, regarding Standard Guidelines for Internal Control Systems for Commercial Banks.

The objective of implementing an effective Internal Control System is to ensure:

1. Compliance with laws and regulations as well as internal policies/provisions.
2. Completeness, accuracy, efficiency, and timeliness of provision of the financial and management information.
3. Effectiveness and efficiency of operational activities.
4. Effectiveness of overall risk culture.

Additionally, in order to support OJK Regulation No. 17/POJK.03/2014 on the Implementation of Integrated Risk Management for Financial Conglomerates, BCA develops a comprehensive Internal Control System for implementation of integrated risk management that ensures:

- a. Compliance to internal policies or provisions, as well as applicable laws and regulations;
- b. Availability of complete, accurate, appropriate, and timely financial and management information; and
- c. The effectiveness of the risk culture throughout the Financial Conglomerate organization.

1. Internal Control System Framework

BCA adopt the three lines model framework to achieve reliable risk management and governance. The implementation of three lines model at BCA is as follows:

1. Governing Body

The Board of Commissioners and its committees under their coordination are responsible to ensure:

- Appropriate structures and processes are in place for effective governance; and
- Organizational objectives and activities are aligned with the prioritized interests of stakeholders.

2. First and Second Line

- First line responsible in delivery of products and services to customer, and include the support functions.
- Second line roles provide assistance with managing risk including the responsibility for enterprise risk management. The second line role is carried out by the Director of Compliance, Director of Risk Management, the Risk Management Work Unit (SKMR), and the Compliance Work Unit (SKK).

3. Third Line

The third line role provide risk-based, independent, and objective assurance and advice regarding the adequacy and effectiveness of governance, risk management, and internal control processes. The third line role is carried out by the Internal Audit Division, which will communicate audit results to the Board of Directors, Board of Commissioners, and Audit Committee.

In performing their roles, all lines communicate and collaborate on a regular basis and contribute to create and protect value that is aligned with the stakeholders' interest.

2. Components of the Internal Control System

In accordance with the Internal Control Integrated Framework developed by the Committee of Sponsoring Organizations of the Treadway Commission (COSO), BCA's Internal Control consists of 5 (five) components, which include:

I Management Oversight and Control Culture

According to their roles, the Board of Directors and the Board of Commissioners are in charge of fostering a culture of control. The role of the Board of Directors is to establish structure and maintain an effective internal control system, as well as ascertain the secure and reliable internal control system, among other by issuing the BCA's Internal Control System Standard Guidelines, policies, and operational procedures.

The Board of Commissioners has a role to oversight and assess the adequacy of internal control through committees under its coordination, such as the Audit Committee and Integrated Governance Committee. The Audit Committee assists the Board of Commissioners in carrying out oversight related to financial statements, internal control systems, implementation of internal and external audit functions, good corporate governance (GCG), and compliance with applicable laws and regulations.

II Risk Identification and Assessment

BCA has established an internal control mechanism embedded to each business unit, as a part of the Board of Directors' role in identifying, analyzing, and assessing the risks faced by BCA to ensure the targets are met. This role is carried out by establishing a Risk Management Unit (SKMR), which assigned to ensure that BCA and its Subsidiaries are properly carried out risk mitigation through identification, measurement, monitoring, controlling, and reporting risks in accordance to the risk management framework, and to deal with emergency situations that might threaten BCA's business continuity.

BCA has conducted a thorough risk identification and assessment that includes credit risk, market risk, liquidity risk, operational risk, legal risk, reputation risk, strategic risk, compliance risk, insurance risk, and intragroup risk. Moreover, BCA consistently conducts Risk Control Self-Assessment (RCSA) to review the inherent risks from each business unit activities.

III Control Activities and Segregation of Duties

Based on the internal control framework and components, BCA implements internal control to ensure the adequacy of financial controls, operational effectiveness and efficiency, as well as compliance with applicable laws and regulations. In addition, the establishment of policies, manuals, and operational procedures as guideline for task implementation and segregation of duties in each business unit in order to prevent error possibilities of each personnel while carrying out their duties.

Monitoring and reviewing of business units performance is done by SKMR and DAI as independent units in the second and third lines. An Assessment Report by DAI on the adequacy and effectiveness of the risk management, internal control, and governance processes is presented to the Board of Directors, Board of Commissioners and the Audit Committee.

The implementation of internal control includes:

a. Financial Control

To ensure the successful implementation of strategic plan that supports BCA's development, BCA has applied the following:

- 1) The Board of Directors has prepared and received approval from the Board of Commissioners on the strategic plan and Annual Work Plan and Budget (RKAT), which are stipulated in the Bank's Business Plan as a blueprint for a 3 (three) year business strategy, which has been distributed to BCA management who relates to its implementation.
- 2) The strategy implemented has taken into account the impact of strategic risk to BCA's capital, including projected capital and the Minimum Capital Adequacy Requirement (KPMR).
- 3) The Board of Directors actively conducts discussions/provides input, as well as monitoring internal conditions and developments of external factors both directly or indirectly affect BCA's business strategy.
- 4) BCA implements financial control process for the Bank and its subsidiaries in financial conglomerates, in order to periodically monitor BCA's performance achievements through the Corporate Strategy and Planning Division to improve the growth and performance of BCA and its Subsidiaries.
- 5) BCA has ensured that all accounting policies and standards are periodically reviewed in accordance with applicable rules and regulations.

b. Operational Control

In order to support overall operational risk control, BCA has implemented the following:

- 1) Forming the BCA organizational structure, including:
 - Segregation of duties to avoid conflict of interest.
 - Supervisory function that monitor daily operational control at branches and Head Office.
 - Branch Internal Control Unit (PIC) function to ensure the implementation of internal control at Branch Offices.
 - Regional Office Internal Control Unit (PIKW) function to ensure the implementation of internal control in Regional Offices.
 - Head Office Internal Control Unit (PIKP) function to ensure that internal controls are implemented in specific work units at the Head Office.



- DAI, which is independent of the risk-taking unit, evaluates and assesses the adequacy and effectiveness of corporate governance, risk management, and internal control processes for BCA and its subsidiaries in financial conglomerates.
 - SKMR and SKK, which are independent to the risk-taking unit.
 - Anti-Fraud Bureau to increase the effectiveness of the implementation of anti-fraud strategies for all company activities.
- 2) All BCA operational activities are guided by standard operating procedure to ensure that operational risks have been properly mitigated.
 - 3) Establish employee rotation policies.
 - 4) Setting up limit of authority for officers to transact.
 - 5) Establish Information Security Policy, including: User ID access and password, physical security, etc.

c. Compliance with Applicable Laws and Regulations

To ensure BCA's compliance with applicable laws and regulations, BCA has implemented the following:

- 1) BCA is committed to comply with applicable laws and regulations and taking corrective action for any risk weaknesses.
- 2) BCA has established an SKK that is independent of the risk-taking unit and is responsible to monitor the compliance of BCA and its Subsidiaries in an integrated manner.
- 3) BCA has:
 - Monitored Compliance Reporting to BI/ OJK/other regulators.
 - Conducted BCA Compliance Reports, including Anti-Money Laundering and Prevention of Terrorism Financing Program Implementation Report to OJK every 6 (six) months.
 - Submitted Compliance Monitoring Reports on BCA's Prudential Provisions, including Anti-Money Laundering and Prevention of Terrorism Financing Program Implementation Report to the Board of Commissioners, President Director, and Deputy President Director quarterly

- 4) The strategy of compliance Risk Management is consistently comply with prevailing regulations by proactively taking prevention (ex-ante) in order to minimize the occurrence of violations and taking curative actions (ex-post) for improvements.

IV Accounting, Information, and Communication Systems

BCA has an adequate accounting, information, and communications system to identify potential problems. The System is also used as an information exchange to carry out task according to their responsibilities. BCA has an accounting policies that are complied with applicable principles and regulations and are supported by an efficient recording system and well-documented reconciliation procedure, which made the accounting system generates accurate, appropriate, and consistent financial information. The information system is continuously developed to conform with the Bank's business activities and technological advances, as well as an effective communication system such that all BCA employees understand and comply with the applicable policies and procedures while performing their duties and responsibilities. BCA has conducted a review by an independent party to ensure that its information system can provide data and information related to business activities, financial conditions, the implementation of risk management, and compliance with regulations that are relevant, accurate, current, timely, and accessible to interested parties. stakeholders and reported on a consistent basis to support the Board of Directors' and Board of Commissioners' duties.

V Monitoring Activities and Corrective Action

DAI monitor and analyze the adequacy of management follow-up on audit results and recommendations from DAI, external auditors, OJK, and other authorities. The result of the follow-up monitoring is reported to the Board of Directors, the Board of Commissioners and the Audit Committee on a quarterly basis. Corrective action commitment changes should be approved by the President Director and the Board of Commissioners.

3. Internal Control System Evaluation

The Board of Directors is responsible for ensuring the implementation of an effective internal control system to achieve BCA's objectives. The Board of Commissioners, assisted by the Audit Committee and the Integrated Governance Committee, is in charge of overseeing the implementation of BCA's Internal Control System.

In order to evaluate the adequacy and effectiveness of the internal control system, in 2022 BCA has monitored and taken corrective actions as follows:

1. BCA continuously evaluate and monitor the overall effectiveness of the implementation of internal control, including changes in internal and external factors that may affect BCA's ability to achieve its goals.
2. Monitoring is prioritized on BCA's key risks and functions as part of daily activities, including periodic evaluations to detect and prevent the emerging risks, by operational & risk monitoring unit and DAI.
3. DAI evaluates the adequacy and effectiveness of the internal control system independently through the implementation of risk-based audit activities. The results of the evaluation and follow-up are reported to the Board of Commissioners, the Audit Committee, and the Board of Directors.

4. Board of Commissioners Statement on the Adequacy and Effectiveness of the Internal Control System

Based on the review and discussions with the Audit Committee on evaluation reports submitted by the management, the Board of Commissioners considers that BCA's internal control system is adequate and operating effectively.



IMPLEMENTATION OF THE ANTI-FRAUD STRATEGY

1. Introduction

In accordance with OJK Regulation No. 39/POJK.03/2019 dated December 19, 2019, concerning the application of the anti-fraud strategy for commercial banks, BCA already has guidelines for implementing an anti-fraud strategy. The Policy Guidelines have been ratified in the Decree of the Board of Directors No. 114/SK/DIR/2021 dated June 17, 2021 concerning adjustments to anti-fraud strategy policies. These guidelines are a manifestation of BCA management's commitment to preventing fraud by implementing a fraud control system that is implemented effectively and continuously. This fraud control system directs BCA in determining steps to prevent, detect, investigate, and monitor fraud incidents.

In accordance with the prevailing OJK regulation, BCA defines fraud as all acts of deviation or omission that are intentionally carried out to deceive, delude or manipulate BCA, customers, or other parties that occur within BCA and/or use BCA facilities, resulting in BCA, customers, or other parties suffering losses and/or perpetrators of fraud gaining financial benefits, either directly or indirectly. Types of acts classified as fraud are:

- 1) Fraudulence;
- 2) Deception;
- 3) Asset embezzlement;
- 4) Leakage of information;
- 5) Banking crimes.

In preparing and implementing an effective anti-fraud strategy, BCA has paid attention to the following matters:

- 1) Internal and external environmental conditions;
- 2) The complexity of business activities;
- 3) The potential, type, and risk of fraud; and
- 4) The adequacy of the required resources.

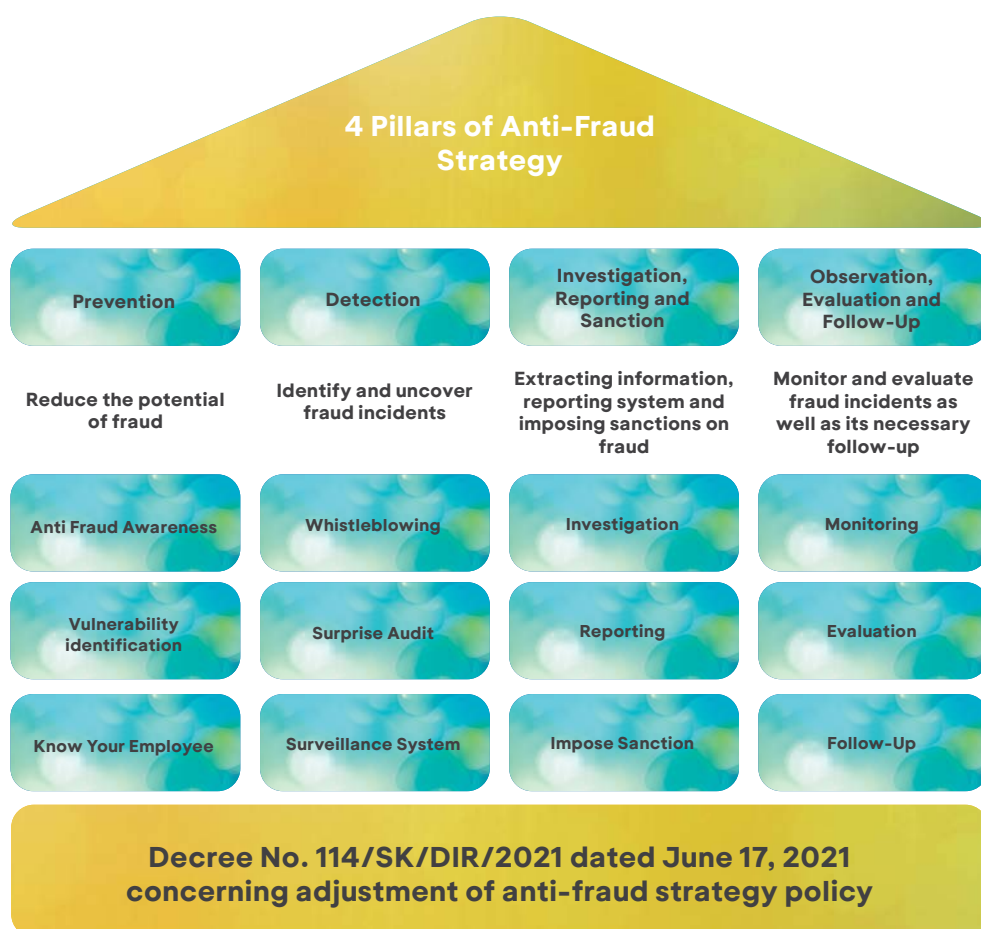
In addition to supporting the implementation of the anti-fraud strategy, BCA has also established an Anti-Fraud Bureau whose job it is to carry out the function of implementing the anti-fraud strategy at BCA. The Anti-Fraud Bureau is independent & responsible to the president director. The Anti-Fraud Bureau has a line of communication and reporting to the board of commissioners and a line of coordination with the Head of the Internal Audit Division.

2. Objectives

The objective of anti-fraud policy implementation in BCA are:

- To nurture an anti-fraud culture across BCA organization.
- To enhance awareness and concern for the risk of fraud in BCA's operations.
- As a reminder to all personnel of BCA to comply with applicable procedures and regulations.

Pillars and Implementation of Anti-Fraud Strategy



Anti-fraud strategy in its application is manifested in to a fraud control strategy, has 4 (four) pillars are as follows:

1) Prevention

Configure devices in order to reduce the potential risk of fraud, which includes anti-fraud awareness, vulnerability identification, and getting to know your employees.

2) Detection

Configure devices in order to detect fraud incidents in BCA's business operations, including whistleblowing, surprise audits, and surveillance system mechanisms.

3) Investigation, reporting, and sanctions

Configure steps for study or investigation, a reporting system, and the imposition of sanctions against incidents of fraud, which at least include investigation, reporting, and the imposition of sanctions.

4) Monitoring, evaluation, and follow up

Configure steps to monitor and evaluate as well as follow up on fraud which at least includes monitoring, evaluation and follow-up.

3. Implementation and Internalization

Anti-Fraud Declaration

In line with BCA's commitment to implementing the anti-fraud strategy, BCA prepared an anti-fraud declaration, which states that management is committed to implementing a "Zero Tolerance" policy against fraud through efforts to build strong pillars that function to prevent, detect, investigate, and continuously monitor risks, indications, and occurrences of existing fraud.



The contents of the BCA Anti-Fraud Declaration (Decree of Directors No. 139/SK/DIR/2020) are as follows:

“In order to strengthen the internal control system, implement good corporate governance, and further implement OJK Regulation No. 39/POJK.03/2019, dated December 19, 2019, concerning the application of an anti-fraud strategy for commercial banks, BCA declares its commitments to:

1. Conducting business fairly, honestly and transparently;
2. Avoid doing business with third parties who were not committed in accordance with company’s policy; and/or;
3. Provide consequences for violating policies and commitments.

Let all levels of the BCA organization, customers, and work partners collaborate to create an anti-fraud culture and a fraud free and safe BCA.”

Socialization and Anti-Fraud Training

Socialization

BCA continues to strive to increase the awareness and vigilance of BCA employees against fraud. This effort is carried out through socialization related to anti-fraud, both in the form of digital posters and anti-fraud awareness comics. BCA employees also have an obligation to fill out an Integrity Pact every year by accessing the Integrity Pact document on the BCA internal portal.



Training

BCA has endeavored to continuously increase employee awareness and vigilance towards actions of fraud through the anti-fraud awareness program, including in the form of training/socialization e-learning, in class training, comics, posters, videos, sharing to increase control operational, and so on.

All BCA employees are required to take part in e-Learning Anti Fraud Awareness that can be obtained accessed through the MyBCA internal portal and Mobile Learning.

Data of Anti-Fraud Training in 2021 and 2022

Attendees	2022	2021
New employee	5,875	3,947
Existing employee	33,178	31,662

4. Internal Fraud Violations Data in 2022

Disclosure of irregularities (internal fraud) is carried out based on Article 64 of OJK Regulation No. 55/POJK.03/2016 concerning Implementation of Governance for Commercial Banks and Chapter IX No. 5 OJK Circular Letter No.13/SEOJK.03/2017 concerning the implementation of governance for commercial banks, where the report consists of forms of deviation (internal fraud), namely fraud committed by members of the board of directors, members of the board of commissioners, permanent employees, temporary employees (honorary), and/or outsourced workers. The nominal deviation disclosed is a deviation of more than Rp100,000,000.00 (one hundred million rupiah).

Table of Data on Fraud Violations Committed by Management, Permanent and Non-Permanent Employees

Deviation for 1 year	Members of the Board of Directors and members of the Board of Commissioners		Permanent Employee		Non-Permanent Employees and Outsourced Workers	
	2022	2021	2022	2021	2022	2021
Total Fraud	-	-	2	1	1	1
Resolved	-	-	1	1	1	-
In the process of being settled in internal BCA	-	-	-	-	-	-
Yet to be resolved	-	-	-	-	-	-
It has been followed up through the legal process	-	-	1	-	-	1

5. Reporting

BCA submits a report on the implementation of the anti-fraud strategy to OJK every semester as a form of monitoring the implementation of the anti-fraud strategy, as well as an Incidental report in the event that a fraud incident has a significant impact that could disrupt BCA's operational activities.



WHISTLEBLOWING SYSTEM

The whistleblowing system is a reporting tool that can be used by BCA internal and external parties to report acts of fraud or violations committed by perpetrators within BCA's internal environment.

BCA's whistleblowing system policy refers to OJK Regulation No. 39/POJK.03/2019 and is stated in the directors' decree No. 146/SK/DIR/2017 dated November 1, 2017, and disclosed on the BCA website in the Governance section. (<https://www.bca.co.id/en/tentang-bca/tata-kelola/ACGS/Kebijakan-GCG>).

Objectives of Whistleblowing System

The whistle blowing system implementation in BCA aims to:

- To raise stakeholders (employees, customers, etc.) awareness in reporting the fraud or violations activities that they think are being committed in BCA without any fear and anxious, as their confidentiality is guaranteed.
- To detect and prevent fraud or violations at the earliest stage possible through the information disclosed by a whistleblower.

1. Whistleblowing Procedure

A. Media

The media that can be utilized by the whistleblower to convey the report is accessible through BCA website <https://www.bca.co.id/en/tentang-bca/tata-kelola/Whistleblowing-System>. Correspondingly, the managing team of whistleblowing system will receive the report directly.

B. Acceptable Reporting Criteria

For the convenience and acceleration of the follow up process, whistleblower must meet the following reporting criteria:

- 1) The reporting must be based on good faith and should not be a personal complaint or a made-up story with bad intent/slander.
- 2) The whistleblower's identity should be provided with a minimum of information, which include:
 - Whistleblower name (anonymous is permitted);
 - Whistleblower phone number that can be reached/an active email address;
- 3) Provide preliminary indication of fraudulent act or violations that are reliable and accountable with an additional of attached data (if any) which incorporated the 4W1H, as follows:
 - Action/Reported actions (What);
 - Alleged Parties (Who);
 - Time of events (When);
 - Place/location of events (Where);
 - Chronology of events (How).
- 4) Types of fraud/violations to be reported:

Fraud	<p>A deliberate misuse or omission to mislead, deceive or manipulate BCA, customer, or other party, that takes place in a BCA environment and/or uses BCA facilities, resulted in the bank, customer, or other party suffering a loss and/or the fraud perpetrator gain direct or indirect financial benefits.</p> <p>Type of fraud acts:</p> <ol style="list-style-type: none"> 1. Fraudulence, 2. Deception, 3. Assets embezzlement, 4. information leakage, 5. Banking crimes.
Code of Conduct Violation	Measures that are not in accordance with the BCA's culture that has been formulated based on positive values that grow and develop within the BCA's employees, to achieve common goals and as a reference for the BCA's employees in making decisions and taking measures.
Conflict of Interest Violation	The acts that cause a circumstance in which a person who, in performing his or her fiduciary duty and obligation, pursues outside interests, such as personal, family related or other parties' interests, that may have impaired or intruded upon his or her professional judgment and objectivity in making decisions and policies according to the authority that has been awarded by BCA to him or her.
Laws Violation	Any actions that violate applicable law in Indonesia.

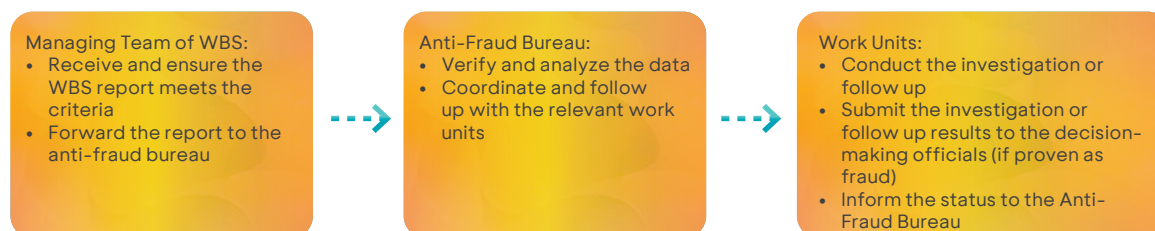
2. Whistleblower Protection

BCA will provide the protection to the whistleblower, which include:

- Guarantees the confidentiality of the submitted whistleblower's identity and the report contents;
- Guarantees the protection against mistreatments that might harm the whistleblower;
- Guarantees the protection against perpetrator's threats, intimidations, punishments or any unpleasant activities.

3. Management of Whistleblowing System (WBS) Report Flow

The following is the flow on how a report is handled by BCA regarding the whistleblowing system



4. Parties who Managed the Report

The management and follow-up on the reports are handled carefully by BCA's internal team who were appointed by the BCA's management, in accordance to the prevailing BCA's internal laws and laws and regulations in Indonesia. The BCA internal team in charge consists of Whistleblowing System Managers, Anti-Fraud Bureau, and Work Units.

5. Disclosure of Internal Fraud and Complaints through Whistleblowing System in 2022

A. Number of Complaints Reported through Whistleblowing System

As of December 31, 2022 there were 26 (twenty six) complaints that entered the whistleblowing system with the following status:

Status	Total	Description
Open (Still in process)	0	-
Closed (Resolved)	26	Proven: 4 (four) Not proven: 3 (three) Does Not Meet Reporting Criteria: <ul style="list-style-type: none"> - Information: 2 (two) - Customer Complaint: 2 (two) - The data is incomplete and the reporting party does not provide the requested additional information/data: 15 (fifteen)

B. Sanctions and Follow-Up on Complaints through the Whistleblowing System

If the investigation results prove that the perpetrator committed fraud or violations, the decision-making officials will impose sanctions in accordance with the prevailing regulations.



ANTI-CORRUPTION POLICY AND GRATIFICATION CONTROL

1. Background

The trust of the general public and market players in BCA is greatly influenced by the ethical behavior of all BCA personnel, from the Board of Commissioners, Board of Directors, management personnel to all employees. This trust is very important to building and maintaining business relationships with customers and other third parties related to BCA.

In this regard, to increase public trust and support Law No. 20 of 2001, which is an amendment to Law No. 31 of 1999 concerning the Eradication of Corruption Crimes, the Board of Directors of BCA considers it necessary to stipulate provisions regarding anti-corruption and control of gratuities. These are intended to support the implementation of the principles of Good Corporate Governance and provide guidelines for BCA personnel as individuals in dealing with customers, partners, and co-workers.

2. Anti-Corruption Policy

BCA has established several anti-corruption policies as part of its commitment to improving anti-corruption practices and culture within the organization, including the following:

1. Decree of the Board of Directors No. 269/SK/DIR/2021 dated December 31, 2021, concerning Anti-Corruption Policy and Gratification Control
2. Circular No. 336/SE/POL/2022 dated September 15, 2022, concerning Reporting of Gratification Control.
3. BCA's Anti-Corruption Code of Ethics (detailed information can be found on page 539 under the Code of Ethics section of this Annual Report).
4. Guidelines for Implementing Anti-Fraud Strategy (detailed information can be found on page 492 under the Anti-Fraud Strategy Implementation Section of this Annual Report).
5. Gratification Control Policy (complete information can be found on page 508 under the Gratification Control Policy section of this Annual Report).
6. Conflict of Interest Policy (complete information can be found on page 510-517 under the Affiliate Transactions and Conflict of Interest section of this Annual Report).

These policies aim to provide guidelines related to preventing corruption within BCA and can be found on the BCA website in the Governance section (<https://www.bca.co.id/en/tentang-bca/tata-kelola/acgs/kebijakan-gcg>).

3. Gratification Control Policy

1. Gratification Control Policy

In an effort to prevent gratuities from occurring at any level of BCA personnel, the Board of Directors of BCA has issued Board of Directors' Decree No. 219/SK/DIR/2003 dated November 10, 2003 concerning Provisions regarding Conflict of Interest, Board of Directors' Decree No. 269/SK/DIR/2021 dated December 31, 2021 concerning Anti-Corruption Policy and Gratification Control, Circular Letter No. 336/SE/POL/2022 dated September 15, 2022 concerning Gratification Control Reporting. The gratuity control policy is intended to provide guidelines for reasonable, proper, and trustworthy behavior to all BCA personnel in dealing with customers, partners, and co-workers, and is not intended to interfere with the private life of any BCA personnel.

BCA's Gratification Control Policy stipulates that:

- All BCA personnel are prohibited from asking for, accepting, permitting, or agreeing to receive a gift or reward from a third party who obtains or seeks to obtain facilities from BCA in the form of credit facilities or other facilities related to BCA's operational activities.
- All BCA personnel are prohibited from asking for, accepting, permitting, or agreeing to receive a gift or reward from a third party who obtains or tries to obtain work or orders related to the procurement of goods or services from BCA.
- In the event that customers, partners or other parties give gifts at specific times, such as Hari Raya or other celebrations, if...
 - it is believed that receiving the gift will have a negative impact and/or influence BCA's decisions; or
 - the price of the gift is beyond reasonable limits, then

BCA personnel members who receive the gift must immediately return the present along with a polite explanation that BCA personnel are not allowed to accept gifts.

The main points of the Gratification Control Policy have been disclosed and are available for download at the BCA website in the Governance section (<https://www.bca.co.id/id/tentang-bca/tata-kelola/acgs/kebijakan-gcg>).

2. Shared Commitment

The Gratification Control Policy is binding and must be understood and implemented seriously by all BCA personnel as part of the Code of Ethics and in order to support the implementation of the principles of Good Corporate Governance. If there is a violation or non-compliance with this policy, the violator may be subject to sanctions according to the level of the violation.

With regard to the above, all personnel of BCA are required to:

- A. understand, comprehend, and implement the Gratification Control Policy with full responsibility and without exception;
- B. assist in the implementation of the Gratification Control Policy, which requires all members of the Board of Commissioners, members of the Board of Directors, and all BCA employees to submit an annual statement outlining any circumstances or situations that could result in a conflict of interest.

It is BCA's culture not to accept gifts or rewards from customers, debtors, vendors, partners, work partners, or other third parties for services provided by BCA employees in carrying out their duties. In this regard, BCA personnel must also comply with the Code of Ethics relating to vendors. The code of ethics is contained in the BCA Governance Guidelines and can be found in the Code of Ethics section of this Annual Report.

4. Implementation of Anti-Corruption Practices

BCA always strives to improve the anti-corruption culture within BCA through the following practices:

1. Annual Disclosure

In an effort to prevent corruption, all members of the Board of Commissioners, members of the Board of Directors, and all BCA employees are required to submit an Annual Disclosure, which contains all circumstances or situations that could result in a conflict of interest. Complete information regarding the Annual Disclosure can be found on page 328 under the Internalization section of this Annual Report.

2. Internalization of Anti-Corruption values

Internalization of anti-corruption values is carried out through sharing sessions, outreach, e-learning, articles on internal portals, plasma TV, BCA digital info magazine, and other internal communication media.

3. Reporting related to acts of corruption

BCA has a whistleblowing channel in place as a reporting medium for BCA internal and external parties to help with the implementation of anti-corruption policies. Throughout 2022, there were no reports regarding corruption violations received through the Whistleblowing System channel. Detailed information regarding the Complaint Handling Policy through the Whistleblowing System can be found on pages 506-507 under the Whistleblowing System section of this Annual Report.

In addition, BCA made no political donations or voluntary donations that led to acts of corruption or bribery throughout 2022. Provisions regarding the granting of funds/donations related to political or social activities are regulated in the Corporate Governance Guidelines section of BCA Code of Conduct as follows:

- Every participation in social and/or political activities by BCA personnel is in their personal name and cannot be used to represent BCA. Every statement, attitude, and action that can reflect BCA's position must be approved by the Board of Directors.
- Expenditures in the form of donations on behalf of BCA, for social and/or political activities, must be approved by the Board of Directors.



AFFILIATED TRANSACTIONS AND CONFLICT OF INTEREST TRANSACTIONS

Policy of Affiliated Transactions and Conflict of Interests

BCA already has a policy in place regarding affiliated transactions and transactions containing conflicts of interest, as stipulated in the Directors' Decree No. 214/SK/DIR/2019 dated December 27, 2019 concerning Affiliated Transactions and Transactions Containing Conflicts of Interest and the Circular Letter No. 319/SE/POL/2019 dated December 27, 2019 concerning Instructions for Implementation of Affiliated Transactions and Transactions Containing Conflicts of Interest. The main points of the Affiliate Transaction and Conflict of Interest Policy can be found in the GCG Policy section of the BCA website (<https://www.bca.co.id/en/tentang-bca/tata-kelola/acgs/kebijakan-gcg>).

In light of the publication of OJK Regulation No. 42/POJK.04/2020 dated July 2, 2020 concerning Affiliated Transactions and Transactions with Conflicts of Interest, BCA always ensures that internal policies are in compliance with recent regulatory developments. In accordance with OJK Regulation No. 42/POJK.04/2020 concerning Affiliated Transactions and Transactions with Conflicts of Interest, BCA conducts periodic outreach to its subsidiaries, branch offices, related work units at regional offices, and head office regarding affiliated transactions.

BCA Affiliated Parties

BCA affiliated parties are as follows:

- Employees, Directors, and Commissioners of BCA.
- BCA's major shareholders, namely individuals or corporations that directly or indirectly own at least 20% (twenty percent) voting rights of all shares with voting rights issued by BCA, or an amount less than that determined by OJK.
- Controlled Company of BCA, either directly or indirectly
- Companies that have one or more Directors or Commissioners holding/concurrent positions as Directors or Commissioners of BCA.
- Companies controlled by BCA Major Shareholders.
- Someone who has a family relationship by marriage or descent to the second degree, both horizontally and vertically, with members of the Board of Directors of BCA, members of the Board of Commissioners of BCA, and/or Main Shareholders of BCA.

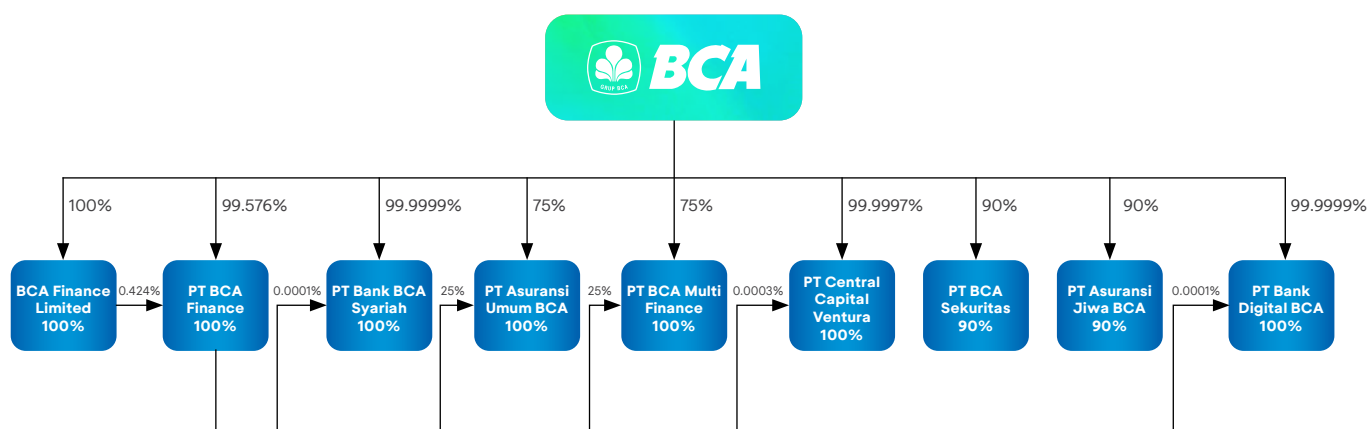
BCA Controlled Companies (Subsidiaries)

BCA has 9(nine) Subsidiaries that are not Public Companies, and their financial statements are consolidated with BCA.

BCA Subsidiaries are as follows:

1. PT Bank Digital BCA
2. PT Bank BCA Syariah
3. PT BCA Finance
4. PT BCA Multi Finance
5. BCA Finance Limited
6. PT BCA General Insurance
7. PT Asuransi Jiwa BCA
8. PT BCA Securities
9. PT Central Capital Ventura

As of December 31, 2022, BCA Share Ownership Structure in 9 (nine) Subsidiaries is described as follows:



1. Affiliated Transaction

Disclosure of Affiliated Transactions in the 2022 Annual Report

Disclosure of BCA's Affiliate Transaction Report in the 2022 Annual Report also with reference to the provisions of Article 22 of OJK Regulation Regulation No. 42/POJK/04/2020 concerning Affiliated Transactions and Conflict of Interest Transactions ("OJK Regulation No. 42 of 2020"), namely in the case of Affiliated Transactions and/or Conflict of Interest Transactions carried out by a Controlled Company that is not a Public Company and its financial statements are consolidated with a Public Company, the Public Company must carry out the procedures as regulated in OJK Regulation No. 42 year 2020. In this sub-chapter, A Controlled Company defined as BCA's Subsidiaries as elaborated on page 101 of this Annual Report, in which the term Subsidiary is defined, among others, in OJK Regulation No. 18/POJK.03/2014 concerning Implementation of Integrated Governance for Financial Conglomerate and OJK Regulation No. 17/POJK.03/2014 concerning Implementation of Integrated Risk Management for Financial Conglomerates.

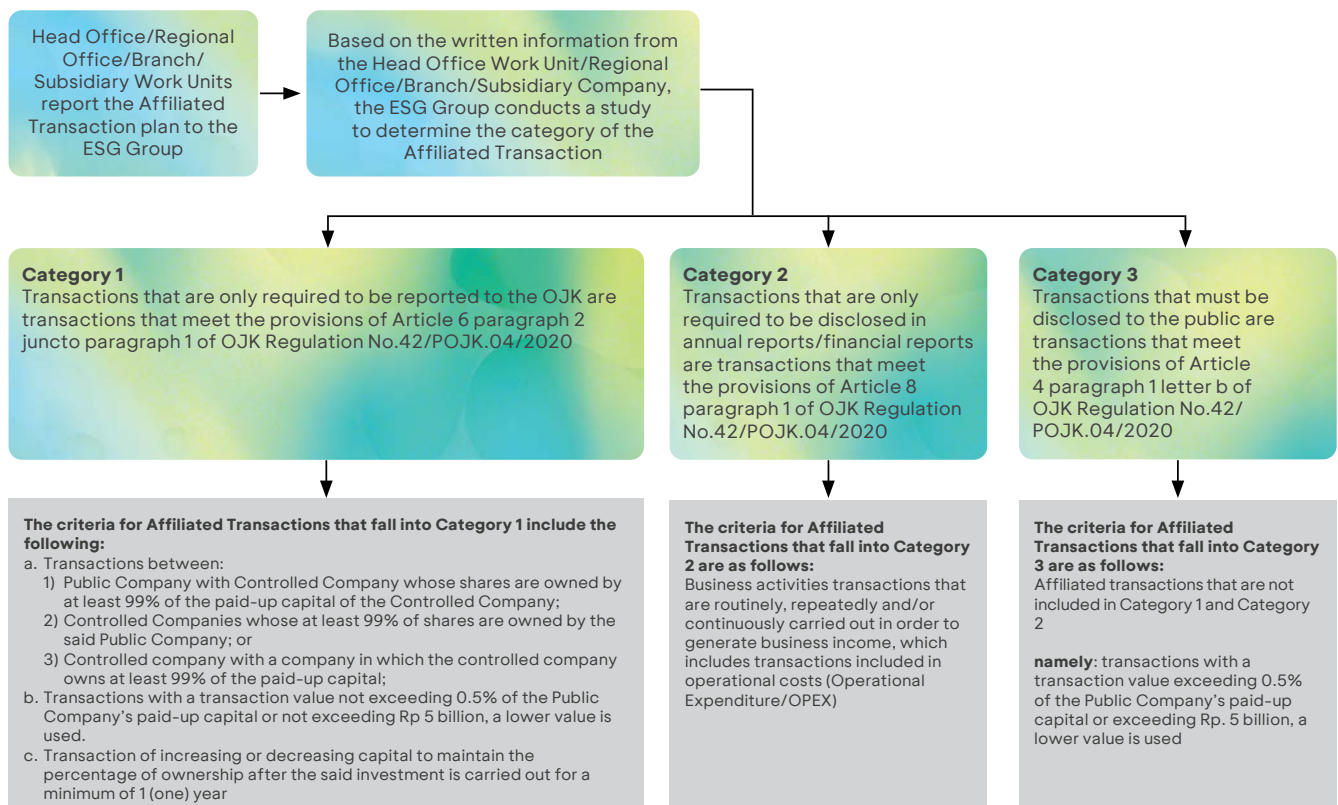
Affiliated Transactions that are disclosed in the 2022 Annual Report are as follows:

- Transactions between BCA and BCA Subsidiaries
- Transactions between BCA and BCA's Affiliated Parties
- Transactions between BCA Subsidiaries
- Transactions between BCA Subsidiaries and BCA's Affiliated Parties

Mechanism of Review and Approval of Affiliated and Conflicts of Interest Transactions

Each work unit that conducts transactions with affiliated parties must give written notice to the Environment Sustainability Governance Group (ESG Group) along with the necessary data. The ESG Group works in concert with the pertinent work units to conduct an analysis and determine the subsequent steps that must be taken in connection with the proposed transaction in accordance with the applicable provisions. In ensuring transactions are carried out in the best interests of the company and to prevent potential conflicts of interest that may occur and harm BCA. In accordance with its duties and responsibilities, the Audit Committee will review and advise the Board of Commissioners on potential conflicts of interest that may occur at BCA.

Affiliated Transaction and Conflict of Interest Flow Mechanism in BCA





A. Realization of Affiliated Transactions carried out by BCA in 2022

A.1. Category 1 (Affiliated Transactions that only require to be reported to OJK)

Throughout 2022, there were 17 (seventeen) affiliated transactions with a total value of Rp158,437,170,485.00 which were included in Category 1, as follows:

No.	Date	Type of Transaction	Affiliated Party	Value of Transaction	Nature of Relationship
1	January 11, 2022	Room Rental (15 National Locations)	PT BCA Finance	Rp51,124,289,542.00	Transactions between BCA and BCA Subsidiaries
2	January 26, 2022	Room Rental (58 National Locations)	PT Bank BCA Syariah	Rp5,151,719,341.00	
3	February 4, 2022	Room Rental BCA Wolter Monginsidi	PT Central Capital Ventura	Rp1,115,400,000.00	
4	February 10, 2022	Sale and Purchase of Software for Dynamic LC Convergent OCR Development and Its Implementation	PT Kecerdasan Buatan Indonesia	Rp863,000,000.00	Transactions between BCA and companies controlled by BCA's main shareholders
5	March 14, 2022	Sale and Purchase of foreclosed collateral Plaza Mutiara 17 th Floor	PT Bank Digital BCA	Rp16,500,000,000.00	Transactions between BCA and BCA Subsidiaries
6	March 25, 2022	Sale and Purchase of KCU Banda Aceh Goods	PT Bank BCA Syariah	Rp206,455,000.00	
7	March 31, 2022	Provision of Regulatory Technology Application Development Services	PT Prosa Solusi Cerdas	Rp1,100,000,000.00	Transactions between BCA and companies controlled by BCA's main shareholders
8	April 20, 2022	Development of the J-Valas Module Settlement Application	PT Darta Media Indonesia	Rp1,154,400,000.00	
9	April 26, 2022	Room Rental	PT Asuransi Jiwa BCA	Rp980,409,276.00	Transactions between BCA and BCA Subsidiaries
10	April 27, 2022	Sale of Abandoned Property	PT BCA Multi Finance	Rp8,760,000,000.00	
11	Juli 12, 2022	Provision of Use of Cash Management Applications Services	PT Bank BCA Syariah	Rp18,041,416.00	
12	October 3, 2022	Provision of Security Infrastructure Services	PT Bank BCA Syariah	Rp815,850,000.00	Transactions between BCA and companies controlled by BCA's main shareholders
13	October 7, 2022	Procurement of Jabra PanaCast 50	PT Global Digital Niaga Tbk	Rp71,285,310.00	
14	October 24, 2022	Purchase of 34 Unit of Notebook	PT Global Digital Niaga Tbk	Rp947,349,480.00	Transactions between BCA and BCA Subsidiaries
15	December 5, 2022	BCA's Further Capital Investment in PT Asuransi Jiwa BCA	PT Asuransi Jiwa BCA	Rp67,500,000,000.00	
16	December 22, 2022	Rental of KCP Renon Building Room	PT BCA Multi Finance	Rp110,769,120.00	Transactions between BCA and BCA Subsidiaries
17	December 23, 2022	Rental of KCP Resinda Mall	PT Bukit Muria Jaya Estate	Rp 2,018,202,000.00	Transactions between BCA and companies controlled by BCA's main shareholders

A.2. Category 2 (Affiliated Transactions that only require to be disclosed in Annual Report/Financial Statement)

- Throughout 2022, there were 28 Affiliated Transactions which are relatively large (above Rp 1 billion), as follows

No.	Type of Transaction	Affiliated Party	Value of Transaction	Nature of Relationship
1	Management & Office Facility Support dated January 17, 2022	PT Sentral Layanan Prima	Rp1,293,655,879.00	Transactions between BCA and companies controlled by BCA Pension Funds
2	Subsriptidated Link IXP and IIX dated January 26, 2022	PT Angkasa Komunikasi Global Utama	Rp1,116,475,000.00	Transactions between BCA and companies controlled by BCA's main shareholders
3	Other Service Work dated February 10, 2022	PT Dana Purna Investama	Rp4,550,856,601.00	Transactions between BCA and companies controlled by BCA Pension Funds
4	Internet Subscription Service Provision Agreement dated February 21, 2022	PT Angkasa Komunikasi Global Utama	Rp1,198,800,000.00	Transactions between BCA and companies controlled by BCA's main shareholders
5	Cooperation Agreement for the Provision of BCA ATM Machine Management Services dated March 1, 2022	PT Abacus Cash Solution	Rp123,263,622,761.12	Transactions between BCA and companies controlled by BCA Pension Funds
6	Provision of BCA ATM Machine Management Services dated March 1, 2022	PT Abacus Dana Pensiuntama	Rp37,048,790,835.92	
7	Information Technology Development dated March 10, 2022	PT Akar Inti Teknologi	Rp13,973,879,713.00	Transactions between BCA and companies controlled by BCA's main shareholders
8	Security Key Development Renewal Using Unbound dated March 30, 2022	PT Akar Inti Teknologi	Rp46,420,000,000.00	
9	Oris Management dated March 30, 2022	PT Danamas Insan Kreasi Andalan	Rp3,251,340,480.00	Transactions between BCA and companies controlled by BCA Pension Funds
10	Base24 Support System dated May 24, 2022	PT Akar Inti Solusi	Rp7,595,730,000.00	Transactions between BCA and companies controlled by BCA's main shareholders
11	Outsourcing Services dated June 13, 2022	PT Dana Purna Investama	Rp1,981,799,817.00	Transactions between BCA and companies controlled by BCA Pension Funds
12	Outsourcing Services dated June 17, 2022	PT Dana Purna Investama	Rp1,424,564,979.00	
13	Lease Agreement for Bird Beak Outdoor Area BCA Tower dated June 27, 2022	PT Grand Indonesia	Rp1,053,445,500.00	Transactions between BCA and companies controlled by BCA's main shareholders
14	Foreclosed collateral sales dated July 13, 2022	PT Dana Purna Investama	Rp3,330,000,000.00	Transactions between BCA and companies controlled by BCA Pension Funds
15	MF Data Protection Modernization dated July 20, 2022	PT Akar Inti Solusi	Rp1,665,000,000.00	Transactions between BCA and companies controlled by BCA's main shareholders
16	Wealth Management Summit 6-9 September 2022 dated August 20, 2022	Hotel Indonesia Kempinski	Rp1,694,000,000.00	
17	Promotion Expenses Outside Mass Media dated August 10, 2022	PT Grand Indonesia	Rp2,814,247,000.00	
18	Upgrade Subscription Indosat Internet Link INP and INIX MBCA and WSA 2 dated September 20, 2022	PT Angkasa Komunikasi Global Utama	Rp4,534,905,000.00	



No.	Type of Transaction	Affiliated Party	Value of Transaction	Nature of Relationship
19	Event Organizer Services dated September 21, 2022	PT Dart Media Indonesia	Rp5,598,760,426.00	Transactions between BCA and companies controlled by BCA's main shareholders
20	Upgrade Subscription Indosat Internet Link INP and INIX MBCA and WSA 2 dated October 3, 2022	PT Angkasa Komunikasi Global Utama	Rp1,073,277,500.00	
21	Procurement of Amazon Web Services dated October 19, 2022	PT Dart Media Indonesia	Rp1,229,683,594.00	
22	Software Development for Digital Solutions dated October 24, 2022	PT Dart Media Indonesia	Rp8,500,000,000.00	
23	Promotion Outside Mass Media dated October 24, 2022	PT Global Digital Niaga Tbk	Rp2,077,938,803.00	Transactions between BCA and companies controlled by BCA Pension Funds
24	LED- National & WPI Branches dated November 8, 2022	PT Abacus Teknika Solusindo	Rp2,430,461,439.00	
25	Official Training Trip dated November 8, 2022	PT Grand Indonesia	Rp2,357,867,750.00	
26	Link NAP Info Subscription Extension for Open IXP and IIX dated December 7, 2022	PT Angkasa Komunikasi Global Utama	Rp1,598,400,000.00	
27	Voice Biometric License Extension dated December 8, 2022	PT Prosa Solusi Cerdas	Rp1,609,500,000.00	Transactions between BCA and companies controlled by BCA's main shareholders
28	Sponsor Image BCA BCA Image Sponsor dated 09 December 2022	PT Dart Media Indonesia	Rp2,575,000,000.00	

- In addition to the 28 Affiliated Transactions above, there are Affiliated Transactions in the form of loans, overdrafts, placements and/or deposits with position values as of December 31, 2022, namely as follows:

No.	Type of Transaction	Affiliated Party	Value of Transaction	Nature of Relationship
1.	Loan granted	PT Bank Digital BCA	Rp14,989,646.00	Transactions between BCA and BCA Subsidiaries
		PT BCA Multi Finance	Rp144,479,012,595.00	
2.	Loan received	-	-	Transactions between BCA and BCA Subsidiaries
3.	Overdraft granted	PT BCA Finance	Rp35,517,000,000.00	
4.	Overdraft received	-	-	
5.	Placement of funds (in the form of current account, deposits, and equivalent)	BCA Finance Limited	HKD 784,000.00	
		PT Bank BCA Syariah	Rp100,920,882.00	

No.	Type of Transaction	Affiliated Party	Value of Transaction	Nature of Relationship
6.	Deposits of funds (in the form of current account, deposits, and equivalent)	PT BCA Sekuritas	Rp8,757,413,649.00	Transactions between BCA and BCA Subsidiaries
		PT Bank Digital BCA	Rp58,545,331,176.00	
		PT BCA Finance	Rp13,734,981.00	
		PT Central Capital Ventura	Rp742,837,171.00	
		BCA Finance Limited	HKD16,564,000.00	
		PT Asuransi Umum BCA	Rp40,713,054,439.00	
		PT Bank BCA Syariah	Rp14,304,902,683.00	
		PT BCA Multi Finance	Rp7,378,657,634.00	
		PT Asuransi Jiwa BCA	Rp3,383,029,500.00	

- There were 285 other transactions with a total value of Rp23,960,518,611.00 which are not disclosed in details in this Annual Report given that the value of each transaction is relatively small (immaterial).

A.3. Category 3 (Affiliated Transactions that require to conduct information disclosure to the public)

Throughout 2022, there were no Affiliated Transactions that require to conduct information disclosure to the public.

B. Realization of Affiliated Transactions carried out by BCA's Subsidiaries in 2022

B.1. Category 1 (Affiliated Transactions that only require to be reported to OJK)

Throughout 2022, there was no Affiliated Transaction which is included in Category 1.

B.2. Category 2 (Affiliated Transactions that only require to be disclosed in Annual Report/Financial Statement)

- In 2022, there are 3 affiliated transactions carried out by BCA's subsidiaries with the value of more than Rp1 billion, are as follows:

No.	Type of Transaction	Affiliated Party	Value of Transaction	Nature of Relationship
1	Outsourcing Work Agreement between PT Bank Digital BCA and PT Dana Purna Investama dated February 16, 2022	PT Bank Digital BCA with PT Dana Purna Investama	Rp1,060,993,315.00	Transactions between BCA Subsidiaries and companies controlled by BCA Pension Funds
2	Cooperation Agreement for Alto Switch and Card Management Services between PT Alto Network and PT Bank Digital BCA dated May 24, 2022	PT Bank Digital BCA with PT Alto Network	Rp29,900,386,859.00	Transactions between BCA Subsidiaries and companies controlled by BCA's main shareholders
3	Fraud Detection System (FDS) Service Cooperation Agreement between PT Alto Network and PT Bank Digital BCA dated July 25, 2022	PT Bank Digital BCA with PT Alto Network	Rp2,416,569,900.00	



- In addition to the 3 Affiliated Transactions above, there are Affiliated Transactions in the form of loans, overdrafts, placements and/or deposits with position values as of December 31, 2022, namely as follows:

No.	Type of Transaction	Transaction Party	Value of Transaction	Nature of Relationship
1.	Loan Granting/ Receiving Transactions	PT Bank Digital BCA with PT BCA Finance	Rp200,000,000,000.00	Transactions among BCA Subsidiaries
		PT BCA Sekuritas with PT BCA Finance	Rp212,228,234.00	
2.	Overdraft Granting/Receiving Transactions	-	-	
3.	Placement/saving of funds (in the form of current account, deposits and equivalent	PT Central Capital Ventura with PT Bank BCA Syariah	Rp9,701,869,944.00	
		PT BCA Sekuritas with PT Bank BCA Syariah	Rp25,175,269,110.00	
		PT Asuransi Jiwa BCA with PT Bank BCA Syariah	Rp108,019,078,621.00	
		PT Asuransi Umum BCA with PT Bank BCA Syariah	Rp72,500,000,000.00	
		PT BCA Finance with PT Bank BCA Syariah	Rp2,468,077.10	

- There were 164 other transactions with a total value of Rp12,612,525,025.98 which are not disclosed in details in this Annual Report given that the value of each transaction is relatively small (immaterial).

B.3. Category 3 (Affiliated Transactions that require to conduct information disclosure to the public)

Throughout 2022, there were no Affiliated Transactions that require to conduct information disclosure to the public.

Transaction Fairness

The principles considered when conducting transactions with affiliated parties are as follows:

- Pay attention to the principles of Good Corporate Governance, namely transparency, accountability, responsibility, independence, and fairness.
- Ensure the transaction's feasibility, fair value, and terms (arm's length transaction).

Affiliated transactions conducted by BCA and BCA's Subsidiaries in 2022 are fair and at arm's length transactions.

Compliance of Affiliated Transactions with Applicable Procedures

Transactions are carried out with affiliated parties with the primary goal of providing the best possible benefits to BCA. In practice, all affiliated transactions that occur in 2022 have gone through procedures in accordance with BCA's policies on affiliated transactions.

2. Conflict of Interest Transactions

Policy on Conflicts of Interest

In accordance with BCA's code of ethics, the decision-making process is not influenced by other parties or any conflict of interest. Decision-making outcomes and existing conflicts of interest must be recorded and documented as evidence.

BCA's Policy on Conflicts of Interest are stated in Directors' Decree No. 219/SK/DIR/2003 dated November 10, 2003 concerning Conflicts of Interest Provision, which regulates that all levels of BCA must be aware of and avoid activities that may arise or cause conflicts of interest. BCA requires all employees in echelon 5 and above to digitally sign an Annual Disclosure form in order to manage potential conflicts of interest (as disclosed in the Internalization section of the Introduction to Governance chapter of this Annual Report).

In relation to Integrated Governance, the Board of Directors of BCA also ensures that the implementation of intra-group transaction risk management within the Financial Conglomeration is free from conflicts of interest among individual Financial Services Institutions.

Conflict of Interest Policy for the Board of Commissioners and the Board of Directors

Provisions related to conflicts of interest for the Board of Commissioners and the Board of Directors are regulated in the Corporate Governance Guidelines, among others, governing the following matters:

- Members of the Board of Commissioners and/or members of the Board of Directors who have a conflict of interest are prohibited from making decisions, and/or actions, and/or being involved in the process of carrying out transactions that may harm BCA or reduce BCA's profit and must disclose the condition of the conflict of interest referred in each decision.

- Members of the Board of Directors are not authorized to represent BCA in matters or transactions in which the member has a conflict of interest with BCA.

Compliance of Transactions Containing Conflicts of Interest with Applicable Policies

Throughout 2022, members of the Board of Commissioners and members of the Board of Directors of BCA have managed the potential for conflicts of interest as stipulated in the applicable provisions, including that if members of the Board of Commissioners or members of the Board of Directors have a conflict of interest, the members of the Board of Commissioners or members of the Board of Directors who have such conflict of interest do not participate in the decision making.

Independent Parties in Affiliated Transactions and Conflicts of Interest

In accordance with applicable regulations and as stipulated in BCA's internal policies, if there are transactions with affiliated parties that require to conduct information disclosure to the public and to be reported to OJK, BCA will appoint an independent appraiser to evaluate the fairness of the transaction value.

In the event that there is a transaction conducted by BCA with a third party that contains differences between the economic interests of BCA and the economic interests of members of the Board of Directors, members of the Board of Commissioners, major shareholders, or controllers that may be detrimental to BCA, BCA is required to use an independent appraiser to determine the fair value of the object of the transaction and /or the fairness of the transaction and obtain prior approval from BCA's Independent Shareholders through an Independent GMS.



LEGAL CASES

Legal issues covering criminal cases and civil cases faced by BCA throughout 2022, 2021, and 2020 are described as follows.

1. Criminal Law Issues

Details of criminal law issues faced by BCA throughout 2022, 2021, and 2020 are as follows:

Legal Issues in Criminal Cases	2022	2021	2020
Legally settled (a verdict has been issued with legal power)	6	6	9
In settlement process	7	4	4
Total	13	10	13

Throughout 2022, criminal cases in court involving BCA reports against customers, employees, or other third parties include allegations of criminal acts of theft, embezzlement, fraud, forgery of letters, counterfeiting, money laundering and destruction, where no case has a material loss value of more than Rp1 billion.

Meanwhile, there were no criminal cases in court involving reports from customers, employees, or other third parties against BCA.

2. Civil Law Issues

The following are the details of civil law issues faced by BCA in 2022, 2021, and 2020:

Legal Issues in Civil Cases	2022	2021	2020
Legally settled (a verdict has been issued with legal power)	160	92	118
In settlement process	186	148	145
Total	346	240	263

BCA was involved in civil cases as a result of the following:

- 1) Lawsuit related to the account by the customer's heirs.
- 2) Customer lawsuit/resistance related to account confiscation/blocking carried out by BCA at the request of the Court, Tax Office and/or other third parties.
- 3) Lawsuits from customers/other third parties related to payment transactions, transfers, balances, and/or disbursement of documents.
- 4) Lawsuits related to the use and payment of credit card bills.
- 5) A third-party lawsuit related to land/office building disputes owned by BCA.
- 6) Lawsuits related to legal entity accounts in connection with disputes over the management of legal entities and/or associations.
- 7) BCA lawsuit/resistance related to the settlement of bad loans and collateral rescue.
- 8) Lawsuit/rebuttal from debtors (husband/wife), collateral owners, and/or other parties related to confiscation of execution, auction, and/or emptying of collateral.
- 9) Lawsuit/rebuttal from debtors (husband/wife) and/or third parties related to credit and/or collateral.
- 10) Suspension of Payment/Bankruptcy requests submitted by BCA against bad debtors.

BCA civil cases that are still ongoing in 2022 have a nominal claim of over Rp50 billion, but the value of the case is immaterial or does not affect BCA's business continuity, including the following:

No.	Case Number	BCA Position	Lawsuits	Case Status	Risk for BCA
1.	193/PDT.G/2021/PN.MKS	Defendant I	Debtor's lawsuit against an auction on the grounds that, according to the debtor, BCA had committed an unlawful act because it carried out an auction on collateral without ever giving a letter of warning/notification of an auction, and the limit value of the auction is far below the market price.	In the cassation process (District Court: Ruled not in favor of BCA)	Potential compensation payments
2.	157/PDT.G/2022/PN.LBP	Defendant I	Debtor's lawsuit against an auction on the grounds that the debtor did not default because the term of the credit facility has not yet matured, and according to the debtor, BCA did not submit a proper auction warning letter and the auction was conducted with a limit value below the market price.	In the District Court process	Potential compensation payments
3.	179/PDT.G/2021/PN.JKT.PST	Defendant Co-defendant I Co-defendant II	Debtor's lawsuit regarding an auction execution plan that will be submitted by BCA was on the grounds that, according to the debtor, BCA had committed an unlawful act because it unilaterally declared that the debtor had defaulted and would auction off collateral without a court decision ordering so.	In the appeal process (District Court: Ruled in favor of BCA)	Potential compensation payments
4.	180/PDT.G/2021/PN.JKT.PST	Defendant Co-defendant I Co-defendant II	Debtor's lawsuit regarding an auction execution plan that will be submitted by BCA on the grounds that, according to the debtor, BCA had committed an unlawful act because it unilaterally declared the debtor to be in breach of contract and would auction off collateral without a court decision ordering so.	In the appeal process (District Court: Ruled in favor of BCA)	Potential compensation payments
5.	181/PDT.G/2021/PN.JKT.PST	Defendant Co-defendant I Co-defendant II	Debtor's lawsuit regarding an auction execution plan that will be submitted by BCA on the grounds that, according to the debtor, BCA had committed an unlawful act because it unilaterally declared that the debtor had defaulted and would auction off collateral without a court decision ordering so.	In the appeal process (District Court: Ruled in favor of BCA)	Potential compensation payments
6.	41/PDT.G/2022/PN.JKT.SEL	Co-defendant II	BCA's RDN customers lawsuit against the securities company PT KS on the grounds that the customer feels that a misleading lure of profit was given and that the share sale and purchase transaction carried out by PT KS was carried out without the customer's knowledge/approval so that the customer suffered a loss from the transaction.	In the District Court process	Potential compensation payments
7.	676/PDT.G/2021/PN.JKT.PST.	Defendant I	Debtor's lawsuit against an auction on the grounds that according to the debtor, BCA has committed an unlawful act by violating BCA had violated the OJK Regulation regarding the COVID-19 stimulus policy because it did not provide credit restructuring to debtors.	In the District Court process	Potential compensation payments
8.	272/PDT.G/2022/PN.CBI	Defendant I	Debtor's and collateral owner's lawsuit against an auction on the grounds that the auction limit value was far below the market value.	In the District Court process	Potential compensation payments



No.	Case Number	BCA Position	Lawsuits	Case Status	Risk for BCA
9.	133/PDT.G/2022/PN.TJK.	Defendant I	Lawsuit from a customer who was registered as debtors of the KKB facility at BCA Finance with payments via auto-debit BCA accounts on the grounds that the customer feels that they had never applied for a loan or credit from BCA Finance so that debiting a customer's BCA account was an illegal act.	In the District Court process	Potential compensation payments
10.	22-6075 US District Court for the Southern District of New York	Defendant	Third party lawsuit (foreign citizen) filed against its attorney (foreign citizen) and Hutchison Investment PTE LTD on the grounds that the customer was persuaded/deceived by its attorney to invest USD 300,000 in funds for Hutchison Investment PTE LTD, but the investment funds were misused by its attorney, and part of the investment funds (USD 25,000) were transferred to the BCA customer account.	The US District Court for the Southern District of New York	Potential compensation payments
11.	114/PDT.G/2018/PN.SRG	Defendant	Debtor's lawsuit against an auction on the grounds that according to the debtor, BCA had committed an unlawful act because it did not provide credit restructuring and the auction should have been carried out based on a court order (fiat execution).	In the cassation process (District Court & High Court: Ruled in Favor of BCA)	Potential compensation payment
12.	538/PDT.G/2022/PN.TNG	Defendant	The debtor's lawsuit against an auction on the grounds that the auction limit value was far below the market price.	In the appeal process (District Court: Ruled not in favor of BCA)	Potential compensation payment
13.	630/PDT.G/2022/PN.Jkt.Pst.	Defendant I, II III	Debtor's lawsuit against warning letters sent by BCA on the grounds that according to the debtor, BCA has committed an unlawful act because it did not provide credit restructuring to the debtor.	In the District Court process	Potential compensation payment
14.	2020055834 Tribunal de Commerce de Paris 04	Defendant	Third-party lawsuit (foreign citizen) against BCA to demand disbursement of investment guarantee funds as explained in the BCA reference letter (in fact, the reference/guarantee letter is a fake that has never been issued by BCA).	In the appeal process (First Instance Court: Ruled not in favor of BCA)	Potential compensation payment

Throughout 2022, BCA did not face significant risks from existing legal issues because, according to the results of the self-assessment, the level of legal risk for BCA is in the "low" range.

3. Legal Issues Faced by the Subsidiaries

The following are the details of civil and criminal legal issues that Subsidiaries faced in 2022:

Subsidiary	Case Status	Civil	Criminal
PT BCA Finance	Legally settled (a verdict has been issued with legal power)	67	0
	In settlement process	56	0
PT BCA Multi Finance	Legally settled (a verdict has been issued with legal power)	3	3
	In settlement process	1	1
BCA Finance Ltd	Legally settled (a verdict has been issued with legal power)	1	0
	In settlement process	0	0
PT BCA Syariah	Legally settled (a verdict has been issued with legal power)	11	0
	In settlement process	15	0
PT Asuransi Umum BCA	Legally settled (a verdict has been issued with legal power)	1	0
	In settlement process	1	0
PT Asuransi Jiwa BCA	Legally settled (a verdict has been issued with legal power)	1	0
	In settlement process	1	0
PT BCA Sekuritas	Legally settled (a verdict has been issued with legal power)	0	0
	In settlement process	0	0
PT Central Capital Ventura	Legally settled (a verdict has been issued with legal power)	0	0
	In settlement process	0	0
PT Bank Digital BCA	Legally settled (a verdict has been issued with legal power)	1	0
	In settlement process	1	0



IMPORTANT CASES & ADMINISTRATIVE SANCTIONS

1. Significant Cases Facing Members of the Board of Directors and Members of the Board of Commissioners of BCA

Throughout 2022, all current members of the Board of Directors and members of the Board of Commissioners have never been involved in or implicated in any significant criminal or civil cases.

2. Significant Cases Facing Members of Board of Directors and Board of Commissioners of Subsidiaries

Throughout 2022, all members of the Board of Directors and members of the Board of Commissioners of Subsidiaries have never been involved in any significant criminal or civil cases.

Impact of Legal Issues on BCA and Subsidiaries

All legal issues encountered by BCA and its Subsidiaries throughout 2022 have no material impact on BCA's and its Subsidiaries' position or business continuity.

3. Administrative Sanctions from Related Authorities

Throughout 2022, BCA, all members of the Board of Directors and/or members of the Board of Commissioners have never received administrative sanctions, both material and non-material, from the OJK or other regulators, which could affect BCA's business continuity.

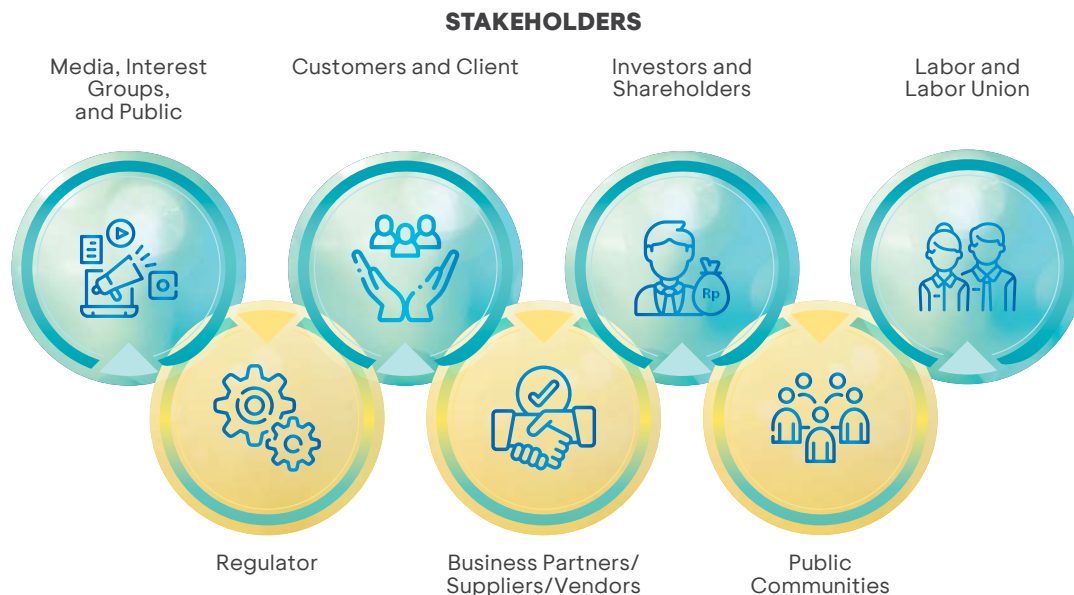
INFORMATION ACCESS AND CORPORATE DATA

BCA continuously maintains good communication with regulators, shareholders, customers, BCA employees, partners, and the general public as part of the implementation of the principles of transparency and accountability to stakeholders. The Communication Policy governs BCA's relationships with stakeholders.

BCA Communication Policy is set in the Communication and Information Function Chapter and the Information Disclosure Chapter in the BCA Governance Guidelines. BCA provides access to corporate information and data to the public, among others, via the communication channels described below.

1. Communication Channels of Stakeholders

BCA stakeholders are parties related to BCA's business activities and significantly influence the sustainability of BCA.



BCA collaborates and interacts with stakeholders through formal processes and at the appropriate level of involvement. The Corporate Secretary, the Environment Sustainability Governance (ESG) Group, the Investor Relations Group, and the Corporate Communication & Social Responsibility (CCR) Work Unit manage interactions with stakeholders such as regulators, investors, and the general public.

Furthermore, in accordance with their duties and responsibilities, related work units communicate with stakeholders.

BCA has provided various communication channels in its interactions with stakeholders to ensure that BCA information is disseminated intensively and effectively.



Name of Stakeholders	Interest	Communication Channel	Frequency
Customer and Client	<ul style="list-style-type: none"> • Providing information about banking products and services as well as the security of customer privacy. • Providing the best banking solutions for stakeholders. • Solving problems in transactions involving banking products and/or services. 	<ul style="list-style-type: none"> • Halo BCA Contact Center • BCA Website • Social Media 	At all times
Investor or Shareholder	Financial performance and implementation of prudential principles and good corporate governance.	1. Annual GMS and/or Extraordinary GMS 2. Annual Report and Sustainability Report 3. Analyst Meeting 4. Investor Relations Contact: Tel: +62 21 235 88000 E-mail: investor_relations@bca.co.id	1. Once a year 2. Incidental 3. Quarterly 4. At all time
Regulators OJK and BI	Compliance and implementation of the prudence principle and Good Corporate Governance.	<ul style="list-style-type: none"> - Monthly report - Quarterly Report - Disclosure of information related to Affiliate Transactions - Explanation of information in the mass media - Submission of evidence of the announcement of the AGMS and/or EGMS, Monthly Securities Reports, Public Expose Reports, a summary of the Consolidated Financial Statements via electronic media and/or hardcopy - Submission of press releases related to financial reports, photocopies of the minutes of AGMS and/or EGMS, and newspaper advertisements - Submission of evidence of summons for the GMS and/or EGMS - Report and announcement of dividend distribution schedule - Report on ownership or changes in share ownership 	According to regulations (monthly, quarterly and incidental)
Public Community	Empowerment programs and opportunities through community programs and Corporate Social Responsibility (CSR).	a. Sustainability Report b. Youtube BCASolution c. Instagram GoodLifeBCA	a. Once a year b. At all times
Media, Interest Groups and General Public	BCA information and data, including regarding BCA's financial condition, products and corporate actions.	a. Press release via printed and electronic media b. BCA corporate communication contact: corcom_bca@bca.co.id	a. As needed b. At all times
Business Partner/ Supplier/ Vendor	<ul style="list-style-type: none"> • General policies related to the procurement of goods and/or services, types of requirements/ specifications, BCA information and data, and the process of becoming a vendor. • Vendor input, suggestions, and information. 	<ul style="list-style-type: none"> - BCA website - Beauty Contest - Code of ethics related to vendors - Logistics Division PIC Contact (Procurement Aspect) 	As needed
Employee and Labor Union	Industrial relations and issues related to employees' welfare, rights and obligations.	Internal communication via BCA info, BCA update, MyBCAPortal, audio visual facilities, Halo SDM-call center for BCA employees, sharing sessions, GCG series articles, banking services, and/or facilities	At all times

2. Product Information and Transparency

BCA has provided information regarding BCA products and services in accordance with the provisions of OJK and BI in a transparent, accurate, and up-to-date manner. BCA uses the following facilities to make it easier for customers to obtain this information:

- BCA's official website and BCA's official social media accounts, which provide complete and up-to-date information regarding all BCA products, services, and programs;
- Leaflets, brochures, Plasma TVs, or other written forms at every BCA branch office throughout Indonesia containing information on bank products to facilitate customer awareness;
- BCA officers, such as Relationship Officers, Account Officers and Customer Service, at all BCA branch offices who are enthusiastic about providing product/service information and solutions needed by customers.

Apart from using these facilities, BCA also conveys information on its products and services directly to customers. Submission of information to customers is carried out on the basis of the customer's consent, which was given when signing the consent column for providing customer data on the account opening form. Publication of information on BCA banking products, services, and/or facilities is carried out in accordance with regulatory provisions regarding Transparency of Bank Product Information and Use of Customer Personal Data.

3. Company Information and Data Facilities

BCA's business management does not only pursue profitability but also includes efforts to provide the best banking solutions for stakeholders. The best banking solutions are provided by BCA through communication facilities, namely:

1. Halo BCA

BCA continuously provides convenience to customers to access BCA information, reporting mechanisms, and/or problem solving, through:

Halo BCA

- Telephone: 1500888
- E-mail: halobca@bca.co.id
- Halo BCA Chat: www.bca.co.id, Whatsapp (0811 1500 998).
- Video Call at the main branch offices: BSD, SCBD, Alam Sutera, Thamrin, Matraman, Darmo, and at myBCA Store.

- Video Banking at myBCA Gandaria City, Central Park, Kota Kasablanka, Emporium Pluit, Summarecon Mall Serpong, AEON Sentul, Pondok Indah Mall 2, BCA Learning Institute, BCA Tower, Ciputra World Surabaya, Grand City Surabaya, UGM Vocational School, Tangerang City Mall, Green Pramuka Square, Supermall Karawaci, Cibinong City Mall, Aeon JGC, and Royal Plaza Surabaya.
- The Halo BCA application integrates all channels in the contact center, allowing customers to access Halo BCA without phone credit (VoIP call), e-mails, halo bca chat, and Twitter @HaloBCA
- Digital Relationship Officer (DRO) is the outbound service campaign in the Halo BCA application used to contact or initiate calls to BCA customers for the purpose of, among other things, delivering offers and/or information about BCA products and services.
 - DRO calls to customer (outbound - 1500888).
- Solution Assistant (SOLA) is the Relationship PIC responsible for BCA customer acquisition and monitoring nation-wide under certain criteria.
 - SOLA calls to customer (outbound - 1500888)
 - Customer calls to SOLA (inbound - 1500118)

BCA uses the following e-mail address: sola_doc@bca.co.id

Communications may be made using SMS, telephone, e-mail, or other communication medium.

- Propeller is an outbound campaign used to deliver offers and information on investment products comprising of Mutual Funds and Government Bonds with competitive process to BCA's potential customers.

To inform and deliver offers on investment products:

1. Investment instruments at BCA (publicly available info as in bca.co.id)
2. IPO of bonds
3. WELMA application
4. Reminder to customers that already have an SID/WELMA account but not yet active



5. Other information related to BCA's investment products
 - Propeller calls to customer (outbound - 1500888)
 - Customer calls to Propeller (inbound - 1500118)

Service levels at Halo BCA

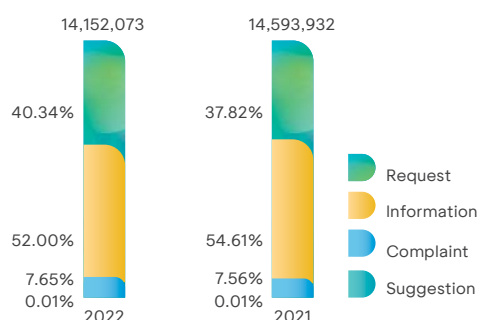
Customer contact acceptance service level:

- Phone response time: 20 seconds
- Whatsapp response time: 2 minutes
- Twitter response time: 3 minutes
- Halo BCA Chat response time: 2 minutes
- E-mail response time: 10 minutes

Service Level Agreement (SLA)

BCA has set a time limit for solving problems that varies from 1 (one) hour per day to 120 (one hundred and twenty) working days, according to the type of problem reported. Currently, 98.1% of issues submitted through the Halo BCA have been resolved in accordance with the SLA. The number of customers contacting Halo BCA as of 2022 is 14,152,073 (fourteen million, one hundred fifty-two thousand, seventy-three).

Type of Complaint



Types of customer complaints based on the criteria:

- a. As much as 52.00% in the form of information delivery.
- b. As much as 40.34% in the form of customer service requests (e.g. blocking, activation, and so on).
- c. As much as 7.65% in the form of submitted customer complaints.
- d. As much as 0.01% in the form of submitted customer suggestions.

2. BCA Website

BCA's official website, www.bca.co.id, is a trusted source of information for both individual and business customers. Starting with BCA banking products and services, BCA's latest programs and promotions, BCA news, and up to economic research reports.

In addition to being a reliable and trustworthy source of information, www.bca.co.id has evolved into a digital channel that offers each customer or prospective customers a variety of banking solutions. This is accomplished by providing a more thorough online form (e-form). Some of the e-forms on www.bca.co.id include:

- Online BCA API Cooperation Registration
- Online business credit application
- EDC and QRIS application
- Online motorcycle credit application
- Online KPR BCA application
- Online KPR application status check
- Online KPR document shortage check
- Online BCA Credit Card application

Individual customers can apply for online housing credit (KPR), online BCA credit cards, and online motorcycle credit using the e-form on the BCA website (KSM). Similarly, business customers who want to expand their businesses will have no trouble accessing capital because they can apply for business credit online at www.bca.co.id.

Customers can, in fact, customize the credit simulation feature for ceiling calculations, estimated installments, and credit terms, ensuring that business credit applications are effective and on as needed basis.

Furthermore, API Collaboration (Application Programming Interface) registration, as well as EDC and QRIS submission, can now be done easily through www.bca.co.id to support the smooth running of transactions and business acceptance.

The presence of various online forms at www.bca.co.id is consistent with BCA's commitment to always making it simple for every customer to enjoy a wide range of BCA banking products and services supported by cutting-edge technology. This online form for BCA products and services, in addition to assisting customers, is part of the BCA website's support for BCA's business growth.

Furthermore, BCA always maintains information disclosure in the context of Good Corporate Governance, in accordance with regulatory provisions, and in response to the information needs of investors, the Capital Market community, and shareholders. Therefore, information about the company, investor and shareholder information, corporate governance, commitment to sustainability, corporate responsibility, the latest BCA news, and economic research reports are regularly presented on the BCA website.

Investors, the Capital Market community, and shareholders can also register their e-mail addresses at www.bca.co.id to receive quarterly financial information publications.

Finally, in an effort to improve the customer experience in enjoying the various features of BCA's latest services, products, and programs, www.bca.co.id consistently presents informative and educative articles in the BCA News, EdukaTips BCA, and AwasModus sections.

3. BCA Social Media

BCA strives to build solid interactions with customers and the Indonesian public by consistently presenting creative and informative content on various social media platforms. This step embodies the slogan "Always by Your Side," with the goal of making BCA's social media accounts a trusted source of information and reference, as well as a source of creative inspiration for all people in the digital era. The following is a list of official BCA social media accounts.

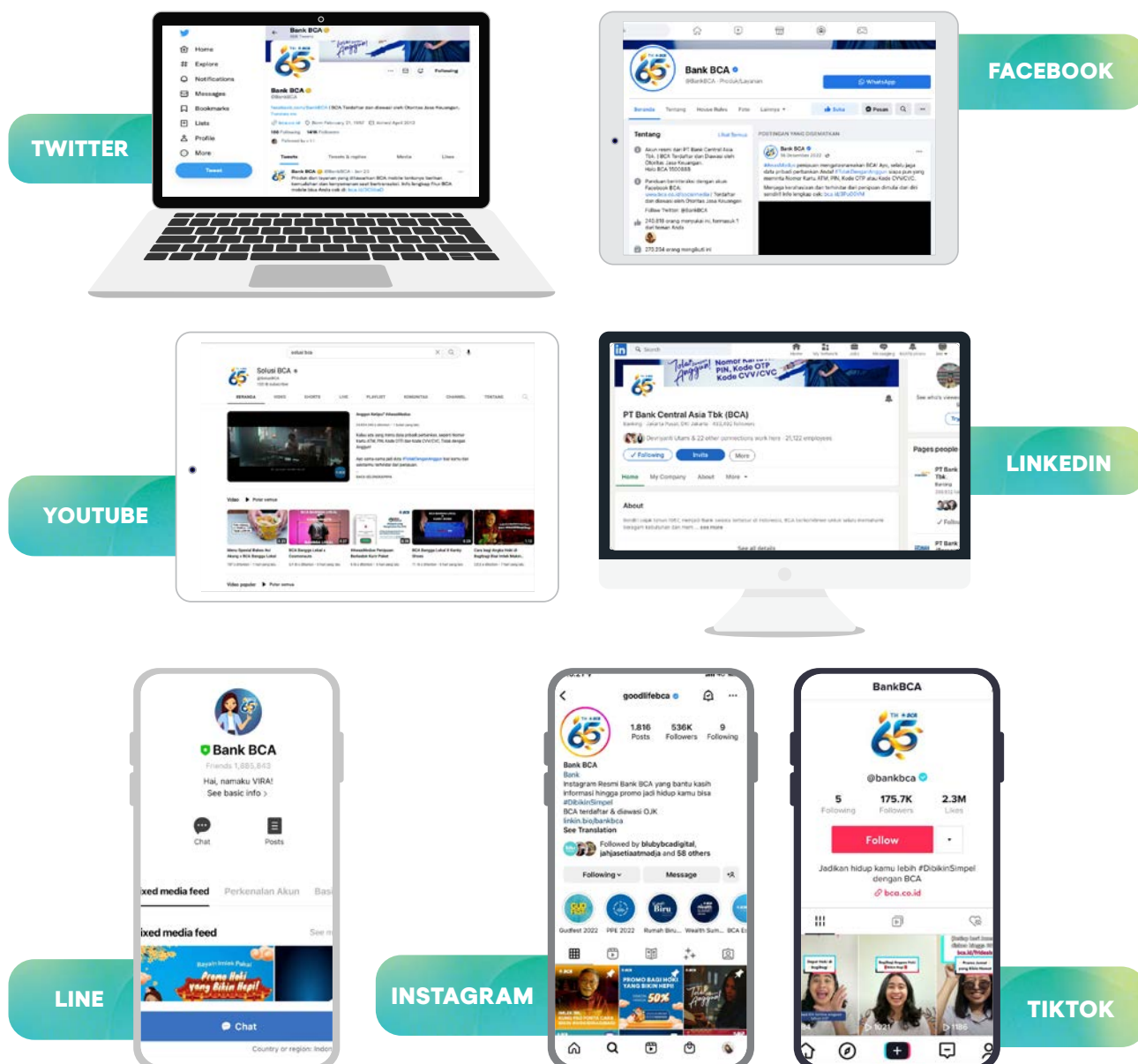
- Akun Twitter (@XpresiBCA, @GoodLifeBCA, @HaloBCA, @BankBCA, @KartuKreditBCA)
- Facebook (XpresiBCA, GoodLifeBCA, BankBCA, KartukreditBCA)
- YouTube (Solusi BCA)
- LinkedIn PT Bank Central Asia Tbk.
- Instagram (@GoodLifeBCA) and (@LifeAtBCA)
- Line (Bank BCA)
- Tiktok (@BankBCA)

Complete information regarding BCA's official accounts and social media activities can be accessed via <https://www.bca.co.id/socialmedia>

BCA also continues to innovate by presenting the VIRA chat-bot or BCA Virtual Assistant Chat Banking. VIRA can be accessed through Facebook Messenger, a Bank BCA account, and the LINE chat application. Through the VIRA Channel, customers can obtain information related to promos, check balances and transfers, exchange rates, ATM info, credit card info, and other banking access. In addition, BCA has also launched a chat service via the Whatsapp application with Halo BCA agents, which can be accessed by customers 24 hours a day, 7 days a week.

Throughout 2022, BCA actively continued to organize activities to campaign for social media-based communications, such as:

1. Campaigns related to updates on BCA banking products to communicate the benefits of BCA banking products to potential markets
2. Campaigns related to education on safe banking transactions for the public
3. Campaigns related to promotions from BCA
4. Campaigns related to available job openings at BCA.
5. Campaigns related to offering loan products from BCA
6. Campaigns related to business literacy, especially for MSME entrepreneurs
7. Campaigns related to education on transaction security and customer data privacy



4. List of 2022 Press Releases

BCA's press release is part of the implementation of the Good Corporate Governance principles, particularly the principle of transparency. In 2022, there were 198 (one hundred ninety-eight) press releases made by BCA, as follows:

No.	Month	Date	Press Release Distribution
1	January	10	BCA Scores Achievements in Indonesia's Sustainable Finance Sector
2		17	Welcoming 2022, Bluebird - BCA Synergize to Provide Convenience Features in Mobility
3		19	#BCAForSustainability: BCA Supports Vaccine Booster and Childhood Vaccine Program
4		20	Wisma BCA Foresta Awarded the Platinum Rating in GreenShip Existing Building from Green Building Council Indonesia
5		24	Bakti BCA Tourism Village Scores a Proud Achievement
6		24	BCA Holds the 2021 Hackathon in Support of IT Competence Development
7		27	PT Bank Central Asia Tbk Performance Results Throughout 2021 - Hybrid Now, Innovation and Collaboration for Sustainable Growth
8		31	Welcoming the Chinese New Year, BCA Invites Customers to Distribute the Cashless Angpao

No.	Month	Date	Press Release Distribution
9	February	4	Wayang Jaman Now Comic Competition, Bringing Wayang Closer to the Millennial Generation
10		7	Batavia Technology Sharia Equity USD Mutual Fund, Optimizing Technology Trends in Investment at BCA
11		11	Ahead of 65 th Anniversary, BCA Strengthens Commitment to Support Indonesian MSMEs
12		14	In 2022, BCA Recruitment Continues to Provide Job Opportunities for Potential Graduates
13		16	Committed to Service Excellence, BCA Receives Customer Excellence Award in the 2021 Gallup Customer Engagement Survey
14		16	Supporting G20, BCA Continues to Provide International Banking Solutions
15		21	65 Years of Service, BCA Stands by Your Side Growing Together for Indonesia
16		22	65 Years by Your Side, BCA Presents Special Anniversary Program #SebarDisconMeriah
17		24	BCA Collaborates with Kedai Sayur to Accelerate the Agriculture Digital Ecosystem
18		24	Celebrating its 65 th Anniversary, BCA Expoversary Online 2022 Officially Opens Inviting People to Realize Their Best Dreams
19		25	65th Anniversary #BCAForSustainability Supports the Progress of Indonesian MSMEs, BCA Produces 35,000 Batik Uniforms from Local Craftsmen
20	March	10	With Hybrid Concept, BCA Expoversary 2022 Offers Lowest Interest Rates in History
21		11	BCA's Innovative Strategy to Boost Mortgage Disbursement
22		12	BCA EXPOVERSARY 2022 BCA Syariah Presents Sharia Banking Solutions to Realize Dreams
23		12	Getting Closer to Customers, Halo BCA Application Ready to Become Contact Center SuperApps
24		12	BCA's "Green" Initiative Supports Government's SDGs Measures
25		12	BCA MOBILE and MYBCA will Always be Together to Serve BCA Customers
26		12	BCA EXPOVERSARY 2022 BCA Life Offers Life Insurance Protection Affordable to Millennials
27		12	Targeting the Younger Generation, BCA Presents BCA Young Community (BYC) Apps
28		12	BCA EXPOVERSARY 2022 Not Only KPR and KKB, BCA Also Offers Special Interest Rates for the MSME Sector
29		13	BCA Virtual Mall has Received Tens of Thousands of Applications Since it Was Launched
30		13	BCA Expoversary 2022 Records Transactions of Rp11.5 T Ahead of Offline Event Closing
31		13	BCA Wealth Management: 50% of WELMA Investors Dominated by Millennial Generation
32		15	BCA Collaborates with Manulife Aset Manajemen Indonesia to Provide Attractive Investment Opportunities in the Asia Pacific Region through MANSYAF Mutual Funds
33		15	BCA EXPOVERSARY OFFLINE 2022 Officially Ends
34		17	Results of BCA's Annual General Meeting of Shareholders
35		17	Preserving the Environment from Home with BCA
36		18	With BCA Expoversary 2022 Offline in Surabaya, BCA Offers Lowest Interest Rates in History
37		23	BCA's 65th Anniversary, Highest Appreciation for Commercial and SME Customers
38		24	BCA Fully Supports JUSTIN BIEBER JUSTICE WORLD TOUR Concert
39		25	BanggaLokal: Fashioning The Future 2022, BCA's Support to Develop Fashion MSME Businesses
40		26	Participating in Earth Hour, All BCA Offices Turn Off the Lights for an Hour
41		28	Supporting Digital Infrastructure Development in Indonesia, BCA Provide Loans to EDGE DC
42		30	BCA Expoversary Online 2022 is Extended due to High Public Interest
43		30	BCA Synergizes with PT Panca Budi Niaga to Disburse Rp20 Billion in KUR Support
44	April	1	BCA Holds Training for Effective Village Leader Strategies to Strengthen Leadership of Village Administrators
45		4	BCA Facilitates Cash Availability to Welcome the Holy Month of Ramadan
46		12	BCA Fully Supports Government Programs, Facilitates Disbursement of Pre-Employment Card Incentives
47		14	Expanding Business Across the Archipelago, the First Step to Becoming a BCA Priority Customer



No.	Month	Date	Press Release Distribution
48		14	BCA Consistently Improves CSR Program Quality, Receives TOP CSR Award
49		21	Performance Results for the First Quarter of 2022 - Sustainable Growth as Momentum Recovers
50		22	Consistent in Supporting the Progress of MSMEs, BCA Joins Bangka Belitung National Proud to Make Indonesia Movement
51		22	BCA Supports Indonesian Women's Empowerment in Sustainability-Based Economic Sector
52		26	Committed to Providing Service Excellence for Customers, BCA Inaugurates Labuan Bajo KCP
53		26	Supporting the Government in Accelerating Vaccination Ahead of Eid Mudik, BCA - AIA Present Vaccination Center
54		27	BCA Develops Tourism Village HR Capacity through Eco Enzyme Training
55		26	Welcoming Eid al-Fitr 1443H with BCA #LahirBatinReady
56		28	Supporting the Development of Renewable Energy Sector Facilities, BCA Presents Public Electric Vehicle Charging Stations (SPKLU)
57	May	10	Wisma BCA Foresta Receives Energy Efficient Building Award, Representing Indonesia at ASEAN Energy Award 2023
58		11	Supporting the Advancement of Indonesia's Young Talents, BCA Reopens Scholarship Registration, Check out the Requirements!
59		12	Thanks to Customer Loyalty, BCA KPR Reaches Rp100 Trillion
60		19	BCA Supports KUR Fintech Fest to Increase Access to Financing for MSMEs
61		19	BCA Shares Service Excellence Tips with BPJS Health
62		20	Supporting Banten's Creative Work Activities, BCA Continues to Advocate for Indonesian MSMEs
63		20	BCA Supports "Cahaya Bangka Belitung" Activity to Enhance Bangka Belitung BBI Gernas Potential
64		20	Commemorating the National Book Day, BCA Distributes 1,000 Books to Customers in Jabodetabek
65		23	Supporting Green-oriented Program, BCA and Bengkulu Government Planted 150 Ketapang Tree Seeds
66		24	Preventing Blindness Due to Cataracts, BCA Holds Cataract Surgery at Asih Husada Hospital in Banjar
67		26	BCA Supports the Revival of Indonesian MSMEs at Indonesia Maju Expo & Forum
68		27	BCA Receives "The Best Overall Big Caps" Award at The 13th IICD Corporate Governance Award 2022
69		28	"Rise Up" for Resilient Youth, BCA Encourages the Revival of Indonesian Youth
70		31	Ready to Support Indonesia's Digital Era, BCA Reintroduces SYNRGY Accelerator Batch 5 Program
71	June	3	Consistent in Supporting Greening Program, BCA and Prabumulih City Government Plant 200 Tree Seedlings
72		4	Consistent in Supporting Greening Program, BCA and Takalar Regency Government Plant 3,000 Mangrove Tree Seedlings
73		6	Consistently Supporting the Greening Program, BCA and Cikarang Regency Government Plant 1,000 Tree Seedlings
74		8	BCA and UNTIRTA Plant 3,000 Tree Seedlings, Supporting Greening Efforts in Campus Area
75		10	10 Bakti BCA Tourism Village Partners are Prepared to Become World Class Destinations: Exploration of Malangga Tourism Village, the Unique Roof of Langko House in Toli-Toli
76		13	Dear Customers, BEWARE of Fraudulent Offers to Upgrade to BCA Solitaire and Priority Customers
77		14	Consistent in Supporting Greening Program, BCA and Banyuwangi City Government Plant 2,000 Mangrove Tree Seedlings
78		15	Gunung Padang Tourism Village Award
79		16	#BCAForSustainability, BCA's Concrete Efforts to Support Sustainable Development
80		17	BCA and Bilibli Invite People to Take Easy and Affordable Vacations to Tourism Villages
81		19	BCA Holds Cataract Surgery at Bhayangkara Sartika Asih Hospital Bandung to Prevent Blindness Due to Cataracts
82		21	Committed to Green Economy, BCA Disburses Rp472 Billion to PT Eco Paper Indonesia

No.	Month	Date	Press Release Distribution
83		22	BCA Plants 1,000 Guava Trees at Butuhan Mountain, Supporting Greening Efforts in the Gunungkidul Region
84		24	BCA Collaborates with Manado City Government, Presenting Regional Tax and Retribution Payment Solutions
85		24	#BCAForSustainability: BCA Supports Regional Vaccination Programs
86		26	BCA Transforms 10 Bakti BCA Tourism Village Partners into World Class Destinations: Seeing Chinese Culture in Chinatown Glodok
87		29	BCA Transforms 10 Bakti BCA Tourism Villages Partners into World Class Destinations: Explore Cement Tourism Village in Blitar
88		29	Consistently Supporting Greening Program, BCA and Lubuklinggau City Government Plant 100 Tree Seedlings
89		29	A Look at Taro Tourism Village, a Hidden Paradise in Gianyar, Winner of BCA Desa Wisata Award
90	July	1	BCA Expands ATM Network for Deposit and Withdrawal in North Sumatra
91		4	Explore Bilebante Tourism Village, a Pristine 'Healing Spot' in Central Lombok
92		4	Creating a Young Generation with Integrity in Era 4.0 through BCA Bakti Scholarship
93		4	Nusantara Academic Writing Awards 2022, BCA's Consistency in Supporting Arts and Culture Development in Indonesia
94		5	BCA Consistently Presents Inclusive CSR Programs, BCA Receives Gold Champion Award in BISRA Award 2022
95		5	BCA Supports Mount Bromo Jazz Event 2022
96		7	Consistently supporting reforestation program, BCA and East Kalimantan Provincial Forestry Service UPDT KPHL Balikpapan Plant 1,500 Trees in Meranti Tourism Forest
97		7	#BCAForSustainability: BCA Supports Vaccination Program in Labuan Bajo
98		8	10 Bakti BCA Tourism Village Partners are Prepared to Become World Class Destinations: Explore Silokek, a Beautiful 'Nagari' in West Sumatra
99		12	BCA and Hutama Karya Consistently Support Greening Program by Planting Trees on Toll Roads
100		14	BCA Expo 2022 Offline in Medan, BCA Offers Attractive Programs for Visitors
101		16	BCA Successfully Holds BCA Expo Medan 2022
102		16	Preventing Blindness Due to Cataracts, BCA Holds Cataract Surgery at East Lombok Hospital
103		16	BCA Provides Exclusive Assistance for Bilebante Tourism Village
104		18	BCA Supports the Construction of Solar Power Plant (PLTS) in Loura, Southwest Sumba to Encourage Renewable Energy Supply
105		18	BCA Enhances Support for KUR Disbursement, Distributes KUR to KUD Dadi Jaya
106		19	BCA Synergize with PDAM Tirta Musi Palembang Presenting Payment Solutions
107		20	10 Bakti BCA Tourism Village Partners are Prepared to Become World Class Destinations: A Look at Beautiful Lake Toba from Tigarihit Village
108		25	#BCAForSustainability: As an Effort to Boost Herd Immunity, BCA Consistently Support Vaccination Program in Medan
109		27	Momentum for Sustainable Business Growth Amid Market Challenges
110		28	BCA Launches Synergy with Jayapura Water Utility, Presenting Payment Solutions
111		31	10 Bakti BCA Tourism Village Partners Prepared to Become World Class Destinations: Exploring Kampung Melayu on the Kapuas Riverbank
112	August	2	In the Spirit of Developing Indonesian Tourism, BCA Synergizes with Tourism Village Administrators
113		3	Sustainable Fashion Trends, BCA and Warlami Encourage South Central Timorese Weavers to Apply Ecofashion Concepts
114		4	BCA Supports the 2022 Esport President Cup Event
115		5	Photo release: Ketoprak Financial
116		8	Committed to Providing Service Excellence for Customers, BCA Inaugurates KCP Kas Poligon
117		8	Committed to Supporting Indonesian Tourism, BCA Presents at Tomohon International Flower Festival 2022
118		9	"Rumah Biru" Webseries Season 2, Presenting Stories Behind BCA's Technology Excellence
119		10	Consistently Supporting Greening Program, BCA and the Environmental Agency Conduct Tree Plantation



No.	Month	Date	Press Release Distribution
120		12	Spurring MSME Business Growth, BCA Presents “BCA UMKM Fest 2022” with a Hybrid Concept
121		13	Symbolic Presentation for BCA UMKM FEST 2022
122		16	BCA Achieves 60 Awards at Global Contact Center World Awards Asia Pacific
123		16	Encouraging Regional Economic Progress, BCA Presents “Bazaar Bangga UMKM and Autoshow Electric Vehicle Show”
124		18	BCA Supports Global Economic Recovery and Sustainable Financing at B20 - G20 Dialogue: Integrity and Compliance Task Force
125		19	BCA's Tangible Contribution to Indonesian Tourism: Gunungkidul, The Next Bali
126		21	10 Bakti BCA Partner Tourism Villages are Prepared to Become World Class Destinations: Exploration of Pahawang Island Tourism Village, an Underwater Paradise in the South of Sumatra Island
127		21	Calling for Nationalism, More than 1,400 BCA Employees Participate in “Gelora Indonesia”
128		21	10 Bakti BCA Tourism Village Partners are Prepared to Become World Class Destinations: Explore Dayun Riau Village, a Beautiful Lowland in Riau Province
129		22	Consistent in Providing Service Excellence for Customers, BCA Inaugurates Lubuk Pakam Cash KCP
130		27	BCA Consistently Supports Greening Program, Planting Trees in Rimba Makmur Forest
131		28	10 Bakti BCA Tourism Village Partners are Prepared to Become World Class Destinations: Exploration of Pahawang Island Tourism Village, an Underwater Paradise in the South of Sumatra Island
132		30	Committed to Supporting MSME Success, BCA Holds “Optimizing Business Operations and Looking at Global Market Opportunities” Webinar
133		31	BCA SYNRGY Academy Batch 5, Launches Free Bootcamp to Create More Digital Talents
134		1	BCA & Bahana Launch Exclusive Money Market Mutual Fund Products to Provide Investment Variety
135		2	BCA Celebrates National Customer Day 2022: “Your Loyalty is Our Motivation”
136		3	Consistent in Providing Added Value, BCA Holds Training Series for Bilebante Village and Lombok MSMEs
137		5	Committed to Providing Service Excellence for Customers, BCA Inaugurates KCP Pangkalan Bun
138		5	“Perdana, BCA Wealth Summit 2022 Hadir Secara Hybrid: Enrich Yourself, Enlarge Your Wealth”
139		9	Let's Visit BCA Expo Hybrid 2022: KPR and KKB Promo Party!
140		9	Crowded! More than 1,500 Customers Enthusiastically Attend BCA Wealth Summit 2022 Offline Event
141		9	Consistent in Providing Excellent Service, BCA Express is Present at Trans Studio Mall Makassar
142		10	First in Indonesia, BCA Insurance Launches Personal Cyber Insurance
143		10	“Sederet Penawaran Istimewa Bagi Nasabah BCA Solitaire dan Prioritas di BCA Expo Hybrid 2022”
144		12	Consistent in Providing Service Excellence, BCA Inaugurates KCU Bukit Darmo Boulevard
145		13	Encouraging National Economic Recovery, BCA to Hold BCA Expo Semarang 2022
146		15	Reaching Rp5.4 Trillion, BCA Records Largest Sales of Retail SBN in Primary Market
147		17	Developing Tourism Potential in Belitong Island, BCA Holds Training to Launch Web Booking for Bukit Peramun
148		17	Bakti BCA Scholarship for the 2022/2023 Academic Year Opens Soon
149		22	Always by the Customer's Side, Halo BCA Reaches Grand Champion at TBCCI 2022 Event
150		22	Transforming 10 Bakti BCA Tourism Village Partners into World-Class Destinations: Exploration of Mount Padang Area
151		23	Only Until Today, Career Booth at BCA Autoshow Makassar 2022
152		26	“Improve the quality of education, bca presents leadership training for 50 school management”
153		26	BCA and Bank DKI Collaboration, Bank DKI Customers Can Make Cardless Cash Deposits and Withdrawals at BCA ATM Networks

No.	Month	Date	Press Release Distribution
154	October	27	BCA collaborates with the university of Palangkaraya to present a single tuition payment solution
155		27	Consistently Supports the Progress of Tourism Village, BCA Organizes Homestay Management Training for 47 Administrators in Pentingsari Tourism Village, Yogyakarta
156		27	BCA Collaborates with Palangka Raya University to Provide Single Tuition Payment Solution (UKT)
157		28	BCA Conducts Training in Natural Dyeing for 30 Women Weavers of NTT on Sustainable Fashion Trends
158		5	Wisma BCA Foresta Raih Penghargaan Gedung Hemat Energi, Wakili Indonesia di ASEAN Energy Award 2023
159		6	10 Bakti BCA Tourism Village Partners Prepared to be World-class Destinations: Malangga Tourism Village, Uniqueness of Langko House Roof in Toli-Toli
160		7	Stimulating Automotive Industry Growth, BCA Presented BCA AutoShow Medan 2022
161		12	BCA Consistently Promotes Education, Receives Impactful Campaign of the Year Award at 2022 Marketeers Editor's Choice Award
162		13	Consistently Supporting Green Program, BCA and Bandung Government Planted 1,000 Tree Seeds
163		14	Echoing Growth Optimism, Once Again BCA Presented Indonesia Knowledge Forum (IKF) XI 2022
164		15	BCA's Commitment to Provide Guidance and Mentoring for BCA Bakti's Partner Villages
165		17	BCA Launches Synergy with PERUMDAM Tirta Batu Mentas, Belitung Regency
166		18	BCA Holds Indonesia Knowledge Forum (IKF) XI, Capitalizing on Business Opportunities for Stronger Growth and Resilience in the Digital Era
167		18	BCA-Bali Provincial Government Collaboration: BCA E-Commerce Payment Gateway Facility to Support Tourist Contribution Receipts
168		20	PT Bank Central Asia Tbk Third Quarter Performance Results 2022 - Solid Performance Supporting Economic Recovery
169		26	BCA Supports FinExpo BIK 2022
170		27	BCA Presents Train the Trainer Outbound Wirawisata Goa Pindul Training to Improve the Quality of Local Human Resources
171		27	BCA Facilitates Teacher Training for 21 st Century Learning to Strengthen Commitment to Improve Indonesian Education
172	November	28	BCA - Bank BPD Bali Collaboration, Presents Payment Solution for PBB-P2 and Other Local Taxes (PHR)
173		30	BCA's Commitment to Strengthen Support for Indonesian Tourism Villages
174		2	BCA Provides Assistance to Taro Tourism Village Management
175		2	BCA Holds Cataract Surgery at Raja Ampat Hospital to Prevent Blindness Due to Cataracts
176		4	BCA Holds Seminar on Self-Development Literacy through Technology and Finance for 300 UGM Vocational School Students
177		5	BCA Holds Training for IPB Students Receiving Bakti BCA Scholarship for FY 2022/2023
178		8	BCA is Committed to Supporting the Preservation of Indonesian Wayang by Introducing Wayang to the Younger Generation
179		11	BCA BanggaLokal in Bali's Nusa Dua Market
180		13	BCA Fully Supports B20 Summit in Bali, Aligns Business Strategy with B20 Program
181		14	BCA Holds Team Building Training for Sijunjung and Silokek Traditional Assisted Villages to Enhance the Capacity of Village Human Resources
182		19	Consistently Supporting MSMEs, BCA was Present with Bangga Buatan Indonesia (Proud of Indonesian Products) National Movement in Sumatera Selatan
183		23	BCA Shared Interim Dividend of Rp 35,- per Share, Increased 40% YoY
184		23	Bakti BCA Took Action and Donated to Cianjur Earthquake Site
185		23	Boosting Workforce Quality, BCA Held Team Building Activities for Wayang Wukirsari Tourism Village Committee
186		28	PPATK and BCA Took Action to Orangutan Conservation Land Rehabilitation in East Kalimantan
187		28	Bakti BCA: From Impactful Action for Bilebante Tourism Village Communities, to 1000 Trees Plantation in Sasak Mountain, Lombok



No.	Month	Date	Press Release Distribution
188	December	1	Always Presenting Solutions of Investment Options, BCA and ManulifeAsset Management Indonesia Offer Manulife Obligasi Unggulan Kelas A Mutual Fund
189		7	BCA Presents Payment Solutions Through Its Synergy with Perumda Air Minum Tirta Jaya Mandiri of Sukabumi Regency
190		10	To Increase Commitment to Village Human Resources Development, BCA Holds SMART Training for the Administrators of Pentingsari Tourism Village
191		12	As a Joint Action Movement, Bakti BCA Donates for the Construction of Elementary Schools Affected by Cyclone Disaster in NTT
192		15	Welcoming the New Year, BCA Holds Economic Outlooks 2023
193		16	To Support the Development of Renewable Energy Sector Facilities, BCA Presents Electric Vehicle Charging Station in Semarang
194		17	BCA and Bliibli Hold Financial Management and Digital Marketing Strategy Training for "Aisyiyah" MSME Players in Banyumas
195		19	To Increase Support for KUR Distribution, BCA Distributes KUR to 200 Fostered Cattle Farmers of East Lombok Regency Government
196		21	Optimizing Services for State Securities Transactions, BCA Receives an Award from the Ministry of Finance
197		22	Improving Women's Empowerment in Tourism Villages, BCA and Bogasari Present Inspirational Webinar
198		29	BCA Presents Service Excellence for Loyal Customers During Christmas and New Year Period

5. Correspondence to OJK and IDX

BCA's correspondence with OJK and IDX is part of the application of Good Corporate Governance principles, specifically transparency and accountability. BCA's correspondence with OJK and IDX in 2022 is as follows:

Financial Service Authority

Date	Letter No.	To	Subject
January 3, 2022	001/DCS/2022	OJK Capital Market	Affiliate Transaction Report
January 3, 2022	002/DCS/2022	OJK Capital Market	Affiliate Transaction Report
January 13, 2022	009/DCS/2022	OJK Capital Market	Report Relating Affiliate Transaction
January 27, 2022	019/DCS/2022	OJK Capital Market	Press Release Analyst Meeting FY2021
January 27, 2022	020/DCS/2022	OJK Capital Market	Affiliate Transaction Report
January 28, 2022	021/DCS/2022	OJK Capital Market	Submission of Q4 2021 Financial Statements (audited) of PT BCA Tbk
January 28, 2022	022/DCS/2022	Bank Supervision Department 3	Submission of Q4 2021 Financial Statements (audited) of PT BCA Tbk
January 28, 2022	023/DCS/2022	OJK Capital Market	Submission of Proof of Consolidated Financial Statements Summary Announcement of PT BCA Tbk & Subsidiaries as of 31 December 2021
January 28, 2022	024/DCS/2022	Bank Supervision Department 3	Submission of Proof of Consolidated Financial Statements Summary Announcement of PT BCA Tbk & Subsidiaries as of 31 December 2021
February 2, 2022	025/DCS/2022	OJK Capital Market	Announcement of the 2022 AGMS
February 2, 2022	026/DCS/2022	OJK Capital Market	Submission of Proof of 2022 AGMS Announcement
February 2, 2022	027/DCS/2022	Bank Supervision Department 3	Submission of Proof of 2022 AGMS Announcement
February 8, 2022	030/DCS/2022	OJK Capital Market	Affiliate Transaction Report
February 14, 2022	031/DCS/2022	OJK Capital Market	Affiliate Transaction Report
February 17, 2022	032/DCS/2022	OJK Capital Market	Submission of Annual Report & Sustainability Report of BCA for Financial Year 2021
February 17, 2022	033/DCS/2022	Bank Supervision Department 3	Submission of Annual Report & Sustainability Report of BCA for Financial Year 2021
February 17, 2022	034/DCS/2022	IDIC	Submission of Annual Report & Sustainability Report of BCA for Financial Year 2021

Date	Letter No.	To	Subject
February 17, 2022	035/DCS/2022	Bank Supervision Department 3	Submission of the 2021 BCA Sustainability Report
February 17, 2022	036/DCS/2022	Bank Supervision Department 3	Submission of the 2021 BCA Internal Control Report
February 17, 2022	037/DCS/2022	OJK Capital Market	Summon for the 2022 AGMS
February 17, 2022	038/DCS/2022	OJK Capital Market	Submission of Proof of BCA AGMS Advertisement
March 14, 2022	055/DCS/2022	OJK Capital Market	Report on the Annual Rating Result
March 16, 2022	056/DCS/2022	OJK Capital Market	Affiliate Transaction Report
March 21, 2022	057/DCS/2022	OJK Capital Market	Submission of the Copy of Deed Certificate of PT BCA Tbk AGMS Minutes
March 21, 2022	058/DCS/2022	Bank Supervision Department 3	Submission of the Copy of Deed Certificate of PT BCA Tbk AGMS Minutes
March 21, 2022	059/DCS/2022	OJK Capital Market	Report & Announcement of Cash Dividend Distribution Schedule for Financial Year 2021
March 21, 2022	060/DCS/2022	OJK Capital Market	Submission of Proof of PT BCA Tbk AGMS Summary Announcement
March 21, 2022	061/DCS/2022	Bank Supervision Department 3	Submission of Proof of PT BCA Tbk AGMS Summary Announcement
March 22, 2022	062/DCS/2022	OJK Capital Market	Report on Ownership or Any Changes in Share Ownership of PT Bank Central Asia Tbk
March 22, 2022	063/DCS/2022	OJK Capital Market	Submission of Proof of Final Dividend Announcement
March 23, 2022	064/DCS/2022	OJK Capital Market	Report on Ownership or Any Changes in Share Ownership of PT Bank Central Asia Tbk
March 23, 2022	065/DCS/2022	OJK Capital Market	Report on Ownership or Any Changes in Share Ownership of PT Bank Central Asia Tbk
March 23, 2022	066/DCS/2022	OJK Capital Market	Report on Ownership or Any Changes in Share Ownership of PT Bank Central Asia Tbk
March 23, 2022	067/DCS/2022	OJK Capital Market	Report on Ownership or Any Changes in Share Ownership of PT Bank Central Asia Tbk
March 24, 2022	068/DCS/2022	OJK Capital Market	Report on Ownership or Any Changes in Share Ownership of PT Bank Central Asia Tbk
March 24, 2022	069/DCS/2022	OJK Capital Market	Report on Ownership or Any Changes in Share Ownership of PT Bank Central Asia Tbk
March 24, 2022	070/DCS/2022	OJK Capital Market	Report on Ownership or Any Changes in Share Ownership of PT Bank Central Asia Tbk
March 24, 2022	071/DCS/2022	OJK Capital Market	Report on Ownership or Any Changes in Share Ownership of PT Bank Central Asia Tbk
March 25, 2022	072/DCS/2022	OJK Capital Market	Report on Ownership or Any Changes in Share Ownership of PT Bank Central Asia Tbk
March 25, 2022	073/DCS/2022	OJK Capital Market	Report on Ownership or Any Changes in Share Ownership of PT Bank Central Asia Tbk
March 25, 2022	074/DCS/2022	OJK Capital Market	Report on Ownership or Any Changes in Share Ownership of PT Bank Central Asia Tbk
March 25, 2022	075/DCS/2022	OJK Capital Market	Report on Ownership or Any Changes in Share Ownership of PT Bank Central Asia Tbk
March 25, 2022	076/DCS/2022	OJK Capital Market	Report on Ownership or Any Changes in Share Ownership of PT Bank Central Asia Tbk
March 25, 2022	077/DCS/2022	OJK Capital Market	Report on Ownership or Any Changes in Share Ownership of PT Bank Central Asia Tbk
March 29, 2022	079/DCS/2022	OJK Capital Market	Affiliate Transaction Report
April 4, 2022	081/DCS/2022	OJK Capital Market	Affiliate Transaction Report
April 12, 2022	082/DCS/2022	OJK Capital Market	Submission of the Copy of Deed of PT BCA Tbk AGMS Minutes
April 12, 2022	083/DCS/2022	OJK Capital Market	Submission of the Copy of Deed of PT BCA Tbk AGMS Minutes
April 21, 2022	086/DCS/2022	OJK Capital Market	Press Release Analyst Meeting Q1/2022



Date	Letter No.	To	Subject
April 22, 2022	087/DCS/2022	OJK Capital Market	Affiliate Transaction Report
April 25, 2022	088/DCS/2022	Bank Supervision Department 3	Submission of Proof of Consolidated Financial Statements Summary Announcement of PT BCA Tbk & Subsidiaries as of March 31, 2022
April 25, 2022	089/DCS/2022	OJK Capital Market	Submission of Proof of Consolidated Financial Statements Summary Announcement of PT BCA Tbk & Subsidiaries as of March 31, 2022
April 25, 2022	090/DCS/2022	Bank Supervision Department 3	Submission of Q1 2022 Financial Statements (unaudited) of PT BCA Tbk
April 25, 2022	091/DCS/2022	OJK Capital Market	Submission of Q1 2022 Financial Statements (unaudited) of PT BCA Tbk
April 27, 2022	092/DCS/2022	OJK Capital Market	Affiliate Transaction Report
April 28, 2022	093/DCS/2022	OJK Capital Market	Report on Ownership or Any Changes in Share Ownership of PT Bank Central Asia Tbk
May 9, 2022	095/DCS/2022	OJK Capital Market	Affiliate Transaction Report
May 10, 2022	096/DCS/2022	OJK Capital Market	Report on Ownership or Any Changes in Share Ownership of PT Bank Central Asia Tbk
May 12, 2022	097/DCS/2022	OJK Capital Market	Report on Ownership or Any Changes in Share Ownership of PT Bank Central Asia Tbk
May 12, 2022	098/DCS/2022	OJK Capital Market	Report on Ownership or Any Changes in Share Ownership of PT Bank Central Asia Tbk
May 12, 2022	099/DCS/2022	OJK Capital Market	Report on Ownership or Any Changes in Share Ownership of PT Bank Central Asia Tbk
May 12, 2022	100/DCS/2022	OJK Capital Market	Report on Ownership or Any Changes in Share Ownership of PT Bank Central Asia Tbk
May 12, 2022	101/DCS/2022	OJK Capital Market	Report on Ownership or Any Changes in Share Ownership of PT Bank Central Asia Tbk
May 13, 2022	102/DCS/2022	OJK Capital Market	Submission of the Copy of Kemenkumham RI Letter & Deed of PKR of PT BCA Tbk
May 13, 2022	103/DCS/2022	Bank Supervision Department 3	Submission of the Copy of Kemenkumham RI Letter & Deed of PKR of PT BCA Tbk
May 17, 2022	104/DCS/2022	OJK Capital Market	Report on Ownership or Any Changes in Share Ownership of PT Bank Central Asia Tbk
May 17, 2022	105/DCS/2022	OJK Capital Market	Report on Ownership or Any Changes in Share Ownership of PT Bank Central Asia Tbk
May 17, 2022	106/DCS/2022	OJK Capital Market	Report on Ownership or Any Changes in Share Ownership of PT Bank Central Asia Tbk
May 19, 2022	107/DCS/2022	OJK Capital Market	Report on Ownership or Any Changes in Share Ownership of PT Bank Central Asia Tbk
May 24, 2022	108/DCS/2022	DIA	Submission of Statement Letter of the Board of Directors of PT BCA Tbk
May 25, 2022	110/DCS/2022	OJK Capital Market	Report on Ownership or Any Changes in Share Ownership of PT Bank Central Asia Tbk
May 25, 2022	111/DCS/2022	OJK Capital Market	Report on Ownership or Any Changes in Share Ownership of PT Bank Central Asia Tbk
May 25, 2022	112/DCS/2022	OJK Capital Market	Report on Ownership or Any Changes in Share Ownership of PT Bank Central Asia Tbk
July 28, 2022	143/DCS/2022	Bank Supervision Department 3	Submission of Q2 2022 Financial Statements (unaudited) of PT BCA Tbk (the "Company")
July 28, 2022	144/DCS/2022	OJK Capital Market	Submission of Proof of Consolidated Financial Statements Summary Announcement of PT BCA Tbk ("Company") and Subsidiaries as of June 30, 2022
July 28, 2022	145/DCS/2022	Bank Supervision Department 3	Submission of Proof of Consolidated Financial Statements Summary Announcement of PT BCA Tbk ("Company") and Subsidiaries as of June 30, 2022
September 16, 2022	165/DCS/2022	OJK Capital Market	Report on Ownership or Any Changes in Share Ownership of PT Bank Central Asia Tbk

Date	Letter No.	To	Subject
September 16, 2022	166/DCS/2022	OJK Capital Market	Report on Ownership or Any Changes in Share Ownership of PT Bank Central Asia Tbk
September 16, 2022	167/DCS/2022	OJK Capital Market	Report on Ownership or Any Changes in Share Ownership of PT Bank Central Asia Tbk
September 19, 2022	168/DCS/2022	OJK Capital Market	Report on Ownership or Any Changes in Share Ownership of PT Bank Central Asia Tbk
September 19, 2022	169/DCS/2022	OJK Capital Market	Report on Ownership or Any Changes in Share Ownership of PT Bank Central Asia Tbk
September 19, 2022	170/DCS/2022	OJK Capital Market	Report on Ownership or Any Changes in Share Ownership of PT Bank Central Asia Tbk
September 19, 2022	171/DCS/2022	OJK Capital Market	Report on Ownership or Any Changes in Share Ownership of PT Bank Central Asia Tbk
October 4, 2022	174/DCS/2022	OJK Capital Market	Affiliate Transaction Report
October 11, 2022	002/ESG/2022	OJK Capital Market	Affiliate Transaction Report
October 18, 2022	003/ESG/2022	OJK Capital Market	Response to OJK Letter No.1685/PM.221/2022
October 21, 2022	005/ESG/2022	Bank Supervision Department 3	Submission of Q3 2022 Financial Statements (unaudited) of PT BCA Tbk
October 21, 2022	006/ESG/2022	OJK Capital Market	Submission of Q3 2022 Financial Statements (unaudited) of PT BCA Tbk
October 25, 2022	008/ESG/2022	OJK Capital Market	Affiliate Transaction Report
November 23, 2022	010/ESG/2022	OJK Capital Market	Interim Dividend Schedule
November 23, 2022	011/ESG/2022	OJK Capital Market	Submission of Proof of Interim Dividend Distribution Schedule Advertisement
December 6, 2022	014/ESG/2022	OJK Capital Market	Affiliate Transaction Report
December 6, 2022	015/ESG/2022	Departemen Pengawasan Bank 3	Report on Realization of Continuing Equity Participation Transactions at PT Asuransi Jiwa BCA
December 26, 2022	017/ESG/2022	OJK Capital Market	Affiliate Transaction Report
December 27, 2022	018/ESG/2022	OJK Capital Market	Affiliate Transaction Report

Indonesia Stock Exchange

Date	Letter No.	To	Subject
March 14, 2022	055/DCS/2022	Indonesian Stock Exchange (IDX)	Report on the Annual Rating Result
August 31, 2022	155/DCS/2022	Indonesian Stock Exchange (IDX)	Public Expose Implementation Plan
September 9, 2022	164/DCS/2022	Indonesian Stock Exchange (IDX)	Submission of Public Expose Material
September 19, 2022	172/DCS/2022	Indonesian Stock Exchange (IDX)	Submission of 2022 BCA Public Expose Results
October 18, 2022	003/ESG/2022	Indonesian Stock Exchange (IDX)	Response to OJK Letter No.1685/PM.221/2022

6. Internal Communications

Internal communication has a central role in building BCA's character and culture, as well as the solidity of the work team. Internal communication that is smooth, intensive, and effective in disseminating BCA information will accelerate processes and mechanisms at all levels, influencing BCA's overall performance.

The content of information and communication media is critical to internal communication success. Both become one unit that complements one another in order for the information conveyed to reach employees and be easily understood and followed up on.



Effective internal communication is the key to BCA's success in achieving its vision and mission. Given the relatively large number of BCA employees spread across Indonesia, BCA recognizes the need for an internal communication strategy that is well targeted to create harmonious relationships with all employees.

Internal communication media at BCA include:

a. InfoBCA Digital Magazine

InfoBCA digital magazine is BCA's internal magazine that functions as a media for education, socialization, entertainment, and a means for sharing knowledge and experiences about and activities at BCA with all employees. The InfoBCA Digital Magazine contains BCA information, banking products, banking services, networks, internal programs, awards, technology, management, and other useful information for employees. InfoBCA Magazine is published in an e-magazine version (which can be accessed through the MyBCA internal portal and BCA Instagram Highlights All Done).

b. MyBCA Portal

MyBCA is an internet-based internal communication media that can only be accessed by internal BCA members. MyBCA is managed collectively by the Service Operations Strategy and Development Group, the Information Technology Group, the Public Relations Bureau, and other work units at the head office. This internal website serves as a means to convey BCA information, work unit programs, socialization of banking products, services, learning, and various other important information. MyBCA has been developed for online employment information and administration services, such as health costs, requests for leave, overtime, business travel, employee data, compensation, appraisals, and so on.

c. LED Displays

LED Display (Videotron) is an audio-visual electronic-based internal communication media installed in strategic locations throughout the building or within the BCA office. This audio-visual electronic media contains BCA information, promotions for BCA products and services, work unit activities, and other important information.

d. E-mail

BCA communicates and shares internal information via e-mail. The management

communication forum is another e-mail-based internal communication tool.

e. Skype for Business and Microsoft Teams

Through the Skype for Business and Microsoft Teams facilities, BCA employees can collaborate and communicate more easily in carrying out their work, such as sharing files, sending messages (chat), and conducting virtual meetings via Personal Computers (PCs), laptops, mobile phones, and other devices such as modern gadgets. The Skype for Business and Microsoft Teams facilities are very useful for matters of an urgent nature because incoming messages immediately appear on the monitor screen accompanied by incoming message alerts. In addition, Skype for Business and Microsoft Teams can be used to send large files or data, host audio, video, and web conferences with anyone within BCA or outside BCA.

f. Internal Events

Internal communication is also built through various internal events that are carried out physically/face to face or virtually, such as:

- a. BCA Anniversary commemoration activities;
- b. National Work Meeting;
- c. Bakorseni activities; and
- d. Various knowledge sharing activities, for example, COP (Community of Practice) activities, BCA Open Source, and so on.

g. Corporate Identity Manual

It is a standardization or guideline for internal BCA, particularly in the use of the corporate logo, various implementations, and corporate materials.

h. TikTok @BCASemuaBeres and Instagram @BCASemuaBeres

BCA uses TikTok and Instagram as a means of internal communication with account name TikTok @BCASemuaBeres and Instagram @BCASemuaBeres. Internal circle that have been registered are connected to each other and can exchange information and share experience through Social Media.

i. Halo SDM

A call center facility for employees which serves as a communication bridge for all information about human resource provisions. It is hoped that this facility will allow every employee to better understand, comprehend, and follow the provisions that apply at BCA.

CODE OF ETHICS

BCA always uphold positive values within all of BCA personnel. In this regard, BCA has had and implemented the BCA Code of Ethics, which regulates ethical standards, values, and principles that must be applied by BCA personnel as an elaboration of the BCA culture in implementing Good Corporate Governance and achieving vision and mission that has been established.

The BCA Code of Ethics is formulated to serve as a guidance for BCA personnel in acting and making decisions in order to carry out their daily duties and responsibilities in a professional manner. The BCA Code of Ethics serves as a guideline that sets out expectations for BCA personnel's interactions with customers, shareholders, suppliers, partners, the government, and the communities in which the Company operates.

The main principles of the BCA Code of Ethics are:

1. Professional.
2. Integrity.
3. Excellent team.
4. Excellent service.
5. Social care.

1. Cores of BCA Code of Ethics

The cores of the BCA's Code of Ethics consist of:

1. Comply and adhere with all applicable laws and regulations.
2. Maintain the reputation of the bank and safeguard its assets.
3. Maintain customer and bank data confidentiality.
4. Ensure that personal interests do not conflict the interests of the bank or customers.
5. Accurately record all transactions in accordance with applicable policies.
6. Maintain and foster a harmonious working environment and fair competition.
7. To not abuse position and authority for personal or family interests.
8. To not commit any misconduct that may be harmful to the professional image and reputation of the bank in general.
9. To avoid all forms of gambling or speculative activity.
10. Constantly improve knowledge and insight by staying current on developments in the banking industry in particular and the business world in general.

2. Enforcement of the Code of Ethics

The BCA Code of Ethics is the personal responsibility of every BCA personnel and provides a framework of values and ethical standards that must be met. The BCA Code of Ethics applies to all levels of the

organization, including members of the Board of Directors, members of the Board of Commissioners, and all BCA employees.

3. Code of Ethics Related to Anti-Corruption

As part of effort to prevent corruption and control gratification in BCA's environment, BCA issued Decree of the Board of Directors No. 269/SK/DIR/2021 dated December 31, 2021 concerning Anti-Corruption Policy and Gratification Control and Circular Letter No. 336/SE/POL/2022 dated September 15, 2022 concerning Reporting on Gratification Control. BCA complies with anti-corruption regulations, ensuring that its business activities are conducted prudently and in accordance with Good Corporate Governance principles. BCA employees commit to instill anti-corruption culture in all aspects of work.

The following anti-corruption policies are contained in the BCA Code of Ethics:

1. Ensure that personal interests do not conflict the interests of the bank or customers.
2. To not abuse position and authority for personal or family interests.
3. To not commit any misconduct that may be harmful to the professional image and reputation of the bank in general.

4. Vendor-Related Code of Conduct

BCA employees frequently work with vendors in performing their duties. Therefore, in order to implement anti-corruption culture, every BCA employee must observe the BCA Code of Ethics related to vendors, which includes the following:

1. The reputation of BCA must be maintained while performing duties, including but not limited to:
 - a. Maintain personal appearance and behavior in accordance with proper etiquette and manners (action and speech).
 - b. To refrain from making excessive concessions during vendor prequalification and vendor invoices verification.
 - c. Avoiding any meetings that will influence task and work decisions.
2. Avoid situations in which vendor behavior may result in personal gain and/or harm to BCA.
3. Maintain the confidentiality of BCA and vendor information obtained in the course of performing duties and refrain from using it for personal interest.
4. Proactively providing information to the management or authorities if there is any family relationship or affiliation with vendor that may potentially influence objectivity in carrying out work.



5. To refrain from taking profit from vendor's mistakes.
6. To refrain from asking for or accepting money, presents, gifts, or service facilities, and not binding themselves to debt and receivables transactions.
7. All money, presents, gifts or service facilities must be returned in accordance with applicable regulations, and proof of return can be provided by a letter signed by the Work Unit's Head and a receipt for the return of goods.
8. Always avoid conflicts of interest when dealing with vendors.

5. Socialization

BCA makes every effort to ensure that the BCA Code of Ethics is communicated and distributed to all BCA personnel. The methods used to socialize the BCA Code of Ethics are as follows:

1. The BCA Code of Ethics is made in the form of a Pocket Book and is distributed to all BCA employees.
2. The BCA Code of Ethics is presented in the form of e-learning that can be accessed by every BCA employees, including first-time jobbers and pro-hire workers who have recently joined BCA.
3. The BCA Code of Ethics is published on the Corporate Governance Section of the BCA website and the BCA internal portal (MyBCA).
4. The BCA Code of Ethics is disseminated through sharing sessions or COP (Community of Practice) in each division or work unit at BCA, among others, related to BCA's confidentiality provisions, position confidentiality, fraud, and other topics.
5. The BCA Code of Ethics is disseminated through internal digital publications, which are accessible to all BCA employees at the Head Office, Regional Offices, internal displays at Branch Offices, and are also posted on internal social media accounts, such as the Instagram account @bcasemuaberes.

6. Enforcement and Sanctions for Code of Ethics Violations

1. The BCA Code of Ethics is legally binding and must be understood and implemented firmly by all BCA personnel in order to support the implementation of Good Corporate Governance principles.
2. All BCA employees, including members of the Board of Commissioners and members of the Board of Directors, declare their understanding and compliance with the BCA Code of Ethics by annually signing an Integrity Pact.
3. Violations of the BCA Code of Ethics are included in actions that can be reported through whistleblowing facilities, according to the BCA's Whistleblowing System implementation policy, which is contained in Directors' Decree No. 146/SK/DIR/2017, dated November 1, 2017.
4. If a violation or non-compliance with the BCA Code of Ethics occurs, the violator may face sanctions based on the severity of the violation. The following are the sanctions specified in the Collective Labor Agreement:
 - Primary sanctions include verbal warnings, reprimand letters, warning letters, demotions, or termination of employment.
 - Additional sanctions may include position transfer (rotation), postponement of promotions, postponement of wage/salary increases, revocation of facilities associated with the position in question, position relinquishment, or other sanctions in accordance with applicable legal provisions.

BCA's decision in this regard will be tailored to the nature and gravity of the violation, as well as a thorough evaluation of the individual who committed the violation.

7. Cases of BCA Code of Ethics Violations in 2022

There were 230 (two hundred and thirty) cases of violations of the BCA Code of Ethics in 2022, with the following recapitulation:

Number of BCA Code of Conduct Violation Case Settlements in 2022

Year	Type of Sanctions	Number	Settlement Status
2022	SP I	177	All cases had been resolved in 2022.
	SP II	17	
	SP III	36	

Description: SP = Warning Letter

CORPORATE CULTURE

BCA believes that culture plays an important role in determining BCA's success in conducting business. Currently, BCA has established the following culture:

- The Vision and Mission serve as the foundation, direction, and guidance for all BCA personnel in carrying out BCA business activities. Management evaluated BCA's Vision and Mission in 2014, and they remain consistent with BCA's strategic direction today. The Company Profile Chapter contains a description of BCA's Vision and Mission.
- Values to serve as a moral guidance for all BCA employees as they carry out the Mission and realize the BCA Vision.

1. BCA Values

a. Customer Focus

Following attention/care, efforts are made to provide services that meet specific customer expectations and/or needs.

b. Integrity

A firm attitude of upholding honesty and openness, followed by consistent and consequential actions in roles and duties in various situations and conditions to build customer trust.

c. Teamwork

Interaction, synergy, and collaboration based on self-understanding and others in order to accomplished organizational goals.

d. Continuous Pursuit of Excellence

Continuous efforts to achieve the best in order to offer value added to customers.

2. Socialization of Vision, Mission and Values

In 2022, the socialization program for the Vision, Mission, and Values is implemented as follows:

- a. Conduct outreach to include all work units and all BCA employees in activities/events such as:
 - 1) Communities of Practice (COP), team sharing sessions
 - 2) Coordination meetings or quality meetings for all BCA regional offices.
- b. Using a variety of corporate media and communication channels, such as:
 - 1) Video on BCA's internal portal.
 - 2) e-learning.
 - 3) e-Magazine Info BCA (BCA's official internal social media).
 - 4) Internal training.
 - 5) Internal culture video clips.

- c. Through internal training/capacity development programs, including management development programs or manager development programs, special forums such as account officer forums, and special groups such as project management offices.

3. Corporate Culture Introduction for New Employees

A corporate culture introduction is given to all new employees at BCA through an induction program that also covers an overview of BCA's vision, mission, and values. The game method is an effective way to introduce BCA's Vision, Mission and Values to new employees who are from generations Y and Z.

4. Corporate Culture Introduction for New Members of The Board of Commissioner and/or the Board of Directors

A corporate culture introduction is given to new members of the Board of Commissioners and/or Board of Directors through an orientation program for members of the Board of Commissioners and Board of Directors. The orientation method is as follows:

- Online and/or offline presentation by the Head Office Work Unit (UKKP)
- Visits to various BCA activity locations
- Online and offline meetings and discussions with other Board of Directors and Board of Commissioners members to discuss various BCA issues or other necessary information
- Examine various BCA resources that are electronically available (online base).

SHARES BUYBACK

Buying back shares or bonds is an effort to reduce the number of shares or bonds issued by BCA by buying back shares or bonds whose payment procedures are carried out in accordance with the applicable regulations. BCA does not buy back BCA shares and bonds in 2022.

OTHER CORPORATE ACTIONS

In 2022, BCA did not take any other corporate actions.



PROVISION OF FUND TO RELATED PARTY AND LARGE EXPOSURE

Disclosure regarding provision of fund to related parties (individuals or groups, including the Board of Directors, the Board of Commissioners, Executive Officers of the Bank, and other related parties) and provision of large exposure refers to OJK Circular Letter No. 13/SEOJK.03/2017 concerning Implementation of Governance for Commercial Banks under the Transparency of the Implementation of Governance section.

1. Policy on Provision of Funds to Related Parties

Provision of funds to related parties and to debtors in large amounts is always carried out with due observance of the principle of prudence, through a review process and a mechanism that are in accordance with BCA policies and have complied with OJK regulations and applicable laws and regulations, including aspects of the Maximum Lending Limit Credit (LLL).

2. Policy on the Provision of Large Exposure

Provision of large exposure refers to the nominal provision of funds to 1 (one) borrower or 1 (one) group of borrowers other than Related Parties in the amount equal to or greater than 10% of the Bank's core capital (Tier 1). The provision of large exposure must be evaluated for feasibility in the same or more prudent manner as the provision of funds to general debtors. The terms and conditions for providing funds are consistent with BCA's credit terms and procedures.

3. Lending Policy for the Boards of Directors and the Board of Commissioners

BCA already has lending policies for the Board of Directors and the Board of Commissioners, which are governed by:

- Productive Credit Guidelines and Consumer Credit Guidelines;
- Policy on Credit Approval Mechanisms for Related Parties; and
- PT BCA Tbk's Policy on Basic Bank Credit (KDPB), published on October 23, 2020. (hereinafter referred as, "Policy of Providing Credit for Directors and the Board of Commissioners").

The Board of Directors and Board of Commissioners Credit Loan Policy stipulates that credit loans to the Board of Directors and Board of Commissioners are granted on an arm's length basis and in accordance with market interest rates.

4. Implementation of the Provision of Funds to Related Parties in 2022

In 2022, BCA has implemented a policy of providing funds to related parties, a policy of providing large exposure, and a policy of providing loans to the Board of Directors and the Board of Commissioners in accordance with applicable regulations, which must comply with the following provisions:

- Provision of funds to related parties and plans for granting credit to certain large debtors, must be decided by the credit officer and approved by the BCA's Board of Commissioners.
- Provision of funds to related parties must not conflict with the general lending terms and procedures in place and must continue to generate a reasonable profit for BCA.
- The policy for determining credit terms for related parties, particularly the determination of lending rates and forms and types of collateral, adheres to BCA's generally accepted credit provisions.

Provision of Funds to Related Parties and to Main Individual and Group Debtors (Large Exposure) at BCA in 2022

Fund Provision	Total	
	Debtor/Group	Nominal
To Related Parties	613	Rp 11,252,431,834,064.00
To Main Debtors:		
• Individual	50	Rp 188,656,955,576,162.00
• Group	30	Rp 261,498,938,546,463.00

Detailed information containing details of transactions related to Provision of Funds to Related Parties can be found in the Annual Financial Report Section 48 on Page 741 of this Annual Report.

THE STRATEGIC PLAN

The Board of Commissioners and the Board of Directors are always active in establishing communication and aligning views on BCA's business strategy in the banking sector. The Board of Commissioners is responsible for directing, monitoring, and evaluating the implementation of BCA's strategic policies and providing advice to the Board of Directors in accordance with the aims and objectives of BCA's Articles of Association. The Board of Directors is responsible for the development process, implementation, including reviewing of BCA's strategy to comply with internal policies and applicable regulations.

In 2022, the Board of Commissioners and the Board of Directors have reviewed, monitored, and supervised the implementation of BCA's strategy through a Joint Meeting of the Board of Directors and the Board of Commissioners with an agenda regarding Strategic Plan involving related work units. Complete information regarding the exposure of BCA's Strategic Plan is listed on page 308 under the 2022 Strategy Prospects and Priorities Chapter of this Annual Report.

TRANSPARENCY OF FINANCIAL AND NON-FINANCIAL CONDITIONS THAT HAVE NOT BEEN DISCLOSED IN OTHER REPORTS

BCA already has policies and procedures in place for implementing transparency of financial and non-financial conditions, which refer, among other things, to the following:

- a. OJK Regulation No. 37/POJK.03/2019 concerning Transparency and Publication of Bank Reports.
- b. OJK Regulation No. 29/POJK.04/2016 concerning Annual Reports of Issuers or Public Companies.
- c. OJK Regulation No. 14/POJK.04/2022 concerning Submission of Periodic Financial Reports of Issuers or Public Companies.
- d. OJK Circular Letter No. 16/SEOJK.04/2021 concerning Form and Content of Annual Reports of Issuers or Public Companies.

Information on BCA's financial and non-financial conditions has been stated clearly and transparently in several reports, both via print media and on the BCA website, including the following:

1. Financial Conditions Transparency

BCA has prepared and presented reports on financial conditions transparency in accordance with the procedures, types, and scope as stipulated in the applicable OJK Regulation provisions, and has submitted them monthly, quarterly, and annually, depending on the type of report.

1. Annual Report

- a. Every year, BCA prepares and submits an annual report to OJK, shareholders, and other institutions as required or deemed necessary. The Annual Report contains the following information:
 - 1) A summary of key financial data, including a stock overview, the Board of Commissioners' report, the Board of Directors' report, a company profile, analysis, and management discussion of business and financial performance, corporate governance, corporate social responsibility, and sustainable finance.
 - 2) An annual financial report for one (one) fiscal year that has been audited by a PA and a PAF registered with the OJK is prepared and presented in comparison to the previous fiscal year as well as the beginning of the previous comparative year.



- 3) Statement of the Board of Commissioners and Board of Directors' responsibility for the accuracy of the annual report's contents. The statement is contained in a statement sheet signed by all members of the Board of Commissioners and Directors.
- b. The Annual Report has been published on the BCA website at - www.bca.co.id.
- c. The audited annual financial report has been published on the BCA website - www.bca.co.id - as well as in an Indonesian language newspaper with widespread distribution in Indonesia.

2. Quarterly Publication Reports

- a. BCA has announced the Quarterly Publication Reports in print media (Semester I and Semester II) and on the BCA website - www.bca.co.id, including reporting the Quarterly Publication of Financial Reports to OJK or stakeholders in accordance with the prevailing OJK Regulation.
- b. Announcement of Quarterly Publication Reports in the form of Quarterly Publication of Financial Reports and other reports on the BCA website are maintained for at least the last 5 (five) fiscal years.
- c. Although not required, the quarterly publication of financial reports in the form of Consolidated Financial Reports of BCA and subsidiaries are announced in 2 (two) newspapers (Semester I and Semester II), and the financial reports of the BCA parent entity are announced in 1 (one) newspaper in the form of infographics financial performance. The newspapers used are daily print newspapers in the Indonesian language that have widespread distribution at the domicile of the BCA head office. The Quarterly Publication of Financial Report is signed by the President Director and 1 (one) member of the Board of Directors of BCA.

3. Monthly Publication Reports

- a. BCA has announced the Monthly Publication Report on the BCA website - www.bca.co.id, including reporting the Monthly Publication of Financial Report to OJK in accordance with the prevailing OJK Regulation.

- b. Announcements of Monthly Publication Reports in the form of Monthly Publication of Financial Reports are maintained on the BCA website for at least the last 5 (five) fiscal years.

2. Transparency of Non-Financial Conditions

BCA has prepared and presented reports related to the transparency of non-financial conditions with the procedures, types, and scope as stipulated in the applicable OJK Regulation provisions and provided and published other information related to non-financial conditions, including the following:

1. Publish non-financial conditions to stakeholders in a transparent manner, including Routine BPMK Reporting to the OJK, corporate governance information through the BCA Governance Implementation Report and published on the BCA website, as well as other non-financial conditions transparently in Analyst Meetings, Press Conferences, Public Exposés, and Non-Deal Road Shows via teleconference and the BCA website in accordance with applicable regulations.
2. Disclose ownership structure transparency in the Annual Report and the BCA website.
3. Disclose important and relevant information or facts regarding events, incidents, or facts that may affect the price of securities on the Stock Exchange and/or the decisions of investors, potential investors, or other parties who have an interest in such information or facts. BCA always submits reports of material information or facts through the BCA website and the Indonesia Stock Exchange.
4. BCA has published clear, accurate, and up-to-date information regarding BCA products and/or services in accordance with OJK regulations regarding transparency of information on bank products and use of customer personal data. This information can be obtained easily by customers, including in the form of leaflets, brochures, or other written forms at each BCA branch office in locations that are easily accessible and/or in the form of electronic information provided via hotline services/call centers, the BCA website, and BCA's official social media account.

5. BCA provides and informs customers of procedures for customer complaints and dispute resolution in accordance with OJK regulations governing customer complaints and banking mediation, including through the BCA website - www.bca.co.id. In addition, mediation for the settlement of BCA customer complaints is carried out through complaint channels, including BCA Branch Offices, Halo BCA at 1500888, the Halo BCA application, or e-mail halobca@bca.co.id.
6. Prepare complete, accurate, and timely internal reports supported by an adequate management information system. BCA has a dependable 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 for use in supporting BCA's business decision-making process.
7. Other information that aims to support information disclosure, financial education, and services to the public.

PROVISION OF FUND FOR SOCIAL ACTIVITIES

As a form of corporate social responsibility, BCA actively contributes to the improvement of community welfare and environmental conditions through the "Bakti BCA" activity program.

Bakti BCA program activities are focused on 3 (three) main pillars:

- BCA Smart Solutions
- BCA Synergy Solutions
- BCA Superior Business Solutions

In addition to these programs, BCA participates in giving donations to social institutions. Detailed information regarding BCA's social activities and total fund provision for social activities carried out by BCA throughout 2022 is listed in the BCA 2022 Sustainability Report, a separate book from this Annual Report, and can be viewed on the BCA website at <https://www.bca.co.id/en/tentang-bca/keberlanjutan/laporan-keberlanjutan>.

PROVISION OF FUND FOR POLITICAL ACTIVITIES

BCA did not provide funds for political activities throughout 2022 and the preceeding years.



IMPLEMENTATION OF INTEGRATED GOVERNANCE

In accordance with OJK Regulation No. 18/POJK.03/2014 dated November 18, 2014 and OJK Circular Letter No. 15/SEOJK.03/2015 dated May 25, 2015, BCA (as Main Entity) and Subsidiaries and/or Related Companies and their subsidiary companies within the BCA Financial Conglomerate have comprehensively and effectively implemented Integrated Governance. As a Main Entity, BCA has created Integrated Governance Guidelines, formed Integrated Governance Committees, and expanded BCA's governance organs to include integrated compliance functions, integrated internal audit functions, and integrated risk management functions. Furthermore, in accordance with OJK Regulation No. 45/POJK.03/2020 dated October 14, 2020 concerning Financial Conglomerates, BCA has drawn up and submitted a Corporate Charter to the OJK in accordance with Letter No. 1118/DIR/2020 dated December 22, 2020 regarding the Submission of Corporate Charter Documents of PT Bank Central Asia Tbk.

BCA, as the Main Entity, prepares and submits the Integrated Governance Implementation Annual Report for 2022 to the OJK. The Integrated Governance Implementation Annual Report is prepared in accordance with OJK Circular Letter No. 15/SEOJK.03/2015 on the Implementation of Integrated Governance and includes the scope of the Report on the Implementation of Good Corporate Governance (GCG) as specified in the provisions applicable to commercial banks.

The results of Integrated Governance implementation self-assessment in Semester I and Semester II 2022 are categorized as **"Rank 1." ("Very Good")**.

Results of Self-Assessment of Integrated Governance Implementation

	Ranking	Ranking Definition
Semester I	1	The Financial Conglomerate has implemented Integrated Governance that is generally very good. This is reflected in the adequate fulfillment of the implementation of Integrated Governance principles. In the event of weaknesses in the implementation of Integrated Governance, the weaknesses are not significant in general and can be immediately corrected by the Main Entity and/or FSI.
Semester II	1	The Financial Conglomerate has implemented Integrated Governance that is generally very good. This is reflected in the adequate fulfillment of the implementation of Integrated Governance principles. In the event of weaknesses in the implementation of Integrated Governance, the weaknesses are not significant in general and can be immediately corrected by the Main Entity and/or FSI.

1. Self-Assessment Report on Integrated Governance Implementation

Integrated Governance Implementation Self-Assessment Report for One (one) Fiscal Year

According to the provisions in Article 44 and 45 of OJK Regulation No. 18/POJK.03/2014 concerning Implementation of Integrated Governance for Financial Conglomerates, as well as in Chapter VIII concerning Reporting and OJK Circular Letter No. 15/SEOJK.03/2015 concerning Implementation of Integrated Governance for Financial Conglomerates, BCA, as the Main Entity, is required to prepare and submit Integrated Governance implementation assessment reports to OJK on a regular basis.

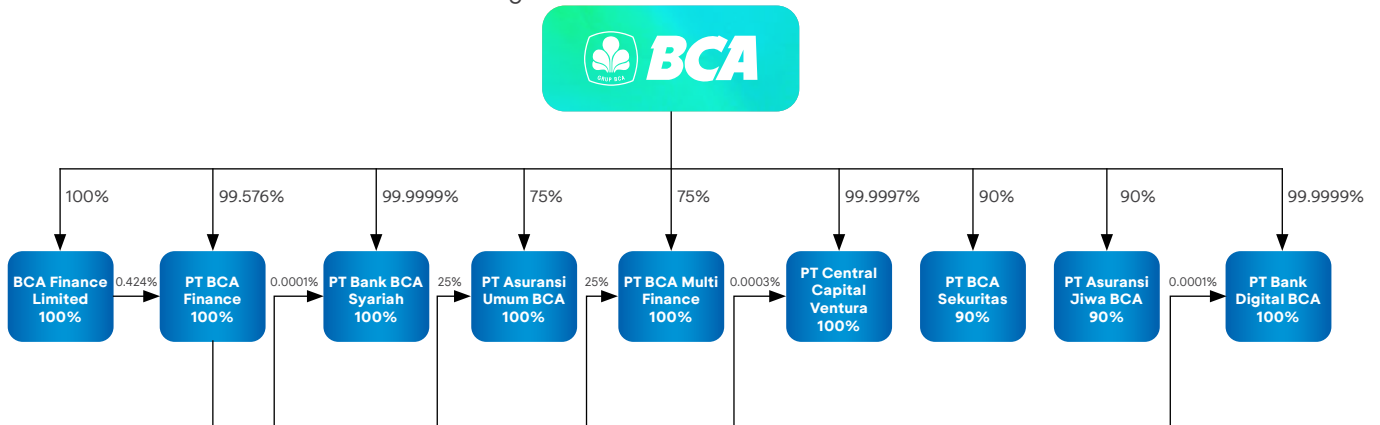
Integrated Governance implementation is assessed every semester (twice a year). BCA, as the Main Entity, conducted integrated governance implementation self-assessment for Semester I and Semester II in 2022. The assessment includes three (three) Integrated Governance aspects: Integrated Governance Structure, Process, and Results.

The Integrated Governance implementation assessment includes at least 7 (seven) factors, namely:

1. Implementation of duties and responsibilities of the Main Entity Board of Directors;
2. Implementation of duties and responsibilities of the Main Entity Board of Commissioners;
3. Duties and responsibilities of the Integrated Governance Committee;
4. Duties and responsibilities of the Integrated Compliance Work Unit;
5. Duties and responsibilities of the Integrated Internal Audit Work Unit;
6. Implementation of Integrated Risk Management;
7. Preparation and implementation of Integrated Governance Guidelines.

2. BCA Financial Conglomerate Structure

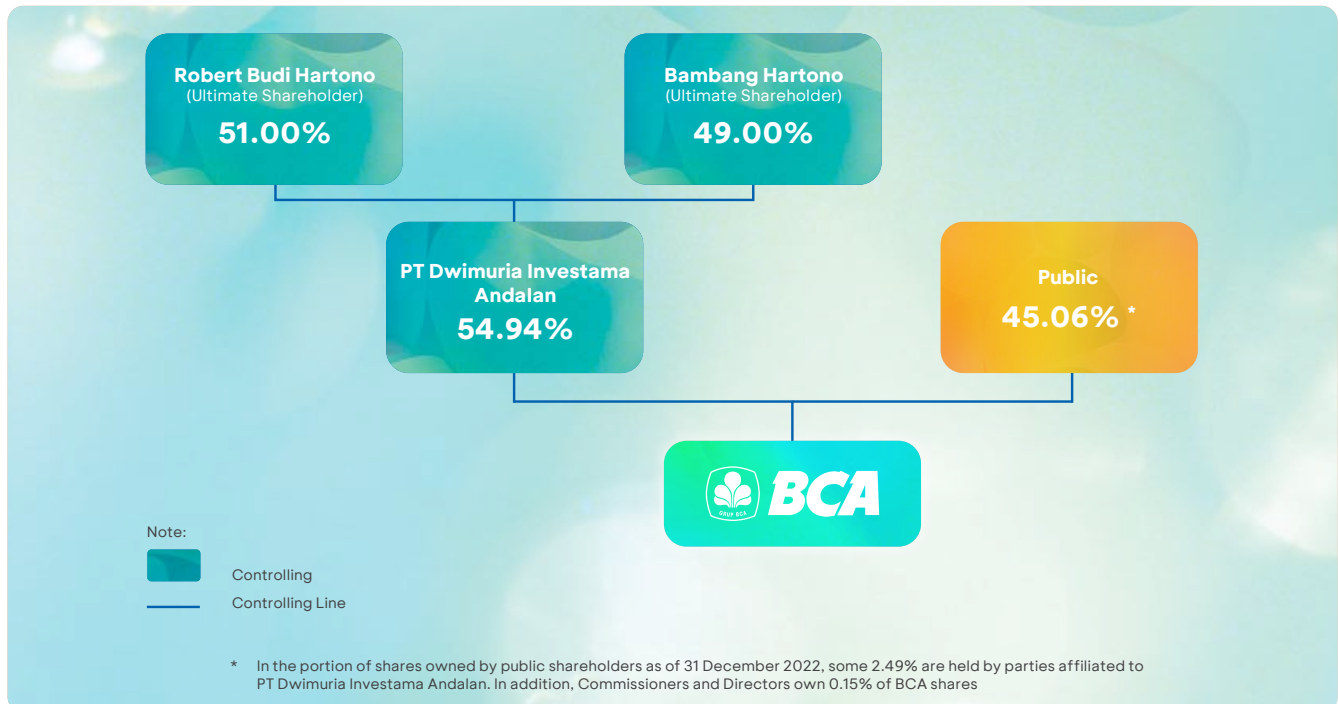
The structure of the BCA's Financial Conglomerate as of 31 December 2022 is as follows:



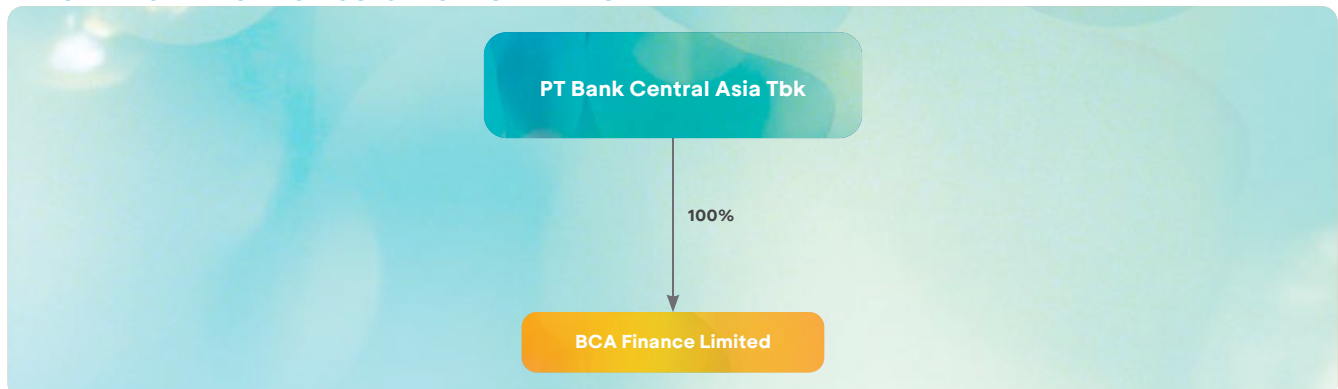
3. Share Ownership Structure in Financial Conglomerate of BCA

As of December 31, 2022, the share ownership structure in BCA's Financial Conglomerate is as follows:

• SHARE OWNERSHIP STRUCTURE OF PT BANK CENTRAL ASIA TBK

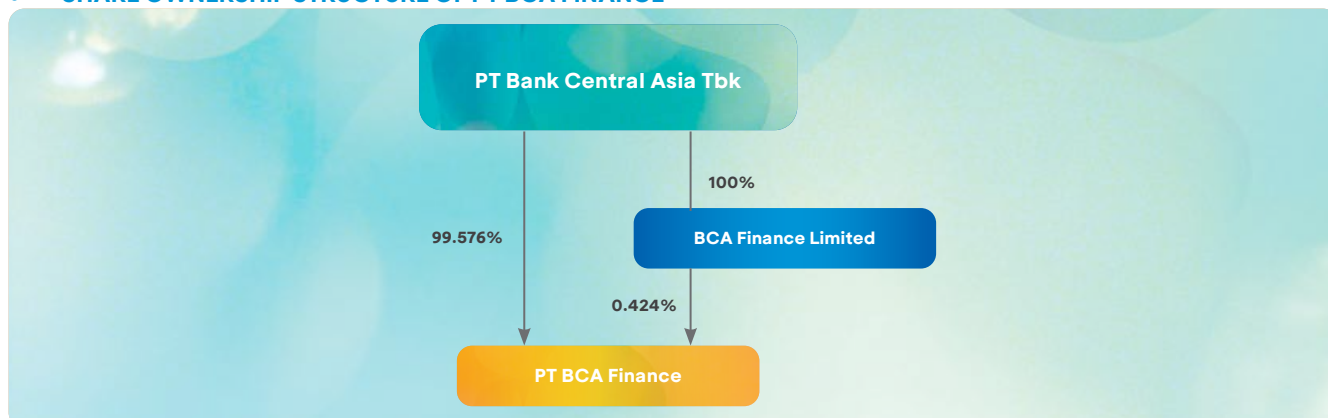


• SHARE OWNERSHIP STRUCTURE OF BCA FINANCE LIMITED

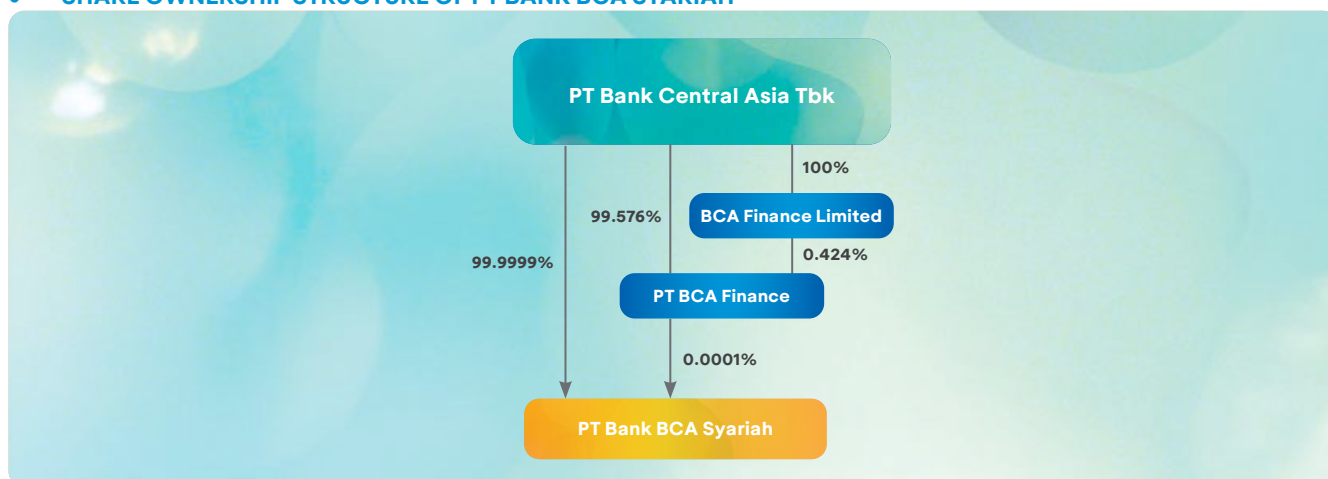




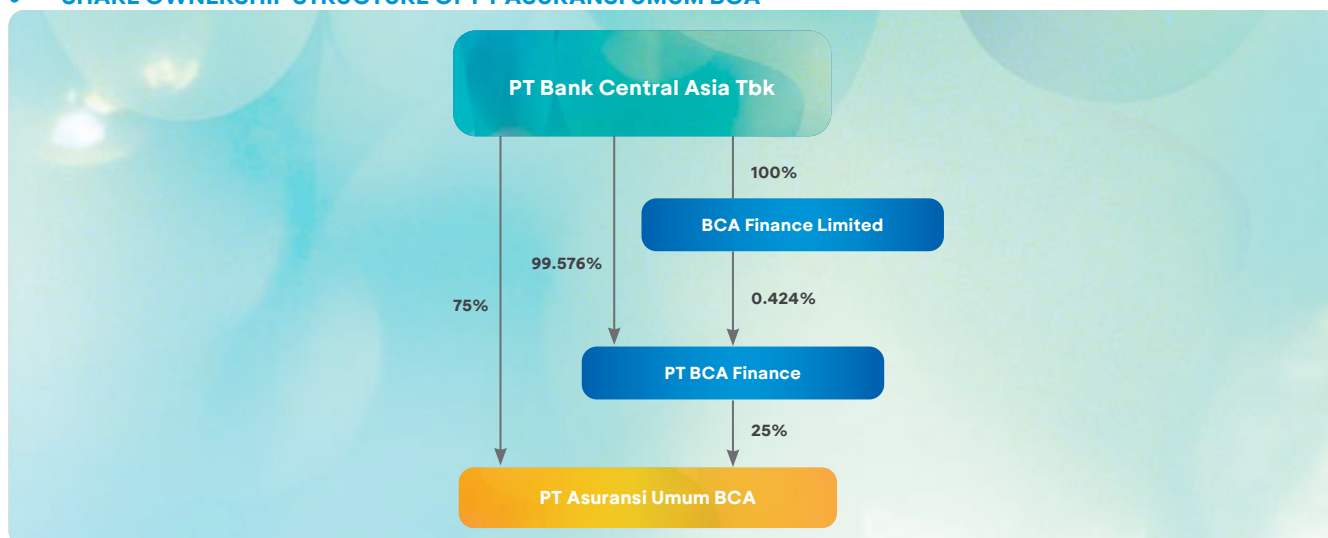
- **SHARE OWNERSHIP STRUCTURE OF PT BCA FINANCE**



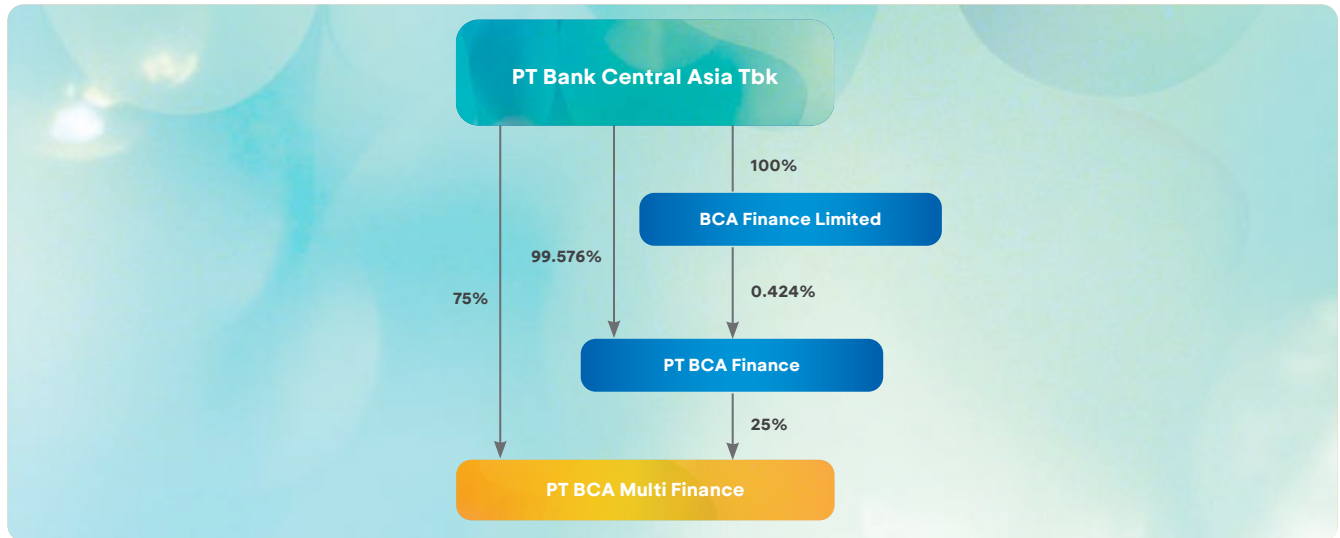
- **SHARE OWNERSHIP STRUCTURE OF PT BANK BCA SYARIAH**



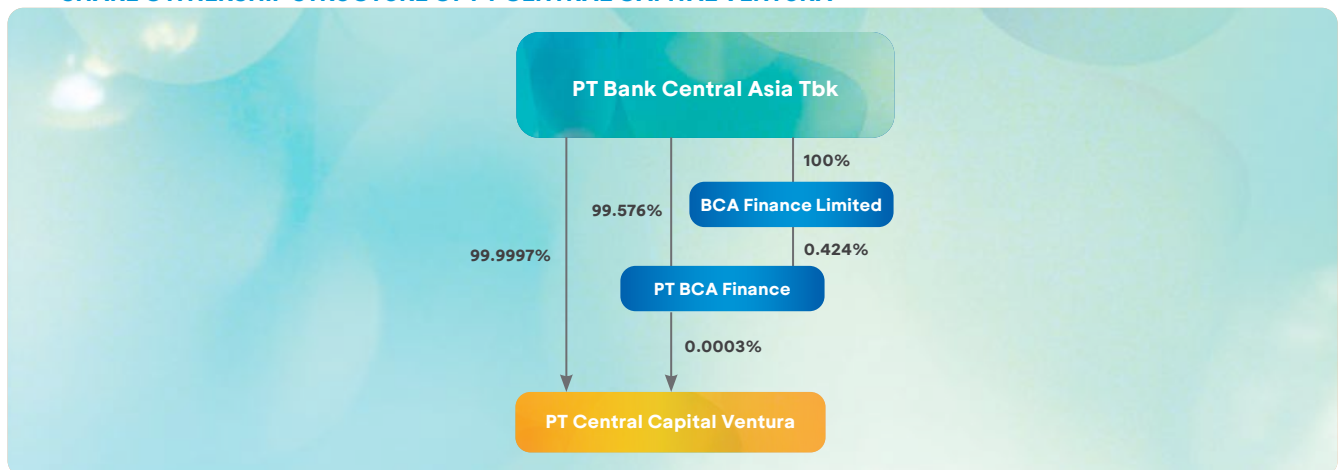
- **SHARE OWNERSHIP STRUCTURE OF PT ASURANSI UMUM BCA**



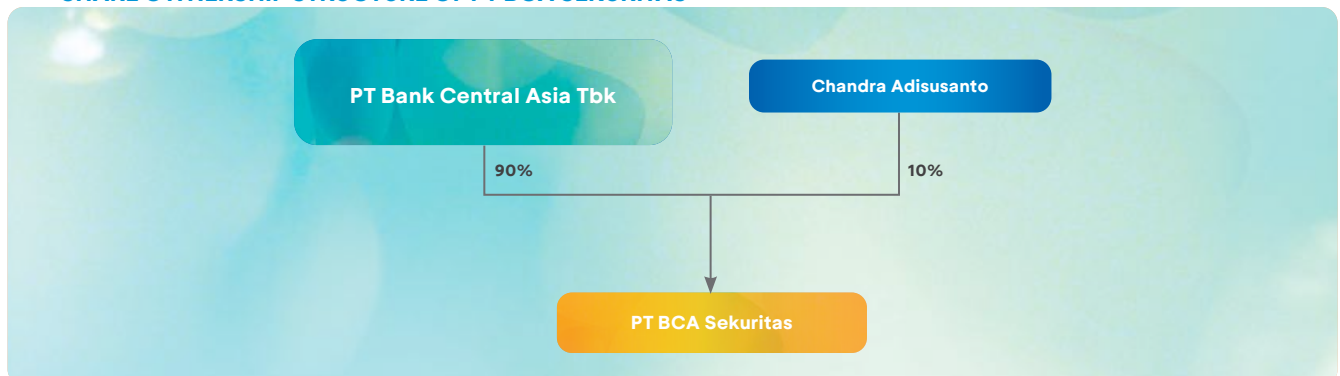
• **SHARE OWNERSHIP STRUCTURE OF PT BCA MULTI FINANCE**



• **SHARE OWNERSHIP STRUCTURE OF PT CENTRAL CAPITAL VENTURA**

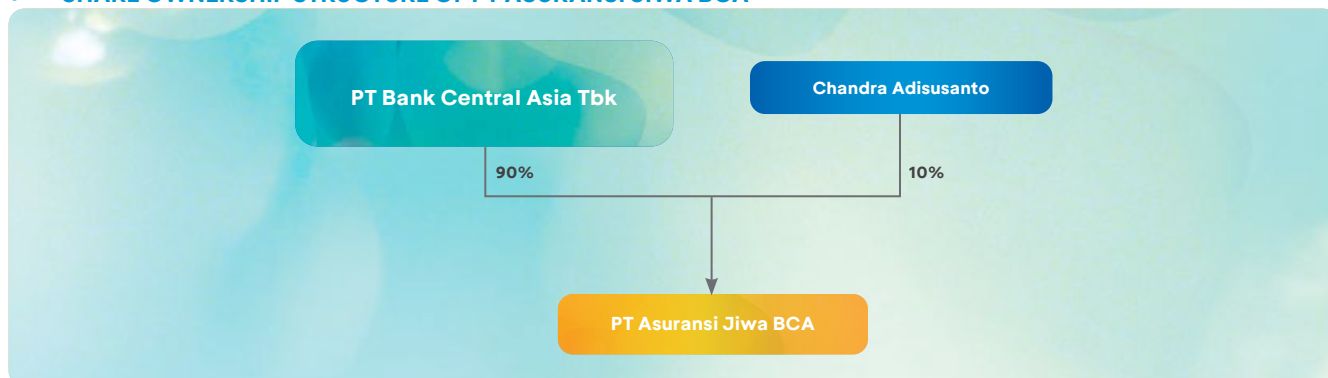


• **SHARE OWNERSHIP STRUCTURE OF PT BCA SEKURITAS**

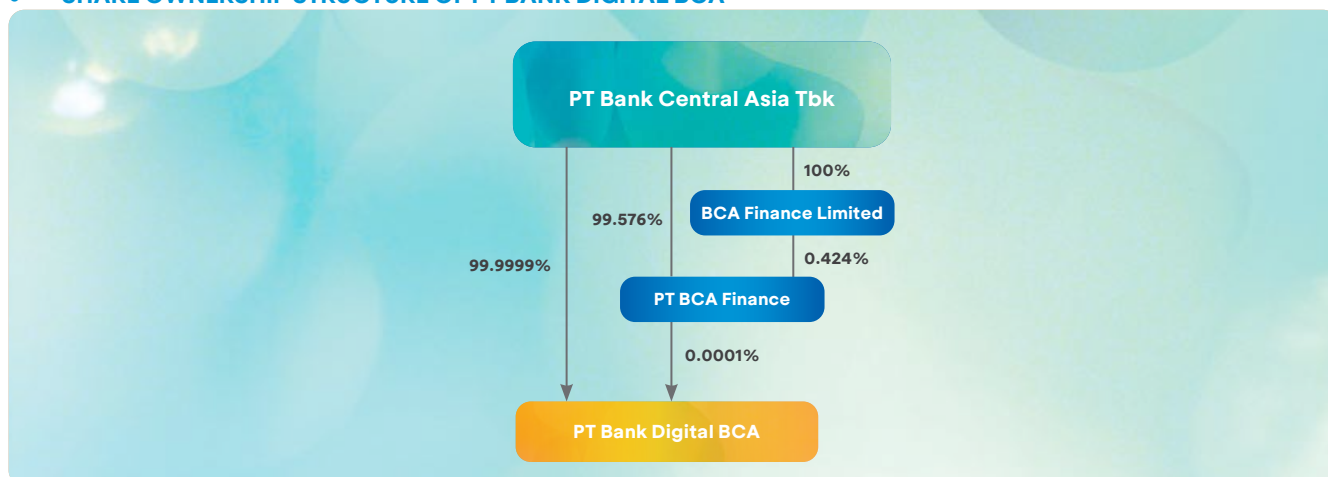




• SHARE OWNERSHIP STRUCTURE OF PT ASURANSI JIWA BCA



• SHARE OWNERSHIP STRUCTURE OF PT BANK DIGITAL BCA



4. Management Structure in Financial Conglomerate of BCA

MANAGEMENT STRUCTURE IN THE MAIN ENTITY

MANAGEMENT STRUCTURE OF PT BANK CENTRAL ASIA Tbk (Main Entity)

BOARD OF COMMISSIONERS

Position	Name
President Commissioner	Djohan Emir Setijoso
Commissioner	Tonny Kusnadi
Independent Commissioner	Cyrillus Harinowo
Independent Commissioner	Raden Pardede
Independent Commissioner	Sumantri Slamet

BOARD OF DIRECTORS

Position	Name
President Director	Jahja Setiaatmadja
Deputy President Director 1	Suwignyo Budiman*
Deputy President Director 1	Armand Wahyudi Hartono
Deputy President Director 2	Gregory Hendra Lembong**
Director	Tan Ho Hien/Subur or Subur Tan
Director	Rudy Susanto
Director (concurrently serving as Director in charge of the Compliance function)	Lianawaty Suwono***
Director	Santoso
Director	Vera Eve Lim
Director	Haryanto T. Budiman
Director	Frengky Chandra Kusuma
Director	John Kosasih
Director	Antonius Widodo Mulyono****

Description:

* Mr. Suwignyo Budiman's term of office ended at the AGMS on April 30, 2022.

** Mr. Gregory Hendra Lembong serves as Deputy President Director based on OJK Letter No. 10/KDK.03/2022 dated April 22, 2022.

*** Ms. Lianawaty Suwono serves as the Director in charge of the Compliance function based on OJK Letter No. 8/KDK.03/2022 dated April 22, 2022.

**** Mr. Antonius Widodo Mulyono serves as Director based on OJK Letter No. No. 9/KDK.03/2022 dated April 22, 2022, and effective May 9, 2022.

Main Entity Board of Commissioners and Board of Directors Duties and Responsibilities

1. Duties and responsibilities of the Main Entity's Board of Commissioners
 - a. Supervise the implementation of Integrated Governance.
 - b. In order to supervise the implementation of Integrated Governance as mentioned above, at least:
 - 1) Supervise the implementation of governance in each Subsidiary so that it is in accordance with the Integrated Governance Guidelines;
 - 2) Supervise the implementation of duties and responsibilities of the Main Entity's Board of Directors, as well as provide directions or advice to the Main Entity Board of Directors on the implementation of the Integrated Governance Guidelines; and
 - 3) Evaluate the Integrated Governance Guidelines and direct their implementation for improvement
 - c. Hold regular meetings at least 1 (one) time every semester. Meetings can be held via video conference.
 - d. The minutes of meeting are written down and properly documented, as well as clearly stating the dissenting opinion that occurred at the meeting in the minutes of meeting along with the reasons for the difference of opinion.
 - e. Form the Integrated Governance Committee.
2. Duties and responsibilities of the Main Entity Board of Directors.
 - a. Ensure the implementation of Integrated Governance in the Financial Conglomeration.
 - b. In order to ensure Integrated Governance implementation as mentioned above, at least:
 - 1) Formulate Integrated Governance Guidelines;
 - 2) Direct, monitor, and evaluate the implementation of Integrated Governance Guidelines; and
 - 3) Follow up on the directions or advice of the Main Entity's Board of Commissioners in order to improve TKT Guidelines.
 - c. Ensure that audit findings and recommendations from the Integrated Internal Audit Work Unit, external auditors, and results of OJK supervision and/or monitoring results from other authorities have been followed-up by Subsidiaries.

**MANAGEMENT STRUCTURE OF FSI IN THE FINANCIAL CONGLOMERATE OF BCA****MANAGEMENT STRUCTURE OF BCA FINANCE LIMITED****DIRECTOR**

Position	Name
Director	Andy Kwok Sau Lai
Director	Fanny Surjadi
Director	Irianto Sutanto

MANAGEMENT STRUCTURE OF PT BCA FINANCE**BOARD OF COMMISSIONERS**

Position	Name
President Commissioner	Henry Koenafi*
President Commissioner	Suwigno Budiman**
Commissioner	David Hamdan
Independent Commissioner	Sulistiyowati
Description: * Served until February 25, 2022 ** Serving since September 1, 2022	

BOARD OF DIRECTORS

Position	Name
President Director	Roni Haslim
Director	Petrus Santoso Karim
Director	Amirdin Halim*
Director of Compliance	Lim Handoyo
Director	Sugito Lie
Description: * Term of office ended on November 7, 2022	

MANAGEMENT STRUCTURE OF PT BANK BCA SYARIAH**BOARD OF COMMISSIONER**

Position	Name
President Independent Commissioner*	Tantri Indrawati
Independent Commissioner	Ratna Yanti
Commissioner	Ina Widjaja**
Independent Commissioner	Joni Handrijanto***
Description: * Service since March 11, 2022, Previous position changed from President Commissioner into President Independent Commissioner ** Served since March 11, 2022 *** Serving until March 11, 2022	

BOARD OF DIRECTORS

Position	Name
President Director	Yuli Melati Suryaningrum
Director	Houda Muljanti*
Director	Rickyadi Widjaja
Director	Pranata
Director	Lukman Hadiwijaya**
Description: * Director in charge of the Compliance Function ** Serving since March 11, 2022	

SHARIA SUPERVISORY BOARD

Position	Name
Chairman	Prof. DR. H. Fathurrahman Djamil, MA
Member	Sutedjo Prihatono

MANAGEMENT STRUCTURE OF PT ASURANSI UMUM BCA

BOARD OF COMMISSIONERS

Position	Name
President Commissioner	Petrus Santoso Karim
Commissioner	Jacobus Sindu Adisuwono
Independent Commissioner	Gustiono Kustianto
Independent Commissioner	Gunawan Budi Santoso
Independent Commissioner	Salusra Satria*

Description:
* Serving since May 1, 2022

BOARD OF DIRECTORS

Position	Name
President Director	Hariyanto*
President Director	Hendro Hadinoto Wenan**
Director	Antonius
Director	Sri Angraini
Director of Compliance	Arif Singgih Halim Wijaya

Description:
* Served until April 1, 2022
** Serving since April 1, 2022

MANAGEMENT STRUCTURE OF PT BCA MULTI FINANCE

BOARD OF COMMISSIONERS

Position	Name
President Commissioner	Roni Haslim
Commissioner	Hermanto
Independent Commissioner	Mendari Handaya

BOARD OF DIRECTORS

Position	Name
President Director	Herwandi Kuswanto
Director	Senjaya Komala*
Director	Adhi Purnama
Director	Liston Nainggolan
Director	Suiman Agung
Director	Rudy Setiawan**

Description:
* Served until March 23, 2022
** Serving since December 5, 2022

**MANAGEMENT STRUCTURE OF PT CENTRAL CAPITAL VENTURA****BOARD OF COMMISSIONERS**

Position	Name
Commissioner	Jan Hendra

BOARD OF DIRECTORS

Position	Name
President director	Armand Widjaja
Director	Michelle Suteja

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	Mardi Henko Sutanto
Director	Imelda Arismunandar

MANAGEMENT STRUCTURE OF PT ASURANSI JIWA BCA**BOARD OF COMMISSIONERS**

Position	Name
President Commissioner	Christina Wahjuni Setyabudhi*
President Commissioner	Hariyanto**
Commissioner	Ugahary Yovvy Chandra
Independent Commissioner	Pudjianto
Independent Commissioner	Hardjono

Description:

* Served as President Commissioner until February 25, 2022

** Serving as President Commissioner since April 1, 2022

BOARD OF DIRECTORS

Position	Name
President Director	Rio Cakrawala Winardi*
President Director	Christina Wahjuni Setyabudhi**
Director	Yannes Chandra
Director	Antonius Widodo Mulyono***
Director of Compliance	Sukawati Lubis
Director	Eva Agrayani Tjong

Description:

* Served as President director until February 25, 2022

** Serving as President Director since April 1, 2022

*** Serving as Director until April 1, 2022

MANAGEMENT STRUCTURE OF PT BANK DIGITAL BCA

BOARD OF COMMISSIONERS

Position	Name
President Commissioner	Theresia Endang Ratnawati
Independent Commissioner	Ignatius Djulianto Sukardi
Independent Commissioner	Sri Indrajanti Dewi

BOARD OF DIRECTORS

Position	Name
President Director	Lanny Budiati
Director	Iman Sentosa
Director of Compliance	Nugroho Budiman

Duties and responsibilities of the Board of Commissioners, the Board of Directors, and the Sharia Supervisory Board of FSI in Financial Conglomerate of BCA

- The duties and responsibilities of the Board of Commissioners of FSI in BCA's Financial Conglomerate include at least the following:
 - Supervise the implementation of the governance, duties, and responsibilities of the Board of Directors and follow up on audit results from internal and external parties;
 - Form committees or appoint parties to carry out functions that support the Board of Commissioners' duties and responsibilities, at least audit monitoring committees or functions and compliance monitoring committees or functions;
 - Hold Board of Commissioners meetings that include at least the frequency, attendance, and decision-making procedures; and
 - Set out work rules for the Board of Commissioners.
- The duties and responsibilities of the FSI's Board of Directors in BCA's Financial Conglomerate include at least the following:
 - Implement the principles of Subsidiary Governance;
 - Follow up on audit results by internal and external parties;
 - Set out work rules; and
 - Organize meetings of the Board of Directors that at least include procedures for making decisions and meeting documentation.
- The duties and responsibilities of the FSI's Sharia Supervisory Board in BCA's Financial Conglomerate, include at least the following:
 - Provide advice and suggestions to the Board of Directors and supervise the activities of Bank BCA Syariah so that they comply with Sharia Principles; and
 - Drawn up work rules for the Sharia Supervisory Board.

**Integrated Governance Structure in the BCA Financial Conglomerate**

Entity	IGC*	Compliance Function	Internal Audit Function	Risk Management Function
PT BCA Tbk (Main Entity)	√	√ (including the Integrated Compliance Function)	√ (including the integrated Audit Function)	√ (including the integrated Risk Management Function)
PT BCA Finance Limited	-	√	√	√
PT BCA Finance	-	√	√	√
PT Bank BCA Syariah	-	√	√	√
PT Asuransi Umum BCA	-	√	√	√
PT BCA Multi Finance	-	√	√	√
PT Central Capital Ventura	-	√	√	√
PT BCA Sekuritas	-	√	√	√
PT Asuransi Jiwa BCA	-	√	√	√
PT Bank Digital BCA	-	√	√	√

*1) The IGC is only required to be formed in the Main Entity with members including representatives of Independent Commissioners and/or members of the Sharia Supervisory Board from each FSI in the BCA Financial Conglomerate.

Integrated Governance Committee

Based on the Decree of the Board of Commissioners No. 037/SK/KOM/2015 concerning the Establishment of the Integrated Governance Committee dated February 26, 2015, BCA has formed Integrated Governance Committee consisting of representatives of BCA Independent Commissioners, Independent Parties, and all representatives of Independent Commissioners and/or Members of the Sharia Supervisory Board of Subsidiaries. The Integrated Governance Committee is tasked with assisting the Board of Commissioners of BCA as the Main Entity in supervising the implementation of Integrated Governance in BCA's Financial Conglomeration.

In 2022, adjustments have been made to the Integrated Governance Committee members due to:

- Changes in the composition of the Subsidiary's Board of Commissioners;
- Chairman of Integrated Governance Committee change;
- Addition of Subsidiaries in the form of Financial Services Institutions.

Further explanation regarding Integrated Governance Committee can be found in the Integrated Governance Committee section on page 435 of this Annual Report.

- Integrated Compliance Work Unit**

BCA, as the Main Entity in BCA's Financial Conglomerate, has added an integrated compliance function within the Compliance Work Unit organization to monitor and evaluate the implementation of the compliance function at each FSI within the BCA Financial Conglomerate through coordination with the compliance function in each Subsidiary Company.

Integrated Compliance Work Unit has the following duties and responsibilities:

- Monitor and evaluate the implementation of the compliance function of each Subsidiaries.
- Develop the methods and processes required for the implementation of integrated compliance risk management.
- Assess and compile integrated compliance risk profiles as part of the implementation of integrated risk management.
- Prepare and submit reports on the implementation of integrated compliance duties and responsibilities to the Compliance Director of the Main Entity. Furthermore, Compliance Director prepares and submits a report on implementation of integrated compliance duties and responsibilities to the Board of Directors and Board of Commissioners of the Main Entity.

In 2022, BCA carried out the following activities related to the implementation of integrated compliance function, as referred to page 483 of the Compliance Function Implementation in 2022 section of the Compliance Function Chapter of this Annual Report.

- **Integrated Internal Audit Work Unit**

BCA, as the Main Entity in BCA's Financial Conglomerate, has added an integrated internal audit function within the DAI organization to monitor the implementation of the internal audit function at each FSI within the Financial Conglomerate of BCA and provide recommendations that increase added value.

The Integrated Internal Audit Work Unit has the following duties and responsibilities:

- Assess the adequacy and effectiveness of risk management processes, internal control, and governance of Subsidiaries, and provide recommendations for improvement.
- Monitor the implementation of internal audits at each Subsidiary.
- Monitor and evaluate the adequacy of corrective follow-up on the audit results of Subsidiaries, and report them to the Board of Directors, Board of Commissioners and Main Entity Audit Committee Main Entity.
- Submit an integrated internal audit report to the Director appointed to carry out the oversight function of Subsidiaries, the Board of Commissioners of the and the Director in charge of the compliance function of the Main Entity.
- Provide support to Subsidiaries in developing the internal audit function.

In 2022, BCA carried out the following activities related to the implementation of the integrated internal audit function, as referred to page 477 and 480 of the Position and Structure of the Internal Audit Division and the Implementation of Activities of the Internal Audit Division in 2022 of the Internal Audit Division chapter of this Annual Report.

- **Implementation of Integrated Risk Management**

In accordance with OJK Regulation No. 17/POJK.03/2014 dated November 18, 2014 concerning the implementation of Integrated Risk Management for Financial Conglomerates, BCA and Subsidiaries in the Financial Conglomerate of BCA have implemented integrated risk management in a comprehensive and effective manner in accordance

with the characteristics and complexity of the Financial Conglomerate business.

In order to implement integrated risk management, BCA, as the Main Entity, has formed an Integrated Risk Management Committee (IRMC) and added an integrated risk management function to the Risk Management Work Unit so that it also has a role as the Integrated Risk Management Work Unit.

- The IRMC consists of the Director of BCA, who is in charge of the integrated risk management function, all members of the Board of Directors of BCA, several other relevant BCA senior managements, as well as the Director of Subsidiaries as a representative of FSI in the BCA Financial Conglomerate. Further explanation regarding the KMRT can be seen on page 451 of the Integrated Risk Management Committee section of this Annual Report.
- In carrying out its functions, IRMC is also supported by Risk Management Work Unit, which also acts as Integrated Risk Management Work Unit to ensure that the risks faced by the Main Entity and Subsidiaries in an integrated manner can be identified, measured, monitored, controlled, and reported correctly through the application of an appropriate risk management framework. The duties and responsibilities of the Integrated Risk Management Work Unit include:
 - Provide input to the Board of Directors of the Main Entity and Integrated Risk Management Work Unit, among others, in the context of preparing and perfecting Integrated Risk Management policies.
 - Monitor the implementation of the Integrated Risk Management policies, which include developing and carrying out periodic reviews of procedures and tools for identification, measurement, monitoring, and risk control.
 - Perform risk monitoring at the BCA Financial Conglomerate.
 - Perform stress testing.
 - Reviewing new business line proposals that are strategic and have a significant impact on the risk exposure of the Financial Conglomerate.
 - Provide information to the IRMC on matters that need to be followed up in relation to the results of the evaluation of the implementation of integrated risk management.
 - Prepare and submit the Integrated Risk Profile Report periodically.



In 2022, BCA carried out the following activities in relation to the implementation of integrated risk management, as referred to page 454 of the 2022 Work Program Realization Section of the Integrated Risk Management Work Unit Sub-Chapter of the Committee under the Board of Directors chapter of this Annual Report.

Further explanation regarding the implementation of integrated risk management can be found on page 490 of the Implementation of Risk Management section of this Annual Report.

5. Intra-Group Transaction Policy

As the Main Entity of a Financial Conglomerate, BCA is required to manage intergroup transaction risk and monitor intra-group transactions in an integrated manner.

Definition of Intra-Group Transaction Risk

Intergroup transaction risk is the risk resulting from the dependence of an entity, either directly or indirectly, on other entities in a Financial Conglomerate in order to fulfill written and unwritten agreement obligations followed by a transfer of funds and/or not followed by a transfer of funds.

Objectives of Intra-Group Transaction Risk Management

The main objectives of intergroup transaction risk management are:

- a. Regulate and supervise intergroup transactions of the Financial Conglomerate based on the principle of prudence.
- b. Ensure that the risk management process can be minimize the possibility of negative impacts resulting from the dependence of an FSI, either directly or indirectly, on other FSIs in a Financial Conglomerate.

Intra-Group Transaction Risk

Intra-group transaction risks may arise from:

- a. Cross-ownership among FSI in the Financial Conglomerate.
- b. Centralized short-term liquidity management.
- c. Guarantees, loans, and commitments given or obtained by an FSI from another FSI in the Financial Conglomerate.
- d. Exposures to controlling shareholders, including loan and off-balance sheet exposures such as guarantees and commitments.

- e. Purchase or sale of assets to other FSI in a Financial Conglomerate.
- f. Transfer of risk through reinsurance.
- g. Transactions to divert third party risk exposure among FSI in the Financial Conglomerate.

Scope of Intra-Group Transaction Risk Management Policy

The implementation of intra-group risk management in the Financial Conglomerate includes:

1. Oversight of the Board of Commissioners and the Board of Directors

Oversight by the Board of Commissioners and the Board of Directors is required to ensure the effectiveness of intra-group transaction risk management implementation and compliance with applicable regulations.

- a. The Board of Commissioners' authorities and responsibilities in implementing intra-group transaction risk management include:
 - 1) Approve the intra-group transaction risk management policy.
 - 2) Evaluate the Board of Directors' accountability and provide guidance for improving the implementation of intra-group transaction risk management policies.
- b. The authorities and responsibilities of the Board of Directors in managing intra-group transaction risk include the following:
 - 1) Understand the risks of intra-group transactions inherent in the Financial Conglomeration.
 - 2) Develop and establish intra-group transaction risk management policies.
 - 3) Accountable for implementing intra-group transaction risk management.
 - 4) Ensure that each entity in the Financial Conglomerate implements intra-group transaction risk management.
 - 5) Monitor the risk of intra-group transactions on a regular basis.
 - 6) Developing a risk culture as part of implementing intra-group transaction risk management.
 - 7) Ensuring that the implementation of intra-group transaction risk management is free from conflicts of interest between the Financial Conglomerate and individual FSI.

2. Adequacy of Policies, Procedures and Determination of Intra-Group Transaction Risk Limits

Stipulation of intra-group transaction policies, procedures, and risk limits, taking into consideration the following factors:

- a. The Financial Conglomerate must ensure that the arm's length principle (transaction fairness) is followed when conducting intra-group transactions.
- b. The level of risk to be taken (risk appetite) and the level of risk tolerance must be in line with the Financial Conglomerate's business strategy, risk profile, and capital plan.
- c. Intra-group transaction policies and limits are in accordance with applicable regulatory requirements.
- d. The intra-group transaction risk management procedures must include at least the following:
 - 1) Accountability and clear levels of delegation of authority in intra-group transaction risk management implementation.
 - 2) Review of procedures in a regular basis
 - 3) Adequate procedure documentation, namely written documentation that is complete and allows for an easy audit trail.

3. Adequacy of Risk Identification, Measurement, Monitoring and Control Processes, as well as Intra-Group Transaction Risk Management Information Systems

BCA, as the Main Entity, is required to carry out an integrated process of identifying, measuring, monitoring, and controlling risks for all significant risk factors, supported by an adequate intra-group transaction risk management information system, taking into consideration the following factors:

- a. The Financial Conglomerate's intra-group transaction composition.
- b. Transaction documentation and fairness
- c. Comply with legal and regulatory requirements.
- d. Other significant information

The implementation is also supported by an intra-group transaction risk management information system, which includes an intra-group transaction risk profile report as part of the Integrated Risk Profile Report.

4. Comprehensive Internal Control System for Intra-Group Transaction Risk Management Implementation

A comprehensive internal control system is required to supplement the process of implementing effective intergroup transaction risk management. The intergroup transaction risk internal control system refers to the internal controls outlined in the Basic Integrated Risk Management Policy.

BCA is required to implement an effective internal control system for intra-group transaction risk that includes the following provisions:

- a. BCA is required to implement an effective intergroup transaction risk internal control system with reference to established policies and procedures.
- b. The internal control system is designed to ensure:
 - 1) Compliance with internal policies or provisions as well as laws and regulations.
 - 2) The effectiveness of the risk culture in the Financial Conglomerate organization as a whole in identifying weaknesses and deviations earlier and continuously reassessing the fairness of existing policies and procedures in the Financial Conglomerate.
- c. Review of the measurement of intergroup transaction risk, at least covering:
 - 1) Conformity of policies, organizational structure, allocation of resources, design of intergroup transaction risk management processes, information systems, and risk reporting according to the business needs of the Financial Conglomerate, as well as the development of regulations and best practices related to intergroup transaction risk management.
 - 2) Complete and adequate documentation of coverage, operational procedures, audit findings, and the Financial Conglomerate management responses based on audit results.



INFORMATION RELATED TO THE FULFILLMENT OF CORPORATE GOVERNANCE IMPLEMENTATION

1. Implementation of Public Company Governance Guidelines (OJK Circular Letter Recommendation No.32/SEOJK.04/2015)

BCA has complied with the implementation of Public Company Governance guidelines in accordance with Article 3 of of OJK Regulation No. 21/POJK.04/2015 concerning Implementation of Public Company Governance Guidelines. In this Annual Report, BCA discloses information regarding the implementation of the recommendations in the Governance Guidelines, as referred in of OJK Circular Letter No.32/SEOJK.04/2015 concerning Guidelines for the Governance of Public Companies, namely as follows:

Fulfillment of OJK Circular Letter Recommendation No. 32/SEOJK.04/2015

No.	Recommendation	Description
A	PUBLIC COMPANY RELATIONSHIP WITH SHAREHOLDERS IN GUARANTEING THE RIGHTS OF SHAREHOLDERS	
	Principle 1 Increasing the value of holding a General Meeting of Shareholders (GMS).	
1.1	The Public Company has a method or technical procedure for collecting voting, both openly and privately, that promotes independence and shareholder interests.	<p>Implementation: Compliant</p> <p>To prioritize shareholder independence and interests, vote collection techniques in the GMSBCA are regulated in the GMS Rules (distributed to shareholders or their proxies who are present and read out before the GMS is convened) as well as the Articles of Association. Shareholders and the general public can also download the BCA GMS Rules of Conduct from the BCA website at https://www.bca.co.id/en/tentang-bca/tata-kelola/aksi-korporasi in the GMS Rules of Conduct section as a form of transparency.</p> <p>At the Annual GMS on March 17, 2022, voting on each proposal submitted in each GMS agenda was conducted openly in accordance with the procedure proposed by the Meeting's Chairman, namely:</p> <p>a. Voting for shareholders or their proxies who are physically present at the Meeting takes place as follows:</p> <ol style="list-style-type: none"> 1) The Chairman of the Meeting will request that shareholders or their proxies who DO NOT AGREE OR ABSTAIN from the proposed action raise their hands and cast ballots to the Meeting officials. 2) The votes that will be counted for the power of attorney of shareholders who receive power of attorney by voting through the eASY.KSEI application are the votes cast by the shareholders through eASY.KSEI, so the relevant power of attorney does not need to raise their hand and submit ballots to the officer Meeting. <p>b. Voting for shareholders or their proxies who are present electronically through the eASY.KSEI application is carried out in the following manner:</p> <ol style="list-style-type: none"> 1) The voting process takes place on the eASY.KSEI application on the E-Meeting Hall menu, Live Broadcasting sub-menu; 2) Shareholders who are present or have provided power of attorney electronically at the meeting via eASY.KSEI but have not yet determined their vote choice have the opportunity to convey their choice of vote during the voting period opened by the Company through the E-Meeting Hall screen in the easy.KSEI application; 3) During the electronic voting process, the status "Voting for agenda item no [] has started" will appear in the 'General Meeting Flow Text' column; 4) Direct electronic voting through the eASY.KSEI application has been allocated for 2 (two) minutes; 5) If the shareholders or their proxies do not vote until the status of the Meeting as shown in the 'General Meeting Flow Text' column changes to "Voting for agenda item no [] has ended", then the shareholders or their proxies will be deemed to have voted ABSTAIN for the relevant agenda of the Meeting. <p>Furthermore, the votes cast by the shareholders or their proxies, both physically and electronically, will be counted by BCA Securities Administration Bureau and then verified by a Notary as an independent public official.</p>

More information can be found on pages 336

No.	Recommendation	Description
1.2	All members of the Board of Directors and members of the Board of Commissioners of the Public Company attend the Annual GMS.	Implementation: Compliant The attendance of all members of the Board of Directors and Board of Commissioners at the AGMS on March 17, 2022 was as follows: Board of Commissioners 100% Board of Directors 100% More information can be found on page 335
1.3	A summary of the minutes of the GMS is available on the Public Company Website for at least 1 (one) year	Implementation: Compliant On March 17, 2022, BCA published a summary of the minutes of the Annual GMS on the BCA website, which has been available for more than 1 (one) year. The summary of the minutes of the 2022 Annual GMS, as well as the summary of the minutes of the previous five years, can be downloaded from the BCA website at https://www.bca.co.id/en/tentang-bca/tata-kelola/aksi-korporasi under the Shareholders' General Meeting section. More information can be found on page 337
Principle 2 Improving Public Company Communication Quality with Shareholders or Investors		
2.1	Public companies have a communication policy with shareholders or investors	Implementation: Compliant BCA has a communication policy with shareholders as stipulated in the Corporate Governance Guidelines Chapter on Communication and Information Functions. BCA has an Investor Relations work unit that supports the communication process between BCA and the shareholder community and other capital market communities. These forms of communication include holding analyst meetings for performance presentations, public exposes, conference calls, as well as conveying information through the BCA website's Investor Relations section. This information can also be accessed by the wider community through the BCA website: https://www.bca.co.id/en/tentang-bca/hubungan-investor . More information can be found on page 475 and 524
2.2	The public company discloses the communication policy of the public company with shareholders or investors on the website	Implementation: Compliant BCA has disclosed its communication policy with shareholders on the BCA website, which can be found at: https://www.bca.co.id/en/tentang-bca/tata-kelola/acgs/kebijakan-gcg under the policy related to Governance of the Communication Policy section More information can be found on page 475 and 524
B	FUNCTIONS AND ROLE OF THE BOARD OF COMMISSIONERS	
Principle 3 Strengthening the Membership and Composition of the Board of Commissioners		
3.1	Determination of the number of members of the Board of Commissioners considering the state of the Public Company	Implementation: Compliant BCA has complied with the provisions of Article 23 of OJK Regulation No. 55/POJK.03/2016 concerning the Implementation of Governance for Commercial Banks, which states that banks must have a minimum of three (three) members of the Board of Commissioners and a maximum of the same number of members of the Board of Directors. As of 31 December 2022, the BCA's Board of Commissioners had 5 (five) members, 3 (three) of whom were Independent Commissioners. The Remuneration and Nomination Committee of the BCA determines the number and composition of the Board of Commissioners, which makes recommendations to the Board of Commissioners for approval at the GMS. These recommendations have also taken into consideration the applicable regulations/conditions, as well as BCA's conditions, capacity, goal achievement, and fulfillment of BCA's needs. More information can be found on page 358



No.	Recommendation	Description
3.2	The diversity of skills, knowledge, and experience required is considered when determining the composition of the Board of Commissioners.	<p>Implementation: Compliant</p> <p>The Remuneration and Nomination Committee of the BCA is tasked with, among other things, compiling and providing recommendations to the Board of Commissioners regarding:</p> <ul style="list-style-type: none"> - Systems and procedures for selecting and/or replacing Board of Commissioners and Board of Directors members; - The composition of positions on the Board of Directors and/or the Board of Commissioners; - Policies and criteria required in the nomination process; and - Performance evaluation policy for members of the Board of Directors and/or members of the Board of Commissioners <p>The policy on diversity in the composition of the Board of Commissioners is contained in the provisions regarding the Composition and Criteria for the Board of Commissioners in Chapter 3 of the BCA Governance Guidelines. In determining the composition of the Board of Commissioners, BCA has paid attention to the diversity of its members, both in terms of education (field of study), work experience, age, and expertise, regardless of gender, ethnicity, religion, or race. The diversity of each member of the Board of Commissioners, who has high competence, supports the improvement of BCA's performance.</p> <p>More information can be found on page 407</p>
Principle 4 Improving the Quality of Implementation 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: Compliant</p> <p>According to Chapter 14 of the BCA Governance Guidelines, the Board of Commissioners has a self-assessment policy. The Board of Commissioners' self-assessment policy is a guideline used as a form of accountability for evaluating the Board of Commissioners' performance.</p> <p>The Board of Commissioners evaluates the self-assessment of the Board of Commissioners based on recommendations from the Remuneration and Nomination Committee.</p> <p>More information can be found on page 409</p>
4.2	The self-assessment policy to assess the performance of the Board of Commissioners is disclosed in the Public Company Annual Report	<p>Implementation: Compliant</p> <p>BCA has disclosed the Board of Commissioners' performance self-assessment policy through this Annual Report.</p> <p>More information can be found on page 409</p>
4.3	The Board of Commissioners has a policy regarding the resignation of members of the Board of Commissioners if they are involved in financial crimes.	<p>Implementation: Compliant</p> <p>Policies related to the resignation of members of the Board of Commissioners from their positions if involved in financial crimes are regulated in Chapter 3 of the BCA Board of Commissioners' Work Guidelines and Rules and Article 14 of the BCA's Articles of Association.</p>
4.4	The Board of Commissioners or Committees carrying out the Nomination and Remuneration Functions develop a succession policy in the process of nominating members of the Board of Directors	<p>Implementation: Compliant</p> <p>The Remuneration and Nomination Committee of the BCA is tasked with formulating a succession policy in the nomination process for members of the Board of Directors, as described in Chapter 3 of the BCA Governance Guidelines. Implementation of the succession policy for the Board of Directors includes providing recommendations regarding systems, procedures, and candidates for the Board of Directors for selecting and/or replacing members of the Board of Directors to the Board of Commissioners to be submitted to the GMS.</p> <p>More information can be found on page 435</p>

No.	Recommendation	Description
C	FUNCTIONS AND ROLE OF THE BOARD OF DIRECTORS	
	Principle 5 Strengthening the Membership and Composition of the Board of Directors	
5.1	The condition of the public company and decision-making effectiveness are taken into consideration when determining the number of members of the Board of Directors.	<p>Implementation: Compliant</p> <p>BCA has complied with the provisions of Article 2 of OJK Regulation No. 33/POJK.04/2014 concerning Directors and Board of Commissioners of Issuers or Public Companies, namely that the Board of Directors of Issuers or Public Companies must consist of at least 2 (two) members. As of December 31, 2022, the number of members on BCA's Board of Directors is 12 (twelve). The number and composition of the Board of Directors is determined by the BCA's Remuneration and Nomination Committee, which is tasked with making recommendations to the Board of Commissioners for approval at the GMS. In determining the number of members of the Board of Directors, BCA also considered BCA's condition, capacity, goal achievement, and fulfillment of BCA's needs.</p> <p>More information can be found on page 372-373</p>
5.2	The diversity of skills, knowledge, and experience required is taken into consideration when determining the composition of the Board of Directors.	<p>Implementation: Compliant</p> <p>The BCA's Remuneration and Nomination Committee is tasked with creating reports and making recommendations to the Board of Commissioners regarding, among other things:</p> <ul style="list-style-type: none"> - Systems and procedures for selecting and/or replacing members of the Board of Directors and/or the Board of Commissioners; - Position composition of members of the Board of Directors and/or members of the Board of Commissioners; - Policies and criteria required in the nomination process; and - Policy for evaluating the performance of Board of Directors and/or Board of Commissioners members. <p>Through carrying out the duties of the Remuneration and Nomination Committee, the determination of the composition of the members of the Board of Directors of BCA has considered the diversity of skills, knowledge, and experience required. The policy on diversity in the composition of the Board of Directors has also been stipulated in the provisions regarding the Composition and Criteria of the Board of Directors in Chapter 4 of the BCA Governance Guidelines, including taking into consideration the diversity of the Board of Directors in terms of gender, age, educational background, and expertise.</p> <p>More information can be found on page 408</p>
5.3	Members of the Board of Directors in charge of accounting or finance have expertise and/or knowledge in accounting	<p>Implementation: Compliant</p> <p>Members of the Board of Directors in charge of accounting and finance have experience in finance and accounting</p> <p>More information can be found on page 71 (Ms. Vera Eve Lim's profile).</p>
	Principle 6 Improving the Quality of Implementation of Duties and Responsibilities of the 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: Compliant</p> <p>BCA has a self-assessment policy for the Board of Directors, as stated in Chapter 4 of the BCA Governance Guidelines. Self-assessment is carried out with reference to the Bank's Business Plan which has been approved by the Board of Commissioners.</p> <p>The results of the self-assessment of members of the Board of Directors (including the President Director) are evaluated by the Board of Commissioners through meetings based on recommendations from the Remuneration and Nomination Committee</p> <p>More information can be found on page 410</p>



No.	Recommendation	Description
6.2	The self-assessment policy to assess the performance of the Board of Directors is disclosed in the Public Company's annual report	<p>Implementation: Compliant</p> <p>Assessment of the performance of the Board of Directors has been disclosed in this Public Company Annual Report.</p> <p>More information can be found on page 410</p>
6.3	The Board of Directors has a policy regarding the resignation of members of the Board of Directors if they are involved in financial crimes	<p>Implementation: Compliant</p> <p>The policy regarding the resignation of a member of the Board of Directors if involved in a financial crime is in Chapter 4 of the Board of Directors' Work Guidelines and Rules. In addition, Article 11 of the BCA's Articles of Association stipulates provisions regarding the resignation of members of the Board of Directors.</p>
D	STAKEHOLDER PARTICIPATION	
	Principle 7 Improving Corporate Governance Aspects through Stakeholder Participation.	
7.1	The Public Company has a policy to prevent insider trading	<p>Implementation: Compliant</p> <p>BCA's insider trading policy is included in the BCA's Governance Guidelines. The main points of insider trading policy are disclosed through the policies related to governance section on BCA website: https://www.bca.co.id/en/tentang-bca/tata-kelola/acgs/kebijakan-gcg under Insider Trading Policy sub section.</p> <p>More information can be found on page 326</p>
7.2	The Public Company has anti-corruption and anti-fraud policies	<p>Implementation: Compliant</p> <p>BCA has:</p> <p>Anti-corruption policy as stipulated in:</p> <ol style="list-style-type: none"> Code of Ethics Decree No.269/SK/DIR/2021 concerning Anti-Corruption Policy and Gratification Control Circular Letter No.336/SE/POL/2022 concerning Reporting of Gratification Control <p>In addition, BCA also has an anti-fraud policy, as stated in the Guidelines for Implementing Anti-Fraud Strategy, which refers to OJK Regulation No.39/POJK.03/2019 concerning the Implementation of Anti-Fraud Strategy for Commercial Banks. This policy has been ratified in Decree No. 114/SK/DIR/2021 dated June 17, 2021 concerning Adjustment of Anti-Fraud Strategy Policy.</p> <p>More information can be found on page 502 and 508 Link: https://www.bca.co.id/en/tentang-bca/tata-kelola/acgs/kebijakan-gcg</p>
7.3	The Public Company has a policy regarding the selection and capacity building of suppliers or vendors.	<p>Implementation: Compliant</p> <p>BCA has a policy regarding the procurement of goods and services related to logistics, buildings, and information technology, as outlined in Directors' Decree No. 130/SK/DIR/2017 dated October 10, 2017, and No. 089/SK/DIR/2018 dated June 6, 2018. This policy regulates the value of procurement transactions and the selection methods used (tenders, price comparisons/direct selection, direct appointments, repeat orders, payment systems, etc.), so that the procurement process at BCA is fair and open.</p> <p>More information can be found on page 327 and 539</p>

No.	Recommendation	Description
7.4	The Public Company has a policy for the fulfillment of creditor rights	<p>Implementation: Compliant</p> <p>BCA guarantees the fulfillment of creditor rights in:</p> <ul style="list-style-type: none"> • The right to obtain clear information. • The right to submit suggestions/inputs, complaints/complaints and obtain their resolution. • The right to receive creditor rights in accordance with the agreed agreement. • The right to get access to the audited Annual Report and Financial Statements. • The right to obtain information and easy access to announcements, summons, and results of the GMS in accordance with the procedures stipulated in regulations related to the GMS. <p>In its implementation, BCA is committed to always fulfilling the rights of creditors in accordance with the policies set out in applicable regulations and based on mutually agreed-upon agreements regarding creditor rights in the relationship between BCA and creditors.</p> <p>Throughout 2022, BCA has fulfilled creditor rights in accordance with applicable regulations.</p>
7.5	The Public Company has a whistleblowing system policy	<p>Implementation: Compliant</p> <p>BCA already has a Whistleblowing System Policy as stated in Board of Directors Decree No.146/SK/DIR/2017 dated November 1, 2017, concerning the Implementation of a Whistleblowing System at BCA. The main points of the whistleblowing system have been disclosed on the BCA website in the governance-related policy section: https://www.bca.co.id/en/tentang-bca/tata-kelola/acgs/kebijakan-gcg in the Policies related to Governance in the WBS Policy section (Whistleblowing System)</p> <p>More information can be found on page 506</p>
7.6	The Public Company has a policy of providing long-term incentives to the Board of Directors and employees	<p>Implementation: Compliant</p> <p>In this Annual Report, BCA has disclosed its Incentive Policy to the Board of Directors. The Employee Incentives Policy is outlined in the Collective Labor Agreement and Board of Directors Decree No. 005/SK/DIR/2019 regarding Main Policies Regarding Achievement Assessment Systems, Positions/Ranks, and Payroll.</p>
E	INFORMATION DISCLOSURE	
	Principle 8 Improving the Implementation of Information Disclosure.	
8.1	Aside from the Website as a medium for information disclosure, public companies benefit from the broader use of information technology.	<p>Implementation: Compliant</p> <p>Use of information technology as a medium for BCA Information Disclosure:</p> <p>a. External, including:</p> <ul style="list-style-type: none"> • Website (www.bca.co.id), • HaloBCA, • Twitter account (@XpresiBCA, @GoodLife, @BizGuideBCA, @HaloBCA, @kartuKreditBCA), • Facebook (/XpresiBCA, /GoodLifeBCA, /BizGuideBCA, /BankBCA, /kartukreditBCA), • Youtube (www.youtube.com/solusibca), • LinkedIn PT Bank Central Asia Tbk, • Instagram (@goodlifeBCA), • Line (BankBCA). <p>b. Internals</p> <p>Internal Information Disclosure Media through the MyBCA Intranet Portal, Facebook group for employees (BCA Semua Beres), Instagram @bcasemuberes, BCA Info Magazine, Plasma TV and Tiktok @BankBCA</p> <p>More information can be found on page 523-538</p>



No.	Recommendation	Description
8.2	The Public Company Annual Report discloses the ultimate beneficial owner in public company share ownership of at least 5% (five percent), other than disclosure of the ultimate beneficial owner in public company share ownership through a major or controlling shareholder.	<p>Implementation: Compliant</p> <p>BCA's Annual Report has disclosed:</p> <ul style="list-style-type: none"> a. List of BCA shareholders who own 5% or more of BCA shares; b. The ultimate beneficial owner in BCA share ownership; as well as c. BCA's main/controlling shareholder. <p>More information can be found on page 354</p>

BCA has implemented all recommendations for the Implementation of Public Company Governance Guidelines in accordance with OJK Circular Letter No.32/SEOJK.04/2015 concerning Guidelines for Public Company Governance. As of December 31, 2022, all of the above recommendations have been implemented.

2. The Implementation of the OECD Corporate Governance Principles by BCA, is as follows:

No.	Principle	Description
1.	Corporate Governance Framework	BCA has a BCA governance framework which is reflected in the action plan and organizational structure of BCA.
2.	Shareholder Rights	In accordance with the OJK Circular Letter Recommendation Fulfillment Table No.32/SEOJK.04/2015 – Aspect A (Public Company Relations with Shareholders in Guaranteeing Shareholders' Rights).
3.	Equal Treatment of Shareholders.	Based on the principle of equality and fairness (equal treatment), BCA provides opportunities for all shareholders to express opinions and access information in accordance with the principle of transparency.
4.	The Role of Stakeholders in Corporate Governance	In accordance with the OJK Circular Letter Recommendation Fulfillment Table No.32/SEOJK.04/2015 – Aspect D (Stakeholder Participation).
5.	Disclosure and Transparency	In accordance with the OJK Circular Letter Recommendation Fulfillment Table No.32/SEOJK.04/2015 – Aspect E (Information Disclosure).
6.	Roles and Responsibilities of the Board of Commissioners and Directors	In accordance with the OJK Circular Letter Recommendation Fulfillment Table No.32/SEOJK.04/2015 – Aspect B (Function and Role of the Board of Commissioners) and Aspect C (Function and Role of the Board of Directors).

BCA has implemented the principles of Corporate Governance compiled by the OECD. As of December 31, 2022, there are no other recommendations that have not been implemented by BCA.

3. The Principles of Corporate Governance are in Accordance with the Guidelines for Corporate Governance Principles for Banks

BCA applies 12 (twelve) principles of corporate governance according to the guidelines issued by the Basel Committee on Banking Supervision. The principles of corporate governance compiled by the Basel Committee serve as a reference for implementing corporate governance in banking.

No.	Principle	BCA Implementation
1.	<p>Responsibilities of the Board of Commissioners.</p> <p>The Board of Commissioners has responsibilities which include: approval and oversight of the implementation of business strategy, governance structure and mechanisms as well as corporate culture.</p>	<p>The Board of Commissioners' Work Guidelines and Rules, which are an integral part of the Corporate Governance Guidelines, stipulate the responsibilities of the Board of Commissioners, including: providing direction, monitoring, and evaluating the implementation of BCA's strategic policies; periodically reviewing the Company's vision and mission; as well as ensuring the implementation of Good Corporate Governance in all BCA business activities. The Board of Commissioners' Work Guidelines and Rules can be downloaded in the Organizational Structure section of the BCA website (https://www.bca.co.id/en/tentang-bca/tata-kelola/Struktur-Organisasi).</p>

No.	Principle	BCA Implementation
2.	Qualifications and Composition of the Board of Commissioners. Members of the Board of Commissioners must have quality in accordance with their duties and responsibilities, both individually and collegially. The Board of Commissioners must understand their role in supervising and implementing corporate governance and be able to carry out sound and objective decision-making.	BCA already has the qualifications and composition of the Board of Commissioners according to their duties and responsibilities in accordance with the Table of Fulfillment of OJK Circular Letter Recommendations No.32/SEOJK.04/2015 – Aspect B (Functions and Roles of the Board of Commissioners) Principle 3. Strengthening the Membership and Composition of the Board of Commissioners. The qualifications and composition of the Board of Commissioners can be found in the Board of Commissioners Work Guidelines and Rules, which can be downloaded in the Organizational Structure section of the BCA website (https://www.bca.co.id/en/tentang-bca/tata-kelola/Struktur-Organisasi).
3.	Structure and Mechanism of the Board of Commissioners. The Board of Commissioners must establish appropriate governance structures and practices for carrying out their duties and periodically review their effectiveness.	BCA already has a structure and mechanism for the Board of Commissioners in accordance with the Table of Fulfillment of OJK Circular Letter Recommendations No.32/SEOJK.04/2015 – Aspect B (Functions and Roles of the Board of Commissioners) principle 4. Improving the Quality of the Implementation of Duties and Responsibilities of the Board of Directors. The structure and mechanism of the Board of Commissioners can be found in the Board of Commissioners Work Guidelines and Rules, which can be downloaded from the Organizational Structure section of the BCA website (https://www.bca.co.id/en/tentang-bca/tata-kelola/Struktur-Organisasi).
4.	Directors. Under the direction and supervision of the Board of Commissioners, the Board of Directors is able to manage the Bank's activities in accordance with the business strategy, risk appetite, remuneration policies, and other policies that have been approved by the Board of Commissioners.	The Board of Directors of BCA carries out their duties and responsibilities in accordance with the business strategy, risk appetite, remuneration policies, and other policies that have been approved by the Board of Commissioners in accordance with the OJK Circular Letter Recommendation Fulfillment Table No.32/SEOJK.04/2015 – Aspect C (Functions and Roles of the Board of Directors). The duties and responsibilities of the Board of Directors can be found in the Board of Directors Work Guidelines and Rules, which can be downloaded in the Organizational Structure section of the BCA website (https://www.bca.co.id/en/tentang-bca/tata-kelola/Struktur-Organisasi).
5.	Business Group Governance Structure. In a business group, the Board of Commissioners of the parent company has overall responsibility for the group's efforts and to ensure the establishment and implementation of clean governance practices related to the structure, business, and risks of business groups and entities. The Board of Commissioners and the Board of Directors must understand the organizational structure of the business group and the risks it faces.	BCA has Integrated Governance Guidelines, the amendments to which have been effective since December 30, 2020. BCA has also formed an Integrated Governance Committee, chaired by an Independent Commissioner of BCA as the Main Entity, whose task is to support the Board of Commissioners of the Main Entity in supervising the implementation of governance in the BCA Financial Conglomerate in an integrated manner. The Integrated Governance Guidelines can be downloaded from the GCG Policy section of the BCA website (https://www.bca.co.id/en/tentang-bca/tata-kelola/acgs/kebijakan-gcg).



No.	Principle	BCA Implementation
6.	Risk Management Function. Banks must have a quality risk management function, be independent, have quality resources, and have access to the Board of Commissioners.	<p>The risk management function at BCA is carried out by the Risk Management Unit, which is led by the Director in charge of the Risk Management function. BCA also has a Risk Management Committee and an Integrated Risk Management Committee, whose duties are to provide recommendations to the Board of Directors on the implementation of integrated risk management at BCA and its Subsidiaries. The implementation of risk management at BCA is communicated to the Board of Commissioners through the Risk Oversight Committee. The main points of the Risk Management Policy can be downloaded from the GCG Policy section of the BCA website (https://www.bca.co.id/en/tentang-bca/tata-kelola/acgs/kebijakan-gcg).</p> <p>More information can be found on page 487-497</p>
7.	Identification of Risk Monitoring and Control. Risks must be identified, monitored, and controlled for all activities of the Bank. The quality of the risk management and internal control infrastructure must be able to keep up with changes in the Bank's risk profile, external risk conditions, and industry practices.	<p>BCA has mitigated risks by identifying, measuring, monitoring, and controlling them in accordance with the applicable risk management framework and compiling risk profiles on a regular basis. The Risk Management Policy's main points can be downloaded from the BCA website's GCG Policy section (https://www.bca.co.id/en/tentang-bca/tata-kelola/acgs/kebijakan-gcg).</p> <p>More information can be found on page 487-497</p>
8.	Risk Communication. Effective implementation of risk governance requires accurate risk communication within the Bank, both between organizations and through reporting to the Board of Commissioners and the Board of Directors	<p>Every semester, BCA submits quarterly BCA Risk Profile Reports and Integrated Risk Profile Reports to the Board of Directors, Board of Commissioners, and OJK. The Risk Management Policy's main points can be downloaded from the GCG Policy section of the BCA website (https://www.bca.co.id/en/tentang-bca/tata-kelola/acgs/kebijakan-gcg).</p>
9.	Compliance. The Board of Commissioners is in charge of overseeing management of the Bank's compliance risk. The Board of Commissioners must establish a compliance function and approve policies and processes for identifying, assessing, monitoring, and reporting compliance risks, as well as providing compliance advice.	<p>The compliance function at BCA is carried out by the Compliance Work Unit (SKK) led by the Director in charge of the compliance function. SKK performs the compliance function at BCA and monitors the implementation of the compliance function and the compliance level of Subsidiaries in an integrated manner. The Board of Commissioners has also carried out active supervision, including the approval of policies and procedures, Audit Results Reports, periodic reporting, requests for explanations, and presentations. The responsibilities of the Board of Commissioners can be found in the Board of Commissioners' Work Guidelines and Rules, which can be downloaded in the Organizational Structure section of the BCA website (https://www.bca.co.id/en/tentang-bca/tata-kelola/Struktur-Organisasi).</p> <p>More information can be found on page 483</p>
10.	Internal Audit. The internal audit function must report to the Board of Commissioners on independent assurance activities and must assist the Board of Commissioners and the Board of Directors in encouraging the implementation of an effective governance process and the Bank's long-term health.	<p>DAI performs the Internal Audit function, whose job it is to perform assurance and consulting activities independently and objectively in order to increase the effectiveness and add value to the processes of risk management, internal control, and governance of the company's activities. DAI reports directly to the President Director and interacts with the Board of Commissioners via the Audit Committee. The internal audit function can be found in the Internal Audit Charter which can be downloaded in the GCG Policy section of the BCA website (https://www.bca.co.id/en/tentang-bca/tata-kelola/acgs/kebijakan-gcg).</p> <p>More information can be found on page 477</p>

No.	Principle	BCA Implementation
11.	Compensation. The Bank's remuneration structure must support the implementation of corporate governance and risk management.	BCA has an appropriate remuneration structure in accordance with OJK Regulation No. 45/POJK.03/2015 concerning the Implementation of Governance in the Provision of Remuneration for Commercial Banks and OJK Circular Letter No. 40/SEOJK.03/2016 concerning the Implementation of Governance in the Provision of Remuneration for Commercial Banks. Periodic evaluations of the implementation of the remuneration policy are carried out by the RNC. Regarding the RNC remuneration function, it can be downloaded from the Organizational Structure section of the BCA website (https://www.bca.co.id/en/tentang-bca/tata-kelola/struktur-organisasi). More information can be found on page 412
12.	Disclosure and Transparency. The Bank's governance must be implemented in a transparent manner for Shareholders, Depositors, other relevant Stakeholders, and Market Participants.	BCA has implemented disclosure and transparency as a governance implementation for Shareholders, Depositors, other relevant Stakeholders, and Market Participants in accordance with the OJK Circular Letter Recommendation Fulfillment Table No.32/SEOJK.04/2015 - Aspect E (Information Disclosure). Disclosure and transparency policies can be found in the Governance Guidelines, which can be downloaded from the GCG Policy section of the BCA website (https://www.bca.co.id/en/tentang-bca/tata-kelola/acgs/kebijakan-gcg).

4. Indonesian Corporate Governance Principles

In 2022, the General Guidelines for Indonesian Corporate Governance (PUGKI) were updated by the National Committee on Governance Policy (KNKG). In line with BCA's commitment to achieving the 4 (four) pillars of corporate governance, namely ethical behavior, accountability, transparency, and sustainability, BCA also strives to implement the 8 (eight) principles of Indonesian corporate governance, which include the following:

Principle 1

The roles and responsibilities of the Board of Directors and the Board of Commissioners

1.1 The roles and responsibilities of the Board of Directors	The roles and responsibilities of the Board of Directors have been outlined in the Articles of Association which can be accessed via the BCA website: https://www.bca.co.id/-/media/Feature/Report/File/Akta-Perusahaan/EN/20201013-ASP-anggaran-dasar-akta-pkr-no-145-2020-EN.pdf
1.2 Performance Appraisal – The Board of Directors and Members	Every year, the Board of Directors' performance is evaluated collegially and individually. A more detailed description of the Performance Assessment of the Board of Commissioners and Directors can be found on page 410 of this Annual report.
1.3 Roles and Responsibilities of the Board of Commissioners	The roles and responsibilities of the Board of Commissioners have been outlined in the Articles of Association which can be accessed via the BCA website: https://www.bca.co.id/-/media/Feature/Report/File/Akta-Perusahaan/EN/20201013-ASP-anggaran-dasar-akta-pkr-no-145-2020-EN.pdf
1.4 Formation of the Committee	The Boards of Commissioners and Directors both have committees to assist them with their functions and duties. A more detailed description of the Board of Commissioners and Board of Directors Committees can be found on page 419 and page 445 of this Annual Report.
1.5 Performance Appraisal – The Board of Commissioners and Members	Every year, the Board of Commissioners' performance is evaluated collegially and individually. A more detailed description of the Performance Assessment of the Board of Commissioners and Directors can be found on page 409 of this Annual Report



1.6 Conflict of Interest	Conflicts of interest at BCA are regulated by internal policies, including through: <ol style="list-style-type: none"> 1. The Articles of Association, which essentially state that if the Board of Commissioners or the Board of Directors has a conflict of interest in a meeting, they are not entitled to participate in voting at the meeting, unless the meeting determines otherwise. 2. Decree of the Board of Directors No. 214/SK/DIR/2019 dated December 27, 2019 regarding Affiliated Transactions and Transactions Containing Conflicts of Interest. 3. Circular No. 319/SE/POL/2019 dated December 27, 2019, concerning Instructions for Implementation of Affiliated Transactions and Transactions Containing Conflicts of Interest. 4. Decree of the Board of Directors No. 219/SK/DIR/2003 dated November 10, 2003, concerning Provisions Regarding Conflicts of Interest
1.7 Improvement of the competence of members of the Board of Directors and the Board of Commissioners	The monitoring mechanism for the improvement of competence of the Board of Commissioners and Board of Directors is carried out through digitalization to facilitate monitoring of the Board of Commissioners and Directors' competence improvement.

Principle 2 Composition and Remuneration of the Board of Directors and Board of Commissioners

2.1 Composition of the Board of Directors	Determination of the number and composition of members of the Board of Directors is carried out through the Remuneration and Nomination Committee of the BCA, which is tasked with providing recommendations to the Board of Commissioners for approval at the GMS. BCA has also considered BCA's condition, capacity, achievement of goals, and fulfillment of BCA's needs in determining the number of members of the Board of Directors
2.2 Remuneration for the Board of Directors and the Board of Commissioners	BCA already has a remuneration structure in accordance with OJK Regulation No. 45/POJK.03/2015 concerning Implementation of Governance in Providing Remuneration for Commercial Banks and OJK Circular Letter No. 40/SEOJK.03/2016 concerning the Implementation of Governance in the Provision of Remuneration for Commercial Banks

Principle 3 Work Relationship between the Board of Directors and the Board of Commissioners

3.1 Nature of Work Relationship	The Board of Commissioners and the Board of Directors effectively communicate through joint meetings, which are held at least once every 4 (four) months. The Board of Commissioners and the Board of Directors have sufficient access to information to formulate or decide on several policies and corporate strategies in joint meetings.
3.2 The Board of Commissioners access to information	
3.3 Responsibilities of the Board of Directors and Board Commissioner on the Impact of Ownership Structure on Corporations	Board of Commissioners and Board of Directors: <ul style="list-style-type: none"> - Always consider their responsibilities in the shareholder relationship; and - Always ensure that information on share ownership transactions is carried out and disclosed correctly in accordance with OJK regulations and internal policies

Principle 4 Ethical and responsible conduct

4.1 Code of Ethics and conduct	BCA's ethical and conduct guidelines are outlined in a code of ethics and values that are effectively communicated to all BCA personnel. BCA always fosters a corporate culture through a code of ethics and values for all BCA employees. A more detailed description of culture can be found on page 539 of this Annual Report
4.2 Values and Organizational Culture	
4.3 Communication and enforcement of ethical, values and culture guidelines	

Principle 5

Risk Management, Internal Control and Compliance

5.1 Internal control and Compliance	The BCA compliance function is carried out by the Compliance Work Unit which is supervised by the Compliance Director. A more detailed description regarding Compliance Function can be found on page 483 of this Annual Report. BCA's internal control consists of 5 (five) main components in line with the Internal Control Integrated Framework. A more detailed description of Internal Control can be found on page 498 of this Annual Report.
5.2 Risk Management	BCA already has a Basic Policy for BCA Risk Management (KDMR) and a Basic Policy for Integrated Risk Management for the BCA Financial Conglomerate (KDMRT) as guidelines for effective risk management implementation. A more detailed description of Risk Management Implementation can be found on page 487-497 of this Annual Report.
5.3 Integration of Governance, Risk Management and Compliance	BCA has developed an integrated and coordinated system of governance, risk management and compliance
5.4 Internal Audit	The Internal Audit function is carried out by the Internal Audit Division, which is tasked with carrying out assurance and consulting activities independently and objectively to increase effectiveness and provide added value to the processes of risk management, internal control, and governance of the company's activities. BCA also has an Audit Committee, which assists the Board of Commissioners in monitoring and ensuring that the internal audit function is running effectively.

Principle 6

Disclosure and transparency

6.1 Disclosure Policy	BCA has an information disclosure policy which regulated in the GCG Guidelines and Information Disclosure and Reporting Manual.
6.2 Financial and Sustainability Reports	BCA's Financial and Sustainability Reports are prepared in an accurate, complete, responsible, and informative manner. The Financial Report can be found on page 583 of this Annual Report. The Sustainability Report has been prepared separately from this Annual Report and can be accessed through the BCA website: https://www.bca.co.id/en/tentang-bca/Keberlanjutan/laporan-keberlanjutan .
6.3 Information Dissemination	BCA provides easy, inexpensive, and effective access to information for all stakeholders and the general public. A more detailed description of Access to Information can be found on page 523 of this Annual Report.

Principle 7

Protection of Shareholders' Rights

7.1 Shareholder Right	BCA has a special unit to manage communications with shareholders. The existence of intense communication will encourage shareholder participation. A more detailed description of Investor Relation can be found on page 475 of this Annual Report.
7.2 Fair treatment of shareholders	Shareholders have the same voting rights and receive the same treatment from BCA. A more detailed description of GMS can be found on page 334 of this Annual Report.
7.3 General Meeting of Shareholders (GMS)	The GMS has been held in accordance with OJK regulations. The summon for the GMS is made 28 days prior to the GMS. A more detailed description of GMS can be found on page 334 of this Annual Report.



Principle 8 Other stakeholders	
8.1 Key Stakeholder Involvement	BCA maintains open and effective communication with stakeholders through the Corporate Secretary. A more detailed description of Corporate Secretary can be found on page 469 of this Annual Report.
8.2 Integration of Sustainability in Business Models	The Board of Commissioners, in collaboration with the Board of Directors, determines corporate sustainability strategies, priorities, and targets. When performing their duties, the Boards of Directors and Commissioners take into consideration sustainability.
8.3 Protection of Stakeholders	BCA carries out and discloses corporate responsibility to stakeholders, including but not limited to customers, suppliers, social, environment, creditors, employees, and regulators. This disclosure can be found in the BCA Sustainability Report, which is prepared separately from this Annual Report and can be accessed through the BCA website https://www.bca.co.id/en/tentang-bca/Keberlanjutan/laporan-keberlanjutan .

5. ASEAN Corporate Governance Scorecard (ACGS)

The following are the principles of corporate governance based on ACGS:

No.	Principles and Recommendations	Page
A	Shareholder Rights	
A.1	Basic Rights of Shareholders	
A.1.1	Does the company pay dividends (interim or final/annual) in a fair and timely manner, i.e. all shareholders are treated equally and dividends are paid within 30 days after (i) the declaration of the interim dividend and (ii) the Annual General Meeting of Shareholders (AGMS) approved the distribution of the final dividend	353
A.2	The Right to Participate in Decisions Regarding Fundamental Changes of the company.	
	Do Shareholders have the right to participate in:	
A.2.1	Changes to the company's Articles of Association?	334
A.2.2	Capital increase authorization?	334
A.2.3	Transfer of all or part of the assets, resulting in the sale of the company?	334
A.3	The right to Participate Effectively and Vote in GMS and Get Information regarding the Rules of Procedure of the GMS, including voting procedures	
A.3.1	Do Shareholders have the opportunity, as evidenced by the agenda, to approve remuneration (salary, benefits, benefits in kind, and honorarium others) or any increase in remuneration for non-Executive Directors/Commissioners?	344
A.3.2	Does the company give rights to Minority Shareholders to nominate candidates for the Board of Directors/Board of Commissioners?	334
A.3.3	Does the company allow Shareholders to elect Directors/ Commissioners individually?	334
A.3.4	Does the company inform the voting procedure to be applied before the meeting starts?	338-339
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6. Statement of Bad Corporate Governance

BCA continues to strive to implement corporate governance rules and regulations. As shown in the table below, BCA did not engage in bad corporate governance practices that could impede the implementation of good corporate governance throughout 2022:

No.	Description	Practice
1	There is a report about the company polluting the environment.	Nil
2	Important cases currently being faced by the company, subsidiaries, members of the Board of Directors and/or members of the Board of Commissioners who are currently in office but are not disclosed in the Annual Report	Nil
3	The absence of disclosure of operating segments in listed companies	Nil
4	There is a discrepancy between the hardcopy Annual Report and the softcopy Annual Report.	Nil
5	Discrepancies in the presentation of annual reports and financial reports with applicable regulations and SAK.	Nil

Corporate Social and Environmental Responsibility

Information on our activities related to social and environmental responsibility (TJSL) is submitted in the 2022 Sustainability Report, which published in separate book and submitted in the same time with this Annual Report, in line with OJK Circular Letter 16/SEOJK.04/2021. Part of the information is in accordance with ISO26000 guidelines, including disclosure of human rights, employment, fair business practices, environment, customer service, and community engagement and empowerment. In general, the information in the annual report and the sustainability report is complementary.



Statement of Members of the Board of Commissioners and the Board of Directors regarding Responsibility for the 2022 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 2022 has been presented in its entirety, and that we assume full responsibility for the accuracy of the contents of this Annual Report.

This statement is duly made in all integrity.

Jakarta, February 2023

Members of the Board of Commissioners



Djohan Emir Setijoso
President Commissioner



Tonny Kusnadi
Commissioner



Cyrillus Harinowo
Independent Commissioner



Raden Pardede
Independent Commissioner

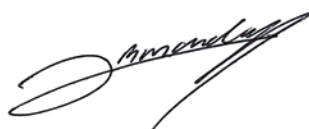


Sumantri Slamet
Independent Commissioner

Members of the Board of Directors



Jahja Setiaatmadja
President Director



Armand Wahyudi Hartono
Deputy President Director



Gregory Hendra Lembong
Deputy President Director



Subur Tan
Director



Rudy Susanto
Director



Lianawaty Suwono
Director



Santoso
Director



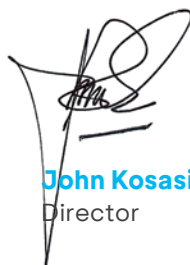
Vera Eve Lim
Director



Haryanto Tiara Budiman
Director



Frengky Chandra Kusuma
Director



John Kosasih
Director



Antonius Widodo Mulyono
Director

PT Bank Central Asia Tbk and Subsidiaries

Consolidated Financial Statements
31 December 2022 and 2021

06





**DIRECTORS' STATEMENT
REGARDING
THE RESPONSIBILITY FOR THE CONSOLIDATED FINANCIAL STATEMENTS
AS AT AND FOR THE YEAR ENDED
31 DECEMBER 2022**

PT BANK CENTRAL ASIA Tbk AND SUBSIDIARIES

We, the undersigned:

- | | | |
|----|----------------|---|
| 1. | Name | : Jahja Setiaatmadja |
| | Office Address | : Menara BCA Grand Indonesia
Jl. M.H. Thamrin No. 1, Jakarta 10310 |
| | Home Address | : Jl. Metro Kencana V/6 RT 001 RW 015,
Pondok Pinang, Kebayoran Lama,
Jakarta Selatan |
| | Phone Number | : (021) 2358-8000 |
| | Title | : President Director |
| 2. | Name | : Vera Eve Lim |
| | Office Address | : Menara BCA Grand Indonesia
Jl. M.H. Thamrin No. 1, Jakarta 10310 |
| | Home Address | : Teluk Gong Raya Blk C.4/20,
Pejagalan, Penjaringan
Jakarta Utara |
| | Phone Number | : (021) 2358-8000 |
| | Title | : Director |

declare that:

1. We are responsible for the preparation and the presentation of the consolidated financial statements of PT Bank Central Asia Tbk (the "Bank") and its subsidiaries;
2. The consolidated financial statements of the Bank and its subsidiaries have been prepared and presented in accordance with Indonesian Financial Accounting Standards;
3. a. All information has been fully and correctly disclosed in the consolidated financial statements of the Bank and its subsidiaries; and
b. The consolidated financial statements of the Bank and its subsidiaries do not contain false material information or facts, nor do they omit material information or facts;
4. We are responsible for the Bank and its subsidiaries internal control system.

This statement has been made truthfully.

Jakarta, 25 January 2023

For and on behalf of the Board of Directors



Jahja Setiaatmadja
President Director

Vera Eve Lim
Director

PT BANK CENTRAL ASIA TBK

Head Office : Menara BCA Grand Indonesia, Jl. M. H. Thamrin No. 1 Jakarta 10310 Tel. (021) 2358-8000 Fax. (021) 2358-8300



INDEPENDENT AUDITORS' REPORT
TO THE SHAREHOLDERS OF

PT BANK CENTRAL ASIA TBK

Opinion

We have audited the consolidated financial statements of PT Bank Central Asia Tbk and its subsidiaries (the "Group"), which comprise the consolidated statement of financial position as at 31 December 2022, and the consolidated statement of profit or loss and other comprehensive income, consolidated statement of changes in equity and consolidated statement of cash flows for the year then ended, and notes to the consolidated financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying consolidated financial statements present fairly, in all material respects, the consolidated financial position of the Group as at 31 December 2022, and its consolidated financial performance and its consolidated cash flows for the year then ended, in accordance with Indonesian Financial Accounting Standards.

Basis for opinion

We conducted our audit in accordance with Standards on Auditing established by the Indonesian Institute of Certified Public Accountants. Our responsibilities under those standards are further described in the Auditors' responsibilities for the audit of the consolidated financial statements paragraph of our report. We are independent of the Group in accordance with the ethical requirements that are relevant to our audit of the consolidated financial statements in Indonesia, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Key audit matters

Key audit matters are those matters that, in our professional judgement, were of most significance in our audit of the consolidated financial statements of the current period. These matters were addressed in the context of our audit of the consolidated financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.

The key audit matters identified in our audit are outlined as follows.

1. Expected Credit Losses ("ECL") – calculation of allowance for impairment losses on loans receivable

As described in Note 2g (significant accounting policies - financial assets and liabilities), Note 3 (use of estimates and judgement), and Note 12 (loans receivable) to the consolidated financial statements, the allowance for impairment losses for loans receivable represents the Group's best estimate of the ECL model under SFAS 71, "Financial Instruments". As at 31 December 2022, the allowance for impairment losses on loans receivable was Rp 33,948 billion.

We focused on this area due to the significance of the carrying value of loans receivable, which represented 53% of the total consolidated assets as at 31 December 2022, and the respective allowance for impairment losses provided against those loans. In determining the ECL, the Group adopted complex models, employed numerous parameters, relied on internal and external data inputs, applied significant judgements and assumptions, and involved the use of estimates.

For non impaired and impaired loans receivable which are not considered individually significant, the Group calculates ECL collectively using a risk parameter model which incorporates several key parameters, including Probability of Default ("PD"), Loss Given Default ("LGD"), Exposure at Default ("EAD"), discount rate, multiple probability weighted scenarios and ECL overlay adjustments, after considering forward-looking factors and other external information.

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For impaired loans receivable, which are considered individually significant, the Group calculates ECL individually by estimating the expected cash flows to be obtained from the loans, including proceeds from the sale of collateral.

How our audit addressed the Key Audit Matter

We have performed the following procedures to address this key audit matter:

- We understood and assessed the design and effectiveness of key controls related to the ECL calculation process. This included assessing the staging classification of loans receivable, testing the internal rating process, examining credit files on sampling basis, and assessing the methodologies applied and significant assumptions used in the ECL models.
- We involved our IT specialists to perform testing over the ECL models, including independently recalculating the ECL, assessing the reliability of data used by testing the completeness and accuracy of the data against the available data of the Group's IT systems.
- We involved our expert to perform statistical testing on the forward-looking models used.
- We evaluated relevant inputs and assumptions used by the Group in the ECL models, both for the individual and collective calculations, by considering the reasonableness of the inputs and assumptions, the models and methodologies used in the calculations, and the forecast of Indonesia's macroeconomic outlook.

2. Operation and controls of financial reporting Information Technology (IT) systems

The Group is heavily reliant on its IT infrastructure, systems and controls for its daily operations and the financial reporting processes of its business. The IT environment of the Group is considered complex due to the number of key financial reporting systems and the interfaces between systems. Given these factors, we consider the operation and controls of financial reporting IT systems of the Group to be a key audit matter.

How our audit addressed the Key Audit Matter

We understood the IT environment and IT controls supporting the financial reporting process. We assessed the effectiveness of the design, implementation and operation of the key IT controls of the relevant systems.

We evaluated and assessed the following:

- Change management controls: The processes and controls used to develop, test and authorise changes to the functionality and configurations within systems;
- User access security controls: The access controls designed to enforce segregation of duties, govern the use of generic and privileged accounts and that data is only changed through authorised means; and
- IT operation related controls: The controls over operations that identify and manage IT operation issues that arise.

We evaluated the relevant IT dependent controls that supported the financial reporting process, which included automated calculations, transaction processing, generation of reports by a system, and the interfaces between the relevant systems. We inspected the relevant system configurations and tested system outputs on a sampling basis.

Other information

Management is responsible for the other information. The other information comprises information included in the annual report but does not include the consolidated financial statements and our auditors' report thereon. The annual report is expected to be made available to us after the date of this auditors' report.

Our opinion on the consolidated financial statements does not cover the other information and we will not express any form of assurance conclusion thereon.

In connection with our audit of the consolidated financial statements, our responsibility is to read the other information identified above when it becomes available and, in doing so, consider whether the other information is

materially inconsistent with the consolidated financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated.

When we read the annual report, if we conclude that there is a material misstatement therein, we are required to communicate the matter to those charged with governance and take appropriate actions in accordance with Standards on Auditing established by the Indonesian Institute of Certified Public Accountants.

Responsibilities of management and those charged with governance for the consolidated financial statements

Management is responsible for the preparation and fair presentation of the 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.

In preparing the consolidated financial statements, management is responsible for assessing the Group's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Group or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Group's financial reporting process.

Auditors' responsibilities for the audit of the consolidated financial statements

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Standards on Auditing will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated financial statements.

As part of an audit in accordance with Standards on Auditing, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit 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 Group's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' report to the related disclosures in the consolidated financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditors' report. However, future events or conditions may cause the Group to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit opinion.



We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide those charged with governance with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.

From the matters communicated with those charged with governance, we determine those matters that were of most significance in the audit of the consolidated financial statements of the current period and are therefore the key audit matters. We describe these matters in our auditors' report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

JAKARTA,
25 January 2023

A handwritten signature in black ink, appearing to read "Jimmy Pangestu", written over a horizontal line.

Jimmy Pangestu, S.E.
License of Public Accountant No. AP.1124



Bank Central Asia
00017/2.1025/AU.1/07/1124-3/1/2023

PT BANK CENTRAL ASIA Tbk AND SUBSIDIARIES

Schedule 1/1

CONSOLIDATED STATEMENTS OF FINANCIAL POSITION

31 DECEMBER 2022 AND 2021

(Expressed in millions of Rupiah, unless otherwise stated)

	Notes	31 December	
		2022	2021
ASSETS			
Cash	2b,2g,4,38,41,44	21,359,509	23,615,635
Current accounts with Bank Indonesia	2b,2g,2i,5,38,41,44	104,110,295	65,785,161
Current accounts with other banks - net of allowance for impairment losses of Rp 743 as of 31 December 2022 (31 December 2021: Rp 537)	2b,2g,2i,6,38,41,44	4,751,916	11,604,834
Placements with Bank Indonesia and other banks - net of allowance for impairment losses of Rp 5,463 as of 31 December 2022 (31 December 2021: Rp 4,132)	2b,2g,2j,7,38,41,44	31,377,152	87,149,005
Financial assets at fair value through profit or loss	2g,2k,8,38,41,44	2,233,129	2,447,163
Acceptance receivables - net of allowance for impairment losses of Rp 315,457 as of 31 December 2022 (31 December 2021: Rp 519,284)	2g,2l,9,38,41,44	15,199,641	10,941,030
Bills receivable - net of allowance for impairment losses of Rp 7,135 as of 31 December 2022 (31 December 2021: Rp 46,661)	2g,10,38,41,44	5,895,907	6,311,972
Securities purchased under agreements to resell - net of allowance for impairment losses of Rp 1,299 as of 31 December 2022 (31 December 2021: Rp 1,243)	2g,2n,11,38,44	153,965,112	147,064,861
Loans receivable - net of allowance for impairment losses of Rp 33,947,518 as of 31 December 2022 (31 December 2021: Rp 32,199,727)	2g,2m,12,38,41,44	9,372,935	8,794,219
Related parties	2ak,48	651,616,069	581,019,359
Third parties			
Consumer financing receivables - net of allowance for impairment losses of Rp 410,229 as of 31 December 2022 (31 December 2021: Rp 784,257)	2g,2o,13,38,44	8,215,427	7,855,976
Finance lease receivables - net of allowance for impairment losses of Rp 1,226 as of 31 December 2022 (31 December 2021: Rp 847)	2g,2p,38,44	121,716	84,145
Assets related to sharia transactions - net of allowance for impairment losses of Rp 482,088 as of 31 December 2022 (31 December 2021: Rp 254,672)	2g,2q	7,094,730	5,993,787
Investment securities - net of allowance for impairment losses of Rp 290,817 as of 31 December 2022 (31 December 2021: Rp 279,432)	2g,2r,14,38,41,44	248,895,166	224,232,416
Prepaid expenses	15	854,599	631,488
Prepaid tax	20a	24,090	28,786
Fixed assets - net of accumulated depreciation of Rp 10,071,161 as of 31 December 2022 (31 December 2021: Rp 8,939,074)	2h,2s,16	24,709,372	22,169,299
Intangible assets - net of accumulated amortisation of Rp 2,305,066 as of 31 December 2022 (31 December 2021: Rp 2,023,666)	2e,2u,17	1,567,120	1,582,292
Deferred tax assets - net	2ah,20h	7,321,331	5,525,516
Other assets - net of allowance for impairment losses of Rp 213 as of 31 December 2022 (31 December 2021: Rp 3,077)	2g,2h,2t		
Related parties	18,41,44		
Third parties	2ak,48	9,216	8,482
		16,037,242	15,499,254
TOTAL ASSETS		1,314,731,674	1,228,344,680

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 2022 AND 2021

(Expressed in millions of Rupiah, unless otherwise stated)

		31 December	
	Notes	2022	2021
LIABILITIES, TEMPORARY SYIRKAH DEPOSITS, AND EQUITY			
LIABILITIES			
Deposits from customers	2g,2v,19,38,41,44		
Related parties	2ak,48	2,412,327	2,730,363
Third parties		1,028,039,456	965,876,381
Sharia deposits	2g,2w	2,825,860	1,620,039
Deposits from other banks	2g,2v,19,38,41,44	7,936,206	10,017,194
Financial liabilities at fair value through profit or loss	2g,2k,8,38,41,44	383,273	55,162
Acceptance payables	2g,2l,9,38,41,44	9,666,648	6,644,294
Securities sold under agreements to repurchase	2g,2n,14,38,41,44 49	255,962	77,021
Debt securities issued	2g,2y,21,38,44,49	-	482,149
Tax payable	2ah,20b	2,373,869	1,819,660
Borrowings	2g,22,38,41,44,49	1,316,951	976,225
Deferred tax liabilities	2ah,20h	9,740	-
Estimated losses from commitments and contingencies	2g,2ab,23,41,44	3,438,349	3,239,171
Accruals and other liabilities	2g,2ab,24,41,44	20,429,778	18,479,001
Post-employment benefits obligation	2ag,39	7,521,225	7,257,098
Subordinated bonds	2g,2z,25,38,44,49	500,000	500,000
TOTAL LIABILITIES		1,087,109,644	1,019,773,758
TEMPORARY SYIRKAH DEPOSITS	2x	6,440,375	5,721,988
EQUITY			
Equity attributable to equity holders of parent entity			
Share capital - par value per share of Rp 12.50 (full amount)			
Authorised capital: 440,000,000,000 shares			
Issued and fully paid-up capital: 123,275,050,000 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,16	10,713,088	9,521,504
Foreign exchange differences arising from translation of financial statements in foreign currency	2f	430,368	377,660
Unrealised gains (losses) on financial assets at fair value through other comprehensive income - net	2g,2r,7,14	1,824,992	6,142,177
Retained earnings			
Appropriated	37	2,826,792	2,512,565
Unappropriated	2ag	198,132,066	177,067,556
Other equity components	2e	1,385	1,385
Total equity attributable to equity holders of parent entity		221,018,606	202,712,762
Non-controlling interest	1d,2e,47	163,049	136,172
TOTAL EQUITY		221,181,655	202,848,934
TOTAL LIABILITIES, TEMPORARY SYIRKAH DEPOSITS, AND EQUITY		1,314,731,674	1,228,344,680

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 2022 AND 2021**
(Expressed in millions of Rupiah, unless otherwise stated)

	Notes	2022	2021
OPERATING INCOME AND EXPENSES			
Interest and sharia income	2ad,2aj,29,48		
Interest income		71,560,606	65,022,846
Sharia income		680,585	604,130
Total interest and sharia income		72,241,191	65,626,976
Interest and sharia expense	2ad,2aj,30,48		
Interest expense		(8,071,113)	(9,288,454)
Sharia expense		(180,569)	(202,947)
Total interest and sharia expense		(8,251,682)	(9,491,401)
NET INTEREST AND SHARIA INCOME		63,989,509	56,135,575
OTHER OPERATING INCOME			
Fee and commission income - net	2ae,31	16,583,605	14,679,637
Net income from transaction at fair value through profit or loss	2af,32	1,287,406	2,772,327
Others		5,615,797	4,885,830
Total other operating income		23,486,808	22,337,794
Impairment losses on assets	2g,33	(4,526,619)	(9,323,995)
OTHER OPERATING EXPENSES			
Personnel expenses	2ag,2aj,34,39,48	(13,651,458)	(13,487,127)
General and administrative expenses	2aj,16,35,48	(15,390,436)	(13,494,571)
Others		(3,440,771)	(3,326,502)
Total other operating expenses		(32,482,665)	(30,308,200)
INCOME BEFORE TAX		50,467,033	38,841,174
INCOME TAX EXPENSE	2ah,20c	(9,711,461)	(7,401,015)
NET INCOME		40,755,572	31,440,159
OTHER COMPREHENSIVE INCOME:			
Items that will not be reclassified to profit or loss:			
Remeasurements of defined benefit obligation	2ag,39	(349,596)	1,667,261
Income tax on remeasurements of defined benefit obligation	2ah	66,252	(316,592)
		(283,344)	1,350,669
Revaluation surplus of fixed assets	2s,16	1,225,786	90
		942,442	1,350,759
Items that will be reclassified to profit or loss:			
Unrealised gains (losses) on financial assets at fair value through other comprehensive income	2j,2r,7,14	(5,329,799)	(1,144,615)
Income tax	2ah	1,011,931	216,194
		(4,317,868)	(928,421)
Foreign exchange differences arising from translation of financial statements in foreign currency	2f	52,708	4,568
		(4,265,160)	(923,853)
OTHER COMPREHENSIVE INCOME, NET OF INCOME TAX		(3,322,718)	426,906
TOTAL COMPREHENSIVE INCOME (Carried forward)		37,432,854	31,867,065

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 2022 AND 2021**
(Expressed in millions of Rupiah, unless otherwise stated)

	<u>Notes</u>	<u>2022</u>	<u>2021</u>
TOTAL COMPREHENSIVE INCOME (Brought forward)		37,432,854	31,867,065
NET INCOME ATTRIBUTABLE TO:			
Equity holders of parent entity		40,735,722	31,422,660
Non-controlling interest	2e,47	19,850	17,499
		40,755,572	31,440,159
COMPREHENSIVE INCOME ATTRIBUTABLE TO:			
Equity holders of parent entity		37,413,477	31,849,276
Non-controlling interest	2e,47	19,377	17,789
		37,432,854	31,867,065
BASIC AND DILUTED EARNINGS PER SHARE ATTRIBUTABLE TO EQUITY HOLDERS OF PARENT ENTITY (full amount)	2ac,36	330	255

The accompanying notes to the consolidated financial statements form an integral part of these consolidated financial statements.

**CONSOLIDATED STATEMENTS OF CHANGES IN EQUITY
FOR THE YEARS ENDED 31 DECEMBER 2022 AND 2021**
(Expressed in millions of Rupiah, unless otherwise stated)

	Notes	2022									
		Attributable to equity holders of parent entity									
		2022									
		Attributable to equity holders of parent entity									
		Issued and fully paid- up capital	Additional paid-in capital	Revaluation surplus of fixed assets	Foreign exchange differences arising from translation of financial statements in foreign currency	Unrealised gains (losses) on financial assets at fair value through other comprehensive income - net	Retained earnings	Other equity components	Total equity attributable to equity holders of parent entity	Non- controlling interest	Total equity
							Appropriated	Unappropriated			
Balance, 31 December 2021		1,540,938	5,548,977	9,521,504	377,660	6,142,177	2,512,565	177,067,556	1,385	136,172	202,848,934
Net income for the year		-	-	-	-	-	-	40,735,722	-	19,850	40,755,572
Revaluation surplus of fixed assets	2s,16	-	-	1,191,584	-	-	-	34,202	-	-	1,225,786
Foreign exchange differences arising from translation of financial statements in foreign currency	2f	-	-	-	52,708	-	-	-	-	-	52,708
Unrealised gain (losses) on financial assets at fair value through other comprehensive income - net	2j,2r,7,14	-	-	-	-	(4,317,185)	-	-	(4,317,185)	(683)	(4,317,868)
Remeasurements of defined benefit liability - net	2ag,2ah,39	-	-	-	-	-	-	(283,554)	-	210	(283,344)
Total comprehensive income for the year		-	-	1,191,584	52,708	(4,317,185)	-	40,486,370	-	19,377	37,432,854
General reserve	37	-	-	-	-	-	314,227	(314,227)	-	-	-
Cash dividends	37	-	-	-	-	-	-	(19,107,633)	-	-	(19,107,633)
Paid-in capital on Subsidiary	47	-	-	-	-	-	-	-	-	7,500	7,500
Balance, 31 December 2022		1,540,938	5,548,977	10,713,088	430,368	1,824,992	2,826,792	198,132,066	1,385	163,049	221,181,655

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
FOR THE YEARS ENDED 31 DECEMBER 2022 AND 2021**
(Expressed in millions of Rupiah, unless otherwise stated)

2021											
Attributable to equity holders of parent entity											
				Foreign exchange differences arising from translation of financial statements in foreign currency	Unrealised gains (losses) on financial assets at fair value through other comprehensive income - net	Retained earnings		Other equity components	Total equity attributable to equity holders of parent entity	Non- controlling interest	Total equity
Notes	Issued and fully paid- up capital	Additional paid-in capital	Revaluation surplus of fixed assets			Appropriated	Unappropriated				
Balance, 31 December 2020	1,540,938	5,548,977	9,521,414	373,092	7,070,825	2,241,254	158,298,441	1,385	184,596,326	118,383	184,714,709
Net income for the year	-	-	-	-	-	-	31,422,660	-	31,422,660	17,499	31,440,159
Revaluation surplus of fixed assets	-	-	90	-	-	-	-	-	90	-	90
Foreign exchange differences arising from translation of financial statements in foreign currency	-	-	-	4,568	-	-	-	-	4,568	-	4,568
Unrealised gains (losses) on financial assets at fair value through other comprehensive income - net	-	-	-	-	(928,648)	-	-	-	(928,648)	227	(928,421)
Remeasurements of defined benefit liability - net	-	-	-	-	-	-	1,350,606	-	1,350,606	63	1,350,669
Total comprehensive income for the year	-	-	90	4,568	(928,648)	-	32,773,266	-	31,849,276	17,789	31,867,065
General reserve	-	-	-	-	-	271,311	(271,311)	-	-	-	-
Cash dividends	-	-	-	-	-	-	(13,732,840)	-	(13,732,840)	-	(13,732,840)
Balance, 31 December 2021	1,540,938	5,548,977	9,521,504	377,660	6,142,177	2,512,565	177,067,556	1,385	202,712,762	136,172	202,848,934

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 2022 AND 2021 (Expressed in millions of Rupiah, unless otherwise stated)

	Notes	2022	2021
CASH FLOWS FROM OPERATING ACTIVITIES			
Receipts of interest and sharia income, fee and commissions		89,720,816	87,630,904
Other operating income		5,595,626	4,787,096
Payments of interest and sharia expenses, fee and commissions		(8,372,338)	(9,606,910)
Payments of post-employment benefits	39	(362,848)	(2,020,877)
Gains from foreign exchange transactions - net		3,083,584	1,488,981
Other operating expenses		(29,944,225)	(27,304,565)
Payment of tantiem to Board of Commissioners and Board of Directors	37	(493,000)	(440,390)
Other increases (decreases) affecting cash:			
Placements with Bank Indonesia and other banks - mature more than 3 (three) months from the date of acquisition		9,776,116	(5,905,153)
Financial assets at fair value through profit or loss		(209,675)	887,455
Acceptance receivables		(4,054,784)	(2,906,339)
Bills receivable		633,297	1,766,963
Securities purchased under agreements to resell		(6,900,307)	(245,707)
Loans receivable		(73,189,294)	(51,043,093)
Consumer financing receivables		(222,986)	(400,472)
Finance leases receivables - net		(38,002)	10,292
Assets related to sharia transactions		(1,456,064)	(840,578)
Other assets		(25,785)	1,059,049
Deposits from customers		55,348,155	133,511,934
Sharia deposits		1,205,821	468,387
Deposits from other banks		(2,241,366)	(206,217)
Acceptance payables		3,022,354	2,244,249
Accruals and other liabilities		2,293,350	1,372,445
Temporary <i>syirkah</i> deposits		718,387	404,360
Net cash provided by (used in) operating activities before income tax		43,886,832	134,711,814
Payment of income tax		(10,107,569)	(8,525,496)
Net cash provided by (used in) operating activities		33,779,263	126,186,318
CASH FLOWS FROM INVESTING ACTIVITIES			
Acquisition of investment securities		(136,240,737)	(128,125,285)
Proceeds from sales of investment securities		150,000	3,656
Proceeds from investment securities that matured during the year		107,010,907	90,154,180
Cash dividends received from investment in shares		46,530	10,034
Acquisition of fixed assets		(2,631,226)	(3,061,820)
Acquisition of right-of-use assets		(723,780)	(243,632)
Proceeds from sale of fixed assets	16	5,320	15,009
Net cash provided by (used in) investing activities		(32,382,986)	(41,247,858)

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 2022 AND 2021
(Expressed in millions of Rupiah, unless otherwise stated)

	Notes	2022	2021
CASH FLOWS FROM FINANCING ACTIVITIES			
Payment of debt securities issued	21,49	(483,000)	(110,000)
Proceeds from borrowings		23,546,543	7,227,273
Payment of borrowings		(23,237,805)	(7,559,654)
Proceed from increase of non-controlling interest	47	7,500	-
Payment of cash dividends	37	(19,107,633)	(13,732,840)
Proceeds from securities sold under agreements to repurchase		1,490,501	674,374
Payment of securities sold under agreements to repurchase		(1,332,322)	(597,382)
Net cash provided by (used in) financing activities		(19,116,216)	(14,098,229)
NET INCREASE (DECREASE) IN CASH AND CASH EQUIVALENTS			
		(17,719,939)	70,840,231
CASH AND CASH EQUIVALENTS, BEGINNING OF YEAR		177,268,685	106,271,237
EFFECT OF FOREIGN EXCHANGE RATE FLUCTUATIONS ON CASH AND CASH EQUIVALENTS		873,625	157,217
CASH AND CASH EQUIVALENTS, END OF YEAR		160,422,371	177,268,685
Cash and cash equivalents consist of:			
Cash	4	21,359,509	23,615,635
Current accounts with Bank Indonesia	5	104,110,295	65,785,161
Current accounts with other banks	6	4,752,659	11,605,371
Placements with Bank Indonesia and other banks - mature within 3 (three) months or less from the date of acquisition	7	30,199,908	76,262,518
Total cash and cash equivalents		160,422,371	177,268,685

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 2022 AND 2021

(Expressed in millions of Rupiah, unless otherwise stated)

1. GENERAL

a. Establishment and general information of the Bank

PT Bank Central Asia Tbk ("Bank") was established in the Republic of Indonesia based on the Deed of Establishment No. 38 dated 10 August 1955, drawn up before Raden Mas Soeprapto, Deputy Notary in Semarang under the name "N.V. Perusahaan Dagang Dan Industrie Semarang Knitting Factory". This deed has been approved by the Minister of Justice based on stipulation No. J.A.5/89/19 dated 10 October 1955 and announced in State Gazette No. 62 dated 3 August 1956, Supplement No. 595. Since its establishment, the name of the Bank has been changed several times, and the name change to PT Bank Central Asia based on the Deed of Amendment to the Articles of Association No. 144 dated 21 May 1974, made before Wargio Suhardjo, S.H., substitute for Notary Ridwan Suselo, Notary in Jakarta.

The Bank's Articles of Association have been amended several times in accordance with:

- a. The Bank's changed its status from a private company to publicly-listed company based on the Deed of Amendment to the Articles of Association No. 62 dated 29 December 1999, made by Notary Hendra Karyadi, S.H., which has been 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 Official Gazette (*Berita Negara*) of the Republic of Indonesia No. 30, dated 14 April 2000, Supplement No. 1871;
- b. Law No. 40 of 2007 on Limited Liability Companies, and Capital Market and Financial Institution Supervisory Agency ("Bapepam-LK") Regulation No. IX.J.1 on The Principle of the Company's Articles of Association that performs Public Offering of Securities Issued and Public Company, Appendix of decree of the Head of Bapepam-LK No. Kep-179/BL/2008 dated 14 May 2008 as stated in the Deed of Statement of Meeting Resolution No. 19, dated 15 January 2009, made by Doktor Irawan Soerodjo, S.H., M.Si., Notary in Jakarta, which has been approved by the Minister of Law and Human Rights of the Republic of Indonesia in decision letter No. AHU-12512.AH.01.02. Year 2009, dated 14 April 2009;
- c. Regulation of Financial Services Authority ("POJK") No.32/POJK.04/2014 on the Planning and Organisation of General Meeting of Shareholders of Public Limited Companies and POJK No.33/POJK.04/2014 on the Board of Directors and the Board of Commissioners of Issuers or Public Companies, as stated in the Deed of Statement of Meeting Resolution No. 171, dated 23 April 2015, made by Dr. Irawan Soerodjo, S.H., M.Si., Notary in Jakarta, the notification of the amendment of such Articles of Association has been received and recorded in the Legal Entities Administrative System, Minister of Law and Human Rights of the Republic of Indonesia as stated in letter No. AHU-AH.01.03-0926937, dated 23 April 2015.

Bank's Articles of Association has been amended and restated as stated in the Deed of Statement of Meeting Resolution No. 145, dated 24 August 2020, made by Christina Dwi Utami S.H., M.Hum., M.Kn., Notary in West Jakarta, the notification of the amendment of such Articles of Association has been received and recorded in the Legal Entities Administrative System, Minister of Law and Human Rights of the Republic of Indonesia as stated in its letter No. AHU-AH.01.03-0383825 dated 8 September 2020, furthermore amended by the Deed of Statement of Meeting Resolution No. 218, dated 27 September 2021, made by Christina Dwi Utami S.H., M.Hum., M.Kn., Notary in West Jakarta, the notification of the amendment of the Bank's Articles of Association has been received and recorded in the Legal Entities Administrative System, Minister of Law and Human Rights of the Republic of Indonesia as stated in its decision letter No. AHU-AH.01.03-0453543 dated 27 September 2021.



PT BANK CENTRAL ASIA Tbk AND SUBSIDIARIES

Schedule 5/2

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

31 DECEMBER 2022 AND 2021

(Expressed in millions of Rupiah, unless otherwise stated)

1. GENERAL (continued)

a. Establishment and general information of the Bank (continued)

According to with Article 3 of the Bank's Articles of Association, the purpose and objective of the Bank is to operate 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 a license to conduct business as a commercial bank 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 Central Jakarta with its head office located at Jalan M.H. Thamrin No. 1. As of 31 December 2022 and 2021, the number of branches and representative offices owned by the Bank was as follows:

	2022	2021
Domestic branches ^{*)}	1,247	1,242
Overseas representative offices	2	2
	<u>1,249</u>	<u>1,244</u>

^{*)} including cash sub-branches

The domestic branches are located in major business centres all over Indonesia. The overseas representative offices are located in Hong Kong and Singapore.

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, reduced by (iii) the excess of outstanding Liquidity Assistance (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 fulfil 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.

PT BANK CENTRAL ASIA Tbk AND SUBSIDIARIES

Schedule 5/3

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

31 DECEMBER 2022 AND 2021

(Expressed in millions of Rupiah, unless otherwise stated)

1. GENERAL (continued)

c. Bank's shares and subordinated bonds

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).

Extraordinary General Meeting of Shareholders ("EGMS") dated 12 April 2001 (deed of minutes of EGMS No. 25 dated 12 April 2001 made by Hendra Karyadi, S.H., Notary in Jakarta) approved the stock split of the Bank's shares, from Rp 500 (full amount) per share split into 2 (two) shares with a nominal value of Rp 250 (full amount) per share, and agreed to increase/addition of issued and paid up capital of Rp 73,599,650,000 through the Share Based Management Compensation Program ("MSOP "). Amendments to the Bank's articles of association related to the stock split as stated in the Deed of Statement of Meeting Resolutions No. 30 dated 12 April 2001, made by Hendra Karyadi, S.H., Notary in Jakarta, whereby the report on the Amendment to the Articles of Association has been received and recorded by the Department of Justice and Human Rights, as stated in its letter No. C-4805 HT.01.04-TH.2001, dated 18 April 2001.

Based on the Letter of the Chairman of the Capital Market Supervisory Agency No. S-1611/PM/2001 dated 29 June 2001, the Bank re-offer 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.

Annual General Meeting of Shareholders ("GMS") dated 6 May 2004 (Deed of minutes of Annual GMS No. 16 dated 6 May 2004 made by Notary Hendra Karyadi, S.H., Notary in Jakarta) has approved the split of the nominal value of the Bank's shares of Rp 250 (full amount) per share split into 2 (two) Bank shares with a nominal value of Rp 125 (full amount) per share. Amendments to the Bank's Articles of Association related to the stock split as stated in the Notarial Deed of Hendra Karyadi, S.H., Notary in Jakarta, No. 40 dated 18 May 2004, the report of which has been received and recorded in the *Sistem Administrasi Badan Hukum* ("Sisminbakum") Database, Directorate General of General Legal Administration, Ministry of Justice and Human Rights of the Republic of Indonesia No. C-13176HT.01.04.TH.2004 dated 26 May 2004.

EGMS dated 26 May 2005 (Deed of minutes of EGMS No. 42 dated 26 May 2005 made by Notary Hendra Karyadi, S.H., Notary in Jakarta) has approved the buy back shares by the Bank, provided that the buy back shares are approved by Bank Indonesia, the number of shares to be bought back does not exceed 5% (five percent) of the total number of shares the Bank has issued until 31 December 2004, in total 615,160,675 shares and the total fund for share buyback does not exceed Rp 2,153,060. With the Letter No. 7/7/DPwB2/PwB24/Rahasia dated 16 November 2005, Bank Indonesia has no objection on the Bank's plan to buy back its shares.



PT BANK CENTRAL ASIA Tbk AND SUBSIDIARIES

Schedule 5/4

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

31 DECEMBER 2022 AND 2021

(Expressed in millions of Rupiah, unless otherwise stated)

1. GENERAL (continued)

c. Bank's shares and subordinated bonds (continued)

Bank's Shares (continued)

EGMS dated 15 May 2007 (Deed of minutes of EGMS No. 6 dated 15 May 2007 drawn up by Notary Hendra Karyadi, S.H., Notary in Jakarta) has approved the buy back of the Bank's shares phase II, provided that the buy back shares has been approved by Bank Indonesia and carried out from time to time for 18 (eighteen) months from the date of the meeting, the number of shares to be repurchased does not exceed 1% (one percent) of the total shares issued by the Bank until 27 April 2007 or a total of 123,275,050 shares, and the amount of funds to buy back shares does not exceed Rp 678,013. With the Letter No. 9/160/DPB 3/TPB 3-2 dated 11 October 2007, the Bank has obtained approval from Bank Indonesia regarding to the phase II of share buy back.

EGMS on 28 November 2007 (Deed of minutes of EGMS No. 33 dated 28 November 2007 made by Notary Hendra Karyadi, S.H., Notary in Jakarta), has approved the split of the Bank's shares of Rp 125 (full amount) per share split into 2 (two) Bank shares with a nominal value of Rp 62.50 (full amount) per share. Amendments to the Bank's Articles of Association regarding the stock split as stated in the Deed of Statement of Meeting Resolutions No. 6 dated 11 December 2007 drawn up before Notary Hendra Karyadi, S.H., Notary in Jakarta whose receipt of notification has been received and recorded by the Ministry of Justice and Human Rights of the Republic of Indonesia, as stated in its letter No. AHU-AH.01.10-0247 dated 3 January 2008.

Based on Letter No. 038/IQ-ECM/LTR/HFJ/XI/2008.TRIM dated 26 November 2008, the buy back of shares stage II for the period of 11 February 2008 to 13 November 2008 had been performed with the number of shares bought back in total of 397,562 lot or 198,781,000 shares at the average acquisition cost of Rp 3,106.88 (full amount) per share. Therefore, the total shares bought back as of 13 November 2008 were 289,767,000 shares with a total amount of Rp 808,585.

On 7 August 2012, the Bank sold 90,986,000 shares of its treasury stocks at Rp 7,700 (full amount) per share, with total net sales amounted to Rp 691,492. The difference between the acquisition costs and the selling price of treasury stocks amounted to Rp 500,496 was recorded as "additional paid-in capital from treasury stock transactions", which is part of additional paid-in capital (Note 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 (Note 27). As of 31 December 2013, the Bank did not have any treasury stocks.

PT BANK CENTRAL ASIA Tbk AND SUBSIDIARIES

Schedule 5/5

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

31 DECEMBER 2022 AND 2021

(Expressed in millions of Rupiah, unless otherwise stated)

1. GENERAL (continued)

c. Bank's shares and subordinated bonds (continued)

Bank's Shares (continued)

EGMS on 23 September 2021 (minutes of EGMS No. 178 dated 23 September 2021 made by Notary Christina Dwi Utami S.H., M.Hum., M.Kn., Notary in West Jakarta), approved to conduct a stock split of the Bank's shares from Rp 62.50 (full amount) split into 5 Bank's shares with nominal value Rp 12.50 (full amount) per share. The Amendment of the Bank's Articles of Association regarding such stock split stated in the Deed of Statement of Meeting Resolution No. 218 dated 27 September 2021 made by Notary Christina Dwi Utami S.H., M.Hum., M.Kn., Notary in West Jakarta, whose notification has been received and recorded by the Minister of Law and Human Rights of the Republic of Indonesia, as stated in the Letter No. AHU-AH.01.03-0453543 dated 27 September 2021. Starting 13 October 2021, the Bank's shares recorded in Indonesia Stock Exchange after stock split is 122,042,299,500 shares with nominal value Rp 12.50 (full amount) per share.

The Bank's immediate parent company is PT Dwimuria Investama Andalan, which was incorporated in Indonesia, the owner of 54.94% of Bank's shares as of 31 December 2022 and 2021. The ultimate shareholders of the Bank are Mr. Robert Budi Hartono and Mr. Bambang Hartono.

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 Trusteeship Agreement of Bank Central Asia Continuous Subordinated Bonds I Phase I Year 2018 with PT Bank Rakyat Indonesia (Persero) Tbk (act as the Bond's Trustee) as stated in Deed of Trusteeship Agreement of Bank Central Asia Continuous Subordinated Bonds I Phase I Year 2018 No. 27 dated 22 March 2018, made by Aulia Taufani, S.H., Notary in Jakarta. This agreement underwent several amendments, as stated in Deed of Amendment I No. 5 dated 5 June 2018 and Amendment II No. 2 dated 3 July 2018.

As of 31 December 2022 and 2021, 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 Indonesia Stock Exchange (Note 25).



PT BANK CENTRAL ASIA Tbk AND SUBSIDIARIES

Schedule 5/6

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
31 DECEMBER 2022 AND 2021

(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 2022 and 2021, were as follows:

Name of the Company	Year of starting the commercial operation	Type of business	Domicile	Percentage of ownership		Total assets	
				2022	2021	2022	2021
PT BCA Finance	1981	Investment financing, working capital financing, multipurpose financing, operating lease, other financing activities based on approval from authorised agency	Jakarta	100%	100%	8,496,916	8,379,515
BCA Finance Limited	1975	Money lending and remittance	Hong Kong	100%	100%	1,449,430	930,235
PT Bank BCA Syariah	1991	Sharia banking	Jakarta	100%	100%	12,671,668	10,642,153
PT BCA Sekuritas	1990	Securities brokerage dealer and underwriter for issuance of securities	Jakarta	90%	90%	1,238,341	1,263,809
PT Asuransi Umum BCA	1988	General or loss insurance	Jakarta	100%	100%	2,431,927	2,305,472
PT BCA Multi Finance	2010	Investment financing, working capital financing, multipurpose financing, operating lease, other financing activities based on approval from authorised agency	Jakarta	100%	100%	1,528,916	1,253,713
PT Asuransi Jiwa BCA	2014	Life insurance	Jakarta	90%	90%	2,347,921	1,930,213
PT Central Capital Ventura	2017	Venture capital	Jakarta	100%	100%	480,619	405,681
PT Bank Digital BCA	1965	Banking	Jakarta	100%	100%	11,054,851	5,835,312

PT BCA Finance

PT BCA Finance, a company domiciled in Indonesia and located at Wisma BCA Pondok Indah, 2nd Floor, Jalan Metro Pondok Indah No. 10, South Jakarta, is engaged in investment financing, working capital financing, multipurpose financing, operating lease, other financing activities based on approval from authorised agency.

PT BCA Finance was established in 1981 under the name of PT Central Sari Metropolitan Leasing Corporation ("CSML"). At its inception, the shareholders of CSML were PT Bank Central Asia and Japan Leasing Corporation.

In 2001, PT Central Sari Metropolitan Leasing Corporation changed its name to PT Central Sari Finance ("CSF"), followed by the change in the composition of its shareholders, where PT Bank Central Asia Tbk became the majority shareholder, and the change in its business focus to motor vehicles financing activities, particularly in vehicles with four or more wheels. Further, based on the Decision Letter of Minister of Law and Human Rights of the Republic of Indonesia No. C-08091 HT.01.04.TH.2005 dated 28 March 2005, PT Central Sari Finance's name was changed to PT BCA Finance.

PT BANK CENTRAL ASIA Tbk AND SUBSIDIARIES

Schedule 5/7

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS 31 DECEMBER 2022 AND 2021

(Expressed in millions of Rupiah, unless otherwise stated)

1. GENERAL (continued)

d. The Subsidiaries (continued)

BCA Finance Limited

BCA Finance Limited, a company domiciled in Hong Kong and located at The Center, 47th Floor, Unit 4707, 99 Queen's Road Central, Hong Kong, is engaged in money lending and remittance and has been operated commercially since 1975.

PT Bank BCA Syariah

PT Bank BCA Syariah, a company domiciled in Indonesia and located at Jalan Raya Jatinegara Timur No. 72, East Jakarta, is engaged in sharia banking activities and has been operated commercially since 1991.

Based on the Deed of Resolutions in lieu of General Meeting of Shareholders of PT Bank UIB No. 49, of Notary Ny. Pudji Redjeki Irawati, S.H., dated 16 December 2009, PT Bank UIB changed its business activities to become sharia bank and changed its name to PT Bank BCA Syariah. The deed of amendment was approved by the Minister of Justice of the Republic of Indonesia in its Decision Letter No. AHU-01929.AH.01.02 dated 14 January 2010.

The change in business activities of this subsidiary from conventional bank into sharia bank was approved by the Governor of Bank Indonesia through its Decision Letter No. 12/13/KEP.GBI/DpG/2010 dated 2 March 2010. Through this approval, on 5 April 2010, PT Bank BCA Syariah officially operated as a sharia bank.

On 10 December 2020, PT Bank BCA Syariah entered into a merger with PT Bank Interim Indonesia, a company domiciled in Jakarta. The decision on the merger is stated in Deed No. 65 made by Notary Christina Dwi Utami S.H., M.Hum., M.Kn., Notary in Jakarta, dated 16 November 2020.

1. Merger plan of PTBank BCA Syariah and PT Bank Interim Indonesia, in which PT Bank BCA Syariah will act as the beneficiary bank.
2. Compile the merger plan.
3. Approve the stock split of the Bank in accordance with the merger plan, where 1 share will be split into 1,000 shares so that the nominal value of the Bank's shares, which was originally Rp 1,000,000 (one million Rupiah) for each share, becomes Rp 1,000 (one thousand Rupiah) for each share.
4. Approved the increase in issued and paid-up capital in relation to the merger by issuing 258,883,207 new shares so that the total number of outstanding shares was 2,255,183,207 shares. The new shares will be allocated to shareholders of PT Bank Interim Indonesia consist of PT Bank Central Asia Tbk will get 258,883,137 shares and PT BCA Finance will get 70 shares.

The deed of amendment was approved by the Minister of Law and Human Rights of the Republic of Indonesia in its Decision Letter No. AHU-AH.01.10-0012509, dated 10 December 2020.

**PT BANK CENTRAL ASIA Tbk AND SUBSIDIARIES****Schedule 5/8****NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS****31 DECEMBER 2022 AND 2021**

(Expressed in millions of Rupiah, unless otherwise stated)

1. GENERAL (continued)**d. The Subsidiaries (continued)****PT BCA Sekuritas**

PT BCA Sekuritas, a company domiciled in Indonesia and located at Menara BCA, Grand Indonesia, 41st Floor, Suite 4101, Jalan M.H. Thamrin No. 1, Jakarta, is engaged as securities brokerage dealer and underwriter for issuance of securities since 1990.

On 2 October 2012, based on the Deed of Minutes of Extraordinary General Meeting of Shareholders of PT Dinamika Usaha Jaya No. 5, made by Notary Dr. Irawan Soerodjo, S.H., M.Si., PT Dinamika Usaha Jaya changed its name to PT BCA Sekuritas. This Amendment was approved by the Minister of Law and Human Rights of the Republic of Indonesia in its Decision Letter No. AHU-54329.AH.01.02 dated 22 October 2012.

PT Asuransi Umum BCA

PT Asuransi Umum BCA, a company domiciled in Indonesia and located at Sahid Sudirman Center Building, 10th Floor, Unit E, F, G, H Jalan Jenderal 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, made by Notary 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

PT BCA Multi 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 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 made by Notary 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 the Republic of Indonesia in its Decision Letter No. AHU-0029530.AH.01.02 dated 29 May 2019.

PT BANK CENTRAL ASIA Tbk AND SUBSIDIARIES

Schedule 5/9

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

31 DECEMBER 2022 AND 2021

(Expressed in millions of Rupiah, unless otherwise stated)

1. GENERAL (continued)

d. The Subsidiaries (continued)

PT Asuransi Jiwa BCA

PT Asuransi Jiwa BCA, a company domiciled in Indonesia and located at Chase Plaza Building, 22nd floor, Jalan Jenderal Sudirman Kav 21, Jakarta 12920, is engaged in life insurance activities, including life insurance with sharia principle.

PT Asuransi Jiwa BCA was incorporated in the Republic of Indonesia with Deed of Notary Dr. Irawan Soerodjo, S.H., M.Si., dated 16 October 2013 No. 90. This 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 ("OJK") through Decision Letter No. KEP-91/D.05/2014 dated 14 July 2014.

PT Central Capital Ventura

PT Central Capital Ventura, a company domiciled in Indonesia and located at Office 8 Building, 16th floor, Unit F, SCBD Lot 28, Jalan Jenderal Sudirman Kav 52-53, Kelurahan Senayan, Kecamatan Kebayoran Baru, South Jakarta, is engaged in venture capital activities.

PT Central Capital Ventura was incorporated in the Republic of Indonesia with Deed of Notary Veronica Sandra Irawaty Purnadi, S.H., dated 25 January 2017 No. 15. This deed 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 No. KEP-39/D.05/2017 dated 19 June 2017.

PT Bank Digital BCA

PT Bank Digital BCA, 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 Digital BCA was established under the name of PT Bank Rakjat Parahyangan based on Notarial Deed No. 35 of Notary R. Soerojo Wongsowidjojo, S.H., dated 25 October 1965. Based on Amendments to the Articles of Association No. 19 dated 21 August 1982, of Notary R. Soerojo Wongsowidjojo, S.H., PT Bank Rakjat Parahyangan changed its name to PT Bank Pasar Rakyat Parahyangan. The deed of establishment was approved by Ministry of Justice of the Republic of Indonesia in its Decision Letter No. C2-1092-HT.01.01.TH.82 dated 3 September 1982.

In 1990, based on the Deed of Resolution of PT Bank Pasar Rakyat Parahyangan No. 68 dated 8 January 1990, made by Notary Misahardi Wilamarta, S.H., PT Bank Pasar Rakyat Parahyangan changed its name to PT Bank Royal Indonesia, with status and activity of conventional Bank, and the location changed to Jakarta.

PT Bank Royal Indonesia obtained its conventional banking license from the Minister of Finance of the Republic of Indonesia through its letter No. 1090/KMK.013/090 dated 12 September 1990 and as foreign currency trader from Bank Indonesia through its letter No. 30/182/UOPM dated 13 November 1997 which was extended through Decree of Banking Licensing and Information of Bank Indonesia No. 5/7/KEP.Dir.PIP.2003 dated 24 December 2003, as set out in Letter of Bank Indonesia No. 10/449/DPIP/Prz dated 2 May 2008.



PT BANK CENTRAL ASIA Tbk AND SUBSIDIARIES

Schedule 5/10

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

31 DECEMBER 2022 AND 2021

(Expressed in millions of Rupiah, unless otherwise stated)

1. GENERAL (continued)

d. The Subsidiaries (continued)

PT Bank Digital BCA (continued)

Based on the deed of Minutes of Extraordinary General Meeting of Shareholders of PT Bank Central Asia No. 62 dated 20 June 2019, made by Notary Christina Dwi Utami, S.H., M.Hum., M.Kn., the Bank has decided to acquire PT Bank Royal Indonesia.

Acquisition of PT Bank Royal Indonesia was approved by Financial Services Authority ("OJK") through its Letter No. SR-60/PB.33/2019 dated 22 October 2019.

Based on the Deed of Minutes of Extraordinary General Meeting of PT Bank Royal Indonesia No. 308 dated 31 October 2019, of Notary 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. This deed was approved by the Minister of Law and Human Rights of the Republic of Indonesia in its Decision Letter No. AHU-AH.01.03-0356474 dated 7 November 2019.

Based on the Deed of Resolutions of Shareholders of PT Bank Royal Indonesia No. 37 dated 2 April 2020, made by Notary Sakti Lo, S.H., Notary in Jakarta, PT Bank Royal Indonesia changed its name to PT Bank Digital BCA. The deed of Amendment was approved by the Minister of Law and Human Rights of the Republic of Indonesia in its Decision Letter No. AHU-0027414.AH.01.02 dated 2 April 2020.

e. Board of Commissioners and Board of Directors

The compositions of the Bank's management as of 31 December 2022 and 2021 are as follows:

	<u>2022</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	: Gregory Hendra Lembong
Director	: Tan Ho Hien/Subur Tan
Director	: Rudy Susanto
Director (concurrently serving as Director in charge of the Compliance Function)	: Lianawaty Suwono
Director	: Santoso
Director	: Vera Eve Lim
Director	: Haryanto Tiara Budiman
Director	: Frengky Chandra Kusuma
Director	: John Kosasih
Director	: Antonius Widodo Mulyono

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Schedule 5/11

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

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(Expressed in millions of Rupiah, unless otherwise stated)

1. GENERAL (continued)

e. Board of Commissioners and Board of Directors (continued)

The compositions of the Bank's management as of 31 December 2022 and 2021 are as follows: (continued)

The composition of the Board of Commissioners and Board of Directors of the Bank as evident in the Deed of Statement of Resolutions of Shareholders' Meeting of PT Bank Central Asia Tbk No. 33 dated 10 May 2022 drawn up before Christina Dwi Utami, S.H., M.Hum., M.Kn., a Notary of the Municipality of West Jakarta which notice of amendment of corporate data has been received and recorded in the Corporate Entities Administrative System, Ministry of Law and Human Rights of The Republic of Indonesia, as evident in the letter No. AHU-AH.01.09-0011476 dated 11 May 2022.

	2021
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	: Suwignyo Budiman
Deputy President Director	: Armand Wahyudi Hartono
Director	: Tan Ho Hien/Subur Tan
Director	: Rudy Susanto
Independent Director	: Lianawaty Suwono
Director	: Santoso
Director	: Vera Eve Lim
Director (concurrently serving as Director in charge of the Compliance Function)	: Haryanto Tiara Budiman
Director	: Gregory Hendra Lembong
Director	: Frengky Chandra Kusuma
Director	: John Kosasih

The composition of the Board of Commissioners and Board of Directors of the Bank as evident in the Deed of Statement of Resolutions of Shareholders' Meeting of PT Bank Central Asia Tbk No. 22 dated 4 June 2021 made before Christina Dwi Utami, S.H., M.Hum., M.Kn., a Notary of the Municipality of West Jakarta.

f. Audit Committee

The Bank's Audit Committee as of 31 December 2022 and 2021 are as follows:

Chairman	: Sumantri Slamet
Member	: Rallyati A. Wibowo
Member	: Fanny Sagitadewi

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.

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31 DECEMBER 2022 AND 2021**

(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 2022 and 2021 is as follows:

Internal Audit Division Head : Ayna Dewi Setianingrum

The Corporate Secretary of the Bank as of 31 December 2022 and 2021 is as follows:

Corporate Secretary : Raymon Yonarto

h. Number of employees

As of 31 December 2022 and 2021, the Bank and Subsidiaries had 25,179 and 25,370 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 under Ministry of Finance to Capital Market and Financial Institutions Agency section under 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 25 January 2023.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

The significant accounting policies applied by the Bank and its Subsidiaries (the "Group") in the preparation of its consolidated financial statements are consistent with those of the consolidated financial statements for the year ended 31 December 2022 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 Financial Statements for Issuers or Public Companies".

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NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

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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 Bank's functional currency. Except as otherwise stated, the financial information presented has been rounded to the nearest million of Rupiah.

The consolidated financial statements prepared under the historical cost concept, except for fixed assets - land, financial assets at fair value through other comprehensive income, and financial assets and liabilities (including derivative instruments) at fair value through profit or loss, which are measured at fair value.

The consolidated financial statements have been prepared based on the accrual basis, except for the consolidated statements of cash flows.

The consolidated statements of cash flows present the changes in cash and cash equivalents from operating, investing and financing activities, and are prepared using the direct method. For the purpose of the presentation of the consolidated statements of cash flows, cash and cash equivalents consist of cash, current accounts with Bank Indonesia, current accounts with other banks, placements with Bank Indonesia and other banks mature within 3 (three) months or less from the date of acquisition, as long as they are not being pledged as collateral for borrowings nor restricted.

c. Use of judgments, estimates and assumptions

The preparation of consolidated financial statements in conformity with Indonesian Financial Accounting Standards ("SFAS") requires management to make judgments, estimates and assumptions that affect the application of accounting policies and the reported amounts of assets, liabilities, income and expenses. Although these estimates are based on management's best knowledge of current events and activities, actual results may differ from prior estimates.

In order to provide better understanding of the financial performance of the Group, due to the significance of their nature and amount, several items of income or expenses have been presented separately.

Estimations 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 5/14****NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS****31 DECEMBER 2022 AND 2021**

(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 amendments and interpretations which were effective on or after 1 January 2022 as follows:

- Amendments to SFAS 22 "Business Combinations";
- Amendments to SFAS 57 "Provisions, Contingent Liabilities and Contingent Assets regarding Onerous Contracts - The Cost of Fulfilling the Contract";
- Annual improvements SFAS 71 "Financial Instruments";
- Annual improvements SFAS 73 "Leases";
- SFAS 24 Press Release "Employee Benefits";
- Amendment of SFAS 71 "Financial instrument", Amendment of SFAS 60 "Financial instrument: Disclosure", Amendment of SFAS 62 "Insurance contract", Amendment of SFAS 73 "Lease regarding Interest Rate Benchmark Reform - Phase 2".

The adoption of these amended and interpretations of the above standards did not result in substantial changes to the Group's accounting policies and had no material impact to the consolidated financial statements for current period or prior financial years.

SFAS 24 Press Release "Employee Benefits"

Regarding the DSAK IAI press release "Compensation Attribution in the Service Period" in April 2022, the Group changed the policy related to the attribution of pension compensation in the service period in accordance with the provisions in SFAS 24 for the general fact pattern of pension programs based on the UU Cipta Kerja No. 11/2020 and PP 35/2021. The impact of the change in calculation is immaterial to the Group, therefore the impact of the changes is recorded entirely in the Bank's consolidated financial statements for the current period (Note 34).

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, PT Asuransi Jiwa BCA, PT Central Capital Ventura and PT Bank Digital BCA together known as the "Group").

Subsidiaries are all 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.

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NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

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2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

e. Basis of consolidation (continued)

The Group applies the acquisition method to account for business combinations. The consideration transferred for the acquisition of a Subsidiary is the fair value of the assets transferred, the liabilities incurred to the former owners of the acquiree and the equity interests issued by the Group. The consideration transferred includes the fair value of any asset or liability resulting from a contingent consideration arrangement. Identifiable assets acquired and liabilities and contingent liabilities assumed in a business combination was measured initially at their fair values at the acquisition date.

All material intercompany transactions in the Group, balances, gains and losses are eliminated.

The Group recognises any non-controlling interest in the acquiree on a acquisition-by-acquisition basis, either at fair value or at the non-controlling interest's proportionate share of the acquiree's net assets. Non-controlling interest is reported as equity in the consolidated statements of financial position, separated from the owner of the parent's equity. Non-controlling interest is recognised at the date of business combination.

The excess of the consideration transferred, the amount of any non-controlling interest in the acquiree and the fair value at the acquisition date of any previous equity interest in the acquiree over the fair value of the net identifiable assets acquired is recorded as goodwill. If those amounts are less than the fair value of the net identifiable assets of the business acquired, in the case of a bargain purchase, the difference is recognised directly in the consolidated statements of profit or loss and other comprehensive income.

Any contingent consideration to be transferred by the Group is recognised at fair value at the acquisition date. Subsequent changes to the fair value of the contingent consideration that is deemed to be an asset or liability is recognised in accordance with SFAS 71 "Financial Instrument: Recognition and Measurement" in the consolidated statements of profit or loss and other comprehensive income. 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.

Non-controlling interests are presented in equity in the consolidated statements of financial position, separated from equity, which can be attributed to the owner, and expressed as the proportion of non-controlling shareholders for current year earnings and equity that can be attributed to non-controlling interests based on ownership percentage of non-controlling shareholders in the Subsidiary.

If the Group loses control of a Subsidiary, the Group:

- Derecognises the assets and liabilities of the former Subsidiary from the consolidated statements of financial position;
- Recognises any investment retained in the former Subsidiary at fair value on the date when control is lost and subsequently accounts for it and for any amounts owed by or to the former Subsidiary in accordance with the relevant financial accounting standard; and
- Recognises the gain or loss associated with the loss of control attributable to the former controlling interest.

**PT BANK CENTRAL ASIA Tbk AND SUBSIDIARIES****Schedule 5/16****NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS****31 DECEMBER 2022 AND 2021**

(Expressed in millions of Rupiah, unless otherwise stated)

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)**e. Basis of consolidation (continued)**

Changes affected the Bank's ownership interest and equity of Subsidiary that do not result in the loss of control are accounted for as equity transactions and presented as other equity components within equity in the consolidated statements of financial position.

Business combination of entities under common control transactions, such as transfer of business in relation to reorganisation of entities within the same business group, is not a change of ownership in terms of economic substance, therefore such transaction cannot generate any gains or losses for the Group as a whole as well as the individual entity within the business group.

Business combination of entities under common control transactions, according to SFAS No. 38, "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.

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 closing 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.

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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 statements of profit or loss.

The foreign currency gain or loss on monetary items is the difference between amortised cost at Rupiah at the beginning of the year as adjusted for effective interest rate and payments during the year, and the amortised cost measured in foreign currency translated into Rupiah at the exchange rate at the end of the year.

Summarised below are the major exchange rates as of 31 December 2022 and 2021, using Reuters middle rate at 16:00 WIB (full amount of Rupiah):

	Foreign currencies	2022	2021
1	United States Dollar (USD)	15,567.5	14,252.5
1	Australian Dollar (AUD)	10,557.9	10,346.6
1	Singapore Dollar (SGD)	11,592.9	10,554.7
1	Hong Kong Dollar (HKD)	1,996.6	1,828.0
1	Great Britain Poundsterling (GBP)	18,786.1	19,250.9
100	Japanese Yen (JPY)	11,781.0	12,377.0
1	Euro (EUR)	16,581.7	16,112.5

g. Financial assets and liabilities

g.1. Financial assets

In accordance with SFAS 71, the Group classifies its financial assets in the following categories: (a) financial assets measured at amortised cost, (b) financial assets at fair value through other comprehensive income, and (c) financial assets at fair value through profit or loss.

The Group uses 2 (two) basis to classify its financial assets which are group business model in managing financial assets and contractual cash flow characteristics solely payment of principal and interest ("SPPI") from its financial assets.

Business model assessment

The Group determines its business model based on the level of most reflects how groups of financial assets are managed to achieve business objective.



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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)

Business model assessment (continued)

The Group business model are not assessed based on each of its instrument, but at portfolio level in higher aggregate and based on the following factors:

- How the performance of the business model and the financial assets held within that business model are evaluated and reported to key management personnel;
- The risks that affect the performance of the business model (and the financial assets held within that business model) and, in particular, the way those risks are managed;
- How managers of the business are compensated (for example, whether the compensation is based on the fair value of the assets managed or on the contractual cash flows collected);
- Frequency, amount, and expected selling time, are also important aspects from Group assessment.

Business model assessment is based on a reasonably expected scenario without considering "worst case" or "stress case" scenario. If the subsequent cash flows are realised in a different manner than originally expected, the Group does not change the remaining classification of financial assets held in the business model, but incorporating those information in assessing new financial assets or purchasing financial assets subsequently.

SPPI Testing

As the first step of the classification process, the Group assesses the financial contractual requirements to identify whether they meet the SPPI testing.

The principal payment for this testing purposes is defined as the fair value of the financial assets at initial recognition and may change over the lifetime of the financial assets (for example, if there are payments of principal or amortisation of premiums/discounts).

The most significant element of interest in a credit agreement is usually a consideration of the time value of money and credit risk. In exercising the assessment of SPPI, the Group applies consideration and pays attention into relevant factors such as the currency in which financial assets are denominated and the period when interest rates are determined.

Alternatively, contractual terms that provide more than de minimis exposure to risk or volatility in contractual cash flows that are not related to the basis of the loan arrangement, do not generate SPPI's contractual cash flows on the total balance. In such cases, the financial assets are required to be measured at fair value through profit or loss.

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2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

g. Financial assets and liabilities (continued)

g.1. Financial assets (continued)

Financial assets measured at amortised cost

A financial asset is measured at amortised cost only if it meets both of the following conditions:

- The financial assets are held within a business model whose objective is to hold the asset to collect contractual cash flows; and
- Its contractual terms give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

A financial asset is initially measured at amortised cost at fair value plus transaction costs and subsequently measured at amortised cost using effective interest rate less allowance for impairment losses.

Interest income on financial assets measured at amortised cost is included in the consolidated statements of profit or loss and other comprehensive income recognised as “interest income”. When impairment occurs, the impairment loss is recognised as a deduction from the carrying amount of the investment and recognised in the consolidated financial statements as “allowance for impairment losses on financial assets”.

Financial assets measured at fair value through other comprehensive income

A financial asset is measured at fair value through other comprehensive income only if it meets both of the following conditions:

- The financial assets are held within a business model whose objective is to hold the asset to collect contractual cash flows and to sell financial asset; and
- Its contractual terms give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

At initial recognition, a financial asset measured at fair value through other comprehensive income recognised at fair value plus the transaction costs and are subsequently remeasured at its fair values when such gains or losses recognised in other comprehensive income except for recognition of impairment and foreign exchange gains and losses, until derecognition of financial asset. If financial asset measured at fair value through other comprehensive income is impaired, the cumulative gains or losses previously recognised at other comprehensive gains (losses), would be recognised at profit or loss. Interest income is calculated by applying the effective interest rate and gains or losses arising from foreign exchange from monetary assets which classified as at fair value through other comprehensive income recognised in the consolidated statements of profit or loss and other comprehensive income.



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**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
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2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)**g. Financial assets and liabilities (continued)****g.1. Financial assets (continued)**Financial assets measured at fair value through profit or loss

All financial assets not classified as measured at amortised cost or at fair value through other comprehensive income as described above are measured at fair value through profit or loss.

Financial instruments grouped into this category are recognised at their fair value at initial recognition; transaction costs are recognised directly in the consolidated statements of profit or loss and other comprehensive income. 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 other comprehensive income recorded as respectively "Gains (losses) from changes in fair value of financial instruments" and "Gains (losses) from the sale of financial instruments". Interest income from financial instruments measured at fair value through profit or loss is recorded as interest income as part of net income from transaction measured at fair value through profit or loss.

Group measures all equity investments at fair value. Where the Group has elected to present fair value gains and losses on equity investments in other comprehensive income, there is no subsequent reclassification of fair value gains and losses to profit or loss following the derecognition of the investment.

g.2. Financial liabilities

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.

(a) Financial liabilities measured at fair value through profit or loss

Financial liabilities are classified as financial liabilities at fair value through profit or loss if they are acquired or incurred principally for the purpose of selling or repurchasing in the near term or if they are part of a portfolio of identified financial instruments that are managed together and there is evidence of a pattern of short-term profit-taking. Derivatives are classified as financial liabilities instruments at fair value through profit or loss unless designated and effective as hedging instruments.

Gains and losses arising from changes in the fair value of financial liabilities classified as financial liabilities at fair value through profit or loss are recorded in the consolidated statements of profit or loss and other comprehensive income as "Gains (losses) from changes in fair value of financial instruments". Interest expense on financial liabilities classified as financial liabilities at fair value through profit or loss is recorded as "Interest expense".

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2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

g.2. Financial liabilities (continued)

(a) Financial liabilities measured at fair value through profit or loss (continued)

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. Recognition

The Group initially recognises loans and deposits on the date of origination.

All other financial assets and liabilities are initially recognised on the settlement date at which the Group becomes a party to the contractual provisions of the instruments.

Regular way purchases and sales of financial assets are recognised on the settlement date at which the Group commits to purchase or sell those assets.

Transaction costs include only those costs that are directly attributable to the acquisition of a financial asset or issuance of a financial liability and are incremental costs that would not have been incurred if the instrument had not been acquired or issued.

Financial assets measured at fair value through profit or loss are initially recognised at fair value and transaction costs are expensed in the consolidated statements of profit or loss and other comprehensive income. Financial assets at fair value through other comprehensive income are subsequently carried at fair value. Financial assets measured at amortised cost are initially recognised at fair value, subsequently recognised at amortised cost using the effective interest rate method.

For financial liabilities measured at amortised cost, transaction costs are deducted from the amount of debt when liabilities initially recognised. Such transactions costs are amortised over the terms of the instruments based on the effective interest rate method and are recorded as part of interest expense.

**PT BANK CENTRAL ASIA Tbk AND SUBSIDIARIES****Schedule 5/22****NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS****31 DECEMBER 2022 AND 2021**

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2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)**g. Financial assets and liabilities (continued)****g.4. Determination of fair value**

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date in the principal market or, in its absence, the most advantageous market to which the Group has access at that date. The fair value of a liability reflects its non-performance risk.

When available, the Group measures the fair value of a financial instrument using the quoted price in an active market for that instrument.

A financial instrument is regarded as quoted in an active market if quoted prices are readily and regularly available from an exchange, dealer, broker, industry group, pricing service or regulatory agency, and those prices represent actual and regularly occurring market transactions on an arm's length basis. If the above criteria are not met, the active market is regarded as being unavailable. Indications that a market is inactive are when there is a wide bid-offer spread or significant increase in the bid-offer spread or there are few recent transactions.

For financial instruments with no quoted market price, a reasonable estimate of the fair value is determined by referencing to the current market value of another instrument which substantially have the same characteristic or calculated based on the expected cash flows of the underlying net asset base of the marketable securities.

For 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 existing at the dates of the consolidated statements of financial position.

g.5. Derecognition

Financial assets are derecognised when the contractual rights to receive the cash flows from these assets have ceased to exist or the assets have been transferred and substantially all the risks and rewards of ownership of the assets are also transferred (that is, if substantially all the risks and rewards have not been transferred, the Group tests control to ensure that continuing involvement on the basis of any retained powers of control does not prevent derecognition). Financial liabilities are derecognised when they have been redeemed or otherwise extinguished or expired.

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NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

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2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

g. Financial assets and liabilities (continued)

g.6. Modification of financial assets

The Group sometimes renegotiates or otherwise modifies the contractual cash flows of loans. When this happens, the Group assesses whether the new terms are substantially different to the original terms. The Group does this by considering, among others, the following factors:

- If the borrower is in financial difficulty whether the modification merely reduces the contractual cash flows to amounts the borrower is expected to be able to pay;
- Significant extension of the loan term when the borrower is not in financial difficulty;
- Significant change in the interest rate; and
- Change in the loan's currency.

If the terms are substantially different, the Group derecognises the original financial asset and recognises a new asset at fair value and recalculates a new effective interest rate for the asset. The date of renegotiation is consequently considered to be the date of initial recognition for impairment calculation purposes, including for the purpose of determining whether a significant increase in credit risk has occurred. However, the Group also assesses whether the new financial asset recognised is deemed to be credit-impaired at initial recognition, especially in circumstances where the renegotiation was driven by the debtor being unable to make the originally agreed payments. Differences in the carrying amount are also recognised in profit or loss as a gain or loss on derecognition.

If the terms are not substantially different, the renegotiation or modification does not result in derecognition, and the Group recalculates the gross carrying amount based on the revised cash flows of the financial asset and recognises a modification gain or loss in consolidated statements of profit or loss and other comprehensive income. The new gross carrying amount is recalculated by discounting the modified cash flows at the original effective interest rate.

g.7. Reclassification of financial assets

The Group can reclassify its all of its financial assets when and only, its business model for managing those financial assets changes.

The characteristic of business model changes must significantly impact to the Group operational activities such as collecting, disposing or terminating a business line. In addition, the Group has to prove the changes to external parties.



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2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

g. Financial assets and liabilities (continued)

g.7. Reclassification of financial assets (continued)

The Group will reclassify all financial assets impacted by business model changes. Changes of the objective of the Group's business model must be impacted before reclassification date.

g.8. Classification of financial assets and liabilities

The Group classifies the financial assets and liabilities into classes that reflects the nature of information and take into account the characteristic of those financial instruments. The classification can be seen in the table below.

Category of financial assets and liabilities		Classes (as determined by the Group)	Subclasses
Financial assets	Financial assets measured at fair value through profit or loss (FVPL)	Financial assets measured at fair value through profit or loss	Securities
			Placement with other Banks
			Derivative assets
	Financial assets measured at amortised cost	Cash	
		Current accounts with Bank Indonesia	
		Current accounts with other banks	
		Placements with Bank Indonesia and other banks	
		Acceptance receivables	
		Bills receivable	
		Securities purchased under agreements to resell	
		Loans receivable	
		Consumer financing receivables	
		Finance lease receivables	
		Assets related to sharia transactions - <i>murabahah</i> receivables	
		Investment securities	
	Financial assets measured at fair value through other comprehensive income (FVOCI)	Placements with Bank Indonesia and other banks	Certificates of Deposits

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2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

g. Financial assets and liabilities (continued)

g.8. Classification of financial assets and liabilities (continued)

The Group classifies the financial assets and liabilities into classes that reflects the nature of information and take into account the characteristic of those financial instruments. The classification can be seen in the table below. (continued)

Category of financial assets and liabilities		Classes (as determined by the Group)	Subclasses
Financial liabilities	Financial liabilities measured at fair value through profit or loss (FVPL)	Financial liabilities measured at fair value through profit or loss	Derivative liabilities
	Financial liabilities measured at amortised cost	Deposits from customers	
		Sharia deposits	
		Deposits from other banks	
		Acceptance payables	
		Securities sold under agreements to repurchase	
		Debt securities issued	
		Borrowings	
		Commitments and contingencies transactions	
		Accruals and other liabilities	Other liabilities:
			- Accrued interest expenses
			- Liabilities related to ATM and credit card transactions
			- Liabilities from customer transactions
			- Liabilities from insurance transactions
			- Finance lease liabilities
		Subordinated bonds	
Commitment and contingencies	Unused credit facilities		
	Irrevocable letters of credit		
	Bank guarantee issued		

g.9. Offsetting financial instruments

Financial assets and liabilities are offset and the net amount reported in the consolidated statements of financial position when there is a legally enforceable right of set-off and there is an intention to settle on a net basis, or realise the asset and settle the liability simultaneously. In certain situations, even though the offset on the main agreements exist, the lack of management intention to settle on a net basis results in the financial assets and liabilities being reported gross on the consolidated statements of financial position.

g.10. Financial guarantee contracts and other commitment receivables

Financial guarantee contracts are contracts that require the issuer to make specified payments to reimburse the holder for a loss incurred because a specified debtor defaulted to make payments when due, in accordance with the terms of a debt instrument. Such financial guarantees are given to banks, financial institutions and other institutions on behalf of customers to secure loans and other banking facilities, and unused provision of funds facilities.

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2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)**g. Financial assets and liabilities (continued)****g.10. 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 expected credit losses amount based on SFAS 71.

g.11. Allowance for impairment losses of financial assets

The group assesses on a forward-looking basis the expected credit loss ("ECL") associated with its financial asset instruments carried at amortised cost and fair value at other comprehensive income. The impairment methodology applied depends on whether there has been a significant increase in credit risk to financial asset measured at amortised cost and at fair value through other comprehensive income (FVOCI). If at the reporting date, credit risk on financial asset has not increased significantly since initial recognition, the Group shall measure the allowance for losses for that financial asset at the amount of 12 (twelve) months expected credit losses. If the credit risk on that financial asset has increased significantly since initial recognition, the Group shall measure the allowance for losses at the amount of expected credit losses over its lifetime.

12-month ECL and Lifetime ECL

12-month ECL is the portion of ECL that result from default events that are possible within the 12 months after reporting date (or the shorter period if expected life of financial asset is less than 12 months). 12-month ECL is weighted by probability of default.

Lifetime ECL is the ECL that result from all possible default events over the expected life of financial asset.

Staging Criteria

Financial asset must be allocated to one of three stages of impairment (stage 1, stage 2, stage 3) by determining whether there is a significant increase in credit risk on the financial asset since initial recognition or whether the facility has defaulted on each reporting date.

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NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

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2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

g. Financial assets and liabilities (continued)

g.11. Allowance for impairment losses of financial assets (continued)

Staging Criteria (continued)

Stage 1: include financial assets that do not have a significant increase in credit risk since initial recognition or have a low credit risk at the reporting date. For these assets, a 12-month ECL will be calculated.

Stage 2: includes financial assets that experience a significant increase in credit risk at the reporting date, but do not have objective evidence of impairment. For these assets, lifetime ECL will be calculated. Lifetime ECL are the ECL that results from all possible default events over the expected life of financial asset.

Stage 3: includes financial assets that have an objective evidence of impairment at the reporting date. This stage consists of default debtors.

The main factor in determining whether the financial assets need 12-month ECL (stage 1) or lifetime ECL (stage 2) is Significant Increase on Credit Risk ("SICR") criteria. Determinations of SICR criteria needs review whether significant increase in credit risk occurred at each reporting date.

SFAS 71 requires supportable information about past events, current condition and forecasts of future economic conditions. Estimated movement on expected credit losses have to be reflected and directly consistent with changes in observed related data over the period. This ECL calculation needs forward-looking estimation from Probability of Default ("PD"), Loss Given Default ("LGD") and Exposure At Default ("EAD").

For loan commitments and financial guarantee contracts, the date when the Group become a party in an irrevocable commitment is the date of initial recognition for implementation of impairment purposes.

Probability of Default ("PD")

The probability at a point in time that a counterparty will default, calibrated over up to 12 months from the reporting date (Stage 1) or over the lifetime of the product (Stage 2 and 3) and incorporating the impact of forward-looking economic assumptions that have an effect on credit risk. PD is estimated at a point in time that means it will fluctuate in line with the economic cycle.



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NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

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2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)**g. Financial assets and liabilities (continued)****g.11. Allowance for impairment losses of financial assets (continued)**Loss Given Default ("LGD")

The loss that is expected to arise on default, incorporating the impact of relevant forward-looking economic assumptions (if any), which represents the difference between the contractual cash flows due and those that the Group expects to receive. The Group estimates LGD based on the historical recovery rates and taking into account forward-looking economic assumptions if relevant.

Exposure at Default ("EAD")

The expected loss of balance sheet exposure at the time of default, taking into account that expected change in exposure over the lifetime of the exposure. This incorporates the impact of repayments of principal and interest, amortisation and prepayments, together with the impact of forward-looking economic assumptions where relevant.

h. Allowance for impairment losses on non-financial assets

Assets that have an indefinite useful life - for example, goodwill or intangible assets not ready for use - are not subject to amortisation but tested annually for impairment, or more frequently if events or changes in circumstances indicate that they might be impaired. Assets that are subject to amortisation are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount. The recoverable amount is the higher of an asset's fair value less costs to sell and value in use. For the purposes of assessing impairment, assets are grouped at the lowest levels for which there are separately identifiable cash inflows, which are largely independent of the cash inflows from other assets or group of assets (cash generating units). Non-financial assets other than goodwill that suffer impairment are reviewed for possible reversal of the impairment at each reporting date.

Reversal on impairment loss for assets other than goodwill would be recognised if, and only if, there has been a change in the estimates used to determine the asset's recoverable amount since the last impairment test was carried out. Reversal on impairment losses will be immediately recognised on profit or loss, except for assets measured using the revaluation model as required by other SFAS. Impairment losses relating to goodwill would not be reversed.

i. Current accounts with Bank Indonesia and other banks

Current accounts with Bank Indonesia and other banks are stated at face value or the gross value of the outstanding balance, less allowance for impairment losses, where appropriate. Current accounts with Bank Indonesia and other banks are classified as financial assets measured at amortised cost. Refer to Note 2g for accounting policy for financial assets measured at amortised cost.

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**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
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2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

j. Placements with Bank Indonesia and other banks

Placements with Bank Indonesia and other banks are classified as financial assets measured at amortised cost and measured at fair value through other comprehensive income. Refer to Note 2g for accounting policy for financial assets measured at amortised cost and measured at fair value through other comprehensive income.

k. Financial assets and liabilities at fair value through profit or loss

Financial assets and liabilities at fair value through profit or loss consist of securities traded in the money market such as Certificates of Bank Indonesia ("SBI"), Bank Indonesia Treasury Bills ("SBBi"), Government Treasury Bills ("SPN"), Sharia Government Treasury Bills ("SPNS"), Corporate Bonds, investment in shares, derivative financial instruments, and securities traded on the stock exchanges.

Refer to Note 2g for the accounting policy of financial assets and liabilities at fair value through profit or loss.

Derivative financial instruments

Derivative instruments are initially recognised at fair value on the date of which a derivative contract is entered into and are subsequently measured at their fair values. Fair values are obtained from quoted market prices in active markets, including recent market transactions and valuation techniques, including discounted cash flow and options pricing models, as appropriate. All derivatives are carried as assets when fair value is positive and as liabilities when fair value is negative.

Investment in sukuk measured at fair value through profit or loss

The Group initially recognises the investment in sukuk measured at fair value through profit or loss at fair value. The changes on fair value are recognised in the consolidated statements 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 statements of financial position as part of financial assets at fair value through profit or loss.

l. Acceptance receivables and payables

Acceptance receivables are classified as financial assets measured at amortised cost, while acceptance payables are classified as financial liabilities measured at amortised cost. Refer to Note 2g for the accounting policy of financial assets measured at amortised cost and financial liabilities measured at amortised cost.

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2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)**m. Loan receivables**

Loan receivables are classified as financial assets measured at amortised cost. Refer to Note 2g for the accounting policy of financial assets measured at amortised cost.

Syndicated, joint financing, and channelling loans are stated at amortised cost in accordance with the portion of risks borne by the Group.

The Group records restructure of troubled debt in accordance with the restructured type. In troubled debt restructuring which involves a modification of terms, reduction of portion of loan principal and/or combination of both, the Group records the effect of the restructuring by referring to Note 2g for the accounting policy of modification of financial assets.

n. Securities purchased under agreements to resell and securities sold under agreements to repurchase

Securities purchased under agreements to resell (reverse repo) are presented as asset in the consolidated financial statement at the agreed resell price less the difference between the purchase price and the agreed resale price. The difference between the purchase price and the agreed resale price is amortised using the effective interest method as interest income over the period commencing from the acquisition date to the resell date. Securities purchased under agreements to resell (reverse repo) are classified as financial asset measured at amortised cost. Refer to Note 2g for the accounting policy of financial assets measured at amortised cost.

Securities sold under agreements to repurchase (repo) are presented as liabilities and stated at the agreed repurchase price less the unamortised interest expense. Unamortised interest expense is the difference between selling price and agreed repurchase price and is recognised as interest expense during the period from the securities are sold until the securities are repurchased. Securities sold are still recorded as assets in the consolidated statements of financial position because the securities ownership remains substantially with the Group as a seller. Securities sold under agreements to repurchase (repo) are classified as financial liabilities measured at amortised cost. Refer to Note 2g for the accounting policy of financial liabilities measured at amortised cost.

o. Consumer financing receivables

Consumer financing receivables are stated at net of joint financing, unearned consumer financing income and allowance for impairment losses. Consumer financing receivables are classified as financial assets measured at amortised cost. Refer to Note 2g for the accounting policy of financial assets measured at amortised cost.

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2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

o. Consumer financing receivables (continued)

Unearned consumer financing income represents the difference between total instalments to be received from the consumer and the principal amount financed, plus or deducted with the unamortised transaction cost (income), which will be recognised as income over the term of the contract using effective interest rate method of the related consumer financing receivables.

Unamortised transaction cost (income) are financing administration income and transaction expense which are incurred at the first time and directly attributable to consumer financing.

Early termination of a contract is treated as a cancellation of an existing contract and the resulting gain is recognised in the current year consolidated statements of profit or loss.

Consumer financing receivables will be written-off when they are overdue for more than 150 (one hundred and fifty) days for 4 (four) wheels motor vehicles and 180 (one hundred and eighty) days for 2 (two) wheels motor vehicles and based on management review on 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 instalments 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 and other comprehensive income 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 statements of profit or loss and other comprehensive income.

Expenses in relation with the acquisition and maintenance of receivables from collateral vehicles reinforced are charged to the current year consolidated statements of profit or loss and other comprehensive income when incurred.



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2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

p. Finance lease receivables

The determination of whether an arrangement is, or contains a lease is based on the substance of the arrangement at inception date and whether the fulfilment of the arrangement is dependent on the use of a specific asset and the arrangement conveys a right to use the asset.

Leases are classified as finance leases if such leases transfer substantially all the risks and rewards related to the ownership of the lease assets. Leases are classified as operating leases if the leases do not transfer substantially all the risks and rewards related to the ownership of the leased assets.

Assets held under finance lease receivables are recognised in the consolidated statements of financial position at an amount equal to the net investment in the leases. Receipts from lease receivables are treated as repayments of principal and financing lease income. The recognition of financing lease income is based on a pattern reflecting constant periodic rate of return on the Group's net investment as lessor in the finance leases.

Finance leases receivables will be written off when they are overdue for more than 150 (one hundred fifty) days and based on management review of individual case. Recoveries from receivables previously written-off are recognised as other income upon receipt.

q. Assets related to sharia transactions

Assets related to sharia transactions is financing activities carried out by PT Bank BCA Syariah, a Subsidiary, in the form of *murabahah* receivables, funds of *qardh*, *mudharabah* financing, *musyarakah* financing and assets acquired for *ijarah*.

Brief explanation for each type of sharia financing is as follows:

Murahabah 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. *Murahabah* receivables is stated at balance of receivables less deferred margin and allowance for impairment losses.

Ijarah is a lease agreement for goods and/or services, including the right to use, between the owner of a leased object (lessor) and lessee, to generate income from the leased object. *Ijarah muntahiyah bittamlik* is a lease agreement between lessor and lessee to obtain income from the leased object with an option to transfer the ownership title of leased object through purchase/sale or as a gift (*hibah*) at certain period as agreed in the lease agreement (*akad*). *Ijarah muntahiyah bittamlik* assets are stated at the acquisition costs less accumulated depreciation. *Ijarah* receivable is recognised at maturity date based on unearned lease income and presented at net realisable value, i.e. balance of the receivables less allowance for impairment losses.

Mudharabah is an investment of funds from the owner of fund (*malik*, *shahibul maal*, or sharia bank) to a fund manager (*amil*, *mudharib*, or customer) for a specific business activity, under a profit or revenue sharing agreement between the two parties at a pre-agreed ratio (*nisbah*). *Mudharabah* financing is stated at financing balance less allowance for impairment losses.

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2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

q. Assets related to sharia transactions (continued)

Musyarakah is an investment of funds from the owners of funds to combine their funds for a specific business activity, for which the profits are shared based on a pre-agreed *nisbah*, while losses are borne proportionally by the fund owners.

Permanent *musyarakah* is a *musyarakah* for which the amount of funds contributed by each party is fixed until the end of the agreement. Declining *musyarakah* (*musyarakah mutanaqishah*) is *musyarakah* with a condition that the amount contributed by a party will be declining from time to time as it is transferred to another party, such that at the end of the agreement, the other party will fully own the business. *Musyarakah* financing is stated at financing balance less allowance for impairment losses.

The Subsidiary determines the allowance for impairment losses of sharia financing receivables in accordance with the quality of each financing receivable by referring to the requirements of Financial Services Authority, except for *murabahah* receivables for which the identification and measurement of impairment losses follows SFAS 55.

r. Investment securities

Investment securities consist of traded securities in the money market and stock exchange such as Government Bonds, Sukuk, Corporate Bonds, Certificates of Bank Indonesia, mutual funds, medium term notes and shares. Investment securities are classified as financial assets measured at amortised cost and measured at fair value through other comprehensive income. Refer to Note 2g for the accounting policy for financial assets measured at amortised cost and at fair value through other comprehensive income.

Investments in sukuk measured at cost and measured at fair value through other comprehensive income

The Group determines the classification of their investment in sukuk based on business model in accordance with SFAS 110 "Accounting for Sukuk" as follows:

- Investment securities are measured at cost and are presented at acquisition cost (including transaction costs) adjusted for unamortised premiums and/or discounts. Premiums and discounts are amortised over the period to maturity.
- Investment securities are measured at fair value through other comprehensive income which is stated at fair value. Unrealised gains or losses due to the increase or decrease in fair value are presented in other comprehensive income for the year.

s. Fixed assets

Fixed assets are initially recognised at acquisition cost. Acquisition cost includes expenditures directly attributable to bring the assets for their intended use. Except for land, subsequent to initial measurement, all fixed assets are measured using cost model, which is cost less accumulated depreciation and accumulated impairment losses. Land is not depreciated.



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2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

s. Fixed assets (continued)

In 2016, the Bank changed its accounting policy related to subsequent measurement of land from cost model to revaluation model. The change of accounting policy is implemented prospectively.

Land is presented at fair value, based on valuation performed by external independent valuers which are registered with OJK. Valuation of land is carried out by appraisers who have professional qualifications. Revaluation is carried out with sufficient regularity to ensure that the carrying amount of revalued assets does not differ materially from their fair values at the reporting date.

Increases arising on the revaluation are credited to "revaluation surplus of fixed assets" as part of other comprehensive income. However, the increase is recognised in profit or loss up to the amount of the same asset impairment from revaluation previously recognised in the consolidated statements of profit or loss and other comprehensive income. Decreases that offset previous increases of the same asset are debited against "revaluation surplus of fixed assets" as part of other comprehensive income, all other decreases are charged to the consolidated statements of profit or loss.

Costs relating to the acquisition of legal titles on the land rights are recognised as part of acquisition cost of land, except there is evidence which indicates that the extension or renewal of land rights is probable or certainly not be obtained. The costs of extension or renewal of legal titles on the land rights are charged to consolidated profit or loss as incurred because the amount is not significant.

Buildings are depreciated using the straight-line method over their estimated useful lives of 20 (twenty) years. Other fixed assets are depreciated over their estimated useful lives ranging from 2 (two) to 8 (eight) years using the double-declining balance method for the Bank and PT BCA Finance, and straight-line method for other Subsidiaries. The effect of such different depreciation method is not material to the consolidated financial statements. For all fixed assets, the Group has determined residual values to be "nil" for the calculation of depreciation.

Subsequent costs are included in the asset's carrying amount or recognised as a separate asset as appropriate, only when it is probable that future economic benefits associated with the item will flow to the Group and the cost of the item can be measured reliably. The carrying amount of replaced part is derecognised. All other repairs and maintenance are charged to the consolidated statements of profit or loss and other comprehensive income during the financial period in which they are incurred.

Buildings under construction are stated at acquisition cost. The accumulated costs will be transferred to the buildings account when construction is completed and the buildings are ready for their intended use.

When assets are disposed, their acquisition cost and the related accumulated depreciation are eliminated from the consolidated statements of financial position, and the resulting gain or loss on the disposal of fixed assets is recognised in the current year consolidated statements of profit or loss. When revalued assets are sold, the amounts included in equity are transferred to retained earnings.

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 Statement of Financial Accounting Standards.

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2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

s. Fixed assets (continued)

When the carrying amount of fixed assets measured using cost model is greater than its estimated recoverable amount, it is written down to its recoverable amount and the impairment loss is recognised in the current year consolidated statements of profit or loss and other comprehensive income.

t. Other assets

Other assets include accrued interest income, receivables, foreclosed assets, abandoned properties, interoffice accounts, and others.

Foreclosed assets represent assets acquired by the Group, both from auction and non-auction based on voluntary transfer by the debtor or based on debtor's approval to sell the collateral when the debtor could not fulfil their obligations to the Group. Foreclosed assets represent loan collateral that were taken over as part of loans settlement and presented in "Other Assets".

Abandoned properties represent the Group's fixed assets in the form of properties which were not used for the Group business operational activity.

Foreclosed assets are presented at their net realisable values. Net realisable value is the fair value of the foreclosed assets less estimated costs to sell the foreclosed assets. Differences between the net realisable value and the proceeds from disposal of the foreclosed assets are recognised as current year gain or loss at the year of disposal.

Expenses for maintaining foreclosed 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 foreclosed assets and abandoned properties.

u. Intangible assets

Intangible assets consist of software and goodwill.

Software

Software is stated at cost less accumulated amortisation and accumulated impairment losses. Acquired computer software licences are capitalised on the basis of the costs incurred to acquire and bring to use the specific software. Costs associated with maintaining computer software programs are recognised as an expense as incurred. Development costs that are directly attributable to the design and testing of identifiable and unique software products controlled by the Group are recognised as software. Other development expenditures that do not meet these criteria are recognised as an expense as incurred. Development costs previously recognised as an expense are not recognised as an asset in a subsequent period. Amortisation is recognised in consolidated statements of profit or loss using a double-declining balance method over the estimated useful economic life of 4 (four) years.



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2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)**u. Intangible assets (continued)**

Intangible assets consist of software and goodwill. (continued)

Goodwill

Goodwill represents the excess of the aggregate amount of the consideration transferred and the amounts of non-controlling interest and the amounts of the identifiable assets acquired and the liabilities assumed at the date of acquisition. Goodwill is not amortised but tested for impairment at each reporting date and carried at cost less accumulated impairment losses.

For the purpose of impairment testing, goodwill acquired in a business combination is allocated to each cash-generating unit (CGU), or group of CGUs, that is expected to benefit from the synergies of the business combination. Each unit or group of units to which the goodwill is allocated represents the lowest level within the entity at which the goodwill is monitored for internal management purposes. Goodwill is monitored at the operating segment level. For Group accounting policy of impairment losses refer to Note 2h.

v. Deposits from customers and other banks

Deposits from customers are the fund trusted by customers (exclude banks) to the Bank based on fund deposits agreements. Included in this account are current accounts, saving accounts, time deposits and certificates of deposits.

Deposits from other banks represent liabilities to other banks, both domestic and overseas banks, in the form of current accounts, saving accounts, time deposits, and interbank call money.

Deposits from customers and deposits from other banks are classified as financial liabilities at amortised cost. Incremental costs directly attributable to acquisition of deposits from customers and deposits from other banks are deducted from the amount of deposits from customers and deposits from other banks. Refer to Note 2g for the accounting policy of financial liabilities at amortised cost.

w. Sharia deposits

Sharia deposits are deposits from third parties in form of *wadiah* demand deposits and *wadiah* savings. *Wadiah* demand deposits can be used as payment instrument and can be withdrawn using cheque and payment slip. *Wadiah* demand deposits and *wadiah* savings are entitled to receive bonus in accordance with Subsidiary's policy. *Wadiah* demand deposits and *wadiah* savings are stated at nominal amount of deposits from customers. Sharia deposits are classified as financial liabilities measured at amortised cost. Refer to Note 2g for accounting policy on financial liabilities measured at amortised cost.

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, *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 is deposit from third parties which are entitled to receive sharing revenue for the utilisation of the funds with a pre-agreed and approved *nisbah*. *Mudharabah* saving is stated at the liabilities to customers.

Mudharabah time deposit is deposit 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* deposit 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* deposit can not be classified as equity because it has maturity date and owner 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* deposit 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 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.



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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. Accruals and other liabilities

Accruals and other liabilities consist of accrued interest expense, liabilities related to customer and insurance transactions, security deposits, unearned revenue, finance lease liabilities and others.

ac. Earnings per share

Basic earnings per share is computed based on net income for the current year attributable to equity holders of parent entity divided by the weighted average number of outstanding issued and fully paid-up common shares during the year after considering the treasury stocks.

As of 31 December 2022 and 2021, there were no diluted instruments. Therefore, diluted earnings per share is equivalent to basic earnings per share.

ad. Interest income and expenses & sharia income and expensesInterest 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.

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2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

ad. Interest income and expenses & sharia income and expenses (continued)

Interest income and expenses (continued)

The calculation of the effective interest rate includes transaction costs (Note 2g) and all fees and points paid or received that are an integral part of the effective interest rate.

Interest income and expenses presented in the consolidated statements of profit or loss and other comprehensive income include:

- Interest on financial assets and liabilities at amortised cost calculated using the effective interest rate method;
- Interest on investment securities at fair value through other comprehensive income calculated using the effective interest rate method;
- Interest income on all financial assets at fair value through profit or loss are considered to be incidental to the Bank's trading operations and are presented as part of net trading income; and
- Interest income on the impaired financial assets continues to be recognised using the rate of interest used to discount the future cash flows for the purpose of measuring the impairment losses.

Sharia income and expenses

Sharia income consists of *murabahah* profit, *ijarah* revenue (leases), and profit sharing from *mudharabah* and *musyarakah* financing.

Recognition of *murabahah* transaction profit with deferred payment or instalments 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* sharing expense and *wadiah* bonus expense. Sharing expenses consist of expense for profit distribution on third party funds which are calculated using profit distribution principle in accordance with agreed sharing ratio (*nisbah*) based on *wadiah*, *mudharabah muthlaqah* and *mudharabah muqayyadah* principles.

ae. Fees and commission income and expenses

Significant fees and commission income and expenses that are integral to the effective interest rate on a financial asset or liability are included in the measurement of the effective interest rate.

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2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)**ae. Fees and commission income and expenses (continued)**

Other fees and commission income, including bancassurance activity related fees, export-import related fees, cash management fees, service fees and/or related to a specific period and the amount is significant, are recognised as unearned income/prepaid expenses and amortised based on the straight-line method over the terms of the related transactions; otherwise, they are directly recognised as the related services are performed. Loan commitment fees are recognised on a straight-line method over the commitment period.

Other fees and commission expenses which are mainly related to interbank transaction fees are expensed as the services are received.

af. Net income from transactions at fair value through profit or loss

Net income from transactions at fair value through profit or loss comprises of net gains or losses related to financial assets and liabilities at fair value through profit or loss, including interest income and expenses from all financial instruments at fair value through profit or loss and all realised and unrealised fair value changes and foreign exchange differences.

ag. Post-employment benefits obligation**ag.1. Short-term liability**

Liabilities for wages and salaries, including non-monetary benefits and accumulating sick leave that are expected to be settled wholly within 12 months after the end of the period in which the employees render the related service are recognised in respect of employees' services up to the end of the reporting period and are measured at the amounts expected to be paid when the liabilities are settled. The liabilities are presented as current employee benefit obligations in the consolidated statements of financial position.

ag.2. Pension obligation

Entities in the Group operate various pension schemes. The Group has both defined benefit and defined contribution plans. A defined contribution plans 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 plans is 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.

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2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

ag. Post-employment benefits obligation (continued)

ag.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 and other comprehensive income.

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 and other comprehensive income.

Changes in the present value of the defined benefit obligation resulting from plan amendments or curtailment programs are recognised immediately in the consolidated statements of profit or loss and other comprehensive income as past service costs.

For defined contribution plans, the Group pays contributions to pension plans on a mandatory, contractual or voluntary basis. However, since Job Creation Act requires an entity to pay to a worker entering into pension age a certain amount based on, the worker's length of service, the Group is exposed to the possibility of having to make further payments to reach that certain amount in particular when the cumulative contributions are less than that amount. Consequently for financial reporting purposes, defined contribution plans are effectively treated as if they were defined benefit plans.

ag.3. Other post-employment obligations

The Bank provides post-retirement healthcare benefits to their employees. The entitlement to these benefits is usually conditional on the employee remaining in service up to retirement age and the completion of a minimum service period. The expected costs of these benefits are reserved over the period of employment using projected unit credit method. These obligations are valued annually by independent qualified actuaries.

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2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)**ag. Post-employment benefits obligation (continued)****ag.4. Termination benefits**

Termination benefits are payable when employment is terminated by the Group before the normal retirement date, or whenever an employee accepts voluntary redundancy in exchange for these benefits. The Group recognises termination benefits at the earlier of the following dates: (i) when the Group can no longer withdraw the offer of those benefits; and (ii) when the Group recognises costs for a restructuring that is within the scope of SFAS 57 and involves the payment of termination benefits. In the case of an offer made to encourage voluntary redundancy, the termination benefits are measured based on the number of employees expected to accept the offer. Benefits falling due more than 12 months after the reporting date are discounted to their present value.

ah. Current and deferred income tax

Income tax expense comprises of current and deferred taxes. Income tax expense is recognised in the consolidated statements of profit or loss, except to the extent that it relates to items recognised directly in other comprehensive income or equity. In this case, the tax is also recognised in other comprehensive income or directly in equity, respectively.

The current income tax charge is calculated on the basis of the tax laws enacted or substantively enacted at the end of the reporting period in the countries where the entities in the Group operate and generate taxable income. Management periodically evaluates positions taken in annual tax returns ("SPT") with respect to situations in which applicable tax regulation is subject to interpretation. It establishes provisions where appropriate on the basis of amounts expected to be paid to the tax authorities.

Deferred income tax is provided in full, using the liability method, on temporary differences which arise from the difference between the tax bases of assets and liabilities and their carrying amounts in the consolidated financial statements. However, deferred tax liabilities are not recognised if they arise from the initial recognition of goodwill. Deferred income tax is also not accounted for if it arises from initial recognition of an asset or liability in a transaction other than a business combination that at the time of the transaction affects neither accounting nor taxable profit or loss.

Deferred income tax is determined using tax rates that have been enacted or substantially enacted by the end of the reporting period and are expected to apply when the related deferred income tax asset is realised or the deferred income tax liability is settled.

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2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

ah. Current and deferred income tax (continued)

Deferred tax assets are recognised only if it is probable that future taxable amounts will be available to utilise those temporary differences and losses.

Deferred tax liabilities are not recognised for temporary differences between the carrying amount and tax bases of investments in foreign operations where the company is able to control the timing of the reversal of the temporary differences and it is probable that the differences will not reverse in the foreseeable future.

Deferred tax assets and liabilities are offset when there is a legally enforceable right to offset current tax assets and liabilities and when the deferred tax balances relate to the same taxation authority. Current tax assets and tax liabilities are offset where the entity has a legally enforceable right to offset and intends either to settle on a net basis, or to realise the asset and settle the liability simultaneously.

ai. Leases transaction

At the inception of a contract, the Group assesses whether the contract is or contains a lease. A contract is or contains a lease if the contract conveys the right to control the use of an identified assets for a period of time in exchange for consideration. The Group can choose not to recognise the right-of-use asset and lease liabilities for:

- Short-term leases; and
- Low value underlying assets.

To assess whether a contract conveys the right to control the use of an identified asset, the Group shall assess whether:

- The Group has the right to obtain substantially all the economic benefit from use of the identified asset; and
- The Group has the right to direct the use of the identified asset. The Group has described when it has a decision-making rights that are the most relevant to changing how and for what purpose the asset is used are predetermined:
 1. The Group has the right to operate the asset;
 2. The Group has designed the asset in a way that predetermine how and for what purposes it will be used throughout the period of use.

The Group recognises a right-of-use asset and a leases liability at the leases commencement date. The right-of-use asset is initially measured at cost, which comprises the initial amount of the leases liability adjusted for any lease payment made at or before the commencement date, plus any initial direct cost incurred.

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2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)**ai. Lease Transaction (continued)**

The right-of-use asset is amortised over the straight-line method throughout the lease term.

The lease liability is initially measured at the present value of the lease payments that are not paid at the commencement date, discounted using the interest rate implicit in the lease or, if that right cannot be readily determined, using incremental borrowing rate. Generally, the Group uses its incremental borrowing rate as a discount rate.

Each lease payment is allocated between the liability and finance cost. The finance cost is charged to profit or loss over the lease period so as to produce a constant periodic rate of interest on the remaining balance of the liability for each period.

The Group presents right-of-use assets as part of "Fixed assets" and lease liabilities as part of "Other liabilities" in the consolidated statements of financial position.

If the lease transfers ownership of the underlying asset to the Group by the end of the lease term or if the cost of the right-of-use asset reflects that the Group will exercise a purchase option, the Group depreciates the right-of-use asset from the commencement date to the end of the useful life of the underlying asset. Otherwise, the Group depreciates the right-of-use asset from the commencement date to the earlier of the end of the useful life of the right-of-use asset or the end of the leases term.

The Group analyses the facts and circumstances for each type of landrights in determining the accounting for each of these land rights so that it can accurately represent an underlying economic event or transaction. If the landrights do not transfer control of the underlying assets to the Group, but gives the rights to use the underlying assets, the Group applies the accounting treatment of these transactions as leases under SFAS 73, "Lease", except if landrights substantially similar to land purchases, the Group applies SFAS 16, "Fixed Assets".

aj. Operating segment

An operating segment is a component of the entity that engages in business activities from which it may earn revenues and incur expenses, including revenues and expenses that relate to transactions with any of the entity's other components, whose operating results are reviewed regularly by the chief operating decision-maker to make decisions about resources allocated to the segment and assess its performance, and for which discrete financial information is available. Segment results that are reported to the chief operating decision-maker include items directly attributable to a segment as well as those that can be allocated on a reasonable basis. Unallocated items mainly comprise of head office expenses, fixed assets, income tax assets/liabilities, including current and deferred taxes.

The Group manages its businesses and identify reporting segment based on geographic region and product. Several regions have similar characteristics, have been aggregated and evaluated regularly by management. Gains/losses from each segment is used to assess the performance of each segment.

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2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

ak. Related parties transactions

The Group has transactions with related parties. In accordance with SFAS 7 - Related Party Disclosure, the meaning of a related party is a person or entity that is related to a reporting entity as follow:

- a. A person or a close member of that person's family is related to a reporting entity if that person:
 - i. has control or joint control over the reporting entity;
 - ii. has significant influence over the reporting entity; or
 - iii. is member of the key management personnel of the reporting entity or a parent of the reporting entity.
- b. An entity is related to a reporting entity if any of the following conditions applies:
 - i. the entity and the reporting entity are members of the same group (which means that each parent, subsidiary and fellow subsidiary is related to the others);
 - ii. one entity is an associate or joint venture of the other entity (or an associate or joint venture of member of a company of which the other entity is a member);
 - iii. both entities are joint ventures of the same third party;
 - iv. one entity is a joint venture of a third entity and the other entity is an associate of the third entity;
 - v. the entity is a post-employment benefit plan for the benefit of employees of either the reporting entity or an entity related to the reporting entity;
 - vi. the entity controlled or jointly controlled by a person identified in (a);
 - vii. a person identified in (a) (i) has significant influence over the entity or is a member of the key management personnel of the entity (or of a parent of the entity).

The nature of transactions and balances of accounts with related parties are disclosed in the Note 48.

3. USE OF ESTIMATES AND JUDGMENT

This disclosure supplements the commentary on financial risk management (Note 43).

a. Key sources of estimation uncertainty

a.1. Allowance for impairment losses of financial assets

According to SFAS 71, the measurement of the expected credit loss allowance for financial assets measured at amortised cost and at fair value through other comprehensive income is an area that requires the use of complex models and significant assumptions about future economic conditions and credit behaviour.



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3. USE OF ESTIMATES AND JUDGMENT (continued)

This disclosure supplements the commentary on financial risk management (Note 43).
(continued)

a. Key sources of estimation uncertainty (continued)**a.1. Allowance for impairment losses of financial assets (continued)**

Significant estimates are required in applying the SFAS 71 requirements for measuring allowance for impairment losses, such as:

- Determining criteria for Significant Increase in Credit Risk;
- Choosing appropriate models and assumptions for the measurement of allowance for impairment losses;
- Establishing the number and relative weightings of forward-looking scenarios for each type of segment/product;
- Establishing the segments of similar financial assets for the purposes of measuring allowance for impairment losses;
- Estimate debtor's cash flow in the calculation of individual impairment.

Detailed information about the judgments and estimates made by the Group is set out in Note 43.

a.2. Determining fair values of financial instruments

In determining the fair value of financial assets and liabilities for which there is no observable market price, the Group must use the valuation techniques as described in Note 2g for financial instruments that trade infrequently and have little price transparency, fair value is less objective and requires varying degrees of judgment depending on liquidity, concentration, uncertainty of market factors, pricing assumptions, and other risks.

a.3. Post-employment benefits obligations

Present value of retirement obligations depends on several factors which determined by actuarial basis using several assumptions. Assumptions used to determine expenses (revenues) of net pension including discount rate and future salary growth. Any changes on these assumptions will affect the recorded amount of pension obligations.

a.4. Taxation

The Group requires significant judgment in determining tax provisions. Group determines tax provisions based on estimates of the possible additional tax expense. If the final outcome is different from the amount originally recorded, the difference will have an impact in the profit or loss.

b. Critical accounting judgments in applying the Group accounting policy

Critical accounting judgments in applying the Group accounting policies include:

b.1. Valuation of financial instruments

The Group accounting policies on fair value measurements are discussed in Note 2g.

Information regarding the fair value of financial instruments is disclosed in Note 38.

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**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
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3. USE OF ESTIMATES AND JUDGMENT (continued)

This disclosure supplements the commentary on financial risk management (Note 43).
(continued)

**b. Critical accounting judgments in applying the Group accounting policy
(continued)**

Critical accounting judgments in applying the Group accounting policies include:
(continued)

b.2. Financial asset and liability classification

The Group's accounting policies provide scope for assets and liabilities to be designated at the inception into different accounting categories in accordance with the prevailing accounting standards and based on certain circumstances:

- In classifying financial assets as "measured at fair value through profit or loss", the Group has determined that the financial assets meet the description of assets measured at fair value through profit or loss as set out in Note 2g;
- In classifying financial assets as "measured at amortised cost", the Group has determined that the financial assets meet the description of assets measured at amortised cost as set out in Note 2g;
- In classifying investment in sukuk as "measured at cost" and "measured at fair value through other comprehensive income", the Group has determined that the investment meets the classification requirements as set out in Note 2r.

4. CASH

	2022	2021
Rupiah	20,296,643	22,930,671
Foreign currencies	1,062,866	684,964
	21,359,509	23,615,635

The balance of cash in Rupiah includes cash in Automatic Teller Machines ("ATM") amounting to Rp 9,214,150 and Rp 8,033,063 as of 31 December 2022 and 2021, respectively.



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5. CURRENT ACCOUNTS WITH BANK INDONESIA

	2022	2021
Rupiah	100,129,888	62,396,220
Foreign currencies	3,980,407	3,388,941
	104,110,295	65,785,161

Weighted average effective interest rates per annum of current accounts with Bank Indonesia denominated in Rupiah as of 31 December 2022 and 2021 were 0.61% and 0.57%, respectively.

Current accounts with Bank Indonesia are provided to comply with the Reserve Requirement ("RR") of Bank Indonesia. On 31 December 2022 and 2021, the Ratio of Rupiah and Foreign Currencies RR as well as the Ratio of Macprudential Liquidity Buffer ("MPLB") that must be met by the Bank are as follows:

	2022	2021
Rupiah		
- RR	7.30%	3.50%
(i) RR on daily basis	0.00%	0.50%
(ii) RR on average basis	9.00%	3.00%
(iii) RR reduction incentives	-1.70%	0.00%
- MIR	2.67%	3.14%
- MPLB	6.00%	6.00%
Foreign Currencies		
- RR	4.00%	4.00%
(i) RR on daily basis	2.00%	2.00%
(ii) RR on average basis	2.00%	2.00%

RR is a minimum reserve that should be maintained by the Bank in the form of current accounts with Bank Indonesia. MPLB is a minimum liquidity reserves that should be maintained by Bank, in the 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 2022 and 2021, the Bank has fulfilled the RR ratios in Rupiah and foreign currency, and MPLB ratios as follows:

	2022	2021
Rupiah		
- RR	7.48%	3.65%
(i) RR on daily basis	0.00%	0.50%
(ii) RR on average basis	7.48%	3.15%
- MIR	2.67%	3.14%
- MPLB	34.69%	30.19%
Foreign Currencies		
- RR	4.24%	4.18%
(i) RR on daily basis	2.00%	2.00%
(ii) RR on average basis	2.24%	2.18%

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.

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6. CURRENT ACCOUNTS WITH OTHER BANKS

	2022	2021
Rupiah	24,474	197,142
Foreign Currencies	4,728,185	11,408,229
Total current accounts with other banks before deducting allowance for impairment losses	4,752,659	11,605,371
Less:		
Allowance for impairment losses		
Rupiah	(148)	(142)
Foreign Currencies	(595)	(395)
	(743)	(537)
Total current accounts with other banks - net	4,751,916	11,604,834

As of 31 December 2022 and 2021, the Group did not have balances of current accounts with other banks from related party.

Weighted average effective interest rates per annum of current accounts with other banks were as follows:

	2022	2021
Rupiah	2.35%	1.65%
Foreign currencies	0.80%	0.14%

During 2022 and 2021, all current accounts with other banks were categorised as stage 1, had not experienced a significant increase in credit risk since initial recognition and had no objective evidence of impairment. The changes in the allowance for impairment losses on current accounts with other banks are as follows:

	2022			
	Stage 1	Stage 2	Stage 3	Total
Balance, beginning of year	(537)	-	-	(537)
Net changes in exposure	(154)	-	-	(154)
Exchange rate differences	(52)	-	-	(52)
Balance, end of year	(743)	-	-	(743)

	2021			
	Stage 1	Stage 2	Stage 3	Total
Balance, beginning of year	(927)	-	-	(927)
Net changes in exposure	400	-	-	400
Exchange rate differences	(10)	-	-	(10)
Balance, end of year	(537)	-	-	(537)

As of 31 December 2022 and 2021, management believes that the allowance for impairment losses is adequate to cover possible losses arising from uncollectible current accounts with other banks.

Information on the classification and fair value of current accounts with other banks is disclosed in Note 38. Information on the maturity of current accounts with other banks is disclosed in Note 44.



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7. PLACEMENTS WITH BANK INDONESIA AND OTHER BANKS

Details of placements with Bank Indonesia and other banks by type and contractual period at initial placement were as follows:

	2022					Total
	Up to 1 month	> 1 - 3 months	> 3 - 6 months	> 6 - 12 months	More than 12 months	
Bank Indonesia:						
Rupiah	4,593,243	-	-	-	-	4,593,243
Foreign currencies	11,675,625	2,412,963	-	-	-	14,088,588
Call money:						
Rupiah	2,830,000	450,000	-	-	-	3,280,000
Foreign currencies	1,546,361	5,648,604	544,863	155,675	-	7,895,503
Time deposits:						
Rupiah	530,242	505,646	88,166	394,003	-	1,518,057
Foreign currencies	1,543	5,572	-	-	-	7,115
Others:						
Foreign currencies	109	-	-	-	-	109
	21,177,123	9,022,785	633,029	549,678	-	31,382,615

Less:

Allowance for impairment losses

Rupiah

(1,940)

Foreign currencies

(3,523)

(5,463)

**Total placements with
Bank Indonesia and other banks - net**

31,377,152

	2021					Total
	Up to 1 month	> 1 - 3 months	> 3 - 6 months	> 6 - 12 months	More than 12 months	
Bank Indonesia:						
Rupiah	36,311,612	-	-	-	-	36,311,612
Foreign currencies	18,528,250	14,395,025	-	-	-	32,923,275
Call money:						
Rupiah	10,000	300,000	500,000	-	-	810,000
Foreign currencies	997,675	4,931,756	9,825,752	-	-	15,755,183
Time deposits:						
Rupiah	649,831	130,000	92,256	317,618	-	1,189,705
Foreign currencies	3,219	5,041	-	-	-	8,260
Certificates of deposits:						
Rupiah	-	-	-	154,993	-	154,993
Others:						
Foreign currencies	109	-	-	-	-	109
	56,500,696	19,761,822	10,418,008	472,611	-	87,153,137

Less:

Allowance for impairment losses

Rupiah

(1,863)

Foreign currencies

(2,269)

(4,132)

**Total placements with
Bank Indonesia and other banks - net**

87,149,005

As of 31 December 2022 and 2021, the Group did not have balances of placements with other banks from related party.

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7. PLACEMENTS WITH BANK INDONESIA AND OTHER BANKS (continued)

Changes in unrealised gain (loss) from placements with other banks measured at fair value through other comprehensive income are as follows:

	2022	2021
Balance, beginning of year - before deferred income tax	150	4,644
Addition of unrealised gains (losses) during the year - net	(161)	(4,392)
Realised gains (losses) during the year - net	11	(102)
Total before deferred income tax	-	150
Deferred income tax (Note 20)	-	(28)
Balance, end of year - net	-	122

During 2022 and 2021, all placements with other banks were categorised as stage 1, had not experienced a significant increase in credit risk since initial recognition and had no objective evidence of impairment. The changes in the allowance for impairment losses on placements with other banks are as follows:

	2022			
	Stage 1	Stage 2	Stage 3	Total
Balance, beginning of year	(4,132)	-	-	(4,132)
Net changes in exposure	(1,170)	-	-	(1,170)
Exchange rate differences	(161)	-	-	(161)
Balance, end of year	(5,463)	-	-	(5,463)

	2021			
	Stage 1	Stage 2	Stage 3	Total
Balance, beginning of year	(4,700)	-	-	(4,700)
Net changes in exposure	536	-	-	536
Exchange rate differences	32	-	-	32
Balance, end of year	(4,132)	-	-	(4,132)

Weighted average effective interest rates per annum of placements with Bank Indonesia and other banks were as follows:

	2022	2021
Bank Indonesia and call money:		
Rupiah	2.99%	2.92%
Foreign currencies	1.53%	0.12%
Time deposits:		
Rupiah	3.02%	3.98%
Foreign currencies	1.03%	0.40%
Certificates of deposits:		
Rupiah	-	6.82%



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7. PLACEMENTS WITH BANK INDONESIA AND OTHER BANKS (continued)

The range of contractual interest rates of time deposits owned by the Group in Rupiah currency during the years ended 31 December 2022 and 2021 were 1.90% - 6.30% and 2.00% - 7.00%, respectively, and for certificates of deposit in Rupiah are nil and 4.07% - 7.90%, respectively, while time deposits in foreign currencies were 0.16% - 5.09% and 0.16% - 0.75%, respectively.

As of 31 December 2022 and 2021, there were no placements with Bank Indonesia and other banks which were used as collateral for securities trading transaction.

As of 31 December 2022 and 2021, management believes that the allowance for impairment losses is adequate to cover possible losses arising from uncollectible placements with Bank Indonesia and other banks.

Information on the classification and fair value of placements with Bank Indonesia and other banks is disclosed in Note 38. Information on the maturity of placements with Bank Indonesia and other banks is disclosed in Note 44.

8. FINANCIAL ASSETS AND LIABILITIES AT FAIR VALUE THROUGH PROFIT OR LOSS

Financial assets and liabilities at fair value through profit or loss consist of:

	2022		2021	
	Nominal value	Fair value	Nominal value	Fair value
Financial assets:				
Securities				
Government bonds	1,427,188	1,438,042	560,094	591,751
Sukuk	92,116	91,158	280,275	285,656
Mutual Funds	21,752	23,149	21,127	22,777
Investment in shares	-	398,493	-	-
Others	195,696	181,969	196,330	216,894
	<u>1,736,752</u>	<u>2,132,811</u>	<u>1,057,826</u>	<u>1,117,078</u>
Derivative assets				
Forward		46,307		52,120
Swap		51,728		1,275,989
Option		-		30
Spot		2,283		1,946
		<u>100,318</u>		<u>1,330,085</u>
		<u>2,233,129</u>		<u>2,447,163</u>
Financial liabilities:				
Derivative liabilities				
Forward		40,705		32,059
Swap		331,715		21,200
Option		-		68
Spot		10,853		1,835
		<u>383,273</u>		<u>55,162</u>

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8. FINANCIAL ASSETS AND LIABILITIES AT FAIR VALUE THROUGH PROFIT OR LOSS
(continued)

The detail of investment in shares owned by the Group based on counterparties as of 31 December 2022 and 2021 are as follows:

	2022	2021
Related parties	8,642	-
Third parties	389,851	-
Total investment in shares	398,493	-

Information on the classification and fair value of financial assets and liabilities measured at fair value through profit or loss is disclosed in Note 38. Information on the maturity of financial assets and liabilities measured at fair value through profit or loss is disclosed in Note 44.

9. ACCEPTANCE RECEIVABLES AND PAYABLES

a. The details of acceptance receivables

	2022	2021
<u>Rupiah</u>		
Non-bank debtors	3,133,006	3,875,296
Other banks	272,987	325,589
	3,405,993	4,200,885
Less:		
Allowance for impairment losses	(101,045)	(193,164)
	3,304,948	4,007,721
<u>Foreign currencies</u>		
Non-bank debtors	11,927,099	6,906,060
Other banks	182,006	353,369
	12,109,105	7,259,429
Less:		
Allowance for impairment losses	(214,412)	(326,120)
	11,894,693	6,933,309
Total acceptance receivables - net	15,199,641	10,941,030



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9. ACCEPTANCE RECEIVABLES AND PAYABLES (continued)

b. The details of acceptance payables

	2022	2021
<u>Rupiah</u>		
Non-bank debtors	396,434	408,578
Other banks	1,078,791	768,371
	<u>1,475,225</u>	<u>1,176,949</u>
	-----	-----
<u>Foreign currencies</u>		
Non-bank debtors	182,006	353,369
Other banks	8,009,417	5,113,976
	<u>8,191,423</u>	<u>5,467,345</u>
	-----	-----
Total acceptance payables	<u>9,666,648</u>	<u>6,644,294</u>

c. The movement of allowance for impairment losses of acceptance receivables

	2022			
	Stage 1	Stage 2	Stage 3	Total
Balance, beginning of year	(94,822)	(9)	(424,453)	(519,284)
Transfer to lifetime expected credit losses (Stage 2)	12,409	(13,346)	-	(937)
Transfer to 12 months expected credit losses (Stage 1)	(50)	53	3	6
Net changes in exposure	(1,280)	(11,903)	238,251	225,068
Exchange rate differences	(6,036)	(1,040)	(13,234)	(20,310)
Balance, end of year	(89,779)	(26,245)	(199,433)	(315,457)

	2021			
	Stage 1	Stage 2	Stage 3	Total
Balance, beginning of year	(409,117)	(15)	-	(409,132)
Transfer to lifetime expected credit losses (Stage 2)	589,700	(766,804)	-	(177,104)
Transfer to credit impaired (Stage 3)	21,070	429,787	(449,901)	956
Transfer to 12 months expected credit losses (Stage 1)	(8,399)	8,404	-	5
Net changes in exposure	(285,496)	331,419	23,356	69,279
Exchange rate differences	(2,580)	(2,800)	2,092	(3,288)
Balance, end of year	(94,822)	(9)	(424,453)	(519,284)

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9. ACCEPTANCE RECEIVABLES AND PAYABLES (continued)

Management believes that the allowance for impairment losses provided was adequate to cover possible losses on uncollectible acceptance receivables.

As of 31 December 2022 and 2021, 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.

10. BILLS RECEIVABLE

a. The details of bills receivable

	2022	2021
<u>Rupiah</u>		
Non-bank debtors	8,605	114,349
Other banks	3,370,187	4,728,182
	<u>3,378,792</u>	<u>4,842,531</u>
Less:		
Allowance for impairment losses	(779)	(935)
	<u>3,378,013</u>	<u>4,841,596</u>
<u>Foreign currencies</u>		
Non-bank debtors	607,819	653,325
Other banks	1,916,431	862,777
	<u>2,524,250</u>	<u>1,516,102</u>
Less:		
Allowance for impairment losses	(6,356)	(45,726)
	<u>2,517,894</u>	<u>1,470,376</u>
Total bills receivables - net	<u>5,895,907</u>	<u>6,311,972</u>

b. The movement of allowance for impairment losses of bills receivables

The movement of allowance for impairment losses of bills receivables were as follows:

	2022			
	Stage 1	Stage 2	Stage 3	Total
Balance, beginning of year	(1,841)	-	(44,820)	(46,661)
Transfer to 12 months expected credit losses (Stage 1)	48	-	3	51
Net changes in exposure	(4,663)	-	47,572	42,909
Exchange rate differences	4,350	-	(7,784)	(3,434)
Balance, end of year	<u>(2,106)</u>	<u>-</u>	<u>(5,029)</u>	<u>(7,135)</u>



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10. **BILLS RECEIVABLE** (continued)

b. The movement of allowance for impairment losses of bills receivables (continued)

The movement of allowance for impairment losses of bills receivables were as follows:
(continued)

	2021			
	Stage 1	Stage 2	Stage 3	Total
Balance, beginning of year	(8,012)	-	-	(8,012)
Transfer to lifetime expected credit losses (Stage 2)	910	(865)	-	45
Transfer to credit impaired (Stage 3)	-	9	(5)	4
Net changes in exposure	(2,758)	1,106	(37,719)	(39,371)
Exchange rate differences	8,019	(250)	(7,096)	673
Balance, end of year	(1,841)	-	(44,820)	(46,661)

Management believes that the allowance for impairment losses provided was adequate to cover possible losses on uncollectible bills receivables.

As of 31 December 2022 and 2021, the Bank did not have balances of bills receivables to related party.

Weighted average effective interest rates per annum of bills receivable were as follows:

	2022	2021
Rupiah	6.25%	6.89%
Foreign currencies	3.19%	1.72%

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.

11. **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:

	2022				Allowance for impairment losses	Carrying value
	Range of purchase date	Range of sale date	Resell price	Deferred interest income		
Transactions with Bank Indonesia:						
Underlying instruments:						
Government bonds	7 Jan - 30 Dec 22	6 Jan - 29 Dec 23	150,732,374	(2,708,002)	-	148,024,372
Government Treasury Bills	30 Sep - 30 Dec 22	3 Jan - 29 Sep 23	1,909,699	(384,140)	-	1,525,559
			152,642,073	(3,092,142)	-	149,549,931
Transactions with other banks:						
Underlying instruments:						
Government bonds	1 - 29 Dec 22	2 - 9 Jan 23	4,386,635	(2,209)	-	4,384,426
			4,386,635	(2,209)	-	4,384,426
Transactions with non-bank:						
Underlying instruments:						
Shares	16 Nov 22	31 Jan 23	32,367	(313)	(1,299)	30,755
			32,367	(313)	(1,299)	30,755
			157,061,075	(3,094,664)	(1,299)	153,965,112

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11. 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)

2021						
	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	8 Jan - 31 Dec 21	5 Jan - 2 Dec 22	138,636,905	(450,820)	-	138,186,085
Government Treasury Bills	8 - 31 Dec 21	3 - 28 Jan 22	1,509,299	(1,377)	-	1,507,922
			140,146,204	(452,197)	-	139,694,007
Transactions with other banks:						
Underlying instruments:						
Government bonds	6 - 30 Dec 21	3 - 10 Jan 22	7,346,030	(3,114)	-	7,342,916
			7,346,030	(3,114)	-	7,342,916
Transactions with non-bank:						
Underlying instruments:						
Shares	20 Dec 21	30 Jun 22	31,081	(1,900)	(1,243)	27,938
			31,081	(1,900)	(1,243)	27,938
			147,523,315	(457,211)	(1,243)	147,064,861

The movement of allowance for impairment losses on securities purchased under agreements to resell was as follows:

2022				
	Stage 1	Stage 2	Stage 3	Total
Balance, beginning of year	(1,243)	-	-	(1,243)
Net changes in exposure	(56)	-	-	(56)
Balance, end of year	(1,299)	-	-	(1,299)

2021				
	Stage 1	Stage 2	Stage 3	Total
Balance, beginning of year	(1,148)	-	-	(1,148)
Net changes in exposure	(95)	-	-	(95)
Balance, end of year	(1,243)	-	-	(1,243)

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 2022 and 2021 were denominated in Rupiah currency.

As of 31 December 2022 and 2021, the Group did not have balances of securities purchased under agreements to resell with related parties.

Weighted average effective interest rates per annum of securities purchased under agreements to resell for the years ended 31 December 2022 and 2021 were 3.81% and 3.42%, 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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12. LOANS RECEIVABLE

Loans receivable consisted of:

a. By type and currency

	<u>2022</u>	<u>2021</u>
<u>Rupiah</u>		
Related parties:		
Working capital	2,267,478	3,026,569
Investment	7,045,615	5,844,114
Consumer	13,359	12,346
	<u>9,326,452</u>	<u>8,883,029</u>
Third parties:		
Working capital	297,439,472	270,467,255
Investment	200,194,766	181,735,381
Consumer	124,213,262	111,469,583
Credit card	13,384,393	11,790,010
Employee loans	3,131,952	3,075,673
	<u>638,363,845</u>	<u>578,537,902</u>
	647,690,297	587,420,931
<u>Foreign currencies</u>		
Related parties:		
Investment	119,011	-
	<u>119,011</u>	<u>-</u>
Third parties:		
Working capital	32,423,337	21,066,717
Investment	14,703,877	13,525,657
	<u>47,127,214</u>	<u>34,592,374</u>
	47,246,225	34,592,374
Total loans receivable	<u>694,936,522</u>	<u>622,013,305</u>
Less: Allowance for impairment losses		
Rupiah	(28,886,553)	(27,904,389)
Foreign currencies	(5,060,965)	(4,295,338)
	<u>(33,947,518)</u>	<u>(32,199,727)</u>
Total loans receivable - net	<u>660,989,004</u>	<u>589,813,578</u>

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12. LOANS RECEIVABLE (continued)

Loans receivable consisted of: (continued)

b. By economic sector and Bank Indonesia's collectability

	2022						Total
	Current	Special mention	Sub-standard	Doubtful	Loss	Allowance for impairment losses	
Rupiah							
Manufacturing	128,108,975	2,842,823	712,845	1,372,634	1,015,900	(8,752,884)	125,300,293
Business services	113,309,622	1,378,267	5,532	15,513	202,639	(5,543,792)	109,367,781
Trading, restaurants and hotels	142,795,198	2,467,940	362,647	240,335	2,088,470	(8,150,526)	139,804,064
Agriculture and agricultural facilities	34,171,801	84,938	5,269	10,121	107,905	(1,273,861)	33,106,173
Construction	32,993,566	117,689	7,640	22,192	75,806	(682,697)	32,534,196
Transportation and warehousing	17,691,267	54,531	1,733	2,632	24,072	(391,389)	17,382,846
Social/public services	10,675,812	56,010	1,605	5,069	39,497	(1,627,343)	9,150,650
Mining	3,795,309	51,678	7	-	8,746	(99,927)	3,755,813
Electricity, gas, and water	10,004,133	8,134	690	-	3,451	(122,879)	9,893,529
Others	135,024,621	4,194,629	175,861	243,669	1,110,874	(2,241,255)	138,508,399
	628,570,304	11,256,639	1,273,829	1,912,165	4,677,360	(28,886,553)	618,803,744
Foreign currencies							
Manufacturing	23,331,369	371,344	-	2,748,401	785,198	(3,531,517)	23,704,795
Business services	2,291,864	-	-	-	-	(38,313)	2,253,551
Trading, restaurants and hotels	6,724,704	26,555	399,656	-	1,739	(1,326,561)	5,826,093
Agriculture and agricultural facilities	5,621,573	-	-	-	-	(48,846)	5,572,727
Construction	3,014	-	-	-	-	-	3,014
Transportation and warehousing	3,108,711	-	-	-	-	(74,587)	3,034,124
Social/public services	23,906	-	-	-	-	(162)	23,744
Mining	151,423	-	-	-	-	(2,982)	148,441
Electricity, gas, and water	1,656,768	-	-	-	-	(37,997)	1,618,771
	42,913,332	397,899	399,656	2,748,401	786,937	(5,060,965)	42,185,260
Total	671,483,636	11,654,538	1,673,485	4,660,566	5,464,297	(33,947,518)	660,989,004
	2021						Total
	Current	Special mention	Sub-standard	Doubtful	Loss	Allowance for impairment losses	
Rupiah							
Manufacturing	123,725,520	3,027,320	183,194	338,453	2,255,859	(7,905,380)	121,624,966
Business services	75,482,975	1,448,553	474,238	21,082	277,771	(4,099,052)	73,605,567
Trading, restaurants and hotels	127,425,533	2,845,598	237,848	200,494	3,469,308	(8,633,289)	125,545,492
Agriculture and agricultural facilities	28,414,243	106,299	12,997	7,243	116,865	(1,302,755)	27,354,892
Construction	27,869,671	364,121	2,597	83,717	49,090	(767,721)	27,601,475
Transportation, warehousing and communications	40,317,921	60,218	10,415	11,030	100,100	(956,479)	39,543,205
Social/public services	11,085,718	139,053	1,579	5,404	42,791	(1,242,563)	10,031,982
Mining	1,442,622	11,561	-	6,599	7,541	(43,270)	1,425,053
Electricity, gas, and water	9,370,799	28	-	2,633	14,811	(126,848)	9,261,423
Others	120,366,630	4,066,050	218,265	292,495	1,406,079	(2,827,032)	123,522,487
	565,501,632	12,068,801	1,141,133	969,150	7,740,215	(27,904,389)	559,516,542
Foreign currencies							
Manufacturing	12,690,914	391,493	-	-	3,188,158	(3,082,027)	13,188,538
Business services	2,357,956	-	-	-	-	(31,830)	2,326,126
Trading, restaurants and hotels	4,110,575	31,483	373,057	-	-	(1,003,653)	3,511,462
Agriculture and agricultural facilities	6,390,157	-	-	-	-	(68,721)	6,321,436
Construction	179	-	-	-	-	-	179
Transportation, warehousing and communications	2,644,466	-	-	-	-	(67,670)	2,576,796
Social/public services	22,988	-	-	-	-	(175)	22,813
Mining	504,706	-	-	-	-	(5,317)	499,389
Electricity, gas, and water	1,886,242	-	-	-	-	(35,945)	1,850,297
	30,608,183	422,976	373,057	-	3,188,158	(4,295,338)	30,297,036
Total	596,109,815	12,491,777	1,514,190	969,150	10,928,373	(32,199,727)	589,813,578



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12. LOANS RECEIVABLE (continued)

Loans receivable consisted of: (continued)

c. By maturity

Loans receivable by maturity period based on loan agreements:

	2022	2021
<u>Rupiah</u>		
Up to 1 year	225,903,162	212,890,672
> 1 - 5 years	117,957,765	98,961,215
> 5 years	304,751,222	276,386,595
	648,612,149	588,238,482
<u>Foreign currencies</u>		
Up to 1 year	23,490,950	11,705,276
> 1 - 5 years	5,954,466	7,967,415
> 5 years	17,801,745	14,920,364
	47,247,161	34,593,055
Total loans receivable	695,859,310	622,831,537
Less:		
Deferred provision and commission income ^{*)}	(922,788)	(818,232)
Allowance for impairment losses	(33,947,518)	(32,199,727)
	(34,870,306)	(33,017,959)
Total loans receivable - net	660,989,004	589,813,578

^{*)} Deferred provision and commission income represent all provisions, commissions and other fees received by the Bank on loan agreements, which are integral part of effective interest rate.

d. By staging

Below is movement of loans based on stages during the years ended 31 December 2022 and 2021:

	2022		
	Stage 1	Stage 2	Stage 3
Balance, beginning of year	605,719,058	2,435,660	13,858,587
Net changes in exposure	50,372,607	21,297,495	856,957
Written-off	-	-	(3,171,107)
Exchange rate difference	3,057,289	177,237	332,739
Balance, end of year	659,148,954	23,910,392	11,877,176

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12. LOANS RECEIVABLE (continued)

Loans receivable consisted of: (continued)

d. By staging (continued)

Below is movement of loans based on stages during the years ended 31 December 2022 and 2021: (continued)

	2021			
	Stage 1	Stage 2	Stage 3	Total
Balance, beginning of year	561,736,519	2,655,370	10,197,719	574,589,608
Net changes in exposure	43,574,002	(237,082)	7,573,520	50,910,440
Written-off	-	-	(3,881,047)	(3,881,047)
Exchange rate difference	408,537	17,372	(31,605)	394,304
Balance, end of year	605,719,058	2,435,660	13,858,587	622,013,305

e. Syndicated loans

Syndicated loans represent loans provided to debtors under syndication agreements with other banks. Syndicated loans with risk sharing participation to the Bank's financing were as follows:

	2022	2021
Bank's participation as participant, ranged between 4.17% - 60.87% and 4.17% - 85.14% respectively, for the years ended 31 December 2022 and 2021, with outstanding balance of Rp 27,810,957 and USD 262,167,969 (full amount) as of 31 December 2022 (2021: Rp 24,682,836 and USD 225,636,701 (full amount))	31,892,257	27,898,723
Bank's participation as arranger, ranged between 15.27% - 75.00% and 6.00% - 64.28% respectively, for the years ended 31 December 2022 and 2021, with outstanding balance of Rp 15,911,592 and USD 51,857,910 (full amount) as of 31 December 2022 (2021: Rp 13,364,397 and USD 68,371,172 (full amount))	16,718,890	14,338,857
	48,611,147	42,237,580

f. Restructured loans

In accordance with POJK No. 11/POJK.03/2020 dated 16 March 2020 regarding the impact of the COVID-19 pandemic, which has been amended to POJK No.17/POJK.03/2021 dated 10 September 2021 regarding the second amendment due to the impact of the COVID-19 pandemic (Note 52), the Bank has restructured loans for debtors affected by COVID-19.



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12. LOANS RECEIVABLE (continued)

Loans receivable consisted of: (continued)

f. Restructured loans (continued)

The amount of restructured loans by the Bank as of 31 December 2022 and 2021 amounting to Rp 62,211,545 and Rp 82,496,389, respectively. Credit restructuring carried out by modifying the facility structure and credit terms, including lowering credit interest rates, extending credit terms, and others.

Below are the amount of restructured loans based on Bank Indonesia's collectibility:

	2022	2021
Current	45,966,003	64,917,839
Special mention	6,787,024	8,682,207
Sub-standard	1,386,480	1,302,132
Doubtful	4,312,802	657,935
Loss	3,759,236	6,936,276
	62,211,545	82,496,389

Total restructured loans and under non-performing loan ("NPL") category as of 31 December 2022 and 2021 are amounting to Rp 9,458,518 and Rp 8,896,343, respectively.

In relation with the COVID-19 pandemic which has created global and domestic economic uncertainty, the Bank continues to identify and monitor debtor conditions on an ongoing basis. As well as taking precautions to keep making allowance for impairment losses if the debtors who have obtained the restructuring facility perform well initially, are expected to decline due to the impact of COVID-19 and cannot recover after the restructuring/impact of COVID-19 ends (Note 43c.iii).

g. The movement of allowance for impairment losses on loans receivable

	2022			
	Stage 1	Stage 2	Stage 3	Total
Balance, beginning of year	(23,182,067)	(447,358)	(8,570,302)	(32,199,727)
Transfer to lifetime expected credit losses (Stage 2)	12,724,978	(17,760,343)	1,991,966	(3,043,399)
Transfer to credit impaired (Stage 3)	216,051	3,384,989	(4,577,125)	(976,085)
Transfer to 12 months expected credit losses (Stage 1)	(1,728,989)	1,928,113	558,328	757,452
Net changes in exposure	(867,881)	(282,644)	(99,463)	(1,249,988)
Written-off	-	-	3,171,107	3,171,107
Foreign exchange difference	(62,089)	(101,759)	(243,030)	(406,878)
Balance, end of year	(12,899,997)	(13,279,002)	(7,768,519)	(33,947,518)

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12. LOANS RECEIVABLE (continued)

Loans receivable consisted of: (continued)

g. The movement of allowance for impairment losses on loans receivable (continued)

	2021		
	Stage 1	Stage 2	Stage 3
Balance, beginning of year	(20,134,603)	(788,811)	(6,022,528)
Transfer to lifetime expected credit losses (Stage 2)	3,667,174	(4,968,657)	151,150
Transfer to credit impaired (Stage 3)	2,511,927	2,785,368	(6,170,330)
Transfer to 12 months expected credit losses (Stage 1)	(2,791,755)	2,822,558	711,443
Net changes in exposure	(6,396,443)	(289,183)	(1,145,500)
Written-off	-	-	3,881,047
Foreign exchange difference	(38,367)	(8,633)	24,416
Balance, end of year	(23,182,067)	(447,358)	(8,570,302)

Management believes that allowance for impairment losses provided was adequate to cover possible losses on uncollectible loans receivable.

As of 31 December 2022 and 2021, allowance for impairment losses on loans receivable to related parties amounting to Rp 72,528 and Rp 88,810, respectively.

h. Joint financing

The Bank entered into joint financing agreements with PT BCA Finance and PT BCA Multi 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 2022 and 2021 were Rp 37,373,918 and Rp 31,868,337, respectively.

i. The carrying amount of loans receivable are as follows:

	2022	2021
Loans receivable (Note 12c)	695,859,310	622,831,537
Accrued interest income	2,262,898	1,901,585
Deferred provision and commission income	(922,788)	(818,232)
Allowance for impairment losses (Note 12g)	(33,947,518)	(32,199,727)
	663,251,902	591,715,163

j. Other significant information relating to loans receivable

As of 31 December 2022 and 2021, the Bank had no loans receivable which were pledged as collaterals.

Demand deposits, saving and time deposits pledged as collateral for loans receivable amounting to Rp 15,557,801 and Rp 14,248,561, respectively, as of 31 December 2022 and 2021 (Note 19).



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12. LOANS RECEIVABLE (continued)

Loans receivable consisted of: (continued)

j. Other significant information relating to loans receivable (continued)

As of 31 December 2022 and 2021, 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, specifically for the period 2022 - 2024 the Bank provides relief to employees with an interest rate of 3.5% per year. 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:

	2022	2021
Rupiah	7.35%	7.72%
Foreign currencies	3.73%	3.07%

Ratio of small enterprises loans to loans receivable provided by Bank as of 31 December 2022 and 2021 was 3.46% and 2.93%, respectively.

The Bank's non-performing loans (classified as sub-standard, doubtful and loss) as of 31 December 2022 and 2021 amounting to Rp 11,795,528 and Rp 13,411,713, respectively.

As of 31 December 2022, the ratio of gross non-performing loan ("NPL") and net NPL was 1.71% and 0.59% (2021: 2.16% and 0.78%), which was calculated based on prevailing POJK.

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.

13. CONSUMER FINANCING RECEIVABLES

The Subsidiaries' amortised cost of consumer financing receivables were as follows:

	2022	2021
Consumer financing receivables		
- Self-financing by Subsidiaries	6,951,467	8,211,111
- Share in joint financing with related party without recourse	7,052,266	5,486,207
Unamortised administration income - net	(460,266)	(368,705)
Unearned consumer financing income	(4,917,811)	(4,688,380)
Consumer financing receivables, before allowance for impairment losses	8,625,656	8,640,233
Less:		
Allowance for impairment losses	(410,229)	(784,257)
Total consumer financing receivables - net	8,215,427	7,855,976

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13. CONSUMER FINANCING RECEIVABLES (continued)

Contractual interest rates per annum for consumer financing during 2022 and 2021 were 4.89% - 27.25% and 5.77% - 28.16%, respectively.

The Subsidiaries provide consumer financing contracts for 4 (four) wheels motor vehicles with terms ranging from 3 (three) months to 6 (six) years, while consumer financing contracts for 2 (two) wheels motor 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:

	2022			
	Stage 1	Stage 2	Stage 3	Total
Balance, beginning of year	(484,708)	(57,721)	(241,828)	(784,257)
Net changes in exposure	233,816	26,143	(123,495)	136,464
Written-off	-	-	237,564	237,564
Balance, end of year	(250,892)	(31,578)	(127,759)	(410,229)

	2021			
	Stage 1	Stage 2	Stage 3	Total
Balance, beginning of year	(577,750)	(51,016)	(177,540)	(806,306)
Net changes in exposure	93,042	(6,705)	(236,766)	(150,429)
Written-off	-	-	172,478	172,478
Balance, end of year	(484,708)	(57,721)	(241,828)	(784,257)

The collection of consumer financing receivables previously written-off amounting to Rp 32,046 and Rp 29,046 for the years ended 31 December 2022 and 2021, respectively.

Written-off consumer financing receivables were receivables which overdue for more than 150 (one hundred and fifty) days for 4 (four) wheels motor vehicles and more than 180 (one hundred and eighty) days for 2 (two) wheels motor vehicles. The write-offs are executed based on management case by case assessment.

As of 31 December 2022 and 2021 consumer financing receivables, before deduction of unearned income, amounting to Rp 275,653 and Rp 211,394, respectively, were pledged as collateral to borrowings (Note 22).

The consumer financing receivables are secured by the related certificates of ownership ("BPKB") of the vehicles financed by the Subsidiaries.

Management believes that the allowance for impairment losses is adequate to cover possible losses arising from uncollectible consumer financing receivables.



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13. CONSUMER FINANCING RECEIVABLES (continued)

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.

14. INVESTMENT SECURITIES

The details of investment securities by type and currency as of 31 December 2022 and 2021 were as follows:

Description	2022				
	Nominal amount	Unamortised premium (discount)	Unrealised gain (loss)	Allowance for impairment losses	Carrying value
Rupiah					
Measured at amortised cost:					
Government bonds,					
recapitalisation	2,389,300	45,466	-	-	2,434,766
non-recapitalisation	67,096,797	1,816,656	-	-	68,913,453
Sukuk	29,400,983	(154,231)	-	(277)	29,246,475
Mutual fund units	100,000	-	-	(1,000)	99,000
Corporate bonds	13,581,550	(45,000)	-	(7,829)	13,528,721
Medium-term notes	65,000	-	-	(37)	64,963
Money market securities	230,000	-	-	(2,300)	227,700
Others	14,524	(1,091)	-	-	13,433
Measured at fair value					
through other					
comprehensive income:					
Government bonds,					
non-recapitalisation	46,825,194	1,099,893	1,219,676	-	49,144,763
Sukuk of Bank Indonesia	1,450,000	-	230	-	1,450,230
Sukuk	48,612,534	(561,001)	811,852	(8,932)	48,854,453
Mutual fund units	6,877,808	58,406	182,367	(41,742)	7,076,839
Corporate bonds	17,812,055	-	69,300	(110,916)	17,770,439
Investment in shares	558,183	-	-	(117,566)	440,617
	235,013,928	2,259,098	2,283,425	(290,599)	239,265,852
Foreign currencies					
Measured at amortised cost:					
Government bonds,					
non-recapitalisation	1,972,386	73,734	-	(134)	2,045,986
T-Bond USA	435,890	(5,143)	-	(72)	430,675
Corporate bonds	31,134	389	-	(12)	31,511
Sukuk	3,172,111	206,947	-	-	3,379,058
Measured at fair value					
through other					
comprehensive income:					
Bank Indonesia Treasury Bills	93,405	(444)	(160)	-	92,801
Government bonds,					
non-recapitalisation	1,229,832	6,367	(8,862)	-	1,227,337
Sukuk	2,444,097	(4,391)	(17,760)	-	2,421,946
	9,378,855	277,459	(26,782)	(218)	9,629,314
Total investment securities	244,392,783	2,536,557	2,256,643	(290,817)	248,895,166

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14. INVESTMENT SECURITIES (continued)

The details of investment securities by type and currency as of 31 December 2022 and 2021 were as follows: (continued)

	2021				
Description	Nominal amount	Unamortised premium (discount)	Unrealised gain (loss)	Allowance for impairment losses	Carrying value
<u>Rupiah</u>					
Measured at amortised cost:					
Government bonds non-recapitalisation	26,484,206	(54,341)	-	-	26,429,865
Government Treasury Bills	500,000	(3,871)	-	-	496,129
Sukuk	10,747,632	1,860,755	-	(87)	12,608,300
Mutual fund units	50,000	-	-	(500)	49,500
Corporate bonds	6,916,000	-	-	(3,633)	6,912,367
Medium-term notes	65,000	-	-	(20)	64,980
Others	15,569	-	-	-	15,569
Measured at fair value through other comprehensive income:					
Government bonds non-recapitalisation	49,290,169	1,343,500	3,397,351	-	54,031,020
Sukuk of Bank Indonesia	1,503,783	-	459	-	1,504,242
Sukuk	53,338,931	(596,960)	3,201,159	(7,378)	55,935,752
Mutual fund units	9,754,555	58,332	342,378	(45,124)	10,110,141
Corporate bonds	17,105,500	-	382,575	(105,822)	17,382,253
Investment in shares	841,711	-	-	(116,679)	725,032
Others	22,056	-	214	(4)	22,266
	176,635,112	2,607,415	7,324,136	(279,247)	186,287,416
<u>Foreign currencies</u>					
Measured at amortised cost:					
Government bonds non-recapitalisation	1,050,469	106,554	-	(131)	1,156,892
T-Bond USA	185,282	(264)	-	(42)	184,976
Corporate bonds	28,511	626	-	(12)	29,125
Sukuk	2,904,160	266,499	-	-	3,170,659
Measured at fair value through other comprehensive income:					
Bank Indonesia Treasury Bills	29,089,851	(12,447)	(3,047)	-	29,074,357
Government bonds non-recapitalisation	1,182,957	10,830	73,744	-	1,267,531
Sukuk	2,879,148	(9,147)	191,459	-	3,061,460
	37,320,378	362,651	262,156	(185)	37,945,000
Total investment securities	213,955,490	2,970,066	7,586,292	(279,432)	224,232,416

As of 31 December 2022, investment securities included government bonds and corporate bonds, each with a carrying value of Rp 279,585 (par value of Rp 264,634) and Rp 23,642 (par value of Rp 23,350), according to the agreement, The Bank must buy back the government bonds on 17 October 2023, 24 April 2028, and 12 February 2029, and on 11 April 2024 the Bank must buy back the corporate bonds. Total liabilities at carrying amount ("securities sold under agreements to repurchase") in the consolidated statement of financial position amounted to Rp 255,962 as of 31 December 2022.

As of 31 December 2021, investment securities include government bonds with carrying value amounted to Rp 79,748 (par value of Rp 78,404), which according to the agreements on 16 July 2021, the Bank must buy back the respective government bonds. Total liabilities at carrying amount ("securities sold under agreements to repurchase") in the consolidated statements of financial position amounted to Rp 77,021 as of 31 December 2021.



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14. INVESTMENT SECURITIES (continued)

The detail of investment in mutual funds owned by the Group by name and total units owned as of 31 December 2022 and 2021 are as follows:

Investment in mutual funds	2022		2021	
	Total units	Carrying amount	Total units	Carrying amount
Reksa Dana Tram Pundi Kas 2	735	1,041,593	737	1,017,778
Reksa Dana Terproteksi Trimegah				
Terproteksi Dana Berkala 5	524	540,247	950	1,022,318
Reksa Dana Batavia Dana Kas Gebyar	186	539,343	359	1,016,020
Reksa Dana Terproteksi Bahana Centrum				
Protected Fund 192	500	531,667	500	537,241
Reksa Dana Bahana Revolving Fund	291	519,903	291	505,901
Reksa Dana Syailendra Money Market Fund 8	500	517,678	500	503,936
Reksa Dana BNI-AM Likuid Prioritas III	443	500,891	273	302,043
Reksa Dana Danareksa Gebyar Dana Likuid II	484	483,946	500	506,208
Reksa Dana Terproteksi Batavia Proteksi				
Maxima 8	452	473,042	452	478,881
Reksa Dana Terproteksi Danareksa Proteksi 64	452	470,599	452	475,689
Reksa Dana Terproteksi Panin Terproteksi 2024	445	448,405	445	449,588
Reksa Dana BNP Paribas Obligasi Berlian	223	231,636	227	243,693
Reksa Dana Syariah Trimegah Kas Syariah	116	150,143	120	150,119
Reksa Dana BNP Paribas Dana Obligasi				
Gemilang	108	125,674	95	109,268
Reksa Dana Syariah Syailendra Money				
Market Fund	77	100,086	-	-
Reksa Dana Terproteksi Bahana Centrum				
Protected Fund 156	67	69,830	198	202,002
Reksa Dana Terproteksi Batavia Proteksi				
Ultima 2	56	56,945	143	143,911
Reksa Dana Syariah Trimegah Kas Syariah 2	50	50,180	50	50,019
Reksa Dana Syariah Panin Dana Likuid				
Syariah	42	50,136	43	50,036
Reksa Dana Syariah Pasar Uang PNM Falah 2	44	50,117	46	50,074
Reksa Dana Syariah Penyertaan Terbatas				
PNM Pembiayaan Mikro BUMN Seri VI	50	50,000	50	50,000
Reksa Dana Syariah Penyertaan Terbatas				
PNM Pembiayaan Mikro BUMN Seri X	50	50,000	-	-
Reksa Dana Terproteksi Trimegah				
Terproteksi Dana Berkala 3	24	25,356	279	288,666
Reksa Dana Syariah Majoris Pasar Uang Syariah				
Indonesia	20	25,019	21	25,022
Reksa Dana Terproteksi Panin Proteksi 2022	20	20,738	174	174,656
Reksa Dana BNP Paribas 30 ETF	20	11,475	20	10,500
Reksa Dana Bahana MES Syariah Fund				
Kelas G	7	10,245	7	10,105
Reksa Dana BNP Paribas Prima II	10	10,219	10	10,037
Reksa Dana Syailendra Dana Kas	7	10,111	7	10,378
Reksa Dana Schroder Prestasi Gebyar				
Indonesia II	3	10,110	3	9,981
Reksa Dana Eastspring Syariah Fixed				
Income Amanah Kelas A	7	10,095	7	10,079

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14. 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 2022 and 2021 are as follows: (continued)

	2022		2021	
	Total units	Carrying amount	Total units	Carrying amount
Investment in mutual funds (continued)				
Reksa Dana Sucorinvest Money Market Fund	6	10,094	6	10,478
Reksa Dana Bahana Dana Likuid	6	10,072	6	10,285
Reksa Dana Schroder Dana Mantap Plus II	3	9,778	3	9,993
Reksa Dana Syariah Majoris Sukuk Negara Indonesia	3	3,208	3	3,239
Reksa Dana Terproteksi Mandiri Seri 173	-	-	490	528,371
Reksa Dana Terproteksi Danareksa Proteksi 56	-	-	259	262,305
Reksa Dana Terproteksi Bahana Centrum Protected Fund 158	-	-	237	242,438
Reksa Dana Terproteksi Mandiri Seri 157	-	-	169	177,899
Reksa Dana Terproteksi Syailendra Capital Protected Fund 30	-	-	128	149,661
Reksa Dana Terproteksi Schroders IDR Income Plan V	-	-	120	123,260
Reksa Dana Terproteksi Samuel Aset Manajemen Dana Obligasi Terproteksi 7	-	-	100	105,679
Reksa Dana Syariah Mandiri Pasar Uang Syariah	-	-	62	75,033
Reksadana Syariah Pasar Uang PNM Faaza	-	-	34	50,004
Reksa Dana Syariah Lautandhana Pasar Uang Syariah	-	-	23	25,046
Reksa Dana Terproteksi BNP Paribas Gemilang 2	-	-	22	17,425
		7,218,581		10,205,265
Less:				
Allowance for impairment losses		(42,742)		(45,624)
Total investment in mutual funds - net		7,175,839		10,159,641

The detail of investment in shares owned by the Group as of 31 December 2022 and 2021 are as follows:

a. Based on counterparties:

	2022	2021
Related party	17,600	26,242
Third party	540,583	815,469
Total investment in shares	558,183	841,711
Less: Allowance for impairment losses	(117,566)	(116,679)
Total investment in shares - net	440,617	725,032



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14. INVESTMENT SECURITIES (continued)

The detail of investment in shares owned by the Group as of 31 December 2022 and 2021 are as follows: (continued)

b. Based on nature of business and percentage of ownership:

Company Name	Nature of business	2022		2021	
		Percentage of ownership	Carrying amount	Percentage of ownership	Carrying amount
- PT Bank BTPN Tbk	Banking	1.02%	297,085	1.02%	297,085
- PT Bank HSBC Indonesia	Banking	1.06%	184,025	1.06%	184,025
- PT Bank DBS Indonesia	Banking	1.00%	56,400	1.00%	56,400
- PT Digital Otomotif Indonesia	Marketplace	20.00%	17,600	20.00%	17,600
- Subsidiary's investment in shares	Various	-	-	0.29% - 17.50%	283,528
- Others (respectively under Rp 5,000)	Various	0.06% - 13.49%	3,073	0.06% - 13.49%	3,073
Total investment in shares			558,183		841,711
Less: Allowance for impairment losses			(117,566)		(116,679)
Total investment in shares - net			440,617		725,032

c. Based on collectibility of Bank Indonesia:

	2022	2021
Current	543,213	826,741
Sub-standard	-	250
Loss	14,970	14,720
Total investment in shares	558,183	841,711
Less: Allowance for impairment losses	(117,566)	(116,679)
Total investment in shares - net	440,617	725,032

The weighted average effective interest rates per annum for investment securities were as follows:

	2022		2021	
	Rupiah (%)	Foreign currencies (%)	Rupiah (%)	Foreign currencies (%)
Measured at amortised cost:				
Government bonds	5.97	2.15	6.34	2.40
Sukuk	5.23	1.24	5.24	1.30
Corporate bonds	7.78	0.77	7.69	1.13
Medium-term notes	6.76	-	7.08	-
Government Treasury Bills	3.19	-	3.15	-
Others	8.33	-	9.42	-
Measured at fair value through Other comprehensive income:				
Government bonds	7.20	4.48	7.18	4.51
Bank Indonesia Treasury Bills	-	0.26	-	0.17
Sukuk Bank Indonesia	3.80	-	3.51	-
Sukuk	7.31	4.27	7.29	4.21
Corporate bonds	7.90	-	8.27	-
Others	8.14	-	8.04	-

The movement of allowance for impairment losses of investment securities for the years ended 31 December 2022 and 2021 was as follows:

	2022			
	Stage 1	Stage 2	Stage 3	Total
Balance, beginning of year	(164,675)	-	(114,757)	(279,432)
Net changes in exposure	(11,129)	-	(213)	(11,342)
Foreign exchange difference	(43)	-	-	(43)
Balance, end of year	(175,847)	-	(114,970)	(290,817)

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14. INVESTMENT SECURITIES (continued)

The movement of allowance for impairment losses of investment securities for the years ended 31 December 2022 and 2021 was as follows: (continued)

	2021			
	Stage 1	Stage 2	Stage 3	Total
Balance, beginning of year	(96,411)	-	(103,226)	(199,637)
Net changes in exposure	(68,263)	-	(14,347)	(82,610)
Written-off	-	-	2,816	2,816
Foreign exchange difference	(1)	-	-	(1)
Balance, end of year	(164,675)	-	(114,757)	(279,432)

Management believes that the balance of allowance for impairment losses provided was adequate to cover possible losses on uncollectible investment securities.

The movement of unrealised gains (losses) from the change in fair value of investment securities at fair value through other comprehensive income was as follows:

	2022		
	Rupiah	Foreign currencies	Total
Balance, beginning of year - before deferred income tax	7,319,795	262,156	7,581,951
Addition of unrealised gains (losses) during the year - net	(5,073,400)	(294,167)	(5,367,567)
Realised gains (losses) during the year - net	33,565	1,398	34,963
Exchange rate difference	-	3,831	3,831
Total before deferred income tax	2,279,960	(26,782)	2,253,178
Deferred income tax (Note 20)			(428,186)
Balance, end of year - net			1,824,992

	2021		
	Rupiah	Foreign currencies	Total
Balance, beginning of year - before deferred income tax	8,301,461	420,902	8,722,363
Addition of unrealised gains (losses) during the year - net	(1,040,278)	(164,811)	(1,205,089)
Realised gains (losses) during the year - net	58,612	15	58,627
Exchange rate difference	-	6,050	6,050
Total before deferred income tax	7,319,795	262,156	7,581,951
Deferred income tax (Note 20)			(1,439,896)
Balance, end of year - net			6,142,055



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14. INVESTMENT SECURITIES (continued)

The following table represents the summary of ratings and investment securities ratings owned by the Bank as of 31 December 2022 and 2021:

	2022		2021	
	Rating	Rating Agency	Rating	Rating Agency
Indonesian Government	BBB	Fitch	BBB	Fitch
United States of America Government	AAA	Fitch	AAA	Fitch
Lembaga Pembiayaan Ekspor				
Indonesia/Indonesia Eximbank	AAA	Pefindo	AAA	Pefindo
PT Adira Dinamika Multi Finance Tbk	AAA	Pefindo	AAA	Pefindo
PT Astra Sedaya Finance	AAA	Pefindo	AAA	Pefindo
PT Bank CIMB Niaga Tbk	AAA	Pefindo	AAA	Pefindo
PT Bank Commonwealth	AA-	Fitch	AA-	Fitch
PT Bank Pembangunan Daerah Jawa Barat dan Banten Tbk	-	-	AA-	Pefindo
PT Bank Pembangunan Daerah Sulawesi Selatan dan Sulawesi Barat	A+	Pefindo	A+	Pefindo
PT Bank Mandiri (Persero) Tbk	AAA	Pefindo	AAA	Pefindo
PT Bank Mandiri Taspen (dahulu PT Bank Mandiri Taspen Pos)	AA	Fitch	AAA	Fitch
PT Bank Negara Indonesia (Persero) 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 SulutGo	A	Fitch	A	Fitch
PT Bank Tabungan Negara (Persero) Tbk	AA+	Fitch	AA+	Pefindo
PT Barito Pacific Tbk	A+	Pefindo	A	Pefindo
PT BFI Finance Indonesia Tbk	A+	Fitch	A+	Fitch
PT BRI Multifinance Indonesia	AA	Pefindo	AA	Pefindo
PT Bussan Auto Finance	AAA	Pefindo	AA	Pefindo
PT Chandra Asri Petrochemical Tbk	AA-	Pefindo	AA-	Pefindo
PT Dharma Satya Nusantara Tbk	A	Pefindo	A-	Pefindo
PT Federal International Finance	AAA	Pefindo	AAA	Pefindo
PT Hutama Karya (Persero)	-	-	AAA	Pefindo
PT Indah Kiat Pulp & Paper Tbk	A+	Pefindo	A+	Pefindo
PT Indonesia Power	-	-	AAA	Pefindo
PT Indosat Tbk	AAA	Pefindo	-	-
PT JACCS Mitra Pinasthika Mustika Finance Indonesia	AA	Fitch	AA	Fitch
PT Jasa Marga (Persero) Tbk	-	-	AA	Pefindo
PT Kereta Api Indonesia (Persero)	AA+	Pefindo	AA+	Pefindo
PT Lautan Luas Tbk	A	Pefindo	A-	Pefindo
PT Lontar Papyrus Pulp and Paper Industry	A	Pefindo	-	-
PT Mandiri Tunas Finance	AAA	Pefindo	-	-
PT Mayora Indah Tbk	AA	Pefindo	AA	Pefindo
PT Oki Pulp & Paper Mills	A+	Pefindo	A+	Pefindo
PT Oto Multiartha	-	-	AA+	Pefindo
PT Pegadaian (Persero)	AAA	Pefindo	AAA	Pefindo
PT Pembangunan Jaya Ancol Tbk	A	Pefindo	A	Pefindo
PT Permodalan Nasional Madani	AA	Pefindo	AA	Pefindo
PT Pos Indonesia (Persero)	A-	Fitch	-	-
PT Profesional Telekomunikasi Indonesia	AAA	Fitch	AAA	Fitch
PT Pupuk Indonesia (Persero)	AAA	Fitch	AAA	Fitch
PT Sarana Multi Infrastruktur (Persero)	AAA	Pefindo	AAA	Pefindo
PT Sarana Multigriya Finansial (Persero)	AAA	Pefindo	AAA	Pefindo
PT Semen Indonesia Tbk	AA+	Pefindo	AA+	Pefindo
PT Sinar Mas Agro Resources and Technology Tbk	AA-	Pefindo	A+	Pefindo
PT Steel Pipe Industry Indonesia	A-	Pefindo	A-	Pefindo
PT Sumber Alfaria Trijaya Tbk	-	-	AA-	Fitch
PT Tamaris Hidro	AAA	Pefindo	-	-
PT Tiphone Mobile Indonesia Tbk	-	-	D	Pefindo
PT Tower Bersama Infrastruktur Tbk	AA+	Fitch	AA+	Fitch
PT Toyota Astra Financial Services	AAA	Fitch	AAA	Fitch
PT Wahana Ottomitra Multiartha Tbk	AA-	Fitch	AA-	Fitch
PT XL Axiata Tbk	AAA	Fitch	-	-

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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As of 31 December 2022 and 2021, there were no prepaid expenses for related parties.

Fixed assets consisted of:

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16. FIXED ASSETS (continued)

Fixed assets consisted of: (continued)

	2021					
	<u>Beginning balance</u>	<u>Additions</u>	<u>Deductions</u>	<u>Reclassifications</u>	<u>Revaluations</u>	<u>Ending balance</u>
<u>Accumulated depreciation</u>						
Direct ownership						
Buildings	(2,220,077)	(253,061)	11,637	-	-	(2,461,501)
Office furnitures, fixtures, and equipments	(9,424,492)	(1,354,498)	4,874,339	-	-	(5,904,651)
Motor vehicles	(35,684)	(5,925)	12,678	-	-	(28,931)
Right-of-use assets						
Land	(854)	(908)	-	-	-	(1,762)
Buildings	(309,225)	(388,948)	165,124	-	-	(533,049)
Office furnitures, fixtures, and equipments	(1,304)	(1,784)	-	-	-	(3,088)
Motor vehicles	(3,066)	(3,026)	-	-	-	(6,092)
	(11,994,702)	(2,008,150)	5,063,778	-	-	(8,939,074)
	-----	-----	-----	-----	-----	-----
Net book value	21,915,054					22,169,299

As of 31 December 2022 and 2021, there are right-of-use assets - net for related party amounting to 227,939 and Rp 248,556, respectively. (Note 48).

Construction in progress as of 31 December 2022 and 2021 were as follows:

	2022	2021
Land	752,754	351,678
Buildings	545,147	285,422
Others	465,146	265,322
	1,763,047	902,422

Estimated percentage of the asset completion as of 31 December 2022 and 2021 were at 1% - 100% and 1% - 100%, respectively.

Revaluation of land assets

In 2022, the Group revalued its fixed assets in land classification using external independent appraisal which was performed in accordance with Indonesian Appraisal Standards ("SPI"), The Indonesian Appraiser's Code of Ethics ("KEPI") and POJK No. 28/POJK.04/2021 regarding Valuation and Presentation of Property Appraisal Report in the Capital Market.

The differences arising on land of revaluation for the year 2022 were recorded as "revaluation surplus of fixed assets" and presented in other comprehensive income amounting to Rp 1,225,786. Net increase (decrease) of carrying value arising from revaluation for the year 2022 amounting to (Rp 18,943) as other operating income, were recorded in the consolidated statements of 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, by 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.

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16. FIXED ASSETS (continued)

Revaluation of fixed assets (continued)

As of 31 December 2022 and 2021, the carrying value of land if the land was recorded using cost model amounting to Rp 4,357,061 and Rp 4,169,511, respectively.

Other information

As of 31 December 2022 and 2021, the Bank did not have any fixed assets pledged as collateral.

Fixed assets disposal includes sales of assets are as follows:

	2022	2021
Proceeds from sale	5,320	15,009
Net book value	(9,614)	(12,240)
Gain on sale	(4,294)	2,769

Depreciation charged to general and administrative expenses for the years ended 31 December 2022 and 2021 amounting to Rp 2,250,426 and Rp 2,019,338, respectively.

Gain on sale of fixed assets recognised as part of other operating income for the years ended 31 December 2022 and 2021 amounting to Rp 2,642 and Rp 8,089, respectively.

Loss on sale of fixed assets recognised as part of other operating expenses for the years ended 31 December 2022 and 2021 amounting to Rp 6,936 and Rp 5,320, 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 23,031,715 as of 31 December 2022, and Rp 24,476,911 as of 31 December 2021. Management believes that the sum insured is adequate to cover possible losses on the insured fixed assets.

As of 31 December 2022 and 2021, the cost of fully depreciated fixed assets that were still in use amounting to Rp 4,953,798 and Rp 4,416,998, respectively.

As of 31 December 2022 and 2021, the Bank does not have fixed assets that are temporarily not used, nor fixed assets that are discontinued from active use which not classified as available for sale.

Management believes, there is no impairment losses on fixed assets during 2022 and 2021.

Right-of-Use

As at 31 December 2022 and 2021, the finance lease liability in the Group's financial position amounting to Rp 289,169 and Rp 331,425 was recorded as accruals and other liabilities (Note 24). Interest expense on the finance lease liabilities as of 31 December 2022 and 2021 amounting to Rp 20,000 and Rp 19,428 recorded as part of interest and sharia expense (Note 30).



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17. INTANGIBLE ASSETS

	2022	2021
Software	2,713,985	2,447,757
Goodwill	1,158,201	1,158,201
Total intangible assets	3,872,186	3,605,958
Less: Amortisation of software	(2,305,066)	(2,023,666)
Total intangible assets - net	1,567,120	1,582,292

18. OTHER ASSETS

	2022	2021
Rupiah:		
Accrued interest income	6,020,106	4,857,279
Transactions related to ATM and credit card	3,780,269	4,718,996
Foreclosed assets - net	1,616,757	1,401,658
Receivables from insurance transactions	403,999	596,958
Receivables from customer transactions	219,738	157,945
Unaccepted bills receivable	-	147,176
Abandoned properties	88,655	54,501
Others	3,518,689	3,360,788
	15,648,213	15,295,301
Foreign currencies:		
Accrued interest income	333,726	166,048
Unaccepted bills receivable	13,881	17,256
Transactions related to ATM and credit card	6,521	1,651
Receivables from insurance transactions	12,355	9,802
Others	31,975	20,755
	398,458	215,512
Total other assets	16,046,671	15,510,813
Less: Allowance for impairment losses	(213)	(3,077)
Total other assets - net	16,046,458	15,507,736

Accrued interest income consists of interest income from the placement, securities, government bonds, loans, and assets from sharia transactions.

Receivables related to ATM and credit card transactions consist of receivables arising from ATM transactions within ATM Bersama, Prima and Link network as well as receivables from Visa and Master Card for credit card transactions.

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 represents 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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18. OTHER ASSETS (continued)

Movement of allowance for impairment losses on other assets are as follows:

	2022			
	Stage 1	Stage 2	Stage 3	Total
Balance, beginning of year	(1,059)	-	(2,018)	(3,077)
Transfer to 12 months expected credit losses (Stage 1)	-	195	8,626	8,821
Net changes in exposure	5,372	(195)	(10,877)	(5,700)
Exchange rates difference	(4,526)	-	4,269	(257)
Balance, end of year	(213)	-	-	(213)

	2021			
	Stage 1	Stage 2	Stage 3	Total
Balance, beginning of year	(24,622)	-	-	(24,622)
Transfer to lifetime expected credit losses (Stage 2)	2,468	(480)	-	1,988
Net changes in exposure	29,281	(52)	(9,400)	19,829
Exchange rates difference	(8,186)	532	7,382	(272)
Balance, end of year	(1,059)	-	(2,018)	(3,077)

Management believes that the allowance for impairment losses provided was adequate to cover possible losses on uncollectible other assets.

19. DEPOSITS FROM CUSTOMERS AND OTHER BANKS

a. Deposits from customers

	2022			2021		
	Rupiah	Foreign currencies	Total	Rupiah	Foreign currencies	Total
<u>Demand deposits:</u>						
Related parties	1,485,805	303,917	1,789,722	1,936,973	332,081	2,269,054
Third parties	281,790,599	38,278,214	320,068,813	243,401,410	38,923,970	282,325,380
	283,276,404	38,582,131	321,858,535	245,338,383	39,256,051	284,594,434
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<u>Savings:</u>						
Related parties	145,509	94,613	240,122	105,519	101,226	206,745
Third parties:						
Tahapan	451,291,497	-	451,291,497	420,237,970	-	420,237,970
Tapres	19,514,968	-	19,514,968	17,214,145	-	17,214,145
Tabunganku	8,701,797	-	8,701,797	7,282,937	-	7,282,937
Tahapan Xpresi	21,874,542	-	21,874,542	16,307,097	-	16,307,097
Tahapan Berjangka	1,274,830	-	1,274,830	1,309,011	-	1,309,011
Simpanan Pelajar	1,014	-	1,014	815	-	815
BCA Dollar	-	19,558,898	19,558,898	-	17,440,878	17,440,878
	502,804,157	19,653,511	522,457,668	462,457,494	17,542,104	479,999,598
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<u>Time deposits:</u>						
Related parties	368,206	14,277	382,483	246,642	7,922	254,564
Third parties	167,090,282	18,662,815	185,753,097	188,108,159	15,649,989	203,758,148
	167,458,488	18,677,092	186,135,580	188,354,801	15,657,911	204,012,712
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Total deposits from customers	953,539,049	76,912,734	1,030,451,783	896,150,678	72,456,066	968,606,744



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19. DEPOSITS FROM CUSTOMERS AND OTHER BANKS (continued)

b. Deposits from other banks

	2022			2021		
	Rupiah	Foreign currencies	Total	Rupiah	Foreign currencies	Total
Demand deposits	5,989,271	1,898,617	7,887,888	5,722,437	4,240,497	9,962,934
Time deposits	48,318	-	48,318	54,260	-	54,260
Total deposits from other banks	6,037,589	1,898,617	7,936,206	5,776,697	4,240,497	10,017,194

As of 31 December 2022 and 2021, the Bank did not have balances of deposits from other banks from related parties.

c. The weighted average effective interest rates per annum for deposits from customers and other banks were as follows:

	2022		2021	
	Rupiah (%)	Foreign currencies (%)	Rupiah (%)	Foreign currencies (%)
Deposits from customers:				
Demand deposits	0.74	0.08	0.83	0.10
Savings	0.05	0.15	0.10	0.14
Time deposits	1.97	0.46	2.79	0.17
Deposits from other banks:				
Demand deposits	0.46	0.11	0.79	0.01
Time deposits	0.92	-	1.93	-

d. Time deposits based on maturity period:

	2022			2021		
	Rupiah	Foreign currencies	Total	Rupiah	Foreign currencies	Total
1 month	126,331,270	15,729,630	142,060,900	135,422,152	10,481,924	145,904,076
3 months	26,546,510	1,195,248	27,741,758	33,338,100	1,010,924	34,349,024
6 months	7,687,786	1,224,861	8,912,647	9,291,191	3,625,107	12,916,298
12 months	6,941,240	527,353	7,468,593	10,357,618	539,956	10,897,574
	167,506,806	18,677,092	186,183,898	188,409,061	15,657,911	204,066,972

e. Time deposits based on remaining period until maturity date:

	2022			2021		
	Rupiah	Foreign currencies	Total	Rupiah	Foreign currencies	Total
Up to 1 month	137,667,871	16,201,804	153,869,675	149,439,075	10,995,259	160,434,334
> 1 - 3 months	20,512,948	1,438,073	21,951,021	26,253,822	3,093,804	29,347,626
> 3 - 6 months	4,960,751	719,680	5,680,431	5,815,916	1,316,136	7,132,052
> 6 - 12 months	4,365,236	317,535	4,682,771	6,900,248	252,712	7,152,960
	167,506,806	18,677,092	186,183,898	188,409,061	15,657,911	204,066,972

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19. DEPOSITS FROM CUSTOMERS AND OTHER BANKS (continued)

- f. Deposits pledged as collateral to loans granted by the Bank as of 31 December 2022 and 2021 (Note 12) were as follows:

	2022	2021
Demand deposits	3,760,813	2,915,101
Savings	1,307,695	1,257,037
Time deposits	10,489,293	10,076,423
	15,557,801	14,248,561

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.

20. INCOME TAX

- a. Prepaid tax

	2022	2021
Bank	23,749	20,477
Subsidiaries	341	8,309
	24,090	28,786

- b. Tax payable

	2022	2021
<u>Current tax payable</u>		
Bank:		
Corporate income tax payable - Article 25	823,253	200,116
Corporate income tax payable - Article 29	880,540	840,310
Subsidiaries:		
Corporate income tax payable - Article 25/29	163,882	207,120
Total current tax payable	1,867,675	1,247,546
<u>Other tax payable</u>		
Bank:		
Income tax		
Article 21	161,395	152,174
Article 23	194,411	173,332
Article 26	4,956	3,262
Others	86,649	191,527
Total Bank	447,411	520,295
Subsidiaries	58,783	51,819
Total other tax payable	506,194	572,114
	2,373,869	1,819,660



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20. INCOME TAX (continued)

c. Tax expenses

	2022	2021
Current tax:		
Current year		
Bank	9,804,547	7,577,746
Subsidiaries	614,806	574,417
	10,419,353	8,152,163
Deferred tax:		
Origination (recovery) of temporary differences		
Bank	(777,705)	(717,850)
Subsidiaries	69,813	(33,298)
	(707,892)	(751,148)
	9,711,461	7,401,015

- d. Through Law number 7 of 2021 dated 29 October 2021 concerning Harmonisation of Tax Regulations, Taxpayers can obtain a reduction in PPh rates of 3% (three percent) lower than the domestic Corporate Taxpayer PPh rate as stipulated in article 17 paragraph 1 letter b, Chapter III regarding Income Tax, so that the rate becomes 19% for 2022 and 2021, if it meets the following criteria:

1. In the form of a public company.
2. With the total of paid-up shares traded on the stock exchange in Indonesia at least 40% (forty percent).
3. Fulfill certain requirements.

The certain requirements are regulated in article 65, Government Regulation number 55 of 2022, regarding Adjustments to Regulations in the Field of Income Tax, dated 20 December 2022, as follows:

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 taxpayer should fulfill the above mentioned criteria at least within 183 (one hundred and eighty three) calendar days in 1 (one) fiscal year.
4. Parties that meet the requirements of 300 (three hundred) parties and 5% (five percent) as stated above, do not include:
 - a. Public Company Taxpayers who buy back their shares; and/or
 - b. Those who have a special relationship as stipulated in the Income Tax Law with Public Company Taxpayers.

Fulfilment of these requirements is carried out by Public Company Taxpayers by submitting reports to the Directorate General of Taxes, including: monthly reports of share ownership of issuers or public companies and recapitulation that has been reported from the Securities Administration Bureau.

On 4 January 2023 and 6 January 2022, the Bank received a declaration letter from the Securities Administration Bureau for the fulfilment of the above criteria for fiscal year 2022 and 2021, respectively.

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20. INCOME TAX (continued)

- e. The reconciliation of consolidated accounting income before tax and taxable income of the Bank was as follows:

	2022	2021
Consolidated accounting income before tax	50,467,033	38,841,174
Elimination	1,731,840	2,101,643
Before elimination	52,198,873	40,942,817
Subsidiary's accounting income before tax	(3,202,631)	(2,670,151)
Accounting income before tax - Bank only	48,996,242	38,272,666
Permanent differences:		
Employees' welfare	23,883	203,791
Rent income	(46,984)	(45,254)
Dividends from Subsidiaries	(1,702,184)	(2,045,885)
Interest income from off-shore government bonds	(56,040)	(61,927)
Other expense (income) which cannot be deducted for tax calculation purposes - net	294,781	(218,675)
	(1,486,544)	(2,167,950)
Temporary differences:		
Post-employment benefits obligation	(65,051)	(722,820)
Allowance for Impairment losses on financial assets	3,327,238	3,406,123
Allowance for Impairment losses on non-financial assets	91,444	247,544
Accrued employees' benefits	772,082	177,225
Unrealised losses of trading and measured at fair value through profit or loss investment securities and placements with other banks	2,831	9,137
Other income which cannot be deducted for tax calculation purposes - net	(35,362)	660,951
	4,093,182	3,778,160
Taxable income	51,602,880	39,882,876

- f. The reconciliation between consolidated accounting income before tax multiplied by the applicable maximum tax rate and income tax expense was as follows:

	2022	2021
Consolidated accounting income before tax	50,467,033	38,841,174
Maximum tax rate	22%	22%
	11,102,747	8,545,058
Permanent differences at 22% - Bank	(327,040)	(476,950)
Permanent differences at 22% - Subsidiaries	361,045	416,047
	11,136,752	8,484,155
Adjustment of corporate income tax rate - Bank (Note 20d)	(1,425,291)	(1,083,140)
Income tax expense - consolidated	9,711,461	7,401,015



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20. INCOME TAX (continued)

g. The calculation of current tax and income tax payable were as follows:

	2022	2021
Taxable income:		
Bank	51,602,880	39,882,876
Subsidiaries	2,794,573	2,610,986
	<u>54,397,453</u>	<u>42,493,862</u>
Current tax:		
Bank	9,804,547	7,577,746
Subsidiaries	614,806	574,417
	<u>10,419,353</u>	<u>8,152,163</u>
Prepaid income taxes:		
Bank	(8,924,007)	(6,737,436)
Subsidiaries	(450,924)	(367,297)
	<u>(9,374,931)</u>	<u>(7,104,733)</u>
Income tax payable:		
Bank	880,540	840,310
Subsidiaries	163,882	207,120
	<u>1,044,422</u>	<u>1,047,430</u>

Annual Tax Return ("SPT") of Corporate Income Tax for fiscal year 2022 has not yet been submitted. Taxable income results from reconciliation above is the basis in filling the Bank's Annual Tax Return ("SPT") of Corporate Income Tax for the year ended 31 December 2022.

The calculations of income tax for the year ended 31 December 2021 conform to the Bank's Annual Tax Returns ("SPT").

h. The significant items of deferred tax assets and liabilities as of 31 December 2022 and 2021 were as follows:

	2021	Recognised in current year profit or loss	Recognised in current year other comprehensive income	2022
Parent entity - Bank:				
Post-employment benefits obligations	643,388	(12,359)	-	631,029
Allowance for impairment losses of financial assets	4,447,853	632,175	-	5,080,028
Allowance for impairment losses of non-financial assets	96,245	17,375	-	113,620
Accrued employees' benefits	557,110	146,696	-	703,806
Depreciation on fixed assets	14,369	(9,238)	-	5,131
Unrealised gain (losses) on investment securities and placement with other banks measured at fair value through other comprehensive income	(1,420,618)	-	999,574	(421,044)
Remeasurements of defined benefit obligation	709,475	-	67,509	776,984
Unrealised gain (losses) on investment securities and placement with other banks measured at fair value through profit or loss	179	538	-	717
Fiscal correction regarding SFAS 73	9,041	5,572	-	14,613
Others	204,209	(3,054)	-	201,155
	<u>5,261,251</u>	<u>777,705</u>	<u>1,067,083</u>	<u>7,106,039</u>
Deferred tax assets - net	5,261,251	777,705	1,067,083	7,106,039

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20. INCOME TAX (continued)

- h. The significant items of deferred tax assets and liabilities as of 31 December 2022 and 2021 were as follows: (continued)

	2021	Recognised in current year profit or loss	Recognised in current year other comprehensive income	2022
Deferred tax assets - net (brought forward)	5,261,251	777,705	1,067,083	7,106,039
Subsidiaries:				
PT BCA Finance	82,868	(33,362)	(468)	49,038
PT BCA Sekuritas	4,480	(674)	(483)	3,323
PT Bank BCA Syariah	19,552	6,122	9,876	35,550
PT Asuransi Umum BCA	69,091	2,125	323	71,539
PT Asuransi Jiwa BCA	13,364	4,006	1,818	19,188
PT BCA Multi Finance	69,662	(34,185)	(268)	35,209
PT Bank Digital BCA	682	461	302	1,445
PT Central Capital Ventura	4,566	(4,549)	(17)	-
Deferred tax assets - net	264,265	(60,056)	11,083	215,292
Total deferred tax assets - net	5,525,516	717,649	1,078,166	7,321,331
Deferred tax liabilities				
Subsidiary:				
PT Central Capital Ventura	-	9,757	(17)	9,740
Total deferred tax liabilities - net	-	9,757	(17)	9,740

	2020	Recognised in current year profit or loss	Recognised in current year other comprehensive income	2021
Parent entity - Bank:				
Post-employment benefits obligations	780,724	(137,336)	-	643,388
Allowance for impairment losses of financial assets	3,800,690	647,163	-	4,447,853
Allowance for impairment losses of non-financial assets	49,212	47,033	-	96,245
Accrued employees' benefits	523,438	33,672	-	557,110
Depreciation on fixed assets	5,232	9,137	-	14,369
Unrealised gain (losses) on investment securities and placement with other banks measured at fair value through other comprehensive income	(1,638,239)	-	217,621	(1,420,618)
Remeasurements of defined benefit obligation	1,027,436	-	(317,961)	709,475
Unrealised gain (losses) on investment securities and placement with other banks measured at fair value through profit or loss	(1,557)	1,736	-	179
Fiscal correction regarding SFAS 73	3,444	5,597	-	9,041
Others	93,361	110,848	-	204,209
Deferred tax assets - net	4,643,741	717,850	(100,340)	5,261,251
Subsidiaries:				
PT BCA Finance	59,802	22,614	452	82,868
PT BCA Sekuritas	3,860	727	(107)	4,480
PT Bank BCA Syariah	15,477	4,421	(346)	19,552
PT Asuransi Umum BCA	61,445	6,973	673	69,091
PT Asuransi Jiwa BCA	-	23,122	(9,758)	13,364
PT BCA Multi Finance	92,287	(22,730)	105	69,662
PT Central Capital Ventura	3,786	774	6	4,566
PT Bank Digital BCA	324	486	(128)	682
Deferred tax assets - net	236,981	36,387	(9,103)	264,265
Total deferred tax assets - net	4,880,722	754,237	(109,443)	5,525,516
Deferred tax liabilities				
Subsidiary:				
PT Asuransi Jiwa BCA	5,957	3,089	(9,046)	-
Total deferred tax liabilities - net	5,957	3,089	(9,046)	-



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20. INCOME TAX (continued)

- h. The significant items of deferred tax assets and liabilities as of 31 December 2022 and 2021 were as follows: (continued)

The amount of deferred tax assets of the Bank and subsidiaries, is included in total deferred tax asset (liability) arising from unrealised gain (loss) from changes in fair value of investment securities measured at fair value through other comprehensive income (Note 14) amounting to Rp (421,044) and Rp (7,904) as of 31 December 2022, respectively, and Rp (1,420,590) and Rp (20,261) as of 31 December 2021. Moreover, included in total deferred tax asset of the Bank was deferred tax asset (liability) arising from unrealised gain (loss) from changes in fair value of placements with Bank Indonesia and other banks at fair value through other comprehensive income (Note 7) amounting to Rp nil and Rp (28) as of 31 December 2022 and 2021, respectively.

Management believes that total deferred tax assets arising from temporary differences are probable to be realised in the future years.

- i. In accordance with the provision of Indonesian taxation laws, 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 technical basis, and in compliance with the tax regulations. Accordingly, management believes that the accruals for tax liabilities are adequate for all open fiscal 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 judgment about future events. New information may become available that causes management to change its judgment regarding the adequacy of existing tax liabilities. The changes to tax liabilities will impact tax expense in the period in which such determination is made.

- k. Other Information

Fiscal Year 2016

On 10 July 2017, the Directorate General of Taxes issued a field inspection notification letter for the 2016 fiscal year to the Bank. For the tax examination for fiscal year 2016, Directorate General of Taxes through Tax Assessment Letter ("SKP") and Tax Collection Letter ("STP") dated 11 July 2019, has determined tax underpayment with detail as follows:

- a. Income tax (including Corporate Income Tax) amounting to Rp 1,590,596.
- b. Value Added Tax ("VAT") amounting to Rp 63,686.

The Bank made partial payments for the SKP and STP amounting to Rp 190,311 on 9 August 2019, this amount includes taxes that the Bank has not objected to amounting to Rp 184,754 which was charged during the year. On 9 October 2019, the Bank has made partial payments of SKP and STP of Rp 546,104. Amounts that have been paid by the Bank, but which were objected to, are recorded as other assets (Note 18).

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20. INCOME TAX (continued)

k. Other Information (continued)

Fiscal Year 2016 (continued)

Of the tax objected by the Bank on 10 October 2019 amounting to Rp 1,469,528, a portion of Rp 724,935 was approved by the Directorate General of Taxes on 9 September 2020 and 29 September 2020.

The Bank has filed an appeal of the tax objections which the Directorate General of Taxes did not approve on 7 December 2020 amounting to Rp 735,407. Up to the date of these consolidated financial statements, the result of the appeal is not yet known.

Fiscal Year 2017

On 4 September 2018, the Directorate General of Taxes issued a field inspection notification letter for the 2017 tax year to the Bank. Upon the tax audit for 2017 fiscal year, the Directorate General of Taxes based on the Tax Assessment Letter (SKP) and Tax Collection Letter (STP), dated 9 September 2020 and 10 September 2020, stipulates the underpayment of taxes with details:

- a. Income Tax (including Corporate Income Tax) of a total of Rp 883,411.
- b. Value Added Tax ("VAT") of a total of Rp 51,060.

The Bank has made partial payments of the SKP and STP amounting to Rp 700,000 on 8 October 2020, this amount includes tax that the Bank has not objected amounting to Rp 157,603 which was charged in current year profit or loss. Amounts that have been paid by the Bank, but which were objected to, are recorded as other assets (Note 18).

Of the tax objected by the Bank on 8 December 2020 amounting to Rp 776,869, a portion of Rp 65,922 was approved by the Directorate General of Taxes on 30 November 2021, 2 December 2021 and 3 December 2021.

The Bank has filed an appeal of the tax objections which the Directorate General of Taxes did not approved on February 25, 2022, in the amount of Rp 709,060. As of the date of the consolidated financial statements the outcome of the appeal is not yet known.

21. DEBT SECURITIES ISSUED

As of 31 December 2022 and 2021, the outstanding balance of bonds payable related to bonds issued were as follows:

	<u>2022</u>	<u>2021</u>
Rupiah		
BCA Finance Continuous Bonds III - Phase I	-	483,000
Less:		
Deferred bonds issuance costs - net	-	(851)
Total - net	-	482,149
Amortisation of bonds issuance costs charged to profit or loss	851	1,328



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21. DEBT SECURITIES ISSUED (continued)

As at 31 December 2022, the Subsidiary has bonds payable that will be matured within 12 (twelve) months amounting to Rp nil (2021: Rp 498,000).

BCA Finance Continuous Bonds III - Phase I ("Continuous Bonds III - Phase I") Year 2019

BCA Finance Continuous Bonds III - Phase I were offered at nominal value. Interest will be paid on a quarterly basis based on interest payment due date. The first interest payment was made on 5 February 2020 and the final interest payment will be with the repayment of the principal of each series of bonds. Following are the nominal value, interest rate and maturity date of BCA Finance Continuous Bonds III - Phase I:

Bonds name	Year of issuance	Nominal amount	Fixed interest rate per annum	Maturity date	Interest payment schedule
BCA Finance Continuous Bonds III - Phase I					
- Series A	2019	842,000	6.75%	12 November 2020	Quarterly
- Series B	2019	160,000	7.10%	5 November 2021	Quarterly
- Series C	2019	498,000	7.80%	5 November 2022	Quarterly

The Subsidiary entered into a Trusteeship Agreement with PT Bank Rakyat Indonesia (Persero) Tbk (acts as the Bond's Trustee) for BCA Finance Continuous Bonds III - Phase I Year 2019 based on the Trusteeship Agreement No. 14 dated 12 August 2019 which was made by Fathiah Helmi, S.H., Notary in Jakarta.

As of 31 December 2021, BCA Finance Continuing Bonds III - Phase I were rated idAAA by Pefindo and AA+(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. All of the Subsidiary's continuous bonds III - Phase I year 2019 are not guaranteed with specific collateral, but rather with all the Subsidiary's assets.

BCA Finance Continuous Bonds III - Phase I Series C was repaid on 5 November 2022.

BCA Finance Continuous Bonds III - Phase I Series B was repaid on 5 November 2021.

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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22. BORROWINGS

Borrowings received by the Group were as follows:

By type and currency:

	<u>2022</u>	<u>2021</u>
(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 UOB Indonesia	500,000	100,000
PT Bank China Construction Bank Indonesia Tbk	173,304	-
PT Bank Nationalnobu Tbk	90,000	20,000
PT Bank KEB Hana Indonesia (previously PT Bank Hana)	56,843	184,975
PT Bank Pan Indonesia Tbk	4,570	32,348
PT Bank Index Selindo	834	9,621
PT Bank Mandiri (Persero) Tbk	-	160,000
PT Bank DKI	-	125,000
PT Bank Mizuho Indonesia	-	70,000
PT Bank Ina Perdana Tbk	-	25,000
PT Bank Victoria International Tbk	-	25,000
	<u>825,551</u>	<u>751,944</u>
Foreign currencies:		
Sumitomo Mitsui Banking Corporation – Hong Kong	332,349	153,008
Wells Fargo Bank - Miami Branch	77,834	70,279
Malayan Banking Berhad Co. - Singapore	62,267	-
The Shanghai Commercial & Savings Bank - Taiwan	6,486	-
	<u>478,936</u>	<u>223,287</u>
	<u>1,304,487</u>	<u>975,231</u>



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22. BORROWINGS (continued)

Borrowings received by the Group were as follows: (continued)

By type and currency: (continued)

	2022	2021
(3) Others:		
Foreign currencies	11,887	417
	11,887	417
Total borrowings	1,316,951	976,225

The weighted average effective interest rates per annum for borrowings were as follows:

	2022	2021
Rupiah	4.08%	5.14%
Foreign currencies	2.44%	0.72%

As of 31 December 2022 and 2021, the Group does not have any borrowing balance from other banks from related parties.

(1) Rupiah liquidity loans from Bank Indonesia

Rupiah liquidity loans from Bank Indonesia represent credit facilities 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 2022 and 2021 were as follows:

Bank	Total facility		Maturity date of facility	
	2022	2021	2022	2021
Rupiah:				
PT Bank Mandiri (Persero) Tbk	1,000,000	1,000,000	24-May-2023	24-May-2022
PT Bank BTPN Tbk ^{*)}	800,000	800,000	31-May-2023	31-May-2022
PT Bank China Construction Indonesia Tbk	150,000 200,000	- -	21-Apr-2026 29-Mar-2026	- -
PT Bank Danamon Indonesia Tbk ^{*)}	150,000 50,000 50,000	50,000 - -	24-Sep-2023 14-Jan-2023 14-Jan-2026	12-Sep-2022 - -
PT Bank UOB Indonesia ^{*)}	550,000	550,000	21-Dec-2023	21-Sep-2022
PT Bank DKI	250,000	500,000	24-Sep-2023	23-Sep-2022
PT Bank Mizuho Indonesia ^{*)}	500,000	500,000	22-Nov-2023	22-Nov-2022
PT Bank Victoria International Tbk	400,000	400,000	14-Jan-2023	14-Jan-2022

^{*)} Available to be withdrawn in US Dollar/Rupiah^{**)} Represents uncommitted revolving facilities on 31 December 2022

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22. BORROWINGS (continued)

(2) Borrowings from other banks (continued)

Represent working capital loans of Subsidiaries. The details of borrowing facilities received as of 31 December 2022 and 2021 were as follows: (continued)

Bank	Total facility		Maturity date of facility	
	2022	2021	2022	2021
Rupiah: (continued)				
PT Bank Pan Indonesia Tbk	300,000	300,000	11-May-2023	11-May-2023
	500,000	-	4-Aug-2023	-
	200,000	-	4-May-2026	-
PT Bank Ina Perdana Tbk	200,000	200,000	16-Dec-2023	16-Dec-2022
PT Bank Nationalnobu Tbk	100,000	100,000	24-Feb-2023	24-Feb-2022
PT Bank Index Selindo	50,000	50,000	20-Jun-2023	26-Dec-2022
PT Bank KEB Hana Indonesia (previously PT Bank Hana)	75,000	75,000	29-Sep-2025	29-Nov-2024
	25,000	25,000	29-Sep-2025	29-Nov-2022
	140,000	-	6-Jan-2023	-
Foreign currencies (full amount):				
Citibank, N.A., - Indonesia Branch ^{*)}	USD 60,000,000	USD 60,000,000	20-Mar-2023	20-Mar-2022
Malayan Banking Berhad Co., - Singapura ^{**)}	USD 5,000,000	-	-	-
Sumitomo Mitsui Banking Corporation - Hong Kong ^{**)}	USD 25,000,000	USD 15,000,000	-	30-Nov-2022
The Shanghai Commercial & Savings Bank, Ltd - Taiwan	USD 416,667	USD 2,083,333	10-Jan-2023	10-Jan-2023
Wells Fargo Bank - Miami Branch ^{**)}	USD 5,000,000	USD 5,000,000	-	30-Jun-2022

^{*)} Available to be withdrawn in US Dollar/Rupiah

^{**)} Represents uncommitted revolving facilities on 31 December 2022

As of 31 December 2022 and 2021, these bank loans were secured by consumer financing receivables amounting to Rp 275,653 and Rp 211,394 (Note 13).

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.



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22. BORROWINGS (continued)

(2) Borrowings from other banks (continued)

The required financial ratios was as follows:

	2022		2021	
	Requirement	Fulfilment	Requirement	Fulfilment
1. Debt to Equity	Maximum 10 times	< 1 time	Maximum 10 times	< 1 time
2. Receivable to Total Assets	Minimum 40%	82.01%	Minimum 40%	81.90%
3. Current ratio	Minimum 1.1 times	2.72 times	Minimum 1.1 times	2.62 times
4. Non performing loan ("NPL")	Maximum 5%	2.35%	Maximum 5%	2.89%
	of total receivables		of total receivables	

The range of contractual interest rates for borrowings from other banks was as follows:

	2022	2021
Rupiah	2.95% - 9.10%	3.20% - 9.00%
Foreign currencies	2.90% - 5.73%	0.80% - 1.22%

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.

23. ESTIMATED LOSSES FROM COMMITMENTS AND CONTINGENCIES

Estimated losses from commitments and contingencies consist of:

a. By type and currencies

	2022	2021
<u>Rupiah</u>		
Related parties:		
Unused borrowing facilities	7,155	4,281
Third parties:		
Unused borrowing facilities	3,136,757	2,998,733
Outstanding irrevocable letters of credit	45,011	12,734
Bank guarantees issued	1,734	6,503
	3,183,502	3,017,970
	3,190,657	3,022,251

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23. ESTIMATED LOSSES FROM COMMITMENTS AND CONTINGENCIES (continued)

Estimated losses from commitments and contingencies consist of: (continued)

a. By type and currencies (continued)

	2022	2021
<u>Foreign currencies</u>		
Related parties:		
Outstanding irrevocable letters of credit	11	7
Third parties:		
Unused borrowing facilities	210,274	152,943
Outstanding irrevocable letters of credit	27,341	52,732
Bank guarantees issued	10,066	11,238
	247,681	216,913
	247,692	216,920
Total estimated losses from commitments and contingencies	3,438,349	3,239,171

b. Changes in estimated losses from commitments and contingencies

	2022			
	Stage 1	Stage 2	Stage 3	Total
Balance, beginning of year	3,178,502	9,657	51,012	3,239,171
Transfer to lifetime expected credit losses (Stage 2)	(113,095)	199,618	-	86,523
Transfer to credit impaired (Stage 3)	(2,927)	(37,704)	-	(40,631)
Transfer to 12 months expected credit losses (Stage 1)	29,637	(53,673)	-	(24,036)
Net changes in exposure	130,407	25,797	1,796	158,000
Foreign exchange difference	14,770	535	4,017	19,322
Balance, end of year	3,237,294	144,230	56,825	3,438,349

	2021			
	Stage 1	Stage 2	Stage 3	Total
Balance, beginning of year	3,513,508	24,233	-	3,537,741
Transfer to lifetime expected credit losses (Stage 2)	(76,863)	145,403	-	68,540
Transfer to credit impaired (Stage 3)	(2,667)	(75,276)	8,983	(68,960)
Transfer to 12 months expected credit losses (Stage 1)	47,550	(84,585)	-	(37,035)
Net changes in exposure	(305,382)	(410)	42,517	(263,275)
Foreign exchange difference	2,356	292	(488)	2,160
Balance, end of year	3,178,502	9,657	51,012	3,239,171



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23. ESTIMATED LOSSES FROM COMMITMENTS AND CONTINGENCIES (continued)

Management believes that the outstanding balance of estimated losses from commitments and contingencies is adequate to cover possible losses from off-balance sheet transactions.

Information regarding the classification and estimated losses from commitments and contingencies value are disclosed in Note 38. Information regarding the maturity of estimated losses from commitments and contingencies are disclosed in Note 44.

24. ACCRUALS AND OTHER LIABILITIES

	2022	2021
Rupiah:		
Liabilities related to ATM and credit card transactions	2,638,617	4,351,843
Liabilities to policyholders	2,384,392	2,190,851
Unearned revenue	2,150,745	1,989,591
Electronic money	1,123,551	935,221
Customers transfer transactions	1,100,751	940,242
Finance lease liabilities (Note 16)	281,489	320,199
Security deposits	190,902	149,195
Liabilities from customer transactions	172,737	124,070
Accrued interest expenses	159,582	226,854
Liabilities from insurance transactions	57,810	51,241
Others	8,401,011	6,425,104
	<u>18,661,587</u>	<u>17,704,411</u>
Foreign currencies:		
Customers transfer transactions	1,282,870	543,352
Unearned revenue	114,266	87,284
Security deposits	93,178	80,361
Accrued interest expenses	33,424	3,861
Insurance transaction liabilities	8,321	-
Finance lease liabilities (Note 16)	7,680	11,226
Others	228,452	48,506
	<u>1,768,191</u>	<u>774,590</u>
Total accruals and other liabilities	<u>20,429,778</u>	<u>18,479,001</u>

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24. ACCRUALS AND OTHER LIABILITIES (continued)

Liabilities related to ATM and credit card transactions consist of liabilities on ATM transactions within ATM Bersama, Prima and Link, and liabilities to Visa and Master Card for credit card transactions.

Unearned revenue consists of income from loan commission.

Liabilities to policyholders represent liabilities of Subsidiary for long-term insurance contract, liability for future policy benefits, unearned premium reserves and estimated claim.

Electronic money represents liabilities of the Bank from cash deposited by customers electronically and not considered as deposits as stipulated in banking laws.

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 bonds.

Liabilities from customer transactions represent liabilities of Subsidiary for trading securities transactions, which consist of liabilities to PT Kliring Penjaminan Efek Indonesia ("KPEI") related to purchase of securities transactions and deposits rendered by Subsidiary, and liabilities from customer transactions related to selling of securities transactions that will be matured in a short period, usually in 2 (two) days from date of trading.

The security deposit is a guarantee of cash deposited by customers from export-import transaction and issuance of bank guarantees.

Liabilities from insurance transactions was liabilities of Subsidiary for reinsurance payables, coinsurance payable and claim in process.

Finance lease liabilities represent lease liabilities related to the implementation of SFAS 73.

Others mainly consist of short-term liabilities to employee, interoffice accounts, deposit and unsettled transactions.

25. SUBORDINATED BONDS

	<u>2022</u>	<u>2021</u>
Bank Central Asia Continuous Subordinated Bonds I Phase I Year 2018	500,000	500,000
Total subordinated bonds	500,000	500,000



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25. SUBORDINATED BONDS (continued)

The details of subordinated bonds were as follows:

Instruments	Effective and issued date	Approval	Principal amount	Terms	Maturity date	Interest rate
Bank Central Asia Continuous Subordinated Bonds I Phase I Year 2018 - Series A	Effective date 26 June 2018 Issued date 5 July 2018	No. S-03825/ BEI.PP2/07-2018	Rp 435,000	7 Years	5 July 2025	7.75%
Bank Central Asia Continuous Subordinated Bonds I Phase I Year 2018 - Series B	Effective date 26 June 2018 Issued date 5 July 2018	No. S-03825/ BEI.PP2/07-2018	Rp 65,000	12 Years	5 July 2030	8.00%

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 that is not a related party to the Bank.

Based on the result of long-term debt rating by PT Pemeringkat Efek Indonesia (PT Pefindo), the rating of subordinated bonds is as follows:

Description	2022		2021	
	Rating	Rating Period	Rating	Rating Period
Bank Central Asia Continuous Subordinated Bonds I Phase I Year 2018	idAA	1 March 2022 - 1 March 2023	idAA	1 March 2021 - 1 March 2022

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;

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25. SUBORDINATED BONDS (continued)

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: (continued)

- b. Change the Bank main business;
- c. Reduce authorised capital and paid-up capital unless the reduction is made on the basis of a request from the Government of Indonesia or authority order (include but not limited to BI, OJK, the Minister of Finance in the Republic of Indonesia and/or monetary authorities as well as restructuring authorities in the Banking sector in accordance with the prevailing laws in Indonesia);
- d. Merger or consolidation with other companies which cause dilution of the Bank.

As of 31 December 2022 and 2021, the Bank was in compliance with all significant 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 2022 and 2021 were as follows:

	2022		2021	
	Number of shares	Total par value	Number of shares	Total par value
Share capital – par value at Rp 12.50 (full amount) per share	440,000,000,000	5,500,000	440,000,000,000	5,500,000
Unissued	(316,724,950,000)	(3,959,062)	(316,724,950,000)	(3,959,062)
Outstanding shares (issued and fully paid)	123,275,050,000	1,540,938	123,275,050,000	1,540,938

The composition of shareholders as of 31 December 2022 and 2021 were as follows:

	2022		
	Number of shares	Total par value	%
PT Dwimuria Investama Andalan ^{*)}	67,729,950,000	846,624	54.94
Commissioners			
Djohan Emir Setijoso	106,395,297	1,330	0.09
Tonny Kusnadi	6,907,197	86	0.01
Directors			
Jahja Setiaatmadja	39,811,090	498	0.04
Armand W. Hartono	4,256,065	53	0.00
Gregory Hendra Lembong	400,070	5	0.01
Subur Tan	13,993,334	175	0.00
Rudy Susanto	2,033,799	25	0.00
Lianawaty Suwono	1,771,908	22	0.00
Santoso	2,156,646	27	0.00
Vera Eve Lim	1,616,082	20	0.00
Haryanto Tiara Budiman	346,292	4	0.00
Frengky Chandra Kusuma	1,675,646	21	0.00
John Kosasih	221,765	3	0.00
Public shareholders ^{**)}	55,363,514,809	692,045	44.91
	123,275,050,000	1,540,938	100.00

^{*)} The shareholders of PT Dwimuria Investama Andalan are Mr. Robert Budi Hartono and Mr. Bambang Hartono, therefore the ultimate shareholders of the Bank are Mr. Robert Budi Hartono and Mr. Bambang Hartono.

^{**)} In the composition of shares held by the public, there was 2.49% shares owned by parties affiliated with PT Dwimuria Investama Andalan.



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26. SHARE CAPITAL (continued)

The composition of shareholders as of 31 December 2022 and 2021 were as follows:
(continued)

	2021		
	Number of shares	Total par value	%
PT Dwimuria Investama Andalan ¹⁾	67,729,950,000	846,624	54.94
Commissioners			
Djohan Emir Setijoso	106,217,895	1,328	0.09
Tonny Kusnadi	6,762,050	85	0.01
Directors			
Jahja Setiaatmadja	40,797,985	510	0.04
Armand W. Hartono	4,256,065	53	0.00
Suwignyo Budiman	38,198,300	477	0.03
Subur Tan	14,565,135	182	0.01
Rudy Susanto	2,140,040	27	0.00
Lianawaty Suwono	1,338,985	17	0.00
Santoso	1,741,020	22	0.00
Vera Eve Lim	985,265	12	0.00
Haryanto Tiara Budiman	180,985	2	0.00
Gregory Hendra Lembong	172,540	2	0.00
Frengky Chandra Kusuma	1,386,945	17	0.00
John Kosasih	25,000	-	0.00
Public shareholders ²⁾	55,326,331,790	691,580	44.88
	123,275,050,000	1,540,938	100.00

¹⁾ 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.

²⁾ In the composition of shares held by the public, there was 2.49% shares owned by parties affiliated with PT Dwimuria Investama Andalan.

At the Bank's Extraordinary General Meeting of Shareholders on 23 September 2021, the Bank's stock split was approved, which was later approved by the Indonesia Stock Exchange through its Letter No. S-07142/BEI.PP2/10-2021 dated 1 October 2021. Based on the stock split above, the initial trading of shares with a new nominal value in the regular market and the negotiated market have been conducted since 13 October 2021 (Note 1).

27. ADDITIONAL PAID-IN CAPITAL

Additional paid-in capital as of 31 December 2022 and 2021 are as follows:

	2022	2021
Additional paid-in capital from share capital payments	29,453,007	29,453,007
Elimination of accumulated loss through quasi-reorganisation on 31 October 2000 ¹⁾	(25,853,162)	(25,853,162)
Additional paid-in capital from the exercise of stock options	296,088	296,088
Additional paid-in capital from treasury stock transactions (Note 1c)	1,815,435	1,815,435
Difference in values from business combination transaction of entities under common control (Note 2e)	(162,391)	(162,391)
	5,548,977	5,548,977

¹⁾ On 31 October 2000, the Bank adopted SFAS No. 51, "Accounting for Quasi-Reorganisation" to achieve a "fresh start" reporting. Fresh start reporting requires the revaluation of all its assets and liabilities recorded by using the fair value and elimination of its accumulated deficit. Pursuant to the implementation of quasi-reorganisation, the Bank's accumulated losses as of 31 October 2000 amounted to Rp 25,853,162 had been eliminated against the additional paid-in capital. The implementation of quasi-reorganisation had been approved by Bank Indonesia through its Letter No. 3/165/DPWB2/IDWB2 dated 21 February 2001 and by the shareholders in their Extraordinary General Meeting of Shareholders on 12 April 2001 (the minutes of meeting drawn up by Notary Hendra Karyadi, S.H., in Notary Deed No. 25).

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28. COMMITMENTS AND CONTINGENCIES

As of 31 December 2022 and 2021, the Group commitments and contingencies were as follows:

		2022		2021	
	Type of Currencies	Amount in foreign currencies ¹⁾	Rupiah equivalent	Amount in foreign currencies ¹⁾	Rupiah equivalent
Commitments					
<u>Committed receivables:</u>					
Borrowing facilities received and unused	Rupiah USD	60,000,000	4,399,000 934,050	60,000,000	3,870,000 855,150
			5,333,050		4,725,150
Others	Rupiah USD	4,345,650	267,803 67,651	126,558	72,853 1,804
			335,454		74,657
			5,668,504		4,799,807
<u>Committed liabilities:</u>					
Unused credit facilities to customers - committed	Rupiah USD	1,172,915,181	211,107,626 18,259,357	837,273,597	189,378,257 11,933,242
	Others, USD equivalent	27,580,865	429,365	21,700,236	309,283
			229,796,348		201,620,782
Unused credit facilities to other banks - committed	Rupiah USD	555,556	1,926,866 8,649	-	2,872,540 -
			1,935,515		2,872,540
Irrevocable Letters of Credit facilities to customers	Rupiah USD	446,079,101	3,311,743 6,944,336	538,452,945	3,493,139 7,674,300
	Others, USD equivalent	282,370,676	4,395,806	84,904,583	1,210,103
			14,651,885		12,377,542
Others	Rupiah USD	5,483,296	316,700 85,361	1,494,129	158,141 21,295
	Others, USD equivalent	17,186	268	17,090	244
			402,329		179,680
			246,786,077		217,050,544
Contingencies					
<u>Contingent receivables:</u>					
Bank guarantees received	Rupiah		838,870		650,351
			838,870		650,351
<u>Contingent liabilities:</u>					
Bank guarantee issued to customers	Rupiah USD	225,587,639	16,213,364 3,511,836	212,217,523	14,944,736 3,024,630
	Others, USD equivalent	4,486,048	69,837	3,877,724	55,267
			19,795,037		18,024,633
Others	Rupiah		89		78
			19,795,126		18,024,711

¹⁾ Total in full amount.



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28. COMMITMENTS AND CONTINGENCIES (continued)

Additional information

As of 31 December 2022 and 2021, the Group had unused credit facilities to customers - uncommitted amounting to Rp 91,165,108 and Rp 69,604,916, respectively.

As of 31 December 2022 and 2021, the Group had unused credit facilities to other Banks - uncommitted amounting to Rp 3,418 and Rp 2,770, 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.

29. INTEREST AND SHARIA INCOME

Interest and sharia income consist of:

	<u>2022</u>	<u>2021</u>
<u>Interest income</u>		
Loan receivable	46,157,245	43,125,697
Investment securities	13,477,947	11,877,842
Securities purchased under agreements to resell	6,579,527	5,301,168
Consumer financing and investment in finance leases	2,847,581	2,848,005
Placements with Bank Indonesia and other banks	1,338,193	1,026,029
Bills receivable	346,636	378,394
Others	813,477	465,711
	<u>71,560,606</u>	<u>65,022,846</u>
<u>Sharia income</u>		
Sharia profit sharing	680,585	604,130
	<u>680,585</u>	<u>604,130</u>
Total interest and sharia income	<u>72,241,191</u>	<u>65,626,976</u>

Included in interest income from loans receivable was interest from the effect of discounting of impaired financial assets for the year ended 31 December 2022 and 2021 amounting to Rp 1,842 and (Rp 11,717), respectively.

Interest income from loans receivable to related parties is disclosed in Note 48.

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30. INTEREST AND SHARIA EXPENSES

Interest and sharia expenses consist of:

	2022	2021
<u>Interest expenses</u>		
Deposits from customers	5,849,622	7,380,393
Guarantee premium	2,058,533	1,749,217
Debt securities issued	70,285	83,176
Deposits from other banks	35,032	39,815
Borrowings	30,538	9,263
Securities sold under agreements to repurchase	6,935	543
Others	20,168	26,047
	8,071,113	9,288,454
	-----	-----
<u>Sharia expense</u>		
Sharia	180,569	202,947
	180,569	202,947
	-----	-----
Total interest and sharia expenses	8,251,682	9,491,401

Interest and sharia expenses for deposits from customers to related parties are disclosed in Note 48.

31. FEE AND COMMISSION INCOME - NET

Represent fee and commission income related to:

	2022	2021
Deposits from customers	6,045,025	5,364,938
Credit cards	3,636,339	4,066,780
Payment settlement	2,551,103	2,118,944
Loans receivable	2,048,351	1,863,354
Remittance, clearing and collections	774,667	342,260
Others	1,528,480	923,601
	16,583,965	14,679,877
Fee and commission expenses	(360)	(240)
	16,583,605	14,679,637

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.



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32. NET INCOME FROM TRANSACTION AT FAIR VALUE THROUGH PROFIT OR LOSS

Net income from transaction at fair value through profit or loss consists of:

	2022	2021
Interest income from financial assets measured at fair value through profit or loss	153,844	335,046
Unrealised gain (loss) from financial assets measured at fair value through profit or loss - net	(1,506,999)	335,239
Realised gain on spot and derivative transactions - net	2,685,181	1,341,188
Gain on sale of financial assets measured at fair value through profit or loss – net	(44,620)	760,854
	1,287,406	2,772,327

33. ADDITION (REVERSAL) OF IMPAIRMENT LOSSES ON ASSETS

	2022	2021
Acceptance receivables (Note 9c)	(224,137)	106,864
Loans receivable (Note 12g)	4,512,020	9,112,248
Consumer financing receivables (Note 13)	(136,464)	150,429
Sharia financing	228,272	150,048
Investment securities (Note 14)	11,342	82,610
Estimated losses from commitments and contingencies (Note 23)	179,856	(300,730)
Others	(44,270)	22,526
	4,526,619	9,323,995

34. PERSONNEL EXPENSES

	2022	2021
Salaries and wages	7,632,405	7,199,914
Employees' benefits and compensations	4,992,437	4,329,550
Pension plan contribution	461,098	452,928
Training	288,139	205,726
Post-employment benefits (Note 2d, 39)	277,379	1,299,009
	13,651,458	13,487,127

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35. GENERAL AND ADMINISTRATIVE EXPENSES

	2022	2021
Office supplies	4,922,200	4,551,139
Depreciation	2,377,420	2,138,107
Communication	1,860,951	1,032,403
Repair and maintenance	1,785,473	1,887,094
Promotion	1,318,563	964,487
Rental	1,122,415	1,016,376
Professional fees	615,937	586,209
Amortisation of intangible assets - software	284,770	309,082
Water, electricity and fuel	252,256	261,594
Tax	144,555	173,825
Computer and software	111,018	93,250
Insurance	59,528	55,276
Transportation	44,561	35,732
Research and development	41,636	38,248
Security	24,122	23,284
Others	425,031	328,465
	15,390,436	13,494,571

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:

	2022	2021
Net income for the year	40,735,722	31,422,660
Weighted average number of ordinary shares outstanding on the Indonesia Stock Exchange (in full amount)	123,275,050,000	123,275,050,000
Basic earnings per share (in full amount)	330	255

As of 31 December 2022 and 2021, there were no instruments which can potentially be converted into ordinary shares. Therefore, diluted earnings per share is equivalent to basic earnings per share.

37. APPROPRIATION OF NET INCOME

The Annual General Meeting of Shareholders of PT Bank Central Asia Tbk dated 17 March 2022 (minutes prepared by Christina Dwi Utami, S.H., M.Hum., M.Kn., with Minutes No. 126), resolved the appropriation of 2021 net income, as follows:

- Net profit of 2021 amounting to Rp 314,227 will be appropriated for reserve funds.
- Distribute cash dividends in the amount of Rp 17,874,882 (Rp 145 (full amount) per share) to shareholders who have the right to receive cash dividends. The total cash dividend that will be paid on 19 April 2022 is Rp 14,793,006 (the 2021 Fiscal Year interim dividend has been paid on 7 December 2021 amounting to Rp 3,081,876).
- Determine tantiem for members of the Board of Commissioners and Board of Directors who serve in and during the 2021 financial year. The actual amount of tantiem paid is Rp 493,000.
- Determine the remaining 2021 net profit after deducting dividends as retained earnings.



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37. APPROPRIATION OF NET INCOME (continued)

In accordance with the Decree of the Board of Directors Meeting dated 21 November 2022 No. 205 regarding the Distribution of Temporary Dividends (interim dividends) for Fiscal Year 2022, the Board of Directors determines that the Bank will pay temporary dividends (interim dividends) to shareholders for 2022 profits of Rp 35 (full amount) per share. The actual amount of interim dividends paid is Rp 4,314,627.

The Annual General Meeting of Shareholders of PT Bank Central Asia Tbk dated 29 March 2021 (minutes prepared by Christina Dwi Utami, S.H., M.Hum., M.Kn., with Minutes No. 196) resolved the appropriation of 2020 net income, as follows:

- Net profit of 2020 amounting to Rp 271,311 will be appropriated for reserve funds.
- Distribute cash dividends in the amount of Rp 13,067,155 (Rp 530 (full amount) per share) to shareholders who have the right to receive cash dividends. The total cash dividend that will be paid on 28 April 2021 is Rp 10,650,964 (the 2020 Fiscal Year interim dividend has been paid on 22 December 2020 amounting to Rp 2,416,191).
- Determine the tantiem for the members of Board of Commissioners and Board of Directors on duty in 2020 with a maximum amount of Rp 445,000.
- Determine the remaining 2020 net profit after deducting dividends as retained earnings.

The Bank's Annual General Meeting of Shareholders on 29 March 2021 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 fiscal year 2021, where possible, by considering the financial condition of the Bank.

In accordance with the Decree of the Board of Directors Meeting dated 4 November 2021 No. 221 regarding the Distribution of Temporary Dividends (interim dividends) for Fiscal Year 2021, the Board of Directors determines that the Bank will pay temporary dividends (interim dividends) to shareholders for 2021 profits of Rp 25 (full amount) per share. The actual amount of interim dividends paid is Rp 3,081,876.

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.

Financial instrument valuation models

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 these 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.

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38. FINANCIAL INSTRUMENTS (continued)

Financial instrument valuation models (continued)

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 judgment 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 judgment 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.

Management judgment 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 Divisi Keuangan Perusahaan ("DKP") and Satuan Kerja Manajemen Risiko ("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.



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38. FINANCIAL INSTRUMENTS (continued)

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.

	2022			Fair value
	Carrying amount		Total	
	Measured at fair value through profit or loss	Measured at fair value through other comprehensive income		
Financial assets				
Financial assets at fair value through profit or loss - net	2,233,129	-	2,233,129	2,233,129
Investment securities	-	128,038,808	128,038,808	128,038,808
	2,233,129	128,038,808	130,271,937	130,271,937
Financial liabilities				
Financial liabilities at fair value through profit or loss	383,273	-	383,273	383,273
	383,273	-	383,273	383,273
	2021			Fair value
	Carrying amount		Total	
	Measured at fair value through profit or loss	Measured at fair value through other comprehensive income		
Financial assets				
Placements with Bank Indonesia and other banks - net	-	28,908	28,908	28,908
Financial assets at fair value through profit or loss - net	2,447,163	-	2,447,163	2,447,163
Investment securities	-	172,389,022	172,389,022	172,389,022
	2,447,163	172,417,930	174,865,093	174,865,093
Financial liabilities				
Financial liabilities at fair value through profit or loss	55,162	-	55,162	55,162
	55,162	-	55,162	55,162

Fair value of placements with Bank Indonesia and other banks which measured at fair value through other comprehensive income 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 characteristics of credit, maturity, and yield.

As of 31 December 2022 and 2021, the fair value of marketable securities classified in the group measured at fair value through profit or loss, and the fair value of securities classified in the group measured at fair value through other comprehensive income is based on market prices issued by the pricing provider (Penilai Harga Efek Indonesia/"PHEI", formerly Indonesia Bond Pricing Agency/"IBPA"). If this information is not available, fair value is estimated using quoted market prices for securities that have similar characteristics of credit, maturity, and yield.

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38. FINANCIAL INSTRUMENTS (continued)

Valuation of financial instruments (continued)

As of 31 December 2022 and 2021, the fair value of investment securities which measured at fair value through other comprehensive income did not include the fair value of investments in shares amounting to Rp 440,617 and Rp 725,032, respectively, which were valued at cost, since the fair value cannot be measured reliably.

Financial instruments not measured at fair value

The following table sets out the carrying amounts and fair values of financial instruments of the Group, which are not measured at fair values and their analysis by the level in the fair value hierarchy.

	2022				
	Carrying value		Fair value		
	Amortised cost	Total	Level 2	Level 3	Total
Financial assets					
Loans receivables - net	660,989,004	660,989,004	23,447,307	631,782,303	655,229,610
Consumer financing receivables - net	8,215,427	8,215,427	-	7,476,847	7,476,847
Finance lease receivables - net	121,716	121,716	-	123,618	123,618
Assets related to sharia transaction - <i>murabahah</i> receivables - net	1,331,217	1,331,217	-	1,331,217	1,331,217
Investment securities - net	120,415,741	120,415,741	119,300,760	-	119,300,760
	791,073,105	791,073,105	142,748,067	640,713,985	783,462,052
Financial liabilities					
Deposits from customers	1,030,451,783	1,030,451,783	1,030,451,783	-	1,030,451,783
Sharia deposits	2,825,860	2,825,860	2,825,860	-	2,825,860
Finance lease liabilities	289,169	289,169	289,169	-	289,169
Deposits from other banks	7,936,206	7,936,206	7,936,206	-	7,936,206
Borrowings	1,316,951	1,316,951	1,282,414	-	1,282,414
Subordinated bonds	500,000	500,000	500,000	-	500,000
	1,043,319,969	1,043,319,969	1,043,285,432	-	1,043,285,432
	2021				
	Carrying value		Fair value		
	Amortised cost	Total	Level 2	Level 3	Total
Financial assets					
Loans receivables - net	589,813,578	589,813,578	21,534,333	566,542,398	588,076,731
Consumer financing receivables - net	7,855,976	7,855,976	-	6,729,172	6,729,172
Finance lease receivables - net	84,145	84,145	-	84,166	84,166
Assets related to sharia transaction - <i>murabahah</i> receivables - net	1,234,433	1,234,433	-	1,234,433	1,234,433
Investment securities - net	51,118,362	51,118,362	51,831,984	-	51,831,984
	650,106,494	650,106,494	73,366,317	574,590,169	647,956,486
Financial liabilities					
Deposits from customers	968,606,744	968,606,744	968,606,744	-	968,606,744
Sharia deposits	1,620,039	1,620,039	1,620,039	-	1,620,039
Finance lease liabilities	331,426	331,426	331,426	-	331,426
Deposits from other banks	10,017,194	10,017,194	10,017,194	-	10,017,194
Debt securities issued	482,149	482,149	493,074	-	493,074
Borrowings	976,225	976,225	976,331	-	976,331
Subordinated bonds	500,000	500,000	500,000	-	500,000
	982,533,777	982,533,777	982,544,808	-	982,544,808



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38. FINANCIAL INSTRUMENTS (continued)

Financial instruments not measured at fair value (continued)

The financial instruments not measured at fair value are measured at amortised cost.

The following financial instruments are short-term financial instruments or financial instruments which are re-priced periodically to current market rates, therefore, the fair values of financial instruments are reasonable approximation of carrying value.

Financial assets:

- Cash
- Current accounts with Bank Indonesia
- Current accounts with other banks
- Placements with Bank Indonesia and other banks
- Acceptance receivables
- Bills receivables
- Securities purchased under agreements to resell
- Other assets

Financial liabilities:

- Securities sold under agreements to repurchase
- Acceptance payables
- Estimated losses from commitment and contingency
- Other liabilities

As of 31 December 2022 and 2021, the fair values of loans receivable, consumer financing receivables, finance lease receivables and borrowings were determined using discounted cash flows based on internal interest rate.

As of 31 December 2022 and 2021, the fair values of investment securities issued at amortised cost) based on market prices issued by pricing provider (Penilai Harga Efek Indonesia/"PHEI", formerly Indonesia Bond Pricing Agency/ "IBPA") If the information is not available, the fair values were estimated using quoted market prices of securities which have similar characteristics of credit, maturity, and yield.

As of 31 December 2022 and 2021, the fair values of deposits from customers and deposits from other banks are the same with the carrying amount since 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's reported financial performance or position. The fair values calculated by the Group may be different from the actual amount that will be received or paid on the settlement or maturity of the financial instrument. As certain categories of financial instruments are not traded, there is management judgment and estimation involved in calculating their fair values.

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39. POST-EMPLOYMENT BENEFITS OBLIGATION

In accordance with Law of the Republic of Indonesia No. 11/2020 concerning Job Creation Act, 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.

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 2022 and 2021, the accumulated contributions from the Bank are 2% (two percent) respectively, which are considered as a deduction against the post-employment benefits obligation in accordance with the Manpower Law.

During the years ended 31 December 2022 and 2021, the Bank has set aside funds that will be used to support the fulfilment of employee post-employment benefit obligations amounting to Rp. 4,117 each which is placed in several insurance companies in the form of saving plan program, and Rp. 1,704,013 which is placed in several insurance companies in the form of savings plan program and the Financial Institution Pension Fund ("DPLK") in the form of a Program for Post-Employment Compensation Funds ("PDKP") that 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 long service benefits and post-employment healthcare benefits. The post-employment benefits obligation as of 31 December 2022 and 2021 were calculated by Kantor Konsultan Aktuaria Steven & Mourits as the Bank's independent actuary, using the projected-unit-credit method. The main assumptions used by independent actuary were as follows:

	2022	2021
Economic assumptions:		
Annual discount rate		
Defined benefit pension plan	7.15%	6.70%
Other long-term compensations	7.20%	6.80%
Post-employment healthcare benefits – Self Insured	6.90%	7.30%
Post-employment healthcare benefits – Insurance	7.40%	N/A
Annual basic salary growth rate	9.00%	8.00%
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.



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39. POST-EMPLOYMENT BENEFITS OBLIGATION (continued)

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 scales of payment and by taking into account of the years of service.

The Bank's obligation for post-employment benefits for the years ended 31 December 2022 and 2021 were in accordance with the independent actuary reports dated 6 January 2023 and 7 January 2022, respectively.

a. Post-employment benefits obligation

The post-employment benefits obligation as of 31 December 2022 and 2021 were as follows:

	Defined benefit pension plan and other long-term compensations		Post-employment healthcare benefits	
	2022	2021	2022	2021
Present value of obligation for post-employment benefits	11,225,855	11,800,914	137,462	197,102
Fair value of plan assets	(3,952,724)	(4,877,681)	-	-
Net obligation for post-employment benefits - Bank	7,273,131	6,923,233	137,462	197,102

The Subsidiaries' obligation for post-employment benefits as of 31 December 2022 and 2021 which were recorded in the consolidated statements of financial position amounting to Rp 110,632 and Rp 136,763, respectively.

b. Movement of post-employment benefits obligation

	Defined benefit pension plan and other long-term compensations		Post-employment healthcare benefits	
	2022	2021	2022	2021
Movement in the defined benefit obligation				
Post-employment benefit obligation, beginning of the year - Bank	6,923,233	9,302,066	197,102	214,570
Included in profit or loss				
Current service cost	675,034	681,649	8,740	15,651
Past service cost - amendment	-	-	(48,125)	-
Interest cost	405,461	531,108	10,436	13,808
Termination cost	7,520	37,784	-	-
Liability assumed due to recognition of past services	969	3,517	78	138
Impact of changes in attribution method in P&L	(785,994)	-	-	-
Included in other comprehensive income				
Actuarial gains (losses) arising from:				
Changes in financial assumptions	251,949	(1,034,142)	(12,809)	(24,265)
Changes in demographic assumptions	-	-	-	-
Experience adjustments	13,149	(159,362)	14,093	(15,238)
Return on plan assets excluding interest income	159,472	(440,474)	-	-
Impact of changes in attribution method in OCI	(70,545)	-	-	-
Others				
Fund placements in insurance companies (plan assets)	(4,117)	(1,704,013)	-	-
Post-employment benefits paid directly by the Bank	(303,000)	(294,900)	(32,053)	(7,562)
Post-employment benefits obligation, end of the year - Bank	7,273,131	6,923,233	137,462	197,102

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39. POST-EMPLOYMENT BENEFITS OBLIGATION (continued)

b. Movement of post-employment benefits obligation (continued)

The Subsidiaries' post-employment benefits expenses for the years ended 31 December 2022 and 2021 recorded in the profit or loss amounting to Rp 3,260 and Rp 15,354, respectively.

During the years ended 31 December 2022 and 2021, payments for post-employment benefits in the Subsidiaries amounting to Rp 7,884 and Rp 4,304, respectively, and the Subsidiaries have set aside funds that will be used to support the fulfilment of post-employment benefits obligation for each employee amounting of Rp 15,793 and Rp 10,100 by placing them with several insurance companies, which meet the criteria to be recorded as plan assets.

c. The composition of plan assets

The composition of plan assets from pension fund for the years ended 31 December 2022 and 2021, were as follows:

	Percentage allocation as of 31 December 2022 Quoted market price for severance program			Percentage allocation as of 31 December 2022 Quoted market price for DPLK PDKP			
	AIA	Allianz	Manulife	AIA	Allianz	Manulife	BCA Life
Shares	0.00%	0.00%	0.00%	0.00%	18.61%	14.77%	8.70%
Bonds	0.00%	0.00%	0.00%	67.95%	69.09%	64.21%	79.34%
Property	0.00%	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%	0.00%
Cash	100.00%	100.00%	100.00%	32.05%	12.30%	21.02%	11.96%
Others	0.00%	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%	100.00%

	Percentage allocation as of 31 December 2021 Quoted market price for severance program			Percentage allocation as of 31 December 2021 Quoted market price for DPLK PDKP			
	AIA	Allianz	Manulife	AIA	Allianz	Manulife	BCA Life
Shares	0.00%	0.00%	0.00%	14.14%	16.74%	14.68%	9.24%
Bonds	0.00%	0.00%	0.00%	65.34%	69.80%	64.25%	31.47%
Property	0.00%	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%	0.00%
Cash	100.00%	100.00%	100.00%	20.52%	13.46%	21.07%	59.29%
Others	0.00%	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%	100.00%

d. Changes in fair value of plan assets for post-employment program

	2022	2021
Fair value of plan assets, beginning of the year - Bank	4,877,681	3,664,581
Fund placements in insurance companies	4,117	1,704,013
Return on plan assets excluding interest income	(159,472)	440,474
Interest income on plan assets	291,399	245,509
Post-employment benefits paid	(1,061,001)	(1,176,896)
Fair value of plan assets, end of the year - Bank	3,952,724	4,877,681



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39. POST-EMPLOYMENT BENEFITS OBLIGATION (continued)

e. Historical information - Bank:

	31 December					
	2022	2021	2020	2019	2018	2017
Defined benefits pension plan and other long-term compensation						
Present value of post-employment benefits obligation	11,225,855	11,800,914	12,966,647	11,724,337	10,469,846	10,801,602
Fair value of plan assets	(3,952,724)	(4,877,681)	(3,664,581)	(4,077,260)	(4,410,076)	(4,688,075)
Deficit	7,273,131	6,923,233	9,302,065	7,647,077	6,059,770	6,113,527
Experience adjustment on plan liabilities	13,149	(159,362)	(9,914)	116,222	353,216	4,479
Experience adjustment on plan assets	159,472	(440,474)	555,010	(204,650)	371,291	(211,993)
Post-employment healthcare benefits						
Present value of post-employment benefits obligation	137,462	197,102	214,570	209,355	236,760	249,861
Experience adjustment on plan liabilities	14,093	(15,238)	(15,955)	(7,038)	(24,089)	(50,912)

f. Sensitivity analysis

Changes in 1 (one) percent of actuarial assumptions will have the following impacts:

	2022					
	Defined benefit pension plan		Other long-term compensations		Post-employment healthcare benefits	
	Increase	Decrease	Increase	Decrease	Increase	Decrease
Discount rate (1% movement)	(383,887)	423,341	(224,820)	255,705	(8,482)	11,700
Basic salary rate (1% movement)	468,423	(432,428)	257,223	(230,548)	-	-
Healthcare cost rate (1% movement)	-	-	-	-	9,749	(8,718)

	2021					
	Defined benefit pension plan		Other long-term compensations		Post-employment healthcare benefits	
	Increase	Decrease	Increase	Decrease	Increase	Decrease
Discount rate (1% movement)	(475,031)	531,764	(202,649)	227,561	(13,828)	15,916
Basic salary rate (1% movement)	586,198	(532,654)	229,871	(208,400)	-	-
Healthcare cost rate (1% movement)	-	-	-	-	14,317	(12,717)

g. Expected Maturity Analysis

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 beyond
Pension benefit	8,338,402	2,416,654	2,748,758
Other long-term compensations	3,260,458	964,872	1,251,305
Post-employment healthcare benefits	128,803	39,509	59,155

- h. The weighted-average of period of the defined benefits obligation, other long-term compensations, and post-retirement healthcare benefits were 10.48 years; 11.06 years; and 11.82 years as of 31 December 2022 (31 December 2021: 9.21 years; 9.76 years; and 13.17 years).

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40. CUSTODIAL SERVICES

The Bank's Custodial Services Bureau obtained its license to provide custodial services from the Capital Market and Financial Institution 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 2022 and 2021, 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.

41. MONETARY ASSETS AND LIABILITIES IN FOREIGN CURRENCIES

Balances of monetary assets and liabilities in foreign currencies were as follows:

	2022		2021	
	Foreign currencies (in thousand)	Rupiah equivalent	Foreign currencies (in thousand)	Rupiah equivalent
Monetary assets				
Cash				
US Dollar (USD)	37,965	591,016	32,326	460,730
Australian Dollar (AUD)	8,604	90,835	1,064	11,006
Singapore Dollar (SGD)	16,842	195,242	12,538	132,329
Hong Kong Dollar (HKD)	7,049	14,073	7,249	13,252
GB Pound (GBP)	798	14,985	118	2,267
Japanese Yen (JPY)	167,124	19,689	54,500	6,745
Euro (EUR)	6,363	105,513	1,577	25,404
Others, USD equivalent	2,024	31,513	2,332	33,231
		1,062,866		684,964
Current accounts with Bank Indonesia				
US Dollar (USD)	255,687	3,980,407	237,779	3,388,941
		3,980,407		3,388,941
Current accounts with other banks - net				
US Dollar (USD)	103,162	1,605,975	468,611	6,678,881
Australian Dollar (AUD)	26,538	280,184	64,070	662,906
Singapore Dollar (SGD)	51,706	599,423	203,691	2,149,893
Hong Kong Dollar (HKD)	50,365	100,556	11,730	21,442
GB Pound (GBP)	9,568	179,755	5,460	105,109
Japanese Yen (JPY)	4,975,261	586,136	2,469,209	305,614
Euro (EUR)	17,924	297,217	65,204	1,050,597
Others, USD equivalent	69,269	1,078,344	30,408	433,392
		4,727,590		11,407,834
Placements with Bank Indonesia and other banks - net				
US Dollar (USD)	1,280,242	19,930,169	3,371,293	48,049,357
Australian Dollar (AUD)	29,999	316,729	-	-
Singapore Dollar (SGD)	149,985	1,738,762	59,998	633,263
Hong Kong Dollar (HKD)	1,068	2,132	1,060	1,938
		21,987,792		48,684,558



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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)

	2022		2021	
	Foreign currencies (in thousand)	Rupiah equivalent	Foreign currencies (in thousand)	Rupiah equivalent
Monetary assets (continued)				
Financial assets at fair value through profit or loss				
US Dollar (USD)	10,529	163,912	7,158	102,016
		163,912		102,016
Acceptance receivables - net				
US Dollar (USD)	609,273	9,484,857	436,390	6,219,649
Singapore Dollar (SGD)	243	2,814	586	6,185
GB Pound (GBP)	1,012	19,018	-	-
Japanese Yen (JPY)	823,711	97,041	1,781,688	220,520
Euro (EUR)	114,988	1,906,695	14,327	230,840
Others, USD equivalent	24,684	384,268	17,970	256,115
		11,894,693		6,933,309
Bills receivable - net				
US Dollar (USD)	157,646	2,454,153	102,765	1,464,653
Japanese Yen (JPY)	15,413	1,816	17,092	2,116
Euro (EUR)	2,926	48,510	224	3,607
Others, USD equivalent	862	13,415	-	-
		2,517,894		1,470,376
Loans receivable - net				
US Dollar (USD)	2,603,229	40,525,769	2,063,084	29,404,103
Australian Dollar (AUD)	23	242	32	335
Singapore Dollar (SGD)	63,160	732,208	35,402	373,651
Hong Kong Dollar (HKD)	462,430	923,265	283,884	518,947
Euro (EUR)	228	3,776	-	-
		42,185,260		30,297,036
Investment securities - net				
US Dollar (USD)	594,502	9,254,908	2,638,022	37,598,403
Hong Kong Dollar (HKD)	187,527	374,406	189,601	346,597
		9,629,314		37,945,000
Other assets - net				
US Dollar (USD)	21,629	336,715	12,879	183,557
Australian Dollar (AUD)	48	508	-	4
Singapore Dollar (SGD)	509	5,897	64	671
Hong Kong Dollar (HKD)	7,618	15,209	3,763	6,878
GB Pound (GBP)	-	1	-	2
Japanese Yen (JPY)	2,240	264	5,572	690
Euro (EUR)	445	7,383	26	425
Others, USD equivalent	19	293	31	440
		366,270		192,667

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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)

	2022		2021	
	Foreign currencies (in thousand)	Rupiah equivalent	Foreign currencies (in thousand)	Rupiah equivalent
Monetary liabilities				
Deposits from customers				
US Dollar (USD)	4,463,013	69,477,953	4,671,964	66,587,162
Australian Dollar (AUD)	55,509	586,056	58,313	603,347
Singapore Dollar (SGD)	349,396	4,050,504	303,901	3,207,578
Hong Kong Dollar (HKD)	6,799	13,574	19,688	35,991
GB Pound (GBP)	7,221	135,650	5,153	99,191
Japanese Yen (JPY)	5,301,302	624,546	2,198,998	272,170
Euro (EUR)	72,537	1,202,788	67,510	1,087,758
Others, USD equivalent	52,781	821,663	39,493	562,869
		76,912,734		72,456,066
Deposits from other banks				
US Dollar (USD)	113,883	1,772,870	290,420	4,139,211
Australian Dollar (AUD)	9,631	101,683	7,156	74,044
Euro (EUR)	2	30	-	-
Singapore Dollar (SGD)	2,053	23,803	2,559	27,006
Others, USD equivalent	15	231	16	236
		1,898,617		4,240,497
Financial liabilities at fair value through profit or loss				
US Dollar (USD)	250	3,894	85	1,217
		3,894		1,217
Acceptance payables				
US Dollar (USD)	479,970	7,471,937	348,824	4,971,617
Singapore Dollar (SGD)	243	2,814	586	6,187
GB Pound (GBP)	1,018	19,123	-	-
Japanese Yen (JPY)	295,650	34,831	227,473	28,154
Euro (EUR)	18,638	309,044	14,384	231,766
Others, USD equivalent	22,719	353,674	16,111	229,621
		8,191,423		5,467,345
Securities sold under agreement to repurchase				
Hong Kong Dollar (HKD)	128,202	255,962	42,133	77,021
		255,962		77,021
Borrowings				
US Dollar (USD)	740	11,515	4	57
Hong Kong Dollar (HKD)	239,882	478,936	122,146	223,286
GB Pound (GBP)	1	14	1	15
Others, USD equivalent	23	358	24	346
		490,823		223,704



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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)

	2022		2021	
	Foreign currencies (in thousand)	Rupiah equivalent	Foreign currencies (in thousand)	Rupiah equivalent
Monetary liabilities (continued)				
Estimated losses from commitment and contingencies				
US Dollar (USD)	15,277	237,820	14,661	208,961
Singapore Dollar (SGD)	363	4,203	451	4,762
Hong Kong Dollar (HKD)	93	186	109	198
GB Pound (GBP)	-	5	-	-
Japanese Yen (JPY)	9,083	1,070	1,607	199
Euro (EUR)	216	3,574	114	1,840
Others, USD equivalent	54	834	67	960
		<u>247,692</u>		<u>216,920</u>
Accruals and other liabilities				
US Dollar (USD)	2,267	35,291	235	3,349
Australian Dollar (AUD)	-	-	2	17
Singapore Dollar (SGD)	13	149	3	32
Hong Kong Dollar (HKD)	6,531	13,040	6,323	11,559
GB Pound (GBP)	-	1	-	1
Euro (EUR)	54	899	-	-
Others, USD equivalent	5	45	9	129
		<u>49,425</u>		<u>15,087</u>

42. OPERATING SEGMENTS

The Group disclosed the financial information based on the products were as follows:

	2022			
	Loans	Treasury	Others	Total
Assets	660,989,004	551,228,677	102,513,993	1,314,731,674
Loans receivable - net	660,989,004	-	-	660,989,004
Interest and sharia income	46,157,245	22,337,258	3,746,688	72,241,191
Fee-based income and others	5,344,236	224,670	16,630,856	22,199,762
	2021			
	Loans	Treasury	Others	Total
Assets	589,813,578	544,595,412	93,935,690	1,228,344,680
Loans receivable - net	589,813,578	-	-	589,813,578
Interest and sharia income	43,125,697	18,865,455	3,635,824	65,626,976
Fee-based income and others	4,589,002	180,683	14,796,022	19,565,707

The Group main operations are managed in Indonesian territory. Bank's business segment is classified into 5 (five) main geographic areas, which are Sumatera, Java, Kalimantan, East Indonesia and overseas operation.

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42. OPERATING SEGMENTS (continued)

Information regarding segment based on geographic of the Group is presented in table below.

	2022					
	Sumatera	Java	Kalimantan	East Indonesia	Overseas operation	Total
Interest and sharia income	3,648,298	65,277,562	1,337,349	1,930,757	47,225	72,241,191
Interest and sharia expense	(326,846)	(7,624,922)	(112,344)	(171,651)	(15,919)	(8,251,682)
Net interest and sharia income	3,321,452	57,652,640	1,225,005	1,759,106	31,306	63,989,509
Net fee and commission income	922,853	14,705,903	352,508	598,690	3,651	16,583,605
Net income from transaction at fair value through profit or loss	59,429	1,180,098	25,804	18,195	3,880	1,287,406
Other operating income	154,205	5,375,187	23,029	61,153	2,223	5,615,797
Total segment income	4,457,939	78,913,828	1,626,346	2,437,144	41,060	87,476,317
Depreciation and amortisation	(51,684)	(2,545,843)	(21,562)	(37,456)	(5,645)	(2,662,190)
Other material non-cash elements: Reversal of allowance for impairment losses on asset	(188,454)	(4,121,661)	(71,826)	(144,215)	(463)	(4,526,619)
Other operating expenses	(1,367,862)	(27,100,941)	(461,709)	(864,081)	(25,882)	(29,820,475)
Income before tax	2,849,939	45,145,383	1,071,249	1,391,392	9,070	50,467,033
Income tax expense						(9,711,461)
Net income for the year						40,755,572

	2022					
	Sumatera	Java	Kalimantan	East Indonesia	Overseas operation	Total
Assets	87,465,293	1,152,891,324	29,764,358	43,189,773	1,420,926	1,314,731,674
Liabilities	87,465,293	925,932,028	29,764,358	43,189,757	758,208	1,087,109,644
Loans receivable - net	27,814,723	601,007,942	12,156,398	19,086,675	923,266	660,989,004
Deposits from customers	86,373,744	871,925,630	29,537,878	42,614,531	-	1,030,451,783
Sharia deposits	-	2,825,860	-	-	-	2,825,860
Temporary syirkah deposits	-	6,440,375	-	-	-	6,440,375

	2021					
	Sumatera	Java	Kalimantan	East Indonesia	Overseas operation	Total
Interest and sharia income	3,715,911	58,740,661	1,286,418	1,859,932	24,054	65,626,976
Interest and sharia expense	(484,072)	(8,616,203)	(157,429)	(231,298)	(2,399)	(9,491,401)
Net interest and sharia income	3,231,839	50,124,458	1,128,989	1,628,634	21,655	56,135,575
Net fee and commission income	839,409	12,999,098	308,554	529,018	3,558	14,679,637
Net income from transaction at fair value through profit or loss	71,672	2,634,993	21,176	30,840	13,646	2,772,327
Other operating income	98,027	4,676,445	20,083	89,246	2,029	4,885,830
Total segment income	4,240,947	70,434,994	1,478,802	2,277,738	40,888	78,473,369
Depreciation and amortisation	(59,914)	(2,320,319)	(21,533)	(39,708)	(5,715)	(2,447,189)
Other material non-cash elements: Reversal of allowance for impairment losses on asset	(361,633)	(8,771,718)	(203,183)	13,007	(468)	(9,323,995)
Other operating expenses	(1,336,935)	(25,232,719)	(432,247)	(834,437)	(24,673)	(27,861,011)
Income before tax	2,482,465	34,110,238	821,839	1,416,600	10,032	38,841,174
Income tax expense						(7,401,015)
Net income for the year						31,440,159



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42. OPERATING SEGMENTS (continued)

Information regarding segment based on geographic of the Group is presented in table below.
(continued)

	2021					Total
	Sumatera	Java	Kalimantan	East Indonesia	Overseas operation	
Assets	80,062,632	1,083,661,371	27,093,473	36,598,274	928,930	1,228,344,680
Liabilities	80,062,632	875,711,087	27,093,473	36,598,250	308,316	1,019,773,758
Loans receivable - net	26,882,866	534,736,776	10,584,803	17,090,186	518,947	589,813,578
Deposits from customers	79,147,692	826,518,832	26,878,720	36,061,500	-	968,606,744
Sharia deposits	-	1,620,039	-	-	-	1,620,039
Temporary <i>syirkah</i> deposits	-	5,721,988	-	-	-	5,721,988

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.

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").

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43. FINANCIAL RISK MANAGEMENT (continued)

a. Risk management framework (continued)

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 chaired by the President Director (concurrently a member), with other members consisting of 10 (ten) Directors, as well as the Executive Vice President in charge of Treasury and International Banking, the Executive Vice President in charge of Corporate Banking & Transactions, the Executive Vice President in charge of Accounting, Tax, Industry & Economic Research, Environment Sustainability Governance and Investor Relations, Head of International Banking, Head of Treasury, Head of Corporate Strategy & Planning, Head of Corporate Banking, Transaction & Finance, Head of SME & Commercial Business, Head of Transaction Banking Product Development, Head of Transaction Banking Business Development, Head of Transaction Banking Partnership Solution Development, Head of Consumer Finance, and Head of Risk Management.

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 macroeconomic factors. Liquidity risks, foreign currency exchange risks and interest rate risks are reviewed by the Risk Management Unit and reported to ALCO. ALCO then decides the pricing strategy for the interest rates on deposits and loans based on the conditions and competition in the market.

c. Credit risk management

The credit organisation is continuously being improved with an emphasis on the four eyes principle, in which the credit decision is determined with the considerations of 2 (two) functions, i.e. business development function and credit risk analysis function.

The Bank has Basic Policy of Bank's Credit ("KDPB") which are continuously being improved, in line with the Bank's development, PBI, POJK and in accordance with "International Best Practices".

The improvement on procedures and credit risk management system are conducted through the development of "Loan Origination System" which is a policy that regulates the workflow on loan origination process (end-to-end) in order to achieve an effective and efficient credit process. Risk profile measurement system is continuously being developed to determine the risk of debtor completely. The credit database development process is also continuously being conducted and improved.



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43. FINANCIAL RISK MANAGEMENT (continued)

c. Credit risk management (continued)

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 the 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 (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 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 also sets limits in loans so that it can maintain the suitability of credit extension with the Bank's risk appetite and prevailing regulations.

The Bank has developed 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.

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43. FINANCIAL RISK MANAGEMENT (continued)

c. Credit risk management (continued)

In order to monitor and control credit risk of the Subsidiaries, the Bank monitors the Subsidiaries' credit risk regularly, to ensure that the Subsidiaries have a good and effective Credit Risk Management Policy.

The impact of the spread of the COVID-19 pandemic has caused most economic activities to stop in various regions, this is a big challenge for debtors to make repayments of their loans due to decreasing/no income received. This condition will certainly pose a challenge to credit growth and also credit quality at the Bank, therefore the Bank immediately takes steps to maintain stability and reduce this impact by:

1. Provide relaxation/debt restructuring in all credit categories/segments for debtors affected by the spread COVID-19 while still paying attention to the provisions made by regulators, namely OJK, BI and the Government of Indonesia.
2. Monitor regularly and proactively, as well as maintain good relationships with debtors so that they can get through this difficult condition together.
3. Keep making new and additional loans while paying attention to the Bank's prudential principles and to be more selective, by taking into account, among other things, the introduction of prospective debtors, their industry sector, financial conditions and business prospects, and collateral requirements.
4. Prepare new policies in support of Government programs in providing stimulus to the real sector and also accelerating national economic recovery, namely providing new working capital loans or additional working capital loans in the context of restructuring through a credit guarantee program, as well as interest subsidies for borrowers of micro, small and medium enterprises (MSMEs) according to the criteria set by the government.
5. Conduct more routine coordination among related work units at head office including Directors, together with regional offices and branch offices to accelerate the necessary steps and seek solutions to problems faced in the debtor credit process.

i. Maximum exposure to credit risk

For financial assets recognised in the consolidated statements of financial position, the maximum exposure to credit risk generally equals their carrying amount. For bank guarantees and irrevocable Letters of Credit issued, the maximum exposure to credit risk is the maximum amount that the Bank would have to pay if the obligations of the bank guarantees and irrevocable Letters of Credit issued are called upon. For credit commitments, the maximum exposure to credit risk is the full amount of the unused committed loan facilities granted to customers.



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43. FINANCIAL RISK MANAGEMENT (continued)

c. Credit risk management (continued)

i. Maximum exposure to credit risk (continued)

The following table presents maximum exposure to the Group's credit risk of financial instruments in the consolidated statements of financial position (on-balance sheet) and consolidated administrative accounts (off-balance sheet).

	2022	2021
Consolidated financial position:		
Current accounts with Bank Indonesia	104,110,295	65,785,161
Current accounts with other banks - net	4,751,916	11,604,834
Placements with Bank Indonesia and other banks - net	31,377,152	87,149,005
Financial assets at fair value through profit or loss	2,233,129	2,447,163
Acceptance receivables - net	15,199,641	10,941,030
Bills receivable - net	5,895,907	6,311,972
Securities purchased under agreements to resell - net	153,965,112	147,064,861
Loans receivable - net	660,989,004	589,813,578
Consumer financing receivables - net	8,215,427	7,855,976
Finance lease receivables - net	121,716	84,145
Assets related to sharia transactions - <i>murabahah</i> receivables - net	1,331,217	1,234,433
Investment securities - net	248,895,166	224,232,416
Other assets - net		
Accrued interest income	6,353,832	5,023,327
Transactions related to ATM and credit card	3,786,790	4,720,647
Unaccepted bills receivable	13,668	161,355
Receivables from customer transactions	219,738	157,945
Receivables from insurance transactions	416,354	606,760
	1,247,876,064	1,165,194,608
Consolidated administrative account - net:		
Unused credit facilities to customers - committed	226,442,162	198,464,824
Unused credit facilities to other banks - committed	1,935,515	2,872,540
Irrevocable Letters of Credit facilities	14,579,522	12,312,070
Bank guarantees issued to customers	19,783,237	18,006,892
	262,740,436	231,656,326
	1,510,616,500	1,396,850,934

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43. FINANCIAL RISK MANAGEMENT (continued)

c. Credit risk management (continued)

ii. Concentration of credit risk analysis

The Bank encourages the diversification of its credit portfolio among a variety of geographic area, industries and credit products in order to minimise the credit risk.

The concentration of loans by type of loan, currency and economic sector is disclosed in Note 12.

Based on counterparty

The following table presents concentration of credit risk of the Group by counterparty:

	2022				
	Corporate	Government and Bank Indonesia	Bank	Individual	Total
Consolidated financial position:					
Current accounts with Bank Indonesia	-	104,110,295	-	-	104,110,295
Current accounts with other banks	-	-	4,752,659	-	4,752,659
Placement with Bank Indonesia and other banks	-	18,681,831	12,700,784	-	31,382,615
Financial assets at fair value through profit or loss	858,789	1,267,887	106,453	-	2,233,129
Acceptance receivables	15,058,569	-	454,993	1,536	15,515,098
Bills receivable	616,424	-	5,286,618	-	5,903,042
Securities purchased under agreements to resell	-	149,549,931	4,384,426	32,054	153,966,411
Loans receivable	469,667,349	3,000,000	23,447,308	198,821,865	694,936,522
Consumer financing receivables	278,087	-	2	8,347,567	8,625,656
Finance lease receivables	117,379	-	-	5,563	122,942
Assets related to sharia transactions - <i>murabahah</i> receivables	1,348,575	-	-	-	1,348,575
Investment securities	31,527,846	208,344,349	9,313,788	-	249,185,983
Other assets					
Accrued interest income	1,863,957	3,657,759	222,564	609,552	6,353,832
Transactions related to ATM and credit card	3,786,790	-	-	-	3,786,790
Unaccepted bills receivable	13,881	-	-	-	13,881
Receivables from customer transactions	56,901	-	-	162,837	219,738
Receivables from insurance transactions	361,977	-	12,496	41,881	416,354
Total	525,556,524	488,612,052	60,682,091	208,022,855	1,282,873,522
Less:					
Allowance for impairment losses					(34,997,458)
					1,247,876,064
Commitments and contingencies with credit risk:					
Unused credit facilities - committed	201,855,165	3,500,000	1,935,515	24,441,183	231,731,863
Irrevocable Letters of Credit facilities	14,646,546	-	-	5,339	14,651,885
Bank guarantees issued to customers	17,758,290	-	964,959	1,071,788	19,795,037
Total	234,260,001	3,500,000	2,900,474	25,518,310	266,178,785
Less:					
Allowance for impairment losses					(3,438,349)
					262,740,436



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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)

	2021				
	Corporate	Government and Bank Indonesia	Bank	Individual	Total
Consolidated financial position:					
Current accounts with Bank Indonesia	-	65,785,161	-	-	65,785,161
Current accounts with other banks	-	-	11,605,371	-	11,605,371
Placement with Bank Indonesia and other banks	-	69,234,887	17,918,250	-	87,153,137
Financial assets at fair value through profit or loss	302,329	807,342	1,337,492	-	2,447,163
Acceptance receivables	10,781,356	-	678,958	-	11,460,314
Bills receivable	670,050	97,624	5,590,959	-	6,358,633
Securities purchased under agreements to resell	-	139,694,006	7,342,916	29,182	147,066,104
Loans receivable	420,075,764	2,000,000	21,534,333	178,403,208	622,013,305
Consumer financing receivables	228,124	-	85	8,412,024	8,640,233
Finance lease receivables	78,231	-	-	6,761	84,992
Assets related to sharia transactions - <i>murabahah</i> receivables	765,896	-	-	486,712	1,252,608
Investment securities	30,575,542	187,246,298	6,690,008	-	224,511,848
Other assets					
Accrued interest income	1,516,343	2,775,184	158,546	573,254	5,023,327
Transactions related to ATM and credit card	4,720,647	-	-	-	4,720,647
Unaccepted bills receivable	164,432	-	-	-	164,432
Receivables from customer transactions	9,731	-	-	148,214	157,945
Receivables from insurance transactions	554,789	-	12,242	39,729	606,760
Total	470,443,234	467,640,502	72,869,160	188,099,084	1,199,051,980
Less:					
Allowance for impairment losses					(33,857,372)
					1,165,194,608
Commitments and contingencies with credit risk:					
Unused credit facilities - committed	177,081,199	1,000,000	2,872,540	23,539,583	204,493,322
Irrevocable Letters of Credit facilities	12,375,125	-	-	2,417	12,377,542
Bank guarantees issued to customers	16,244,032	-	650,250	1,130,351	18,024,633
Total	205,700,356	1,000,000	3,522,790	24,672,351	234,895,497
Less:					
Allowance for impairment losses					(3,239,171)
					231,656,326

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43. FINANCIAL RISK MANAGEMENT (continued)

c. Credit risk management (continued)

iii. Credit risk analysis

The following table presents the financial assets classified into stage 1, stage 2 and stage 3:

	2022		
	Carrying Value		
	Stage 1	Stage 2	Stage 3
			Total
Measured at amortised cost:			
Current accounts with Bank Indonesia	104,110,295	-	-
Current accounts with other banks - net	4,751,916	-	-
Placement with Bank Indonesia and other banks - net	31,377,152	-	-
Acceptance receivables - net	15,149,201	15,607	34,833
Bills receivables - net	5,894,961	-	946
Securities purchased under agreements to resell - net	153,965,112	-	-
Loans receivable - net	646,248,957	10,631,390	4,108,657
Investment securities - net	120,415,741	-	-
Consumer financing receivables - net	8,114,388	27,124	73,915
Finance lease receivables - net	121,309	-	407
Assets related to sharia transactions - <i>murabahah</i> receivables - net	1,319,506	11,658	53
Other assets - net			
Accrued interest income	6,353,832	-	-
Transactions related to ATM and credit card	3,786,790	-	-
Unaccepted bills receivable	13,668	-	-
Receivables from customer transactions	219,738	-	-
Receivables from insurance transactions	416,354	-	-
	1,102,258,920	10,685,779	4,218,811
			1,117,163,510
Measured at fair value through profit or loss (FVPL):			
Financial assets at fair value through profit or loss	2,233,129	-	-
	2,233,129	-	-
Measured at fair value through other comprehensive income (FVOCI):			
Investment securities - net	128,464,455	-	14,970
	128,464,455	-	14,970
	1,232,956,504	10,685,779	4,233,781
			1,247,876,064



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43. FINANCIAL RISK MANAGEMENT (continued)

c. Credit risk management (continued)

iii. Credit risk analysis (continued)

The following table presents the financial assets classified into stage 1, stage 2 and stage 3: (continued)

	2021			
	Carrying Value			
	Stage 1	Stage 2	Stage 3	Total
Measured at amortised cost:				
Current accounts with Bank Indonesia	65,785,161	-	-	65,785,161
Current accounts with other banks - net	11,604,834	-	-	11,604,834
Placement with Bank Indonesia and other banks - net	87,149,005	-	-	87,149,005
Acceptance receivables - net	10,833,857	2,008	105,165	10,941,030
Bills receivables - net	6,303,215	-	8,757	6,311,972
Securities purchased under agreements to resell - net	147,064,861	-	-	147,064,861
Loans receivable - net	582,536,991	1,988,302	5,288,285	589,813,578
Investment securities - net	51,118,362	-	-	51,118,362
Consumer financing receivables - net	7,745,608	30,707	79,661	7,855,976
Finance lease receivables - net	83,305	243	597	84,145
Assets related to sharia transactions - <i>murabahah</i> receivables - net	1,222,894	11,539	-	1,234,433
Other assets - net				
Accrued interest income	5,023,327	-	-	5,023,327
Transactions related to ATM and credit card	4,720,647	-	-	4,720,647
Unaccepted bills receivable	160,962	-	393	161,355
Receivables from customer transactions	157,945	-	-	157,945
Receivables from insurance transactions	606,760	-	-	606,760
	982,117,734	2,032,799	5,482,858	989,633,391
Measured at fair value through profit or loss (FVPL):				
Financial assets at fair value through profit or loss	2,447,163	-	-	2,447,163
	2,447,163	-	-	2,447,163
Measured at fair value through other comprehensive income (FVOCI):				
Investment securities - net	173,100,892	-	13,162	173,114,054
	173,100,892	-	13,162	173,114,054
	1,157,665,789	2,032,799	5,496,020	1,165,194,608

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43. FINANCIAL RISK MANAGEMENT (continued)

c. Credit risk management (continued)

iii. Credit risk analysis (continued)

Classification of Financial Assets

The classification of financial assets is based on a business model and tests of cash flows characteristics (Solely Payment of Principal & Interest ("SPPI")). The Bank's financial assets are classified as follows:

- Fair Value Through Profit/Loss ("FVPL")
- Fair Value Through Other Comprehensive Income ("FVOCI")
- Amortised Cost

Measurement of Expected Credit Loss

The calculation of Bank provisions refers to SFAS 71 which introduces the expected credit loss method to measure the loss of a financial instrument resulting from the impairment of financial instruments. SFAS 71 requires immediate recognition for the impact of expected credit loss changes after initial recognition of the financial asset.

If at the reporting date, credit risk on a financial instrument has not increased significantly since initial recognition, the Bank shall measure the allowance for losses for that financial instrument at the amount of 12 (twelve) months expected losses. The Bank shall measure the allowance for losses on a financial instrument at the amount of expected credit losses over its lifetime, if the credit risk on that financial instrument has increased significantly since initial recognition.

The Bank develops risk parameter modelling such as PD (Probability of Default), LGD (Loss Given Default) and EAD (Exposure at Default) which are used as components for calculating expected credit losses.

Staging Criteria

SFAS 71 requires entity to classify financial instruments into three stages of impairment (stage 1, stage 2, and stage 3) by determining whether there is a significant increase in credit risk.

The Bank measures the allowance for losses of an expected 12 months credit loss for financial assets with low credit risk at the reporting date (stage 1) and lifetime credit losses for financial assets with a significant increase in credit risk (stage 2).



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43. FINANCIAL RISK MANAGEMENT (continued)

c. Credit risk management (continued)

iii. Credit risk analysis (continued)

Staging Criteria (continued)

At each reporting date, the Bank assesses whether the credit risk of the financial instrument has increased significantly (SICR) since initial recognition. In making that assessment, the Bank compares the risk of default on initial recognition and considers the reasonable and supportable information available without undue cost or effort, which is an indication of a significant increase in credit risk (SICR) since initial recognition.

In general, financial assets with arrears of 30 days or more and not yet experiencing an impairment will always be considered to have significant increase credit risk (SICR).

Financial assets are only considered impaired and expected credit losses over their lifetime are recognised, if there is observable objective evidence of impairment, including, among others, default or experiencing significant financial difficulties.

Forward-looking Information

In calculating expected credit losses, the Bank considers the effect of the macroeconomic forecast. In addition, the Bank also determines a probability weighted for the possibility of such macro scenario.

Various macroeconomic variables ("MEV") are used in the modelling of SFAS 71 depending on the results of statistical analysis of the suitability of the MEV with historical data for impairment model development. The calculation of the expected credit loss and the macroeconomic forecast ("MEV") are reviewed by the Bank periodically. MEV used by the Bank includes GDP, inflation rate, exchange rate and others.

Related to the COVID-19 pandemic which has created global and domestic economic uncertainty, the Bank continues to identify and monitor on an ongoing basis and stay alert to keep making allowances for impairment losses if debtors who have restructured perform well initially, is expected to decline due to the impact of COVID-19 and are unable to recover after the restructuring/impact of COVID-19.

Individually impaired financial assets

Individually impaired financial assets are financial assets that are individually significant and there is objective evidence that impairment loss has incurred after initial recognition of the financial assets.

Based on the Bank's internal policy, loans that are determined to be individually significant are loans to corporate and commercial debtors.

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43. FINANCIAL RISK MANAGEMENT (continued)

c. Credit risk management (continued)

iii. Credit risk analysis (continued)

Individually impaired financial assets (continued)

Individual measurements are made by considering the difference between all contractual cash flows that are due to the entity in accordance with the contract and all cash flows that the Bank expects to receive (i.e. all cash shortfalls), discounted with the effective interest rate.

Financial assets that are not individually significant and assessed for collective impairment

Financial assets that are not individually significant consist of loans and receivables of the Group to retail debtors, i.e. Small & Medium Enterprise ("SME") debtors, consumer financing receivables (including joint financing) debtors, mortgage and its housing renovation loans, vehicle loans and credit card.

The Group determines that impairment losses of financial assets that are not individually significant are assessed collectively, by grouping those financial assets based on similar risk characteristics.

Collective measurement is done statistically using the parameters PD (Probability of Default), LGD (Loss Given Default) and EAD (Exposure at Default).

Financial assets that are past due and impaired

Receivables that are due are all receivables that are past due for more than 90 (ninety) days, either for principal payments and/or interest payments. Meanwhile, impaired receivables are financial assets that have significant value individually and there is objective evidence that individual impairment occurs after the initial recognition of the financial assets.

In accordance with the quality, loans, acceptances, and bills receivable are grouped into 3 (three) categories, namely high grade, standard grade, and low grade, based on the Bank's internal estimate of probability defaults on certain debtors or portfolios which are assessed based on a number of qualitative and quantitative factors.

Loans, acceptances and bills receivable with a rating scale internal risk RR1 through RR7 according to the internal credit risk rating/scoring system is included in the high grade category. High category grade is a loan whose debtor has a strong capacity in terms of repayment of all obligations in a timely manner because they are supported by sound fundamental factors and are not easily influenced by changes in unfavourable economic conditions.

Loans, acceptances and bills receivable with a rating scale internal risks RR8 through RR9 according to the internal credit risk rating/scoring system are included in the standard grade category. Standard grade category is a loan whose debtor is deemed to have adequate capacity in terms of interest and principal payments, but is quite sensitive against changes in unfavourable economic conditions.



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43. FINANCIAL RISK MANAGEMENT (continued)**c. Credit risk management (continued)****iii. Credit risk analysis (continued)****Financial assets that are past due and impaired (continued)**

Loans, acceptances and notes receivable with a rating scale internal risk RR10 and loss according to the internal credit risk rating/scoring system (Note 43c) is included in the low grade category. Low grade category is a loan whose debtor is vulnerable in terms of interest and principal payment capacity due to unfavourable fundamental factors and/or very sensitive to 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 2022 and 2021, the Bank held collaterals against loans receivables in the form of cash, properties (land/building), motor vehicles, guarantees, machineries, inventories, debt securities, etc.

The Bank's policy in connection with collateral as mitigation of credit risk depends on the credit category or facilities provided. For SME loans, all loans should be supported with collateral (collateral based lending) whereby at least 50% (fifty percent) of it are solid collaterals. For corporate and commercial loans, the collateral values are determined based on the individual debtor credit worthiness. The collateral value is determined based on the appraisal value at the time of loan approval and periodically reviewed.

For mortgage facility ("KPR"), the Bank requires that all facilities should be supported by collateral properties (land/building). The Bank applies the Loan-to-Value ("LTV") regulation gradually, starting from the first mortgage facility and so forth, in accordance with the rules imposed by the regulator. Value of the collateral for KPR is calculated based on the collateral value when credit is granted and renewed every 30 (thirty) months. For auto loan facility ("KKB"), the Bank requires that all facilities should be supported by collateral vehicles. The Bank applied the down payment rule, in accordance with the regulation imposed by the regulator.

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43. FINANCIAL RISK MANAGEMENT (continued)

c. Credit risk management (continued)

iv. Collateral (continued)

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 are 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 2022 and 2021, presented in other assets at the lower of carrying amount and net realisable value, were as follows:

	2022	2021
Land	173,088	140,710
Building	1,108,713	888,327
Other commercial properties	200,348	204,014
Fair value	1,482,149	1,233,051

The Bank generally does not use repossessed non-cash collateral for its own operations. The Bank's policy is to realise collaterals which are repossessed as part of the settlement of credit.

As of 31 December 2022 and 2021, collateral taken over by the Subsidiaries amounting to Rp 134,607 and Rp 168,607, respectively.

v. Financial assets measured at fair value through profit or loss

As of 31 December 2022 and 2021, the Group had financial assets measured at the fair value through profit or loss amounting to Rp 2,233,129 and Rp 2,447,163, respectively (Note 8). Information on credit quality of the maximum exposure to credit risk of financial assets at fair value through profit or loss) was as follows:

	2022	2021
Government securities:		
Investment grade	1,529,200	807,342
Corporate bonds:		
Investment grade	23,148	137,731
Derivative assets:		
Other banks as counterparties	55,542	1,304,711
Corporates as counterparties	44,776	25,374
Others	580,463	172,005
Fair value	2,233,129	2,447,163



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43. FINANCIAL RISK MANAGEMENT (continued)

c. Credit risk management (continued)

vi. Investment securities

As of 31 December 2022 and 2021, the Group had investment securities at the carrying value amounting to Rp 248,895,166 and Rp 224,232,416, respectively (Note 14). Information on credit quality of the maximum exposure to credit risk of investment securities was as follows:

	2022	2021
Government securities:		
Investment grade	208,407,887	187,406,018
Corporate bonds:		
Investment grade	32,391,335	25,941,725
Others	8,095,944	10,884,673
Carrying value	248,895,166	224,232,416

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 which require Banks to maintain Rupiah liquidity (Reserve Requirement/"RR") both on a daily basis and on an average basis for a certain reporting period, which consists of RR in the form of Rupiah current accounts with Bank Indonesia, MPLB in the form of Bank Indonesia Securities Instruments and Government Securities/SBN, as well as foreign currency RR in the form of foreign currency demand deposits at Bank Indonesia.

The Bank monitors its liquidity by maintaining sufficient liquid assets to repay the customers' deposits and ensuring that total assets mature in each period is sufficient to cover total matured liabilities.

The Bank's liquid assets mainly consist of placements with Bank Indonesia and other banks, including current accounts with Bank Indonesia and other banks as well as cash. If the Bank needs liquidity, the Bank can immediately withdraw reserves in current accounts with Bank Indonesia for excess Reserve Requirement ("RR"), sell out Bank Indonesia Instruments/Government Securities ("SBN") owned or sell BI Instruments/SBN held by agreement buying back, making early redemption of BI term deposits or seeking loans on the interbank money market in Indonesia.

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.

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43. FINANCIAL RISK MANAGEMENT (continued)

d. Liquidity risk management (continued)

The following table presents the undiscounted contractual cash flows of financial liabilities and administrative accounts of the Group based on remaining period to contractual maturity as of 31 December 2022 and 2021:

	2022					
	Carrying value	Gross nominal inflow/ (outflow)	Up to 1 month	> 1 - 3 months	> 3 months - 1 year	> 1 - 5 years
Non-derivative financial liabilities						
Deposits from customers	(1,030,451,783)	(1,030,595,644)	(993,499,482)	(26,458,718)	(10,637,444)	-
Sharia deposits	(2,825,860)	(2,825,862)	(2,825,862)	-	-	-
Deposits from other banks	(7,936,206)	(7,936,215)	(7,934,083)	(2,132)	-	-
Acceptance payables	(9,666,648)	(9,666,648)	(3,428,602)	(4,063,071)	(2,104,172)	(70,803)
Securities sold under agreements to repurchase	(255,962)	(261,323)	(261,323)	-	-	-
Debt securities issued	-	-	-	-	-	-
Borrowings	(1,316,951)	(1,318,039)	(271,203)	(258,260)	(578,667)	(209,909)
Estimated losses from commitments and contingencies	(3,438,349)	(3,438,349)	(283,694)	(599,050)	(1,843,673)	(678,573)
Other liabilities	(3,337,725)	(3,337,725)	(3,007,525)	(25,801)	(64,005)	(183,778)
Subordinated bonds	(500,000)	(509,296)	(9,296)	-	-	(435,000)
	(1,059,729,484)	(1,059,889,101)	(1,011,521,070)	(31,407,032)	(15,227,961)	(1,578,063)
Derivative financial liabilities						
Financial liabilities at fair value through profit or loss:						
Outflow	(383,273)	(11,477,194)	(9,337,520)	(1,590,021)	(549,653)	-
Inflow	-	11,402,141	9,294,601	1,575,915	531,625	-
Other liabilities	(21,935)	(21,935)	(21,935)	-	-	-
	(405,208)	(96,988)	(64,854)	(14,106)	(18,028)	-
Administrative accounts						
Unused credit facilities to customers - committed	-	(229,796,348)	(229,796,348)	-	-	-
Unused credit facilities to other banks - committed	-	(1,935,515)	(1,935,515)	-	-	-
Irrevocable Letters of Credit facilities	-	(14,651,885)	(4,229,133)	(6,256,649)	(4,041,992)	(124,111)
Bank guarantees issued to customers	-	(19,795,037)	(2,858,963)	(3,094,539)	(10,829,559)	(3,006,846)
		(266,178,785)	(238,819,959)	(9,351,188)	(14,871,551)	(3,130,957)
	(1,060,134,692)	(1,326,164,874)	(1,250,405,883)	(40,772,326)	(30,117,540)	(4,709,020)
	2021					
	Carrying value	Gross nominal inflow/ (outflow)	Up to 1 month	> 1 - 3 months	> 3 months - 1 year	> 1 - 5 years
Non-derivative financial liabilities						
Deposits from customers	(968,606,744)	(968,809,336)	(925,119,329)	(29,341,495)	(14,348,512)	-
Sharia deposits	(1,620,039)	(1,620,041)	(1,620,041)	-	-	-
Deposits from other banks	(10,017,194)	(10,017,207)	(10,011,075)	(6,132)	-	-
Acceptance payables	(6,644,294)	(6,644,294)	(2,402,398)	(2,909,375)	(1,327,680)	(4,841)
Securities sold under agreements to repurchase	(77,021)	(77,354)	(77,354)	-	-	-
Debt securities issued	(482,149)	(491,860)	-	(9,711)	(482,149)	-
Borrowings	(976,225)	(976,455)	(149,533)	(20,000)	(724,900)	(82,022)
Estimated losses from commitments and contingencies	(3,239,171)	(3,239,171)	(239,738)	(593,086)	(1,875,848)	(518,958)
Other liabilities	(5,086,920)	(5,086,920)	(4,732,373)	(23,980)	(23,027)	(250,057)
Subordinated bonds	(500,000)	(509,296)	(9,296)	-	-	(435,000)
	(997,249,757)	(997,471,934)	(944,361,137)	(32,903,779)	(18,782,116)	(1,290,878)
Derivative financial liabilities						
Financial liabilities at fair value through profit or loss:						
Outflow	(55,162)	(8,921,125)	(6,173,418)	(2,322,835)	(424,872)	-
Inflow	-	8,877,344	6,151,547	2,309,054	416,743	-
Other liabilities	(2,374)	(2,374)	(2,374)	-	-	-
	(57,536)	(46,155)	(24,245)	(13,781)	(8,129)	-
Administrative accounts						
Unused credit facilities to customers - committed	-	(201,620,782)	(201,620,782)	-	-	-
Unused credit facilities to other banks - committed	-	(2,872,540)	(2,872,540)	-	-	-
Irrevocable Letters of Credit facilities	-	(12,377,542)	(4,138,346)	(6,490,312)	(1,746,132)	(2,752)
Bank guarantees issued to customers	-	(18,024,633)	(2,079,407)	(3,185,981)	(9,879,263)	(2,879,982)
		(234,895,497)	(210,711,075)	(9,676,293)	(11,625,395)	(2,882,734)
	(997,307,293)	(1,232,413,586)	(1,155,096,457)	(42,593,853)	(30,415,640)	(4,173,612)



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43. FINANCIAL RISK MANAGEMENT (continued)

d. Liquidity risk management (continued)

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 2022 and 2021 are disclosed in Note 44.

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) and Option transactions (Structured Product) 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 fulfil 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.

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43. FINANCIAL RISK MANAGEMENT (continued)

e. Market risk management (continued)

i. Foreign exchange risk (continued)

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 2022 and 2021:

	Impact on profit before tax	
	+5%	-5%
31 December 2022	12,741	(12,741)
31 December 2021	(7,870)	7,870

Information about Bank's NOP as of 31 December 2022 and 2021 were disclosed in Note 45.

ii. Interest rate risk

Interest Rate Risk in the Banking Book

The calculation of interest rate risk in the banking book ("IRRBB") uses 2 (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:

- 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
- 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 Rupiah and USD. In total of IRRBB, the maximum negative (absolute) value of the two currencies is aggregated.

Interest Rate Risk in the Trading Book

The risk measurement is performed on Rupiah and USD which are then reported to ALCO. To measure interest rate risk on the trading book, the Bank uses VaR method with Historical Simulation approach for internal reporting purposes, while for the Minimum Capital Adequacy Ratio purpose, the Bank uses OJK's standard approach.



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43. FINANCIAL RISK MANAGEMENT (continued)

e. Market risk management (continued)

ii. Interest rate risk (continued)

Interest Rate Risk in the Trading Book (continued)

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. The Subsidiary manages the interest rate risk by diversifying its financing sources to find the most suitable fixed interest rate to minimise mismatch.

The table below summarises the Group financial assets and liabilities (not measured at fair value through profit or loss) at carrying amounts, categorised by the earlier of contractual re-pricing or maturity dates:

	2022						Total
	Floating interest rate		Fixed interest rate			Non-interest bearing	
	Up to 3 months	> 3 months - 1 year	Up to 3 months	> 3 months - 1 year	More than 1 year		
Financial assets							
Current accounts with Bank Indonesia	69,343,654	-	-	-	-	34,766,641	104,110,295
Current accounts with other banks - net	4,751,916	-	-	-	-	-	4,751,916
Placements with Bank Indonesia and other banks - net	-	-	30,425,244	951,908	-	-	31,377,152
Acceptance receivables - net	1,696,324	3,196,333	-	-	-	10,306,984	15,199,641
Bills receivable - net	-	-	4,110,201	1,785,706	-	-	5,895,907
Securities purchased under agreements to resell - net	-	-	107,229,297	46,735,815	-	-	153,965,112
Loans receivable - net	454,873,760	24,059,343	2,486,947	9,035,869	170,533,085	-	660,989,004
Consumer financing receivables - net	-	-	1,015,177	3,054,849	4,145,401	-	8,215,427
Finance lease receivables - net	-	-	43,730	48,318	29,668	-	121,716
Assets related to sharia transactions - <i>murabahah</i> receivables - net	-	-	-	-	-	1,331,217	1,331,217
Investment securities - net	7,118,581	-	4,073,713	32,582,434	204,679,821	440,617	248,895,166
Other assets	-	-	52,267	-	7,640	10,730,475	10,790,382
Total	537,784,235	27,255,676	149,436,576	94,194,899	379,395,615	57,575,934	1,245,642,935
Financial liabilities							
Deposits from customers	(844,316,203)	-	(175,723,478)	(10,412,102)	-	-	(1,030,451,783)
Sharia deposits	-	-	-	-	-	(2,825,860)	(2,825,860)
Deposits from other banks	(7,887,888)	-	(48,318)	-	-	-	(7,936,206)
Acceptance payables	-	-	-	-	-	(9,666,648)	(9,666,648)
Securities sold under agreements to resell - net	-	-	(255,962)	-	-	-	(255,962)
Debt securities issued	-	-	-	-	-	-	-
Borrowings	-	-	(523,451)	(583,591)	(209,909)	-	(1,316,951)
Estimated losses from commitments and contingencies	-	-	-	-	-	(3,438,349)	(3,438,349)
Other liabilities	-	-	-	-	-	(3,359,660)	(3,359,660)
Subordinated bonds	-	-	-	-	(500,000)	-	(500,000)
Total	(852,204,091)	-	(176,551,209)	(10,995,693)	(709,909)	(19,290,517)	(1,059,751,419)
Interest rate re-pricing gap	(314,419,856)	27,255,676	(27,114,633)	83,199,206	378,685,706	38,285,417	185,891,516

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43. FINANCIAL RISK MANAGEMENT (continued)

e. Market risk management (continued)

ii. Interest rate risk (continued)

Interest Rate Risk in the Trading Book (continued)

The table below summarises the Group financial assets and liabilities (not measured at fair value through profit or loss) at carrying amounts, categorised by the earlier of contractual re-pricing or maturity dates: (continued)

	2021						Total
	Floating interest rate		Fixed interest rate			Non-interest bearing	
	Up to 3 months	> 3 months - 1 year	Up to 3 months	> 3 months - 1 year	More than 1 year		
Financial assets							
Current accounts with Bank Indonesia	27,781,998	-	-	-	-	38,003,163	65,785,161
Current accounts with other banks - net	11,604,834	-	-	-	-	-	11,604,834
Placements with Bank Indonesia and other banks - net	-	-	-	81,535,191	5,613,814	-	87,149,005
Acceptance receivables - net	1,479,387	1,391,143	-	-	-	8,070,500	10,941,030
Bills receivable - net	-	-	6,311,972	-	-	-	6,311,972
Securities purchased under agreements to resell - net	-	-	135,884,779	11,180,082	-	-	147,064,861
Loans receivable - net	422,323,118	31,119,594	2,228,270	12,962,937	121,179,659	-	589,813,578
Consumer financing receivables - net	-	-	632,830	3,025,081	4,198,065	-	7,855,976
Finance lease receivables - net	-	-	25,687	33,657	24,801	-	84,145
Assets related to sharia transactions - <i>murabahah</i> receivables - net	-	-	-	-	-	1,234,433	1,234,433
Investment securities - net	10,155,265	-	29,064,724	21,568,455	162,718,940	725,032	224,232,416
Other assets	-	-	150,141	44,107	-	10,475,786	10,670,034
Total	473,344,602	32,510,737	174,298,403	130,349,510	293,735,279	58,508,914	1,162,747,445
Financial liabilities							
Deposits from customers	(764,594,031)	-	(189,549,234)	(14,463,479)	-	-	(968,606,744)
Sharia deposits	-	-	-	-	-	(1,620,039)	(1,620,039)
Deposits from other banks	(9,962,934)	-	(54,260)	-	-	-	(10,017,194)
Acceptance payables	-	-	-	-	-	(6,644,294)	(6,644,294)
Securities sold under agreements to resell - net	-	-	(77,021)	-	-	-	(77,021)
Debt securities issued	-	-	-	(482,149)	-	-	(482,149)
Borrowings	-	-	(198,700)	(715,265)	(62,260)	-	(976,225)
Estimated losses from commitments and contingencies	-	-	-	-	-	(3,239,171)	(3,239,171)
Other liabilities	-	-	-	-	-	(5,089,294)	(5,089,294)
Subordinated bonds	-	-	-	-	(500,000)	-	(500,000)
Total	(774,556,965)		(189,879,215)	(15,660,893)	(562,260)	(16,592,798)	(997,252,131)
Interest rate re-pricing gap	(301,212,363)	32,510,737	(15,580,812)	114,688,617	293,173,019	41,916,116	165,495,314

Fundamental reforms to benchmark interest rates are being carried out globally, including the replacement of some Interbank Offered Rates ("IBORs") with alternative interest rates (referred to as the 'IBOR reform'). The Group does not have significant exposure to IBOR on its financial instruments that will be reformed as part of this broad market initiative.

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43. FINANCIAL RISK MANAGEMENT (continued)**e. Market risk management (continued)****ii. Interest rate risk (continued)**

As of 31 December 2021, the Bank has a total notional principal exposure to the benchmark interest rate which is expected to be subject of the interest benchmark rate reform, amounting to Rp 8,099,841 for non-derivative assets, all of which are denominated in USD LIBOR. The Bank has excluded financial instruments that have the latest fixing date before 30 June 2023 on the assumption that these instruments do not require reform.

In 2022, the Bank has started the interest benchmark rate reform for the impacted contracts. The alternative interest rate benchmark selected by the Bank is Secured Overnight Financing Rate ("SOFR"). The Bank use spot approach to calculate adjustment from USD LIBOR to SOFR. Interest rate benchmark reform is assessed as direct consequence and economically equivalent.

The main risk facing the Group as a result of the IBOR reform is operational, e.g. renegotiation of loan contracts through bilateral negotiations with customers, renewal of contract terms, renewal of the system using the IBOR curve and revision of operational controls related to the reforms. The rate convention that will be used will take into account the characteristics of the product, both derivative and non-derivative assets, as well as see input and recommendations from representatives of financial associations and working groups in force, in order to be able to provide accurate prices and mitigate risks arising from interest rate risk.

f. Operational risk management

The Bank has an Operational Risk Management Policy ("KMRO"), which is a basic guideline for implementing and implementing operational risk management in all bank work units in general. The bank's operational risk management policy refers to POJK regulation no. 18/POJK.03/2016 dated 22 March 2016 concerning Implementation of Risk Management for Commercial Banks. To minimise the possibility of operational risk arising from the use of information technology, the Bank has a Basic Risk Management Policy on the Use of Information Technology and Information Security Policy. These policies are reviewed regularly and aligned with the provisions issued by the regulators.

Along with the current rapid development of information technology, Banks are required to carry out digital transformation, utilise IT to increase efficiency in Bank operations, and provide better services to customers. The Bank always innovates and develops safe and comfortable digital banking products as well as changes to more efficient internal processes. On the other hand, the use of this technology also increases risks including system disruption, cyber attacks, data leaks, and social engineering. To maintain the security and convenience of customers in making transactions using digital products, the bank also implements security and mitigation of risks that arise in every implementation and development of bank digital products. Each new product/activity development plan will first go through a risk management process in order to minimise the risks that may arise from these products/activities so that they do not significantly affect the Bank's risk profile. This is regulated through the Product/Activity Publishing Policy and Provision of Information Technology Systems and Supporters.

In implementing IT risk management, the Bank also has other provisions/procedures such as Consumer Protection, Business Continuity Plan, Data Loss Prevention, and Management of user IDs and passwords. The Bank also conducts outreach and education to customers to increase customer awareness in conducting digital banking transactions, including through the website, BCA social media accounts, and videos from the Solusi BCA account on www.youtube.com.

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43. FINANCIAL RISK MANAGEMENT (continued)

f. Operational risk management (continued)

Furthermore, the Bank has qualified infrastructure to support implementation of operational risk management, named Operational Risk Management Information System ("ORMIS"), which consists of three modules. The modules are Risk and Control Self Assessment ("RCSA"), Loss Event Database ("LED"), and Key Risk Indicator ("KRI"). This web-based application can be used by all working units to help them in managing operational risk. In order to make implementation of operational risk management 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 minimise 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.

Loss Event Database ("LED")

LED is used to gather operational risk loss data from all working units. The data is then used by the Bank as a database to calculate operational risk capital reserves using a standard approach. On the other hand, LED data is used to analyse and monitor operational risk events to take action immediately and minimise 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.

With the implementation of SE OJK No.6/SEOJK.03/2020 concerning Calculation of Weighted Assets by Operational Risk Using a Standard Approach for Commercial Banks on January 1, 2023, banks will conduct a gap analysis and prepare the necessary infrastructure to comply with regulatory requirements.

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 minimise 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.



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43. FINANCIAL RISK MANAGEMENT (continued)

f. Operational risk management (continued)

Key Risk Indicator (“KRI”) (continued)

The Bank presents implementation of operational risk management to working units and conducts Risk Awareness Program to embed and enhance the awareness culture in managing operational risk in working units including risk awareness of information technology and system security.

In anticipating the impact of the COVID-19 Pandemic and supporting government policies, several things the Bank has done include:

- Dissemination of information regarding the COVID-19 to employees, appeals to anticipate the spread of COVID-19, and preventive actions that can be taken. In addition, a call center is also provided as a means for employees who need information related to COVID-19.
- Safeguarding the environment/work area for employees and customers, among others, requiring the use of masks, taking body temperature measurements, providing hand sanitisers, carry out periodic disinfection, implementing social distancing, vaccinating COVID-19 for employees and their families, etc.
- Arrangements for office activities, such as implementing split operations, working from home, conducting meetings/training via conference calls/video conferences, adjusting service hours, setting employee working hours, etc. The regulation of office activities is carried out while still implementing the necessary mitigation measures to minimise the risks that may arise from the implementation of the work from home (“WFH”) policy, as well as from changes to other internal work processes.

g. Consolidated risk management

In accordance with Financial Services Authority Regulation (“POJK”) No. 38/POJK.03/2017 dated 12 July 2017 regarding the Implementation of Consolidated Risk Management for Banks with Control over Subsidiaries, the Bank is required to implement consolidated risk management.

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 19 November 2014 regarding the Implementation of Integrated Risk Management for Financial Conglomeration, a financial conglomeration should implement a comprehensive and effective integrated risk management, in this case the Bank as the Main Entity is obliged to integrate the implementation of risk management within the financial conglomeration.

Referring to the implementation of integrated risk management concept, implementation of tasks and responsibilities of Integrated Risk Management Working Unit is one of the functions of the existing Risk Management Working Unit. In performing their duties, Integrated Risk Management Working Unit coordinates with working units that conduct Risk Management function on the respective Financial Service Institution ("LJK") in Subsidiaries financial conglomeration.

In addition to implement risk management in accordance with the regulations of their respective regulators, Subsidiaries have also implemented risk management in line with the implementation of risk management in the Main Entity. The purpose of implementing risk management in Subsidiaries is to provide added value and increase the competitiveness of companies, considering this is one of the fulfilments of the Bank's compliance with regulations and international standard practices.

In order to implement of integrated risk management effectively, the Bank also has an Accounting Information System and Risk Management System that can identify, measure and monitor the business risks of the financial conglomeration.

The Bank as the Main Entity has:

1. Formed Integrated Risk Management Committee ("KMRT") with the aim of ensuring that the risk management framework has provided adequate protection to all Bank's and Subsidiaries' risks in integrated manner;
2. Compiled Basic Policy of Integrated Risk Management ("KDMRT");
3. Compiled several policies related to the implementation of Integrated Risk Management, including policies governing integrated capital, intra-group transactions, Integrated Risk Profile Reports and others; and
4. Submitted to OJK:
 - a. Reports regarding the Main Entity and LJK included as members of the financial conglomeration to the OJK.
 - b. Integrated Risk Profile Report.
 - c. Integrated Capital Sufficiency Report.
 - d. Report on Changes in Members of the Financial Conglomerate.

In addition, the financial conglomerate has performed an integrated Stress Test to ensure that capital and liquidity at the level of each entity and in an integrated manner are still adequate in dealing with the worst scenario (stress).



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44. MATURITY GAP OF FINANCIAL ASSETS AND LIABILITIES

The following table summarises the maturity gap profile of the Group financial assets and liabilities based on the remaining period until the contractual maturity date as of 31 December 2022 and 2021:

	2022						Total
	Up to 1 month	> 1 - 3 months	> 3 months - 1 years	> 1 - 5 years	More than 5 years	No contractual maturity	
Financial assets							
Cash	-	-	-	-	-	21,359,509	21,359,509
Current accounts with Bank Indonesia	14,715,987	-	-	-	-	89,394,308	104,110,295
Current accounts with other banks - net	4,751,916	-	-	-	-	-	4,751,916
Placement with Bank Indonesia and other banks - net	26,224,179	4,202,546	950,427	-	-	-	31,377,152
Financial assets at fair value through profit or loss	275,328	24,018	68,027	646,032	821,230	398,494	2,233,129
Acceptance receivables - net	3,942,594	5,882,431	5,305,922	68,694	-	-	15,199,641
Bills receivable - net	1,986,356	2,160,491	1,749,060	-	-	-	5,895,907
Securities purchased under agreements to resell - net	52,818,401	54,410,896	46,735,815	-	-	-	153,965,112
Loans receivable	51,977,688	51,614,316	178,223,658	218,320,122	195,723,526	-	695,859,310
Less:							
Allowance for impairment losses and deferred provision and commission income	-	-	-	-	-	-	(34,870,306)
Consumer financing receivable - net	154,612	257,901	1,256,442	6,253,978	292,494	-	8,215,427
Finance lease receivable - net	504	999	16,069	104,144	-	-	121,716
Assets related to sharia transactions - <i>murabahah</i> receivables - net	205,171	842,662	283,384	-	-	-	1,331,217
Investment securities - net	8,869,285	2,431,045	32,569,952	166,552,212	38,032,055	440,617	248,895,166
Other assets - net	4,269,976	278,588	1,212,722	3,278,551	1,440,044	310,501	10,790,382
	170,191,997	122,105,893	268,371,478	395,223,733	236,309,349	111,903,429	1,269,235,573
	2022						Total
	Up to 1 month	> 1 - 3 months	> 3 months - 1 years	> 1 - 5 years	More than 5 years	No contractual maturity	
Financial liabilities							
Deposits from customers	(993,355,621)	(26,458,718)	(10,637,444)	-	-	-	(1,030,451,783)
Sharia deposits	(2,825,860)	-	-	-	-	-	(2,825,860)
Deposits from other banks	(7,934,074)	(2,132)	-	-	-	-	(7,936,206)
Financial liabilities at fair value through profit or loss	(117,624)	(23,581)	(242,068)	-	-	-	(383,273)
Securities sold under agreement to repurchase	(255,962)	-	-	-	-	-	(255,962)
Acceptance payables	(3,428,602)	(4,063,071)	(2,104,172)	(70,803)	-	-	(9,666,648)
Borrowings	(270,115)	(258,260)	(578,667)	(209,909)	-	-	(1,316,951)
Estimated losses from commitments and contingencies	(283,694)	(599,050)	(1,843,673)	(678,573)	(33,359)	-	(3,438,349)
Other liabilities	(3,029,460)	(25,801)	(64,005)	(183,778)	(56,616)	-	(3,359,660)
Subordinated bonds	-	-	-	(435,000)	(65,000)	-	(500,000)
	(1,011,501,012)	(31,430,613)	(15,470,029)	(1,578,063)	(154,975)	-	(1,060,134,692)
Net position	(841,309,015)	90,675,280	252,901,449	393,645,670	236,154,374	111,903,429	209,100,881
	2021						Total
	Up to 1 month	> 1 - 3 months	> 3 months - 1 years	> 1 - 5 years	More than 5 years	No contractual maturity	
Financial assets							
Cash	-	-	-	-	-	23,615,635	23,615,635
Current accounts with Bank Indonesia	13,725,636	-	-	-	-	52,059,525	65,785,161
Current accounts with other banks - net	11,604,834	-	-	-	-	-	11,604,834
Placement with Bank Indonesia and other banks - net	60,115,820	22,166,337	4,866,848	-	-	-	87,149,005
Financial assets at fair value through profit or loss	525,301	471,243	690,901	378,991	380,727	-	2,447,163
Acceptance receivables - net	3,514,372	4,408,190	3,013,704	4,764	-	-	10,941,030
Bills receivable - net	2,021,476	2,585,827	1,704,669	-	-	-	6,311,972
Securities purchased under agreements to resell - net	104,004,396	32,047,756	11,012,709	-	-	-	147,064,861
Loans receivable	35,523,588	46,197,974	165,234,204	192,748,704	183,127,067	-	622,831,537
Less:							
Allowance for impairment losses and deferred provision and commission income	-	-	-	-	-	-	(33,017,959)
Consumer financing receivable - net	131,663	188,203	840,526	6,170,439	525,145	-	7,855,976
Finance lease receivable - net	801	2,126	11,786	69,432	-	-	84,145
Assets related to sharia transactions - <i>murabahah</i> receivables - net	363	2,033	36,754	780,607	414,676	-	1,234,433
Investment securities - net	27,768,313	13,727,735	19,361,372	112,913,191	49,736,773	725,032	224,232,416
Other assets - net	5,297,339	225,952	651,134	2,423,993	1,573,557	498,059	10,670,034
	264,233,902	122,023,376	207,424,607	315,490,121	235,757,945	76,898,251	1,188,810,243

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44. MATURITY GAP OF FINANCIAL ASSETS AND LIABILITIES (continued)

The following table summarises the maturity gap profile of the Group financial assets and liabilities based on the remaining period until the contractual maturity date as of 31 December 2022 and 2021: (continued)

	2021 (continued)						
	Up to 1 month	> 1 - 3 months	> 3 months - 1 years	> 1 - 5 years	More than 5 years	No contractual maturity	Total
Financial liabilities							
Deposits from customers	(924,916,737)	(29,341,495)	(14,348,512)	-	-	-	(968,606,744)
Sharia deposits	(1,620,039)	-	-	-	-	-	(1,620,039)
Deposits from other banks	(10,011,062)	(6,132)	-	-	-	-	(10,017,194)
Financial liabilities at fair value through profit or loss	(29,748)	(13,454)	(3,495)	(8,465)	-	-	(55,162)
Securities sold under agreement to repurchase	(77,021)	-	-	-	-	-	(77,021)
Acceptance payables	(2,402,398)	(2,909,375)	(1,327,680)	(4,841)	-	-	(6,644,294)
Debt securities issued	-	-	(482,149)	-	-	-	(482,149)
Borrowings	(149,303)	(20,000)	(724,900)	(82,022)	-	-	(976,225)
Estimated losses from commitments and contingencies	(239,738)	(593,086)	(1,875,848)	(518,958)	(11,541)	-	(3,239,171)
Other liabilities	(4,734,747)	(23,980)	(23,027)	(250,057)	(57,483)	-	(5,089,294)
Subordinated bonds	-	-	-	(435,000)	(65,000)	-	(500,000)
	(944,180,793)	(32,907,522)	(18,785,611)	(1,299,343)	(134,024)	-	(997,307,293)
Net position	(679,946,891)	89,115,854	188,638,996	314,190,778	235,623,921	76,898,251	191,502,950

45. NET OPEN POSITION

The Bank's net foreign exchange positions (Net Open Position or "NOP") as of 31 December 2022 and 2021 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 statements of financial position for each foreign currency, which are all stated in Rupiah.

The Bank's NOP as of 31 December 2022 and 2021 were as follows:

	2022		
	NOP for statement of financial position (net difference between assets and liabilities)	Net difference between receivables and liabilities in administrative accounts	Overall NOP (absolute amount)
USD	8,202,912	(7,993,621)	209,291
SGD	(842,903)	836,169	6,734
AUD	(16,106)	14,965	1,141
HKD	25,220	(18,677)	6,543
GBP	56,892	(57,485)	593
EUR	832,763	(834,119)	1,356
JPY	37,704	(35,743)	1,961
CAD	13,251	(14,008)	757
CHF	19,580	(15,557)	4,023



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45. NET OPEN POSITION (continued)

The Bank's NOP as of 31 December 2022 and 2021 were as follows: (continued)

	2022 (continued)		
	NOP for statement of financial position (net difference between assets and liabilities)	Net difference between receivables and liabilities in administrative accounts	Overall NOP (absolute amount)
DKK	5,279	(1,559)	3,720
MYR	4,733	-	4,733
NZD	8,546	(7,881)	665
SAR	15,308	(15,595)	287
SEK	1,903	(1,529)	374
CNY	(214,884)	205,783	9,101
THB	1,243	-	1,243
Others	2,296	-	2,296
Total			254,818
Total capital (Note 46)			204,705,741
Percentage of NOP to capital			0.12%

	2021		
	NOP for statement of financial position (net difference between assets and liabilities)	Net difference between receivables and liabilities in administrative accounts	Overall NOP (absolute amount)
USD	56,819,603	(56,942,919)	123,316
SGD	36,899	(31,797)	5,102
AUD	(22,173)	21,805	368
HKD	(8,527)	10,693	2,166
GBP	7,064	(6,353)	711
EUR	(18,999)	19,330	331
JPY	209,939	(209,179)	760
CAD	11,455	(10,029)	1,426
CHF	8,933	(7,193)	1,740
DKK	(31,163)	34,163	3,000
MYR	7,982	-	7,982
NZD	5,167	(4,866)	301
SAR	14,673	(14,246)	427
SEK	1,762	(1,435)	327
CNY	(225,589)	231,458	5,869
THB	6,613	(4,285)	2,328
Others	1,250	-	1,250
Total			157,404
Total capital (Note 46)			188,505,072
Percentage of NOP to capital			0.08%

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.

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46. CAPITAL MANAGEMENT (continued)

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 and optimum capital structure.

Based on BI Regulation No. 8/6/PBI/2006 dated 30 January 2006 and BI Circular Letter No. 8/27/DPNP dated 27 November 2006 requires all banks to meet Capital Adequacy Ratio ("CAR") requirements for the bank on an individual and consolidated basis. The calculation of minimum CAR on consolidated basis is performed by calculating capital and Risk-Weighted Assets ("RWAs") 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 according to the risk profile on December 31, 2022 in accordance with Financial Services Authority Regulation No. 27 Year 2022 dated 26 December 2022 concerning the Second Amendment to Financial Services Authority Regulation No. 11/POJK.03/2016 concerning Minimum Capital Adequacy Requirements for Commercial Banks, Financial Services Authority Regulation No. 34/POJK.03/2016 dated 22 September 2016 concerning Amendments to Financial Services Authority Regulation No. 11/POJK.03/2016 concerning Minimum Capital Adequacy Requirements for Commercial Banks, and Financial Services Authority Regulation No. 11/POJK.03/2016 dated 29 January 2016 concerning Minimum Capital Adequacy Requirement for Commercial Banks.

The Bank is required to provide minimum capital according to the risk profile on December 31, 2021 in accordance with Financial Services Authority Regulation No. 34/POJK.03/2016 dated 22 September 2016 concerning Amendments to Financial Services Authority Regulation No. 11/POJK.03/2016 concerning Minimum Capital Adequacy Requirements for Commercial Banks, and Financial Services Authority Regulation No. 11/POJK.03/2016 dated 29 January 2016 concerning Minimum Capital Adequacy Requirement for Commercial Banks.

The Bank calculates its capital requirements based on the prevailing OJK Regulations, where the regulatory capital consisted of two tiers:

- Core Capital (Tier 1), which includes:
 1. Common Equity (CET 1), which includes issued and fully paid-up capital (after deduction of treasury stock), additional paid-up capital, allowable non-controlling interest and deductions from Common Equity.
 2. Additional Core Capital
- Supplementary Capital (Tier 2), which includes capital instrument in form of shares or other allowable instruments, agio or disagio from supplementary capital issuance, required general allowance for productive assets (maximum of 1.25% RWAs credit risk), and deductions from tier 2 capital.

The CAR as of 31 December 2022 and 2021, calculated in accordance with the prevailing regulations, taking into account the credit risk, market risk and operational risk, were as follows:

	2022		2021	
	Bank	Consolidated	Bank	Consolidated
I. Core Capital (Tier 1)	196,799,387	212,445,689	181,159,527	196,114,396
II. Supplementary Capital (Tier 2)	7,906,354	8,122,873	7,345,545	7,506,825
Total Capital	204,705,741	220,568,562	188,505,072	203,621,221



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46. CAPITAL MANAGEMENT (continued)

The CAR as of 31 December 2022 and 2021, calculated in accordance with the prevailing regulations, taking into account the credit risk, market risk and operational risk, were as follows: (continued)

	2022 (continued)		2021 (continued)	
	Bank	Consolidated	Bank	Consolidated
Risk-Weighted Assets (RWAs)				
RWAs Considering Credit Risk	662,592,385	682,589,085	611,726,273	627,842,325
RWAs Considering Market Risk	858,740	2,058,698	3,511,147	4,287,068
RWAs Considering Operational Risk	130,944,329	137,075,529	119,284,741	126,159,374
Total RWAs	794,395,454	821,723,312	734,522,161	758,288,767
Minimum Capital Requirement based on risk profile	9.99%	9.99%	9.99%	9.99%
CAR ratio				
CET 1 ratio	24.77%	25.85%	24.66%	25.86%
Tier 1 ratio	24.77%	25.85%	24.66%	25.86%
Tier 2 ratio	1.00%	0.99%	1.00%	0.99%
CAR ratio	25.77%	26.84%	25.66%	26.85%
CET 1 for Buffer	15.78%	16.85%	15.67%	16.86%

	2022		2021	
	Bank	Consolidated	Bank	Consolidated
Regulatory Minimum Capital Requirement Allocation based on risk profile				
From CET 1	8.99%	9.00%	8.99%	9.00%
From AT 1	0.00%	0.00%	0.00%	0.00%
From Tier 2	1.00%	0.99%	1.00%	0.99%
Regulatory Buffer percentage required by Bank				
Capital Conservation Buffer	2.500%	2.500%	2.500%	2.500%
Countercyclical Buffer	0.000%	0.000%	0.000%	0.000%
Capital Surcharge for Systemic Bank	2.500%	2.500%	2.500%	2.500%

47. NON-CONTROLLING INTEREST

The movement of non-controlling interest in net assets of Subsidiaries was as follows:

	2022	2021
Balance, beginning of year	136,172	118,383
Increase of non-controlling interest from paid-in capital of Subsidiary during the year	7,500	-
Non-controlling interest portion of Subsidiaries net profit during the year	19,850	17,499
Increase of non-controlling interest from other comprehensive income of Subsidiaries during the year	(473)	290
Balance, end of year	163,049	136,172

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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	Pension fund contribution, deposits from customers
Konsorsium Iforte HTS	Owned by the same ultimate shareholder	Deposits from customers
PT Adiwisea Mandiri Building Product Indonesia	Owned by the same ultimate shareholder	Loans receivable, deposits from customers
PT Agra Bareksa Indonesia	Owned by the same ultimate shareholder	Deposits from customers
PT Agregasi Cermat Indonesia	Owned by the same ultimate shareholder	Deposits from customers
PT Akar Inti Data	Owned by the same ultimate shareholder	Loans receivable, deposits from customers
PT Akar Inti Investama	Owned by the same ultimate shareholder	Deposits from customers
PT Akar Inti Solusi	Owned by the same ultimate shareholder	Deposits from customers
PT Akar Inti Teknologi	Owned by the same ultimate shareholder	Deposits from customers
PT Alpha Merah Kreasi	Owned by the same ultimate shareholder	Loans receivable, deposits from customers
PT Altius Bahari Indonesia	Owned by the same ultimate shareholder	Deposits from customers
PT Alto Halodigital International	Owned by the same ultimate shareholder	Deposits from customers
PT Alto Network	Owned by the same ultimate shareholder	Deposits from customers
PT Andil Bangunsekawan	Owned by the same ultimate shareholder	Deposits from customers
PT Angkasa Komunikasi Global Utama	Owned by the same ultimate shareholder	Deposits from customers
PT Ardijaya Karya Appliances Product Manufacturing	Owned by the same ultimate shareholder	Deposits from customers
PT Arta Karya Adhiguna	Owned by the same ultimate shareholder	Deposits from customers
PT Arta Cipta Niaga	Owned by the same ultimate shareholder	Deposits from customers
PT Artha Dana Teknologi	Owned by the same ultimate shareholder	Deposits from customers
PT Artha Investa 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	Loans receivable, deposits from customers
PT Bhumi Mahardika Jaya	Owned by the same ultimate shareholder	Deposits from customers
PT Borneo Minera Utama	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 Bit Teknologi Nusantara	Owned by the same ultimate shareholder	Loans receivable, deposits from customers
PT Bukit Muria Jaya	Owned by the same ultimate shareholder	Loans receivable, deposits from customers
PT Bukit Muria Jaya Estate	Owned by the same ultimate shareholder	Deposits from customers
PT Bukit Muria Jaya Karton	Owned by the same ultimate shareholder	Loans receivable
PT Caturguwiratna Sumapala	Owned by the same ultimate shareholder	Deposits from customers
PT Cipta Karya Bumi Indah	Owned by the same ultimate shareholder	Deposits from customers
PT Cipta Teknologi Cerdas	Owned by the same ultimate shareholder	Deposits from customers
PT Ciptakreasi Buana Persada	Owned by the same ultimate shareholder	Deposits from customers
PT Dart Media Indonesia	Owned by the same ultimate shareholder	Loans receivable, deposits from customers
PT Dasakreasi Anekacipta	Owned by the same ultimate shareholder	Deposits from customers
PT Digital Data Teknologi Terdepan	Owned by the same ultimate shareholder	Loans receivable, deposits from customers
PT Digital Otomotif Indonesia	Owned by the same ultimate shareholder	Loans receivable, deposits from customers
PT Digital Tangguh Nusantara	Owned by the same ultimate shareholder	Deposits from customers
PT Digital Startup Nusantara	Owned by the same ultimate shareholder	Loans receivable, deposits from customers
PT Djarum	Owned by the same ultimate shareholder	Loans receivable, deposits from customers
PT Djelas Tandatangan Bersama	Owned by the same ultimate shareholder	Loans receivable, deposits from customers
PT Dwi Cermat Indonesia	Owned by the same ultimate shareholder	Deposits from customers
PT Dwi Putri Selaras	Owned by the same ultimate shareholder	Loans receivable, 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, letter of credit, bank guarantee issued to customers
PT Energi Batu Hitam	Owned by the same ultimate shareholder	Loans receivable, deposits from customers, bank guarantee issued to customers
PT Fajar Surya Perkasa	Owned by the same ultimate shareholder	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

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48. TRANSACTIONS AND BALANCES WITH RELATED PARTIES (continued)

Related parties	Nature of relationship	Nature of transaction
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	Loans receivable, deposits from customers
PT General Buditekindo	Owned by the same ultimate shareholder	Loans receivable, deposits from customers
PT Global Astha Niaga	Owned by the same ultimate shareholder	Deposits from customers
PT Global Dairi Alami	Owned by the same ultimate shareholder	Loans receivable, deposits from customers
PT Global Danapati Niaga	Owned by the same ultimate shareholder	Deposits from customers
PT Global Digital Niaga Tbk	Owned by the same ultimate shareholder	Loans receivable, deposits from customers, bank guarantee issued to customers
PT Global Digital Prima	Owned by the same ultimate shareholder	Deposits from customers
PT Global Digital Ritelindo	Owned by the same ultimate shareholder	Deposits from customers
PT Global Distribusi Nusantara	Owned by the same ultimate shareholder	Deposits from customers
PT Global Distribusi Paket	Owned by the same ultimate shareholder	Deposits from customers
PT Global Distribusi Pusaka	Owned by the same ultimate shareholder	Deposits from customers, bank guarantee issued to customers
PT Global Fortuna Nusantara	Owned by the same ultimate shareholder	Deposits from customers
PT Global Indonesia Komunikatama	Owned by the same ultimate shareholder	Deposits from customers
PT Global Infrastruktur Indonesia	Owned by the same ultimate shareholder	Deposits from customers
PT Global Investama Andalan	Owned by the same ultimate shareholder	Deposits from customers
PT Global Kassa Sejahtera	Owned by the same ultimate shareholder	Deposits from customers
PT Global Media Visual	Owned by the same ultimate shareholder	Loans receivable, deposits from customers
PT Global Poin Indonesia	Owned by the same ultimate shareholder	Loans receivable, deposits from customers
PT Global Teknologi Niaga	Owned by the same ultimate shareholder	Deposits from customers
PT Global Tiket Network	Owned by the same ultimate shareholder	Loans receivable, deposits from customers, bank guarantee issued to customers
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	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



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48. TRANSACTIONS AND BALANCES WITH RELATED PARTIES (continued)

Related parties	Nature of relationship	Nature of transaction
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, bank guarantee issued to customers, office rental transactions
PT Grand Teknologi Indonesia	Owned by the same ultimate shareholder	Deposits from customers
PT Griya Karya Mandiri	Owned by the same ultimate shareholder	Deposits from customers
PT Griya Muria Kencana	Owned by the same ultimate shareholder	Deposits from customers
PT Griya Pamursita Pratama	Owned by the same ultimate shareholder	Deposits from customers
PT Halmahera Jaya Feronikel	Owned by the same ultimate shareholder	Deposits from customers
PT Hartono Istana Teknologi	Owned by the same ultimate shareholder	Loans receivable, deposits from customers, letter of credit
PT Helpio Glovin Teknologi	Owned by the same ultimate shareholder	Loans receivable, deposits from customers
PT Iforte Global Internet	Owned by the same ultimate shareholder	Deposits from customers
PT Iforte Solusi Infotek	Owned by the same ultimate shareholder	Loans receivable, deposits from customers
PT Indah Bumi Lestari	Owned by the same ultimate shareholder	Deposits from customers
PT Indo Paramita Sarana	Owned by the same ultimate shareholder	Deposits from customers
PT Intershop Prima Center	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 Kudos Istana Furniture	Owned by the same ultimate shareholder	Deposits from customers
PT Kumparan Kencana Electrindo	Owned by the same ultimate shareholder	Deposits from customers
PT Kurio	Owned by the same ultimate shareholder	Loans receivable, deposits from customers
PT Legal Tekno Digital	Owned by the same ultimate shareholder	Loans receivable, deposits from customers
PT Legian Paradise	Owned by the same ultimate shareholder	Deposits from customers
PT Lingkarmulia Indah	Owned by the same ultimate shareholder	Deposits from customers
PT Lintas Cipta Media	Owned by the same ultimate shareholder	Loans receivable, deposits from customers

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48. TRANSACTIONS AND BALANCES WITH RELATED PARTIES (continued)

Related parties	Nature of relationship	Nature of transaction
PT Lunar Inovasi Teknologi	Owned by the same ultimate shareholder	Loans receivable, 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 Media Digital Historia	Owned by the same ultimate shareholder	Loans receivable, 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 Momentum Global Pratama	Owned by the same ultimate shareholder	Loans receivable, 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 Narasi Akal Jenaka	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 Pradipta Mustika Cipta	Owned by the same ultimate shareholder	Deposits from customers
PT Prema Gandharva Asia	Owned by the same ultimate shareholder	Loans receivable, deposits from customers
PT Prima Top Boga	Owned by the same ultimate shareholder	Loans receivable, 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
PT Promoland Indowisata	Owned by the same ultimate shareholder	Loans receivable, deposits from customers, bank guarantee issued to customers
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 Padma Management	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	Loans receivable, deposits from customers
PT Rajawali Inti Selular	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



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48. TRANSACTIONS AND BALANCES WITH RELATED PARTIES (continued)

Related parties	Nature of relationship	Nature of transaction
PT Sarana Kencana Mulya	Owned by the same ultimate shareholder	Deposits from customers, letter of credit
PT Sarana Menara Nusantara Tbk	Owned by the same ultimate shareholder	Deposits from customers
PT Savoria Adi Rasa	Owned by the same ultimate shareholder	Deposits from customers
PT Savoria Kreasi Rasa	Owned by the same ultimate shareholder	Deposits from customers, bank guarantee issued to customers
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 customer
PT Sewu Nayaga Tembaya	Owned by the same ultimate shareholder	Deposits from customers
PT Sinergi Nasional Rakyat Indonesia	Owned by the same ultimate shareholder	Deposits from customers
PT Solusi Sentra Niaga	Owned by the same ultimate shareholder	Deposits from customers
PT Solusi Tunas Pratama Tbk	Owned by the same ultimate shareholder	Loans receivable, deposits from customers
PT Solusi Verifikasi 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 Supra Boga Lestari Tbk	Owned by the same ultimate shareholder	Loans receivable, deposits from customers
PT Supra Kreatif Mandiri	Owned by the same ultimate shareholder	Deposits from customers
PT Supra Mas Mandiri	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 Verifikasi Informasi Credit Indonesia	Owned by the same ultimate shareholder	Loans receivable, deposits from customers
PT Verve Persona Estetika	Owned by the same ultimate shareholder	Deposits from customers
Key management personnel	Bank's Board of Commissioners and Board of Directors	Loans receivable, deposits from customers, employee benefits
The Bank's controlling individuals and their family members	Shareholder	Loans receivable, deposits from customers

In the normal course of business, the Bank has transactions with related parties due to their common ownership and/or management. All transactions with related parties are conducted with agreed terms and conditions.

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48. TRANSACTIONS AND BALANCES WITH RELATED PARTIES (continued)

The details of significant balances and transactions with related parties that were not consolidated as of 31 December 2022 and 2021, and for the years then ended were as follows:

	2022		2021	
	Amount	Percentage to total	Amount	Percentage to total
Loans receivable ¹⁾ (Note 12)	9,445,463	1.36%	8,883,029	1.43%
Right-of-use asset - net ²⁾ (Note 16)	227,939	0.92%	248,556	1.12%
Other assets ³⁾ (Note 18)	9,216	0.06%	8,482	0.05%
Deposits from customers (Note 19)	2,412,327	0.23%	2,730,363	0.28%
Unused credit facilities to customers (Note 28)	2,813,955	0.88%	2,278,462	0.84%
Letter of credit facilities to customers (Note 28)	141,500	0.97%	37,274	0.30%
Bank guarantee issued to customers (Note 28)	441,369	2.23%	68,824	0.38%
Interest and sharia income (Note 29)	501,811	0.69%	267,164	0.41%
Interest and sharia expenses (Note 30)	34,271	0.42%	33,245	0.35%
Pension plan contribution (Note 34)	397,621	86.23%	391,116	86.35%
Rental expenses (Note 35)	13,398	1.19%	13,398	1.32%

¹⁾ Before allowance for impairment losses.

²⁾ Represent right-of-use asset to PT Grand Indonesia.

³⁾ Represent security deposits to PT Grand Indonesia.

Compensations for key management personnel of the Bank (Note 1e) were as follows:

	2022	2021
Short-term employee benefits (including tantiem)	806,567	608,910
Long-term employee benefits	41,109	42,234
Total	847,676	651,144

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 drawn up by Notary Hendra Karyadi, S.H., with Deed No. 11). This rental agreement started on 1 July 2007 and will end on 30 September 2035.

As of 31 December 2022 and 2021, right-of-use asset to PT Grand Indonesia amounted to Rp 227,939 and Rp 248,556, of these amount, Rp 170,819 and Rp 184,217, respectively has been fully paid. The finance lease obligation to PT Grand Indonesia which was recorded on 31 December 2022 and 2021 were Rp 58,593 and Rp 65,608, respectively.

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 Dr. Irawan Soerodjo, S.H., M.Si.



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49. NET PAYABLE RECONCILIATION

	2022			
	Subordinated bonds	Debt securities issued	Borrowings	Securities sold under agreements to repurchase
Net payable 31 December 2021	500,000	482,149	976,225	77,021
Cash flow:				
Payment of debt securities issued	-	(483,000)	-	-
Proceeds from borrowings	-	-	23,546,543	-
Payment of borrowings	-	-	(23,237,805)	-
Proceeds from securities sold under agreements to repurchase	-	-	-	1,490,501
Payment of securities sold under agreements to repurchase	-	-	-	(1,332,322)
Non-cash changes:				
Amortisation of deferred bonds issuance costs	-	851	-	-
Adjustment of foreign currency	-	-	31,988	20,762
Net payable 31 December 2022	500,000	-	1,316,951	255,962
	2021			
	Subordinated bonds	Debt securities issued	Borrowings	Securities sold under agreements to repurchase
Net payable 31 December 2020	500,000	590,821	1,307,298	-
Cash flow:				
Payment of debt securities issued	-	(110,000)	-	-
Proceeds from borrowings	-	-	7,227,273	-
Payment of borrowings	-	-	(7,559,654)	-
Proceeds from securities sold under agreements to repurchase	-	-	-	674,374
Payment of securities sold under agreements to repurchase	-	-	-	(597,382)
Non-cash changes:				
Amortisation of deferred bonds issuance costs	-	1,328	-	-
Adjustment of foreign currency	-	-	1,308	29
Net payable 31 December 2021	500,000	482,149	976,225	77,021

50. GUARANTEES ON THE OBLIGATIONS OF DOMESTIC BANKS

Based on Law No. 24 regarding Deposit Insurance Corporation ("LPS") dated 22 September 2004, effective since 22 September 2004, the LPS was established to provide guarantee on certain deposits from customers based on prevailing guarantee schemes, the amount of which is subject to change if they meet certain applicable schemes. The law was changed with the Government Regulation as the Replacement of Law No. 3 Year 2008, which was stipulated as a law since 13 January 2009 based on the Republic of Indonesia Law No. 7 Year 2009.

Based on the Government of Republic of Indonesia Regulation No. 66/2008 dated 13 October 2008 regarding the deposit amount guaranteed by LPS, as of 31 December 2022 and 2021, the deposit amount guaranteed by LPS for every customer in a bank was a maximum of Rp 2,000.

As of 31 December 2022 and 2021, the Bank was the participant of this guarantee scheme.

PT BANK CENTRAL ASIA Tbk AND SUBSIDIARIES

Schedule 5/153

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

31 DECEMBER 2022 AND 2021

(Expressed in millions of Rupiah, unless otherwise stated)

51. ACCOUNTING STANDARD ISSUED BUT NOT YET EFFECTIVE

Financial Accounting Standard Board of Indonesian Institute of Accountants (DSAK-IAI) has issued the following new standards, amendments and interpretations, but not yet effective for the financial year beginning 1 January 2022 as follows:

- Amendment to SFAS 1 "Presentation of Financial Statement";
- SFAS 25 "Accounting Policies, Changes in Accounting Estimates and Errors";
- Revision of SFAS 107 "Accounting for Ijarah";
- Amendment to SFAS 16 "Fixed Assets regarding proceeds before intended use";
- Amendment to SFAS 46 "Deferred Tax on Assets and Liabilities arising from a Single Transaction".

The above standard will be effective on 1 January 2023.

- SFAS 74 "Insurance Contract";
- Amendment to SFAS 74 "Insurance Contracts on Initial Application of SFAS 74 and SFAS 71 – Comparative Information".

The above standard will be effective on 1 January 2025.

As at the authorisation date of these consolidated financial statements, the Group is still evaluating the potential impact from the implementation of these new standards and the effect on the Group's consolidated financial statements.

52. NEW REGULATIONS ISSUED BY REGULATORS RELATED TO CORONAVIRUS DISEASE 2019 (COVID-19)

Regarding with the rising cases of the Coronavirus Disease 2019 (COVID-19), there are several new regulations issued by the regulator, such as follows:

2022

- (i) POJK No. 19/2022 dated 27 October 2022 concerning Implementation of POJK No.48/POJK.03/2020 concerning Special Treatment for Financial Services Institutions in Certain Regions and Sectors in Indonesia Affected by Disasters.
- (ii) Decision of the Board of Commissioners of the Financial Services Authority No. 34/KDK.03/2022 dated 25 November 2022 concerning Stipulation of the Sector for Provision of Accommodation and Provision of Food and Drink, Textile and Textile Products and Footwear Sectors, Micro, Small and Medium Enterprises Segments, and Bali Province as Sectors and Regions Requiring Special Treatment Against Credit Or Bank Financing.

2021

- (i) Letter No. S-19/D.03/2021 dated 29 March 2021 regarding the Implementation of POJK No. 48/POJK.03/2020 regarding National Economic Stimulus as a Countercyclical Policy on the Impact of the Spread of Coronavirus Disease 2019 (POJK Stimulus COVID-19).
- (ii) POJK No. 17/POJK.03/2021 dated 10 September 2021 regarding the Second Amendment to POJK No. 11/POJK.03/2020 regarding National Economic Stimulus as a Countercyclical Policy on the Impact of the Spread of Coronavirus Disease 2019.

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 2022 AND 2021
 (Expressed in millions of Rupiah, unless otherwise stated)

	<u>2022</u>	<u>2021</u>
ASSETS		
Cash	21,281,939	23,607,364
Current accounts with Bank Indonesia	102,745,583	65,385,536
Current accounts with other banks - net of allowance for impairment losses of Rp 595 as of 31 December 2022 (31 December 2021: Rp 395)	4,639,146	11,394,016
Placements with Bank Indonesia and other banks - net of allowance for impairment losses of Rp 5,463 as of 31 December 2022 (31 December 2021: Rp 4,132)	29,406,058	84,632,616
Financial assets at fair value through profit or loss	1,368,206	2,182,315
Acceptance receivables - net of allowance for impairment losses of Rp 315,457 as of 31 December 2022 (31 December 2021: Rp 519,284)	15,199,641	10,941,030
Bills receivable - net of allowance for impairment losses of Rp 7,135 as of 31 December 2022 (31 December 2021: Rp 46,661)	5,895,907	6,311,972
Securities purchased under agreements to resell	152,408,798	145,529,001
Loans receivable - net of allowance for impairment losses of Rp 33,832,635 as of 31 December 2022 (31 December 2021: Rp 32,189,591)		
Related parties	9,548,725	8,927,641
Third parties	647,699,980	579,522,902
Investment securities - net of allowance for impairment losses of Rp 154,854 as of 31 December 2022 (31 December 2021: Rp 149,557)	236,401,462	215,444,476
Prepaid expenses	603,889	364,773
Prepaid tax	23,749	20,477
Fixed assets - net of accumulated depreciation of Rp 9,512,383 as of 31 December 2022 (31 December 2021: Rp 8,481,767)	23,890,994	21,458,435
Intangible assets - net of accumulated amortisation of Rp 2,114,743 as of 31 December 2022 (31 December 2021: Rp 1,859,328)	396,554	411,074
Deferred tax assets - net	7,106,039	5,261,251
Investment in shares - net of allowance for impairment losses of Rp 104,366 as of 31 December 2022 (31 December 2021: Rp 103,479)	10,157,038	10,090,425
Other assets - net of allowance for impairment losses of Rp 213 as of 31 December 2022 (31 December 2021: Rp 3,077)	14,592,647	14,006,495
TOTAL ASSETS	1,283,366,355	1,205,491,799

PT BANK CENTRAL ASIA Tbk

Schedule 6/2

**ADDITIONAL INFORMATION
STATEMENTS OF FINANCIAL POSITION (PARENT ENTITY ONLY)
31 DECEMBER 2022 AND 2021**
(Expressed in millions of Rupiah, unless otherwise stated)

	<u>2022</u>	<u>2021</u>
LIABILITIES AND EQUITY		
LIABILITIES		
Deposits from customers		
Related parties	2,474,751	2,838,932
Third parties	1,021,184,852	964,144,632
Deposits from other banks	8,006,041	10,039,091
Financial liabilities at fair value through profit or loss	383,273	55,162
Acceptance payables	9,666,648	6,644,294
Tax payables	2,151,204	1,560,721
Borrowings	12,464	994
Estimated losses from commitments and contingencies	3,437,454	3,238,973
Post-employment benefits obligation	7,410,593	7,120,335
Accruals and other liabilities	15,925,205	14,637,103
Subordinated bonds	500,000	500,000
TOTAL LIABILITIES	<u>1,071,152,485</u>	<u>1,010,780,237</u>
EQUITY		
Share capital - par value per share of Rp 12.50 (full amount)		
Authorised capital: 440,000,000,000 shares		
Issued and fully paid-up capital: 123,275,050,000 shares	1,540,938	1,540,938
Additional paid-in capital	5,711,368	5,711,368
Revaluation surplus of fixed assets	10,579,223	9,423,741
Unrealised gains (losses) on financial assets at fair value through other comprehensive income	1,794,978	6,056,321
Retained earnings		
Appropriated	2,826,792	2,512,565
Unappropriated	189,760,571	169,466,629
TOTAL EQUITY	<u>212,213,870</u>	<u>194,711,562</u>
TOTAL LIABILITIES AND EQUITY	<u>1,283,366,355</u>	<u>1,205,491,799</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 2022 AND 2021
 (Expressed in millions of Rupiah, unless otherwise stated)

	2022	2021
OPERATING INCOME AND EXPENSES		
Interest income	67,896,741	61,694,548
Interest expenses	(7,847,736)	(9,234,470)
INTEREST INCOME - NET	60,049,005	52,460,078
OTHER OPERATING INCOME		
Fee and commission income - net	16,455,832	14,539,773
Net income from transaction at fair value through profit or loss	1,132,022	2,692,464
Others	3,863,647	3,945,756
Total other operating income	21,451,501	21,177,993
Impairment losses on assets	(4,383,978)	(8,994,680)
OTHER OPERATING EXPENSES		
Personnel expenses	(12,190,691)	(12,326,825)
General and administrative expenses	(13,960,380)	(12,253,393)
Others	(1,969,215)	(1,790,507)
Total other operating expenses	(28,120,286)	(26,370,725)
INCOME BEFORE TAX	48,996,242	38,272,666
INCOME TAX EXPENSE	(9,026,842)	(6,859,896)
NET INCOME	39,969,400	31,412,770
OTHER COMPREHENSIVE INCOME:		
Items that will not be reclassified to profit or loss:		
Remeasurements of defined benefit obligation	(355,309)	1,673,481
Income tax on remeasurements of defined benefit liability	67,509	(317,961)
	(287,800)	1,355,520
Revaluation surplus of fixed assets	1,189,684	-
	901,884	1,355,520
Items that will be reclassified to profit or loss:		
Unrealised gains (losses) on financial assets at fair value through other comprehensive income	(5,260,917)	(1,145,374)
Income tax	999,574	217,621
	(4,261,343)	(927,753)
OTHER COMPREHENSIVE INCOME, NET OF INCOME TAX	(3,359,459)	427,767
TOTAL COMPREHENSIVE INCOME	36,609,941	31,840,537
BASIC AND DILUTED EARNINGS PER SHARE ATTRIBUTABLE TO EQUITY HOLDERS OF THE PARENT ENTITY (in full amount)	324	255

ADDITIONAL INFORMATION
STATEMENTS OF CHANGES IN EQUITY (PARENT ENTITY ONLY)
FOR THE YEARS ENDED 31 DECEMBER 2022 AND 2021
 (Expressed in millions of Rupiah, unless otherwise stated)

	2022					
	Issued and fully paid-up capital	Additional paid-in capital	Revaluation surplus of fixed assets	Unrealised gains (losses) on financial assets at fair value through other comprehensive income-net		Total equity
				Appropriated	Unappropriated	
Balance, 31 December 2021	1,540,938	5,711,368	9,423,741	2,512,565	169,466,629	194,711,562
Net income for the year	-	-	-	-	39,969,400	39,969,400
Revaluation surplus of fixed assets	-	-	1,155,482	-	34,202	1,189,684
Unrealised gains (losses) on financial assets at fair value through other comprehensive income - net	-	-	-	-	-	(4,261,343)
Remeasurement of defined benefit liability - net	-	-	-	-	(287,800)	(287,800)
Total comprehensive income for the year	-	-	1,155,482	-	39,715,802	36,609,941
General reserve	-	-	-	314,227	(314,227)	-
Cash dividends	-	-	-	-	(19,107,633)	(19,107,633)
Balance, 31 December 2022	1,540,938	5,711,368	10,579,223	2,826,792	189,760,571	212,213,870



PT BANK CENTRAL ASIA Tbk

Schedule 6/5

ADDITIONAL INFORMATION
STATEMENTS OF CHANGES IN EQUITY (PARENT ENTITY ONLY)
FOR THE YEARS ENDED 31 DECEMBER 2022 AND 2021
(Expressed in millions of Rupiah, unless otherwise stated)

	2021					
	Issued and fully paid-up capital	Additional paid-in capital	Revaluation surplus of fixed assets	Unrealised gains (losses) on financial assets at fair value through other comprehensive income-net	Retained earnings	Total equity
					Appropriated	Unappropriated
Balance, 31 December 2020	1,540,938	5,711,368	9,423,741	6,984,074	2,241,254	150,702,490
Net income for the year	-	-	-	-	-	31,412,770
Unrealised gains (losses) on financial assets at fair value through other comprehensive income - net	-	-	-	(927,753)	-	-
Remeasurement of defined benefit liability - net	-	-	-	-	-	1,355,520
Total comprehensive income for the year	-	-	-	(927,753)	-	32,768,290
General reserve	-	-	-	-	271,311	(271,311)
Cash dividends	-	-	-	-	-	(13,732,840)
Balance, 31 December 2021	1,540,938	5,711,368	9,423,741	6,056,321	2,512,565	169,466,629
						176,603,865
						31,412,770
						(927,753)
						1,355,520
						31,840,537
						-
						(13,732,840)
						194,711,562

PT BANK CENTRAL ASIA Tbk

Schedule 6/6

**ADDITIONAL INFORMATION
STATEMENTS OF CASH FLOWS (PARENT ENTITY ONLY)
FOR THE YEARS ENDED 31 DECEMBER 2022 AND 2021**
(Expressed in millions of Rupiah, unless otherwise stated)

	<u>2022</u>	<u>2021</u>
CASH FLOWS FROM OPERATING ACTIVITIES		
Receipts of interest income, fees and commissions	85,094,247	83,561,592
Other operating income	2,151,659	1,885,319
Payments of interest expenses, fees and commissions	(7,977,107)	(9,347,851)
Payments of post-employment benefits	(339,170)	(2,006,473)
Gains from foreign exchange transactions - net	3,079,816	1,504,954
Other operating expenses	(25,895,539)	(23,650,720)
Payment of tantien to Board of Commissioners and Board of Directors	(493,000)	(440,390)
Other increases (decreases) affecting cash:		
Placements with Bank Indonesia and other banks - mature more than 3 (three) months from the date of acquisition	9,848,411	(5,868,469)
Financial assets at fair value through profit or loss	4,866	853,585
Acceptance receivables	(4,054,784)	(2,906,339)
Bills receivable	633,297	1,766,963
Securities purchased under agreements to resell	(6,879,797)	989,048
Loans receivable	(70,831,811)	(48,616,944)
Other assets	(126,826)	1,363,999
Deposits from customers	50,178,055	131,341,546
Deposits from other banks	(2,193,428)	(219,067)
Acceptance payables	3,022,354	2,244,249
Accruals and other liabilities	1,696,809	1,017,274
Net cash provided by (used in) operating activities before income tax	36,918,052	133,472,276
Payment of income tax	(9,449,525)	(7,956,939)
Net cash provided by (used in) operating activities	<u>27,468,527</u>	<u>125,515,337</u>
CASH FLOWS FROM INVESTING ACTIVITIES		
Acquisition of investment securities	(93,478,730)	(77,499,246)
Proceeds from investment securities that matured during the year	68,575,375	40,157,661
Cash dividends received from investment in shares	1,702,184	2,045,885
Paid-in capital on Subsidiary	(67,500)	(2,712,800)
Acquisition of fixed assets	(2,497,743)	(2,986,106)
Acquisition of right-of-use assets	(636,329)	(165,289)
Proceeds from sale of fixed assets	1,210	3,856
Net cash provided by (used in) investing activities	<u>(26,401,533)</u>	<u>(41,156,039)</u>



PT BANK CENTRAL ASIA Tbk

Schedule 6/7

ADDITIONAL INFORMATION
STATEMENTS OF CASH FLOWS (PARENT ENTITY ONLY)
FOR THE YEARS ENDED 31 DECEMBER 2022 AND 2021
 (Expressed in millions of Rupiah, unless otherwise stated)

	<u>2022</u>	<u>2021</u>
CASH FLOWS FROM FINANCING ACTIVITIES		
Proceeds from borrowings	11,470	-
Payment of borrowings	-	(617,971)
Payment of cash dividends	(19,107,633)	(13,732,840)
Net cash provided by (used in) financing activities	(19,096,163)	(14,350,811)
NET INCREASE (DECREASE) IN CASH AND CASH EQUIVALENTS	(18,029,169)	70,008,487
CASH AND CASH EQUIVALENTS, BEGINNING OF YEAR	174,543,314	104,387,609
EFFECT OF FOREIGN EXCHANGE RATE FLUCTUATIONS ON CASH AND CASH EQUIVALENTS	864,101	147,218
CASH AND CASH EQUIVALENTS, END OF YEAR	157,378,246	174,543,314
Cash and cash equivalents consist of:		
Cash	21,281,939	23,607,364
Current accounts with Bank Indonesia	102,745,583	65,385,536
Current accounts with other banks	4,639,741	11,394,411
Placement with Bank Indonesia and other banks - mature within 3 (three) months or less from the date of acquisition	28,710,983	74,156,003
Total cash and cash equivalents	157,378,246	174,543,314

FINANCIAL STATEMENTS

PT DWIMURIA INVESTAMA ANDALAN AND SUBSIDIARIES

PT Dwimuria Investama Andalan and Subsidiaries

CONSOLIDATED STATEMENTS OF FINANCIAL POSITION

As of December 31, 2022 and 2021
(in millions of Rupiah)

No.	ACCOUNTS	Audited Dec 31, 2022	Audited Dec 31, 2021
ASSETS			
1.	Cash	21,359,509	23,615,637
2.	Current accounts with Bank Indonesia	104,110,295	65,785,161
3.	Current accounts with other banks - net of allowance	7,332,589	12,773,535
4.	Placements with Bank Indonesia and other banks - net of allowance	33,211,885	88,404,877
5.	Financial assets measured at fair value through profit or loss	7,984,902	2,447,163
6.	Acceptance receivable - net of allowance	15,199,641	10,941,030
7.	Bills receivable - net of allowance	5,895,907	6,311,972
8.	Securities purchased under agreements to resell - net of allowance	153,965,112	147,776,250
9.	Loans receivable - net of allowance	660,989,004	589,813,578
10.	Consumer financing receivable - net of allowance	8,215,427	7,855,976
11.	Finance lease receivable - net of allowance	121,716	84,145
12.	Assets related to sharia transactions - net of allowance	7,094,730	5,993,787
13.	Investment securities - net of allowance	250,527,764	226,720,105
14.	Prepaid expenses	854,744	636,133
15.	Prepaid tax	24,781	28,786
16.	Fixed assets - net of accumulated depreciation	24,709,537	22,172,680
17.	Intangible assets - net of accumulated amortisation	126,143,795	126,165,877
18.	Deferred tax assets - net	7,322,440	5,538,181
19.	Other assets - net of allowance	19,996,679	19,340,967
TOTAL ASSETS		1,455,062,457	1,362,405,840
LIABILITIES, TEMPORARY SYIRKAH DEPOSITS, DAN EQUITY			
LIABILITIES			
1.	Deposits from customers	1,030,395,169	968,493,007
2.	Sharia deposits	2,784,688	1,532,929
3.	Deposits from other banks	7,936,206	10,017,194
4.	Financial liabilities measured at fair value through profit or loss	383,273	55,162
5.	Acceptance payables	9,666,648	6,644,294
6.	Securities sold under agreements to repurchase	255,962	77,021
7.	Debt securities issued	-	482,149
8.	Tax payable	2,420,361	1,873,556
9.	Borrowings	1,367,273	1,009,114
10.	Deferred tax liabilities	9,740	-
11.	Estimated losses on commitments and contingencies	3,438,349	3,239,171
12.	Accrued expenses and other liabilities	20,513,638	18,612,731
13.	Post-employment benefits obligation	7,521,739	7,260,224
14.	Subordinated bonds	500,000	500,000
TOTAL LIABILITIES		1,087,193,046	1,019,796,552
15.	Temporary syirkah deposits	6,440,375	5,721,988
EQUITY			
16.	Share capital	210,619,700	210,619,700
17.	Additional paid in capital	(24,720,821)	(24,766,946)
18.	Revaluation surplus of fixed assets	2,319,891	1,665,209
19.	Foreign exchange differences arising from translation of financial statements in foreign currency	43,883	14,924
20.	Unrealised gains (losses) on financial assets measured at fair value through other comprehensive income	790,683	3,162,637
21.	Retained earnings	72,177,478	54,259,455
22.	Other equity components	(5,073)	(5,073)
Total equity attributable to equity holders of the parent entity		261,225,741	244,949,906
23.	Non-controlling interest	100,203,295	91,937,394
TOTAL EQUITY		361,429,036	336,887,300
TOTAL LIABILITIES, TEMPORARY SYIRKAH DEPOSITS, AND EQUITY		1,455,062,457	1,362,405,840

CONSOLIDATED STATEMENTS OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME

For The Years Ended December 31, 2022 and 2021
(in millions Rupiah, unless earnings per share)

No.	ACCOUNTS	Audited Dec 31, 2022	Audited Dec 31, 2021
OPERATING INCOME AND EXPENSES			
Interest and sharia income			
1.	Interest income	71,999,121	65,969,699
2.	Sharia income	680,585	603,478
Total interest and sharia income		72,679,706	66,573,177
Interest and sharia expense			
3.	Interest expense	(8,080,138)	(9,284,830)
4.	Sharia expense	(178,970)	(201,943)
Total interest and sharia expense		(8,259,108)	(9,486,773)
NET INTEREST AND SHARIA INCOME		64,420,598	57,086,404
OTHER OPERATING INCOME			
5.	Fee and commission income - net	16,564,126	14,671,394
6.	Net income from transaction at fair value through profit or loss	834,408	2,818,855
7.	Others	6,186,439	5,435,036
Total other operation income		23,584,973	22,925,285
8.	Impairment losses on assets	(4,526,619)	(9,323,995)
OTHER OPERATING EXPENSES			
9.	Personnel expenses	(13,704,192)	(13,588,126)
10.	General and administrative expenses	(15,570,026)	(13,759,635)
11.	Others	(3,518,392)	(3,314,360)
Total other operating expenses		(32,792,610)	(30,662,121)
INCOME BEFORE TAX		50,686,342	40,025,573
INCOME TAX EXPENSE		(9,790,580)	(7,558,936)
NET INCOME		40,895,762	32,466,637
OTHER COMPREHENSIVE INCOME:			
12.	Items that will not be reclassified to profit or loss:		
a.	Remeasurements of defined benefit liability	(349,709)	1,667,453
b.	Income tax Remeasurements of defined benefit liability - net of income tax	66,277	(316,634)
c.	Revaluation surplus of fixed assets	(283,432)	1,350,819
		1,225,786	90
Total other comprehensive income		942,354	1,350,909
13.	Items that will be reclassified to profit or loss:		
a.	Unrealised gains (losses) on financial assets measured at fair value through other comprehensive income	(5,329,799)	(1,144,615)
b.	Income tax Unrealised gains (losses) on financial assets measured at fair value through other comprehensive income - net of income tax	1,011,931	216,194
c.	Foreign exchange differences arising from translation of financial statements in foreign currency	(4,317,868)	(928,421)
Total other comprehensive income		52,708	4,568
OTHER COMPREHENSIVE INCOME, NET OF INCOME TAX		(4,265,160)	(923,853)
TOTAL COMPREHENSIVE INCOME		(3,322,806)	427,056
NET INCOME ATTRIBUTABLE TO:			
Equity holders of parent entity		22,520,111	18,290,903
Non-controlling interest		18,375,651	14,175,734
Total equity attributable to equity holders of the parent entity		40,895,762	32,466,637
COMPREHENSIVE PROFIT ATTRIBUTABLE TO:			
Equity holders of parent entity		20,694,710	18,525,445
Non-controlling interest		16,878,246	14,368,248
Total equity attributable to equity holders of the parent entity		37,572,956	32,893,693
BASIC AND DILUTED EARNINGS PER SHARE ATTRIBUTABLE TO EQUITY HOLDERS OF THE PARENT ENTITY			
		106,923	86,843

FINANCIAL STATEMENTS

PT DWIMURIA INVESTAMA ANDALAN AND SUBSIDIARIES

CONSOLIDATED STATEMENTS OF CHANGES IN EQUITY

For The Years Ended December 31, 2022 and 2021
(in millions of Rupiah)

ACCOUNTS	For The Years Ended December 31, 2022 and 2021 (Audited)									
	Attributable to equity holders of the parent entity								Non-controlling interest	Total equity
	Issued and fully paid-up capital	Additional paid-in capital	Revaluation surplus of fixed assets	Foreign exchange differences arising from translation of financial statements in foreign currency	Unrealised gains (losses) on financial assets measured at fair value through other comprehensive income - net	Retained earnings	Other equity components	Total equity attributable to equity holders of the parent entity		
Balance, 31 December 2020	210,619,700	(24,766,946)	1,665,160	9,904	3,672,856	51,726,350	(5,073)	242,921,951	83,775,739	326,697,690
Net income for the year	-	-	-	-	-	18,290,903	-	18,290,903	14,175,734	32,466,637
Revaluation surplus of fixed assets	-	-	49	-	-	-	-	49	41	90
Foreign exchange differences arising from translation of financial statements in foreign currency	-	-	-	2,510	-	-	-	2,510	2,058	4,568
Unrealised gains (losses) on financial assets measured at fair value through other comprehensive income - net	-	-	-	-	(510,219)	-	-	(510,219)	(418,202)	(928,421)
Remeasurements of defined benefit liability - net	-	-	-	-	-	742,202	-	742,202	608,617	1,350,819
Total comprehensive income for the year	-	-	49	2,510	(510,219)	19,033,105	-	18,525,445	14,368,248	32,893,693
Non-controlling interest adjustment	-	-	-	2,510	-	-	-	2,510	(18,869)	(16,359)
Cash dividends	-	-	-	-	-	(16,500,000)	-	(16,500,000)	(6,187,726)	(22,687,726)
Balance, 31 December 2021	210,619,700	(24,766,946)	1,665,209	14,924	3,162,637	54,259,455	(5,073)	244,949,906	91,937,394	336,887,300
Balance, 31 December 2021	210,619,700	(24,766,946)	1,665,209	14,924	3,162,637	54,259,455	(5,073)	244,949,906	91,937,394	336,887,300
Net income for the year	-	-	-	-	-	22,520,111	-	22,520,111	18,375,651	40,895,762
Revaluation surplus of fixed assets	-	-	654,682	-	-	18,791	-	673,473	552,313	1,225,786
Foreign exchange differences arising from translation of financial statements in foreign currency	-	-	-	28,959	-	-	-	28,959	23,749	52,708
Unrealised gains (losses) on financial assets measured at fair value through other comprehensive income - net	-	-	-	-	(2,371,954)	-	-	(2,371,954)	(1,945,914)	(4,317,868)
Remeasurements of defined benefit liability - net	-	-	-	-	-	(155,879)	-	(155,879)	(127,553)	(283,432)
Total comprehensive income for the year	-	-	654,682	28,959	(2,371,954)	22,383,023	-	20,694,710	16,878,246	37,572,956
Non-controlling interest adjustment	-	-	-	-	-	-	-	-	(10,354)	(10,354)
Difference on transaction amount from business combination of entity under common control	-	46,125	-	-	-	-	-	46,125	-	46,125
Cash dividends	-	-	-	-	-	(4,465,000)	-	(4,465,000)	(8,609,491)	(13,074,491)
Paid-in capital on Subsidiary	-	-	-	-	-	-	-	-	7,500	7,500
Balance, 31 December 2022	210,619,700	(24,720,821)	2,319,891	43,883	790,683	72,177,478	(5,073)	261,226,741	100,203,295	361,429,036

CONSOLIDATED STATEMENTS OF COMMITMENTS AND CONTINGENCIES

As of December 31, 2022 and 2021
(in millions of Rupiah)

No.	ACCOUNTS	Audited Dec 31, 2022	Audited Dec 31, 2020
COMMITMENTS			
<u>Committed receivables:</u>			
1.	Unused borrowing/financing facilities	5,333,050	4,725,150
2.	Foreign currency positions to be received from spot and derivatives/forward transactions	11,048,683	8,569,002
3.	Others	335,454	74,657
		16,717,187	13,368,809
<u>Committed liabilities:</u>			
1.	Unused credit/financing facilities		
-	Committed	231,731,863	204,493,322
-	Uncommitted	91,168,526	69,607,686
2.	Outstanding irrevocable letters of credit	14,651,885	12,377,542
3.	Foreign currency positions to be submitted for spot and derivatives/forward transactions	18,987,539	65,483,854
4.	Others	402,329	179,680
		356,942,142	352,142,084
CONTINGENCIES			
<u>Contingent receivables:</u>			
1.	Received guarantees	838,870	650,351
2.	Others	-	-
		838,870	650,351
<u>Contingent liabilities:</u>			
1.	Issued guarantees	19,795,037	18,024,633
2.	Others	89	78
		19,795,126	18,024,711

Jakarta, February 1, 2023

Honky Harjo
President Director

Agus Santoso Suwanto
Director

Resilience, Regaining Momentum

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Always by your side

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