

AUTOMATION  
& **DIGITALISATION**  
for **HIGHER PERFORMANCE**



## Theme Continuity



2016

Mapping The  
Way Forward



2017

TRANSFORM  
and GROW



2018

Transformasi  
Business Model  
Menuju *Digital*  
Ecosystem

## AUTOMATION & DIGITALISATION for HIGHER PERFORMANCE

Bank Mega's strategy in facing the intensifying competition in the financial service industry, especially with the emergence of various fintech startups, is to innovate through technology-based services. The development of digital services is also expected to widen Bank Mega's service coverage to include general public as this reflects the spirit of sustainable financial inclusiveness. The development of Bank Mega's Information Technology System is also performed to create reliable Digital Banking services for every Customer by providing convenience and secure services.

Through the acceleration of digital ecosystem that has been carried out since the last few years, Bank Mega has also taken strategic measures to attain business growth which includes selective credit growth, and third party funds growth. As the results in 2019, Bank Mega was able to post growth of profit before tax by 25.29% reaching Rp2.5 trillion compared to Rp2 trillion in 2018. The achievement of this net profit sets a new record for Bank Mega in achieving profit.



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FINANCIAL  
STATEMENTS 2019

# BANK POLICY DIRECTION

The Bank conducted **transformation stages based on ecosystem reliability** that **unites financial services and retail transactions.**

## Bank Strategic Steps



**Sinergi** Synergies with companies in CT Corp



Utilize **ecosystems** and appropriate synergies in creating new products and services that benefit customers and the Bank.



**Information technology transformation**  
To support the development of retail and digital banking business, operational risk mitigation and operational cost efficiency.







# PERFORMANCE HIGHLIGHTS 2019

## Financial Performance Highlights

### Total Assets

as of December 2019 was

Rp**100.80**trillion,

compared to Rp83.76 trillion in December 2018 (year to date/Ytd).



Increased by

**20.35%**

### Equity of

Rp**15.54**trillion,

from Rp13.78 trillion in December 2018.



Increased by

**12.76%**

### Liabilities of

Rp**85,26**trillion,

increased by 21.84% from Rp69.98 trillion in December 2018.

### Net interest income of

Rp**3.58**trillion,

from Rp3.51 trillion in December 2018.



Increased by

**1.98%**



### Operating profit of

Rp**2.50**trillion,

from Rp2.00 trillion in December 2018.



Increased by

**25.29%**

### Profit for the Year of

Rp**2.00** trillion,

from Rp1.60 trillion in December 2018.



Increased by

**25.22%**



## PERFORMANCE HIGHLIGHTS 2019

Increased Capital  
Adequacy Ratio  
(CAR) by

**23.68%**

from 22.79% in December  
2018.

Gross NPL

Increased by 2.46%, from

**1.60%**

in December 2018.



Net NPL



Increased  
by

**1.27%**

from 1.27% of December 2018

ROA



Increased  
by

**2.90%**

from December 2018  
of 2.47%

ROE



Increased  
by

**14.85%**

from December 2018  
of 13.76%.

1

# PERFORMANCE HIGHLIGHTS

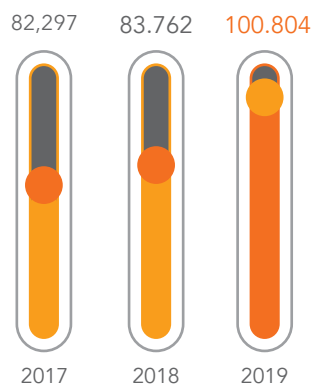


BANK MEGA WAS ABLE TO RECORD  
IMPROVED PERFORMANCE AND IN  
LINE WITH THE TARGETS SET BY THE  
MANAGEMENT. BANK MEGA RECORDED  
Rp2,00 TRILLION OF NET PROFIT IN 2019,  
GREW BY **25.22%** (YOY).  
**LOANS** REACHED Rp53.02 TRILLION  
OR GREW BY **25.47%** (YOY).

# PERFORMANCE HIGHLIGHTS 2019

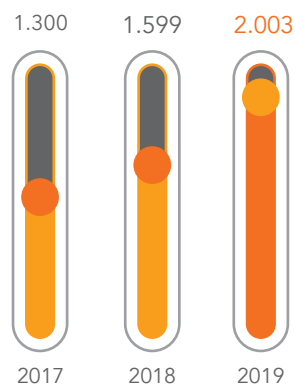
## TOTAL ASSETS

In Billion Rupiah



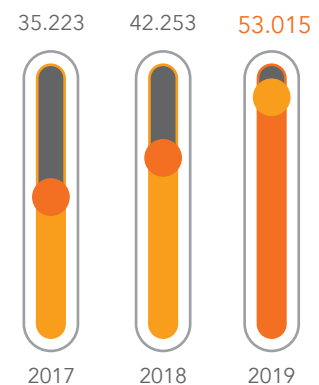
## NET INCOME

In Billion Rupiah



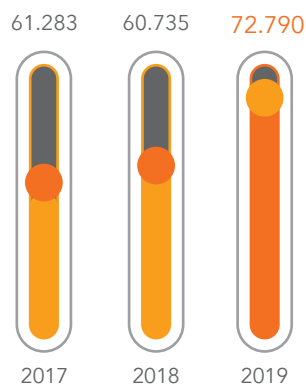
## LOANS

In Billion Rupiah



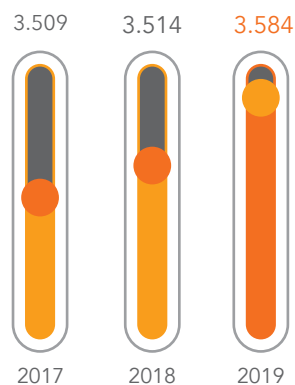
## THIRD PARTY FUNDS

In Billion Rupiah



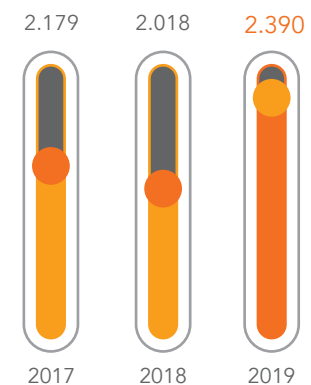
## NET INTEREST INCOME

In Billion Rupiah



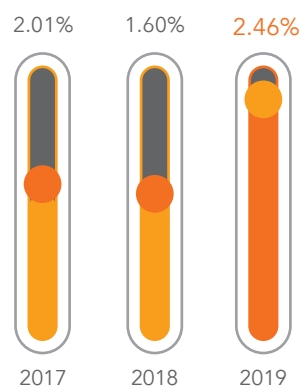
## NON-INTEREST INCOME

In Billion Rupiah



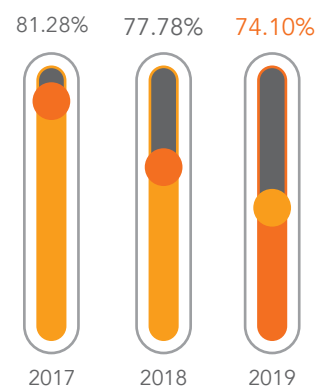
## QUALITY GROSS NPL

In %



## BOPO

In %



# FINANCIAL HIGHLIGHTS

In Billion Rupiah

Statement of Financial Position	Growth	2019	2018	2017	2016	2015
Total Assets	20.35%	100,804	83,762	82,297	70,532	68,225
Placements with Bank Indonesia and other banks	178.10%	8,037	2,890	7,170	5,983	8,673
Securities and other bills	0.93%	25,857	25,618	26,702	23,741	14,858
Loans	25.47%	53,015	42,253	35,223	28,277	32,398
Deposits from third parties	19.85%	72,790	60,735	61,283	51,073	49,740
Total liabilities	21.84%	85,262	69,979	69,232	58,266	56,708
Equity	12.76%	15,542	13,783	13,065	12,266	11,517
Net income	25.22%	2,003	1,599	1,300	1,158	1,053

In Billion Rupiah

Statement of Financial Position	Growth	2019	2018	2017	2016	2015
Net interest income	1.98%	3,584	3,514	3,509	3,488	3,303
Non-interest	18.48%	2,390	2,017	2,179	1,734	1,935
Income before tax & minority interest	25.29%	2,508	2,002	1,649	1,545	1,239
Net income	25.22%	2,003	1,599	1,300	1,158	1,053
Total comprehensive profit (loss)	87.01%	2,558	1,368	1,378	1,275	4,648

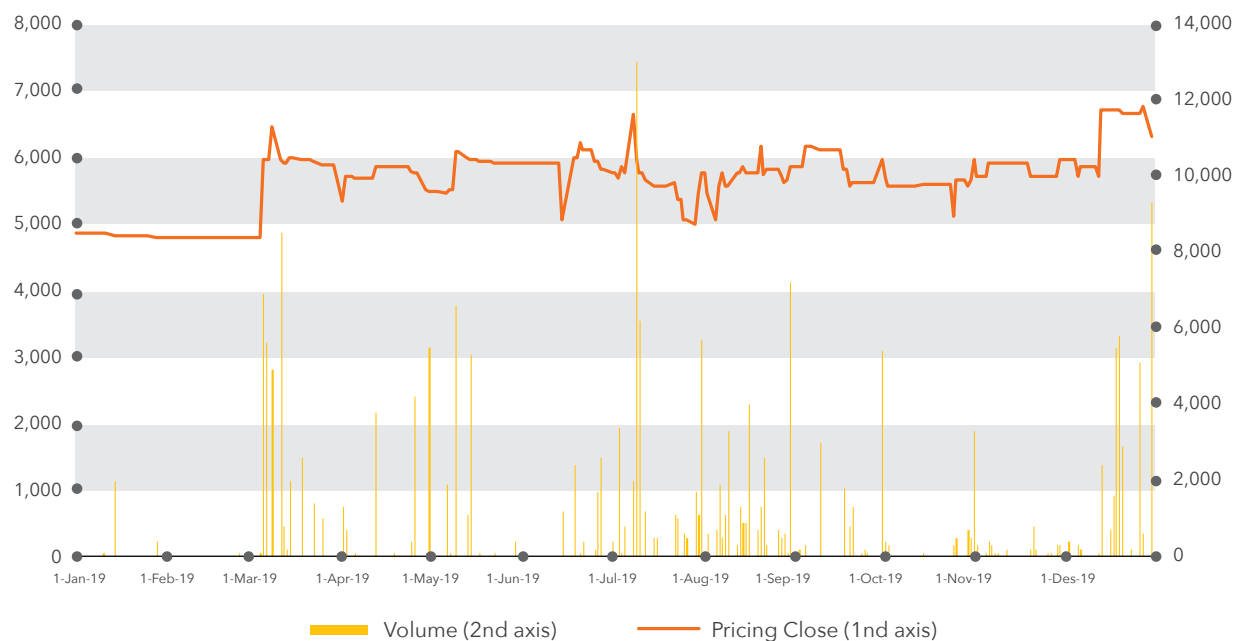
FINANCIAL RATIO	2019	2018	2017	2016	2015
Return on Assets (ROA)	2.90%	2.47%	2.24%	2.36%	1.97%
Return on Equity (ROE)	14.85%	13.76%	11.66%	10.91%	15.30%
Loan to Deposit Ratio (LDR)	69.67%	67.23%	56.47%	55.35%	65.05%
Non-Performing Loan (NPL) gross	2.46%	1.60%	2.01%	3.44%	2.81%
Capital Adequacy Ratio (CAR)	23.68%	22.79%	24.11%	26.21%	22.85%
Liabilities on Equity	548.59%	507.72%	529.90%	475.02%	492.39%
Liabilities on Total Assets	84.58%	83.55%	84.12%	82.61%	83.12%
Operational expense on operational income	74.10%	77.78%	81.28%	81.81%	85.72%
Net Interest Margin (NIM)	4.90%	5.19%	5.80%	7.01%	6.04%

Employees & Branch Offices	Growth	2019	2018	2017	2016	2015
Total branch offices	2,71%	377	369	364	349	345
Total permanent employees	-9.78%	5,379	5,962	6,156	6,466	6,850

# SHARES HIGHLIGHTS

## Bank Mega Shares

Per 31 Desember 2019 Pergerakan



2019	Harga (Rp)		Closing	Market Cap (Rp million)	Volume (thousand shares)
	Highest	Lowest			
Quarter I	7,000	4,800	5,575	38,435,000	40
Quarter II	6,250	4,600	5,850	40,331,000	46
Quarter III	6,800	5,025	6,000	41,365,000	83
Quarter IV	6,800	5,150	6,350	43,778,000	45

2018	Harga (Rp)		Closing	Market Cap (Rp million)	Volume (thousand shares)
	Highest	Lowest			
Quarter I	3,620	2,600	3,600	24,819,000	557
Quarter II	4,250	3,400	3,980	27,439,000	63
Quarter III	5,100	3,900	4,300	29,645,000	50
Quarter IV	5,000	4,250	4,900	33,781,000	11

## CORPORATE ACTIONS

In 2019, Bank Mega did not exercise any corporate actions.

## SUSPENSION / DELISTING

During fiscal year 2019 there was no temporary suspension in Bank Mega share trading.



# 2019 EVENTS HIGHLIGHTS



**FEBRUARY 22, 2019**

Bank Mega Syariah and Bank Mega Launched Sharia Bank Services (LSB)



**FEBRUARY 28, 2019**

Annual GMS



**FEBRUARY 28, 2019**

Public Expose - Bank Mega's Net Profit Increased by 23.02%.



**MARCH 07, 2019**

Mega Travel Fair 2019 in 15 Big Cities.



**MARCH 14, 2019**

Bank Mega in cooperation with Transmart and Visa Issued the Transmart Mega Card.



**APRIL 25, 2019**

Economic Outlook at Bank Mega 50th Anniversary Gala Dinner



**APRIL 28, 2019**

The peak of the 50<sup>th</sup> Anniversary event



**MAY 15, 2019**

Business Cooperation with Manulife Investment Management



**NOVEMBER 15, 2019**

GPN Bank Mega Debit Card Socialization



**DECEMBER 03, 2019**

Launch of Chatbot MILA in 7 Big Cities in Indonesia:

- Jakarta
- Surabaya
- Medan
- Makassar
- Balikpapan
- Bandung
- Semarang



# MANAGEMENT REPORTS



BANK MEGA WAS ABLE TO RECORD  
PROFIT GROWTH BEFORE TAX  
BY 25.29% TO REACH RP2.5 TRILLION  
COMPARED TO RP2 TRILLION IN 2018.  
THE ACHIEVEMENT OF BANK MEGA'S NET  
PROFIT WAS SET AS A BREAKTHROUGH  
OF OVER RP2 TRILLION AND BECAME A  
NEW RECORD IN PROFIT ACHIEVEMENT.



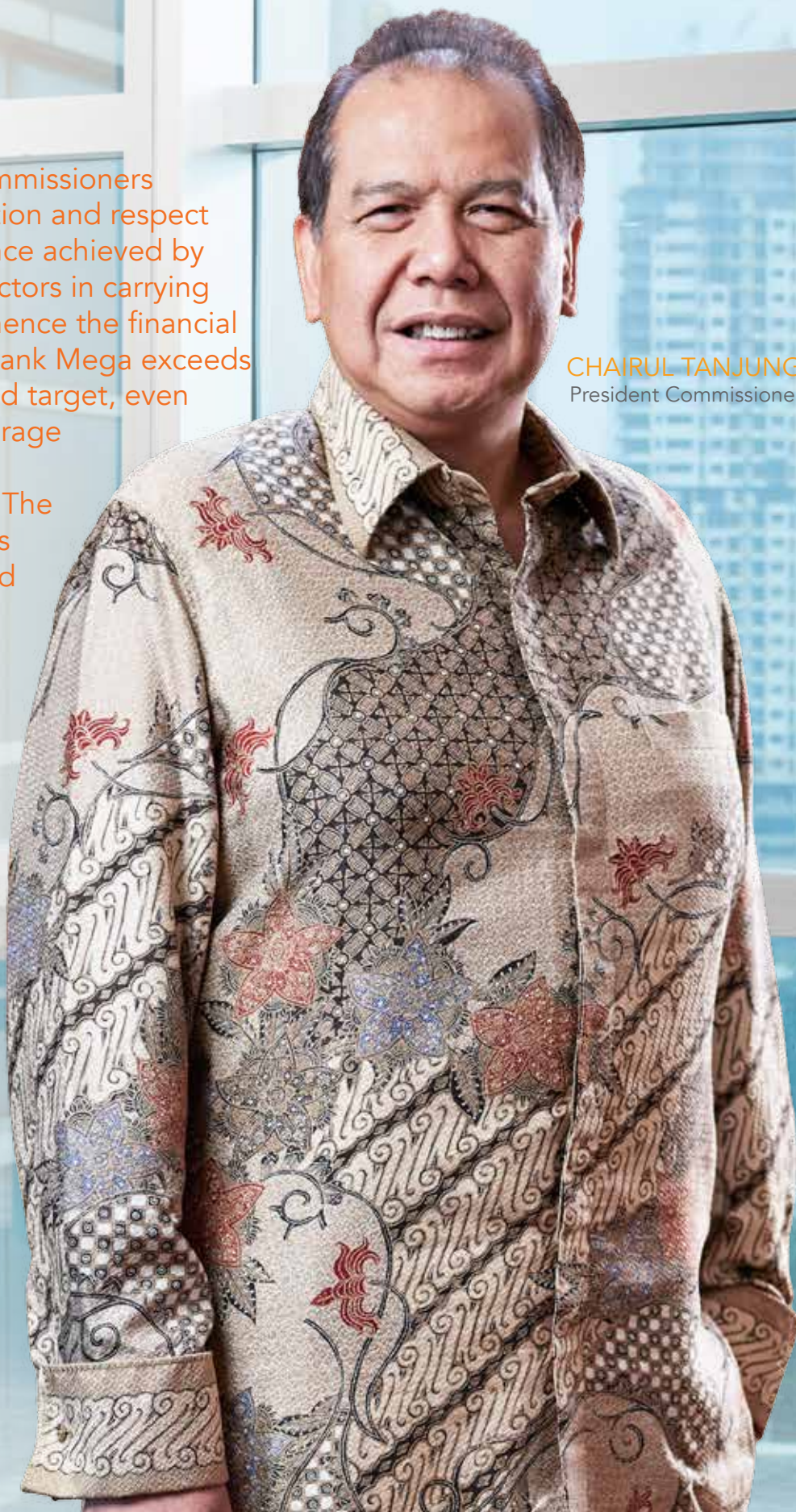


# BOARD OF COMMISSIONERS' REPORT

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The Board of Commissioners renders appreciation and respect for the performance achieved by the Board of Directors in carrying out their duties, hence the financial performance of Bank Mega exceeds the predetermined target, even outpaced the average gains of national banking industry. The Board of Directors has acknowledged its strengths and weaknesses in designing strategies and work plans, both of which are implemented satisfactorily to improve Bank Mega's performance

**CHAIRUL TANJUNG**  
President Commissioner





### Dear Shareholders and Stakeholders,

All praise be to God the Almighty, for His Blessings and Grace, which bestowed upon us all hence we are able to journey through the year of 2019 satisfactorily. Throughout the year, the Board of Commissioners has performed and conducted its duties and responsibilities in accordance with the Articles of Association. The Board of Commissioners also supervised the implementation of the Board of Directors' duties in managing the Bank. For accountability, the Board of Commissioners delivered the oversight report on the implementation of the Bank's strategic policies, business prospects, as well as good corporate governance.

### Economic Review

The global economic dynamics continued as impacted by trade wars and geopolitical tensions. In January 2020, the International Monetary Fund (IMF) again revised the global economic growth of 2019 to 2.9%. The sluggish economic growth in 2019 was mostly due to the weakening manufacturing sector and world's trade. Apart from impacting the developed countries in the US and European zone, the slowdown of economic growth is in fact strongly felt in the developing countries such as Brazil, China, and India.

The sluggish global economic conditions led to the United States (The Fed) to reduce interest rate policy. The Fed lowered the federal funds rate (FFR) policy rate by 75 bps from 2.50% to 1.75% throughout 2019 to anticipate the impact of the global economic slowdown in the US economy.

## BOARD OF COMMISSIONERS' REPORT

While in the European Zone, the impact of economy slowdown was also felt due to geopolitical uncertainties of Brexit and US-China trade wars. Various other factors impacted the sluggish economy in European Zone were weakened industrial and trade sectors as well as exports. The global economic growth slowdown also increased the threat of economic recession in several parts of the world, even some countries has experienced recession during 2019.

The slowdown of global economy also affected developing countries, including Indonesia. Nevertheless, Indonesian economy in 2019 grew positively at 5.02%. The Indonesian economic growth was manageable supported by household consumption, fiscal expansion, as well as export improvements. Inflation rate as of December 2019 was at 2.7% (y-o-y), lower around 1% from the target set by Bank Indonesia of 3.5%.

On financial sector, the banking intermediary activities performed fairly well, although the growth of banking loan in 2019 only reached 6%. Based on the OJK (the Indonesian Financial Services Authority) data, banking loan was mostly disbursed to trade sector and manufacturing industry. Meanwhile, the acquisition of Third-Party Funds (TPF) grew by 6.5%. Banking Capital Adequacy Ratio (CAR) was remained fairly high reaching 23.40%. Gross Non Performing Loans (NPL) was manageable at low level of 2.66% (gross) and 1.18% (net), while banking Loan to Deposit Ratio (LDR) was sufficiently stricted to reach 94.43% in December 2019.

### Board of Directors' Performance Assessment

Considering the existing conditions, we assess the Board of Directors has recognized the opportunities and challenges encountered by the Bank and that the strategies and work plans

have been implemented satisfactorily to improve Bank Mega' performance and even some of the financial indicators recorded significant growth that exceeded the predetermined target as well as the average gains of the industry.

The Board of Directors' assessment conducted by the Board of Commissioners is based on an annual work plan that had been submitted which also takes into account the macro economic conditions throughout 2019. The assessment includes operational aspect, financial aspect, and other aspects that are closely related to the sustainability of banking activities.

On financial performance, the profit before tax reached Rp2.5 trillion or 108,84% from the target set at Rp2.3 trillion. Compared to the previous year, the profit before tax grew by 25.29% and was above the industry growth rate, which was at 7% in October 2019. This achievement became a new milestone for Bank Mega. Bank Mega's assets also recorded an encouraging growth because it successfully reached Rp100.8 trillion or grew by 20.35% compared to the same period in the previous year. This growth exceeded the target by 111.76%.

Loan grew by 25.47% to Rp53.02 trillion, or exceeded the target in the 2019 Bank Business Plan by 112.09%. Third-Party Funds also successfully exceeded the target by 107.87%. In 2019, Third-Party Funds recorded a growth of 19.85% or amounted to Rp72.79 trillion.

Growth was also seen in terms of ratio. The Ratio of Operating Expense to Operating Income (BOPO) improved to 74,10%, or 3.68% decrease from 2018. This indicates well execution of the measures implemented by the management. Automation and digitalization transformation programs started to show results. The BOPO achievement was below

## BOARD OF COMMISSIONERS' REPORT

the average gain of the banking industry at 80.65% in 2019, which reflected proper efficiency program of Bank Mega compared to the industry levels. Meanwhile in terms of capital, the Bank's Capital Adequacy Ratio (CAR) in 2019 was at 23.68%, which was stronger than 2018 and reflected a rigorous capital structure.

The banking intermediary function was performed well, as reflected in the LDR ratio of 69.67%, and has met the target and strategy of Bank Mega to maintain sound liquidity level from liquidity ratio, which is an LDR ratio that reached around 70%, hence to be able to properly maintain and anticipate uncertain conditions. On certain situation, Bank Mega even set the LDR ratio at 61%.

On digital transformation that has been implemented, the Board of Commissioners assesses the Board of Directors has implemented effective information technology management and development strategies to serve customers according to their needs. The launching of Mila in 2019, a chatting robot that features a sophisticated technology of Artificial Intelligence, became a success symbol of the digital transformation initial launch. Mila was the advent of digital banking services. In 2020, it is expected that more digital products and services will be launched. Further, we hope Bank Mega will continue to incorporate technological advancements that are in line with the Bank's business and will be able to provide business support with such effectiveness, efficiency, reliability and security. As such, it is expected that Bank Mega can raise the bar in the national banking industry.

### Oversight of the Board of Directors' Strategy Implementation

In accordance with the Bank's Articles of Association, the Board of Commissioners continuously supervises the implementation of strategic policies carried out by the Board

of Directors and provides support, advice, and recommendations that are required to improve growth while still complying with the applicable regulations. The matters under the oversight of the Board of Commissioners included periodic financial performance, corporate policies in the credit sector with the principle of prudence and risk management and internal control.

The Board of Commissioners supports the Board of Directors in continuing digital transformation, particularly in the effort to provide convenience by way of automation. This will result in improved accuracy and efficiency of customer service, which ultimately lead to significant cost reduction.

Moreover, the Board of Commissioners continues to support the Bank's strategies in strengthening synergy through ecosystem mechanism within CT Corp. This is one of Bank Mega's advantages in serving its customers and in dealing with intense competition in the future.

### Overview of the Board of Directors' Business Outlook in 2020

Considering continued uncertainties in the world, the global economic growth has not yet fully recovered, this among others resulted from the ongoing trade wars of US-China, Brexit and China's sluggish growth.

The early 2020 the world is in fact shocked by the outbreak of coronavirus (COVID-19) which has the potential to turn global uncertainties into anxiety. The impact of COVID-19 originated in China has become a new threat to the global economy as China is the center of the world's supply chain. These conditions have led the IMF to again revise the global economy growth to 3.3%.

The prospect of Indonesian economy is predicted to remain positive, although we have to be prudent to address the pressures in the financial market

## BOARD OF COMMISSIONERS' REPORT

and the impact of continuous global economic slowdown. As for now, the Government is assured the economic growth will improve in 2020.

Accordingly, the Board of Commissioners is confident on the sustainability of Bank Mega to maintain its good performance in 2020. We consider the business plan set by the Board of Directors has been properly prepared and has accommodated the opportunities and business potentials by taking into account the strength of Bank Mega such as strong capital. As such, the Board of Commissioners assesses the Bank Business Plan designed by the Board of Directors is appropriate.

### Recommendations / Advisory to the Boards of Directors

Besides monitoring the implementation of strategic policies, the Board of Commissioners also plays an active role in providing recommendations or advice. The recommendations by the Board of Commissioners to the Board of Directors is done both formally through meetings or informally in every circumstance with all members of the Board of Directors or with one Director. Via this forum, the Board of Commissioners actively provides required advice and recommendations with due observance to the Bank's prudent principles to minimize risk exposures. In 2019, the Board of Commissioners held 7 internal meetings and 40 joint meetings with the Board of Directors.

### Overview on GCG Practices and Risk Management

One of the key elements to support visions and mission of the Bank is the commitment to sustainable Good Corporate Governance (GCG) and to set it as working ethos that applies to every level in the organization.

The Bank highly regards prudential banking and sound banking practices that are consistent with good corporate governance in performing

its business to sustain coherence and balance between the interests of the Bank and those of the stakeholders. The implementation of GCG is the duty and responsibility shared by the Board of Commissioners and the Board of Directors as well as the other appointed committee members. This coordination must be maintained at all times to ensure that the Bank remains consistent with good governance principle and is able to mitigate risks hence to assure long-term business continuity.

In 2019, Bank Mega assessed the implementation of CGC through a self-assessment involving the Board of Commissioners, Board of Directors and Executives. The self-assessment in the first semester of 2019 had received feedback from the Financial Services Authority and yielded a score of 2 (two) or "Good". This indicates good governance execution by the management of Bank Mega. Meanwhile, the self-assessment in the second semester of 2019 also yielded a score of 2 (two) or "Good", which is under submission to the Financial Services Authority.

In the framework and the risk management governance at Bank Mega, the Board of Commissioners performs its risk oversight function through the Audit Committee, Risk Oversight Committee and Remuneration and Nomination Committee. Bank Mega also has Risk Management Committee comprised of Executive Directors/ Executives in charge of Risk Management function and other units related to risk exposures.

Overview on Whistleblowing System Practices  
The Whistleblowing System (WBS) is part of a control system that is used to detect early and prevent violation or infringement in every business aspect. Bank Mega has implemented the Anti-Fraud Strategy Practices Policy as stipulated in the Financial Services Authority Regulation No. 39/POJK.03/2019 on the Anti-Fraud Strategy Implementation for Commercial Banks dated 19 December 2019. Meanwhile, the Whistleblowing System Policy is stipulated in the Decree of Director

## BOARD OF COMMISSIONERS' REPORT

No:094/DIRBM-PRMG/2019 on the Whistleblowing System, which serves as a means of communication between Bank Mega's employees to inform any infringement or violation through the Banking Fraud Division. This Division is responsible to the President Director, with the aim of preventing and resolving any fraudulent acts immediately. This system is regularly evaluated to accommodate the needs and development of the Bank. Throughout 2019, the implementation of whistleblowing system was properly carried out.

The Board of Commissioners always ensures that every report is pursued accordingly. Every complain, if after being investigated is proven to show fraud, will be subject to sanctions according to prevailing regulations.

### Board of Commissioners' Committees Performance Assessment

The Board of Commissioners has established supporting units to assist its functions, which are the Audit Committee, Risk Oversight Committee, and Remuneration & Nomination Committee. All Committees have executed the work programs set according to the Bank's business activities. The duties and responsibilities of each Committee under the Board of Commissioners as well as the meeting schedule throughout 2019 have been outlined in the Corporate Governance section of this Annual Report.

The Audit Committee assists the Board of Commissioners in ensuring proper implementation of the Bank's internal control according to the prevailing regulations by adhering to GCG principles. The Audit Committee monitors and evaluates the audit planning and implementation as well as supervision of the audit results follow-up to assess the adequacy of internal control, including the financial reporting processes. The Audit Committee also reviews the appropriateness of financial statements with the accounting standards. In addition, the Audit Committee also assists the

Board of Commissioners in reviewing the Bank's compliance to the prevailing laws and regulations and recommends a Public Accountant or a Public Accountant Firm to the Board of Commissioners for submission to the General Meeting of Shareholders.

Further, the Board of Commissioners is assisted by the Risk Oversight Committee in ensuring proper function of the Bank's risk management, and in recommending protective measures to mitigate potential risks. The Risk Oversight Committee regularly reviews the adequacy of Risk Management Policies, monitors the execution of risk management function and the quality of information in the Risk Profile submitted to OJK and identifies other issues needing the Board of Commissioners' attention with regards to risk management implementation.

Moreover, the Remuneration and Nomination Committee also assists the Board of Commissioners in the supervision and direction of the Board of Directors and its members regarding the implementation of remuneration and nomination policies. The Remuneration and Nomination Committee evaluates and provides recommendations on overall remuneration policy of employees, Board of Commissioners and Directors for submission to the Board of Commissioners. The Remuneration and Nomination Committee has also developed and provided recommendation on the selection and/or nomination policy for members of the Board of Commissioners and Directors to the Board of Commissioners.

The above roles of the Committees are continually evaluated if needs arise, hence providing effective support to the Board of Commissioners in supervising the Bank.

### Corporate Social Responsibilities

We realize that to continue growing and expanding, we need support, synergy and cordial relations with

## BOARD OF COMMISSIONERS' REPORT

the community and environment as well as with the other stakeholders. As such, Bank Mega is very committed to actively contributing in community development and sustainable environmental development through the implementation of corporate social responsibilities called "Mega Peduli" and "Mega Berbagi". We appreciate the work done by the Board of Directors to promote healthy living through Mega Peduli and education through Mega Berbagi.

### Changes in the Board of Commissioners' Composition

Pursuant to the resolution of the Annual General Meeting of Shareholders (AGMS) held on 28 February 2019, the composition of the Board of Commissioners has changed. The AMGS approved the resignation of Mr. Darmadi Sutanto as Commissioner of Bank Mega. As such, the composition of the Board of Directors of Bank Mega by the end of 2019 is as follows:

- |                         |                                     |
|-------------------------|-------------------------------------|
| 1. Chairul Tanjung      | - President<br>Commissioner         |
| 2. Yungky Setiawan      | - Vice President of<br>Commissioner |
| 3. Achjadi Ranuwisastra | - Independent<br>Commissioner       |

- |                         |                               |
|-------------------------|-------------------------------|
| 4. Lambock V Nahattands | - Independent<br>Commissioner |
| 5. Aviliani             | - Independent<br>Commissioner |

### Appreciation

The Board of Commissioners expresses our appreciation and gratitude for the commitment and dedication of the Board of Directors in successfully delivering good performance for Bank Mega throughout 2019. We also would like to convey our appreciation to all Bank Mega employees that has worked hard in providing their aspirations and best efforts to Bank Mega. We would also like to thank all the shareholders and stakeholders, including regulators and business partners for the continued support and trust. To all Bank Mega customers, we would like to wish our appreciation for your trust and support. The Board relishes at the prospect that the trust will remain with Bank Mega, hence Bank Mega can continuously growing and positively contributing to the national economy and particularly to the community.

We, the Board of Commissioners, hereby conclude our accountability report on the business performance and operations of the Bank in 2019.

On behalf of the Board of Commissioners,  
Jakarta, 13 Februari 2019



**CHAIRUL TANJUNG**  
President Commissioner



# BOARD OF COMMISSIONERS



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**YUNGKY SETIAWAN**

Vice President of Commissioner

**CHAIRUL TANJUNG**

President Commissioner

**ACHJADI RANUWISASTRA**

Independent Commissioner

**LAMBOCK V. NAHATTANDS**

Independent Commissioner

**AVILIANI**

Independent Commissioner





# BOARD OF DIRECTORS' REPORT

”

We succeeded to record  
**25,29%** growth of  
profit before tax Rp2,5  
trillion from Rp2 trillion in  
2018. The Bank also posted  
record-high net income at  
Rp2 trillion.

KOSTAMAN THAYIB  
President Director

## BOARD OF DIRECTORS' REPORT

**Dear shareholders and stakeholders,**

Bank Mega was able to overcome the challenging conditions in 2019 and reported an encouraging performance. As shown in our financial highlights, the performance indicators reflect growth, even exceeding the business targets that we have set. This achievement was obtained thanks to the commitment of every individual, across all levels in Bank Mega and consistency in the implementation of business strategies that had been prepared at the beginning of the year.

**Overview of Indonesian Economy and Banking Sector**

Trade wars and geopolitical risks in a number of regions created uncertainty on global financial markets throughout 2019. The economic growth of the US, China, and in many developed and developing countries also slowed down. Moreover, several countries are at risk of or experiencing recession. Furthermore, the global economic slowdown has created pressure on trade volumes and lower world commodity prices. These conditions had a significant impact on global economic growth, leading to the International Monetary Fund (IMF) revising its growth projection to 2.9% in 2019.

The global growth trend certainly affected Indonesian economy. Indonesia's exports declined due to the weakening of world economy. Infrastructure project development and strong household consumption supported by government spending are the sources of economic growth in Indonesia.

The Rupiah exchange rate was relatively stable and strong. The strengthening of Rupiah was supported by continued inflow of foreign capital and well-operated demand and supply mechanism of foreign exchange from the business sector. Meanwhile, inflation remained under control at a low and stable level. In annual terms, inflation in December 2019 that stood at 2.72% (YoY) was the lowest inflation in the last 20 years.



## BOARD OF DIRECTORS' REPORT

Under these conditions, Bank Indonesia predicted that national economic growth at the end of 2019 would reach 5.02%, supported by strong domestic demand and investment growth.

The banking industry in general showed reasonably good condition despite having slowdown in credit growth. Until the end of December 2019, OJK (FSA) recorded that banking credit disbursement increased only by 6% year-on-year (YoY). This growth rate was far from OJK's target in the range of 9% - 11% YoY. Risk profile increased slightly, although it was still below the threshold. The gross NPL (non-performing loan) increased 2.66% from 2.37% of previous year.

Third Party Funds (TPF) grew 6.5% compared to the same period of previous year.

Meanwhile, liquidity remained solid, as reflected by the Loan to Deposit Ratio (LDR) at 94.43%, specifically in BUKU III banks with LDR at 101.38%. The banking capital was at an adequate level with banks' capital adequacy ratio (CAR) at 23.40%.

### Bank Mega Strategic Policy

Bank Mega always follows economic conditions and the development of the banking sector to anticipate any challenges. The direction of the Bank's policy is to transform from a medium-scale bank to a large-scale bank on the back of an integrated ecosystem that combines financial services and retail transactions.

Anticipating the swift development of digital technology and rapidly increasing economic and financial digitalization, the strategic policies and key initiatives that we implemented throughout 2019 focused on transforming information technology in terms of automation and digitalization in order to support digital retail and banking business development and improve customer convenience,

operational risk mitigation and operational cost efficiency.

In line with the ongoing digital transformation, the Bank also took strategic steps towards business growth which included selective credit growth and third-party fund growth.

### Business Growth Strategy

Bank Mega disburses loans prudently to debtors with good and proven track record and focuses on industrial sectors with positive trends, such as infrastructure, construction and other projects. The Bank's credit growth strategy in 2019 continued to concentrate on Corporate, Joint Finance, and Credit Card segments.

In the Corporate segment, our growth is mainly driven by financing infrastructure projects, such as toll roads and LRT construction. Meanwhile, the growth of Joint Finance is achieved through joint financing of business groups and expanding cooperation with other partners, especially with financing company partners owned by the Bank and large companies. In Commercial and Retail segments, Bank Mega streamlined the business center functions that was set up in the previous year in all Regional Offices, to encourage the growth of Retail and Commercial loans.

In the Credit Card business, Bank Mega continuously provides the best benefits, features, facilities and promotional programs, including throughout 2019, with the aim of fulfilling the needs of all card holders and increasing the brand value of Bank Mega credit cards. Our credit card programs among others are **MakanBarengMega**, **VacationBarengMega**, and **ShoppingBarengMega**. In 2019, Bank Mega also continued Mega Travel Fair Program in collaboration with Antavaya Tours, a CT Corp

## BOARD OF DIRECTORS' REPORT

business unit, to increase usage and acquisition of new credit card users. Mega Travel Fair is one of the biggest tour and travel exhibitions held 2 (two) times a year and always attracts high interest from visitors. Bank Mega also continues its acquisition activities within CT Corp Group and optimizes the acquisition process through Cetar (CT Corp Referral program). The acquisition process is carried out in line with the supervision process at each stage of the credit card sales process in order to maintain its quality.

The synergy that Bank Mega fosters with retail business units in the CT Corp ecosystem becomes the Bank's unique competitive advantage. Bank Mega provides all-time benefits, which can be enjoyed by both Bank Mega credit card holders and individual customers. This step has also succeeded in increasing business volume and creating new business opportunities.

In collecting third party funds, Bank Mega's strategy is to balance the growth of third-party funds with credit growth, focusing mainly on the growth of low-cost funds through Mega First and Upper Mass segments. Meanwhile, optimization of branches and all outlets under CT Corp aims to increase customer acquisition. To appreciate the loyal customers and to increase the amount of savings, Bank Mega also maintains the Mega Super Vaganza Gemilang Hadiah Program.

### Bank Mega Performance in 2019

Bank Mega's performance continued to experience sustainable growth through the strategic policies and key initiatives designed and implemented throughout 2019. Bank Mega succeeded to book growth of profit before tax by 25.29%, which was significantly above the industry average. In details, Bank Mega managed to reach profit growth before tax of IDR2.5 trillion in 2019, an increase compared

to 2018 of IDR2 trillion. Moreover, Bank Mega's net income stood at more than Rp2 trillion, an increase compared to Rp1.6 trillion in 2018 and a new record for the Bank.

Total assets reached Rp100.80 trillion, up 20.35% compared to Rp83.76 trillion in 2018.

In 2019, credit grew by 25.47% to Rp53.02 trillion from the same period in 2018 that amounted to Rp42.25 trillion. This growth also outperformed industry average at 6%. The main driver of Bank Mega's credit growth were corporate credit which accounted for the largest portion or 43.60% of Bank Mega's total loans, followed by joint financing by 28.88% and credit cards by 14.87%.

Corporate credit also had the largest growth compared to other segments by 51.52%, from Rp15.26 trillion in 2018 to Rp23.12 trillion in 2019. Meanwhile, joint financing loans grew 14.43% from Rp13.38 trillion in the same period in 2018 to Rp15.31 trillion in 2019. Commercial loans grew 36.73%, from Rp3.7 trillion in the same period the previous year to Rp5.06 trillion.

Bank Mega credit card performance in 2019 also experienced growth of 2.23% to Rp7.88 trillion compared to Rp7.71 trillion in the previous year.

In 2019, Bank Mega Third-Party Funds grew by 19.85% to Rp72.79 trillion from Rp60.73 trillion in the same period the previous year. Term deposit maintained the biggest share of TPF portfolio, but savings grew by 5.98% to Rp12.50 trillion from Rp11.80 trillion in the previous year.

The business growth led to solid operational performance. Net operating income increased by 30.53% from Rp1.95 trillion to Rp2.55 trillion. Meanwhile, net interest income rose by 1.98% to Rp3.58 trillion from Rp3.51 trillion.

## BOARD OF DIRECTORS' REPORT

Financial ratios in 2019 also showed improvement. Return on Assets (ROA) rose from 2.47% to 2.90% in 2019, while the Return on Equity (ROE) ratio rose from 13.76% to 14.85% in 2019. Operating Expense to Operating Income (BOPO) ratio also improved from 77.78% to 74.10% in 2019. Gross NPL increased to 2.46% compared to 2018 of 1.60% and Net Interest Margin (NIM) fell to 4.90%. Bank Mega's LDR was at 69.67%, which was in accordance with the Bank's policy to maintain the LDR ratio in the range of 70%. The minimum capital adequacy ratio or CAR after credit, market and operational risks was 23.68%, which reflected a strong capital structure.

In 2019, Bank Mega added 9 branch office networks located in the Transmart buildings. Therefore, the number of Bank Mega branch offices at the end of 2019 was 377 offices throughout Indonesia.

**Comparison of Targets and Achievements**  
We successfully reported an increase in the Bank's good performance amid challenging macroeconomic conditions, with some financial indicators exceeding their targets. The profit after tax was 108.84% of target, while total assets stood at 111.76% of the target. Credit growth reached 112.09% of the 2019 Bank Business Plan, and Third-Party Funds also exceeded the target or reached 107.87%.

These achievements in 2019 further strengthened the fundamentals of Bank Mega and we are now better equipped to navigate the challenges and opportunities in 2020.

### Automation and Digitalization

Bank Mega conducts various innovations and developments to welcome the industrial era 4.0 where technology plays an important role in supporting the business processes carried out in the banking industry in general. Optimizing the use of the latest technology is one of the keys to realize the transformation that has been carried out since the end of 2018. The transformation includes products, channels, processes, systems, human resources and work culture aspects. Various development initiatives have been performed in order to improve the quality of interactions and services for customers, build effective and efficient processes, make strategic decisions and develop new business potentials while meeting risk control and compliance. The implementation of automation and digitization will naturally lead to improvements in internal processes or services and the opening of new channels, which ease customers to access the Bank's services, such as opening new accounts and other services.

One of the development initiatives that have been carried out is the application of Robotic Process Automation (RPA) to improve the process efficiency that used to be done manually. In addition, Bank Mega has launched a digital service based on Artificial Intelligence (AI) technology called Mila (Mega Intelligent Assistant). Mila which is equipped with chatbot feature is created to increase customer access to Bank Mega's products and services. Mila facilitates customers or the public who need information about Bank Mega as it can be accessed through the WhatsApp application on the customer's smartphone or gadget. The launch of Mila is also expected to make Bank Mega's services more effective and be able to reach millennial customers who are used to chatting.

## BOARD OF DIRECTORS' REPORT

Bank Mega is preparing a channel where customers can access a variety of other services such as payments, transfers, top ups, cash withdrawals without cards, account opening and financial information in a single mobile app which will be called Mega Smart Mobile or M-Smile. This mobile app will become Bank Mega's super app and is being prepared to be used by customers in the near future.

In the future, Bank Mega will undertake various development initiatives to improve service quality in dealing with changes in lifestyle and customer mobility. Furthermore, it is continuously being developed and aims to improve the efficiency, effectiveness and security of internal processes in order to optimize work productivity. This thereby allows Bank Mega to have stronger, more sustainable growth.

### Key Challenges

The challenge faced in the banking industry in 2019 was the advancement of financial technology (Fintech). Therefore, the Bank must continuously innovate digital-based products and services to provide easy and fast services.

In order to answer this challenge, Bank Mega has continued to pursue digital transformation. Digital technology is changing human behavior, both as consumers and workers. This is in line with the millennial population that reaches more than 50% of the population of Indonesia's productive age. Millennials are known as early adopters of digital technology, including the use of cell phones and social media. They need products and services that are affordable, fast, safe, and online rather than having to travel physically to shops, restaurants, or banks. Given this trend, Bank Mega will sustain its digital transformation efforts and believes that this transformation will further strengthen its position in facing macroeconomic challenges and the challenges of increasing digitalization flows.

In terms of the banking industry, particularly in 2019, credit quality was a persistent challenge. Efforts to improve credit quality and accelerate NPL resolution were the Bank's main focus. In credit disbursement, Bank Mega will maintain to do so selectively and adhere to prudential banking principle. The Bank will also monitor market conditions that might have negative impacts on some corporate customers by intensifying the implementation of early warning on credit portfolios.

Responding to these challenges, as outlined under our business strategy discussion, Bank Mega is grateful that through the implementation of the strategies we have been able to overcome challenges throughout 2019 and have managed to record encouraging performance.

### Business Prospects in 2020

Global economy stagnation will affect the Indonesian economy in 2020. However, the government is optimistic that Indonesia has stronger economic fundamentals and therefore projects higher growth. This condition is supported by the high level of public consumption, high public spending, and increased investment that renders positive long-term impact on the Indonesian economy.

At present, Bank Mega has maintained good portfolio and will progress in the coming years. Some sectors, such as infrastructure and construction, remain potentials in the coming years, therefore will be targeted for Bank Mega's credit disbursement in the future. In addition, PT CT Corpora ("CT Corp") has a number of business lines engaged in prospective sectors. The Bank will continue to actively synergize with the business units in the CT Corp ecosystem to encourage better and more sustainable business growth.



## BOARD OF DIRECTORS' REPORT

### Human Resource Development

One of the key elements that has contributed to Bank Mega's current achievement is the management of Human Resource. It plays a major role in driving the Bank's sustainable strong performance.

Until the end of 2019, Bank Mega had 7,411 employees. This number of employees declined by 9.94% compared to the previous year. This was mainly due to the implementation of digital technology which has been increasingly applied as part of the automation process.

The presence of millennials who have filled the demographics of the Bank's employees at this time has also become our concern in the formulation of policies and development programs for Human Resource (HR). HR development policies and programs are directed at improving the quality of human resources which continues to be strengthened in line with the required competencies in the increasingly competitive and dynamic banking industry.

To enhance HR competency, Bank Mega has conducted various training programs. Training materials are tailored to the requirements of employee competency development and progress in the field of digital technology.

Bank Mega also consistently implements the Mega Management Development Program (MMDP), which aims to train talents into future leaders with reliable leadership and entrepreneurship quality. MMDP graduates are expected to be able to adapt and contribute optimally in various fields and are expected to be able to transform and face the challenges of business development in the Bank. Until 2019, Bank Mega has run 11 batches of MMDP.

Moving forward, Bank Mega will continue to focus on increasing the number of talents assigned to the sections supporting digitization and automation process as a concrete step in anticipating changes and challenges of the Industrial Revolution. Through this effort, we believe that the Bank will be able to develop professional talent and integrity therefore, it can overcome various challenges and achieve the Bank's vision and mission.

### Implementation of Governance and Risk Management

For us, the implementation of Good Corporate Governance (GCG) is the foundation in running a business that is able to maximize added values for stakeholders and maintain business sustainability. Governance development is aligned with best practices to escalate the values of the Bank, protect shareholders, and provide fair treatment to all stakeholders.

In order to maintain quality consistency, Bank Mega always measures the quality of Governance implementation by self-assessment that is carried out every semester. The criteria used in conducting self-assessment are based on Circular Letter of Financial Services Authority No.13/ SEOJK.03 /2017 on the Implementation of Governance in Commercial Banks. This self-assessment is intended to map the strengths and weaknesses of the implementation of corporate governance at Bank Mega.

The results of the first semester of 2019 self-assessment have received feedback from the Financial Services Authority and received a score of 2 (two) or "Good". This shows that Bank Mega management has implemented good governance in general. The self-assessment of semester II 2019 has also received a score of 2 (two) or "Good" and is still under submission at the Financial Services Authority.

## BOARD OF DIRECTORS' REPORT

During 2019, Bank Mega continued to improve the quality of governance implementation by following up on several recommendations in accordance with the results of the assessments and inputs of all stakeholders.

In terms of Risk Management, Bank Mega has established 4 (four) pillars of risk management as the basis of risk management implementation throughout the Bank's work units, namely Active Supervision of the Board of Commissioners and Directors; Policy Adequacy and Limit Stipulation; Adequacy of Identification, Measurement, Monitoring and Control Process of Risk; as well as Risk Management Information System.

In improving its Risk Management implementation, Bank Mega consistently develops and utilizes its risk tools, evaluates and mitigates any deficiency in the process and in human resource development which is the key behind risk management.

Bank Mega is the Main Entity in the Implementation of Integrated Governance and Integrated Risk Management within Mega Corpora Financial Conglomerate. Bank Mega has formed several work units to support the implementation of Mega Corpora Financial Conglomerate.

### Relationship between the Bank and Shareholders in Assuring Rights of Shareholders

Bank Mega is committed to ensuring fair treatment for all shareholders, both majority and minority shareholders. Shareholder rights in the implementation of the GMS have been regulated in the Bank's Articles of Association. Implementation of the Bank Mega GMS has referred to Regulation of Financial Services Authority No.32/POJK.04/2014 on Planning and Holding General Meetings of Shareholders of Publicly Listed Companies. Bank

Mega has also made a Summary of GMS Minutes in Indonesian and English, published 2 (two) working days after the GMS, including through the Bank's website. In terms of communication policies with shareholders or investors, Bank Mega has a Public Expose agenda, held once a year, to convey information to the public and investors such as periodic reports, information disclosure, business conditions or prospects and performance, and Good Corporate Governance implementation. In addition, Bank Mega also publishes quarterly performance in print media in accordance with the regulations as a form of information disclosure.

### Performance Evaluation of Committees Under the Board of Directors

In carrying out its management tasks, the Board of Directors is assisted by 7 (seven) committees under the Board of Directors, namely the Risk Management Committee, the Asset and Liabilities Committee (ALCO), the Credit Policy Committee, the Information Technology Committee, the Human Resources Committee, the Product Committee and the Procurement Committee. Throughout 2019, Committees under the Board of Directors have effectively carried out their functions and supported the activities of the Bank and have carried out their duties and responsibilities properly. Discussions on committee work and evaluations are provided in more details in the GCG section.

### Corporate Social Responsibility Program

Bank Mega always maintains a harmonious relationship between the Bank and the community through the implementation of Corporate Social Responsibility programs. In 2019, Bank Mega continued CSR programs and activities through two main activities namely Mega Peduli and Mega Berbagi.

## BOARD OF DIRECTORS' REPORT

The series of Mega Peduli activities have been conducted throughout 2019. It included the distribution of 16,000 food packages to help meet the needs of the underprivileged families around the Head Office and the entire Mega Bank Office Networks across Indonesia. Regular blood donation activities have also been carried out in celebration of Bank Mega's anniversary.

In addition, we also worked together with CT Arsa Foundation to deliver a variety of free dental check-ups in Subang and Bogor using the CT Arsa Foundation's Health Bus. This time, the activity was centered at schools receiving Mega Mega funding.

In 2019, Mega Berbagi successfully completed the construction of 17 (seventeen) schools in Kupang - East Nusa Tenggara; Lombok - West Nusa Tenggara; Sentani-Papua; Kendari - Southeast Sulawesi; Gresik - East Java; Subang - West Java; Sangatta - East Kalimantan and Jakarta. Bank Mega along with other CT Corp business units rebuilt schools and places of worship damaged by the earthquake and tsunami in Palu, Central Sulawesi, which occurred at the end of 2018. Bank Mega through Mega Berbagi rebuilt 7 (seven) schools that were destroyed by the earthquake and currently the learning and teaching activities can be resumed in these schools. Details of Mega Berbagi and Mega Peduli activities will be discussed in more

detail in Financial Sustainability report which is an inseparable part of this Annual Report.

### Changes in the Board of Directors' Composition

The Annual General Meeting of Shareholders (AGM) held on February 28, 2019 approved changes in the composition of the Board of Commissioners and Directors. The AGM approved the resignation of Mr. YB Hariantono as Director of the Bank. The AGM also agreed to reappoint current members of the Board of Directors.

Accordingly, the structure of the Board of the Directors at the end of 2019 is as follows:

1. Kostaman Thayib - President Director
2. Yuni Lastianto - Director of Compliance (Independent)
3. Madi Darmadi Lazuardi - Director
4. Indivara Erni - Director
5. Martin Mulwanto - Director
6. Lay Diza Larentie - Director
7. C. Guntur Triyudianto - Director

Representing the entire divisions of Bank Mega, we would like to thank and render appreciation for the contributions given by Mr. YB Hariantono for the progress of Bank Mega.

## BOARD OF DIRECTORS' REPORT

**Appreciation and Closing**

The Board of Directors would like to thank all those who have contributed their best for Bank Mega's performance achievement this year. We further wish to thank the shareholders and stakeholders for the support they have given. We would also like to thank the Board of Commissioners for the supervision and advice given to the Directors, enabling Bank Mega management to run effectively and on target. Appreciation is also given to all

employees for their contribution and dedication to Bank Mega's business growth, leading Bank Mega to record an excellent performance in 2019.

With a passion for "Becoming Nation's Pride", we are committed to maintaining the performance of Bank Mega and growing in the following years.

Hereby, the Directors' report on the Bank's management activities in 2019.

On behalf of the Directors,  
Jakarta, February 13, 2020



**KOSTAMAN THAYIB**  
President Director





# BOARD OF DIRECTORS



**C. GUNTUR  
TRIYUDIANTO**

Operations & Information  
Technology Director



**INDIVARA ERNI**  
Risk Director



**MARTIN MULWANTO**  
Treasury & International  
Banking Director



## BOARD OF DIRECTORS



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**KOSTAMAN THAYIB**  
President Director



**MADI  
DARMADI  
LAZUARDI**  
Credit Director



**LAY DIZA LARENTIE**  
Consumer Banking Director



**YUNI  
LASTIANTO**  
Compliance & Human Capital  
Director

# STATEMENTS OF ACCOUNTABILITY OF 2019 ANNUAL REPORT

We, the signatories, hereby stated that all information contained in the 2019 Annual Report of PT Bank Mega Tbk has been comprehensively presented and that we are fully accountable for the accuracy of the contents of the Company's Annual Report.

This statement is made truthfully.

## BOARD OF COMMISSIONERS



CHAIRUL TANJUNG  
President Commissioner



YUNGKY SETIAWAN  
Vice President of Commissioner



ACHJADI RANUWISASTRA  
Independent Commissioner



AVILIANI  
Independent Commissioner



LAMBOCK V. NAHATTANDS  
Independent Commissioner



# STATEMENTS OF ACCOUNTABILITY OF 2019 ANNUAL REPORT2019

## BOARD OF DIRECTORS



**KOSTAMAN THAYIB**  
President Director

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**MADI DARMADI LAZUARDI**  
Credit Director



**LAY DIZA LARENTIE**  
Funding & Sales Distribution



**MARTIN MULWANTO**  
Treasury & International  
Banking Director



**YUNI LASTIANTO**  
Compliance & Human  
Capital Director



**INDIVARA ERNI**  
Risk Director



**C. GUNTUR TRIYUDIANTO**  
Operations & Information  
Technology Director



# COMPANY PROFILE



50 YEARS OF BANK MEGA  
COMING IN AND HELPING TO  
BUILD IN INDONESIA, WE ARE  
PROUD TO BE PART OF THE  
DYNAMICS OF DEVELOPMENT  
AND FINANCIAL INDUSTRY IN  
THIS COUNTRY.



# COMPANY IDENTITY



## COMPANY'S NAME

PT Bank Mega Tbk



## PREVIOUS COMPANY'S NAME

PT Bank Karman (1969)



## BUSSINESS LEGAL BASIS

Act of Establishment No.  
47 dated November 26,  
1969



## ESTABLISHMENT

April 15, 1969



## SHARE LISTING

Bursa Efek Indonesia



## TICKER CODE

MEGA



## SHARE ISIN CODE

ID1000052400



## SWIFT CODE

MEGAIDJA



## TOTAL REPRESENTATIVE OFFICES

379



## TOTAL EMPLOYEES

8.229



## HEAD OFFICE'S ADDRESS

Menara Bank Mega,  
Jl. Kapten Tendean No. 12-14A, Jakarta 12790  
Tel. (+6221) 7917 5000,  
Fax. (+6221) 7918 7100,  
Mega Call: 1500010 / (+62) 21 29601600  
[www.bankmega.com](http://www.bankmega.com)  
[corsec@bankmega.com](mailto:corsec@bankmega.com)



## CONTACT CENTER

1500010/(+62) 21 29601600

# COMPANY AT A GLANCE

Starting as a family owned business called PT Bank Karman, and according to the establishment deed, the Company was formed on April 15, 1969, domiciled in Surabaya. The Company further changed its name in 1992 to PT Bank Mega and relocated its Head Office to Jakarta.

In conformity with its development, in 1996 PT Bank Mega was taken over by the PARA GROUP (PT Para Global Investindo and PT Para Rekan Investama), a holding company owned by Chairul Tanjung, an Indonesian entrepreneur. Afterwards, the PARA GROUP changed its name to CT Corpora.

To further enhance its image, in June 1997 PT Bank Mega, as a trusted financial institution, changed its logo into the Letter M in blue and yellow with the objective that the public would be more easily recognize the new company logo.

In order to strengthen its capital structure, in 2000 PT Bank Mega implemented an Initial Public Offering and listed on the JSX and SSX. Thus, some PT Bank Mega shares are owned by the public and the company changed its name to PT Bank Mega Tbk. In order to strengthen the capital structure, in 2000 PT Bank Mega held the Initial Public Offering and listed its shares on the Jakarta Stock Exchange (JSE) and Surabaya Stock Exchange (BES) with a ticker code MEGA. Thus, a portion of PT Bank Mega's shares is owned by the public and changed its name to PT Bank Mega Tbk. Currently, the majority shareholder of Bank Mega is PT Mega Corpora which is part of the PT CT Corpora business group.

Guided by the motto "Mega Tujuan Anda", Bank Mega is growing rapidly and has become a leading financial institution equal with other prominent banks in the Asia-Pacific. It has received numerous

awards and achievements on national, regional and international levels. In an effort to realize its performance matches its name, PT Bank Mega Tbk adheres to the principles of professionalism, transparency and prudence with a strong capital structure and the latest products and banking facilities.

Bank Mega is sometimes challenged in business, but armed with confidence and enthusiasm to continue to be the best, so as to provide the best for the nation, all elements of the Bank agree to further reinforce these ambitions. Bank Mega's new logo is a reflection of the spirit of all elements of Bank Mega for realizing the future goals of Indonesia.

The transformation of Bank Mega's logo in 2013 is a profound reflection on the expectations of Bank Mega to start building Indonesia into an unyielding nation with excellence, always able to realize prosperity and a better life.

The affirmation of the "M" symbol, which is widely known, has become the representation of the aspirations, optimism, opportunities and ideals of the Indonesian people, as well as of the desire to build a better and more prosperous future for families and the nation.

The series of warm colours symbolize the energy and spirit of Bank Mega and the new thinking and comprehensive financial solutions for customers and employees of Bank Mega. To make further emphasis, we embed the yellow as a symbol of intelligence and hope, combined with gray that symbolizes sophisticated processes and systems. The orange colour illustrates optimism and energy, indicating that Bank Mega always looks and does something positive, always strives to get a positive result.

# BUSINESS LINES

Objectives and Scope of the Bank is to engage in Commerce Pursuant to Article 3 of the Articles of Association Year 2015, in order to achieve the abovementioned purpose and objective, the Bank can perform the following main business activities:

1. Collecting funds from the public in the form of deposits, namely in current accounts, time deposits, certificates of deposits, savings and/or other equivalent forms.
2. Giving credit.
3. Issuing debt instruments.
4. Buying, selling and ensuring at its own risk and for the benefit of and at the order of its customers.
  - a. Bill receivables including billing receivables that are accepted by the Bank with a validity period no longer than the trade practices for such letters.
  - b. Debenture and other trading papers with validity periods no longer than the trade practices for such letters.
  - c. Treasury Bills and Government Warranty Letters.
  - d. Bank Indonesia Certificates.
  - e. Bonds.
  - f. Trading Letters of up to a one-year period.
  - g. Marketable securities instruments with up to a one-year period.
5. Transferring money for self-interest or for customer interest.
6. Placing funds, lent from, or lend funds to other banks, either by mail, telecommunications facilities and sight drafts, cheques, or other means.
7. Accept the payment of marketable securities and perform calculations with or among third parties.
8. Provide a place to store goods and marketable securities.
9. Conduct a care centre for the interests of other parties pursuant to a contract.
10. Place funds from customers to other customers in the form of marketable securities that are not listed on a stock exchange.
11. Perform factoring, credit card business and trustee activities.
12. Provide financing funds or perform other activities based on Islamic principles in accordance with the provisions stipulated by Bank Indonesia.
13. Carry out foreign exchange activities in accordance with provisions as set by Bank Indonesia.
14. Conduct equity participation activities in banks or other companies in the areas of finance, such as leasing, venture capital, securities companies, insurance and clearing institutions, settlement and storage by fulfilling provisions as set by Bank Indonesia.
15. Conduct a temporary equity participation to tackle credit default or failure of financing, with the terms to withdraw its investment in line with conditions set by Bank Indonesia.
16. Act as a founder of a pension fund in accordance with the provisions of prevailing regulations related with pension funds.
17. Perform other banking activities as allowed by prevailing regulations.

# OUR PRODUCTS



Bank Mega's products are segmented into the categories below:

## Savings

- Mega Dana
- Mega Maxi
- Mega Rencana
- Mega Berbagi
- Mega Ultima
- Mega Perdana
- Mega Absolut
- Mega Pro
- Mega Bisnis
- Mega Giro Valas
- Mega Depo
- Mega Depo Valas
- Mega Depo On Call
- Tabunganku

## Loans

- Mega Guna
- Mega OTO
- Mega Griya
- Mega Reno
- Mega Medika
- Mega Refund
- Mega Modal Kerja
- Mega Investasi
- Mega Sindikasi
- Mega PRK (Pinjaman Rekening Koran)
- Mega Oto Joint Financing
- Mega Inventory Financing
- Mega Supplier Financing
- Kredit Modal Kerja
- Kredit Modal Kerja Permanen
- Kredit Pengusaha Kecil dan Mikro
- Kredit kepada Korporasi Primer dan Anggotanya
- Pembiayaan Fasilitas Ekspor Impor
- Mega Implant
- Jaminan dan Garansi Bank



## OUR PRODUCTS

## Trade Finance

- Mega SKBDN
- Mega Stanby LC
- Mega Letter of Credit
- Mega Bank Garansi

## Services

- Mega ATM
- Mega Pass
- Mega Call
- Mega Mobile Banking
- Mega Auto Pay
- Mega Internet Banking
- Mega Credit Card Mobile
- Mega Tax
- Mega SDB (Safe Deposit Box)
- Mega Wali Amanat
- Mega Concentration Account
- Mega PC Banking
- Mega Automatic PIB
- Mega Custody Service
- Mega Security Agent
- Mega Transfer
- Mega Kliring
- Mega Inkaso
- Mega Intercity Clearing
- Mega E-Billing
- Settlement Bank
- Mega Payroll
- Mega First Priority Banking
- MoneyGram
- Gallery Foreign Exchange

## Cards Payment

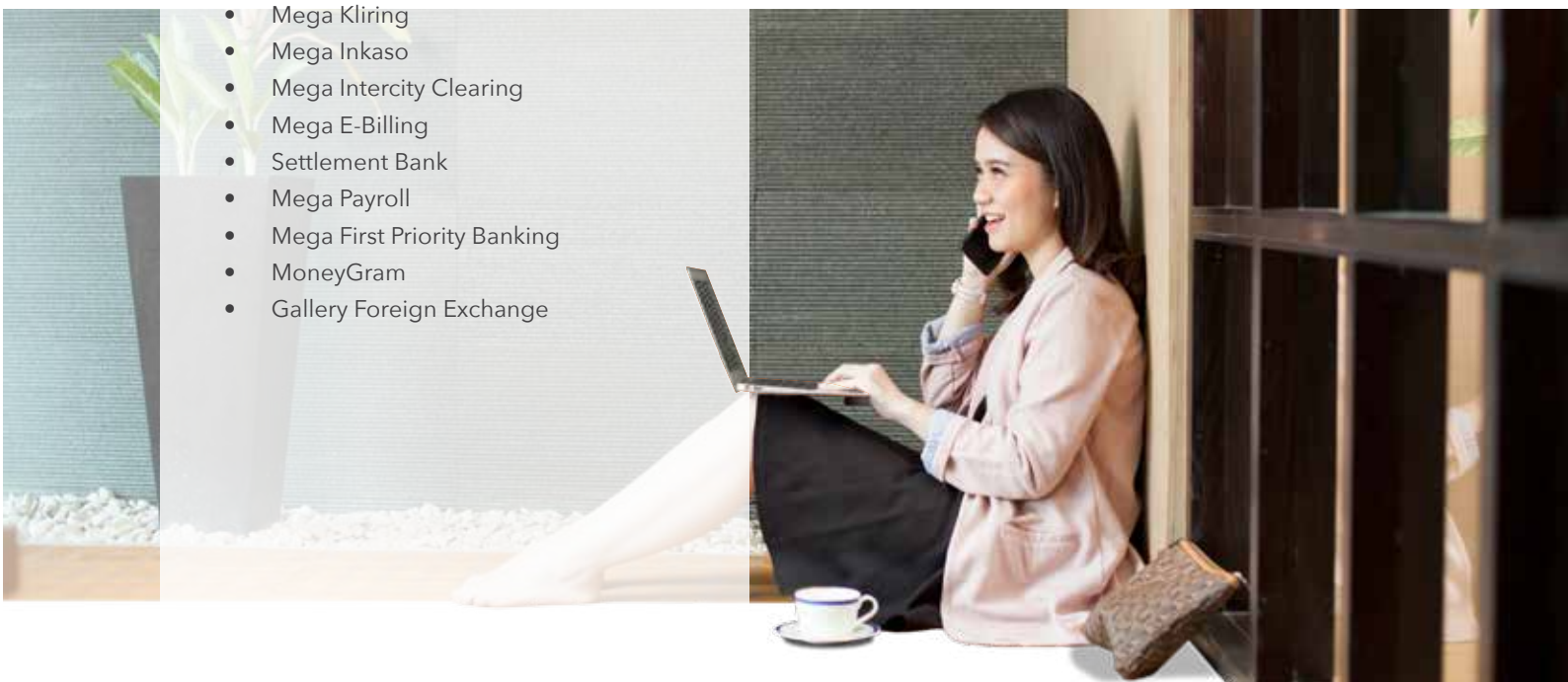
- Credit Card Mega Visa
- Credit Card Mega Master Card
- Debit dan ATM Card Mega Pass
- Corporate Card
- Carrefour Mega Card
- Metro Mega Card
- MegaFirst Infinite Card
- TSM Ultima
- Mega Cash
- Mega Barca
- Mega Travel

## International Transactions

- Remittance
- Collection

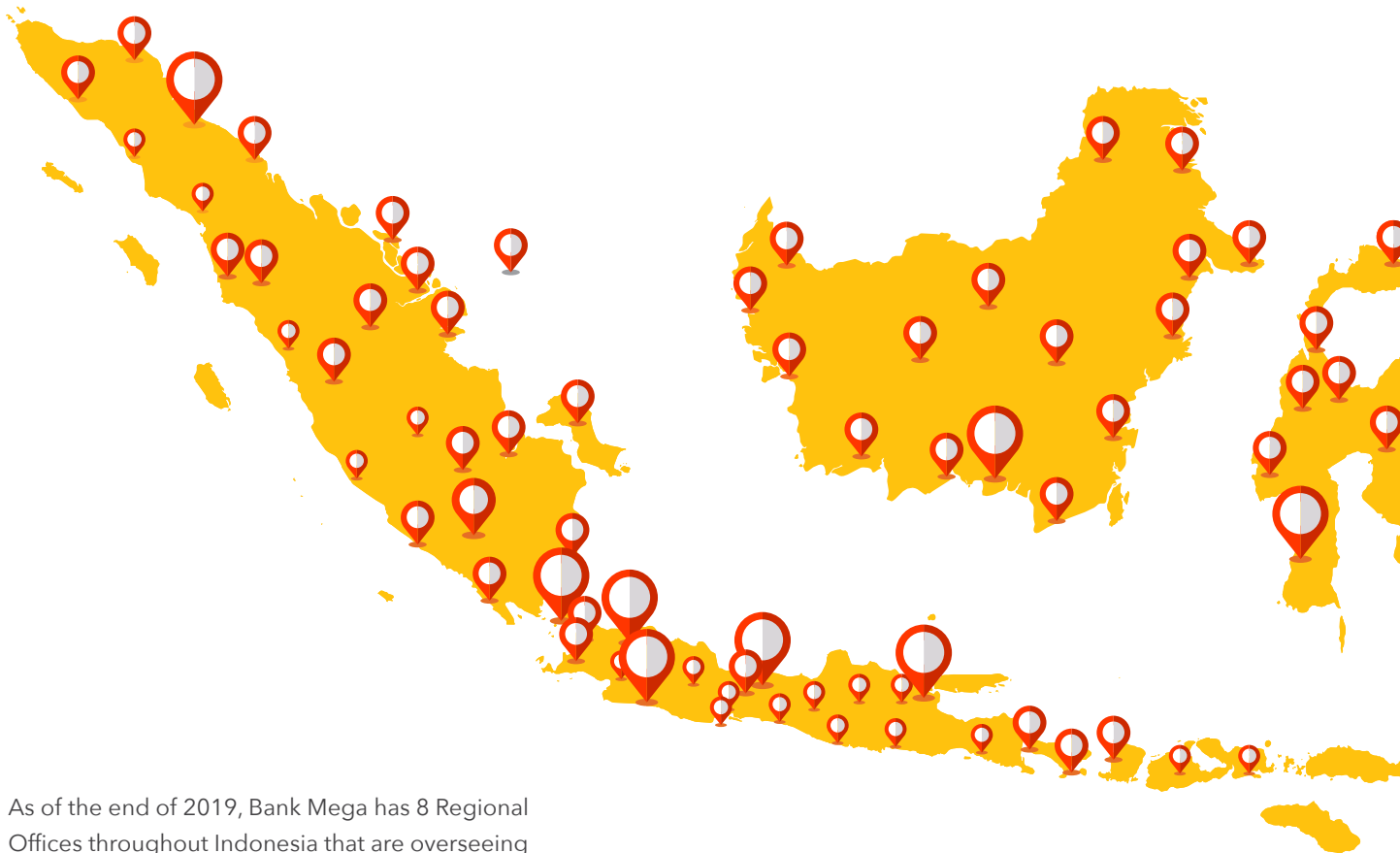
## Treasury

- Foreign Exchange Transactions (Spot, Forward & Swap)
- Money Market
- Marketable Securities/Bonds
- SBI





# OPERATIONAL AREA



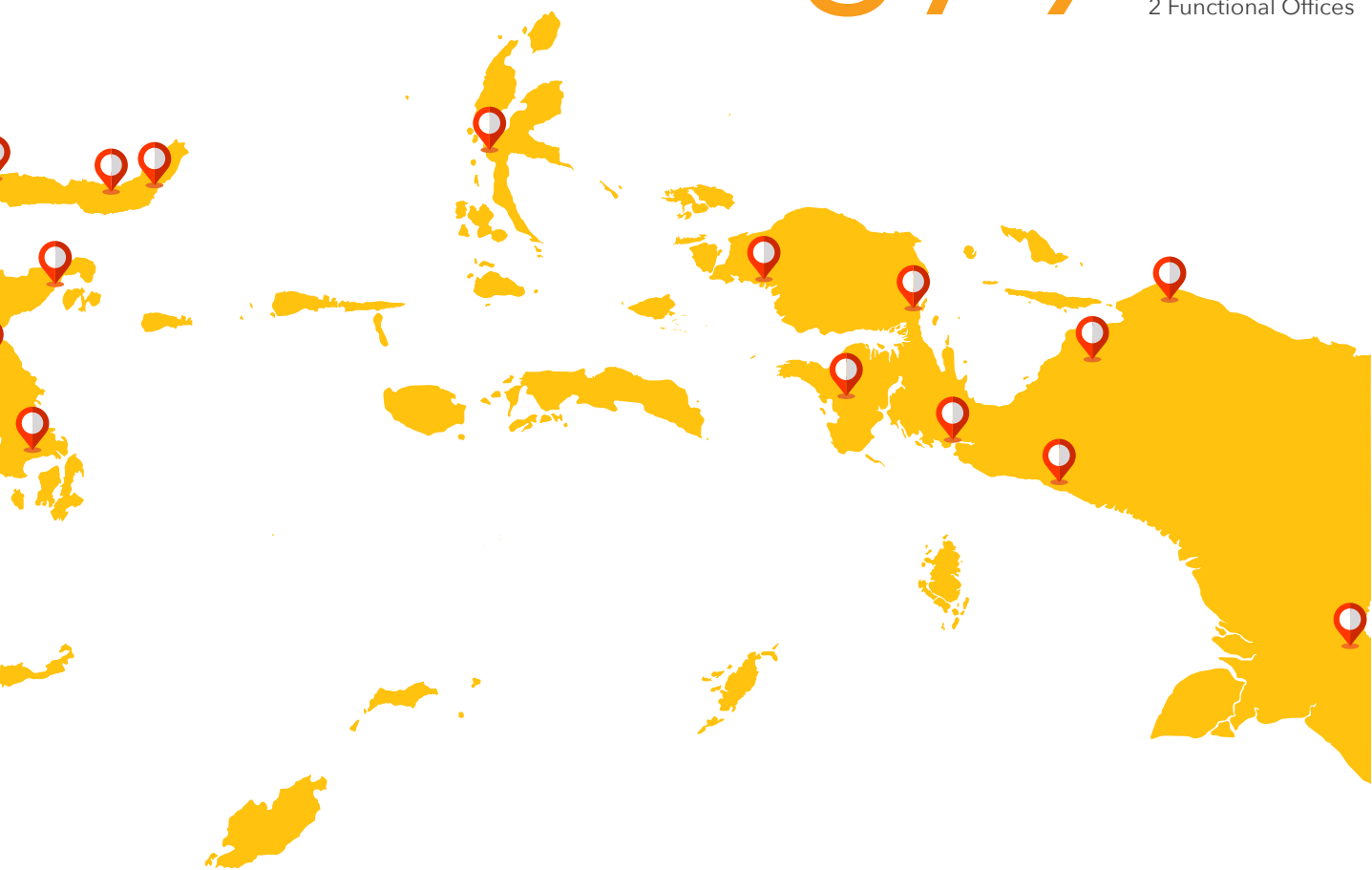
As of the end of 2019, Bank Mega has 8 Regional Offices throughout Indonesia that are overseeing 377 Branch Offices and 2 Functional Offices described below:

No	Regional Office	Area
1	Medan	Sumatera
2	Jakarta 1	DKI Jakarta
3	Jakarta 2	West Jakarta, Lampung, Bogor, Depok, Tangerang, Bekasi, Banten
4	Bandung	West Java (excluding Bogor, Depok, Bekasi and Karawang)
5	Semarang	Central Java,, DI Yogyakarta
6	Surabaya	East Java, NTT, NTB, Bali
7	Makassar	Sulawesi, Maluku, Papua
8	Banjarmasin	Kalimantan

OPERATIONAL AREA

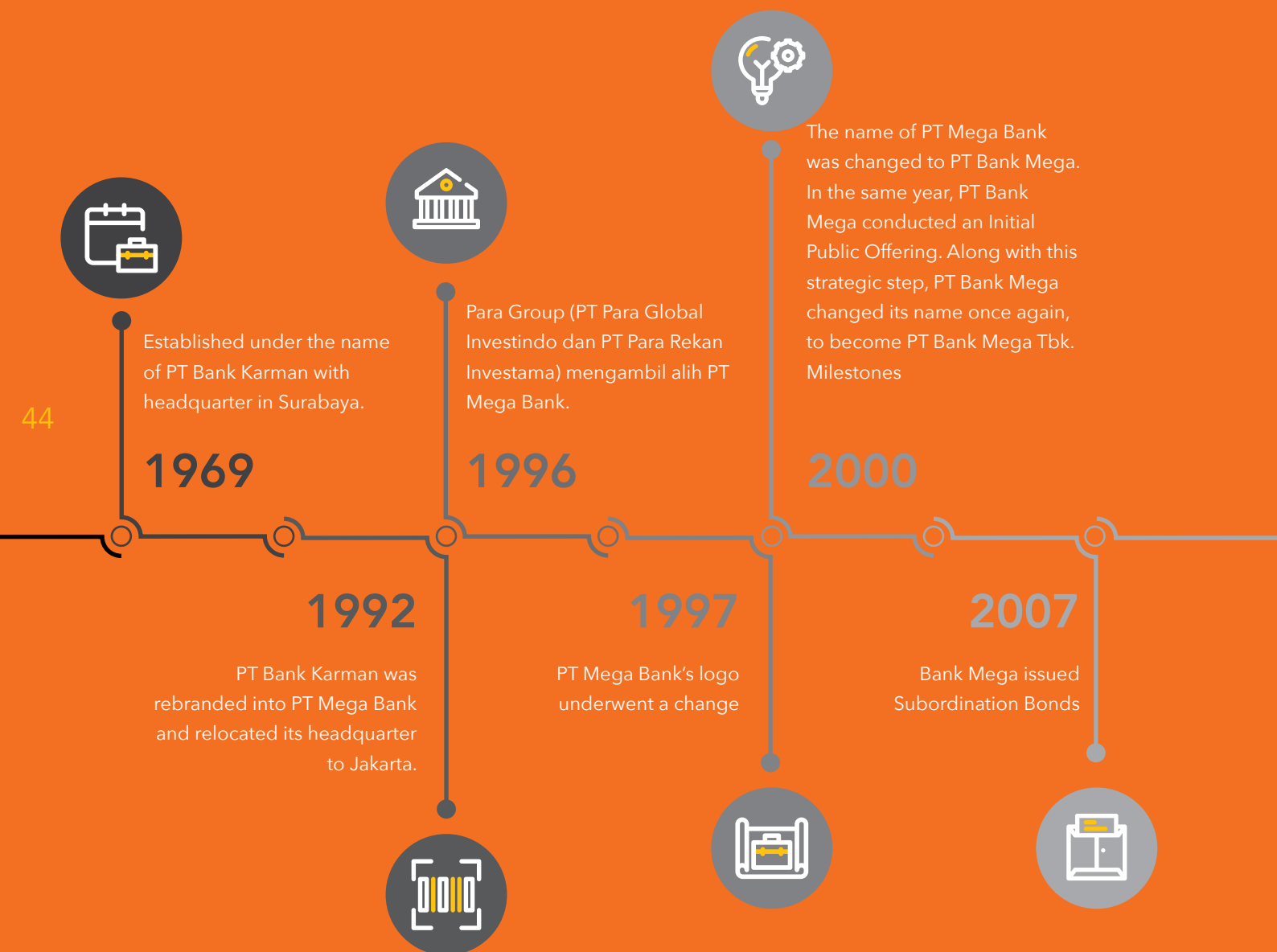
379 OFFICE NETWORK\*\*

\* 377 Branch Offices  
2 Functional Offices





# MILESTONES



## MILESTONES







# VISION, MISSION, AND CORPORATE VALUES

## VISION



The Pride of the Nation

## MISSION

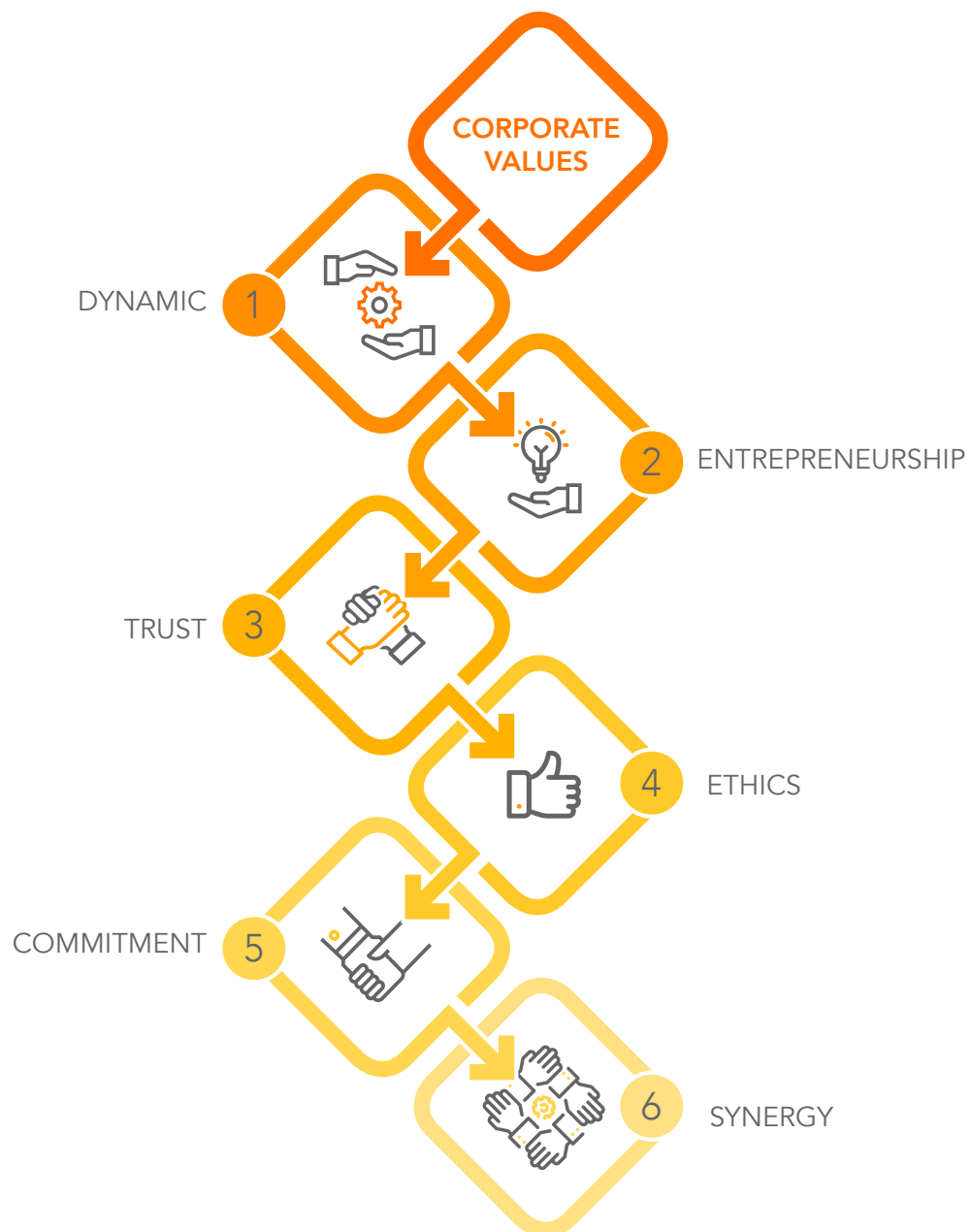


To deliver sustainable customer relationships  
by means of superior financial service offering  
and excellent organization capabilities to  
increase of stakeholders values.



## VISI, MISI, DAN NILAI PERUSAHAAN

# CORPORATE VALUES



# BOARD OF COMMISSIONERS' PROFILE



**Chairul Tanjung**  
President Commissioner

Citizen	Indonesian Citizen
Domicile	Jakarta
Place and Year of Birth	Born in Jakarta, 1962

## Education Background

- Dentistry from Universitas Indonesia in 1987
- Executive MBA Program at the Educational & Management Development Institute (1991-1993)
- Doctorate Honoris Causa from Airlangga University, Surabaya (August 2013)
- Doctorate Honoris Causa from MARA Technology University, Malaysia (July 2014)
- Doctorate Honoris Causa, Universitas Padjadjaran, Bandung (Desember 2013);

## POSITION HISTORY

### Appointment Legal Basis

- President Commissioner PT Bank Mega Tbk - Extraordinary GMS dated November 15, 2017, effective since June 4, 2018.

### Professional Background

- President Commissioner of Bank Mega (1992-2014)
- Chairman of the National Economic Committee from 2010 to 2014. This Committee launched the Masterplan of the Acceleration and Expansion of Indonesia's Economic Development (MP3EI) 2011-2025.
- Coordinating Minister of Economic Affairs, Republic of Indonesia at the Cabinet of United Indonesia II, from May to October 2014.

### Specific Experience

- Began his professional career while at the first year in Dentistry Faculty, Universitas Indonesia.
- Founder and Chairman of CT Corp, a prominent group focusing on consumer business, engaging in financial services, media, retail, property, lifestyle and entertainment. In addition to Bank Mega, other CT Corp main business are Carrefour and TRANSmart; Trans TV and Trans 7; Transvision; and Detik.com-portal and holds the largest stake in Garuda Indonesia, the Indonesia national airline.
- Member of Consideration Board of Majelis Ulama Indonesia,
- Chairman of National Kidney Foundation,
- Member of Consideration Board of Indonesian Dental Association,
- Honorary Advisor of the Asian Financial Forum, and Honorary Advisor of the Belt and Road Summit.
- Professor of Entrepreneurship at Airlangga University, Surabaya
- Visiting Professor of Entrepreneurship at the Universiti Teknologi MARA, Malaysia.
- Social activities with the CT ARSA Foundation
- Advisory Board Member Singapore Forum
- Board of Trustees United States - Indonesia Society (USINDO)
- Supervisory Board Member of Indonesia Bankers Association
- Member of ADB Water Advisory Group

### Awards

- "Bintang Mahaputra Adipradana" from the Government of Republic of Indonesia (2014),
- "Man of The Year" from Globe Asia (2011),
- "Indonesia's Rising Star" from Forbes (2010),
- "Entrepreneur of the year" from Enterprise Asia (2009),
- "Banker of The Year" from Globe Asia (2008),
- "Marketer of the year" from Indonesian Marketing Association and Markplus (2007)

### Concurrent Position

- President Commissioner, PT CT Corpora,
- President Commissioner, PT Para Rekan Investama,
- President Commissioner PT Mega Corpora,
- President Commissioner PT Trans Corpora and
- President Commissioner PT Trans Airways.

### Affiliation

Ultimate Shareholder of PT Bank Mega Tbk

## BOARD OF COMMISSIONERS PROFILE



**Yungky Setiawan**  
Vice President Commissioner

**Citizen** Indonesian Citizen

**Domicile** Jakarta

**Place and Year of Birth** Born in Jakarta, 1962

**Education Background**

- Bachelor of Science Business Administration from City University Canada
- Harvard Executive Program from Harvard Business School, Massachusetts - USA.

**POSITION HISTORY**

**Appointment  
Legal Basis**

- Vice President Commissioner of Bank Mega, based on Extraordinary General Meeting of Shareholders dated February 28, 2018
- Commissioner of Bank Mega pursuant to the Extraordinary GMS resolution on November 15, 2017.
- Commissioner of Bank Mega pursuant to the Extraordinary GMS resolution on May 7, 2016.

**Professional  
Background**

- Manager Card Marketing, Card Center Division PT Bank Danamon Indonesia Tbk, 1989
- Vice President Product and Service Development PT Bank Darnamon Indonesia, Tbk, 1997
- President Director PT Danamon Kreasi Pariwara, Desember 1997
- Concurrent as Marketing Director PT Danamon Asuransi, September - December 1997
- Retail Banking Director PT Bank Mega Tbk, 1998 – 2004
- President Director PT Bank Mega Tbk, 2004 – 2010
- Vice President Commissioner PT Bank Mega Tbk 2010 – 2011
- Concurrent as Chief Executive Officer (CEO) PT Mega Corpora, 2010 - 2011
- Managing Director PT Rajawali Corpora pada tahun 2011 – 2012
- Direktur PT Indofood CBP Tbk, 2012– 2015
- President Commissioner PT Bank Mega, Tbk, 2015 – 2017
- Commissioner PT Bank Mega TBK, 2017
- Vice President Commissioner PT Bank Mega, Tbk, 2018 present

**Education/Training  
in 2019**

Implementation of Sustainable Finance for Executive Level in Jakarta 2 May 2019

**Concurrent Position**

- Member of Remuneration and Nomination Committee of PT Bank Mega, Tbk effective as of 8 June 2018
- President Commissioner of PT Trans Retail Indonesia
- President Commissioner of PT Metropolitan Retailmart
- President Commissioner of PT Trans Fashion Indonesia
- President Commissioner of PT Trans Food Oriental
- President Commissioner of PT Trans Retail
- President Commissioner of PT Trans Rasa Nippon
- President Commissioner of PT Alfa Retailindo
- President Commissioner of PT Trans Rasa Bali
- President Commissioner of PT Trans Pizza Resto
- President Commissioner of PT Trans Rasa Oriental
- President Commissioner of PT Sistem Pembayaran Digital

**Affiliation**

He has affiliated relations (in management) with Controlling Shareholder.



## BOARD OF COMMISSIONERS' PROFILE



**Achjadi Ranuwisastra**  
Independent Commissioner

**Citizen** Indonesian Citizen

**Domicile** Jakarta

**Place and Year of Birth** Born in Kebumen, 1944

**Education Background** • Undergraduate degree in economics from Padjadjaran University, Bandung in 1968

### POSITION HISTORY

**Appointment Legal Basis** • Independent Commissioner of Bank Mega based on resolution of Annual General Meeting of Shareholders dated March 24, 2006 until present  
• As Commissioner since 2004 - 2006 based on resolution of Annual General Meeting of Shareholders dated February 27, 2004

**Professional Background** • Joining Bank Ekspor Impor Indonesia/Bank Exim in 1969. Several Branch Office head positions accross Indonesia, Head of Bureau in several units of Bank Ekspor Impor Indonesia/ Bank Exim.  
• Director of Bank Ekspor Impor Indonesia/Bank Exim, 1992 – 1997  
• Vice President Commissioner PT Bank Danamon Indonesia Tbk, 1997 – 1998  
• Commissioner of PT Bank Mega, Tbk, 1997 – 1998  
• President Director PT Bank Mega, Tbk, 1998 – 2004  
• Commissioner of PT Bank Mega, Tbk (2004 - 2006)  
• Independent Commissioner of PT Bank Mega Tbk (2006 - present)

**Education/Training in 2019** • Implementation of Sustainable Finance for Executive Level in Jakarta 2 May 2019

**Concurrent Position** • Chairman of Audit Committee, Effective on July 3rd, 2017  
• Member of Risk Monitoring Committee of PT Bank Mega Tbk effective on July 3, 2017 ended on June 8, 2018

**Affiliation** He has no affiliated relations with other members of the Board of Commissioners and the Board of Director



**Lambock V. Nahattands**  
Independent Commissioner

**Citizen** Indonesian Citizen

**Domicile** Jakarta

**Place and Year of Birth** Born in Tarutung, 1952

### POSITION HISTORY

**Appointment Legal Basis** Independent Commissioner of Bank Mega pursuant to the Annual GMS resolution dated May 7, 2015-present, and effective since Desember 18, 2015.

**Professional Background** • Cabinet Secretariat of the Republic of Indonesia started as Acting Head of legal and legislation Bureau of invitation I, and served several positions namely Head of legal and legislation Bureau of invitation I, Plt. Deputy Secretariat of Legal and Legislation Cabinet, Deputy Secretariat of Legal and Legislation Cabinet, Deputy Secretary and awarded Satyalancana Wira Karya Award and Bintang Jasa Utama (1994 -2011)  
• Secretary of the Ministry at the Ministry of State Secretariat from 2011 to 2014 and received the Bintang Mahaputera Nararya award.  
• President Commissioner of PT (Persero) Danareksa (2012 – present)  
• Independent Commissioner of PT Bank Mega Tbk (2015-present)

**Education/Training in 2019** -

**Concurrent Position** Concurrent position at one non-Financial Agency

**Affiliation** He has no affiliated relations with other members of the Board of Commissioners and the Board of Directors

## BOARD OF COMMISSIONERS PROFILE



**Aviliani**  
Independent Commissioner

**Citizen** Indonesian Citizen

**Domicile** Jakarta

**Place and Year of Birth** Born in Malang, 1961

## POSITION HISTORY

**Appointment Legal Basis** Independent Commissioner of Bank Mega since June 4, 2018 - present pursuant to the Annual GMS resolution dated Februari 28, 2018

**Professional Background**

- Deputy Director of INDEF Business Development (1997-1999)
- Deputy Director of Research and Service of STIE Perbanas (1997-1999)
- Assistant Chair (PUREK II) at STIE Perbanas (1998-2002)
- Chair of the Department of Paramadina University (2002-2005)
- Deputy Secretary of the KP3EI (2012-2014)
- Secretary at the National Economic Committee (2010-2014)
- Teaching Staff at STIE Perbanas (2010-present)
- Independent Commissioner PT Bank BRI, Tbk 2005-2014
- Independent Commissioner PT. Dyandra, 2012-2018
- Independent Commissioner Bank Mandiri Tbk (2014 -2017).
- Independent Commissioner PT Lintas Artha, (2017 – Now).

**Education/Training in 2019**

- BARa Risk Forum "Interest Rate Risk in The Banking Book" – Jakarta, Januari 29, 2019
- Implementation of Sustainable Finance for Executive Level in Jakarta 2 May 2019

**Concurrent Position**

- Concurrent Position at one Non-Financial Agency
- Chairman of the Risk Monitoring Committee, PT Bank Mega, Tbk , effective since June 8, 2018

**Affiliation**

She has no affiliated relations with other members of the Board of Commissioners and the Board of Directors

# BOARD OF DIRECTORS' PROFILE



**Kostaman Thayib**  
President Director

**Citizen** Indonesian Citizen  
**Domicile** Jakarta  
**Place and Year of Birth** Born in Palembang, 1962

**Education Background**

- Bachelor degree in Electrical Engineering from Trisakti University in 1987
- Master of Business Administration (MBA) in Finance & Marketing and Master of Science (MS) in Technology Management from Portland State University, Oregon USA, with Summa Cum laude in 1991

## POSITION HISTORY

**Appointment Legal Basis**

- President Director of Bank Mega since 2013 pursuant to the Annual GMS resolution dated April 17, 2013, effective July 16, 2013.
- Joined Bank Mega as Director in 2004 pursuant to the Annual GMS resolution on February 27, 2004, and served as:
  1. Retail Banking Director (2004 - 2012)
  2. Business Development Director (2012 - 2013)
  3. President Director (2013 - present).

**Professional Background**

- Operation Manager in PT Program Pendidikan Teknologi Komputer and further worked as engineer in several software companies in Indonesia until 1989 (1987 - 1989).
- Deputy Head of Consumer Banking Division BCA (1992 - 2002).
- SVP dan Group Head Consumer Liabilities and Electronic Banking - Bank Mandiri (2002 - 2004).
- President Commissioner of PT AXA Mandiri Financial Services (2003)

**Education/Training in 2019**

- DIGIFORBANKERS 3 (Experience Sharing: Human Resources Recruitmen for Digital Transformation)
- DIGIFORBANKERS 4 (Big Daya Analytic & Artificial Intelligence for Banks)
- Visa Senior Client Council Meeting 2019, Singapore
- 10th Credit Suisse China Investment Conference, Shenzhen - China
- Digital & Holistic Leadership Summit 2019, Ubud - Bali
- Implementation of Sustainable Finance for Executive Level in Jakarta 2 May 2019

**Concurrent Position** He is not serving any concurrent position

**Affiliation** He has no affiliated relations with other members of the Board of Commissioners and the Board of Directors



**Madi Darmadi Lazuardi**  
Credit Director

**Citizen** Indonesian Citizen  
**Domicile** Jakarta  
**Place and Year of Birth** Born in Jakarta, 1966

**Education Background**

- Bachelor Degree in Business Administration from the Katolik Atmajaya University, Jakarta, 1989
- Master of Management, majoring in International Finance from the University of Gadjah Mada, 1998.

**Work Experience** Implementasi Keuangan Berkelanjutan untuk Executive Level di Jakarta 2 Mei 2019

**Appointment Legal Basis** Director of Bank Mega pursuant to the Annual GMS dated April 17, 2013, and currently serves as Credit Director.

**Professional Background**

- Began his career in banking with Bank Danamon since 1989, then served as Senior Vice President in 2007, and served several positions in Bank Danamon such as Corporate Banking, Commercial Banking, Corporate Affair, Special Asset Management & Human Resource. (1989 - 2007)
- Country Head of Business Banking ABN Amro Bank NV (2007).
- Managing Director Bank UOB Indonesia (Bank UOB Buana) (2007 - 2011)
- President Director/CEO Bank QNB Indonesia (d/h Bank QNB Kesawan) (2011-2012)

**Education/Training in 2019** Implementation of Sustainable Finance for Executive Level in Jakarta 2 May 2019

**Concurrent Position** He is not serving any concurrent position

**Affiliation** He has no affiliated relations with other members of the Board of Commissioners and the Board of Directors

## BOARD OF DIRECTORS' PROFILE



**Yuni Lastianto**  
Compliance & Human Capital Director

**Citizen** Indonesian Citizen

**Domicile** Jakarta

**Place and Year of Birth** Born in Jember, 1959

**Education Background** Bachelor Degree in Economics from the University of Gadjah Mada Yogyakarta in 1983.

#### POSITION HISTORY

**Appointment Legal Basis** Director of Bank Mega since 2012 pursuant to the Annual GMS resolution dated March 29, 2012 and effective as August 29, 2012 serves positions as follows:

- Compliance & Human Capital Director (2012 - 2013).
- Compliance & Human Capital Director (2013 - 2016).
- Compliance & Human Capital Director (2016 - present).

**Professional Background**

- Auditor Bank-Officer, Bank Indonesia (1983 -1989).
- Head of Credit Audit at Bank Universal (1990-1998).
- Head of Internal Audit Unit of Bank Mega, and Corporate Governance; Compliance Division Head, and Credit Administration Division Head (1999 - 2012).

**Education/Training in 2019**

1. Participated in socialization of PBI No.21/1/PBI/2019 on ULN Bank and other Bank's Obligations in Foreign Exchange (Bank Indonesia), on 15 February 2019 - Multipurpose Room, 3rd Fl. Menara Syafruddin Prawiranegara, Bank Indonesia Office Complex Jl. MH. Thamrin No.2 Central Jakarta
2. Participated in socialization of Macroprudential Intermediation Ratio and Macroprudential Liquidity Supporting For Conventional Commercial Banks, Sharia Commercial Banks, and Sharia Business Units, on 12 April 2019 - Function Room, Gedung Thamrin, lantai 4 Bank Indonesia Office Complex, Jl. MH. Thamrin No.2 Jakarta pusat
3. Attended the High-Level Plenary Talkshow MUSRENBANGNAS 2019, on 9 May 2019 - Ballroom Hotel Shangri-La, Kota BNI Jl. Jend. Sudirman Kav.1 Jakarta Pusat
4. Participated in socialization of Government Regulation Implementation No. 1 of 2019 on Foreign Exchange Export Results from Corporate, Management and/or Natural Resources Management Activities (PP DHE SPA) with the agenda:
  - Socialization with relevant Ministry/Institutions on PP DHE SDA and its stipulations implementation.

Organizer: Ministry of Economy, Ministry of Finance, Bank Indonesia, Financial Services Authority. On 30 July 2019 -Chandra Room, Gedung Kebon Sirih Lt.6, Bank Indonesia, Jl. MH. Thamrin No.2 Jakarta Pusat,
5. Attended the Brainstorming &HR Management Practices Competence Certification, on 24 August 2019 - Learning Center Maybank, Wisma Kodel Lt.5, Jl. Rasuna Said Kav. B4 Jakarta Selatan
6. Participated in The 4th Asia Pacific HR Forum - "Creating Competitive Organization to Embrace the Industrial Revolution 4.0", on 29-30 August 2019 - Nusa Dua Beach Hotel and Spa, Nusa Dua Bali
7. Participated in Workshop Program Mentoring of Risk Based on the Update of National Risk Assessment (NRA) Year 2015 (PPATK), on 17 September 2019 - Puri Agung Ballroom, Hotel Grand Sahid Jaya, Jl. Jend Sudirman No. Kav. 86, RT.10/RW.11 Karet Tengsin, Jakarta Pusat
8. Participated in the Seminar of: BPJS & Employee Benefits to Fulfill the Company Commitment to Employee, on 12-13 December 2019 - Hotel Harris Sunset Road, Kuta Bali
9. Attended the "Launching of BI-OJK-LPS Reporting Integrity", on 19 December 2019 - Bank Indonesia Office Complex, Chandra Room - kebon sirih Lt.6, Jl. MH. Thamrin No.2 Jakarta Pusat
10. Implementation of Sustainable Finance for Executive Level in Jakarta 2 May 2019

**Concurrent Position** He is not serving any concurrent position

**Affiliation** He has no affiliated relations with other members of the Board of Commissioners and the Board of Directors



## BOARD OF DIRECTORS' PROFILE



**C. Guntur Triyudianto**  
Operations & Information Technology Director

**Citizen** Indonesian

**Domicile** Jakarta

**Place and Year of Birth** Born in Surakarta, 1966

**Education Background** Bachelor Degree in Geology Engineering from Universitas Gadjah Mada

### POSITION HISTORY

**Appointment Legal Basis** Director of Bank Mega pursuant to the GMS resolution dated February 28, 2018 and effective as of September 10 2018, with the following positions:

- Operations Director (2018 - 2019)
- Operations & Information Technology Director (2019 - present)

**Professional Background**

- Started his career in banking as Officer Development Program of Bank Bali, and served several positions started as Card Production Unit Head Card Center, Authorization Unit Head, Card Business Manager, Portfolio Dept. Head Credit Card, AVP Electronic Channel Department Head, VP Business Development Electronic Banking (1993 - 2002)
- Head of Account Service, Bank Permata (2005 -2010).
- Retail Technology and Operations Head UOB Indonesia (2010 - 2011).
- Operational Director WOM Finance (2011 - 2015).
- IT Application Development Group Head PT.Bank Mandiri, Tbk (2016 - 2017).
- Digital Banking and Financial Inclusion Group Head, PT.Bank Mandiri, Tbk (2017 - 2018).

**Education/Training in 2019**

- CTI IT Infrastructure Summit 2019
- Participant for Bank Indonesia International Seminar on encountering Digital Era of Banking Operations : Challenges and Opportunities
- Implementation of Sustainable Finance for Executive Level in Jakarta 2 May 2019

**Concurrent Position** He is not serving any concurrent position

**Affiliation** He has no affiliated relations with other members of the Board of Commissioners and the Board of Directors



**Indivara Erni**  
Risk Director

**Citizen** Indonesian

**Domicile** Bekasi

**Place and Year of Birth** Born in Bekasi, 1967

**Education Background** Bachelor Degree in Economics with Cum Laude from the University of Padjajaran in 1991

### POSITION HISTORY

**Appointment Legal Basis** Risk Director of Bank Mega since March 27, 2014, pursuant to the Annual GMS Resolution dated March 27, 2014, effective September 22, 2014.

**Professional Background**

- Began her career with Bank Universal in 1991 and as the Best Graduates in the Management Development Program of the same bank. Since then, she served several positions until 2000.
- Following the merger of Bank Universal to become Bank Permata, she served last position as Head of Product Management Division until 2003.
- Joined Bank Mega in 2003, and served several posts, namely:
  1. Head of Supply Chain Banking Division (2003-2006)
  2. Head of Indirect Retail Financing Division (2006-2012)
  3. Regional Manager Jakarta (2012- 2013)
  4. Head of Retail & Commercial Business Group (2013-2014)
  5. Risk Director (2014 - present)

**Education/Training in 2019**

- IRRBB BARA, BARA Risk Forum "INTEREST RATE RISK IN THE BANKING BOOK", January 29, 2019 at Sheraton Hotel Gandaria City
- BEYOND LIBOR: Transition To A World Without Libor, October 9, 2019 at Auditorium of Bank Syariah Mandiri Jl MH Thamrin 5 Jakarta Pusat
- Risk Management The Next Generations - Embracing Grc In Industry 4.0 - Master Class December 4, 2019 The Anvaya Beach Resort Bali
- Implementation of Sustainable Finance for Executive Level in Jakarta 2 May 2019

**Concurrent Position** He is not serving any concurrent position

**Affiliation** He has no affiliated relations with other members of the Board of Commissioners and the Board of Directors

## BOARD OF DIRECTORS' PROFILE



**Martin Mulwanto**  
Treasury & International Banking Director

**Citizen** Warga Negara Indonesia

**Domicile** Jakarta

**Place and Year of Birth** Lahir di Manila pada tahun 1968

**Education Background** Bachelor of Science di De La Salle University pada tahun 1991

#### POSITION HISTORY

**Appointment Legal Basis** Menjabat sebagai Direktur Treasury & International Banking Bank Mega berdasarkan keputusan RUPS Tahunan tanggal 27 Maret 2014 dan efektif 22 September 2014.

**Work Experience**

- Memulai karier sebagai Management Trainee di Deutsche Bank hingga kemudian menjabat sebagai Treasury Dealer (1992 - 1996).
- Director Head of Corporate Sales and Structuring FICC, Citibank Jakarta (1996 - 2007).
- Director Foreign Exchange Distribution APAC Investment Bank di UBS AG Singapore (2007 - 2008).
- Executive Director, Fixed Income Currency and Commodity Asia pada Morgan Stanley Singapore (2008 - 2009).
- Executive Board Director, Head of Global Markets di PT Bank ANZ Indonesia (2009 - 2014).

**Education/Training in 2019**

- BNP Paribas Sustainable Future Forum 2019
- Treasury Certification Advance Level, Jakarta 8 Februari 2019
- Implementasi Keuangan Berkelanjutan untuk Executive Level di Jakarta 2 Mei 2019

**Concurrent Position** Tidak memiliki rangkap jabatan

**Affiliation** He has no affiliated relations with other members of the Board of Commissioners and the Board of Directors



**Lay Diza Larentie**  
Consumer Banking Director

**Citizen** Indonesian

**Domicile** Jakarta

**Place and Year of Birth** Born in Jakarta, 1967

**Education Background** Bachelor of Business Law from the University of Indonesiam, 1990.

#### POSITION HISTORY

**Appointment Legal Basis** Director of Bank Mega pursuant to the Annual GMS resolution dated May 7, 2015, effective on December 30, 2015, and serves as:

- Funding Director (2015 - 2016).
- Funding & Network Director (2016 -2017).
- Funding & Sales Distribution Director (2017-2018).
- Consumer Banking Director (2018 - Now)

**Work Experience**

- Memulai karier di perbankan sejak tahun 1990 sebagai Management Development Program di PT Bank Lippo Tbk, hingga tahun 2010 menjabat berbagai posisi di Citibank, HSBC, dan Barclays Bank.
- General Manager Distribution and Personal Banking di Standard Chartered Bank (2010 - 2011).
- SVP Head of Network HSBC Ltd (2011 - 2014).
- Acting Head of Retail Banking and Wealth Management HSBC Ltd, (2014 - 2015).


**Education/Training in 2019**

- Implementasi Aksi Keuangan Berkelanjutan - 2 Mei 2019, Menara Bank Mega Lt.12.
- Refreshment SMR, Workshop Assessment Risiko Bisnis & Risiko Hukum - 6 Agustus 2019, Jakarta.

**Concurrent Position** He is not serving any concurrent position

**Affiliation** He has no affiliated relations with other members of the Board of Commissioners and the Board of Directors

## PROFILE OF COMMITTEE MEMBERS NON COMMISSIONER

	<b>Iramady Irdja</b> Member of Audit Committee	
	Citizen	Indonesian
	Domicile	Jakarta
	Place and Year of Birth	Born in Payakumbuh, 1955
Educational Background	<ul style="list-style-type: none"><li>Completed his education at ITT Bandung and studied economics at Universitas Terbuka</li><li>Completed Magister Sains in 2018.</li><li>Currently studying Political Science Doctorate Program (Concentrated on Political Economy), UNAS.</li></ul>	
POSITION HISTORY		
Appointment Legal Basis	Reappointed as a member of the Audit Committee pursuant to the Board of Directors' Decree effective on July 3, 2017.	
Professional Background	<ul style="list-style-type: none"><li>He is active as a speaker and attended various seminars within or outside of country.</li><li>He started his career at Central Bank of Indonesia in 1981 with his last position as Deputy Director. - Head of Bank Supervision in North Sumatera and Nangroe Aceh Darussalam (NAD).</li></ul>	
Education/Training in 201	-	
Concurrent Position	He is not serving any concurrent position	
Affiliations	He has no affiliated relations with other members of the Board of Commissioners and the Board of Directors.	

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	<b>Adrial Salam</b> Member of Audit Committee	
	Citizen	Indonesian
	Domicile	Jakarta
	Place and Year of Birth	Born in Padang, 1959
Educational Background	Completed Master of Management in 2001	
POSITION HISTORY		
Appointment Legal Basis	Joined Bank Mega, and appointed as a member of the Audit Committee by Directors Decision, effective on July 3, 2017.	
Professional Background	He worked at Bank Mandiri from 1999 to 2015, with various key positions: <ul style="list-style-type: none"><li>• Investor Special Audit, 2006</li><li>• Regional Internal Control Bank Mandiri in Jakarta and West Java region, 2008 - 2011</li><li>• Head of Internal Audit Bank Mandiri, Sumatera, 2011-2014</li><li>• Head of Internal Audit Bank Mandiri, Jakarta and Kalimantan, Head of Transformation Audit Team, 2015</li><li>• Lecturer with Banking Operational Module (2005-2016)</li><li>• Member of Audit Committee of Mandiri Inhealth since 2017</li></ul>	
Education/Training in 2019	<ul style="list-style-type: none"><li>• Securing Information Asset Against Cyber Security Risk by IIA Indonesia (The Institute of Internal Auditors Indonesia) on 07 February 2019</li><li>• Oversight Effectiveness of the Board of Commissioners and Audit Committee by CRMS Indonesia (Center For Risk Management Studies) on 14 - 15 April 2019</li></ul>	
Concurrent Position	Member of Audit Committee of Mandiri inhealth	
Affiliations	He has no affiliated relations with other members of the Board of Commissioners and the Board of Directors.	

## PROFILE OF COMMITTEE MEMBERS



**Purwo Junianto**  
Member of Risk Oversight Committee

**Citizen** Indonesian

**Domicile** Jakarta

**Place and Year of Birth** Born in Jakarta, 1955

- Educational Background**
- Obtained MBA degree from University of Illinois, Urbana Champaign USA, in 1993.
  - Bachelor of Economy from Gajah Mada University, Yogyakarta.

#### POSITION HISTORY

**Appointment Legal Basis** Reappointed as a member of the Risk Oversight Committee by Directors Decision, effective on June 8, 2018.

- Professional Background**
- Began his banking career in 1979 as a Management Trainee at Import Export Bank/Bank Exim. His last position at Bank Exim was the Head of the Credit Bureau in 1999-2000.
  - Joined Bank Mandiri for 2 years before resigning in 2001.
  - Finance Director of PT Tirta Bumi Prakarsatama.
  - He also taught at MM UGM - Jakarta, from 2002-2006.

**Education/Training in 2019**

-

**Concurrent Position** He is not serving any concurrent position

**Affiliations** He has no affiliated relations with other members of the Board of Commissioners and the Board of Directors.



**Ivan Purnama Sanoesi**  
Member of Risk Oversight Committee

**Citizen** Indonesian

**Domicile** Jakarta

**Place and Year of Birth** Born in Padang, 1961

- Educational Background**
- Faculty of Economics of Accounting, Tarumanegara University in 1988,
  - Master Program of Financial Management at PPM High School in 2004.

#### POSITION HISTORY

**Appointment Legal Basis** Appointed as Member of Risk Monitoring Committee of PT Bank Mega pursuant to Director's Decision Letter effective June 8, 2018

- Professional Background**
- From 1986 to May 2016, he held various positions at PT Bank Central Asia; began as Audit Staff, Head of Audit Section/Affairs, Head of Audit Bureau, and Deputy Head of Audit Division. Expertise: Financial Management
  - Member of Risk Monitoring Committee of PT Bank Mayora since 2017
  - Member of Audit Committee of PT Bank BTPN Tbk since 2019


**Education/Training in 2019**

- The Latest Risk Management Concept by IIA Indonesia (The Institute of Internal Auditors Indonesia) on March 13 2019

- Concurrent Position**
- Member of the Risk Monitoring Committee Pt. Bank Mayora
  - Member of Audit Committee of PT Bank BTPN Tbk since 2019


**Affiliations** He has no affiliated relations with other members of the Board of Commissioners and the Board of Directors.

## PROFILE OF COMMITTEE MEMBERS

	<b>Anwar V. Purba</b> Member of the Nomination and Remuneration Committee	
	<b>Citizen</b>	Indonesian
	<b>Domicile</b>	Jakarta
	<b>Place and Year of Birth</b>	Born in Pematang Siantar, 1964
<b>Educational Background</b>	Obtained a Bachelor's Degree from the Faculty of Psychology, University of Indonesia and has completed an Executive Master's Program in Business Administration at the Asian Institute of Management, Manila, Philippines.	
<b>POSITION HISTORY</b>		
<b>Appointment Legal Basis</b>	Reappointed as a member of the Mega Bank Remuneration and Nomination Committee with a Decree of the Board of Directors effective June 8, 2018	
<b>Professional Background</b>	Rejoined Bank Mega in 2008 and held a position as Human Capital Management Head.	
<b>Education/Training in 2019</b>	1. Implementation of Sustainable Financial Action, May 2019, Jakarta 2. APU PPT, June 2019, Jakarta	
<b>Concurrent Position</b>	Does not have concurrent position	
<b>Affiliations</b>	He has no affiliated relations with other members of the Board of Commissioners and the Board of Directors	

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## PROFILE OF INTERNAL AUDIT UNIT HEAD

	<b>Jusuf Sukiman</b> Chairman of Internal Audit Unit	
	Citizen	Indonesian
	Domicile	Bekasi
	Place and Year of Birth	Born in Jakarta, 1962
Educational Background	<ul style="list-style-type: none"><li>• Bachelor degree in Accounting from Trisakti University in 1986</li><li>• Graduate Program of Master of Information Systems Management (MMSI) Gunadarma University in 1998.</li></ul>	
POSITION HISTORY		
Appointment Legal Basis	-	
Professional Background	<ul style="list-style-type: none"><li>• Started his banking career in 1988 at Bank Danamon until 2005 with various assignments, and last position as Head of Regional Audit Division throughout Indonesia.</li><li>• He previously served as auditor in Para Group</li><li>• Leading the Internal Audit Unit of PT Bank Mega Tbk since 2006.</li></ul>	
Education/Training in 2019	Telah lulus mengikuti Sertifikasi Manajemen Risiko (BSMR) Level 4	
Concurrent Position	He is not serving any concurrent position	
Affiliations	He has no affiliated relations with other members of the Board of Commissioners and the Board of Directors.	



# PROFILE OF CORPORATE SECRETARY



**Christiana Maria Damanik**  
Corporate Secretary

**Citizen** Indonesian

**Domicile** Bogor

**Place and Year of Birth** Born in Conakry, Guinea, 1962

**Educational Background** Bachelor of Arts in Political Science, University of the Philippines, Quezon City, Metro Manila 1987

## POSITION HISTORY

**Appointment Legal Basis** She serves as Corporate Secretary of PT Bank Mega Tbk since November 2, 2015 based on report to PT Bursa Efek Indonesia and Financial Service Authority Letter No: 262/DIRBM-COAF/15 dated November 02, 2015 and also acts as Corporate Affairs Head.

**Professional Background**

- Conference Supervisor, PT Astrindo Satrya Kharisma (1988 – 1990)
- Corporate Secretary, PT Benua Birunusa is a holding company in the real estate industry. (1990 – 1996).
- Her career in the banking industry began in PT Bank Danamon Indonesia, Tbk from 1996 to 2004, with the last position of AVP, Corporate Communication Head (1996 – 2004)
- VP, Corporate Communication Head, PT Bank Mandiri Tbk (2004 – 2007)
- Advisory Services on Corporate Communication for various sectors, especially banking (2007 – 2010).
- Corporate Secretary PT Bank Pundi Indonesia, Tbk (2010 – 2015)
- Corporate Secretary & Corporate Affairs Bank Mega since 2015

**Education/Training in 2019**

- Next Step in SR "How to Star & Common Tech Issues in Reporting in BEJ on 12 March 2019 by Bursa Efek Indonesia
- Sustainable Finance Implementation Seminar (Executive) dated 02 May 2019 by Duta Bangsa
- Workshop of the Board of Directors & Commissioners Roles toward POJK No.51/POJK.03/2017 on Sustainable Finance Implementation 23 August 2019 by Risk Management Guard
- AML CTF Workshop dated 17 September 2019
- SR Development Training 14 - 15 November 2019 by Duta Bangsa

**Concurrent Position** She is not serving any concurrent position

**Affiliations** She has no affiliated relations with other members of the Board of Commissioners and the Board of Directors.

# BANK EXECUTIVE OFFICERS AS OF THE END OF JANUARY 2020

NO.	NAME	POSITION	DESCRIPTION
A. DIVISION HEAD & REGIONAL OFFICE			
1	ABDUL CHALID WIRAPATI	Human Capital Reward, Operations & Services Head	Head Office
2	ADANG ISNANDAR	Corporate Legal Head	Head Office
3	ADI HARYADI	IT Payment Development Head	Head Office
4	ADISTIA SUKYANTHO	Financial Control Head	Head Office
5	ALOYSIUS ARY SATRIO	Operational Risk Management Head	Head Office
6	ANWAR V PURBA	Human Capital Management Head	Head Office
7	ARI YANUANTO ASAH	Transformation Project Head	Head Office
8	ARIEF TENDEAS	Digital Business Head	Head Office
9	BOBBY HERMAN JOENAN	CCPL Recovery Head	Head Office
10	BUDI SETIO WIBOWO	Crime & Fraud Investigation Head	Head Office
11	CAESAR C. RASYAD	Corporate Culture & Change Management Head	Head Office
12	CHRISTIANA MARIA DAMANIK	Corporate Affairs Head	Head Office
13	CYNTHIA RIKASARI	Treasury & International Banking Business Support Head	Head Office
14	DEDEP IHSAN FAUZI	Collection Strategy & Support Head	Head Office
15	DEDY CURYANI	IT Infrastructure Service & Operations Head	Head Office
16	DEDY SOLIHIN	Credit Collection & Remedial Head	Head Office
17	DENY PARLINDUNGAN	Custodian Services Head	Head Office
18	DENNY TAKARADA HERLAMBANG	Customer Experience & Customer Care Head	Head Office
19	DESY MIRANDA	Corporate Funding Head	Head Office
20	DICKY PRAMAYUDHA	Credit Risk Management Head	Head Office
21	DIDIK SUPRIYANTO	Operations Control Head	Head Office
22	DIMAS PRASETYO	Property & Facility Management Head	Head Office
23	DITTO HARNANDO PURWADI	Strategic & Business Development Head	Head Office
24	DONNY INDRA LUKITO	Treasury Sales Head	Head Office
25	DWI INDAH KARMIANTI	National Credit Appraisal Head	Head Office
26	EMMYLIA SOESANTI	Centralized Transactional Operations Head	Head Office
27	FARMAWATY TAN	General Management Office	Head Office
28	FITRIA RIYANDINI	Telemarketing Head	Head Office
29	FX. SURJOBROTO	Funding & Wealth Sales Head	Head Office
30	GUNAWAN	Account Services Head	Head Office
31	HANUSA PRAHARA	General Management Office	Head Office
32	HARI TAVIANTORO	Core Banking System Head	Head Office

BANK EXECUTIVE OFFICERS  
AS OF THE END OF JANUARY 2020

NO.	NAME	POSITION	DESCRIPTION
33	HERSEN	Retail Funding & Transmart Branch Sales Head	Head Office
34	ISMIANTARI SOERJADI	Anti Money Laundering Head	Head Office
35	JACKY GOSUMOLO	Consumer Banking Analytics Head	Head Office
36	JULIE WIDYASTUTI FAUZIE	Business Strategic & Sales Governance Head	Head Office
37	JUSUF SUKIMAN	Internal Audit Head	Head Office
38	LENYLIA HAQ	Customer Segment Head	Head Office
39	LEONARD PANJAITAN	Indirect Channel Head	Head Office
40	LINAYANTI DEWI	CCPL Partnership & Acquiring Head	Head Office
41	MARIANA HARYANI	Procurement Services Head	Head Office
42	MARTONO	Treasury & Financial Institution Head	Head Office
43	METTA PUSPITA ANORAGA	Retail Product Management & Digital Banking Head	Head Office
44	MIDIANI DIAH CASITRIATI	Sales Process & Governance Head	Head Office
45	MUTESA HOLDIN	Centralized Credit Operations Head	Head Office
46	NOORDWIANTO CHANDRA KRESNA	CCPL Collection Head	Head Office
47	OMAR SOEHARTO	Compliance & GCG Head	Head Office
48	RAJA PARDEDE	National Credit Review, Restructure & Control Head	Head Office
49	RALPH BIRGER POETIRAY	Treasury & Global Markets Head	Head Office
50	RANGGA BAYU PAMUNGKAS	Market, Liquidity & Integrated Risk Management Head	Head Office
51	REZA RUDYANTO PRAMONO	Digital Ecosystem Development Head	Head Office
52	RINALDI USMAN	CCPL & Alternate Channel Sales Head	Head Office
53	SANTOSO WIBOWO	IT Project Management Head	Head Office
54	SARMIATI	Capital Market Services Head	Head Office
55	SRI DEWI MULYATI	CCPL Marketing & Business Support Head	Head Office
56	THERESIA LIRANI SETYOWATI	Marketing Communication Head	Head Office
57	TRI GANGGA WIRATMA	Process Management Head	Head Office
58	TRIARSO ANGGORO	Network Operations Head	Head Office
59	USDEK SIMANJUNTAK	CCPL Remedial Head	Head Office
60	UTOMO BUDI RAHARDJO	Process & System Development Head	Head Office
61	WEDDY IRSAN	Retail Business Head	Head Office
62	WIDJAJA HENDRA	Credit Business Head	Head Office
63	YEREMIA ARIYANTO IMANUEL	Credit Asset Recovery Head	Head Office
64	YOYO JUHARTOYO	IT Electronic Channel Head	Head Office
65	RIKA RAHAYU BEGAWAN	Regional Head Bandung	Bandung

## BANK EXECUTIVE OFFICERS AS OF THE END OF JANUARY 2020

NO.	NAME	POSITION	DESCRIPTION
66	THERESIA SANDHORA A.	Regional Head Banjarmasin	Banjarmasin
67	YULIANI	Regional Head Jakarta 1	Jakarta
68	SANDRA RUSTANDI	Regional Head Jakarta 2	Jakarta
69	ANDREW WONGJAYA	Regional Head Makassar	Makassar
70	LIVIANA DEWI	Regional Head Semarang	Jakarta
71	TAN GWAT ING	Regional Head Surabaya	Surabaya
B. PEMIMPIN CABANG			
1	RONNY STEFAN SANGADI	Branch Manager Cabang Ambon	Ambon
2	SRI YUNIARTI FADMI	Branch Manager Cabang Banjarmasin	Banjarmasin
3	SITI NURNANINGSIH	Branch Manager Cabang Balikpapan	Balikpapan
4	FILBERT ALPHA JUNIUS	Branch Manager Cabang Batam	Batam
5	DESI ROMINA	Branch Manager Cabang Bandung Supermall	Bandung Supermall
6	BASHAR MUHAMMADDAN	Branch Manager Cabang Bekasi Ahmad Yani	Bekasi Ahmad Yani
7	TARTO HINDARTO	Branch Manager Cabang Bogor	Bogor
8	SUSAN THENDIANA	Branch Manager Cabang Cimahi	Cimahi
9	RADEN FARAHZIA WULAN	Branch Manager Cabang Cirebon	Cirebon
10	WILLYUS FERNANDI	Branch Manager Cabang Jakarta Cempaka Mas	Jakarta Cempaka Mas
11	ZAHRONA	Branch Manager Cabang Jakarta Hasanudin	Jakarta Hasanudin
12	SHYNIE	Branch Manager Cabang Jakarta Pluit	Jakarta Pluit
13	JAN ALEXANDER JUNIOR RUNTU	Branch Manager Cabang Jakarta Sudirman	Jakarta Sudirman
14	NETTY JUNITA MARBUN	Branch Manager Cabang Jakarta Sunter Justus	Jakarta Sunter Justus
15	B. INDRARTI WIDIJANTARI	Branch Manager Cabang Jakarta Tendea	Jakarta Tendea
16	HASNI	Branch Manager Cabang Jayapura	Jayapura
17	NANIK AGUSTIN	Branch Manager Cabang Jember	Jember

BANK EXECUTIVE OFFICERS  
AS OF THE END OF JANUARY 2020

NO.	NAME	POSITION	DESCRIPTION
18	RATNADI AGUS LAKSONO	Branch Manager Cabang Jombang	Jombang
19	SRI ENDAH WAHYUNI	Branch Manager Cabang Kediri	Kediri
20	SIYENE CHANDRA	Branch Manager Cabang Kendari	Kendari
21	WILLIAM	Branch Manager Cabang Makassar	Makassar
22	AMELIA TERYSA PAWILOI	Branch Manager Cabang Malang	Malang
23	DAISY MERRY NATALIA FREDERIK	Branch Manager Cabang Manado	Manado
24	SUGIARTHA	Branch Manager Cabang Mataram	Mataram
25	FERDIAN LAWYAMA	Branch Manager Cabang Medan Maulana Lubis	Medan Maulana Lubis
26	ANE NOVITA	Branch Manager Cabang Palangkaraya	Palangkaraya
27	ELISABET	Branch Manager Cabang Palu	Palu
28	ABUBAKAR ADAM	Branch Manager Cabang Pare - Pare	Pare - Pare
29	LIANAWATY	Branch Manager Cabang Pematang Siantar	Pematang Siantar
30	BUDIORTIZ JOHAN	Branch Manager Cabang Pontianak	Pontianak
31	FRANSISCA ANGELIA FERianto	Branch Manager Cabang Purwokerto	Purwokerto
32	LIANA	Branch Manager Cabang Samarinda	Samarinda
33	DIAN ANGGRAENI	Branch Manager Cabang Semarang	Semarang
34	BETTY MAGDALENA	Branch Manager Cabang Sibolga	Sibolga
35	WAHYUNING SETIYO MUJIASIH	Branch Manager Cabang Surabaya Sungkono	Surabaya Sungkono
36	NANIK SETYANINGSIH	Branch Manager Cabang Surabaya Yos Sudarso	Surabay Yos Sudarso
37	ROSALIA LIDWINA HOWIWATI	Branch Manager Cabang Surakarta	Surakarta
38	BENNY SETIAWAN	Branch Manager Cabang Tangerang Gading Serpong	Tangerang Gading Serpong
39	ETI RUSMIATI	Branch Manager Cabang Tasikmalaya	Tasikmalaya
40	VERA SUMANANDA	Branch Manager Cabang Tegal	Tegal
41	LILY AINI SAPUTRI KAYO	Branch Manager Cabang Ternate	Ternate



“ The Bank continuously carried out Human Resources developments and improvements that expected to impact on employee engagement, while developing the Company to continuously grow and moving forward sustainably.



## HUMAN RESOURCES

Business growth supported by rapid and competitive technological development requires reliable human resources (HR), which serves as an important factor for Bank Mega in accomplishing its growth development. The Bank human resources occupies a vital role in addressing the digital era, which is in line with the Bank's view that HR is the Bank's largest asset and plays a fundamental role in accomplishing the Company's mission.

In 2019 HR management system has been consistently improved to create an integrated system. Various HR programs have been carried out to recruit qualified employees as expectation. The Bank also continuously carried out work system and process development as well as improvement to address the Bank's needs in performing its business and support functions. Eventually this is expected to create impact on employee engagement and

to continuously improve employee performance, whilst at the same time developing the Company to continuously grow and moving forward sustainably.

Aligned with digital-based technology development and utilization in this era of digitalization, the Bank also emphasizes on technology-based system and infrastructure management and development to enable a more effective human capital process and management.

Apart from the utilization of digital-based technology in various programs, the Bank also pays attention to the shifting of employee landscape that is beginning to and will be dominated by millennials. The growing presence of millennials in Bank Mega will encourage continuous adjustment on the existing way of working in order to stay relevant with internal and external conditions.

## HUMAN RESOURCES

## EMPLOYEE DEMOGRAPHY

In 2019, Bank Mega recorded a total of 7,411 employees, a decrease of 9.94% compared to the previous year. The decrease of employee was mainly derived by the increase implementation of digital technology according to the level of readiness. The decrease of male employee is relatively larger than female with 481 employees, compared to 337 female employees. The percentage of male employee has also decreased from 50.8% to 49.9%, while female employee increased from 49.2% to 50.1%.

## Employee Composition By Gender

No.	Gender	2019	2018
1	Male	3,697	4,178
2	Female	3,714	4,051
	Total	7,411	8,229

## Employee Composition By Age

No.	Age	2019	2018
1	20-24 years	661	458
2	25-29 years	1,937	2,230
3	30-34 years	1,724	2,017
4	35-39 years	1,489	1,711
5	40-44 years	754	839
5	45-49 years	521	597
6	50-54 years	277	297
7	55-59 years	39	71
8	> 60 years	9	9
	Total	7,411	8,229

The Bank's employee composition in 2018 - 2019 indicated the range of majority between 25 to 39 years of age, or 69.49% of total employee.

Specifically the biggest percentage or 26.14% were in the range of 25-29 years old.

## Employee Composition by Educational Level

No.	Education	2019	2018
1	High School	338	409
2	1 - 2 year Diploma	37	40
3	3 year Diploma	1,204	1,386
4	Bachelor's Degree	5,635	6,180
5	Master's Degree	197	214
	Total	7,411	8,229

In 2019, the percentage of employees with High School to D3 education levels against total employee was decreased by 21.31% compared to 22.30% in 2018. The percentage of employees with Bachelor and Master's Degree against total employee in 2019 was increased by 78.71% compared to 77.70% in 2018.

## Employee Composition by Position

No.	Pangkat	2019	2018
1	Administrasi	3,122	3,733
2	Officer	2,928	3,143
3	Manager	1,091	1,078
4	Vice President	270	275
	Total	7,411	8,229

On employee's positions, the percentage of Administration levels was decreased by 3.24%, while the Officer, Manager, and Vice President levels was increased by 1.31%, 1.62%, and 0.30% respectively.

The decrease of Administration level occurred since 2016 through 2019.

## HUMAN RESOURCES

### DEVELOPMENT STRATEGY

In 2019, HR development strategy is performed in accordance with the Company's business strategy, including the system and program development and improvement in various platform and digital solution carried out to realize a more effective Human Capital management and development. This is supported with the compatibility of digital mindset and digital behavior on one side with Human Capital development direction on the other side. This matter is continually given more focus to obtain integrated solutions.

### EMPLOYEE RECRUITMENT

HR recruitment is specifically directed towards the fulfillment of effective business needs with competence human resources, particularly to fill-in key positions at Head Office, Regional Offices, and Branch Offices. This process is carried out by referring to the directions and paying attention to the functional employee composition according to the organizational needs.

To recruit qualified personnels competent in their fields, the Bank conducted selections and

assessments on internal and external candidates while referring to pre-determined competencies standards.

External recruitment is carried out through various sourcing channels such as job fairs in strategic locations, campus hiring from the best universities, walk-in interviews, web-based sourcing including through career.bankmega.com and employee's referrals. Programs for certain positions through Employee Referral are continually carried out. This program allows active employees to help finding candidates from their relations. The recruitment is done through specially designed programs, whether generalist or functional. The recruitment of program participants was systematically carried out through selection stages and predetermined recruitment criteria.

In 2019, a total of 2,054 new employees were recruited, 29% (602 personnel) for Head Office, and 71% (1,452 personnel) for Regional Offices and Branch Offices, which are in accordance with business needs and development.

#### Recruitment by location

No	Position Location	2019		2018		2017	
		Number	%	Number	%	Number	%
1	Head Office	602	29%	615	23%	473	15%
2	Regional & Branch	1,452	71%	2,028	77%	2,634	85%
	Total	2,054	100%	2,643	100%	3,107	100%

#### Total recruitment for Development Program

No	Types of Development Programs in 2019	Number			
		Batch	%	Participants	%
1	Mega Management Development Program (MMDP)	2	2.22%	48	4%
2	Capital Market Development Program (CMDP)	1	1.11%	15	1%
3	Operation Supervisor Development Program (OSDP)	1	1.11%	18	1%
4	Retail Funding Acquisition Training Program (RFATP)	1	1.11%	3	0%
5	Retail Funding Officer Training (RFOT)	13	14.44%	107	8%
6	Young Finance Academy Program (YFAP)	59	65.56%	967	75%
7	Funding & Credit Card Officer Training Program (FCOTP)	12	13.33%	122	9%
8	Frontliner Training Program (FLTP)	1	1.11%	17	1%
	Total	90	100%	1,297	100%

## HUMAN RESOURCES

## CAREER DEVELOPMENT

To support Bank Mega's performance improvement, career development is aligned with the Company strategy by conducting effective and integrated activities and programs. Employees' career development becomes one of the Company's main focus that takes into account employees' career needs while at the same time addressing the company's internal needs, particularly for key and managerial positions. This career development is also directed to retain competent and qualified talents, which going forward will be refined with a more comprehensive system.

Employee's career management in the following year will be carried out through open Internal Job Postings. The career path is vertically or horizontally provided within one function or within the same job family, or through cross functions in line with employee's competencies and insights development.

## ORGANIZATIONAL DEVELOPMENT

In enabling the organization to continually adapt to the dynamics of external factors, the organization planning and development are carried out to foster business growth while taking into account internal harmony. Moreover, in 2019 the Bank performed organization improvement on business and supporting areas such as enhancement and refinement of operating models (including business processes), automation and merging of support functions from several work units. This step was necessary to improve the Company performance in order to accomplish the Company's goals.

## EDUCATION, DEVELOPMENT, AND TRAININGS

The Bank is committed to continuously conduct various development and training programs aimed at improving human resources competencies and capabilities that support the Company's targets. The programs are in line with the Bank's business expansion strategy and to better prepare in addressing banking industry's competition, particularly related to the present and future trend of digitalization era.

In 2019, the development and training programs implemented through face-to-face was provided to 30,690 participants, covering hard-skill and soft-skill materials. 84.14% of the programs were in-house and 15.86% were off-house. The training modules include materials directly related to work functions in business units and supporting units, as well as materials related to Regulator's procedures and policies. In relation to this, the Bank regularly carries out trainings on AML CFT, Anti-Fraud strategies, and Customer Complaint Handling and Settlements, in order to provide the latest insights on banking cases, procedures, and new policies. As a follow up to the issuance of POJK No. 51/2017 on the implementation of Sustainable Finance for financial institutions, trainings have been conducted for executive leaders up to the smallest work units in Head Office and Regional Offices. The Bank engagements in creating sustainable economic growth is done by harmonizing the economic, social, and environmental aspects that are in accordance with the principles of Sustainable Development Goals (SDGs) policy.

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## Total Program In-House and Off-House

No.	Program Type	Batch	%	Total Participants	%
1	In-House	1,109	84,14	30,297	98,70
2	Off-House	209	15,86	393	1,30
Total		1,318	100	30,690	100

## HUMAN RESOURCES

To support business achievement, several development and training programs are continuously carried out. During 2019, the Bank has implemented Retail Funding Officer Training Program (RFOTP) and Funding & Credit Card Officer Training Program (FCOTP) as well as Young Financial Academy (YFA) program, aimed at generating excellent sales. In 2019, the development program for prospective Branch Managers has been carried out in three (3) batches that eventually placed to fill-in the position of Branch Managers. The second batch of Capital Market Development Program (CMDP) is conducted to support the performance of Capital Market and Custody functions. Moreover, several programs for operating unit functions have also been carried out such as Operations Support Development Program (OSDP), Operations Manager Enhancement Training Program (OMETP) and Frontliner Training Program (FLTP).

Mandatory certification training programs have also been carried out hence employees may become certified or competent according to their levels and/or positions. Risk Management Certification, Compliance Certification, Treasury Certification, AAJI, Waperd, WPPE and MAPPI programs are systematically and periodically implemented and monitored. All are done in addition to improve employee competencies and support in carrying out their work duties, while at the same time enhancing competencies of risk and control.

The Bank consistently implements Mega Management Development Program (MMDP), which aims to shape talents into future leaders with reliable leadership and entrepreneurship quality. MMDP graduates are expected to be able to adapt and optimally contribute in various fields and are expected to be able to transform and face the challenges of business development in the Company.

### Total Program and Participants of the Education, Development, and Training

Program Type		Batch	Participants
In House		1,109	30,297
Training	Regular Training	323	8,177
	Risk Management Certification	27	578
	Bancassurance Waperd Certification	9	172
	Sertifikasi Bancassurance WPPE	15	575
	Treasury Certification	3	40
	AAJI Certification	15	355
	Branch Manager Crash Program (BMCP)	3	32
	Enhancement Operation Manager Training Program (EOMTP)	6	189
	Retail Funding Acquisition Training Program (RFATP)	1	3
	Retail Funding Officer Training (RFOT)	13	107
	Young Finance Academy Program (YFAP)	59	967
	Funding & Credit Card Officer Training Program (FCOTP)	12	122
	Frontliner Training Program (FLTP)	1	17
	Mega Management Development Program (MMDP)	2	48
Development	Capital Market Development Program (CMDP)	1	15
	Operation Supervisor Development Program (OSDP)	1	18
On The Job Training (OJT)		22	33



## HUMAN RESOURCES

## Total Program and Participants of the Education, Development, and Training

Program Type	Batch	Participants
Workshop	31	1,115
Sosialisasi	278	10,373
Corporate Outbond Training (COT)	287	7,361
Off House	209	393
Total	1,318	30,690

The soft-skill training programs continue to be carried out in a structured manner, among others through Leadership training programs for Managerial and Executive levels. The purpose is to add insight and competency in addressing challenges of the digital era in order to function as a more adaptive leader and in accordance with the Bank needs. Other soft-skills programs are provided to further improve employee performance, including Business Presentation, Negotiation Skills and Communication Skills conducted in several classes. To build cooperation, togetherness, and cohesiveness, activities are carried out in a certain work unit through Corporate Outbound Training program.

In addition to face-to-face method, e-Learning method was also introduced. Compared to the previous year, e-Learning participants in 2019 increased by 50%, reaching more than 35 thousand employees who has completed various training modules and online tests. This is aimed at providing knowledge to all levels of employees and supported by methods that are easily accessed, including in remote areas and carried out in a flexible time. Going forward, the number of e-Learning-based training modules will continue to be added, and in line with the development of digitalization, the learning platform will be developed in a mobile form hence to create easier and faster access.

## HR SYSTEM DEVELOPMENT

Human Resource Information System (HRIS) management, refinement and update are continually implemented, which is customized to the needs of Bank Mega, technological developments, and existing requirements. To improve the quality of service and create customer experience for employees, the Bank improves and refines its HR automation technology system, which will enable a mobile-based system in the future that allows for a more enhanced analytics process.

HRIS system improvement is carried out by taking into account the arrangement, development and modification of consistent system, timely efficient, operational risk mitigation, and pays attention to employee experience as customers. The system improvement process will continue towards an integrated HR system, such as Employee Database, Performance Management, Online Time & Attendance, and other systems. Digital technology is applied with integrated data and multiplatform-based, hence will support all HR activities. Information media Development and improvement between Human Capital to employees will continually be developed in the future both in website and mobile-based for a more comprehensive information and interactive for several functions. This is expected to contribute in increasing employee engagement and performance (Employee Engagement).

# SHAREHOLDERS COMPOSITION

## 20 Largest Shareholders & Ownership Percentage As of 31 December 2018

No	Name	Share	Percentage
1	MEGA CORPORA, PT	4,040,095,822	58.015.885,1
2	CITIBANK SINGAPORE A/C CBSG-BJB S/A IDEA	325,191,247	4.669755,1
3	BANK JULIUS BAER AND CO LTD S/A SUCCESSL	304,610,691	4.3742177
4	PT. INDOFOOD SUKSES MAKMUR TBK	298,715,775	4.2895666
5	BANK JULIUS BAER S/A NEOYEN HOLDING PTE	293,069,249	4.2084823
6	PT ASURANSI CENTRAL ASIA	279,196,522	4.0092696
7	BANK JULIUS BAER S/A WINDSOR INVESTMENT	228,572,458	3.2823067
8	PT. INDOFOOD CBP SUKSES MAKMUR TBK	210,912,796	3.0287134
9	UBS AG SG S/A CRIS DEVELOPMENTS LIMITED-	182,657,057	2.6229603
10	CHEMINVEST LIMITED	177,765,153	2.5527124
11	BANK JULIUS BAER S/A CAPITAL SPRING INVE	175,171,152	2.5154625
12	PT SALIM CHEMICALS CORPORA	102,368,442	1.4700136
13	CAPITAL SPRING INVESTMENTS LIMITED	85,270,000	1.2244795
14	CHEMINVEST LIMITED	63,000,000	0.9046817
15	PT. AJ CENTRAL ASIA RAYA	50,335,884	0.7228247
16	CAPITAL CASTLE DEVELOPMENTS LIMITED	25,858,010	0.3713217
17	PT INDOLIFE PENSIONTAMA	16,875,000	0.2423255
18	IDEAL MODERN LIMITED	15,619,012	0.2242894
19	PT MEGAH ERARAHARJA	14,275,000	0.2049894
20	PT. ADI MULYA	10,767,342	0.1546193

## Shareholders and Ownership

No.	Shareholders	Total Shares	Ownership Percentage
1	PT. Mega Corpora	4,040,079,822	58.016
2	Public	2,923,695,384	41.984
3	Total	6,963,775,206	100.000

## Less than 5% Shareholders Group

	Number of Shareholders	Percentage
Local Institution Ownership	41	14,68
Foreign Institution Ownership	17	26,98
Local Individual Ownership	701	0,21
Foreign Individual Ownership	9	0,11

## SHAREHOLDERS COMPOSITION

## SHARE LISTING CHRONOLOGY

Year	Description	Total Issued Shares	Total Shares	Listing
2000	Initial Public Offering	562.500.000	562.500.00	
2001	Share Dividend and Bonus Share	189.750.000	752.250.000	
2002	Limited Public Offering I	187.980.000	940.230.000	Indonesia Stock Exchange
2005	Share Dividend and Bonus Share	485.158.642	1.425.388.642	
2006	Limited Public Offering II	200.054.546	1.625.443.188	
2009	Bonus Share	1.555.781.000	3.181.224.188	
2011	Bonus Share	464.731.862	3.645.956.050	
2013	Share Dividend and Bonus Share	3.317.819.156	6.963.775.206	

## OTHER STOCKS CHRONOLOGY

Year	Description	Rating	Nominal	Listing
2008	Subordinate Bond of Bank Mega Year 2007*	A (idn) from Fitch Ratings Indonesia	Rp1.000.000.000.000	Exchange Indonesia Stock Exchange

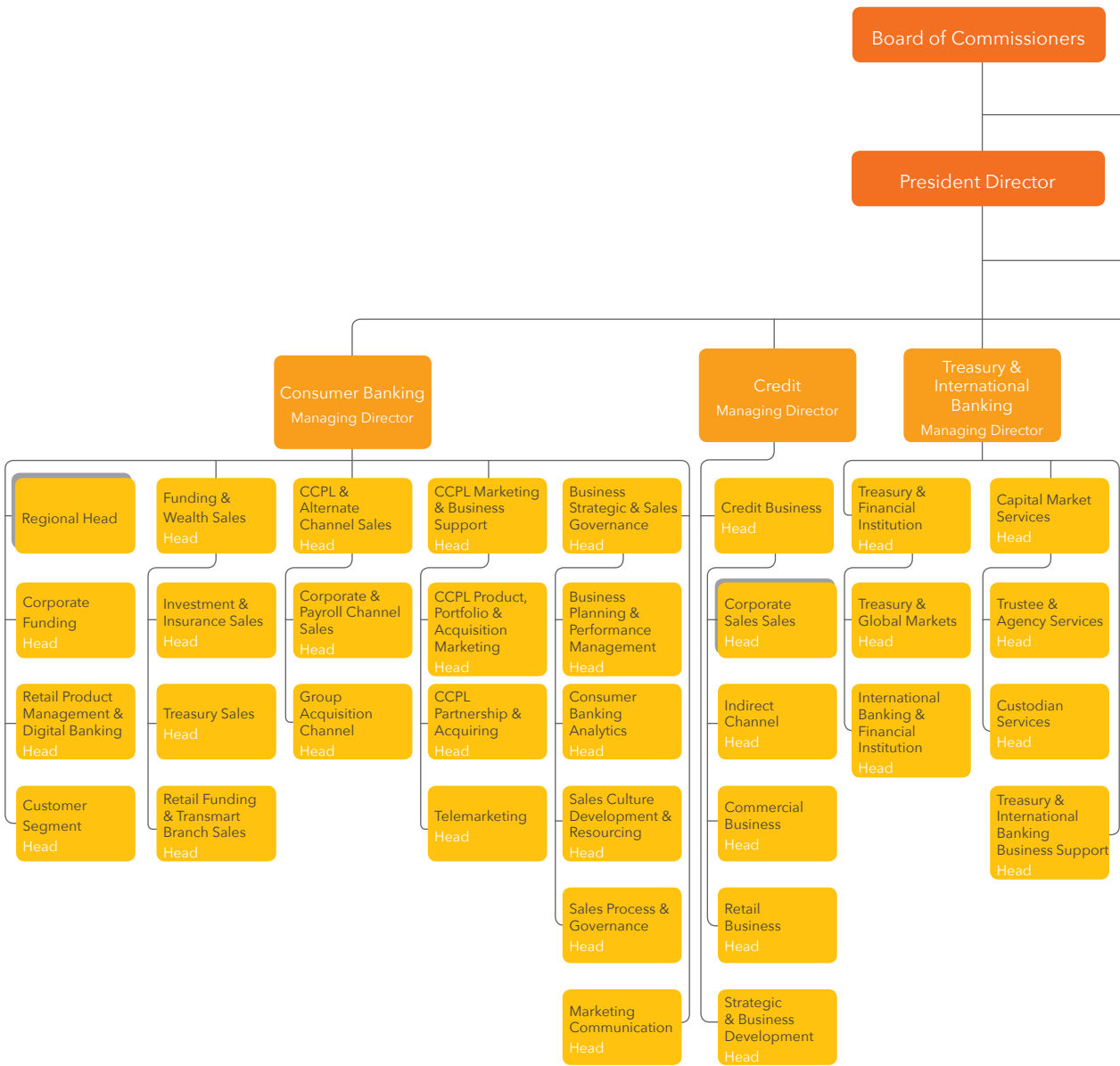
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## NAME AND ADDRESS OF SUPPORTING INSTITUTIONS AND/OR PROFESSIONS

Name & Address	Services
Bursa Efek Indonesia Bursa Efek Indonesia Building Tower Jl.Jend Sudirman Kav.52-53 Jakarta 12190 Indonesia TEL. 021. 5150 515	Shares Listing
Kosasih, Nurdiaman, Mulyadi, Tjahjo & Rekan Cyber 2 Tower 20th Floor Unit D-E-F Jl. Rasuna Said Blok X-5 Setiabudi Jakarta Tel. 021-25539200 Fax. 021-25539298	Public Accountant Firm for External Audit (financial report audit)
PT Datindo Entrycom Jl. Hayam Wuruk No.28 Jakarta 10120 TEL. 021. 570 9009 FAX. 021. 570 9026	Share Registrar

# ORGANIZATIONAL STRUCTURE

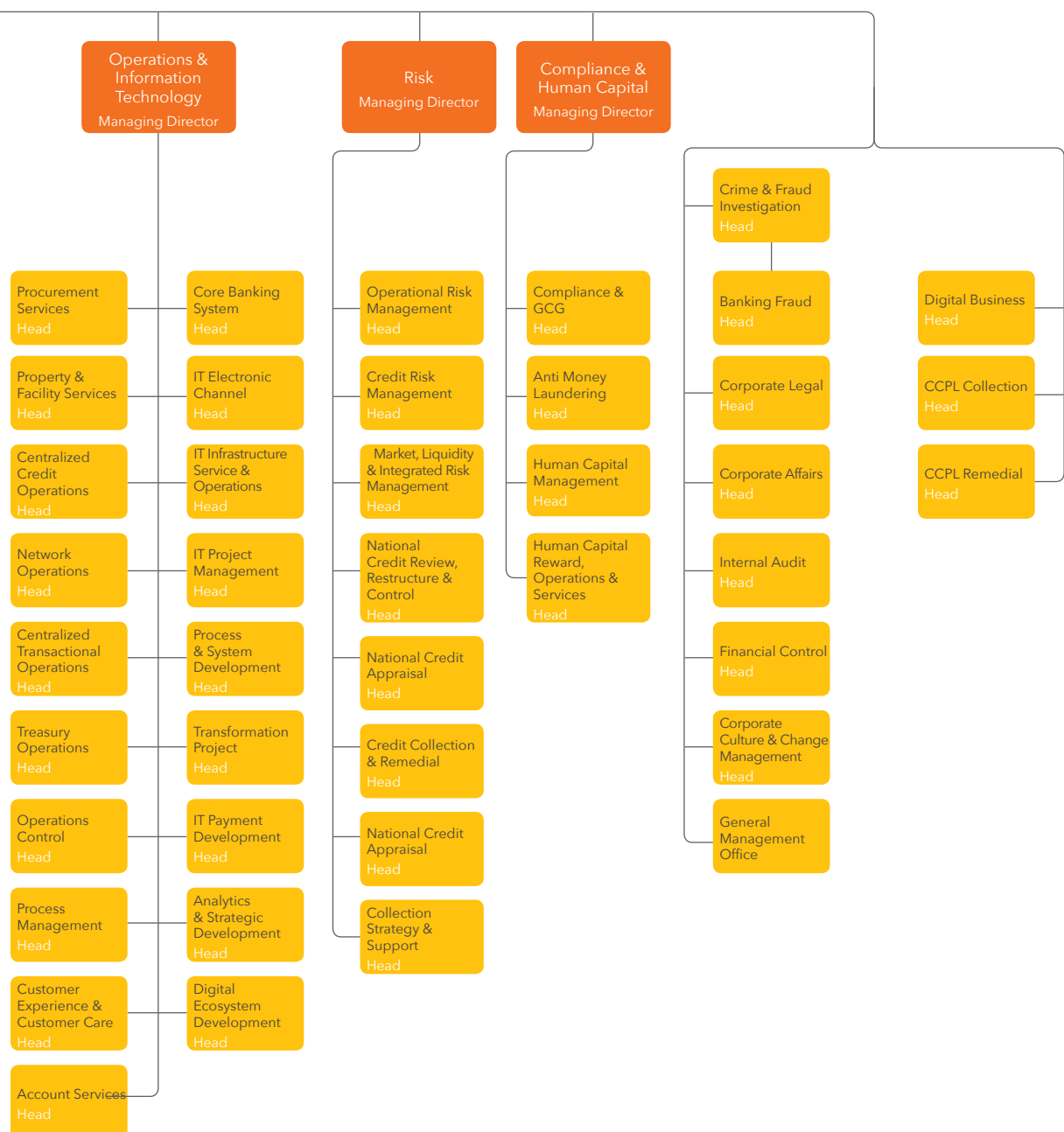
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## ORGANIZATIONAL STRUCTURE

Risk Monitoring Committee, Audit Committee,  
Remuneration & Nomination Committee,  
Governance Integration Committee

Steering Committees : Credit, ALCO, Human  
Capital, Risk Management, IT, Product, Credit  
Policy





# CORPORATE GROUP STRUCTURE



## Share Ownership

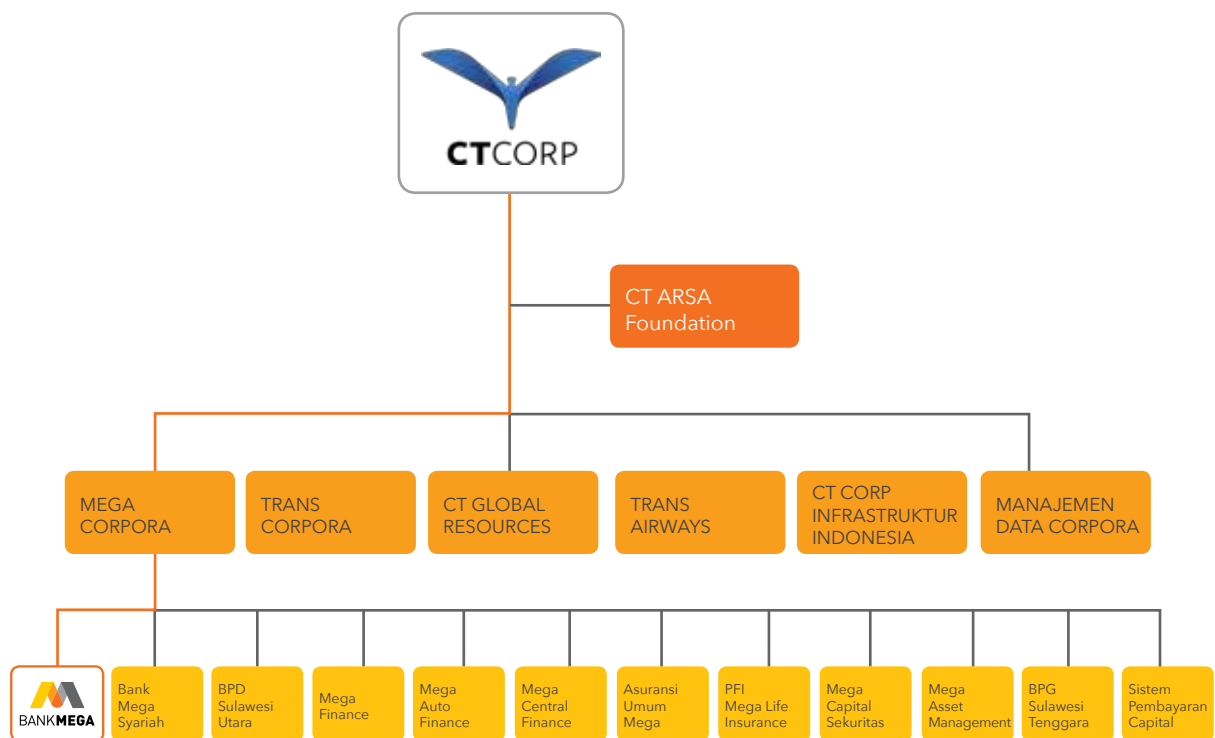
74

Pursuant to the Decree of Minister of Law and Human Rights No. W704909HT.01.04-TH.2007 dated May 2, 2007, concerning the approval of the Deed of Amendment to the Bank’s Articles of Association, the name of PT PARA Inti Holdindo has been changed to PT CT Corpora, with the Family of Chairul Tanjung as shareholder. Pursuant to the Decree of Minister of Law and Human Rights No. C-03043HT.01.04TH.2007 dated November 13, 2007 on the approval of the Deed of Amendment of the Bank’s Articles of Association; the name of PT PARA Global Investindo has been changed, as the shareholder of PT Bank Mega Tbk, to PT Mega Corpora. The following are composition of shareholders of PT Mega Corpora:

- PT CT Corpora 99,99%
- PT PARA Rekan Investama 00,01%

# GROUP BUSINESS STRUCTURE

## PT CT CORPORA SHARE OWNERSHIP STRUCTURE AS OF DECEMBER 31, 2019



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Referring to the business structure of CT Corporation, the entire operational process of Bank Mega as a financial institution is under the supervision of PT Mega Corpora. The position of Mega Corpora is parallel to the two other groups of companies, PT Trans Corpora which is engaged in media, lifestyle and entertainment. The other company, PT CT Global Resources is engaged in the development of Natural Resources. The three groups of companies manage a synergistic business activity under the auspices of CT Corpora.

PT CT Corpora ("CT Corp") is a leading consumer-oriented business group engaged in the financial, media, retail, property, lifestyle, and entertainment services industries. Some of CT Corp's main businesses besides Bank Mega, namely Carrefour and TRANSmart - the largest Hypermarket network in Indonesia; Trans TV and Trans 7 - two leading television channels in Indonesia; Transvision- the second largest Direct to Home paid television service provider in Indonesia; and Detik.com - the number one news portal in Indonesia. CT Corp is also the largest private shareholder in Garuda Indonesia, Indonesia's national airline.

# AWARDS & CERTIFICATIONS

- 5 Awards at the Infobank 2018 Satisfaction Loyalty Engagement Award
  1. Rank 1 Loyalty
  2. Rank 2 NPS (Non Promoter Score)
  3. Rank 3 Satisfaction
  4. Rank 3 Satisfaction Security
  5. Rank 2 SLE Index 2019



- 5 Awards at the 2019 Infobank Digital Brand Awards 2019:
  1. 1st Place in the Category of Conventional Commercial Banks with Core Capital of Rp5 trillion to under Rp30 trillion (Buku 3) assets of Rp50 trillion to under Rp100 trillion, Corporate Brand Bank Mega.
  2. 1st Place in the category of Conventional Commercial Bank Debit Cards, Mega Pass Card Brand Products
  3. 1st Place in the category of Conventional Commercial Bank Credit Cards, Mega Credit Card Brand Products
  4. 2nd Place in the Category of Conventional Commercial Banks Savings, Mega Dana Product Brand
  5. 5th Place in the category of private bank e-money, Mega Cash Product Brand.



- "The Most Favorite Shopping Credit Card" from Loyal Hackers.



- "The Best Credit Card Issuer Bank Buku 3" category from Visa Worldwide and



- "Best Retail Co-Brand Program - Metro Mega Card Mastercard Version"



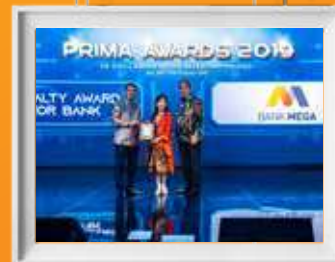
- Best Bank Performance of MSMEs Loans 2019 Award, Bank with "Very Prime" predicate in the (Book 3) Bank category with Rp50 trillion up to under Rp100 trillion of assets.



- Best of The Best 50 Perusahaan Terbaik Forbes Indonesia 2019



- Infobank Golden Trophy Award 2019, Bank with "Very Good" 2014 - 2019 performance.



- Meraih 2 Penghargaan pada Prima Awards versi Infobank dan Prima
  1. 3rd Best Debit Acquirer Bank
  2. Loyalty Award for Bank



- The Most Improved Performance in Complaint Handling dari Prima



- Best Bank 2019 Kelompok Buku III (Modal inti Rp 5 Triliun - 30 Triliun Rupiah) versi Majalah Investor Awards 2019

# OFFICE ADDRESS OFFICE NETWORKS

No	Office Name	Address	Phone	Fax	Province
1	KC JKT SUDIRMAN	Sudirman Plaza Lt.Dsr Jl.Jend Sudirman Kav. 76-78	02157935988	02157935959	DKI JAKARTA
2	KCP JKT HASYIM ASHARI	Jl. KH. Hasyim Ashari No 9 E	0216329327	0216326585	DKI JAKARTA
3	KCP JKT BENHIL	Jl. Bendungan Hilir Raya No. 88	02157951661	02157951662	DKI JAKARTA
4	KCP SBY KERTAJAYA	Jl. Kertajaya No. 65	0315014655	0315014653	JAWA TIMUR / EAST JAVA
5	KC DENPASAR	Jl. Teuku Umar No. 263	0361237137	0361237136	BALI
6	KCP JKT KOTA	Jl. Pintu Besar Utara No. 31-33	0216902667	0216913083	DKI JAKARTA
7	KCP SBY KEMBANG JEPUN	Jl. Kembang Jepun No. 180-184	0313525343	0313552206	JAWA TIMUR / EAST JAVA
8	KC SBY YOS SUDARSO	Jl. Yos Sudarso no. 17	0315310241	0315457193	JAWA TIMUR / EAST JAVA
9	KC SBY SUNGKONO	Kompleks Wonokitri Indah Kav. S 3- 5 Jl. May. Jend Sungkono	0315619731	0315661183	JAWA TIMUR / EAST JAVA
10	KC MALANG	Jl. Jaksa Agung Suprpto No. 27	0341361653	0341361658	JAWA TIMUR / EAST JAVA
11	KC JOMBANG	Jl. K.H. Wachid Hasyim No. 181	0321861473	0321861282	JAWA TIMUR / EAST JAVA
12	KCP JKT PLAZA BUMI DAYA	Plaza Bumi Daya Jl. Imam Bonjol No.61	0212302155	0212302156	DKI JAKARTA
13	KCP JKT SENEN	Kompl. Pertokoan Segitiga Senen Blok C 8 Jl. Senen Raya No. 135	0213855124	0213852324	DKI JAKARTA
14	KCP DENPASAR SEMINYAK	Jl Raya Basangkasa No. 10	0361737727	0361737728	BALI
15	KCP JKT BEJ	BEJ Tower II Mezzanine Floor Jl.Jend Sudirman Kav 52-53	0215152008	0215152603	DKI JAKARTA
16	KCP JKT FATMAWATI	Jl. RS. Fatmawati No. 80 E	02175915141	02175914868	DKI JAKARTA
17	KCP CIMAHI TRANSMART	Gedung Transmart Cimahi Unit G-4 Jl. Raya Cimahi	02286001144	02286001145	JAWA BARAT / WEST JAVA
18	KCP JKT KEBON JERUK	Komplek Graha Kencana Jl. Perjuangan No 88C & 88D	02153673982	02153673979	DKI JAKARTA
19	KC BANDUNG	Menara Bank Mega Bandung Jl.Gatot Subroto No.283 lt. 1 & 2	02287341000	02287340910	JAWA BARAT / WEST JAVA
20	KCP JKT RASUNA SAID	"Menara Mega Syariah, Lt.1 Jl. HR. Rasuna Said, Kav.No.19A	02129852020	02129852021	DKI JAKARTA
21	KC JKT PLUIT	Jl. Pluit Kencana Raya No.98-100	0216628873	0216628874	DKI JAKARTA
22	KCP JKT SUNTER	Komplek Rukan Puri Mutiara Blok A No.83 Jl. Griya Utama Sunter Agung	02165306423	02165306426	DKI JAKARTA
23	KC JKT HASANUDIN	Gedung Dani Prisma Jl. Sultan Hasanudin 47 - 48	0212702772	0212702773	DKI JAKARTA
24	KCP JKT BINTARO	Bintaro Sektor I Blok E - 20	0217351008	0217351012	DKI JAKARTA
25	KCP SBY GRESIK	Kompleks Pertokoan Multi Sarana Plaza Blok A No 8 Jl. Gubernur Suryo	0313979936	0313982015	JAWA TIMUR / EAST JAVA
26	KC JKT ROXY	Niaga Roxy Mas B II No.1 Jl.KH. Hasyim Ash	0216334956	0216334957	DKI JAKARTA
27	KCP BKS KALIMALANG	Komp. Ruko XML (Kalimalang) No.43 Jl.KH.Noer Ali	0218640525	0218640779	JAWA BARAT / WEST JAVA
28	KCP JKT SAHARJO	Jl. Prof.Dr.Soepomo No.32	02183702359	0218295198	DKI JAKARTA
29	KCP JKT GATOT SUBROTO	Gedung Patra Jasa Ground Floor Jl. Gatot Subroto Kav 32 - 34	02152900222	02152900225	DKI JAKARTA
30	KCP JKT TANJUNG DUREN	Jl. Tanjung Duren Raya No. 139	0215645966	0215645967	DKI JAKARTA



## OFFICE ADDRESS OFFICE NETWORKS

No	Office Name	Address	Phone	Fax	Province
31	KCP JKT RAWAMANGUN	Jl. Paus 89 B	0214753070	0214756277	DKI JAKARTA
32	KC KEDIRI	Jl. Erlangga No 1	00354694009	0354694010	JAWA TIMUR / EAST JAVA
33	KC SEMARANG	Menara Bank Mega Semarang Lt.GF Jl. Pandanaran No.82	02486460900	0243549371	JAWA TENGAH / CENTRAL JAVA
34	KC YOGYAKARTA	Jl. Jendral Sudirman No. 44	0274548622	0274548623	YOGYAKARTA
35	KCP JKT CIKINI	Jl. Cikini Raya No.28A	0213157671	0213157617	DKI JAKARTA
36	KCP BDG PASIR KALIKI	Jl. Pasirkaliki No. 167	0226002708	0226002707	JAWA BARAT / WEST JAVA
37	KC BKS A. YANI	ruko Bekasi Mas Jl. A. Yani Kav A 3-5	02188960133	02188960134	JAWA BARAT / WEST JAVA
38	KCP SBY KEDUNGORO	Jl. Kedungdoro 105	0315354494	0315354530	JAWA TIMUR / EAST JAVA
39	KCP JKT PASAR BARU	Jl. Sukarjo Wiryopranoto No. 7 A	0216011888	0216011883	DKI JAKARTA
40	KCP JKT TANAH ABANG	Jl. Fachrudin Tanah Abang Bukit Blok C No. 49	0213926751	02131924088	DKI JAKARTA
41	KCP JKT JEMBATAN LIMA	Komplek Ruko Jembatan Lima Indah No. 15 E , Jl. K.H. Mas Mansyur	0216331341	0216330785	DKI JAKARTA
42	KCP JKT GLODOK	Komplek Ruko Glodo Plaza Blok G No.5	0216598088	0216000113	DKI JAKARTA
43	KCP JKT JATINEGARA	Jl.Jatinegara Timur Raya No. 101,Komp.Bona Gabe	0218515408	0218515438	DKI JAKARTA
44	KCP SBY KAPAS KRAMPUNG	Jl. Kapas Krampung No. 186	0315026033	0315025977	JAWA TIMUR / EAST JAVA
45	KC MEDAN	Jl. Kapt. Maulana Lubis No. 11	0614511618	0614565449	SUMATERA UTARA / NORTH SUMATERA
46	KCP BSD	Komplek BSD Sektor VII Blok RL No. 27	0215388208	0215388211	BANTEN
47	KCP BDG KOPO	Komplek Ruko Kopo Plaza Jl. Lingkar Selatan Blok B No. 8	0226002955	0226002957	JAWA BARAT / WEST JAVA
48	KCP JKT GEDUNG JAYA	Jl. MH. Thamrin No. 12	02131927937	02131928036	DKI JAKARTA
49	KCP JKT TANJUNG KARANG	Jl. Tanjung Karang No. 3-4A	0212305364	0212305362	DKI JAKARTA
50	KCP JKT KEMANG	Wisma Bakrie CSU Lt. 1, Jl. Kemang Raya No. 4	0217180771	0217180773	DKI JAKARTA
51	KC SOLO	Jl. Slamet Riyadi No. 323	0271733660	0271733662	JAWA TENGAH / CENTRAL JAVA
52	KC LAMPUNG	Jl. Laksamana Malahayati 8	0721474668	0721474670	LAMPUNG
53	KC PADANG	Jl.Jend Sudirman no.42 B-C	075120999	075123099	SUMATERA BARAT / WEST SUMATERA
54	KC PEKANBARU	Jl. Jend. Sudirman No. 351	0761885888	0761854030	RIAU
55	KC JAMBI	Jl. Hayam Wuruk No. 102	07417550805	074124008	JAMBI
V	KC BATAM	Jl. Sultan Abdul Rahman Komplek Lumbung Rejeki Blok D No. 5-6, RT 001 RW 002, Kel. Lubuk Baja KOTA, Kec. Lubuk Baja, Nagoya	07784884100	07784884101	KEPULAUAN RIAU

## OFFICE ADDRESS OFFICE NETWORKS

No	Office Name	Address	Phone	Fax	Province
57	KCP MDN HARYONO	Jl. MT. Haryono No. 144 - 146	0614157165	0614157056	SUMATERA UTARA / NORTH SUMATERA
58	KC SAMARINDA	Jl. Jenderal Sudirman No.33B	0541748899	0541736919	KALIMANTAN TIMUR / EAST KALIMANTAN
59	KCP JKT PASAR MINGGU	Gedung ILP Jl. Raya Pasar Minggu No.39A	0217974337	02179195646	DKI JAKARTA
60	KC BALIKPAPAN	Jl. Ahmad Yani No. 33 - 34	0542441516	0542441586	KALIMANTAN TIMUR / EAST KALIMANTAN
61	KC BANJARMASIN	Jl. S. Parman No. 37	05116739000	05116710022	KALIMANTAN SELATAN / SOUTH KALIMANTAN
62	KC MAKASSAR	Jl. A. Yani No. 7	04113623232	04113618107	SULAWESI SELATAN / SOUTH SULAWESI
63	KCP SBY JEMUR ANDAYANI	Jl. Jemur Andayani No. 11C	0318434951	0318434957	JAWA TIMUR / EAST JAVA
64	KCP MALANG KYAI TAMIN	Jl. Kyai Tamin No.35 - 41	0341343877	0341343873	JAWA TIMUR / EAST JAVA
65	KC CIREBON	Jl. Yos Sudarso No. 2B RT.04/ RW.02	0231211110	0231238800	JAWA BARAT / WEST JAVA
66	KCP UBUD	Jl. Raya Ubud, Ds. Kutur No. 115	0361977635	0361977636	BALI
67	KCP JKT JAYAKARTA	Jl. Pangeran Jayakarta No. 109A	0216266687	0216266683	DKI JAKARTA
68	KC PALEMBANG	Jl. Kapt. A. Rivai No. 31 F	0711373160	0711354140	SUMATERA SELATAN / SOUTH SUMATERA
69	KCP JKT DUTA MAS	Komp. Pertokoan Duta Mas Fatmawati Blok B1 No. 6, Jl. RS. Fatmawati No. 39	0217233830	0217233782	DKI JAKARTA
70	KC JKT CEMPAKA MAS	Rusun Hunian Graha Cempaka Mas Blok B, Jl. Letjen Suprpto No. 1	0214222929	0214222980	DKI JAKARTA
71	KC JKT MANGGA DUA	Ruko Harco Mangga Dua Blok E 32, Jl. Mangga Dua Raya	0216000188	0216123162	DKI JAKARTA
72	KCP BDG BUAH BATU	Jl. Buah Batu No 141	0227322855	0227322856	WEST JAVA
73	KCP BDG SETRASARI	Jl. Prof.Dr.Soeria Soemantri kav.7	0222009860	0222009858	WEST JAVA
74	KC JKT TENDEAN	Menara Bank Mega Lantai Dasar, Jl.Kapt.Tendean Kav.12-14A	02179175888	0217990868	DKI JAKARTA
75	KC MANADO	Kawasan Mega Mas Blok IB No.1 Jl.PiereTendean (Boulevard)	0431879555	0431879561	NORTH SUMATERA
76	KCP TANGERANG	Jl. Daan Mogot No.27 B	02155772060	02155772063	BANTEN
77	KCP JKT KELAPA GADING	Jl. Boulevard Barat Blok LA 1 No.5-6	02145854822	02145854819	DKI JAKARTA
78	KCP MDN CIREBON	Jl. Cirebon No. 45	0614555525	0614555508	NORTH SUMATERA
79	KCP MAKASAR A.YANI	Jl. A. Yani No. 43	04113618356	04113617447	SOUTH SUMATERA
80	KC JKT SUNTER JUSTUS	Wisma Justus Lt. Dasar Jl. Danau Sunter Utara No.27-28 Blok 03	02165830032	02165830783	DKI JAKARTA
81	KCP LAMPUNG - KARTINI	Jl. Kartini Blok B1 No. 25	0721242468	0721242471	LAMPUNG

## OFFICE ADDRESS OFFICE NETWORKS

No	Office Name	Address	Phone	Fax	Province
82	KCP PALEMBANG SAYANGAN	Jl. Sayangan No. 72	0711375838	0711375607	SOUTH SUMATERA
83	KCP SOLO URIP SUMOHARJO	Jl. Urip Sumiharjo No. 47	0271662668	0271662601	CENTRAL JAVA
84	KCP YOGYAKARTA SRIWEDANI	Jl. Sriwedani No. 6	0274554949	0274557420	YOGYAKARTA
85	KCP MAKASAR PANAKUKANG	Jl. Raya Boulevard Jasper II No. 45 C	0411425036	0411425037	SOUTH SUMATERA
86	KCP JKT WARUNG BUNCIT	Wisma Perkasa Jl. Warung Buncit Raya 21 B	0217902530	0217902532	DKI JAKARTA
87	KCP JKT MUARA KARANG	Jl. Muara Karang Raya No. 50 E	0216621018	0216621135	DKI JAKARTA
88	KCP TGR CIPUTAT	Kompl. Pertokoan Megamal Blok A/3, Ciputat Jl. Ciputat Raya	0217444221	0217443661	BANTEN
89	KCP JKT LOKASARI	Komplek Pertokoan THR Lokasari Blok B 25 - 27 Jl. Mangga Besar	0216259886	0216591325	DKI JAKARTA
90	KC PONTIANAK	Jl. H. Agus Salim No. 10 - 12	0561739822	0561749078	WEST KALIMANTAN
91	KC BOGOR	Jl. Ir. Juanda No. 38 - 40	02518356545	02518356546	WEST JAVA
92	KCP BKS CIKARANG	Ruko Menteng, Blok A/6, Jl.MH. Thamrin Lippo Cikarang	02189907877	02189907879	WEST JAVA
93	KK CIPADUNG TRANSMART	Transmart Cipadung Unit GF 006 Jl. A.H. Nasution No.73	022-87836456	022-87836446	WEST JAVA
94	KCP JKT PERMATA HIJAU	Grand ITC Permata Hijau, Ruko Emerald No. 9 Jl. Arteri Permata Hijau	02153663522	02153663516	DKI JAKARTA
95	KCP BDG JUANDA	Jl. Ir. H. Juanda No. 126B	0222532129	0222532017	WEST JAVA
96	KCP BDG SUDIRMAN	Komplek Ruko Sudirman Plaza Blok 91F, Jl. Jend. Sudirman No. 66-68	0224260117	0224260116	WEST JAVA
97	KCP JKT ITC MANGGA DUA	ITC Mangga Dua Lt.4 Blk AB no.39-42 Jl.Mangga Dua Raya	02162300855	02162300880	DKI JAKARTA
98	KCP BALIKPAPAN SUDIRMAN	Komp. Balikpapan Permai No. 9, Jl. Jend.Sudirman	0542443448	0542443449	EAST KALIMANTAN
99	KCP SAMARINDA S. PARMAN	Kom Ruko Simpang Dr. Sutomo Petak 1 Jl.S Parman No.1	0541201222	0541202048	EAST KALIMANTAN
100	KCP MADIUN	Jl. Jend. Sudirman No. 23	0351483678	0351483676	EAST JAVA
101	KCP SBY NGAGEL	Komp. RMI Jl. Ngagel Jaya Selatan Blok D - 12	0315017115	0315052956	EAST JAVA
102	KC MATARAM	Jl. Pejanggik 129	0370648988	0370648090	WEST NUSA TENGGARA
103	KC PURWOKERTO	Komplek Ruko Kranji Megah Jl. Jend. Sudirman No. 393	0281642758	0281642741	CENTRAL JAVA
104	KCP MALANG KAWI	Jl. Terusan Kawi No. 2 Kav. 7	0341576234	0341576232	EAST JAVA
105	KCP PALEMBANG PTC	PTC Blok 18, Jl. R. Sukanto No. 8A	0711382382	0711382234	SOUTH SUMATERA
106	KC JKT PONDOK INDAH	Pondok Indah Plaza I, Jl. Taman Duta I Blok UA 14	02175911608	02175911607	DKI JAKARTA
107	KCP KUDUS	Komp. Pertokoan Ahmad Yani No.15, Jl. Ahmad Yani	0291446458	0291446369	CENTRAL JAVA
108	KCP BANJARMASIN BANJARBARU	JL. Jend.A. Yani KM 36,5	05114787575	05114787585	SOUTH KALIMANTAN
109	KCP JKT KRAMAT RAYA	JL. KRAMAT RAYA NO.178 B	0213144377	0213144585	DKI JAKARTA
110	KCP JKT CINERE	Jl. Cinere Raya Blok A No.1 B	0217535438	0217536148	WEST JAVA

## OFFICE ADDRESS OFFICE NETWORKS

No	Office Name	Address	Phone	Fax	Province
111	KCP SEMARANG PETERONGAN	Ruko Peterongan Plaza Blok A-12 Jl. MT. Haryono No. 719	0248413255	0248413236	CENTRAL JAVA
112	KCP CIBUBUR CITRA GRAND	Komp. Ruko Citra Grand Blok R1 No.16 Jl. Raya Alternatif Cibubur	02184592345	0218452345	WEST JAVA
113	KC JEMBER	Jl. A. Yani No. 19	0331481010	0331481616	EAST JAVA
114	KCP JKT GREEN GARDEN	Komplek Ruko Green Garden Blok I-9 No. 12A Jl. Panjang	0215800123	0215811506	DKI JAKARTA
115	KC KENDARI	Jl. A. Yani No. 30 AB Blok A3 dan A4	04013133232	04013128733	SULAWESI TENGGARA
116	KCP DEPOK ITC	Jl. Margonda Raya No.56	02177214436	02177214435	WEST JAVA
117	KCP SBY SIDOARJO	Jl. A. Yani No.41-43 Blok C	0318959787	0318959786	EAST JAVA
118	KCP BLITAR	Jl. Cepaka No.5	0342816398	0342816397	EAST JAVA
119	KCP JKT MAYESTIK	Jl. Kyai Maja No.53 C Jakarta 12130	02172798545	02172798556	DKI JAKARTA
120	KCP PALU MANONDA	"Komplek Ruko Patra Moderen Blok J1 no.7-8 Jl. Labu	0451460600	0451460601	CENTRAL SULAWESI
121	KCP JKT TUBAGUS ANGKE	Jl. Tubagus Angke Komp. Duta Mas Blok D9/A kav.7	02156944575	02156944576	DKI JAKARTA
122	KCP CILEGON	Jl. Raya SA Tirtayasa No.17 G	0254388882	0254388622	BANTEN
123	KCP BEKASI JUANDA	Jl. Ir. H. Juanda 137 Blok A No. 5	0218806229	0218807215	WEST JAVA
124	KC TEGAL	Jl. Gajah Mada No. 103	0283324545	0283324600	CENTRAL JAVA
125	KCP TANJUNG PINANG	Jl Merdeka No. 1	0771313911	0771314419	KEPULAUAN RIAU
126	KCP JKT CEMPAKA PUTIH	Gedung Tindra unit J Jl.Letjend Suprpto No.60 Cempaka Putih	0214225877	0214225887	DKI JAKARTA
127	KCP JKT KEBON JERUK INTERCON	Komplek Ruko Intercon Plaza Blok F no.9 Jl.Taman Kebon Jeruk Jakarta	02158903686	02158933789	DKI JAKARTA
128	KCP TULUNGAGUNG	Jl.Diponegoro No.130 Tamanan	0355337069	0355337066	EAST JAVA
129	KCP SBY MULYOSARI	Jl.Mulyosari No.360 E	0315910343	0315912894	EAST JAVA
130	KCP BANJARMASIN A.YANI	Jl. A.Yani KM 3,5 No.66 A Karang mekar	05113263399	05113266681	SOUTH KALIMANTAN
131	KC PALU	Jl. Jend Sudirman No.15	0451456401	0451456407	CENTRAL KALIMANTAN
132	KCP MANADO SAM RATULANGI	Perkantoran Wanea Plaza Blk A1/1,Jl. Sam Ratulangi	0431854842	0431854809	NORTH KALIMANTAN
133	KCP JKT MT.HARYONO	Wisma Indomobil I Jl.MT.Haryono Kav 8	0218520778	0218520180	DKI JAKARTA
134	KCP SEMARANG SUARI	Ruko Suari blok D Jl.Suari No.7	0243522992	0243522991	CENTRAL JAVA
135	KCP PEKALONGAN	Jl.KH.Mansyur No.30 Blok 5 & 6	0285431238	0285431239	CENTRAL JAVA
136	KCP PEKANBARU RIAU	Jl.Riau No.56 B	076133299	076138600	RIAUI
137	KCP JAMBI WILTOP	Komp. Pertokoan wiltop Jl.Sultan Thaha No.29-30	07417837169	07417837168	JAMBI
138	KC TASIKMALAYA	Jl.Gunung Sabeulah No.2 D	0265338509	0265337735	WEST JAVA
139	KCP SBY HR.MUHAMMAD	Kom. Ruko HR.Muhammad Square kav.A1 Jl.HR.Muhammad 140B-1	0317382861	0317382859	EAST JAVA
140	KCP JKT PURI INDAH	Rukan Sentra Niaga Puri Indah Blok T-6 No.22	02158356388	02158356387	DKI JAKARTA
141	KC SBY DARMO	Jl.Raya Darmo No.95 A	0315688566	0315688575	EAST JAVA
142	KCP DENPASAR GATOT SUBROTO	Jl Gatot Subroto Tengah 296 C	0361424600	0361430588	BALI

## OFFICE ADDRESS OFFICE NETWORKS

No	Office Name	Address	Phone	Fax	Province
143	KCP BOGOR PADJAJARAN	Ruko Sentra V Point Jl.Padjaran No.1 Blok ZC	02518387030	02518364018	WEST JAVA
144	KCP CILACAP	Jl. A Yani Square No.2-3	0282520366	0282520122	CENTRAL JAVA
145	KCP JKT CITRA GARDEN	Komplek ruko Citraniaga no.A2 Jl.Kebahagiaan	02154370788	02154370790	DKI JAKARTA
146	KCP MAKASSAR METRO SQUARE	Jl.Veteran Utara Komp. Ruko Makkasar Sq Blok B/7	04113626565	0411'3625212	SOUTH SULAWESI
147	KCP JKT KELAPA GADING BOULEVARD RAYA	Jl Boulevard Raya Blok CN 3 No.3 Kelapa Gading	02145840533	02145854819	DKI JAKARTA
148	KK JAMBI TRANSMART	Transmart Jambi Unit GF 19, Jl. Jend Sudirman, Kel. Tambaksari, Kec. Jambi Selatan	07413611084	'07413611085	JAMBI
149	KCP BEKASI JABABEKA	Ruko Jababeka 1 Shop House Blok B 14-15	0218934646	0218934346	WEST JAVA
150	KCP JKT UNTAR	Universitas Tarumanagara Jl.Letnan Jendral S Parman No. 1 Gd Blok I Grogol	02156963004	02156962415	DKI JAKARTA
151	KCP PATI	Jl. Panglima Sudirman No. 87	0295385663	0295386223	CENTRAL JAVA
152	KCP PURWAKARTA	Jl. RE Martadinata No. 12	0264200018	0264200019	WEST JAVA
153	KCP GARUT	Jl. Ciledug No. 146	0262242191	0262242190	WEST JAVA
154	KCP BOJONEGORO	Jl. Untung Surapati No. 18	0353893500	0353893505	EAST JAVA
155	KCP TANGERANG CENTER	Komplek Mahkota Mas Ged. Transmart Tangerang Center Lt. GF Jl. MH. Thamrin	02129155100	02129155102	BANTEN
156	KCP JKT PANTAI INDAH KAPUK	Rukan Cordoba Blok G No. 17 Bukit Golf Mediterania Pantai Indah Kapuk J	02155966039	02155966040	DKI JAKARTA
157	KCP MDN PULO BRAYAN	Jl. Yos Sudarso Komodor Laut No.16/ EF	0616636110	0616636106	NORTH SUMATERA
158	KCP PALOPO	Jl Kelapa No. 60	047124800	047121002	SOUTH SULAWESI
159	KCP MAMUJU	Jl. Andi Pangerang Pettarani No. 45	042622433	042622290	WEST SULAWESI
160	KCP TIMIKA	Jl. Cendrawasih No. 99 Distrik Mimika Baru	0901323918	0901323939	PAPUA
161	KCP GORONTALO	Jl Ahmad Yani No. 139	0435824999	0435829977	GORONTALO
162	KCP MERAUKE	Jl. Raya Mandala No. 330	0971324500	0971324700	PAPUA
163	KCP SORONG	Jl. Sudirman No. 60	0951331731	0951331922	WEST PAPUA
164	KCP KLATEN	Jl. Pemuda Selatan No. 119	0272329242	0272329241	CENTRAL JAVA
165	KCP PROBOLINGGO	Jl. Soekarno Hatta No. 35	0335437929	0335437922	EAST JAVA
166	KC BENGKULU	Jl. Jend Sudirman No. 237	0736347088	073625543	BENGKULU
167	KCP SERANG	Jl. A Yani No. 15	0254216070	0254216027	BANTEN
168	KCP SUMBAWA	Jl. Diponegoro No. 55	0371626669	0371626660	WEST NUSA TENGGARA
169	KCP BANYUWANGI	Jl. Ahmad Yani No. 46	0333419288	0333419282	EAST JAVA
170	KCP SUKABUMI	Jl.Sudirman No. 49	0266215500	0266217600	EAST JAVA
171	KCP SAMPIT	Jl. Ahmad Yani No. 51	053130902	053132051	CENTRAL KALIMANTAN
172	KCP MAGELANG	Jl. Jend Sudirman No. 139	0293313226	0293313125	CENTRAL JAVA
173	KCP TARAKAN	Jl.Sudirman No. 2	055121108	055122558	NORTH KALIMANTAN



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No	Office Name	Address	Phone	Fax	Province
174	KC TERNATE	Jl. Babula No. 2	09213128550	09213128577	NORTH MALUKU
175	KCP KETAPANG	Jl. Let Jend R Suprpto No. 159	05343037099	05343037098	WEST KALIMANTAN
176	KCP MDN ISKANDAR MUDA	Jl. Sultan Iskandar Muda No. 137	0614564676	0614564611	NORTH SUMATERA
177	KCP SINTANG	Jl MT Haryono No. 15	056522255	056522252	WEST KALIMANTAN
178	KC PARE- PARE	Jl. Bau Maseppe No.451	042124588	042124800	SOUTH SULAWESI
179	KC PALANGKARAYA	Jl. A Yani No. 66	05363241444	05363241441	CENTRAL KALIMANTAN
180	KCP BITUNG	Jl. Yos Sudarso No.01, Lingkungan V	043834454	043834820	SULAWESI UTARA
181	KCP JKT GADING ORCHARD	Komp. Orchard Sq Jl.Raya Klp Hybrida Blk GOS No.B19	02129077300	02129077340	DKI JAKARTA
182	KK JKT TB SIMATUPANG	Ged. AJMI, Jl.TB Simatupang Kav.88	02150812101	02150812102	DKI JAKARTA
183	KCP BKS PONDOK GEDE	Pondok Gede Plaza Jl.Raya Pondok Gede BlokC/21-22	02184938487	02184938488	JAWA BARAT
184	KCP JKT TAMAN PALEM	Komp.Perumahan Taman palem Blok B17 No.65-66	02155951983	02155951986	DKI JAKARTA
185	KCP SUMEDANG	Jl. Prabu Geusan Ulun No. 53	0261201799	0261201649	JAWA BARAT
186	KCP MAJALAYA	Blok Pasar Tengah, Jl. Pasar Tengah No. 28	02285963789	02285963790	JAWA BARAT
187	KCP JEPARA	Jl. Pemuda No. 3A	0291597825	0291597832	JAWA TENGAH
188	KCP SITUBONDO	Jl. Argopuro No.102	0338672800	0338674300	JAWA TIMUR
189	KCP LEMBANG	Jl. Raya Lembang No. 360	0222787002	0222784755	JAWA BARAT
190	KCP SBY WIYUNG	Jl. Raya Menganti Wiyung No. 18	0317524378	0317524726	JAWA TIMUR
191	KCP CIANJUR	Jl. Dr. Muwardi No. 110	0263262856	0263262866	JAWA BARAT
192	KCP KEDIRI PARE	Jl. Pahlawan Kusuma Bangsa No. 39	0354392900	0354395700	EAST JAVA
193	KCP JATIBARANG	JL. Mayor Dasuki No. 176	02345357268	02345357262	WEST JAVA
194	KCP NGANJUK	Jl. Ahmad Yani No.77	0358331777	0358331771	EAST JAVA
195	KCP BDG SOEKARNO HATTA	Jl. Bypass Soekarno Hatta No. 592	0227508956	0227508987	WEST JAVA
196	KC KUPANG	Jl. Moh. Hatta No. 30A	0380820500	0380820013	EAST NUSA TENGGARA
197	KC CIMAHI	Jl. Raya Cimahi No. 517	0226635006	0226635007	WEST JAVA
198	KCP BATURAJA	Jl. Ahmad Yani No. 55	0735327201	0735327202	SOUTH SUMATERA
199	KCP SINGKAWANG	Jl. Yos Sudarso No. 88	0562633828	0562634020	WEST KALIMANTAN
200	KCP BONTANG	Jl. Jend. Ahmad Yani No.33	054822525	054825077	EAST KALIMANTAN
201	KCP SANGATTA	Jl. Yos Sudarso II No.29 RT29	05492027966	054921531	EAST KALIMANTAN
202	KCP JKT TANJUNG PRIOK	Jl. Enggano No. 68	02143800746	02143800745	DKI JAKARTA
203	KCP KARAWANG	Jl. Ahmad Yani No.87	02678453029	02678453024	WEST JAVA
204	KCP BOYOLALI	Jl. Raya Pandanaran No. 51	0276325100	0276325355	CENTRAL JAVA
205	KCP BENGKALIS	Jl. Ahmad Yani	076622286	076622287	RIAU

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No	Office Name	Address	Phone	Fax	Province
206	KCP PELAIHARI	Jl. Ahmad Yani	051223234	051223100	KALIMANTAN
207	KCP SUKOHARJO	Jl. Jend. Sudirman No. 119	0271592551	0271592046	CENTRAL JAVA
208	KCP SAMBAS	Jl. Gusti Hamzah	0562393231	0562393227	WEST KALIMANTAN
209	KCP SANGGAU	Jl. Ahmad Yani No.14	056422313	056421912	WEST KALIMANTAN
210	KCP LUWUK BANGGAI	Jl. Ahmad Yani No. 153	046123901	046123903	CENTRAL SULAWESI
211	KCP CIBINONG	Jl. Mayor Oking	02187914557	02187914569	WEST JAVA
212	KCP BONE	Jl. Jend. A Yani No.2	048123001	048126232	SOUTH SULAWESI
213	KCP DEWI SARTI	Jl. Dewi Sartika Raya No.71	02180877927	02180877317	DKI JAKARTA
214	KCP SUNGAI LIAT	Jl. Jend. Sudirman No. 106	071795927	071792862	BANGKA BELITUNG
215	KCP PEKANBARU NANGKA	Jl. Tuanku Tambusai No.199	076139541	076139549	RIAU
216	KCP PANGKALAN KERINCI	Jl. Maharaja Indra, Kel. & Kec. Pangkalan Kerinci	0761494478	0761494447	RIAU
217	KCP TANA PASER	Jl. R. Suprpto RT 08/04 No.9	054321090	054321022	EAST KALIMANTAN
218	KCP NABIRE	Jl. Yos Sudarso	098424220	098424244	PAPUA
219	KCP PEKANBARU HARAPAN JAYA	Jl. H Imam Munandar	076144133	076144122	RIAU
220	KCP JKT PASAR KRAMAT JATI	Ruko Pasar Induk Kramat Jati Blok D2 No.11,12,&12A	02187788275	02187788285	DKI JAKARTA
221	KK SBY TRANSMART RUNGKUT	Transmart Rungkut, Jl.Raya Kali Rungkut No.25	03187855261	03187855323	EAST JAVA
222	KCP BDG KOPO INDAH	Taman Kopo Indah II Blok IV A7	0225405399	0225405099	WEST JAVA
223	KCP BARABAI	Jl. Garuda / Pangeran Moh Noor	051742399	051742167	SOUTH KALIMANTAN
224	KCP BANJAR	Jl. Letjend. Suwanto No. 10	0265745535	0265745560	WEST JAVA
225	KCP RANTAU PRAPAT	Jl Jend. A Yani No. 128	0624351129	0624351123	NORTH SUMATERA
226	KCP TENGGARONG	Jl. KH Achmad Muksin No. 56	05416666405	05417244724	EAST KALIMANTAN
227	KCP TNG KARAWACI	Ruko Perkantoran Pinangsia Blok H No.062 & 063	0215519699	0215519747	BANTEN
228	KCP BATULICIN	Jl. Raya Batulicin	051874345	051874346	SOUTH KALIMANTAN
229	KCP TEBING TINGGI	Jl. Jendral Ahmad Yani	062122666	062124666	NORTH SUMATERA
230	KCP SRAGEN	Jl. Sukowati No. 135	02718823171	0271232234	CENTRAL JAVA
231	KCP JKT DUTA HARAPAN INDAH	Jl.Komp. Duta Harapan Indah Blok L-11 & L-12	02166602545	02166602414	DKI JAKARTA
232	KCP JKT BANDENGAN	Jl. Bandengan Utara No. 87	02166605145	02166605323	DKI JAKARTA
233	KCP TANJUNG TABALONG	Jl. Pangeran Antasari	05262022202	05262022780	SOUTH KALIMANTAN
234	KCP TROPODO	Komp. Tropodo Indah, Jl. Raya Tropodo B1 & B5	0318662228	0318668524	EAST JAVA
235	KCP MUARA TEWEH	Jl. Yetro Sinseng	051924858	051924859	CENTRAL KALIMANTAN

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No	Office Name	Address	Phone	Fax	Province
236	KCP KUALA KAPUAS	Jl. Jend. A Yani No. 104	051323551	051323580	CENTRAL KALIMANTAN
237	KCP KISARAN	Jl. Cokroaminoto	062342399	062342326	NORTH SUMATERA
238	KCP PANGKAL PINANG	Jl. Jend. Sudirman	0717424709	0717424539	BANGKA BELITUNG
239	KCP TOMOHON	Jl. Babe Palar Matani III	04313157891	04313157791	NORTH SULAWESI
240	KCP DUMAI	Jl. Jend. Sudirman No. 75	0765438222	0765438221	RIAU
241	KCP TEMBILAHAN	Jl. M. Boya No.18	076821601	076821602	RIAU
242	KCP TUBAN	Jl. Panglima Sudirman No. 185	0356327678	0356326997	EAST JAVA
243	KCP PARIGI	Jl. Trans Sulawesi No. 163	045021555	045021035	CENTRAL SULAWESI
244	KCP DURI	Jl. Jend. Sudirman	0765594633	0765594631	RIAU
245	KCP UJUNG BATU	Jl. Jend. Sudirman	0713323600	07627363302	RIAU
246	KCP PRABUMULIH	Jl. Jend. Sudirman	0713323600	0713322115	SOUTH SUMATERA
247	KCP SBY KLAMPIS	Jl. Klampis Jaya No. 88-90	0315963175	0315963194	EAST JAVA
248	KC PEMATANG SIANTAR	Jl.Sutomo, Siantar Business Center Blok E3 & E4	062222123	062243111	NORTH SUMATERA
249	KCP MEDAN KATAMSO	Komp. Grand Katamso. Jl. Brigjen Katamso	0617853666	0617876601	NORTH SUMATERA
250	KCP KOTABARU	Jl. H. Agus Salim No.11	051823633	051823662	SOUTH KALIMANTAN
251	KC TANGERANG GADING SERPONG	Jl. Bulevar Raya Gading, Serpong Kav Blok M5/15	02129000809	02129000769	BANTEN
252	KCP TANJUNG BALAI	Jl. HOS Cokroaminoto (d/h Sisingamangaraja)	0623595655	0623595889	NORTH SUMATERA
253	KCP MANADO CALACA	Ruko Pasar Calaca Unit 3	0431843320	0431843512	NORTH SUMATERA
254	KCP MAKASAR DAYA	Komp. Bukit Khatulistiwa Blok A No. 15-16	04114772158	04114772244	SOUTH SUMATERA
255	KCP TANJUNG REDEB	Jl. SM Aminuddin	055423077	055423079	EAST KALIMANTAN
256	KCP BELOPA	Jl. Topoka No.89 (Poros Palopo)	04713316111	04713316090	SOUTH SUMATERA
257	KCP TANJUNG PERAK	Jl. Perak Timur No. 196	0313283051	0313284896	EAST JAVA
258	KCP BDG RAJAWALI	Jl. Rajawali Barat No. 63	0226012858	0226012771	WEST JAVA
259	KCP CIKAMPEK	Jl. Jend. A Yani No. 9	02648387344	02648387171	WEST JAVA
260	KCP PINRANG	Jl. Jend. Sudirman	0421922266	0421923778	SOUTH SULAWESI
261	KC SIBOLGA	Jl. Brigjend Katamso No.01	063126601	063126606	NORTH SUMATERA
262	KCP FAK-FAK	Jl. DR Salasa Namudat	095624430	095624515	WEST PAPUA
263	KCP MAKASSAR TANJUNG BUNGA	Menara Bank Mega Makassar Lt.G & 1,Jl.Metro Tanjung Bunga	04118118900	04118118522	SOUTH SULAWESI
264	KCP PANGKALAN BUN	Jl. Sukma Aria Ningrat	053225103	053225105	CENTRAL KALIMANTAN
265	KCP AMUNTAI	Jl. Norman Umar	052763522	052761969	SOUTH KALIMANTAN

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No	Office Name	Address	Phone	Fax	Province
266	KCP MAKASSAR TRANS STUDIO	Trans Studio Mall GF Unit No.G-61 Jl.Metro Tj. Bunga	04118117049	04118117044	SOUTH SULAWESI
267	KCP JKT WISMA GKBI	Wisma GKBI Suite G05 Jl.Jend. Sudirman No.28	02157905899	02157901118	DKI JAKARTA
268	KCP BANDAR JAYA LAMPUNG	Jl. Proklamator	0725528288	0725528252	LAMPUNG
269	KCP JKT SEASONS CITY	Jl. Latumenten No33 Kom. Ruko Seasons City Blok E28 & E29	02129071491	02129071492	DKI JAKARTA
270	KK SBY PASAR ATUM MALL	Pasar Atum Mall Lt.3 No.BB-27 & BB-28 Jl. Stasiun Kota No.22	0313552187	0313552195	EAST JAVA
271	KCP SENGKANG	Jl. Jend Sudirman	048521700	048522031	SOUTH SULAWESI
272	KCP JKT MENARA KADIN	Menara Kadin, Ground Floor A1 Jl. HR. Rasuna Said Blok X-5, kav. 02 & 03	02157903637	02157903638	DKI JAKARTA
273	KCP MALANG DINOYO	Jl.MT.Haryono No.140	0341553845	0341553841	EAST JAVA
274	KCP BREBES	Jl. Raya A.Yani No.71	02386177500	02386177600	CENTRAL JAVA
275	KCP MDN THAMRIN	Jl. MH Thamrin	0617334130	0617320430	NORTH SUMATERA
276	KCP SBY PASAR TURI	Ruko Pasar Turi, Jl. Semarang 94 - 124 /B8	0315354817	0315354807	EAST JAVA
277	KCP MOJOKERTO	Jl. Mojopahit No.380	0321383428	0321383440	EAST JAVA
278	KCP DENPASAR TRANSMART SUNSET ROAD	Carrefour Denpasar Sunset Road Unit GF 06 & 07 Jl. Gelogor Carik No.134X, Br. Gelogor Carik	03614727122	03614727132	BALI
279	KCP CIREBON SURYA NEGARA	Jl. Surya Negara Blok D10-11	0231226949	0231223567	WEST JAVA
280	KCP TANGERANG CITRA RAYA	Jl. Citra Raya Boulevard Blok H1 No.15	02159401141	02159400516	BANTEN
281	KCP HAYAM WURUK	Jl.Hayam Wuruk No.97A	0216284610	0216284609	DKI JAKARTA
282	KCP BALIKPAPAN SOEPRAPTO	Jl. Lj.Soeprapto Komp. Pertokoan Plaza Kebun Sayur Blok T20	0542747266	0542747286	EAST KALIMANTAN
283	KCP BUKITTINGGI	Jl. Ahmad Yani No.113	075231200	075235317	WEST SUMATERA
284	KCP SBY DHARMAHUSADA	Jl. Dharma Husada No. 113-113A	0315990114	0315990220	EAST JAVA
285	KCP TOBELO	Jl.Kemakmuran	09242621222	09242622218	NORTH MALUKU
286	KCP SALATIGA	Jl. Pemuda No.1	0298329333	0298329415	CENTRAL JAVA
287	KCP MDN KRAKATAU	Jl. Gunung Krakatau	0616615935	0616615934	NORTH SUMATERA
288	KCP MAKASSAR PETTARANI	Jl. A.P.Pettarani	0411435552	0411435590	SOUTH SUMATERA
289	KCP PONOROGO	Jl. Jend.Sudirman	0352485881	0352488185	EAST JAVA
290	KCP PEMALANG	Jl. Jend. Sudirman	0284323737	0284323322	CENTRAL JAVA
291	KCP TANGERANG ALAM SUTERA	Jl. SN-I No.57	02153122880	02153122879	BANTEN
292	KCP JKT RADIO DALAM	Jl. Raya Radio Dalam No.99 Kav F RT/RW 003/01	0217261868	0217260820	DKI JAKARTA
293	KCP MAROS	Jl.Jend. Sudirman (Poros Makassar Maros) Buttatua Utara	0411374610	0411374618	SOUTH SULAWESI
294	KCP BDG AHMAD YANI	Jl. Jend A.Yani No.650	0227106630	0227106651	WEST JAVA

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No	Office Name	Address	Phone	Fax	Province
295	KCP MALANG BOROBUDUR	Jl. Borobudur No.11	0341487661	0341487669	EAST JAVA
296	KCP JKT PASAR KOJA	Pasar Koj a Jl.Kramat Raya No.22 Blok B Kav 1&2	02143920018	02143920034	DKI JAKARTA
297	KC AMBON	Jl. Sultan Hairun	0911349038	0911349064	MALUKU
298	KCP MAKASSAR VETERAN SELATAN	Jl. Veteran Selatan	0411871886	0411871893	SOUTH SULAWESI
299	KCP MDN SETIABUDI	Jl. Setiabudi	0618214202	0618214203	NORTH SULAWESI
300	KCP JKT RAWASARI	Jl. Rawasari Selatan No 1C & ID	0214241934	0214241966	DKI JAKARTA
301	KCP JKT PALMERAH	Jl. Palmerah Barat No.32D & 32E	02153673340	02153673339	DKI JAKARTA
302	KCP BOGOR PASAR ANYAR	Jl.Dewi Sartika Blok B1-B2 Pabaton Bogor	02518328880	02518328870	WEST JAVA
303	KCP BKS TAMAN HARAPAN INDAH	Sentra Niaga Boulevard Hijau Blok SNI No.27	02188866044	02188866045	WEST JAVA
304	KCP JKT TELUK GONG	Jl. Kampung Gusti Blok N Kav.54-55	0216602498	0216602494	DKI JAKARTA
305	KCP BKS GRAND MALL	Grand Mall Bekasi Ruko B/68 Jl.Jend Sudirman	02188964406	02188964408	WEST JAVA
306	KCP BOGOR WARUNG JAMBU	Jl. Pajajaran Ruko No.10 & 11	02518390020	02518390520	WEST JAVA
307	KCP PURBALINGGA	Jl. Jend.Sudirman No.88	0281894488	0281894899	CENTRAL JAVA
308	KCP MANOKWARI	Jl.Yos Sudarso	0986214250	0986214248	WEST PAPUA
309	KCP SEMARANG GANG TENGAH	Jl. gang Tengah No.102	0243568866	0243568867	CENTRAL JAVA
310	KCP PONTIANAK SIANTAN	Jl. Khatulistiwa No.168 E-F	0561887155	0561886321	WEST KALIMANTAN
311	KCP LUBUK LINGGAU	Jl. Yos Sudarso	0733320656	0733320478	SOUTH SUMATERA
312	KCP BANGKALAN	Jl.KH.Lemah Duwur 53 Kel. Pejagan Kec. Bangkalan	0313090558	0313061588	EAST JAVA
313	KCP JAKARTA PURI KENCANA	Jl. Puri Kencana Blok K-7/2 M	02158302669	02158302695	DKI JAKARTA
314	KCP JAKARTA KELAPA GADING BUKIT INDAH	Jl. Bukit Gading Raya Blok A Kav. No.25	02145876711	02145876712	DKI JAKARTA
315	KCP JAKARTA SUNTER GARDEN	Komp. Perum. Sunter Garden Blok B-VII kav.No.11A	02129385070	02129385071	DKI JAKARTA
316	KCP YOGYAKARTA GEJAYAN	Jl. Gejayan CT.X/22	0274581919	0274561967	YOGYAKARTA
317	KCP LAMPUNG PRINGSEWU	Jl. Jend A.Yani No.99	072924185	072924186	LAMPUNG
318	KCP TANGERANG MERDEKA	Jl. Merdeka No.8	02155734999	02155734949	BANTEN
319	KCP TANGERANG CITY	Jl. Jend. Sudirman Ruko Tangcity Business Park Blok F Kav25	02129239230	02129239229	BANTEN
320	KCP JAKARTA RUKAN TOP KALIMALANG	Jl. Kalimalang E-6/1-2	02129361841	02129361833	DKI JAKARTA
321	KCP JAKARTA CIPULIR	Jl. Ciledug Raya No.123 D	0217226221	0217226231	DKI JAKARTA
322	KCP SURABAYA KENJERAN	Jl. Kenjeran 83i	0313719665	0313719658	EAST JAVA
323	KCP BALIKPAPAN MT. HARYONO	Jl. MT. Haryono Komp. Balikpapan Baru Blok B1 No.1	0542877735	0542876150	EAST KALIMANTAN
324	KCP JAKARTA BUNGUR	Jl. Bungur Besar No.32C	02142878750	02142878760	DKI JAKARTA

## OFFICE ADDRESS OFFICE NETWORKS

No	Office Name	Address	Phone	Fax	Province
325	KCP TANGERANG MUTIARA KARAWACI	Ruko Mutiara Karawaci Blok C No.21	02155653342	02155653343	BANTEN
326	KCP SAMARINDA AHMAD YANI	Jl. Ahmad Yani No.23	05417776000	05417776001	EAST KALIMANTAN
327	KCP SOLO PALUR	Jl. Raya Palur No.329	0271821544	0271821543	CENTRAL JAVA
328	KCP GOWA	Jl. Usman Salengke No. 3	04118220388	04118220387	SOUTH SULAWESI
329	KCP PAMANUKAN	Jl. Ion Martasasmita No.14B	0260553900	0260553922	WEST JAVA
330	KCP SUKABUMI TIPAR GEDE	Jl. Tipar Gede No.19	02666252400	02666252449	WEST JAVA
331	KCP DENPASAR THAMRIN	Jl. Thamrin No.45	0361426325	0361423025	BALI
332	KCP METRO LAMPUNG	Jl. Jend. Sudirman No.88	072544202	072543154	LAMPUNG
333	KCP PASURUAN	Jl. Soekarno Hatta No.123	0343415559	0343417449	EAST JAVA
334	KCP BANDUNG CIHAMPELAS	Jl. Cihampelas No.119B	0222060999	0222060998	WEST JAVA
335	KCP BANDUNG CARINGIN	Pasar Caringin Kav.All No.12 Jl. Soekarno Hatta	0225413644	0225413775	WEST JAVA
336	KCP JAKARTA KUNINGAN CARD CENTER	Jl. Kompleks Rumah Sakit Mata Aini Kav.No.5 & 6	02129410724	02129410722	DKI JAKARTA
337	KCP BANDUNG UJUNG BERUNG	Jl. AH. Nasution No.202	02288884212	02288884211	WEST JAVA
338	KCP JAKARTA PANGLIMA POLIM	Ruko Grand Panglima Polim Kav.36 Jl. Panglima Polim Raya	02129501062	02129501051	DKI JAKARTA
339	KCP SUBANG	Jl. Oto Iskandardinata No.42	0260417557	0260471507	WEST JAVA
340	KCP JAKARTA ASEMKA	Jl. Pintu Kecil No.58A & 58B	0216900922	0216900923	DKI JAKARTA
341	KCP KUTA KALIANGET	Jl. Kalianget No.7	03614727403	03614727409	BALI
342	KC JAYAPURA	Jl. Ruko Pasifik Permai Blok B No.10 Dok II Bawah	0967522000	0967522004	PAPUA
343	KCP BANJARMASIN LAMBUNG MANGKURAT	Jl. Lambung Mangkurat No.45, 46 & 48	05113366460	05113366462	SOUTH KALIMANTAN
344	KK JAKARTA TRANSMART CEMPAKA PUTIH	Transmart Cempaka Putih Unit GF 13A-B Jl. Jend. Ahmad Yani No.83	02142871426	02142871430	DKI JAKARTA
345	KK JAKARTA TRANSMART CILANDAK	Transmart Cilandak, Unit G-06 Jl.Raya Cilandak KKO	02178840116	02178836452	DKI JAKARTA
346	KK BALIKPAPAN TRANSMART DAUN VILLAGE	Transmart Daun Village Unit GF-05 Komplek Daun Village Jl. MT. Haryono	05428513177	05428512509	EAST KALIMANTAN
347	KK BANDUNG TRANS STUDIO MALL	Bandung Trans Studio Mall Lt. Dasar Jl. Gatot Subroto No.289	02273511718	02273511719	WEST JAVA
348	KK JAKARTA CARREFOUR LEBAK BULUS	"Carrefour Lebak Bulus Lantai 1 Unit 05-07 Jl. Lebak Bulus Raya No.8"	02129026011	02129026012	DKI JAKARTA
349	KK YOGYAKARTA TRANSMART MAGUWO	Transmart Maguwo Yogyakarta Jl.Raya Solo KM 8 No. 234	02742800006	02742800986	YOGYAKARTA
350	KK TEGAL TRANSMART	Transmart Tegal Jl. Kolonel Soegiono	0283 - 4533707	0283 - 4533708	CENTRAL JAVA
351	KK BANDUNG TRANSMART BUAH BATU	Transmart Buah Batu Bandung Jl. Bojongsoang No.321	02286012942	02286012943	WEST JAVA
352	KK PEKANBARU TRANSMART SOEKARNO HATTA	"Transmart Pekanbaru Jl. Soekarno Hatta"	07618522789	07618406330	RIAU



## OFFICE ADDRESS OFFICE NETWORKS

No	Office Name	Address	Phone	Fax	Province
353	KK PADANG TRANSMART	"Transmart Padang Jl. Khatib Sulaiman No.72"	07518971152	07518971162	WEST SUMATERA
354	KK SEMARANG TRANSMART SETIABUDI	Transmart Setiabudi Semarang Jl. Setiabudi No.117	02476404011	02476404012	CENTRAL JAVA
355	KK DEPOK TRANSMART DEWI SARTIKA	Transmart Dewi Sartika Depok Jl. Dewi Sartika	021 75231958	021 75231957	WEST JAVA
356	KK MATARAM TRANSMART	Transmart Mataram Jl. Selaparang Lingkungan Sweta Timur	03707561888	03707561616	WEST NUSA TENGGARA
357	KK PALEMBANG TRANSMART	Transmart Palembang Jl. Radial	07115734599	07115734590	SOUTH SUMATERA
358	KK MANADO TRANSMART KAWANUA	Transmart Manado Kawanua Jl. AA. Maramis	0431 7286566	0431 7286366	NORTH SUMATERA
359	KK SOLO TRANSMART PABELAN	Transmart Solo Pabelan Jl. A. Yani No.234 Dukuh Banaran	0271 7464101	0271 7464060	CENTRAL JAVA
360	KK CIREBON TRANSMART	Transmart Cirebon Jl. Cipto Mangun Kusumo No.234	0231 8805005	0231 8806090	WEST JAVA
361	KK GRAHA BINTARO TRANSMART	Transmart Bintaro Graha Raya Jl. Perumahan Graha Raya Bintaro Blok CP 03A	02122927801	02122929405	BANTEN
362	KK LAMPUNG TRANSMART	Transmart Lampung Jl. Sultan Agung	07215612500	07215611333	LAMPUNG
363	KK SIDOARJO TRANSMART	Transmart Sidoarjo Jl. Mayjen Sungkono	03199709988	03199709989	EAST JAVA
364	KK PONTIANAK TRANSMART	Transmart Pontianak Jl. Ahmad Yani	05616712800	05616712399	WEST KALIMANTAN
365	KK KUPANG TRANSMART	Transmart Kupang Jl. W.J. Lalamentik	03808443800	03808443801	EAST NUSA TENGGARA
366	KF COLLECTION & RECOVERY MEDAN	Jl. Komodor Laut Yos Sudarso No.111 B dan No.111 C	08119635078		NORTH SUMATERA
367	KF COLLECTION & RECOVERY SURABAYA	Komplek pertokoan Semut Mega Plasa Jalan Stasiun Kota 24-C / 8-9	0315688566		EAST JAVA
368	KK BOGOR TRANSMART YASMIN	Transmart Bogor Yasmin Jl. KH. Abdullah bin Nuh Tanah Sareal	02517595125	02517595105	WEST JAVA
369	KK SURABAYA TRANSMART NGAGEL	Transmart Ngegel, Jl. Ngagel 137 - 141, Ngagel, Wonokromo	0315040898	0315041942	EAST JAVA
370	KK JEMBER TRANSMART	Transmart Jember, Jl. Hayam Wuruk No. 71, Kel. Sempusari, Kec. Kaliwates, Kab. Jember, Propinsi Jawa Timur	0331 - 5105066	0331 - 5105070	EAST JAVA

## OFFICE ADDRESS OFFICE NETWORKS

No	Office Name	Address	Phone	Fax	Province
371	KK MALANG TRANSMART MX MALL	Transmart MX Mall Malang, Jl. Veteran, Kel. Penanggungan, Kec. Klojen, Kota Malang, Provinsi Jawa Timur	03415026123	03415026127	JAWA TIMUR
372	KK Bekasi Transmart Juanda	Trans Studio Mall Cibubur Lt.GF, Unit No. 05, Jl. Alternatif Cibubur, Kel. Harjamukti, Kec. Cimanggis, Kota Depok, Propinsi Jawa Barat	02139715507	'02139715508	JAWA BARAT
373	KK CIBUBUR TRANS STUDIO MALL	Trans Studio Mall Cibubur Lt.GF, Unit No. 05, Jl. Alternatif Cibubur, Kel. Harjamukti, Kec. Cimanggis, Kota Depok, Propinsi Jawa Barat	02139715507	02139715508	JAWA BARAT
374	KK DENPASAR TRANS STUDIO MALL	Trans Studio Mall Bali Lt. GF, Unit No. G 21 A, Jl. Imam Bonjol No. 440, Kel. Pemecutan Kelod, Kec. Denpasar Barat, Bali	03616207072	0361-6207076	BALI
375	KK TASEKMALAYA TRANSMART	Transmart Tasikmalaya Lt. GF Unit No. GF 02, Jl. Ir. H. Juanda Rt 03 / RW 04, Kel. Sukamulya, Kec. Bungursari, Kota Tasikmalaya	02655307088	02655307089	JAWA BARAT
376	KK PEKALONGAN TRANSMART	Transmart Pekalongan, Jl. Urip Sumoharjo No. 20, Podosugih, Pekalongan Barat, Kota Pekalongan	0285433933	0285433939	JAWA TENGAH
377	KK SEMARANG TRANSMART MAJAPAHIT	Transmart Majapahit Lt. GF, Jl. Brigjen. Sudiarto No. 761 (d/h. Jl. Majapahit), Kel. Plamongan Sari, Kec. Pedurungan	02486005277	024860052778	JAWA TENGAH
378	KK PANGKAL PINANG TRANSMART	Transmart Pangkal Pinang Lt. GF, Jl. Jendral Sudirman No.8, Taman Bunga, Kec. Taman Sari, Kota Pangkal Pinang, Kepulauan Bangka Belitung	07179114411	07179113323	BANGKA BELITUNG
379	KK BINTARO TRANS PARK	Trans Park Bintaro Lantai GF, Jl. Prof. DR. Satrio No.5, Pondok Jaya, Kec. Pondok Aren, Kota Tangerang Selatan, Banten 15220	02139700488	02139700490	BANTEN



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Amidst macro challenges and global economic conditions in 2019, The Company achieved a positive performance and outpaced the industry's average growth rate. The intermediation function performed well, as reflected by the targeted growth of lending by 25.45%. This was backed by Third-Party Funds that grew by 19.85%. While total assets grew by 20.35% to Rp100,803.83 trillion.

# MANAGEMENT DISCUSSION AND ANALYSIS

# MACRO REVIEW



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The global economic conditions throughout 2019 were still affected by the US-China trade war. This adverse condition was seen in the declining performance of the world trade due to disruption in the global supply chain, which in turn caused the trade volume to slow down.

As the growth of global economy slowed down, the economic growth in developed countries and developing countries also decelerated. This momentum weakened world's commodity prices. To handle this, several central banks tried to adopt accommodating policies. The Fed, which previously had adopted a normalization policy, switched to

cutting back on its Fed Fund Rate (FFR) by three times to accommodate its monetary policies. Also on board was the European Central Bank (ECB) which bolstered its liquidity by expanding its balance sheets. Japanese central bank, or Bank of Japan (BoJ), meanwhile, adopted qualitative and quantitative easing. Despite the efforts, these policies could not effectively save the economy.

As indicated by various indicators, world economic growth in 2019 was bound to decelerate. IMF and other international institutions predicted a decline in economic growth, lower than that of 2018. Bank Indonesia (BI) predicted that the world

## MACRO REVIEW

economy will decline, going from 3.6% in 2018 to 3.0% in 2019. In 2020, BI predicted that the world economy would be at a 3.1% growth rate or slightly better than 2019. This prediction was based on the assumption that there would be an improvement in developing countries experiencing adverse conditions and that the tensions in the world trade would recede.

### Indonesian Economy

Despite the declining growth of global economy, Indonesian economy grew at a promising rate, as reflected by national economy stability. Several measures taken by BI could help the economy, thus driving the economy in 2019 to grow at a 5.02% rate.

The domestic economic growth was driven by household consumption that grew at a fixed rate due to low inflation and social aid from the government. The investment section recovered on the back of property investment growth that was stimulated by strategic national development projects. Export slightly improved although there was no meaningful improvement due to reduced demand and lower global commodity prices.

Indonesia's balance of payments in 2019 showed a sustainable position. The trade balance deficit narrowed at US\$7.7 billion, previously at US\$8.2 billion. Rupiah exchange rate rose, as Indonesia's balance of payments remained solid. The strengthening position of Rupiah was due to foreign capital investment and an increasing demand of Rupiah in the foreign exchange from business operators.

In addition, the government was able to keep inflation at a low and stable rate. This was backed by an inflation component, Consumer Price Index (CPI), which remained low. In 2019, BI predicted that inflation would stay at 3.1% rate or according to target. In 2020, inflation is predicted to stay at around 3.0±1% rate.

With the above economic indicators, Indonesia's economic growth is projected to reach a higher level next year. BI predicted economic growth in 2019 to stay at 5.1% while for 2020 it would reach around 5.1% - 5.5%.

Optimistic outlook in the economy is strengthened by the fast-paced development of digital economy. The disruptive digitalization currently taking place opens avenues for Indonesia to foster quality and inclusive economic growth. The development of start-ups creates a large new ecosystem that hosts digital payment system. The integration between businesses and digital finance in various segments, such as banking, fintech, and e-commerce, would stand to solidify Indonesia's bargaining position in the market and foster national economic growth.

### Banking Industry Review

The slowdown of domestic economic growth that lied on the back of global economic recession and a high degree of uncertainty due to trade wars impacted the banking industry. The "wait and see" approach used by business operators affected the credit performance in the banking sector as it only grew by a single digit. However, this little growth showed that banking still operated its intermediation function well, as seen in the Loan to Deposit Ratio (LDR) reaching 94.34%.

## MACRO REVIEW

In 2019, credit distribution from the banking sector showed a growth of 7.47% to reach an amount of Rp5,524.19 trillion, which fell from December 2018's 11.75% growth. This dip was attributed to limited credit demand from corporations. According to its usage, credit distribution mostly covered work capital credit accounting for 46.48%. Credit for investment and consumption accounted for 25.88% and 27.64% of the usage respectively.

This growth was due to the growth of funds distribution in that period that reached 7.89%. Demand for Third-Party Funds increased compared to December 2018, then at 7.47%. Based on the data from OJK, Third-Party Funds pooling in 2019 reached an amount of Rp5,891.92 trillion, which was dominated by low-cost funds such as current accounts and savings at 55.36%. Such liquidity was deemed acceptable by OJK.

Based on various financial indicators, OJK noted that sustainability in the banking sector remained acceptable. This financial system stability was reflected in the capital adequacy ratio and in the

increase in profits. According to the data from OJK, the Capital Adequacy Ratio (CAR) was at 23.38%. meanwhile, bad debt credit ratio or Non-Performing Loan (NPL) was still low at 2.66%. OJK noted, these indicators showed that the banking industry profile remained solid, driven by capital inflow to the domestic financial market and Indonesia's sovereign rating that improved the overall market conditions.

Digitalization became a new trend that converts how payment and banking system was performed. The growth of digital economy had spurred digital transactions. According to the data from Bank Indonesia, cashless transactions by ATM-Debit, Credit Card, and Electronic Money up to October 2019 grew by 32.1%. ATM-Debit still dominated cashless transactions with a share of 94.5%. The Electronic Money transactions in the period took off by 268%. This growth reflected consumers' preference for using digital money that continued to increase and backed by the integration of Electronic Money in the growing ecosystem of digitalization.



## FUNDING



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By the end of 2019, Bank Mega's Third-Party Funds reached a value of Rp72.79 trillion, which rose by 19.85% compared to the latest position in 2018 of Rp60.73 trillion. Third-Party Funds pooling was driven by the growth of deposit from Mega First segment, where it grew by 20.12% by the end of 2019. In addition, deposit products also grew by 29.75% compared to the end of 2018 and still maintained a stable cost of fund in 2019.

Bank Mega's aim is to strengthen its retail business in a sustainable manner. In 2019, Bank Mega launched attractive programs to collect funds from the retail customers, one of which was loyalty point program (DoreMe point), and also new customer acquisition programs for MegaFirst and Mass Market segments. In addition, Bank Mega also offers various banking products and services that promote ease of transaction for customers, such as debit cards and other e-channel features.

Another strategy is to synergize with the retail businesses of CT Corpora Group, which remains a reliable way to pool third-party funds. Through this strategy, the Bank can create programs that offer attractive long-term benefits to loyal customers of Bank Mega.

## RETAIL FUNDING

In line with Bank Mega's strategy to strengthen its retail business, the performance of third-party funds of the retail segment in 2019 grew by 11.09% to reach Rp47.14 trillion, with growth of Rp4.71 trillion. Bank Mega made efforts to keep its third-party funds performance stable and grow consistently. One way to do this was by encouraging deposit growth, which grew by 6.25% by the end of 2019 compared to 2018.

## FUNDING

Bank Mega's retail funding customers are segmented into Mass Market and MegaFirst. Mass Market customers are individual and non-individual customers with balance below Rp500 million. Nevertheless, it is also possible that Mass Market customers hold balance above Rp500 million. Bank Mega's priority segment, MegaFirst, consists of individuals who hold balance above Rp500 million and who are entitled to First Class facilities to meet customers' financial needs.

Bank Mega offers various savings products to customers, such as Mega Dana, Mega Maxi, Mega Berbagi, Mega Valas, Mega Ultima, Mega Rencana and Mega Perdana. For Mega Dana and Mega Maxi, customers will get loyalty points (DoReMe point) that can be used to transact with CT Corpora Group merchants participating in the program.

Mega Berbagi is a savings product with a unique proposition, whereby Bank Mega cooperates with customers in initiating social programs in education. Customers are invited to allocate 1% of the interest they receive plus another 1% from Bank Mega to contribute to the well-being of the nation's future generations by providing school facilities and enhancing the competence of teachers and pupils alike.

Several programs carried out throughout 2019 to drive the performance of Retail Funding were:

1. Bank Mega introduced DoReMe point, which is a loyalty point from Mega Dana and Mega Maxi Savings that can be used in transactions with participating CT Corpora Group merchants.
2. Bank Mega also actively and continuously encouraged Customers to have their cards changed (re-carding), whereby magnetic stripe cards were switched to chip cards. This was done to improve the security and convenience of customer transactions.
3. Mega Travel Fair was held twice in 2019, starting in March – April and then in September – October 2019 in 11 big cities. Mega Travel Fair is one of the facilities that offer benefits to customers of Bank Mega, especially MegaFirst customers, who want to make travel itineraries.
4. Bank Mega also continued to introduce Wealth Management to MegaFirst customers. In February 2019, Bank Mega entered into a new Investment Management Partnership with Manulife Aset Manajemen Indonesia. In 2019, there were 9 new Mutual Funds products added that were offered to customers according to their risk profiles.
5. In February 2019 Bank Mega participated as a Distribution Partner for the marketing of Government Retail Suku SR-011. In addition, Bank Mega also actively marketed Government Bonds in a secondary market.

### Work Plan and Strategies for Retail Funding in 2019

In 2019, the Retail Funding segment had executed various strategies based on the devised work plan. Some of the programs that were modeled on the work plan and strategies for promoting third-party funds to Mass Market and MegaFirst segments included:

- a. The development of MegaFirst segment with a focus on Membership Benefit & Lifestyle  
MegaFirst services focused on "Membership Benefit" where customers earned the privileges of lifestyle and banking experience while also earning more other benefits and appreciation.
- b. The development of Mass Market segment through competitive acquisition programs to enlarge customer base  
Mass Market customers comprise the biggest customer base at Bank Mega, making them the center of Bank Mega's strategy to repress cost of fund level at Bank Mega. To keep cost



## FUNDING

of fund at a low level, Bank Mega also devised some programs such as prizes and loyalty points to attract and increase the ticket size of its retail customers in 2019.

- c. Process and service quality improvements  
Process or procedure improvements as well as service standardization improvements will be intensified since they correlate strongly with customers' satisfaction. This factor is a key component in attracting new customers and retain existing customers.
- d. The development of Banking Networks, Features and Services  
As part of maintaining and strengthening Bank Mega's competitiveness in the retail segment, Bank Mega aggressively expanded its networks and made improvements to its service features including Mobile Banking, Internet Banking and ATM.
- e. Wealth Management  
In 2019, Bank Mega continuously introduced a concept of portfolio diversification for customers based on their risk profiles, where customers selected products according to their needs, terms and risk profiles. Bank Mega introduced 4 types of risk profile: Conservative, Moderate, Growth, and Aggressive.

1. Entering into more cooperation agreements with retail merchants to offer attractive programs for customers in the Mass Market and MegaFirst segments, including for debit card transactions.
2. Developing tactical programs to enhance customers' brand awareness of Bank Mega's products.
3. Developing features and services for transactions via e-channel.
4. Strengthening customer acquisition through attractive programs.

In addition to the existing programs, Bank Mega will regularly develop new products/activities, namely:

1. Marketing programs and activities to increase brand image, brand awareness, customer loyalty and customer acquisition, such as prizes, whether direct or through a lottery; loyalty points (DoReMe Point); and digital platform as a customer acquisition channel.
2. Cash management service to increase deposit in checking accounts.
3. Addition of a variety of products for Wealth Management, whether Investment product or Bancassurance, to meet customers' financial goals.
4. Improvement of Customer Experience in banking activities by using a digital platform.

### Strategi dan Rencana Kerja Retail Funding 2020

Work Plan and Strategies for Retail Funding in 2020  
The programs implemented in 2019 were effective ways of driving the performance of funds pooling for Retail Funding. Thus, Bank Mega will continue implementing the programs successfully launched in 2019. These programs and activities are:

## CORPORATE FUNDING

One of Bank Mega's strategies is to keep boosting Third-Party Funds annually. Corporate Funding is a unit that is tasked to penetrate and acquire non-individual customers (Corporate) to achieve the targeted amount for Third-Party Funds.

## FUNDING

Bank Mega's Third Party Funds for the Corporate Funding segment showed a significant growth of 24.50% in 2019. By the end of 2019 the Third-Party Funds closed at Rp23.73 trillion, with a total growth of Rp4.67 trillion.

Based on business segmentation, Corporate Funding is created for the same aim as its name suggests, which is to focus on acquiring and penetrating the market share of corporate customers with higher potential for funds placement compared to retail customers. Products sold in the Corporate Funding segment are those of Bank deposit, namely Current Account (CA), Saving Account (SA), and Time Deposit (TD). To improve CASA, Corporate Funding team made a cross-selling of cash management services for customers such as Virtual Account (VA), Payroll and Corporate Card.

#### Work Plan and Strategies for Corporate Funding 2019

In 2019, to drive the performance of Third-Party Funds in the Corporate segment, Bank Mega devised several strategies. The Corporate Funding team devised several strategies aimed at obtaining determined targets, namely:

- **Increase acquisition of listed Group corporation, increase new Time Deposit**  
Listed large corporate groups in Indonesia, identified those which had not been engaged by Bank Mega, and made efforts to convert them to customers to increase new customer acquisition and Third-Party Funds.
- **Enlarge relationship with existing Holding Corporation to new fund from subsidiary company (4 holding company)**  
Enlarge relationship with existing Holding Corporation to new fund from subsidiary company (4 holding company)  
Identified large corporate groups which were already customers of Bank Mega and made efforts to convert their sister companies or subsidiaries to customers.

- **Increase Current Account from Corporate Credit Customers by pushing more transaction fund in Bank Mega as credit agreement (4 companies)**  
Optimized opportunities by cross-selling Deposit or Cash Management Service to Credit Card Customers of Bank Mega to drive up transactions at Bank Mega which directly led to the improvement of CASA.
- **Increase Current Account/Time Deposit from new and existing suppliers of Carrefour**  
Maintained good relationship with Customers which were Carrefour suppliers with the aim of selling Deposit.
- **Deepening potential existing customer to get new fund (Non CT CORP)**  
Identified existing customers which, in recent years, showed a historical record of large funds placement with the Bank and maximized the efforts to attract them to placing their funds again.
- **Limited growth of Financial Institution fund**  
Minimized funds placement from financial institutions due to volatility of the funds which was subject to withdrawal by customers and would disrupt the performance of Bank Mega's Third-Party Funds.
- **BAU growth customers (CT Corp)**  
Ensured that CT Corp Group customers placed their funds in Bank Mega and monitored the in/out activities performed by such customers.

#### Work Plan and Strategies for Corporate Funding in 2020

In 2020, the focus is to improve the performance of Current Account. New innovations will focus on cross-selling of payroll service of Bank Mega. The business strategies for Corporate Funding in 2020 will include 7 business strategies implemented in 2019 and will add 2 new strategies for 2020:

## FUNDING

### Current Strategy Plan 2020

Third-Party Funds performance in 2019 was better than 2018 which saw a decline. This becomes the reason why the Corporate Funding team intends to keep implementing the strategies for 2019 in 2020:

- Increase acquisition of listed Group corporation, increase new Time Deposit**  
 List large corporate groups in Indonesia, identify those which had not been engaged by Bank Mega, and make efforts to convert them to customers to increase new customer acquisition and Third-Party Funds.
- Enlarge relationship with existing Holding Corporation to new fund from subsidiary company (4 holding company)**  
 Identify large corporate groups which are already customers of Bank Mega and make efforts to convert their sister companies or subsidiaries to customers.
- Increase Current Account from Corporate Credit Customers by pushing more transaction fund in Bank Mega as credit agreement (4 companies)**  
 Optimize opportunities by cross-selling Deposit or Cash Management Service to Credit Card Customers of Bank Mega to drive up transactions at Bank Mega which directly leads to the improvement of CASA.
- Increase Current Account/Time Deposit from new and existing supplier Carrefour**  
 Maintain good relationship with Customers which were Carrefour suppliers with the aim of selling Deposit.

- Deepening potential existing customer to get new fund (Non CT CORP)**  
 Identify existing customers which, in recent years, showed a historical record of large funds placement with the Bank and maximize the efforts to attract them to placing their funds again.
- Limited growth of Financial Institution fund**  
 Minimize funds placement from financial institutions due to volatility of the funds which is subject to withdrawal by customers and will disrupt the performance of Bank Mega's Third-Party Funds.
- BAU growth customers (CT Corp)**  
 Ensure that CT Corp Group customers place their funds in Bank Mega and monitor the in/out activities performed by such customers.

### New Strategy Plan 2020

In 2020 there are 2 new strategies that will be implemented to achieve better result for Third-Party Funds:

- Change the Composition of Expensive Funds (Time Deposit), to increase Current Account**  
 In 2020, the Corporate Funding team will focus on improving Current Account performance (low-cost funds) through some activities: cross-selling payroll and cash management services to increase the availability of low-cost funds and drive up customer transactions at Bank Mega via internet banking.
- Replacing Customers Oriented to Interest**  
 In 2020, the Corporate Funding team will focus on replacing customers who are oriented to high interest rate. CFM and CFO will list customers who were only interested in high interest in 2019, and will seek new ones to replace them.

## FUNDING

## ELECTRONIC CHANNEL (E-CHANNEL)

The speed at which digitalization spreads is unimaginable, even in the banking industry that has layers of procedures, digitalization runs at breakneck speed. For instance, the process of opening an account is comprised of many verification and validation steps, but now it is much shorter, thus leaving the need to visit a nearby branch.

Digitalization in the banking industry has brought significant disruption and this becomes a critical factor that sets the direction to which the banking industry will eventually be brought. The company continuously attempts to digitize, innovate and develop technology not only for digital banking but also beyond banking whereby customers enjoy features and services that in turn will become a source of fee-based income for the Company.

Currently, The Company provides some electronic banking services that provide convenience and speed to customers when making various banking transactions. These services are ATM, Debit Card, internet banking, and mobile banking.

## ATM

As of 2019, ATM transactions reached 25.3 million in volume and Rp11.3 trillion in amount. Income from this ATM transaction contributed to fee-based income of Rp50 billion. Now Bank Mega ATMs can process chip-based ATM transactions. At the beginning of 2019, Bank Mega ATM added new features such as OVO Top-up, Non-electricity bill payment of PLN, Payment of Land and Building Tax for Jakarta and other Regional Taxes for Jakarta. In addition, Bank Mega ATM can process Cash Withdrawal and Balance Inquiry from China Union Pay (CUP) Cards. In 2020, Bank Mega will keep

adding other features such as PDAM, Insurane, State Revenue and other bills and also adding a transaction processing feature for Visa Plus, JCB and other cards.

## MEGA CASH

Mega Cash is a chip-based Electronic Money offered by Bank Mega. This Electronic Money is in the form of a card and had been sold as many as 62.548 cards in 2019. The total of Mega Cash cards in circulation up to December 2019 was 4.16 million cards and they had been used in 737.075 transactions with a total amount of Rp39.2 billion. Mega Cash cards were used in transactions with merchants in the transportation and retail sectors.

Besides chip-based Electronic Money, Bank Mega also offers server-based Electronic Money and it is expected that these products can continue to improve service quality for Bank Mega customers. With the introduction of QRIS program (QR Indonesia) by Bank of Indonesia, it is expected that server-based Electronic Money of Bank Mega can reach merchants who accept QRIS transactions nationwide.

## DEBITCARD

Debit Card are still favored by customers due to its ease of use and practicality and because it can be used in online transactions. Bank Mega Debit Card usage continued to increase over time and by the end of 2017, Bank Mega released debit cards with the GPN logo on them. Bank Mega Debit Card can be used in offline and online merchants. In 2019, Bank Mega Debit Card transactions had reached 1.57 million with a transaction value of Rp503 billion. Bank Mega already complies with the regulations of Bank of Indonesia on the usage of chip-based ATM/Debit cards.



## FUNDING

Customers who use Bank Mega Debit Card have the privilege of getting lifetime discounts only by transacting using Bank Mega Debit Card in all retail stores under the CT Corp Group or in other retail stores already in partnership with Bank Mega.

### MEGA INTERNET

Internet banking service is also one of the e-channel services that is still favored by Bank Mega customers. This was reflected in the increase of transaction volume via Mega Internet of 10.3%, reaching an amount of Rp1.081.596 million in 2019. Internet banking trend slowly shifted towards mobile banking for transactions requiring swiftness and immediacy. This was seen in the number of Mega Internet users which went down by 5% to 35.969 and in the transaction volume which went down by 5.3% to 837.567.

To boost transaction volume, Mega Internet will continue to add more payment and purchase features by incorporating new billing features such as internet data top-up, insurance payment, multifinance and e-commerce.

### MEGA MOBILE

Another e-channel service provided by Bank Mega is Mega Mobile that offers benefits in the transactions. Throughout 2019, the number of Mega Mobile users increased by 4.6% to 119.292 users by the end of 2019. Transaction volume also rose by 34.1% to Rp2.720.690 million. This uptrend shows

that an increasing number of users started to switch to Mega Mobile.

Until 2019, transaction volume grew by 45.4% to 3.619.127 transactions. In the future, Bank Mega will continue to develop new applications with new features and will continue to improve payment and purchase features by adding new billing features. The development will focus on new mobile banking applications with new features.

### Strategies for e-Channel 2020

To face digitalization and disruptive banking technology in the future, Bank Mega has been preparing to improve its services in terms of comfort and convenience of making e-channel transactions in 2020. To achieve that, Bank Mega will upgrade its mobile banking application to make it easier to use, more complete and smarter. Besides, Bank Mega will also keep adding services and facilities beyond banking. Bank Mega will continue to cooperate with billing service providers for its Mobile Banking, Internet Banking and ATM and will also make customer onboarding more accessible to customers so they do not have to visit branch offices. For Debit Card, Bank Mega will have a strategic co-branding with institutions or communities and e-commerce merchants. For Mega Cash, it will continue to be utilized as a payment method in the transportation or retail sector.



For credit distribution, Bank Mega's business units are divided into Corporate Loan, Commercial Loan, Retail Loan (SMEs and Consumers) and Indirect Channel Loan. Throughout 2019, the total of outstanding credit distributed by Bank Mega reached Rp42.8 trillion. Below is the description of each segment.

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### Corporate Loan

Throughout 2019, the total outstanding credit distributed by the Corporate Loan Segment reached Rp23.2 trillion, growing by 51.5% or Rp7.9 trillion compared to 2018. The share of this segment was the biggest, accounting for 54.2% of the total outstanding credit from the Bank.

In 2019, the Corporate Loan Segment recorded a profit of Rp637 billion, growing by 27.34% compared to 2018 and it was still the biggest contributor to profit in the Credit Directorate. Net interest income from this segment in 2019 totalled Rp430 billion. The biggest profit also came from fee income, which totaled Rp268 billion or grew by 20% compared to 2018.

The main strategy for 2020 is to focus on giving loans to corporations or business groups that have good reputation and participate in loan syndication.

In addition, this segment will focus on financing state-owned companies (BUMN).

### Retail Loan (SMEs & Consumers)

In 2019, the total loan for SMEs was Rp875.2 billion and the total loan for Consumers was Rp501.8 billion. The loan for both SMEs and Consumers reached a total of Rp1.5 trillion or 3.45% of the total outstanding credit of the Bank.

Even though profit did not show any increase since 2018, the Retail Segment recorded a total of Rp79 billion in net profit or equivalent to 8.25% of the total net profit received by the Credit Directorate in 2019.

In 2020, the primary strategy would be to make business centers more effective in driving retail credit growth and commercial credit growth.

## CREDIT

### Commercial Loan

The Commercial Loan Segment in 2019 distributed loan in amount of Rp2.8 trillion, which grew by Rp470 billion or 20.5% compared to previous year.

The focus of the strategy in 2019 was targeting cities that became centers of businesses and showed potential for economic growth which were supported by adequacy and availability of infrastructure. The net profit income received by the Commercial Loan Segment was Rp82 billion or rose by 6% from 2018, which accounted for 8.6% of the total net profit income of the Credit Directorate.

Targeting cities that become centers of businesses and show potential for economic growth as well as optimizing the sales distribution model by concentrating on business centers around the regional offices will be the strategies implemented by the Commercial and Retail Segments in 2020.

### Indirect Channel

The Indirect Channel Segment recorded a growth of Rp1.92 trillion to reach Rp15.35 trillion in 2019 or equivalent to 14.31% growth compared to 2018. The distribution share of this segment was the second biggest, reaching 35.9% of the total outstanding credit of the Bank.

The profit recorded by the Indirect Channel Segment was Rp358 billion or rose by 43% from 2018. Accounting for 37.26% of the total profit received by the Credit Directorate, this segment is the second biggest contributor to the profit of the Credit Directorate. The Indirect Channel Segment recorded a net profit income of Rp367 billion or equivalent to a rise of 51% compared to previous year.

In 2020, the Indirect Channel Segment will still focus on growth driven by the Business Group and on expanding partnerships with other partners especially with financing companies owned by the Bank as a means of developing mirrored financing.

### Strategies and Work Plan for Credit in 2020

General strategies for Credit in 2020 include:

- Looking for capable marketers to identify credit potentials according to the target market, developing reliable human resources through leveled and continuous training programs and monitoring key performance indicators according to parameters that emphasize business growth and credit quality improvement.
- Increasing fee income by exercising discipline in cost management and looking for additional fee income for certain credit structures.
- Improving the credit quality for debtors through several ways: first, selecting potential new debtors during the acquisition process to attain quality debtors; second: performing account maintenance and using early warning signal by doing a regular check-on-the-spot activity to see the development of the debtors; third: accelerating settlement by seizing the debtors' guarantee through auction and/or confiscation of the debtors' guarantee through AYDA process.

To face the challenges in 2020, each segment has devised a plan to execute the pursued strategies, namely:

## CREDIT

- **Corporate Loan**

The Corporate Loan Segment will focus on offering syndicated credit and will attract state-owned companies with good credit rating and stable financial conditions as well as business sectors that are predicted to grow, whether through new customers or existing customers showing good performance. In addition, credit distribution will focus on companies and business groups that have good reputation and need financing for business development and/or incorporation of a new company to diversify their business.

- **Commercial Loan and Retail Loan (SMEs and Consumers)**

The growth of Commercial Loan and Retail Loan (SMEs and Consumers) depends on regional offices (business centers). Hence, a change needs to happen to make business centers more effective and more able to drive the growth of commercial loan and retail loan (SMEs and Consumers). This change includes: unifying RM Retail and RM Commercial into Credit Relationship Manager, to improve the effectiveness and efficiency of the Credit Relationship Manager in performing their functions and duties in the regional office.

Financing cooperation schemes will still be maintained with partners/suppliers of the business group and with several companies/group companies to boost credit growth for SMEs. Besides, the Bank will attempt to get new debtors by targeting local conglomerates in growth cities functioning as business centers or similar top companies in industries with

positive trends which are backed by adequacy and availability of infrastructures. This will be achieved by making business centers in every region operate more effectively. Regarding credit for consumers, the Bank will continue to cooperate with group companies to finance apartment ownership for end users.

- **Indirect Channel**

In the Indirect Channel segment, credit growth will increase because this segment will keep building partnership new Partners and improve the relationship with existing Partners to increase monthly credit distribution. To increase credit volume, Bank Mega will also keep synergizing with business groups (e.g., MAF, MCF and MF) by financing car development activities (new or old cars) and by providing multipurpose credit other than the existing motorcycle and electronic loans. This strategy is in line with the spirit of unrestrictive credit policy for motor vehicles that was issued by regulators and became effective since 2 December 2019.

In addition, to increase the Bank's fee-based income, the Bank will continue to optimize its Trade Finance service, which includes the issuance of LC, domestic LC (SKBDN), Bank Guarantee, and Standby LC in a case-by-case scenario for selected customers. Bank Mega also provides Structured Trade Financing, which consists of a variety of financing facilities that rely on funds from correspondent banks with cheaper fees. The Bank will continuously implement strategies to develop trade financing products, synergize marketing activities and cross sell its products to boost its fee-based income.

## CREDIT CARD



The performance of Bank Mega's Credit Card business in December 2019 recorded a constant growth compared to previous year's performance. Important factors that drove the credit card performance were sales volume, which stayed at Rp28.2 trillion and outstanding credit, which grew from Rp7.6 billion in 2018 to Rp7.8 billion in 2019. On top of that, the number of card holders grew, from 1.03 million users in 2018 to 1.06 users in 2019.

The performance in 2019 was decent, with 92% of the targets achieved. The focus of Bank Mega during this period was to manage robust and quality portfolios for its customers.

Bank Mega continuously provides the best benefits, features, facilities and promotional programs to meet the needs of its card holders, by working in collaboration with a variety of selected merchants. Through this endeavor, Bank Mega hopes that Bank Mega card usage will

continue to grow parallel to customers' loyalty due to the satisfaction and convenience Bank Mega offers in its services. Owing to the success in 2019, Bank Mega received "The Best Credit Card" Award for Issuer Bank Book 3 from Visa Worldwide and "The Most Favorite Shopping Credit Card" Award from Loyal Hackers. Bank Mega was also trusted to become the Co-Branding Issuer Partner for BPD Sulteng Credit Card. The fourth annual trip to Camp Nou was also a testament of customers' enthusiasm for Bank Mega's credit card programs.

To drive the growth of the credit card business, The Company made some innovations with the aim to gain wider market share in Indonesia. Such innovations were realized through various promotional programs or product planning programs and credit card programs which aimed at improving service, transactions and revenue. To respond to digitalization, Bank Mega strengthened its foothold in the digital market



## CREDIT CARD

by launching a new product and service such as virtual credit cards and digital on boarding - an acquisition through a digital medium and by improving the function and service of the mobile credit card application. Such innovations were expected to solidify The Company's position in the competitive credit card market in Indonesia.

### The Significance of Synergy with CT Corp and Credit Card

Despite the challenges in the era of globalization, increasing competition and restrictive regulation of credit card imposed by Bank of Indonesia, Bank Mega credit card has the advantage no other credit cards have, namely being able to meet its customers' needs through a vast network of CT Corp.

Unparalleled synergy between every retail, lifestyle and entertainment portfolio under the CT Corp network proves to be an effective strategy and a right way to achieve the Bank's goals.

In real terms, Bank Mega built optimum synergy with CT Corp Group companies by offering various discounts throughout the year, which solidifies Bank Mega's reputation and position in the credit card market in Indonesia.

### CETAR (CT Corp Referral)

CETAR (CT Corp Referral) is an extension of the program previously called Staff & Family CT Corpora Get Member (SFGM). This program is a reference channel for every CT Corpora employee.

Any employee who successfully referred any of their family, friends or colleagues to Bank Mega credit card would get a cash reward of Rp250,000 for Mega Travel Card or Mega Visa Premium or Rp150,000 for Non Platinum Card (Mega Visa Gold, Mega Transmart Card, Metro Mega Card). Besides cash reward, lucky employees would also get the chance to win a monthly prize in the form of a Precious Metal, a Motorcycle, a Jakarta-Japan Return Ticket, an S10+ Smartphone, or a CT Corp voucher worth Rp15 million. In this program, the employee could choose their preferred monthly prize..

For 2020, in addition to CETAR Program for CT Corpora employees, we also launched Member Get Member (MGM) Program for Bank Mega credit card customers. Like CETAR, customers who are able to refer their circle to Bank Mega credit card will get a reward in the form of cashback that will be credited to their Bank Mega credit card.

### Food & Dining

Bagi seluruh Pemegang Kartu yang memiliki hobi kuliner, Kartu Kredit Bank Mega menawarkan berbagai program kuliner dengan lebih dari 1.000 restoran dan café yang tersebar di seluruh Indonesia. Bekerjasama dengan Trans F&B, Kartu Kredit Bank Mega memberikan penawaran eksklusif sepanjang tahun berupa diskon sampai dengan 50% di Coffee Bean and Tea Leaf, Baskin Robbins, Wendy's, Warung Wardani, Gyukatsu dan Tasty Kitchen yang tergabung dalam Trans F&B.





## CREDIT CARD

**TRANS**FASHION  
INDONESIA

**METRO**

**AntaVaya**  
the SMART way to travel

**ibis**  
HOTELS  
BANDUNG  
TRANS STUDIO

**THE TRANS**  
RESORT BALI

**THE TRANS**  
LUXURY HOTEL

**TRANS**  
Studio

**FASHION**  
HOTEL  
LEGIAN

## FASHION & LIFESTYLE

Special for fashion enthusiasts and card holders who are keen on collecting items of their favorite brands under Trans Fashion, Bank Mega Credit Card offers special discounts of up to 20% for MegaFirst Infinite Credit Card and up to 10% for other Bank Mega Credit Cards in more than 50 Trans Fashion outlets with brands such as Aigner, Canali, Furla, Geox, Hugo Boss, Salvatore Ferragamo and Tod's.

Metro Department Store is one of CT Corp Group's subsidiaries that serves lifestyle needs by providing customers with quality apparel products and accessories. The driving philosophy behind this company is to create convenient and fun shopping environment and experience. Bank Mega and Metro Department Store collaborate to provide exclusive deals for Bank Mega credit card holders, such as a 10% discount and redeem rewards point that can be used throughout the year.

## TRAVEL & LEISURE

Plan your vacation by seizing the special deals offered by Bank Mega Credit Card. Bank Mega works in collaboration with AntaVaya Tour & Travel and pergi.com (an online platform of AntaVaya Group), in which the deals include ticketing, accommodation, tourism package and other various benefits. The benefits of using Bank Mega Credit Card are: getting a special price for tourism package, getting a competitive price for international tickets and reserving the right to pay in low-interest installments as well as getting a special discount of up to 10% for MegaFirts Infinite Credit Card in all AntaVaya outlets in Indonesia.

Bank Mega also cooperates with AntaVaya Tour in holding Mega Travel Fair once every two years and partners with several airlines and tourism boards that offer vacation recommendations. Mega Travel Fair provides many promotional tickets and fun tourism packages for Bank Mega Credit Card holders.

## CREDIT CARD

An alternative recreation that is equally interesting is to spend time with family in Trans Studio Cibubur, Bali, Makassar and Bandung, which feature fun and interesting attractions and in Trans Snow World, in Juanda, Bekasi, which features the first snow arena in Indonesia. Bank Mega Credit Card offers a 25% discount for Trans Studio ticket.

Besides enjoying attractions, Trans Studio Bandung also offers a chance to indulge oneself in shopping in Trans Studio Mall or in staying at Trans Luxury Hotel Bandung, Trans Resort Bali, Love Fashion Legian and IBIS Hotel Bandung. Bank Mega Credit Card holders can get a special price and a discount of 50% when staying on weekdays and 25% when staying on weekends.

## DAILY NECESSITIES

Transmart Carrefour Indonesia, a shopping center with a hypermarket concept under PT Trans Retail Indonesia, functions as a one-stop shopping center and provides a variety of products with affordable price and the best service. Bank Mega has collaborated with all

Transmart Carrefour outlets in providing the most attractive benefits for all Bank Mega credit card holders by giving a 10% discount and redeem rewards point that can be used throughout the year.

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## MEDIA &amp; ENTERTAINMENT

TRANS TV, TRANS7, CNN Indonesia and Detikcom are companies under the management of TRANSMEDIA. Working with Bank Mega, TRANSMEDIA strives to increase brand awareness and advertise various promotional

programs specially to Bank Mega card holders and the general public. TRANSMEDIA helps Bank Mega offer promotions for the innovations that are underway and will be made by Bank Mega.



## CREDIT CARD

### FINANCIAL INSTITUTION

CT Corp also owns several financial institutions such as Mega Insurance, which operates a General Insurance business, and PFI Mega Life, which operates a Life Insurance business.

Bank Mega and the two insurance companies aim to help customers in financial planning, life insurance, and ownership management of valuable goods.



### STRATEGIES IN 2019

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In 2019, Bank Mega aimed to continuously develop its Credit Card & Personal Loan business by focusing on giving the best service to card holders via a digital application called Mega Credit Card Mobile. Bank Mega added new features to the application in relation to credit card request and financial transaction, such as: Installment Request, Credit Card Limit Increase, Registration for Monthly Bill Payment (Mega Bill) and Insurance, as well as other features that were expected to boost business growth and provide more complete services for Bank Mega

card holders. In addition, Bank Mega Credit Card continued to offer benefits in segments such as food & dining, travel, and online transaction to meet the needs of card holders.

For 2020, Bank Mega holds an optimistic view that the Bank will be able to pursue growth through various business strategies and innovations. The Number of Accounts, Sales Volume and Outstanding Credit are expected to increase, relative to 2019 figures.

## TREASURY &amp; GLOBAL MARKET



## TREASURY &amp; GLOBAL MARKET



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## ECONOMY OVERVIEW IN 2019

In 2019, Bank Indonesia cut the BI benchmark rate (7-day reverse repo) four times from July to end of October, from 6.00% to 5.00%. This is consistent with the efforts to reduce current account deficit to a safe limit and maintain the attractiveness of domestic financial market thereby to further strengthens Indonesia's external resilience amidst high global uncertainty.

Bank Indonesia policies that are pre-emptive, front loading and ahead of the curve enabled the proper management and control of IDR currency by the monetary authority, backed by the domestic non-deliverable forward (DNDF) instrument market thereby strengthening the IDR with certainty. The

IDR was opened in the range of 14,450 against the USD in early 2019 and weakened to a peak at 14,525 in May with a political agenda taking place in the country. The monetary authorities consistently conduct market deepening in both the foreign exchange and bond markets hence the overall momentum can be maintained on the financial markets. The overall USD-IDR can be maintained in the range of 13870-14525 in 2019. The Rupiah is the third best performing currency after Thailand Baht and Philippines Peso.

Throughout 2019, global economic and geopolitical turmoil continued to overshadow the domestic market. Since the beginning until the end of the year, the UK Brexit process has not produced any result. The ongoing discussion of

## TREASURY & GLOBAL MARKET

trade wars between China and the US remained a concern to both local and international markets. The geopolitical factors in the Asian region with the riots that occurred in Hong Kong also affected the regional economic uncertainty.

### ECONOMY OVERVIEW IN 2020

In 2020 the Global economy encounters uncertainty, impacting the economic downturn in many countries including the domestic economy. On Global risks, the ongoing trade agreement between the United States and China, the threat of impeachment of the US President Trump by congress, easing interest rates stimulus by central banks in the world led to easing of global liquidity. These global risks have impacted the Indonesian economy where there are 3 pathways to need to watch out for, namely financial markets where capital flows to Indonesia are influenced by monetary policies in developed countries. Foreign Direct Investments (FDI) where global negative sentiment can affect investor confidence. The last is the trade balance to experience pressure. Referring to the challenges above, TSGM Bank Mega will continue to actively generate revenue growth in 2020. Setting targets for consideration of continued economic growth is expected to grow in the range of 5.0% -5.4% with inflation levels remaining low and manageable at the level of 3.5% +/- 1%, and the interest of foreign investors to invest in Indonesia is remained which will support the price of bonds and the stock market.

### TREASURY

The economic situation in 2019 is still affected by policies and circumstances in the United States of America (USA), European countries and China. The financial market is stirred by the US monetary policy, while commodity market is affected by lower production in the industrial countries. The trade sector is also under pressure as the tension

escalates between the US and economic giants like China and India.

In an effort to maintain stability and attractiveness of financial market, also to control current account deficit, Bank Indonesia had lowered BI-7DRR by four times. The adjustment in policy interest rate had pushed lower interest rate on Rupiah Interbank Money Market (PUAB) and Repo Market. To be in line with lower Fed Fund Rate (FFR), Foreign Exchange PUAB is also decreased with Bank Indonesia policy to cut Minimum Mandatory Current Account (GWM) by 50 bps from 6.50% to 6.00% in July 2019. It will be followed by another 50 bps cut from 6.00% to 5.50% effective in January 2020.

The policy from Bank Indonesia has directly increase liquidity in the banking system. However, the higher liquidity does not directly impact banking credit. Instead, it increases banking investment in securities.

In facing such circumstances, Treasury Bank Mega actively and conservatively participates while being prudent in running the business in order to maintain profitability of asset and liabilities portfolios, as well as the liquidity. The following are concrete steps taken by the treasury throughout 2019:

1. Risk diversification by regulating the composition of securities in terms of issuer (government and corporation) and in terms of tenor. This is to maximize the company's revenue without significantly increasing the risk exposure.
2. Taking prudent measure in selecting and buying corporate bonds with minimum rating idA- (Pefindo) to avoid any future default.

## TREASURY &amp; GLOBAL MARKET

3. Continuously arranging Trading, Available For Sales (AFS) and Hold to Maturity (HTM) portfolio to balance loan and third-party fund growth, while observing and controlling risk exposures that Bank Mega faced.
4. Regulating funding gap between Asset and Liabilities to sustain bank safety in maintaining daily liquidity.
5. Always ensuring the bank liquidity is table by looking at the number of High Quality Liquid Assets (HQLA), Liquidity Coverage Ratio (LCR) and Net Stable Funding Ratio (NSFR).

Those strategies managed to maintain the company's revenue in 2019 by sustaining liquidity. The revenue obtained from Net Interest Income and capital gains from securities sales. The Treasury division performance in 2019 is in tune with work plan target.

## GLOBAL MARKETS

The year of 2019 is an interesting year for the financial market. Domestic market is buoyed with political factor as simultaneous regional election (legislative and presidential) happened enthusiastically and Indonesia fiesta of democracy ran successfully, although some turmoil occurred and increase volatility in 2019.

International factor also took market player attention in 2019, particularly the central banks tendencies to lower interest rate in addition to geo-political factor that happened almost in every region in the world.

Amid various conditions, the company remains active in the financial market activities, hence contributing to the company's overall significant performance while maintaining consistent attention to compliance and risk corridors.

### Global Markets Sales (GM Sales)

As global market is very competitive, it needs an outstanding expertise on global market that is combined with the comprehensive understanding on local market to run the Global Market Sales business. It also needs innovation to increase competitiveness and provide competitive price. The company always commits to provide the best service to the customers. These efforts are needed to improve the company's competence and capability in GM Sales business.

Rising competition between banks in increasing customer market share has pushed the company to expand synergy with internal parties related to Global Markets product marketing. Training, education and communication for sales officers in the branches and head office was intensified to deliver product information as well as internal and external rules related to compliance. This will enable the Global Markets product marketing, character, risk and product transparency meet prevailing rules.

In 2019, Global Market Sales creatively innovate and attentively looking at the customers needs on Global Markets products like bonds, foreign exchange and financial derivative products.

### Global Markets Trading (GM Trading)

In 2019, Global Markets Trading managed to utilize volatility in the market amidst rising political risks during simultaneous regional election (legislative and presidential). Globally, the market faces circumstances where many central banks tries to lower the benchmark interest rate. This provides opportunity for Global Markets Trading team to collect fee based in carrying daily activities.



## TREASURY & GLOBAL MARKET

The synergy with Global Markets Sales Team will continue by giving competitive price to achieve the market share target, while adhering to the principles of compliance both internally, externally and from regulator.

In 2020, GM Trading sees foreign exchange market will actively moving with all factors in domestic and international markets. GM Trading will actively participate in market deepening while maintaining attention towards prevailing situation.

Meanwhile for the bonds market, the overall interest rate in 2020 is seen quite low. To sustain fee based income, GM Trading needs to actively participate in market deepening of Rupiah bonds and other currencies, like bonds in US Dollar denominated.

### Treasury & Global Markets Strategy in 2020

In 2020, the company's Treasury & Global Markets (TSGM) business unit will maintain its focus on customers' needs-oriented business model. It will be achieved by implementing strategy that offers financial market services with comprehensive solution and covers all market segments (currencies, interest rate and derivative).

In correlation with TSGM commitment to be the customers' first choice, the company will work hard to

serve the customers. In the meantime, the company will also keep following market development to achieve sustainable business model that profitable for both customers and Bank.

In 2020, there are several challenges that can impact the Bank performance, particularly in TSGM business. The weaker economy outlook that tends to be stagnant can bring stagnation to overall business.

To anticipate this and other upcoming challenges, the company will make serious efforts to continue increasing customers funding from both corporation and retail through continuous product innovation, as well as strengthening and extending contribution from new sales distribution channel.

On the other hand in order to achieve sustainable growth, the company already specifies TSGM main priorities in 2020 that include:

- Optimizing transactions with retail customers from securities, foreign exchange and structured products.
- Pushing cross sell with corporation customers.
- Actively doing foreign exchange, securities and derivative trading to support transaction with customers.
- Anticipate and give inputs to the regulator in issuing new regulation that developing financial market.

## TREASURY &amp; GLOBAL MARKET

## INTERNATIONAL BANKING &amp; FINANCIAL INSTITUTION (IBFI)

In 2019, the company business grows 35.17% from 2018. The accomplishment obtained from product funding and lending, also services that satisfy the customers.

In managing international banking and financial institution business segments, the company aggressively goes after growth. Amidst the election and other political activities that quite disturbing economic stability, the company performance received appreciation through prestigious recognition of zero error from Standard Chartered Bank in Processing Commercial Payment and Treasury Payment.

In 2020, International Banking & Financial Institution Division will face greater challenge to increase its contribution for the bank. Therefore, it needs better services and more innovative product development like developing trade finance and treasury products. As the government gives positive projection for economic growth and optimism for

improved economy, the company is sure to push business increase next year.

To achieve the growth, the company has set strategy to execute next year. The company realized that having long-term strategic relationships with all counterparts domestically and internationally will be very important to help and give profit for both parties.

Currently, the company is cooperating with International Correspondence Banks including the World Top 10 Bank, namely Industrial & Commercial Bank of China (ICBC), Bank of China (BOC), Standard Chartered Bank and Wells Fargo Bank National Association. This will bring maximum service to the company's customers for overseas payment and transaction. Now the company can cater 10 main currencies in the world and other foreign currencies like USD, EUR, AUD, CNY, JPY, CHF, GBP, HKD, NZD and SGD.

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## TRUSTEES ACTIVITIES

The company has ran Trustees business for over 19 years. Trustees is a Capital Market Supporting Institution on duty to represent the interest of the Debt Securities Holders. The institution is needed by corporations that will issue debt securities. The company also provides monitoring agent services in the context of Medium Term Notes (MTN) emission, as well as guarantee agent services.

Bank Mega has obtained Certificate of Registration (STTD) to conduct business activities as the Trustee of the Capital Market Supervisory Agency

(BAPEPAM) based on the decree No. 20/STTS-WA/PM/2000 on August 2, 2000.

Bank Mega's duties and responsibilities as Trustees are as follows:

- a. Representing the interest of the bondholders both inside and outside the court in taking legal action related to the interest of the bondholders;
- b. Submitting transparent complete information regarding the qualification as a trustee in the prospectus;

## TREASURY & GLOBAL MARKET

- c. Providing reports to the Financial Services Authority, Stock Exchange and bondholders either directly or through the Stock Exchange in the event that Issuers are defaulted or in a circumstance which may endanger the bondholder's interests;
- d. Periodically oversight and monitor the development of issuers' business management based on financial statements or other reports;
- e. Providing advice to issuers in relation to the trustee agreement.

As of December 31, 2019, Bank Mega serves as Trustees for 118 bonds and 159 Medium-Term Notes emission. The total value of bonds issued up to December 31, 2019 amounted to Rp 127.97 trillion and USD 120 million.

### CUSTODIAN SERVICE ACTIVITIES

The company has run Custodian Service Activities since 2001. Custodian Bank is a bank that provides securities depository services and other related activities namely securities transaction settlement, management of rights related to deposited securities and representing the Securities Holders' right as Proxy.

Bank Mega serves as a Custodian Bank based on a license from the Capital Market Supervisory Agency (BAPEPAM) No. KEP-01/PM/Kstd/2001

dated January 18, 2001. The company also already obtained Bank Indonesia approval to serve as a Sub-Registry based on Bank Indonesia Letter NO.10/160/DPM dated July 4, 2008.

Bank Mega provides the following custodian services:

- General Custodian, including:
  - Safekeeping (securities custody and administration)
  - Settlement and transaction handling (handling and settlement of securities selling/buying transaction)
  - Corporate action (managing customers rights related to securities ownership)
  - Proxy (representing the customers in the General Shareholders Meeting based on proxies)
  - Reporting
- Mutual Funds Custodian, including:
  - Unit Registry (listing and administrating Mutual Funds Investment Unit)
  - Fund Accounting (collective custodian, Mutual Funds portfolio administration and Net Asset Value calculation)
  - Reporting
  - Other securities custodian in accordance with the prevailing laws.

As of December 31, 2019, the Bank custodian administration portfolio value is Rp65.49 trillion.

# FINANCIAL PERFORMANCE REVIEW

Bank Mega 2019 Annual Report presents a financial analysis which were prepared based on the Financial Statements of PT Bank Mega Tbk, which have been audited by Purwanto, Sungkoro & Surja (PSS-EY) in accordance with the Independent

Auditor's Report No.00050/2.1032/AU.1/07/0686-2/1/II/2019 dated February 11, 2019 with the opinion that the Financial Statements of PT Bank Mega Tbk have been fairly presented in all material respects.

## FINANCIAL STATEMENTS ANALYSIS ASSETS

Description	In Million Rupiah		
	2019	2018	Growth (%)
Cash	1.123.163	998.453	12,49
Current Accounts with Bank Indonesia (BI)	4.258.626	3.857.831	10,39
Current Accounts with Other Banks			
Related Parties	106	105	0,95
Third Parties	299.518	285.032	5,08
Placements with Bank Indonesia and other banks			
Related Parties	300.000	200.000	50,00
Third Parties	7.736.685	2.689.675	187,64
Securities			
Related Parties	21.131.802	22.805.995	(7,34)
Securities purchased under agreement to resell			
Derivatives receivables	3.961.541	2.002.987	97,78
Related Parties			
Third Parties	74.969	106.182	(29,40)
Loans			
Related Parties	273.960	320.897	(14,63)
Third Parties	52.748.835	41.942.807	25,76
Unearned interest income	(7.492)	(11.002)	(31,90)
Allowance for impairment losses	(280.475)	(347.043)	(19,18)
Total Loans	52.734.828	41.905.659	25,84
Acceptances receivable			
Related Parties	-	720	(100,00)
Third Parties	687.759	701.698	(1,99)
Deferred tax assets	-	111.284	(100,00)
Fixed assets - net	5.906.523	6.045.523	(2,30)
Other assets - net			
Related Parties	6.690	7.968	(16,04)
Third Parties	2.581.621	2.042.834	26,37
Total Assets	<b>100.803.831</b>	<b>83.761.946</b>	<b>20,35</b>

### Total Assets

At the end of 2019, Bank Mega's total assets reached Rp100.80 trillion, grew 20.35% compared to Rp83.76 trillion in the same period of 2018. The

increase in assets was mainly contributed by the increase of loans to third parties, and placements with BI and other banks.

## FINANCIAL PERFORMANCE

### CURRENT ASSETS

#### Cash and cash equivalents

Cash and cash equivalents position at the end of 2019 reached Rp13.84 trillion. This is higher than the end of 2018 of Rp7.84 trillion. The increase of total cash and cash flows at the end of 2019 was due to the increase of demand deposits with Bank Indonesia and placements with Bank Indonesia and other banks with a maturity period of 3 months.

#### Securities

Total securities owned by the bank derives from securities from third parties. At the end of 2019 total securities reached Rp21.13 trillion, decreased by 7.34% compared to the end of 2018. These securities consisted of corporate bonds, negotiable certificates of deposits, Indonesian Retail Bonds, Indonesian Government Bonds, Bank Indonesia Certificates (SBI), Republican Bonds Indonesia, Bank Indonesia Deposit Certificates (SDBI) and import/export bills.

#### Loans

Loans provided by Bank Mega are divided into loans to related parties and loan to third parties. Loans

to third parties increased by 25.76% from Rp41.94 trillion to Rp52.75 trillion. While loans to related parties decreased by 14.63% from Rp320.90 billion to Rp273.96 billion.

#### Fixed assets

Bank Mega's net fixed assets decreased by 2.30% from Rp6.05 trillion in 2018 to Rp5.91 trillion in 2019. During 2019, the fixed assets accumulated depreciation reached Rp1.42 trillion. Bank Mega's fixed assets in 2019 consisted of buildings, office equipment and furniture and fixtures, vehicles and building improvements.

#### Other Assets

Other assets are divided into other related party assets and other third party assets. The value of other related party assets decreased by 16.04% from Rp7.97 billion in 2018 to Rp6.69 billion. While other third party assets value increased by 26.37% from Rp2.04 trillion in 2018 to Rp2.58 trillion in 2019. Other assets consist of immaterial assets that cannot be classified in other posts.

### LIABILITIES

Description	In Million Rupiah		
	2019	2018	Growth (%)
Obligation due immediately	282.613	458.216	(38,32)
Deposits from customers			
Current accounts			
Related Parties	1.292.243	2.258.451	(42,78)
Third Parties	4.216.166	4.459.753	(5,46)
Saving deposits			
Related Parties	101.619	111.576	(8,92)
Third Parties	12.402.693	11.687.504	6,12
Time deposits			
Related Parties	960.495	860.213	11,66
Third Parties	53.816.958	41.357.301	30,13
Deposits from other bank			
Related Parties	36.655	1.781	1958,11
Third Parties	6.124.443	2.799.996	118,73

## FINANCIAL PERFORMANCE

Description	In Million Rupiah		
	2019	2018	Growth (%)
Securities sold under repurchased agreements	3.934.495	4.589.369	(14,27)
Derivatives payable from third parties	37.469	85.530	(56,19)
Income tax payable	71.439	29.736	140,24
Acceptances payable	687.759	702.418	(2,09)
Fund borrowings	57.988	-	-
Post-employment benefits liability	282.558	274.102	3,08
Accrued expenses and other liabilities			
Related Parties	4.009	3.043	31,74
Third Parties	952.791	300.284	217,30
<b>Total Liabilities</b>	<b>85.262.393</b>	<b>69.979.273</b>	<b>21,84</b>

**Total Liabilities**

Bank Mega's total liabilities in 2019 was Rp85.26 trillion, grew by 21.84% compared to Rp69.98 trillion in 2018. The increase was driven by increased customer deposits, mainly in time deposits and third party savings, and increased deposits from other banks.

**Savings**

The total value of Bank Mega's customer deposits increased by 19.85% from Rp60.73 trillion in 2018 to Rp72.79 trillion. The increase in deposits was mainly driven by an increase in time deposits by 29.75% and savings which increased by 5.98%. While demand deposits decreased by 18.01%. Deposits are dominated by time deposits with a share of 75.25%, followed by savings with a share of 17.18% and demand deposits with a share of 7.57%.

**Deposits from Other Banks**

Deposits of other banks in 2019 amounted to Rp6.16 trillion, a significant increase of 119.90% compared to 2018 of Rp2.80 trillion. Deposits from Other Banks are mostly deposits from other third-party banks with a total of Rp6.12 trillion. While deposits from other related parties was only Rp36.66 billion.

**Accrued Expenses and Other Liabilities**

Total accrued expenses and other liabilities totaled Rp956.80 billion, consisting of related parties Rp4.01 billion and third parties Rp952.79 billion. Accrued expenses and other liabilities include the obligation to purchase securities, debt interest, security deposits, and accrued expenses.

**Derivative Liabilities**

The value of derivative liability is the value of third party derivative liabilities. In 2019, the amount reached Rp37.47 billion, a decrease of 56.19% compared to Rp85.53 billion in 2018.

**Securities Sold under Repurchase Agreement**

Securities sold under repurchase agreement is classified as financial liabilities measured at amortized cost. The securities consist of Bonds, Government Bonds, and Bank Indonesia Deposit certificates. In 2019, the value reached Rp3.93 trillion, decreased by 14.27% compared to Rp4.59 trillion in 2018.

**Post-employment Benefits Liabilities**

Bank Mega reserved post-employment benefits in accordance with Bank Regulations and minimum requirements of Labor Law No. 13/2003. In 2019, the value of post-employment benefits liabilities



## FINANCIAL PERFORMANCE

reached Rp282.56 billion, up 3.08% compared to 2018 which was Rp274.10 billion.

### Tax Payable

Tax payable in 2019 reached Rp71.44 billion, increased by 140.24% compared to Rp29.74 billion in 2018. Tax payable is income tax payable of Article 29.

## STATEMENT OF PROFIT OR LOSS

Description	In Million Rupiah		
	2019	2018	Growth (%)
Interest Income	7.454.236	6.772.448	10,07
Interest Expense	(3.870.709)	(3.258.611)	18,78
Net Interest Income	3.583.527	3.513.837	1,98
Other Operating Income			
Fees and Commissions	1.922.179	1.917.372	0,25
Gain on sale of securities	268.381	40.898	556,22
Gain on foreign exchange transactions net	177.735	48.415	267,11
Gain (Loss) from the changes in fair value of financial instruments - net	13.705	(998)	(1473,25)
Others	7.618	11.216	(32,08)
Total other operating income	2.389.618	2.016.903	18,48
Other Operating Expenses			
Fees and Commissions	(9.386)	(9.890)	(5,10)
Provision for impairment losses on financial assets and nonfinancial assets - net	(176.933)	(370.289)	(52,22)
General and administrative expenses	(1.974.732)	(1.942.515)	1,66
Salary expenses and other allowances	(1.262.982)	(1.255.113)	0,63
Net operating income	2.549.112	1.952.933	30,53
Non-Operating Income - Net	(40.701)	49.088	(182,91)
Income before Tax Expense	2.508.411	2.002.021	25,29
Net Tax	(505.678)	(402.674)	25,58
Income for the Year	2.002.733	1.599.347	25,22
Other comprehensive income			
Remeasurement of post-employment benefits liability	(42.199)	(32.705)	29,03
Revaluation surplus of fixed assets	-	595.338	(100,00)
Unrealized gains (loss) from changes in fair values of available-for-sale in securities	597.881	(793.923)	(175,31)
Comprehensive income for the year	2.558.415	1.368.057	87,01
Basic earnings per share	288	230	25,16

## FINANCIAL PERFORMANCE

**Interest income**

Interest income increased by 10.07% from Rp6.77 trillion in 2018 to Rp7.45 trillion in 2019. Interest income was obtained from loans, securities and placements with Bank Indonesia and other banks.

**Interest expense**

In 2019, interest expense increased by 18.78% from Rp3.26 trillion in 2018 to Rp3.87 trillion in 2019. Interest expense arises from customer deposits, namely Time Deposits, Savings and Current Accounts, deposits of other banks, and other financing costs. The highest increase in interest expense was contributed by time deposits amounted to Rp3.02 trillion.

**Net interest income**

Net interest income is derived from interest income less interest expense. In 2019, Bank Mega recorded a net interest income of Rp3.58 trillion, rose by 1.98% compared to Rp3.51 trillion of 2018.

**Profit before tax**

In 2019 profit before tax increased by 25.29% from Rp2.00 trillion in 2018 to Rp2.51 trillion. The

increase was contributed from the increase of interest income and other operating income.

**Profit after tax**

In 2019, Bank Mega recorded profit after tax of Rp2.00 trillion, rose by 25.22% compared to Rp1.60 trillion in 2018. This value is obtained after profit less tax expense of Rp505.68 billion.

**Comprehensive income**

Comprehensive income is calculated by reducing net revaluation surplus results and addition of unrealized profits from changes in the fair value of available-for-sale securities. In 2019, comprehensive income for the year reached Rp2.56 trillion, increased by 87.01% compared to Rp1.37 trillion in 2018.

**Earnings per share**

Basic earnings per share is calculated by dividing profit for the year available to shareholders by the weighted average number of ordinary shares outstanding during the year. In 2019, earnings per share was recorded at Rp288, rose by 25.16% from Rp230 in 2018.

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## EQUITY

Description	In Million Rupiah		
	2019	2018	Growth (%)
Share capital	3.481.888	3.481.888	0,00
Additional paid-in capital	2.048.761	2.048.761	0,00
General reserve	3.664.675	3.342.606	9,64
Retained earnings	1.543	1.497	3,07
Other comprehensive income	6.344.571	4.907.921	29,27
Total equity	15.541.438	13.782.673	12,76
Total liabilities and equity	100.803.831	83.761.946	20,35

## FINANCIAL PERFORMANCE

### Equity

Bank Mega's total equity in 2019 increased by 12.76% from Rp13.78 trillion in 2018 to Rp15.54 trillion. The increase in equity was contributed from the increase in retained earnings by 29.27% from Rp4.91 trillion in 2018 to Rp6.34 trillion. The increase in retained earnings was obtained from a profit increase of 25.22%.

### Net Cash Flows from Operating activities

From operating activities, cash receipts include interest receipts, fee and commission income, and other operating income, receipts from sale of foreclosed assets, receipts from written off loans, deposits from customers, and deposits from other banks. While cash outflows include non-operating expenses, interest payments and other

### Consolidated Statements of Cash Flows

Description	In Billion Rupiah		
	2019	2018	Growth (%)
Net Cash Flows from Operating Activities	3.649.734	(3.199.929)	(214,06)
Net Cash Flows from Investing Activities	3.147.712	(5.496.493)	(157,27)
Net Cash Flows from Financing Activities	(799.650)	(793.800)	0,74
Increase (decrease) in net cash and cash equivalents	5.997.796	(9.490.222)	(163,20)
Cash and cash equivalents at the beginning of the year	7.841.812	17.332.034	(54,76)
Cash and cash equivalents at the end of the year	13.839.608	7.841.812	76,48

### CONSOLIDATED STATEMENT OF CASH FLOWS

Total cash and cash equivalents as of the end of 2019 amounted to Rp13.84 trillion. The high balance of cash and cash equivalents was contributed by Placements with Bank Indonesia and other banks with a maturity period of 3 months at Rp8.04 trillion and current accounts with Bank Indonesia of Rp4.26 trillion. Placements with Bank Indonesia and other banks increased by 251% from Rp2.29 trillion in 2018. While Current Accounts with Bank Indonesia increased by 10.39% from Rp3.86 trillion in 2018.

In addition, demand deposits at other banks was Rp299.62 billion, rose by 5.08% compared to 2018. In 2019, there was also a Bank Indonesia certificate with a maturity of 3 months, whereas there were none in the previous year.

financing, other operating expenses, tax payments, placements with BI and other banks, securities purchases, loans, and obligations due immediately. Net cash provided from operating activities in 2019 amounted to Rp3.65 trillion.

### Cash Flows from Investing Activities

Total net cash provided from investing activities of Rp3.15 trillion was contributed from proceeds from sales and maturities of securities available for sale amounting to Rp12.14 trillion, acquisition of securities held to maturity of Rp1.08 trillion, and proceeds from sales of fixed assets of Rp13, 93 billion.

While cash out was used to purchase fixed assets of Rp93.94 billion, and acquisition of securities available for sale of Rp9.99 trillion.

## FINANCIAL PERFORMANCE

**Cash Flows From Financing Activities**

Cash flow from financing activities is only used for cash dividend payments. In 2019, a dividend payment of Rp.799.65 billion was made, an increase of 23.02% compared to Rp650.00 billion in 2018.

**Increase/Decrease of Cash Flows**

At the end of 2019, cash and cash equivalents reached Rp13.84 trillion, rose by 76.48% compared to the end of 2018 of Rp7.84 trillion. The increase was influenced by an increase in net cash from operating activities, which reached Rp3.65 trillion, and net cash from investing activities amounting to Rp3.15 trillion.

**SOLVENCY AND COLLECTABILITY****Solvency**

Bank Mega's ability to pay debts or meet its obligations is measured through several ratios, including liquidity ratio, solvency ratio and earning ratio. On liquidity, in 2019, the liquidity ratio is reflected in the Bank's Loan to Deposit Ratio (LDR) which reached 69.67% or increased compared to 67.23% in 2018.

Solvency ratio can be seen from the Capital Adequacy Ratio. In 2019, Bank Mega CAR was 23.68% which is within the regulation requirements. Capital adequacy is needed to meet credit risk, market risk and operational risk. Likewise, the earnings ratio consists of ROA and ROE, where, in 2019, the ROA was 2.90% and ROE was 14.85%.

**Receivables Collectability**

Collectibility of receivables can be measured from the ratio of bad loans or Non-Performing Loans (NPL). In 2019, the non performing loans reached Rp1.31 trillion with NPL ratio of 2.46%, below the regulatory provisions of 5%. For non-performing loans, the Bank undertakes loan restructuring which includes modification of credit terms, or conversion of credit to shares or other financial instruments.

**CAPITAL STRUCTURE**

Management uses the capital ratio in order to monitor the amount of capital and the capital ratio follows the standards. In 2019, Bank Mega's capital ratio reached 23.68% or above the regulatory requirements.

**Capital Policy**

The purpose of Bank Mega in the Bank's capital management is to maintain a strong capital position to support business growth and maintain investors, depositors, customers and market confidence. The Bank considers factors such as optimal capital returns to shareholders, maintaining a balance between higher profits and gearing ratios and the security afforded by a sound capital position.

**MATERIAL COMMITMENTS FOR INVESTMENT OF CAPITAL GOODS**

Throughout 2019, there were no material commitments for capital investment.

## FINANCIAL PERFORMANCE

### TARGET AND REALIZATION

In Billion Rupiah

Description	RBB	Actual	Realization
	Dec-19	Dec-19	
Assets	90,199,542	100,803,831	111.76%
Credit	47,298,495	53,015,303	112.09%
Third Party Funds	67,480,965	72,790,174	107.87%
- Current Accounts	7,886,375	5,508,409	69.85%
- Savings Desposit	13,045,850	12,504,312	95.85%
- Time Desposit	46,548,740	54,777,453	117.68%
PBT	2,300,108	2,508,411	109.06%
PAT	1,840,086	2,002,733	108.84%

### MATERIAL INFORMATION AND SUBSEQUENT EVENTS

Throughout 2019, there were no material information and facts that occurred past the date of the accountant's report.

#### Business Prospect

The national economy remains affected by the global economic slowdown. Nevertheless, consumption spending remains able to support domestic economic growth. As such, the banking business prospects remain very good. Bank Mega is determined and committed to achieving the targets while still paying attention to the existing risks. In the midst of challenging conditions, banking industry encountered the increasingly thin margins. Therefore, besides relying on interest income from lending, Bank Mega will also focus on increasing fee-based income. On lending, the Bank will focus on the infrastructure and energy sectors, as well as collaborating with finance companies.

#### Marketing aspects

Marketing aspect is an important factor in conducting market mapping. Using market mapping, the Bank can capture market needs to

develop a good marketing strategy. In lending, the Bank will focus on sectors with good track record. Those sectors are in lending, including the infrastructure and energy. And to support lending, Bank Mega will continue to encourage the collection of low-cost funds. Corporate loans will focus on syndicated loans and SOEs with good track record. For commercial loans, Bank Mega will focus on acquiring new debtors which fits the Bank's criteria. From the indirect channel, the Bank will continue to expand new partners, as well as synergize with the CT Corp business group.

On the other hand, Bank Mega continues to make improvements and innovations in terms of technology. Bank digitalization is one step that is now actively carried out by Bank Mega. Bank Mega has launched a digital service based on artificial Intelligence (AI) technology called Mila (Mega Intelligent Assistant).

This new digital service presented to increase customer access to Bank Mega products and services through chatbot. By digitizing its services, it is expected to encourage bank-based fee income. In addition, the optimization of trade finance services is also carried out in order to increase fee-based income.

## FINANCIAL PERFORMANCE

## DIVIDEND AND DIVIDEND POLICY

In the Bank's Annual General Meeting of Shareholders held on February 28, 2019, recorded by the Deed of Notary Dharma Akhyuzi, S.H., No. 03, the shareholders agreed to the distribution of cash dividends amounted to Rp799,650 million as well as to set a general reserve fund of Rp46 million to meet the provisions of Article 70 of the Limited Liability Company Law.

## ESOP/MSOP PROGRAMS

During 2019, the Company did not exercise or implement any ESOP or MSOP program.

MATERIAL TRANSACTIONS WITH  
CONFLICTS OF INTEREST

During 2019, there were transactions that contained conflicts of interest. The full narrative can be found in the Corporate Governance Chapter in this Annual Report.

## USE OF IPO FUNDS

During 2019, the Company did not conduct an IPO and there was no use of IPO funds in the context of business development.

## AFFILIATED TRANSACTIONS

In conducting business activities, the Bank conducted transactions with related parties fairly and in accordance with the provisions of IFAS No. 7 on "Related Party Disclosures".

Affiliated Party - Same Ownership Relation	Affiliated Party - Same Ownership Relation (continued)	Affiliated Party - Same Ownership Relation (continued)
PT Televisi Transformasi Indonesia	PT Arah Tumata	PT Metro Outlet Indonesia
PT Duta Visual Nusantara TV 7	PT Dian Abdi Nusa	PT Trans F&B
PT Para Bandung Propertindo	PT Wahana Kutai Kencana	PT Trans Retail
PT Mega Capital Sekuritas (dahulu)	PT Trans Estate	PT Trans Studio Semarang
PT Mega Capital Indonesia)	PT Trans Studio Balikpapan	PT Trans Fashion
PT Bank Mega Syariah	PT Trans Studio Jakarta	PT Trans Properti Indonesia
PT Asuransi Umum Mega	PT Trans Studio Manado	PT Trans Studio BSD
PT Mega Corpora	PT Mega Indah Realty	PT CT Corp Infrastruktur Indonesia
PT Trans Property	Development	PT Trans Cibubur Property
PT Trans Corpora	PT Rekreasindo Nusantara	PT Trans Realty Development
PT CT Corpora	PT Bank Pembangunan Daerah	PT Citra Bangun Sarana
PT Batam Indah Investindo	Sulawesi Tengah	PT Karya Tumbuh Bersama Indo
PT Trans Coffee	PT Mitra Kalimantan Utama	PT Trans Food Oriental
PT Mega Central Finance	PT Sekata Prima Nusa	PT Trans Media Sosial
PT Anta Express Tour & Travel	PT Trans Oto Internasional	PT Trans Berita Bisnis
Service Tbk	PT Kaltim Hijau Makmur	PT Trans Rasa Oriental
PT Trans Airways	PT Lembah Sawit Subur	PT Trans Rasa Nippon
PT Trans Media Corpora	PT Mahakam Hijau Makmur	PT Trans Rasa Bali
PT Trans Rekan Media	PT Trans E Produksi	PT Trans Pizza Resto
PT Trans Entertainment	PT Indonusa Telemedia	PT Manajemen Data Corpora
PT Trans Fashion Indonesia (dahulu)	PT Trans News Corpora	PT Beautinesia Media Nusantara
PT Trans Mahagaya)	PT Detik Ini Juga	PT Daily Dinamika Kreasi
PT Trans Lifestyle	PT Tama Komunika Persada	PT Multi Citra Abadi
	PT Detik TV Indonesia	PT Mahkota Dhuharifqi Mandiri
	PT Trans Burger	Wisata



## FINANCIAL PERFORMANCE

Affiliated Party - Same Ownership Relation	Affiliated Party - Same Ownership Relation (continued)	Affiliated Party - Same Ownership Relation (continued)
PT Para Inti Energy	PT Alfa Retailindo	PT Sistem Pembayaran Digital
PT Para Energy Investindo	PT Trans Rekreasindo	
PT Trans Kalla Makassar	PT Trans Ritel Properti	
PT Trans Studio	PT Trans Distributor	
PT Trans Ice	PT Trans Importir	
PT Mega Auto Finance	PT Trans Indo Distributor	
PT Para Bali Propertindo	PT Trans Indo Treding	
PT Mega Indah Propertindo	PT Trans Indo Importir	
PT CT Agro	PT Trans Living Indonesia (dahulu	
PT Kaltim CT Agro	PT Transindo Digital Distribusi)	
PT Kalbar CT Agro	PT Transindo Digital Ritel	
PT Kalteng CT Agro	PT Trans Event	
PT Metropolitan Retailmart	PT Kutai Agro Lestari	
PT Mega Finance	PT Trans Kalla Makassar	
PT Mega Asset Management	PT Garuda Indonesia (Persero) Tbk	
PT PFI Mega Life Insurance (dahulu	PT Katingan Agro Resources	
PT Asuransi Jiwa Mega Indonesia)	PT CT Agro Sukabumi	
PT Perkebunan Indonesia Lestari	PT CT Global Resources	
PT Perkebunan Inti Indonesia	PT Lembah Sawit Subur 2	
PT Vaya Tour	PT Lembah Sawit Subur 3	
PT Trans Digital Media (dahulu PT	PT Trans Visi Media	
Agranet Multicitra Siberkom)	PT Mega Capital Investama	
PT Trans Mart		
PT Trans Grosir Indonesia		
PT Trans Retail Indonesia (dahulu		
PT Carrefour Indonesia)		
PT Bank Pembangunan Daerah		
Sulawesi Utara		

### INVESTMENT, EXPANSION AND DIVESTMENT WITH CONFLICTS OF INTEREST

During 2019, the Company did not make investments, expansions and divestments involving conflicts of interest.

### REGULATORY CHANGES

There are no changes in laws and regulations that have a significant effect on the Company throughout 2019.

### APPLICATION OF ACCOUNTING POLICY CHANGES

On January 1, 2019, the Bank adopted new and revised statements of financial accounting standards ("SFAS") and interpretations of statements of financial accounting standards ("ISFAS") that are mandatory for application from that date. Changes to the Bank's accounting policies have been made as required, in accordance with the transitional provisions in the respective standards and interpretations.

The adoption of these new and revised standards and interpretation did not result in substantial

## FINANCIAL PERFORMANCE

changes to the Bank's accounting policies and had no material effect on the amounts reported for the current or prior financial years:

- ISAK 33 - "Foreign Currency Transaction and Advance Consideration".
- ISAK 34 - "Uncertainty Over Income Tax Treatments".
- Amendments of PSAK 46 - "Income Taxes".

BUSINESS CONTINUATION  
INFORMATION

The Indonesian economic growth is predicted to improve amid a global slowdown that supported by consumption spending and infrastructure development. This is assumed to drive business growth, which in turn will boost credit demand. Amid the ongoing global economic pressures,

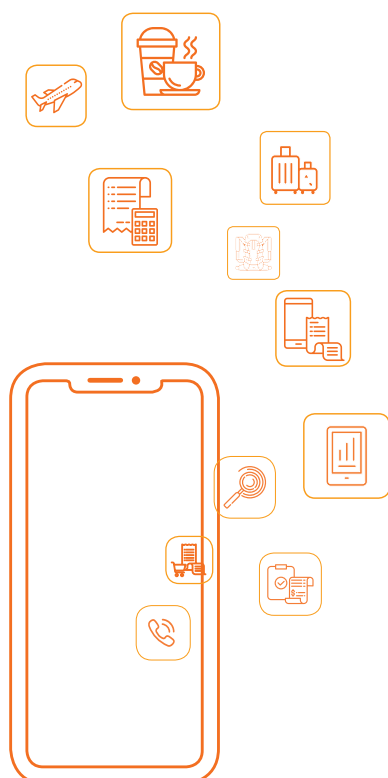
businesses including the banking business shall remain cautious and be aware of risks that may impact the bank's business.

Considering the above, Bank Mega assesses that the existing conditions remain prospective for the bank's business hence large opportunities remain for the banks to foster its business growth. Bank Mega also does not see any economic conditions which can have a significant impact on Bank Mega's business. On the domestic side, there are also no conditions that can affect the bank business continuity. In line with the rampant development of infrastructure by the government, Bank Mega targets its involvements in infrastructure financing, as well as in lending to industrial sectors related to infrastructure which are considered to have good opportunities. This strategy is expected to drive the bank performance.

# DIGITAL TRANSFORMATION

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Bank Mega's strategy to address the intensifying competition in the financial service industry, particularly with the emergence of various fintech startups, is to innovate through technology-based services. The development of digital services is also expected to expand Bank Mega's service coverage to include general public as this reflects the spirit of sustainable financial inclusiveness.



The development of Bank Mega's Information Technology System is also performed to create reliable Digital Banking services for every Customer by providing convenience in its services, such as customer onboarding, funds transfer (internal and interbank) and also bill payments. All these facilities are made accessible on ATM, Internet Banking, and Mobile Banking.

Bank Mega has also introduced payment transaction features through QR code (Quick Response) and Cardless transaction (Cash Withdrawal). The innovations, which are digitally connected with the existing debit and credit card services, are aimed at improving the quality of service and creating a faster, practical, comfortable and safe customer transaction.

## DIGITAL TRANSFORMATION

As it is our commitment to always provide security and convenience in every service feature to our customers, the above features would surely be supported by the development of Information Technology System in the area of system availability, system reliability, and system security (Cyber Security).

Below are some ongoing activities performed by Bank Mega to realize Digital Banking Transformation:

#### Customer Onboarding

Bank Mega always strives to provide services that offer convenience and ease of access to Customers when opening a Fund and a Credit Card Account at Bank Mega (Customer Onboarding). These services has proven to be effective in assisting Customers in opening their Fund or Credit Card Account through digital banking services in the Mobile Application, which is faster since Customers do not have to go to Bank Mega's branches.

Besides improving its Customer Onboarding service, Bank Mega also improves its back-office support by automating and reengineering the back-office processing to enhance SLA in opening customers' accounts..

#### Customer Services Improvement

Bank Mega launched Mila or Mega Intelligent Assistant, a chatbot-based banking service. This service is developed to make it easier for customers and general public to get general information on the products and services of Bank Mega. Mila was

launched at the beginning of December 2019 by President Director Kostaman Thayib accompanied by Operations & Information Technology Director, C. Guntur Triyudianto and Digital Business Head Arief Tendeas. Workshops on this digital service for the general public were held in Bandung, Semarang, Surabaya, Makassar, Balikpapan and Medan.

The technology used in Mila is an advancement of Artificial Intelligence in the form of a chatbot, which automatically recognizes questions in the same manner as a usual conversation, in that Mila answers every question asked. Mila represents one of the Financial Sustainability principles, namely Inclusiveness, where every bank has to be able to provide products and/or services to the public including those who do not have access to banking services as yet.

Mila is integrated with Bank Mega Portal, Internet Banking, and Mobile Banking. It will also be integrated with some social media such as Facebook, WhatsApp, Instagram and Line throughout several phases. For Credit Card Customers, there are currently Mobile Application services, namely Mega Credit Card Mobile (MCCM). With these facilities, customers can see the status, usage, latest transactions, bills of the last 3 months, and several online transaction requests such as making periodic bill payments (Mega bill), changing transaction into installments (MegaPay), requesting for insurance (Credit Shields), requesting for limit increase (Credit Limit Increase) and others.

” Bank Mega’s Information Technology System Development is enhanced to deliver a reliable Digital Banking services for the Bank’s Customers through various services.



# INFORMATION TECHNOLOGY

Bank Mega’s Information Technology System Development is enhanced to deliver a reliable Digital Banking services for the Bank’s Customers through various services, such as customer onboarding, internal bank and interbank funds transfer as well as bill payments. All these facilities are made accessible on ATM, Internet Banking, and Mobile Banking.

Bank Mega has also introduced payment transaction features through QR code (Quick Response) and Cardless transaction (Cash Withdrawal). The innovations, which are digitally connected with existing debit and credit card services, are aimed at improving the quality of services and creating a faster, practical, comfortable and safe customer transaction.

As our commitment to always provide security and comfort in every service feature, the

forementioned service features will certainly be supported by the development of Information Technology System in the area of system availability, system reliability, and security system (Cyber Security).

The following are ongoing measures to support Bank Mega’s Digital Banking Transformation:

## Customer Onboarding

One of the objectives of Digital Banking Transformation is to provide Customers with convenience in opening Fund and Credit Card Accounts at Bank Mega (Customer Onboarding). Customers can directly open fund and credit card accounts through digital services using Mobile Application. This way speeds up the process of account opening at Bank Mega.

Similar improvement is also carried out to improve the process on the back office support system

## INFORMATION TECHNOLOGY

by automating and re-engineering back office processing to increase SLA in customer account opening services.

### Customer Services Improvement

We have launched ChatBot based services called Mila, which will be integrated with Bank Mega Portal, Internet Banking, and Mobile Banking. It will also be specially integrated with some social media such as Facebook, WhatsApp, Instagram and Line in several phases. For Credit Card Customers, we currently offer Mobile Apps of services-based, namely Mega Credit Card Mobile (MCCM). With the facilities, customers can see status, usage, latest transactions, bills of the last 3 months, and several online applications such as registering periodic bill payments (Mega bill), changing transaction into installments (MegaPay), submitting insurance (Credit Shields), submitting limit increases (Credit Limit Increase) and others.

### Wealth Management System

In providing wealth management products and services to customers, Bank Mega requires an integrated system to perform the end to end transactions and portfolio management for all wealth management products and services, such as: Mutual Funds, Retail Bonds, and Bancassurance. As such, Bank Mega has developed a wealth management system to reduce manual processes as well as to provide a better service to customers.

### Robotic Process Automation

The Bank has introduced a robotic automation tools to mimic human actions associated with various activities, especially related to our operation daily activities. This is carried out to align with the Digital Transformation, in which speed, accuracy, and security are the keys.

Several infrastructure facilities have been improved in order to enhance system availability, reliability and cyber security, such as :

- **Improving System Availability and Reliability**  
Primary network links and backup links have been made more reliable for branches to improve system availability and reliability in providing services to customers.
- **Improving Cyber Security**  
Bank Mega has used 3D Secure (3DS) on Card Not Present (CNP) transactions, among others, on e-commerce transactions. The Bank has also established a Fraud Detection System to add security in transactions with Bank Mega Credit Card and Debit Card.

The Bank has also added One-Time-Password (OTP) in addition to the User\_ID and Password. This is meant to improve customer security in conducting transactions through Bank Mega electronic channels such as Internet Banking, Mobile Banking and ATM. The tokenization has also been implemented on QR-Pay transactions to prevent account/card number stolen through transactions.

Bank Mega will continue developing excellent banking services for customer in the context of information technology, infrastructure, security, as well as internal processes through re-engineering processes and process automation. Such efforts reflect out commitment to always provide services and maintain the trust of our customers.



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# CORPORATE GOVERNANCE



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BANK MEGA CONDUCT A PROPER GCG IMPLEMENTATION, NOT ONLY TO FULFILL THE LEGAL REGULATIONS, BUT IT IS A FUNDAMENTAL ELEMENT THAT REFERS TO BEST PRACTICE FOR A SOUND AND SUSTAINABLE BUSINESS SUSTAINABILITY.”

## GCG LEGAL REFERENCES

The implementation of GCG at Bank Mega refers to:

1. Law of the Republic of Indonesia No. 40 Year 2007 on Limited Liability Company;
2. Law of the Republic of Indonesia No.10 Year 1998 on amendment to Law No. 7 of 1992 on Banking;
3. Regulation of the Financial Services Authority No. 55/POJK.03/2016 dated December 7, 2016 on the Implementation of Governance for Commercial Banks;
4. Circular Letter of the Financial Services Authority No. 13/SEOJK.03/2017 dated March 17, 2017 on the Implementation of Governance for Commercial Banks;
5. Circular Letter of the Financial Services Authority No. 32/SEOJK.04/2015 dated November 17, 2015 on the Governance Guideline of Public Companies;
6. Circular Letter of the Financial Services Authority No. 21/SEOJK.04/2015 dated November 16, 2015 regarding the Implementation Governance Guidelines of Public Companies;
7. Regulation of the Financial Services Authority No. 17/POJK.03/2014 dated November 18, 2014 on the Implementation of Integrated Risk Management for Financial Conglomeration;
8. Regulation of the Financial Services Authority No. 18/POJK.03/2014 dated November 18, 2014 on the Implementation of Integrated Governance for Financial Conglomeration.

Bank Mega also refers to the GCG implementation guidelines and internal policies as follows:

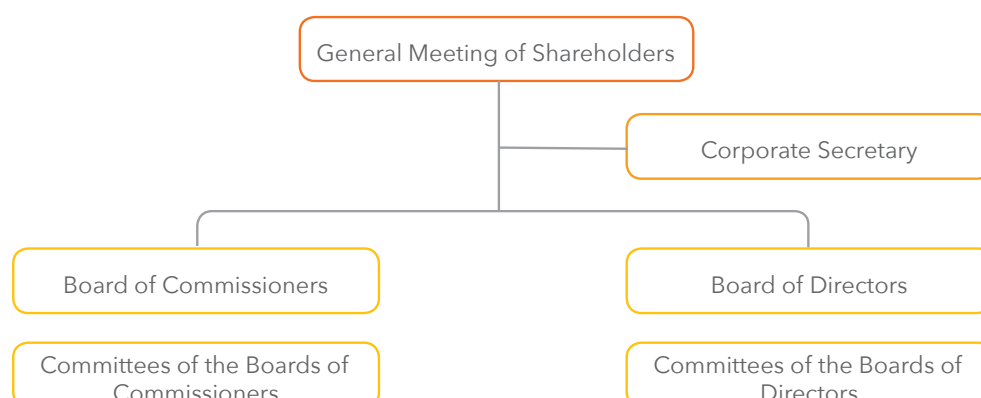
1. Articles of Association of the Company;
2. Principles of Corporate Governance as developed by the Organization for Economic Cooperation and Development (OECD);
3. GCG Guidelines for Indonesian Banking developed by the National Committee on Governance Policy (KNKG);
4. ASEAN Corporate Governance Scorecard;
5. Principles for Enhancing Corporate Governance issued by the Basel Committee on Banking Supervision.

### GOVERNANCE STRUCTURE

The Company's GCG Structures refer to Articles of Association and prevailing regulations, which consist of the General Meeting of Shareholders ("GMS"), the Board of Commissioners and the Board of Directors.

Bank Mega also has functions and/or committees responsible to the Board of Commissioners or the Board of Directors. All functions and committees are tasked to assist the implementation of duties and responsibilities of each the Board of Commissioners and the Board of Directors.

The structure of GCG Bank Mega is illustrated below:



## GCG LEGAL REFERENCES

1. The Bank has adequate numbers and competencies of the Board of Commissioners and Board of Directors in accordance with the complexity of the Bank's business. The appointment of Commissioners and Directors is carried out by taking into consideration the recommendation of the Remuneration and Nomination Committee.
2. The composition of the Independent Commissioner has fulfilled the minimum requirement of 50% according to POJK No.55/POJK.03/2016 on the Implementation of Governance for Commercial Banks.
3. The Bank has established the Internal Audit Unit, Compliance Unit, Risk Management Unit, Anti Money Laundering Unit, Anti Fraud Strategy Unit, which are independent from the Operating Units and Business Units, which subsequently are able to implement its functions independently and supported by competent human resources with appropriate duties and responsibilities, job description and charter according to the Bank's organization structure.
4. The establishment of Committees under the Board of Commissioners, namely Audit Committee, Risk Oversight Committee, Remuneration and Nomination Committee, and other Committees to assist the duties and responsibilities of the Board of Directors.
5. Procurement and update of policies and procedures adjusted with the regulations of Financial Services Authority and Bank Indonesia as well as the prevailing laws and regulations. The policies and procedures are transparently implement to all employees both through direct socialization of media publication that are accessible by all employees.
6. Adequate management information system that facilitate the Bank in attaining accurate and timely data for decision making and/or reporting to any parties stipulated under regulatory.

## ANNUAL GENERAL MEETING OF SHAREHOLDERS

The General Meeting of Shareholders (GMS) is a forum for shareholders to discuss and make strategic and important decisions related to the business of the Company as stipulated in the Articles of Association and prevailing regulations.

The Annual General Meeting of Shareholders was held on February 28, 2019, as stated in the Minutes of Extraordinary General Meeting of Shareholders Number 03 dated February 28, 2019 with the following agenda:

1. Approval and Ratification of the Company's Annual Report for the Fiscal Year ending December 31, 2018 which consists of the Company's Management Report, the Company's Financial Report and the Supervisory Report of the Company's Board of Commissioners.
2. Determination of the Use of Net Income for the fiscal year ending on December 31, 2018.
3. Directors' Report on the Company's Business Plan in 2019.
4. Appointment of a Public Accountant Firm that will conduct the audit of the Company's financial statements for Fiscal Year 2019.
5. Changes in the composition of the Company's Management. The General Meeting of Shareholders accepted Mr. Darmadi Sutanto's resignation, a Board of Commissioner member, and Mr. YB Hariantono's resignation, a Board of Director member, so the composition of the Board of Commissioners is as follows:
  - President Commissioner: Chairul Tanjung
  - Deputy President Commissioner: Yungky Setiawan

## GCG LEGAL REFERENCES

- Independent Commissioner: Achjadi Ranuwisastra
- Independent Commissioner: Lambock V Nahattands
- Independent Commissioner: Aviliani

## Board of Directors Composition:

- President Director: Kostaman Thayib
- Independent Director: Yuni Lastianto
- Director: Madi Darmadi Lazuardi

- Director: Indivara Erni
- Director: Martin Mulwanto
- Director: Lay Diza Larantie
- Director: C. Guntur Triyudianto

6. Determination of honorarium and other benefits for the Board of Commissioners and Directors for 2019, as well as the distribution of the Director's duties and authorities.
7. Approval of the Company's Recovery Plan.

## BOARD OF COMMISSIONERS

The Board of Commissioners is the Company's organ with the authority to carry out the oversight function on the policies conducted by the Board of Directors in relation to the management of the Company. The Board of Commissioners may also provide advisory to the Board of Directors in accordance with the laws and regulations and the Articles of Association.

## Legal References

1. Law No. 40 of 2007 regarding the Limited Liability Companies.
2. Regulation of the Financial Services Authority No. 33/POJK.04/2014 regarding the Board of Directors and Board of Commissioners of Issuers or Public Companies.
3. Regulation of the Financial Services Authority No. 55/POJK.03/2016 dated December 7, 2016 on the Implementation of Governance for Commercial Banks

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## Board of Commissioners Number, Composition, and Appointment

Name	Position	Appointment Effective	
		Effective Date	AGMS/EGMS
Chairul Tanjung	President Commissioner	May 31, 2018	November 15, 2017
Yungky Setiawan	Vice President Commissioner	October 22, 2015	February 28, 2018
Achjadi Ranuwisastra	Independent Commissioner	March 24, 2006	March 24, 2006
Lambock V Nahattands	Independent Commissioner	December 18, 2015	May 7, 2015
Aviliani	Independent Commissioner	June 4, 2018	February 28, 2018

The Board of Commissioner members' structure, composition, integrity and competence are in accordance with the Bank's business activities, and have fulfilled the Financial Services Authority (OJK) regulations, including:

1. The number of Commissioners does not exceed the number of Directors.
2. The number of Independent Commissioners is more than 50% of the Board of Commissioners.
3. All Commissioners are domiciled in Indonesia.

## GCG LEGAL REFERENCES

4. The replacement and/or appointment of the Commissioners has taken into account the Remuneration and Nomination Committee's recommendations, and obtained the GMS.
5. All the Board of Commissioners members have adequate competence in supporting their position's duties and responsibilities.
6. All the Board of Commissioners's members have passed the Fit & Proper Test and have obtained an Approval Letter from the Financial Services Authority and or Bank Indonesia.
7. Except for the President Commissioner who is the ultimate shareholder, the other Commissioners, either individually or collectively, do not own shares which amounted to 5% (five percent) or more at Bank Mega or at other banks and companies domestically and abroad.

### Appointment Criteria

1. Proficient in doing legal capacity;
2. During 5 (five) years prior to the appointment:
  - a. Has never been declared bankrupt;
  - b. Has never been a member of the Board of Directors and/or a member of the Board of Commissioners that is declared guilty causing a company to bankruptcy;
  - c. Has never been convicted because of crimes that harmed the state's financial and/or related to financial sector;
3. Has never been a member of the Board of Directors and/or a member of the Board of Commissioners that while in his tenure that:
  - a. Does not hold the Annual General Meeting of Shareholders (AGMS);
  - b. Accountability as a member of the Board of Directors and/ or member of the Board of Commissioners is not accepted by the GMS or do not give any accountability as a member of the Board of Directors and/or a member of the Board of Commissioners to the GMS; and
  - c. Caused a company which has a license, approval, or registered to Financial Services Authority to not fulfill the requirement to submit annual reports and/

or financial statements to the Financial Services Authority.

4. Have a commitment to follow the laws and regulations; and
5. Have knowledge and/or expertise in the field that is required by the company

### Dismissal of the Board of Commissioners Members

The terms of office of a member of the Board of Commissioners ends when a member is:

1. Passed away
2. No longer fulfilling requirements as the Board of Commissioners.
3. Voluntary resignation The GMS has the authority to dismiss members of the Board of Commissioners by stating the reasons.

## Independence and Concurrent Positions

### Independence

The Independent Commissioners and Directors have fulfilled the provisions related to independence. The Company's Independent Commissioners and Directors do not have ownership, management, financial, and family relations with the Controlling Shareholders.

### Concurrent Positions

During 2019, the concurrent positions held by the Board of Commissioners' members of PT. Bank Mega, Tbk are as follows:

1. President Commissioner (Chairul Tanjung) has a concurrent position in the Bank's business group, namely as President Commissioner of PT. CT Corpora, PT. The Investama Partners, PT. Mega Corpora, PT. Trans Corpora and PT. Trans Airways.
2. Deputy President Commissioner (Yungky Setiawan), has a concurrent position in the Bank's business group, namely as President Commissioner at PT. Trans Retail Indonesia, PT. Trans Retail, PT. Trans Food Oriental, PT. Metropolitan Retailmart, PT. Trans Fashion Indonesia, PT. Trans Rasa Nippon, PT Trans Rasa Oriental, PT. Alfa Retailindo, PT. Trans Rasa Bali,

## GCG LEGAL REFERENCES

- PT. Trans Pizza Resto, and as a Commissioner at PT. Digital Payment System.
3. Independent Commissioner (Lambock V Nahattands) has a concurrent position in 1 (one) company not a Financial Institution (not a Bank business group).
  4. Independent Commissioner (Aviliani) has a concurrent position in 1 (one) company not a Financial Institution (not the Bank's business group) and as Chairman of the Risk Monitoring Committee at PT. Bank Mega, Tbk.
  5. Independent Commissioner (Achjadi Ranuwisatra) has concurrent positions as Chairman of the Audit Committee and Chairman of the Remuneration & Nomination Committee at PT Bank Mega, Tbk.

The concurrent positions held by Chairul Tanjung and Yungky Setiawan are carried out in the context of conducting the supervisory function of the company in the business group as stated in the assignment letter from the controlling shareholder (ultimate shareholders)..

#### Duties and Responsibilities of the Board of Commissioners in 2019

1. To carry out oversight duties on the Bank's management by the Board of Directors, evaluate and approve the annual budget and work plan.
2. To approve the Risk Management Policy and ensuring that the implementation of risk management is adequate in accordance with the Risk Management Policy and Risk Management Strategy.
3. To decide on the proposal of the Board of Directors related to business transactions or activities exceeding the Board of Directors authority.
4. The Board of Commissioners also conducts coaching and development in order to maintain Bank Mega business plan with due observance to prudential principles and good corporate governance.
5. To ensure that the Board of Directors has implemented prudential principles in the

- Bank's business activities and to ensure the application of governance principles in every Bank's business activities.
6. To ensure that the Board of Directors has followed up the audit findings and recommendations from the Internal Audit Unit, External Auditors, Bank Indonesia oversight results and Financial Services Authority (OJK) as well as oversight results from other authorities.
  7. To evaluate the Bank's Compliance Function implementation, at the first and second semesters of 2018 by providing advices to improve the Bank's Compliance Function to the President Director with the enclosure to the Director in charge of Compliance Function.
  8. To enhance compliance and anti fraud culture in all organization elements.
  9. On the Integrated Governance implementation, the Board of Commissioners has also conducted oversight on the Board of Directors' duties and responsibilities in the implementation of Integrated Governance.

#### Performance Assessment of the Committees Under the Board of Commissioners

In performing its oversight duties the Board of Commissioners may establish Committees that directly responsible to the Board of Commissioners.

As of December 31, 2019, there are 3 (three) Committees under the Board of Commissioners with their respective duties and responsibilities as described in the separate section of this Annual Report, namely the Audit Committee, the Nomination and Remuneration Committee and the Risk Oversight Committee.

In general the Board of Commissioners considers that all Committees have performed their duties efficiently in accordance with GCG principles and the Company's objective. This assessment is undertaken based on the report on the implementation of duties and responsibilities which is submitted by each Committee.



## GCG LEGAL REFERENCES

### Board of Commissioners Training in 2019

No	Commissioner Name	Training Topic
1.	Yungky Setiawan	
	Achjadi Ranuwisastra	Sustainable Financial Action Implementation
	Aviliani	
2,	Aviliani	Interest Rate Risk in The Banking Book (IRRBB) - BARa One Day Seminar

## INDEPENDENT COMMISSIONER

Based on Regulation of the Financial Services Authority No. 55/POJK.03/2016 the minimum number of Independent Commissioners is 50% of the total Commissioners of Bank Mega.

The number of Bank Mega's Board of Commissioners as of December 31, 2019 is three (3) members as Independent Commissioner of total six (6) members of the Board of Commissioners hence had complied with the rules of the Financial Services Authority.

### Independent Commissioner Criteria

The criteria for Independent Commissioners in accordance with the Financial Services Authority

Circular Letter No. 13/ SEOJK.03/2017 dated March 17, 2017 on the Implementation of Good Corporate Governance for Commercial Banks, which are not to have financial relationship, management relationship, share ownership and/or family relationships with fellow members of the Board of Commissioners, Board of Directors and/ or Controlling Shareholders or business relationship with Bank Mega, which may affect its ability to act independently.

All Independent Commissioners of Bank Mega have met the criteria as stated in the Statement Lettersigned by respective Independent Commissioner at the time of the appointment.

## BOARD OF DIRECTORS

The Board of Directors is the Company's organ that is collectively fully responsible for the Company's management in accordance with its purpose and objectives, and represents the Company both inside and outside the court in accordance with the Articles of Association. Decision-making for the Company's operations and performing the Company's day-to-day business are the main responsibilities of the Board of Directors. Each member of the Board of Directors is entitled to make a decision based on each respective assigned duty, but the implementation of decision by each member of the Board of Directors still remains a collective responsibility.

### Legal References

1. Law No. 40 of 2007 regarding the Limited Liability Companies.
2. Regulation of the Financial Services Authority No. 33/POJK.04/2014 regarding the Board of Directors and Board of Commissioners of Issuers or Public Companies.
3. Regulation of Financial Services Authority No 55/POJK.03/2016 dated December 7, 2016 on the Implementation of Governance for Commercial Banks

### BOD Charter

The Company has in place a BOD Charter as a guideline in carrying out its managerial duties. The

## GCG LEGAL REFERENCES

BOD Charter is prepared based on the Limited Liability Company Law, Capital Market Law, OJK Regulation, BEI Regulation and the Company's Article of Association.

The BOD Charter contains among other duties, authorities, obligations, responsibilities, position ethics, Board of Directors meetings, and committees under the Board of Directors, resignation as well as concurrent positions.

6. There are no members of the Board of Directors, both privately and jointly, owning shares that reach 5% (five percent) or more at Bank Mega or at banks and other companies domiciled at home and abroad.
7. There are no members of the Board of Directors, either alone or jointly, having shares in excess of 25% (twenty five percent) of paid-in capital in another company.

## Board of Directors Composition and Appointment

Name	Position	Appointment Effective	
		Effective Date	AGMS/EGMS
Kostaman Thayib	President Director	July 16, 2013	April 17, 2013
Martin Mulwanto	Treasury & International Banking Director	September 22, 2014	March 27, 2014
Yuni Lastianto	Compliance & HC Director (Independent Director)	August 29, 2012	March 29, 2012
Indivara Erni	Risk Director	September 22, 2014	March 27, 2014
Madi Darmadi Lazuardi	Credit Director	July 16, 2013	April 17, 2013
Lay Diza Larentie	Consumer Banking Director	December 30, 2015	May 7, 2015
C. Guntur Triyudianto	Operations & IT Director	September 12, 2018	February 28, 2018

The total numbers, composition, integrity, and competency of the Board of Directors members are in accordance with the Bank's business activities, and has also met the Financial Services Authority's regulations, among others:

1. Total members of the Board of Directors numbers more than 3 (three) members.
2. All members of the Board of Directors are domiciled in Indonesia.
3. The replacement and/or appointment of the Board of Directors has taken into account the recommendations of the Remuneration and Nomination Committee, and has obtained the approval of the GMS.
4. All members of the Board of Directors have more than 5 (five) years of experience in banking operations as the bank's executives.
5. Has passed the Fit & Proper Test and have obtained the Approval Letter from the Financial Services Authority.

## Appointment Criteria

1. Proficient in doing legal capacity;
2. During 5 (five) years prior to the appointment:
  - a. Has never been declared bankrupt;
  - b. Has never been a member of the Board of Directors and/or a member of the Board of Commissioners that is declared guilty causing accompany to bankruptcy;
  - c. Has never been convicted because of crimes that harmed the state's financial and/or related with financial sector;
3. Has never been a member of the Board of Directors and/or a member of the Board of Commissioners that while in his/her tenure:
  - a. Had a track record to not hold the Annual General Meeting of Shareholders (AGMS);
  - b. Accountability as a member of the Board of Directors and/ or member of the Board of Commissioners is not accepted by the GMS or do not provide any accountability

## GCG LEGAL REFERENCES

- as a member of the Board of Directors and/or a member of the Board of Commissioners to the GMS;
- c. Caused a company which has a license agreement, or registered in the Financial Services Authority to not meet the requirement to submit the annual reports and/or financial statements to the Financial Services Authority.
  4. Have a commitment to follow the laws and regulations; and
  5. Have the knowledge and/or expertise in the field required by the company.

### Dismissal of Members of the Board of Directors

Pursuant to the Bank's Articles of Association, the tenure of the Board of Directors members is ended in the event of:

1. Passed away.
2. No longer fulfilling the requirements as the Board of Directors
3. Voluntary resignation.

The GMS has the authority to dismiss members of the Board of Directors by stating the reasons.

### Board of Directors Allocation of Duties

The Board of Directors' duties are allocated according to their field and competence to ensure the effective implementation of duties of each of Board of Directors' member in managing the Company. Each member of the Board of Directors may take a decision related to his/her individual's task but such decision is subject to collegial responsibility. The position of the Board of Directors, including the President Director is equal. The duty of the President Director is to coordinate the activities of the Board of Directors.

### Board of Directors Duties and Responsibilities

The Board of Directors has carried out duties and responsibilities with due observance to the authorities regulated in the Bank's Articles of Association and fully responsible on the Bank's management implementation, among others:

1. To determine the Bank's long-term, medium-term, and annual objectives and strategies.
2. To establish a Good Corporate Governance (GCG) implementation policy and declare Integrity Commitment and ensure the implementation of GCG principles in every Bank's business activities at all levels and organization.
3. To develop remuneration policy and other policies transparently.
4. To establish Internal Audit Unit, Compliance Unit, Anti Fraud Strategy Unit, Anti Money Laundering Unit, Risk Management Unit, and Risk Management Committee.
5. To follow up the findings of Internal Audit, External Auditors, and oversight results of Bank Indonesia/ Financial Services Authority and/or other regulators' oversight results.
6. To evaluate and monitor the Bank's prudential and compliance principles.
7. To transparently make annual reports and financial documents.
8. To be accountable in the duties implementation to the Board of Commissioners and shareholders through the GMS.
9. No public attorney from members of the Board of Directors to other parties that resulted in the transfer of duties and functions of the Board of Directors
10. Has already in possession of the Board Manual containing the working procedures including work ethics, working time and meetings of the Board of Directors.
11. Does not hire individual advisors and/or professional services of consultants.

### Independence and Concurrent Positions

The Board of Directors of the Company shall be independent in deciding matters concerning the interests of the Company. Each member of the Board of Directors shall avoid any conflict of interest with any party including family relationships with members of the Board of Directors and Board of Commissioners.

## GCG LEGAL REFERENCES

All members of the Board of Directors do not have concurrent position as the Commissioners, Board of Directors or Executives at the Bank, other companies and or institutions and do not have financial

relations, management relations, shares ownerships and/ or familial relations with members of the Board of Commissioners, Board of Directors and/or Controlling Shareholders or relations with the Bank.

## Board of Director Training in 2019

No.	Nama Direksi	Judul Training Yang Diikuti
1	Kostaman Thayib	DIGIFORBANKERS 3 (Experience Sharing: Human Resources Recruitmen for Digital Transformation) DIGIFORBANKERS 4 (Big Daya Analytic & Artificial Intelligence for Banks) Visa Senior Client Council Meeting 2019, Singapore 10 <sup>th</sup> Credit Suisse China Investment Conference, Shenzhen - China Digital & Holistic Leadership Summit 2019, Ubud - Bali Implementasi Keuangan Berkelanjutan untuk Executive Level di Jakarta 2 Mei 2019
2	C. Guntur Triyudianto	CTI IT Infrastructure Summit 2019 Participant for Bank Indonesia International seminar on encountering Digital Era of Banking Operations: Challenges and Opportunities Implementasi Keuangan Berkelanjutan untuk Executive Level di Jakarta 2 Mei 2019
3	Martin Mulwanto	BNP Paribas Sustainable Future Forum 2019 Treasury Certification Advance Level, Jakarta 8 Februari 2019 Implementasi Keuangan Berkelanjutan untuk Executive Level di Jakarta 2 Mei 2019
4	Indivara Erni	Interest Rate Risk in The Banking Book (IRRBB) - BARa One Day Seminar Risk Governance Master Class Sharing Session Beyond LIBOR : Transition to a World without LIBOR Implementasi Keuangan Berkelanjutan untuk Executive Level di Jakarta 2 Mei 2019
5	Madi Darmadi Lazuardi	Implementasi Keuangan Berkelanjutan untuk Executive Level di Jakarta 2 Mei 2019
6	Diza Larentie	Refreshment SMR, Workshop Assessment Risiko Bisnis & Risiko Hukum - 6 Agustus 2019, Jakarta Implementasi Keuangan Berkelanjutan untuk Executive Level di Jakarta 2 Mei 2019
7	Yuni Lastianto	Sosialisasi PBI No.21/1/PBI/2019 tentang ULN Bank dan Kewajiban Bank lainnya dalam Valuta Asing (Bank Indonesia), pada tanggal 15 Pebruari 2019 Sosialisasi Tentang Rasio Intermediasi Makroprudensial dan Penyangga Likuiditas Makroprudensial Bagi Bank Umum Konvensional, Bank Umum Syariah, dan Unit Usaha Syariah, pada tanggal 12 April 2019 Implementasi Keuangan Berkelanjutan untuk Executive Level di Jakarta 2 Mei 2019 Menghadiri Undangan High-Level Plenary Talkshow MUSRENBANGNAS 2019, pada tanggal 9 Mei 2019 Sosialisasi Implementasi Peraturan Pemerintah No. 1 Tahun 2019 tentang Devisa Hasil Ekspor dari Kegiatan Perusahaan, Pengelolaan, dan/atau Pengelolaan Sumber Daya Alam (PP DHE SPA) Brainstorming & Sertifikasi Kompetensi Praktisi Manajemen SDM, pada tanggal 24 Agustus 2019 Mengikuti The 4th Asia Pacific HR Forum - "Creating Competitive Organization to Embrace the Industrial Revolution 4.0", pada tanggal 29-30 Agustus 2019 Mengikuti Workshop Program Mentoring Berbasis Risiko atas Pengkianan National Risk Assessment (NRA) Tahun 2015 (PPATK), pada tanggal 17 September 2019 Seminar BPJS & Employee Benefits Memenuhi Komitmen Perusahaan Kepada Karyawan, pada tanggal 12-13 Desember 2019 "Launching Integritas Pelaporan BI-OJK-LPS", pada tanggal 19 Desember 2019

## Performance Assessment of the Committees Under the Board of Directors

As of December 31, 2019, there are seven (7) Committees under the Board of Directors with their respective duties and responsibilities as described in the separate section of this Annual Report.

The Board of Directors considers that the performance of each Committee in 2019 has been effective and efficient. This assessment is based on the matters escalated along with the recommendations and reports submitted to the Board of Directors in relation to the execution of the duties of each committee.

## GCG LEGAL REFERENCES

### ASSESSMENT OF GCG APPLICATION BY BOARD OF DIRECTORS AND BOARD OF COMMISSIONERS

#### Board of Commissioners' Performance Assessment

The Board of Commissioners conducts its performance appraisal using the Self Assessment method. This is in accordance with the Decree of the Board of Commissioners No.014/DEKOM/XII/16 dated December 23, 2016 concerning the Self Assessment of the Board of Commissioners and the Board of Directors, as well as the Succession in the Board of Directors Nomination Process.

Self Assessment by the Board of Commissioners is carried out in accordance with predetermined criteria which include duties and responsibilities in accordance with relevant regulations. The Self Assessment is done collegially.

dated December 23, 2016, concerning the Self Assessment of the Board of Commissioners and the Board of Directors, and Succession in the Board of Directors Nomination Process.

Self Assessment by the Directors is carried out in accordance with predetermined criteria which include duties and responsibilities in accordance with relevant regulations. The Self Assessment is conducted collegially.

Self Assessment is followed by the implementation of succession in the process of nominating a Member of the Board of Directors. This is part of the process of preparing for the sustainability of leadership by getting potential candidates to occupy the Director's positions. In the end the potential candidates selected will be nominated as Members of the Board of Directors to the Board of Commissioners. dengan mendapatkan kandidat yang potensial untuk menduduki jabatan Direksi.

#### Board of Directors Performance Assessment

Directors' Performance Appraisal is carried out annually using the Self-Assessment method. This is in accordance with the Decree of the Board of Commissioners No.014/DEKOM/XII/16

### SELF ASSESSMENT OF REMUNERATION GOVERNANCE IMPLEMENTATION IN SEMESTER II 2019

The implementation of PT Bank Mega Tbk Remuneration Governance has been regulated in the Decree of the Board of Directors SK. 081/DIRBM-HCRO/18 on the First Revision of the Remuneration Governance Policy of PT. Bank Mega, Tbk. The policy was enacted from January 1, 2017 (in accordance with the POJK No. 45/POJK.03/2015 December 23, 2015 concerning the Implementation of Governance in Providing Remuneration for Commercial Banks and SE OJK No. 40/SEO JK.03/2016 dated 26 September 2016 concerning the Implementation of Governance in the Provision of Remuneration for Commercial Banks). This provision is applicable for the calculation of 2017 remuneration to be paid in 2018.

The Bank has established the Remuneration & Nomination Committee with membership composition in accordance with OJK regulations. The composition of the membership and implementation of the Committee's meetings are presented in a separate chapter. Remuneration paid to members of the Remuneration & Nomination Committee for 1 (one) year is Rp12,890,404,402.

Variable remuneration for Material Risk Takers is given in cash (100%) with the suspension period carried out in stages within a period of 3 (three) years which is given on a prorated basis with the scheme according to the table below.

## GCG LEGAL REFERENCES

Material Risk Takers (MRT)	Direct Payment	1st Year Payment	2nd Year Payment	3rd Payment
Commissioners	80%	6.66%	6.66%	6.66%
Directors				
Group Head	85%	5%	5%	5%
Regional Head				
Selective Division Head				

Bonus payments suspended in year 1 are paid the following year after direct payment and so on up to year 3 payment.

#### Position and parties who become MRT

MRT Position	MRT Total
Board of Commissioners	5
Directors	7
Group Head	6
Regional Head	8
Selective Division Head *)	28

\*) The Selective Division Head categorized as MRT has been determined by the Management in a total of 28 personnel and can be adjusted annually based on the Management Decisions.

#### Remuneration Package and Facilities received by the Board of Directors and Board of Commissioners

Remuneration Types and Other Facilities	Total Received in 1 Year			
	Board of Commissioners		Directors	
	Person	In Million Rp	Person	In Million Rp
Salary, bonus, regular allowances, tantiem, and other facilities in non-nature	5	26,994	7	51,855
Other facilities in non-nature (housing, health insurance, and others):				
a. Can be owned	5	164	7	147
b. Cannot be owned				
Total		27,158		52,001

#### Remuneration Package grouped in income level received by members of the Board of Directors and Board of Commissioners in 1 (one) year

Total Remuneration per person in 1 Year *)	Total Board of Directors	Total Board of Commissioners
Above Rp2 billion	7	5
Above Rp1 billion to Rp2 billion	-	-
Above Rp500 million to Rp1 billion	-	-
Rp500 million and below	-	-

\*) received in cash



## GCG LEGAL REFERENCES

Total Board of Directors, Board of Commissioners and employees receiving variable remuneration in 1 (one) year and total nominal

Variable Remuneration	Total Received in 1 Year					
	Directors		Board of Commissioners		Employees	
	Person	Million Rp	Person	Million Rp	Person	Million Rp
TOTAL	7	6,434	5	2,205	3,218	34,213

### Highest and Lowest Salary Ratio

- The highest and lowest employee salary ratio is 47.25:1
- The highest and lowest Board of Directors salary ratio is 2.55 : 1
- The highest and lowest Board of Commissioners salary ratio is 3.55 : 1
- The highest Board of Directors salary ratio and the highest employee salary ratio is 3 : 1

Total employees affected by employment termination and total severance nominal paid

Total Severance Nominal paid per person in 1 year	Total Employees
Above Rp1 Billion	7
Above Rp500 Million to Rp1 Billion	2
Rp500 Million and below	172

### Amount of Remunerations provided in 1 (one) year

#### A. Permanent Remuneration \*)

1. Cash	Rp. 122,852
2. Shares / share-based instruments issued by the Bank	-

#### B. Variable Remuneration \*)

	Not Deferred	Deferred
1. Cash	Rp. 11,180	Rp. 185
2. Shares / share-based instruments issued by the Bank	-	-

\*) hanya untuk MRT dan diungkapkan dalam juta rupiah

### Quantitative Information

Variable Remuneration*)	Deferred Remainder	Total Reduction During The Reporting Period		
		Due to Explicit Adjustment (A)	Due to Implicit Adjustment (B)	Total (A)+(B)
1. Cash (in million rupiah)	Rp. 4,213			
2. Shares / share based instruments issued by the Bank (in number of shares and million rupiah nominal which are conversion from the number of shares)	-	-	-	-
	Rp. 4,213	-	-	-

Note: \*) MRT only

## GCG LEGAL REFERENCES

## BOARD OF COMMISSIONERS AND BOARD OF DIRECTORS MEETINGS

**Board of Commissioners Meeting Policy**

The Board of Commissioners Meeting shall be conducted periodically at least 1 (once) every 2 (two) months. The Board of Commissioners Meeting may also be conducted at any time outside the scheduled meeting based on the request of 1 (one) or more members of the Board of Commissioners. The Board of Commissioners Meeting schedule for the relevant year is determined at the beginning of the year by the Corporate Secretary.

The Board of Commissioners Meeting implementation policy follows Bank Mega Articles of Association, which are:

1. The meeting materials shall be provided to the Board of Commissioners no later than 5 (five) working days prior to the meeting.
2. The Meeting shall be valid if it is attended or represented by more than 1/2 (one-half) of the total members of the Board of Commissioners.
3. The Board of Commissioners Meeting shall be chaired by the President Commissioner or a member of the Board of Commissioners who is present and appointed at the meeting.

**Frequency and Attendance of the Board of Commissioners**

During 2019, the Board of Commissioners has convened 7 (seven) Meetings with the attendance frequency and agenda of meetings as follows:

**The Board of Commissioner Meetings in 2019**

Participants' Names	BOC Meeting Attendance	
	Frequency	%
Chairul Tanjung	5 kali	71%
Yungky Setiawan	7 kali	100%
Achjadi Ranuwisastra	7 kali	100%
Lambock V Nahattands	7 kali	100%
Aviliani	7 kali	100%
<b>Total Meetings in a year</b>	<b>7 times</b>	

## JOINT MEETINGS OF THE BOARD OF COMMISSIONERS AND BOARD OF DIRECTORS

The Board of Commissioners and Board of Directors shall convene the joint meetings periodically for at least one meeting in every 4 (four) months, with the meeting policy and procedures referring to Bank Mega Articles of Association.

**Frequencies and Attendance of the Board of Commissioners and Board of Directors Joint Meetings**

A total of 40 joint meetings of the Board of Directors and Board of Commissioners were held during 2019, with the following frequencies of attendance and agenda:

## GCG LEGAL REFERENCES

### Board of Directors and Board of Commissioners Member Attendance

No	Director / Commissioner Names	Attendance	% Attendance
1	Chairul Tanjung	40	100
2	Yungky Setiawan	35	87.5
3	Achjadi Ranuwisatra	36	90
4	Lambock V. Nahattands	21	52.5
5	Aviliani	37	92.5
6	Kostaman Thayib	39	97.5
7	Madi Darmadi Lazuardi	38	95
8	Indivara Erni	37	92.5
9	Yuni Lastianto	36	90
10	Martin Mulwanto	35	87.5
11	Lay Diza Larentie	37	92.5
12	C. Guntur Triyudianto	40	100

### Board of Directors Meeting Policy

The Board of Directors Meeting shall be conducted periodically at least once a month and may also be conducted at any time outside the scheduled meeting based on the request of one (1) or more members of the Board of Directors.

The Board of Directors Meeting implementation policy follows Bank Mega Articles of Association, which are:

1. The meeting material shall be given to the Board of Directors no later than 5 (five) working days prior to the meeting.
2. The Meeting shall be valid if it is attended or represented by more than 1/2 (one-half) of the total members of the Board of Directors. The President Commissioner, Mr. Chairul Tanjung

is the Last Controlling shareholder of PT Bank Mega Tbk.

3. The Board of Directors Meeting shall be chaired by the President Director or a member of the Board of Directors who is present and appointed at the meeting;
4. Minutes of Meeting shall be prepared by the party appointed by the Board of Directors and signed by all members of the Board of Directors present at the Meeting.

### Board of Directors Meeting Frequencies and Attendance

In 2019, the Board of Directors has convened 50 meetings with attendance frequencies and agenda of meetings as follows:

No	Director Names	Attendance	% Attendance
1	Kostaman Thayib	45	90
2	Madi Darmadi Lazuardi	47	94
3	Indivara Erni	47	94
4	Yuni Lastianto	46	92
5	Martin Mulwanto	45	90
6	Lay Diza Larentie	47	94
7	C. Guntur Triyudianto	48	96

## GCG LEGAL REFERENCES

## AFFILIATES RELATIONS BETWEEN MEMBERS OF THE BOARD OF DIRECTORS, BOARD OF COMMISSIONERS, AND ULTIMATE AND/ OR CONTROLLING SHAREHOLDERS

The President Commissioner, Mr. Chairul Tanjung is the Last Controlling shareholder of PT Bank Mega Tbk.

## COMMITTEES OF THE BOARD OF COMMISSIONERS

### AUDIT COMMITTEE

The Audit Committee in performing their supervisory duties is responsible to the Board of Commissioners in a form of independent opinion to matters that require attention of the Board of Commissioners in accordance with the principles of Good Corporate Governance and prevailing laws and regulation.

#### Legal References

1. Regulation of the Financial Services Authority No. 55/POJK.03/2016 dated December 7, 2016 on the Implementation of Governance of Commercial Banks.
2. Decree No. SK.087/DIRBM/17 dated July 3, 2017 on the Audit Committee of PT Bank Mega Tbk.

#### Audit Committee Composition and Profile

There are 3 (three) members of the Audit Committee, which as of the end of 2019 consisting of one Independent Commissioner as the Chairman as well as member, and 2 (two) Audit Committee members from independent party, with the following formation:

Profile of all members of the Audit Committee can be found on the Board of Commissioners Profile section, Chapter 3 Company Profile in this Annual Report.

#### Audit Committee Independence

In performing its duties, the Audit Committee shall act independently. Each member of the Audit Committee of Bank Mega has met the following independent criteria:

1. Not a key employee of the Company within the last 1 (one) year prior to appointment.
2. Not having shares ownership in Bank Mega, either directly or indirectly.
3. Not having family or financial relationship affiliates relations with Bank Mega, members of the Board of Commissioners, Board of Directors or Ultimate Shareholders.
4. Has no personal interests toward Bank Mega.

All members of the Audit Committee of Bank Mega Audit have signed an independent Statement Letter documented by the Corporate Secretary.

Name	Position	Appointment	Skills	Concurrent Position
Achjadi Ranuwisastro	Chairman	July 03, 2017	Banking	1. Independent Commissioner, PT. Bank Mega, Tbk. 2. Remuneration & Nomination Committee Chairman, PT. Bank Mega, Tbk.
Iramady Irdja	Member	July 03, 2017	Finance & Accounting	-
Adrial Salam	Member	July 03, 2017	Finance & Accounting	PT. Mandiri Inhealth Audit Committee Member

## GCG LEGAL REFERENCES

### Duties and Responsibilities of the Audit Committee

The Audit Committee has carried out its duties and responsibilities of providing independent professional opinions on reports and other information submitted by the Directors and identifying matters that require the attention of the Board of Commissioners including:

5. Monitor and evaluate the audit planning and implementation as well as monitoring the follow-up of audit results in order to assess the adequacy of internal control including the financial reporting process.
6. The monitoring and evaluation above shall at least be applied on:
  - The execution of the Internal Audit Work Unit's duties.
  - The conformity of the audit process by the Public Accounting Firm with applicable audit standards

- Follow up by the Board of Directors on the findings of the Internal Audit Work Unit, public accounting, and the results of supervision by Bank Indonesia and the Financial Services Authority to provide recommendations to the Board of Commissioners

7. Recommend the appointment of a Public Accountant and Public Accountant Office to the Board of Commissioners to be submitted at the GMS.

### Audit Committee Work Programs and Realization

During 2019, the Audit Committee discussed and submitted suggestions that included various important activities carried out by the Bank, including:

No	Work Programs	Realizations
1.	IADT Annual Audit Work Plan (RKAT) Evaluation 2019	The evaluation has been done on the Annual Audit Work Plan 2019.
2.	Evaluating the financial statements suitability of PT Bank Mega Tbk with accounting standards	The evaluation has been implemented on the appropriateness of PT Bank Mega Tbk financial statements with accounting standard.
	Evaluating the results of PT Bank Mega Tbk audit by the Public Accountant Office.	The evaluation has been done for the audit results of PT Bank Mega Tbk fiscal year 2018.
3.		For the 2019 fiscal year audit, an evaluation of the audit results of PT Bank Mega Tbk fiscal year 2019, by the Crowe Public Accountant Office since the fourth quarter of 2019 and the evaluation will still continue until the finalization of assignment of Public Accountant Office in February 2020.
4.	<i>Membuat rekomendasi penunjukan Kantor Akuntan Publik tahun buku 2019.</i>	Recommendation on the Public Accountant Firm appointment for fiscal year 2019.
5.	<i>Mengevaluasi hasil pelaksanaan audit pengendalian internal dan kecukupan pelaporan audit tahun audit 2019.</i>	The evaluation has been done on the internal control audit results and the adequacy of audit reporting. The evaluation was conducted toward monthly audit reports and stating the results in the monthly Meeting reports, to be submitted quarterly to the Board of Commissioners.
6.	<i>Mengevaluasi pelaksanaan tindak lanjut Direksi atas temuan internal dan eksternal audit.</i>	The evaluation has been done on the implementation of follow up for improvement by the Board of Directors on internal audit and external audit findings.
7.	<i>Mengevaluasi pelaksanaan fungsi kepatuhan per semester tahun 2019.</i>	The quarterly evaluation has been implemented on the compliance function.

### Audit Committee Meeting 2019

In 2019, the Audit Committee has conducted 15 (fifteen) meetings, attended by all Committee members.

The decisions resulting from the Audit Committee meetings was written in a minutes of meeting and was well documented.

## GCG LEGAL REFERENCES

## 2019 Audit Committee Meeting Attendance Data

No	Meeting Participant Name	Meeting Attendance	Attendance Percentage
1.	Achjadi Ranuwisastro	15 kali	100 %
2.	Iramady Irdja	15 kali	100 %
3.	Adrial Salam	15 kali	100 %

Achjadi Ranuwisastro  
Ketua Komite

Iramady Irdja  
Committee Member

Adrial Salam  
Committee Member

## NOMINATION AND REMUNERATION COMMITTEE

The Nomination and Remuneration Committee is responsible to support the effectiveness of the Board of Commissioners duties and to ensure the diversity of the composition of the Board of Commissioners and Board of Directors and composed of individuals with the highest integrity. In addition, the Nomination and Remuneration Committee is also tasked to provide recommendations to the Boards in relation to the remuneration package for members of the Board of Directors and Board of Commissioners.

## Legal References

1. The Regulation of Financial Services Authority No.34/POJK.03/2014 dated December 8, 2014 on the Implementation of the Nomination and Remuneration Commission of Issuers or Public Companies.
2. The Regulation of Financial Services Authority No.55/POJK.03/2016 dated December 7, 2016 on the Implementation of Commercial Bank Governance.
3. Board of Directors Decree No. SK.060/DIRBM/18 dated June 8, 2018 concerning the Remuneration and Nomination Committee of PT Bank Mega Tbk.

## Composition and Profile of Nomination &amp; Remuneration Committee Members

There are 3 (three) members of the Remuneration and Nomination Committee, which as of the end of 2019 consisting of one Independent Commissioner as the Chairman as well as member, and 2 (two) Remuneration and Nomination Committee members from independent party, with the following formation:

Name	Position	Appointment by the Board of Directors	Bidang Skill	Concurrent Position
Achjadi Ranuwisastro	Chairman	June 8, 2018	Banking	<ol style="list-style-type: none"> <li>1. Independent Commissioner, PT. Bank Mega, Tbk.</li> <li>2. Audit Committee Chairman, PT. Bank Mega, Tbk</li> </ol>



## GCG LEGAL REFERENCES

Name	Position	Appointment by the Board of Directors	Bidang Skill	Concurrent Position
Yungky Setiawan	Member	June 8, 2018	Banking	President Commissioner at: <ol style="list-style-type: none"> <li>1. PT.Trans Retail Indonesia,</li> <li>2. PT. Trans Retail,</li> <li>3. PT. Trans Food Oriental,</li> <li>4. PT. Metropolitan Retailmart,</li> <li>5. PT.Trans Fashion Indonesia,</li> <li>6. PT. Trans Rasa Nippon,</li> <li>7. PT Trans Rasa Oriental,</li> <li>8. PT. Alfa Retailindo,</li> <li>9. PT. Trans Rasa Bali dan</li> <li>10. PT. Trans Pizza Resto.</li> </ol> Commissioner at: <ol style="list-style-type: none"> <li>1. PT. Sistem Pembayaran Digital</li> </ol>
Anwar V. Purba	Member	June 8, 2018	HR	-

Profile of all members of the Remuneration and Nomination Committee can be found on the Board of Commissioners Profile section, Chapter 3 Company Profile in this Annual Report.

### Committee Independence

The Nomination and Remuneration Committee carries out professional and independent duties and responsibilities, without any interference from any parties and shall align with the prevailing laws and regulations. Every action and decision taken by the Nomination and Remuneration Committee shall be conducted fairly and objectively in accordance with the prevailing regulations.

### Remuneration and Nomination Committee Duties and Responsibilities Implementation

The Remuneration and Nomination Committee has assisted the implementation of the supervisory and oversight function by the Board of Commissioners of the Directors and its executives in terms of implementing the remuneration and nomination policies by providing recommendations to the Board of Commissioners including:

1. Evaluate and recommend overall employee remuneration policies to the Board of Commissioners and Directors.
2. Evaluate and recommend the overall remuneration policy for the Board of Commissioners and Directors to the Board of Commissioners.
3. Provide recommendations regarding changes in the composition of the Board of Commissioners and/or Directors to the Board of Commissioners to be submitted to the General Meeting of Shareholders.
4. Prepare and provide recommendations regarding the policy of selecting and/or replacing (nominations) of members of the Board of Commissioners and Directors to the Board of Commissioners.

### Remuneration and Nomination Committee Work Programs and Realizations

During 2019, the Risk Oversight Committee discussed and submitted suggestions that included various risk management activities carried out by the Bank, including:

No	Work Programs	Realizations	Description
1.	Proposed changes in the management composition of PT. Bank Mega, Tbk in related to the resignation of Commissioners and Directors.	Proposed to accept Mr. Darmadi Sutanto's resignation as Commissioner and Mr. Y.B. Hariantono as Director of Information Technology, PT. Bank Mega, Tbk. Then to reappoint existing members of the Board of Directors to replace Mr. Y.B. Hariantono.	Stipulated in the General Meeting of Shareholders of PT. Bank Mega, Tbk. In February 2019.

## GCG LEGAL REFERENCES

No	Work Programs	Realizations	Description
2.	Proposed reappointment of existing Directors.	Merging the Directorate of Information Technology and the Directorate of Operations into the Directorate of Operations & Information Technology with the appointment of Mr. C. Guntur Triyudianto as Director of Operations & Information Technology.	Determined by the Board of Commissioners immediately after the General Meeting of Shareholders of PT. Bank Mega, Tbk. 2019.
3.	Recommendation on remuneration for members of the Board of Commissioners for 2018.	Recommendation to the Board of Commissioners.	Stipulated by the Board of Commissioners immediately after the General Meeting of Shareholders of PT Bank Mega Tbk in 2019.
4.	Recommendation on remuneration for members of the Board of Directors for 2019.	Recommendation to the Board of Commissioners.	Stipulated by the Board of Commissioners immediately after the General Meeting of Shareholders of PT Bank Mega Tbk in 2018.
5.	Evaluation on Remuneration Policy Application for 1st Half of 2018	The evaluation results submitted to the Board of Commissioners.	Implementation of Remuneration Policy Evaluation for the 2nd semester of 2018 will be conducted at the beginning of 2019.
6.	Nomination Policy Discussion	The result of the discussion are submitted to the Board of Commissioners	Stipulated by the Board of Commissioners into Decree No.Ref.SK.004/DEKOM/IX/19 about Nomination Policy of Board of Commissioners and Board of Directors.

### Remuneration & Nomination Committee Meetings in 2019

In 2019, the Remuneration and Nomination Committee has conducted 3 (three) meetings,

attended by all Committee members. The decisions resulting from the Remuneration and Nomination Committee meetings was written in a minutes of meeting and was well documented.

### 2019 Remuneration and Nomination Committee Meeting Attendance Data

No	Meeting Participant Names	Meeting Attendance	Attendance Percentage
1.	Achjadi Ranuwisastro	3 times	100%
2.	Yungky Setiawan	3 times	100%
3.	Anwar V. Purba	3 times	100%
Total Meetings in a year		3 times	

Achjadi Ranuwisastro  
Chairman

Yungky Setiawan  
Member

Anwar V. Purba  
Member

## GCG LEGAL REFERENCES

### RISK OVERSIGHT COMMITTEE

#### Legal References

- Regulation of the Financial Services Authority No. 55/POJK.03/2016 dated December 7, 2016 on the Implementation of Governance in the Commercial Banks.
- Decree No. SK.056/DIRBM/18 dated June 8, 2018 on the Risk Monitoring Committee of PT Bank Mega Tbk.

#### Risk Oversight Committee Composition & Profile

There are 3 (three) members of the Risk Oversight Committee, which as of the end of 2019 consisting of one Independent Commissioner as the Chairman as well as member, and 2 (two) Risk Oversight Committee members from independent party, with the following formation:

Name	Position	Appointment	Skills	Concurrent Position
Aviliani	Chairman	June 08, 2018	Economy	1. Independent Commissioner, PT. Bank Mega, Tbk. 2. Independent Commissioner, PT. Lintas Artha
Purwo Junianto	Member	June 08, 2018	Risk Management	-
Ivan Purnama Sanoesi	Member	June 08, 2018	Financial Management	1. Risk Oversight Committee Member, PT. Bank Mayora 2. Audit Committee Member, PT. Bank Mayora

Profile of all members of the Risk Oversight Committee can be found on the Board of Commissioners Profile and Committee Profile section, Chapter 3 Company Profile in this Annual Report.

#### Committee Independence

All members of the Risk Oversight Committee are independent parties without any financial, management, share ownership and/ or family relationships with the Board of Commissioners, Board of Directors, and/or Controlling Shareholders or any relationship with the Bank, which may affect the ability to act independently. Committee members who are independent parties do not assigned former members of the Board of Directors or Executives from the same banks. All members of the Risk Oversight Committee have signed an independent Statement Letter documented by the Corporate Secretary.

#### Risk Oversight Committee Duties and Responsibilities

The Risk Oversight Committee has assisted in the implementation of supervisory and coaching functions by the Board of Commissioners towards the Board of Directors and its executives in the implementation of risk management by providing opinions and recommendations to the Board of Commissioners on Risk Management Policy and its implementation, which were:

- Evaluate the suitability of the risk management policy and the implementation of the policy.
- Monitor and evaluate the implementation of the Risk Management Committee's duties and the Risk Management Work Unit's duties to provide recommendations to the Board of Commissioners.

#### Risk Oversight Committee Work Programs and Realization

During 2019, the Risk Oversight Committee discussed and submitted suggestions that included various risk management activities carried out by the Bank, including:

No	Work Programs	Realizations	Description
1.	Bank Risk Profile Evaluation	Evaluation has been done on: <ul style="list-style-type: none"> <li>Risk Profile quarter IV/2018</li> <li>Risk Profile quarter I/2019</li> <li>Risk Profile quarter II/2019</li> <li>Risk Profile quarter III/2019</li> </ul>	<ol style="list-style-type: none"> <li>The Risk Profile has been developed in accordance with the Regulators rules</li> <li>During 2019 the Bank's risk profile is relatively stable, on low to moderate level.</li> </ol>

## GCG LEGAL REFERENCES

No	Work Programs	Realizations	Description
2.	Assessment on the effectiveness of Risk Management Committee and Risk Management Unit	Participation on RMC meetings every month.	The RMC and RMU has properly implemented its functions, hence risk management is well implemented according to the regulations. The Bank's risk profile tends to improve at the quarter III/2019.
3.	Assessment on the effectiveness of Integrated Risk Management Committee	Active participation in IRMC quarterly meetings.	The IRMC in Mega Corpora Financial Conglomeration has been well implemented according to the regulations.
4.	Risk Management Policy Evaluation	Reviewing development/improvement of 1. Integrated Risk Management Policy. 2. Guidelines for Compilation of Integrated Risk Profiles. 3. Integrated Capital Management Policy. 4. Bank Mega Branch Office Performance.	Has been approved by the Board of Directors with Directors Decree No. 094, 107 and 112 in 2018.
5.	Provide information and suggestion to the Board of Commissioners	1. No. MD. 001/KPRBM/19 dated February 13, 2019 2. No. MD. 002/KPRBM/19 dated March 15, 2019 3. No. MD. 003/KPRBM/19 dated May 29, 2019 4. No. MD. 005/KPRBM/19 dated September 6, 2019 5. No. MD. 006/KPRBM/19 dated November 18, 2019	- Risk Profile Evaluation of Quarter IV/2018 - Risk Management Implementation Evaluation Year 2018 - Risk Profile Evaluation Quarter I/2019 - Risk Profile Evaluation Quarter II/2019 - Risk Profile Evaluation Quarter III/2019

## Risk Oversight Committee Meeting

In 2019, the Risk Oversight Committee has conducted 6 (six) meetings, attended by all Committee

members. The decisions resulting from the Risk Oversight Committee meetings was written in a minutes of meeting and was well documented.

## 2019 Risk Oversight Committee Meeting Attendance Data

No	Meeting Participant Name	Meeting Attendance	Attendance Percentage
1.	Aviliani	6 times	100%
2.	Purwo Junianto	6 times	100%
3.	Ivan Purnama Sanoesi	6 times	100%

Aviliani  
Chairman

Purwo Junianto  
Member

Ivan Purnama Sanoesi  
Member

## GCG LEGAL REFERENCES

### COMMITTEES UNDER THE BOARD OF DIRECTORS

To help carrying out their duties and responsibilities, the Directors form the Committees as follows:

1. Risk Management Committee
2. Asset and Liabilities Committee (ALCO)
3. Credit Policy Committee
4. Information Technology Committee
5. Human Resources Committee
6. Product Committee
7. Procurement Committee

### RISK MANAGEMENT COMMITTEE

#### Risk Management Committee Duties and Responsibilities

The authority and responsibility of the Risk Management Committee is to evaluate and provide recommendations to the Board of Directors regarding risk management that include:

1. Develop the Risk Management Policy and its amendment, including risk management strategy, risk level and risk tolerance, risk management framework and contingency plan to anticipate abnormal condition.
2. Improve the Risk Management process periodically or incidentally as a result of a

change in the Bank's external and internal conditions affecting the adequacy of capital, the Bank's risk profile, and the effectiveness of risk management implementation based on the results of the evaluation.

3. Establish business policies and/or decisions that deviate from normal procedures, such as a significant excess of business expansion compared to a predetermined business plan, or risk taking or exposure that exceeds a predetermined limit.
4. Establish a Risk Limit (Risk Appetite and Risk Tolerance) of each risk area.
5. Monitor and evaluate and apply Risk Limit that is adjusted to the applicable Risk Limit provisions.
6. Establish policies to be taken based on evaluation results.
7. Evaluate the Quarterly and Semi-yearly Risk Profile reports and the PTKB Report prior to submitting to OJK as a regular report.
8. Evaluate the Bank's business strategy to manage with risk strategy.
9. Monitor significant issues through reports as submitted by the Risk Management Committee Secretariat.

#### Risk Management Committee Year 2019 Activities

The Risk Management Committee has held Committee meetings to discuss the risk management implementation as follows:

No.	Subject Matter
1.	Bank Health Assessment (PTKB) PT Bank Mega, Semester II, 2018, period.
2.	NSFR Ratio Recovery Action Plan
3.	New Scorecard & Limit BWMK CCPL
4.	Risk Profile & Risk Limit Parameter Review (Market, Liquidity, Strategic, Operational, Credit Risk)
5.	BUST Simulation (Solvability & Liquidity)
6.	Quarter I - 2019 Period Risk Profile
7.	Interest Rate Risk in Banking Book
8.	Action Plan NSFR April 2019
9.	Credit Limot per Economic Sector Review
10.	New Scorecard & Limit BWMK CCPL
11.	Securities Validation

## GCG LEGAL REFERENCES

No.	Subject Matter
12.	Risk Limit Monitoring
13.	IRRBBB Calculation
14.	Bank Mega's Pervormance vs Book 3 Banks
15.	Risk Limit Monitoring
16.	NSFR Calculation Method Review Proposal
17.	Bank Permata Long-Term Loan Proposal
18.	IRRBB Implementation Progress and Risk Limit → EVE Proposal
19.	Semester I - 2019 period Bank Health Assessment
20.	Risk Limit Monitoring
21.	Operational Risk Indicator Measurement Change Proposal
22.	Monitoring GL- Suspense
23.	June 2019 period OPRIST Result
24.	Risk Based Assessment on Money Laundering Activities at Branch Office / Sub-branch Office
25.	Development of Score Cards for Provision of Funds in Banks in Indonesia
26.	July 2019 Risk Limit position report
27.	August 2019 position Risk Limit monitoring
28.	Bank Score Card
29.	Quarter III - 2019 Period Risk Profile
30.	September 30 2019 position Risk Limit Monitoring
31.	Economic Sector Limit Monitoring
32.	Recovery Plan Document Review
33.	September 2019 Risk Limit Action Plan
34.	October 2019 Position Risk Limit Monitoring
35.	Economic Sector Limit Monitoring
36.	Credit Card BMWK Review
37.	November 2019 Position Risk Limit Monitoring
38.	Economic Sector Limit Monitoring

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## ASSETS AND LIABILITIES COMMITTEE (ALCO)

## ALCO Committee Duties and Responsibilities

1. Establish short-term and long-term financial targets.
2. Ensure that the financial targets set by the Bank get approval from the Bank Commissioners.
3. Establish the ALMA (Asset and Liabilities Management) strategy and keeping the Bank in

maintaining the Wide Risk Level Bank at a level that matches the risk appetite.

4. Determination of interest rates and/or pricing for all Bank products and services.

## Aktivitas ALCO tahun 2019

Komite ALCO telah mengadakan rapat dengan pembahasan hal-hal sebagai berikut:



## GCG LEGAL REFERENCES

No.	Subject Matter
1.	Economic Indicator, Securities Portfolio, Stock Price Index, Bond Market
2.	Risk Management
3.	Financial Prediction
4.	Third Party Funds and Credit Interest Rates
5.	NSFR Simulation
6.	Rupiah Deposits Interest Rate
7.	Savings and Current Account Interest Rates Decline
8.	Inter-Office Interest Changes
9.	Interest Change Postponement Between Funding Offices to January 2020

## CREDIT POLICY COMMITTEE

### Duties and Responsibilities of the Credit Policy Committee

1. Provide input to the Board of Directors in preparing credit policies, especially those related to the principle of prudence in credit formulation.
2. Provide supervision so that Bank Credit Policy (KPB) can be applied and implemented consequently and consistently as well as formulate solutions if there are obstacles in the KPB implementation.
3. Conduct periodic studies of KPB and provide advice to the Board of Directors if KPB need necessary changes/ improvements.
4. Evaluating, formulating, and updating existing policies to be adjusted to the prevailing banking conditions and regulations.
5. Submit a written report periodically to the Board of Directors with a copy to the Board of Commissioners, regarding:
  - Results of supervision on the Bank Credit Policies implementation.
  - The results of monitoring and evaluating the credit conditions implementation.
6. Provide advice on corrective measures that shall be taken to mitigate risks that may arise from the implementation of a policy to the Board of Directors with a written copy periodically to the Board of Commissioners.

### Credit Policy Committee Activities in 2019

The Credit Policy Committee has held meetings to discuss the following topics:

No.	Subject Matter
1.	Credit Card Call Center
2.	Unification of Credit Card Maintenance Account Policy and Credit Card Maintenance Data
3.	Non Credit Card Loan Approval Mechanism
4.	Non Credit Card Loan Approval Mechanism & Credit Restructurization Committee
5.	Back to Back Credit Facility Product Code Table
6.	Closing of Credit Card and Revision of Provisions Regarding Block Code (XPAC Code) and Infinite Policy
7.	Check on The Spot INCH
8.	Revision of the Credit Card Guide Book Chapter V Data and Account Maintenance
9.	Revision of the Credit Card Guide Book Chapter VI Card Holder Handling
10.	Revision of the Credit Card Guide Book Chapter VII Merchant

## GCG LEGAL REFERENCES

No.	Subject Matter
11.	OC DM FIN (Credit Card) Findings Discussion
12.	Prepaid Merchants Requirements
13.	Revision of the Credit Card Guide Book Chapter II Personal Loan
14.	Paperless Payment
15.	Transaction Denial Process
16.	Credit Card Data Change Matrix
17.	QR Merchant Addition on the Operational Policy of Acquisition Process, Management, Payment, Merchant Acquiring Evaluation

## INFORMATION TECHNOLOGY COMMITTEE

## Information Technology Committee Duties and Responsibilities

Provide direction and decisions within the scope of the following:

1. IT strategic plan that contains priority plans, resources needed, and benefits to be obtained when the plan is implemented.
2. Project Conformity to IT projects with IT strategic plans and policy regulators.
3. Evaluating and approval to carry out IT projects that require an investment of more than 1 billion Rupiah.
4. Monitoring the performance related to the project and IT operations, and determining the necessary repairs.

## Information Technology Committee in 2019

The Information Technology Committee has held meetings to discuss the following topics:

No.	Subject Matter
1.	Technology Delivery Portfolio
2.	ITSO Report and Channel Volume Transaction
3.	ITSO System and Network Performance Report
	Project-Request for Approval:
	a. Wealth Management System (WMS)
	b. Upgrade E1 Call Center
4.	c. Credit Card Decision Engine (DE) & Scorecard (A Score, B Score, C Score)
	d. BDS (Branch Delivery System)
	e. Penggantian Server Blades Server dan SAN Storage Payment Gateway

## HUMAN RESOURCES COMMITTEE

## Human Resources Committee Duties and Responsibilities

1. Study and discuss issues in Human Resources and establish direction as well as policies.
2. Discuss and arrange the organizational structure of PT Bank Mega Tbk, including the establishment of positions in the organization.
3. Decide and discuss remuneration policies given to employees.

## GCG LEGAL REFERENCES

4. Establish awards/sanctions and the form or number of awards/ sanctions for employees.

### Duties Implementation/Activities Report of Human Resources Committee in 2019

In general the meetings of Human Resources Committee have been convened in accordance with the rules and materials related to the employment in Bank Mega. The matters discussed by the Committee are as follows:

1. Discussion on cases in Branch Offices.
2. Discussion on recommendations for audit findings sanctions at Branch Offices.

## PRODUCT COMMITTEE

### Duties and Responsibilities of Product Committee

1. Ensure that New Product or activity that will be developed are in line with the Bank's plan and strategy as well as potential risks.

2. Provide approval and recommendations for new product or activity proposals submitted by the initiator.
3. Ensuring the completeness of documents in the process of approval of product proposals and registration of every new product or activity submission
4. Monitor the fulfillment of the provisions relating to the issuance of new products or activities. Monitor compliance toward the issuance of new products or activities.
5. Submit any report of plan and realization of the issuance of new products or activities of the Bank made by the Initiator to Bank Indonesia/ OJK in accordance with the provisions.
6. Conduct evaluations in Bank products and activities
7. Monitor the product evaluation conducted by the Initiator/ Product Owner.

### Product Committee Activities in 2019

In 2019, the Product Committee has conducted meetings to discuss the following topics:

No.	Subject Matter
1.	Structured Product - Call Option (CSO)
2.	Structured Deposit - Double No Touch Investment DNTI)
3.	Circulate Working Committee
4.	Circulate Steering Committee
5.	Meca Barca Card (Untouchable) New Design Product Implementation Report
6.	PT Bank Mega, Tbk Credit Card Co-branding with PT Bank Pembangunan Daerah Sulawesi Tengah Cooperation Realization Report
7.	Mega Flazz Product
8.	Smart Mobile Mega Product
9.	On Boarding Sales Funding Application
10.	Fitur On Boarding Customer (M-apply Funding Customer)
11.	Produk Reksa Dana Ashmore Dana USD Nusantara
12.	Produk Reksa Dana Manulife Pendapatan Bulanan II
13.	Produk Reksa Dana Manulife USD Fixed Income
14.	Produk Reksa Dana Schroder Dana Mantap Plus II
15.	Produk Reksa Dana Schroder USD Bond Fund
16.	Produk Reksa Dana Schroder Global Sharia Equity Fund
17.	Produk Visa Plus Acquirer

## GCG LEGAL REFERENCES

## PROCUREMENT COMMITTEE

## Duties and Responsibilities of Procurement Committee

1. Determine, propose, evaluate, and recommend the facilities/ equipment/tools used for work equipment/operations.
2. Determine and evaluate the procurement of goods, working facilities and type of printed goods (standard and nonstandard document) used as operational facilities.
3. Provide input to technical specifications on "Security Features" either for printed materials, work facilities/tools/appliances or work areas for customer security and convenience.
4. Determine and evaluate specification on IT: Work facilities, softwares or Infrastructures/ Networks.
5. Ensure the quality of deployment and setting implementation.
6. Provide recommendations on the work facilities requested by the users: either due to damage for repair, upgrades or new replacements.
7. Conduct testing, evaluation, verification and make recommendations.
8. Setting up the infrastructure and ensuring that the work facilities related to IT can operate perfectly in the new user or Branch Offices/Sub Branch Offices.
9. Provide input and recommendation on goods related to operational needs, especially those related with building facilities whether inherent or not, such as: desks, chairs, air conditioning, vehicles operational service, safety deposit boxes, alarms & CCTV.
10. Provide input and suggestions on the required work that is closely related to the aesthetic element (overall appearance), such as: queue barriers, currency boards, uniforms, building, signages, totems, table placements, chairs, filling cabinet and so forth.
11. Provide input, advice and joint-determination on matters closely related to the procurement of facilities and printed materials related to: promotion facilities (calendars, agendas, banners, flyers, billboards/totems/signages and so forth).
12. Evaluate the performance of existing vendors on a regular basis.
13. Translate and stipulate in the agreements occurred with external parties/vendors in the form of legal documents (binding-agreement).
14. Evaluate, provide advice/suggestions on proposed legal documents/agreements from external parties/vendors.
15. Assist in resolving existing issues legally on matters outside of existing deals/agreements.
16. Determine the optimum amount of goods to support bank operations.
17. Recommend and propose the winning procurement of subcontractors to the Directors and The Board of Commissioners

## Procurement Activities in 2019

In 2019, the Procurement Committee has conducted meetings to discuss the following topics:

## GCG LEGAL REFERENCES

No.	Subject Matter
1.	Klarifikasi dan / atau Negosiasi :
a.	Billing Statement & Combined Statement Delivery Cost.
b.	New Systax Phase 1 Development Cost
c.	Suitcase procurement for MegaFirst Custome Gifts
d.	Display Rack Procurement for MegaFirst
e.	Virtual Server Backup Software Procurement
f.	Chatbot Application Procurement
g.	License Procurement
h.	Wealth Management System Project Procurement
i.	Server, Maintenance VEAM, Malware, and Roll Out Procurement
j.	Welcome Pack Procurement
k.	Whatsapp Business Procurement as one of the Chatting Platform (Chatbot)
l.	MBM Infrastructure Network Data Center Repair Cost
m.	Robotic Process Automation (RPA) Project procurement
n.	PC/Hardware DELL procurement for Digital Transformation Project
o.	Office Stationery Procurement
p.	Hardware procurement cost for Digital Transformation Project
q.	End-to-End Encryption Mobile and Bank Mega Internet Banking Project procurement.
r.	Load Balancer Data Center Procurement
s.	eCentrix Contact Center 100 seat additional procurement
t.	EDC rental procurement
u.	Ascend Application Development Outsourcing Cost
v.	Internet Link Cost
w.	Msmile Test Performance Cost
x.	Blade Server and SAN Storage Upgrade Cost
y.	CBAS Application Development Cost
z.	Ascend Application Development Outsourcing Cost
aa.	Full Payment Interest Enhancement & 24 Months Payment Profile (Delinquency Due Date) service cost
ab.	Arisan program car prize procurement
ac.	Document Printing Service (Account & Combined Statement)
ad.	Internet Banking 2019-2020 Server Maintenance Renewal Cost
ae.	ATM Maintenance Cost
af.	Biller SBN MPN G3 Addition
ag.	"MILA" Calico Bags
ah.	MegaFirst End Year Package (MegaFirst 2020 Agenda)
ai.	Web Cam Logitech for BDS Project
aj.	PC/Notebook rental cost
	Aanwijzing and tender for the procurement of:
a.	Operational Printing Materials with partner vendors
b.	2019 Bank Mega Lebaran Greeting Card with partner vendors
c.	Passport Wallet with Partner Vendor

## GCG LEGAL REFERENCES

No.	Subject Matter
d.	Bank Mega Pouch, Golf Ball, & towel procurement
e.	Luggage tag, folding umbrella, and folding bag with partnet vendors
f.	2020 calendar procurement with parner vendors
g.	MegaFirst End Year Package (MegaFirst 2020 Agenda) with partner vendors.
h.	MegFirst Christmas Gift Box with partner vendors

## Board of Directors' Committee Meeting Frequency

No	Committee Name	Total Meeting in 1 year	Minutes of Meeting
1.	Risk Management	11	Complete
2.	ALCO	11	Complete
3.	Credit	22	Complete
4.	IT	4	Complete
5.	HR	4	Complete
6.	Product :		
	- SBDV	None	Complete
	- RPDB	43	Complete
	- CPMA	22	Complete
	- TIBS	2	Complete
7.	Procuremen	59	Complete

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## COMPLIANCE FUNCTION

## Compliance Structure

1. Bank Mega has appointed the Director in charge of compliance function.
2. The Compliance Director has established the Compliance Unit (Compliance & GCG).
3. The Compliance function is to take an ex-ante (prevention) measures to ensure that the policies, rules, systems and procedures, as well as the Bank's business activities has conformed with the Regulations of Bank Indonesia, Financial Services Authority and prevailing laws and regulations, and to ensure the Bank's compliance toward commitment made by the Bank to Bank Indonesia, Financial Services Authority, and other authorized regulators.

## Compliance Frameworks

1. Developing programs to improve employee competency through continuous training/ socialization for certain fields related to improving the culture of compliance and good Bank governance.
2. Disseminate internal and external provisions either indirectly, namely through the Bank's intranet media, Service Memo or directly with face-to-face / socialization to Branch Offices/ Sub-Branch Offices.
3. Monitoring the implementation of the precautionary principle in Bank activities, products, opening office networks and others.



## GCG LEGAL REFERENCES

4. Reviewing/providing opinions on the draft policy to be issued in accordance with the applicable provisions.
5. Reviewing/providing opinions on the proposed credit.
6. Conducting oversight by issuing Guidance on Development Services to Branch Offices/Sub-Branches based on analysis of Audit Results Reports in the fields of Operations, Funding and Credit.
7. Monitor and maintain the Bank's compliance with all commitments made by the Bank to the Financial Services Authority, Bank Indonesia and the competent authority institutions.
8. Monitor the submission of reports in accordance with the provisions including preparing the reporting of the implementation of the duties and responsibilities of the Compliance Director.
9. Monitoring the implementation of governance and implementation/governance self assessment along with reporting to the Financial Services Authority.
10. Monitoring the implementation of integrated compliance and self assessment of the Mega Corpora Financial Conglomerate Integrated Governance along with reporting to the Financial Services Authority.
2. Loans Monitoring
  - a. Reviewing loan proposal and cooperation proposal for lending (joint financing and others).
  - b. Monitoring credit quality.
  - c. Monitoring the achievement of SME loans and loans to productive business.
3. Regulation Dissemination
 

As the effort to improve employees' awareness toward compliance risk and to enhance as well as realize the compliance culture in all organization levels and Bank's business activities. The Bank represented by CGCG unit has implemented the following measures:

  - a. Indirect Socialization is conducted through the following methods:
    - 1) Through Bank Mega internal website accessible to all employees.
    - 2) Submission of Official Memo to all working units and Branch Offices/Sub-Branch Offices on the internal and external rules issued monthly.
    - 3) Prepare Official Memos reminder to working units on the implementation of certain rules that required internal review and/or implementation of action plans. During 2018, a total of 65 Official Memos reminder were made.

### Compliance Function Implementation

On the Compliance function implementation, the Compliance Unit has carried out the following:

1. Policy Draft Review
  - a. Reviewing the draft policy on products & operations, including new products/activities.
  - b. Reviewing the draft policy on credit, including new products/activities.
  - c. Reviewing the draft policy on the implementation of compliance and governance functions
- b. Direct Socialization were carried out through:
  - 1) Become a facilitator in training programs such as training for new employees, employees who submitted to career development programs (Development Programs), namely the New Employee Induction Program (NEIP), Customer Service Training Program (CSTP), Teller Training Program (TTP), Relationship Management Development Program

## GCG LEGAL REFERENCES

- (RMDP), Mega Management Development Program (MMDP), and Branch Manager Crash Program (BMCP) and Workshop Operations.
- 2) Conduct Compliance and Governance Application training to all funding and operations as follows:
    - Regional Banjarmasin on March 21-22, 2019.
    - Regional Jakarta 1 and Jakarta 2 on December 6, 2019.
  4. Monitoring Prudent Principles  
Monitoring on the fulfillment of Bank Indonesia/OJK regulations and implementation of the Bank's prudential principles such as Legal Lending Limit Requirement (BMPK), Non Performing Loans (NPL), Minimum Statutory Reserves, Capital Adequacy Ratio, Equity Tier-1 and Net Open Position by using relevant work unit's data.
  5. Compliance Reports  
The Compliance reports have been submitted to the President Director and the Board of Commissioners quarterly and submitted to the Financial Services Authority by half years.
  6. Coaching Development in Operational Activities at Branch Offices Based on the analysis of the Internal Audit Findings Report on operational fields, in 2018 there was 22 Memo of Service of funding and lending been developed that aimed at the head of work units at the Head Office, Regional/Area and Branches to improve the supervision and guidance functions.
- Coaching through Service Memo is one of the efforts to reduce recurring audit findings (or the same findings in several branch offices) and high risk which is expected to improve the culture of compliance, where all work unit leaders at Headquarters, Regional and Branch Offices to:
- Ensuring that each operational / funding / credit activity is in accordance with the applicable policies and procedures and the authority limits given.
  - Ensuring the dual control (check & balance) in various operational / funding / credit activities and is guided by the Bank's prudential principles.
  - Ensure that every employee has carried out their duties and responsibilities in accordance with their respective job descriptions.
  - Increase employee knowledge by conducting discussions on policies and procedures on an ongoing basis and fostering a culture of compliance and risk awareness.
  - Providing suggestions / input for improvements to policies and procedures that are no longer relevant / relevant to the condition of operational / funding / credit activities, while still considering risks and prioritizing the Bank's prudential principles.

## GCG LEGAL REFERENCES

### LEARNING PROCESS IMPLEMENTATION (TRAININGS HELD BY THE BANKS)

Trainings held in 2019

Field	Semester I		Semester II	
	Freq	Participants	Freq	Participants
In house	468	11.907	515	16.294
Off house	78	165	131	228
Risk Management Certification	10	258	17	320
DPTP	50	700	49	818
E-learning	18	7.843	33	30.220
<b>Total</b>	<b>624</b>	<b>20.873</b>	<b>745</b>	<b>47.880</b>

### CORPORATE SECRETARY

The Corporate Secretary serves as a link between the company's organ with the external parties including government and non government institutions, shareholders, as well as other capital market players. The Corporate Secretary is appointed and dismissed based on the Decree of Board of Directors, and is directly responsible to the Board of Directors.

#### Legal References

1. Financial Services Authority Regulation No. 35/POJK.04/2014 on the Corporate Secretary of Issuers or Public Companies.
2. Indonesian Stock Exchange Regulation No. I-A on the Establishment of Corporate Secretary.

#### Appointment & Profile

Financial Services Authority through Letter No. 262/DIRBM-COAF/15 November 2, 2015, Mega has appointed Christiana M. Damanik as Corporate Secretary.

The profile of Christiana M. Damanik can be found on the Corporate Secretary Profile, Chapter 3 Company Profile in this Annual Report.

#### Duties and Responsibilities

1. Follow the update on the Capital Market development, in particular the regulations applicable in the area of Capital Market.
2. Provide services to any information required by shareholders and public regarding the Bank's conditions, such as the request for the Annual Report and Annual General Meeting of Shareholders.
3. Provide input to the Board of Directors to comply with the Capital Market regulations.
4. Act as a contact person between Bank Mega and the Financial Services Authority, PT Bursa Efek Indonesia (BEI), other regulators and the public.
5. Prepare a special Share Registry.
6. Administer and being responsible for the availability of minutes of meetings of the Board of Directors and joint meetings of the Boards.
7. Prepare the necessary materials in relation to periodic reports/ activities of the Board of Directors to be presented to third parties
8. Responsible to convene the General Meeting of Shareholders.

## GCG LEGAL REFERENCES

## Duties Implementation in 2019

The Corporate Secretary has implemented the following duties during 2019:

1. Provided services on information required by the shareholders and public regarding the Bank's conditions, such as the request for the Annual Report and Annual General Meeting of Shareholders, Extraordinary General Meeting of Shareholders
2. Submitted periodic reports and incidental reports to the Financial Services Authority and PT Bursa Efek Indonesia
3. Submitted information disclosures to public through PT Bursa Efek Indonesia.
4. Followed the capital market development included new regulations as well as provided latest informatin and inputs to the Board of Commissioners, Board of Directors and related operating units of new capital market regulations

## Information Disclosure

The Corporate Secretary has conducted disclosures on the Bank information to OJK, Capital Market Regulators and Public during the 2019, as follows:

No	Date	Perihal   Subject	Disposisi   Disposisi
1	Monday, 7 January 2019	Foreign Currency Debt Report for December 31, 2018	Chief Executive of Capital Market Supervisor - OJK
2	Monday, 7 January 2019	Report on Registration Activities as of December 2018	Service Sector Registration Division - IDX
3	Tuesday, 22 January 2019	General Meeting of Shareholders Announcement Advertisement Submission	Chief Executive of Capital Market Supervisor - OJK
4	Tuesday, 22 January 2019	General Meeting of Shareholders Announcement Advertisement Submission	Service Sector Registration Division - IDX
5	Thursday, January 24, 2019	Business Group Structure Report	Bank Supervision Director 2 Bank Supervision Department 1, Financial Services Authority
6	Monday, 4 February 2019	Disclosure of Information Needs to Be Known by the Public, Director Resignation	Chief Executive of Capital Market Supervisor - OJK
7	Wednesday, 6 February 2019	General Meeting of Shareholders Announcement Advertisement Submission	Chief Executive of Capital Market Supervisor - OJK
8	Wednesday, 6 February 2019	General Meeting of Shareholders Announcement Advertisement Submission	Service Sector Registration Division - IDX
9	Wednesday, 6 February 2019	Submission of PT Bank Mega Tbk 2018 Annual Report	Chief Executive of Capital Market Supervisor - OJK
10	Monday, 11 February 2019	Foreign Currency Debt Report for January 31, 2019	Chief Executive of Capital Market Supervisor - OJK
11	Monday, 11 February 2019	Report on Registration Activities as of January 2019	Service Sector Registration Division - IDX
12	Wednesday, 13 February 2019	Reporting on the 2019 Public Expose Plan	Service Sector Registration Division - IDX
13	Thursday, 14 February 2019	Financial Statements and Independent Auditors' Reports ending on December 31, 2018	Service Sector Registration Division - IDX
14	Thursday, 14 February 2019	Financial Statements and Independent Auditors' Reports ending on December 31, 2018	Chief Executive of Capital Market Supervisor - OJK
15	Friday, 22 February 2019	Submission of 2018 Public Expose Materials	Service Sector Registration Division - IDX
16	Friday, 22 February 2019	Clarification of Suspected Transactions	Director of Mergers, Indonesian Business Competition Supervisory Commission
17	Wednesday, 27 February 2019	Submission of 2019 Public Expose Material Revision	Service Sector Registration Division - IDX

## GCG LEGAL REFERENCES

No	Date	Perihal   Subject	Disposisi   Disposisi
18	Friday, 1 March 2019	Report on PT Bank Mega Tbk AGM Results	Chief Executive of Capital Market Supervisor - OJK
19	Friday, 1 March 2019	Report on PT Bank Mega Tbk AGM Results	Bank Supervision Director 2 Bank Supervision Department 1, Financial Services Authority
20	Friday, 1 March 2019	Report on PT Bank Mega Tbk AGM Results	Service Sector Registration Division - IDX
21	Friday, 1 March 2019	Advertisement of PT. Bank Mega Tbk Financial Report	Service Sector Registration Division - IDX
22	Friday, 1 March 2019	Advertisement of PT. Bank Mega Tbk Financial Report	Chief Executive of Capital Market Supervisor - OJK
23	Monday, 4 March 2019	Submission of the Bank's AGMS Minutes of Meeting Advertisement	Chief Executive of Capital Market Supervisor - OJK
24	Monday, 4 March 2019	Submission of the Bank's AGMS Minutes of Meeting Advertisement	Service Sector Registration Division - IDX
25	Monday, 4 March 2019	Cash dividends distribution Schedule	BEI   IDX
26	Tuesday, 5 March 2019	2019 Public Expose Results Report	Service Sector Registration Division - IDX
27	Friday, 8 March 2019	Foreign Currency Debt Report for February 28, 2019	Chief Executive of Capital Market Supervisor - OJK
28	Friday, 8 March 2019	Report on Registration Activities as of February 2019	Service Sector Registration Division - IDX
29	Tuesday, 19 March 2019	Submission of PT. Bank Mega Tbk Deed	Chief Executive of Capital Market Supervisor - OJK
30	Tuesday, 19 March 2019	Submission of PT. Bank Mega Tbk Deed	Bank Supervision Director 2 Bank Supervision Department 1, Financial Services Authority
31	Tuesday, 2 April 2019	Statement of Controllers, Commissioners & Directors	Director of the LPS Guarantee Premium Handling Group
32	Thursday, 4 April 2019	Report on Registration Activities as of March 2019	Chief Executive of Capital Market Supervisor - OJK
33	Tuesday, 30 April 2019	Submission of PT Bank Mega Tbk March 2019 Interim Financial Statement	Chief Executive of Capital Market Supervisor - OJK
34	Tuesday, 30 April 2019	Submission of PT Bank Mega Tbk March 2019 Interim Financial Statement	Service Sector Registration Division - IDX
35	07 Mei 2019	Advertisement of PT. Bank Mega Tbk Financial Report As of March 31, 2019	Service Sector Registration Division - IDX
36	07 Mei 2019	Advertisement of PT. Bank Mega Tbk Financial Report As of March 31, 2019	Chief Executive of Capital Market Supervisor - OJK
37	07 Mei 2019	Foreign Currency Debt Report for 30 April 2019	Chief Executive of Capital Market Supervisor - OJK
38	07 Mei 2019	Report on Registration Activities as of April 2019	Service Sector Registration Division - IDX
39	Monday, 10 June 2019	Report on Registration Activities as of May 2019	Service Sector Registration Division - IDX
40	Monday, 10 June 2019	Foreign Currency Debt Report for May 31, 2019	Chief Executive of Capital Market Supervisor - OJK
41	Wednesday, 10 July 2019	Report on Registration Activities as of June 2019	Service Sector Registration Division - IDX
42	Wednesday, 10 July 2019	Foreign Currency Debt Report for 30 June 2019	Chief Executive of Capital Market Supervisor - OJK
43	Tuesday, 30 July 2019	Confirmation on OJK Letter S-872/PM.221/2019	OJK Financial Assessment Director of Service Sector Companies
44	Wednesday, 31 July 2019	Submission of PT Bank Mega Tbk June 2019 Interim Financial Statements	Chief Executive of Capital Market Supervisor - OJK

## GCG LEGAL REFERENCES

No	Date	Perihal   Subject	Disposisi   Disposisi
45	Wednesday, 31 July 2019	Submission of PT Bank Mega Tbk June 2019 Interim Financial Statements	Service Sector Registration Division - IDX
46	Thursday, 1 August 2019	Advertisement of PT. Bank Mega Tbk Financial Report As of June 30, 2019	Service Sector Registration Division - IDX
47	Thursday, 1 August 2019	Advertisement of PT. Bank Mega Tbk Financial Report As of June 30, 2019	Chief Executive of Capital Market Supervisor - OJK
48	Friday, 9 August 2019	Foreign Currency Debt Report for July 31, 2019	Chief Executive of Capital Market Supervisor - OJK
49	Friday, 9 August 2019	Report on Registration Activities as of July 2019	Service Sector Registration Division - IDX
50	Tuesday, 10 September 2019	Foreign Currency Debt Report for 31 August 2019	Chief Executive of Capital Market Supervisor - OJK
51	Tuesday, 10 September 2019	Report on Registration Activities as of August 2019	Service Sector Registration Division - IDX
52	Monday, 23 September 2019	Statement of Independent Commissioners	Director of the LPS Guarantee Premium Handling Group
53	Thursday, 10 October 2019	Report on Registration Activities as of September 2019	Service Sector Registration Division - IDX
54	Thursday, 10 October 2019	Foreign Currency Debt Report for September 30, 2019	Chief Executive of Capital Market Supervisor - OJK
55	Monday, 28 October 2019	Board of Directors Statement	Director of the LPS Guarantee Premium Handling Group
56	Thursday, 31 October 2019	Affiliate Transaction Report	Chief Executive of Capital Market Supervisor - OJK
57	Friday, 1 November 2019	Advertisement of PT. Bank Mega Financial Report Tbk as of 30 Se ...	Chief Executive of Capital Market Supervisor - OJK
58	Friday, 8 November 2019	Foreign Currency Debt Report for 31 October 2019	Chief Executive of Capital Market Supervisor - OJK
59	Friday, 8 November 2019	Report on Registration Activities as of October 2019	Chief Executive of Capital Market Supervisor - OJK
60	Tuesday, 12 November 2019	Information Regarding Public Company Controllers	OJK 2B Capital Market Supervision Department Head
61	Tuesday, 10 December 2019	Foreign Currency Debt Report for November 30, 2019	Chief Executive of Capital Market Supervisor - OJK
62	Tuesday, 10 December 2019	Report on Registration activities as of November 2019	Service Sector Registration Division - IDX

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## Press Release 2019

No.	Description	Date
1	Goes To Camp Nou 4	8-Feb
2	Inauguration of Malang Transmart MX Cash Office	21-Feb
3	Bank Mega Syariah and Bank Mega Launch Sharia Bank Services (LSB)	22-Feb
4	Bank Mega Net Profit Reaches Rp1.60 Trillion, Or Grows 23.02%	28-Feb
5	Bank Mega And Antavaya Tours & Travel Begins Mega Travel Fair 2019 In Semarang	1-Mar
6	Bank Mega And Antavaya Tours & Travel Held Mega Travel Fair In Jakarta	8-Mar
7	Bank Mega in cooperation with Transmart and Visa Issue Transmart Mega Card	14-Mar
8	Bank Mega and Antavaya Tours & Travel Held the 2019 Mega Travel Fair in Surabaya	22-Mar
9	Bank Mega Inaugurated Denpasar Trans Studio Mall Cash Office Network	28-Mar
10	Celebrating the Golden Anniversary, Bank Mega Conducted the Mega Sharing Program Aid Recipient School Renovation.	29-Mar



## GCG LEGAL REFERENCES

No.	Description	Date
11	Celebrating the Golden Anniversary, Bank Mega Teams Up with Ct Arsa Healthy Car Held Free Dental Examination Service	29-Mar
12	Bank Mega And Antavaya Tours & Travel Held Mega Travel Fair In Denpasar, Bali	5-Apr
13	Bank Mega And Antavaya Tours & Travel Held Branch Travel Fair 2019 at Bank Mega Branch Office - Purwokerto	5-Apr
14	Bank Mega Inaugurates First Coffee Banking in Cibubur Office Network	5-Apr
15	Celebrating the Golden Anniversary, Bank Mega Holds a Blood Donation	15-Apr
16	Celebrating the Golden Anniversary, Bank Mega Teams Up with Ct Arsa Healthy Car Held Free Dental Examination & Medication Service	25-Apr
17	Bank Mega Inaugurates the Tasikmalaya Transmart Cash Office Network	26-Apr
18	Bank Mega Teams Up with Manulife Aset Manajemen Indonesia in Sales of Reksa Dana Products	16-May
19	Bank Mega Inaugurates Jambi Transmart Office	16-May
20	Bank Mega Inaugurates Pekalongan Transmart Cash Office	24-May
21	Mega Peduli Distributes Food Packages to Celebrate Eid Al-Fitr	28-May
22	Mega Berbagi Program Completed Renovation of SMK Persada, Sangata - East Kalimantan	21-Aug
23	Bank Mega Management Greet Customers on National Customer Day	4-Sep
24	Bank Mega and Antavaya Tours & Travel Held the Second Period Mega Travel Fair in 2019 in Semarang	5-Sep
25	Bank Mega And Antavaya Tours & Travel Held the Second Period Mega Travel Fair in 2019 in Jakarta	5-Sep
26	Bank Mega And Antavaya Tours & Travel Held Mega Travel Fair In Samarinda	19-Sep
27	Bank Mega And Antavaya Tours & Travel Held the Second Period Mega Travel Fair In 2019 In Denpasar	26-Sep
28	Bank Mega Inaugurates Majapahit Transmart KK Office - Semarang	27-Sep
29	Bank Mega And Antavaya Tours & Travel Held The Second Period Mega Travel Fair In 2019 In Surabaya	2-Oct
30	Bank Mega Inaugurates Pangkal Pinang Transmart KK Office	22-Nov
31	Bank Mega Launches Mila, Digital Customer Service in Jakarta	3-Dec
32	Bank Mega Launches Mila, Digital Customer Service in Surabaya	6-Dec
33	Bank Mega Launches Mila, Digital Customer Service in Medan	10-Dec
34	Bank Mega Launches Mila, Digital Customer Service in Makassar	12-Dec
35	Bank Mega Launches Mila, Digital Customer Service in Balikpapan	16-Dec
36	Bank Mega Launches Mila, Digital Customer Service in Bandung	14-Dec
37	Bank Mega Launches Mila, Digital Customer Service in Semarang	18-Dec
38	Bank Mega Opens Bintaro Transpark Cash Office	20-Dec

## GCG LEGAL REFERENCES

## INTERNAL AUDIT IMPLEMENTATION

## Internal Audit (IADT) Structure and Position

- The IADT Head is directly responsible to the President Director.
- In carrying out its duties, IADT submits a report to the President Director or the Board of Commissioners and a copy is submitted to the Board of Commissioners, Audit Committee and Compliance Director.
- To maintain independence and to facilitate the audit, IADT Head can communicate directly with the Board of Commissioners to inform various matters relating to the audit.
- The IADT Head is appointed and dismissed by the President Director with approval from the Board of Commissioners by considering the recommendations of the Audit Committee, and reported to the Financial Services Authority.

## Internal Audit (IADT) Duties and Responsibilities

- IADT assists the President Director and the Board of Commissioners in supervision duties by describing the operational, whether the planning, implementation and monitoring of audit results.
- IADT conducts an analysis and assessment in finance, accounting, operations and other activities through auditing.
- IADT identifies all possibilities to improve and increase the efficient use of resources and funds.
- IADT provides recommendations for improvement and objective information about the activities examined at all levels of management.
- In the context of carrying out functions as an Integrated Internal Audit Work Unit, the duties and responsibilities of the Internal Audit (IADT) refer to the Integrated Corporate Governance Guidelines of PT Mega Corpora, namely:

- Monitored the implementation of internal audits in each of the related Financial Services Institutions (LJK) in the Financial Conglomerate.
- Submitting the integrated audit monitoring report to the Director appointed to supervise the Financial Services Institution (LJK) in the Financial Conglomerate and the Board of Commissioners of the Main Entity and the Director in charge of the Main Entity Compliance function.

## Implementation of Internal Audit (IADT) Duties in 2019

Throughout 2019 IADT has carried out its duties and obligations in accordance with the mandate from the Management, OJK and Bank Indonesia.

During this period there were a number of important achievements which strongly support the creation of a work environment that is prudent and in harmony with the spirit of corporate governance and risk management in a business organization structure that continues to grow. Some of these achievements are:

- Conducted operational and business audits of 38 Branch Offices (including 2 Regional offices) in Regional Audit 1.
- Conducted operational and business audits of 31 Branch Offices (including 2 Regional offices) in Regional Audit 2.
- Conducted operational and business audits of 44 Branch Offices (including 2 Regional offices) in Regional Audit 3.
- Conducted Audits of 22 Divisions / Work Units / Systems / Applications at the Non Operational Headquarters (KPNO).
- Conducted an Audit of Mega Oto Joint Financing (MOJF) in 18 Partner Offices.

## GCG LEGAL REFERENCES

- Conduct APU PPT Audit, Risk Management, Anti Fraud, and Consumer Service and Protection of 8 Branch Offices / Sub-Branch Offices.
- Conducted an Information System Technology (TSI) Audit of 16 Systems / Applications, 4 Divisions and 12 Branch Offices / Sub-Branch Offices.
- Monitor audit findings on all auditees.
- Monitored the implementation of internal audits of 9 Financial Services Institutions (LJK) in the Mega Corpora group.
- Acting as a Bank Indonesia Counterpart / Financial Services Authority.
- Enhance the quality of human resources skills periodically and continuously by involving 50 employees in the Click View Usage training, 5 employees in the Leadership Driven Business training and 1 employee in the Sustainable Financial Action Implementation Training.
- The Public Accountant and Public Accountant Firm are registered in Bank Indonesia/Financial Services Authority.
- The appointed Public Accountant and Public Accountant Firm are not exceeding 5 (five) fiscal years consecutively.
- The appointment of Public Accountant Firm has been approved by the GMS following the recommendation of the Audit Committee through the Board of Commissioners.

2. Based on the authority granted by the GMS and with due observation to the recommendation of the Audit Committee as well as prevailing laws and regulations, the Board of Commissioners has appointed Public Accountant Firm Kosasih Nurdyaman Mulyadi Tjahjo & Partners (Crowe) to audit Bank Mega financial statements for fiscal year 2019.

### Audit by Financial Services Authority

OJK has completed the implementation of Credit and Operational Risk Checks including the Implementation of AML & CFT PT. Bank Mega, Tbk and subsequent events with the position of 30 June 2019. The examination was carried out based on OJK letter No.S-92/ PB.31/2019 dated July 8, 2019 regarding the General Inspection Plan on the Bank and letter No.SR-94/PB.31/2019 dated July 8, 2019 concerning General Examination of the Bank.

The pre-exit inspection meeting will be conducted from 26 to 28 November 2019 at Bank Mega. Exit Meeting Examination was held on December 5, 2019 at the OJK - Integrity Meeting Room - DPB1, and the results of the meeting were set forth in Minutes of Exit Meeting Number RR-25/PB.31/2019.

OJK's audit results are submitted to the Bank through letter No. SR-184/PB.31/2019 dated December 20, 2019 concerning Report on the Results of the Inspection of the Bank Position June 30, 2019 and Subsequent Events.

The audit results are submitted in the Audit Report (LHA) which contains all the findings and responses from the auditee (the audited parties) as well as the auditee's commitment to complete the intended audit findings within the determined time period. As a follow up to the results of the audit / inspection, IADT requested evidence of improvements made using supporting documents.

The follow-up will continue until all problems can be resolved by the auditee.

## EXTERNAL AUDIT IMPLEMENTATION

### Audit by Public Accountant

1. Bank Mega has met all governance aspects in the appointment process of Public Accountant and Public Accountant Firm, among others:

## GCG LEGAL REFERENCES

The follow-up to the completion of the audit findings with the deadline for completion up to 31 December 2019 has been completed in a timely manner and will then complete the commitment in 2020 according to the agreed deadline.

#### Audit by Bank Indonesia

Full Scope Payment System Inspection as the ATM/ Debit Card Provider, Credit Card, Electronic Money, Funds Transfer and Proprietary Channel (Inspection Position February 28, 2018). The examination was carried out based on BI letter No.20/555/DSSK/Srt/Rhs dated April 6, 2018 regarding Bank Indonesia Inspection in 2018 of PT. Bank Mega, Tbk. and carried out from 19 April 2018 to 23 August 2018.

The pre-exit inspection meeting was conducted on September 28, 2018 and November 6, 2018, and the Exit Meeting was held on November 12, 2018 at the Trust & Integrity Meeting Room, Building D - 9th Floor, Bank Indonesia Office Complex. The results of the inspection were submitted by BI to the Bank through letter No.20/1879/DSSK/Srt/Rhs dated 10 December 2018 regarding PT. Bank Mega, Tbk Full Scope Examination Results.

With letter No.221/DIRBM-IADT/19 dated 29 October 2019 concerning the Follow-Up Commitment to the Results of Bank Indonesia Examination of PT. Bank Mega, Tbk. In 2018, the Bank has finished following all Bank Indonesia's audit commitments according to the agreed

deadline. Bank Indonesia (DSSK) with letter No.21/812/DSSK/Srt/B dated 29 November 2019 regarding the Follow-Up Commitment to the Results of Bank Indonesia Examination of PT. Bank Mega, Tbk. In 2018 stated that all commitments related to the findings of the Full Scope Examination in the Payment System field of PT. Bank Mega, Tbk. Position February 28, 2018 has been followed up on. For this reason, BI appreciates the corrective steps taken by the Bank on the findings of the inspection.

#### CONFLICT OF INTEREST HANDLING

Bank Mega already has a policy regarding the handling of conflicts of interest and affiliated transactions. This policy generally regulates the approval, administration and disclosure of conflicts of interest and affiliated transactions. In 2019 there were no activities/transactions that caused a conflict of interest, but there were activities or affiliated transactions with companies in the business group, among others in the form of renting office space, rack servers, and archive boxes. All of these activities/transactions have been supported by lease agreement documents in accordance with the provisions.

Affiliate transaction data for 2019 are as follows:

#### LEASE OF BUILDINGS

No	The Affiliated Parties	Name and position of decision makers	Transaction types	Duration		Transaction Value
				Start	End	
1	PT. Bank Mega Tbk	Phie Karsa Kosindra (GSPF Head) & Dimas Prasetyo (PRFM Head)	Lease lt.G & Mezzanine	25-Mar-2016	24-Mar-2021	Rp6,058,800,000
	PT. Bank Mega Syariah Indonesia	Emmy Haryanti (Dirut) & Yuwono Waluyo (Direktur)				
2	PT. Bank Mega Tbk	Phie Karsa Kosindra (GSPF Head) & Dimas Prasetyo (PRFM Head)	Lease lt.3A	25-Mar-2016	24-Mar-2021	Rp3,661,800,000
	PT. Para Bandung Propertindo	Dony Oskaria (Dirut)				

## GCG LEGAL REFERENCES

No	The Affiliated Parties	Name and position of decision makers	Transaction types	Duration		Transaction Value
				Start	End	
3	PT. Bank Mega Tbk	Dimas Prasetyo (PRFS Head) & Herman Irawan (Vendor & Quantity Mgt Head)	Lease It.7	25-Aug-2019	24-Aug-2024	Rp6,589,560,000
	PT. Para Bandung Propertindo	Dony Oskaria (Direktur Utama)				
4	PT. Bank Mega Tbk	Phie Karsa Kosindra (GSPF Head) & Dimas Prasetyo (PRFM Head)	Lease It.18	25-Mar-2016	24-Mar-2021	Rp12,234,900,000
	PT. Asuransi Umum Mega	Ivan Nanulaita (Dirut)				
5	PT. Bank Mega Tbk	Dimas Prasetyo (PRFM Head) & FX. Advyadi Nugroho (FM Head)	Lease It.2	25-Jan-2018	24-Mar-2021	Rp8,557,120,000
	PT. Mega Capital Sekuritas	Yimmy Lesmana (Direktur Utama) & Nany Susilowati (Direktur)				
6	PT. Bank Mega Tbk	Dimas Prasetyo (PRFS Head) & Herman Irawan (Vendor & Quantity Mgt Head)	Lease It.10	25-Aug-2019	24-Aug-2024	Rp14,721,600,000
	PT. Duta Visual Nusantara Tivi Tujuh	Ch. Suswati Handayani (Direktur)				
7	PT. Bank Mega Tbk	Dimas Prasetyo (PRFS Head) & Herman Irawan (Vendor & Quantity Mgt Head)	Lease It.20	25-Aug-2019	24-Aug-2024	Rp15,711,600,000
	PT. Duta Visual Nusantara Tivi Tujuh	Ch. Suswati Handayani (Direktur)				
8	PT. Bank Mega Tbk	Dimas Prasetyo (PRFS Head) & Herman Irawan (Vendor & Quantity Mgt Head)	Lease It.22	25-Aug-2019	24-Aug-2024	Rp16,371,600,000
	PT. Duta Visual Nusantara Tivi Tujuh	Ch. Suswati Handayani (Direktur)				
9	PT. Bank Mega Tbk	Dimas Prasetyo (PRFM Head) & FX. Advyadi Nugroho (FM Head)	Lease It.2	1-Feb-2018	30-Sep-2021	Rp1,939,920,150
	PT. Mega Asset Management	Alex Prawira Ujuan Panjaitan (Direktur) & Suryani Salim (Direktur)				
10	PT. Bank Mega Tbk	Dimas Prasetyo (PRFS Head) & Herman Irawan (Vendor & Quantity Mgt Head)	Lease It.6	3-Nov-2019	2-Nov-2024	Rp2,053,440,000
	PT. Mega Capital Investama (MCIV)	Rini Subarningsih (Direktur) & Finny Fauzana (Direktur)				
11	PT. Bank Mega Tbk	Paulus Tangkilisan (PRFM Head) & Herman Irawan (FM Head)	Lease It.3	16-Mar-2015	16-Mar-2020	Rp634,368,000
	PT. Trans E Produksi	IR. Iko Wisprantoko (Direktur)				
12	PT. Bank Mega Tbk	Dimas Prasetyo (PRFS Head) & Herman Irawan (Vendor & Quantity Management Head)	Lease Gedung MBM JKT Lantai 7	19-Jul-2019	18-Jan-2020	Rp349,260,000
	PT. Trans Rekreasindo	Ali Gunawan (Direktur Utama)				
13	PT. Bank Mega Tbk	Dimas Prasetyo (PRFS Head) & FX. Advyadi Nugroho (Facility & Maintenance Head)	Lease It.LG (Food Court)	15-May-2018	14-May-2021	Presentasi bagi hasil sebesar 15% per bulan
	(PT. Trans Ice) Baskin Robbins	Ignatius Yoelarto (Direktur)				

## GCG LEGAL REFERENCES

No	The Affiliated Parties	Name and position of decision makers	Transaction types	Duration		Transaction Value
				Start	End	
14	PT. Bank Mega Tbk	Paulus Tangkilisan (PRFM Head) & Herman Irawan (FM Head)	Lease It.LG (Food Court)	9-Jan-2015	8-Jan-2035	Presentasi bagi hasil sebesar 3% per bulan
	(PT. Trans Retail Indonesia) Trans Mini	Shafie Bin Shamsuddin (Presiden Direktur)				
15	PT. Bank Mega Tbk	Phie Karsa Kosindra (GSPF Head) & Herman Irawan (FM Head)	Lease It.LG (Food Court)	14-Jul-2015	13-Jul-2020	Presentasi bagi hasil sebesar 15% per bulan
	(PT. Trans Burger) Wendys	Fransiscus Sumampow (Direktur Utama)				
16	PT. Bank Mega, Tbk	Dimas Prasetyo (PRFM Head) & FX. Advadi Nugroho (FM Head)	Lease Gedung Bank Mega KC Bogor Lt. 8	27-Dec-2017	26-Dec-2022	Rp3,200,100,000
	PT. Bank Mega Syariah Indonesia	Emmy Haryanti (Direktur Utama) & Yuwono Waluyo (Direktur)				
17	PT. Bank Mega, Tbk	Dimas Prasetyo (PRFS Head) & Herman Irawan (Vendor & Quantity Mgt Head)	Lease Gedung Bank Mega KC Bogor Lt. 5	1-Jul-2019	30-Jun-2020	Rp69,000,000
	PT. Indonusa Telemedia	Brando Tengdom (Direktur) & Hauji Suryadi(Direktur)				
18	PT. Bank Mega, Tbk	Phie Karsa Kosindra (GSPF Head) & Dimas Prasetyo (PRFM Head)	Lease Gedung Bank Mega KC Lampung Lt. 3	1-Jun-2017	31-May-2022	Rp89,262,000
	PT Asuransi Umum Mega	Lukman Siregar(Direktur) Fang Verawati Tandy(Direktur)				
19	PT Bank Mega Tbk	Aditya Wahyu Windarwo (Retail Product & Bancaassurance Management Head) Lirani Setyowati (Pejabat Sementara Marketing Communication Head)	Lease Gedung KC Bank Mega Pekanbaru Lt 5	15-Jan-2016	14-Jan-2021	Rp478,296,000
	PT Asuransi Umum Mega	Lukman Siregar(Direktur) & Fang Verawati Tandy(Direktur)				
20	PT Bank Mega Tbk	Dimas Prasetyo (PRFS Head) & Herman Irawan ( Vendor & Quantity Mgt Head)	Lease Gedung KC Bank Mega Pekanbaru Lt 2	3-May-2019	2-Dec-2020	Rp516,192,000
	PT Bank Mega Syariah	Emmy Haryanti (Direktur Utama) & Yuwono Waluyo (Direktur)				
21	PT Bank Mega Tbk	Dimas Prasetyo (PRFS Head) & Herman Irawan ( Vendor & Quantity Mgt Head)	Lease Gedung KC Bank Mega Pekanbaru Lt 5	25-May-2019	24-May-2024	Rp674,352,000
	PT Mega Capital Sekuritas	Yimmy Lesmana (Direktur Utama) & Nany Susilowati (Direktur)				
22	PT Bank Mega Tbk	Grace Vita Nelwan (Network Management Head) Diki Wanda Jatnika, (Debit & E-Channel Head)	Lease Gedung KC Bank Mega Jambi Wiltop Lt 3	10-Jun-2015	9-Jun-2020	Rp136,620,000
	PT Asuransi Umum Mega	Lukman Siregar (Direktur) Fang Verawati Tandy (Direktur)				
23	PT Bank Mega Tbk	Dimas Prasetyo (PRFM Head) & FX. Advadi Nugroho (Facility & Maintenance Head)	Lease Menara Bank Mega Bandung, Lantai 3	20-Jun-2018	19-Jun-2023	Rp1,080,000,000
	PT Asuransi Umum Mega	Lukman Siregar(Direktur) Fang Verawati Tandy (Direktur)				



## GCG LEGAL REFERENCES

No	The Affiliated Parties	Name and position of decision makers	Transaction types	Duration		Transaction Value
				Start	End	
24	PT Bank Mega Tbk	Dimas Prasetyo (PRFM Head) & FX. Adviadi Nugroho (Facility & Maintenance Head)	Lease Menara Bank Mega Bandung, Lantai Dasar dan 2	20-Jun-2018	19-Jun-2023	Rp3,074,400,000
	PT Bank Mega Syariah	Beny Witjaksono (Direktur Utama) Marjana (Direktur)				
25	PT Bank Mega Tbk	Dimas Prasetyo (PRFS Head) & FX. Adviadi Nugroho (Facility & Maintenance Head)	Lease Menara Bank Mega Bandung, Lantai 3	25-Aug-2018	24-Aug-2023	Rp1,465,110,000
	PT Mega Capital Sekuritas	Yimmy Lesmana (Direktur Utama) & Nany Susilowati (Direktur)				
26	PT Bank Mega Tbk	Suparman Kusuma (Direktur) Y B Hariantono (Direktur)	Lease Gedung KC Bank Mega Cirebon Lt 5	22-Feb-2015	21-Feb-2020	Rp440,400,000
	PT Asuransi Umum Mega	Lukman Siregar (Direktur) Fang Verawati Tandyo (Direktur)				
27	PT Bank Mega Tbk	Dimas Prasetyo (PRFS Head) & Herman Irawan ( Vendor & Quantity Mgt Head)	Lease Menara Bank Mega Semarang, Lantai 7	1-Apr-2019	31-Mar-2024	Rp2,444,022,000
	PT Asuransi Umum Mega	Lukman Siregar(Direktur) & Fang Verawati Tandyo (Direktur)				
28	PT Bank Mega Tbk	Dimas Prasetyo (PRFS Head) & Herman Irawan ( Vendor & Quantity Mgt Head)	Lease Menara Bank Mega Semarang, Lantai 1	1-Jun-2019	31-May-2020	Rp499,891,200
	PT Bank Mega Syariah	Emmy Haryanti (Direktur Utama) & Yuwono Waluyo (Direktur)				
29	PT Bank Mega Tbk	Dimas Prasetyo (PRFS Head) & Herman Irawan ( Vendor & Quantity Mgt Head)	Lease Menara Bank Mega Semarang, Lantai 7	1-Apr-2019	31-Mar-2024	Rp709,206,000
	PT Mega Capital Sekuritas	Yimmy Lesmana (Direktur Utama) & Nany Susilowati (Direktur)				
30	PT Bank Mega Tbk	Dimas Prasetyo (PRFS Head) & Herman Irawan ( Vendor & Quantity Mgt Head)	Lease Menara Bank Mega Semarang, Lantai Dasar	1-Apr-2019	31-Mar-2024	Rp409,428,000
	PT. Anta Express Tour & Travel Service	Ratih Prabandari SE. Ak (Direktur) & Ida Wijanty (Retail & Tour Director)				
31	PT Bank Mega Tbk	Phie Karsa Kosindra (GSPF Head) & Dimas Prasetyo (PRFM Head)	Lease Gedung Bank Mega KCP Yogyakarta Gejayan, Lt 3	22-Aug-2016	21-Aug-2021	Rp1,258,656,360
	PT Asuransi Umum Mega	H. Lukman Siregar, S.H, M.H, M.M (Direktur Utama) & Fang Verawati Tandyo (Direktur)				
32	PT Bank Mega Tbk	Phie Karsa Kosindra (GSPF Head) & Dimas Prasetyo (PRFM Head)	Lease Gedung Bank Mega, KCP Yogyakarta Gejayan, Lt 3	25-Aug-2016	24-Aug-2021	Rp1,056,114,000
	PT Mega Capital Indonesia	Yimmy Lesmana (Direktur Utama) Nany Susilowati (Direktur)				
33	PT Bank Mega Tbk	Phie Karsa Kosindra (GSPF Head) & Dimas Prasetyo (PRFM Head)	Lease Gedung Bank Mega, KC Surabaya Darmo Lt 1 & 2	2-May-2017	1-May-2022	Rp2,941,632,000
	PT Bank Mega Syariah	Emmy Haryanti (Direktur Utama) & Yuwono Waluyo (Direktur)				

## GCG LEGAL REFERENCES

No	The Affiliated Parties	Name and position of decision makers	Transaction types	Duration		Transaction Value
				Start	End	
34	PT Bank Mega Tbk	Joseph Georgino Godong (Direktur) Cosmas Setiawan Suwono(Direktur)	Lease Gedung Bank Mega, KCP Malang Dinoyo Lt 3	17-Dec-2017	16-Dec-2022	Rp73,440,000
	PT Asuransi Umum Mega	Lukman Siregar (Direktur) Fang Verawati Tandy, (Direktur)				
35	PT Bank Mega Tbk	Grace Vita Nelwan (Network Management Head) Diki Wanda Jatnika (Debit & E-Channel Head)	Lease Gedung KC Bank Mega Surabaya Yos Sudarso Lt 3	1-Jul-2015	30-Jun-2020	Rp1,324,197,000
	PT Detik Tivi Dua	Titin Rosmasari, (Direktur Utama) Warnedy, (Direktur)				
36	PT Bank Mega Tbk	Suparman Kusuma (Direktur) Y B Hariantono (Direktur)	Lease Menara Bank Mega Makassar Lantai 1	3-May-2015	2-May-2020	Rp1,455,948,000
	PT Asuransi Umum Mega	Lukman Siregar (Direktur) Fang Verawati Tandy, (Direktur)				
37	PT Bank Mega Tbk	Suparman Kusuma (Direktur) Y B Hariantono (Direktur)	Lease Menara Bank Mega Makassar Ground Floor & Lantai 1	3-May-2015	2-May-2020	Rp5,395,026,000
	PT Bank Mega Syariah	Beny Witjaksono (Direktur Utama) Haryanto Budi Purnomo (Direktur)				
38	PT Bank Mega Tbk	Dimas Prasetyo (PRFS Head) & Herman Irawan ( Vendor & Quantity Mgt Head)	Lease Menara Bank Mega Makassar Lantai 1	25-May-2019	24-May-2024	Rp413,088,000
	PT Mega Capital Sekuritas	Yimmy Lesmana (Direktur Utama) & Nany Susilowati (Direktur)				
39	PT. Bank Mega Tbk	Phie Karsa Kosindra (GSPF Head) & Dimas Prasetyo (PRFM Head)	Lease Menara Bank Mega Makassar Lantai 9	10-Oct-2016	9-Oct-2021	Rp542,724,000
	PT. Trans Kalla Makassar	Max Kembuan, SE, MM, AK (Direktur Utama)				
40	PT Bank Mega Tbk	Dimas Prasetyo (PRFS Head) & Herman Irawan ( Vendor & Quantity Mgt Head)	Lease KC S Parman Banjarmasin, Lantai 2	1-Apr-2019	31-Mar-2024	Rp705,096,000
	PT Mega Capital Sekuritas	Yimmy Lesmana (Direktur Utama) & Nany Susilowati (Direktur)				
41	PT Bank Mega Tbk	Dimas Prasetyo (PRFS Head) & Herman Irawan ( Vendor & Quantity Mgt Head)	Lease KC S Parman Banjarmasin, Lantai 2	1-Apr-2019	31-Mar-2024	Rp1,147,692,000
	PT Asuransi Umum Mega	Lukman Siregar(Direktur) & Fang Verawati Tandy (Direktur)				
42	PT Bank Mega Tbk	Phie Karsa Kosindra (GSPF Head) & Dimas Prasetyo (PRFM Head)	Lease KC Palu, Lantai 2	4-Oct-2017	3-Nov-2021	Rp193,246,200
	PT Asuransi Umum Mega	H. Lukman Siregar, S.H, M.H, M.M (Direktur Utama) & Fang Verawati Tandy (Direktur)				
43	PT Bank Mega Tbk	Phie Karsa Kosindra (GSPF Head) & Dimas Prasetyo (PRFM Head)	Lease Gedung KCP Bank Mega Manado Calaca Lt. 3	9-May-2016	8-May-2021	Rp287,280,000
	PT. Asuransi Umum Mega	Ivan Nanulaita (Dirut)				

## GCG LEGAL REFERENCES

No	The Affiliated Parties	Name and position of decision makers	Transaction types	Duration		Transaction Value
				Start	End	
44	PT Bank Mega Tbk	Phie Karsa Kosindra (GSPF Head) & Dimas Prasetyo (PRFM Head)	Lease Gedung KCP Bank Mega Samarinda Ahmad Yani	1-Apr-2017	31-Mar-2022	Rp60,000,000
	PT. Asuransi Umum Mega	Lukman Siregar (Direktur Utama) & Fang Verawati Tandyo (Direktur)				
45	PT Bank Mega Tbk	Phie Karsa Kosindra (GSPF Head) & Dimas Prasetyo (PRFM Head)	Lease Gedung KCP Bank Mega Palembang A. Rivai	1-Jul-2017	30-Jun-2022	Rp92,925,000
	PT. Asuransi Umum Mega	H. Lukman Siregar, S.H, M.H, M.M (Direktur Utama) & Fang Verawati Tandyo (Direktur)				
46	PT Bank Mega Tbk	Phie Karsa Kosindra (GSPF Head) & Dimas Prasetyo (PRFM Head)	Lease Gedung KCP Bank Mega Pontianak Siantan	1-Jun-2017	31-May-2022	Rp453,900,000
	PT. Asuransi Umum Mega	H. Lukman Siregar, S.H, M.H, M.M (Direktur Utama) & Fang Verawati Tandyo (Direktur)				
47	PT Bank Mega Tbk	Phie Karsa Kosindra (GSPF Head) & Dimas Prasetyo (PRFM Head)	Lease Gedung KC Bank Mega Banjarmasin	1-Aug-2017	31-Jul-2022	Rp180,573,000
	PT. Anta Express Tour & Travel Service	Ratih Prabandari SE. Ak (Direktur) & Ida Wijanty (Retail & Tour Director)				
48	PT Bank Mega Tbk	Yungky Setiawan (Direktur) & Suwartini (Direktur)	Lease Lahan KC Palembang	1-Aug-2003	31-Jul-2023	Rp956,245,476
	PT. Televisi Transformasi Indonesia	Dudi Hendrakusuma (Direktur)				

## SERVER RACK RENTAL

No	Affiliated Parties	Decision Maker Names and Positions	Transaction Types	Duration		Transaction Value
				Start	End	
1	PT. Bank Mega Tbk	Dimas Prasetyo (PRFS Head) & Herman Irawan (Vendor & Quantity Management Head)	Server Rack Rental Data Center Setu	3-Dec-2018	2-Dec-2021	Rp849,600,000.00
	PT. Mega Central Finance	Asikin (Direktur) & Rudy Santoso (Direktur)				
2	PT. Bank Mega Tbk	Dimas Prasetyo (PRFS Head) & Herman Irawan (Vendor & Quantity Management Head)	Server Rack Rental Data Center Setu	4-Jan-2019	3-Jan-2022	Rp75,600,000.00
	PT. Mega Finance	H. Hermawan Ariyanto, S.E (Direktur)				
3	PT. Bank Mega Tbk	Dimas Prasetyo (PRFS Head) & Herman Irawan (Vendor & Quantity Management Head)	Server Rack Rental Menara Bank Mega Tendean	3-Jan-2019	2-Jan-2022	Rp71,127,648.00
	PT. Mega Asset Management	Suryani Salim (Direktur)				

## GCG LEGAL REFERENCES

No	Affiliated Parties	Decision Maker Names and Positions	Transaction Types	Duration		Transaction Value
				Start	End	
4	PT. Bank Mega Tbk	Dimas Prasetyo (PRFS Head) & Herman Irawan (Vendor & Quantity Management Head)	Server Rack Rental Server Data Center Menara Bank Mega Tendean	3-Jan-2019	2-Jan-2022	Rp 211,518,720.00
	PT. Mega Capital Sekuritas	Yimmy Lesmana (Direktur Utama) & Nany Susilowati (Direktur)				
5	PT. Bank Mega Tbk	Dimas Prasetyo (PRFS Head) & Herman Irawan (Project Control & Cost Management Head)	Server Rack Rental Server Data Center Menara Bank Mega Tendean	1-Jan-2018	31-Dec-2019	Rp86,091,264.00
	PT. Asuransi Umum Mega	H. Lukman Siregar, S.H, M.H, M.M (Direktur Utama) & Fang Verawati Tandyo (Direktur)				
6	PT. Bank Mega Tbk	Dimas Prasetyo (PRFMHead) & FX. Advadi Nugroho (FM Head)	Server Rack Rental Server Data Center Menara Bank Mega Tendean	9-May-2018	8-May-2020	Rp53,279,904.00
	PT. Asuransi Jiwa Mega Indonesia	James Wallace Mc Innes (Dirut)				
7	PT. Bank Mega Tbk	Dimas Prasetyo (PRFS Head) & Herman Irawan (Vendor & Quantity Management Head)	Server Rack Rental Server Data Center Setu	21-Jan-2019	20-Jan-2022	Rp424,800,000.00
	PT. PFI Mega Life Insurance	Ratnawati Satyagraha (Direktur)				
8	PT. Bank Mega Tbk	Dimas Prasetyo (PRFS Head) & Herman Irawan (Vendor & Quantity Management Head)	Server Rack Rental Server Data Center Setu	2-Jan-2019	1-Jan-2022	Rp849,600,000.00
	PT. Bank Mega Syariah	Emmy Haryanti (Dirut) & Yuwono Waluyo (Direktur)				
9	PT. Bank Mega Tbk	Dimas Prasetyo (PRFS Head) & Herman Irawan (Vendor & Quantity Management Head)	Server Rack Rental Server Data Center Setu	3-Sep-2018	2-Sep-2021	Rp424,800,000.00
	PT. Trans Retail Indonesia	Bouzeneth Benaouda (Direktur)				
10	PT. Bank Mega Tbk	Dimas Prasetyo (PRFS Head) & Herman Irawan (Vendor & Quantity Management Head)	Server Rack Rental Server Data Center Setu	25-Sep-2018	24-Sep-2021	Rp113,400,000.00
	PT. Alfa Retailindo (Trans Park)	Bouzeneth Benaouda (Direktur Utama)				
11	PT. Bank Mega Tbk	Dimas Prasetyo (PRFS Head) & Herman Irawan (Vendor & Quantity Management Head)	Server Rack Rental Server Data Center Setu	1-Nov-2019	31-Oct-2022	Rp151,200,000.00
	PT. Trans Ice	Fransiscus Sumampow (Direktur Utama)				
12	PT. Bank Mega Tbk	Dimas Prasetyo (PRFS Head) & Herman Irawan (Vendor & Quantity Management Head)	Server Rack Rental Server Data Center Menara Bank Mega Tendean	1-Nov-2019	31-Oct-2022	Rp55,263,744.00
	PT. Trans Ice	Fransiscus Sumampow (Direktur Utama)   President Director				

## GCG LEGAL REFERENCES

### ARCHIVE BOX RENTAL

No	Affiliated Parties	Decision Maker Names and Positions	Transaction Types	Rental Cost / Year	Duration	
					Start	End
1	PT. Bank Mega Tbk	Phie Karsa Kosindra (GSPF Head) & Dimas Prasetyo (PRFM Head)	Setu Archive Box Rack Rental	Rp. 4,200,-/ box/month	1-Okt-2016	31-Mar-2020
	PT. Trans Coffee	Fransiscus Sumampow (President Director)				
2	PT. Bank Mega Tbk	Phie Karsa Kosindra (GSPF Head) & Dimas Prasetyo (PRFM Head)	Setu Archive Box Rack Rental	Rp. 4,200,-/ box/month	1-Des-2016	31-Mar-2020
	PT. Trans Fashion Indonesia	Ali Gunawan (Director)				
3	PT. Bank Mega Tbk	Phie Karsa Kosindra (GSPF Head) & Dimas Prasetyo (PRFM Head)	Setu Archive Box Rack Rental	Rp. 4,200,-/ box/month	2-Okt-2017	31-Mar-2020
	PT. Mega Capital Sekuritas	Yimmy Lesmana (President Director) & Nany Susilowati (Director)				

### LEGAL PROBLEMS AND SETTLEMENT EFFORTS BY THE BANK

Legal issues that occur until 31 December 2019 and their status of settlements.

- Disputes caused by not meeting the requirements of legal subjects
- Dispute ownership regarding collateral related to bankruptcy

Legal Issues	Total	
	Civil	Criminal
Settled (Inkracht/Denied)	572	-
In the proses of settlement	167	-
<b>Total</b>	<b>739</b>	<b>-</b>

A brief description of the legal issues are as follows:

#### CIVIL CASES:

Civil cases that have been settled through litigation, both inkraht at the District Court, High Court and Supreme Court level handled by Bank Mega up to December 2019, are 572 Civil Cases. While 167 cases are still ongoing at the District Court, High Court and Supreme Court levels.

Most of the civil cases handled by Bank Mega are legal issues based on the following matters:

- Disputes with debtors
- Disputes with third parties (derden verzet)

- Industrial Relations Disputes.
- State Administration Disputes.

#### CRIMINAL CASES:

There were no Criminal cases throughout 2019.

### FINANCIAL SANCTIONS AND VIOLATIONS OF PRUDENTIAL PRINCIPLES.

In 2019, the frequency and nominal of sanction fines decreased significantly compared to 2018.

In 2018, the frequency if sanctions imposed by the regulator was 29 times and nominal fines of Rp7,960,550,000 whereas in 2019 the frequency is 16 times with the nominal fine of Rp1,050,769,209.

## GCG LEGAL REFERENCES

**INFORMATION ACCESS AND DATA**

All material and data information of Bank Mega including corporate actions are accessible by the shareholders and stakeholders in the form of documents among others Annual Reports, Financial Statements and releases to the journalist or investors.

All documents above are available or can be obtain through:

1. Website : [www.bankmega.com](http://www.bankmega.com)
2. Telp : (021) 791 75000
3. E-mail : [corsec@bankmega.com](mailto:corsec@bankmega.com)

**CODE OF CONDUCT**

Bank Mega code of conduct is included in the Integrity commitment.

**Integrity Commitment Principals**

The integrity commitment covering among others:

1. Integrity Commitment Charter
2. Management and Employees Commitment
3. Integrity Commitment Benefits
4. GCG Principles
5. Work Ethics and Culture
6. Code of Ethic
7. Obligations for the Board of Commissioners, Board of Directors and Employees
8. Prohibition for the Board of Commissioners, Board of Directors and Employees, Conflict of Interest
9. Whistleblowing Policy
10. Anti Fraud Declaration
11. Sanctions

**Integrity Commitment Enforcement**

Integrity commitment applies to all Bank Mega employees regardless of their occupation and position in Bank Mega

**Integrity Commitment Dissemination**

Integrity Commitment is disseminated through "e-Komitmen Integritas" system with implementation process as stated in the Board of Directors Decree No. 122/DIRBM- CGCG/2015 dated June 30m, 2015.

**Sanctions on the Breaches of Integrity**

Commitment Breaches of Integrity Commitment will be firmly enforced based on the company rules and the Board of Directors policy as well as prevailing laws and regulations.

**Corporate Culture**

Corporate culture is established from the core values of Bank Mega which becomes the foundation of the Bank's management and all operating units activities. In its implementation, the Corporate Culture is expected to guide all employees in carrying out duties and responsibilities in the effort to achieve the Bank established goals.

The Bank's core values that aimed at becoming a culture are:

- Dyanamic
- Entrepreneurship
- Trust
- Ethics
- Commitment
- Synergy

**Whistleblower Protection**

Bank Mega ensures the protection for Whistleblowers on the confidentiality of personal data and information of whistleblowing that also covers the protection towards:

1. Opression
2. Discrimination
3. Dismissal

**ANTI FRAUD POLICY AND WHISTLEBLOWING SYSTEM**

Bank Mega has implemented the Anti-Fraud Strategy Policy as stipulated in the Financial Service Authority Regulations number 39/POJK.03/2019 concerning the Implementation of Anti-Fraud Strategies for Commercial Banks on 19 December 2019. The application of the Anti- Fraud Strategy is an integral part of Risk Management application. To ensure that business activities are carried out legally, prudently, and in accordance with the principles of good governance.



## GCG LEGAL REFERENCES

Bank Mega has a Whistleblowing System Policy regulated in 094/DRBM-PRMG/2019 concerning Violation Reporting System (Whistleblowing) which are communication medium provided to all employees. Bank Mega provides access to all employees as a whistleblower to convey information to the management, in this case the Fraud Banking Division, which is responsible to the President Director. Thus, frauds can be prevented as early as possible and handled to avoid a bigger

loss to the Bank. Bank Mega routinely reports to OJK every semester and incidental reports on cases that can disrupt the Bank's operational activities in accordance with applicable regulations.

In 2019 there were 44 acts of fraud committed by internal personnels and has been followed up by the management by sanctions according to the degree of violations.

### BAGAN ALUR PENGADUAN



## PROVISION OF FUNDS TO RELATED PARTY AND PROVISION OF LARGE EXPOSURE

Bank Mega already possesses a written and clear policies, systems and procedures for providing funds to related parties. The Bank, in implementing the provision of funds to related parties is guided

by the stipulations of Bank Indonesia / the Financial Services Authority concerning the Legal Lending Limit of the Bank (BMPK) and has observed the prudential principles and applicable laws.

## GCG LEGAL REFERENCES

No	Fund Provisions	Total	
		Debtor	Nominal (Rp Millions)
1.	Related Parties	196	425,170
2.	Large Exposure	21	20,185,364

## Funding to the Commissioners and Directors

Name	Position	Loan
<b>Board of Commissioners'</b>		
Chairul Tanjung	President Commissioner	Credit Card
Yungky Setiawan	Vice President Commissioner	Credit Card
Achjadi Ranuwisastra	Commissioner	Credit Card
Lambock V Nahattands	Commissioner	Credit Card
Aviliani	Commissioner	-
		Credit Card
<b>Board of Directors'</b>		
Kostaman Thayib	President Director	Credit Card
Madi Darmadi Lazuardi	Director	Credit Card
Indivara Erni	Director	Loan & Credit Card
Martin Mulwanto	Director	Loan & Credit Card
Yuni Lastianto	Director	Credit Card
Lay Diza Larentie	Director	Credit Card
C. Guntur Triyudianto	Director	Credit Card

## ADEQUACY OF TRANSPARENCY

Financial condition transparency is carried out through prominent print media/newspapers, Bank Mega homepage and direct mails to Financial Services Authority. The YLKI, Indonesia Rating Agencies, Banking Associations in Indonesia, LPPI, Research Institute for Economy & Finance, and Economy and Financial magazines.

Transparency on products is presented in brochures, leaflets and other promotion media as well as in Bank Mega homepage. The customer complaints can be done online through Bank Mega homepage.

On governance transparency, Bank Mega has developed Governance implementation report covering the prevailing regulations. The report is completed with the Bank's assessment results on the Governance implementation in accordance with the indicators set forth by Financial Services Authority. The report is also submitted to the Financial Services Authority and Bank Mega homepage which is as part of the Bank's Annual Report.

## BANK STRATEGIC PLAN

Bank Mega has developed Corporate Plan and Business Plan by referring to the Financial Services Authority. The Corporate Plan and Business Plan

## GCG LEGAL REFERENCES

are aligned with Bank Mega Vision and Mission and were developed realistically, comprehensively, measured by taking into account prudential principles. The formulation of Corporate Plan and Business Plan by the Board of Directors is carried out following series of discussion involving the Board of Commissioners and other Management, in which then proposed for the Board of Commissioners' approval. The Corporate Plan and Business Plan are also communicated to Bank Mega organizational elements.

## INTEGRATED GOVERNANCE IMPLEMENTATION

1. In the Implementation of Integrated Governance, Bank Mega as the Main Entity has implemented monitoring of governance in LJK (Financial Services Institution) related to the Mega Corpora financial conglomerate. Efforts to improve the Integrated Governance include:

- a. Melaksanakan rapat koordinasi dengan Anggota Support Group Tata Kelola Terintegrasi dalam Konglomerasi Keuangan PT Mega Corpora sebanyak 2 (dua) kali selama tahun 2019.
- b. Melaksanakan Rapat Komite Tata Kelola Terintegrasi, selama tahun 2019 telah dilakukan sebanyak 2 kali rapat.
- c. Melakukan sharing knowledge, sosialisasi dan monitoring Pelaksanaan Kepatuhan & Tata Kelola pada LJK Terelasi.
  - 1) Sharing knowledge related to Sustainable Finance on 4 October 2019.
  - 2) Sharing knowledge with the topic "Risk Assessment on Money Laundering of Financial Service Providers (PJK)" on December 11, 2019.
- d. Implementation of Integrated Governance Oversight by the Board of Commissioners, assisted by the Integrated Governance Committee. During semester I of 2019 the Board of Commissioners held 4 (four)

meetings, 1 (one) of them discussed the Application of TKT, while in the second semester of 2019 there were 3 times, 1 (one) of them discussed the application of TKT.

### 2. Integrated Corporate Governance Implementation Report

- a. The Main Entity has prepared and sent the 2018 Mega Corpora Financial Conglomeration Integrated Corporate Governance Report to the Financial Services Authority (Letter No.012 / DIR-CHC / 19 dated 21 May 2019 Regarding the Integrated Corporate Governance Report of the Mega Corpora Financial Congestion 2018).
- b. The Main Entity has prepared and sent a Self-Management Report on the Integrated Corporate Governance of the Mega Corpora Financial Semester II Year 2018 (letter No.008 / DIR-CHC / 19 dated February 14, 2019 regarding the Self-Management Report of the Integrated Financial Conglomeration of PT. Mega Corpora Semester II - 2018).
- c. The Main Entity has prepared and sent a Self-Management Report on the Integrated Corporate Governance of the Mega Corpora Financial Semester I in 2019 (Letter No.015 / DIR-CHC / 19 dated 14 August 2019 regarding the Self-Management Report of the Integrated Corporate Governance of the PT. Mega Corpora Semester I - 2019).
- d. For the Implementation of Self-Management Reporting on Integrated Corporate Governance of the Mega Corpora Financial Conglomerate in Semester II 2019, the Main Entity has coordinated and sent a Compliance Monitoring Form with the Financial Services Institution incorporated in the Mega Corpora Financial Conglomerate. Reports will be sent to the Financial Services Authority no later than February 15, 2020.

## GCG LEGAL REFERENCES

SELF ASSESSMENT OF GOVERNANCE IMPLEMENTATION OF PT  
BANK MEGA TBK IN 2019

Self Assessment Result of Governance Implementation Semester I		
Bank Mega Ratings (Bank Mega & OJK Assessments)		Rating Definition
Individual & OJK	2	Indicates that the Bank's Management has implemented Good Corporate Governance that is generally good. This is reflected from the adequate fulfillment of Good Corporate Governance principles. Weaknesses in the exercise of Good Corporate Governance principles are generally not significant and can be immediately improved through regular measures by the Bank's Management.

Self Assessment Result of Governance Implementation Semester II		
Bank Mega Ratings (Bank Mega Assessments)		Rating Definition
Individual	2	Corporate Governance that is generally good. This is reflected from the adequate fulfillment of Good Corporate Governance principles. Weaknesses in the exercise of Good Corporate Governance principles are generally not significant and can be immediately improved through regular measures by the Bank's Management.

The Bank Governance assessment is done comprehensively and in a structured manner towards the governance system, namely governance structure, governance process and governance outcomes for 11 assessment factors as regulated in Financial Services Authority Regulation No. 55/POJK.03/2016 dated 7 December 2016 and Financial Services Authority Circular Letter No.13/SEOJK.03 / 2017 dated 17 March 2017 concerning Implementation of Governance for Commercial Banks.

The Bank Governance assessment is part of the Bank Soundness Assessment - RBBR (PTKB - RBBR). PTKB - RBBR for Semester I of 2019 has been submitted to OJK with Letters No.012/MIRG-SKOJK/19 dated 29 July 2019 and semester II of 2019 has been submitted to OJK with letter No.XXX/MIRG-SKOJK/20 dated XX January 2020.

GOVERNANCE  
IMPLEMENTATION OF PUBLIC  
COMPANIES

As public company, Bank Mega has the obligation to meet the Governance Guidelines of Public Companies that is regulated in the Financial Services Authority No. 21/POJK.04/2015 dated November 16, 2015 on the Implementation of Governance Guidelines of Public Companies and Circular Letter of Financial Services Authority No. 32/SEOJK.04/2015 dated November 17, 2015 on the Governance Guidelines of Public Companies.

The Governance Guidelines of Public Companies contain good corporate governance practices in accordance with international practices covering 5 (five) aspects, and 8 (eight) GCG principles, and 25 recommendations of GCG aspect and principles. Bank Mega implementation is as follows:

## GCG LEGAL REFERENCES

Aspect, Principle and Recommendation	Bank Implementation
<b>A. Relations of Public Companies with Shareholders in Ensuring Shareholders Rights</b>	
<b>Principle 1</b> Enhancing the Value of Annual General Meeting of Shareholders (AGMS).	
<b>Recommendation:</b>	
1. Bank has a way or technical procedure for voting either open or close that put ahead on independency and shareholders benefit.	Comply
2. All members of the BOD and BOC of Company are present in GMS.	Comply
3. The summary of GMS resolution is available in the respective Company websitev for at least a year.	Comply
<b>Principle 2</b> Enhancing the communication quality of Company with shareholders and investor.	
<b>Recommendation :</b>	
4. Bank has the communication policy with the shareholders and investor	Comply
5. Bank discloses a communication policy of public company with shareholders or investors in the Website	Comply
<b>B. Board of Commissioners Functions and Roles</b>	
<b>Principles 3</b> Strengthening the membership and composition of the Board of Commissioners.	
<b>Recommendation :</b>	
6. The determination of the number of BOC members takes into account on the conditions of the Bank.	Comply
7. The determination of the composition of members of BOC members takes into account on the diversity of skills, knowledge, and required experience.	Comply
<b>Principle 4</b> Improve the Quality of Implementation of Duties and Responsibilities of the Board of Commissioners.	
<b>Recommendation :</b>	
8. The Board of Commissioners has a Self Assessment policy to assess the performance of the Board of Commissioners.	Comply
9. Self assessment policy for assessing the performance of the BOC disclosed through the Annual Report of the Bank.	Comply
10. The Board of Commissioners has a policy related to the resignation of members of the Board of Commissioners if they are involved in financial crimes.	Comply
11. The Remuneration and Nomination Committee shall arrange a succession policy in the process of Nomination of members of the Board of Directors.	Comply
<b>C. Fungsi Dan Peran Direksi   Board of Directors Functions and Roles</b>	
<b>Principle 5</b> Strengthening the Membership and Composition of Board of Directors.	
<b>Recommendation:</b>	
12. Determination of the number of BOD members shall take into account on Public Company Conditions as well as effectiveness in decision making	Comply
13. Determination of the composition of the members of the Board of Directors shall observe the diversity of skills, knowledge, and experience required.	Comply

## GCG LEGAL REFERENCES

Aspect, Principle and Recommendation	Bank Implementation
14. Members of the Board of Directors in charge of accounting or finance have expertise and/or knowledge in the field of accounting.	Comply
<b>Principle 6</b> Improve the Quality of Implementation of Duties and Responsibility of Board of Directors.	
<b>Recommendation:</b>	
15. The Board of Directors has a Self Assessment policy to assess the performance of the Board of Directors	Comply
16. Self Assessment Policy to assess the performance of the Board of Directors is disclosed through the annual report of the Bank.	Comply
17. The Board of Directors has a policy related to the resignation of the members of the Board of Directors if they are involved in financial crimes.	Comply
<b>D. Stakeholders Participation</b>	
<b>Principle 7</b> Improve Aspects of Corporate Governance through Participation of Stakeholders.	
18. The Public Company has a policy to prevent the occurrence of insider trading.	Comply
19. The Public Company has anti-corruption policies and fraud changes.	Comply
20. The Public Company has a policy on the selection and development of suppliers or vendors capability.	Comply
21. The Public Company has a policy on the fulfilment of creditor rights.	<i>Creditor rights in details is regulated under Credit Agreement made between the Bank and Creditors</i>
22. The Public Company has Whistleblowing System	Comply
23. The Public Company has a policy of providing long-term incentives to Directors and employees.	Comply
<b>E. Information Disclosures</b>	
<b>Principle 8</b> Improving Information Disclosures.	
<b>Recommendation:</b>	
24) The Public Company utilizes the use of information technology more widely than the Website as an information disclosure medium.	Saat ini hanya menggunakan situs web dan media sosial <i>Currently is only using website and social media</i>
25) The Public Company's Annual Report reveals the final beneficiary shareholding of at least 5% (five per cent), other than the disclosure of the ultimate beneficial owner in the shares of the Public Company through its principal shareholder and controller.	Comply

# GENERAL DISCLOSURE OF BANK RISK MANAGEMENT



## Organization

Implementation of Risk Management is stipulated in the Regulation of Financial Services Authority No. 18/POJK.03/2016 on the Application of Risk Management for Commercial Banks.

Risk management at Bank Mega is under the coordination of Risk Directorate, whereby the directorate oversees 8 (eight) Work Units, namely Operational Risk Management; Credit Risk Management; Market, Liquidity & Integrated Risk Management; National Credit Review, Restructure & Control; National Credit Appraisal; Credit Collection & Remedial; Credit Asset Recovery, and Collection Strategy & Support.

In the bank-wide scope, Bank Mega has the Risk Management Committee (RMC) which assists the Board of Commissioners and the Board of Directors in conducting active oversight of risk management.

The Risk Management Committee can also function as the Crisis Management Committee within the framework of Recovery Plan Program. In the structure of Board of Commissioners there are Risk Monitoring Committee, Remuneration and Nomination Committee, and Audit Committee, while in the Board of Directors there are Executive Committee which consists of: Risk Management Committee, Credit Policy Committee, Product Committee, Procurement Committee, Information Technology Committee, Human Resources Committee, and Assets & Liabilities Committee.

Within the group-wide scope, Bank Mega is a Principal Entity in the Implementation of Integrated Risk Management at the Mega Corpora Financial Conglomerate and the Market, Liquidity & Integrated Risk Management unit as the organizer of the Integrated Risk Management Committee (IRMC).



## GENERAL DISCLOSURE OF BANK RISK MANAGEMENT

**Risk Indicator**

In its implementation, the Bank has divided the risks inherent in the Bank's activities into 9 (nine) types of risk in accordance with the provisions of the OJK, which are 8 (eight) bank's main risks based on OJK No. Circular. 34/SEOJK.03/2016 September 1, 2016 and 1 (one) additional risk outside the 8 (eight) main risks of the Bank related to the Implementation of Integrated Risk Management in accordance with SEOJK No.14/SEOJK.03/2015.

Each risk is assessed from 2 (two) aspects namely Inherent Risk and Quality Management Implementation Quality.

The parameters for assessing inherent risk are in accordance with the Financial Services Authority Circular No. 14/SEOJK.03/2017 dated March 17, 2017 on the Assessment of Health Levels of Commercial Banks are as follows:

Types of Risk	Risk Indicator
Credit	<ol style="list-style-type: none"> <li>1. Asset Portfolio Composition and Concentration Level</li> <li>2. Quality of Provision of Funds and Reserves Adequacy</li> <li>3. Fund Provision Strategies and Sources of Funds Provision</li> <li>4. External Factors</li> </ol>
Market	<ol style="list-style-type: none"> <li>1. Portfolio Volume and Composition</li> <li>2. Potential Loss (Potential Loss) Interest Rate Risk in the Banking Book</li> <li>3. Business Strategy and Policy</li> </ol>
Liquidity	<ol style="list-style-type: none"> <li>1. Composition of Assets, Obligations, and Administrative Account Transactions (TRA)</li> <li>2. Concentration of Assets and Liabilities</li> <li>3. Vulnerability to Funding Needs</li> <li>4. Access to Funding Sources</li> </ol>
Operational	<ol style="list-style-type: none"> <li>1. Characteristics and Business Complexity</li> <li>2. Human Resources (People)</li> <li>3. Information Technology and Supporting Infrastructure (System)</li> <li>4. Internal Fraud and External Fraud Frequency</li> <li>5. External Events Frequency</li> </ol>
Compliance	<ol style="list-style-type: none"> <li>1. Types and Significance of Violations or Non-compliance carried out by the Bank</li> <li>2. Bank Compliance Track Record (Types and Frequency of Similar Violations within 3 Years)</li> <li>3. Violation of the Provisions for Certain Transactions</li> </ol>
Strategic	<ol style="list-style-type: none"> <li>1. Suitability of the Strategy with the Conditions of the Business Environment</li> <li>2. Bank Strategy</li> <li>3. Bank Business Position</li> <li>4. Achievement of the Bank's Business Plan</li> </ol>
Legal	<ol style="list-style-type: none"> <li>1. Litigation Factor</li> <li>2. Engagement Weakness Factors</li> <li>3. Factors in Absence/Amendment to Legislation</li> </ol>
Reputation	<ol style="list-style-type: none"> <li>1. Reputation Effect of Bank Owners and Related Companies</li> <li>2. Violation of Business Ethics</li> <li>3. Product Complexity and Bank Business Cooperation</li> <li>4. Frequency, Materiality, and Negative News Exposure of the Bank</li> <li>5. Frequency and Materiality of Customer Complaints</li> </ol>
Intra-Group Transactions*	<ol style="list-style-type: none"> <li>1. Composition of Intra-Group Transactions in the Financial Conglomerate</li> <li>2. Documentation and Fairness of Transactions</li> <li>3. Other Information</li> </ol>

\* Assessment Parameters in the Inherent Risk are in accordance to SEOJK No.14/SEOJK.03/2015 concerning the Implementation of Integrated Risk Management

## GENERAL DISCLOSURE OF BANK RISK MANAGEMENT

### Risk Profile \*)

Based on the conditions and steps taken in risk management during 2019, the PT Bank Risk Profile Mega, Tbk positions in June 2019 and December 2019 are as follows:

Commercial Banks. Based on these provisions and the Bank's internal needs, PT Bank Mega Tbk has implemented Risk Management in accordance with the scope of its activities.

Risk Profile	June 2019 Period			December 2019 Period		
	Inherent Risk Rating	Risk Management Quality Rating	Risk Level Rating	Inherent Risk Rating	Risk Management Quality Rating	Risk Level Rating
<b>Credit Risk</b>	Low to Moderate	Fair	3*	Low to Moderate	Satisfactory	2
<b>Market Risk</b>	Low to Moderate	Satisfactory	2	Low to Moderate	Satisfactory	2
<b>Liquidity Risk</b>	Low to Moderate	Satisfactory	2	Moderate	Satisfactory	2
<b>Operational Risk</b>	Moderate	Fair	3*	Low to Moderate	Satisfactory	2
<b>Strategic Risk</b>	Low to Moderate	Satisfactory	2	Low to Moderate	Satisfactory	2
<b>Legal Risk</b>	Low to Moderate	Satisfactory	2*	Low	Satisfactory	1
<b>Compliance Risk</b>	Moderate	Fair	3	Moderate	Satisfactory	2
<b>Reputation Risk</b>	Moderate	Satisfactory	2	Low to Moderate	Satisfactory	2
<b>Composite Rating</b>			<b>3*</b>			<b>2</b>

\*) The rating method has been adjusted to SE OJK No.14/SEOJK.03/2017

### Risk Management Implementation Process

The implementation of Risk Management is an obligation for each Bank as regulated in the Financial Services Authority Regulation No. 18/POJK.03/2016 dated March 16, 2016 on the Application of Risk Management for Commercial Banks and Circular of the Financial Services Authority No. 34/SEOJK.03/2016 dated September 1, 2016 on the Application of Risk Management for

Achieving the strategic goals and business objectives of Bank Mega must be balanced with the application of risk management in accordance with national banking best practices (risk-return management). For this reason, the Bank determines the Risk Appetite parameters and Risk Tolerance which are reviewed periodically. Definition of Risk Levels and measurements based on a combination of aspects of Risk Inherent and Quality

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Implementation of Risk Management (KPMR) refers to Circular of the Financial Services Authority No. 14/SEOJK.03/2017.

Four pillars of risk management implementation have become the reference in the implementation of risk management throughout the Bank's work units. Implementation of four pillars of risk management implementation in PT Bank Mega Tbk is as follows:

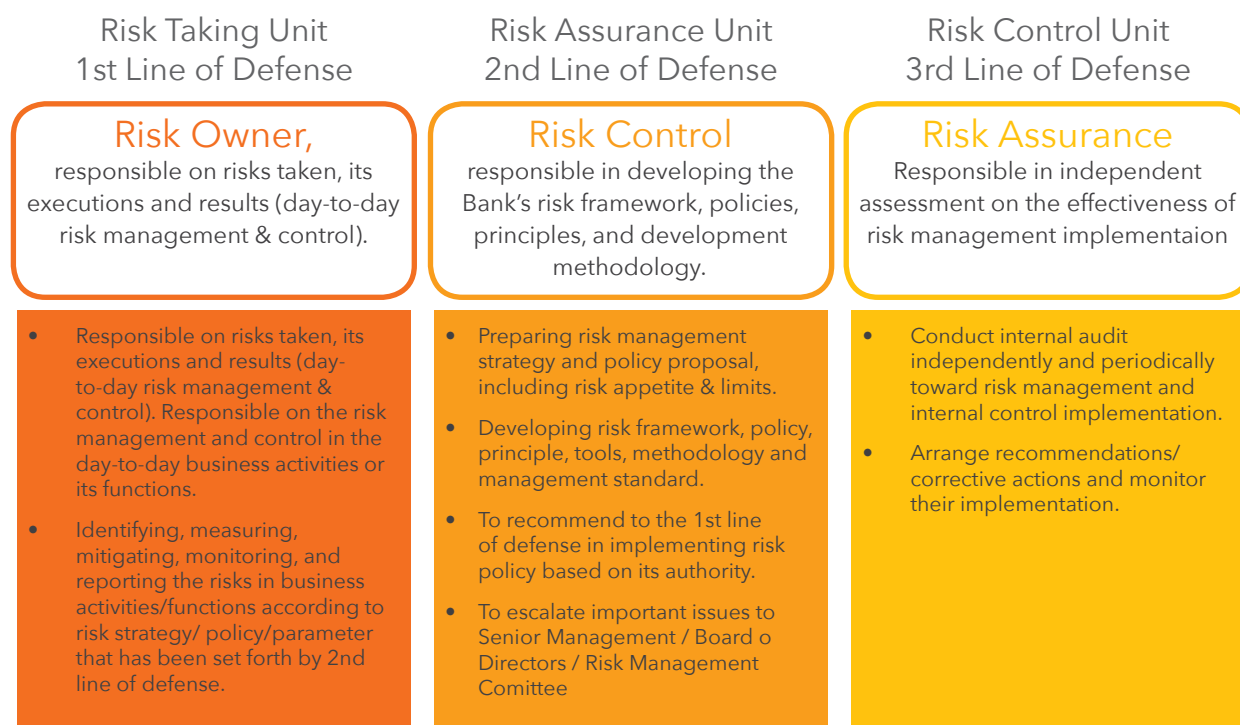
- a. Active Supervision of the Board of Commissioners and Board of Directors  
The active supervision of the Board of Commissioners is conducted through the approval and evaluation of risk management policies as drawn up by the Board of Directors. The Board of Commissioners periodically evaluates the implementation of risk management policy through BOD and BOC Meetings, as well as in Risk Monitoring Committee (KPR) meetings. Active supervision of the Board of Directors is conducted, among others, by the preparation, approval and implementation and evaluation of risk management policies and procedures, whether conducted through Risk Management Committee Meetings, Asset & Liability Committee Meetings (ALCO), and Credit Policy Committee Meetings.
- b. Policy Adequacy and Limit Stipulation  
In order to support the implementation of risk management, Bank Mega established several Risk Management and Risk Limit Determination Policies. In its implementation, these policies are periodically reviewed with the approval up to the Board of Directors level through the committee meetings or through circulation to the Board of Directors in accordance with the level of authority.

- c. Adequacy of Identification Process, Measurement, Monitoring, and Risk Control as well as Risk Management Information System  
Risk Management Process at Bank Mega which includes identification, measurement, monitoring, and risk control on 8 (eight) types of risk supported by Risk Management Information System is as follows:
  - i. Governance & Policy  
Stipulate governance of risk management policies, including the establishment of risk appetite and risk tolerance.  
Prevents banks from unexpected losses through risk measurement that includes:
    - Identifying risks to existing banking processes and activities and the process of new banking activities
    - Measuring potential risks
    - Measuring actual losses
  - ii. Risk Monitoring  
Monitoring risk events to detect and prevent losses.
  - iii. Risk Control  
Applying effective risk control
  - iv. Risk Disclosures  
Submission of risk report that includes a Risk Management Report to the Board of Directors and a Risk Management Information Report to the public.

### Internal Control System

Internal control system at PT Bank Mega Tbk is developed and implemented using the Three Lines of Defense model consisting of:

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In order to improve the implementation of Risk Management, PT Bank Mega, Tbk has always developed tools that are used, evaluated, and corrected any weaknesses in the process and the development of human resources as the key to the implementation. This is important because the risk factors that have a dynamic nature follow the development of banking business practices themselves.

The Risk Assurance function is carried out by the Internal Audit Work Unit (IADT) which conducts regular monitoring/audits, ex-post supervision is also carried out by the National Credit Review, Restructure & Control (NCRC) and Operational Control (OPCL) units).

- Lending supervision and monitoring is carried out by the National Credit Review, Restructure & Control (NCRC) Work Unit.

Based on the results of examinations and monitoring during 2019 (1 work unit at Head Office, 49 KC and 135 KCP and 1 KK), both onsite and offsite, there are still some conditions or weaknesses in lending that need attention and improvement.

The action plan for improvement or guidance that has been carried out by the NCRC work unit on the findings of the inspection and monitoring results. The report on the inspection results has been made in the form of a Service Memo and forwarded to the relevant work units for further action and attention.

- The examination and monitoring of operational activities is carried out by the Operational Control Work Unit (OPCL) by conducting an onsite and offsite inspection.

Based on the results of the examination it can be concluded that there is still a need to improve operational activities. The improvement plan is:

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- a. Socialization of the presign documents and branch officials routinely conducts surprise checks.
- b. Marketing socialization steps to increase target achievement in accordance with the company code of ethics.
- c. Training to increase branch officials' control.
- d. Imposing sanctions.

**Improvement of the Risk Management Process**

Efforts to improve risk management are focused on 5 (five) main things, as follows:

**I. Identification**

1. Risk awareness as the main key in managing risk is always increased both at the executive level and at the leadership level. One method used is to add Risk Management material to employee education programs. Risk awareness is also carried out through internal media such as Credit and Operational Risk Bulletins which are distributed to all Bank employees.
2. Understanding of policies, existing products and the authority they have will be a priority that will be carried out by the relevant work units to the implementing staff in the field. To identify the risks inherent in developing new products and activities, the Bank applies an approval mechanism through the Product Committee. In addition to analyzing the risks of products and activities that are being developed, a review of existing products is also intended to improve the weaknesses of the product. In addition to increasing the efficiency and effectiveness of risk management in this area, the Bank has specific risk management guidelines for certain products which are considered to have significant risks.

With the growth of the Bank's loan portfolio, the risk identification process is very important in view of the large potential risks, both in terms of potential decreases in credit quality and credit concentration based on financing limits per economic sector. The Bank has and continues to carry out training and debriefing programs for all officials and officers related to credit activities. One form of supervision on the loan portfolio is carried out by the National Credit Review, Restructuring & Control work unit through the Credit Control work team, starting credit disbursement to find out whether the disbursed credit is in accordance with the Bank's procedures and policies.

The Risk Council in the Credit Card segment is conducted periodically to analyze and discuss the impact of risks arising from findings in the credit card segment as a way to control and mitigate Credit Risk, also to analyze the performance of the Credit Card, is it in line with the target and/or the specified risk appetite

3. The Credit Risk Identification Process is carried out by looking at the overall loan portfolio, both in segmentation, credit quality, economic sector, and debtor irregularities and TBO documents carried out by the Credit Risk Management work unit. In addition to monitoring the credit portfolio, monitoring is also carried out in the form of a watchlist as a form of an early warning system in preventing the deterioration of credit quality. To identify bank credit risk for economic sectors, industry analysis was carried out on several key industries. The Risk Council in the Credit Card segment is conducted

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periodically to analyze and discuss the impact of risks arising from findings in the credit card segment as a way to control and mitigate Credit Risk.

4. For Market Risk, the identification process is carried out based on portfolio categories, product details and types of transactions such as transactions related to exchange rates, interest rates and various derivatives. To simplify the identification process, the system used is Spectrum and Bloomberg.
5. The process of identifying Liquidity Risk is carried out on Bank products and activities that affect the collection and distribution of funds that are in assets, liabilities and administrative accounts and other risks that have the potential to increase Liquidity Risk.
6. Throughout 2019, the Operational Risk identification strategy focused on identification through data. Some of the tools that produce the data needed are the Risk Event Database (RED), Key Risk Indicator (KRI) and Risk Control Self Assessment (RCSA), Operational Risk Online Test (OPRIST), E-Learning. Throughout 2018 the Bank perfected the Operational Risk Management System (ORMS) developed in 2016 so that existing tools can be integrated. The Operational Risk Management System has 3 (three) modules, namely RCSA, RED, and KRI.
7. In 2019 a Risk Assessment has been carried out in the Human Capital, Procurement, and General Service areas.

8. To complete the operational risk identification process, throughout 2019 the Bank routinely monitors bookkeeping losses due to Operational Risk based on 7 GL Operational Losses. In addition, the Bank also monitors bookkeeping activities to GL Suspense to avoid errors and misuse of the GL in question. The Bank has routinely published internal reports on both of these monitoring activities.

### II. Measurement

1. Risk measurement is carried out by the Risk Management Unit (SKMR) through the assessment of Bank Risk Profiles every quarter and Bank Soundness Rating (PTKB) every semester. Within the scope of the Mega Corpora Financial Conglomerate, PT Bank Mega Tbk is appointed as the Main Entity which is obliged to submit an Integrated Risk Profile every semester.
2. In relation to the CAR provisions, the Bank has adopted the Basel II standard approach to measure Credit Risk and Market Risk.
3. In measuring Credit Risk, the Bank already has a stress test measure for credit. The Bank will also continue to develop and implement rating and scoring for the Corporate, Commercial and SME segments. The Bank will also continue to refine scoring for the Credit Card segment, where there will be internal and external scoring developments, both traditional and non-traditional, to accelerate the Credit Card application process, with the desired level of risk. In addition, the Bank also conducted industry analysis of several

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key industries in measuring the level of risk and the Bank's exposure to these industries.

Measurement of Market Risk includes the process of valuing financial instruments, calculating market risk capital charges, stress testing, and sensitivity analysis. For the valuation process, Banks can use marked to market methods and/or marked to models. Meanwhile, for the calculation of capital charge market risk, the Bank uses the standard calculation method that has been reported to the regulator (BI and OJK). In addition, the Bank has also measured interest rate Market Risk in the banking book by using the IRRBB (Interest Rate Risk in Banking Book) Calculation in accordance with SEOJK 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.

4. In measuring Liquidity Risk, the Bank already has measuring instruments such as cashflow projections, maturity profiles, liquidity ratios, and stress tests. The Bank has also implemented the calculation of liquidity ratios from Basel III, namely Liquidity Coverage Ratio (LCR) and Net Stable Funding Ratio (NSFR).
5. The Bank also has tools to measure Operational Risk, namely RCSA, which is one of the risk management tools to conduct a self-assessment of the quality of implementation of controls to anticipate future Operational Risk. Currently RCSA

has been implemented in branch offices and several work units in the head office, especially those that have transactional activities.

6. On the other hand, in order to measure capital adequacy, the Bank uses the Basic Indicator Approach approach in calculating RWA for Operational Risk.

### III. Monitoring

1. The Risk Management Committee (KMR), the Integrated Risk Management Committee (KMRT), the Credit Policy Committee (KKP) and the Product Committee also function as monitoring instruments for the risk management process in various functional areas where the policy proposed by the business unit will first evaluated from various aspects of risk before implementation.
2. The Asset and Liability Committee (ALCO) is conducted regularly (monthly) to oversee the achievement of business targets, implementation of interest rate policies, macroeconomic projections, and discussion of strategic issues related to the management of Market Risk and Bank Liquidity Risk.
3. The Bank routinely conducts Credit Quality Monitoring on potentially problematic loans and starts having problems through periodic credit monitoring meetings. The Bank also routinely conduct Quality Assurance on Credit card approvals using a sampling method to ensure the process has been carried out according to prevailing policies.



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4. Monitoring of risks has been carried out inherently by each unit carried out by each supervisor and official above and this is in line with the concept of Three Lines of Defense. In addition, the Internal Audit Unit (IADT) and Internal Control (IC) have a role in streamlining the implementation of the monitoring process.
  5. The Bank has monitoring the financing limit based on the economic sector and the economic sector monitoring mechanism through trigger and action tools determined through Decree No. 079/DIRBM/18. The Credit Risk Management work unit has monitored the achievement of credit compared to the economic sector limit. The results of monitoring are reported periodically (1 time in one month) to the Board of Directors and Commissioners as well as several related divisions
  6. Credit monitoring is also carried out through making monthly and quarterly periodic reports for all credit and credit card segments, related to concentration levels, credit risk limits (credit limits), credit quality, credit reserves, credit deviations and To Be Obtained Documents (TBO). Documents and comparison with commercial banks and peer groups. Periodic monitoring is also carried out on the use of Credit Discretionary Limits (BWMK) for credit breakers for both credit and credit cards. Periodic monitoring is carried out in the context of reviewing performance and limits of authority of BWMK holders. The policy on granting the Limits of Authority to Disconnect Credit (BWMK) is also periodically reviewed.
  7. The Market Risk monitoring process for trading activities is monitored by Treasury International Banking Business Support (TIBS) and Market, Liquidity & Integrated Risk Management (MIRG). In addition, the Bank also monitors and prepares daily reports on exposures, risks and uses of treasury limits and global markets that are reported to the relevant work units and Bank Management.
  8. The Liquidity Risk monitoring process is carried out based on the results of measurement of maturity profile, daily cashflow, LCR, NSFR and stress tests. The implementation of meeting daily liquidity needs is carried out by the Treasury Work Unit. Monitoring results are submitted to the regulator and the Bank's management periodically.
  9. The Bank also strengthens the monitoring system, particularly for Operational Risk with mechanisms and tools such as: limit transaction determination for each branch operations official and its staff, monitoring mechanisms for days H and H + 1 through the Internal Control and self-assessment through ORMS.
  10. The monitoring process for the follow-up to the implementation of the self-assessment of work units and branch offices has also been carried out by the Operational Risk Governance Meeting at each level of the organization up to the Bank level.
- IV. Control
1. The Bank has made internal policies related to 8 (eight) main risks of the Bank, namely Credit Risk, Market Risk, Strategic Risk, Liquidity Risk, Operational Risk, Reputation Risk, Compliance Risk,

## GENERAL DISCLOSURE OF BANK RISK MANAGEMENT

Legal Risk and 1 (one) additional risk within the scope Mega Corpora Financial Conglomerate, namely Intra-Group Transaction Risk.

2. In an effort to improve the Quality of Risk Management Implementation, particularly in the part of conformity to the risk management strategy with the Bank's overall strategic objectives and business strategy, the Bank has included a risk limit as part of the Bank's Business Plan. The risk limit will be periodically monitored according to the Bank's risk tolerance.
3. Determination of parameters, percentages or numbers of risk appetite and risk

tolerance is carried out based on historical data analysis, statistical approaches, business/ expert judgment and conditions of commercial bank data and strategic decisions from management.

4. Review of the risk appetite and risk tolerance will be carried out periodically by considering changes in the conditions and internal business strategies of the Bank and the national macroeconomic banking.
5. Risk limit parameters (risk appetite and risk tolerance) which currently a reference based on SK. 067/DIRBM/18 concerning Bank Risk Limit Policies, are as follows:

No	Parameter	Risk Appetite	Risk Tolerance
<b>1. Strategic Risk</b>			
a	Bank Mega's assets are compared to the Bank's Business Plan Target	≥ 80%	≥ 60%
b	Bank Mega's DPK is compared to the Bank's Business Plan Target	≥ 80%	≥ 60%
c	Bank Mega Credit is compared to the Bank's Business Plan Target	≥ 80%	≥ 60%
d	CAR Position	≥ 17%	≥ 15%
e	BOPO Position	≤ 80%	≤ 90%
f	Market Share for peer groups		
	- Assets	≥ 17%	≥ 15%
	- TPF	≥ 17%	≥ 15%
	- Credit	≥ 17%	≥ 15%
	- Capital	≥ 17%	≥ 15%
g	CAR after stress test	> 14%	> 12,625%
<b>2. Operational Risk</b>			
a	Internal Frequency of Fraud (3 months)	0	< 3 kali
b	The ratio of the number of permanent employees resigning to total employees (3 months) (Not including outsourcing employee) The ratio of the number of contracted employee resigning to total employees (3 months)	≤ 2% ≤ 4,03%	≤ 3,09% ≤ 6,03%
c	The ratio of the number of employees who have not been trained (12 months) to total employees The ratio of the number of permanent employees resigning to total employees (3 months) (Not including outsourcing employee)	≤ 5% ≤ 2%	≤ 20% ≤ 3,09%
d	OPRIST score	≥ 85	≥ 75
e	Significant Interruption Downtime Silverlake, ASCCEND, PCE, and CWX (3 months)	< 60 menit 60 menit	< 120 menit 120 menit

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No	Parameter	Risk Appetite	Risk Tolerance
f	Significant Interference Frequency Silverlake, ASCCEND, PCE, and CWX (3 months)	NIHILNIHIL	≤ 2 kali ≤ 2 kali
<b>3. Credit Risk</b>			
a	Low Quality Loan to Total Loans	≤ 7,50%	≤ 22,50%
-	Low Quality Corporate Loan to Total Corporate Loans	≤ 7,50%	≤ 20,00%
	Low Quality Commercial Loan to Total Commercial Loans	≤ 5,00%	≤ 15,00%
	SME Low Quality Loan to SME Total Loans	≤ 10,00%	≤ 25,00%
	Low Quality Loan for Total Consumer Loans	≤ 7,50%	≤ 15,00%
	JF & FL Low Quality Loan to JF & FL Total Loans	≤ 10,00%	≤ 25,00%
	CC Low Quality Loan to Total CC Loans	≤ 5,00%	≤ 15,00%
b	Non Performing Loans to Total Loans	≤ 2,00%	≤ 4,00%
	Corporate Non Performing Loan to Total Corporate Loans	≤ 0,50%	≤ 2,50%
	Commercial Non Performing Loan to Total Commercial Loans	≤ 0,75%	≤ 3,00%
	SME Non Performing Loan to SME Total Loans	≤ 4,00%	≤ 6,00%
	Consumer Non Performing Loan for Total Consumer Loans	≤ 3,00%	≤ 5,00%
	JF & FL Non Performing Loan against JF & FL Total Loans	≤ 1,25%	≤ 3,00%
	CC Non Performing Loan against CC Total Loans	≤ 2,00%	≤ 4,00%
c	Net NPL Ratio to Total Loans	≤ 1,50%	≤ 3,50%
d	Credit to Core Debtors to Total Credit	≤ 35,00%	≤ 50,00%
e	Allowance for Impairment Losses to Total Credit	< 1,00%	< 1,67%
f	AYDA to Total Assets	< 0,25%	< 1,15%
<b>4 Market Risk</b>			
a	PDN to Capital KPMM (incl DNDF) PDN to Capital KPMM (excl DNDF)	< 5%	< 10%
b	PDN to Capital KPMM (incl DNDF) PDN to Capital KPMM (excl DNDF)	< 10%	< 15%
c	Unrealized Loss Bonds to KPMM Capital	> -3%	> -5%
d	IRRBB - DEVE to Capital	≤ 13%	≤ 15%
<b>5. Liquidity Risk</b>			
a	Risk Limit for Liquid Asset Portfolios		
a.1	Total LJK Funding for Total Liabilities	< 15%	< 18%
a.2	Total HQLA for Total Assets	> 20%	> 13%
a.3	Liquidity Coverage Ratio (LCR)	>120%	>100%
b	Risk Composition of Securities		
b.1	Government Securities	> 50%	> 45%
b.2	LJK Securities	< 40%	< 50%
b.3	Non-LJK Securities	< 10%	< 15%
b.4	Securities-Mutual Funds	< 3%	< 5%
b.5	Term Deposit + BI Deposit Facility	< 10%	< 20%
c	LDR Valas   Forex LDR	< 90%	< 100%
d	NSFR	> 110%	> 100%
e	RIM	80% ≤ x ≤ 85%	Min.70% dan Maks. 95%

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No	Parameter	Risk Appetite	Risk Tolerance
<b>6. Legal Risk</b>			
a	Percentage of Addition to the Amount of Claims experienced by the Bank	≤ 10%	≤ 20%
<b>7. Compliance Risk</b>			
a	Frequency of Penalty Sanctions imposed by Regulators (OJK and/or BI)	≤ 4 kali	≤ 8 kali
b	Nominal Penalty Fines for Non-compliance	≤ Rp 50 juta	≤ Rp 100 juta
<b>8. Reputation Risk</b>			
a	Number of Negative reports	< 15 kali	< 20 kali
<b>9. Intra-Group Transaction Risk</b>			
a	Total Loans Provided to the Mega Corpora Group to Total Bank Loans	≤ 2%	≤ 3,50%
b	Total Deposits Originating From the Mega Corpora Group to the Bank's Total Deposits	≤ 5%	≤ 10%
c	Total Revenues Originating from the Mega Corpora Group to Total Bank Revenue	≤ 5%	≤ 10%
d	Total Costs/Expenses Derived from Mega Corpora Group to Total Bank Expenses/Expenses	≤ 5%	≤ 10%

6. The risk limit will be monitored periodically according to Bank Mega's strategic goals and business strategy and the risk tolerance set by Bank Mega.
7. Control of Credit Risk is carried out periodically. Meanwhile, the process of controlling Credit Risk at the branch is routinely carried out by the National Credit Review, Restructuring & Control (NCRC) work unit through the Credit Control work team. Some aspects of Credit Control examination include compliance aspects and potential risks arising in the credit process, market conditions and document a well as financial monitoring. Risk Limit policies on the acquisition of credit portfolios are a milestone for management in determining the direction of the development of a loan portfolio in the economic sector with the desired level of risk.
8. Risk control in addition to being built-in in the transaction and operational implementing unit, Internal Control also conducts periodic credit and operational checks. The handling of non-performing loans is carried out by independently separate work units, namely National Credit Review, Restructuring & Control (NCRC) and Credit Collection & Remedial (CCRD), which are tasked with restructuring loans that have problems but still have the potential to pay. Credit Asset Recovery (CARC) & CCRD play a role in managing and liquidating assets submitted by troubled debtors who have on possibility to restructure.
9. The function of credit collection (collection) that experiences late installment payments is in the Collection Strategy & Supporter work unit.

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10. Market Risk Control is carried out through a limit system and discussion in the ALCO Committee meeting and the Risk Management Committee (KMR).
11. Control of Liquidity Risk is carried out through funding strategies, management of liquidity positions and daily liquidity risks, management of intragroup liquidity and Liquidity Risk positions, management of high-quality liquid assets and emergency funding plans.
12. To ensure the continuity of business processes in the midst of the crisis conditions faced. The Bank continues to perfect Business Continuity Management (BCM) which covers business and operational aspects.
13. The Bank continuously strengthens risk control mechanisms, especially for Operational Risk with measures such as fulfilling and improving human resources through training programs, increasing coordination of control work units, improving policies and procedures, strengthening control at the first line of defense, and etc.
14. Through periodic supervision on Risk Limit, management can find out the direction of the Bank's main Risk movements (Credit, Market, Liquidity, Strategic and Operational) as an early warning signal.

### V. Reporting

1. The Bank periodically and routinely reports to regulators on business developments that occur. The technical and type of reports sent are in accordance with the provisions and formats stipulated by the regulator. Through this reporting system, Bank Mega periodically performs the translation function of its internal risk conditions to regulator.
2. The Risk Management Unit (SKMR) has also published several reports related to the conditions of risks associated with commercial banks to several work units and management. These reports are published in order to support the performance of related units through the provision of informative and dual-control data in risk control.

No	Report	Information
1	Risk Limit Report	Report on realization versus risk appetite and risk tolerance. The risk limit parameters are submitted to the Board of Directors every month and to the regulator at every quarter as part of the realization of the Bank Business Plan report. The preparation of the report and calculation of the risk limit has been stipulated in Decree No.071/DIRBM/19 concerning Bank Mega's Risk Limit Policy.
2	Capital Adequacy Ratio	KPMM Report to BI related to the calculation of Market and Credit Weighted Assets (RWA).
3	Exceed Limit Dealer & Counterparty	Report on the results of supervision on exceeding the Treasury limit.
4	Assessment of Bank Soundness and Integrated Risk Profile Assessment	Independent measurement and assessment of several risk management factors in accordance with the Financial Services Authority Circular No. 14/SEOJK.03/2017 dated March 17, 2017 concerning Assessment of the Soundness of Commercial Banks and SE OJK No.14/SEO-JK.03/2015 concerning Application of Integrated Risk Management.
5	Risk Event Database (RED)	Application/System/Database used for reporting data online for any loss events and near-miss that occur in the work unit.

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No	Report	Information
6	Daily Cash Flow	Cash flow projection
7	Operational Risk Online Test (OPRIST)	Reports on the results of the implementation of online tests, especially to the ranks of branch offices and certain work units to see the level of understanding of policies, procedures, product knowledge, and aspects of operational risk control.
8	Report on Risk Quantitative Information	Publication every 6 (six) months regarding quantitative information on bank risk exposures based on POJK No.32/POJK.03/2016 dated August 12, 2016 concerning Transparency and Publication of Bank Reports and SEOJK No.43/SEOJK.03/2016 concerning Transparency and Publication Report of Conventional Commercial Banks.
9	Daily Market Monitoring	Short review and recapitulation regarding news and market parameters.
10	Weekly rReport	Weekly publication of important facts related to Bank Mega's Market and Liquidity Risk exposure, along with supporting data that management needs to know.
11	Risk Weighted Assets (RWA) for Credit - Standardized Approach	The preparation and calculation of RWA for the Standardized Approach Credit has been regulated in SE No.127/DIRBM-CPPD/17 dated July 18, 2017.
12	Economic Sector Limit Reports and Trigger & Action Tools	Report on the movement of bank credit portfolios in 20 economic sector lines set by the regulator, as well as early warnings and action tools in sectors that have exceeded the expansion limit.
13	Credit Quality Monitoring Report	A credit portfolio report that is carried out on a monthly basis that includes the development of credit quality, credit restructuring, write off and collect off and the adequacy of credit reserves.
14	Calculation of Interest Rate Risk - Banking Book	The preparation and calculation of the interest rate - banking book risk has been stipulated in SE No.104/DIRBM-PRMG/19 concerning the Assessment and Reporting Guidelines of the Interest Rate Risk in the Banking Book.
15	Market Weighted Assets (RWA) - Standard Method	Market ATMR is a form of calculation of bank assets related to market risk based on OJK Regulation No.11/POJK.03/2016 concerning Minimum Capital Requirements for Commercial Banks and OJK SE No.38/SEOJK.03/2016 concerning Guidelines for Using Standard Methods in Calculation Minimum Capital Requirement for Commercial Banks by Taking into account Market Risk. RWA Market Risk is calculated for general interest rate risk, specific interest rate risk, and exchange rate risk. Market RWA calculation is carried out every month and reported on-line and off-line to the Regulator.
16	Reserves of Collective Impairment Losses (CKPN) for Non-Credit Card Loans	Activities related to CKPN collectively on non-credit card loans have been regulated in SK No.113/DIRBM/18 dated December 21, 2018 concerning the Guidelines for Decreasing Credit Values and SE No. 006/DIRBM-CPPD/19 dated January 15, 2019 concerning the First Amendment to the Guidelines for Decreasing Credit Value. The Bank will also conduct an update on the Credit Collective Impairment Losses calculation method along with internal policies according to the implamentation of PSAK 71 on January 2020.
17	Marked to Market & Marked to Model	The revaluation process of the fair value of productive assets is in the form of securities to determine the Bank's position on a daily basis to the value of market closure on that day. Some productive assets in the form of securities that do not have a quoted price in the market (non-liquid securities), are marked to model valuations by using a Credit Risk Spread approach. These non-liquid securities will refer to the movement of government bond yields with the addition of risk factors.

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No	Report	Information
18	Calculation of Liquidity Stress Test	In implementing Liquidity Risk management, stress testing is a test of the ability of the Bank to meet liquidity needs in crisis conditions by using stress scenarios in general market towards the Bank. The stress test on the implementation of Liquidity Risk management is carried out by referring to SK No.111/DIRBM/ 6 which was published on April 15, 2016 concerning the Stress Test Policy.
19	Report on Liquidity Coverage Ratio (LCR)	Report on Calculation of Compliance with Liquidity Adequacy Ratios as regulated in OJK Regulation No.42/POJK.03/2015.
20	NSFR	Net Stable Funding Ratio Calculation Report regulated in OJK Regulation No.50/POJK.03/2017.
21	RIM	Calculation of the obligation to provide GWM (Minimum Mandatory Current Account) refers to RIM (Macroprudential Intermediation Ratio) which is regulated in Bank Indonesia Regulation No 20/4/PBI/2018.
22	E-Learning Operational Risk	The implementation of online training to all Bank employees to increase the operational risk management understanding level.
23	E-Learning Credit Risk	Report on the results of the online test implementation for all Bank employees to find out the level of understanding of credit risk management.
24	Credit Stress Test Report	In the application of Credit Risk management, stress testing is carried out which is tested by considering the increase in non-performing financing and a decrease in the quality of credit to banks in crisis conditions.
25	Action Tools & Credit Risk Limit Trigger	The risk limit monitoring action report is based on exceeding the percentage value of the risk appetite and risk tolerance parameters in the credit sector carried out and delivered monthly in accordance with SE No. 182/DIRBM-CPPD/17 September 29, 2017 concerning the Mechanism of Trigger & Action Tools for Credit Risk Limit.

To measure the level of resilience of Bank Mega in facing a scenario of extreme external events, Bank Mega conducts stress testing as a basis for decisionmaking as well as meeting regulatory requirements. Stress testing aims to estimate the amount of loss, estimate the resilience of Bank capital in absorbing losses, adequacy of liquidity to meet the obligations of the Bank, and identify steps that must be taken to mitigate risks and maintain capital resilience. The implementation of stress testing covers the main types of risks, including Credit Risk, market risk and liquidity risk. Implementation of stress testing in 2018 based on the BUST scenario. In general, the results of stress testing show that Bank Mega is still able to maintain the resilience of capital and the adequacy of liquidity in conditions of economic weakness, despite pressure on profits.

Referring to POJK No.14/POJK.03/2017 concerning Recovery Plans for Systemic Banks, Bank Mega

prepares Recovery Options Action Plans and Options to prevent, restore and improve financial conditions and business continuity of the Bank in the event of financial stress, as stipulated in OJK Regulation No.14/POJK.03/2017 concerning Action Plan for Systemic Banks. The Action Plan prepared includes an analysis of the conditions of all Bank business lines including an analysis scenario of stress testing that occurs to the Bank in an idiosyncratic and market-wide shock manner which could endanger the sustainability of the Bank's business. The Bank prepares Recovery Options to overcome the conditions of capital, liquidity, profitability, and asset quality that are in accordance with the trigger level set for the purpose of prevention, recovery and improvement of the financial condition of the Bank. Bank Mega has also carried out an analysis of the feasibility and effectiveness to ensure that each prepared Recovery Option can be carried out properly.



## GENERAL DISCLOSURE OF BANK RISK MANAGEMENT

**Risk Management Strategy**

Risk management policies are adjusted to the direction of the Bank's business strategy. The focus of the business strategy in 2018 is directed at the Corporate and Joint Finance segments. Responding to the direction of business development, risk management strategies have taken steps in several key ways. Starting with:

1. Measurement, supervision, and control of the Bank's health level to remain in the risk appetite corridor or at least at risk tolerance.
2. Supervision of each risk limit parameter in Bank activities. This activity will be applied to every business line as part of management supervision so that the Bank's Risk level remains within the corridor of risk tolerance.
3. Internalization of risk statements and risk culture to all levels of the Bank's organization.
4. Maintaining the strength of the independence of the operational unit and risk management unit at each directorate.

5. Development of human resources, especially in risk management capabilities. This development program will be implemented in the form of training & refreshment of risk management certification to enterprise risk management based training.
6. Implementation of regulatory provisions or recommendations in an orderly and sustainable manner.

The focus of risk management implementation also starts from the results of risk profile evaluations throughout 2019. Operational Risk, Credit Risk, and Strategic Risk need to be given attention in light of several key issues that require an action plan. The action plan will get the attention and direct follow-up by management if needed.

In addition, the management of other risks will continue to be carried out with the pattern as has been done with adjustments and improvements to the parameters that are still at risk.

# SPECIFIC DISCLOSURE OF BANK RISK MANAGEMENT

## CREDIT RISK

Credit Risk is a risk due to the failure of the debtor and/ or other parties to fulfill obligations to the Bank. Credit Risk Management is an integral responsibility of management and personnel at every level that must be reflected in daily activities through a risk awareness culture. Every party involved in planning, making decisions, implementing the credit approval process must conduct analysis and mitigation of Credit Risk in accordance with their respective functions and responsibilities.

### Implementation of Risk Management for Credit Risk

Duties and Responsibilities (a) Commissioners and Directors, (b) Risk Management Work Units, (c) Supporting Units, (d) Risk Management Committees, (e) Risk Monitoring Committees, and (f) Credit Policy Committees all arranged in Bank Mega Credit Risk Management Policy.

An independent work unit has been formed to evaluate, monitor and report on various risks independently. The work unit is designed to function independently of the business unit.

Credit Risk Management, Operational Risk Management, Market, Liquidity & Integrated Risk Management, National Credit Appraisal, National Credit Review, Restructuring & Control, Good Corporate Governance, Banking Fraud, Anti Money Laundering, Corporate Legal, Customer Care Centers, and Units Operation Control has the duty to identify, review and supervise all of the Bank's main risks in accordance with established risk management policies and procedures. The risk control function is in the Internal Audit (IADT) work unit.

The principle applied by the Bank in carrying out Credit Risk management activities is based on internal Credit Risk policies as outlined in the Bank

Mega Credit Risk Management Policy. The policy is a Credit Risk management strategy guideline for activities that have a significant Credit Risk exposure, management of credit concentration risk, and the mechanism of measuring and controlling Credit Risk. The management of credit concentration risk is carried out through diversification of credit portfolios in various geographical regions, industries and credit products in an effort to minimize Credit Risk. The bank has a financing limit based on the economic sector in all segments.

The Credit Risk measurement and control mechanism is carried out by using various analysis tools, including rating and scoring systems as one of the tools to decide credit, a system of credit breaker authority, other Credit Risk analysis based on quantitative calculations, and a threshold level of Credit Risk in calculating risk profiles based on Valuation Bank Soundness Level (PTKB).

PTKB is reported periodically to the Financial Services Authority and is measured using a risk approach (Risk-based Bank Rating/RBBR) which consists of 2 (two) parts, namely Inherent Risk and Quality Implementation of Credit Risk Management. The inherent indicators are grouped into four broad categories namely Asset Portfolio Composition and Concentration Level, Fund Provision Quality and Adequacy of Reserves, Strategies for Provision of Funds and Sources of Provision of Funds, and External Factors.

Throughout 2019, the Bank has calculated the Allowance for Impairment Losses (CKPN). Definition of bills that experience impairment, an explanation of the approach used for the formation of individual and collective Allowance for Impairment Losses (CKPN), and statistical methods used in calculating CKPN contained in the Guidelines for Decreasing Bank Mega Credit Value and Policy PSAK 50-55 PT Bank Mega, Tbk.

## SPECIFIC DISCLOSURE OF BANK RISK MANAGEMENT

## Disclosure of Quantitative Credit Risk Standards

The Bank applies the Standardized Approach in the calculation of Risk Weighted Assets (RWA) for Credit Risk, in accordance with Bank Indonesia regulations, which are internally contained in the Credit RWA Report Work Guidelines - Standardized Approach. This work guideline includes information on the policy of using ratings in the calculation of Risk Weighted Assets (RWA) for Credit Risk, portfolio categories that use ratings, rating agencies used, and disclosure of counterparty credit risk, including types of risk mitigation instruments. Loans commonly received / submitted by the Bank, as well as the types of Credit Risk mitigation instruments used in the calculation of RWA for Bank Mega Credit Risk.

## Qualitative Standard Disclosure of Credit Risk Mitigation

Information about the Bank's policies for the main types of collateral received, procedure policies and processes for assessing and managing collateral, the main guarantee / guarantee parties and the creditworthiness of these parties, as well as the level of concentration information generated from the use of techniques Credit Risk mitigation is included in the Collateral Assessment Policy. All policies/guidelines above are reviewed regularly to be in line with the latest developments in regulations, business environment and changes that occur due to the Bank's business growth and global economic conditions.

## Disclosure of Qualitative Asset Securitization

The bank does not have exposure to asset securitization.

## MARKET RISK

Market Risk is risk in balance sheet and administrative account positions including derivative transactions, due to overall changes in market conditions, including changes in option prices. Market risk includes, among others, interest rate risk, exchange rate risk, equity risk,

and commodity risk. Interest rate risk, exchange rate risk, and commodity risk can come from both the trading book position and the banking book position.

## Application of Market Risk Management

Determination of organizational structure, equipment and completeness of units/ functions related to the implementation of risk management for Market Risk must be adjusted to the characteristics and complexity of the Bank's business activities.

In the framework of implementing effective risk management, the Bank prepares duties and responsibilities that are tailored to business objectives and policies, the size and complexity and capabilities of the Bank. The person in charge of market risk management is generally located in each work unit that has activities exposed to Market Risk, and specifically located in the Treasury and Global Markets work units as managers of the Bank's Market Risk as a whole. In implementing this management the Treasury and Global Markets work units are assisted by the Market, Liquidity & Integrated Risk Management (MIRG) work unit, which independently provides objective input and analysis in the process of identifying, measuring, monitoring and managing Market Risk.

Distribution of authority and responsibilities of the Board of Commissioners and Directors, Market work units, Liquidity & Integrated Risk Management (MIRG), Risk Management Committee (KMR) and Asset and Liability Management Committee (ALCO), Supporting Units consisting of Internal Audit, Business Units and Operational Work Units are regulated in the Market Risk Management Policy.

## Management of the Trading Book and Banking Book Portfolio

The management of the trading book and banking book portfolio, as well as the valuation

## SPECIFIC DISCLOSURE OF BANK RISK MANAGEMENT

method used is also regulated in the Market Risk Management Policy.

Management and control of Market Risk through the determination and review of Market Risk limits carried out periodically. These limits include Market Risk Limit on the trading book, Market Risk Limit interest rates on the banking book, Market Risk Limit exchange rate based on Net Open Position (PDN), and risk level threshold for Bank Soundness Rating (PTKB) on Market Risk Profiles (carried out with the approach of historical data, statistics, and expertise judgment and business perspective).

The Bank also periodically measures and reports to the Financial Services Authority in managing Market Risk based on Market Risk parameters in Bank Soundness Rating (PTKB) using a risk approach (Risk-based Bank Rating/RBBR) which consists of 2 parts, namely Inherent Risk and Quality of Risk Management Implementation. These inherent indicators are grouped into 3 (three) major categories, namely the volume and composition of the portfolio, the potential loss of interest rate risk in the banking book, and the Bank's business strategy and Bank policies.

### Market Risk Measurement

Mechanism Market Risk Measurement on the trading book for exchange rates and interest rates is calculated by calculating the Minimum Capital Provision Obligation (KPMM) using the Standard Method on a monthly basis as regulated in the regulatory provisions. The Bank has also implemented regulatory provisions regarding the calculation of specific interest rate risks which are weighted based on securities portfolio and rating categories.

Market Risk Measurement in terms of interest rates on the banking book uses the IRRBB (Interest Rate Risk in Banking Book) on a monthly basis. Interest rate risk is seen from the perspective of Economic Value and Earnings (NII).

Measurement of Market Risk from the side of the exchange rate through the calculation of the Net Open Position (PDN) daily according to the regulatory provisions.

### Portfolio Coverage in KPMM

The portfolio coverage (trading and banking book) that is calculated in KPMM using the Standard Method, in accordance with Bank Indonesia regulations. Calculation in KPMM consists of interest rate risk (specific risk & general risk) and exchange rate risk. Specific interest rate risk is applied based on the OJK Regulation regarding Guidelines for Using Standard Methods in Commercial Capital Adequacy Ratio Calculation by Taking into account Market Risk.

Specific interest rate risk is calculated by using securities (trading book) data based on portfolio categories and securities ratings from Bank Mega Monthly Bank (LBU) Reports. Risk weight is determined based on a combination of portfolio categories and ratings. In general, weighting is divided into 3 (three) groups, namely, Government Categories, Investment Grade and Non Qualification Categories, with variations in weights ranging from 0% to 12%.

The general interest rate risk (trading book) uses the maturity method, where grouping is based on the remaining tenor buckets from  $\leq 1$  month to buckets  $> 20$  years. Risk weight varies from 0% to 12.5%.

Meanwhile, exchange rate risk is calculated from the Net Open Position (NOP) multiplied by the capital charge of 8%. Calculation of NOP is based on regulatory provisions.

Steps and Plans in Anticipating Market Risk Analysis of Market Risk profiles that include parameters of the trading strategy and banking book, as well as the complexity of derivative products owned by the Bank, are periodically submitted to management through the Risk

## SPECIFIC DISCLOSURE OF BANK RISK MANAGEMENT

Management Committee, in order to formulate anticipatory steps and plans.

#### Qualitative Disclosure of Market Risk Calculations Using Internal Models

The Bank does not calculate Market Risk by using an internal model.

### LIQUIDITY RISK

Liquidity risk is a risk due to the inability of banks to meet maturing obligations from cash flow funding sources and/or from high-quality liquid assets that can be pledged without disrupting the activities and financial condition of the bank. The inability to obtain funding sources for cash flows which can cause Liquidity Risk can be caused by, among others:

- Inability to generate cash flows originating from productive assets or from the sale of assets, including liquid assets; and/or
- Inability to generate cash flows from fund raising, interbank transactions, and loans received.

#### Liquidity Risk Management Organization

Liquidity Risk Management Organization  
Determination of organizational structure, equipment and completeness of units/functions related to the implementation of risk management for Liquidity Risk must be adjusted to the characteristics and complexity of the Bank's business activities.

In the framework of implementing effective risk management, the Bank prepares duties and responsibilities that are tailored to business objectives and policies, the size and complexity and capabilities of the Bank. The person in charge of managing Liquidity Risk is generally located in each work unit that has activities that are exposed to Liquidity Risk. Market, Liquidity & Integrated Risk Management (MIRG) independently provide input and objective analysis in the process of identifying, measuring, monitoring and managing Liquidity Risk.

The distribution of authority and responsibilities of the Board of Commissioners and Directors, Market Work Units, Liquidity & Integrated Risk Management (MIRG), Asset and Liability Management Committee (ALCO), Supporting Units consisting of Internal Audit, Business Units and Operational Work Units are regulated in the Policy Liquidity Risk Management.

Mechanism for Measurement and Control of Liquidity Risk Identification is carried out on all sources of Liquidity Risk as stipulated in the Liquidity Risk Management Policy which includes:

- a. Banking products and activities that can affect the source and use of funds both in the position of assets and liabilities and administrative accounts.
- b. Other risks that can increase Liquidity Risk, such as Credit Risk, Market Risk, and Operational Risk.

The tools used to measure and control Liquidity Risk refer to regulatory provisions which include Maturity Profile, Cash Flow Projection, Stress Testing, and Liquidity Risk parameters in Bank Soundness Rating (PTKB) using a risk approach (Risk-based Bank Rating/RBBR) which consists of 2 parts, namely Risk Inherent and Quality of Implementation of Risk Management. These inherent indicators are grouped into 3 (three) major categories, namely the Composition of Assets, Obligations, and Administrative Account Transactions, Concentration of Assets and Liabilities, Vulnerability to Funding Needs.

#### Early Warning Indicators

Monitoring of Liquidity Risk by the Bank must pay attention to early warning indicators, both internal and external, to determine the potential for increased Bank Liquidity Risk. Internal indicators include the following: Bank funding and asset growth strategies, increased concentration both on the assets and liabilities of the Bank, increasing

## SPECIFIC DISCLOSURE OF BANK RISK MANAGEMENT

foreign exchange mismatch, and increasing Bank funding costs.

Control is carried out on activities that have increased risk. Control is carried out through funding strategies, management of daily liquidity and Liquidity Risk positions, management of intragroup liquidity and Liquidity Risk positions, management of high quality liquid assets, and emergency funding plans.

### Rupiah Maturity Profile

One of the tools used to measure Liquidity Risk with reference to the regulatory provisions is the Maturity Profile. Maturity profiles are based on assets, liabilities, and administrative accounts in Rupiah and foreign currencies that are mapped to a certain time scale (maturity bucket) based on remaining maturity which aims to identify the occurrence of gaps liquidity on a certain time scale.

### OPERATIONAL RISK

Operational Risk is a risk caused by insufficient and/or nonfunctioning internal processes, human errors, system failures, or external problems that affect the Bank's operations. With the issuance of the OJK Regulation on the Implementation of Risk Management for Commercial Banks, Bank Mega has since seriously implemented Operational Risk management by constantly improving its implementation in all Bank activities, both those that are embedded in transactional activities at branch offices and support activities that are located at the head office.

### Operational Risk Management Organization

To increase the effectiveness of the implementation of Operational Risk management, the Bank has established an operational risk management organization with clearly defined tasks and responsibilities, starting at the branch, regional and head office levels. The functions and tasks of the organization are always reviewed to be harmonized with increasing the effectiveness of coordination

and increasing the sharpness of the implementation of risk identification.

At the head office level, the Bank has established an Operational Risk Management Work Unit under the coordination of the Risk Management Work Unit. This Work Unit has the task of assisting the Directors in managing Operational Risk, monitoring the process of implementing operational risk management as a whole, ensuring operational risk management policies run at all levels of the organization. The several tasks include the following:

- Assist the Directors in drafting the Operational Risk Management Policy.
- Design and implement tools to assess Operational Risk and reporting and coordinate operational risk management activities across all work units.
- Prepare a report on the Operational Risk profile.
- Providing assistance to business units on issues of Operational Risk management, and Operational Risk management training.

In its implementation, the Operational Risk Management Work Unit coordinates with the Internal Audit Work Unit, Operational Control Work Unit, Compliance Unit and other related Work Units by conducting regular meetings to discuss material Operational Risk issues so that these risks can be controlled early.

On the other hand, the Bank has also established a Risk Management Committee (KMR) Support Group for the field of Operational Risk whose job is to assist the KMR in identifying operational risks specifically related to the risk management process carried out by the risk owner. The Support Group also functions as a filter for risk issues that will be brought to the KMR meeting, so that only crucial and material issues are found solutions in the KMR meeting forum.

## SPECIFIC DISCLOSURE OF BANK RISK MANAGEMENT

**Operational Risk Identification and Measurement Mechanism**

The Bank uses the Operational Risk Online Test (OPRIST) tool to measure the level of mastery of the branch office staff towards policies and procedures, authority and products. Risk identification by looking at the level of employee mastery of policies and procedures is seen as an effective way to see the potential risks of errors in the implementation of operational processes.

In addition, Operational Risk Management E-Learning has been carried out for all employees to measure employee understanding regarding Operational Risk management. Through the implementation of E-Learning you can see the level of awareness of Operational Risk while providing refreshment to employees.

On a bank wide basis, risk identification and measurement are carried out on several key indicators which are considered to represent the Bank's operational risk. These indicators are grouped into 5 (five) major categories namely Business Characteristics and Complexity, Human Resources, Information Technology and Supporting Infrastructure, Fraud and External Events. The final results of identification and measurement are in the form of Bank Operational Risk profiles that are reported to the Financial Services Authority every quarter.

On the other hand, the measurement of risks associated with the calculation of Risk Weighted Assets (RWA) for Operational Risk currently the Bank uses the Basic Indicator Approach (BIA) approach which is deemed still able to meet the needs of the Bank.

**Operational Risk Mitigation Mechanism**

In order to mitigate or control the Operational Risk inherent in operational activities, the Bank periodically reviews the Operating Procedure Policies and Standards (SOPs) to ensure the

adequacy of the Policies and SOPs as work guidelines given that the bank's business activities are growing. In addition, the Bank also delegates authority, especially in branch transactions in the form of transaction limits, thus facilitating the customer service process without ignoring the risk aspects.

Separation of functions and tasks or segregation of duty is always carried out on all operational activities both for transactional and non-transactional activities including the reporting process. It includes the application of dual controls to ensure transaction validation. Other Operational Risk control methods such as security systems, enhancements and capabilities of Human Resources are also always carried out to minimize Operational Risk so that the Bank is avoided from losses.

**LEGAL RISK**

Legal Risk arises because of lawsuits and/or the existence of juridical weaknesses. Legal risks can cause significant losses if not managed adequately. Early legal risk identification is very helpful in managing legal risk so that it does not cause losses beyond the Bank's tolerance.

**Legal Risk Management Organization**

The Bank views Legal Risk as a type of risk that must be managed seriously considering its impact can be significantly detrimental. Based on this view, the Bank has established a legal risk management organization at the head office and regional offices. At the head office, the Bank has a Corporate Legal Work Unit that functions as a legal watch whose duties include dealing with legal issues faced by the Bank, providing legal opinions on the Cooperation Agreement to be conducted by the Bank, providing legal analysis regarding the launch of new products and activities. The Corporate Legal Unit is responsible to the President Director.





## SPECIFIC DISCLOSURE OF BANK RISK MANAGEMENT

changes. In this regard, the Bank always adjusts each business strategy that will be formulated with the development of the environment in question. One form is that since 2012 the Bank has focused more on business development by integrating with group business, of course by always complying with internal and external laws and regulations. Service to the main customers (priority banking) at the moment is seen as still having a great opportunity to be developed. The promotion strategy by synergizing credit products and deposits products which are then offered primarily to prime customers continues to be carried out to maintain customer loyalty and to acquire new customers.

#### Mechanism for Measuring Progress Achieved from a Defined Business Plan Strategic

Risk Control is always carried out by all work units, especially by business units at the branch level, business areas to the head office. Every week the branch office evaluates its business achievements. Likewise for the business area and head office is carried out every week. The scope of the evaluation in addition to achieving the targets that have been set, also includes finding solutions to the constraints faced in the field. All of these steps are carried out to keep the Bank's strategy implemented according to what has been determined, or in other words minimizing Strategic Risk.

#### COMPLIANCE RISK

Compliance Risk is a risk due to the Bank not complying with and/or not implementing the applicable laws and regulations. Compliance Risk can be sourced from, among other things, legal behavior, namely behavior/activity of the Bank that deviates or violates the provisions or applicable laws and organizational behavior, namely behavior/activities of the Bank that are deviant or contrary to generally accepted standards. Compliance Risk

has a very significant impact if it is not managed adequately because the impact can be in the form of fines or severe sanctions. In this regard, the Bank always considers that Compliance Risk is a risk that needs to be managed seriously.

#### Compliance Risk Management Organization

Based on this view, the Bank established a Work Unit specifically dealing with compliance, namely the Compliance & Good Corporate Governance (CGCG) Work Unit at the Head Office. Whereas the compliance function in Regional Offices is coordinated by Regional Compliance. In order to manage compliance risk, through this Work Unit, the Bank always ensures that it does not violate the applicable regulations in the form of internal regulations or external regulations. Monitoring the implementation of all reporting obligations that must be carried out by the Bank to the regulator. CGCG Work Unit is responsible to the Compliance Director (Compliance & Human Capital Director).

#### Strategy and Effectiveness of Application of Compliance Risk Management

The existence of the CGCG Work Unit has been independent of business work units and support so that it is more effective in carrying out its duties and functions. Related to this, in order to compile and review internal policies in the form of operational policies as well as the Standard Operating Procedure (SOP), the Bank always ensures that no external regulations are violated. Technically, each policy issued must be reviewed by the Compliance Unit. On the other hand, in the implementation of transactions, services to customers, the officer carrying out the transaction must ensure the completeness of documents and the correctness of documentation. This is done as an anticipatory step so that the Bank is not exposed to Compliance Risk.

## SPECIFIC DISCLOSURE OF BANK RISK MANAGEMENT

### Compliance Risk Monitoring and Control Mechanism

In order to carry out risk monitoring compliance of the Internal Audit Unit and the Operational Control Work Unit and Credit Control Work Unit have a very important role. The three work units are in accordance with their roles and duties, collaborating hand in hand in monitoring Compliance Risk for all work units both business and support. On the other hand, to optimize aspects of internal control, the Bank routinely conducts training for employees related to aspects of compliance, especially for new employees as well as employees who have long worked. At the branch office level routinely at least once a week a morning briefing is held, namely a discussion forum specifically to discuss policies issued by the head office and external rules.

good management. By referring to this, the Bank has a work unit tasked with managing reputation risk namely Corporate Affair where technically the implementation is carried out by the Corporate Communication team. This work unit is tasked with monitoring negative news in the mass media and handling customer complaints in the mass media, as well as carrying out public relations functions and responding to negative news or other events that affect the Bank's reputation and can cause losses to the Bank. In addition, this Work Unit is also tasked with communicating information needed by investors, customers, creditors, associations and the public.

In addition, the Bank has a Customer Care Center (CCC) Work Unit that has the task of handling customer complaints/ complaints received by the branch office. Technically, every customer complaint submitted to the branch office will be reported by the relevant branch to the CCC through the system/ application that has been prepared. Furthermore, the CCC routinely monitors complaints that exist in the system/ application and then coordinates with the relevant work units to find a solution.

### REPUTATION RISK

Reputation Risk is a risk due to a decrease in the level of trust of stakeholders (stakeholders) originating from negative perceptions of the Bank. Reputation risk can be sourced from various Bank business activities such as negative reporting in the mass media, violations of business ethics, and customer complaints; or weaknesses in governance, corporate culture, and bank business practices. Given that Reputation Risk is highly related to customers, then if it is not managed properly, reputation risk has a very significant impact, including the occurrence of a rush that ultimately leaves the Bank abandoned by its customers.

### Reputation Risk Management Organization

As a business institution whose business activities are based on public trust, good reputation or good reputation has a very important role for the Bank. Reputation in the form of public trust needs to be built over a long period of time so that it needs

### Policies and Mechanisms in Order to Improve Services to Customers

To maintain reputation, the Bank always makes efforts to improve service to customers. If the customer feels that all of his interests are met, they are expected to make a positive contribution to the Bank's reputation. Increasing competence to employees who are directly in touch with customers is one of the effective ways to improve services. This is done by the Bank by providing training routinely to Teller, Customer Service and marketing personnel, especially regarding ways to serve customers, as well as increasing their understanding of Bank products.

## SPECIFIC DISCLOSURE OF BANK RISK MANAGEMENT

In addition, the Bank always applies the Information Transparency Principle to customers. In this connection the Bank always provides information to customers on the benefits, risks and costs of each product and service provided by the Bank. So that customers get balanced information on products or services that are utilized.

**Managing Reputation Risk at the Time of Crisis**

The crisis condition is the least expected condition by all types of companies, including the Bank, because this condition can be a destructive factor for the reputation that has been built by the Bank. For this reason, appropriate steps are needed

in managing crisis conditions, including how to communicate them to customers to avoid negative perceptions of the Bank. The role of the Bank's reputation risk management during the crisis period is handled by the Corporate Affair work unit by getting direct directions from the President Director. Some strategies that can be done by the Bank are to maintain good relations with the mass media in a professional manner, provide adequate understanding and education to the public/ customers regarding the crisis conditions so that customers can obtain the right information. This is to avoid customer panic.



# RISK MANAGEMENT

## TABLE BASEL DISCLOSURES

**Tabel 1 : Disclosure of Capital Structure**

CAPITAL COMPONENTS	
<b>I Core Capital (Tier 1)</b>	
<b>1 Common Equity Tier 1 (CET 1)</b>	
<b>1.1 Paid up capital (After deducting Treasury Stock)</b>	
<b>1.2 Additional Capital Reserves</b>	
1.2.1 Addition Factor	
1.2.1.1 Other comprehensive income	
1.2.1.1.1 Difference over financial statement translation	
1.2.1.1.2 Potential profits from increasing the fair value of financial assets in the group available for sale	
1.2.1.1.3 Fixed asset revaluation surplus balance	
1.2.1.2 1.2.1.2 Other additional capital reserves (other disclosed reserves)	
1.2.1.2.1 Agio	
1.2.1.2.2 General reserves	
1.2.1.2.3 Profits of past years	
1.2.1.2.4 Profit for the current year	
1.2.1.2.5 Capital deposit funds	
1.2.1.2.6 Others	
1.2.2 Deduction Factors	
1.2.2.1 Other comprehensive income	
1.2.2.1.1 Difference in lack of financial statement translation	
1.2.2.1.2 Potential losses from decreasing the fair value of financial assets in the group available for sale	
1.2.2.2 Other additional capital reserves (other disclosed reserves)	
1.2.2.2.1 Disagio	
1.2.2.2.2 Loss of past years	
1.2.2.2.3 Loss of the current year	
1.2.2.2.4 Less difference between Allowance for Deletion of Assets (PPA) and Reserves for Impairment Losses (CKPN) on productive assets	
1.2.2.2.5 Difference in the amount of adjustments to the fair value of financial instruments in the trading book	
1.2.2.2.6 PPA non-productive assets that must be formed	
1.2.2.2.7 Others	
<b>1.3 Non-controlling Interests that can be taken into account</b>	
<b>1.4 Deduction Factors of Core Core Capital</b>	
1.4.1 Calculation of deferred tax	
1.4.2 Goodwill	
1.4.3 All other intangible assets	
1.4.4 Inclusion is calculated as a deduction factor	
1.4.5 Lack of capital in insurance subsidiaries	
1.4.6 Exposure to securitization	

## RISK MANAGEMENT TABLE BASEL DISCLOSURES

(In million Rupiah)

	December 31, 2019	December 31, 2018
	12,619,668	14,684,721
	12,619,668	14,684,721
	3,481,888	3,481,888
	9,741,667	11,410,931
	-	-
	-	-
	3,929,739	3,696,126
	2,048,761	2,048,761
	1,497	1,543
	3,308,574	4,341,838
	1,599,347	2,002,733
	-	-
	-	-
	-	-
	(616,312)	(18,431)
	-	-
	-	-
	-	-
	(427,489)	(533,548)
	-	-
	(102,450)	(128,091)
	-	-
	-	-
	(603,887)	(208,098)
	(111,284)	-
	-	-
	(31,345)	(40,270)
	-	-
	-	-
	-	-

## RISK MANAGEMENT TABLE BASEL DISCLOSURES

CAPITAL COMPONENTS			
1.4.7 Deduction factor for other main core capital			
1.4.7.1 Placement of funds on AT1 and / or Tier 2 instruments with other banks			
1.4.7.2 Cross ownership in other entities obtained based on transfers due to law, grant, or will			
2 Additional Tier 1 (AT 1) Capital 2.1			
2.1 Instruments that meet AT 1 requirements			
2.2 Agio/Disagio			
2.3 Deduction Factor: Additional Core Capital *)			
2.3.1 Placement of funds on AT1 and/or Tier 2 instruments with other banks			
2.3.2 Cross ownership in other entities obtained based on transfers due to law, grant, or will			
II Complementary Capital (Tier 2)			
1			
1 Capital instruments in the form of shares or others that meet Tier 2 requirements			
2 Agio/disagio			
3 General PPA reserves for productive assets that must be formed (at most 1.25% ATMR Credit Risk)			
4 Deduction Factors of Supplementary Capital			
4.1 Sinking Fund			
4.2 Placement of funds on AT1 and / or Tier 2 instruments with other banks			
4.3 Cross ownership in other entities obtained based on transfers due to law, grant, or will			
TOTAL CAPITAL			
Description	31 December 2019	31 December 2019	
WEIGHTED ASSETS BY RISK WABY OF CREDIT RISK			
MARKET RISK	49,945,904	45,180,988	
WABY OF OPERATIONAL RISK	1,702,197	115,800	
TOTAL WABY	10,373,959	10,088,899	
TOTAL ATMR	62,022,060	55,385,687	
KPMM RATIO ACCORDING TO RISK PROFILE (%)	10.00%	10.00%	
ALLOCATION OF KPMM FULFILLMENT ACCORDING TO RISK PROFILE			
From CET 1 (%)	10.00%	10.00%	
From AT 1 (%)	0.00%	0.00%	
From Tier 2 (%)	0.00%	0.00%	



## RISK MANAGEMENT TABLE BASEL DISCLOSURES

(In million Rupiah)

	December 31, 2019	December 31, 2018
	(461,258)	(167,828)
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	-	-
	369,742	395,172
	-	-
	(369,742)	(395,172)
	-	-
	<b>12,619,668</b>	<b>14,684,721</b>

KETERANGAN	December 31, 2018	December 31, 2019
<b>KPMM ratio</b>		
Rasio CET 1 (%)	23.68%	22.79%
Rasio Tier 1 (%)	23.68%	22.79%
Rasio Tier 2 (%)	0.00%	0.00%
Rasio KPMM (%)	22.79%	23.68%
CET 1 FOR BUFFER (%)	13.68%	12.79%
PERCENTAGE OF BUFFERS THAT MUST BE FULFILLED BY BANKS (%)	2.500%	2.625%
Capital Conservation Buffer (%)	2.500%	1.875%
Countercyclical Buffer (%)	0.000%	0.000%
Capital Surcharge for Systemic Banks (%)	0.000%	0.750%

## RISK MANAGEMENT TABLE BASEL DISCLOSURES

### Credit Risk

**Tabel 2 : Disclosures of Net Bills by Region - Individual Banks**

No.	Portfolio Category	31 December 2019							
		Net Claims by Region							
		Jakarta	Bandung	Surabaya	Semarang	Medan	Makassar	Kalimantan	Total
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)
1	Government Claims	25,365,405	-	-	-	-	-	-	25,365,405
2	Claims to Public Sector Entities	4,620,398	-	-	-	-	-	-	4,620,398
3	Claims on Multilateral Development Banks and International Agencies	-	-	-	-	-	-	-	-
4	Bank Claims	11,923,858	-	2	-	7	5,135	151	11,929,153
5	Residential Mortgage Loans	256,694	55,113	23,006	24,413	33,933	28,102	45,279	466,540
6	Commercial Property Backed Credit	6,890	143	2,215	511,939	9,706	50,887	1,906	583,686
7	Credit Employees/Retirees	6	-	-	-	-	16,407	-	16,413
8	Micro Business, Small Business and Retail Portfolio Bills	20,707,150	462,363	149,061	209,309	92,197	141,935	178,411	21,940,426
9	Claims to Corporations	23,812,611	168,652	410,420	674,943	169,842	10,924	266,654	25,514,046
10	Bills that Have Maturity	1,101,200	-	79,220	2,998	1,871	6,913	2,742	1,194,944
11	Other assets	(19,157,710)	3,671,224	8,689,943	1,333,443	6,049,331	4,107,543	4,206,474	8,900,248
	Total	68,636,502	4,357,495	9,353,867	2,757,045	6,356,887	4,367,846	4,701,617	100,531,259

### Credit Risk

**Tabel 3 : Net bill based on the remaining contract period**

No.	Portfolio Category	31 December 2019					
		Net bills					Total
		< 1 year	1 year - < 3 years	3 years - < 5 years	≥ 5 years	Non-Contractual	
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
1	Claims to Government	18,004,936	2,527,262	2,099,160	2,412,566	321,481	25,365,405
2	Claims to Public Sector Entities	1,039,728	1,413,008	-	2,167,662	-	4,620,398
3	Claims to Multilateral Development Banks and International Agencies	-	-	-	-	-	-
4	Claims to Bank	8,591,211	1,750,294	805,837	-	781,811	11,929,153
5	Residential Mortgage Loans	10,479	77,904	114,174	258,091	5,892	466,540
6	Commercial Property Backed Credit	167,147	12,499	44,821	359,219	-	583,686
7	Credit Employees / Retirees	201	2,397	7,082	5,732	1,001	16,413
8	Micro Business, Small Business and Retail Portfolio Bills	1,861,831	4,089,498	7,260,825	363,087	8,365,185	21,940,426
9	Claims to Corporations	7,483,909	2,995,278	2,130,988	12,903,871	-	25,514,046
10	Bills That Have Maturity	143,802	81,308	58,669	793,725	117,440	1,194,944
11	Other assets	2	-	-	-	8,900,246	8,900,248
	Total	37,303,246	12,949,448	12,521,556	19,263,953	18,493,056	100,531,259

## RISK MANAGEMENT TABLE BASEL DISCLOSURES

(In million Rupiah)

31 Desember 2018							
Net Claims by Region							
Jakarta	Bandung	Surabaya	Semarang	Medan	Makassar	Kalimantan	Total
(11)	(12)	(13)	(14)	(15)	(16)	(17)	(18)
18,605,887	-	-	-	-	-	-	<b>18,605,887</b>
6,127,931	-	-	-	-	-	-	<b>6,127,931</b>
-	-	-	-	-	-	-	-
9,506,611	-	2	-	9	4,841	139	<b>9,511,601</b>
301,396	71,914	37,411	28,395	46,329	46,123	67,733	<b>599,301</b>
8,736	200	3,064	579,053	12,576	58,903	2,574	<b>665,106</b>
12	-	-	-	-	27,515	-	<b>27,527</b>
18,281,748	227,017	187,570	225,215	161,090	244,024	198,911	<b>19,525,575</b>
17,708,937	90,454	408,415	463,160	181,216	11,525	301,441	<b>19,165,148</b>
451,113	1,066	48,603	2,439	8,833	12,203	10,494	<b>534,751</b>
(16,460,075)	2,939,488	7,464,252	1,125,894	5,773,927	3,667,812	3,105,250	<b>7,616,548</b>
<b>54,532,295</b>	<b>3,330,139</b>	<b>8,149,316</b>	<b>2,424,157</b>	<b>6,183,979</b>	<b>4,072,946</b>	<b>3,686,542</b>	<b>82,379,374</b>

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(In million Rupiah)

31 December 2018					
Net bills based on contract period remainder					
< 1 year	1 year - < 3 years	3 years - < 5 years	≥ 5 years	Non-Contractual	Total
(9)	(10)	(11)	(12)	(13)	(14)
11,413,971	2,750,747	2,821,391	2,353,242	(733,465)	<b>18,605,887</b>
334,560	2,781,673	926,984	2,084,714	-	<b>6,127,931</b>
-	-	-	-	-	-
4,318,700	3,987,572	805,837	-	399,491	<b>9,511,601</b>
16,017	95,790	135,612	344,927	6,954	<b>599,301</b>
270,459	7,150	63,535	323,961	-	<b>665,106</b>
201	3,676	9,379	11,883	2,387	<b>27,527</b>
1,738,058	3,161,090	6,365,921	556,147	7,704,359	<b>19,525,575</b>
7,925,744	2,443,247	1,590,720	7,205,194	244	<b>19,165,148</b>
154,688	82,970	99,634	64,974	132,485	<b>534,751</b>
1	-	-	-	7,616,547	<b>7,616,548</b>
<b>26,172,401</b>	<b>15,313,916</b>	<b>12,819,014</b>	<b>12,945,041</b>	<b>15,129,003</b>	<b>82,379,373</b>

## RISK MANAGEMENT TABLE BASEL DISCLOSURES

### Credit Risk

**Table 4 : Disclosures of Net Receivables Based on Individual Economic - Individual Banks**

No.	Economic Sector	Claims to Government	Claims to Public Sector Entities	Claims to Multilateral Development Banks and International Agencies	Claims to Bank
(1)	(2)	(3)	(4)	(5)	(6)
<b>Sunday, June 30, 2019</b>					
1	Agriculture, hunting and forestry	-	-	-	-
2	Fishery	-	-	-	-
3	Mining and excavation	-	-	-	-
4	Processing industry	-	-	-	-
5	Electricity, Gas and Water	-	2,066,592	-	-
6	Construction	-	-	-	-
7	Big trade and retail	-	-	-	-
8	Provision of accommodation and provision of drinking meals	-	-	-	-
9	Transportation, warehousing and communication	-	101,070	-	-
10	Financial intermediary	-	521,584	-	2,323,471
11	Real estate, rental business and company services	-	-	-	-
12	Government administration, defense and obligatory social security	-	-	-	-
13	Education Services	-	-	-	-
14	Health services and social activities	-	-	-	-
15	Community services, social culture, entertainment and other individuals	-	-	-	-
16	Individual services that serve households	-	-	-	-
17	International and other extra-international Institution	-	-	-	-
18	Activities that have no clear boundaries	-	-	-	-
19	Not Other Business Fields	-	-	-	-
20	Others (additional a.l. for SBI, SUN)	25,365,405	1,931,152	-	9,605,682
<b>Total</b>		<b>25,365,405</b>	<b>4,620,398</b>	<b>-</b>	<b>11,929,153</b>

## RISK MANAGEMENT TABLE BASEL DISCLOSURES

(In million Rupiah)

31 December 2019	Residential Mortgage Loans	Commercial Property Backed Credit	Credit Employees /Retirees	Micro Business, Small Business and Retail Portfolio Bills	Claims to Corporations	Bills That Have Maturity	Other assets
	(7)	(8)	(9)	(10)	(11)	(12)	(13)
	844	-	-	19,806	663	232	-
	320	4,046	-	2,746	-	-	-
	46	-	-	27,662	2,693,156	704,801	-
	-	36,395	-	449,670	4,225,879	-	-
	-	-	-	3,617	-	-	-
	-	384,061	-	163,681	9,070,181	76,737	-
	30,570	9,345	-	463,111	799,422	15,749	-
	1,019	28,609	-	169,273	1,623,448	495	-
	-	3,118	-	8,325,434	965,910	183,724	-
	-	-	-	4,682	2,776,179	66,235	-
	-	112,128	-	131,210	1,884,377	69	-
	-	-	-	-	-	-	-
	-	309	-	17,718	-	-	-
	-	240	-	16,511	12,127	91	-
	1,767	319	-	136,064	125,328	506	-
	-	-	-	10,206	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	431,974	5,116	16,413	11,918,824	7,763	146,305	-
	-	-	-	80,211	1,329,613	-	8,900,248
	<b>466,540</b>	<b>583,686</b>	16,413	<b>21,940,426</b>	<b>25,514,046</b>	<b>1,194,944</b>	<b>8,900,248</b>

## RISK MANAGEMENT TABLE BASEL DISCLOSURES

### Credit Risk

**Table 4 : Disclosures of Net Receivables Based on Individual Economic - Individual Banks**

Economic Sector		Claims to Government	Claims to Public Sector Entities	Claims to Multilateral Development Banks and International Agencies	Claims to Bank
(1)	(2)	(14)	(15)	(16)	(17)
<b>Sunday, June 30, 2019</b>					
1	Agriculture, hunting and forestry	-	-	-	-
2	Fishery	-	-	-	-
3	Mining and excavation	-	-	-	-
4	Processing industry	-	-	-	-
5	Electricity, Gas and Water	-	2,072,487	-	-
6	Construction	-	-	-	-
7	Big trade and retail	-	-	-	-
8	Provision of accommodation and provision of drinking meals	-	-	-	-
9	Transportation, warehousing and communication	-	12,227	-	-
10	Financial intermediary	-	334,560	-	1,437,208
11	Real estate, rental business and company services	-	-	-	-
12	Government administration, defense and obligatory social security	-	-	-	-
13	Education Services	-	-	-	-
14	Health services and social activities	-	-	-	-
15	Community services, social culture, entertainment and other individuals	-	-	-	-
16	Individual services that serve households	-	-	-	-
17	International and other extrainternational Institution	-	-	-	-
18	Activities that have no clear boundaries	-	-	-	-
19	Not Other Business Fields	-	-	-	-
20	Others (additional a.l. for SBI, SUN)	18,605,887	3,708,657	-	8,074,392
<b>Total</b>		<b>18,605,887</b>	<b>6,127,931</b>	<b>-</b>	<b>9,511,601</b>

### Credit Risk

**Table 5 : Disclosure of Regional Bills and Reserves - Individual Banks**

No.	Description	31 December 2019							
		Area							
		Jakarta	Bandung	Surabaya	Semarang	Medan	Makassar	Kalimantan	Total
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)
1	Bills	116,877,260	744,951	710,266	1,744,506	318,689	265,456	578,343	121,239,471
2	Impaired loans	1,238,472	-	81,921	3,435	2,096	7,677	3,263	1,336,864
3	a. Not yet due	952,266	-	81,255	529	2,064	7,283	3,146	1,046,543
	b. Has matured	286,206	-	666	2,905	32	394	117	290,320
4	Individual allowance for impairment losses (CKPN)	48,493	-	2,602	-	-	-	-	510,945
5	Allowance for impairment losses (CKPN) - Collective	200,346	2,738	3,677	16,159	1,666	2,020	2,774	229,380
6	Erased Bill	4,261,436	49,425	23,234	31,960	46,818	71,670	37,713	4,522,256
	Total	123,864,479	797,114	903,621	1,799,494	371,365	354,500	625,356	128,715,929

## RISK MANAGEMENT TABLE BASEL DISCLOSURES

(In million Rupiah)

31 December 2019						
Residential Mortgage Loans	Commercial Property Backed Credit	Credit Employees / Retirees	Micro Business, Small Business and Retail Portfolio Bills	Claims to Corporations	Bills that Have Maturity	Other assets
(18)	(19)	(20)	(21)	(22)	(23)	(24)
1,072	81	-	54,125	151,400	698	-
350	4,481	-	2,542	-	171	-
293	-	-	51,181	2,323,673	56,953	-
44	139,707	-	170,116	2,730,926	529	-
-	-	-	3,292	-	-	-
-	395,006	-	191,879	2,949,184	2,729	-
43,350	73,754	-	688,529	963,259	37,311	-
1,602	38,101	-	222,918	1,366,702	4,723	-
-	4,493	-	5,273,350	1,007,527	191,867	-
-	-	-	3,860	3,160,498	80,817	-
982	1,555	-	141,308	2,566,612	1,209	-
-	-	-	-	-	-	-
-	343	-	18,340	-	993	-
25	408	-	20,633	13,042	1,245	-
2,781	502	-	174,403	125,316	4,131	-
-	-	-	14,563	0	-	-
-	-	-	-	-	-	-
-	-	-	-	-	-	-
548,802	6,675	27,527	12,408,277	7,798	151,376	-
-	-	-	86,257	1,799,212	-	7,616,548
<b>599,301</b>	<b>665,106</b>	<b>27,527</b>	<b>19,525,575</b>	<b>19,165,148</b>	<b>534,751</b>	<b>7,616,548</b>

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(In million Rupiah)

31 December 2018							
Area							
Jakarta	Bandung	Surabaya	Semarang	Medan	Makassar	Kalimantan	Total
(11)	(12)	(13)	(14)	(15)	(16)	(17)	(18)
105,847,442	477,612	810,009	1,406,432	422,226	423,798	618,556	<b>110,006,076</b>
641,333	1,227	54,140	2,880	10,198	13,859	12,281	<b>735,919</b>
358,923	1,162	53,894	2,300	5,441	12,886	11,008	<b>445,614</b>
282,410	65	246	580	4,758	973	1,273	<b>290,305</b>
24,905	-	5,061	-	-	-	-	<b>29,967</b>
285,005	3,344	6,792	9,923	3,162	4,057	4,793	<b>317,076</b>
4,004,703	60,017	32,198	33,817	49,654	75,787	40,168	<b>4,296,343</b>
<b>110,803,389</b>	<b>542,200</b>	<b>908,201</b>	<b>1,453,052</b>	<b>485,240</b>	<b>517,500</b>	<b>675,798</b>	<b>115,385,380</b>



# RISK MANAGEMENT TABLE BASEL DISCLOSURES

## Credit Risk

**Table 6 : Disclosures of Bills and Reserves by Economic Sector - Individual Banks**

No.	Economic Sector	31 December 2019					
		Bills	Bills Experiencing a Decrease in Value		Individual Allowance for Impairment Losses (CKPN)	Reserves of Impairment Losses (CKPN) - Collective	Erased Bill
			Not yet due	Has Matured			
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
<b>December 31, 2019</b>							
1	Agriculture, hunting and forestry	21,577	235	11	-	66	-
2	Fishery	7,801	-	-	-	53	-
3	Mining and excavation	3,466,441	708,538	-	3,737	8,077	-
4	Processing industry	5,414,782	-	-	-	42,287	-
5	Electricity, Gas and Water	2,070,541	-	-	-	6,129	-
6	Construction	16,400,849	87,033	-	9,939	16,589	-
7	Big trade and retail	1,587,625	6,248	13,240	2,594	7,923	-
8	Provision of accommodation and provision of drinking meals	1,852,641	532	-	-	7,922	-
9	Transportation, warehousing and communication	10,094,899	69,812	133,648	13,001	13,744	-
10	Financial intermediary	6,737,815	40,643	46,325	20,734	13,879	-
11	Real estate, rental business and company services	3,097,237	22	53	-	8,993	-
12	Government administration, defense and obligatory social security	-	-	-	-	-	-
13	Education Services	18,424	-	-	-	165	-
14	Health services and social activities	29,213	98	-	-	212	-
15	Community services, social culture, entertainment and other individuals	270,626	532	-	-	1,164	-
16	Individual services that serve households	10,206	-	-	-	89	-
17	International and other extrainternational Institution	-	-	-	-	-	-
18	Activities that have no clear boundaries	-	-	-	-	-	-
19	Not Other Business Fields	31,601,684	132,850	97,042	1,090	102,088	-
20	Other (additional a.l. for SBI, SUN)	38,557,110	-	-	-	-	4,522,256
<b>Total</b>		<b>121,239,471</b>	<b>1,046,543</b>	<b>290,319</b>	<b>51,095</b>	<b>229,380</b>	<b>4,522,256</b>

## RISK MANAGEMENT TABLE BASEL DISCLOSURES

31 December 2018					
Bills	Bills Experiencing a Decrease in Value		Individual Allowance for Impairment Losses (CKPN)	Reserves of Impairment Losses (CKPN) - Collective	Erased Bill
	Not yet due	Has Matured			
(9)	(10)	(11)	(12)	(13)	(14)
207,774	763	29	-	725	-
7,563	191	-	-	76	-
2,486,051	60,910	-	3,957	6,642	-
3,243,398	871	130	-	22,241	-
2,075,912	-	-	-	5,831	-
16,202,040	1,630	1,499	-	18,644	-
2,177,022	23,898	20,771	4,548	12,376	-
1,685,068	4,701	673	-	8,357	-
7,092,829	111,148	96,936	8,871	12,988	-
5,287,867	51,188	38,411	8,782	10,300	-
4,158,440	1,206	124	-	9,865	-
-	-	-	-	-	-
19,812	1,119	-	-	293	-
35,591	1,456	17	-	505	-
312,943	3,717	1,002	-	1,921	-
14,563	-	-	-	121	-
-	-	-	-	-	-
-	-	-	-	-	-
31,747,476	182,816	130,714	3,808	206,191	-
33,251,725	-	-	-	-	4,296,343
<b>110,006,076</b>	<b>445,614</b>	<b>290,305</b>	<b>29,967</b>	<b>317,076</b>	<b>4,296,343</b>

## RISK MANAGEMENT TABLE BASEL DISCLOSURES

### Credit Risk

**Table 7 : Disclosure of Mutation Reserves Details for Impairment Losses - Individual Banks**

(In million Rupiah)

No.	Description	December 31, 2019	
		Individual CKPN	Collective CKPN
(1)	(2)	(3)	(4)
1	Initial balance of CKPN	29,967	317,076
2	Establishment (recovery) of CKPN in the current period	42,774	130,446
3	CKPN used to write off bills (- / -)	(21,646)	(607,140)
4	Other establishment (recovery)	-	388,998
<b>CKPN final balance</b>		<b>51,095</b>	<b>229,380</b>

### Market Risk

**Table 8 : Disclosure of Net Bills Based on Portfolio Categories and Ranking Scale - Individual Banks**

No.	Portfolio Category	31 december 2019					
		Net Bill					
		Rating Agency	Long Term Rating				
		Standard and Poor's	AAA	AA+ s.d AA-	A+ s.d A-	BBB+ s.d BBB-	BB+ s.d BB-
		Fitch Rating	AAA	AA+ s.d AA-	A+ s.d A-	BBB+ s.d BBB-	BB+ s.d BB-
		Moody's	Aaa	Aa1 s.d Aa3	A1 s.d A3	Baa1 s.d Baa3	Ba1 s.d Ba3
		PT. Fitch Ratings Indonesia	AAA (idn)	AA+(idn) s.d AA-(idn)	A+(idn) s.d. A-(idn)	BBB+(idn) s.d BBB-(idn)	BB+(idn) s.d BB-(idn)
PT. ICRA Indonesia	[Idr]AAA	[Idr]AA+ s.d [Idr]AA-	[Idr]A+ s.d [Idr]A-	[Idr]BBB+ s.d [Idr]BBB-	[Idr]BB+ s.d [Idr]BB-		
PT. Perneringkat Efek Indonesia	idAAA	idAA+ s.d idAA-	idA+ s.d id A-	id BBB+ s.d id BBB-	id BB+ s.d id BB-		
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
1	Claims to Government		-	-	-	27,199	
2	Claims to Public Sector Entities		1,133,168	-	582,512	215,473	
3	Claims to Multilateral Development Banks and International Agencies		-	-	-	-	
4	Claims to Bank		1,952,568	1,852,344	995,563	38,494	
5	Residential Mortgage Loans						
6	Commercial Property Backed Credit						
7	Credit Employees /Retirees						
8	Micro Business, Small Business and Retail Portfolio Bills						
9	Claims to Corporations		-	406,246	-	207	
10	Due Date Bills						
11	Other assets						
TOTAL			3,085,736	2,258,590	1,578,075	281,373	

## RISK MANAGEMENT TABLE BASEL DISCLOSURES

(In million Rupiah)

No.	Description	December 31, 2018	
		Individual CKPN	Collective CKPN
(1)	(2)	(5)	(6)
1	Initial balance of CKPN	26,931	447,140
2	Establishment (recovery) of CKPN in the current period	40,720	329,500
3	CKPN used to write off bills (- / -)	(37,684)	(863,112)
4	Other establishment (recovery)	-	403,548
<b>CKPN final balance</b>		<b>29,967</b>	<b>317,076</b>

(In million Rupiah)

Short Term Rating						No rating	Total
B+ s.d B-	Less than B-	A-1	A-2	A-3	Less than A-3		
B+ s.d B-	Less than B-	F1+ s.d F1	F2	F3	Less than F3	No rating	Total
B1 s.d B3	Less than B3	P-1	P-2	P-3	Less than P-3		
B+(idn) s.d B-(idn)	Less than B-(idn)	F1+(idn) s.d F1(idn)	F2(idn)	F3(idn)	Less than F3(idn)	No rating	Total
[Idr]B+ s.d [Idr]B-	Less than [Idr]B-	[Idr]A1+ s.d [Idr]A1	[Idr]A2+ s.d A2	[Idr]A3+ s.d [Idr] A3	Less than [Idr]A3		
id B+ s.d id B-	Less than idB-	idA1	idA2	idA3 s.d id A4	Less than idA4	No rating	Total
(9)	(10)	(11)	(12)	(13)	(14)		
-	-	-	-	-	-	25,338,206	<b>25,365,405</b>
-	-	-	-	-	-	2,689,245	<b>4,620,398</b>
-	-	-	-	-	-	-	-
592,779	-	-	-	-	-	6,497,405	<b>11,929,153</b>
-	-	-	-	-	-	466,540	<b>466,540</b>
-	-	-	-	-	-	583,686	<b>583,686</b>
-	-	-	-	-	-	16,413	<b>16,413</b>
-	-	-	-	-	-	21,940,426	<b>21,940,426</b>
-	-	-	-	-	-	25,107,593	<b>25,514,046</b>
-	-	-	-	-	-	1,194,944	<b>1,194,944</b>
-	-	-	-	-	-	8,900,248	<b>8,900,248</b>
<b>592,779</b>	-	-	-	-	-	<b>92,734,706</b>	<b>100,531,259</b>

## PENGUNGKAPAN TABEL BASEL MANAJEMEN RISIKO

### Market Risk

**Table 9 : Disclosure of Counterparty Credit Risk - Individual Banks**

No.                      Portfolio Category		December 31, 2018					
		Net Bill					
		Rating Agency	Long Term Rating				
		Standard and Poor's	AAA	AA+ s.d AA-	A+ s.d A-	BBB+ s.d BBB-	BB+ s.d BB-
	Fitch Rating	AAA	AA+ s.d AA-	A+ s.d A-	BBB+ s.d BBB-	BB+ s.d BB-	
	Moody's	Aaa	Aa1 s.d Aa3	A1 s.d A3	Baa1 s.d Baa3	Ba1 s.d Ba3	
	PT. Fitch Ratings Indonesia	AAA (idn)	AA+(idn) s.d AA-(idn)	A+(idn) s.d A-(idn)	BBB+(idn) s.d BBB-(idn)	BB+(idn) s.d BB-(idn)	
	PT. ICRA Indonesia	[Idr]AAA	[Idr]AA+ s.d [Idr]AA-	[Idr]A+ s.d [Idr]A-	[Idr]BBB+ s.d [Idr]BBB-	[Idr]BB+ s.d [Idr]BB-	
	PT. Pemeringkat Efek Indonesia	idAAA	idAA+ s.d idAA-	idA+ s.d id A-	id BBB+ s.d id BBB-	id BB+ s.d id BB-	
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
1	Claims to Government		-	-	-	177,937	-
2	Claims to Public Sector Entities	2,838,740		-	646,721	223,195	-
3	Claims to Multilateral Development Banks and International Agencies		-	-	-	-	-
4	Claims to Bank	1,952,582	2,595,221	323,103	80,096		0
5	Residential Mortgage Loans						
6	Commercial Property Backed Credit						
7	Credit Employees /Retirees						
8	Micro Business, Small Business and Retail Portfolio Bills						
9	Claims to Corporations	503,390	138,258	-	-		-
10	Due Date Bills						
11	Other assets						
TOTAL		5,294,713	2,733,479	969,824	481,229		0

## PENGUNGKAPAN TABEL BASEL MANAJEMEN RISIKO

(In million Rupiah)

	Short Term Rating						No rating	Total
	B+ s.d B-	Less than B-	A-1	A-2	A-3	Less than A-3		
	B+ s.d B-	Less than B-	F1+ s.d F1	F2	F3	Less than F3		
	B1 s.d B3	Less than B3	P-1	P-2	P-3	Less than P-3		
	B+(idn) s.d B-(idn)	Less than B-(idn)	F1+(idn) s.d F1(idn)	F2(idn)	F3(idn)	Less than F3(idn)		
	[Idr]B+ s.d [Idr]B-	Less than [Idr]B-	[Idr]A1+ s.d [Idr]A1	[Idr]A2+ s.d A2	[Idr]A3+ s.d [Idr] A3	Less than [Idr]A3		
	id B+ s.d id B-	Less than idB-	idA1	idA2	idA3 s.d id A4	Less than idA4		
(9)	(10)	(11)	(12)	(13)	(14)	(15)	(16)	
			-			18,427,950		18,605,887
			-			2,419,274		6,127,931
			-			-		-
		221,895				4,338,703		9,511,601
						599,301		599,301
						665,106		665,106
						27,527		27,527
						19,525,575		19,525,575
			-			18,523,500		19,165,148
						534,751		534,751
						7,616,548		7,616,548
		221,895				72,678,235		82,379,374

## RISK MANAGEMENT TABLE BASEL DISCLOSURES

### Market Risk

**Table 9 : Disclosure of Counterparty Credit Risk - Individual Banks**

#### a. Derivative Transactions Over the Counter

No.	Underlying Variable	December 31, 2019						
		Notional value			Derivative Bill	Derivative Obligations	Net Bill before MRK	MRK
		≤ 1 year	> 1 year - ≤ 5 year	> 5 year				
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)
<b>Bank in Individual</b>								
1	Interest rate	-	20	-	10,239	-	14,335	-
2	Exchange rate	4,823,392	955,940	-	64,730	37,469	160,575	-
3	Others	-	-	-	-	-	-	-
<b>Total</b>		<b>4,823,392</b>	<b>955,960</b>	<b>-</b>	<b>74,969</b>	<b>37,469</b>	<b>174,910</b>	<b>-</b>

#### b. RePo Transaction

No.	Transaction Type	December 31, 2019			
		Fair Value of SSB Repo	Obligations of Repo	Net Bill	ATMR
		(3)	(4)	(5)	(6)
(1)	(2)	(3)	(4)	(5)	(6)
1	Claims to Government	4,512,995	3,937,145	575,850	-
2	Claims to Public Sector Entities	-	-	-	-
3	Claims to Multilateral Development Banks and International Agencies	-	-	-	-
4	Claims to Bank	-	-	-	-
5	Micro Business, Small Business and Retail Portfolio Bills	-	-	-	-
6	Claims to Corporations	-	-	-	-
<b>Total</b>		<b>4,512,995</b>	<b>3,937,145</b>	<b>575,850</b>	<b>-</b>

#### c. RePo Reverse Transaction

No.	Jenis Transaksi	December 31, 2019			
		Net Bill	MRK Value	Net Bill after MRK	ATMR after MRK
		(3)	(4)	(5)	(6)
(1)	(2)	(3)	(4)	(5)	(6)
1	Claims to Government	3,965,311	-	3,965,311	-
2	Claims to Public Sector Entities	-	-	-	-
3	Claims to Multilateral Development Banks and International Agencies	-	-	-	-
4	Claims to Bank	-	-	-	-
5	Micro Business, Small Business and Retail Portfolio Bills	-	-	-	-
6	Claims to Corporations	-	-	-	-
<b>Total</b>		<b>3,965,311</b>	<b>-</b>	<b>3,965,311</b>	<b>-</b>



## RISK MANAGEMENT TABLE BASEL DISCLOSURES

(In million Rupiah)

December 31, 2019							
≤ 1 year	Nilai Notional		Derivative Bill	Derivative Obligations	Net Bill before MRK	MRK	Net Bill after MRK
	> 1 year - ≤ 5 years	> 5 years					
	(9)		(10)	(11)	(12)	(13)	(14)
-	-	-	-	-	-	-	-
81,403	-	-	106,182	85,530	262,619	-	262,619
-	-	-	-	-	-	-	-
<b>81,403</b>	-	-	<b>106,182</b>	<b>85,530</b>	<b>262,619</b>	-	<b>262,619</b>

(In million Rupiah)

December 31, 2019			
Nilai Wajar SSB Repo	Kewajiban Repo	Tagihan Bersih	ATMR
(7)	(8)	(9)	(10)
4,936,835	4,589,369	347,465	-
-	-	-	-
-	-	-	-
-	-	-	-
-	-	-	-
<b>4,936,835</b>	<b>4,589,369</b>	<b>347,465</b>	-

(In million Rupiah)

December 31, 2019			
Net Bill	MRK Value	Net Bill after MRK	ATMR after MRK
(7)	(8)	(9)	(10)
2,002,988	-	2,002,988	-
-	-	-	-
-	-	-	-
-	-	-	-
-	-	-	-
<b>2,002,988</b>	-	<b>2,002,988</b>	-

# RISK MANAGEMENT TABLE BASEL DISCLOSURES

## Credit Risk

**Table 10 : Disclosure of Net Claims Based on Risk Weight after Taking into Account the Impact of Mitigation of Credit Risk - Bank in Individual**

		December 31, 2019				
No.	Portfolio Category	Net Bill after Taking into account the				
		0%	20%	25%	35%	40%
(1)	(2)	(3)	(4)	(5)	(6)	(7)
<b>A Balance Sheet Exposure</b>						
1	Claims to Government	20,824,244	-	-	-	-
2	Claims to Public Sector Entities	-	1,133,167	-	-	-
3	Claims to Multilateral Development Banks and International Agencies	-	-	-	-	-
4	Claims to Bank	-	10,624,873	-	-	-
5	Residential Mortgage Loans	-	121,814	164,422	179,123	-
6	Commercial Property Backed Credit	-	-	-	-	-
7	Credit Employees/Retirees	-	-	-	-	-
8	Micro Business, Small Business and Retail Portfolio Bills	-	-	-	-	-
9	Claims to Corporations	-	406,246	-	-	-
10	Due Date Bills	-	-	-	-	-
11	Other assets	1,123,163	-	-	-	-
<b>Total Balance Sheet Exposure</b>		<b>21,947,407</b>	<b>12,286,100</b>	<b>164,422</b>	<b>179,123</b>	<b>-</b>
<b>B Commitment Liability Exposures/Contingencies in Administrative Account Transactions</b>						
1	Claims to Government	-	-	-	-	-
2	Claims to Public Sector Entities	-	-	-	-	-
3	Claims to Multilateral Development Banks and International Agencies	-	-	-	-	-
4	Claims to Bank	-	164,466	-	-	-
5	Residential Mortgage Loans	-	-	-	-	-
6	Commercial Property Backed Credit	-	-	-	-	-
7	Credit Employees/Retirees	-	-	-	-	-
8	Micro Business, Small Business and Retail Portfolio Bills	-	-	-	-	-
9	Claims to Corporations	-	-	-	-	-
10	Due Date Bills	-	-	-	-	-
<b>TRA Total Exposure</b>		<b>-</b>	<b>164,466</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>C Exposures due to Counterparty Credit Risk</b>						
1	Claims to Government 742,578	4,541,161	-	-	-	-
2	Claims to Public Sector Entities	-	-	-	-	-
3	Claims to Multilateral Development Banks and International Agencies	-	-	-	-	-
4	Claims to Bank	-	93,699	-	-	-
5	Micro Business, Small Business and Retail Portfolio Bills	-	-	-	-	-
6	Claims to Corporations	-	-	-	-	-
<b>Total Counterparty Credit Risk Exposure</b>		<b>4,541,161</b>	<b>93,699</b>	<b>-</b>	<b>-</b>	<b>-</b>

## RISK MANAGEMENT TABLE BASEL DISCLOSURES

(In million Rupiah)

Mitigation Impact of Credit Risk - Individual Banks						ATMR	Capital Expenses
45%	50%	75%	100%	150%	Lainnya		
(8)	(9)	(10)	(11)	(12)	(13)	(14)	(15)
-	-	-	-	-	-	-	-
-	3,386,299	-	-	-	-	1,919,783	153,583
-	-	-	-	-	-	-	-
-	975,130	-	-	-	-	2,612,540	209,003
-	-	-	-	-	-	128,161	10,253
-	-	-	583,686	-	-	583,686	46,695
-	16,413	-	-	-	-	8,206	657
-	-	21,414,133	-	-	-	16,060,600	1,284,848
-	-	-	18,240,907	-	-	18,322,157	1,465,773
-	-	-	3,767	1,191,177	-	1,790,533	143,243
-	-	-	7,052,880	724,205	-	8,139,188	651,135
-	<b>4,377,842</b>	<b>21,414,133</b>	<b>25,881,240</b>	<b>1,915,382</b>	-	<b>49,564,854</b>	<b>3,965,190</b>
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
-	-	-	-	-	-	32,893	2,631
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
-	-	17,097	-	-	-	12,822	1,026
-	-	-	185,054	-	-	185,054	14,804
-	-	-	-	-	-	-	-
-	-	<b>17,097</b>	<b>185,054</b>	-	-	<b>230,769</b>	<b>18,461</b>
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
-	66,108	-	-	-	-	51,794	4,144
-	-	-	-	-	-	-	-
-	-	-	15,103	-	-	15,103	1,208
-	66,108	-	15,103	-	-	66,897	5,352

# RISK MANAGEMENT TABLE BASEL DISCLOSURES

## Credit Risk

**Table 10 : Disclosure of Net Claims Based on Risk Weight after Taking into Account the Impact of Mitigation of Credit Risk - Bank in Individual**

No.	Portfolio Category	December 31, 2018				
		Net Bill after Taking into account the				
		0%	20%	25%	35%	40%
(1)	(2)	(3)	(4)	(5)	(6)	(7)
<b>A</b>	<b>Balance Sheet Exposure</b>					
1	Claims to Government	17,863,308	-	-	-	-
2	Claims to Public Sector Entities	-	2,838,740	-	-	-
3	Claims to Multilateral Development Banks and International Agencies	-	-	-	-	-
4	Claims to Bank	-	8,990,964	-	-	-
5	Residential Mortgage Loans	-	-	-	599,300	-
6	Commercial Property Backed Credit	-	-	-	-	-
7	Credit Employees/Retirees	-	-	-	-	-
8	Micro Business, Small Business and Retail Portfolio Bills	-	-	-	-	-
9	Claims to Corporations	-	641,648	-	-	-
10	Due Date Bills	-	-	-	-	-
11	Other assets	998,453	-	-	-	-
	<b>Total Balance Sheet Exposure</b>	<b>18,861,761</b>	<b>12,471,352</b>	<b>-</b>	<b>599,300</b>	<b>-</b>
<b>B</b>	<b>Commitment Liability Exposures/ Contingencies in Administrative Account Transactions</b>					
1	Claims to Government	-	-	-	-	-
2	Claims to Public Sector Entities	-	-	-	-	-
3	Claims to Multilateral Development Banks and International Agencies	-	-	-	-	-
4	Claims to Bank	-	170,360	-	-	-
5	Residential Mortgage Loans	-	-	-	-	-
6	Commercial Property Backed Credit	-	-	-	-	-
7	Credit Employees/Retirees	-	-	-	-	-
8	Micro Business, Small Business and Retail Portfolio Bills	-	-	-	-	-
9	Claims to Corporations	-	-	-	-	-
10	Due Date Bills	-	-	-	-	-
	<b>TRA Total Exposure</b>	<b>-</b>	<b>170,360</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>C</b>	<b>Exposures due to Counterparty Credit Risk</b>					
1	Claims to Government 742,578	742,578	-	-	-	-
2	Claims to Public Sector Entities	-	-	-	-	-
3	Claims to Multilateral Development Banks and International Agencies	-	-	-	-	-
4	Claims to Bank	-	38,091	-	-	-
5	Micro Business, Small Business and Retail Portfolio Bills	-	-	-	-	-
6	Claims to Corporations	-	-	-	-	-
	<b>Total Counterparty Credit Risk Exposure</b>	<b>742,578</b>	<b>38,091</b>	<b>-</b>	<b>-</b>	<b>-</b>

## RISK MANAGEMENT TABLE BASEL DISCLOSURES

(In million Rupiah)

Mitigation Impact of Credit Risk - Individual Banks						ATMR	Capital Expenses
45%	50%	75%	100%	150%	Lainnya		
(8)	(9)	(10)	(11)	(12)	(13)	(14)	(15)
-	-	-	-	-	-	-	-
-	3,289,191	-	-	-	-	2,212,343	176,987
-	-	-	-	-	-	-	-
-	301,014	-	-	-	-	1,948,700	155,896
-	-	-	-	-	-	209,755	16,780
-	-	-	665,106	-	-	665,106	53,208
-	27,527	-	-	-	-	13,763	1,101
-	-	19,439,317	-	-	-	14,579,488	1,166,359
-	-	-	18,088,878	-	-	18,217,208	1,457,377
-	-	-	14,620	520,131	-	794,816	63,585
-	-	-	5,868,884	749,211	-	6,992,700	559,416
-	<b>3,617,732</b>	<b>19,439,317</b>	<b>24,637,489</b>	<b>1,269,341</b>	-	<b>45,633,878</b>	<b>3,650,710</b>
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
-	-	-	-	-	-	34,072	2,726
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
-	-	86,257	-	-	-	64,693	5,175
-	-	-	221,267	-	-	221,267	17,701
-	-	-	-	-	-	-	-
-	-	<b>86,257</b>	<b>221,267</b>	-	-	<b>320,033</b>	<b>25,603</b>
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
-	11,172	-	-	-	-	13,204	1,056
-	-	-	-	-	-	-	-
-	-	-	213,356	-	-	213,356	17,068
-	<b>11,172</b>	-	<b>213,356</b>	-	-	<b>226,560</b>	<b>18,125</b>

## RISK MANAGEMENT TABLE BASEL DISCLOSURES

### Credit Risk

**Table 11 : Disclosure of Net Claims and Credit Risk Mitigation Techniques - Individual Banks**

No.	Portfolio Category	December 31, 2019					
		Tagihan Bersih	Collateral	Warranty	Credit Insurance	Others	Parts that are not guaranteed
(1)	(2)	(3)	(4)	(5)	(6)	(7)	
<b>A Balance Sheet Exposure</b>							
1	Claims to Government	20,824,244	-	-	-	-	20,824,244
2	Claims to Public Sector Entities	4,620,398	100,932	-	-	-	4,519,466
3	Claims to Multilateral Development Banks and International Agencies	-	-	-	-	-	-
4	Claims to Bank	11,604,879	4,876	-	-	-	11,600,003
5	Residential Mortgage Loans	466,540	1,181	-	-	-	465,359
6	Commercial Property Backed Credit	583,686	-	-	-	-	583,686
7	Credit Employees/Retirees	16,413	-	-	-	-	16,413
8	Micro Business, Small Business and Retail Portfolio Bills	21,860,215	446,082	-	-	-	21,414,133
9	Claims to Corporations	25,278,644	6,631,491	-	-	-	18,647,153
10	Due Date Bills	1,194,944	-	-	-	-	1,194,944
11	Other assets	8,900,248	-	-	-	-	8,900,248
<b>Total Balance Sheet Exposure</b>		<b>95,350,212</b>	<b>7,184,562</b>	-	-	-	<b>88,165,650</b>
<b>B Eksposur Kewajiban Komitmen/Kontinjensi pd Transaksi Rekening Administratif</b>							
1	Claims to Government	-	-	-	-	-	-
2	Claims to Public Sector Entities	-	-	-	-	-	-
3	Claims to Multilateral Development Banks and International Agencies	-	-	-	-	-	-
4	Claims to Bank	164,466	-	-	-	-	164,466
5	Residential Mortgage Loans	-	-	-	-	-	-
6	Commercial Property Backed Credit	-	-	-	-	-	-
7	Credit Employees/Retirees	-	-	-	-	-	-
8	Micro Business, Small Business and Retail Portfolio Bills	80,211	63,114	-	-	-	17,097
9	Claims to Corporations	220,298	35,244	-	-	-	185,054
10	Due Date Bills	-	-	-	-	-	-
<b>Total Eksposur Rekening Administratif</b>		<b>464,975</b>	<b>98,358</b>	-	-	-	<b>366,617</b>
<b>C Eksposur akibat Kegagalan Pihak Lawan (Counterparty Credit Risk) dan Derivatif</b>							
1	Claims to Government	4,541,161	-	-	-	-	4,541,161
2	Claims to Public Sector Entities	-	-	-	-	-	-
3	Claims to Multilateral Development Banks and International Agencies	-	-	-	-	-	-
4	Claims to Bank	159,807	-	-	-	-	159,807
5	Micro Business, Small Business and Retail Portfolio Bills	-	-	-	-	-	-
6	Claims to Corporations	15,103	-	-	-	-	15,103
<b>Total Eksposure Counterparty Credit Risk</b>		<b>4,716,071</b>	-	-	-	-	<b>4,716,071</b>
<b>Total (A+B+C)</b>		<b>100,531,258</b>	<b>7,282,920</b>				<b>93,248,338</b>

## RISK MANAGEMENT TABLE BASEL DISCLOSURES

(In million Rupiah)

December 31, 2019					
Net Bill	Parts that are not guaranteed				Parts that are not guaranteed
	Collateral	Warranty	Credit Insurance	Others	
(8)	(9)	(10)	(11)	(12)	(13)
17,863,309	-	-	-	-	17,863,309
6,127,931	12,207	-	-	-	6,115,724
-	-	-	-	-	-
9,291,978	-	-	-	-	9,291,978
599,301	-	-	-	-	599,301
665,106	-	-	-	-	665,106
27,527	-	-	-	-	27,527
19,439,317	72,344	-	-	-	19,366,973
18,730,526	850,196	-	-	-	17,880,330
534,751	-	-	-	-	534,751
7,616,548	-	-	-	-	7,616,548
<b>80,896,294</b>	<b>934,747</b>	-	-	-	<b>79,961,547</b>
-	-	-	-	-	-
-	-	-	-	-	-
-	-	-	-	-	-
170,360	-	-	-	-	170,360
-	-	-	-	-	-
-	-	-	-	-	-
-	-	-	-	-	-
86,257	55,134	-	-	-	31,123
221,267	19,502	-	-	-	201,765
-	-	-	-	-	-
<b>477,885</b>	<b>74,636</b>	-	-	-	<b>403,248</b>
742,578	-	-	-	-	742,578
-	-	-	-	-	-
-	-	-	-	-	-
49,263	-	-	-	-	49,263
-	-	-	-	-	-
213,356	-	-	-	-	213,356
<b>1,005,197</b>	-	-	-	-	<b>1,005,197</b>
<b>82,379,376</b>	<b>1,009,383</b>	-	-	-	<b>81,369,992</b>



## RISK MANAGEMENT TABLE BASEL DISCLOSURES

### Credit Risk

**Tabel 12: Disclosure of Asset Securitization Transactions - Individual Banks**

No.	Securitization Exposure	December 31, 2019					
		Securitized assets value	The value of impaired securitized assets		Profit/Loss from securitization activities	ATMR	Capital Deductor
			Has matured	Not yet due			
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
1.	The Bank acts as the Creditor	-			-		
	- Type of exposure (example: residential mortgage-backed bill)						
2.	The Bank acts as a Supporting Credit Provider	-	-	-	-	-	-
	a. First Risk Insurer Facility						
	- Type of exposure (example: residential mortgage-backed bill)						
	b. Second risk insurance facility	-	-	-	-	-	-
	- Type of exposure (example: residential mortgage-backed bill)						
3.	The Bank acts as a Liquidity Facility Provider	-	-	-	-	-	-
	- Jenis eksposur (contoh: tagihan beragun rumah tinggal)						
4.	Bank bertindak sebagai Penyedia Jasa	-					
	- Type of exposure (example: residential mortgage-backed bill)						
5.	The bank acts as a Kostodian Bank	-					
	- Type of exposure (example: residential mortgage-backed bill)						
6.	The bank acts as a financier	445,467.00	-	-	-	72,628.00	-
	a. Senior tranche						
	- Type of exposure (example: residential mortgage-backed bill)						
	b. Junior tranche	-	-	-	-		-
	- Type of exposure (example: residential mortgage-backed bill)						

### Credit Risk

**Table 13 : Disclosure of Activity Summary of Asset Securitization Transactions in respect of the Bank Acts as Originator - Individual Bank**

As of December 31, 2019 and December 31, 2018, the Company did not have an asset securitization transaction in the event

## RISK MANAGEMENT TABLE BASEL DISCLOSURES

December 31, 2019						
	Securitized assets value	The value of impaired securitized assets		Profit/Loss from securitization activities	ATMR	Capital Deductor
		Has matured	Not yet due			
	(3)	(4)	(5)	(6)	(7)	(8)
	-			-		
	-	-	-	-	-	-
	-	-	-	-	-	
	-	-	-	-	-	
	-					
	-					
	445,467.00	-	-	-	72,628.00	-
	-	-	-	-		-

## RISK MANAGEMENT TABLE BASEL DISCLOSURES

that the Bank acts as the Originator - the Bank individually.

### Credit Risk

**Table 14 : Disclosure of ATMR Calculations for Credit Risks Using a Standardized Approach - Individual Banks**

#### I. Eksposur Kredit Selain Derivatif

##### a. Asset Exposures in the Balance Sheet except for securitization exposures

No	Portfolio Category	December 31, 2019		
		Net Bill	ATMR before MRK	ATMR after MRK
(1)	(2)	(3)	(4)	(5)
1.	Claims to Government	20,824,244	-	-
2.	Claims to Public Sector Entities	4,620,398	1,970,249	1,919,783
3.	Claims to Multilateral Development Banks and International Agencies	-	-	-
4.	Claims to Bank	11,604,879	2,614,978	2,612,540
5.	Residential Mortgage Loans	466,540	128,575	128,161
6.	Commercial Property Backed Credit	583,686	583,686	583,686
7.	Credit Employees /Retirees	16,413	8,206	8,206
8.	Micro Business, Small Business and Retail Portfolio Bills	21,860,215	16,395,161	16,060,600
9.	Claims to Corporations	25,278,644	24,953,647	18,322,157
10.	Due Date Bills	1,194,944	1,790,533	1,790,533
11.	Other assets	8,900,248	-	8,139,188
<b>TOTAL</b>		<b>95,350,212</b>	<b>48,445,035</b>	<b>49,564,854</b>

##### b. Commitment Liability Exposure/Contingencies in Administrative Account Transactions except for Securitization exposures

No	Portfolio Category	December 31, 2019		
		Net Bill	ATMR before MRK	ATMR after MRK
(1)	(2)	(3)	(4)	(5)
1.	Claims to Government	-	-	-
2.	Claims to Public Sector Entities	-	-	-
3.	Claims to Multilateral Development Banks and International Agencies	-	-	-
4.	Claims to Bank	164,466	32,893	32,893
5.	Residential Mortgage Loans	-	-	-
6.	Commercial Property Backed Credit	-	-	-
7.	Credit Employees /Retirees	-	-	-
8.	Micro Business, Small Business and Retail Portfolio Bills	80,211	60,158	12,822
9.	Claims to Corporations	220,298	220,298	185,054
10.	Due Date Bills	-	-	-
<b>TOTAL</b>		<b>464,975</b>	<b>313,349</b>	<b>230,770</b>

##### c. Exposures that pose Credit Risk due to the failure of Counterparty Credit Risk

No	Portfolio Category	December 31, 2019		
		Net Bill	ATMR before MRK	ATMR after MRK
(1)	(2)	(3)	(4)	(5)
1.	Claims to Government	4,541,161	-	-
2.	Claims to Public Sector Entities	-	-	-
3.	Claims to Multilateral Development Banks and International Agencies	-	-	-
4.	Claims to Bank	-	-	-
5.	Micro Business, Small Business and Retail Portfolio Bills	-	-	-

## RISK MANAGEMENT TABLE BASEL DISCLOSURES

(In million Rupiah)

December 31, 2018		
Net Bill	ATMR before MRK	ATMR after MRK
(6)	(7)	(8)
17,863,309	-	-
6,127,931	2,212,344	2,206,240
-	-	-
9,291,978	1,948,700	1,948,700
599,301	163,631	163,631
665,106	665,106	665,106
27,527	13,764	13,764
19,439,317	14,579,488	14,525,230
18,730,526	18,217,208	17,367,012
534,751	794,817	794,817
7,616,548	-	6,992,700
<b>80,896,294</b>	<b>38,595,055</b>	<b>44,677,198</b>

(In million Rupiah)

December 31, 2018		
Net Bill	ATMR before MRK	ATMR after MRK
(6)	(7)	(8)
-	-	-
-	-	-
-	-	-
170,360	34,072	34,072
-	-	-
-	-	-
-	-	-
86,258	64,693	23,342
221,266	221,267	201,765
-	-	-
<b>477,884</b>	<b>320,032</b>	<b>259,179</b>

(dalam jutaan rupiah)

31 Desember 2018		
Net Bill	ATMR before MRK	ATMR after MRK
(6)	(7)	(8)
-	-	-
-	-	-
-	-	-
-	-	-
-	-	-

# RISK MANAGEMENT TABLE BASEL DISCLOSURES

## 6. Claims to Corporations

### TOTAL

4,541,161

-  
-

## d. Securitization Exposures

(In million Rupiah)

No	Transaction Type	December 31, 2019	
		Reducing Capital Factors	ATMR
(1)	(2)	(3)	(4)
1.	ATMR for Securitization Exposures calculated by the External Rating Base Approach Method		72,628
2.	ATMR for Securitization Exposures calculated by the Standardized Approach (SA) Method		-
3.	Securitization Exposures which are the Main Core Capital Reduction Factor	-	
TOTAL		-	72,628

## e. Securitization Exposures

(In million Rupiah)

No	Transaction Type	December 31, 2019	
		Reducing Capital Factors	ATMR
(1)	(2)	(3)	(4)
1.	ATMR for Securitization Exposures calculated by the External Rating Base Approach Method		72,628
2.	ATMR for Securitization Exposures calculated by the Standardized Approach (SA) Method		-
3.	Securitization Exposures which are the Main Core Capital Reduction Factor	-	
TOTAL		-	72,628

## II. Derivative Loan Exposure

(In million Rupiah)

No	Transaction Type	December 31, 2019	
		Net Bills	ATMR
(1)	(2)	(3)	(4)
1.	Claims to Government	-	-
2.	Claims to Public Sector Entities	-	-
3.	Claims to Multilateral Development Banks and International Agencies	-	-
4.	Claims to Bank	159,807	51,794
5.	Micro Business, Small Business and Retail Portfolio Bills	-	-
6.	Claims to Corporations	15,103	15,103
7.	Weighted exposure from Credit Valuation Adjustment (CVA)		10,755
TOTAL		174,910	77,652

## III. Total Credit Risk Measurement (1+2)

(In million Rupiah)

		December 31, 2019	
ATMR CALCULATION OF CREDIT		(A)	49,945,904
ATMR REDUCTION FACTOR OF CREDIT RISK:		(B)	-
The difference between the general PPA reserves of earning assets that must be calculated and 1.25% ATMR for Credit Risk			

## RISK MANAGEMENT TABLE BASEL DISCLOSURES

<b>TOTAL ATMR OF CREDIT RISK (A)-(B) -</b>	-	<b>(C)</b>	<b>49,945,904</b>
<b>TOTAL CAPITAL REDUCER FACTORS</b>		<b>(D)</b>	-

## Securitization Exposures

(In million Rupiah)

No	Transaction Type	December 31, 2018	
		Reducing Capital Factors	ATMR
(1)	(2)	(5)	(6)
1.	ATMR for Securitization Exposures calculated by the External Rating Base Approach Method		-
2.	ATMR for Securitization Exposures calculated by the Standardized Approach (SA) Method		-
3.	Securitization Exposures which are the Main Core Capital Reduction Factor	-	
<b>TOTAL</b>		-	-

(In million Rupiah)

No	Transaction Type	December 31, 2018	
		Reducing Capital Factors	ATMR
(1)	(2)	(5)	(6)
1.	ATMR for Securitization Exposures calculated by the External Rating Base Approach Method		-
2.	ATMR for Securitization Exposures calculated by the Standardized Approach (SA) Method		-
3.	Securitization Exposures which are the Main Core Capital Reduction Factor	-	
<b>TOTAL</b>		-	-

(In million Rupiah)

No	Transaction Type	December 31, 2018	
		Net Bills	ATMR
(1)	(2)	(5)	(6)
1.	Claims to Government	742,578	-
2.	Claims to Public Sector Entities	-	-
3.	Claims to Multilateral Development Banks and International Agencies	-	-
4.	Claims to Bank	49,263	13,204
5.	Micro Business, Small Business and Retail Portfolio Bills	-	-
6.	Claims to Corporations	213,356	213,356
7.	Weighted exposure from Credit Valuation Adjustment (CVA)		18,051
<b>TOTAL</b>		<b>1,005,197</b>	<b>244,611</b>

December 31, 2018	
<b>ATMR CALCULATION OF CREDIT RISK</b>	<b>(A)</b> <b>45,180,988</b>
<b>ATMR REDUCING FACTOR OF CREDIT RISK:</b> The difference between the general PPA reserves of earning assets that must be calculated and 1.25% ATMR for Credit Risk	<b>(B)</b> -

## RISK MANAGEMENT TABLE BASEL DISCLOSURES

<b>TOTAL ATMR OF CREDIT RISK (A)-(B)</b>	<b>(C)</b>	<b>45,180,988</b>
<b>TOTAL CAPITAL REDUCER FACTORS</b>	<b>(D)</b>	<b>-</b>

### Market Risk

**Table 15a : Disclosure of Market Risks Using the Standard Method**

No.	Types of Risk	December 31, 2019			
		Bank		Consolidation	
		Capital Expenses	ATMR	Capital Expenses	ATMR
(1)	(2)	(3)	(4)	(5)	(6)
1	Interest Rate Risk				
	a. Specific Risk	-	-	-	-
	b. General Risk	19,705	246,310	-	-
2	Exchange Rate Risk	116,471	1,455,882	-	-
3	Equity Risk <sup>1)</sup>	-	-	-	-
4	Commodity Risk <sup>1)</sup>	-	-	-	-
5	Option risk	0	6	-	-
	<b>Total</b>	<b>136,176</b>	<b>1,702,198</b>	<b>-</b>	<b>-</b>

### Market Risk

**Table 15b : Disclosure of Market Risk with Internal Models (Value at Risk)**

In December 31, 2019 and December 31, 2018 positions, the Company did not have Market Risk with an Internal Model (Value at Risk).

No.	Types of Risk	December 31, 2017			
		Rata-rata	Maximum	Minimum	End of period
		(3)	(4)	(5)	(6)
1	Interest Rate Risk	-	-	-	-
	a. Specific Risk	-	-	-	-
	b. General Risk	-	-	-	-
2	Exchange Rate Risk	-	-	-	-
3	Equity Risk	-	-	-	-
4	Commodity Risk	-	-	-	-
5	Option risk	-	-	-	-
	<b>Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

### Market Risk

**Table 15c : Report on the Implementation of Risk Management for Interest Rate Risk in Banking Book (IRRBB)**

#### LAPORAN PENERAPAN MANAJEMEN RISIKO UNTUK IRRBB

#### Analisis Kualitatif

#### 1. IRRBB Definition for Measurement and Control of Interest Rate Risk



## RISK MANAGEMENT TABLE BASEL DISCLOSURES

(In million Rupiah)

December 31, 2018			
Bank		Consolidation	
Capital Expenses	ATMR	Capital Expenses	ATMR
(7)	(8)	(9)	(10)
-	-	-	-
-	-	-	-
7,099	88,742	-	-
2,165	27,058	-	-
-	-	-	-
-	-	-	-
-	-	-	-
<b>9,264</b>	<b>115,800</b>	-	-

(dalam jutaan rupiah)

December 31, 2016			
Rata-rata	Maksimum	Minimum	Akhir periode
(7)	(8)	(9)	(10)
-	-	-	-
-	-	-	-
-	-	-	-
-	-	-	-
-	-	-	-
-	-	-	-
-	-	-	-

## LAPORAN PENERAPAN MANAJEMEN RISIKO UNTUK IRRBB

IRRBB is a risk arising from changes in interest rates that cause changes in present value and determination of timing of future cash flows that affect the economic value of assets, liabilities, and administrative account transactions of the Bank and cause changes in the value of net interest income. Because its effects affect the economic value and income, the Bank needs to accurately identify risks and calculate and report IRRBB to OJK in accordance with the regulated standards and references so that they can carry out appropriate corrective actions.

## 2. Risk Management Strategy and Risk Mitigation for IRRBB

## RISK MANAGEMENT TABLE BASEL DISCLOSURES

### LAPORAN PENERAPAN MANAJEMEN RISIKO UNTUK IRRBB

The Bank prepares a Risk Management Strategy and Risk Mitigation by determining the level of risk to be taken (risk appetite) and risk tolerance in line with the Bank's business strategy and policies and procedures for controlling IRRBB. The form of policies and procedures provides an overview of the delegation of power, authority and responsibility for each level of position and hedging strategy. In addition, the Bank needs to pay attention to the gap risk, basis risk, or certain positions with embedded options and explicit options. Furthermore, IRRBB Risk Management policies and procedures need to be reviewed at least 1 (one) time in 1 (one) year.

#### 3. Periodization of IRRBB Calculations and Specific Measurements Used by Banks to Measure Sensitivity to IRRBB

Based on the rules of the regulator, the Bank carries out an IRRBB calculation every 3 (three) months in accordance with the reporting period of Market Risk Profile and Bank Soundness Reporting. However, the Bank continues to make monthly IRRBB calculations as a form of risk control.

Specific measurements are used for asset and liability instruments that have behavioral properties such as Credit Prepayment Rate (CPR) on Credit exposures, Term Deposit Redemption Ratio (TDRR) on Deposit exposures, and Behavioral Non Maturity Deposit (NMD) exposure on Savings or Demand Deposits using historical data. In addition, it also calculates the cash flow projection for monthly installment payments for credit instruments with fixed rate types, while for loans with floating rate types, it is determined to have a repricing period of 1 (one) month.

#### 4. Interest Rate Shock Scenarios and Stress Scenarios Used by Banks in IRRBB Calculations Using EVE and NII

Based on the regulatory provisions, the Bank applies 6 (six) types of interest rate shock scenarios for the  $\Delta EVE$  calculation, namely Parallel Up, Parallel Down, Steepener, Flattener, Short Rates Up and Short Rates Down. Whereas the  $\Delta NII$  calculation uses 2 (two) shock scenarios, namely Parallel Up and Parallel Down.

In the process of interest rate shock scenario, the Bank uses 2 (two) types of currencies, namely Rupiah and foreign currencies using the US Dollar approach. For the scenario of interest rate shock with a Parallel type, the Bank uses a change in the value of the interest rate of 400 bps for Rupiah and 200 bps for US Dollar. Whereas in the short condition use the amount of changes in interest rates of 500 bps (Rupiah) and 300 bps (US Dollar) and for the long condition use the change in interest rates of 350 bps (Rupiah) and 150 bps (US Dollar) respectively. The entire amount follows the rules of the regulator.

#### 5. Modeling Assumptions that Significantly Impact IRRBB Calculations, which are different from the IRRBB Calculation with a Standard Approach

All modeling assumptions made by the Bank in the calculation of IRRBB are in accordance with the standard and reference approaches set by the Regulator. So for now the Bank does not have specific modeling assumptions that have a different approach from the standard approach.

#### 6. Hedging against IRRBB (if any) and related Accounting Treatment

Currently the Bank does not take any hedging measures against IRRBB.

#### 7. Comprehensive explanation of the main assumptions of modeling and parametric used to calculate $\Delta EVE$ and $\Delta NII$ :

##### a. Credit Prepayment Rate (CPR)

The Bank determines the Credit Prepayment Risk (CPR) model based on the longest historical data held by the Bank with the 2007 - 2019 data period. The determination of the CPR rate is done by comparing the credit ceiling that has an accelerated repayment status (Prepayment) with all credit ceiling owned by the data historically, both the repayment status is accelerated, paid off according to the maturity date, and those that are still active. Furthermore, the CPR rate value obtained is used as an initial assumption of potential Credit whose repayment will be accelerated in the calculation of IRRBB cash flow projections.

##### b. Term Deposit Redemption Ratio (TDRR)

The Bank determines the Term Deposit Redemption Ratio (TDRR) model based on the longest historical data held by the Bank with the 2007 - 2019 data period. The determination of the TDRR rate is carried out by comparing the outstanding deposits that have an early redemption status with all outstanding deposits that are owned in historical data, whether the status of the disbursement is accelerated, the status of the disbursement is in accordance with the due date, and the status is still active. Furthermore, the TDRR rate value obtained is used as an initial assumption of potential Deposits whose disbursement will be accelerated in the calculation of IRRBB cash flow projections.

##### c. Non-Maturity Deposit (NMD)

## RISK MANAGEMENT TABLE BASEL DISCLOSURES

## LAPORAN PENERAPAN MANAJEMEN RISIKO UNTUK IRRBB

The Bank divides NMD into 3 (three) based on rules, namely Transactional, Non-Transactional, and Corporate (Wholesale). Where the approach uses the assumption of stable and unstable deposits from the Liquidity Coverage ratio (LCR) calculation model to determine Transactional and Non-Transactional nominal. The Transactional Category is assumed to be a stable deposit while the Non-Transactional Category is assumed to be an unstable savings on LCR. For Corporate deposits (Wholesale) only differ by the customer field of business.

The Bank determines the amount of core deposit for Savings and Current Accounts using historical data for 10 (ten) years from 2009 - 2019. Where the assumption of core deposits used is the minimum nominal value of Savings and Current Accounts during the period of historical data and the minimum value is placed on bucket repricing that fits the NMD category. Furthermore, if the nominal Savings and Current Accounts at the reporting date exceeds the minimum value (core deposit), the excess is considered as non-core deposits that will be placed on overnight bucket repricing.

**d. Aggregation Method between Currencies and Significant Interest Rate Correlations between Currencies**

The Bank needs to aggregate the  $\Delta$ EVE calculation calculation between each currency in order to obtain a consolidated value of all currencies that describe the Bank's condition in general. The bank takes an aggregation value of 50% which will be used to weight the value of  $\Delta$ EVE calculation in foreign currency. Where the rules used are if the value of  $\Delta$ EVE in the calculation of foreign exchange experiences a profit, then only 50% of the value of the  $\Delta$ EVE is taken to add up to the value of  $\Delta$ EVE in Rupiah. However this does not apply if the value of  $\Delta$ EVE foreign currency losses.

**8. Other Information**

None

## Quantitative Analysis

**1. Average Repricing Maturity Period applied for NMD**

The bank follows the rules of the regulator by setting the average period of repricing maturity for NMD in the range of 5 years for transactional NMD, 4.5 years for non-transactional NMD, and 4 years for corporate NMD.

**2. The longest period of repricing maturity applied for NMD**

The Bank follows the rules of the regulator by applying the repricing maturity period for NMD in the range of 5 years for Transactional NMD, 4.5 years for Non-Transactional NMD, and 4 years for NMD Corporations.

## Market Risk

Tabel 15d : Disclosure of Exposure to Interest Rate Risk in Banking Book (IRRBB)

## IRRBB CALCULATION REPORT

		*(In million Rupiah)			
		$\Delta$ EVE		$\Delta$ NII	
No	Shock Scenario	Jun 2019	Jun 2019	Dec 2019	Dec 2019
1	Paralel UP (400 bps)	951,905	1,813,477	(543,856)	(646,294)
2	Paralel Down (400 bps)	(975,992)	(2,124,578)	460,579	556,923
3	Steepener	128,394	507,498		
4	Flattener	(27,753)	(229,045)		
5	Short Rate Up	348,038	601,638		
6	Short Rate Down	(486,974)	(778,211)		
<b>Maximum Loss Value (Absolute)</b>		<b>951,905</b>	<b>1,813,477</b>	<b>460,579</b>	<b>556,923</b>

## RISK MANAGEMENT TABLE BASEL DISCLOSURES

<b>Tier 1 capital (for ΔEVE) or Projected Income (for ΔNII)</b>	<b>14,684,721</b>	<b>13,783,627</b>	<b>2,300,108</b>	<b>2,300,108</b>
<b>Maximum Value divided by Tier-1 Capital (for ΔEVE) or Projected Income (for ΔNII)</b>	<b>6.48%</b>	<b>13.16%</b>	<b>20.02%</b>	<b>24.21%</b>

### Liquidity Risk

**Table 16a : Disclosure of Rupiah Maturity Profiles - Individual Banks**

		December 31, 2019					
No.	Posts	Posts	Due date*)				
			≤ 1 month	> 1 month s.d. 3 months	> 3 months s.d. 6 months	> 6 months s.d. 12 months	> 12 months
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
<b>I BALANCE</b>							
<b>A Assets</b>							
1.	Cash	988,111	988,111	-	-	-	-
2.	Placements with Bank Indonesia	7,123,766	7,123,766	-	-	-	-
3.	Placements with other banks	3,719,662	3,719,662	-	-	-	-
4.	Securities	20,763,102	-	1,673,154	1,196,800	1,805,736	16,087,412
5.	Credit given	47,114,851	8,661,842	2,007,656	3,085,362	4,367,766	28,992,225
6.	Other bills	4,328,969	4,036,510	-	292,459	-	-
7.	Others	631,335	631,304	-	-	-	31
<b>Total Assets</b>		<b>84,669,796</b>	<b>25,161,195</b>	<b>3,680,810</b>	<b>4,574,621</b>	<b>6,173,502</b>	<b>45,079,668</b>
<b>B. Obligations</b>							
1.	Third Party Funds	65,911,708	48,332,776	13,912,949	2,646,893	466,440	552,650
2.	Obligations at Bank Indonesia	-	-	-	-	-	-
3.	Liabilities to other banks	5,827,542	5,785,992	25,050	3,000	13,500	-
4.	Securities Issued	-	-	-	-	-	-
5.	Loans Received	-	-	-	-	-	-
6.	Other obligations	4,264,423	3,971,964	-	292,459	-	-
7.	Others	636,985	636,985	-	-	-	-
<b>Total Obligations</b>		<b>76,640,658</b>	<b>58,727,717</b>	<b>13,937,999</b>	<b>2,942,352</b>	<b>479,940</b>	<b>552,650</b>
<b>Difference in Assets and Liabilities in the Balance Sheet</b>		<b>8,029,138</b>	<b>(33,566,522)</b>	<b>(10,257,189)</b>	<b>1,632,269</b>	<b>5,693,562</b>	<b>44,527,018</b>
<b>II ADMINISTRATIVE ACCOUNT</b>							
<b>A. Administrative Account Bill</b>							
1.	Commitment	3,458,893	3,458,893	-	-	-	-
2.	Contingencies	-	-	-	-	-	-
<b>Total Administrative Account Bill</b>		<b>3,458,893</b>	<b>3,458,893</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>B. Administrative Account Obligations</b>							
1.	Commitment	31,443,360	21,747,670	446,767	636,387	189,188	8,423,348
2.	Contingencies	164,083	60,609	50,774	21,865	26,423	4,412
<b>Total Administrative Account Obligations</b>		<b>31,607,443</b>	<b>21,808,279</b>	<b>497,541</b>	<b>658,252</b>	<b>215,611</b>	<b>8,427,760</b>
<b>Difference in Receivables and Liabilities in Administrative Accounts</b>		<b>(28,148,550)</b>	<b>(18,349,386)</b>	<b>(497,541)</b>	<b>(658,252)</b>	<b>(215,611)</b>	<b>(8,427,760)</b>
<b>Difference [(IA-IB)+(IIA-IIB)]</b>		<b>(20,119,412)</b>	<b>(51,915,908)</b>	<b>(10,754,730)</b>	<b>974,017</b>	<b>5,477,951</b>	<b>36,099,258</b>
<b>Cumulative Difference</b>			<b>(51,915,908)</b>	<b>(62,670,638)</b>	<b>(61,696,621)</b>	<b>(56,218,670)</b>	<b>(20,119,412)</b>

\*) Convenient with applicable regulations

## RISK MANAGEMENT TABLE BASEL DISCLOSURES

(In Million Rupiah)

December 31, 2019						
Posts	Due date*)					
	≤ 1 month	> 1 month s.d. 3 months	> 3 months s.d. 6 months	> 6 months s.d. 12 months	> 12 months	
116,363	116,363	-	-	-	-	-
592,456	592,456	-	-	-	-	-
489,103	489,103	-	-	-	-	-
497,145	-	-	-	-	-	497,145
4,906,809	12,554	20,722	62,539	1,592,226	3,218,768	
376,928	215,527	132,857	28,544	-	-	
19,456	18,809	-	-	-	647	
<b>6,998,260</b>	<b>1,444,812</b>	<b>153,579</b>	<b>91,083</b>	<b>1,592,226</b>	<b>3,716,560</b>	
6,809,265	6,415,110	362,275	23,281	8,599	-	
-	-	-	-	-	-	
129,549	129,549	-	-	-	-	
-	-	-	-	-	-	
-	-	-	-	-	-	
376,928	215,527	132,857	28,544	-	-	
69,571	69,571	-	-	-	-	
<b>7,385,313</b>	<b>6,829,757</b>	<b>495,132</b>	<b>51,825</b>	<b>8,599</b>	-	
<b>(387,053)</b>	<b>(5,384,945)</b>	<b>(341,553)</b>	<b>39,258</b>	<b>1,583,627</b>	<b>3,716,560</b>	
1,517,248	1,517,248	-	-	-	-	
-	-	-	-	-	-	
<b>1,517,248</b>	<b>1,517,248</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	
2,959,200	2,530,432	24,336	1,009	349,225	54,198	
350,596	3,490	27,911	43,158	256,307	19,730	
<b>3,309,796</b>	<b>2,533,922</b>	<b>52,247</b>	<b>44,167</b>	<b>605,532</b>	<b>73,928</b>	
<b>(1,792,548)</b>	<b>(1,016,674)</b>	<b>(52,247)</b>	<b>(44,167)</b>	<b>(605,532)</b>	<b>(73,928)</b>	
<b>(2,179,601)</b>	<b>(6,401,619)</b>	<b>(393,800)</b>	<b>(4,909)</b>	<b>978,095</b>	<b>3,642,632</b>	
	<b>(6,401,619)</b>	<b>(6,795,419)</b>	<b>(6,800,328)</b>	<b>(5,822,233)</b>	<b>(2,179,601)</b>	

## RISK MANAGEMENT TABLE BASEL DISCLOSURES

### Liquidity Risk

**Table 17: Disclosure of Value of Liquidity Coverage Ratio (LCR)**

	LCR 2019 value			
	Quarterly I	Quarterly II	Quarterly III	Quarterly IV
(1)	(2)	(3)	(4)	(5)
<b>Bank in Individual Manner</b>	128%	131%	164%	163%

### Operational Risk

**Table 18 : Disclosures of Operational Risk - Individual Banks**

No.	Provision of Funds	Tuesday, December 31, 2019		
		Gross Income (Average for the last 3 years) *)	Capital Expenses	ATMR
(1)	(2)	(3)	(4)	(5)
1	Basic Indicator Approach	5,532,778	829,917	10,373,959
<b>Total</b>		<b>5,532,778</b>	<b>829,917</b>	<b>10,373,959</b>

\*) Banks that use Basic Indicator Approach in calculating Operational Risk

## RISK MANAGEMENT TABLE BASEL DISCLOSURES

In percent (%)

	Nilai LCR 2018			
	Quarterly I	Quarterly II	Quarterly III	Quarterly IV
	(6)	(7)	(8)	(9)
	129%	133%	138%	115%

(In million Rupiah)

	Monday, December 31, 2018		
	Gross Income (Average for the last 3 years) <sup>1)</sup>	Capital Expenses	ATMR
	(6)	(7)	(8)
	5,380,746	807,112	10,088,899
	<b>4,855,651</b>	<b>728,348</b>	<b>9,104,346</b>

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# CORPORATE SOCIAL RESPONSIBILITY



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Along with the issuance of the 2019 PT Bank Mega Tbk Annual Report, the Bank also published the Bank Mega Sustainability Report 2019, the contents of which have been stipulated in POJK 51-POJK.03-2017 regarding the Implementation of Sustainable Finance for Issuing Financial Services Institutions and Public Companies. This Sustainability Report has also referred to the Sustainability Report Standard (SRS), which is the latest sustainability reporting standard, issued by the Global Reporting Initiatives (GRI).



## CORPORATE SOCIAL & ENVIRONMENTAL RESPONSIBILITY

### The Bank's Commitment for the Community

Bank Mega's Social & Environmental Responsibility consists of two main programs, namely "Mega Berbagi" and "Mega Peduli". Philosophically, the CSR programs are implemented not only to give back to society, but also to emphasize the need to build a harmonious relationship with the surrounding environment, particularly with the community and environment, while also continuously provide the stakeholders with added values. The CSR programs certainly have positive impacts on the recipient community. Education becomes the focus as Bank Mega believes that good education will break the poverty chain. Throughout 2019, Bank Mega has contributed to the community in total value of Rp16 billion and Rp1.6 billion through Mega Berbagi and Mega Peduli respectively.

#### a. Mega Berbagi

Bank Mega invites all customers and communities to deposit money and take part in building school facilities and infrastructures through Mega Berbagi Savings product. By owning a Mega Berbagi Savings account, customers can deposit money and give to charity anytime and anywhere. By automatically depositing a minimum of 1% of the interest rate received and an additional 1% from Bank Mega, the customers and Bank Mega together build the future and contribute to education improvement. By the end of December 2019, donated funds reached a total of Rp111 billion and had been distributed to 69 schools having completed construction and renovation, as well as 3 schools having received the Bank's commitments and still under construction with a funding allocation of Rp102 billion. The program aims at fulfilling the fourth goal of the

Sustainable Development Goals (SDGs), which is to support education improvement.

A more detailed explanation of the Corporate Social & Environmental Responsibility activities is provided in the Sustainable Report 2019.

The activities of Mega Berbagi are as follows:

- The Mega Berbagi Committee collects the data of schools in need of support through the Bank's office network.
- The Committee makes a visit to schools that have completed construction and renovation;

Throughout 2019, Mega Berbagi had successfully finished the construction of 17 (seventeen) schools; nine of which were demolished due to earthquake and tsunami in Palu, Central Sulawesi. Bank Mega, together with other business units of CT Corp provided aid for communities in Palu by rebuilding schools and places of worship damaged by the earthquake and tsunami at the end of 2018. Owing to this program, 9 schools in Palu are now fully eligible for classroom teaching and learning.

The following are the schools receiving Mega Berbagi donation for renovation and rebuilding:

1. SMA Flobamora - Kupang, East Nusa Tenggara
2. SMA Karya Purnawirawan - Kendari, Southeast Sulawesi
3. SMk Miftahul Bariyyah - Subang, West Java
4. SMP St.Antoinus Padua - Sentani(Jayapura), Papua
5. SMP Ma'arif Nu Benjeng - Gresik, East Java
6. SMPN 1 Gangga - Lombok, West Nusa Tenggara

## CORPORATE SOCIAL & ENVIRONMENTAL RESPONSIBILITY

7. SMK Persada - Sangatta, East Kalimantan
8. MA Ponpes Al Tsaqafah - Jakarta
9. SMA Lab School - Palu, Central Sulawesi
10. MI An Nur Buuts - Palu, Central Sulawesi
11. SMK PGRI - Palu, Central Sulawesi
12. SDIM Yoto Djanggola - Sigi, Central Sulawesi
13. SD Advent - Palu, Central Sulawesi
14. SMAN 1 Banawa - Donggala, Central Sulawesi
15. SDN Lolu - Sigi, Central Sulawesi
16. MA Al Khairat Lolu - Sigi, Central Sulawesi
17. SD Inpres Lolu - Sigi, Central Sulawesi



### Mega Berbagi Activity

Description	Measurement Unit	2019	2018	2017
Benefit Recipient	People	4.147	6.372	3.704

### b. Mega Peduli

Mega Peduli Program also enlivens Bank Mega's CSR activities. The entire personnel of Bank Mega are required to actively participate in these activities in the hope of fostering their compassion for the afflicted. The donation is channeled through Bank Mega Branch/Sub-Branch/Cash offices throughout Indonesia. Mega Peduli social activities are increasingly seen as beneficial especially for

underprivileged communities who are subject to soaring basic commodities price ahead of Eid al-Fitr and who have weak purchasing power. Therefore, Bank Mega grants donations through Mega Peduli in the form of staples to help meet the needs of underprivileged communities who live around the Bank's Head Office and around 374 Bank Mega office networks throughout Indonesia. In 2019, Bank Mega distributed more than 16,000 staples that comprised rice, cooking oil, sugar, and instant noodles. Bank Mega's President Director Kostaman Thayib symbolically handed these staples to the underprivileged around Bank Mega's Head Office in Jakarta, particularly the underprivileged near Masjid Raihanul Hamim - Mampang.

In addition, to commemorate the Bank's Anniversary, Bank Mega in collaboration with CT ARSA Foundation conducted a CSR activity in the form of dental care counseling by the Foundation's Dentist Team, followed with free dental check and dental care through Mobil Sehat (Healthy Cars) for students and communities around Madrasah Aliyah Al Falak, Bogor-West Java. Through this activity, Bank Mega aimed to raise dental health awareness through direct dialogs with the dentists during the examination in Mobil Sehat.



## CORPORATE SOCIAL &amp; ENVIRONMENTAL RESPONSIBILITY

Mega Peduli activity				
Description	Measurement Unit	2019	2018	2017
Incurred Cost	Billion Rupiah	1,65	1,57	1,53

Moreover, Bank Mega hosts regular blood drives annually. In 2019, Bank Mega invited its personnel to participate in blood donation. Based on the data of the Residence Blood Donor Units of the PMI (Indonesian Red Cross) in Sukabumi, North Jakarta, and Bekasi, approximately 364 blood bags were collected from 460 Bank Mega personnel participating in blood drives in Jakarta Head Office, as well as in regional offices in Bandung, Semarang, Surabaya, Medan, Makassar and Banjarmasin. The blood bags collected in the 2019 blood drives increased by 5% from previous year. The program aims at fulfilling the third goal of the SDGs, which is to ensure healthy living and improve the welfare of Bank Mega personnel and of the community as well.

### Banking Education Literacy

Bank Mega is actively and routinely involved in educational programs specifically geared to building public literacy on banking. The program, which is initiated by Bank Indonesia, is a manifestation of the sixth pillar of the Indonesian Banking Architecture, which stipulates that banks are responsible for educating the public on the basic knowledge of banking. Throughout 2019, Bank Mega carried out several activities related to literacy education, which, among others were "Come to the Bank" for students of SMK Persada Sangatta and financial literacy for customers and prospective credit card customers through Mega Travel Fair in Jakarta. In addition, Bank Mega also participated in the Financial Literacy Month program with OJK (the Indonesian Financial Services Authority) in 2019.

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## ENVIRONMENTAL MANAGEMENT

### The Bank's Commitment in Protecting the Environment

Bank Mega is committed to conducting efficient operations as part of its strategies in reducing costs, which ultimately increase profits. Moreover, by conducting efficient operations especially in terms of energy use, Bank Mega has contributed to the reduction of carbon emission, which is one of the SDG goals.

In the next year, the efficiency program will be intensified through the standardization of operating vehicles in the entire Bank Mega's Regional/Branch/Sub-Branch/Cash Offices. As part of the standardization program, approximately 60 operating vehicles will be auctioned off.



## CORPORATE SOCIAL RESPONSIBILITY TO THE ENVIRONMENT

In protecting the environment, Bank Mega always focuses on safeguarding the environment according to the principle of sustainability. One of Bank Mega's commitments to preserving the environment lies in its role as a credit provider for customers.

In accordance with RAKB (Sustainable Finance Action Plan), Bank Mega adjusts its credit policies, particularly in environment, social, & governance (ESG) financing. Bank Mega's credit requirements include a list of ESG aspects. Bank Mega continues to develop financial products and services for Sustainable Business Activities category (KKUB) and a financial inclusion program through corporate financing and Micro, Small, and Medium Enterprises (SMEs) financing.

Meanwhile, a green portfolio is continuously being identified to achieve financing profiles that are eligible for KKUB. Bank Mega also sets targets and measures the results of sustainable financing implementation, which are then reported to OJK in form of Sustainability Action Plan (RAKB). Further, Bank Mega's role in sustainable financing implementation and in driving optimal economic performance is expected to give meaningful impacts on the environment, stakeholders, as well as Indonesian people.

Bank Mega is also committed to create cost efficiency and simultaneously support energy efficiency that directly reduces carbon emissions. Efficiency programs will be continuously improved,

for example through standardization of operating vehicle in the all regional/branch/sub-branch/and cash offices. Therefore, Bank Mega sets up a plan to auction off its 60 operating vehicle assets.

In addition, Bank Mega has implemented other efficiency programs, such as responsible consumption of products and services to meet its basic needs which leads to a better and more sustainable living. The efficiency programs are as follows:

- a. Reducing electricity consumption in Bank Mega offices through efficient use of air conditioners (AC) and lamps, without neglecting office comfort level for the employees and customers.
- b. Creating a green policy by issuing a Service Memo No. MD .1638/PRFS/19 concerning Notification of Discontinuation of Using Mineral Water Cups and Bottles in Bank Mega's Office Environment, which is intended to reduce plastic waste.
- c. Reducing paper usage in banking processes by utilizing banking technological innovations. Customers are encouraged to use ATM, mobile banking, internet banking, and several financial mobile applications developed by Bank Mega. This will result in reduction in paper usage, especially in teller transactions which tend to use paper as an underlying copy of the transactions. Technological advancements also reduce transport costs because customers no longer need to go to Bank Mega offices to use the bank's services.

## CORPORATE SOCIAL RESPONSIBILITY IN RELATION TO OCCUPATIONAL, HEALTH, AND SAFETY (OHS) PRACTICES

### Policy

Bank Mega believes that Human Resources (SDM) is an important asset for the Bank's sustainable business operations. Therefore, Bank Mega always strives to meet its employees' needs by implementing policies in the field of Occupational, Health, and Safety (OHS) practices.

Bank Mega always strives to create a decent, safe, and comfortable workplace for its employees. In addition, Bank Mega also builds harmonious relationships with its employees. This is in line with the main principles and requirements for realizing the Bank's vision, mission, and sustainable growth.

The OHS Policies are implemented thoroughly in the entire Bank Mega's work units. One of these policies is a disaster mitigation training and simulation. The Bank also ensures that first-aid boxes and safety equipment, such as fire extinguishers, are available and well-functioning in all work environments. Bank Mega's management believes that employees' knowledge of disaster mitigation as well as the availability of safety equipment will reduce accidents and create a safer and more comfortable workplace.

### Facilities and Work Safety

Bank Mega implements an OHS management system that is integrated with the Bank's management system and is in accordance with the applicable regulations. In addition, the Bank also pays attention to its employees' safety and health by continuously mitigating the impacts of the Bank's business activities that affect its employees and business. Furthermore, the Bank provides social securities for its employees and their families by

enrolling them in both private health insurance plan and BPJS (Indonesian Compulsory Social Security).

In realizing the OHS policies, Bank Mega ensures its employees have equal rights and opportunities to access the OHS policies. Bank Mega is committed to implementing health and safety policies which include work accident compensation and aid distribution to employees who have an accident.

The following are OHS policies and facilities applied in the Bank's environment:

1. Emergency procedures that are communicated to all employees.
2. Emergency telephone numbers to reach fire department and police.
3. The Bank's employees are obliged to use Employee ID Card in the workplace.
4. An obligation to identify unknown guests in the Bank's premises.
5. An obligation to keep the workplace clean and conducive.
6. An obligation to keep and maintain a safe and healthy workplace.
7. Smoking prohibition in the workplace.
8. Reporting of work-related accidents that is submitted to an official appointed by the Bank.
9. An obligation to report to the superior on certain matters or events that potentially compromise the safety of employees, a group, or the Bank. .

Throughout 2019, Bank Mega had given aid to its employees affected by the earthquake and tsunami in Palu. The aid was in the form of cash for rebuilding their damaged houses and in the form of benefit in kind.

## CORPORATE SOCIAL RESPONSIBILITY IN RELATION TO OCCUPATIONAL, HEALTH, AND SAFETY (OHS) PRACTICES

### Safety Level

Bank Mega is always committed to implementing health and safety policies and providing the best facilities for its employees. Under this commitment, there was no fatal work-related accident throughout the Bank Mega's offices in 2019.

### Equality of Gender and Work Opportunities

In hiring employees, Bank Mega never discriminates employee candidates by their gender, age, ethnicity, religion, race, and other

backgrounds. The Bank's Human Resources Management always emphasizes equality of gender and work opportunities during the recruitment process and when enrolling employees in the pension plan. The realization of this principle is obviously seen at recruitment process that gives opportunity for the best candidates to join the team and build career regardless of their gender, ethnicity, race, religion, and other backgrounds, which is in line with internal and external regulations.

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## CORPORATE SOCIAL RESPONSIBILITY TO CUSTOMERS

### POLICIES

Bank Mega always guards its reputation by showing its commitment to service excellence and customer satisfaction. Bank Mega acknowledges that excellent services are the key to win customers' loyalty and guarantee business continuity. Moreover, Bank Mega realizes that providing premium services is the best way to ensure a long-term business growth.

### INFORMATION CENTER AND CUSTOMER CARE

Peningkatan kualitas layanan merupakan salah satu prioritas dan komitmen utama Bank Mega. Bank Mega menyediakan berbagai kanal layanan melalui Kantor Cabang, Mega Call 1500010, maupun akun media sosial Instagram Bank Mega, dan Chatting Robot, Mila yang diluncurkan pada akhir tahun 2019.





# FINANCIAL STATEMENTS 2019





# PT BANK MEGA TBK

LAPORAN KEUANGAN  
 TANGGAL 31 DESEMBER 2019  
 DAN UNTUK TAHUN YANG BERAKHIR PADA  
 TANGGAL TERSEBUT  
 BESERTA LAPORAN AUDITOR INDEPENDEN/

*FINANCIAL STATEMENTS  
 AS OF DECEMBER 31, 2019 AND  
 FOR THE YEAR THEN ENDED  
 WITH INDEPENDENT AUDITORS' REPORT*

(MATA UANG RUPIAH/RUPIAH CURRENCY)

**MENARA BANK MEGA**  
 JL. Kapt. Tendean Kav. 12 -14A  
 Jakarta 12790

*The original financial statements included herein  
are in the Indonesian language.*

**PT BANK MEGA TBK  
LAPORAN KEUANGAN  
TANGGAL 31 DESEMBER 2019 SERTA  
TAHUN YANG BERAKHIR PADA TANGGAL  
TERSEBUT  
DAN LAPORAN AUDITOR INDEPENDEN**

**PT BANK MEGA TBK  
FINANCIAL STATEMENTS  
AS OF DECEMBER 31, 2019 AND  
FOR THE YEAR THEN ENDED  
AND INDEPENDENT AUDITORS' REPORT**

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**SURAT PERNYATAAN DIREKSI  
 TENTANG  
 TANGGUNG JAWAB ATAS LAPORAN KEUANGAN  
 TANGGAL 31 DESEMBER 2019 DAN UNTUK  
 TAHUN YANG BERAKHIR PADA TANGGAL TERSEBUT  
 PT. BANK MEGA Tbk.**

**BOARD OF DIRECTORS' STATEMENT  
 REGARDING  
 THE RESPONSIBILITY FOR THE FINANCIAL STATEMENTS  
 AS OF DECEMBER 31, 2019 AND FOR  
 THE YEAR THEN ENDED  
 PT. BANK MEGA Tbk.**

Kami yang bertanda tangan di bawah ini :

We, The undersigned :

1. Nama : Kostaman Thayib  
 Alamat Kantor : Menara Bank Mega  
 Jl. Kapten Tendean kav.12-14A  
 Jakarta Selatan  
 Alamat Rumah : Jl. Tomang Rawa Kupa IX/71  
 Jakarta Barat  
 Nomor Telepon : 79175000  
 Jabatan : Direktur Utama
2. Nama : Madi Darmadi Lazuardi  
 Alamat Kantor : Menara Bank Mega  
 Jl. Kapten Tendean kav.12-14A  
 Jakarta Selatan  
 Alamat Rumah : Pluit Permai 1 No. 40 Penjaringan  
 - Jakarta Utara  
 Nomor Telepon : 79175000  
 Jabatan : Direktur

1. Name : Kostaman Thayib  
 Office Address : Menara Bank Mega  
 Jl. Kapt. Tendean  
 kav.12-14A Jakarta 12790  
 Residential Address : Jl. Tomang Rawa Kupa IX/71  
 West Jakarta  
 Telephone : 79175000  
 Title : President Director
2. Name : Madi Darmadi Lazuardi  
 Office Address : Menara Bank Mega  
 Jl. Kapt. Tendean kav.12-14A  
 Jakarta 12790  
 Residential Address : Pluit Permai 1 No. 40  
 Penjaringan - North Jakarta  
 Telephone : 79175000  
 Title : Director

Menyatakan bahwa :

Declare that :

1. Kami bertanggung jawab atas penyusunan dan penyajian laporan keuangan PT. Bank Mega Tbk.;
2. Laporan keuangan PT. Bank Mega Tbk. telah disusun dan disajikan sesuai dengan Standar Akuntansi Keuangan di Indonesia;
3. a. Semua informasi dalam laporan keuangan PT. Bank Mega Tbk. telah dimuat secara lengkap dan benar;  
 b. Laporan keuangan PT. Bank Mega Tbk. tidak mengandung informasi atau fakta material yang tidak benar, dan tidak menghilangkan informasi atau fakta material;
4. Kami bertanggung jawab atas sistem pengendalian internal dalam PT. Bank Mega Tbk.

1. We are responsible for the preparation and presentation of the financial statement of PT. Bank Mega Tbk.;
2. The financial statements of PT. Bank Mega Tbk. have been prepared and presented in accordance with Indonesian Financial Accounting Standards;
3. a. All information has been disclosed in a complete and truthful manner in PT. Bank Mega Tbk. financial statements;  
 b. The financial of PT. Bank Mega Tbk. do not contain any incorrect information or material facts, nor do they omit material information or material facts;
4. We are responsible for PT. Bank Mega Tbk. internal control system.

Demikian pernyataan ini dibuat dengan sebenarnya.

Thus this statement is made truthfully.

Jakarta, 28 Januari 2020 / January 28, 2020  
 Atas nama dan mewakili Direksi/For and on behalf of the Board of Directors



  
**Kostaman Thayib**  
 Direktur Utama/  
 President Director
 
**Madi Darmadi Lazuardi**  
 Direktur/  
 Managing Director



## Kosasih, Nurdiyanman, Mulyadi, Tjahjo & Rekan

Registered Public Accountants No. 854/KM.1/2015

Cyber 2 Tower 20<sup>th</sup> floor  
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Fax +62 (21) 2553 9298  
www.crowe.id

*The original report included herein is in Indonesian language.*

### Laporan Auditor Independen

### Independent Auditors' Report

Laporan No. No. 00013/2.1051/AU.1/07/0269-1/1/2020

Report No. No. 00013/2.1051/AU.1/07/0269-1/1/2020

Pemegang Saham, Dewan Komisaris dan Direksi  
PT BANK MEGA TBK

*The Shareholders, Boards of Commissioners  
and Directors  
PT BANK MEGA TBK*

Kami telah mengaudit laporan keuangan PT Bank Mega Tbk terlampir, yang terdiri dari laporan posisi keuangan tanggal 31 Desember 2019, serta laporan laba rugi dan penghasilan komprehensif lain, laporan perubahan ekuitas, dan laporan arus kas untuk tahun yang berakhir pada tanggal tersebut, dan suatu ikhtisar kebijakan akuntansi signifikan dan informasi penjelasan lainnya.

*We have audited the accompanying financial statements of PT Bank Mega Tbk, which comprise the statement of financial position as of December 31, 2019, and the statements of profit or loss and other comprehensive income, changes in equity, and cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.*

### Tanggung jawab manajemen atas laporan keuangan

### Management's responsibility for the financial statements

Manajemen bertanggung jawab atas penyusunan dan penyajian wajar laporan keuangan tersebut sesuai dengan Standar Akuntansi Keuangan di Indonesia, dan atas pengendalian internal yang dianggap perlu oleh manajemen untuk memungkinkan penyusunan laporan keuangan yang bebas dari kesalahan penyajian material, baik yang disebabkan oleh kecurangan maupun kesalahan.

*Management is responsible for the preparation and fair presentation of such financial statements in accordance with Indonesian Financial Accounting Standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.*

### Tanggung jawab auditor

### Auditors' responsibility

Tanggung jawab kami adalah untuk menyatakan suatu opini atas laporan keuangan tersebut berdasarkan audit kami. Kami melaksanakan audit kami berdasarkan Standar Audit yang ditetapkan oleh Institut Akuntan Publik Indonesia. Standar tersebut mengharuskan kami untuk mematuhi ketentuan etika serta merencanakan dan melaksanakan audit untuk memperoleh keyakinan memadai tentang apakah laporan keuangan tersebut bebas dari kesalahan penyajian material.

*Our responsibility is to express an opinion on such financial statements based on our audit. We conducted our audit in accordance with Standards on Auditing established by the Indonesian Institute of Certified Public Accountants. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether such financial statements are free from material misstatement.*





**Kosasih, Nurdiyaman, Mulyadi, Tjahjo & Rekan**  
Registered Public Accountants No. 854/KM.1/2015

*The original report included herein is in Indonesian language.*

## Halaman 2

Suatu audit melibatkan pelaksanaan prosedur untuk memperoleh bukti audit tentang angka-angka dan pengungkapan dalam laporan keuangan. Prosedur yang dipilih bergantung pada pertimbangan auditor, termasuk penilaian atas risiko kesalahan penyajian material dalam laporan keuangan, baik yang disebabkan oleh kecurangan maupun kesalahan. Dalam melakukan penilaian risiko tersebut, auditor mempertimbangkan pengendalian internal yang relevan dengan penyusunan dan penyajian wajar laporan keuangan entitas untuk merancang prosedur audit yang tepat sesuai dengan kondisinya, tetapi bukan untuk tujuan menyatakan opini atas keefektifitasan pengendalian internal entitas. Suatu audit juga mencakup pengevaluasian atas ketepatan kebijakan akuntansi yang digunakan dan kewajaran estimasi akuntansi yang dibuat oleh manajemen, serta pengevaluasian atas penyajian laporan keuangan secara keseluruhan.

Kami yakin bahwa bukti audit yang telah kami peroleh adalah cukup dan tepat untuk menyediakan suatu basis bagi opini audit kami.

### Opini

Menurut opini kami, laporan keuangan terlampir menyajikan secara wajar, dalam semua hal yang material, posisi keuangan PT Bank Mega Tbk tanggal 31 Desember 2019, serta kinerja keuangan dan arus kasnya untuk tahun yang berakhir pada tanggal tersebut, sesuai dengan Standar Akuntansi Keuangan di Indonesia.

### Hal-hal lain

Laporan keuangan Bank tanggal 31 Desember 2018 dan untuk tahun yang berakhir pada tanggal tersebut diaudit oleh auditor independen lain yang menyatakan opini tanpa modifikasi atas laporan keuangan tersebut pada tanggal 11 Februari 2019.

## Page 2

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditors' judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditors consider internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

### Opinion

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of PT Bank Mega Tbk as of December 31, 2019, and its financial performance and cash flows for the year then ended, in accordance with Indonesian Financial Accounting Standards.

### Other matters

The financial statements of the Bank as of December 31, 2018 and for the year then ended were audited by other independent auditors who expressed an unmodified opinions on such financial statements on February 11, 2019.

**KOSASIH, NURDIYAMAN, MULYADI, TJAHJO & REKAN**

**Drs. Nunu Nurdiyaman, CPA**  
Registrasi Akuntan Publik No. AP. 0269/Public Accountant Registration No. AP. 0269

28 Januari 2020/January 28, 2020

**PT BANK MEGA TBK**  
**LAPORAN POSISI KEUANGAN**  
**Tanggal 31 Desember 2019**  
**(Disajikan dalam jutaan Rupiah,**  
**kecuali dinyatakan lain)**

**PT BANK MEGA TBK**  
**STATEMENT OF FINANCIAL POSITION**  
**As of December 31, 2019**  
**(Expressed in millions of Rupiah,**  
**unless otherwise stated)**

	Catatan/ Notes	31 Desember/ December 31, 2019	31 Desember/ December 31, 2018	
<b>ASET</b>				<b>ASSETS</b>
Kas	2,4	1.123.163	998.453	Cash
Giro pada Bank Indonesia	2,5	4.258.626	3.857.831	Current accounts with Bank Indonesia
Giro pada bank lain	2,6			Current accounts with other banks
Pihak berelasi	2,37	106	105	Related parties
Pihak ketiga		299.518	285.032	Third parties
Penempatan pada				
Bank Indonesia dan				Placements with Bank Indonesia
bank lain	2,7			and other banks
Pihak berelasi	2,37	300.000	200.000	Related parties
Pihak ketiga		7.736.685	2.689.675	Third parties
Efek-efek	2,8			Securities
Pihak ketiga		21.131.802	22.805.995	Third parties
Efek-efek yang dibeli dengan janji dijual kembali	2,9			Securities purchased under agreement to resell
Pihak ketiga		3.961.541	2.002.987	Third parties
Tagihan derivatif	2,10			Derivative receivables
Pihak ketiga		74.969	106.182	Third parties
Kredit yang diberikan	2,11			Loans
Pihak berelasi	2,37	273.960	320.897	Related parties
Pihak ketiga		52.748.835	41.942.807	Third parties
		53.022.795	42.263.704	
Pendapatan bunga yang ditangguhkan		(7.492)	(11.002)	Unearned interest income
Total		53.015.303	42.252.702	Total
Dikurangi:				Less:
Cadangan kerugian penurunan nilai		(280.475)	(347.043)	Allowance for impairment losses
Kredit yang diberikan - neto		52.734.828	41.905.659	Loans - net
Tagihan akseptasi	2,12			Acceptance receivable
Pihak berelasi	2,37	-	720	Related parties
Pihak ketiga		687.759	701.698	Third parties
Aset pajak tangguhan - neto	2,21	-	111.284	Deferred tax assets - net
Aset tetap	2,13	7.322.710	7.276.432	Fixed assets
Dikurangi:				Less:
Akumulasi penyusutan		(1.416.187)	(1.230.909)	Accumulated depreciation
Aset tetap - neto		5.906.523	6.045.523	Fixed assets - net
Aset lain-lain	2,14			Other assets
Pihak berelasi	2,37	6.690	7.968	Related parties
Pihak ketiga		2.581.621	2.042.834	Third parties
<b>TOTAL ASET</b>		<b>100.803.831</b>	<b>83.761.946</b>	<b>TOTAL ASSETS</b>

Catatan atas laporan keuangan terlampir merupakan bagian  
yang tidak terpisahkan dari laporan keuangan secara  
keseluruhan.

The accompanying notes to the financial statements form an  
integral part of these financial statements taken as a whole.



The original financial statements included herein are in Indonesian language.

**PT BANK MEGA TBK**  
**LAPORAN POSISI KEUANGAN (lanjutan)**  
**Tanggal 31 Desember 2019**  
**(Disajikan dalam jutaan Rupiah,**  
**kecuali dinyatakan lain)**

**PT BANK MEGA TBK**  
**STATEMENT OF FINANCIAL POSITION (continued)**  
**As of December 31, 2019**  
**(Expressed in millions of Rupiah,**  
**unless otherwise stated)**

	Catatan/ Notes	31 Desember/ December 31, 2019	31 Desember/ December 31, 2018	
<b>LIABILITAS DAN EKUITAS</b>				<b>LIABILITIES AND EQUITY</b>
<b>LIABILITAS</b>				<b>LIABILITIES</b>
Liabilitas segera	2,15	282.613	458.216	Obligations due immediately
Simpanan dari nasabah				Deposits from customers
Giro	2,16			Current accounts
Pihak berelasi	2,37	1.292.243	2.258.451	Related parties
Pihak ketiga		4.216.166	4.459.753	Third parties
Tabungan	2,17			Saving deposits
Pihak berelasi	2,37	101.619	111.576	Related parties
Pihak ketiga		12.402.693	11.687.504	Third parties
Deposito berjangka	2,18			Time deposits
Pihak berelasi	2,37	960.495	860.213	Related parties
Pihak ketiga		53.816.958	41.357.301	Third parties
Simpanan dari bank lain	2,19			Deposits from other banks
Pihak berelasi	2,37	36.655	1.781	Related parties
Pihak ketiga		6.124.443	2.799.996	Third parties
Efek-efek yang dijual dengan janji dibeli kembali	2,20	3.934.495	4.589.369	Securities sold under repurchased agreements
Liabilitas derivatif	2,10			Derivatives payable
Pihak ketiga		37.469	85.530	Third parties
Utang pajak penghasilan	2,21	71.439	29.736	Income tax payable
Utang akseptasi	2,12	687.759	702.418	Acceptance payable
Liabilitas pajak tangguhan - neto	2,21	57.988	-	Deferred tax liabilities - net
Liabilitas imbalan pasca-kerja	2,34	282.558	274.102	Post-employment benefits liability
Beban yang masih harus dibayar dan liabilitas lain-lain	2,22			Accrued expenses and other liabilities
Pihak berelasi	2,37	4.009	3.043	Related parties
Pihak ketiga		952.791	300.284	Third parties
<b>TOTAL LIABILITAS</b>		<b>85.262.393</b>	<b>69.979.273</b>	<b>TOTAL LIABILITIES</b>
<b>EKUITAS</b>				<b>EQUITY</b>
Modal saham - nilai nominal Rp500 (nilai penuh) per saham				Share capital - par value Rp500 (full amount) per share
Modal dasar - 27.000.000.000 saham				Authorized capital - 27,000,000,000 shares
Modal ditempatkan dan disetor penuh 6.963.775.206 saham	1,23	3.481.888	3.481.888	Issued and fully paid-up capital 6,963,775,206 shares
Tambahan modal disetor - neto	2,24	2.048.761	2.048.761	Additional paid-in capital - net
Penghasilan komprehensif lain	2,8,13,21,34	3.664.675	3.342.606	Other comprehensive income
Cadangan umum	25	1.543	1.497	General reserve
Saldo laba		6.344.571	4.907.921	Retained earnings
<b>TOTAL EKUITAS</b>		<b>15.541.438</b>	<b>13.782.673</b>	<b>TOTAL EQUITY</b>
<b>TOTAL LIABILITAS DAN EKUITAS</b>		<b>100.803.831</b>	<b>83.761.946</b>	<b>TOTAL LIABILITIES AND EQUITY</b>

Catatan atas laporan keuangan terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan secara keseluruhan.

The accompanying notes to the financial statements form an integral part of these financial statements taken as a whole.

The original financial statements included herein are in Indonesian language.

**PT BANK MEGA TBK**  
**LAPORAN LABA RUGI DAN**  
**PENGHASILAN KOMPREHENSIF LAIN**  
**Untuk Tahun yang Berakhir pada Tanggal**  
**31 Desember 2019**  
**(Disajikan dalam jutaan Rupiah,**  
**kecuali dinyatakan lain)**

**PT BANK MEGA TBK**  
**STATEMENT OF PROFIT OR LOSS AND**  
**OTHER COMPREHENSIVE INCOME**  
**For the Year Ended**  
**December 31, 2019**  
**(Expressed in millions of Rupiah,**  
**unless otherwise stated)**

	Catatan/ Notes	Tahun yang Berakhir pada tanggal 31 Desember/Year Ended December 31		
		2019	2018	
<b>PENDAPATAN DAN BEBAN OPERASIONAL</b>				<b>OPERATING INCOME AND EXPENSE</b>
Pendapatan bunga	2,26,37	7.454.236	6.772.448	Interest income
Beban bunga	2,27,37	(3.870.709)	(3.258.611)	Interest expense
<b>PENDAPATAN BUNGA - NETO</b>		<b>3.583.527</b>	<b>3.513.837</b>	<b>NET INTEREST INCOME</b>
<b>PENDAPATAN OPERASIONAL LAINNYA</b>				<b>OTHER OPERATING INCOME</b>
Provisi dan komisi	2,28	1.922.179	1.917.372	Fees and commissions
Keuntungan penjualan efek-efek - neto	2	268.381	40.898	Gain on sale of securities - net
Keuntungan transaksi mata uang asing - neto	2	177.735	48.415	Gain on foreign exchange transactions - net
Keuntungan (kerugian) perubahan nilai wajar instrumen keuangan - neto	2	13.705	(998)	Gain (loss) from the changes in fair value of financial instruments - net
Lain-lain		7.618	11.216	Others
Total pendapatan operasional lainnya		2.389.618	2.016.903	Total other operating income
<b>BEBAN OPERASIONAL LAINNYA</b>				<b>OTHER OPERATING EXPENSES</b>
Provisi dan komisi	2,28	(9.386)	(9.890)	Fees and commissions
Beban cadangan kerugian penurunan nilai aset keuangan dan aset non-keuangan - neto	2,29	(176.933)	(370.289)	Provision for impairment losses on financial assets and non-financial assets - net
Beban umum dan administrasi	30	(1.974.732)	(1.942.515)	General and administrative expenses
Beban gaji dan tunjangan lainnya	2,31,38	(1.262.982)	(1.255.113)	Salary expenses and other allowances
<b>PENDAPATAN OPERASIONAL - NETO</b>		<b>2.549.112</b>	<b>1.952.933</b>	<b>OPERATING INCOME - NET</b>
<b>PENDAPATAN (BEBAN) NON - OPERASIONAL - NETO</b>	32	<b>(40.701)</b>	<b>49.088</b>	<b>NON - OPERATING INCOME (EXPENSES) - NET</b>
<b>LABA SEBELUM BEBAN PAJAK</b>		<b>2.508.411</b>	<b>2.002.021</b>	<b>INCOME BEFORE TAX EXPENSE</b>
<b>BEBAN PAJAK - NETO</b>	2,21	<b>(505.678)</b>	<b>(402.674)</b>	<b>TAX EXPENSE - NET</b>
<b>LABA TAHUN BERJALAN</b>		<b>2.002.733</b>	<b>1.599.347</b>	<b>INCOME FOR THE YEAR</b>
<b>Penghasilan komprehensif lain :</b>				<b>Other comprehensive income:</b>
<b>Pos-pos yang tidak akan direklasifikasi ke laba rugi:</b>				<b>Items that will not be reclassified subsequently to profit or loss:</b>
Pengukuran kembali liabilitas imbalan pasca-kerja - neto	2,34	(42.199)	(32.705)	Remeasurement of post-employment benefits liability - net
Surplus revaluasi aset tetap - neto	2,13	-	595.338	Revaluation surplus of fixed assets - net
<b>Pos yang akan direklasifikasi ke laba rugi:</b>				<b>Item that may be reclassified subsequently to profit or loss:</b>
Keuntungan (kerugian) yang belum direalisasi atas perubahan nilai wajar efek-efek yang tersedia untuk dijual - neto	2,8h	597.881	(793.923)	Unrealized gain (loss) on changes in fair value of available-for-sale securities - net
<b>TOTAL PENGHASILAN KOMPREHENSIF TAHUN BERJALAN</b>		<b>2.558.415</b>	<b>1.368.057</b>	<b>TOTAL COMPREHENSIVE INCOME FOR THE YEAR</b>
<b>LABA PER SAHAM DASAR/ DILUSIAN</b>				<b>BASIC/DILUTED EARNINGS PER SHARE</b>
(nilai penuh)	2,35	288	230	(full amount)

Catatan atas laporan keuangan terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan secara keseluruhan.

The accompanying notes to the financial statements form an integral part of these financial statements taken as a whole.

**PT BANK MEGA TBK**  
**STATEMENT OF CHANGES IN EQUITY**  
**For the Year Ended December 31, 2019**  
*(Expressed in millions of Rupiah, unless otherwise stated)*

*The accompanying notes to the financial statements form an integral part of these financial statements taken as a whole.*

[illegible]

The original financial statements included herein are in the Indonesian language.

**PT BANK MEGA TBK**  
**LAPORAN ARUS KAS**  
**Untuk Tahun yang Berakhir pada Tanggal**  
**31 Desember 2019**  
**(Disajikan dalam jutaan Rupiah,**  
**kecuali dinyatakan lain)**

**PT BANK MEGA TBK**  
**STATEMENT OF CASH FLOWS**  
**For the Year Ended**  
**December 31, 2019**  
**(Expressed in millions of Rupiah,**  
**unless otherwise stated)**

	Catatan/ Notes	Tahun yang Berakhir pada tanggal 31 Desember/Year Ended December 31		
		2019	2018	
<b>ARUS KAS DARI AKTIVITAS OPERASI</b>				<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>
Penerimaan bunga		7.471.736	6.633.858	Interest received
Pendapatan provisi dan komisi - neto		1.912.787	1.907.481	Fees and commissions income - net
Pendapatan operasional lainnya		7.624	11.216	Other Operating Income
Pendapatan (beban) non-operasional - neto		(55.215)	73.922	Non-operating income - net
Penerimaan dari penjualan agunan yang diambil alih		21.218	22.312	Proceeds from sale of foreclosed assets
Penerimaan dari kredit yang telah dihapus buku		390.057	402.654	Recovery from written off loans
Pembayaran bunga dan pembiayaan lainnya		(3.814.379)	(3.224.035)	Payments of interest and other financing charges
Beban operasional lainnya		(3.000.290)	(2.985.911)	Other operating expenses
Pembayaran pajak penghasilan		(433.624)	(338.323)	Payment of income tax
<u>Kenaikan/penurunan dalam aset dan liabilitas operasi:</u>				<u>Increase/decrease in operating assets and liabilities:</u>
Penempatan pada Bank Indonesia dan bank lain		600.000	(200.000)	Placements with Bank Indonesia and other banks
Efek-efek		(652.415)	114.764	Securities
Efek-efek yang dibeli dengan janji dijual kembali	9	(1.958.554)	1.520.306	Securities purchased under agreement to resell
Kredit yang diberikan		(11.388.877)	(8.110.867)	Loans
Aset lain-lain		(600.338)	317.984	Other assets
Liabilitas segera		(175.603)	(208.758)	Obligations due immediately
Simpanan dari nasabah:				Deposits from customers:
Giro		(1.209.795)	(1.214.681)	Current accounts
Tabungan		698.560	872.716	Saving deposits
Deposito berjangka		12.559.939	(205.174)	Time deposits
Simpanan dari bank lain		3.359.321	798.884	Deposits from other banks
Efek-efek yang dijual dengan janji dibeli kembali	20	(654.874)	563.800	Securities sold under repurchased agreement
Beban yang masih harus dibayar dan liabilitas lain-lain		572.456	47.923	Accrued expenses and other liabilities
<b>Kas neto yang diperoleh dari (digunakan untuk) aktivitas operasi</b>		<b>3.649.734</b>	<b>(3.199.929)</b>	<b>Net cash provided by (used in) operating activities</b>
<b>ARUS KAS DARI AKTIVITAS INVESTASI</b>				<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>
Penerimaan dari penjualan dan jatuh tempo efek-efek tersedia untuk dijual		12.142.111	7.229.427	Proceeds from matured and sale of available for sale securities
Penerimaan efek-efek dimiliki hingga jatuh tempo		1.080.007	98.600	Acquisition of held-to-maturity securities
Penerimaan dari penjualan aset tetap	13	13.927	7.329	Proceeds from sale of fixed assets
Pembelian aset tetap	13	(93.940)	(137.412)	Acquisition of fixed assets
Pembelian efek-efek tersedia untuk dijual		(9.994.393)	(11.331.437)	Acquisition of available for sale securities
Pembelian efek-efek dimiliki hingga jatuh tempo		-	(1.363.000)	Acquisition of held-to-maturity securities
<b>Kas neto yang diperoleh dari (digunakan untuk) aktivitas investasi</b>		<b>3.147.712</b>	<b>(5.496.493)</b>	<b>Net cash provided by (used in) investing activities</b>

Catatan atas laporan keuangan terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan.

The accompanying notes to the financial statements form an integral part of these financial statements.

The original financial statements included herein are in the Indonesian language.

**PT BANK MEGA TBK**  
**LAPORAN ARUS KAS (lanjutan)**  
**Untuk Tahun yang Berakhir pada Tanggal**  
**31 Desember 2019**  
**(Disajikan dalam jutaan Rupiah,**  
**kecuali dinyatakan lain)**

**PT BANK MEGA TBK**  
**STATEMENT OF CASH FLOWS (continued)**  
**For the Year Ended**  
**December 31, 2019**  
**(Expressed in millions of Rupiah,**  
**unless otherwise stated)**

	Catatan/ Notes	Tahun yang Berakhir pada tanggal 31 Desember/Year Ended December 31		
		2019	2018	
<b>ARUS KAS DARI AKTIVITAS</b>				<b>CASH FLOWS FROM FINANCING</b>
<b>PENDANAAN</b>				<b>ACTIVITIES</b>
Pembayaran pinjaman yang diterima	22	-	(143.800)	Payments of fund borrowings
Pembayaran dividen tunai	25	(799.650)	(650.000)	Payments of cash dividends
<b>Kas neto yang digunakan untuk</b>				<b>Net cash used in</b>
<b>aktivitas pendanaan</b>		<b>(799.650)</b>	<b>(793.800)</b>	<b>financing activities</b>
<b>KENAIKAN (PENURUNAN) NETO</b>				<b>NET INCREASE (DECREASE) IN</b>
<b>KAS DAN SETARA KAS</b>		<b>5.997.796</b>	<b>(9.490.222)</b>	<b>CASH AND CASH EQUIVALENTS</b>
<b>KAS DAN SETARA KAS,</b>				<b>CASH AND CASH EQUIVALENTS,</b>
<b>AWAL TAHUN</b>		<b>7.841.812</b>	<b>17.332.034</b>	<b>AT BEGINNING OF THE YEAR</b>
<b>KAS DAN SETARA KAS,</b>				<b>CASH AND CASH EQUIVALENTS,</b>
<b>AKHIR TAHUN</b>		<b>13.839.608</b>	<b>7.841.812</b>	<b>AT THE END OF THE YEAR</b>
Cash and cash equivalents consist of:				
Cash				
Kas dan setara kas terdiri dari:	2			Current accounts with
Kas	4	1.123.163	998.453	Bank Indonesia
Giro pada Bank Indonesia	5	4.258.626	3.857.831	Current accounts with other banks
Giro pada bank lain	6	299.624	285.137	Placements with Bank Indonesia
Penempatan pada				and other banks - maturing
Bank Indonesia dan bank lain -				within 3 months since
jangka waktu jatuh tempo 3 bulan				acquisition date
atau kurang sejak tanggal perolehan	7	8.036.685	2.289.675	
Sertifikat Bank Indonesia - jangka				Certificates of
waktu jatuh tempo				Bank Indonesia - maturing
3 bulan atau				within 3 months since
kurang sejak tanggal				acquisition date
perolehan	8	121.510	-	
Sertifikat Deposito				Deposits Certificates of
Bank Indonesia - jangka				Bank Indonesia - maturing
waktu jatuh tempo				within 3 months since
3 bulan atau				acquisition date
kurang sejak tanggal				
perolehan	8	-	410.716	
<b>Total kas dan setara kas</b>		<b>13.839.608</b>	<b>7.841.812</b>	<b>Total cash and cash equivalents</b>

Catatan atas laporan keuangan terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan.

The accompanying notes to the financial statements form an integral part of these financial statements.



The original financial statements included herein are in the Indonesian language.

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## 1. UMUM

### a. Pendirian Bank dan Informasi Umum

PT Bank Mega Tbk didirikan di negara Republik Indonesia dengan nama PT Bank Karman berdasarkan akta pendirian No. 32 tanggal 15 April 1969 yang kemudian diubah dengan akta tanggal 26 November 1969 No. 47, kedua akta tersebut dibuat di hadapan Mr. Oe Siang Djie, notaris di Surabaya. Akta pendirian ini disahkan oleh Menteri Kehakiman Republik Indonesia dalam Surat Keputusan No. J.A 5/8/1 tanggal 16 Januari 1970 dan telah diumumkan dalam Tambahan No. 55 pada Berita Negara Republik Indonesia No. 13. Anggaran dasar Bank telah mengalami beberapa kali perubahan, perubahan terakhir dilakukan dengan Akta Notaris Dharma Akhyuzi, S.H., No. 21 tanggal 27 Mei 2015 mengenai perubahan Anggaran Dasar Perseroan dalam rangka penyesuaian dengan ketentuan Peraturan Otoritas Jasa Keuangan (OJK). Perubahan tersebut telah diterima dan dicatat oleh Menteri Hukum dan Hak Asasi Manusia Republik Indonesia dalam Surat Keputusan No. AHU-AH.01.03-0935760 tanggal 29 Mei 2015. Perubahan ini juga telah didaftarkan dalam Daftar Perseroan dengan No. AHU-3510919.AH.01.11 tanggal 29 Mei 2015.

Bank mulai beroperasi secara komersial sejak tahun 1969 di Surabaya. Pada tahun 1992 nama Bank berubah menjadi PT Mega Bank dan pada tanggal 17 Januari 2000 berubah menjadi PT Bank Mega Tbk.

PT Mega Corpora adalah entitas induk dari Bank. Entitas induk terakhir Bank adalah CT Corpora.

Sesuai dengan Pasal 3 anggaran dasar Bank, ruang lingkup kegiatan usaha Bank adalah menjalankan kegiatan umum perbankan. Bank memperoleh izin usaha sebagai bank umum berdasarkan Surat keputusan Menteri Keuangan Republik Indonesia No. D.15.6.5.48 tanggal 14 Agustus 1969. Pada tanggal 2 Agustus 2000, Bank memperoleh izin untuk menyelenggarakan kegiatan usaha sebagai wali amanat dari Badan Pengawas Pasar Modal - Lembaga Keuangan (BAPEPAM-LK). Bank juga memperoleh izin untuk menjalankan aktivitas sebagai bank devisa berdasarkan surat keputusan Deputy Gubernur Senior Bank Indonesia No. 3/1/KEP/DGS/2001 tanggal 31 Januari 2001.

## 1. GENERAL

### a. Establishment of the Bank and General Information

PT Bank Mega Tbk was established in the Republic of Indonesia under the business name of PT Bank Karman based on Notarial Deed No. 32 dated April 15, 1969 which was amended by Notarial Deed No. 47 dated November 26, 1969, both deeds were effected by Mr. Oe Siang Djie, notary in Surabaya. The deed of establishment was approved by the Minister of Justice of the Republic of Indonesia in its Decision Letter No. J.A 5/8/1 dated January 16, 1970 and was published in Supplement No. 55 to the State Gazette of the Republic of Indonesia No. 13. The articles of association have been amended several times, with the latest amendment effected by Notarial Deed No. 21 of Dharma Akhyuzi, S.H., dated May 27, 2015 regarding the changes of the Bank's articles of association to comply with the Regulation of Financial Service Authority (OJK). The amendment was received and registered by the Minister of Laws and Human Rights of the Republic of Indonesia in his Letter No. AHU-AH.01.03-0935760 dated May 29, 2015. This amendment has also been registered in the Bank's Register by No. AHU-3510919.AH.01.11 dated May 29, 2015.

The Bank started its commercial operations in 1969 in Surabaya. In 1992, the Bank changed its name to PT Mega Bank and on January 17, 2000 was changed to PT Bank Mega Tbk.

PT Mega Corpora is the parent entity of the Bank. The ultimate holding entity of the Bank is CT Corpora.

According to Article 3 of the Bank's articles of association, the Bank is engaged in general banking activities. The Bank was granted with the license to conduct general banking activities based on the decision letter of the Minister of Finance of the Republic of Indonesia No. D.15.6.5.48 dated August 14, 1969. On August 2, 2000, the Bank was granted with the license to conduct custodian activities by the Capital Market and Financial Institution Supervisory Agency ("BAPEPAM-LK"). The Bank was also granted with the license to conduct foreign exchange activities based on the decision letter of Senior Deputy Governor of Bank Indonesia No. 3/1/KEP/DGS/2001 dated January 31, 2001.

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**1. UMUM (lanjutan)**

**a. Pendirian Bank dan Informasi Umum (lanjutan)**

Kantor Pusat Bank berlokasi di Menara Bank Mega Jl. Kapten Tendean 12-14A, Jakarta. Bank memiliki kantor sebagai berikut (tidak diaudit):

	<b>31 Desember/December 31</b>	
	<b>2019</b>	<b>2018</b>
Kantor Cabang	54	54
Kantor Cabang Pembantu	284	286
Kantor Kas	39	29

Branches  
Sub-branches  
Cash Offices

**b. Penawaran Umum Saham Bank dan Penambahannya**

Sesuai dengan Keputusan Rapat Umum Pemegang Saham Luar Biasa yang diselenggarakan pada tanggal 17 Januari 2000 yang diaktakan dengan Akta Notaris Imas Fatimah, S.H., No 9. Bank telah melakukan penawaran umum saham perdana kepada masyarakat sebanyak 112.500.000 saham dengan nilai nominal Rp500 (nilai penuh) per saham dan harga penawaran Rp1.200 (nilai penuh) per saham. Pada tanggal 15 Maret 2000 sesuai dengan surat ketua BAPEPAM-LK No. S-493/PM/2000, Pernyataan Pendaftaran Bank untuk menerbitkan saham kepada masyarakat di Indonesia menjadi efektif dan pada tanggal 17 April 2000 saham-saham yang ditawarkan tersebut dicatat dan diperdagangkan di Bursa Efek Indonesia.

Sesuai dengan Keputusan Rapat Umum Pemegang Saham Luar Biasa yang diselenggarakan pada tanggal 29 Maret 2001, yang diaktakan dengan Akta Notaris Imas Fatimah, S.H., No. 21, Bank telah membagikan saham bonus sebesar Rp69.526 dengan menerbitkan sejumlah 139.052.000 saham bonus dengan nilai nominal Rp500 (nilai penuh) per saham yang berasal dari tambahan modal disetor - agio saham dan membagikan dividen saham sebesar Rp63.785 atau sejumlah 56.698.000 saham yang berasal dari saldo laba dengan menggunakan harga penutupan saham Bank di Bursa Efek Indonesia tanggal 28 Maret 2001 yaitu sebesar Rp1.125 (nilai penuh) per saham. Dengan demikian, modal saham ditempatkan dan disetor penuh meningkat menjadi Rp379.125 yang terdiri dari 758.250.000 saham.

**1. GENERAL (continued)**

**a. Establishment of the Bank and General Information (continued)**

The Bank's Head Office is located at Menara Bank Mega, Jl. Kapten Tendean 12-14A, Jakarta. The Bank has the following offices (unaudited):

**b. The Bank's Public Offerings and Increase of Share Capital**

Based on the decision of Extraordinary General Meeting of Shareholders held on January 17, 2000, which was notarized under Notarial Deed No. 9 of Imas Fatimah, S.H., the Bank conducted an initial public offering of its 112,500,000 shares with par value of Rp500 (full amount) per share at offering price of Rp1,200 (full amount) per share. On March 15, 2000, in accordance with the letter from the chairman of BAPEPAM-LK No. S-493/PM/2000, the Bank's Registration Statement for the initial public offering became effective and on April 17, 2000, the shares were listed and traded in the Indonesia Stock Exchange.

Based on the decision of Extraordinary General Meeting of Shareholder held on March 29, 2001, which was notarized under Notarial Deed No. 21 of Imas Fatimah, S.H., the Bank declared bonus shares of Rp69,526 by issuing 139,052,000 bonus shares at par value of Rp500 (full amount) per share which came from additional paid-in capital and declared stock dividends of Rp63,785 representing 56,698,000 shares which came from retained earnings using the closing price of the Bank's shares published by the Indonesian Stock Exchange on March 28, 2001, at Rp1,125 (full amount) per share. Accordingly, the issued and fully paid-up capital of the Bank increased to Rp379,125 which represent 758,250,000 shares.



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**1. UMUM (lanjutan)**

**b. Penawaran Umum Saham Bank dan Penambahannya (lanjutan)**

Sesuai dengan Keputusan Rapat Umum Pemegang Saham Luar Biasa yang diselenggarakan pada tanggal 22 Mei 2002 yang diaktakan dengan Akta Notaris Imas Fatimah, S.H., No. 33, Bank telah melakukan Penawaran Umum Terbatas I dengan Hak Memesan Efek Terlebih Dahulu seluruhnya 181.980.000 saham dengan nilai nominal Rp500 (nilai penuh) per saham dan harga penawaran sebesar Rp1.100 (nilai penuh) per saham.

Dengan Penawaran Umum Terbatas ini modal saham ditempatkan dan disetor penuh menjadi sebesar Rp470.115 yang terdiri dari 940.230.000 saham. Penawaran Umum Terbatas I dengan Hak Memesan Efek Terlebih Dahulu tersebut telah memperoleh pernyataan efektif dari ketua BAPEPAM-LK pada tanggal 20 Mei 2002 melalui surat No.S-1023/PM/2002.

Sesuai dengan Keputusan Rapat Umum Pemegang Saham Luar Biasa yang diselenggarakan pada tanggal 10 Maret 2005 yang diaktakan dengan Akta Notaris Imas Fatimah, S.H., No. 22, Bank telah membagikan saham bonus sebesar Rp141.034 dengan menerbitkan sejumlah 282.068.998 saham bonus dengan nilai nominal Rp500 (nilai penuh) per saham yang berasal dari tambahan modal disetor - agio saham dan membagikan dividen saham sebesar Rp477.260 atau sejumlah 203.089.644 saham yang berasal dari saldo laba dengan menggunakan harga penutupan saham Bank di Bursa Efek Indonesia tanggal 9 Maret 2005 yaitu sebesar Rp2.350 (nilai penuh) per saham. Dengan demikian, modal saham ditempatkan dan disetor penuh meningkat menjadi Rp712.694 yang terdiri dari 1.425.388.642 saham.

Sesuai dengan Keputusan Rapat Umum Pemegang Saham Luar Biasa yang diselenggarakan pada tanggal 24 Maret 2006 yang diaktakan dengan Akta Notaris Imas Fatimah, S.H., No. 98, disetujui untuk melakukan Penawaran Umum Terbatas II dengan Hak Memesan Efek Terlebih dahulu sejumlah 200.054.546 saham dengan nilai nominal Rp500 (nilai penuh) per saham dengan harga penawaran sebesar Rp2.500 (nilai penuh) per saham. Dengan Penerbitan Umum Terbatas II ini, modal saham ditempatkan dan disetor penuh menjadi sebesar Rp812.722 yang terdiri dari 1.625.443.188 saham.

**1. GENERAL (continued)**

**b. The Bank's Public Offerings and Increase of Share Capital (continued)**

*Based on the Decision of Extraordinary General Meeting of Shareholders held on May 22, 2002, which was notarized under Notarial Deed No. 33 of Imas Fatimah, S.H., the Bank offered Limited Public Offering I with Pre-emptive Rights of 181,980,000 shares at par value of Rp500 (full amount) per share at offering price of Rp1,100 (full amount) per share.*

*With this Limited Public Offering, the issued and fully paid-up share capital of the Bank became Rp470,115 representing 940,230,000 shares. The Limited Public Offering I with Pre-emptive Rights became effective through the chairman of BAPEPAM-LK's letter No. S-1023/PM/2002 dated May 20, 2002.*

*Based on the Decision of Extraordinary General Meeting of Shareholders held on March 10, 2005, which was notarized under Notarial Deed No. 22 of Imas Fatimah, S.H., the Bank declared bonus shares of Rp141,034 by issuing 282,068,998 bonus shares at par value of Rp500 (full amount) per share, which came from additional paid-in capital and declared stock dividends of Rp477,260 representing 203,089,644 shares, which came from retained earnings using the closing price published by the Indonesian Stock Exchange on March 9, 2005, at Rp2,350 (full amount) per share. Accordingly, the issued and fully paid-in share capital increased to Rp712,694 which represent 1,425,388,642 shares.*

*Based on the Decision of Extraordinary General Meeting of Shareholders held on March 24, 2006, as notarized under Notarial Deed No. 98 of Imas Fatimah, S.H., it is resolved to offer Limited Public Offering II with Pre-emptive Rights representing 200,054,546 shares at par value of Rp500 (full amount) per share at offering price of Rp2,500 (full amount) per share. With this Limited Public Offering II, the issued and fully paid-in share capital of the Bank became Rp812,722 which represent 1,625,443,188 shares.*

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**1. UMUM (lanjutan)**

**b. Penawaran Umum Saham Bank dan Penambahannya (lanjutan)**

Pendaftaran Umum Terbatas II dengan Hak Memesan Efek Terlebih Dahulu tersebut telah memperoleh pernyataan efektif dari ketua BAPEPAM-LK pada tanggal 23 Maret 2006 melalui surat No. S-702/PM/2006.

Keputusan Rapat Umum Pemegang Saham Tahunan yang diselenggarakan pada tanggal 20 Mei 2009 yang diaktakan dengan Akta Notaris Imas Fatimah, S.H., No. 49 pada tanggal yang sama, menyetujui pembagian saham bonus sebanyak-banyaknya 1.555.781.337 saham yang berasal dari kapitalisasi agio saham sebesar Rp777.890 yang dibagikan kepada para pemegang saham secara proporsional dengan ketentuan saham bonus akan dibagikan kepada pemegang saham yang tercatat pada daftar pemegang saham yang berhak (*Recording Date*) dengan rasio setiap pemegang 70 saham berhak mendapatkan 67 saham baru dengan harga sebesar nilai nominal yaitu Rp500 (nilai penuh) setiap saham dengan ketentuan apabila terdapat sisa pecahan saham akibat pembagian berdasarkan rasio tersebut maka sisa pecahan tersebut dikembalikan kepada Bank. Dengan pembagian saham bonus ini, modal saham ditempatkan dan disetor penuh menjadi sebesar Rp1.590.612 yang terdiri dari 3.181.224.188 saham.

Sehubungan dengan hasil keputusan Rapat Umum Pemegang Saham Luar Biasa pada tanggal 5 Juni 2008, sebagaimana dinyatakan dalam Akta Notaris Imas Fatimah, S.H., No. 03 pada tanggal yang sama, pemegang saham Bank telah menyetujui antara lain peningkatan modal dasar Bank dari Rp900.000 terdiri dari 1.800.000.000 saham menjadi Rp3.200.000 terdiri dari 6.400.000.000 saham. Perubahan anggaran dasar tersebut telah diterima dan dicatat oleh Menteri Hukum dan Hak Asasi Manusia Republik Indonesia dalam Surat Keputusan No. AHU-45346.AH.01.02 tanggal 28 Juli 2008. Perubahan ini juga telah didaftarkan dalam Daftar Perusahaan dengan No. AHU-0064063.AH.01.09 tanggal 28 Juli 2008.

**1. GENERAL (continued)**

**b. The Bank's Public Offerings and Increase of Share Capital (continued)**

*The Limited Public Offering II with Pre-emptive Rights became effective through the chairman of BAPEPAM-LK letter No. S-702/PM/2006 dated March 23, 2006.*

*The decision of Annual General Meeting of Shareholders held on May 20, 2009 as notarized under Notarial Deed No. 49 on the same date by Imas Fatimah, S.H., declared bonus shares at a maximum of 1,555,781,337 shares which came from additional paid-in capital amounted to Rp777,890 which was distributed proportionally to the listed shareholders (*Recording Date*) with a ratio of 67 new shares with par value of Rp500 (full amount) per share for every 70 shares owned by each shareholder, provided that any remaining fractional shares due to the division based on the ratio are returned to the Bank. With the declaration of these bonus shares, the issued and fully paid-in share capital of the Bank became Rp1,590,612 which represent 3,181,224,188 shares.*

*According to the decision of Extraordinary General Meeting of Shareholders held on June 5, 2008, which was notarized under Notarial Deed No. 03 on the same date by Imas Fatimah, S.H., the shareholders approved, among others, the increase of the Banks authorized share capital from Rp900,000 representing 1,800,000,000 shares to Rp3,200,000 representing 6,400,000,000 shares. The amendment of the Banks articles of association was received and registered by the Minister of Law and Human Right of the Republic of Indonesia in its Decision Letter No. AHU-45346.AH.01.02 Year 2008 dated July 28, 2008. This amendment was also registered under the Corporate Registration under No. AHU-0064063.AH.01.09 Year 2008 dated July 28, 2008.*

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**b. Penawaran Umum Saham Bank dan Penambahannya (lanjutan)**

Keputusan Rapat Umum Pemegang Saham Tahunan yang diselenggarakan pada tanggal 12 Mei 2011 yang diaktakan dengan Akta Notaris Dharma Akhyuzi, S.H., No. 02 pada tanggal yang sama, menyetujui pembagian dividen saham sebanyak 464.731.862 saham yang berasal dari saldo laba maksimum sebesar Rp1.603.325 dengan harga sebesar nilai nominal yaitu Rp500 (nilai penuh) setiap saham, dengan ketentuan apabila terdapat sisa pecahan saham akibat pembagian berdasarkan rasio tersebut maka sisa pecahan tersebut dikembalikan kepada Bank. Dengan pembagian dividen saham ini, modal saham ditempatkan dan disetor penuh menjadi sebesar Rp1.822.978 yang terdiri dari 3.645.956.050 saham.

Keputusan Rapat Umum Pemegang Saham Tahunan yang diselenggarakan pada tanggal 17 April 2013 yang diaktakan dengan Akta Notaris Dharma Akhyuzi, S.H., No. 08 pada tanggal yang sama, menyetujui pembagian dividen saham sebanyak 167.713.978 saham yang berasal dari saldo laba maksimum sebesar Rp684.568 dengan harga sebesar nilai nominal yaitu Rp500 (nilai penuh) setiap saham, dengan ketentuan apabila terdapat sisa pecahan saham akibat pembagian berdasarkan rasio tersebut maka sisa pecahan tersebut dikembalikan kepada Bank.

Sesuai dengan Keputusan Rapat Umum Pemegang Saham Luar Biasa yang diselenggarakan pada tanggal 17 April 2013, yang diaktakan dengan Akta Notaris Dharma Akhyuzi, S.H., No. 09 pada tanggal yang sama, Bank telah membagikan saham bonus maksimum sebanyak 2.741.758.949 saham yang berasal dari tambahan modal disetor maksimum sebesar Rp1.370.959 yang dibagikan kepada para pemegang saham secara proporsional dengan rasio pembagian setiap pemegang 500 saham memperoleh 376 saham bonus dengan harga sebesar nilai nominal yaitu Rp500 (nilai penuh) per saham dan membagikan dividen saham maksimum sebanyak 408.347.077 dividen saham yang berasal dari saldo laba dengan rasio pembagian setiap pemegang 500 saham memperoleh 56 saham yang dibagikan secara proporsional maksimum sebesar Rp1.664.849 dengan menggunakan harga penutupan saham

**1. GENERAL (continued)**

**b. The Bank's Public Offerings and Increase of Share Capital (continued)**

The decision of Annual General Meeting of Shareholders held on May 12, 2011 as notarized under Notarial Deed No. 02 on the same date by Dharma Akhyuzi, S.H., declared the issuance of 464,731,862 stock dividends which came from retained earnings at an amount not to exceed Rp1,603,325 with par value of Rp500 (full amount) per share, provided that any remaining fractional shares are returned to the Bank. With the declaration of these stock dividends, the issued and fully paid-in share capital of the Bank became Rp1,822,978 which represent 3,645,956,050 shares.

The decision of Annual General Meeting of Shareholders held on April 17, 2013, as notarized under Notarial Deed No. 08 on the same date by Dharma Akhyuzi, S.H., declared the issuance of 167,713,978 stock dividends which came from retained earnings at an amount not to exceed Rp684,568 with par value of Rp500 (full amount) per share, provided that any remaining fractional shares are returned to the Bank.

Based on the Decision of Extraordinary General Meeting of Shareholders held on April 17, 2013 as notarized under notarial deed No. 09 on the same date by Dharma Akhyuzi, S.H., the Bank declared bonus shares at a maximum of 2,741,758,949 shares which came from additional paid-in capital maximum amounted to Rp1,370,959 which was distributed proportionally to the shareholders with a ratio of 376 bonus shares with par value of Rp500 (full amount) per share for every 500 shares owned by each shareholder, and declared stock dividends at a maximum of 408,347,077 stock dividends which came from retained earnings with a ratio for every 500 shares owned by each shareholder received 56 shares which was distributed proportionally at an amount not to exceed Rp1,664,849 using the closing price of the Bank's shares published by the Indonesia Stock Exchange on

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**1. UMUM (lanjutan)**

**b. Penawaran Umum Saham Bank dan Penambahannya (lanjutan)**

Bank di Bursa Efek Indonesia tanggal 16 April 2013 yaitu sebesar Rp4.050 (nilai penuh) per saham, dengan ketentuan apabila terdapat sisa pecahan saham akibat pembagian berdasarkan rasio tersebut maka sisa pecahan tersebut dikembalikan kepada Bank. Dengan pembagian saham bonus dan dividen saham ini, modal saham ditempatkan dan disetor penuh menjadi sebesar Rp3.481.888 yang terdiri dari 6.963.775.206 saham.

**c. Dewan Komisaris, Direksi, Komite Audit dan Karyawan**

Susunan Dewan Komisaris dan Direksi Bank pada tanggal 31 Desember 2019 dan 2018, adalah sebagai berikut:

**2019**

**Komisaris:**

Komisaris Utama	Chairul Tanjung
Wakil Komisaris Utama	Yungky Setiawan
Komisaris	-
Komisaris Independen	Achjadi Ranuwisastra
Komisaris Independen	Lambeck V. Nahattands
Komisaris Independen	Aviliani

**Direksi:**

Direktur Utama	Kostaman Thayib
Direktur Kredit	Madi D. Lazuardi
Direktur Tresuri dan International Banking	Martin Mulwanto
Direktur Risiko	Indivara Erni
Direktur Kepatuhan dan Sumber Daya Manusia	Yuni Lastianto
Direktur Konsumer Banking	Lay Diza Larentie
Direktur Operasi dan Teknologi Informasi	C.Guntur Triyudianto
Direktur Teknologi Informasi	-

Susunan Komite Audit Bank pada tanggal 31 Desember 2019 dan 2018 adalah sebagai berikut:

**Komite Audit/Audit Committee**

Ketua	Achjadi Ranuwisastra
Anggota	Iramady Irdja
Anggota	Adrial Salam

**1. GENERAL (continued)**

**b. The Bank's Public Offerings and Increase of Share Capital (continued)**

April 16, 2013 at Rp4,050 (full amount) per share, provided that any remaining fractional shares are returned to the Bank. With the declaration of these bonus shares and stock dividends, the issued and fully paid-in share capital of the Bank became Rp3,481,888 which represent 6,963,775,206 shares.

**c. Boards of Commissioners, Directors, Audit Committee and Employees**

The composition of the Bank's Boards of Commissioners and Directors as of December 31, 2019 and 2018 is as follows:

**2018**

**Commissioners:**

Chairul Tanjung	President Commissioner
Yungky Setiawan	Deputy President Commissioner
Darmadi Sutanto	Commissioner
Achjadi Ranuwisastra	Independent Commissioner
Lambeck V. Nahattands	Independent Commissioner
Aviliani	Independent Commissioner

**Directors:**

Kostaman Thayib	President Director
Madi D. Lazuardi	Loan Director
Martin Mulwanto	Treasury and International Banking Director
Indivara Erni	Risk Director
Yuni Lastianto	Compliance and Human Capital Director
Lay Diza Larentie	Consumer Banking Director
C.Guntur Triyudianto	Operational and Information Technology Director
YB. Hariantono	Information Technology Director

The composition of the Banks Audit Committee as of December 31, 2019 and 2018 is as follows:

Chairman
Member
Member



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**1. UMUM (lanjutan)**

**c. Dewan Komisaris, Direksi, Komite Audit dan Karyawan (lanjutan)**

Pembentukan Komite Audit Bank telah dilakukan sesuai dengan Peraturan OJK No. 55/POJK.04/2015 tanggal 29 Desember 2015.

Dewan Komisaris dan Direksi pada tanggal 31 Desember 2019 ditentukan berdasarkan Rapat Umum Pemegang Saham Tahunan pada tanggal 28 Februari 2019, yang berita acaranya telah diaktakan dengan Akta Notaris No. 03, Dharma Akhyuzi, S.H., pada tanggal yang sama.

Dewan Komisaris dan Direksi pada tanggal 31 Desember 2018 ditentukan berdasarkan Rapat Umum Pemegang Saham Luar Biasa pada tanggal 28 Februari 2018, yang berita acaranya telah diaktakan dengan Akta Notaris No. 14, Dharma Akhyuzi, S.H., pada tanggal yang sama.

Dewan Komisaris dan Direksi pada tanggal 31 Desember 2019 dan 2018 telah memperoleh persetujuan dari Otoritas Jasa Keuangan (OJK).

Pada tanggal 31 Desember 2019 dan 2018, Bank memiliki karyawan tetap masing-masing 5.379 dan 5.962 orang (tidak diaudit).

- d. Manajemen Bank bertanggung jawab atas penyusunan laporan keuangan ini, yang diselesaikan dan disetujui untuk diterbitkan oleh Direksi pada tanggal 28 Januari 2020.

**2. IKHTISAR KEBIJAKAN AKUNTANSI YANG SIGNIFIKAN**

Kebijakan akuntansi utama yang diterapkan dalam penyusunan laporan keuangan Bank adalah seperti dijabarkan di bawah ini:

**Pernyataan Kepatuhan**

Laporan keuangan telah disusun sesuai dengan Standar Akuntansi Keuangan di Indonesia ("SAK"), yang mencakup Pernyataan dan interpretasi yang diterbitkan oleh Dewan Standar Akuntansi Keuangan Ikatan Akuntan Indonesia ("DSAK") dan Peraturan Nomor VIII.G.7 tentang Pedoman Penyajian dan Pengungkapan Laporan Keuangan yang diterbitkan oleh Otoritas Jasa Keuangan ("OJK").

**1. GENERAL (continued)**

**c. Boards of Commissioners, Directors, Audit Committee and Employees (continued)**

The establishment of Bank's Audit Committee has complied with OJK Regulation No. 55/POJK.04/2015 dated December 29, 2015.

The Boards of Commissioners and Directors as of December 31, 2019 were appointed based on the decision of Annual General Meeting of Shareholders held on February 28, 2019, the minutes of which were notarized through Notarial Deed No. 03 of Dharma Akhyuzi, S.H., on the same date.

The Boards of Commissioners and Directors as of December 31, 2018 were appointed based on the decision of Extraordinary General Meeting of Shareholders held on February 28, 2018, the minutes of which were notarized through Notarial Deed No. 14 of Dharma Akhyuzi, S.H., on the same date.

The Boards of Commissioners and Directors as of December 31, 2019 and 2018 were approved by Financial Services Authority (OJK).

As of December 31, 2019 and 2018, the Bank has 5,379 and 5,962 permanent employees (unaudited), respectively.

- d. The management of the Bank is responsible for the preparation of these financial statements, which were completed and authorized by the Board of Directors for issue on January 28, 2020.

**2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES**

The principal accounting policies adopted in preparing the financial statements of the Bank are set out below:

**Statement of Compliance**

The financial statements have been prepared in accordance with Indonesian Financial Accounting Standards ("SAK") which comprise the Statements and interpretations issued by the Financial Accounting Standards Board of Indonesian Institute of Accountants ("DSAK") and the Regulation number VIII.G.7 on the Guidelines on Financial Statement Presentation and Disclosures issued by the Financial Services Authority ("OJK").

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**2. IKHTISAR KEBIJAKAN AKUNTANSI YANG SIGNIFIKAN (lanjutan)**

**a. Dasar penyusunan laporan keuangan**

Laporan keuangan disusun berdasarkan harga perolehan, kecuali untuk aset keuangan yang diklasifikasikan dalam kelompok tersedia untuk dijual, aset dan liabilitas keuangan yang diukur pada nilai wajar melalui laba rugi dan seluruh instrumen derivatif yang diukur berdasarkan nilai wajar dan aset tanah dan gedung yang diukur pada nilai wajar sejak 31 Desember 2015. Laporan keuangan disusun berdasarkan prinsip akuntansi berbasis akrual, kecuali laporan arus kas.

Laporan arus kas disusun dengan menggunakan metode langsung dengan mengelompokkan arus kas dalam aktivitas operasi, investasi dan pendanaan. Untuk tujuan laporan arus kas, kas dan setara kas mencakup kas, giro pada Bank Indonesia dan giro pada bank lain, penempatan pada Bank Indonesia dan bank lain, Sertifikat Bank Indonesia dan Sertifikat Deposito Bank Indonesia yang jatuh tempo dalam 3 (tiga) bulan sejak tanggal perolehan, sepanjang tidak digunakan sebagai jaminan untuk pinjaman serta tidak dibatasi penggunaannya.

Pos-pos dalam Penghasilan Komprehensif Lainnya disajikan terpisah antara akun - akun yang akan direklasifikasikan ke laba rugi dan akun - akun yang tidak akan direklasifikasikan ke laba rugi.

Dalam penyusunan laporan keuangan sesuai dengan Standar Akuntansi Keuangan di Indonesia, dibutuhkan estimasi dan asumsi yang mempengaruhi:

- nilai aset dan liabilitas dilaporkan, dan pengungkapan atas aset dan liabilitas kontinjensi pada tanggal laporan keuangan,
- jumlah pendapatan dan beban selama periode pelaporan.

Walaupun estimasi ini dibuat berdasarkan pengetahuan terbaik manajemen atas kejadian dan tindakan saat ini, hasil yang timbul mungkin berbeda dengan jumlah yang diestimasi semula.

**2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)**

**a. Basis for preparation of the financial statements**

The financial statements have been prepared under the historical cost convention except for certain accounts which are classified as held-for-sale, financial assets and liabilities measured at fair value through profit and loss and all of the derivative instruments measured at fair value and land and building assets measured at fair value since December 31, 2015. The financial statements have been prepared based on accrual principal, excluding the statement of cash flows.

The statements of cash flows were prepared based on the direct method with cash flows classified into cash flows from operating, investing and financing activities. For the purpose of the statements of cash flows, cash and cash equivalents include cash, current accounts with Bank Indonesia and other banks, placements with Bank Indonesia and other banks, Certificates of Bank Indonesia and Deposits Certificates of Bank Indonesia maturing within 3 (three) months or less from the acquisition date as long as they are not being pledged as collateral for borrowing nor restricted.

The items under Other Comprehensive Income (OCI) are presented separately between items to be reclassified to profit or loss and those items not to be reclassified to profit or loss.

The preparation of financial statements in conformity with Financial Accounting Standards in Indonesia requires the use of estimates and assumptions that affect:

- the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements,
- the reported amounts of revenues and expenses during the reporting period.

Although these estimates are based on management's best knowledge of current events and activities, actual results may differ from those estimates.

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**2. IKHTISAR KEBIJAKAN AKUNTANSI YANG SIGNIFIKAN (lanjutan)**

**a. Dasar penyusunan laporan keuangan (lanjutan)**

Estimasi-estimasi dan asumsi-asumsi yang digunakan ditelaah secara berkesinambungan. Revisi atas estimasi akuntansi diakui pada periode dimana estimasi tersebut direvisi dan periode yang akan datang yang dipengaruhi oleh revisi estimasi tersebut.

Secara khusus, informasi mengenai hal-hal penting yang terkait dengan ketidakpastian estimasi dan pertimbangan-pertimbangan penting dalam penerapan kebijakan akuntansi yang memiliki dampak yang signifikan terhadap jumlah yang diakui dalam laporan keuangan dijelaskan di Catatan 3.

Mata uang penyajian yang digunakan pada laporan keuangan adalah Rupiah, yang merupakan mata uang fungsional Bank.

Seluruh angka dalam laporan keuangan ini, kecuali dinyatakan lain, dibulatkan menjadi jutaan Rupiah.

**b. Transaksi dan saldo dalam mata uang asing**

Transaksi dalam mata uang asing dicatat dalam Rupiah berdasarkan kurs yang berlaku pada saat transaksi dilakukan. Pada tanggal pelaporan, aset dan liabilitas moneter dalam mata uang asing dijabarkan ke dalam Rupiah berdasarkan kurs tengah *Reuters* pukul 16.00 WIB. Laba atau rugi selisih kurs yang terjadi dikreditkan atau dibebankan pada laporan laba rugi dan penghasilan komprehensif lain tahun yang bersangkutan.

Kurs mata uang asing utama yang digunakan untuk menjabarkan mata uang asing ke dalam Rupiah adalah sebagai berikut (nilai penuh):

	<b>31 Desember/December 31</b>	
	<b>2019</b>	<b>2018</b>
1 Poundsterling Inggris	18.238,14	18.311,50
1 Euro Eropa	15.570,61	16.440,66
1 Dolar Amerika Serikat	13.882,50	14.380,00
1 Dolar Australia	9.725,39	10.162,35
1 Dolar Singapura	10.315,05	10.554,91
1 Dolar Hong Kong	1.782,75	1.836,28
1 Yen Jepang	127,81	130,62
1 Dolar Selandia Baru	9.335,29	9.659,05
1 Franc Swiss	14.336,99	14.595,28
1 Yuan China	1.994,18	2.090,57

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**2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)**

**a. Basis for preparation of the financial statements (continued)**

Estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognized in the period in which the estimate is revised and in any future periods affected.

In particular, information about significant areas of estimation uncertainty and critical judgments in applying accounting policies that have significant effect on the amount recognized in the financial statements are described in Note 3.

The presentation currency used in the financial statements is Indonesian Rupiah, which is the functional currency of the Bank.

Figures in the financial statements are rounded to and stated in millions of Rupiah unless otherwise stated.

**b. Transactions and balances in foreign currency**

Transactions in foreign currencies are recorded in Rupiah based on the rates prevailing at the transaction dates. On the reporting date, monetary assets and liabilities denominated in foreign currencies are converted into Rupiah based on the *Reuters*' middle rate at 16.00 Western Indonesian Time. Exchange gains or losses from foreign exchange transactions are credited or charged to the current year statement of profit or loss and other comprehensive income.

The major exchange rates used to translate foreign currencies into Rupiah were as follows (full amount):

1 Great Britain Poundsterling
1 European Euro
1 United States Dollar
1 Australian Dollar
1 Singapore Dollar
1 Hong Kong Dollar
1 Japanese Yen
1 New Zealand Dollar
1 Swiss Franc
1 Chinese Yuan



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**2. IKHTISAR KEBIJAKAN AKUNTANSI YANG SIGNIFIKAN (lanjutan)**

**c. Informasi segmen**

Segmen operasi adalah komponen dari Bank yang terlibat dalam aktivitas bisnis yang menghasilkan pendapatan dan menimbulkan beban, termasuk pendapatan dan beban yang terkait dengan transaksi dengan komponen lain Bank, dimana hasil operasinya dikaji ulang secara berkala oleh pengambil keputusan utama dalam operasional Bank untuk membuat keputusan mengenai sumber daya yang akan dialokasikan pada segmen tersebut dan menilai kinerjanya, serta tersedia informasi keuangan yang dapat dipisahkan. Hasil segmen yang dilaporkan kepada pengambil keputusan operasional Bank meliputi komponen-komponen yang dapat diatribusikan secara langsung kepada suatu segmen, dan komponen-komponen yang dapat dialokasikan dengan dasar yang wajar.

**d. Transaksi dengan pihak berelasi**

Dalam menjalankan usahanya, Bank melakukan transaksi dengan pihak-pihak berelasi seperti yang didefinisikan dalam PSAK No. 7 tentang "Pengungkapan Pihak-pihak Berelasi".

Transaksi ini dilakukan berdasarkan persyaratan yang disetujui oleh kedua belah pihak, dimana persyaratan tersebut mungkin tidak sama dengan transaksi lain yang dilakukan dengan pihak-pihak yang tidak berelasi. Seluruh transaksi dan saldo yang material dengan pihak-pihak berelasi diungkapkan dalam catatan atas laporan keuangan yang relevan dan rinciannya telah disajikan dalam Catatan 37 atas laporan keuangan.

Sesuai dengan PSAK No. 38 (Revisi 2012) tentang "Kombinasi Bisnis Entitas Sepengendali", transaksi kombinasi bisnis entitas sepengendali berupa pengalihan bisnis yang dilakukan dalam rangka reorganisasi entitas-entitas yang berada dalam suatu kelompok usaha yang sama, bukan merupakan perubahan kepemilikan dalam arti substansi ekonomi, sehingga transaksi demikian tidak dapat menimbulkan laba atau rugi bagi seluruh kelompok perusahaan ataupun bagi entitas individual dalam kelompok usaha tersebut. Selisih nilai transaksi kombinasi bisnis entitas sepengendali disajikan pada akun Tambahan Modal Disetor.

**2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)**

**c. Segment information**

An operating segment is a component of the Bank 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 Bank's other components, whose operating results are reviewed regularly by the Bank's chief operating decision maker to make decision 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 Bank's chief operating decision maker include items directly attributable to a segment, as well as those that can be allocated on a reasonable basis.

**d. Transactions with related parties**

In the normal course of its business, the Bank enters into transactions with related parties which are defined under SFAS No. 7, "Related Party Disclosures".

Transactions with related parties are made on terms agreed by both parties, where such requirements may not be the same as other transactions undertaken with third parties. Material transactions and balances with related parties are disclosed in the notes to the financial statements and the relevant details have been presented in Note 37 of the financial statements.

Based on SFAS No. 38 (Revised 2012) regarding "Business Combination of Entities Under Common Control", the business combination transactions between entities under common control on transfer shares that are conducted in connection with the reorganization of entities under common control, do not constitute a change of ownership within the meaning of economic substance, therefore such transactions would not result in gain or loss to the group companies or to the individual entity within the group companies. Differences in values of business combination of entities under common control is presented in Additional Paid-Up Capital.

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**2. IKHTISAR KEBIJAKAN AKUNTANSI YANG SIGNIFIKAN (lanjutan)**

**e. Aset dan liabilitas keuangan**

Aset keuangan Bank terutama terdiri dari kas, giro pada Bank Indonesia, giro pada bank lain, penempatan pada Bank Indonesia dan bank lain, efek-efek, efek-efek yang dibeli dengan janji dijual kembali, tagihan derivatif, kredit yang diberikan, tagihan akseptasi dan bunga yang masih akan diterima, setoran jaminan, piutang sewa dan aset yang diblokir yang dicatat dalam aset lain-lain.

Liabilitas keuangan Bank terutama terdiri dari liabilitas segera, simpanan dari nasabah, simpanan dari bank lain, efek-efek yang dijual dengan janji dibeli kembali, liabilitas derivatif, utang akseptasi dan utang bunga dan setoran jaminan yang dicatat dalam liabilitas lain-lain.

**(i) Klasifikasi**

Bank mengklasifikasi aset keuangannya berdasarkan kategori sebagai berikut pada saat pengakuan awal:

- i. Diukur pada nilai wajar melalui laba rugi, yang memiliki 2 (dua) sub-klasifikasi, yaitu aset keuangan yang ditetapkan demikian pada saat pengakuan awal dan aset keuangan yang diklasifikasikan dalam kelompok diperdagangkan;
- ii. Tersedia untuk dijual;
- iii. Dimiliki hingga jatuh tempo;
- iv. Pinjaman yang diberikan dan piutang.

Liabilitas keuangan diklasifikasikan ke dalam kategori sebagai berikut pada saat pengakuan awal:

- i. Diukur pada nilai wajar melalui laba rugi, yang memiliki 2 (dua) sub-klasifikasi, yaitu liabilitas keuangan yang ditetapkan demikian pada saat pengakuan awal dan liabilitas keuangan yang diklasifikasikan dalam kelompok diperdagangkan;

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**2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)**

**e. Financial assets and liabilities**

The Bank's financial assets mainly consist of cash, current accounts with Bank Indonesia, current accounts with other banks, placements with Bank Indonesia and other banks, securities, securities purchased under agreement to resell, derivative receivables, loans, acceptance receivable and interest receivables, security deposits, rent receivables and restricted assets which are presented as part of other assets.

The Bank's financial liabilities mainly consist of obligations due immediately, deposits from customers, deposits from other banks, securities sold under repurchase agreements, derivative payable, acceptance payable and interest payables and security deposits which are presented as part of other liabilities.

**(i) Classification**

The Bank classifies its financial assets in the following categories at initial recognition:

- i. Fair value through profit or loss, which has 2 (two) sub-classifications, i.e. financial assets designated as such upon initial recognition and financial assets classified as held for trading;
- ii. Available-for-sale;
- iii. Held-to-maturity;
- iv. Loans and receivables.

Financial liabilities are classified into the following categories at initial recognition:

- i. Fair value through profit or loss, which has 2 (two) sub-classifications, i.e. financial liabilities designated as such upon initial recognition and financial liabilities classified as held for trading;

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**2. IKHTISAR KEBIJAKAN AKUNTANSI YANG SIGNIFIKAN (lanjutan)**

**2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)**

**e. Aset dan liabilitas keuangan (lanjutan)**

**e. Financial assets and liabilities (continued)**

(i) Klasifikasi (lanjutan)

(i) Classification (continued)

- ii. Liabilitas keuangan yang diukur pada biaya perolehan diamortisasi.

- ii. Financial liabilities measured at amortized cost.

Bank menetapkan aset dan liabilitas keuangan tertentu pada nilai wajar melalui laba rugi dalam kondisi berikut ini:

The Bank has designated financial assets and liabilities at fair value through profit or loss in the following circumstances:

- Kelompok aset atau liabilitas keuangan dikelola dan kinerjanya dievaluasi berdasarkan nilai wajar.
- Penetapan tersebut mengeliminasi atau mengurangi secara signifikan ketidak-konsistenan pengukuran dan pengakuan (*accounting mismatch*) yang dapat muncul apabila aset atau liabilitas tersebut tidak diukur demikian.
- Aset atau liabilitas keuangan mengandung derivatif melekat yang memodifikasi secara signifikan arus kas yang dipersyaratkan oleh kontrak.

- The financial assets or liabilities are managed and evaluated on a fair value basis.

- The designation eliminates or significantly reduces an accounting mismatch which would otherwise arise.

- The financial asset or liabilities contains embedded derivative that significantly modifies the cash flows that would otherwise be required under the contract.

Kategori untuk diperdagangkan adalah aset dan liabilitas keuangan yang diperoleh atau dimiliki Bank terutama untuk tujuan dijual atau dibeli kembali dalam waktu dekat, atau dimiliki sebagai bagian dari portofolio instrumen keuangan yang dikelola secara bersama-sama untuk memperoleh laba jangka pendek atau *position taking*.

Held for trading are those financial assets and liabilities that the Bank acquires or incurs principally for the purpose of selling or repurchasing in the near term, or holds as part of a portfolio that is managed together for short-term profit or position taking.

Kategori tersedia untuk dijual terdiri dari aset keuangan non-derivatif yang ditetapkan sebagai tersedia untuk dijual atau yang tidak dikelompokkan ke dalam salah satu kategori aset keuangan lainnya.

The available-for-sale category consists of non-derivative financial assets that are designated as available-for-sale or are not classified in one of the other categories of financial assets.

Kategori dimiliki hingga jatuh tempo mencakup aset keuangan non-derivatif dengan pembayaran tetap atau telah ditentukan dan jatuh temponya telah ditetapkan dimana Bank mempunyai intensi positif dan kemampuan untuk memiliki aset keuangan tersebut hingga jatuh tempo, dan tidak ditetapkan pada nilai wajar melalui laba rugi atau tersedia untuk dijual.

Held-to-maturity category consists of non-derivative financial assets with fixed or determinable payments and fixed maturity that the Bank has the positive intent and ability to hold to maturity, and which are not designated at fair value through profit or loss or available-for-sale.

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**2. IKHTISAR KEBIJAKAN AKUNTANSI YANG SIGNIFIKAN (lanjutan)**

**e. Aset dan liabilitas keuangan (lanjutan)**

(i) Klasifikasi (lanjutan)

Pinjaman yang diberikan dan piutang adalah aset keuangan non-derivatif dengan pembayaran tetap atau telah ditentukan yang tidak mempunyai kuotasi di pasar aktif dan Bank tidak berniat untuk menjualnya segera atau dalam waktu dekat.

(ii) Pengakuan

Bank pada awalnya mengakui kredit yang diberikan serta simpanan pada tanggal perolehan. Pembelian dan penjualan aset keuangan yang lazim (*regular*) diakui pada tanggal perdagangan dimana Bank memiliki komitmen untuk membeli atau menjual aset tersebut. Semua aset dan liabilitas keuangan lainnya pada awalnya diakui pada tanggal perdagangan dimana Bank menjadi suatu pihak dalam ketentuan kontraktual instrumen tersebut.

Pada saat pengakuan awal, aset atau liabilitas keuangan diukur pada nilai wajar ditambah (untuk *item* yang tidak diukur pada nilai wajar melalui laba rugi setelah pengakuan awal) biaya transaksi yang dapat diatribusikan secara langsung atas perolehan aset keuangan atau penerbitan liabilitas keuangan. Pengukuran aset dan liabilitas keuangan setelah pengakuan awal tergantung pada klasifikasi aset keuangan dan liabilitas keuangan tersebut.

Biaya transaksi hanya meliputi biaya-biaya yang dapat diatribusikan secara langsung untuk perolehan suatu aset keuangan atau penerbitan suatu liabilitas keuangan dan merupakan biaya tambahan yang tidak akan terjadi apabila instrumen keuangan tersebut tidak diperoleh atau diterbitkan. Untuk aset keuangan, biaya transaksi ditambahkan pada jumlah yang diakui pada awal pengakuan aset, sedangkan untuk liabilitas keuangan, biaya transaksi dikurangkan dari jumlah utang yang diakui pada awal pengakuan liabilitas.

**2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)**

**e. Financial assets and liabilities (continued)**

(i) Classification (continued)

Loans and receivables are non-derivative financial assets with fixed or determinable payments that are not quoted in active markets and that the Bank does not intend to sell immediately or in the near term.

(ii) Recognition

The Bank initially recognizes loans and deposits on the date of origination. Regular way purchases and sales of financial assets are recognized on the trade date at which the Bank commits to purchase or sell the asset. All other financial assets and liabilities are initially recognized on the trade date at which the Bank becomes a party to the contractual provisions of the instruments.

A financial asset or liability is initially measured at fair value plus (for an item not valued at fair value through profit and loss at initial recognition) transaction costs subsequently measured at fair value that are directly attributable to the acquisition of financial assets or issuance of financial liabilities. The subsequent measurement of financial assets and liabilities depends on their classifications.

Transaction costs include only those costs that are directly attributable to the acquisition of a financial asset or issue of a financial liability and are incremental costs that would not have been incurred if the instrument had not been acquired or issued. In the case of financial assets, transaction costs are added to the amount recognized initially, while for financial liabilities, transaction costs are deducted from the amount of debt recognized initially.

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**2. IKHTISAR KEBIJAKAN AKUNTANSI YANG SIGNIFIKAN (lanjutan)**

**2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)**

**e. Aset dan liabilitas keuangan (lanjutan)**

**e. Financial assets and liabilities (continued)**

**(ii) Pengakuan (lanjutan)**

**(ii) Recognition (continued)**

Biaya transaksi tersebut diamortisasi selama umur instrumen berdasarkan metode suku bunga efektif dan dicatat sebagai bagian dari pendapatan bunga untuk biaya transaksi sehubungan dengan aset keuangan atau sebagai bagian dari beban bunga untuk biaya transaksi sehubungan dengan liabilitas keuangan.

*Such transaction costs are amortized over the terms of the instruments based on the effective interest method and are recorded as part of interest income for transaction costs related to financial assets or interest expense for transaction costs related to financial liabilities.*

Aset dan liabilitas keuangan yang dimiliki untuk tujuan diperdagangkan pada saat pengakuan awal dan setelah pengakuan awal diakui dan diukur pada nilai wajar di laporan posisi keuangan, dengan biaya transaksi yang terjadi diakui langsung pada laporan laba rugi dan penghasilan komprehensif lain.

*Financial assets and liabilities held for trading are initially recognized and subsequently measured at fair value in the statements of financial position, with transaction costs taken directly to the statements of profit or loss and other comprehensive income.*

Semua perubahan nilai wajar diakui sebagai bagian dari keuntungan perubahan nilai wajar instrumen keuangan pada laporan laba rugi dan penghasilan komprehensif lain. Keuntungan atau kerugian yang direalisasi pada saat penjualan aset yang dimiliki untuk diperdagangkan, diakui dalam laporan laba rugi dan penghasilan komprehensif lain.

*All changes in fair value are recognized as part of gain from the changes in the fair value of financial instruments in the statements of profit or loss and other comprehensive income. Gains or losses which are realized when the financial assets held for trading are sold, are recognized in the statements of profit or loss and other of comprehensive income.*

Aset dan liabilitas keuangan untuk diperdagangkan tidak direklasifikasi setelah pengakuan awal.

*Financial assets and liabilities held for trading are not reclassified subsequent to their initial recognition.*

**(iii) Penghentian pengakuan**

**(iii) Derecognition**

Bank menghentikan pengakuan aset keuangan pada saat hak kontraktual atas arus kas yang berasal dari aset keuangan tersebut kadaluwarsa, atau pada saat Bank mentransfer seluruh hak untuk menerima arus kas kontraktual dari aset keuangan dalam transaksi dimana Bank secara substansial telah mentransfer seluruh risiko dan manfaat atas kepemilikan aset keuangan yang ditransfer. Setiap hak atau liabilitas atas aset keuangan yang ditransfer yang timbul atau yang masih dimiliki oleh Bank diakui sebagai aset atau liabilitas secara terpisah.

*The Bank derecognizes a financial asset when the contractual rights to the cash flows from the financial asset expire, or when the Bank transfers the rights to receive the contractual cash flows on the financial asset in a transaction in which substantially all the risks and rewards of ownership of the financial asset are transferred. Any interest in transferred financial assets that is created or retained by the Bank is recognized as a separate asset or liability.*



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**e. Aset dan liabilitas keuangan (lanjutan)**

(iii) Penghentian pengakuan (lanjutan)

Bank menghentikan pengakuan liabilitas keuangan pada saat liabilitas yang ditetapkan dalam kontrak dilepaskan atau dibatalkan atau kadaluwarsa.

Dalam transaksi dimana Bank secara substansial tidak memiliki atau tidak mentransfer seluruh risiko dan manfaat atas kepemilikan aset keuangan, Bank menghentikan pengakuan aset tersebut jika Bank tidak lagi memiliki pengendalian atas aset tersebut. Hak dan kewajiban yang timbul atau yang masih dimiliki dalam transfer tersebut diakui secara terpisah sebagai aset atau liabilitas. Dalam transfer dimana pengendalian atas aset masih dimiliki, Bank tetap mengakui aset yang ditransfer tersebut sebesar keterlibatan berkelanjutan, dimana tingkat keberlanjutan Bank dalam aset yang ditransfer adalah sebesar perubahan nilai aset yang ditransfer.

Bank menghapusbukukan saldo kredit dan efek utang untuk tujuan investasi, dan cadangan kerugian penurunan nilai terkait, pada saat Bank menentukan bahwa kredit atau efek-efek tersebut tidak dapat ditagih. Keputusan ini diambil setelah mempertimbangkan informasi seperti telah terjadinya perubahan signifikan pada posisi keuangan debitur/penerbit sehingga debitur/penerbit tidak lagi dapat melunasi liabilitasnya, atau hasil penjualan agunan tidak akan cukup untuk melunasi seluruh ekposur kredit yang diberikan.

(iv) Saling hapus

Aset keuangan dan liabilitas keuangan saling hapus dan nilai netonya dilaporkan di laporan posisi keuangan jika, dan hanya jika, saat ini terdapat hak yang berkekuatan hukum untuk saling hapus jumlah keduanya dan terdapat intensi untuk diselesaikan secara neto, atau untuk merealisasikan aset dan menyelesaikan liabilitas secara bersamaan.

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**2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)**

**e. Financial assets and liabilities (continued)**

(iii) Derecognition (continued)

*The Bank derecognizes a financial liability when its contractual obligations are discharged or cancelled or expired.*

*In transactions in which the Bank neither retains nor transfers substantially all the risks and rewards of ownership of a financial asset, the Bank derecognizes the asset if it does not retain control over the asset. The rights and obligations retained in the transfer are recognized separately as assets and liabilities as appropriate. In transfers in which control over the asset is retained, the Bank continues to recognize the asset to the extent of its continuing involvement, determined by the extent to which it is exposed to changes in the value of the transferred asset.*

*The Bank writes off a loan and investment debt security balance, and any related allowance for impairment losses, when the Bank determines that the loan or security is uncollectible. This determination is reached after considering information such as the occurrence of significant changes in the borrowers/issuers financial position such that the borrower/issuer can no longer pay the obligation, or that proceeds from collateral will not be sufficient to pay back the entire exposure.*

(iv) Offsetting

*Financial assets and financial liabilities are offset and the net amount is reported in the statement of financial position if, and only if, there is currently an enforceable legal rights to offset the recognized amounts and there is an intention to settle on a net basis, or to realize the assets and settle the liabilities simultaneously.*

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**e. Aset dan liabilitas keuangan (lanjutan)**

(iv) Saling hapus (lanjutan)

Hak yang berkekuatan hukum berarti:

- a. tidak terdapat kontinjensi di masa yang akan datang, dan
- b. hak yang berkekuatan hukum pada kondisi-kondisi berikut ini;
  - i. kegiatan bisnis normal;
  - ii. kondisi kegagalan usaha; dan
  - iii. kondisi gagal bayar atau bangkrut.

Pendapatan dan beban disajikan dalam jumlah bersih hanya jika diperkenankan oleh standar akuntansi.

(v) Pengukuran biaya diamortisasi

Biaya perolehan diamortisasi dari aset atau liabilitas keuangan adalah jumlah aset atau liabilitas keuangan yang diukur pada saat pengakuan awal dikurangi pembayaran pokok, ditambah atau dikurangi dengan amortisasi kumulatif dengan menggunakan metode suku bunga efektif yang dihitung dari selisih antara nilai awal dan nilai jatuh temponya, dan dikurangi cadangan kerugian penurunan nilai.

(vi) Pengukuran nilai wajar

Nilai wajar adalah harga yang akan diterima untuk menjual suatu aset atau harga yang akan dibayar untuk mengalihkan suatu liabilitas dalam transaksi teratur antara pelaku pasar pada tanggal pengukuran.

Pengukuran nilai wajar mengasumsikan bahwa transaksi untuk menjual aset atau mengalihkan liabilitas terjadi:

- Di pasar utama untuk aset dan liabilitas tersebut; atau
- Jika tidak terdapat pasar utama, dipasar yang paling menguntungkan untuk aset atau liabilitas tersebut.

**2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)**

**e. Financial assets and liabilities (continued)**

(iv) Offsetting (continued)

Enforceable right means:

- a. there are no contingencies in the future, and
- b. enforceable right to the following conditions;
  - i. deploying normal activities;
  - ii. conditions of business failures; and
  - iii. conditions of default or bankruptcy.

Income and expenses are presented on a net basis only when permitted by accounting standards.

(v) Amortized cost measurement

The amortized cost of a financial asset or liability is the amount at which the financial asset or liability is measured at initial recognition, minus principal repayments, plus or minus the cumulative amortization using the effective interest method of any difference between the initial amount recognized and the maturity amount, minus allowance for impairment losses.

(vi) Fair value measurement

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.

The fair value measurement is based on the presumption that the transaction to sell the asset or transfer the liability takes place either:

- In the principal market for the asset or liability, or
- In the absence of a principal market, in the most advantageous market for the asset or liability.



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**e. Aset dan liabilitas keuangan (lanjutan)**

(vi) Pengukuran nilai wajar (lanjutan)

Nilai wajar suatu aset atau liabilitas diukur menggunakan asumsi yang akan digunakan pelaku pasar ketika menentukan harga aset dan liabilitas tersebut dengan asumsi bahwa pelaku pasar bertindak dalam kepentingan ekonomik terbaiknya.

Pengukuran nilai wajar aset non-keuangan memperhitungkan kemampuan pelaku pasar untuk menghasilkan manfaat ekonomik dengan menggunakan aset dalam penggunaan tertinggi dan terbaiknya atau dengan menjualnya kepada pelaku pasar lain yang akan menggunakan aset tersebut dalam penggunaan tertinggi dan terbaiknya.

Bank menggunakan teknik penilaian yang sesuai dalam keadaan dan dimana data yang memadai tersedia untuk mengukur nilai wajar, memaksimalkan penggunaan input yang dapat diobservasi yang relevan dan meminimalkan penggunaan input yang tidak dapat diobservasi.

Semua aset dan liabilitas dimana nilai wajar diukur atau diungkapkan dalam laporan keuangan dapat dikategorikan pada level hirarki nilai wajar, berdasarkan tingkatan input terendah yang signifikan atas pengukuran nilai wajar secara keseluruhan:

- Level 1 : harga kuotasian (tanpa penyesuaian) di pasar aktif untuk aset atau liabilitas yang identik.
- Level 2 : input selain harga kuotasian yang termasuk dalam Level 1 yang dapat diobservasi untuk aset dan liabilitas baik secara langsung (misalnya harga) atau secara tidak langsung;
- Level 3: input untuk aset dan liabilitas yang bukan berdasarkan data pasar yang dapat diobservasi (input yang tidak dapat diobservasi).

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**2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)**

**e. Financial assets and liabilities (continued)**

(vi) Fair value measurement (continued)

*The fair value of an asset or a liability is measured using the assumptions that market participants would use when pricing the asset or liability, assuming that market participants act in their economic best interest.*

*A fair value measurement of a non-financial asset takes into account a market participant's ability to generate economic benefits by using the asset in its highest and best use or by selling it to another market participant that would use the asset in its highest and best use.*

*The Bank uses valuation techniques that are appropriate in the circumstances and for which sufficient data are available to measure fair value, maximizing the use of relevant observable inputs and minimizing the use of unobservable inputs.*

*All assets and liabilities for which fair value is measured or disclosed in the financial statements are categorized within the fair value hierarchy, described as follows, based on the lowest level input that is significant to the fair value measurement as a whole:*

- Level 1: *quoted (unadjusted) market prices in active markets for identical assets or liabilities.*
- Level 2: *inputs other than quoted prices included within Level 1 that are observable for the asset or liability either directly (example, price) or indirectly;*
- Level 3: *inputs for the asset and liability that are not based on observable market data (unobservable inputs).*

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**2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)**

**e. Aset dan liabilitas keuangan (lanjutan)**

**e. Financial assets and liabilities (continued)**

(vi) Pengukuran nilai wajar (lanjutan)

(vi) Fair value measurement (continued)

Untuk aset dan liabilitas yang diakui pada laporan keuangan secara berulang, Bank menentukan apakah terjadi transfer antara level di dalam hirarki dengan cara mengevaluasi kategori (berdasarkan input level terendah yang signifikan dalam pengukuran nilai wajar) setiap akhir periode pelaporan.

For assets and liabilities that are recognized in the financial statements on a recurring basis, the Bank determines whether transfers have occurred between levels in the hierarchy by re-assessing categorization (based on the lowest level input that is significant to the fair value measurement as a whole) at the end of each reporting period.

(vii) Reklasifikasi Instrumen Keuangan

(vii) Reclassification of Financial Instruments

Bank tidak melakukan reklasifikasi instrumen keuangan dari atau ke klasifikasi yang diukur pada nilai wajar melalui laporan laba rugi selama instrumen keuangan tersebut dimiliki atau diterbitkan.

The Bank shall not reclassify any financial instrument out of or into the fair value through profit or loss classification while it is held or issued.

Bank tidak mereklasifikasi setiap instrumen keuangan dari diukur pada nilai wajar melalui laba rugi jika pada pengakuan awal instrumen keuangan tersebut ditetapkan oleh Bank sebagai diukur pada nilai wajar melalui laba rugi.

The Bank does not reclassify any financial instrument out of fair value through profit or loss classification if upon initial recognition the financial instrument is designated by the Bank as at fair value through profit or loss.

Bank mereklasifikasi aset keuangan dari diukur pada nilai wajar jika aset keuangan tersebut tidak lagi dimiliki untuk tujuan penjualan atau pembelian kembali dalam waktu dekat (meskipun aset keuangan mungkin telah diperoleh atau timbul terutama untuk tujuan penjualan atau pembelian kembali dalam waktu dekat).

The Bank reclassifies financial assets out of fair value through profit or loss classification if the financial asset no longer owned for the purpose of selling or repurchasing it in the near term (although the financial asset might have been acquired or intended principally for the purpose of selling or repurchasing it in the near term).

**f. Giro pada Bank Indonesia dan bank lain**

**f. Current Accounts with Bank Indonesia and other banks**

Giro pada Bank Indonesia dan bank lain setelah perolehan awal dinilai sebesar biaya perolehan diamortisasi dengan menggunakan metode suku bunga efektif (EIR). Cadangan kerugian penurunan nilai untuk giro pada bank lain diukur bila terdapat indikasi penurunan nilai dengan menggunakan metodologi penurunan nilai sebagaimana diungkapkan dalam Catatan 2m.

Subsequent to initial recognition, current accounts with Bank Indonesia and other banks are measured at their amortized cost using the effective interest rate (EIR) method. Allowance for impairment losses for current account with other bank is assessed if there is an indication of impairment using the impairment methodology as disclosed in Note 2m.

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**g. Penempatan pada Bank Indonesia dan bank lain**

Penempatan pada Bank Indonesia dan bank lain merupakan penanaman dana dalam bentuk *call money*, Fasilitas Simpanan Bank Indonesia dan deposito berjangka.

Penempatan pada Bank Indonesia dinyatakan sebesar saldo penempatan dikurangi dengan pendapatan bunga yang ditangguhkan.

Penempatan pada bank lain pada awalnya diukur pada nilai wajar ditambah biaya transaksi yang dapat diatribusikan secara langsung dan merupakan biaya tambahan untuk memperoleh aset keuangan tersebut, dan setelah pengakuan awal diukur pada biaya perolehan diamortisasi menggunakan metode suku bunga efektif (EIR). Cadangan kerugian penurunan nilai diukur bila terdapat indikasi penurunan nilai dengan menggunakan metodologi penurunan nilai sebagaimana diungkapkan dalam Catatan 2m.

**h. Efek-efek**

Efek-efek terdiri dari obligasi korporasi, *negotiable certificate of deposits*, investasi dalam unit penyertaan reksa dana, Obligasi Ritel Indonesia, Obligasi Pemerintah Indonesia, Sertifikat Bank Indonesia ("SBI"), Surat Perbendaharaan Negara, Obligasi Republik Indonesia, Sertifikat Deposito Bank Indonesia ("SDBI") dan wesel impor/ekspor.

Efek-efek pada awalnya diukur pada nilai wajar ditambah biaya transaksi, kecuali aset keuangan yang diklasifikasikan pada nilai wajar melalui laba rugi dimana biaya transaksi diakui langsung ke laporan laba rugi dan penghasilan komprehensif lain. Pengukuran setelah pengakuan awal tergantung pada klasifikasinya.

Pengukuran efek-efek dan obligasi Pemerintah didasarkan atas klasifikasinya sebagai berikut:

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**2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)**

**g. Placements with Bank Indonesia and other banks**

*Placements with Bank Indonesia and other banks consist of call money, Bank Indonesia Deposit Facilities and time deposits.*

*Placements with Bank Indonesia are stated at the outstanding balances, less unearned interest income.*

*Placements with other banks are initially measured at fair value plus incremental direct transaction cost directly attributable to obtain the financial asset, and subsequently measured at their amortized cost using the effective interest rate (EIR) method. Allowance for impairment losses is assessed if there is an indication of impairment using the impairment methodology as disclosed in Note 2m.*

**h. Securities**

*Securities consist of corporate bonds, negotiable certificate of deposits, investments in mutual fund units, Indonesian Retail Bonds, Government Bonds, Certificates of Bank Indonesia ("SBI"), State Treasury Notes, Republic of Indonesia Bonds, Certificates of Deposit Bank Indonesia ("SDBI") and import/export bills.*

*Securities are initially measured at fair value plus transaction costs, except for financial assets classified as fair value through profit or loss where the transaction costs are recognized directly to the statement of profit or loss and other comprehensive income. Subsequent measurement depends on their classification.*

*The measurement of securities and Government bonds are based on the classification of the securities as follows:*

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**2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)**

**h. Efek-efek (lanjutan)**

**h. Securities (continued)**

**1. Dimiliki hingga jatuh tempo**

**1. Held-to-maturity**

Efek-efek yang diklasifikasikan dimiliki hingga jatuh tempo dicatat pada biaya perolehan diamortisasi dengan menggunakan metode suku bunga efektif setelah pengakuan awal. Bila terjadi penjualan atau reklasifikasi dalam jumlah yang lebih dari jumlah yang tidak signifikan dari efek-efek dalam kelompok dimiliki hingga jatuh tempo yang belum mendekati tanggal jatuh tempo, maka hal ini akan menyebabkan reklasifikasi atas semua efek-efek yang dimiliki hingga jatuh tempo ke dalam kelompok tersedia untuk dijual, dan Bank tidak diperkenankan untuk mengklasifikasikan efek-efek sebagai dimiliki hingga jatuh tempo untuk tahun berjalan dan untuk kurun waktu dua tahun mendatang.

*Securities classified as held-to-maturity are subsequently carried at amortized cost using effective interest method after initial recognition. Any sale or reclassification of a more than insignificant amount of held-to-maturity securities not close to their maturity would result in the reclassification of all held-to-maturity securities as available-for-sale and prevent the Bank from classifying securities as held-to-maturity for the current and the following two financial years.*

**2. Tersedia untuk dijual**

**2. Available-for-sale**

Setelah pengakuan awal, efek-efek yang diklasifikasikan dalam kelompok tersedia untuk dijual dinyatakan pada nilai wajarnya.

*After initial recognition, securities classified as available-for-sale are carried at their fair value.*

Pendapatan bunga diakui dalam laporan laba rugi dan penghasilan komprehensif lain dengan menggunakan metode suku bunga efektif. Laba atau rugi selisih kurs atas efek-efek utang yang tersedia untuk dijual diakui pada laporan laba rugi dan penghasilan komprehensif lain.

*Interest income is recognized in the statement of profit or loss and other comprehensive income using the effective interest method. Foreign exchange gains or losses on available-for-sale debt securities are recognized in the statements of profit or loss and other comprehensive income.*

Perubahan nilai wajar lainnya diakui secara langsung sebagai penghasilan komprehensif lain sampai efek-efek tersebut dijual atau mengalami penurunan nilai, dimana keuntungan dan kerugian kumulatif yang sebelumnya diakui sebagai penghasilan komprehensif lain direklasifikasi ke laba rugi sebagai penyesuaian reklasifikasi.

*Other fair value changes are recognized directly as other comprehensive income until the securities are sold or impaired, where upon the cumulative gains and losses previously recognized in other comprehensive income are reclassified to profit or loss as a reclassification adjustment.*

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**h. Efek-efek (lanjutan)**

**3. Diukur pada nilai wajar melalui laba rugi**

**a. Diperdagangkan**

Setelah pengakuan awal, efek-efek yang diklasifikasikan ke dalam kelompok diperdagangkan diukur pada nilai wajar di laporan posisi keuangan. Keuntungan atau kerugian yang belum direalisasi akibat perubahan nilai wajar efek-efek yang diperdagangkan diakui sebagai bagian dari keuntungan atau kerugian dari perubahan nilai wajar instrumen keuangan dalam laporan laba rugi dan penghasilan komprehensif lain tahun berjalan. Efek-efek yang diperdagangkan tidak direklasifikasi setelah pengakuan awal.

**b. Ditetapkan pada nilai wajar melalui laba rugi**

Efek-efek tertentu telah ditetapkan sebagai efek-efek pada nilai wajar melalui laba rugi apabila aset tersebut dikelola, dievaluasi dan dilaporkan secara internal atas dasar nilai wajar.

Cadangan kerugian penurunan nilai diukur bila terdapat indikasi penurunan nilai dengan menggunakan metodologi penurunan nilai sebagaimana diungkapkan dalam Catatan 2m.

**i. Instrumen keuangan derivatif**

Dalam melakukan usaha bisnisnya, Bank melakukan transaksi instrumen keuangan derivatif seperti kontrak tunai dan berjangka mata uang asing, *swap* mata uang asing, *cross currency swaps*, dan *swap* suku bunga. Seluruh instrumen derivatif yang diadakan Bank adalah untuk diperdagangkan dan untuk tujuan lindung nilai terhadap risiko bank atas *net open position*, risiko *interest gap*, risiko *maturity gap* dan risiko lainnya dalam kegiatan operasional Bank dan tidak memenuhi kriteria akuntansi lindung nilai. Instrumen keuangan derivatif dicatat pada nilai wajarnya dan perubahan nilai wajar dari instrumen derivatif ini dibebankan atau dikreditkan dalam laporan laba rugi dan penghasilan komprehensif lain tahun yang bersangkutan.

**2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)**

**h. Securities (continued)**

**3. Fair value through profit and loss**

**a. Held for trading**

After initial recognition, securities classified as held for trading are measured at fair value in the statements of financial position. Unrealized gains or losses from changes in fair value of trading securities are recognized as part of gain or loss from changes in fair value of financial instruments in the statement of profit or loss and other comprehensive income for the year. Trading securities are not reclassified subsequent to their initial recognition.

**b. Designated at fair value through profit or loss**

Certain securities had been designated as securities at fair value through profit or loss when the assets are managed, evaluated and reported internally on a fair value basis.

Allowance for impairment losses are assessed if there is an indication of impairment using the impairment methodology as disclosed in Note 2m.

**i. Derivative financial instruments**

In the normal course of business, the Bank enters into transactions involving derivative financial instruments such as foreign currency spot and forward contracts, foreign currency swaps, cross currency swaps and interest rate swaps. All derivative instruments entered by the Bank were for trading as well for hedging the Banks exposures to net open position, interest gap risk, maturity gap risk, and other risks in the Banks daily operations and did not qualify for hedge accounting. Derivative financial instruments are stated at fair value and the changes in fair value of these derivative financial instruments are charged or credited to the statements of profit or loss and other comprehensive income for the year.



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**2. IKHTISAR KEBIJAKAN AKUNTANSI YANG SIGNIFIKAN (lanjutan)**

**j. Efek-efek yang dibeli dengan janji dijual kembali dan efek-efek yang dijual dengan janji dibeli kembali**

Efek-efek yang dibeli dengan janji dijual kembali (*reverse repo*) diakui sebesar harga jual kembali efek yang bersangkutan dikurangi pendapatan bunga yang belum diamortisasi. Selisih antara harga beli dengan harga jual diperlakukan sebagai pendapatan bunga yang belum diamortisasi dan diakui sebagai pendapatan bunga sesuai dengan jangka waktu efek dibeli hingga dijual kembali dengan menggunakan metode suku bunga efektif (EIR). Efek yang dibeli tidak dibukukan sebagai aset dalam laporan posisi keuangan karena kepemilikan efek tetap berada pada pihak penjual.

Efek-efek yang dibeli dengan janji dijual kembali diklasifikasikan sebagai pinjaman yang diberikan dan piutang.

Efek-efek yang dijual dengan janji dibeli kembali (*repo*) diakui sebesar harga pembelian kembali yang disepakati dikurangi beban bunga yang belum diamortisasi. Beban bunga yang belum diamortisasi merupakan selisih antara harga jual dengan harga beli kembali yang disepakati dan diakui sebagai beban bunga selama jangka waktu sejak efek dijual hingga dibeli kembali dengan menggunakan metode suku bunga efektif (EIR). Efek yang dijual tetap dicatat sebagai aset dalam laporan posisi keuangan karena secara substansi kepemilikan efek tetap berada pada pihak Bank sebagai penjual.

Efek-efek yang dijual dengan janji dibeli kembali diklasifikasikan sebagai liabilitas keuangan yang diukur dengan biaya perolehan diamortisasi.

**k. Kredit yang diberikan**

Kredit yang diberikan pada awalnya diukur pada nilai wajar ditambah biaya transaksi yang dapat diatribusikan secara langsung dan merupakan biaya tambahan untuk memperoleh aset keuangan tersebut, dan setelah pengakuan awal diukur pada biaya perolehan diamortisasi dengan menggunakan metode suku bunga efektif. Cadangan kerugian atas penurunan nilai dilakukan bila terdapat bukti objektif penurunan nilai dengan menggunakan metodologi penurunan nilai sebagaimana diungkapkan dalam Catatan 2m.

**2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)**

**j. Securities purchased under agreement to resell and securities sold under repurchased agreements**

*Securities purchased under agreements to resell (reverse repo) are recognized as a repo receivable in the amount of the resale price of the related securities, less unamortized interest. The difference between purchase price and the selling price is treated as unamortized interest and is recognized as interest income in accordance with the period since the securities are purchased until they are resold by using effective interest rate (EIR) method. The securities received are not recorded as assets on the statements of financial position because the ownership of the securities remains with the seller.*

*Securities purchased under agreement to resell are classified as loans and receivables.*

*Securities sold under repurchased (repo) agreements are recognized at the agreed repurchase price less unamortized interest. The unamortized interest represents the difference between the selling price and the agreed repurchase price and is recognized as interest expense during the period from the sale of securities to the date of repurchase by using Effective Interest Rate (EIR) method. The securities sold are recorded as assets on the statements of financial position because in substance the ownership of the securities remains with the Bank as the seller.*

*Securities sold under repurchased agreement are classified as financial liabilities measured at amortized cost.*

**k. Loans**

*Loans are initially measured at fair value plus incremental transaction costs which can be directly attributable and are additional costs to obtain those financial assets, and subsequently measured at their amortized cost using the effective interest method. Allowance for impairment losses is assessed if there is an indication of impairment using the impairment methodology as disclosed in Note 2m.*

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**k. Kredit yang diberikan (lanjutan)**

Kredit yang diberikan dihapusbukukan ketika tidak terdapat prospek yang realistis mengenai pengembalian pinjaman atau hubungan normal antara Bank dan debitur dengan jaminan telah berakhir. Pinjaman yang tidak dapat dilunasi dihapusbukukan dengan mendebit cadangan kerugian penurunan nilai. Pelunasan kemudian atas pinjaman yang telah dihapusbukukan sebelumnya, dikreditkan ke cadangan kerugian penurunan nilai pinjaman di laporan posisi keuangan.

Restrukturisasi kredit

Restrukturisasi kredit meliputi modifikasi persyaratan kredit, konversi kredit menjadi saham atau instrumen keuangan lainnya dan/atau kombinasi dari keduanya.

Kerugian yang timbul dari restrukturisasi kredit yang berkaitan dengan modifikasi persyaratan kredit diakui bila nilai tunai penerimaan kas masa depan yang telah ditentukan dalam persyaratan kredit yang baru, termasuk penerimaan yang diperuntukan sebagai bunga maupun pokok, adalah lebih kecil dari nilai kredit yang diberikan yang tercatat sebelum restrukturisasi.

Untuk restrukturisasi kredit bermasalah dengan cara konversi kredit yang diberikan menjadi saham atau instrumen keuangan lainnya, kerugian dari restrukturisasi kredit diakui hanya apabila nilai wajar penyertaan saham atau instrumen keuangan yang diterima dikurangi estimasi biaya untuk menjualnya, adalah kurang dari nilai tercatat kredit yang diberikan.

**l. Tagihan dan utang akseptasi**

Dalam kegiatan bisnis biasa, Bank memberikan jaminan keuangan, seperti *letters of credit*, bank garansi dan akseptasi.

Setelah pengakuan awal, tagihan dan utang akseptasi dicatat pada biaya perolehan diamortisasi.

Cadangan kerugian penurunan nilai dilakukan bila terdapat indikasi penurunan nilai dengan menggunakan metodologi penurunan nilai sebagaimana diungkapkan dalam Catatan 2m.

**2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)**

**k. Loans (continued)**

Loans are written-off when there are no realistic prospects of collection or when the Banks normal relationship with the collateralized borrowers has ceased to exist. When loans are deemed uncollectible, they are written-off against the related allowance for impairment losses. Subsequent recoveries of loans written-off are credited to the allowance for impairment losses from loans in the statement of financial position.

Loan restructuring

Loan restructuring may involve a modification of the terms of the loans, conversion of loans into equity or other financial instruments and/or a combination of both.

Losses on loan restructuring in respect of modification of the terms of the loans are recognized only if the cash value of total future cash receipt specified in the new terms of the loan, including both receipt designated as interest and those designated as loan principal, are less than the recorded amounts of loans before restructuring.

For non-performing restructured loan which involves a conversion of loan into equity or other financial instrument, a loss on loan restructuring is recognized only if the fair value of the equity investment or other financial instrument received, reduced by estimated costs to sell the equity or other financial instrument, is less than the carrying value of the loan.

**l. Acceptance receivable and payable**

In the ordinary course of business, the Bank provides financial guarantees, consisting of letters of credit, bank guarantees and acceptances.

After initial recognition, acceptance receivables and payables are carried at amortized cost.

Allowances for impairment losses are assessed if there is an indication of impairment by using the impairment methodology as disclosed in Note 2m.



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**2. IKHTISAR KEBIJAKAN AKUNTANSI YANG SIGNIFIKAN (lanjutan)**

**m. Penurunan nilai aset keuangan dan non-keuangan**

**Penurunan nilai aset keuangan**

Pada setiap tanggal pelaporan, Bank mengevaluasi apakah terdapat bukti yang objektif bahwa aset keuangan atau kelompok aset keuangan yang tidak dicatat pada nilai wajar melalui laba rugi telah mengalami penurunan nilai.

Aset keuangan atau kelompok aset keuangan diturunkan nilainya dan kerugian penurunan nilai telah terjadi jika, dan hanya jika, terdapat bukti yang objektif mengenai penurunan nilai tersebut sebagai akibat dari satu atau lebih peristiwa yang terjadi setelah pengakuan awal aset tersebut (peristiwa yang menyebabkan penurunan nilai), yang berdampak pada estimasi arus kas masa depan atas aset keuangan atau kelompok aset keuangan yang dapat diestimasi secara andal.

Bukti obyektif bahwa aset keuangan mengalami penurunan nilai meliputi wanprestasi atau tunggakan pembayaran oleh debitur, restrukturisasi kredit atau uang muka oleh Bank dengan persyaratan yang tidak mungkin diberikan jika debitur tidak mengalami kesulitan keuangan, indikasi bahwa debitur atau penerbit akan dinyatakan pailit, hilangnya pasar aktif dari aset keuangan akibat kesulitan keuangan, atau data yang dapat diobservasi lainnya yang terkait dengan kelompok aset keuangan seperti memburuknya status pembayaran debitur atau penerbit dalam kelompok tersebut, atau kondisi ekonomi yang berkorelasi dengan wanprestasi atas aset dalam kelompok tersebut.

Bank menentukan bukti penurunan nilai atas aset keuangan secara individual dan kolektif. Evaluasi penurunan nilai terhadap aset keuangan yang signifikan dilakukan secara individual.

Semua aset keuangan yang signifikan secara individual yang tidak mengalami penurunan nilai secara individual dievaluasi secara kolektif untuk menentukan penurunan nilai yang sudah terjadi namun belum diidentifikasi. Aset keuangan yang tidak signifikan secara individual akan dievaluasi secara kolektif untuk menentukan penurunan nilainya dengan mengelompokkan aset keuangan tersebut berdasarkan karakteristik risiko yang serupa. Aset keuangan yang dievaluasi secara individual untuk penurunan nilai, dan dimana kerugian penurunan nilai diakui tidak lagi termasuk dalam penurunan nilai secara kolektif.

**2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)**

**m. Impairment of financial and non-financial assets**

**Impairment of financial assets**

At each reporting date, the Bank assesses whether there is any objective evidence that a financial asset or a group of financial assets not carried at fair value through profit and loss are impaired.

A financial asset or a group of financial assets is deemed to be impaired and impairment losses incurred if, and only if, there is an objective evidence of impairment as a result of one or more events that has occurred after the initial recognition of the asset (an incurred 'loss event') and that loss event has an impact on the estimated future cash flows of the financial asset or the group of financial assets that can be reliably estimated.

Objective evidence that financial assets are impaired can include default or delinquency by a borrower, restructuring of a loan or advance by the Bank on terms that the Bank would not otherwise consider, indications that a borrower or issuer will enter into bankruptcy, the disappearance of an active market for a security due to financial difficulties, or other observable data relating to a group of assets such as adverse changes in the payment status of borrowers or issuers in the group, or economic conditions that correlate with defaults in the group.

The Bank considers evidence of impairment for financial assets at both individual and collective level. All significant financial assets are assessed for individual impairment.

All individually significant financial assets not to be specifically impaired are then collectively assessed for any impairment that has been incurred but not yet identified. Financial assets that are not individually significant are collectively assessed for impairment by grouping together such financial assets with similar risk characteristics. Financial assets that are individually assessed for impairment and for which an impairment loss is recognized are no longer included in the collective assessment of impairment.

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**2. IKHTISAR KEBIJAKAN AKUNTANSI YANG SIGNIFIKAN (lanjutan)**

**m. Penurunan nilai aset keuangan dan non-keuangan (lanjutan)**

**Penurunan nilai aset keuangan (lanjutan)**

Bank menerapkan model statistik dengan menggunakan data historis kerugian kredit dan mempertimbangkan hal-hal berikut ini dalam menentukan cadangan kerugian penurunan nilai kredit secara kolektif:

- data historis *probability of default*,
- waktu pemulihan,
- jumlah kerugian yang terjadi, dan
- pertimbangan pengalaman manajemen mengenai apakah kondisi ekonomi dan kredit saat ini mungkin menyebabkan kerugian aktual lebih besar atau lebih kecil daripada jumlah yang didasarkan pada pengalaman historis.

Kerugian penurunan nilai atas aset keuangan yang dicatat pada biaya perolehan diamortisasi diukur sebesar selisih antara nilai tercatat aset keuangan dengan nilai kini estimasi arus kas masa datang yang didiskonto menggunakan suku bunga efektif awal dari aset keuangan tersebut. Kerugian yang terjadi diakui pada laporan laba rugi dan penghasilan komprehensif lain dan dicatat pada akun cadangan kerugian penurunan nilai atas aset keuangan yang dicatat pada biaya perolehan diamortisasi. Pendapatan bunga atas aset keuangan yang mengalami penurunan nilai tetap diakui atas dasar suku bunga yang digunakan untuk mendiskonto arus kas masa datang dalam pengukuran kerugian penurunan nilai. Ketika peristiwa yang terjadi setelah penurunan nilai menyebabkan jumlah kerugian penurunan nilai berkurang, kerugian penurunan nilai yang sebelumnya diakui harus dipulihkan dan pemulihan tersebut diakui pada laporan laba rugi dan penghasilan komprehensif lain.

Kerugian penurunan nilai atas efek-efek yang tersedia untuk dijual diakui dengan mengeluarkan kerugian kumulatif yang telah diakui secara langsung sebagai penghasilan komprehensif lain ke laba rugi sebagai penyesuaian reklasifikasi.

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**2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)**

**m. Impairment of financial and non-financial assets (continued)**

**Impairment of financial assets (continued)**

The Bank apply statistical modeling using historical loan loss data and taking into account the following in determining the allowance for collective impairment loan loss:

- historical trend of the probability of default,
- the timing of recoveries,
- the amount of loss incurred, and
- consideration of management's experience as to whether the current economic and credit conditions are such that the actual level of incurred losses is likely to be greater or less than that suggested by historical experience.

Impairment losses on financial assets carried at amortized cost are measured as the difference between the carrying amount of the financial assets and the present value of estimated future cash flows discounted at the financial assets' original effective interest rate. Losses are recognized in the statement of profit or loss and other comprehensive income and reflected in an allowance account against financial assets carried at amortized cost. Interest on the impaired financial asset continues to be recognized using the rate of interest used to discount the future cash flows for the purpose of measuring the impairment loss. When a subsequent event causes the amount of impairment loss to decrease, the impairment loss is reversed through the statement of profit or loss and other comprehensive income.

Impairment losses on available-for-sale securities are recognized by transferring the cumulative losses that have been recognized directly as other comprehensive income to profit or loss as a reclassification adjustment.

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**2. IKHTISAR KEBIJAKAN AKUNTANSI YANG SIGNIFIKAN (lanjutan)**

**m. Penurunan nilai aset keuangan dan non-keuangan (lanjutan)**

**Penurunan nilai aset keuangan (lanjutan)**

Jumlah kerugian kumulatif yang direklasifikasi dari penghasilan komprehensif lain ke laba rugi merupakan selisih antara biaya perolehan, setelah dikurangi pelunasan pokok dan amortisasi, dengan nilai wajar kini, dikurangi kerugian penurunan nilai aset keuangan yang sebelumnya telah diakui pada laporan laba rugi dan penghasilan komprehensif lain. Perubahan pada cadangan kerugian penurunan nilai yang dapat diatribusikan pada nilai waktu (*time value*) tercermin sebagai komponen pendapatan bunga.

Jika pada tahun berikutnya, nilai wajar utang yang diklasifikasikan dalam kelompok tersedia untuk dijual yang mengalami penurunan nilai meningkat dan peningkatan tersebut dapat secara obyektif dihubungkan dengan peristiwa yang terjadi setelah pengakuan kerugian penurunan nilai pada laporan laba rugi dan penghasilan komprehensif lain, maka kerugian penurunan nilai tersebut harus dipulihkan dan pemulihan tersebut diakui pada laporan laba rugi dan penghasilan komprehensif lain.

Jika persyaratan kredit, piutang atau efek yang dimiliki hingga jatuh tempo dinegosiasi ulang atau dimodifikasi karena debitur atau penerbit mengalami kesulitan keuangan, maka penurunan nilai diukur dengan suku bunga efektif awal yang digunakan sebelum persyaratan diubah.

Penyesuaian atas cadangan kerugian penurunan nilai aset keuangan dicatat dalam tahun dimana penyesuaian tersebut diketahui atau dapat ditaksir secara wajar. Termasuk dalam penyesuaian ini adalah penambahan cadangan kerugian penurunan nilai aset keuangan maupun pemulihan aset keuangan yang telah dihapusbukukan.

**Penurunan nilai aset non-keuangan**

Nilai tercatat dari aset yang bukan aset keuangan Bank, kecuali aset pajak tangguhan, ditelaah setiap tanggal pelaporan untuk menentukan apakah terdapat indikasi penurunan nilai. Jika indikasi tersebut ada, maka nilai yang dapat dipulihkan dari aset tersebut akan diestimasi.

**2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)**

**m. Impairment of financial and non-financial assets (continued)**

**Impairment of financial assets (continued)**

The cumulative losses that are reclassified from other comprehensive income to profit or loss are the difference between the acquisition cost, net of any principal repayment and amortization, and the current fair value, less any impairment loss previously recognized in the statement of profit or loss and other comprehensive income. Changes in impairment provisions attributable to time value are reflected as a component of interest income.

If in the subsequent year, the fair value of an impaired available-for-sale debt security increases and the increase can be objectively related to an event occurring after the impairment loss was recognized in the statement of profit or loss and other comprehensive income, the impairment loss was to be reversed, with the amount of reversal recognized in the statement of profit or loss and other comprehensive income.

If the terms of a loan, receivable or held-to-maturity security are renegotiated or otherwise modified because of financial difficulties of the borrower or issuer, impairment is measured using the original effective interest rate before the modification of terms.

Adjustment to the allowance for impairment losses from financial assets are reported in the year where such adjustments become known or can be reasonably estimated. These adjustments include additional allowance for impairment losses, as well as recoveries of previously written-off financial assets.

**Impairment of non-financial assets**

The carrying amounts of the Bank's non-financial assets, other than deferred tax assets, are reviewed at each reporting date to determine whether there is any indication of impairment. If any such indication exists then the asset's recoverable amount will be estimated.

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**2. IKHTISAR KEBIJAKAN AKUNTANSI YANG SIGNIFIKAN (lanjutan)**

**m. Penurunan nilai aset keuangan dan non-keuangan (lanjutan)**

**Penurunan nilai aset non-keuangan (lanjutan)**

Nilai yang dapat diperoleh kembali dari suatu aset atau unit penghasil kas adalah sebesar jumlah yang lebih tinggi antara nilai pakainya dan nilai wajar aset atau unit penghasil kas dikurangi biaya untuk menjual. Dalam menilai nilai pakai, estimasi arus kas masa depan didiskontokan ke nilai sekarang dengan menggunakan tingkat diskonto sebelum pajak yang mencerminkan penilaian pasar saat ini terhadap nilai kas kini dan risiko spesifik terhadap aset tersebut.

Cadangan penurunan nilai diakui pada tahun sebelumnya dinilai pada setiap tanggal pelaporan untuk melihat adanya indikasi bahwa kerugian telah menurun atau tidak ada lagi. Kerugian penurunan nilai di jurnal balik jika terdapat perubahan estimasi yang digunakan dalam menentukan nilai yang dapat dipulihkan.

Cadangan kerugian penurunan nilai di jurnal balik hanya hingga nilai tercatat aset tidak melebihi nilai tercatat yang telah ditentukan, dikurangi dengan depresiasi atau amortisasi, jika cadangan penurunan nilai tidak pernah diakui.

Bank tidak diwajibkan lagi untuk membentuk cadangan kerugian penurunan nilai untuk aset non produktif, namun Bank tetap harus menghitung cadangan kerugian penurunan nilai mengacu pada standar akuntansi yang berlaku (lihat Catatan 14b).

**n. Aset tetap**

Bank menerapkan kebijakan akuntansi model revaluasi untuk aset tetap berupa tanah dan bangunan. Untuk aset tetap selain tanah dan bangunan menggunakan model biaya.

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**2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)**

**m. Impairment of financial and non-financial assets (continued)**

**Impairment of non-financial assets (continued)**

The recoverable amount of an asset or cash generating unit is the greater of its value in use and its fair value less costs to sell. In assessing value in use, the estimated future cash flows are discounted to their present value using pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset.

Allowance for impairment loss recognized in prior year is assessed at each reporting date for any indications that the loss has decreased or no longer exists. An impairment loss is reversed if there has been a change in the estimates used to determine the recoverable amount.

Allowance for impairment losses is reversed only to the extent that the asset's carrying amount does not exceed the carrying amount that would have been determined, net of depreciation or amortization, if no impairment loss had been recognized.

The Bank is not required to provide an allowance for impairment losses for non-productive assets, but the Bank should still calculate the impairment losses in accordance with the applicable accounting standards (see Note 14b).

**n. Fixed assets**

Bank applies revaluation model as accounting policy for land and buildings. For fixed assets other than land and buildings, it applies cost model.



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**2. IKHTISAR KEBIJAKAN AKUNTANSI YANG SIGNIFIKAN (lanjutan)**

**2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)**

**n. Aset tetap (lanjutan)**

**n. Fixed assets (continued)**

Tanah dan bangunan disajikan sebesar nilai wajar, dikurangi akumulasi penyusutan untuk bangunan. Penilaian terhadap tanah dan bangunan dilakukan oleh penilai independen eksternal yang telah memiliki sertifikasi. Penilaian atas aset tersebut dilakukan secara berkala untuk memastikan bahwa nilai wajar aset yang direvaluasi tidak berbeda secara material dengan nilai tercatatnya. Akumulasi penyusutan pada tanggal revaluasi dieliminasi terhadap nilai tercatat bruto aset, dan nilai netonya disajikan kembali sebesar nilai revaluasi aset tetap.

*Land and buildings are stated at fair value, less subsequent depreciation for buildings. Valuation of land and buildings is performed by external independent valuers with certain qualification. Valuations are performed with sufficient regularity to ensure that the fair value of a revalued asset does not differ materially from its carrying amount. Any accumulated depreciation at the date of revaluation is eliminated against the gross carrying amount of the asset, and the net amount is restated to the revalued amount of the asset.*

Jika nilai wajar dari aset yang direvaluasi mengalami perubahan yang signifikan dan fluktuatif, maka perlu direvaluasi secara tahunan, sedangkan jika nilai wajar dari aset yang direvaluasi tidak mengalami perubahan yang signifikan dan fluktuatif, maka perlu dilakukan revaluasi paling kurang 3 tahun sekali.

*If the fair value of the revalued asset change significantly, it is necessary to revalue on an annual basis, whereas if the fair value of the revalued asset does not change significantly, it is necessary to revalue at a minimum every 3 years.*

Kenaikan nilai tercatat yang timbul dari revaluasi tanah dan bangunan dicatat sebagai "Surplus Revaluasi Aset Tetap" dan disajikan sebagai "Penghasilan Komprehensif Lain". Penurunan nilai tercatat yang timbul dari revaluasi, jika ada, dicatat sebagai beban pada tahun berjalan. Apabila aset tersebut memiliki saldo "Surplus Revaluasi Aset Tetap" maka selisih penurunan nilai tercatat tersebut dibebankan terhadap "Surplus Revaluasi Aset Tetap" yang disajikan sebagai "Penghasilan Komprehensif Lain" dan sisanya diakui sebagai beban tahun berjalan.

*Increase in the carrying amount arising from revaluation of land and buildings is recorded in "Revaluation Surplus of Fixed Assets" and presented as "Other Comprehensive Income". Decrease in carrying amount as a result of revaluation, if any, is recorded as expenses in the current year. If the asset does have balance on its "Revaluation Surplus of Fixed Assets", loss from revaluation of fixed asset is charged to "Revaluation Surplus of Fixed Assets" which is presented as "Other Comprehensive Income" and the remaining balance is charged to current year's expenses.*

Aset tetap, selain tanah dan bangunan, pada awalnya dinyatakan sebesar harga perolehan. Biaya perolehan mencakup harga pembelian dan semua pengeluaran-pengeluaran yang terkait secara langsung untuk membawa aset tersebut ke lokasi dan kondisi yang diperlukan untuk memungkinkan aset tersebut beroperasi sebagaimana ditentukan oleh manajemen. Setelah pengukuran awal, aset tetap diukur dengan model biaya, dicatat pada harga perolehan dikurangi akumulasi penyusutan dan akumulasi kerugian penurunan nilai aset.

*Fixed assets, except land and buildings, are initially recognized at cost. Acquisition cost includes purchase price and expenditures directly attributable to bring the assets to the location and condition necessary for it to be capable of operating in the manner attended by management. Subsequent to initial measurement, fixed assets are measured using cost model, carried at its cost less accumulated depreciation and accumulated impairment losses.*

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**2. IKHTISAR KEBIJAKAN AKUNTANSI YANG SIGNIFIKAN (lanjutan)**

**2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)**

**n. Aset tetap (lanjutan)**

**n. Fixed assets (continued)**

Tanah, termasuk biaya pengurusan legal hak atas tanah ketika tanah diperoleh pertama kali, diakui sebagai bagian dari biaya perolehan aset tanah dan tidak diamortisasi. Biaya pengurusan perpanjangan atau pembaruan legal hak atas tanah ditangguhkan dan diamortisasi sepanjang umur hukum hak atau umur ekonomi tanah, mana yang lebih pendek.

Land, including legal cost incurred when the land was first acquired, is recognized as part of the land acquisition cost and not amortized. The cost of the extension or renewal of legal right over land is deferred and amortized over the life of legal life or economic life of the land, whichever is shorter.

Penyusutan aset tetap selain tanah dihitung dengan menggunakan metode garis lurus atau saldo menurun berganda berdasarkan taksiran masa manfaat aset tetap sebagai berikut:

Depreciations of fixed assets other than land are calculated on a straight-line or double declining balance method based on the estimated useful lives of the assets as follows:

	<b>Masa manfaat (tahun)/ Useful lives (year)</b>	
Bangunan	20	<i>Buildings</i>
Peralatan dan perabot kantor, kendaraan dan perbaikan gedung	4 - 8	<i>Office equipment and furniture and fixtures, vehicles and building improvements</i>

Beban perbaikan dan pemeliharaan dibebankan pada laporan laba rugi dan penghasilan komprehensif lain; sedangkan renovasi dan penambahan yang jumlahnya signifikan dan memperpanjang masa manfaat dikapitalisasi ke aset tetap yang bersangkutan. Nilai tercatat serta akumulasi penyusutan atas aset tetap yang tidak digunakan lagi atau dijual, dikeluarkan dari kelompok aset tetap yang bersangkutan, dan laba atau ruginya diakui dalam laporan laba rugi dan penghasilan komprehensif lain.

Normal repair and maintenance expenses are charged to the statement of profit or loss and other comprehensive income; while renovation and betterments, which are significant and prolong the useful life of assets, are capitalized to the respective assets. The carrying amount and the related accumulated depreciation of fixed assets which are not utilized anymore or sold, are removed from the related group of assets, and the gains or losses are recognized in the statements of profit or loss and other comprehensive income.

Aset dalam penyelesaian merupakan aset yang masih dalam proses pembangunan dan belum siap untuk digunakan, serta dimaksudkan untuk dipergunakan dalam kegiatan usaha. Aset ini dicatat sebesar biaya yang telah dikeluarkan dan dipindahkan ke aset tetap yang bersangkutan pada saat selesai dan siap digunakan.

Construction in progress consists of assets that are still in progress of construction and are not ready for use yet and are intended to be used for business activity. This account is recorded based on the amount paid and transferred to the respective fixed assets when completed and ready to use.

Jumlah tercatat aset tetap dihentikan pengakuannya pada saat dilepaskan atau saat tidak ada manfaat ekonomis masa depan yang diharapkan dari penggunaan atau pelepasannya. Laba atau rugi yang timbul dari penghentian pengakuan aset (dihitung sebagai perbedaan antara jumlah neto hasil pelepasan dan jumlah tercatat dari aset) diperhitungkan dalam laporan laba rugi dan penghasilan komprehensif lain pada periode aset tersebut dihentikan pengakuannya.

An item of fixed asset is derecognized upon disposal or when no future economic benefits are expected from its use or disposal. Any gain or loss arising on derecognition of the asset (calculated as the difference between the net disposal proceeds and the carrying amount of the asset) is included in the statements of profit and other comprehensive income in the period such asset is derecognized.

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**2. IKHTISAR KEBIJAKAN AKUNTANSI YANG SIGNIFIKAN (lanjutan)**

**n. Aset tetap (lanjutan)**

Pada setiap akhir tahun buku, Bank melakukan penelaahan atas nilai residu, masa manfaat dan metode penyusutan dan disesuaikan secara prospektif.

Surplus revaluasi yang dipindahkan ke saldo laba adalah sebesar perbedaan biaya perolehan awalnya. Pemindahan surplus revaluasi ke saldo laba tidak dilakukan melalui laba rugi.

**o. Agunan yang diambil alih**

Agunan yang diambil alih disajikan dalam akun "Aset Lain-lain".

Agunan yang diambil alih dinyatakan sebesar nilai realisasi bersih atau sebesar nilai *outstanding* kredit yang diberikan, mana yang lebih rendah. Nilai realisasi bersih adalah nilai wajar agunan yang diambil alih dikurangi dengan estimasi biaya untuk menjual agunan tersebut. Selisih lebih saldo kredit di atas nilai realisasi neto dari agunan yang diambil alih dibebankan ke dalam akun cadangan kerugian penurunan nilai kredit.

Selisih antara nilai agunan yang diambil alih dan hasil penjualannya diakui sebagai keuntungan atau kerugian pada saat penjualan.

Manajemen mengevaluasi nilai agunan yang diambil alih secara berkala. Cadangan kerugian penurunan nilai pada agunan yang diambil alih dibentuk berdasarkan penurunan nilai agunan yang diambil alih.

Beban-beban sehubungan dengan perolehan dan pemeliharaan agunan yang diambil alih dibebankan pada laporan laba rugi dan penghasilan komprehensif lain tahun berjalan pada saat terjadinya.

**p. Aset lain-lain**

Terdiri dari aset yang tidak material yang tidak dapat digolongkan dalam pos-pos sebelumnya. Aset lain-lain dinyatakan sebesar nilai tercatat, yaitu harga perolehan setelah dikurangi dengan akumulasi amortisasi, penurunan nilai atau cadangan kerugian.

**2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)**

**n. Fixed assets (continued)**

The residual values, useful lives and methods of depreciation of fixed asset are reviewed by Bank and adjusted prospectively, if appropriate, at the end of each year.

The amount of the surplus transferred would be the difference between depreciation based on the revalued carrying amount of the asset and depreciation based on the asset's original cost. Transfer from revaluation surplus to retained earnings is not made through profit and loss.

**o. Foreclosed assets**

Foreclosed assets are presented in the "Other Assets" account.

Foreclosed assets are stated at net realizable value or stated at loan outstanding amount, whichever is lower. Net realizable value is the fair value of the foreclosed assets less estimated costs of disposing the assets. The excess of loan receivable over the net realizable value of the foreclosed assets is charged to allowance for loan impairment losses.

The difference between the value of the foreclosed assets and the proceeds from the sale of such property is recorded as a gain or loss when the property is sold.

Management evaluates the value of foreclosed assets regularly. An allowance for possible losses on foreclosed assets are provided based on the decline in value of foreclosed assets.

Expenses in relation with the acquisition and maintenance of foreclosed assets are charged in the current year of statement of profit or loss and other comprehensive income as incurred.

**p. Other assets**

Represent immaterial assets that cannot be classified under the above accounts. Other assets are stated at carrying amount, which is cost less accumulated amortization, allowance for impairment losses or possible losses.



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**2. IKHTISAR KEBIJAKAN AKUNTANSI YANG SIGNIFIKAN (lanjutan)**

**q. Liabilitas segera**

Liabilitas segera merupakan liabilitas Bank kepada pihak lain yang sifatnya wajib segera dibayarkan sesuai dengan perintah pemberi amanat atau perjanjian yang ditetapkan sebelumnya. Liabilitas segera dinyatakan sebesar nilai liabilitas Bank kepada pemberi amanat.

**r. Simpanan dari nasabah dan simpanan dari Bank lain**

Simpanan dari nasabah dan simpanan dari bank lain pada awalnya diukur pada nilai wajar ditambah biaya transaksi yang dapat diatribusikan secara langsung dan setelah pengakuan awal diukur pada biaya perolehan diamortisasi dengan menggunakan metode suku bunga efektif.

**s. Pendapatan dan beban bunga**

Pendapatan dan beban bunga diakui dalam laporan laba rugi dan penghasilan komprehensif lain dengan menggunakan metode suku bunga efektif. Suku bunga efektif adalah suku bunga yang secara tepat mendiskontokan estimasi pembayaran dan penerimaan kas di masa datang selama perkiraan umur dari aset keuangan atau liabilitas keuangan (atau, jika lebih tepat, digunakan periode yang lebih singkat) untuk memperoleh nilai tercatat dari aset keuangan atau liabilitas keuangan. Pada saat menghitung suku bunga efektif, Bank mengestimasi arus kas di masa datang dengan mempertimbangkan seluruh persyaratan kontraktual dalam instrumen keuangan tersebut, tetapi tidak mempertimbangkan kerugian kredit di masa mendatang.

Perhitungan suku bunga efektif mencakup biaya transaksi (Catatan 2e.ii) dan seluruh imbalan/provisi dan bentuk lain yang dibayarkan atau diterima yang merupakan bagian tak terpisahkan dari suku bunga efektif.

Pendapatan dan beban bunga yang disajikan di dalam laporan laba rugi dan penghasilan komprehensif lain meliputi:

- Bunga atas aset dan liabilitas keuangan yang dicatat pada biaya perolehan diamortisasi menggunakan metode suku bunga efektif

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**2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)**

**q. Obligations due immediately**

Obligations due immediately represent the Bank's liabilities to beneficiaries that are payable immediately in accordance with the demand from the beneficiaries or as agreed upon by the Bank's and the beneficiaries. Obligation due immediately are stated at outstanding payables to the beneficiaries.

**r. Deposits from customer and deposits from other banks**

Deposits from customer and deposits from other banks are initially measured at fair value plus directly attributable transaction costs and subsequently measured at their amortized cost using the effective interest method.

**s. Interest income and expense**

Interest income and expenses are recognized in the statements of profit or loss and other comprehensive income using the effective interest rate 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 Bank estimates future cash flows considering all contractual terms of the financial instrument but not future credit losses.

The calculation of the effective interest rate includes transaction costs (Note 2e.ii) 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 statements of profit or loss and other comprehensive income include:

- Interest on financial assets and liabilities at amortized cost calculated on an effective interest method

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**s. Pendapatan dan beban bunga**

- Bunga atas aset keuangan untuk tujuan tersedia untuk dijual yang dihitung menggunakan metode suku bunga efektif.

Pendapatan bunga dari semua aset keuangan yang diperdagangkan dipandang bersifat insidental terhadap kegiatan perdagangan Bank dan disajikan sebagai pendapatan bunga.

Jika aset keuangan atau kelompok aset keuangan serupa telah diturunkan nilainya sebagai akibat kerugian penurunan nilai, maka pendapatan bunga yang diperoleh setelahnya diakui atas bagian aset keuangan yang tidak mengalami penurunan nilai dari aset keuangan yang mengalami penurunan nilai, berdasarkan suku bunga yang digunakan untuk mendiskonto arus kas masa datang dalam menghitung kerugian penurunan nilai.

Kredit yang pembayaran angsuran pokok atau bunganya telah lewat 90 hari atau lebih setelah jatuh tempo atau yang pembayarannya secara tepat waktu diragukan, secara umum diklasifikasikan sebagai kredit yang mengalami penurunan nilai.

Beban diakui pada saat terjadinya.

**t. Provisi dan komisi**

Pendapatan dan beban provisi dan komisi yang signifikan dan merupakan bagian tak terpisahkan dari suku bunga efektif atas aset keuangan atau liabilitas keuangan dimasukkan ke dalam perhitungan suku bunga efektif.

Pendapatan provisi dan komisi lainnya termasuk provisi yang terkait dengan kegiatan perkreditan, kegiatan ekspor-impor, provisi sebagai pengatur sindikasi dan provisi atas jasa diakui pada saat jasa tersebut dilakukan.

Beban provisi dan komisi lainnya sehubungan dengan transaksi antar bank diakui sebagai beban pada saat jasa tersebut diterima.

Apabila pinjaman diselesaikan sebelum jatuh tempo, maka saldo pendapatan provisi dan komisi yang belum diamortisasi diakui pada saat pinjaman diselesaikan.

**2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)**

**s. Interest income and expense**

- Interest on available-for-sale financial assets calculated on an effective interest method.

Interest income on all trading financial assets are considered to be incidental to the Bank's trading operations and are presented as part of interest income.

Once a financial asset or a group of similar financial assets' value has been written down as a result of an impairment loss, interest income is recognized as the unimpaired portion of the impaired financial assets using the rate of interest used to discount the future cash flows for the purpose of measuring the impaired loss.

Loans with principal and interest payment that have been past due for 90 days or more, or where reasonable doubts regarding the timely collection exist, are generally classified as impaired loans.

Expenses are recognized when incurred.

**t. Fees and commissions**

Fees and commission income and expenses that are significant and integral to the effective interest rate on financial asset or financial liability are included in the measurement of the effective interest rate.

Other fees and commission income, including credit related fees, export-import related fees, syndication lead arranger fees, and provision for services are recognized when the related services are performed.

Other fees and commission expense related mainly to inter-bank transaction fees which are expensed as the service are received.

The outstanding balances of unamortized fees and commissions on loans terminated or settled prior to maturity are recognized as income upon settlement.

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**2. IKHTISAR KEBIJAKAN AKUNTANSI YANG SIGNIFIKAN (lanjutan)**

**u. Keuntungan (kerugian) perubahan nilai wajar aset keuangan**

Keuntungan (kerugian) perubahan nilai wajar instrumen keuangan merupakan perubahan nilai wajar dari efek-efek dan instrumen derivatif yang ditetapkan pada nilai wajar melalui laba rugi.

**v. Provisi**

Provisi diakui jika, sebagai akibat peristiwa masa lalu, Bank memiliki kewajiban kini, baik bersifat hukum maupun bersifat konstruktif, yang dapat diestimasi secara andal, dan kemungkinan besar penyelesaian kewajiban tersebut mengakibatkan arus keluar sumber daya yang mengandung manfaat ekonomi.

**w. Liabilitas imbalan pasca-kerja**

Imbalan pasca-kerja dicadangkan dan diakui sebagai biaya ketika jasa telah diberikan oleh pegawai yang menjadi peserta program pensiun Bank. Imbalan kerja ditentukan berdasarkan peraturan Bank dan persyaratan minimum Undang-undang Tenaga Kerja No. 13/2003, mana yang lebih tinggi.

Liabilitas imbalan pasca-kerja dihitung sebesar nilai kini dari estimasi jumlah liabilitas imbalan pasca-kerja di masa depan yang timbul dari jasa yang telah diberikan oleh karyawan pada masa kini dan masa lalu, dikurangi dengan nilai wajar aset program, jika ada. Perhitungan dilakukan oleh aktuaris independen dengan metode *projected-unit credit*.

Nilai kini liabilitas imbalan pasti ditentukan dengan mendiskontokan estimasi arus kas keluar masa depan dengan menggunakan tingkat bunga obligasi pemerintah berkualitas tinggi dalam mata uang yang sama dengan mata uang imbalan yang akan dibayarkan dan waktu jatuh tempo yang kurang lebih sama dengan waktu jatuh tempo imbalan yang bersangkutan.

Seluruh biaya jasa lalu diakui pada saat yang lebih dulu antara ketika amandemen/kurtailmen terjadi atau ketika biaya restrukturisasi atau pemutusan hubungan kerja diakui. Sebagai akibatnya, biaya jasa lalu yang belum vested tidak lagi dapat ditangguhkan dan diakui selama periode vesting masa depan.

**2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)**

**u. Gain (loss) from changes in fair value of financial assets**

Gain (loss) from changes in fair value of financial instruments represent changes in fair value of securities and derivative instruments designated at fair value through profit or loss.

**v. Provisions**

A provision is recognized if, as a result of a past event, the Bank 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.

**w. Post-employment benefits liability**

The post-employment benefits are accrued and recognized as expense when services have been rendered by qualified employees. The benefits are determined based on the Bank's regulations and the minimum requirements of Labor Law No. 13/2003, whichever is higher.

Post-employment benefits liability is calculated at present value of estimated future benefits that the employees have earned in return for their services in the current and past periods, deducted by plan assets, if any. Calculation is performed by an independent actuary 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 high quality government bonds that are denominated in the currency in which the benefits will be paid and have terms to maturity approximately the same as the terms of the related pension liability.

All past service costs are recognized at the earlier of the occurrence of amendment/curtailment and the recognition of related restructuring or termination costs. As a result, unvested past service costs can no longer be deferred and recognized over the future vesting period.

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**2. IKHTISAR KEBIJAKAN AKUNTANSI YANG SIGNIFIKAN (lanjutan)**

**w. Liabilitas imbalan pasca-kerja (lanjutan)**

Bunga neto atas imbalan pasti neto merupakan komponen pendapatan bunga dari aset program, biaya bunga atas liabilitas imbalan pasti dan bunga atas dampak batas atas dari aset.

Pengukuran kembali liabilitas imbalan pasti neto terdiri atas:

- keuntungan dan kerugian aktuarial
- imbal hasil atas aset program, tidak termasuk jumlah yang dimasukkan dalam bunga neto atas liabilitas imbalan pasti neto
- setiap perubahan dampak batas atas aset, tidak termasuk jumlah yang dimasukkan dalam bunga neto atas liabilitas imbalan pasti neto.

**Pesangon pemutusan hubungan kerja**

Pesangon pemutusan hubungan kerja terutang ketika karyawan dihentikan kontrak kerjanya sebelum usia pensiun normal. Bank mengakui pesangon pemutusan hubungan kerja ketika menunjukkan komitmennya untuk memutuskan hubungan kerja dengan karyawan berdasarkan suatu rencana formal terperinci yang kecil kemungkinannya untuk dibatalkan. Pesangon yang akan dibayarkan dalam waktu lebih dari 12 bulan setelah tanggal laporan posisi keuangan didiskontokan untuk mencerminkan nilai kini.

**x. Perpajakan**

Beban pajak terdiri dari pajak kini dan tangguhan. Pajak diakui dalam laporan laba rugi dan penghasilan komprehensif lain.

Manajemen melakukan evaluasi secara periodik atas posisi yang diambil dalam surat pemberitahuan pajak apabila terdapat situasi di mana peraturan perpajakan yang berlaku adalah subjek atas interpretasi. Bank membentuk cadangan, jika dianggap perlu berdasarkan jumlah yang diestimasi akan dibayarkan ke kantor pajak.

**2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)**

**w. Post-employment benefits liability (continued)**

*Net interest of the net defined benefit liabilities is the interest income component of plan assets, interest expense of defined benefit obligation and interest of the effect of asset ceiling.*

*Remeasurement of the net defined benefit obligation consists of:*

- *actuarial gains and losses*
- *return on plan assets, excluding amount included in net interest of the net defined benefit obligation*
- *any changes in effect of the asset ceiling, excluding amount included in net interest of the net defined benefit obligation.*

**Termination benefits**

*Termination benefits are payable whenever an employee's employment is terminated before the normal retirement date. The Bank recognizes termination benefits when it is demonstrably committed to terminate the employment of current employees according to a detailed formal plan with low possibility of withdrawal. Benefits which will be paid more than 12 months after statement of financial position's date are discounted to reflect its present value.*

**x. Taxation**

*The tax expense comprises current and deferred tax. Tax is recognized in the statements of profit or loss and other comprehensive income.*

*Management periodically evaluates the positions taken in tax returns with respect to situation in which applicable tax regulation is subject to interpretation. The Bank establishes provisions where appropriate on the basis of amounts expected to be paid to the tax authorities.*



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**2. IKHTISAR KEBIJAKAN AKUNTANSI YANG SIGNIFIKAN (lanjutan)**

**x. Perpajakan (lanjutan)**

Pajak penghasilan tangguhan disajikan dengan menggunakan metode liabilitas untuk semua perbedaan temporer yang muncul antara dasar pengenaan pajak atas aset dan liabilitas dengan nilai tercatatnya dalam rangka kebutuhan laporan keuangan pada setiap tanggal pelaporan. Tarif pajak yang berlaku digunakan dalam menentukan pajak penghasilan tangguhan.

Aset pajak tangguhan diakui apabila terdapat kemungkinan besar bahwa jumlah laba fiskal pada masa datang akan memadai untuk mengkompensasi aset pajak tangguhan yang muncul akibat perbedaan temporer tersebut.

Perbedaan antara nilai tercatat dari aset revaluasi dan dasar pengenaan pajak merupakan perbedaan temporer sehingga menimbulkan liabilitas atau aset pajak tangguhan, kecuali untuk aset tertentu seperti tanah yang pada saat realisasinya dikenakan pajak final yang dikenakan atas nilai bruto transaksi.

Koreksi terhadap liabilitas perpajakan diakui saat surat ketetapan pajak diterima atau jika mengajukan keberatan, pada saat keputusan atas keberatan tersebut telah ditetapkan.

**y. Laba per saham**

Laba per saham dasar dihitung dengan membagi laba tahun berjalan dengan rata-rata tertimbang jumlah saham biasa yang ditempatkan dan disetor penuh selama tahun yang bersangkutan, setelah memperhitungkan pembagian dividen saham dan saham bonus yang diterapkan secara retrospektif.

**z. Program loyalitas pelanggan**

Program loyalitas pelanggan digunakan Bank untuk memberikan insentif kepada pelanggan untuk membeli barang atau jasa entitas. Jika pelanggan membeli barang atau jasa, maka Bank akan memberikan poin penghargaan kepada pelanggan (seringkali disebut sebagai "poin"). Pelanggan dapat menukar poin penghargaan tersebut dengan barang atau jasa secara gratis atau dengan potongan harga. Interpretasi ini berlaku untuk poin penghargaan loyalitas pelanggan yang:

**2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)**

**x. Taxation (continued)**

Deferred income tax is determined using the liability method, for all temporary differences arises between the tax bases of assets and liabilities and their carrying values for financial reporting purposes at each reporting date. Currently enacted or substantially enacted tax rates are used to determine deferred income tax.

Deferred tax assets are recognized to the extent that it is probable that future taxable profit will be available to compensate the deferred tax assets that arise from temporary differences.

The difference between the carrying amount of a revalued asset and its tax base is a temporary difference that gives rise to a deferred tax liability or asset, except for certain asset such as land, which realization is taxed with final tax on gross value of transaction.

Amendments to taxation obligations are recorded when an assessment is received or, if appealed against, when the results of the appeal have been decided.

**y. Earnings per share**

Earnings per share is computed by dividing income for the year with the weighted average number of outstanding common shares issued and are fully paid-up during the year, after considering effect of stock dividends and bonus shares distribution that applied retrospectively.

**z. Customer loyalty program**

Customer loyalty program is used by the Bank to provide customers with incentives to buy their goods or services. If a customer buys goods or services, the Bank grants the customer award credits (often described as points). The customer can redeem the award credits for awards such as free or discounted goods or services. This interpretation applies to customer loyalty award credits that:

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**2. IKHTISAR KEBIJAKAN AKUNTANSI YANG SIGNIFIKAN (lanjutan)**

**2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)**

**z. Program loyalitas pelanggan (lanjutan)**

**z. Customer loyalty program (continued)**

- a. diberikan oleh Bank kepada pelanggannya sebagai bagian dari transaksi penjualan yaitu penjualan barang, pemberian jasa, atau penggunaan aset entitas oleh pelanggan; dan
- b. bergantung pada pemenuhan terhadap setiap kondisi lebih lanjut yang disyaratkan, pelanggan dapat menukar barang atau jasa secara gratis atau dengan potongan harga di masa depan.

- a. the Bank grants its customers as part of a sales transaction, i.e. a sale of goods, rendering of services or use by a customer of entity's assets; and
- b. subject to fulfilment of any further qualifying conditions, the customers can redeem for free or discounted goods or services in the future.

**aa. Sewa**

**aa. Lease**

Bank sebagai lessee

Bank as lessee

Suatu sewa diklasifikasikan sebagai sewa operasi jika sewa tidak mengalihkan secara substansial seluruh risiko dan manfaat yang terkait dengan kepemilikan aset sewaan. Dengan demikian, pembayaran sewa diakui sebagai beban dengan metode garis lurus (*straight-line method*) selama masa sewa.

*Lease is classified as an operating lease if it does not transfer substantially all the risks and rewards incidental to ownership of the leased asset. Accordingly, the related lease payments are recognized in profit or loss on a straight-line method over the lease term.*

Bank sebagai lessor

Bank as lessor

Dalam sewa menyewa operasi, Bank sebagai lessor mengakui aset untuk sewa operasi di laporan posisi keuangan sesuai sifat aset tersebut. Bank mencatat aset tersebut sebagai aset sewa operasi yang disusutkan dengan menggunakan metode garis lurus selama umur manfaat aset tersebut. Biaya langsung awal sehubungan proses negosiasi sewa operasi ditambahkan ke jumlah tercatat dari aset sewaan dan diakui sebagai beban selama masa sewa dengan dasar yang sama dengan pendapatan sewa. Rental kontingen, apabila ada, diakui sebagai pendapatan pada tahun-tahun terjadinya.

*Under an operating lease, the Bank as a lessor presents assets subject to operating leases in its statements of financial position according to the nature of the asset. The Bank recorded those assets as assets under operating leases which is depreciated using straight-line method over the estimated useful lives of the assets. Initial direct costs incurred in negotiating an operating lease are added to the carrying amount of the leased asset and recognized over the lease term on the same basis as rental income. Contingent rents, if any, are recognized as revenue in the years in which they are earned.*

**ab. Perubahan Pernyataan Standar Akuntansi Keuangan dan Interpretasi Standar Akuntansi Keuangan**

**ab. Change to Statements of Financial Accounting Standards and Interpretations of Statements of Financial Accounting Standards**

Pada tanggal 1 Januari 2019, Bank menerapkan pernyataan standar akuntansi keuangan ("PSAK") dan interpretasi standar akuntansi keuangan ("ISAK") baru dan revisi yang efektif sejak tanggal tersebut. Perubahan kebijakan akuntansi Bank telah dibuat seperti yang disyaratkan, sesuai dengan ketentuan transisi dalam masing-masing standar dan interpretasi.

*On January 1, 2019, the Bank adopted new and revised statements of financial accounting standards ("SFAS") and interpretations of statements of financial accounting standards ("ISFAS") that are mandatory for application from that date. Changes to the Bank's accounting policies have been made as required, in accordance with the transitional provisions in the respective standards and interpretations.*

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**2. IKHTISAR KEBIJAKAN AKUNTANSI YANG SIGNIFIKAN (lanjutan)**

**ab. Perubahan Pernyataan Standar Akuntansi Keuangan dan Interpretasi Standar Akuntansi Keuangan (lanjutan)**

Penerapan dari standar dan interpretasi baru berikut, tidak menimbulkan perubahan substansial terhadap kebijakan akuntansi Bank dan tidak berdampak signifikan terhadap jumlah yang dilaporkan pada tahun berjalan atau tahun sebelumnya:

- ISAK 33 - "Transaksi Valuta Asing dan Imbalan di Muka".
- ISAK 34 - "Ketidakpastian dalam Perlakuan Pajak Penghasilan".
- Amandemen PSAK 46 - "Pajak Penghasilan".

**3. PERTIMBANGAN DAN ESTIMASI AKUNTANSI YANG SIGNIFIKAN**

Dalam proses penerapan kebijakan akuntansi Bank, manajemen telah melakukan pertimbangan profesional dan estimasi dalam menentukan jumlah yang diakui dalam laporan keuangan. Beberapa pertimbangan profesional dan estimasi yang signifikan adalah sebagai berikut:

**a. Sumber utama atas ketidakpastian estimasi**

**a.1 Cadangan kerugian penurunan nilai atas aset keuangan**

Evaluasi atas kerugian penurunan nilai aset keuangan yang dicatat pada biaya perolehan diamortisasi dijelaskan di Catatan 2m.

Cadangan kerugian penurunan nilai terkait dengan pihak lawan spesifik dalam seluruh cadangan kerugian penurunan nilai dibentuk atas tagihan yang penurunan nilainya dievaluasi secara individual berdasarkan estimasi terbaik manajemen atas nilai tunai arus kas yang diharapkan akan diterima. Dalam mengestimasi arus kas ini, manajemen membuat pertimbangan mengenai kondisi keuangan dari pihak lawan dan nilai bersih yang dapat direalisasi dari agunan yang diterima. Setiap aset yang mengalami penurunan nilai dievaluasi, dan strategi penyelesaiannya serta estimasi arus kas yang dinilai dapat diperoleh kembali secara independen disetujui oleh bagian Risiko Kredit.

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**2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)**

**ab. Change to Statements of Financial Accounting Standards and Interpretations of Statements of Financial Accounting Standards (continued)**

The adoption of these new and revised standards and interpretation did not result in substantial changes to the Bank's accounting policies and had no material effect on the amounts reported for the current or prior financial years:

- ISAK 33 - "Foreign Currency Transaction and Advance Consideration".
- ISAK 34 - "Uncertainty Over Income Tax Treatments".
- Amendments of PSAK 46 - "Income Taxes".

**3. SIGNIFICANT ACCOUNTING JUDGMENTS AND ESTIMATES**

In the process of applying the Bank's accounting policies, management has exercised professional judgments and estimates in determining the amounts recognized in the financial statements. The several significant uses of the professional judgments and estimates are as follows:

**a. Key sources of estimation uncertainty**

**a.1 Allowances for impairment losses on financial assets**

Financial assets accounted for at amortized cost are evaluated for impairment on the basis described in Note 2m.

The specific counterparty component of the total allowances for impairment applies to claim evaluated individually for impairment and is based upon management's best estimate of the present value of the cash flows that are expected to be received. In estimating these cash flows, management makes judgments about the counterparty's financial situation and the net realizable value of any underlying collateral. Each impaired asset is assessed on its merits, and the workout strategy and estimated cash flows considered recoverable are independently approved by the Credit Risk Unit.



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**3. PERTIMBANGAN DAN ESTIMASI AKUNTANSI YANG SIGNIFIKAN (lanjutan)**

**a. Sumber utama atas ketidakpastian estimasi (lanjutan)**

**a.1 Cadangan kerugian penurunan nilai atas aset keuangan (lanjutan)**

Evaluasi cadangan kerugian penurunan nilai secara kolektif meliputi kerugian kredit yang melekat pada portofolio tagihan dengan karakteristik ekonomi yang serupa ketika terdapat bukti obyektif bahwa telah terjadi penurunan nilai tagihan dalam portofolio tersebut namun penurunan nilai secara individu belum dapat diidentifikasi. Dalam menentukan perlunya membentuk cadangan kerugian penurunan nilai kredit secara kolektif, manajemen mempertimbangkan faktor-faktor seperti kualitas kredit, besarnya portofolio, konsentrasi kredit dan faktor-faktor ekonomi. Dalam mengestimasi cadangan yang diperlukan, asumsi-asumsi dibuat untuk menentukan model kerugian bawaan dan untuk menentukan parameter input yang diperlukan, berdasarkan pengalaman historis dan kondisi ekonomi saat ini.

Ketepatan dari cadangan ini bergantung pada seberapa tepat estimasi arus kas masa depan untuk menentukan cadangan individual serta asumsi model dan parameter yang digunakan dalam menentukan cadangan kolektif.

**a.2 Penentuan nilai wajar**

Dalam menentukan nilai wajar atas aset keuangan dan liabilitas keuangan dimana tidak terdapat harga pasar yang dapat diobservasi, Bank harus menggunakan teknik penilaian seperti dijelaskan pada Catatan 2e. Untuk instrumen keuangan yang jarang diperdagangkan dan tidak memiliki harga yang transparan, nilai wajarnya menjadi kurang obyektif dan karenanya, membutuhkan tingkat pertimbangan yang beragam, tergantung pada likuiditas, konsentrasi, ketidakpastian faktor pasar, asumsi penentuan harga, dan risiko lainnya yang mempengaruhi instrumen tertentu.

**3. SIGNIFICANT ACCOUNTING JUDGMENTS AND ESTIMATES (continued)**

**a. Key sources of estimation uncertainty (continued)**

**a.1 Allowances for impairment losses on financial assets (continued)**

Collectively assessed impairment allowances cover credit losses inherent in portfolios of claims with similar economic characteristics when there is an objective evidence to suggest that they contain impaired receivables, but the individual impaired items cannot yet be identified. In assessing the need for collective loan loss allowances, management considers factors such as credit quality, portfolio size, credit concentrations and economic factors. In order to estimate the required allowance, assumptions are made to define the way inherent losses are modeled and to determine the required input parameters, based on historical experience and current economic conditions. The accuracy of the allowances depends on how well these estimate future cash flows for specific counterparty.

The accuracy of the allowances depends on how well these estimates of future cash flows for specific counterparty allowances and the model assumptions and parameters used in determining collective allowances.

**a.2 Determining fair values**

In determining the fair value for financial assets and liabilities for which there is no observable market price, Bank should use the valuation techniques as described in Note 2e. For financial instruments that are infrequently trade 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 affecting the specific instrument.

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**3. PERTIMBANGAN DAN ESTIMASI AKUNTANSI YANG SIGNIFIKAN (lanjutan)**

**a. Sumber utama atas ketidakpastian estimasi (lanjutan)**

**a.3 Tuntutan Hukum**

Bank sedang menghadapi kasus hukum. Sampai dengan tanggal 31 Desember 2019, proses hukum terhadap pihak ketiga yaitu PT Elnusa Tbk sudah mendapat putusan tetap dari Pengadilan. Akan tetapi, hasil putusan tersebut masih belum dapat dilaksanakan dikarenakan masih ada perkara perlawanan yang masih berjalan dan upaya perdamaian yang sedang berlangsung (Catatan 38).

Bank akan membukukan kerugian atas tuntutan hukum tersebut pada saat hasil keputusan final atas status hukum tersebut diperoleh dan akan dicatat pada laba rugi pada periode dimana hasil keputusan atas upaya perdamaian tersebut sudah final dan bisa dilaksanakan

**b. Pertimbangan akuntansi yang penting dalam menerapkan kebijakan akuntansi Bank**

Pertimbangan akuntansi yang penting dalam menerapkan kebijakan akuntansi Bank meliputi:

**b.1 Penilaian instrumen keuangan**

Bank menggunakan hirarki berikut untuk menentukan dan mengungkapkan nilai wajar dari instrumen keuangan (Catatan 42):

- Level 1 : harga kuotasian (tanpa penyesuaian) di pasar aktif untuk aset atau liabilitas yang identik.
- Level 2 : input selain harga kuotasian yang termasuk dalam Level 1 yang dapat diobservasi untuk aset dan liabilitas baik secara langsung (misalnya harga) atau secara tidak langsung;
- Level 3 : input untuk aset dan liabilitas yang bukan berdasarkan data pasar yang dapat diobservasi (input yang tidak dapat diobservasi).

Kebijakan akuntansi Bank untuk pengukuran nilai wajar dibahas di Catatan 2.

**3. SIGNIFICANT ACCOUNTING JUDGMENTS AND ESTIMATES (continued)**

**a. Key sources of estimation uncertainty (continued)**

**a.3 Legal Case**

The Bank is facing legal case. As of December 31, 2019, legal proceedings against a third party, PT Elnusa Tbk, received the final decision from the court. However, the outcome of the decision could not yet be executed as there are still ongoing appeal and extra-judicial settlements (Note 38).

The Bank will recognize the loss on lawsuit when the result of the final decision from those cases are awarded and the loss will be recorded at the profit or loss in the period in which such final legal decision is determined.

**b. Critical accounting judgments in applying the Bank's accounting policies**

Critical accounting judgments made in applying the Bank's accounting policies include:

**b.1 Valuation of financial instruments**

The Bank adopts the following hierarchy for determining and disclosing the fair value of financial instruments (Note 42):

- Level 1 : quoted (unadjusted) market prices in active market for identical assets or liabilities.
- Level 2 : inputs other than quoted prices included within Level 1 that are observable for the asset or liability either directly (example, price) or indirectly;
- Level 3 : inputs for the asset and liability that are not based on observable market data (unobservable inputs).

The Bank's accounting policy on fair value measurements is discussed in Note 2.

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**3. PERTIMBANGAN DAN ESTIMASI AKUNTANSI YANG SIGNIFIKAN (lanjutan)**

**b. Pertimbangan akuntansi yang penting dalam menerapkan kebijakan akuntansi Bank (lanjutan)**

Pertimbangan akuntansi yang penting dalam menerapkan kebijakan akuntansi Bank meliputi: (lanjutan)

**b.1 Penilaian instrumen keuangan (lanjutan)**

Nilai wajar dari aset keuangan dan liabilitas keuangan yang diperdagangkan di pasar aktif didasarkan pada kuotasi harga pasar atau kuotasi dari harga dealer. Untuk seluruh instrumen keuangan lainnya, Bank menentukan nilai wajar dengan menggunakan teknik penilaian. Teknik penilaian termasuk model nilai sekarang dan arus kas yang didiskontokan, dan perbandingan dengan instrumen yang sejenis dimana terdapat harga pasar yang dapat diobservasi. Asumsi dan input yang digunakan dalam teknik penilaian termasuk suku bunga bebas risiko (*risk-free*) dan suku bunga acuan, *credit spread* dan variabel lainnya yang digunakan dalam mengestimasi tingkat diskonto, harga obligasi, kurs mata uang asing, serta tingkat kerentanan dan korelasi harga yang diharapkan.

Tujuan dari teknik penilaian adalah penentuan nilai wajar yang mencerminkan harga dari instrumen keuangan pada tanggal pelaporan yang akan ditentukan oleh para partisipan di pasar dalam suatu transaksi yang wajar.

**b.2 Klasifikasi aset dan liabilitas keuangan**

Kebijakan akuntansi Bank memberikan keleluasaan untuk menetapkan aset dan liabilitas keuangan ke dalam berbagai kategori pada saat pengakuan awal sesuai dengan standar akuntansi yang berlaku berdasarkan kondisi tertentu:

**3. SIGNIFICANT ACCOUNTING JUDGMENTS AND ESTIMATES (continued)**

**b. Critical accounting judgments in applying the Bank's accounting policies (continued)**

*Critical accounting judgments made in applying the Bank's accounting policies include: (continued)*

**b.1 Valuation of financial instruments (continued)**

*Fair values of financial assets and financial liabilities that are traded in active markets are based on quoted market prices or dealer price quotations. For all other financial instruments, the Bank determines fair values using valuation techniques. Valuation techniques include net present value and discounted cash flow models, and comparison to similar instruments for which market observable prices exist. Assumptions and inputs used in valuation techniques include risk-free and benchmark interest rates, credit spreads and other variable used in estimating discount rates, bond prices, foreign currency exchange rates, and price volatilities and correlations.*

*The objective of valuation techniques is to arrive at a fair value determination that reflects the price of the financial instrument at the reporting date that would have been determined by market participants acting at arm's length.*

**b.2 Financial asset and liability classification**

*The Bank's accounting policies provide scope for assets and liabilities to be designated at inception into different accounting categories in certain circumstances:*

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**3. PERTIMBANGAN DAN ESTIMASI AKUNTANSI YANG SIGNIFIKAN (lanjutan)**

**b. Pertimbangan akuntansi yang penting dalam menerapkan kebijakan akuntansi Bank (lanjutan)**

Pertimbangan akuntansi yang penting dalam menerapkan kebijakan akuntansi Bank meliputi: (lanjutan)

**b.2 Klasifikasi aset dan liabilitas keuangan (lanjutan)**

- Dalam mengklasifikasikan aset keuangan dalam kelompok "diperdagangkan", Bank telah menentukan bahwa aset tersebut sesuai dengan definisi aset dalam kelompok diperdagangkan yang dijabarkan pada Catatan 2e.
- Dalam menetapkan aset atau liabilitas keuangan pada nilai wajar melalui laba rugi, Bank telah menentukan bahwa aset tersebut memenuhi salah satu kriteria untuk penetapan tersebut seperti yang dijabarkan dalam Catatan 2e.
- Dalam mengklasifikasikan aset keuangan sebagai "dimiliki hingga jatuh tempo", Bank telah menentukan bahwa Bank memiliki intensi positif dan kemampuan untuk memiliki aset keuangan tersebut hingga tanggal jatuh tempo seperti yang dijabarkan dalam Catatan 2e.

Rincian klasifikasi aset dan liabilitas keuangan Bank disajikan di Catatan 42 atas laporan keuangan.

**b.3 Aset pajak tangguhan**

Aset pajak tangguhan diakui atas jumlah pajak penghasilan terpulihkan (*recoverable*) pada periode mendatang sebagai akibat perbedaan temporer yang boleh dikurangkan.

Justifikasi manajemen diperlukan untuk menentukan jumlah aset pajak tangguhan yang dapat diakui, sesuai dengan waktu yang tepat dan tingkat laba fiskal di masa mendatang sejalan dengan strategi rencana perpajakan ke depan (Catatan 2x).

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**3. SIGNIFICANT ACCOUNTING JUDGMENTS AND ESTIMATES (continued)**

**b. Critical accounting judgments in applying the Bank's accounting policies (continued)**

*Critical accounting judgments made in applying the Bank's accounting policies include: (continued)*

**b.2 Financial asset and liability classification (continued)**

- *In classifying financial assets as "trading", the Bank has determined that it meets the description of trading assets set out in Note 2e.*
- *In designating financial assets or liabilities at fair value through profit or loss, the Bank has determined that it has met one of the criteria for this designation set out in Note 2e.*
- *In classifying financial assets as held-to-maturity, the Bank has determined that it has both the positive intention and ability to hold the assets until their maturity date as set out in Note 2e.*

*Details of the Bank's classification are presented in Note 42 of the financial statements.*

**b.3 Deferred tax assets**

*Deferred tax assets are recognized for the future recoverable taxable income arising from temporary difference.*

*Management judgment is required to determine the amount of deferred tax assets that can be recognized, based upon the likely timing and level of future taxable profits together with future strategic planning (Note 2x).*

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**3. PERTIMBANGAN DAN ESTIMASI AKUNTANSI YANG SIGNIFIKAN (lanjutan)**

**b. Pertimbangan akuntansi yang penting dalam menerapkan kebijakan akuntansi Bank (lanjutan)**

Pertimbangan akuntansi yang penting dalam menerapkan kebijakan akuntansi Bank meliputi: (lanjutan)

**b.4 Penyusutan Aset Tetap**

Manajemen mengestimasi masa manfaat ekonomis aset tetap Bank antara 4 sampai dengan 20 tahun. Ini merupakan masa manfaat ekonomis yang secara umum diharapkan dalam industri di mana perbankan. Perubahan tingkat pemakaian dan perkembangan teknologi dapat mempengaruhi masa manfaat ekonomis dan nilai sisa aset, dan karenanya beban penyusutan masa depan mungkin direvisi. Penjelasan lebih rinci diungkapkan dalam Catatan 2n dan 13.

**b.5 Revaluasi Aset Tetap**

Revaluasi aset tetap Bank bergantung pada pemilihan asumsi yang digunakan oleh penilai independen dalam menghitung jumlah-jumlah tersebut. Asumsi tersebut termasuk antara lain: tingkat diskonto, nilai tukar, tingkat inflasi dan tingkat kenaikan pendapatan dan biaya. Bank berkeyakinan bahwa asumsi tersebut adalah wajar dan sesuai, perbedaan signifikan dalam asumsi yang ditetapkan Bank dapat mempengaruhi secara material nilai aset tetap yang direvaluasi. Penjelasan lebih rinci diungkapkan dalam Catatan 13.

**b.6 Imbalan kerja**

Penentuan liabilitas imbalan kerja Bank bergantung pada pemilihan asumsi yang digunakan oleh aktuaris independen dan manajemen Bank dalam menghitung jumlah-jumlah tersebut. Asumsi tersebut termasuk antara lain, tingkat diskonto, tingkat kenaikan gaji tahunan, tingkat pengunduran diri karyawan tahunan, tingkat kecacatan, umur pensiun dan tingkat kematian.

**b.7 Pajak penghasilan**

Bank mengakui liabilitas atas pajak penghasilan badan berdasarkan estimasi apakah akan terdapat tambahan pajak penghasilan badan.

**3. SIGNIFICANT ACCOUNTING JUDGMENTS AND ESTIMATES (continued)**

**b. Critical accounting judgments in applying the Bank's accounting policies (continued)**

Critical accounting judgments made in applying the Bank's accounting policies include: (continued)

**b.4 Depreciation of Fixed Assets**

Management properly estimates the useful lives of the Bank's fixed assets to be within 4 to 20 years. These are common life expectancies applied in the banking industries. Changes in the expected level of usage and technological development could impact the economic useful lives and the residual values of these assets, and therefore future depreciation charges could be revised. Further details are disclosed in Notes 2n and 13.

**b.5 The Revaluation of Fixed assets**

The Bank's fixed assets revaluation depends on its selection of certain assumptions used by the independent appraisal in calculating such amounts. Those assumptions include among others: discount rate, exchange rate, inflation rate and revenue and cost increase rate. The Bank believes that its assumptions are reasonable and appropriate and significant differences in the Bank's assumptions may materially affect the valuation of its revalued fixed assets. Further details are disclosed in Note 13.

**b.6 Employee benefits**

The determination of the Bank's employee benefits liability is dependent on its selection of certain assumptions used by the independent actuaries and the Bank's management in calculating such amounts. Those assumptions include among others, discount rates, future annual salary increase, annual employee turn-over rate, disability rate, retirement age and mortality rate.

**b.7 Income tax**

The Bank recognizes liabilities for corporate income tax based on estimation of whether additional corporate income tax will be due.



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**3. PERTIMBANGAN DAN ESTIMASI AKUNTANSI YANG SIGNIFIKAN (lanjutan)**

**b. Pertimbangan akuntansi yang penting dalam menerapkan kebijakan akuntansi Bank (lanjutan)**

Pertimbangan akuntansi yang penting dalam menerapkan kebijakan akuntansi Bank meliputi: (lanjutan)

**b. 8 Penurunan nilai aset non-keuangan**

Bank mengevaluasi penurunan nilai aset apabila terdapat kejadian atau perubahan keadaan yang mengindikasikan bahwa nilai tercatat aset tidak dapat dipulihkan kembali. Faktor-faktor penting yang dapat menyebabkan penelaahan penurunan nilai adalah sebagai berikut:

- a) performa yang tidak tercapai secara signifikan terhadap ekspektasi historis atau proyeksi hasil operasi di masa yang akan datang;
- b) perubahan yang signifikan dalam cara penggunaan aset atau strategi bisnis secara keseluruhan; dan
- c) industri atau tren ekonomi yang secara signifikan bernilai negatif.

Bank mengakui kerugian penurunan nilai apabila nilai tercatat aset melebihi nilai yang dapat dipulihkan. Jumlah terpulihkan adalah nilai yang lebih tinggi antara nilai wajar dikurang biaya untuk menjual dengan nilai pakai aset (atau unit penghasil kas). Jumlah terpulihkan diestimasi untuk aset individual atau, jika tidak memungkinkan, untuk unit penghasil kas yang mana aset tersebut merupakan bagian daripada unit tersebut.

**4. KAS**

Kas terdiri dari:

	<b>31 Desember/December 31</b>	
	<b>2019</b>	<b>2018</b>
Rupiah	988.111	882.094
Mata uang asing		
Dolar Amerika Serikat	52.030	50.825
Dolar Singapura	41.333	32.638
Euro Eropa	17.413	10.043
Dolar Australia	9.639	22.200
Poundsterling Inggris Raya	7.344	7
Yen Jepang	6.239	646
Dolar Hong Kong	1.054	-
<b>Total</b>	<b>1.123.163</b>	<b>998.453</b>

**3. SIGNIFICANT ACCOUNTING JUDGMENTS AND ESTIMATES (continued)**

**b. Critical accounting judgments in applying the Bank's accounting policies (continued)**

Critical accounting judgments made in applying the Bank's accounting policies include: (continued)

**b.8 Impairment of non-financial assets**

The Bank assesses impairment of assets whenever events or changes in circumstances that would indicate that the carrying amount of an asset may not be recoverable. The factors that the Bank considers important which could trigger an impairment review include the following:

- a) significant underperformance relative to expected historical or projected future operating results;
- b) significant changes in the manner of use of the acquired assets or the strategy for overall business; and
- c) significant negative industry or economic trends.

The Bank recognizes an impairment loss whenever the carrying amount of an asset exceeds its recoverable amount. The recoverable amount is the higher of an asset's (or cash-generating unit's) fair value less costs to sell and its value in use. Recoverable amounts are estimated for individual assets or, if it is not possible, for the cash-generating unit to which the asset belongs.

**4. CASH**

Cash consists of the following:

Rupiah  
Foreign currencies  
United States Dollar  
Singapore Dollar  
European Euro  
Australian Dollar  
Great Britain Poundsterling  
Japanese Yen  
Hong Kong Dollar

**Total**

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**4. KAS (lanjutan)**

Kas dalam Rupiah termasuk jumlah kas pada Anjungan Tunai Mandiri (ATM) masing-masing sejumlah Rp140.618 dan Rp138.889 pada tanggal-tanggal 31 Desember 2019 dan 2018.

Informasi mengenai klasifikasi dan nilai wajar diungkapkan pada Catatan 42.

**4. CASH (continued)**

Cash in Rupiah includes cash in Automatic Teller Machines (ATM) amounting to Rp140,618 and Rp138,889 as of December 31, 2019 and 2018, respectively.

Information with regards to the classification and fair value was disclosed in Note 42.

**5. GIRO PADA BANK INDONESIA**

Giro pada Bank Indonesia terdiri dari:

**5. CURRENT ACCOUNTS WITH BANK INDONESIA**

Current accounts with Bank Indonesia consist of the following:

31 Desember/December 31					
2019		2018			
Mata uang asing (nilai penuh)/ Foreign currency (full amount)	Ekuivalen Rupiah/ Equivalent in Rupiah	Mata uang asing (nilai penuh)/ Foreign currency (full amount)	Ekuivalen Rupiah/ Equivalent in Rupiah		
Rupiah					Rupiah
Dolar Amerika Serikat	42.100.000			41.200.000	United States Dollar
<b>Total</b>	<b>4.258.626</b>		<b>3.857.831</b>		<b>Total</b>

Bank dipersyaratkan untuk memiliki Giro Wajib Minimum (GWM) dalam mata uang Rupiah dalam kegiatannya sebagai bank umum dan GWM dalam mata uang asing dalam kegiatannya melakukan transaksi mata uang asing.

The Bank is required to maintain minimum statutory reserves (GWM) in Rupiah for conventional banking activities and statutory reserves in foreign currencies for foreign exchange transactions.

Pada tanggal 31 Desember 2019, Giro Wajib Minimum (GWM) Bank telah sesuai dengan Peraturan Anggota Dewan Gubernur (PADG) No.21/14/PADG/2019 tanggal 26 Juni 2019 yang merupakan perubahan kedua dari PADG No.20/10/PADG/2018 tanggal 31 Mei 2018 tentang Giro Wajib Minimum Bank Umum Dalam Rupiah dan Valuta Asing Bagi Bank Umum Konvensional, Bank Umum Syariah, dan Unit Usaha Syariah, dan pada tanggal 31 Desember 2018, Giro Wajib Minimum (GWM) Bank telah sesuai dengan Peraturan Anggota Dewan Gubernur (PADG) No.20/30/PADG/2018 tanggal 30 November 2018 yang merupakan perubahan dari PADG No.20/10/PADG/2018 tanggal 31 Mei 2018 tentang Giro Wajib Minimum Bank Umum Dalam Rupiah dan Valuta Asing Bagi Bank Umum Konvensional, Bank Umum Syariah, dan Unit Usaha Syariah, yang masing-masing sebesar:

As of December 31, 2019 the Bank's Minimum Statutory Reserve complies with Board of Governors Member Regulations (PADG) No.21/14/PADG/2019 dated June 26, 2019, which is the second amendment of No. 20/10/PADG/2018 dated May 31, 2018, concerning Minimum Statutory Reserve of Commercial Banks, Sharia Banks, and Sharia Business Units, and December 31, 2018, the Bank's Minimum Statutory Reserve complies with Board of Governors Member Regulations (PADG) No.20/30/PADG/2018 dated November 30, 2018, which is the amendment of No. 20/10/PADG/2018 dated May 31, 2018, concerning Minimum Statutory Reserve of Commercial Banks, Sharia Banks, and Sharia Business Units, which are as follows:

31 Desember/December 31					
2019		2018			
Rupiah					Rupiah
- GWM Primer	6,00%	6,50%			Primary Reserves -
Harian	3,00%	3,50%			Daily
Rata-rata	3,00%	3,00%			Average
- PLM (d/h GWM Sekunder)	4,00%	4,00%			PLM (Formerly Statutory Reserve) -



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**5. GIRO PADA BANK INDONESIA (lanjutan)**

**5. CURRENT ACCOUNTS WITH BANK INDONESIA (continued)**

	31 Desember/December 31		
	2019	2018	
Mata uang asing			Foreign currencies
- GWM Primer	8,00%	8,00%	Primary Reserves -
Harian	6,00%	6,00%	Daily
Rata-rata	2,00%	2,00%	Average

GWM Primer adalah simpanan minimum yang wajib dipelihara oleh Bank dalam bentuk saldo Rekening Giro pada Bank Indonesia. GWM Sekunder dan Penyangga Likuiditas Makroprudensial (PLM) adalah cadangan minimum yang wajib dipelihara oleh Bank berupa SBI, Surat Utang Negara (SUN), Surat Berharga Syariah Negara (SBSN) dan/atau excess reserve yang merupakan kelebihan saldo Rekening Giro Rupiah Bank dari GWM Primer, GWM Loan to Funding Ratio (LFR) dan Rasio Intermediasi Makroprudensial (RIM). GWM LFR dan RIM adalah tambahan simpanan minimum yang wajib dipelihara oleh Bank dalam bentuk saldo Rekening Giro pada Bank Indonesia, jika LFR dan RIM Bank dibawah minimum LFR dan RIM target Bank Indonesia 31 Desember 2019 adalah 84% (2018: 80%) atau jika di atas maksimum LFR dan RIM target BI 31 Desember 2019 adalah 94% (2018: 92%) dan Kewajiban Penyediaan Modal Minimum (KPMM) Bank lebih kecil dari KPMM Insentif BI sebesar 14%.

Primary Minimum Statutory Reserve is a minimum reserve that should be maintained by the Bank in Current Accounts with Bank Indonesia. Secondary Minimum Statutory Reserve and Macroprudential Liquidity Buffer are the minimum reserves that should be maintained by the Bank which comprised of Certificates of Bank Indonesia (SBI), Government Debenture Debt (SUN), Sharia Government Securities (SBSN), and/or excess reserve which represent the excess reserve of the Bank's Current Accounts in Rupiah over the Primary Minimum Statutory Reserve, Minimum Statutory Reserve on Loan to Funding Ratio (LFR) and Macroprudential Intermediation Ratio (RIM). Minimum Statutory Reserve on LFR and RIM is the additional reserve that should be maintained by the Bank in the form of Current Accounts with Bank Indonesia, if the Bank's LFR and RIM is below the minimum of LFR and RIM targeted by Bank Indonesia as of December 31, 2019 was 84% (2018: 80%) or if the Bank's LFR and RIM is above the maximum of LFR and RIM targeted by BI as of December 31, 2019 was 94% (2018: 92%) and the Capital Adequacy Ratio (CAR) is below BI requirement of 14%.

Rasio Giro Wajib Minimum untuk rekening Rupiah dan mata uang asing pada tanggal 31 Desember 2019 dan 2018 masing-masing sebesar:

The ratio of the Minimum Statutory Reserve requirement for its Rupiah and foreign currencies accounts as of December 31, 2019 and 2018, are as follows:

	31 Desember/December 31		
	2019	2018	
Rupiah			Rupiah
- GWM Primer	6,74%	6,80%	Primary Reserves -
Harian	3,00%	3,50%	Daily
Rata-rata	3,02%	3,01%	Average
- PLM (d/h GWM Sekunder)	20,87%	18,80%	PLM (Formerly Secondary Reserves) -
- RIM (d/h GWM LFR)	0,72%	0,29%	RIM (Formerly LFR Reserve) -
Mata uang asing			Foreign currencies
GWM Primer	8,08%	8,04%	Primary Reserves

Informasi mengenai jatuh tempo diungkapkan pada Catatan 43e. Informasi mengenai klasifikasi dan nilai wajar diungkapkan pada Catatan 42.

Information in respect of maturities is disclosed in Note 43e. Information with regards to the classification and fair value is disclosed in Note 42.

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**6. GIRO PADA BANK LAIN**

a. Berdasarkan mata uang

	31 Desember/December 31			
	2019		2018	
	Mata uang asing (nilai penuh)/ Foreign currency (full amount)	Ekuivalen Rupiah/ Equivalent in Rupiah	Mata uang asing (nilai penuh)/ Foreign currency (full amount)	Ekuivalen Rupiah/ Equivalent in Rupiah
Pihak berelasi (Catatan 37) Rupiah		106		105
Pihak ketiga Rupiah		19.556		80.653
Mata uang asing				
Dolar Amerika Serikat	10.769.643	149.510	7.243.981	104.169
Dolar Singapura	4.169.806	43.012	6.283.770	66.325
Dolar Australia	3.230.217	31.415	244.562	2.485
Poundsterling Inggris	215.628	26.136	215.628	3.948
Euro Eropa	746.464	11.623	301.955	4.964
Yuan China	3.128.527	6.239	2.302.036	4.813
Yen Jepang	43.472.880	5.556	103.333.393	13.497
Dolar Selandia Baru	252.533	2.357	224.161	2.165
Franc Swiss	148.353	2.127	71.878	1.049
Dolar Hong Kong	1.114.628	1.987	524.878	964
Total - Pihak ketiga		279.962		204.379
		299.518		285.032
<b>Total</b>		<b>299.624</b>		<b>285.137</b>

*Related parties (Note 37)  
Rupiah*

*Third parties  
Rupiah*

*Foreign currency*

*United States Dollar*

*Singapore Dollar*

*Australian Dollar*

*Great Britain Poundsterling*

*European Euro*

*Chinese Yuan*

*Japanese Yen*

*New Zealand Dollar*

*Swiss Franc*

*Hong Kong Dollar*

*Total - Third Parties*

**Total**

b. Berdasarkan Bank

	31 Desember/December 31	
	2019	2018
<b>Rupiah</b>		
<b>Pihak berelasi (Catatan 37)</b>		
PT Bank Pembangunan Daerah Sulawesi Utara	100	100
PT Bank Pembangunan Daerah Sulawesi Tengah	6	5
	106	105
<b>Pihak ketiga</b>		
PT Bank Central Asia Tbk	19.332	76.740
PT Bank Rakyat Indonesia (Persero) Tbk	128	128
PT Standard Chartered Bank Indonesia	42	42
PT Bank Mandiri (Persero) Tbk	9	10
PT Bank Pembangunan Daerah Papua	5	3.711
Lainnya	40	22
	19.556	80.653
<b>Total - Rupiah</b>	<b>19.662</b>	<b>80.758</b>

**Rupiah**  
**Related parties (Note 37)**  
PT Bank Pembangunan Daerah  
Sulawesi Utara  
PT Bank Pembangunan Daerah  
Sulawesi Tengah

**Third parties**  
PT Bank Central Asia Tbk  
PT Bank Rakyat Indonesia  
(Persero) Tbk  
PT Standard Chartered Bank  
Indonesia  
PT Bank Mandiri (Persero) Tbk  
PT Bank Pembangunan Daerah  
Papua  
Others

**Total - Rupiah**

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**6. GIRO PADA BANK LAIN (lanjutan)**

**6. CURRENT ACCOUNTS WITH OTHER BANKS (continued)**

b. Berdasarkan Bank (lanjutan)

b. By Bank (continued)

	<b>31 Desember/December 31</b>	
	<b>2019</b>	<b>2018</b>
<b>Mata uang asing</b>		
<b>Pihak ketiga</b>		
Citibank N.A., Jakarta	42.810	38.131
Citibank N.A., New York	39.058	50.340
United Overseas Bank (UOB), Singapore	34.982	45.727
ANZ Banking Group Ltd., Melbourne	31.415	2.485
PT Bank Mandiri (Persero) Tbk	31.267	3.352
Standard Chartered Bank, London	26.136	3.948
PT Bank Central Asia Tbk	19.163	3.357
Standard Chartered Bank, New York	17.017	7.728
ING Belgium	11.623	4.964
Bank of China, Jakarta	5.657	3.628
Sumitomo Mitsui Banking Corporation, Tokyo	5.556	6.199
Development Bank of Singapore (DBS), Singapore	4.525	9
Standard Chartered Bank, Singapore	3.505	20.589
ANZ Banking Group Ltd., Selandia Baru	2.357	2.165
Credit Suisse AG, Zurich	2.127	1.049
Standard Chartered Bank, Hong Kong	1.987	964
PT Bank ICBC Indonesia	582	1.185
Wells Fargo Bank, New York	195	1.260
Wells Fargo Bank N.A., Tokyo	-	7.299
<b>Total - mata uang asing</b>	<b>279.962</b>	<b>204.379</b>
<b>Total</b>	<b>299.624</b>	<b>285.137</b>

<b>Foreign currencies</b>
<b>Third Parties</b>
Citibank N.A., Jakarta
Citibank N.A., New York
United Overseas Bank (UOB), Singapore
ANZ Banking Group Ltd., Melbourne
PT Bank Mandiri (Persero) Tbk
Standard Chartered Bank, London
PT Bank Central Asia Tbk
Standard Chartered Bank, New York
ING Belgium
Bank of China, Jakarta
Sumitomo Mitsui Banking Corporation, Tokyo
Development Bank of Singapore, (DBS) Singapore
Standard Chartered Bank, Singapore
ANZ Banking Group Ltd., New Zealand
Credit Suisse AG, Zurich
Standard Chartered Bank, Hong Kong
PT Bank ICBC Indonesia
Wells Fargo Bank, New York
Wells Fargo Bank N.A., Tokyo
<b>Total - foreign currencies</b>
<b>Total</b>

Giro pada bank lain dalam mata uang Rupiah (kecuali giro Rupiah pada bank lain untuk wilayah Indonesia Bagian Timur), Dolar Hong Kong, Yen Jepang, Dolar Selandia Baru, Franc Swiss, Poundsterling Inggris dan Euro Eropa tidak mendapatkan bunga. Tingkat suku bunga rata-rata setahun untuk giro pada bank lain dalam Rupiah dan mata uang asing lainnya adalah sebagai berikut:

Current accounts with other banks in Rupiah (except for Rupiah current accounts with other banks in East Region of Indonesia), Hong Kong Dollar, Japanese Yen, New Zealand Dollar, Swiss Franc, Great Britain Poundsterling and European Euro are non-interest bearing accounts. The average interest rates per annum for current accounts with other banks in Rupiah and other foreign currencies are as follows:

	<b>Tahun yang Berakhir pada tanggal</b>	
	<b>31 Desember/Year Ended</b>	
	<b>December 31</b>	
	<b>2019</b>	<b>2018</b>
Rupiah	0,24%	0,27%
Mata uang asing		
Dolar Amerika Serikat	0,29%	0,22%
Yuan Cina	0,89%	0,44%
Dolar Australia	0,00%	0,16%
Dolar Singapura	0,00%	0,05%

<b>Rupiah</b>
<b>Foreign currencies</b>
United States Dollar
Chinese Yuan
Australian Dollar
Singapore Dollar

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**6. GIRO PADA BANK LAIN (lanjutan)**

Berdasarkan hasil penelaahan dan evaluasi manajemen Bank, seluruh giro pada bank lain digolongkan lancar.

Manajemen Bank berpendapat bahwa cadangan kerugian penurunan nilai untuk tahun 2019 dan 2018 tidak diperlukan.

Informasi mengenai jatuh tempo diungkapkan pada Catatan 43e. Informasi mengenai klasifikasi dan nilai wajar diungkapkan pada Catatan 42.

Pada tanggal 31 Desember 2019 dan 2018, tidak terdapat giro pada bank lain yang dijaminan.

## 7. PENEMPATAN PADA BANK INDONESIA DAN BANK LAIN

Penempatan pada Bank Indonesia dan bank lain terdiri dari:

a. Berdasarkan mata uang dan jenis

Pihak berelasi (Catatan 37)  
Rupiah

Rupiah  
Inter-bank Call Money  
PT Bank Pembangunan Daerah  
Sulawesi Tengah

Pihak ketiga  
Rupiah

Penempatan pada Bank Indonesia  
 Fasilitas simpanan Bank  
 Indonesia  
 Deposito berjangka Bank  
 Indonesia

### Inter-bank Call Money

PT Bank Pembangunan Daerah  
Jawa Timur  
PT Bank Pembangunan Daerah  
Daerah Istimewa Yogyakarta  
PT Bank Pembangunan Daerah  
Jawa Tengah  
PT Bank Rakyat Indonesia (Persero) Tbk  
PT Bank Tabungan Pensiunan  
Nasional Tbk  
PT Bank UOB Indonesia  
PT Bank Sinarmas Tbk  
PT China Construction Bank  
Indonesia  
PT Bank Danamon Indonesia Tbk  
PT Bank Pembangunan Daerah  
Riau  
PT Bank Pembangunan Daerah  
Sulawesi Tenggara  
PT Bank Victoria International Tbk  
PT Bank Nobu  
PT Bank Permata Tbk

**6. CURRENT ACCOUNTS WITH OTHER BANKS**  
(continued)

Based on Bank's management's review and evaluation, all current account with other banks are classified as current.

*The Bank's management believed that allowance for impairment losses in 2019 and 2018 were not required.*

Information in respect of maturities are disclosed in Note 43e. Information with regards to the classification and fair value are disclosed in Note 42

As of December 31, 2019 and 2018, there were no current accounts with other banks which were pledged.

## 7. PLACEMENTS WITH BANK INDONESIA AND OTHER BANKS

*Placements with Bank Indonesia and other banks as follows:*

a. *Based on currency and type*

31 Desember/December 31			
2019		2018	
Mata uang asing (nilai penuh)/ Foreign currency (full amount)	Ekuivalen Rupiah/ Equivalent in Rupiah	Mata uang asing (nilai penuh)/ Foreign currency (full amount)	Ekuivalen Rupiah/ Equivalent in Rupiah
	300.000		200.000
	300.000		200.000
	3.449.593		-
	-		149.951
	3.449.593		149.951
	420.000		-
	300.000		100.000
	300.000		-
	300.000		-
	250.000		100.000
	225.000		-
	200.000		-
	200.000		500.000
	150.000		-
	100.000		360.000
	100.000		100.000
	100.000		-

**Related parties (Note 37)**  
**Rupiah**  
 Inter-bank Call Money  
 PT Bank Pembangunan Daerah  
 Sulawesi Tengah

**Third parties**  
**Rupiah**  
*Placements with Bank Indonesia*

### Deposit facilities of Bank Indonesia

Term Deposits of Bank Indonesia

Inter-bank Call Money  
PT Bank Pembangunan Daerah  
Jawa Timur

PT Bank Pembangunan Daerah  
Daerah Istimewa Yogyakarta  
PT Bank Pembangunan Daerah

PT Bank Tabungan Pensiunan  
Jawa Tengah  
Bank Rakyat Indonesia (Persero) Tbk  
PT Bank Tabungan Pensiunan

Nasional Tbk  
PT Bank UOB Indoneia  
PT Bank Sinarmas Tbk  
PT Bank Pembangunan Daerah

PT China Construction Bank  
Indonesia  
PT Bank Danamon Indonesia Tbk  
PT Bank Pembangunan Daerah

PT Bank Pembangunan Daerah  
Riau  
PT Bank Pembangunan Daerah  
Sulawesi Tenggara

Sulawesi Tenggara  
PT Bank Victoria International Tbk  
PT Bank Nobu  
PT Bank Permata Tbk

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**7. PENEMPATAN PADA BANK INDONESIA DAN BANK LAIN (lanjutan)**

Penempatan pada Bank Indonesia dan bank lain terdiri dari:

a. Berdasarkan mata uang dan jenis (lanjutan)

31 Desember/December 31				
	2019		2018	
	Mata uang asing (nilai penuh)/ Foreign currency (full amount)	Ekuivalen Rupiah/ Equivalent in Rupiah	Mata uang asing (nilai penuh)/ Foreign currency (full amount)	Ekuivalen Rupiah/ Equivalent in Rupiah
<b>Pihak ketiga (lanjutan)</b>				
<b>Rupiah</b>				
PT Bank Pembangunan Daerah Kalimantan Timur		100.000		-
PT Bank BRI Agroniaga Tbk		30.000		-
PT Bank Kesejahteraan Ekonomi		25.000		25.000
PT Bank Sumitomo Mitsui Indonesia		-		600.000
PT Bank Pembangunan Daerah Jawa Barat dan Banten Tbk		-		200.000
PT Bank DKI		-		100.000
PT Bank Mandiri (Persero) Tbk		-		100.000
PT Bank Capital Indonesia		-		70.000
		3.400.000		2.255.000
		6.849.593		2.404.951
<b>Mata uang asing – Dolar AS</b>				
Penempatan pada Bank Indonesia				
Deposito berjangka Bank Indonesia	20.000.000	277.650		-
		277.650		-
<i>Inter-bank Call Money - USD</i>				
Wells Fargo Bank N.A., New York	33.900.000	470.617	6.800.000	97.784
PT Bank Shinhan Indonesia	10.000.000	138.825	-	-
PT Bank Negara Indonesia (Persero) Tbk		-	8.000.000	115.040
PT Bank Mandiri (Persero) Tbk		-	5.000.000	71.900
		609.442		284.724
<b>Total</b>		<b>8.036.685</b>		<b>2.889.675</b>

b. Penempatan pada Bank Indonesia dan bank lain kepada pihak berelasi diungkapkan pada Catatan 37. Informasi mengenai jatuh tempo diungkapkan pada Catatan 43e. Informasi mengenai klasifikasi dan nilai wajar diungkapkan pada Catatan 42.

Tingkat suku bunga rata-rata tertimbang setahun untuk penempatan adalah sebagai berikut:

	Tahun yang Berakhir pada tanggal 31 Desember/Year Ended December 31	
	2019	2018
Rupiah	5,83%	6,06%
Mata uang asing		
Dolar Amerika Serikat	2,21%	1,81%

Berdasarkan hasil penelaahan dan evaluasi manajemen Bank, seluruh penempatan pada bank lain digolongkan lancar.

**7. PLACEMENTS WITH BANK INDONESIA AND OTHER BANKS (continued)**

Placements with Bank Indonesia and other banks are as follows:

a. Based on currency and type (continued)

<b>Third parties (continued)</b>	
<b>Rupiah</b>	
PT Bank Pembangunan Daerah Kalimantan Timur	-
PT Bank BRI Agroniaga Tbk	-
PT Bank Kesejahteraan Ekonomi	25.000
PT Bank Sumitomo Mitsui Indonesia	600.000
PT Bank Pembangunan Daerah Jawa Barat and Banten Tbk	200.000
PT Bank DKI	100.000
PT Bank Mandiri (Persero) Tbk	100.000
PT Bank Capital Indonesia	70.000
	2.255.000
	2.404.951
<b>Foreign currency – US Dollar</b>	
Placements with Bank Indonesia	
Term Deposits of Bank Indonesia	
	-
	-
<b>Inter-bank Call Money - USD</b>	
Wells Fargo Bank N.A., New York	97.784
PT Bank Shinhan Indonesia	-
PT Bank Negara Indonesia (Persero) Tbk	115.040
PT Bank Mandiri (Persero) Tbk	71.900
	284.724
<b>Total</b>	<b>2.889.675</b>

b. Placements with Bank Indonesia and other banks with related parties are disclosed in Note 37. Information in respect of maturities are disclosed in Note 43e. Information with regard to the classification and fair value are disclosed in Note 42.

The weighted average of interest rate per annum for placements were as follows:

Rupiah	
Foreign currency	
United States Dollar	

Based on the Bank's management review and evaluation, all placement with other banks were classified as current.

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**7. PENEMPATAN PADA BANK INDONESIA DAN BANK LAIN (lanjutan)**

Manajemen Bank berpendapat bahwa cadangan kerugian penurunan nilai pada tanggal 31 Desember 2019 dan 2018 tidak diperlukan.

Pada tanggal 31 Desember 2019 dan 2018 tidak terdapat penempatan pada Bank Indonesia dan bank lain yang dijaminkan.

**7. PLACEMENTS WITH BANK INDONESIA AND OTHER BANKS (continued)**

The Bank's management believed that allowance for impairment losses as of December 31, 2019 and 2018 were not required.

As of December 31, 2019 and 2018, there were no placements with Bank Indonesia and other banks which were pledged.

**8. EFEK-EFEK**

Efek-efek terdiri dari:

a. Berdasarkan jenis dan mata uang

**8. SECURITIES**

Securities consist of:

a. Based on type and currency

31 Desember/ December 31					
	2019		2018		
	Nilai Nominal/ Nominal value	Nilai tercatat/ Nilai wajar/ Carrying value/ Fair Value	Nilai Nominal/ Nominal value	Nilai tercatat/ Nilai wajar/ Carrying value/ Fair Value	
<b>Pihak ketiga</b>					<b>Third parties</b>
<b>Nilai wajar melalui laba rugi</b>					<b>Fair value through profit or loss</b>
<b>Diperdagangkan</b>					<b>Trading</b>
<b>Rupiah</b>					<b>Rupiah</b>
Obligasi Pemerintah Indonesia	448.382	478.124	162.632	163.249	Indonesian Government Bonds
Obligasi Ritel Indonesia	1.100	1.132	9.275	9.275	Indonesian Retail bonds
	449.482	479.256	171.907	172.524	
<b>Mata uang asing</b>					<b>Foreign currencies</b>
Obligasi Republik Indonesia	41.717	44.832	3.451	3.230	Republic of Indonesia Bonds
	41.717	44.832	3.451	3.230	
<b>Total - diperdagangkan</b>	<b>491.199</b>	<b>524.088</b>	<b>175.358</b>	<b>175.754</b>	<b>Total - trading</b>
<b>Total - nilai wajar melalui laba rugi</b>	<b>491.199</b>	<b>524.088</b>	<b>175.358</b>	<b>175.754</b>	<b>Total - fair value through profit or loss</b>
<b>Dimiliki hingga jatuh tempo</b>					<b>Held-to-maturity</b>
<b>Rupiah</b>					<b>Rupiah</b>
Obligasi Korporasi	2.887.467	2.887.470	3.895.879	3.895.886	Corporate Bonds
Obligasi Pemerintah Indonesia	300.000	309.511	500.000	519.215	Indonesian Government Bonds
<b>Total - dimiliki hingga jatuh tempo</b>	<b>3.187.467</b>	<b>3.196.981</b>	<b>4.395.879</b>	<b>4.415.101</b>	<b>Total - held-to-maturity</b>
<b>Tersedia untuk dijual</b>					<b>Available-for-sale</b>
<b>Rupiah</b>					<b>Rupiah</b>
Obligasi Pemerintah Indonesia	12.049.463	12.092.418	12.323.423	11.656.593	Indonesian Government Bonds
Obligasi korporasi	3.875.000	3.925.708	5.393.000	5.320.113	Corporate bonds
Negotiable Certificate of Deposit	975.000	947.023	375.000	333.809	Negotiable Certificate of Deposit
Sertifikat Bank Indonesia	125.072	121.510	-	-	Certificates of Bank Indonesia
Wesel SKBDN	206	206	-	-	SKBDN Bills
Sertifikat Deposito Bank Indonesia	-	-	412.131	410.716	Deposits Certificates of Bank Indonesia
	17.024.741	17.086.865	18.503.554	17.721.231	
<b>Mata uang asing</b>					<b>Foreign currencies</b>
Obligasi korporasi	208.238	208.637	215.700	224.063	Corporate bonds
Obligasi Republik Indonesia	111.060	115.231	273.220	269.846	Republic of Indonesia bonds
	319.298	323.868	488.920	493.909	
<b>Total - tersedia untuk dijual</b>	<b>17.344.039</b>	<b>17.410.733</b>	<b>18.992.474</b>	<b>18.215.140</b>	<b>Total - available-for-sale</b>
<b>Total efek-efek</b>		<b>21.131.802</b>		<b>22.805.995</b>	<b>Total securities</b>



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**8. EFEK-EFEK (lanjutan)**

**b. Berdasarkan peringkat**

Rincian peringkat obligasi korporasi pada tanggal 31 Desember 2019 dan 2018 adalah sebagai berikut:

**8. SECURITIES (continued)**

**b. Based on rating**

The ratings of corporate bonds as of December 31, 2019 and 2018 are as follows:

31 Desember/ December 31					
2019			2018		
	Peringkat/ Rating	Total		Peringkat/ Rating	Total
<b>Tersedia untuk dijual</b>					
<b>Rupiah</b>					
PT Bank Pan Indonesia Tbk	idAA	1.014.905		idAA-	1.098.535
Lembaga Pembiayaan Ekspor Indonesia	idAAA	834.156		idAAA	1.120.977
PT Bank Permata Tbk	idAA+	525.890		idAA+	604.370
PT Bank KEB Hana Indonesia	AAA(idn)	382.059		AAA(idn)	344.123
MTN II Sumitomo Mitsui Indonesia	idAAA	301.869		idAAA	300.263
PT Bank Rakyat Indonesia (Persero) Tbk	idAAA	290.712		idAA	276.000
PT Bank CIMB Niaga Tbk	AA-(idn)	267.113		AA-(idn)	260.363
PT Bank Rakyat Indonesia Agroniaga Tbk	idAA	157.829		idAA	155.383
PT Bank Tabungan Pensiunan Nasional Tbk	AAA(idn)	151.175		AAA(idn)	139.729
PT Bank Tabungan Negara (Persero) Tbk		-		idAA+	302.460
MTN I Mitsubishi UFJ & Finance Indonesia		-		idAAA	301.834
MTN Century Tokyo Leasing Indonesia		-		idAAA	201.723
PT Bank Pembangunan Daerah Jawa Tengah		-		idAA-	149.158
PT Bank Maybank Indonesia Tbk		-		idAA+	65.195
<b>Mata uang asing</b>					
Majapahit Holding BV (PLN)	BBB	208.637		BBB-	224.063
<b>Total - tersedia untuk dijual</b>		<b>4.134.345</b>			<b>5.544.176</b>
<b>Dimiliki hingga jatuh tempo</b>					
<b>Rupiah</b>					
PT Bank Rakyat Indonesia (Persero) Tbk	idAAA	600.000		idAAA	600.000
PT Clipan Finance Indonesia Tbk	idAA-	522.000		idAA	522.000
PT Permodalan Nasional Madani	idA+	400.000		idA	400.000
PT Maybank Indonesia Finance	AA+(idn)	300.000		AA+(idn)	300.000
Lembaga Pembiayaan Ekspor Indonesia	idAAA	300.000		idAAA	300.000
PT Jasa Marga (Persero) Tbk	idAAA	295.804		idAAA	394.407
PT Indonesia Power	idAAA	149.666		idAAA	196.479
PT Oto Multiartha	idAA+	141.000		idAA+	141.000
PT Waskita Karya (Persero) Tbk	A-(idn)	94.000		A-(idn)	157.000
PT Timah (Persero) Tbk	idA+	85.000		idA+	85.000
PT Pupuk Indonesia (Persero)		-		AAA(idn)	500.000
PT Sarana Multi Infrastruktur (Persero) Tbk		-		idAAA	300.000
<b>Total - Dimiliki hingga jatuh tempo</b>		<b>2.887.470</b>			<b>3.895.886</b>
<b>Available-for-sale</b>					
<b>Rupiah</b>					
PT Bank Pan Indonesia Tbk					
Lembaga Pembiayaan Ekspor Indonesia					
PT Bank Permata Tbk					
PT Bank KEB Hana Indonesia					
MTN II Sumitomo Mitsui Indonesia					
PT Bank Rakyat Indonesia (Persero) Tbk					
PT Bank CIMB Niaga Tbk					
PT Bank Rakyat Indonesia Agroniaga Tbk					
PT Bank Tabungan Pensiunan Nasional Tbk					
PT Bank Tabungan Negara (Persero) Tbk					
MTN I Mitsubishi UFJ & Finance Indonesia					
MTN Century Tokyo Leasing Indonesia					
PT Bank Pembangunan Daerah Jawa Tengah					
PT Bank Maybank Indonesia Tbk					
<b>Foreign currencies</b>					
Majapahit Holding BV (PLN)					
<b>Total - available-for-sale</b>					
<b>Held-to-maturity</b>					
<b>Rupiah</b>					
PT Bank Rakyat Indonesia (Persero) Tbk					
PT Clipan Finance Indonesia Tbk					
PT Permodalan Nasional Madani					
PT Maybank Indonesia Finance					
Lembaga Pembiayaan Ekspor Indonesia					
PT Jasa Marga (Persero) Tbk					
PT Indonesia Power					
PT Oto Multiartha					
PT Waskita Karya (Persero) Tbk					
PT Timah (Persero) Tbk					
PT Pupuk Indonesia (Persero)					
PT Sarana Multi Infrastruktur (Persero) Tbk					
<b>Total - Held-to-maturity</b>					



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**8. EFEK-EFEK (lanjutan)**

b. Berdasarkan peringkat (lanjutan)

Lembaga pemeringkat untuk obligasi yang diterbitkan oleh PT Bank Permata Tbk, PT Bank Pan Indonesia Tbk, PT Permodalan Nasional Madani, PT Bank Maybank Indonesia Tbk, Lembaga Pembiayaan Ekspor Indonesia, PT Century Tokyo Leasing Indonesia, PT Jasa Marga (Persero) Tbk, PT Bank Rakyat Indonesia (Persero) Tbk, PT Clipan Finance Indonesia Tbk, PT Bank Rakyat Indonesia Agroniaga Tbk, PT Bank Sumitomo Mitsui Indonesia, PT Bank Tabungan Negara (Persero) Tbk, PT Bank Pembangunan Daerah Jawa Tengah, PT Indonesia Power, PT Timah (Persero) Tbk, PT Sarana Multi Infrastruktur (Persero), PT Mitsubishi UFJ & Finance Indonesia dan PT Oto Multiartha adalah PT Pefindo.

Lembaga pemeringkat untuk obligasi yang diterbitkan oleh PT Maybank Indonesia Finance, PT Bank CIMB Niaga Tbk, PT Bank Tabungan Pensiunan Nasional Tbk, PT Pupuk Indonesia (Persero), PT Waskita Karya (Persero) Tbk dan PT Bank KEB Hana Indonesia adalah PT Fitch Ratings Indonesia.

Lembaga pemeringkat untuk obligasi yang diterbitkan oleh Majapahit Holding BV (PLN) adalah S&P Global.

c. Tingkat suku bunga rata-rata tertimbang setahun untuk obligasi korporasi adalah sebagai berikut:

**Tahun yang Berakhir pada tanggal**  
**31 Desember/Year Ended**  
**December 31**

	<b>2019</b>	<b>2018</b>
Rupiah	8,35%	8,39%
Mata uang asing	7,46%	6,11%

d. Pada tanggal 31 Desember 2019, Obligasi Pemerintah Bank dalam Rupiah yang diklasifikasikan sebagai nilai wajar melalui laba rugi, tersedia untuk dijual dan dimiliki hingga jatuh tempo akan jatuh tempo pada berbagai tanggal antara tahun 2020 sampai dengan 2048 dengan tingkat suku bunga berkisar antara 5,625% sampai dengan 10,50% per tahun.

**8. SECURITIES (continued)**

b. Based on rating (continued)

The rating agency for bonds issued by PT Bank Permata Tbk, PT Bank Pan Indonesia Tbk, PT Permodalan Nasional Madani, PT Bank Maybank Indonesia Tbk, Lembaga Pembiayaan Ekspor Indonesia, PT Century Tokyo Leasing Indonesia, PT Jasa Marga (Persero) Tbk, PT Bank Rakyat Indonesia (Persero) Tbk, PT Clipan Finance Indonesia Tbk, PT Bank Rakyat Indonesia Agroniaga Tbk, PT Bank Sumitomo Mitsui Indonesia, PT Bank Tabungan Negara (Persero) Tbk, PT Bank Pembangunan Daerah Jawa Tengah, PT Indonesia Power, PT Timah (Persero) Tbk, PT Sarana Multi Infrastruktur (Persero), PT Mitsubishi UFJ & Finance Indonesia and PT Oto Multiartha was PT Pefindo.

The rating agency for bonds issued by PT Maybank Indonesia Finance, PT Bank CIMB Niaga Tbk, PT Bank Tabungan Pensiunan Nasional Tbk, PT Pupuk Indonesia (Persero), PT Waskita Karya (Persero) Tbk and PT Bank KEB Hana Indonesia was PT Fitch Ratings Indonesia.

The rating agency for bonds issued by Majapahit Holding BV (PLN) were S&P Global.

c. The weighted average interest rates per annum for corporate bonds are as follows:

d. As of December 31, 2019, Bank's Government Bonds in Rupiah classified as fair value through profit or loss, available-for-sale and held-to-maturity will mature on various dates between 2020 and 2048 with interest rates between 5.625% and 10.50% per annum.

Rupiah  
Foreign currencies

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**8. EFEK-EFEK (lanjutan)**

Pada tanggal 31 Desember 2018, Obligasi Pemerintah Bank dalam Rupiah yang diklasifikasikan sebagai nilai wajar melalui laba rugi, tersedia untuk dijual dan dimiliki hingga jatuh tempo akan jatuh tempo pada berbagai tanggal antara tahun 2019 sampai dengan 2038 dengan tingkat suku bunga berkisar antara 5,625% sampai dengan 9,00% per tahun.

Pembayaran bunga atas obligasi pemerintah dengan suku bunga tetap tersebut dilakukan setiap 6 bulan, dimana Bank Indonesia bertindak selaku agen pembayaran.

- e. Pada tanggal 31 Desember 2019, Obligasi Pemerintah Bank dalam Dolar Amerika Serikat yang diklasifikasikan sebagai nilai wajar melalui laba rugi dan tersedia untuk dijual akan jatuh tempo pada berbagai tanggal antara tahun 2021 sampai dengan 2049 dengan tingkat suku bunga berkisar antara 3,38% sampai dengan 4,75% per tahun.

Pada tanggal 31 Desember 2018, Obligasi Pemerintah Bank dalam Dolar Amerika Serikat yang diklasifikasikan sebagai nilai wajar melalui laba rugi dan tersedia untuk dijual akan jatuh tempo pada berbagai tanggal antara tahun 2021 sampai dengan 2048 dengan tingkat suku bunga berkisar antara 3,40% sampai dengan 4,35% per tahun.

Pembayaran bunga atas obligasi pemerintah dengan suku bunga tetap tersebut dilakukan setiap 6 bulan, dimana Bank Indonesia bertindak selaku agen pembayaran.

- f. Informasi mengenai jatuh tempo efek-efek diungkapkan pada Catatan 43e. Informasi mengenai klasifikasi dan nilai wajar diungkapkan pada Catatan 42.
- g. Perubahan keuntungan (kerugian) yang belum direalisasi atas efek-efek yang tersedia untuk dijual adalah sebagai berikut:

	Tahun yang Berakhir pada tanggal 31 Desember/Year Ended December 31		
	2019	2018	
Saldo awal, sebelum pajak tangguhan	(770.390)	222.013	Beginning balance, before deferred tax
Penambahan (rugi) laba yang belum direalisasi selama tahun berjalan - neto	747.351	(992.403)	Increase in unrealized (loss) gain during the year - net
Total sebelum pajak tangguhan	(23.039)	(770.390)	Total before deferred tax
Pajak tangguhan	4.608	154.078	Deferred tax
<b>Saldo akhir</b>	<b>(18.431)</b>	<b>(616.312)</b>	<b>Ending balance</b>

**8. SECURITIES (continued)**

As of December 31, 2018, Bank's Government Bonds in Rupiah classified as fair value through profit or loss, available-for-sale and held-to-maturity will mature on various dates between 2019 and 2038 with interest rates ranging from 5.625% to 9.00% per annum.

The interest payment of the fixed rate government bonds is collectible every 6 months, with Bank Indonesia acting as the payment agent.

- e. As of December 31, 2019, Bank's Government Bonds in United States Dollar classified as fair value through profit or loss and available for sale will mature on various dates between 2021 and 2049 with interest rates ranging from 3.38% to 4.75% per annum.

As of December 31, 2018, Bank's Government Bonds in United States Dollar classified as fair value through profit or loss and available for sale will mature on various dates between 2021 and 2048 with interest rate ranging from 3.40% to 4.35% per annum.

The interest payment of the fixed rate government bonds is collectible every 6 months, with Bank Indonesia acting as the payment agent.

- f. Information in respect of maturities for securities are disclosed in Note 43e. Information with regards to the classification and fair value are disclosed in Note 42.

- g. Unrealized gains (loss) from changes in fair values of available-for-sale in securities are as follows:

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**8. EFEK-EFEK (lanjutan)**

h. Berdasarkan hasil penelaahan dan evaluasi manajemen Bank, seluruh efek-efek pada tanggal 31 Desember 2019 dan 2018 digolongkan lancar. Manajemen Bank berpendapat bahwa cadangan kerugian penurunan nilai pada tanggal 31 Desember 2019 dan 2018 tidak diperlukan.

i. Pada tanggal 31 Desember 2019 dan 2018, tidak terdapat efek-efek yang dijaminkan.

**8. SECURITIES (continued)**

h. Based on the Bank's management review and evaluation, all securities as of December 31, 2019 and 2018 were classified as current. The Bank's management believes that allowance for impairment losses as of December 31, 2019 and 2018 is not required.

i. As of December 31, 2019 and 2018, there were no securities which were pledged.

**9. EFEK-EFEK YANG DIBELI DENGAN JANJI DIJUAL KEMBALI**

**9. SECURITIES PURCHASED UNDER AGREEMENT TO RESELL**

**31 Desember/December 31, 2019**

Nasabah/ Counterparty	Jenis efek-efek/ Type of securities	Nilai nominal/ Nominal amount	Tanggal dimulai/ Starting date	Tanggal jatuh tempo/ Due date	Nilai penjualan kembali/ Resale amount	Pendapatan bunga yang belum diamortisasi/ Unamortised interest	Nilai tercatat/ Carrying value
Pihak ketiga/ Third Parties							
PT Bank Pan Indonesia Tbk	Sertifikat Bank Indonesia/ Certificate of Bank Indonesia	1.725.000	26 Desember/ December 26, 2019	9 Januari/ January 9, 2020	1.530.302	(1.764)	1.528.538
PT Bank Pan Indonesia Tbk	Obligasi Pemerintah FR065/ Government bonds FR065	1.720.000	27 Desember/ December 27, 2019	10 Januari/ January 10, 2020	1.434.025	(1.864)	1.432.161
PT Bank Victoria International Tbk	Obligasi Ritel Indonesia 15/ Indonesian Retail bonds 15	300.000	26 Desember/ December 26, 2019	2 Januari/ January 2, 2020	279.800	(39)	279.761
PT Bank Victoria International Tbk	Obligasi Pemerintah FR059/ Government bonds FR059	300.000	26 Desember/ December 26, 2019	2 Januari/ January 2, 2020	269.049	(38)	269.011
PT Bank Victoria International Tbk	Obligasi Pemerintah FR078/ Government bonds FR078	270.000	26 Desember/ December 26, 2019	2 Januari/ January 2, 2020	261.991	(37)	261.954
PT Bank Victoria International Tbk	Obligasi Pemerintah FR068/ Government bonds FR068	104.821	26 Desember/ December 26, 2019	2 Januari/ January 2, 2020	100.910	(14)	100.896
PT Bank Victoria International Tbk	Obligasi Pemerintah FR082/ Government bonds FR082	100.000	26 Desember/ December 26, 2019	2 Januari/ January 2, 2020	89.233	(13)	89.220
<b>Total</b>		<b>4.519.821</b>			<b>3.965.310</b>	<b>(3.769)</b>	<b>3.961.541</b>

**31 Desember/December 31, 2018**

Nasabah/ Counterparty	Jenis efek-efek/ Type of securities	Nilai nominal/ Nominal amount	Tanggal dimulai/ Starting date	Tanggal jatuh tempo/ Due date	Nilai penjualan kembali/ Resale amount	Pendapatan bunga yang belum diamortisasi/ Unamortised interest	Nilai tercatat/ Carrying value
Pihak ketiga/ Third Parties							
PT Bank Bukopin Tbk	Obligasi Pemerintah FR071/ Government bonds FR071	305.000	26 Desember/ December 26, 2018	7 Januari/ January 7, 2019	291.075	(329)	290.746
PT Bank Bukopin Tbk	Obligasi Pemerintah FR053/ Government bonds FR053	300.000	28 Desember/ December 28, 2018	4 Januari/ January 4, 2019	274.584	(151)	274.433
PT Bank Victoria International Tbk	Obligasi Pemerintah FR059/ Government bonds FR059	298.427	20 Desember/ December 20, 2018	4 Januari/ January 4, 2019	251.517	(145)	251.372

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**9. EFEK-EFEK YANG DIBELI DENGAN JANJI**  
**DIJUAL KEMBALI (lanjutan)**

**9. SECURITIES PURCHASED**  
**UNDER AGREEMENT TO RESELL (continued)**

31 Desember/December 31, 2018

Nasabah/ Counterparty	Jenis efek-efek/ Type of securities	Nilai nominal/ Nominal amount	Tanggal dimulai/ Starting date	Tanggal jatuh tempo/ Due date	Nilai penjualan kembali/ Resale amount	Pendapatan bunga yang belum diamortisasi/ Unamortised interest	Nilai tercatat/ Carrying value
PT Bank Victoria International Tbk	Obligasi Pemerintah FR065/ Government bonds FR065	274.811	27 Desember/ December 27, 2018	3 Januari/ January 3, 2019	215.713	(79)	215.634
PT Bank Victoria International Tbk	Obligasi Pemerintah FR069/ Government bonds FR069	240.000	20 Desember/ December 20, 2018	4 Januari/ January 4, 2019	217.613	(126)	217.487
PT Bank Bukopin Tbk	Obligasi Pemerintah FR073/ Government bonds FR073	230.000	28 Desember/ December 28, 2018	4 Januari/ January 4, 2019	216.332	(119)	216.213
PT Bank Bukopin Tbk	Obligasi Pemerintah FR070/ Government bonds FR070	191.000	26 Desember/ December 26, 2018	7 Januari/ January 7, 2019	175.001	(198)	174.803
PT Bank Victoria International Tbk	Indonesia 13/ Indonesian Retail bonds 13	90.000	27 Desember/ December 27, 2018	3 Januari/ January 3, 2019	80.516	(30)	80.486
PT Bank Victoria International Tbk	Obligasi Pemerintah FR064/ Government bonds FR064	89.840	27 Desember/ December 27, 2018	3 Januari/ January 3, 2019	71.311	(26)	71.285
PT Bank Victoria International Tbk	Indonesia 15/ Indonesian Retail bonds 15	50.000	27 Desember/ December 27, 2018	3 Januari/ January 3, 2019	45.412	(17)	45.395
PT Bank Bukopin Tbk	Obligasi Pemerintah FR071/ Government bonds FR071	47.500	31 Desember/ December 31, 2018	9 Januari/ January 9, 2019	45.234	(67)	45.167
PT Bank Victoria International Tbk	Obligasi Pemerintah FR074/ Government bonds FR074	46.102	20 Desember/ December 20, 2018	4 Januari/ January 4, 2019	38.837	(22)	38.815
PT Bank Victoria International Tbk	Obligasi Pemerintah FR059/ Government bonds FR059	40.000	27 Desember/ December 27, 2018	3 Januari/ January 3, 2019	33.793	(12)	33.781
PT Bank Victoria International Tbk	Obligasi Pemerintah FR062/ Government bonds FR062	30.289	27 Desember/ December 27, 2018	3 Januari/ January 3, 2019	20.974	(8)	20.966
PT Bank Victoria International Tbk	Obligasi Pemerintah FR061/ Government bonds FR061	30.000	27 Desember/ December 27, 2018	3 Januari/ January 3, 2019	26.414	(10)	26.404
<b>Total</b>		<b>2.262.969</b>			<b>2.004.326</b>	<b>(1.339)</b>	<b>2.002.987</b>

Manajemen Bank berpendapat bahwa cadangan kerugian penurunan nilai pada tanggal 31 Desember 2019 dan 2018 tidak diperlukan.

Pada tanggal 31 Desember 2019 dan 2018, tidak terdapat efek-efek yang dibeli dengan janji dijual kembali yang dijaminkan.

Informasi mengenai jatuh tempo diungkapkan pada Catatan 43e. Informasi mengenai klasifikasi dan nilai wajar diungkapkan pada Catatan 42.

Tingkat suku bunga rata-rata tertimbang setahun untuk efek - efek yang dibeli dengan janji dijual kembali untuk tahun yang berakhir 31 Desember 2019 dan 2018 masing-masing adalah 5,12% dan 5,02%.

The Bank's management believes that allowance for impairment losses as of December 31, 2019 and 2018 is not required.

As of December 31, 2019 and 2018, there were no securities purchased under the agreement to resell which are pledged.

Information in respect of maturities are disclosed in Note 43e. Information with regards to the classification and fair value are disclosed in Note 42.

The weighted average of interest rate per annum for securities purchased under agreement to resell for the years ended December 31, 2019 and 2018 were 5.12% and 5.02%, respectively.

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**10. TAGIHAN DAN LIABILITAS DERIVATIF**

Ikhtisar atas tagihan derivatif dan liabilitas derivatif pada tanggal 31 Desember 2019 dan 2018 adalah sebagai berikut:

**10. DERIVATIVE RECEIVABLE AND PAYABLE**

The summary of derivative receivable and derivative payable as of December 31, 2019 and 2018 is as follows:

31 Desember/December 31, 2019				
Transaksi	Nilai nosional (kontrak) (ekuivalen dengan Rp)/ Notional amount (contract) (equivalent to Rp)	Nilai Wajar/Fair Value		Transactions
		Tagihan derivatif/ Derivative receivable	Liabilitas derivatif/ Derivative payable	
Terkait nilai tukar				Related to exchange rate contracts
Pihak ketiga				Third parties
Spot - beli				Spot - buy
Dolar Amerika Serikat	76.634	-	286	United States Dollar
Spot - jual				Spot - sell
Dolar Amerika Serikat	6.941	31	-	United States Dollar
Mata uang asing lain	1.459	6	-	Other foreign currencies
Swap				Swap
Dolar Amerika Serikat	3.419.833	63.223	13.491	United States Dollar
Mata uang asing lain	379.365	1.366	4	Other foreign currencies
Forward - beli				Forward - buy
Dolar Amerika Serikat	1.856.418	-	23.576	United States Dollar
Mata uang asing lain	11.009	2	64	Other foreign currencies
Forward - jual				Forward - sell
Dolar Amerika Serikat	11.159	54	-	United States Dollar
Option - beli				Option - buy
Dolar Amerika Serikat	91	-	14	United States Dollar
Mata uang asing lain	361	12	22	Other foreign currencies
Option - jual				Option - sell
Dolar Amerika Serikat	15.702	14	-	United States Dollar
Mata uang asing lain	361	22	12	Other foreign currencies
Terkait suku bunga				Related to interest rate contracts
Pihak ketiga				Third parties
Cross currency swap	277.650	10.239	-	Cross currency swap
<b>Total</b>		<b>74.969</b>	<b>37.469</b>	<b>Total</b>

31 Desember/December 31, 2018				
Transaksi	Nilai nosional (kontrak) (ekuivalen dengan Rp)/ Notional amount (contract) (equivalent to Rp)	Nilai Wajar/Fair Value		Transactions
		Tagihan derivatif/ Derivative receivable	Liabilitas derivatif/ Derivative payable	
Terkait nilai tukar				Related to exchange rate contracts
Pihak ketiga				Third parties
Spot - beli				Spot - buy
Dolar Amerika Serikat	776.951	-	6.251	United States Dollar
Mata uang asing lain	2.237	1	-	Other foreign currencies
Spot - jual				Spot - sell
Dolar Amerika Serikat	208.668	2.373	-	United States Dollar
Mata uang asing lain	16.441	-	9	Other foreign currencies
Swap				Swap
Dolar Amerika Serikat	2.316.618	5.042	70.707	United States Dollar
Mata uang asing lain	418.228	439	2.652	Other foreign currencies
Forward - beli				Forward - buy
Dolar Amerika Serikat	40.552	116	160	United States Dollar
Forward - jual				Forward - sell
Dolar Amerika Serikat	2.106.061	97.609	5.751	United States Dollar
Mata uang asing lain	10.478	602	-	Other foreign currencies
<b>Total</b>		<b>106.182</b>	<b>85.530</b>	<b>Total</b>



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**10. TAGIHAN DAN LIABILITAS DERIVATIF (lanjutan)**

Informasi mengenai jatuh tempo diungkapkan pada Catatan 43e. Informasi mengenai klasifikasi dan nilai wajar diungkapkan pada Catatan 42.

Manajemen Bank berpendapat bahwa cadangan kerugian penurunan nilai pada tanggal 31 Desember 2019 dan 2018 tidak diperlukan.

**10. DERIVATIVES RECEIVABLE AND PAYABLE (continued)**

Information in respect of maturities are disclosed in Note 43e. Information with regards to the classification and fair value are disclosed in Note 42.

The Bank's management believed that allowance for impairment losses as of December 31, 2019 and 2018 were not required.

**11. KREDIT YANG DIBERIKAN**

Kredit yang diberikan terdiri dari:

- a. Berdasarkan jenis kredit dan mata uang

**11. LOANS**

Loans consist of the following:

- a. Based on type of loans and currency

	<b>31 Desember/December 31</b>	
	<b>2019</b>	<b>2018</b>
<b>Pihak berelasi (Catatan 37)</b>		
Rupiah:		
Modal kerja	190.132	202.547
Konsumsi	73.062	91.024
Investasi	10.766	4.656
	<b>273.960</b>	<b>298.227</b>
Mata uang asing:		
Konsumsi	-	22.670
<b>Total kredit pihak berelasi</b>	<b>273.960</b>	<b>320.897</b>
<b>Pihak ketiga</b>		
Rupiah:		
Investasi	23.067.154	13.480.596
Konsumsi	12.459.497	13.086.112
Modal kerja	11.314.240	10.491.961
	<b>46.840.891</b>	<b>37.058.669</b>
Mata uang asing:		
Modal kerja	4.768.281	3.309.272
Investasi	1.135.244	1.574.866
Konsumsi	4.419	-
	<b>5.907.944</b>	<b>4.884.138</b>
<b>Total - kredit pihak ketiga</b>	<b>52.748.835</b>	<b>41.942.807</b>
Total	53.022.795	42.263.704
Pendapatan bunga yang ditangguhkan	(7.492)	(11.002)
Total	53.015.303	42.252.702
Cadangan kerugian penurunan nilai	(280.475)	(347.043)
<b>Total kredit yang diberikan - neto</b>	<b>52.734.828</b>	<b>41.905.659</b>

**Related parties (Note 37)**

Rupiah:  
 Working capital  
 Consumer  
 Investment

Foreign currencies:  
 Consumer

**Total related parties loans**

**Third parties**

Rupiah:  
 Investment  
 Consumer  
 Working capital

Foreign currencies:  
 Working capital  
 Investment  
 Consumer

**Total - third parties loans**

Total

Unearned interest income

Total  
 Allowance for impairment losses

**Total loans - net**

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**11. KREDIT YANG DIBERIKAN (lanjutan)**

- a. Berdasarkan jenis kredit dan mata uang (lanjutan)

Rasio kredit bermasalah Bank adalah sebagai berikut:

**31 Desember/December 31**

	<b>2019</b>	<b>2018</b>
Bruto	2,46%	1,60%
Bersih	2,25%	1,27%

Berdasarkan Peraturan Bank Indonesia No. 6/9/PBI/2004 tanggal 26 Maret 2004 tentang Tindak Lanjut Pengawasan dan Penetapan Status Bank, rasio dari kredit bermasalah bersih maksimal adalah 5% dari jumlah kredit yang diberikan Bank.

- b. Berdasarkan sektor ekonomi

**11. LOANS (continued)**

- a. Based on type of loans and currency (continued)

The Bank's non-performing loan ratios are as follows:

In accordance with Bank Indonesia Regulation No. 6/9/PBI/2004 dated March 26, 2004 regarding Subsequent Action for Supervision and Designation of Bank Status, the net non-performing loan ratio should not exceed 5% of the Bank's total loans.

- b. Based on economic sector

**31 Desember/December 31, 2019**

	<b>Lancar/ Current</b>	<b>Dalam perhatian khusus/ Special mention</b>	<b>Kurang lancar/ Substandard</b>	<b>Diragukan/ Doubtful</b>	<b>Macet/ Loss</b>	<b>Total</b>	
<b>Rupiah</b>							<b>Rupiah</b>
Konstruksi	9.543.577	38.463	-	2.950	40.667	9.625.657	Construction
Pengangkutan, pergudangan dan komunikasi	6.980.400	1.366.646	371	5.993	197.052	8.550.462	Transportation, warehouse and communication
Jasa usaha	7.452.157	161.573	4	50	86.989	7.700.773	Business services
Perindustrian	3.391.610	1.067.700	-	-	-	4.459.310	Industrial
Listrik, gas dan air	1.991.250	306	-	-	-	1.991.556	Electricity, gas and water
Perdagangan, restoran dan perhotelan	1.648.206	82.969	991	5.309	13.693	1.751.168	Trading, restaurant and hotel
Jasa sosial	296.251	21.131	371	202	54	318.009	Social services
Pertambangan	95.326	862	-	-	60.910	157.098	Mining
Pertanian, perburuan dan sarana pertanian	24.304	3.709	45	201	-	28.259	Agriculture, hunting and agriculture improvement
Lain-lain	11.517.928	816.437	54.496	100.214	43.484	12.532.559	Others
	<b>42.941.009</b>	<b>3.559.796</b>	<b>56.278</b>	<b>114.919</b>	<b>442.849</b>	<b>47.114.851</b>	
<b>Mata uang asing</b>							<b>Foreign currencies</b>
Pertambangan	2.614.327	-	-	647.629	-	3.261.956	Mining
Perdagangan, restoran dan perhotelan	1.368.681	-	-	-	-	1.368.681	Trading, restaurant and hotel
Pengangkutan, pergudangan dan komunikasi	937.577	-	-	-	-	937.577	Transportation, warehouse and communication
Perindustrian	206.682	-	-	-	-	206.682	Industrial
Jasa usaha	85.235	-	-	-	-	85.235	Business services
Konstruksi	-	-	-	43.394	-	43.394	Construction
Lain-lain	4.419	-	-	-	-	4.419	Others
	<b>5.216.921</b>	<b>-</b>	<b>-</b>	<b>691.023</b>	<b>-</b>	<b>5.907.944</b>	
<b>Total</b>	<b>48.157.930</b>	<b>3.559.796</b>	<b>56.278</b>	<b>805.942</b>	<b>442.849</b>	<b>53.022.795</b>	<b>Total</b>
Dikurangi: Pendapatan bunga yang ditangguhkan						(7.492)	Less: Unearned interest income
Cadangan kerugian penurunan nilai						(280.475)	Allowance for impairment losses
<b>Neto</b>						<b>52.734.828</b>	<b>Net</b>



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**11. KREDIT YANG DIBERIKAN (lanjutan)**

**11. LOANS (continued)**

**b. Berdasarkan sektor ekonomi (lanjutan)**

**b. Based on economic sector (continued)**

31 Desember/December 31, 2018							
	Lancar/ Current	Dalam perhatian khusus/ Special mention	Kurang lancar/ Substandard	Diragukan/ Doubtful	Macet/ Loss	Total	
<b>Rupiah</b>							<b>Rupiah</b>
Jasa usaha	7.469.199	19.528	509	175	90.241	7.579.652	Business services
Pengangkutan, pergudangan dan komunikasi	4.186.609	1.057.897	384	6.736	200.894	5.452.520	Transportation, warehouse and communication
Konstruksi	3.331.100	126.990	949	243	1.930	3.461.212	Construction
Perindustrian	1.978.918	873.769	-	318	681	2.853.686	Industrial
Perdagangan, restoran dan perhotelan	1.908.695	115.348	4.800	4.583	40.566	2.073.992	Trading, restaurant and hotel
Listrik, gas dan air	1.989.615	623	-	-	-	1.990.238	Electricity, gas and water
Jasa sosial	341.701	24.337	1.391	2.399	3.497	373.325	Social services
Pertanian, perburuan dan sarana pertanian	205.898	4.984	153	190	637	211.862	Agriculture, hunting and agriculture improvement
Pertambangan	121.297	1.065	-	-	60.910	183.272	Mining
Lain-lain	11.805.537	1.117.847	71.853	122.584	59.316	13.177.137	Others
	<b>33.338.569</b>	<b>3.342.388</b>	<b>80.039</b>	<b>137.228</b>	<b>458.672</b>	<b>37.356.896</b>	
<b>Mata uang asing</b>							<b>Foreign currencies</b>
Pertambangan	2.242.498	-	-	-	-	2.242.498	Mining
Perdagangan, restoran dan perhotelan	1.343.755	-	-	-	-	1.343.755	Trading, restaurant and hotel
Pengangkutan, pergudangan dan komunikasi	973.554	-	-	-	-	973.554	Transportation, warehouse and communication
Perindustrian	178.292	-	-	-	-	178.292	Industrial
Jasa usaha	101.255	-	-	-	-	101.255	Business services
Konstruksi	44.785	-	-	-	-	44.785	Construction
Lain-lain	22.669	-	-	-	-	22.669	Others
	<b>4.906.808</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>4.906.808</b>	
<b>Total</b>	<b>38.245.377</b>	<b>3.342.388</b>	<b>80.039</b>	<b>137.228</b>	<b>458.672</b>	<b>42.263.704</b>	<b>Total</b>
Dikurangi:							Less:
Pendapatan bunga yang ditangguhkan						(11.002)	Unearned interest income
Cadangan kerugian penurunan nilai						(347.043)	Allowance for impairment losses
<b>Neto</b>						<b>41.905.659</b>	<b>Net</b>

**c. Berdasarkan jangka waktu**

**c. Based on loan periods**

Berdasarkan jangka waktu perjanjian kredit sebelum dikurangi pendapatan bunga yang ditangguhkan dan cadangan kerugian penurunan nilai.

By term loan based on loan agreement before unearned interest income and allowance for impairment losses.

31 Desember/December 31			
	2019	2018	
<b>Rupiah</b>			<b>Rupiah</b>
Kurang dari 1 tahun	17.350.376	16.785.486	Less than 1 year
1 - 2 tahun	1.971.662	3.152.806	1 - 2 years
>2 - 5 tahun	11.367.212	9.627.095	>2 - 5 years
Lebih dari 5 tahun	16.425.601	7.791.509	More than 5 years
	<b>47.114.851</b>	<b>37.356.896</b>	
<b>Mata uang asing</b>			<b>Foreign currencies</b>
Kurang dari 1 tahun	2.290.343	1.688.026	Less than 1 year
1 - 2 tahun	76.513	205.224	1 - 2 years
>2 - 5 tahun	1.083.349	2.066.406	>2 - 5 years
Lebih dari 5 tahun	2.457.739	947.152	More than 5 years
	<b>5.907.944</b>	<b>4.906.808</b>	
<b>Total</b>	<b>53.022.795</b>	<b>42.263.704</b>	<b>Total</b>

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**11. KREDIT YANG DIBERIKAN (lanjutan)**

c. Berdasarkan jangka waktu (lanjutan)

Kredit yang diberikan ke pihak berelasi diungkapkan pada Catatan 37. Informasi mengenai jatuh tempo diungkapkan pada Catatan 43e. Informasi mengenai klasifikasi dan nilai wajar diungkapkan pada Catatan 42.

Berikut ini adalah informasi lainnya sehubungan dengan kredit yang diberikan:

- a) Kredit yang diberikan dalam mata uang asing terdiri dari Dolar Amerika Serikat dan Dolar Singapura.
- b) Kredit yang diberikan dijamin dengan agunan tunai berupa Giro (Catatan 16), tabungan (Catatan 17), deposito berjangka (Catatan 18), agunan yang diikat dengan hak tanggungan atau surat kuasa untuk menjual dan jaminan lain yang umumnya diterima oleh perbankan.
- d. Suku bunga rata-rata tertimbang setahun atas kredit yang diberikan adalah sebagai berikut:

**Tahun yang Berakhir pada tanggal**  
**31 Desember/Year Ended**  
**December 31**

	<b>2019</b>	<b>2018</b>
Rupiah		
Investasi	11,80%	12,05%
Modal kerja	12,14%	12,10%
Konsumsi	12,38%	11,78%
Mata uang asing		
Investasi	8,98%	9,01%
Modal kerja	9,14%	9,14%
Konsumsi	5,00%	-

e. Kredit konsumsi terdiri dari:

**31 Desember/December 31**

	<b>2019</b>	<b>2018</b>
Rupiah		
Kartu kredit	7.884.054	7.711.716
Kredit kendaraan bermotor	3.539.214	4.662.406
Kredit pembelian rumah	350.523	424.264
Kredit perorangan lainnya	758.768	378.750
	<b>12.532.559</b>	<b>13.177.136</b>
Mata uang asing		
Kredit perorangan lainnya	4.419	22.670
<b>Total</b>	<b>12.536.978</b>	<b>13.199.806</b>

**11. LOANS (continued)**

c. Based on loan periods (continued)

Loans to related parties are disclosed in Note 37. Information in respect of maturities are disclosed in Note 43e. Information with regards to the classification and fair are disclosed in Note 42.

Other information relating to loans were as follows:

- a) Loans in foreign currencies were denominated in United States Dollar and Singapore Dollar.
- b) Loans are secured with cash collaterals consisting of current accounts (Note 16), saving deposits (Note 17), time deposits (Note 18), collaterals bonded by security right or powers of attorney to sell and by other guarantees generally accepted by banks.
- d. The weighted average interest rates per annum for loans are as follows:

Rupiah  
Investment  
Working capital  
Consumer  
Foreign currencies  
Investment  
Working capital  
Consumer

e. Consumer loans consist of:

Rupiah  
Credit card  
Motor vehicle loans  
Housing loans  
Other personal loans  
  
Foreign currencies  
Other personal loans

**Total**

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**11. KREDIT YANG DIBERIKAN (lanjutan)**

**11. LOANS (continued)**

- f. Rincian kredit yang diberikan pada pihak berelasi (sebelum cadangan kerugian penurunan nilai) adalah sebagai berikut (Catatan 37):

- f. Details of loans to related parties (before allowance for impairment losses) are as follows (Note 37):

	31 Desember/December 31		
	2019	2018	
Pinjaman perusahaan yang merupakan pihak berelasi	186.081	189.548	Loans to related companies
Pinjaman manajemen kunci	17.413	26.166	Loans to the Bank's key management personnel
Pinjaman komisaris dan direksi perusahaan yang merupakan pihak berelasi	70.466	105.183	Loans to related companies' directors and commissioners
<b>Total</b>	<b>273.960</b>	<b>320.897</b>	<b>Total</b>

Pinjaman direksi dan karyawan Bank merupakan kredit yang diberikan untuk pembelian kendaraan dan rumah serta kartu kredit dengan jangka waktu yang berkisar antara 1 (satu) sampai dengan 20 (dua puluh) tahun dengan suku bunga setahun rata-rata berkisar antara 0%-16,50% masing-masing untuk tahun 2019 dan 2018, yang dilunasi melalui pemotongan gaji setiap bulan. Pada tanggal 31 Desember 2019 dan 2018, pinjaman direksi dan karyawan bank tersebut digolongkan lancar.

Loans to the Bank's directors and employees represent loans granted for car loans, housing loans and credit cards with terms ranging from 1 (one) to 20 (twenty) years with an average loan interest of between 0%-16.50% per annum in 2019 and 2018, respectively, which are collected through monthly payroll deductions. As of December 31, 2019 and 2018, loans to the Bank's director and employees are classified as current.

- g. Rincian kredit yang direstrukturisasi, yang terdiri dari modifikasi persyaratan kredit dan perpanjangan jatuh tempo, pada 31 Desember 2019 dan 2018 adalah sebagai berikut:

- g. Summary of restructured loan, which consists of modification of credit terms and extension of maturity dates as of December 31, 2019 and 2018 were as follows:

	31 Desember/December 31		
	2019	2018	
Kredit yang direstrukturisasi	3.175.618	3.271.544	Restructured loans
Cadangan kerugian penurunan nilai	(56.665)	(28.611)	Allowance for impairment losses
	<b>3.118.953</b>	<b>3.242.933</b>	

- h. Pada tanggal 31 Desember 2019 dan 2018, jumlah kredit yang telah dihentikan pengakuan pendapatan bunganya (kredit bermasalah) masing-masing sebesar Rp1.305.069 dan Rp675.939 atau meliputi 2,46% dan 1,60% dari jumlah kredit yang diberikan.

- h. As of December 31, 2019 and 2018, total loans which interest income therein have ceased to accrue (non-performing loans) amounted to Rp1,305,069 and Rp675,939, or representing 2.46% and 1.60% of total loans, respectively.

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**11. KREDIT YANG DIBERIKAN (lanjutan)**

i. Pinjaman Sindikasi

Pinjaman sindikasi merupakan pinjaman yang diberikan kepada debitur berdasarkan perjanjian pembiayaan bersama dengan bank - bank lain.

Keikutsertaan bank dalam pinjaman sindikasi dengan bank-bank lain adalah sebesar Rp2.953.413 dan Rp2.159.914 masing-masing pada tanggal 31 Desember 2019 dan 2018.

Keikutsertaan bank dalam pinjaman sindikasi, dimana bank bertindak sebagai anggota sindikasi adalah sebagai berikut (tidak diaudit):

**31 Desember/December 31**

	<b>2019</b>	<b>2018</b>
% Partisipasi	3%-17%	3% - 17%

j. Perincian pinjaman bermasalah dan cadangan kerugian penurunan nilai berdasarkan sektor ekonomi adalah sebagai berikut:

**31 Desember/December 31**

	<b>2019</b>		<b>2018</b>	
	<b>Pokok/ Principal</b>	<b>Cadangan Kerugian penurunan nilai/ Allowance for impairment losses</b>	<b>Pokok/ Principal</b>	<b>Cadangan kerugian penurunan nilai/ Allowance for impairment losses</b>
Pertambangan	708.539	3.737	60.910	3.957
Pengangkutan, perdagangan dan komunikasi	203.416	19.841	208.014	16.186
Jasa usaha	87.043	20.739	90.925	8.903
Konstruksi	87.011	10.296	3.122	400
Perdagangan, restoran dan perhotelan	19.993	3.776	49.949	8.010
Jasa sosial	627	33	7.287	941
Pertanian, perburuan dan sarana pertanian	246	15	980	114
Perindustrian	-	-	999	155
Lain-lain	198.194	51.034	253.753	101.624
<b>Total</b>	<b>1.305.069</b>	<b>109.471</b>	<b>675.939</b>	<b>140.290</b>

**11. LOANS (continued)**

i. Syndicated loans

Syndicated loans represent loans provided to debtors based on syndication agreements with other banks.

Bank's participation in syndicated loans with other banks amounted to Rp2,953,413 and Rp2,159,914 as of December 31, 2019 and 2018, respectively.

Bank's participation in syndicated loans, in which bank acts as the syndication member, is as follows (unaudited):

j. Details of non-performing loans and allowance for impairment losses based on economic sector are as follows:

Mining  
Transportation, warehouse  
and communication  
Business services  
Construction  
Trading, restaurant and hotel  
Social services  
Agriculture, hunting and  
agriculture improvement  
Industrial  
Others

**Total**

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**11. KREDIT YANG DIBERIKAN (lanjutan)**

**11. LOANS (continued)**

- k. Perubahan cadangan kerugian penurunan nilai atas kredit yang diberikan adalah sebagai berikut:

- k. The movement of the allowance for impairment losses of loans is as follows:

Tahun yang Berakhir pada tanggal 31 Desember/Year Ended December 31							
	2019			2018			
	Rupiah	Mata uang asing/ Foreign currencies	Total	Rupiah	Mata uang asing/ Foreign currencies	Total	
Saldo awal	333.055	13.988	347.043	461.392	12.679	474.071	Beginning balance
Penambahan penyisihan selama tahun berjalan (Catatan 29)	162.579	10.641	173.220	369.805	415	370.220	Additional provision during the year (Note 29)
Penerimaan kembali kredit yang telah dihapusbukukan	390.057	-	390.057	402.654	-	402.654	Recoveries of previously written-off loans
Penghapusbukuan selama tahun berjalan	(629.165)	-	(629.165)	(900.796)	-	(900.796)	Write-off during the year
Selisih penjabaran kurs	-	(680)	(680)	-	894	894	Foreign exchange differences
<b>Saldo akhir</b>	<b>256.526</b>	<b>23.949</b>	<b>280.475</b>	<b>333.055</b>	<b>13.988</b>	<b>347.043</b>	<b>Ending balance</b>

Manajemen Bank berpendapat bahwa jumlah cadangan kerugian penurunan nilai atas kredit yang diberikan telah memadai.

The Bank's management believes that the allowance for impairment losses on loans was adequate.

- l. Kredit yang disalurkan dengan sistem pembiayaan bersama (*joint financing*) pada tanggal 31 Desember 2019 dan 2018 masing-masing sebesar Rp12.479.717 dan Rp10.156.406 yang dilakukan dengan dan tanpa tanggung renteng (*with and without recourse*).

- l. Joint financing loans as of December 31, 2019 and 2018 amounted to Rp12,479,717 and Rp10,156,406, respectively, which were made on a with recourse or without recourse basis.

Jumlah kredit dengan pola pembiayaan bersama (*joint financing*) dengan pihak berelasi adalah sebagai berikut:

The balances of the joint financing loans with related parties are as follows:

31 Desember/December 31			
	2019	2018	
PT Mega Central Finance	8.486.570	7.045.608	PT Mega Central Finance
PT Mega Auto Finance	2.081.145	1.669.598	PT Mega Auto Finance
PT Mega Finance	20.757	92.984	PT Mega Finance
<b>Total</b>	<b>10.588.472</b>	<b>8.808.190</b>	<b>Total</b>

Seluruh kredit dengan pola pembiayaan bersama (*joint financing*) dengan pihak berelasi tersebut dilakukan secara tanpa tanggung renteng (*without recourse*).

Joint financing facilities with the related parties are made on a without recourse basis.

Pada tanggal 31 Desember 2019 dan 2018, jumlah pembiayaan bersama yang dilakukan secara tanpa tanggung renteng (*without recourse*) adalah masing-masing sebesar Rp10.588.472 dan Rp8.808.190. Risiko kredit yang ditanggung oleh Bank adalah sesuai dengan porsi kredit yang dibiayai oleh Bank yang berkisar antara 90% sampai dengan 99% sebagaimana disebutkan dalam perjanjian.

As of December 31, 2019 and 2018 the balances of joint financing loans which were made on a without recourse basis amounted to Rp10,588,472 and Rp8,808,190, respectively. The Bank is exposed to credit risk based on the percentage of credit financing contributed by the Bank, which ranged from 90% to 99% as stipulated in the joint financing agreement.

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**11. KREDIT YANG DIBERIKAN (lanjutan)**

**11. LOANS (continued)**

- m. Ikhtisar perubahan kredit yang dihapusbukukan adalah sebagai berikut:

- m. The changes in cumulative written-off loans are as follows:

	Tahun yang Berakhir pada tanggal 31 Desember/Year Ended December 31		
	2019	2018	
Saldo awal	5.197.479	4.699.337	Beginning balance
Penghapusbukukan dalam tahun berjalan	629.165	900.796	Write-off during the year
Penerimaan kembali kredit yang telah dihapusbukukan	(390.057)	(402.654)	Recoveries of previously written-off loan
<b>Saldo akhir</b>	<b>5.436.587</b>	<b>5.197.479</b>	<b>Ending balance</b>

- n. Pada tanggal 31 Desember 2019 dan 2018, tidak terdapat pelanggaran maupun pelanggaran Batas Maksimum Pemberian Kredit (BMPK) kepada pihak berelasi dan pihak ketiga sesuai dengan peraturan yang ditetapkan Bank Indonesia.

- n. As of December 31, 2019 and 2018, there were no any breach nor violation of Legal Lending Limit (LLL) to related parties and third parties as required by Bank Indonesia regulations.

- o. Rasio kredit Usaha, Mikro, Kecil & Menengah (UMKM) terhadap kredit yang diberikan pada tanggal 31 Desember 2019 dan 2018 adalah masing-masing sebesar 21,52% dan 20,32%.

- o. Ratio of Micro, Small and Medium Enterprise (UMKM) credits to loans as of December 31, 2019 and 2018 are 21.52% and 20.32%, respectively.

**12. TAGIHAN DAN UTANG AKSEPTASI**

**12. ACCEPTANCE RECEIVABLE AND PAYABLE**

**a. Tagihan akseptasi**

**a. Acceptance receivable**

Rincian tagihan akseptasi berdasarkan pihak, mata uang dan pihak berelasi:

Details of acceptance receivable based on the counterparty, currency and related parties:

	31 Desember/December 31		
	2019	2018	
<b>Rupiah</b>			<b>Rupiah</b>
Pihak ketiga Nasabah	292.459	325.470	Third parties Debtors
<b>Mata uang asing</b>			<b>Foreign currencies</b>
Pihak Berelasi (Catatan 37) Nasabah	-	720	Related Parties (Note 37) Debtors
Pihak ketiga Nasabah	395.300	376.228	Third parties Debtors
<b>Total</b>	<b>687.759</b>	<b>702.418</b>	<b>Total</b>

Rincian tagihan akseptasi berdasarkan sisa umur jatuh tempo adalah sebagai berikut (Catatan 43e):

The details of acceptances receivable based on the remaining period to maturity date are as follows (Note 43e):

	31 Desember/December 31		
	2019	2018	
<b>Rupiah</b>			<b>Rupiah</b>
Kurang dari 1 bulan	-	158.272	Less than 1 month
1 - 3 bulan	-	140.059	1 - 3 months
>3 - 6 bulan	292.459	27.139	>3 - 6 months
	292.459	325.470	



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**12. TAGIHAN DAN UTANG AKSEPTASI (lanjutan)**

**12. ACCEPTANCE RECEIVABLE AND PAYABLE (continued)**

**a. Tagihan akseptasi (lanjutan)**

**a. Acceptance receivable (continued)**

Rincian tagihan akseptasi berdasarkan sisa umur jatuh tempo adalah sebagai berikut (Catatan 43e): (lanjutan)

Details of acceptance receivable based on the remaining period to maturity date are as follows (Note 43e): (continued)

	31 Desember/December 31		
	2019	2018	
<b>Mata uang asing</b>			<b>Foreign currencies</b>
Kurang dari 1 bulan	334.448	71.721	Less than 1 month
1 - 3 bulan	60.852	123.709	1 - 3 months
>3 - 6 bulan	-	181.518	>3 - 6 months
	395.300	376.948	
<b>Total</b>	<b>687.759</b>	<b>702.418</b>	<b>Total</b>

**b. Utang akseptasi**

**b. Acceptances payable**

	31 Desember/December 31		
	2019	2018	
<b>Rupiah</b>			<b>Rupiah</b>
Pihak ketiga			Third parties
Bank	292.459	325.470	Bank
<b>Mata uang asing</b>			<b>Foreign currencies</b>
Pihak ketiga			Third parties
Bank	395.300	376.948	Bank
<b>Total</b>	<b>687.759</b>	<b>702.418</b>	<b>Total</b>

Berdasarkan hasil penelaahan dan evaluasi manajemen Bank, seluruh tagihan akseptasi pada tanggal 31 Desember 2019 dan 2018 digolongkan lancar. Manajemen Bank berpendapat bahwa cadangan kerugian penurunan nilai untuk tahun 2019 dan 2018 tidak diperlukan.

Based on the Bank's management review and evaluation, all acceptance receivable as of December 31, 2019 and 2018 were classified as current. The Bank's management believes that the allowance for impairment losses in 2019 and 2018 were not required.

Informasi mengenai jatuh tempo diungkapkan pada Catatan 43e. Informasi mengenai klasifikasi dan nilai wajar diungkapkan pada Catatan 42.

Information in respect of maturities is disclosed in Note 43e. Information with regards to the classification and fair value is disclosed in Note 42.



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### 13. ASET TETAP

Aset tetap terdiri dari:

### 13. FIXED ASSETS

Fixed assets consist of:

Tahun yang Berakhir pada tanggal 31 Desember/Year Ended December 31, 2019						
	Saldo Awal/ Beginning Balance	Penambahan/ Addition	Pengurangan/ Deduction	Reklasifikasi/ Reclassification	Saldo Akhir/ Ending Balance	
<b>Kepemilikan langsung</b>						<b>Direct ownership</b>
Biaya perolehan/nilai revaluasi						Cost/revaluation value
Tanah	3.540.298	-	-	-	3.540.298	Land
Bangunan	2.299.179	-	-	-	2.299.179	Buildings
Peralatan kantor	722.137	21.053	(9.649)	57.086	790.627	Office equipment
Perabot kantor	407.614	9.475	(2.006)	1.091	416.174	Furniture and fixtures
Kendaraan	185.099	6.789	(35.123)	-	156.765	Vehicles
Perbaikan gedung	79.525	20.116	(884)	7.842	106.599	Building improvements
<b>Total</b>	<b>7.233.852</b>	<b>57.433</b>	<b>(47.662)</b>	<b>66.019</b>	<b>7.309.642</b>	<b>Total</b>
Aset dalam penyelesaian	42.580	36.507	-	(66.019)	13.068	Construction in progress
<b>Total biaya perolehan</b>	<b>7.276.432</b>	<b>93.940</b>	<b>(47.662)</b>	<b>-</b>	<b>7.322.710</b>	<b>Total cost</b>
<b>Kepemilikan langsung</b>						<b>Direct ownership</b>
Akumulasi penyusutan						Accumulated Depreciation
Bangunan	-	(134.316)	-	-	(134.316)	Buildings
Peralatan kantor	(635.593)	(65.305)	9.644	-	(691.254)	Office equipment
Perabot kantor	(366.237)	(14.861)	1.975	-	(379.123)	Furniture and fixtures
Kendaraan	(156.554)	(10.350)	35.108	-	(131.796)	Vehicles
Perbaikan gedung	(72.525)	(8.057)	884	-	(79.698)	Building improvements
<b>Total akumulasi penyusutan</b>	<b>(1.230.909)</b>	<b>(232.889)</b>	<b>47.611</b>	<b>-</b>	<b>(1.416.187)</b>	<b>Total accumulated depreciation</b>
<b>Nilai Buku bersih</b>	<b>6.045.523</b>				<b>5.906.523</b>	<b>Net book value</b>

Tahun yang Berakhir pada tanggal 31 Desember/Year Ended December 31, 2018						
	Saldo Awal/ Beginning Balance	Penambahan/ Addition	Pengurangan/ Deduction	Reklasifikasi/ Reclassification	Revaluasi dan eliminasi/ Revaluations and eliminations	Saldo Akhir/ Ending Balance
<b>Kepemilikan langsung</b>						<b>Direct ownership</b>
Biaya perolehan/nilai revaluasi						<b>Cost/revaluation value</b>
Tanah	3.098.049	-	(4.184)	4.716	441.717	3.540.298
Bangunan	2.470.832		-	3.784	(175.437)	2.299.179
Peralatan kantor	650.711	85.422	(15.529)	1.533	-	722.137
Perabot kantor	398.864	12.610	(4.599)	739	-	407.614
Kendaraan	182.189	13.733	(10.823)	-	-	185.099
Perbaikan gedung	74.000	6.088	(563)	-	-	79.525
Total	6.874.645	117.853	(35.698)	10.772	266.280	7.233.852
Aset dalam penyelesaian	33.793	19.559	-	(10.772)	-	42.580
Total biaya perolehan	6.908.438	137.412	(35.698)	-	266.280	7.276.432
<b>Kepemilikan langsung</b>						<b>Direct ownership</b>
Akumulasi penyusutan						<b>Accumulated Depreciation</b>
Bangunan	(247.112)	(123.652)	-	-	370.764	-
Peralatan kantor	(588.781)	(62.296)	15.484	-	-	(635.593)
Perabot kantor	(354.138)	(16.461)	4.362	-	-	(366.237)
Kendaraan	(154.954)	(11.586)	9.986	-	-	(156.554)
Perbaikan gedung	(67.463)	(5.625)	563	-	-	(72.525)
Total akumulasi penyusutan	(1.412.448)	(219.620)	30.395	-	370.764	(1.230.909)
<b>Nilai Buku bersih</b>	<b>5.495.990</b>					<b>6.045.523</b>
						<b>Net book value</b>

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**13. ASET TETAP (lanjutan)**

Beban penyusutan yang dibebankan pada tahun yang berakhir pada tanggal-tanggal 31 Desember 2019 dan 2018 masing-masing sebesar Rp232.889 dan Rp219.620 (Catatan 30).

Pada tanggal 31 Desember 2019, hak atas tanah yang dimiliki oleh Bank merupakan Hak Guna Bangunan ("HGB") dan Hak Milik atas Satuan Rumah Susun ("HMASRS") dengan sisa umur hak atas tanah tersebut berkisar antara 1 bulan sampai dengan 27 tahun dan dapat diperpanjang. Pada tanggal 31 Desember 2019, tanah dengan luas sebesar 1.919 m<sup>2</sup> masih dalam pengurusan penggabungan dan pembetulan sertifikat serta balik nama menjadi atas nama Bank di Badan Pertanahan Nasional Republik Indonesia ("BPN-RI").

Manajemen berpendapat bahwa kepemilikan hak atas tanah tersebut dapat diperbaharui/diperpanjang pada saat jatuh tempo.

Ruangan kantor yang disewakan kepada pihak berelasi (Catatan 14a) disajikan sebagai bagian dari aset tetap karena nilai buku dari ruangan yang disewakan tersebut tidak signifikan.

Aset tetap, kecuali aset dalam penyelesaian dan tanah, diasuransikan terhadap risiko kebakaran dan risiko lainnya berdasarkan suatu paket polis tertentu dengan nilai pertanggungan masing-masing sebesar Rp2.508.677 dan Rp2.505.581 pada tanggal 31 Desember 2019 dan 2018. Manajemen Bank berpendapat bahwa nilai pertanggungan tersebut cukup untuk menutupi kemungkinan kerugian atas aset yang dipertanggungkan.

Persentase tingkat penyelesaian aset dalam penyelesaian pada tanggal 31 Desember 2019 berkisar antara 15% - 99% (2018: 15% - 99%) dari nilai kontrak (tidak diaudit). Aset dalam penyelesaian terdiri dari bangunan dan peralatan kantor dan diperkirakan akan selesai dalam waktu kurang dari 1 sampai 2 tahun setelah tanggal laporan posisi keuangan.

Manajemen tidak mengantisipasi akan ada kesulitan dalam penyelesaian pembangunan pada waktu yang ditargetkan.

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**13. FIXED ASSETS (continued)**

The depreciation expense for the years ended December 31, 2019 and 2018 amounted to Rp232,889 and Rp219,620, respectively (Note 30).

As of December 31, 2019, land titles are in the form of "Hak Guna Bangunan" ("HGB") and "Hak Milik Atas Satuan Rumah Susun" ("HMASRS" - Strata title) with remaining terms for the related landrights ownership ranging from 1 month to 27 years and renewable upon their expiry. As of December 31, 2019, land of 1,919 m<sup>2</sup> are in the process of merging, certificates correction and transfer of title into the Bank's name by the National Landrights Agency - the Republic of Indonesia ("BPN-RI").

Management believes the ownership of land rights can be renewed/extended on maturity.

Office spaces that are rented out to related parties (Note 14a) were presented as part of fixed assets since the book value of rented spaces were not significant.

Fixed assets, except for construction in progress and land, were covered by insurance against fire and other risks under certain blanket policies with insured amount of Rp2,508,677 and Rp2,505,581 as of December 31, 2019 and 2018, respectively. The Bank's management believed that the insurance coverage was adequate to cover possible losses on the assets insured.

The percentage of completion of the constructions in progress as of December 31, 2019 ranges from 15% - 99% (2018: 15% - 99%) of the contract values (unaudited). Constructions in progress consist of buildings and furniture and fixtures and are estimated to be completed in less than 1 year up to 2 years after the statement of financial position date.

The management does not anticipate any difficulties in the completion of the above facilities at targeted time.

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**13. ASET TETAP (lanjutan)**

**Aset tetap dalam penyelesaian**

Aset tetap dalam penyelesaian terdiri dari:

31 Desember 2019	Persentase Penyelesaian (tidak diaudit)/ Completion Percentage (unaudited)	Nilai Tercatat/ Carrying Value
Peralatan kantor	15%-70%	6.738
Perbaikan gedung	20%-99%	6.330
<b>Total</b>		<b>13.068</b>

31 Desember 2018	Persentase Penyelesaian (tidak diaudit)/ Completion Percentage (unaudited)	Nilai Tercatat/ Carrying Value
Tanah dan Bangunan	20%-99%	32.887
Peralatan kantor	15%-50%	7.884
Perabot kantor	20%-90%	1.809
<b>Total</b>		<b>42.580</b>

**13. FIXED ASSETS (continued)**

**Constructions in-progress**

Constructions in-progress consist of the following:

Perkiraan Waktu Penyelesaian/ Estimated Time of Completion	December 31, 2019
2020-2021	Office equipment
2020-2021	Building improvements
<b>Total</b>	<b>Total</b>

Perkiraan Waktu Penyelesaian/ Estimated Time of Completion	December 31, 2018
2019-2020	Land and building
2019-2020	Office equipment
2019	Furniture and fixtures
<b>Total</b>	<b>Total</b>

Perhitungan laba atas pelepasan aset tetap adalah sebagai berikut:

Calculations of gains from disposal of fixed assets are as follows:

	Tahun yang Berakhir pada tanggal 31 Desember/Year Ended December 31		
	2019	2018	
Hasil penjualan bersih	13.927	7.329	Net sales proceed
Nilai buku	(51)	(5.303)	Book value
<b>Laba atas pelepasan aset tetap</b>	<b>13.876</b>	<b>2.026</b>	<b>Gains from disposal of fixed assets</b>

Laba yang timbul dari hasil penjualan aset tetap dicatat sebagai bagian dari akun "Pendapatan Non-Operasional - Neto" pada laporan laba rugi dan penghasilan komprehensif lain.

Gains from disposal of fixed assets were recognized as part of "Non-Operating Income - Net" in the statements of profit or loss and other comprehensive income.

Manajemen Bank berpendapat bahwa tidak terdapat indikasi penurunan nilai atas aset tetap di atas pada tanggal 31 Desember 2019 dan 2018.

The Bank's management believes that there was no impairment indication on the above fixed assets as of December 31, 2019 and 2018.

Pada tanggal 31 Desember 2019 dan 2018, jumlah tercatat bruto dari setiap aset tetap yang telah disusutkan penuh dan masih digunakan masing-masing adalah sebesar Rp987.049 dan Rp947.648.

As of December 31, 2019 and 2018, the gross amount of fixed assets which have been fully depreciated and are still being used amounted to Rp987,049 and Rp947,648, respectively.

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**13. ASET TETAP (lanjutan)**

Pada tanggal 31 Desember 2015, Bank melakukan perubahan kebijakan akuntansi atas tanah dan bangunan dari sebelumnya menggunakan model biaya menjadi model revaluasi.

Berdasarkan keputusan Ketua Badan Pengawas Pasar Modal Dan Lembaga Keuangan No. KEP-347/BL/2012 tanggal 25 Juni 2012 tentang Penyajian dan Pengungkapan Laporan Keuangan Emiten atau Perusahaan Publik butir 27.e, dengan mempertimbangkan nilai buku aset tetap (tanah dan bangunan) yang telah dilakukan revaluasi pada tahun 2015, maka per tanggal 31 Desember 2018 Bank telah menugaskan perusahaan jasa penilai terdaftar untuk melaksanakan penilaian (revaluasi) aset tetap (tanah dan bangunan). Bank melakukan penilaian kembali atas tanah dan bangunan tersebut bukan untuk tujuan perpajakan tetapi hanya untuk pemenuhan ketentuan Bapepam dan LK tersebut.

Penilaian atas tanah dan bangunan dilakukan oleh penilai independen eksternal KJPP Ruky, Safrudin & Rekan, dalam laporannya tertanggal 31 Desember 2018.

Penilaian dilakukan berdasarkan Standar Penilaian Indonesia, ditentukan berdasarkan transaksi pasar terkini dan dilakukan dengan ketentuan-ketentuan yang lazim. Metode penilaian yang dipakai adalah metode data pasar, metode biaya dan metode pendapatan.

Informasi mengenai penilaian kembali aset tetap pada tanggal 31 Desember 2018 untuk kelompok aset tanah dan bangunan yang dilakukan oleh Bank adalah sebagai berikut :

	Nilai buku sebelum revaluasi/ Carrying amount before revaluation	Nilai buku setelah revaluasi/Carrying amount after revaluation	Surplus revaluasi/ Revaluation Surplus	
Tanah	3.098.581	3.540.298	441.717	Land
Bangunan	2.103.852	2.299.179	195.327	Buildings
<b>Total</b>	<b>5.202.433</b>	<b>5.839.477</b>	<b>637.044</b>	<b>Total</b>

Penilaian kembali yang dilakukan atas tanah menghasilkan jumlah kenaikan nilai tercatat sebesar Rp441.717. Kenaikan nilai tanah seluruhnya dicatat sebagai "Penghasilan Komprehensif Lain".

Kenaikan nilai tercatat yang timbul dari revaluasi bangunan dicatat sebesar Rp195.327. Kenaikan nilai tanah seluruhnya dicatat sebagai "Penghasilan Komprehensif Lain".

**13. FIXED ASSETS (continued)**

On December 31, 2015, the Bank changed its accounting policy for land and buildings from cost model to revaluation model.

Based on Decision of Chairman of Bapepam and LK No. KEP-347/BL/2012 dated June 25 2012, about the presentation and disclosure in financial report of issuer or a public company in point 27.e, by considering the book value of fixed assets (land and buildings) that have been conducted revaluation in 2015, therefore on December 31, 2018, the Bank assigned registered independent appraisers to appraise (revalue) its fixed assets (land and buildings). The Bank has revalued the value of its land and buildings not for tax purpose rather for the compliance of the aforementioned Bapepam and LK regulation.

The valuations of land and building are performed by KJPP Ruky, Safrudin & Rekan as external independent valuer, on its report dated December 31, 2018.

Valuations are performed based on Indonesian Valuation Standards, determined based on reference to recent market transactions done on arm's length terms and appropriate requirements. The valuation methods used are market value approach, cost approach and income approach.

Information on the revaluation of land and buildings as of December 31, 2018 performed by the Bank are as follows :

The revaluation of land resulted in an increase in the carrying amount of land amounting to Rp441,717. The increase in the carrying amount of land is recognized as "Other Comprehensive Income".

Increase in carrying amount of buildings from the revaluation of building is recorded at Rp195,327. The increase in the carrying amount of land is recognized as "Other Comprehensive Income".

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**13. ASET TETAP (lanjutan)**

Secara total kenaikan nilai tercatat yang timbul dari revaluasi tanah dan bangunan dicatat sebagai "Penghasilan Komprehensif Lain" adalah sebesar Rp637.044.

Perubahan cadangan revaluasi aset neto setelah pajak adalah sebagai berikut:

	Cadangan revaluasi aset, neto setelah pajak/ asset revaluation reserve, net of tax	
	2019	2018
Saldo awal	3.929.739	3.530.543
Pemindahan surplus aset tetap ke saldo laba	(233.613)	(196.142)
Surplus revaluasi aset tetap neto	-	595.338
<b>Saldo akhir</b>	<b>3.696.126</b>	<b>3.929.739</b>

**13. FIXED ASSETS (continued)**

In total, the increase in the carrying amount from revaluation of land and buildings is recognized in "Other Comprehensive Income" amounted to Rp637,044.

The movements in the asset revaluation reserve net of tax are as follows:

Beginning balance  
Transfer of revaluation surplus of fixed  
assets to retained earnings  
Revaluation surplus of fixed assets-net  
Ending balance

Ketentuan penyusutan fiskal aset tetap setelah penilaian kembali dengan tujuan perpajakan dimulai sejak tanggal 1 Januari 2016.

The provision on the fiscal depreciation of fixed assets after revaluation for tax purposes is valid from January 1, 2016.

**14. ASET LAIN-LAIN**

Aset lain-lain terdiri dari:

**14. OTHER ASSETS**

Other assets consist of:

31 Desember/December 31							
	2019			2018			
	Rupiah	Mata uang asing/ Foreign currencies	Total	Rupiah	Mata uang asing/ Foreign currencies	Total	
Pihak berelasi (Catatan 37)							Related parties (Note 37)
Piutang sewa	5.897	-	5.897	6.891	-	6.891	Rent receivables
Bunga yang masih akan diterima	793	-	793	1.068	9	1.077	Interest receivables
<b>Total pihak berelasi</b>	<b>6.690</b>	<b>-</b>	<b>6.690</b>	<b>7.959</b>	<b>9</b>	<b>7.968</b>	<b>Total related parties</b>
Pihak ketiga							Third parties
Tagihan penjualan surat berharga	868.300	9.746	878.046	10.080	1.294	11.374	Sale of securities receivable
Agunan yang diambil alih, setelah dikurangi cadangan kerugian penurunan nilai, masing-masing sebesar Rp5.017 dan Rp1.304 pada tanggal 31 Desember 2019 dan 2018	723.564	-	723.564	748.535	-	748.535	Foreclosed assets, net of allowance for impairment losses of Rp5,017 and Rp1,304 as of December 31, 2019 and 2018, respectively
Bunga yang masih akan diterima	537.759	16.128	553.887	572.088	19.374	591.462	Interest receivables
Aset yang diblokir (Catatan 38)	111.000	-	111.000	191.000	-	191.000	Restricted assets (Note 38)
Beban dibayar di muka	73.002	-	73.002	112.341	-	112.341	Prepaid expenses
Beban tangguhan	28.741	-	28.741	23.766	-	23.766	Deferred costs
Uang muka	23.760	-	23.760	11.391	-	11.391	Advances
Setoran jaminan	14.204	6.743	20.947	14.346	6.984	21.330	Security deposits
Tagihan transaksi kartu kredit	16.032	-	16.032	169.603	-	169.603	Credit card transaction receivables
Piutang sewa	4.029	-	4.029	3.795	-	3.795	Rent receivables
Lain-lain	140.165	8.448	148.613	149.044	9.193	158.237	Others
<b>Total pihak ketiga</b>	<b>2.540.556</b>	<b>41.065</b>	<b>2.581.621</b>	<b>2.005.989</b>	<b>36.845</b>	<b>2.042.834</b>	<b>Total third parties</b>
<b>Total</b>	<b>2.547.246</b>	<b>41.065</b>	<b>2.588.311</b>	<b>2.013.948</b>	<b>36.854</b>	<b>2.050.802</b>	<b>Total</b>



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**14. ASET LAIN-LAIN (lanjutan)**

- a. Piutang sewa dari pihak berelasi merupakan piutang dari hasil sewa ruangan kantor di Menara Bank Mega kepada PT Mega Capital Sekuritas (d/h PT Mega Capital Indonesia), PT Para Bandung Propertindo, PT Asuransi Umum Mega, PT Trans Retail Indonesia, PT Asuransi Jiwa Mega Indonesia, PT Duta Visual Nusantara TV 7, PT Bank Mega Syariah, PT Mega Asset Management, PT Indonusa Telemedia, PT Jasa Swadaya Utama, PT Mega Central Finance, PT Trans Coffee, PT Trans Kalla Makassar, PT Trans Studio, PT Trans E Produksi, PT Trans Rekreasindo, PT Trans Burger, dan PT Trans Ice. Jumlah pendapatan sewa yang diperoleh untuk tahun 2019 dan 2018 masing-masing sebesar Rp16.583 dan Rp17.332 dan dicatat sebagai bagian dari akun "Pendapatan (Beban) Non-Operasional" pada laporan laba rugi dan penghasilan komprehensif lain (Catatan 32).
- b. Pada tanggal 31 Desember 2019 dan 2018, agunan yang diambil alih berdasarkan kolektibilitas adalah sebagai berikut:

	<b>31 Desember/December 31</b>	
	<b>2019</b>	<b>2018</b>
Lancar	-	132.888
Kurang lancar	706.459	591.041
Diragukan	-	24.232
Macet	22.122	1.678
Saldo akhir tahun	728.581	749.839
Cadangan kerugian penurunan nilai	(5.017)	(1.304)
<b>Neto</b>	<b>723.564</b>	<b>748.535</b>

Ikhtisar perubahan cadangan kerugian penurunan nilai atas agunan yang diambil alih adalah sebagai berikut:

	<b>Tahun yang Berakhir pada tanggal 31 Desember/Year Ended December 31</b>	
	<b>2019</b>	<b>2018</b>
Saldo awal	1.304	1.235
Penambahan penyisihan dalam tahun berjalan (Catatan 29)	3.713	69
<b>Saldo akhir</b>	<b>5.017</b>	<b>1.304</b>

**14. OTHER ASSETS (continued)**

- a. Rent receivables from related parties represent office space lease receivables of Menara Bank Mega to PT Mega Capital Sekuritas (formerly PT Mega Capital Indonesia), PT Para Bandung Propertindo, PT Asuransi Umum Mega, PT Trans Retail Indonesia, PT Asuransi Jiwa Mega Indonesia, PT Duta Visual Nusantara TV 7, PT Bank Mega Syariah, PT Mega Asset Management, PT Indonusa Telemedia, PT Jasa Swadaya Utama, PT Mega Central Finance, PT Trans Coffee, PT Trans Kalla Makassar, PT Trans Studio, PT Trans E Produksi, PT Trans Rekreasindo, PT Trans Burger, and PT Trans Ice. The rent income recognized amounted to Rp16,583 and Rp17,332 in 2019 and 2018, respectively, and were recorded as part of "Non-Operating Income (Expense)" in the statements of profit or loss and other comprehensive income (Note 32).
- b. As of December 31, 2019 and 2018, foreclosed assets based on collectibility are as follows:

Current  
Sub standard  
Doubtful  
Loss  
Ending balance  
Allowance for impairment losses  
Net

The movements of the allowance for impairment losses of foreclosed assets are as follows:

Beginning balance  
Additional of provision during the year (Note 29)  
Ending balance

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**14. ASET LAIN-LAIN (lanjutan)**

Manajemen Bank berpendapat bahwa jumlah cadangan kerugian penurunan nilai atas agunan yang diambil alih telah memadai dan nilai tercatat agunan yang diambil alih tersebut merupakan nilai bersih yang dapat direalisasi.

- c. Sehubungan dengan kasus PT Elnusa Tbk, Bank telah memblokir Sertifikat Bank Indonesia ("SBI") sebesar Rp111.000 seperti yang diwajibkan dalam Surat Bank Indonesia No. 13/26/DPBI1/PPBI1-2/Rahasia tanggal 24 Mei 2011. Karena pemblokiran tersebut, Sertifikat Bank Indonesia tersebut disajikan sebagai aset lain-lain dan bukan sebagai bagian dari efek-efek (Catatan 38).

**14. OTHER ASSETS (continued)**

The Bank's management believes that the allowance for impairment losses of foreclosed assets was adequate and recorded at its net realizable value.

- c. In relation with the case of PT Elnusa Tbk, the Bank has put certain Certificates of Bank Indonesia ("SBI") as restricted asset amounting to Rp111,000 as required by Bank Indonesia ("BI") under Letter No. 13/26/DPBI1/PPBI1-2/Rahasia dated May 24, 2011. Because of this restriction, such Certificates of Bank Indonesia were presented as part of other assets and not as securities (Note 38).

**15. LIABILITAS SEGERA**

Liabilitas segera terutama terdiri dari transaksi kliring atau transfer nasabah yang belum diselesaikan dan titipan pembayaran pajak yang belum dilimpahkan ke rekening Kantor Perbendaharaan dan Kas Negara ("KPKN") sehubungan dengan kegiatan operasional Bank sebagai Bank Persepsi.

**15. OBLIGATIONS DUE IMMEDIATELY**

Obligations due immediately mainly consist of clearing transactions or unsettled customers' money transfer and deposit of tax payments which has not yet been transferred to the account of Kantor Perbendaharaan dan Kas Negara ("KPKN") in relation with the Bank's function as Collecting Bank.

**16. GIRO**

Giro terdiri dari:

**16. CURRENT ACCOUNTS**

Current accounts consist of:

31 Desember/December 31							
2019			2018				
		Mata uang asing/ Foreign currencies	Total		Mata uang asing/ Foreign currencies	Total	
	Rupiah			Rupiah			
Pihak berelasi (Catatan 37)	1.140.386	151.857	1.292.243	1.733.242	525.209	2.258.451	Related parties (Note 37)
Pihak ketiga	3.368.982	847.184	4.216.166	3.084.292	1.375.461	4.459.753	Third parties
Total	4.509.368	999.041	5.508.409	4.817.534	1.900.670	6.718.204	Total

Giro dalam mata uang asing terdiri dari Dolar Amerika Serikat, Dolar Australia, Dolar Singapura, Euro Eropa, Poundsterling Inggris, Yuan Cina dan Yen Jepang.

Current accounts in foreign currencies consist of United States Dollar, Australian Dollar, Chinese Yuan, Singapore Dollar, European Euro, Great Britain Poundsterling, Chinese Yuan and Japanese Yen.



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**16. GIRO (lanjutan)**

Suku bunga rata-rata tertimbang setahun untuk giro adalah sebagai berikut:

	Tahun yang Berakhir pada tanggal 31 Desember/Year Ended December 31	
	2019	2018
Rupiah	2,73%	2,81%
Mata uang asing		
Dolar Australia	0,49%	0,49%
Yuan Cina	0,49%	0,00%
Dolar Amerika Serikat	0,35%	0,30%
Dolar Singapura	0,14%	0,15%
Euro Eropa	0,13%	0,15%
Poundsterling Inggris	0,04%	0,00%

Pada tanggal 31 Desember 2019 giro yang digunakan sebagai jaminan atas fasilitas-fasilitas kredit, bank garansi dan *Letter of Credit* yang diberikan oleh Bank kepada nasabah atau yang diblokir berjumlah Rp2.932.596, dan pada tanggal 31 Desember 2018, tidak ada giro yang digunakan sebagai jaminan atas fasilitas-fasilitas kredit, bank garansi dan *Letter of Credit* yang diberikan oleh Bank kepada nasabah atau yang diblokir.

Giro dari pihak berelasi diungkapkan pada Catatan 37. Informasi mengenai jatuh tempo diungkapkan pada Catatan 43e. Informasi mengenai klasifikasi dan nilai wajar diungkapkan pada Catatan 42.

**16. CURRENT ACCOUNTS (continued)**

The weighted average of interest rate per annum for current accounts are as follows:

	Tahun yang Berakhir pada tanggal 31 Desember/Year Ended December 31		
	2019	2018	
Rupiah	2,73%	2,81%	Rupiah
Mata uang asing			Foreign currencies
Dolar Australia	0,49%	0,49%	Australian Dollar
Yuan Cina	0,49%	0,00%	Chinese Yuan
Dolar Amerika Serikat	0,35%	0,30%	United States Dollar
Dolar Singapura	0,14%	0,15%	Singapore Dollar
Euro Eropa	0,13%	0,15%	European Euro
Poundsterling Inggris	0,04%	0,00%	Great Britain Poundsterling

As of December 31, 2019 current accounts that are pledged as collaterals for loans, bank guarantees and Letters of Credits issued by the Bank to customers or blocked were Rp2,932,596, and as of December 31, 2018 there is no current accounts that are pledged as collaterals for loans, bank guarantees and Letter of Credit issued by the Bank to customers or blocked.

Demand deposits from related parties were disclosed in Note 37. Information in respect of maturities are disclosed in Note 43e. Information with regards to the classification and fair value are disclosed in Note 42.

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**17. TABUNGAN**

Tabungan terdiri dari:

	31 Desember/December 31					
	2019			2018		
	Pihak berelasi (Catatan 37)/ Related parties (Note 37)	Pihak ketiga/ Third parties	Total	Pihak berelasi (Catatan 37)/ Related parties (Note 37)	Pihak ketiga/ Third parties	Total
Rupiah:						
Mega Dana	28.091	5.692.519	5.720.610	25.771	5.622.481	5.648.252
Mega Ultima	39.748	1.564.193	1.603.941	60.272	1.693.933	1.754.205
Mega Maxi	4.258	1.272.785	1.277.043	3.467	1.238.966	1.242.433
Mega Perdana	1.109	1.007.102	1.008.211	67	420.362	420.429
Mega Peduli	411	648.633	649.044	957	743.013	743.970
Mega Rencana	2.138	545.040	547.178	1.960	533.415	535.375
Tabunganku	4	89.565	89.569	8	87.383	87.391
Mega Salary	21.986	44.937	66.923	15.228	37.230	52.458
Mega Absolut	-	7.593	7.593	13	10.437	10.450
Mega Proteksi	-	170	170	-	171	171
Mega Prestasi	-	28	28	-	28	28
Mata uang asing:						
Mega Valas	3.874	1.530.128	1.534.002	3.833	1.300.085	1.303.918
<b>Total</b>	<b>101.619</b>	<b>12.402.693</b>	<b>12.504.312</b>	<b>111.576</b>	<b>11.687.504</b>	<b>11.799.080</b>

Rupiah:  
Mega Dana  
Mega Ultima  
Mega Maxi  
Mega Perdana  
Mega Peduli  
Mega Rencana  
Tabunganku  
Mega Salary  
Mega Absolut  
Mega Proteksi  
Mega Prestasi  
Foreign currency:  
Mega Valas

Total

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**17. TABUNGAN (lanjutan)**

Tabungan dalam mata uang asing terdiri dari Dolar Amerika Serikat, Dolar Australia, Dolar Singapura, Euro Eropa, Poundsterling Inggris, Yen Jepang, Yuan Cina, Dolar New Zealand dan Franc Swiss.

Suku bunga rata-rata tertimbang setahun untuk tabungan adalah sebagai berikut:

**Tahun yang Berakhir pada tanggal**  
**31 Desember/Year Ended**  
**December 31**

	<b>2019</b>	<b>2018</b>
Rupiah	2,04%	2,05%
Mata uang asing		
Dolar Australia	0,33%	0,49%
Yuan Cina	0,19%	0,20%
Dolar Amerika Serikat	0,17%	0,20%
Dolar Singapura	0,14%	0,15%
Dolar New Zealand	0,10%	0,65%
Euro Eropa	0,06%	0,14%
Poundsterling Inggris	0,01%	0,00%

Rupiah  
 Foreign currencies  
 Australian Dollar  
 Chinese Yuan  
 United States Dollar  
 Singapore Dollar  
 New Zealand Dollar  
 European Euro  
 Great Britain Poundsterling

Tabungan yang digunakan sebagai jaminan atas fasilitas-fasilitas kredit, bank garansi dan *Letter of Credit* yang diberikan oleh Bank kepada nasabah atau yang diblokir pada tanggal 31 Desember 2019 dan 2018 masing-masing sebesar Rp684 dan Rp1.038.

Tabungan dari pihak berelasi diungkapkan pada Catatan 37. Informasi mengenai jatuh tempo tabungan yang diberikan diungkapkan pada Catatan 43e. Informasi mengenai klasifikasi dan nilai wajar tabungan yang diberikan diungkapkan pada Catatan 42.

**17. SAVING DEPOSITS (continued)**

Saving deposits in foreign currencies consist of United States Dollar, Australian Dollar, Singapore Dollar, European Euro, Great Britain Poundsterling, Japanese Yen, Chinese Yuan, New Zealand Dollar and Swiss Franc.

The weighted average of interest rate per annum for saving deposits are as follows:

Saving deposits that are pledged as collaterals for loans, bank guarantees and Letters of Credits issued by the Bank to customers or blocked were Rp684 and Rp1,038 as of December 31, 2019 and 2018, respectively.

Saving deposits from related parties were disclosed in Note 37. Information in respect of maturities are disclosed in Note 43e. Information with regards to the classification and fair value are disclosed in Note 42.

**18. DEPOSITO BERJANGKA**

Deposito berjangka terdiri dari:

**18. TIME DEPOSITS**

Time deposits consist of:

**31 Desember/December 31**

	<b>2019</b>			<b>2018</b>			
	<b>Rupiah</b>	<b>Mata uang asing/ Foreign currencies</b>	<b>Total</b>	<b>Rupiah</b>	<b>Mata uang asing/ Foreign currencies</b>	<b>Total</b>	
Pihak berelasi (Catatan 37)	928.922	31.573	960.495	523.022	337.191	860.213	Related parties (Note 37)
Pihak ketiga	49.503.108	4.313.850	53.816.958	38.089.814	3.267.487	41.357.301	Third parties
<b>Total</b>	<b>50.432.030</b>	<b>4.345.423</b>	<b>54.777.453</b>	<b>38.612.836</b>	<b>3.604.678</b>	<b>42.217.514</b>	<b>Total</b>

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**18. DEPOSITO BERJANGKA (lanjutan)**

Deposito berjangka yang digunakan sebagai jaminan atas fasilitas-fasilitas kredit, bank garansi dan *Letter of Credit* yang diberikan oleh Bank kepada nasabah atau yang diblokir pada tanggal 31 Desember 2019 dan 2018 masing-masing sebesar Rp729.128 dan Rp682.964.

Deposito berjangka dalam mata uang asing terdiri dari Dolar Amerika Serikat, Dolar Australia, Dolar Singapura, Euro Eropa.

Tingkat suku bunga rata-rata tertimbang setahun untuk deposito berjangka adalah sebagai berikut:

	Tahun yang Berakhir pada tanggal 31 Desember/Year Ended December 31	
	2019	2018
Rupiah	7,21%	6,45%
Mata uang asing		
Dolar Amerika Serikat	2,28%	1,59%
Dolar Australia	1,09%	0,93%
Euro Eropa	0,73%	0,61%
Dolar Singapura	0,18%	0,34%

Deposito berjangka dari pihak berelasi diungkapkan pada Catatan 37. Informasi mengenai jatuh tempo deposito berjangka yang diberikan diungkapkan pada Catatan 43e. Informasi mengenai klasifikasi dan nilai wajar deposito berjangka yang diberikan diungkapkan pada Catatan 42.

**18. TIME DEPOSITS (continued)**

Time deposits that are pledged as collaterals for loans, bank guarantees and Letters of Credit issued by the Bank to customers or blocked were Rp729.128 and Rp682.964 as of December 31, 2019 and 2018, respectively.

Time deposits in foreign currencies consist of United States Dollar, Australian Dollar, Singapore Dollar, European Euro.

The weighted average interest rates per annum of time deposits are as follows:

	Rupiah
	Foreign currencies
	United States Dollar
	Australian Dollar
	European Euro
	Singapore Dollar

Time deposits from related parties were disclosed in Note 37. Information in respect of maturities are disclosed in Note 43e. Information with regards to the classification and fair value are disclosed in Note 42.

**19. SIMPANAN DARI BANK LAIN**

Rincian simpanan dari bank lain adalah sebagai berikut:

	31 Desember/December 31	
	2019	2018
<b>Rupiah</b>		
Pihak berelasi (Catatan 37)		
Giro	1.279	1.657
Deposito berjangka	35.000	-
Pihak ketiga		
Giro	92.732	426.513
Deposito berjangka	895.619	398.288
Call money	4.630.000	1.695.000
Tabungan	172.912	150.775
	5.827.542	2.672.233
<b>Mata uang asing</b>		
Pihak berelasi (Catatan 37)		
Giro	376	124
Pihak ketiga		
Call money	333.180	129.420
	333.556	129.544
<b>Total</b>	<b>6.161.098</b>	<b>2.801.777</b>

**19. DEPOSITS FROM OTHER BANKS**

The details of deposits from other banks are as follows:

	Rupiah
	Related parties (Note 37)
	Current accounts
	Time deposits
	Third parties
	Current accounts
	Time deposits
	Call money
	Saving deposits
	Foreign currency
	Related parties (Note 37)
	Current accounts
	Third parties
	Call money

**Total**

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**19. SIMPANAN DARI BANK LAIN (lanjutan)**

Informasi mengenai jatuh tempo simpanan dari bank lain yang diberikan diungkapkan pada Catatan 43e. Informasi mengenai klasifikasi dan nilai wajar simpanan dari bank lain yang diberikan diungkapkan pada Catatan 42.

Simpanan yang diterima dari pihak berelasi merupakan simpanan dari PT Bank Mega Syariah, PT Bank Pembangunan Daerah Sulawesi Utara dan PT Bank Pembangunan Daerah Sulawesi Tengah.

Suku bunga rata-rata tertimbang tahunan simpanan dari bank lain adalah sebagai berikut:

**19. DEPOSITS FROM OTHER BANKS (continued)**

Information in respect of maturities of deposit from other banks were disclosed in Note 43e. Information with regards to the classification and fair value of deposits from other banks were disclosed in Note 42.

The outstanding balances of deposits from related parties represents deposits from PT Bank Mega Syariah, PT Bank Pembangunan Daerah Sulawesi Utara and PT Bank Pembangunan Daerah Sulawesi Tengah.

The weighted average of interest rate per annum of deposits from other banks are as follows:

		<b>Tahun yang Berakhir pada tanggal 31 Desember/Year Ended December 31</b>			
		<b>2019</b>	<b>2018</b>		
Rupiah				Rupiah	
Giro	5,65%	4,78%		Current accounts	
Tabungan	3,61%	3,76%		Saving deposits	
Deposito	6,65%	6,20%		Time deposits	
Call Money	5,82%	4,97%		Call Money	
Valuta Asing				Foreign currency	
Call money - USD	1,85%	0,98%		Call money - USD	

Klasifikasi jangka waktu simpanan dari bank lain berdasarkan sisa umur sampai dengan saat jatuh tempo adalah sebagai berikut:

The classification of deposits from other banks based on their remaining period to maturity are as follows:

		<b>31 Desember/December 31, 2019</b>					
		<b>≤ 1 bulan/ ≤ 1 month</b>	<b>&gt; 1 - 3 bulan/ &gt; 1 - 3 months</b>	<b>&gt; 3 bulan - 1 tahun/ &gt; 3 months - 1 year</b>	<b>Total</b>		
Rupiah						Rupiah	
<u>Pihak ketiga</u>						<u>Third parties</u>	
Call money	4.630.000	-	-	4.630.000		Call money	
Deposito berjangka	854.069	25.050	16.500	895.619		Time deposits	
Tabungan	172.912	-	-	172.912		Saving deposits	
Giro	92.732	-	-	92.732		Current accounts	
	5.749.713	25.050	16.500	5.791.263			
<u>Pihak berelasi (Catatan 37)</u>						<u>Related parties (Note 37)</u>	
Deposito berjangka	35.000	-	-	35.000		Time deposits	
Giro	1.279	-	-	1.279		Current accounts	
Total Rupiah	5.785.992	25.050	16.500	5.827.542		Total Rupiah	
Mata uang asing						Foreign currency	
<u>Pihak ketiga</u>						<u>Third parties</u>	
Call money	333.180	-	-	333.180		Call money	
<u>Pihak berelasi (Catatan 37)</u>						<u>Related parties (Note 37)</u>	
Giro	376	-	-	376		Current accounts	
Total valuta asing	333.556	-	-	333.556		Total foreign currency	
<b>Total</b>	<b>6.119.548</b>	<b>25.050</b>	<b>16.500</b>	<b>6.161.098</b>		<b>Total</b>	

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**19. SIMPANAN DARI BANK LAIN (lanjutan)**

**19. DEPOSITS FROM OTHER BANKS (continued)**

31 Desember/December 31, 2018									
	≤ 1 bulan/ ≤ 1 month	> 1 - 3 bulan/ > 1 - 3 months	> 3 bulan - 1 tahun/ > 3 months - 1 year	Total					
<b>Rupiah</b>					<b>Rupiah</b>				
<u>Pihak ketiga</u>					<u>Third parties</u>				
Call money	1.695.000	-	-	1.695.000	Call money				
Deposito berjangka	362.788	26.250	9.250	398.288	Time deposits				
Tabungan	150.775	-	-	150.775	Saving deposits				
Giro	426.513	-	-	426.513	Current accounts				
	2.635.076	26.250	9.250	2.670.576					
<u>Pihak berelasi (Catatan 37)</u>					<u>Related parties (Note 37)</u>				
Giro	1.657	-	-	1.657	Current accounts				
Total Rupiah	2.636.733	26.250	9.250	2.672.233	Total Rupiah				
<b>Mata uang asing</b>					<b>Foreign currency</b>				
<u>Pihak ketiga</u>					<u>Third parties</u>				
Call money	129.420	-	-	129.420	Call money				
<u>Pihak berelasi (Catatan 37)</u>					<u>Related parties (Note 37)</u>				
Giro	124	-	-	124	Current accounts				
Total valuta asing	129.544	-	-	129.544	Total foreign currency				
<b>Total</b>	<b>2.766.277</b>	<b>26.250</b>	<b>9.250</b>	<b>2.801.777</b>	<b>Total</b>				

**20. EFEK-EFEK YANG DIJUAL DENGAN JANJI  
DIBELI KEMBALI**

**20. SECURITIES SOLD UNDER REPURCHASED  
AGREEMENT**

31 Desember/December 31, 2019							
Nasabah/ Counterparty	Jenis efek-efek/ Type of securities	Nilai nominal/ Nominal amount	Tanggal dimulai/ Starting date	Tanggal jatuh tempo/ Maturity date	Liabilitas pembelian kembali/ Repurchased liabilities	Beban bunga yang belum diamortisasi/ Unamortised interest	Nilai tercatat/ Carrying value
Pihak ketiga/ Third parties							
PT Bank Pan Indonesia Tbk	Obligasi Pemerintah/Government Bonds	3.330.000	23 Desember/ December 23, 2019	6 Januari/ January 6, 2020	2.936.157	(2.118)	2.934.039
PT Bank Victoria International Tbk	Obligasi Pemerintah/Government Bonds	473.555	27 Desember/ December 27, 2019	3 Januari/ January 3, 2020	400.394	(112)	400.282
PT Bank Victoria International Tbk	Obligasi Pemerintah/Government Bonds	709.440	30 Desember/ December 30, 2019	6 Januari/ January 6, 2020	600.594	(420)	600.174
		<b>4.512.995</b>			<b>3.937.145</b>	<b>(2.650)</b>	<b>3.934.495</b>

31 Desember/December 31, 2018							
Nasabah/ Counterparties	Jenis efek-efek/ Type of securities	Nilai nominal/ Nominal amount	Tanggal dimulai/ Starting date	Tanggal jatuh tempo/ Maturity date	Liabilitas pembelian kembali/ Repurchased liabilities	Beban bunga yang belum diamortisasi/ Unamortised interest	Nilai tercatat/ Carrying value
Pihak ketiga/ Third parties							
PT Bank Victoria International Tbk	Obligasi Pemerintah/Government Bonds	480.560	19 Desember/ December 19, 2018	2 Januari/ January 2, 2019	422.137	(81)	422.056
PT Bank Victoria International Tbk	Obligasi Pemerintah/Government Bonds	695.725	26 Desember/ December 26, 2018	4 Januari/ January 4, 2019	579.974	(322)	579.652
PT Bank Bukopin Tbk	Obligasi Pemerintah/Government Bonds	586.420	21 Desember/ December 21, 2018	3 Januari/ January 3, 2019	484.994	(184)	484.810

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**20. EFEK-EFEK YANG DIJUAL DENGAN JANJ**  
**DIBELI KEMBALI (lanjutan)**

**20. SECURITIES SOLD UNDER REPURCHASED**  
**AGREEMENT (continued)**

31 Desember/December 31, 2018

Nasabah/ Counterparties	Jenis efek-efek/ Type of securities	Nilai nominal/ Nominal amount	Tanggal dimulai/ Starting date	Tanggal jatuh tempo/ Maturity date	Liabilitas pembelian kembali/ Repurchased liabilities	Beban bunga yang belum diamortisasi/ Unamortised interest	Nilai tercatat/ Carrying value
PT Bank Bukopin Tbk	Obligasi Pemerintah/Government Bonds	651.170	27 Desember/ December 27, 2018	2 Januari/ January 2, 2019	516.772	(94)	516.678
Bank Indonesia	Obligasi Pemerintah/Government Bonds	1.200.000	7 Desember/ December 7, 2018	4 Januari/ January 4, 2019	1.045.740	(606)	1.045.134
Bank Indonesia	Obligasi Pemerintah/Government Bonds	1.200.000	19 Desember/ December 19, 2018	3 Januari/ January 3, 2019	1.041.467	(379)	1.041.088
Bank Indonesia	Obligasi Pemerintah/Government Bonds	320.000	28 Desember/ December 28, 2018	4 Januari/ January 4, 2019	300.580	(157)	300.423
Bank Indonesia	Sertifikat Deposito Bank Indonesia/Deposit Certificate Of Bank Indonesia	200.000	28 Desember/ December 28, 2018	4 Januari/ January 4, 2019	199.632	(104)	199.528
		<b>5.333.875</b>			<b>4.591.296</b>	<b>(1.927)</b>	<b>4.589.369</b>

Tingkat suku bunga rata-rata tertimbang setahun untuk efek-efek yang dijual dengan janji dibeli kembali untuk tahun berakhir pada 31 Desember 2019 dan 2018 masing-masing adalah 6,43% dan 5,33%.

The weighted average of interest rate per annum for securities sold under repurchased agreement for the year ending December 31, 2019 and 2018 were 6.43% and 5.33%, respectively.

Informasi mengenai jatuh tempo diungkapkan pada Catatan 43e. Informasi mengenai klasifikasi dan nilai wajar diungkapkan pada Catatan 42.

Information in respect of maturities are disclosed in Note 43e. Information with regards to the classification and fair value are disclosed in Note 42.

**21. PERPAJAKAN**

**21. TAXATION**

a. Utang pajak penghasilan terdiri dari:

a. Income tax payable consists of:

	31 Desember/December 31		
	2019	2018	
Pajak penghasilan Pasal 29	71.439	29.736	Income tax Article 29
<b>Total</b>	<b>71.439</b>	<b>29.736</b>	<b>Total</b>

b. Beban pajak terdiri dari:

b. Tax expense consists of:

	Tahun yang Berakhir pada tanggal 31 Desember/Year Ended December 31		
	2019	2018	
Pajak kini	475.327	342.907	Current tax
Pajak tangguhan	30.351	59.767	Deferred tax
<b>Neto</b>	<b>505.678</b>	<b>402.674</b>	<b>Net</b>



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**21. PERPAJAKAN (lanjutan)**

- c. Sesuai dengan peraturan perpajakan di Indonesia, Bank menghitung dan melaporkan/menyetorkan pajak berdasarkan sistem *self-assessment*. Fiskus dapat menetapkan/mengubah pajak-pajak tersebut dalam jangka waktu tertentu sesuai dengan peraturan yang berlaku.
- d. Rekonsiliasi antara laba akuntansi sebelum beban pajak ke laba kena pajak untuk tahun yang berakhir pada tanggal 31 Desember 2019 dan 2018 adalah sebagai berikut:

**21. TAXATION (continued)**

- c. In accordance with the taxation laws in Indonesia, the Bank calculates and submits income tax returns based on self-assessment. The tax authorities may assess/amend taxes within the statute of limitations under the prevailing regulations.
- d. The reconciliation between accounting income before tax expense to taxable income for the years ended December 31, 2019 and 2018 are as follows:

	Tahun yang Berakhir pada tanggal 31 Desember/Year Ended December 31		
	2019	2018	
Laba akuntansi sebelum beban pajak - Bank	2.508.411	2.002.021	Accounting income before tax expense - Bank
<u>Beda temporer:</u>			<u>Temporary differences:</u>
Liabilitas imbalan pasca-kerja	(44.293)	(33.850)	Post-employment benefits liability
Kerugian (keuntungan) atas aset derivatif - neto	(10.239)	748	Loss (gain) on derivative assets - net
Kerugian (keuntungan) atas efek-efek yang diperdagangkan - neto	(3.466)	251	Loss (gain) on trading marketable securities - net
Pemulihan cadangan kerugian penurunan nilai restrukturisasi kredit	-	(9.300)	Reversal of provision for impairment losses on loan restructuring
Penyusutan aset tetap	10.085	(482)	Depreciation of fixed assets
Pemulihan cadangan kerugian penurunan nilai atas aset keuangan dan non-keuangan	(103.842)	(256.204)	Additional reversal for impairment losses on financial assets and non-financial assets
Total beda temporer	(151.755)	(298.837)	Total temporary differences
<u>Beda tetap:</u>			<u>Permanent differences:</u>
Jamuan dan representasi	8.218	1.355	Entertainment and representation
Penyusutan aset tetap	1.799	1.650	Depreciation of fixed assets
Sumbangan	2.682	1.158	Donations
Kesejahteraan karyawan	479	718	Fringe benefits
Lain-lain	6.803	6.467	Others
Total beda tetap	19.981	11.348	Total permanent differences
<b>Laba kena pajak</b>	<b>2.376.637</b>	<b>1.714.532</b>	<b>Taxable income</b>
Beban pajak penghasilan badan	475.327	342.907	Corporate income tax expense
Dikurangi: pajak penghasilan dibayar dimuka	(403.888)	(313.171)	Less: prepayment of income tax
<b>Utang pajak penghasilan badan</b>	<b>71.439</b>	<b>29.736</b>	<b>Corporate income tax payable</b>



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- d. Rekonsiliasi antara laba akuntansi sebelum beban pajak ke laba kena pajak untuk tahun yang berakhir pada tanggal 31 Desember 2019 dan 2018 adalah sebagai berikut (lanjutan):

Bank telah melaporkan laba kena pajak dan beban pajak penghasilan tahun berjalan untuk tahun 2018 dan 2019, sebagaimana disebutkan di atas, dalam Surat Pemberitahuan Pajak Penghasilan Badan ("SPT PPh Badan") ke Kantor Pajak.

- e. Rekonsiliasi antara laba akuntansi Bank sebelum pajak dikali tarif pajak yang berlaku dengan beban pajak adalah sebagai berikut:

	<b>Tahun yang Berakhir pada tanggal 31 Desember/Year Ended December 31</b>	
	<b>2019</b>	<b>2018</b>
Laba akuntansi sebelum beban pajak	2.508.411	2.002.021
Tarif pajak yang berlaku	20%	20%
	501.682	400.404
Beda tetap dengan tarif 20%	3.996	2.270
<b>Beban pajak</b>	<b>505.678</b>	<b>402.674</b>

Berdasarkan PMK 238/2008, perseroan terbuka dalam negeri dapat memperoleh penurunan tarif Pajak Penghasilan sebesar 5% lebih rendah dari tarif tertinggi Pajak Penghasilan sebagaimana diatur dalam Pasal 17 ayat 1b ("Undang-undang Pajak Penghasilan"), jika memenuhi kriteria yang ditentukan, sebagai berikut:

1. Apabila jumlah kepemilikan saham publiknya 40% (empat puluh persen) atau lebih dari keseluruhan saham yang disetor dan saham tersebut dimiliki paling sedikit oleh 300 (tiga ratus) pihak.
2. Masing-masing pihak hanya boleh memiliki saham kurang dari 5% (lima persen) dari keseluruhan saham yang disetor dalam waktu paling singkat 6 (enam) bulan atau 183 (seratus delapan puluh tiga) hari kalender dalam jangka waktu 1 (satu) tahun pajak.

**21. TAXATION (continued)**

- d. The reconciliation between accounting income before tax expense to taxable income for the years ended December 31, 2019 and 2018 are as follows (continued):

The Bank reported the taxable income and current income tax expense for the year 2018 and 2019 as presented above, in its Annual Corporate Income Tax Return ("SPT PPh Badan") to Tax Office.

- e. The reconciliation between the Bank's accounting income before tax multiplied by the enacted tax rate applicable to income tax expense are as follows:

Accounting income before tax expense  
Enacted marginal tax rate

Permanent differences at 20%

**Tax expense**

Under the PMK 238/2008, domestic public companies can apply for tax reduction of 5% lower than the highest income tax rate as stated in point 1b of article 17 of the Income Tax Law if the following criteria are met:

1. Total publicly-owned shares covers 40% or more of the total paid-up shares and such shares are owned by at least 300 (three hundred) parties.
2. Each party can only own less than 5% shares of the total paid-up shares within a minimum of 6 (six) months or 183 (one hundred eighty three) calendar days in 1 (one) tax/fiscal year.

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**21. PERPAJAKAN (lanjutan)**

3. Wajib Pajak harus melampirkan Surat Keterangan dari Biro Administrasi Efek pada Surat Pemberitahuan Tahunan PPh WP Badan dengan melampirkan formulir X.H.1-6 sebagaimana diatur dalam Peraturan BAPEPAM - LK Nomor X.H.1 untuk setiap tahun pajak terkait.

Peraturan ini berlaku efektif sejak tanggal 30 Desember 2008 dan harus diterapkan secara retroaktif sejak tanggal 1 Januari 2008.

Pada tanggal 6 Januari 2020 dan 4 Januari 2019, Bank telah mendapat surat keterangan dari PT Datindo Entrycom, Biro Administrasi Efek, yang menyatakan bahwa Bank telah memenuhi kriteria-kriteria tersebut di atas dan oleh karena itu Bank telah menerapkan penurunan tarif pajak dalam perhitungan pajak penghasilan tahun 2019 dan 2018.

- f. Pajak tangguhan dihitung berdasarkan pengaruh dari perbedaan temporer antara jumlah tercatat aset dan liabilitas menurut laporan posisi keuangan komersial dengan dasar pengenaan pajak aset dan liabilitas. Rincian dari aset (liabilitas) pajak tangguhan adalah sebagai berikut:

	Saldo Awal/ Beginning Balance 2019	(Dibebankan) Dikreditkan ke Laporan Laba Rugi/ (Charged) Credited to Profit or Loss	(Dibebankan) Dikreditkan ke Ekuitas/ Credited to Equity	Saldo Akhir/ Ending Balance 2019	
<b>Aset pajak tangguhan</b>					<b>Deferred tax assets</b>
Liabilitas imbalan pasca-kerja	54.820	(8.859)	10.550	56.511	Post-employee benefits liability
Cadangan kerugian penurunan nilai restrukturisasi kredit	103	-	-	103	Allowance for impairment losses on loan restructuring
Penyusutan aset tetap	67	2.017	-	2.084	Depreciation of fixed assets
Kerugian yang belum direalisasi atas efek-efek tersedia untuk dijual	154.079	-	(149.471)	4.608	Unrealized loss from available-for-sale in securities
Kerugian yang belum direalisasi atas efek-efek diperdagangkan - neto	990	(693)	-	297	Unrealized loss from trading securities - net
<b>Aset pajak tangguhan - neto</b>	<b>210.059</b>	<b>(7.535)</b>	<b>(138.921)</b>	<b>63.603</b>	<b>Deferred tax assets - net</b>
<b>Liabilitas pajak tangguhan</b>					<b>Deferred tax liabilities</b>
Keuntungan atas aset derivatif - neto	-	(2.048)	-	(2.048)	Gain on derivative assets - net
Cadangan kerugian penurunan nilai aset keuangan dan non-keuangan	(57.069)	(20.768)	-	(77.837)	Allowance for impairment losses on financial and non-financial assets
Revaluasi aset tetap	(41.706)	-	-	(41.706)	Fixed assets revaluation
<b>Liabilitas Pajak Tangguhan - Neto</b>	<b>(98.775)</b>	<b>(22.816)</b>	<b>-</b>	<b>(121.591)</b>	<b>Deferred tax liabilities - Net</b>
<b>Aset (liabilitas) pajak tangguhan - neto</b>	<b>111.284</b>	<b>(30.351)</b>	<b>(138.921)</b>	<b>(57.988)</b>	<b>Deferred tax assets (liabilities) - Net</b>

**21. TAXATION (continued)**

3. The Tax Payer should attach the Declaration Letter ("Surat Keterangan") from the Securities Administration Bureau ("Biro Administrasi Efek") to the Annual Income Tax Return of the Tax Payer with the form X.H.1-6 as provided in BAPEPAM - LK Regulation No. X.H.1 for each respective tax/fiscal year.

This regulation was effective on December 30, 2008 and shall be applied retrospectively starting from January 1, 2008.

On January 6, 2020 and January 4, 2019, the Bank received declaration letter from PT Datindo Entrycom, the Securities Administration Bureau, stating that the Bank has complied with the above mentioned criteria; accordingly, the Bank has applied the tax reduction in its 2019 and 2018 income tax calculation.

- f. Deferred tax is calculated based on temporary differences between the carrying value of total assets and liabilities recorded according to the commercial statements of financial positions and tax bases of assets and liabilities. Details of deferred tax assets (liabilities) are as follows:

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**21. PERPAJAKAN (lanjutan)**

**21. TAXATION (continued)**

f. Pajak tangguhan dihitung berdasarkan pengaruh dari perbedaan temporer antara jumlah tercatat aset dan liabilitas menurut laporan posisi keuangan komersial dengan dasar pengenaan pajak aset dan liabilitas. Rincian dari aset (liabilitas) pajak tangguhan adalah sebagai berikut (lanjutan):

f. *Deferred tax is calculated based on temporary differences between the carrying value of total assets and liabilities recorded according to the commercial statements of financial positions and tax bases of assets and liabilities. Details of deferred tax assets (liabilities) are as follows (continued):*

	Saldo Awal/ Beginning Balance 2018	(Dibebankan) Dikreditkan ke Laporan Laba Rugi/ (Charged) Credited to Profit or Loss	(Dibebankan) Dikreditkan ke Ekuitas/ Credited to Equity	Saldo Akhir/ Ending Balance 2018	
<b>Aset pajak tangguhan</b>					<b>Deferred tax assets</b>
Liabilitas imbalan pasca-kerja	53.414	(6.770)	8.176	54.820	Post-employee benefits liability
Cadangan kerugian penurunan nilai restrukturisasi kredit	1.963	(1.860)	-	103	Allowance for impairment losses on loan restructuring
Penyusutan aset tetap	163	(96)	-	67	Depreciation of fixed assets
Kerugian yang belum direalisasi atas efek-efek tersedia untuk dijual	(44.402)	-	198.481	154.079	Unrealized loss from available-for-sale in securities
Kerugian yang belum direalisasi atas efek-efek diperdagangkan - neto	940	50	-	990	Unrealized loss from trading securities - net
<b>Aset pajak tangguhan - neto</b>	<b>12.078</b>	<b>(8.676)</b>	<b>206.657</b>	<b>210.059</b>	<b>Deferred tax assets - net</b>
<b>Liabilitas pajak tangguhan</b>					<b>Deferred tax liabilities</b>
Keuntungan atas aset derivatif - neto	(150)	150	-	-	Gain on derivative assets - net
Cadangan kerugian penurunan nilai aset keuangan dan non-keuangan	(5.828)	(51.241)	-	(57.069)	Allowance for impairment losses on financial and non-financial assets
Revaluasi aset tetap	-	-	(41.706)	(41.706)	Fixed assets revaluation
<b>Liabilitas Pajak Tangguhan - Neto</b>	<b>(5.978)</b>	<b>(51.091)</b>	<b>(41.706)</b>	<b>(98.775)</b>	<b>Deferred tax liabilities - Net</b>
<b>Aset (liabilitas) pajak tangguhan - neto</b>	<b>6.100</b>	<b>(59.767)</b>	<b>164.951</b>	<b>111.284</b>	<b>Deferred tax assets (liabilities) - Net</b>

Manajemen Bank berpendapat bahwa seluruh aset pajak tangguhan dapat terpulihkan di tahun-tahun mendatang.

*The Bank's management believes that the total deferred tax assets can be recovered in future years.*

**22. BEBAN YANG MASIH HARUS DIBAYAR DAN LIABILITAS LAIN-LAIN**

**22. ACCRUED EXPENSES AND OTHER LIABILITIES**

31 Desember/December 31						
	2019			2018		
	Rupiah	Mata uang asing/ Foreign currencies	Total	Rupiah	Mata uang asing/ Foreign currencies	Total
Kewajiban pembelian surat berharga	590.377	9.464	599.841	18.938	-	18.938
Utang bunga Pihak berelasi (Catatan 37)	3.022	24	3.046	2.267	88	2.355
Pihak ketiga Setoran jaminan Pihak berelasi (Catatan 37)	201.699	4.391	206.090	152.139	3.204	155.343
Pihak ketiga	469	494	963	176	512	688
Beban yang masih harus dibayar	7.129	52.575	59.704	6.579	60.801	67.380
Lain-lain	856	-	856	812	-	812
	80.598	5.702	86.300	50.676	7.135	57.811
Total	884.150	72.650	956.800	231.587	71.740	303.327

Obligation on securities purchased
Interest payables
Related parties (Note 37)
Third parties
Security deposits
Related parties (Note 37)
Third parties
Accrued expenses
Others
Total

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**22. BEBAN YANG MASIH HARUS DIBAYAR DAN LIABILITAS LAIN-LAIN (lanjutan)**

Informasi mengenai transaksi dengan pihak berelasi dan jatuh tempo diungkapkan pada Catatan 37 dan 43e.

**22. ACCRUED EXPENSES AND OTHER LIABILITIES (continued)**

Information on related parties transactions and maturities are disclosed in Notes 37 and 43e.

**23. MODAL SAHAM**

Susunan pemegang saham Bank berdasarkan informasi yang diterima dari PT Datindo Entrycom selaku Biro Administrasi Efek Bank pada tanggal 31 Desember 2019 dan 2018 adalah sebagai berikut:

**23. SHARE CAPITAL**

As of December 31, 2019 and 2018, the composition of the Bank's shareholders and their respective shareholdings based on the report of PT Datindo Entrycom, the Bank's Share Administrative Bureau, is as follows:

31 Desember 2019/ December 31, 2019				
Pemegang saham	Jumlah saham/ Number of shares	Persentase kepemilikan/ Percentage of ownership	Jumlah nominal/ Nominal value	Shareholders
PT Mega Corpora	4.040.095.822	58,02%	2.020.048	PT Mega Corpora
Publik - masing-masing di bawah 5%	2.923.679.384	41,98%	1.461.840	Public - each below 5%
<b>Total</b>	<b>6.963.775.206</b>	<b>100,00%</b>	<b>3.481.888</b>	<b>Total</b>

31 Desember 2018/ December 31, 2018				
Pemegang saham	Jumlah saham/ Number of shares	Persentase kepemilikan/ Percentage of ownership	Jumlah nominal/ Nominal value	Shareholders
PT Mega Corpora	4.040.079.822	58,02%	2.020.040	PT Mega Corpora
Publik - masing-masing di bawah 5%	2.923.695.384	41,98%	1.461.848	Public - each below 5%
<b>Total</b>	<b>6.963.775.206</b>	<b>100,00%</b>	<b>3.481.888</b>	<b>Total</b>

**24. TAMBAHAN MODAL DISETOR**

Pada tanggal 31 Desember 2019 dan 2018, akun tambahan modal disetor terdiri dari:

**24. ADDITIONAL PAID - UP CAPITAL**

As of December 31, 2019 and 2018, additional paid-up capital consists of :

31 Desember 2019 dan 2018/ December 31, 2019 and 2018			
<b>Tambahan Modal disetor</b>			<b>Additional paid-up capital</b>
Penawaran Umum Perdana Tahun 2000	78.750		Initial Public Offering Year 2000
Kapitalisasi tambahan modal disetor Tahun 2001	(69.526)		Capitalization of additional paid-up capital Year 2001
Dividen Saham Tahun 2001	35.436		Stock Dividend Year 2001
Penawaran Umum Terbatas I Tahun 2002	109.188		Limited Public Offering I Year 2002
Dividen Saham Tahun 2005	375.716		Stock Dividend Year 2005

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**24. TAMBAHAN MODAL DISETOR (lanjutan)**

**24. ADDITIONAL PAID - UP CAPITAL (continued)**

	<b>31 Desember 2019 dan 2018/ December 31, 2019 and 2018</b>	
Penawaran Umum Terbatas II Tahun 2006	400.109	Limited Public Offering II Year 2006
Kapitalisasi tambahan modal disetor Tahun 2009	(777.890)	Capitalization of additional paid-up capital Year 2009
Dividen Saham Tahun 2011	1.370.959	Stock Dividend Year 2011
Saham bonus Tahun 2005	(141.035)	Bonus share Year 2005
Dividen Saham Tahun 2013	2.045.014	Stock Dividend Year 2013
Saham bonus Tahun 2013	(1.370.880)	Bonus share Year 2013
<b>Beban emisi efek ekuitas</b>		<b>Stock issuance costs</b>
Penawaran Umum Perdana Tahun 2000	(9.223)	Initial Public Offering Year 2000
Penawaran Umum Terbatas I Tahun 2002	(1.430)	Limited Public Offering I Year 2002
Selisih nilai transaksi kombinasi bisnis entitas sepengendali	3.573	Differences in values of business combination transaction of entities under common control
<b>Total</b>	<b>2.048.761</b>	<b>Total</b>

**25. PENGGUNAAN LABA NETO DAN CADANGAN UMUM**

**25. APPROPRIATION OF NET INCOME AND GENERAL RESERVE**

Dalam Rapat Umum Pemegang Saham Tahunan Bank yang diselenggarakan pada tanggal 28 Februari 2019, yang diaktakan dengan Akta Notaris Dharma Akhyuzi, S.H., No. 03, para pemegang saham setuju untuk menetapkan pembagian dividen tunai sebesar Rp799.650 dan juga menetapkan dana cadangan umum sebesar Rp46 untuk memenuhi ketentuan Pasal 70 Undang-Undang Perseroan Terbatas.

In the Bank's Annual General Meeting of Shareholders held on February 28, 2019, which was notarized under Notarial Deed No. 03 by Dharma Akhyuzi, S.H., the shareholders agreed to declare cash dividends amounting to Rp799,650 and also set the general reserves amounting to Rp46 to comply with Article 70 of Limited Liability Company Law.

Dalam Rapat Umum Pemegang Saham Tahunan Bank yang diselenggarakan pada tanggal 28 Februari 2018, yang diaktakan dengan Akta Notaris Dharma Akhyuzi, S.H., No. 13, para pemegang saham setuju untuk menetapkan pembagian dividen tunai sebesar Rp650.000 dan juga menetapkan dana cadangan umum sebesar Rp44 untuk memenuhi ketentuan Pasal 70 Undang-Undang Perseroan Terbatas.

In the Bank's Annual General Meeting of Shareholders held on February 28, 2018, which was notarized under Notarial Deed No. 13 by Dharma Akhyuzi, S.H., the shareholders agreed to declare cash dividends amounting to Rp650,000 and also set the general reserves amounting to Rp44 to comply with Article 70 of Limited Liability Company Law.

Bank telah membentuk cadangan umum dengan jumlah masing-masing sebesar Rp1.543 dan Rp1.497 pada tanggal 31 Desember 2019 dan 2018, sesuai dengan Undang-undang No. 40 tahun 2007 mengenai Perseroan Terbatas, yang mengharuskan perusahaan-perusahaan untuk membuat cadangan umum sebesar sekurang-kurangnya 20% dari jumlah modal yang ditempatkan dan disetor penuh. Undang-undang tersebut tidak mengatur jangka waktu untuk pembentukan cadangan tersebut.

The Bank set-up a general reserves totalling Rp1,543 and Rp1,497 as of December 31, 2019 and 2018, respectively, in accordance with the Indonesian Limited Company Law No. 40, year 2007 which requires companies to set up a general reserve amounting to at least 20% of the issued and fully paid share capital. The regulation did not set period of time over which this amount should be provided.



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## 26. PENDAPATAN BUNGA

Pendapatan bunga diperoleh dari:

	Tahun yang Berakhir pada tanggal 31 Desember/Year Ended December 31	
	2019	2018
Kredit yang diberikan	5.605.773	4.870.743
Efek-efek	1.806.137	1.805.466
Penempatan pada Bank Indonesia dan bank lain	37.384	91.599
Lain-lain	4.942	4.640
<b>Total</b>	<b>7.454.236</b>	<b>6.772.448</b>

Jumlah pendapatan bunga yang dihitung dengan menggunakan metode suku bunga efektif yang berasal dari aset keuangan yang diklasifikasikan sebagai pinjaman dan piutang masing-masing sebesar Rp5.648.099 dan Rp4.966.982 untuk tahun 2019 dan 2018.

## 26. INTEREST INCOME

Interest income was derived from the following:

Loans
Securities
Placements with Bank Indonesia and other banks
Others
<b>Total</b>

Total interest income calculated using the effective interest method derived from financial assets classified as loans and receivables amounted to Rp5,648,099 and Rp4,966,982 for the years ended 2019 and 2018, respectively.

## 27. BEBAN BUNGA

Akun ini merupakan beban bunga dan pembiayaan lainnya yang timbul atas:

	Tahun yang Berakhir pada tanggal 31 Desember/Year Ended December 31	
	2019	2018
Simpanan dari nasabah		
Deposito berjangka	3.015.384	2.480.387
Tabungan	226.465	218.758
Giro	141.603	165.476
Simpanan dari bank lain	348.061	275.036
Beban pembiayaan lainnya	139.196	118.954
<b>Total</b>	<b>3.870.709</b>	<b>3.258.611</b>

Sehubungan dengan liabilitas bank umum yang dijamin oleh Program Penjaminan Pemerintah, Pemerintah Republik Indonesia telah mendirikan, sebuah lembaga independen berdasarkan Undang-undang Republik Indonesia No. 24 tahun 2004 tanggal 22 September 2004. Berdasarkan peraturan ini, Lembaga Penjamin Simpanan (LPS) menjamin dana masyarakat termasuk dana dari bank lain dalam bentuk giro, deposito, sertifikat deposito, tabungan dan/atau bentuk lainnya yang dipersamakan dengan itu.

## 27. INTEREST EXPENSE

This account represents interest expense and other financing charges incurred on the following:

Deposits from customers
Time deposits
Saving deposits
Current accounts
Deposits from other banks
Other financing charges
<b>Total</b>

In connection with the commercial bank obligations guaranteed by Government Guarantee Program, the Indonesian Government has established an independent institution in accordance with the Republic of Indonesia Law No. 24 year 2004 dated September 22, 2004. Under this Law, The Deposit Guarantee Institution (Lembaga Penjamin Simpanan/LPS), guarantees third parties deposits including deposits from other banks in the form of demand deposits, time deposits, certificates of deposit, saving deposits and/or other equivalent forms.



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**27. BEBAN BUNGA (lanjutan)**

Pada tanggal 13 Oktober 2008, Presiden Republik Indonesia menetapkan Peraturan Pemerintah No. 66 Tahun 2008 tentang besaran nilai simpanan yang dijamin LPS. Berdasarkan peraturan tersebut, nilai simpanan yang dijamin untuk setiap nasabah pada satu Bank yang semula berdasarkan Undang-undang No. 24 Tahun 2004 ditetapkan maksimum Rp100.000.000 (nilai penuh) diubah menjadi maksimum Rp2.000.000.000 (nilai penuh). Pada tanggal 31 Desember 2019 dan 2018, Bank adalah peserta dari program penjaminan tersebut.

Bank telah melakukan pembayaran premi Program Penjaminan Pemerintah Terhadap Kewajiban Pembayaran Bank Umum masing-masing sebesar Rp139.196 dan Rp118.954 untuk tahun 2019 dan 2018 yang dicatat sebagai beban pembiayaan lainnya.

**27. INTEREST EXPENSE (continued)**

On October 13, 2008, the President of the Republic of Indonesia approved Government Regulation No. 66 Year 2008 regarding the amount of deposits guaranteed by LPS. Based on such regulation, the customers' guaranteed deposit in a Bank which was previously regulated under Law No. 24 Year 2004 amounted to a maximum of Rp100,000,000 (full amount) was amended to a maximum of Rp2,000,000,000 (full amount). As of December 31, 2019 and 2018, Bank was a participant of above guarantee program.

The Bank has paid the premium on the Government Guarantee Program for Obligation of Commercial Banks amounting to Rp139,196 and Rp118,954 for the year ended in 2019 and 2018, respectively, which were recorded as other financing charges.

**28. PENDAPATAN PROVISI DAN KOMISI - NETO**

**28. FEES AND COMMISSIONS INCOME - NET**

	Tahun yang Berakhir pada tanggal 31 Desember/Year Ended December 31		
	2019	2018	
Komisi dari kartu debit dan kartu kredit	1.400.250	1.427.691	Commissions from debit and credit cards
Komisi dari kredit	223.750	189.513	Commissions from loan
Penerimaan beban administrasi	126.079	120.461	Administration fees
Jasa kustodian dan wali amanat	64.378	62.141	Custodian service and trusteeship
Komisi dari perusahaan asuransi	46.495	66.524	Commissions from insurance companies
Komisi impor dan ekspor	17.162	18.010	Commissions on imports and exports
Komisi atas jasa	12.288	5.994	Commissions from services
Komisi jasa <i>remittance</i>	11.990	10.099	Remittance fees
Penerimaan dari penalti	8.797	6.524	Penalty fees
Jasa safe deposit box	4.865	4.787	Safe deposit box fees
Komisi dari bank garansi	977	1.221	Commissions from bank guarantees
Lain-lain	5.148	4.407	Others
<b>Total</b>	<b>1.922.179</b>	<b>1.917.372</b>	<b>Total</b>
Beban provisi dan komisi	(9.386)	(9.890)	Fees and commissions expense
<b>Pendapatan provisi dan komisi - neto</b>	<b>1.912.783</b>	<b>1.907.482</b>	<b>Fees and commissions income - net</b>

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**29. BEBAN CADANGAN KERUGIAN PENURUNAN NILAI ASET KEUANGAN DAN ASET NON-KEUANGAN - NETO**

Akun ini merupakan penambahan cadangan kerugian penurunan nilai selama tahun berakhir pada tanggal 31 Desember 2019 dan 2018 atas:

**29. PROVISION FOR IMPAIRMENT LOSSES ON FINANCIAL ASSETS AND NON-FINANCIAL ASSETS - NET**

This account represents additional provision for impairment losses incurred during the years ended December 31, 2019 and 2018 on:

	Tahun yang Berakhir pada tanggal 31 Desember/Year Ended December 31		
	2019	2018	
<b>Aset keuangan</b>			<b>Financial assets</b>
Kredit yang diberikan (Catatan 11k)	173.220	370.220	Loans (Note 11k)
<b>Aset non-keuangan</b>			<b>Non-financial assets</b>
Agunan yang diambil alih (Catatan 14b)	3.713	69	Foreclosed assets (Note 14b)
<b>Total</b>	<b>176.933</b>	<b>370.289</b>	<b>Total</b>

**30. BEBAN UMUM DAN ADMINISTRASI**

Beban umum dan administrasi terdiri dari:

**30. GENERAL AND ADMINISTRATIVE EXPENSES**

General and administrative expenses consist of:

	Tahun yang Berakhir pada tanggal 31 Desember/Year Ended December 31		
	2019	2018	
Beban usaha kartu kredit	761.002	685.815	Credit card business expenses
Penyusutan aset tetap (Catatan 13)	232.889	219.620	Depreciation of fixed assets (Note 13)
Outsource	193.883	208.705	Outsource
Komunikasi	121.124	124.290	Communication
Sewa	98.432	94.232	Rent
Iklan dan promosi (Catatan 37)	94.961	92.025	Advertising and promotions (Note 37)
Pemeliharaan dan perbaikan	65.949	79.928	Repairs and maintenance
Listrik dan air	59.772	59.086	Electricity and water
Transportasi	55.736	53.357	Transportation
Pendidikan dan pelatihan	47.698	55.951	Education and training
Pungutan oleh Otoritas Jasa Keuangan	38.352	42.329	Levies by the Financial Service Authority
Perlengkapan kantor	28.452	29.922	Office supplies
Iuran ATM Bersama	18.186	18.941	ATM Bersama contribution
Perjalanan dinas	16.127	20.642	Travelling
Asuransi	15.890	14.719	Insurance
Pajak dan perizinan	13.516	19.648	Taxes and licenses
Bank koresponden	11.293	11.462	Correspondence bank
Lain-lain	101.470	111.843	Others
<b>Total</b>	<b>1.974.732</b>	<b>1.942.515</b>	<b>Total</b>

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**31. BEBAN GAJI DAN TUNJANGAN LAINNYA**

**31. SALARY EXPENSES AND OTHER ALLOWANCES**

Beban gaji dan tunjangan lainnya terdiri dari:

Salary expenses and other allowances consist of:

	Tahun yang Berakhir pada tanggal 31 Desember/Year Ended December 31		
	2019	2018	
Gaji dan upah	1.023.001	1.001.438	Salaries and wages
Tunjangan makan dan transportasi	70.964	75.713	Transportation and meal allowance
Asuransi (Catatan 37)			Insurance (Note 37)
Pihak berelasi	22.173	26.661	Related parties
Pihak ketiga	62.732	57.166	Third parties
Liabilitas imbalan pasca-kerja (Catatan 34)	10.230	21.834	Post-employment benefits liability (Note 34)
Lain-lain	73.882	72.301	Others
<b>Total</b>	<b>1.262.982</b>	<b>1.255.113</b>	<b>Total</b>

Remunerasi yang telah diberikan kepada Manajemen kunci (Direksi dan Dewan Komisaris) (Catatan 37) dan Komite Audit Bank adalah sebagai berikut:

Remuneration incurred for the Key management (Board of Directors and Board of Commissioner) (Note 37) and Bank's Audit Committee are as follows:

Tahun yang Berakhir pada tanggal 31 Desember/Year Ended December 31, 2019				
	Jumlah kepala/ Headcount	Remunerasi/ Remuneration	Tunjangan dan fasilitas lainnya/Other allowance and benefits	Total
Manajemen kunci (Catatan 37):				
Direksi	7	51.855	147	52.002
Dewan Komisaris	5	26.994	164	27.158
Sub - total manajemen kunci	12	78.849	311	79.160
Komite Audit	2	665	28	693
<b>Total</b>	<b>14</b>	<b>79.514</b>	<b>339</b>	<b>79.853</b>

Key management (Notes 37):  
Board of Directors  
Board of Commissioners  
Sub - total key management  
Audit Committee

Tahun yang Berakhir pada tanggal 31 Desember/Year Ended December 31, 2018				
	Jumlah kepala/ Headcount	Remunerasi/ Remuneration	Tunjangan dan fasilitas lainnya/Other allowance and benefits	Total
Manajemen kunci (catatan 37):				
Direksi	8	51.019	263	51.282
Dewan Komisaris	6	30.629	222	30.851
Sub - total manajemen kunci	14	81.648	485	82.133
Komite Audit	2	629	29	658
<b>Total</b>	<b>16</b>	<b>82.277</b>	<b>514</b>	<b>82.791</b>

Key management (Notes 37):  
Board of Directors  
Board of Commissioners  
Sub - total key management  
Audit Committee

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**32. PENDAPATAN (BEBAN) NON-OPERASIONAL**

Akun ini terdiri dari:

	Tahun yang Berakhir pada tanggal 31 Desember/Year Ended December 31	
	2019	2018
Pendapatan non-operasional	54.144	73.930
Beban non-operasional	(94.845)	(24.842)
<b>Total</b>	<b>(40.701)</b>	<b>49.088</b>

**32. NON-OPERATING INCOME (EXPENSES)**

This account consists of:

Non-operating income  
Non-operating expenses

**Total**

**33. KOMITMEN DAN KONTINJENSI**

**33. COMMITMENTS AND CONTINGENCIES**

	31 Desember/December 31	
	2019	2018
<b>Komitmen</b>		
<b>Tagihan Komitmen</b>		
Pembelian spot dan derivatif yang masih berjalan	3.189.525	3.445.332
<b>Liabilitas Komitmen</b>		
SKBDN yang masih berjalan	(134.713)	(20.486)
L/C tidak dapat dibatalkan yang masih berjalan		
Pihak Berelasi (Catatan 37)	(8.828)	(15.823)
Pihak ketiga	(101.012)	(68.218)
Penjualan spot dan derivatif yang masih berjalan	(4.180.959)	(3.072.177)
<b>Total Liabilitas Komitmen - neto</b>	<b>(1.235.987)</b>	<b>268.628</b>
<b>Kontinjensi</b>		
<b>Tagihan Kontinjensi</b>		
Pendapatan bunga dalam penyelesaian	293.029	175.351
<b>Liabilitas Kontinjensi</b>		
Bank garansi		
Pihak berelasi (Catatan 37)	(142.382)	(149.423)
Pihak ketiga	(312.901)	(368.336)
<b>Total Liabilitas Kontinjensi - neto</b>	<b>(162.254)</b>	<b>(342.408)</b>
<b>Liabilitas komitmen dan kontinjensi - neto</b>	<b>(1.398.241)</b>	<b>(73.780)</b>

**Commitments**  
**Commitment Receivables**  
 Outstanding spot and derivatives purchased

**Commitment Liabilities**  
 Outstanding SKBDN

Outstanding irrevocable L/C Related Parties (Note 37)  
 Third parties  
 Outstanding spot and derivatives sold

**Total Commitment Liabilities - net**

**Contingencies**  
**Contingent Receivables**  
 Interest income on non-performing loans

**Contingent Liabilities**  
 Bank guarantees  
 Related parties (Note 37)  
 Third parties

**Total Contingent Liabilities - net**

**Commitments and contingent liabilities - net**

Jumlah fasilitas kredit (*uncommitted*) Bank kepada nasabah yang belum digunakan pada tanggal 31 Desember 2019 dan 2018 adalah masing-masing sebesar Rp29.253.943 dan Rp33.648.236.

The Bank's unused loan facilities (*uncommitted*) granted to customers as of December 31, 2019 and 2018 amounted to Rp29,253,943 and Rp33,648,236, respectively.

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**34. LIABILITAS IMBALAN PASCA-KERJA**

Bank mencatat liabilitas imbalan pasti atas imbalan pasca-kerja (*post-employment benefit*) berdasarkan perhitungan aktuaria yang dilakukan oleh aktuaris independen, Kantor Konsultan Aktuaria V. Agus Basuki, berdasarkan laporannya masing-masing pada tanggal 22 Januari 2020 dan 30 Januari 2019 untuk tahun 2019 dan 2018. Liabilitas imbalan pasti atas imbalan pasca-kerja (*post-employment benefit*) tersebut dihitung dengan menggunakan metode "*Projected Unit Credit*" dan asumsi-asumsi signifikan sebagai berikut:

**34. POST-EMPLOYMENT BENEFITS LIABILITY**

The Bank determines obligation for post-employment benefits based on actuarial calculation performed by an independent actuary, Kantor Konsultan Aktuaria V. Agus Basuki, based on its reports dated January 22, 2020 and January 30, 2019 for 2019 and 2018, respectively. Obligation for post-employment benefits are calculated using the "*Projected Unit Credit*" method with the following significant assumptions:

	<b>31 Desember/December 31</b>		
	<b>2019</b>	<b>2018</b>	
Tingkat diskonto	7,98%	9,11%	Discount rate
Tingkat kenaikan upah (gaji) per tahun	5,00%	5,00%	Annual wages (salary) increase
Usia pensiun	55 tahun/years	55 tahun/years	Pension age
Tingkat kematian	Tabel TMI-3-2011/ TMI-3-2011 table	Tabel TMI-3-2011/ TMI-3-2011 table	Mortality rate

Beban yang diakui dalam laporan laba rugi dan penghasilan komprehensif lain adalah sebagai berikut:

Expenses recognized in the statement of profit or loss and other comprehensive income were as follows:

	<b>Tahun yang Berakhir pada tanggal 31 Desember/Year Ended December 31</b>		
	<b>2019</b>	<b>2018</b>	
Beban jasa kini	17.240	18.659	Current service cost
Beban bunga	14.090	13.546	Interest expense
Keuntungan atas kurtailmen	(21.100)	(10.371)	Curtailment gain
<b>Total (Catatan 31)</b>	<b>10.230</b>	<b>21.834</b>	<b>Total (Note 31)</b>

Rekonsiliasi perubahan liabilitas selama tahun berjalan yang diakui di laporan posisi keuangan adalah sebagai berikut:

The movements of estimated post-employment benefits liability in the statements of financial position are as follows:

	<b>Tahun yang Berakhir pada tanggal 31 Desember/Year Ended December 31</b>		
	<b>2019</b>	<b>2018</b>	
Liabilitas pada awal tahun	274.102	267.070	Liability at beginning of year
Penambahan tahun berjalan (Catatan 31)	10.230	21.834	Addition during the year (Note 31)
Pembayaran selama tahun berjalan	(54.522)	(55.684)	Payment during the year
Jumlah yang diakui di penghasilan komprehensif lainnya	52.748	40.882	Total amount recognized in other comprehensive income
<b>Liabilitas pada akhir tahun</b>	<b>282.558</b>	<b>274.102</b>	<b>Liability at end of year</b>

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**34. LIABILITAS IMBALAN PASCA-KERJA (lanjutan)**

Mutasi nilai kini liabilitas imbalan kerja adalah sebagai berikut:

	<b>Tahun yang Berakhir pada tanggal 31 Desember/Year Ended December 31</b>	
	<b>2019</b>	<b>2018</b>
Saldo pada awal tahun	274.102	267.070
Beban jasa kini	17.240	18.659
Beban bunga	14.090	13.546
Kurtailmen dan penyelesaian	(21.100)	(10.371)
Manfaat yang dibayarkan	(54.522)	(55.684)
Kerugian/(keuntungan) pada kewajiban aktuarial		
Asumsi demografi	(5.957)	-
Asumsi keuangan	9.657	(7.637)
Experience adjustment	49.048	48.519
<b>Saldo pada akhir tahun</b>	<b>282.558</b>	<b>274.102</b>

Mutasi keuntungan (kerugian) aktuarial yang diakui sebagai penghasilan komprehensif lain, bruto pajak tangguhan:

	<b>Tahun yang Berakhir pada tanggal 31 Desember/Year Ended December 31</b>	
	<b>2019</b>	<b>2018</b>
Saldo awal, 1 Januari	36.474	77.356
Kerugian aktuarial yang diakui sebagai penghasilan komprehensif lain	(52.748)	(40.882)
<b>Saldo akhir</b>	<b>(16.274)</b>	<b>36.474</b>

Tabel berikut menunjukkan sensitivitas atas kemungkinan perubahan tingkat diskonto dan tingkat kenaikan gaji sebesar 1%, dengan variabel lain dianggap tetap, terhadap nilai kini liabilitas imbalan kerja karyawan:

	<b>31 Desember/December 31, 2019</b>			
	<b>Tingkat diskonto/ Discount rate</b>		<b>Tingkat kenaikan gaji/ Salary increment rate</b>	
	<b>Kenaikan/ Increase</b>	<b>Penurunan/ Decrease</b>	<b>Kenaikan/ Increase</b>	<b>Penurunan/ Decrease</b>
Dampak pada agregat beban jasa kini	(977)	335	1.103	(1.009)
Dampak pada nilai kini liabilitas imbalan kerja karyawan	(10.481)	11.471	11.430	(10.618)
	<b>31 Desember/December 31, 2018</b>			
	<b>Tingkat diskonto/ Discount rate</b>		<b>Tingkat kenaikan gaji/ Salary increment rate</b>	
	<b>Kenaikan/ Increase</b>	<b>Penurunan/ Decrease</b>	<b>Kenaikan/ Increase</b>	<b>Penurunan/ Decrease</b>
Dampak pada agregat beban jasa kini	(970)	1.065	932	(858)
Dampak pada nilai kini liabilitas imbalan kerja karyawan	(14.245)	15.650	13.685	(12.603)

**34. POST-EMPLOYMENT BENEFITS LIABILITY (continued)**

The movements in the present value of liabilities for employee benefits are as follows:

	<b>2019</b>	<b>2018</b>	
Saldo pada awal tahun	274.102	267.070	Balance at beginning of year
Beban jasa kini	17.240	18.659	Current service cost
Beban bunga	14.090	13.546	Interest cost
Kurtailmen dan penyelesaian	(21.100)	(10.371)	Curtailment and settlement
Manfaat yang dibayarkan	(54.522)	(55.684)	Benefit paid
Kerugian/(keuntungan) pada kewajiban aktuarial			Actuarial (gains)/losses on obligation
Asumsi demografi	(5.957)	-	Demographic assumption
Asumsi keuangan	9.657	(7.637)	Financial assumption
Experience adjustment	49.048	48.519	Experienced adjustment
<b>Saldo pada akhir tahun</b>	<b>282.558</b>	<b>274.102</b>	<b>Balance at end of year</b>

The movements in the balance of actuarial gain (loss) charged to other comprehensive income, gross of deferred tax:

	<b>2019</b>	<b>2018</b>	
Saldo awal, 1 Januari	36.474	77.356	Beginning balance, January 1
Kerugian aktuarial yang diakui sebagai penghasilan komprehensif lain	(52.748)	(40.882)	Actuarial losses charged to other comprehensive income
<b>Saldo akhir</b>	<b>(16.274)</b>	<b>36.474</b>	<b>Ending balance</b>

The following table demonstrates the sensitivity to a reasonably possible change in discount rates and salary increment rate amounting to 1%, with all other variables held constant, of the present value of employee benefits liability:

Effect on the aggregate current service cost  
 Effect on present value of employee benefits liability

Effect on the aggregate current service cost  
 Effect on present value of employee benefits liability



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**34. LIABILITAS IMBALAN PASCA-KERJA (lanjutan)**

Analisis jatuh tempo yang diharapkan dari imbalan pasca-kerja yang tidak terdiskonto pada tanggal 31 Desember 2019 dan 2018 adalah sebagai berikut:

	<b>31 Desember/Year Ended December 31</b>	
	<b>2019</b>	<b>2018</b>
Dalam waktu 12 bulan berikutnya	78.305	67.650
Antara 1 dan 2 tahun	32.495	29.328
Antara 2 dan 5 tahun	152.895	127.528
Di atas 5 tahun	3.137.581	3.207.546
<b>Total</b>	<b>3.401.276</b>	<b>3.432.052</b>

Durasi rata-rata tertimbang dari nilai kini liabilitas imbalan kerja karyawan di akhir periode pelaporan pada tanggal 31 Desember 2019 dan 2018 adalah 17,06 tahun dan 17,74 tahun.

**34. POST-EMPLOYMENT BENEFITS LIABILITY (continued)**

Expected maturity analysis of undiscounted post-employment benefit as of December 31, 2019 and 2018 are as follows:

	<b>31 Desember/Year Ended December 31</b>	
	<b>2019</b>	<b>2018</b>
Within the next 12 months	78.305	67.650
Between 1 and 2 years	32.495	29.328
Between 2 and 5 years	152.895	127.528
Beyond 5 years	3.137.581	3.207.546
<b>Total</b>	<b>3.401.276</b>	<b>3.432.052</b>

The weighted average duration of the present value of liabilities for employee benefits at the end of the reporting period as of December 31, 2019 and 2018 are 17.06 years and 17.74 years, respectively.

**35. LABA PER SAHAM DASAR**

Laba per saham dihitung dengan membagi laba tahun berjalan yang tersedia bagi pemegang saham dengan rata-rata tertimbang jumlah saham biasa yang beredar pada tahun bersangkutan.

	<b>Tahun yang Berakhir pada tanggal 31 Desember/Year Ended December 31</b>	
	<b>2019</b>	<b>2018</b>
Laba tahun berjalan kepada pemegang saham	2.002.733	1.599.347
Rata-rata tertimbang jumlah saham biasa yang beredar	6.963.775.206	6.963.775.206
<b>Laba per saham dasar (nilai penuh)</b>	<b>288</b>	<b>230</b>

**35. BASIC EARNINGS PER SHARE**

Basic earnings per share is calculated by dividing the income for the year attributable to shareholders by the weighted average number of outstanding common shares during the year.

	<b>Tahun yang Berakhir pada tanggal 31 Desember/Year Ended December 31</b>	
	<b>2019</b>	<b>2018</b>
Income for the year attributable to shareholders	2.002.733	1.599.347
Weighted average number of outstanding common shares	6.963.775.206	6.963.775.206
<b>Basic earnings per share (full amount)</b>	<b>288</b>	<b>230</b>

**36. SEGMENT OPERASI**

Bank menganalisa segmen secara geografis dimana manajemen menelaah laporan internal manajemen secara bulanan untuk masing-masing area. Berikut adalah ringkasan yang menjelaskan tiap-tiap area geografis Bank:

- Kantor Pusat terdiri dari *Treasury*, *Card Center* dan unit-unit fungsional dimana didalamnya termasuk aset, liabilitas, pendapatan dan beban yang tidak dapat dialokasikan.

**36. OPERATING SEGMENT**

The Bank performs geographical segment analysis whereby management reviews monthly management internal report for each area. The following summary describes each of the Bank's geographical area :

- Head Office consists of *Treasury*, *Card Center* and other functional divisions, whereas it includes assets, liabilities, income and expenses that cannot be allocated.

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**36. SEGMENT OPERASI (lanjutan)**

- Wilayah Jakarta terdiri dari seluruh kantor cabang dan kantor cabang pembantu di Jabodetabek dan provinsi Banten.
- Wilayah Bandung terdiri dari seluruh kantor cabang dan kantor cabang pembantu di provinsi Jawa Barat.
- Wilayah Medan terdiri dari seluruh kantor cabang dan kantor cabang pembantu di Sumatera dan Batam.
- Wilayah Semarang terdiri dari seluruh kantor cabang dan kantor cabang pembantu di provinsi Jawa Tengah.
- Wilayah Surabaya terdiri dari seluruh kantor cabang dan kantor cabang pembantu di provinsi Jawa Timur, Bali dan Nusa Tenggara.
- Wilayah Makassar terdiri dari seluruh kantor cabang dan kantor cabang pembantu di Sulawesi, Maluku dan Papua.
- Wilayah Banjarmasin terdiri dari seluruh kantor cabang dan kantor cabang pembantu di Kalimantan.

Kinerja diukur berdasarkan laba segmen sebelum pajak penghasilan, seperti yang disajikan di dalam laporan internal manajemen yang ditelaah oleh manajemen Bank. Informasi mengenai hasil dari tiap area geografis disajikan di bawah ini:

**36. OPERATING SEGMENT (continued)**

- *Jakarta region consists of all branches and sub-branches in Jabodetabek and Banten province.*
- *Bandung region consists of all branches and sub-branches in West Java.*
- *Medan region consists of all branches and sub-branches in Sumatera and Batam.*
- *Semarang region consists of all branches and sub-branches in Central Java.*
- *Surabaya region consists of all branches and sub-branches in East Java, Bali and Nusa Tenggara.*
- *Makassar region consists of all branches and sub-branches in Sulawesi, Maluku and Papua.*
- *Banjarmasin region consists of all branches and sub-branches in Kalimantan.*

*Performance is measured based on segment profit before income tax, as included in the internal management reports that are reviewed by the management of the Bank. Information regarding the results of each geographical area are included below:*

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**36. SEGMENT OPERASI (lanjutan)**

**36. OPERATING SEGMENT (continued)**

Tahun yang Berakhir pada tanggal 31 Desember/Year ended December 31, 2019														
Keterangan	Kantor Pusat/ Head Office	Wilayah Jakarta/ Jakarta Region	Wilayah Bandung/ Bandung Region	Wilayah Medan/ Medan Region	Wilayah Semarang/ Semarang Region	Wilayah Surabaya/ Surabaya Region	Wilayah Makassar/ Makassar Region	Wilayah Banjarmasin/ Banjarmasin Region	Total Segmen/ Total Segment	Eliminasi/ Elimination	Total	Description		
Pendapatan eksternal: Pendapatan bunga bersih	6.454.944	(1.734.588)	(135.581)	(318.919)	44.601	(387.396)	(171.645)	(167.909)	3.583.527	-	3.583.527	External revenue: Net interest income		
Provisi dan komisi bersih	1.691.679	98.104	19.508	18.985	19.787	29.643	19.121	15.966	1.912.793	-	1.912.793	Net fees and commissions		
Keuntungan penjualan efek-efek - neto	245.593	14.046	1.942	1.013	1.653	3.414	200	520	268.381	-	268.381	Gain on sale of securities - net		
Pendapatan operasional lainnya	165.948	19.775	2.976	1.299	3.167	3.794	1.372	727	199.058	-	199.058	Other operating income		
Pendapatan antar-segmen	2.600.287	2.716.517	280.923	500.016	186.354	655.115	328.883	341.167	7.609.262	(7.609.262)	-	Inter-segment revenue		
Beban antar-segmen	(7.133.798)	(184.846)	(32.663)	(30.083)	(107.101)	(51.567)	(25.977)	(43.227)	(7.609.262)	7.609.262	-	Inter-segment expenses		
Total pendapatan segmen	4.024.653	929.028	137.105	172.311	148.461	253.003	151.954	147.244	5.963.759	-	5.963.759	Total segment revenue		
Beban operasional lainnya	(2.463.220)	(320.781)	(93.034)	(120.803)	(88.515)	(132.486)	(109.948)	(85.860)	(3.414.647)	-	(3.414.647)	Other operating expense		
Laba operasi	1.561.433	608.247	44.071	51.508	59.946	120.517	42.006	61.384	2.549.112	-	2.549.112	Operating income		
Pendapatan (beban) non-operasional	(62.524)	3.177	1.869	3.785	3.335	4.105	3.048	2.504	(40.701)	-	(40.701)	Non-operating income (expense)		
Total laba segmen sebelum pajak	1.498.909	611.424	45.940	55.293	63.281	124.622	45.054	63.888	2.508.411	-	2.508.411	Reputable segment income before tax		
Aset segmen	89.770.647	43.711.870	4.600.224	6.480.734	3.583.193	9.540.202	4.639.149	4.718.475	167.044.494	(66.240.663)	100.803.831	Reportable segment assets		
Liabilitas segmen	(75.238.712)	(43.100.447)	(4.554.284)	(6.425.441)	(3.519.911)	(9.415.580)	(4.594.095)	(4.654.586)	(151.503.056)	66.240.663	(85.262.393)	Reportable segment liabilities		

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**36. SEGMENT OPERASI (lanjutan)**

**36. OPERATING SEGMENT (continued)**

Keterangan	Kantor Pusat/ Head Office	Tahun yang Berakhir pada tanggal 31 Desember/Year ended December 31, 2018					Eliminasi/ Elimination		Total	Description
		Wilayah Bandung/ Bandung Region	Wilayah Medan/ Medan Region	Wilayah Semarang/ Semarang Region	Wilayah Surabaya/ Surabaya Region	Wilayah Makassar/ Makassar Region	Wilayah Banjarmasin/ Banjarmasin Region	Total Segment/ Total Segment		
Pendapatan eksternal: Pendapatan bunga bersih	5.743.416	(1.387.492)	(249.703)	62.994	(313.652)	(126.801)	(84.853)	3.513.837	-	External revenue: Net interest income
Provisi dan komisi bersih	1.660.466	106.484	22.147	22.079	34.101	21.907	18.457	1.907.482	-	Net fees and commissions
Keuntungan penjualan efek-efek - neto	28.268	7.221	779	1.564	2.107	42	291	40.898	-	Gain on sale of securities - net
Pendapatan operasional lainnya	17.776	25.910	2.182	3.898	4.263	1.119	333	59.631	-	Other operating income
Pendapatan antar-segmen	2.446.828	2.336.708	426.906	161.143	585.558	292.119	253.086	6.766.880	(6.766.880)	Inter-segment revenue
Beban antar-segmen	(6.225.361)	(205.274)	(33.386)	(112.284)	(66.626)	(39.380)	(53.323)	(6.766.880)	-	Inter-segment expense
Total pendapatan segmen	3.671.393	883.557	168.925	139.394	245.751	149.006	133.991	5.521.848	-	Total segment revenue
Beban operasional lainnya	(2.590.882)	(331.290)	(115.095)	(97.633)	(136.153)	(113.400)	(80.790)	(3.568.915)	-	Other operating expenses
Laba operasi	1.080.511	552.267	53.830	41.761	109.598	35.606	53.201	1.952.933	-	Operating income
Pendapatan non-operasional	38.643	3.116	1.535	1.626	1.159	1.637	750	49.088	-	Non-operating income
Total laba segmen sebelum pajak	1.119.154	555.383	55.365	43.387	110.757	37.243	53.951	2.002.021	-	Reportable segment income before tax
Aset segmen	72.622.917	35.309.000	6.317.021	3.258.009	8.384.090	4.375.603	3.794.504	137.654.747	(53.892.801)	Reportable segment assets
Liabilitas segmen	(60.103.391)	(34.656.677)	(6.211.886)	(3.172.934)	(8.218.756)	(4.278.566)	(3.703.307)	(123.872.074)	53.892.801	Reportable segment liabilities

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**36. SEGMENT OPERASI (lanjutan)**

Eliminasi transaksi antar segmen usaha timbul karena pelaporan segmen internal Bank mengambil informasi segmen berdasarkan setiap wilayah independen yang mungkin mencakup transaksi antar segmen usaha seperti pinjaman ke segmen usaha yang lain.

**36. OPERATING SEGMENT (continued)**

The elimination of intersegment transactions arose because the Bank's internal segment reporting captures segment information were based on each independent regions which may include intersegment transaction such as borrowings to another segment.

**37. TRANSAKSI DENGAN PIHAK BERELASI**

Rincian transaksi signifikan dengan pihak berelasi, kecuali yang menyangkut rahasia Bank, adalah sebagai berikut:

**37. TRANSACTIONS WITH RELATED PARTIES**

Details of significant transactions with related parties, except for transactions that are subject to the Bank's confidentiality policy, are as follows:

Jenis	Tahun yang Berakhir pada tanggal 31 Desember/Year Ended December 31, 2019		Type
	Total	Persentase (%)/ Percentage (%)	
Giro pada bank lain (Catatan 6):			Current accounts with other banks (Note 6):
PT Bank Pembangunan Daerah Sulawesi Utara	100	0,00010%	PT Bank Pembangunan Daerah Sulawesi Utara
PT Bank Pembangunan Daerah Sulawesi Tengah	6	0,00001%	PT Bank Pembangunan Daerah Sulawesi Tengah
Total giro pada bank lain	106	0,00011%	Total current accounts with other banks
Penempatan pada Bank Indonesia dan bank lain (Catatan 7):			Placement with Bank Indonesia and other banks (Note 7):
PT Bank Pembangunan Daerah Sulawesi Tengah	300.000	0,300%	PT Bank Pembangunan Daerah Sulawesi Tengah
Kredit yang diberikan:			Loans:
PT Duta Visual Nusantara TV 7	124.707	0,124%	PT Duta Visual Nusantara TV 7
PT Trans Fashion Indonesia	24.472	0,024%	PT Trans Fashion Indonesia
PT Trans Burger	9.903	0,010%	PT Trans Burger
PT Trans Coffee	4.868	0,005%	PT Trans Coffee
PT Mega Auto Finance	10.074	0,010%	PT Mega Auto Finance
PT Bank Mega Syariah	9.694	0,010%	PT Bank Mega Syariah
Direksi dan karyawan kunci di atas Rp1 miliar	10.627	0,011%	Directors and key employees above Rp1 billion
Lain-lain di bawah Rp1 miliar	79.615	0,079%	Others - below Rp1 billion
Total kredit yang diberikan	273.960	0,273%	Total loans
Aset lain-lain (Catatan 14):			Other assets (Note 14):
PT Duta Visual Nusantara TV 7	2.000	0,002%	PT Duta Visual Nusantara TV7
PT Para Bandung Propertindo	1.619	0,002%	PT Para Bandung Propertindo
Lain-lain di bawah Rp 1 miliar	3.071	0,003%	Others - below Rp1 billion
Total Aset lain-lain	6.690	0,007%	Total Other assets

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**37. TRANSAKSI DENGAN PIHAK BERELASI**  
**(lanjutan)**

Rincian transaksi signifikan dengan pihak berelasi, kecuali yang menyangkut rahasia Bank, adalah sebagai berikut: (lanjutan)

**37. TRANSACTIONS WITH RELATED PARTIES**  
**(continued)**

The details of significant transactions with related parties, except for transactions that are subject to the Bank's confidentiality policy, were as follows: (continued)

Tahun yang Berakhir pada tanggal 31 Desember/Year Ended December 31, 2019			
Jenis	Total	Persentase (%)/ Percentage (%)	Type
Giro (Catatan 16)	1.292.243	1,52%	Current accounts (Note 16)
Tabungan (Catatan 17)	101.619	0,12%	Saving deposits (Note 17)
Deposito berjangka (Catatan 18)	960.495	1,13%	Time deposits (Note 18)
Simpanan dari bank lain (Catatan 19)	36.655	0,043%	Deposits from other banks (Note 19)
Beban yang masih harus dibayar dan liabilitas lain-lain (Catatan 22)	4.009	0,005%	Accrued expenses and other liabilities (Note 22)
Pendapatan bunga	58.526	0,79%	Interest income
Beban bunga	113.710	2,94%	Interest expenses
Beban asuransi kesehatan karyawan (Catatan 31):			Employees health insurance expenses (Note 31):
PT Asuransi Umum Mega	20.983	1,66%	PT Asuransi Umum Mega
PT PFI Mega Life Insurance	1.190	0,09%	PT PFI Mega Life Insurance
Total beban asuransi kesehatan karyawan	22.173	1,75%	Total employees health insurance
Beban Iklan (Catatan 30):			Advertising expenses (Note 30):
PT Televisi Transformasi Indonesia	59.053	2,99%	PT Televisi Transformasi Indonesia
PT Duta Visual Nusantara TV 7	8.213	0,42%	PT Duta Visual Nusantara TV 7
PT Trans Media Sosial	1.634	0,08%	PT Trans Media Sosial
PT Trans Digital Media	1.712	0,09%	PT Trans Digital Media
PT Trans News Corpora	674	0,03%	PT Trans News Corpora
Total Beban iklan	71.286	3,61%	Total Advertising expenses
Pendapatan sewa (Catatan 14a):			Rent income (Note 14a):
PT Duta Visual Nusantara TV 7	7.494	13,84%	PT Duta Visual Nusantara TV 7
PT Asuransi Umum Mega	2.202	4,07%	PT Asuransi Umum Mega
PT Mega Capital Sekuritas	1.794	3,31%	PT Mega Capital Sekuritas
PT Para Bandung Propertindo	1.698	3,14%	PT Para Bandung Propertindo
PT Bank Mega Syariah	1.776	3,28%	PT Bank Mega Syariah
Lain-lain di bawah Rp1 miliar	1.619	2,99%	Others - below Rp1 billion
Total pendapatan sewa	16.583	30,63%	Total rent income
Liabilitas komitmen - neto (Catatan 33):			Commitment liabilities - net (Note 33):
PT Trans Retail Indonesia	8.828	-	PT Trans Retail Indonesia
Total liabilitas komitmen	8.828	-	Total commitment liabilities



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**37. TRANSAKSI DENGAN PIHAK BERELASI**  
**(lanjutan)**

Rincian transaksi signifikan dengan pihak berelasi, kecuali yang menyangkut rahasia Bank, adalah sebagai berikut: (lanjutan)

**37. TRANSACTIONS WITH RELATED PARTIES**  
**(continued)**

Details of significant transactions with related parties, except for transactions that are subject to the Bank's confidentiality policy, were as follows: (continued)

Tahun yang Berakhir pada tanggal 31 Desember/Year Ended December 31, 2019			
Jenis	Total	Persentase (%)/ Percentage (%)	Type
Liabilitas kontinjensi - neto (Catatan 33):			Contingent liabilities - net (Note 33):
PT Trans Fashion Indonesia	100.973	-	PT Trans Fashion Indonesia
PT Televisi Transformasi Indonesia	20.851	-	PT Televisi Transformasi Indonesia
PT Indonusa Telemedia	15.179	-	PT Indonusa Telemedia
PT Alfa Retailindo	4.938	-	PT Alfa Retailindo
Lain-lain di bawah Rp1 miliar	441	-	Others - below Rp1 billion
Total liabilitas kontinjensi	142.382	-	Total contingent liabilities

Tahun yang Berakhir pada tanggal 31 Desember/Year Ended December 31, 2018			
Jenis	Total	Persentase (%)/ Percentage (%)	Type
Giro pada bank lain			Current accounts with other banks
PT Bank Pembangunan Daerah Sulawesi Utara	100	0,00012%	PT Bank Pembangunan Daerah Sulawesi Utara
PT Bank Pembangunan Daerah Sulawesi Tengah	5	0,00001%	PT Bank Pembangunan Daerah Sulawesi Tengah
Total giro pada bank lain	105	0,00013%	Total current accounts with other banks
Penempatan pada Bank Indonesia dan bank lain (Catatan 7):			Placement with Bank Indonesia and other banks (Note 7):
PT Bank Pembangunan Daerah Sulawesi Tengah	200.000	0,24%	PT Bank Pembangunan Daerah Sulawesi Tengah
Kredit yang diberikan (Catatan 11f):			Loans (Note 11f):
PT Duta Visual Nusantara TV 7	124.519	0,149%	PT Duta Visual Nusantara TV 7
PT Trans Fashion Indonesia	30.382	0,036%	PT Trans Fashion Indonesia
PT Kaltim Hijau Makmur	2.049	0,002%	PT Kaltim Hijau Makmur
PT Kutai Agro Lestari	1.751	0,002%	PT Kutai Agro Lestari
PT Trans Coffee	4.525	0,005%	PT Trans Coffee
PT Mega Auto Finance	6.566	0,008%	PT Mega Auto Finance
PT Bank Mega Syariah	18.293	0,022%	PT Bank Mega Syariah
Direksi dan karyawan kunci di atas Rp1 miliar	13.514	0,016%	Directors and key employees above Rp1 billion
Lain-lain di bawah Rp1 miliar	119.298	0,142%	Others - below Rp1 billion
Total kredit yang diberikan	320.897	0,383%	Total loans
Tagihan Akseptasi (Catatan 12):			Acceptances Receivable (Note 12):
PT Trans Retail Indonesia	604	0,0007%	PT Trans Retail Indonesia
PT Trans Living	116	0,0001%	PT Trans Living
Total tagihan akseptasi	720	0,0008%	Total acceptances receivable
Aset lain-lain (Catatan 14):			Other assets (Note 14):
PT Duta Visual Nusantara TV 7	2.357	0,003%	PT Duta Visual Nusantara TV 7
PT Para Bandung Propertindo	3.647	0,004%	PT Para Bandung Propertindo
Lain-lain di bawah Rp1 miliar	1.964	0,002%	Others - below Rp1 billion
Total Aset lain-lain	7.968	0,009%	Total Other assets

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**37. TRANSAKSI DENGAN PIHAK BERELASI**  
**(lanjutan)**

Rincian transaksi signifikan dengan pihak berelasi, kecuali yang menyangkut rahasia Bank, adalah sebagai berikut: (lanjutan)

**37. TRANSACTIONS WITH RELATED PARTIES**  
**(continued)**

The details of significant transactions with related parties, except for transactions that are subject to the Bank's confidentiality policy, were as follows: (continued)

Tahun yang Berakhir pada tanggal 31 Desember/Year Ended December 31, 2018			
Jenis	Total	Persentase (%)/ Percentage (%)	Type
Giro (Catatan 16)	2.258.451	3,23%	Current accounts (Note 16)
Tabungan (Catatan 17)	111.576	0,16%	Saving deposits (Note 17)
Deposito berjangka (Catatan 18)	860.213	1,23%	Time deposits (Note 18)
Simpanan dari bank lain (Catatan 19)	1.781	0,003%	Deposits from other banks (Note 19)
Beban yang masih harus dibayar dan liabilitas lain-lain (Catatan 22)	3.043	0,004%	Accrued expenses and other liabilities (Note 22)
Pendapatan bunga	59.590	0,88%	Interest income
Beban bunga	81.156	2,49%	Interest expenses
Beban asuransi kesehatan karyawan (Catatan 31):			Employees health insurance expenses (Note 31):
PT Asuransi Umum Mega	25.204	2,01%	PT Asuransi Umum Mega
PT PFI Mega Life Insurance	1.457	0,12%	PT PFI Mega Life Insurance
Total beban asuransi kesehatan karyawan	26.661	2,13%	Total employees health insurance
Beban Iklan (Catatan 30):			Advertising expenses (Note 30):
PT Televisi Transformasi Indonesia	64.955	3,34%	PT Televisi Transformasi Indonesia
PT Duta Visual Nusantara TV 7	10.948	0,56%	PT Duta Visual Nusantara TV 7
PT Trans News Corpora	1.399	0,07%	PT Trans News Corpora
PT Trans Digital Media	1.536	0,08%	PT Trans Digital Media
Total Beban iklan	78.838	4,05%	Total Advertising expenses
Pendapatan sewa (Catatan 14a):			Rent income (Note 14a):
PT Duta Visual Nusantara TV 7	7.484	10,12%	PT Duta Visual Nusantara TV 7
PT Asuransi Umum Mega	2.202	2,98%	PT Asuransi Umum Mega
PT Mega Capital Sekuritas	1.908	2,58%	PT Mega Capital Sekuritas
PT Para Bandung Propertindo	1.625	2,20%	PT Para Bandung Propertindo
PT Bank Mega Syariah	1.849	2,50%	PT Bank Mega Syariah
Lain-lain di bawah Rp1 miliar	2.264	3,06%	Others - below Rp1 billion
Total pendapatan sewa	17.332	23,44%	Total rent income
Liabilitas komitmen - neto (Catatan 33):			Commitment liabilities - net (Note 33):
PT Trans Retail Indonesia	9.496	-	PT Trans Retail Indonesia
PT Alfa Retailindo	6.327	-	PT Alfa Retailindo
Total liabilitas komitmen	15.823	-	Total commitment liabilities
Liabilitas kontinjensi - neto (Catatan 33):			Contingent liabilities - net (Note 33):
PT Trans Fashion Indonesia	119.626	-	PT Trans Fashion Indonesia
PT Televisi Transformasi Indonesia	24.446	-	PT Televisi Transformasi Indonesia
PT Alfa Retailindo	5.115	-	PT Alfa Retailindo
Lain-lain di bawah Rp1 miliar	236	-	Others - below Rp1 billion
Total liabilitas kontinjensi	149.423	-	Total contingent liabilities

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**37. TRANSAKSI DENGAN PIHAK BERELASI**  
**(lanjutan)**

Manajemen Bank berkeyakinan tidak terdapat transaksi dengan pihak berelasi yang mengandung benturan kepentingan sebagaimana diatur dalam Peraturan BAPEPAM-LK No. IX.E.1 tentang Benturan Kepentingan Transaksi Tertentu.

Keterangan:

- a. Persentase dari giro pada bank lain, penempatan pada Bank Indonesia dan bank lain, efek-efek, derivatif, kredit yang diberikan, tagihan akseptasi dan aset lain-lain dihitung terhadap jumlah aset pada masing-masing tanggal laporan posisi keuangan.
- b. Persentase dari giro, tabungan, deposito berjangka, simpanan dari bank lain, beban yang masih harus dibayar dan liabilitas lain-lain dihitung terhadap jumlah liabilitas pada masing-masing tanggal laporan posisi keuangan.
- c. Persentase dari pendapatan bunga dihitung terhadap jumlah pendapatan bunga untuk masing-masing tahun yang bersangkutan.
- d. Persentase dari beban bunga dihitung terhadap jumlah beban bunga dan pembiayaan lainnya untuk masing-masing tahun yang bersangkutan.
- e. Persentase dari beban asuransi kesehatan karyawan dihitung terhadap jumlah beban karyawan untuk masing-masing tahun yang bersangkutan.
- f. Persentase dari pendapatan sewa dihitung terhadap jumlah pendapatan bukan operasional untuk masing-masing tahun yang bersangkutan.
- g. Persentase dari beban iklan dihitung terhadap jumlah beban umum dan administrasi untuk masing-masing tahun yang bersangkutan.

**37. TRANSACTIONS WITH RELATED PARTIES**  
**(continued)**

The Bank's management believed that there were no related parties transactions which give rise to conflict of interest as defined in BAPEPAM-LK Regulation No. IX.E.1 regarding Conflict of Interest on Certain Transactions.

Description:

- a. Percentages of current account with other banks, placement with Bank Indonesia and other banks, securities, derivative, loans, acceptance receivable and other assets are computed based on total assets at each statements of financial position date.
- b. Percentages of demand deposits, saving deposits, time deposits, deposits from other banks, accrued expenses and other liabilities are computed based on total liabilities at each statements of financial position date.
- c. Percentages of interest income are computed based on total interest income for each related year.
- d. Percentages of interest expenses are computed based on total interest expenses and other financing charges for each related year.
- e. Percentages of employee's health insurance expense are computed based on total personnel expenses for each related year.
- f. Percentages of rent income are computed based on total non-operating income for each related year.
- g. Percentages of advertising expense are computed based on total general and administrative expense for each related year.

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**37. TRANSAKSI DENGAN PIHAK BERELASI**  
**(lanjutan)**

**Sifat hubungan dengan pihak berelasi:**

- **Hubungan kepemilikan/pemegang saham yang sama**
  - PT Televisi Transformasi Indonesia
  - PT Duta Visual Nusantara TV 7
  - PT Para Bandung Propertindo
  - PT Mega Capital Sekuritas (dahulu PT Mega Capital Indonesia)
  - PT Bank Mega Syariah
  - PT Asuransi Umum Mega
  - PT Mega Corpora
  - PT Trans Property
  - PT Trans Corpora
  - PT CT Corpora
  - PT Batam Indah Investindo
  - PT Trans Coffee
  - PT Mega Central Finance
  - PT Anta Express Tour & Travel Service Tbk
  - PT Trans Airways
  - PT Trans Media Corpora
  - PT Trans Rekan Media
  - PT Trans Entertainment
  - PT Trans Fashion Indonesia (dahulu PT Trans Mahagaya)
  - PT Trans Lifestyle
  - PT Para Inti Energy
  - PT Para Energy Investindo
  - PT Trans Kalla Makassar
  - PT Trans Studio
  - PT Trans Ice
  - PT Mega Auto Finance
  - PT Para Bali Propertindo
  - PT Mega Indah Propertindo
  - PT CT Agro
  - PT Kaltim CT Agro
  - PT Kalbar CT Agro
  - PT Kalteng CT Agro
  - PT Metropolitan Retailmart
  - PT Mega Finance
  - PT Mega Asset Management
  - PT PFI Mega Life Insurance (dahulu PT Asuransi Jiwa Mega Indonesia)
  - PT Perkebunan Indonesia Lestari
  - PT Perkebunan Inti Indonesia
  - PT Vaya Tour
  - PT Trans Digital Media (dahulu PT Agranet Multicitra Siberkom)
  - PT Trans Mart
  - PT Trans Grosir Indonesia
  - PT Trans Retail Indonesia (dahulu PT Carrefour Indonesia)
  - PT Bank Pembangunan Daerah Sulawesi Utara

**37. TRANSACTIONS WITH RELATED PARTIES**  
**(continued)**

**The nature of relationship with related parties:**

- **Related due to the same ownership/ shareholders**
  - PT Televisi Transformasi Indonesia
  - PT Duta Visual Nusantara TV 7
  - PT Para Bandung Propertindo
  - PT Mega Capital Sekuritas (formerly PT Mega Capital Indonesia)
  - PT Bank Mega Syariah
  - PT Asuransi Umum Mega
  - PT Mega Corpora
  - PT Trans Property
  - PT Trans Corpora
  - PT CT Corpora
  - PT Batam Indah Investindo
  - PT Trans Coffee
  - PT Mega Central Finance
  - PT Anta Express Tour & Travel Service Tbk
  - PT Trans Airways
  - PT Trans Media Corpora
  - PT Trans Rekan Media
  - PT Trans Entertainment
  - PT Trans Fashion Indonesia (formerly PT Trans Mahagaya)
  - PT Trans Lifestyle
  - PT Para Inti Energy
  - PT Para Energy Investindo
  - PT Trans Kalla Makassar
  - PT Trans Studio
  - PT Trans Ice
  - PT Mega Auto Finance
  - PT Para Bali Propertindo
  - PT Mega Indah Propertindo
  - PT CT Agro
  - PT Kaltim CT Agro
  - PT Kalbar CT Agro
  - PT Kalteng CT Agro
  - PT Metropolitan Retailmart
  - PT Mega Finance
  - PT Mega Asset Management
  - PT PFI Mega Life Insurance (formerly PT Asuransi Jiwa Mega Indonesia)
  - PT Perkebunan Indonesia Lestari
  - PT Perkebunan Inti Indonesia
  - PT Vaya Tour
  - PT Trans Digital Media (formerly PT Agranet Multicitra Siberkom)
  - PT Trans Mart
  - PT Trans Grosir Indonesia
  - PT Trans Retail Indonesia (formerly PT Carrefour Indonesia)
  - PT Bank Pembangunan Daerah Sulawesi Utara

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**37. TRANSAKSI DENGAN PIHAK BERELASI**  
**(lanjutan)**

**Sifat hubungan dengan pihak berelasi: (lanjutan)**

**- Hubungan kepemilikan/pemegang saham yang sama (lanjutan)**

- PT Arah Tumata
- PT Dian Abdi Nusa
- PT Wahana Kutai Kencana
- PT Trans Estate
- PT Trans Studio Balikpapan
- PT Trans Studio Jakarta
- PT Trans Studio Manado
- PT Mega Indah Realty Development
- PT Rekreasindo Nusantara
- PT Bank Pembangunan Daerah Sulawesi Tengah
- PT Mitra Kalimantan Utama
- PT Sekata Prima Nusa
- PT Trans Oto Internasional
- PT Kaltim Hijau Makmur
- PT Lembah Sawit Subur
- PT Mahakam Hijau Makmur
- PT Trans E Produksi
- PT Indonusa Telemedia
- PT Trans News Corpora
- PT Detik Ini Juga
- PT Tama Komunika Persada
- PT Detik TV Indonesia
- PT Trans Burger
- PT Alfa Retailindo
- PT Trans Rekreasindo
- PT Trans Ritel Properti
- PT Trans Distributor
- PT Trans Importir
- PT Trans Indo Distributor
- PT Trans Indo Trading
- PT Trans Indo Importir
- PT Trans Living Indonesia (dahulu PT Transindo Digital Distribusi)
- PT Transindo Digital Ritel
- PT Trans Event
- PT Kutai Agro Lestari
- PT Trans Kalla Makassar
- PT Garuda Indonesia (Persero) Tbk
- PT Katingan Agro Resources
- PT CT Agro Sukabumi
- PT CT Global Resources
- PT Lembah Sawit Subur 2
- PT Lembah Sawit Subur 3
- PT Trans Visi Media
- PT Mega Capital Investama

**37. TRANSACTIONS WITH RELATED PARTIES**  
**(continued)**

**The nature of relationship with related parties: (continued)**

**- Related due to the same ownership/ shareholders (continued)**

- PT Arah Tumata
- PT Dian Abdi Nusa
- PT Wahana Kutai Kencana
- PT Trans Estate
- PT Trans Studio Balikpapan
- PT Trans Studio Jakarta
- PT Trans Studio Manado
- PT Mega Indah Realty Development
- PT Rekreasindo Nusantara
- PT Bank Pembangunan Daerah Sulawesi Tengah
- PT Mitra Kalimantan Utama
- PT Sekata Prima Nusa
- PT Trans Oto Internasional
- PT Kaltim Hijau Makmur
- PT Lembah Sawit Subur
- PT Mahakam Hijau Makmur
- PT Trans E Produksi
- PT Indonusa Telemedia
- PT Trans News Corpora
- PT Detik Ini Juga
- PT Tama Komunika Persada
- PT Detik TV Indonesia
- PT Trans Burger
- PT Alfa Retailindo
- PT Trans Rekreasindo
- PT Trans Ritel Properti
- PT Trans Distributor
- PT Trans Importir
- PT Trans Indo Distributor
- PT Trans Indo Trading
- PT Trans Indo Importir
- PT Trans Living Indonesia (formerly PT Transindo Digital Distribusi)
- PT Transindo Digital Ritel
- PT Trans Event
- PT Kutai Agro Lestari
- PT Trans Kalla Makassar
- PT Garuda Indonesia (Persero) Tbk
- PT Katingan Agro Resources
- PT CT Agro Sukabumi
- PT CT Global Resources
- PT Lembah Sawit Subur 2
- PT Lembah Sawit Subur 3
- PT Trans Visi Media
- PT Mega Capital Investama



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**37. TRANSAKSI DENGAN PIHAK BERELASI**  
**(lanjutan)**

- **Hubungan kepemilikan/pemegang saham yang sama (lanjutan)**

- PT Metro Outlet Indonesia
- PT Trans F&B
- PT Trans Retail
- PT Trans Studio Semarang
- PT Trans Fashion
- PT Trans Properti Indonesia
- PT Trans Studio BSD
- PT CT Corp Infrastruktur Indonesia
- PT Trans Cibubur Property
- PT Trans Realty Development
- PT Citra Bangun Sarana
- PT Karya Tumbuh Bersama Indo
- PT Trans Food Oriental
- PT Trans Media Sosial
- PT Trans Berita Bisnis
- PT Trans Rasa Oriental
- PT Trans Rasa Nippon
- PT Trans Rasa Bali
- PT Trans Pizza Resto
- PT Manajemen Data Corpora
- PT Beautinesia Media Nusantara
- PT Daily Dinamika Kreasi
- PT Multi Citra Abadi
- PT Mahkota Dhuharifqi Mandiri Wisata
- PT Sistem Pembayaran Digital

- **Hubungan keluarga dekat pengendali**

PT Para Duta Bangsa

- **Manajemen Kunci**

Dalam menjalankan usahanya, Bank telah memberikan remunerasi, tunjangan, dan fasilitas lainnya kepada Direksi dan Dewan Komisaris yang dicatat sebagai bagian dari beban gaji dan tunjangan lainnya (Catatan 31).

**38. MASALAH HUKUM**

Antara April 2009 sampai dengan Juli 2010, telah terjadi pembobolan dana PT Elnusa Tbk sebesar Rp111.000 dan antara September 2010 sampai dengan April 2011, terjadi juga pembobolan dana Pemkab Batubara sebesar Rp80.000 dengan melibatkan oknum Bank maupun oknum PT Elnusa Tbk dan Pemkab Batubara serta pihak-pihak lainnya.

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**37. TRANSACTIONS WITH RELATED PARTIES**  
**(continued)**

- **Related due to the same ownership/ shareholders (continued)**

- PT Metro Outlet Indonesia
- PT Trans F&B
- PT Trans Retail
- PT Trans Studio Semarang
- PT Trans Fashion
- PT Trans Properti Indonesia
- PT Trans Studio BSD
- PT CT Corp Infrastruktur Indonesia
- PT Trans Cibubur Property
- PT Trans Realty Development
- PT Citra Bangun Sarana
- PT Karya Tumbuh Bersama Indo
- PT Trans Food Oriental
- PT Trans Media Sosial
- PT Trans Berita Bisnis
- PT Trans Rasa Oriental
- PT Trans Rasa Nippon
- PT Trans Rasa Bali
- PT Trans Pizza Resto
- PT Manajemen Data Corpora
- PT Beautinesia Media Nusantara
- PT Daily Dinamika Kreasi
- PT Multi Citra Abadi
- PT Mahkota Dhuharifqi Mandiri Wisata
- PT Sistem Pembayaran Digital

- **Related to close family member of controller**

PT Para Duta Bangsa

- **Key Management**

In the ordinary course of its business, the Bank has given remuneration, other allowances and benefits to Directors and Board of Commissioners which were recorded as part of salary expenses and other allowances (Note 31).

**38. LEGAL MATTERS**

Between April 2009 and July 2010, there was a fraud case of PT Elnusa Tbk fund amounting to Rp111,000 and between September 2010 to April 2011, there was also a fraud case of Batubara district government fund amounting to Rp80,000 involving officers of the Bank and also personnel of PT Elnusa Tbk and Batubara district government as well as other parties.



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**38. MASALAH HUKUM (lanjutan)**

Terhadap kejadian tersebut telah menimbulkan kasus-kasus sebagai berikut :

1. PT Elnusa Tbk

a. Kasus Tindak Pidana Korupsi

Dalam perkara tindak pidana korupsi pihak Kejaksaan, berdasarkan hasil penyidikannya, mengindikasikan adanya korupsi dana PT Elnusa Tbk di Bank yang melibatkan oknum dari PT Elnusa Tbk sendiri. Berdasarkan hasil pemeriksaan di tingkat Pengadilan Negeri, Pengadilan Tinggi dan di tingkat Kasasi terbukti bahwa kasus ini adalah merupakan tindak pidana korupsi. Kasus ini telah diproses hingga tingkat Mahkamah Agung R.I. yang artinya terhadap perkara tersebut telah mempunyai kekuatan tetap dan mengikat (*final and binding*) dan karenanya pihak Kejaksaan wajib untuk segera melaksanakan (eksekusi) terhadap keputusan tersebut.

Keputusan tersebut diputuskan pada tanggal 29 Agustus 2012 melalui Rapat Permusyawaratan Mahkamah Agung R.I., dimana Mahkamah Agung telah memutuskan dan menyatakan Para Terdakwa bersalah melakukan perbuatan melawan hukum berupa tindak pidana korupsi dan wajib untuk mengembalikan dana (yang di korupsinya) kepada Negara cq PT Elnusa Tbk.

Atas putusan tersebut Kejaksaan Negeri selaku pihak eksekutor/pelaksana eksekusi, wajib menjalankan proses eksekusi terhadap seluruh barang atau harta kekayaan yang telah disita oleh pengadilan untuk kemudian dilakukan pelelangan dan hasilnya masing-masing akan diserahkan kepada negara cq PT Elnusa Tbk. Apabila harta kekayaan yang disita ternyata tidak mencukupi untuk mengembalikan dana PT Elnusa Tbk yang dikorupsi, maka pihak Kejaksaan akan melakukan perampasan dan penyitaan terhadap seluruh harta kekayaan para terdakwa/terpidana guna mengembalikan dana yang dikorupsinya tersebut kepada Negara cq PT Elnusa Tbk.

**38. LEGAL MATTERS (continued)**

The incident has led to the following cases:

1. PT Elnusa Tbk

a. The Corruption Case

In the criminal corruption case, the Indonesian attorney, based on its investigation indicated that there is a fund corruption occurred in Bank, involving the personnel from PT Elnusa Tbk itself. Based on the investigation in the Indonesian District Court, High Court and Court of Cassation, it was proved that this current case is indeed a corruption. This case has been processed up to Indonesia Supreme Court of Justice, which means this case has a fixed and binding power and because of that, the attorney must execute the final verdict regarding the case.

The verdict was decided on August 29, 2012 through the Consultative Meeting of Indonesia Supreme Court of Justice whereby the court decided and verdict all the defendants as guilty of violating the law on corruption and were required to return all the money to the state and PT Elnusa Tbk.

Based on the verdict of district attorneys as the executor of the verdict, they must exercise the execution process to all the material or money that had been confiscated by court which will be auctioned whereby the proceeds therein would be returned to the state and PT Elnusa Tbk. If the confiscated material is not enough to cover the corruption amount that need to be returned to PT Elnusa Tbk, the court will seize and confiscate all the property that are owned by the defendant in order to return the fund that has been corrupted to the state and PT Elnusa Tbk.

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**38. MASALAH HUKUM (lanjutan)**

1. PT Elnusa Tbk (lanjutan)

a. Kasus Tindak Pidana Korupsi (lanjutan)

Bahwa kemudian salah satu terdakwa dalam kasus tipikor yakni Santun Nainggolan, telah mengajukan upaya hukum Peninjauan Kembali kepada Mahkamah Agung R.I. terhadap putusan kasasi dalam perkara tipikor tersebut, Mahkamah Agung R.I. pada tanggal 6 Januari 2016 telah memutuskan Menolak Permohonan Peninjauan Kembali dari Santun Nainggolan.

Sampai dengan tanggal penyelesaian laporan keuangan ini, tidak terdapat informasi baru terkait kasus tindak pidana korupsi ini.

b. Kasus Perdata

Bank telah menjadi pihak tergugat dalam kasus perdata yang diajukan oleh PT Elnusa Tbk (pihak penggugat), dimana penggugat mengajukan gugatan perbuatan melawan hukum terhadap Bank karena adanya pemalsuan sertifikat deposito berjangka dengan gugatan material sebesar Rp111.000. Pada tanggal 22 Maret 2012, Majelis Hakim Pengadilan Negeri Jakarta Selatan mengabulkan sebagian gugatan penggugat dan menghukum Bank untuk mengembalikan dana milik penggugat beserta sejumlah bunga tertentu.

Terkait dengan keputusan Pengadilan Negeri Jakarta Selatan tersebut, Bank telah mengajukan upaya hukum hingga peninjauan kembali ke Mahkamah Agung R.I. yang berakhir dengan penolakan dan guna mempertahankan haknya, Bank pada tanggal 19 September 2016 telah mengajukan gugatan perlawanan melalui Pengadilan Negeri Jakarta Selatan atas permohonan eksekusi yang diajukan oleh PT Elnusa Tbk yang dilanjutkan dengan pengajuan banding ke Pengadilan Tinggi Jakarta, dimana memori banding tersebut diterima pada tanggal 8 Desember 2017. Hingga saat ini proses peradilan masih berjalan dalam tahap pemeriksaan di tingkat banding di Pengadilan Tinggi DKI Jakarta.

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**38. LEGAL MATTERS (continued)**

1. PT Elnusa Tbk (continued)

a. *The Corruption Case (continued)*

*Eventually, one of the defendant in corruption case, namely Santun Nainggolan, has submitted a legal effort of Judicial Review to Indonesia Supreme Court of Justice in response to the Cassation's decision in the corruption case, Indonesia Supreme Court of Justice on January 6, 2016 decided to decline the appeal of Judicial Review from Santun Nainggolan.*

*Until the completion date of these financial statements, there is no information update regarding this corruption case.*

b. Civil Case

*The Bank had been the defendant of the civil case against PT Elnusa Tbk (the plaintiff), in which the plaintiff filed a case against law towards the Bank due to an indication of certification of deposit forgery amounting to Rp111,000. On March 22, 2012, the South Jakarta District Court of Justice granted the plaintiff charges and obligated the Bank to return the plaintiff's fund plus a certain amount of interest.*

*In relation to the decision of the South Jakarta District Court, the Bank filed a legal appeal up to judicial review to the Indonesia Supreme Court which resulted in rejection of the judicial review submitted by the Bank and to protect its right, the Bank, on September 19, 2016 had filed a tierce opposition through South Jakarta District Court against execution appeal filed by PT Elnusa Tbk which has been followed by an appeal to the Jakarta High Court, in which an appeal was received on December 8, 2017. Until now, the judicial process is on the stage examination at appeal level in DKI Jakarta High Court.*

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**38. MASALAH HUKUM (lanjutan)**

1. PT Elnusa Tbk (lanjutan)

b. Kasus Perdata (lanjutan)

Pada tanggal 10 Mei 2017, melalui surat nomor W10-U3/1882/Hk.02/5/2017 Perihal Penundaan Lelang, Ketua Pengadilan Negeri Jakarta Selatan telah menunda pelaksanaan (eksekusi) lelang (hingga pemberitahuan lebih lanjut dari Pengadilan Negeri Jakarta Selatan) dikarenakan masih adanya perkara perlawanan yang masih berjalan dan adanya upaya perdamaian yang sedang berlangsung.

Bahwa Mahkamah Agung dalam putusannya terhadap perkara tipikor menyatakan bahwa para terpidana dinyatakan bersalah telah melakukan perbuatan melanggar hukum berupa tindak pidana korupsi dan karenanya masing-masing pelaku dihukum penjara sesuai dengan tingkat perbuatannya dan pada saat yang bersamaan para terpidana wajib untuk mengembalikan dan membayar ganti rugi/denda kepada Negara cq. PT Elnusa Tbk. Di lain pihak dalam perkara gugatan perdata yang diajukan PT Elnusa Tbk, Bank dinyatakan telah melakukan perbuatan melanggar hukum dan wajib untuk membayar kepada PT Elnusa Tbk sebesar Rp111.000.

Bahwa Pengadilan Negeri Jakarta Selatan beberapa waktu yang lalu telah mengumumkan akan melakukan lelang terhadap obyek sita jaminan, akan tetapi kemudian sebelum lelang dilaksanakan, Ketua Pengadilan Negeri Jakarta Selatan mengeluarkan Penetapan menunda eksekusi lelang, antara lain dengan alasan masih berjalannya proses Gugatan Perlawanan sebagaimana diuraikan diatas hingga selesai atau kedua belah pihak melakukan perdamaian atas kasus tersebut.

2. Pemkab Batubara, Sumatera Utara

a. Kasus Tindak Pidana Korupsi

Serupa dengan kasus tindak pidana korupsi PT Elnusa Tbk, Pusat Pelaporan dan Analisis Transaksi Keuangan ("PPATK") melaporkan indikasi tindak pidana korupsi dana Pemerintah Kabupaten Batu Bara sebesar Rp80.000 dengan modus serupa dengan kasus pembobolan dana PT Elnusa Tbk.

**38. LEGAL MATTERS (continued)**

1. PT Elnusa Tbk (continued)

b. Civil Case (continued)

On May 10, 2017, through letter No. W10-U3/1882/Hk.02/5/2017 Regarding the Postponed Auction, the Head of South Jakarta District Court has postponed the execution of the auction (until further notice from the South Jakarta District Court) due to the ongoing tierce opposition and peaceful settlement effort.

The Supreme Court, in its decision towards the corruption case decided that the defendants were found guilty of committing unlawful action of corruption and because of that, each of the defendants will be sentenced to imprisonment which terms was parallel to level of action taken. At the same time, all the defendants must return and pay compensations to the state and PT Elnusa Tbk. While in the civil case submitted by PT Elnusa Tbk, the Bank is found guilty of committing unlawful action and is required to pay the fine of Rp111,000 to PT Elnusa Tbk.

On that time, the South Jakarta District Court has announced that it will conduct an auction against the object of confiscation, but then before the auction is held, the Head of South Jakarta District Court issued a Stipulation to postpone the execution of the auction, until the settlement of the ongoing process of Resistance Lawsuit, as described above, or peaceful settlement from both parties.

2. Pemkab Batubara, North Sumatera

a. The Corruption Case

Similar to the corruption case of PT Elnusa Tbk, Indonesian Financial Transaction Reports and Analysis Center identified that there was an corruption indication of government fund in Batubara district government amounting to Rp80,000, which was similar to the case of embezzlement to PT Elnusa Tbk.

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**38. MASALAH HUKUM (lanjutan)**

2. Pemkab Batubara, Sumatera Utara (lanjutan)

a. Kasus Tindak Pidana Korupsi (lanjutan)

Kasus ini telah selesai diproses di Mahkamah Agung R.I. dengan putusan kasasi terakhir dibacakan pada tanggal 23 Oktober 2012 yang artinya terhadap perkara tersebut telah mempunyai kekuatan tetap dan mengikat (*final and binding*) dan karenanya pihak Kejaksaan wajib untuk segera melaksanakan (eksekusi) terhadap seluruh pelaku (kecuali terhadap Itma Hari Basuki yang masih dalam proses di Pengadilan Tinggi) yang telah dinyatakan bersalah melakukan perbuatan melawan hukum berupa tindak pidana korupsi dan/atau Tindak Pidana Pencucian Uang terhadap dana Pemkab Batu Bara dan diperintahkan untuk mengembalikan dana yang dikorupsi kepada Pemkab Batubara.

b. Kasus Perdata

Pada awal Februari 2015, pihak Pemkab Batubara telah mengajukan gugatan perdata kepada Bank, dengan alasan Perbuatan Melanggar Hukum atas bobolnya dana Pemkab Batubara sebesar Rp80.000. Terhadap perkara tersebut pada tanggal 13 Oktober 2015, Majelis Hakim Pengadilan Negeri Jakarta Selatan telah membacakan putusannya yang pada intinya menyatakan "Gugatan Penggugat dalam hal ini Pemkab Batubara Tidak Dapat Diterima atau *Niet Ontvankelijk Verklaard*". Terhadap putusan dimaksud, Pemkab Batubara pada tanggal 13 Oktober 2015 telah mengajukan upaya banding ke Pengadilan Tinggi Jakarta, dimana dalam putusannya Pengadilan Tinggi DKI telah menguatkan Putusan Pengadilan Negeri Jakarta Selatan, dan menyatakan gugatan Pemkab Batubara dinyatakan Tidak Dapat Diterima atau *Niet Ontvankelijk Verklaard*.

**38. LEGAL MATTERS (continued)**

2. Pemkab Batubara, North Sumatera (continued)

a. The Corruption Case (continued)

*This case had been completed in Indonesia Supreme Court of Justice. The final Cassation's decision was read on October 23, 2012, which meant that the case had final and legally binding decision. Therefore, the court shall execute all the verdict of the case in which all defendants (except for Itma Hari Basuki who is in the process of high court) have been found guilty of doing unlawful action in the form of corruption and money laundering of Batubara district government's funds. They were obligated by the court to return all the corruption fund to Batubara district government.*

b. Civil Case

*In the beginning of February 2015, Batubara district government had filed a lawsuit to the Bank, with a reason of unlawful acts on misuse of funds of Batubara district government amounting to Rp80,000. With respect to this case, on October 13, 2015 the judges of South Jakarta District Court has announced the decisions that mainly states "the defendant lawsuit in this case Batubara district government can not be accepted or *Niet Ontvankelijk Verklaard*". Toward this decision, Batubara district government, on October 13, 2015, had submitted an appeal to Jakarta Court, in which the High Court of Jakarta upheld the decision of South Jakarta District Court, and stated that lawsuit of Batubara district government as unacceptable or *Niet Ontvankelijk Verklaard*.*



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**38. MASALAH HUKUM (lanjutan)**

2. Pemkab Batubara, Sumatera Utara (lanjutan)

b. Kasus Perdata (lanjutan)

Atas putusan Pengadilan Tinggi Jakarta tersebut, Pemkab Batubara telah mengajukan upaya hukum kasasi ke Mahkamah Agung R.I. dengan register nomor 1954 K/PDT/2017. Sesuai dengan surat Pemberitahuan Isi Putusan Mahkamah Agung R.I. yang Bank terima pada Selasa tanggal 10 Juli 2018 dari Pengadilan Negeri Jakarta Selatan, Majelis Hakim Mahkamah Agung R.I. yang mengadili perkara tersebut memutuskan, mengadili:

1. Menolak permohonan kasasi Pemerintahan Kabupaten Batu Bara (Propinsi Sumatera Utara selaku Pemohon Kasasi/Pembanding);
2. Menghukum Pemohon Kasasi/Pembanding untuk membayar biaya perkara dalam semua tingkat pengadilan dan dalam tingkat kasasi ini sejumlah Rp500.000 (lima ratus ribu rupiah).

Dokumen salinan putusan kasasi atas perkara tersebut telah kami terima pada tanggal 8 Agustus 2018. Dengan ditolaknya permohonan kasasi tersebut maka perkara tersebut sudah *inkracht van gewijsde* atau *final and binding*.

Dari kedua kasus tindak pidana korupsi tersebut, baik Mahkamah Agung R.I. dalam kasus PT Elnusa Tbk maupun dalam kasus Pemkab Batu Bara, tidak menyebutkan Bank bertanggung jawab untuk mengembalikan baik dana PT Elnusa Tbk maupun Pemkab Batubara yang dibobol oleh pelaku yang telah dihukum tersebut.

Sehubungan dengan kasus-kasus di atas, Bank memenuhi permintaan dari Bank Indonesia antara lain untuk membentuk dana cadangan dalam escrow account sebesar Rp191.000 sampai kedua sengketa tersebut diselesaikan dan berkekuatan hukum tetap.

Bank telah memenuhi permintaan Bank Indonesia dan, setelah berkomunikasi dengan Bank Indonesia, memblokir penggunaan beberapa Sertifikat Deposito Bank Indonesia di Bank Indonesia sebesar Rp191.000.

**38. LEGAL MATTERS (continued)**

2. Pemkab Batubara, North Sumatera (continued)

b. Civil Case (continued)

Based on the decision of the Jakarta High Court, the Batubara district government has filed a cassation appeal with register number 1954 K/PDT/2017. In accordance with the Notification Letter of the Decision of the Republic of Indonesia's Supreme Court which the Bank received on Tuesday, July 10, 2018, which was obtained from the South Jakarta District Court, the Panel of Judges of the Republic of Indonesia's Supreme Court who judged the case decided, adjudicating:

1. Reject the cassation request of Batubara district government (North Sumatra Province as the Applicant for cassation/the Appellant);
2. Punish the Applicant of Republic of Indonesia's cassation/the Appellant to pay court fees at all levels of the court and for this appeal amounting to Rp500,000.00 (five hundred thousand rupiah).

The copy of the decision in regards to this case has been obtained by the Bank on August 8, 2018. Rejection of the cassation appeal resulted that the case has been *inkracht van gewijsde* or legally binding.

From these two corruption cases, the Indonesia Supreme Court, in the case of PT Elnusa Tbk and as well as in the case of Batubara district government, did not mention the Bank to be held responsible for returning the funds to PT Elnusa Tbk and Batubara district government's which were compromised by the defendant who have been convicted.

In relation to the cases above, the Bank has received a request from Bank Indonesia to, among others, create an escrow account amounting to Rp191,000 until the disputes are settled and legally binding.

The Bank has complied with Bank Indonesia's request and, after communication, Bank Indonesia blocked the use of certain Bank Indonesia Deposits Certificate amounting to Rp191,000.

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**38. MASALAH HUKUM (lanjutan)**

Berdasarkan hasil putusan pengadilan pada dua kasus Tipikor di atas, Bank berkeyakinan bahwa, berdasarkan yurisprudensi dari kasus-kasus serupa, tuntutan perdata terhadap Bank tidak berdasar, sehingga kerugian yang mesti ditanggung oleh Bank yang belum dapat ditentukan pada saat ini tidak akan memiliki dampak yang pervasif terhadap hasil operasi, posisi keuangan atau likuiditas Bank.

Melalui surat tanggal 21 Maret 2019, Otoritas Jasa Keuangan telah menyetujui pencairan Dana (pembukaan blokir) *Escrow Account* yang dibentuk terkait dengan kasus (melawan) Pemkab Batubara sebesar Rp80.000, dikarenakan kasus Pemkab Batubara sudah selesai atau *In Kracht van Gewijsde* dan Bank dinyatakan memenangkan kasus di atas baik perdata maupun tipikor. Dengan demikian, jumlah aset yang dibatasi penggunaannya berkurang menjadi Rp111.000 (Catatan 14).

**38. LEGAL MATTERS (continued)**

With respects to the court's decision of those criminal corruption cases above, the Bank believed, that on the basis of jurisprudences of the similar case, such claim on the civil case will have no basis and therefore will not result to a significant impact on the operations, financials or liquidity of the Bank.

Through a letter dated March 21, 2019, the Financial Services Authority has approved the disbursement of the *Escrow Account Fund* (unblocking) that was formed in connection with the case (against) of Batubara District Government amounting of Rp80,000, because the batubara District Government case has been completed or *In Kracht van Gewijsde* and the Bank have won the above cases both civil and corruption. Thus, the restricted assets reduced to Rp 111,000 (Note 14).

**39. ASET DAN LIABILITAS MONETER DALAM MATA UANG ASING**

- a. Posisi aset (sebelum dikurangi dengan cadangan kerugian penurunan nilai) dan liabilitas moneter dalam mata uang asing adalah sebagai berikut:

	<b>31 Desember/December 31</b>	
	<b>2019</b>	<b>2018</b>
<b>Aset</b>		
Kas (Catatan 4)	135.052	116.359
Giro pada Bank Indonesia (Catatan 5)	584.453	592.456
Giro pada bank lain (Catatan 6)	279.962	204.379
Penempatan pada Bank Indonesia dan bank lain (Catatan 7)	887.092	284.724
Efek-efek (Catatan 8)	368.700	497.139
Tagihan derivatif (Catatan 10)	74.969	106.182
Kredit yang diberikan (Catatan 11)	5.907.944	4.906.808
Tagihan akseptasi (Catatan 12)	395.300	376.948
Aset lain-lain (Catatan 14)	41.065	36.854
<b>Total</b>	<b>8.674.537</b>	<b>7.121.849</b>
<b>Liabilitas</b>		
Liabilitas segera	4.149	14.396
Simpanan dari nasabah (Catatan 16, 17 dan 18)	6.878.466	6.809.266
Simpanan dari bank lain (Catatan 19)	333.556	129.544
Liabilitas derivatif (Catatan 10)	37.469	85.530
Utang akseptasi (Catatan 12)	395.300	376.948
Beban yang masih harus dibayar dan liabilitas lain-lain (Catatan 22)	72.650	71.740
<b>Total</b>	<b>7.721.590</b>	<b>7.487.424</b>
<b>Posisi aset - neto</b>	<b>952.947</b>	<b>(365.575)</b>

**39. ASSETS AND LIABILITIES DENOMINATED IN FOREIGN CURRENCY**

- a. Monetary asset (before deducting the allowance for impairment losses) and liability position denominated in foreign currencies are as follows:

<b>Assets</b>
Cash (Note 4)
Current accounts with Bank Indonesia (Note 5)
Current accounts with other banks (Note 6)
Placements with Bank Indonesia and other banks (Note 7)
Securities (Note 8)
Derivatives receivable (Note 10)
Loans (Note 11)
Acceptance receivable (Note 12)
Other assets (Note 14)
<b>Total</b>
<b>Liabilities</b>
Obligations due immediately
Deposit from customers (Notes 16, 17 and 18)
Deposits from other banks (Note 19)
Derivatives payable (Note 10)
Acceptance payable (Note 12)
Accrued expenses and other liabilities (Note 22)
<b>Total</b>
<b>Asset position - net</b>



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**39. ASET DAN LIABILITAS MONETER DALAM MATA UANG ASING (lanjutan)**

Posisi Devisa Neto ("PDN") Bank adalah sebagai berikut:

31 Desember/December 31, 2019

	Mata uang asing (dalam nilai penuh)/ Foreign currencies (in full amount)		Ekuivalen Rupiah/Equivalent in Rupiah		Posisi Devisa Neto/ Net Open Position	
	Aset/ Assets	Liabilitas/ Liabilities	Aset/ Assets	Liabilitas/ Liabilities		
Dolar Amerika Serikat	658.938.682	762.368.990	9.147.716	10.583.587	1.435.871	United States Dollar
Yen Jepang	1.175.793.283	1.167.885.620	150.278	149.267	1.011	Japanese Yen
Dolar Singapura	12.051.956	12.123.638	124.317	125.056	739	Singapore Dollar
Euro Eropa	9.405.738	8.771.178	146.453	136.572	9.881	European Euro
Dolar Hong Kong	1.706.212	1.948.462	3.042	3.474	432	Hong Kong Dollar
Dolar Selandia Baru	252.533	244.262	2.357	2.280	77	New Zealand Dollar
Poundsterling Inggris	2.435.883	2.161.231	44.426	39.417	5.009	Great Britain Poundsterling
Yuan China	3.665.425	3.282.392	7.310	6.546	764	Chinese Yuan
Franc Swiss	148.353	71.177	2.127	1.020	1.107	Swiss Franc
Dolar Australia	31.221.288	29.902.419	303.639	290.813	12.826	Australian Dollar
			<b>9.931.665</b>	<b>11.338.032</b>	<b>1.467.717</b>	
Total Modal Tier I dan Tier II bulan Desember 2019, setelah dikurangi dengan modal pengurang					14.684.721	Total Tier I and Tier II Capital of December 2019 net of capital deduction
Rasio PDN					9,99%	NOP Ratio

31 Desember/December 31, 2018

	Mata uang asing (dalam nilai penuh)/ Foreign currencies (in full amount)		Ekuivalen Rupiah/Equivalent in Rupiah		Posisi Devisa Neto/ Net Open Position	
	Aset/ Assets	Liabilitas/ Liabilities	Aset/ Assets	Liabilitas/ Liabilities		
Dolar Amerika Serikat	672.360.797	673.331.077	9.668.548	9.682.501	13.953	United States Dollar
Yen Jepang	153.694.117	185.720.609	20.076	24.259	4.183	Japanese Yen
Dolar Singapura	24.965.410	25.256.059	263.508	266.575	3.067	Singapore Dollar
Euro Eropa	6.951.965	7.132.946	114.295	117.270	2.975	European Euro
Dolar Hong Kong	526.197	968.528	966	1.778	812	Hong Kong Dollar
Dolar Selandia Baru	224.161	297.375	2.165	2.872	707	New Zealand Dollar
Poundsterling Inggris	2.216.090	2.251.906	40.580	41.236	656	Great Britain Poundsterling
Yuan China	12.380.808	12.574.208	25.883	26.287	404	Chinese Yuan
Franc Swiss	71.878	91.267	1.049	1.332	283	Swiss Franc
Dolar Australia	30.499.183	30.500.751	309.943	309.959	16	Australian Dollar
			<b>10.447.013</b>	<b>10.474.069</b>	<b>27.056</b>	
Total Modal Tier I dan Tier II bulan Desember 2018, setelah dikurangi dengan modal pengurang					12.619.668	Total Tier I and Tier II Capital of December 2018 net of capital deduction
Rasio DN					0,21%	NOP Ratio

Berdasarkan peraturan BI mengenai PDN sebagaimana telah direvisi melalui Peraturan BI No. 6/20/PBI/2004 pada tanggal 15 Juli 2004, yang terakhir diperbaharui dengan Peraturan BI No. 12/10/PBI/2010 tanggal 1 Juli 2010, PDN bank setinggi-tingginya adalah 20% dari modal. PDN merupakan jumlah absolut dari selisih antara aset dan liabilitas dalam mata uang asing, baik yang terdapat di laporan posisi keuangan maupun rekening administratif. PDN Bank pada tanggal 31 Desember 2019 dan 2018 telah memenuhi ketentuan BI.

In accordance with BI regulation concerning NOP as amended by BI Regulation No. 6/20/PBI/2004 on July 15, 2004 and as further amended by BI Regulation No. 12/10/PBI/2010 dated July 1, 2010, the maximum NOP of banks should be at the most 20% of capital. NOP represents an absolute amount arising from the differences between the assets and liabilities in foreign currencies in the statements of financial position and administrative accounts. The NOP of the Bank as of December 31, 2019 and 2018 is in compliance with BI regulations.

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**40. KEGIATAN WALI AMANAT**

Bank memperoleh izin untuk menyelenggarakan kegiatan usaha sebagai wali amanat dari BAPEPAM-LK berdasarkan surat keputusan No. 20/STTD-WA/PM/2000 pada tanggal 2 Agustus 2000. Jasa-jasa yang dilakukan oleh Bank sebagai wali amanat adalah sebagai berikut:

- a. Mewakili kepentingan pemegang obligasi baik di dalam dan di luar pengadilan dalam melakukan tindakan hukum yang berkaitan dengan kepentingan pemegang obligasi;
- b. Menyampaikan informasi lengkap secara terbuka mengenai kualifikasinya sebagai Wali Amanat dalam prospektus;
- c. Memberikan laporan kepada Otoritas Jasa Keuangan, Bursa Efek dan pemegang obligasi baik secara langsung atau melalui Bursa Efek dalam hal emiten telah cidera janji atau terjadi keadaan yang dapat membahayakan kepentingan pemegang obligasi;
- d. Melakukan pengawasan atau pemantauan secara berkala mengenai perkembangan pengelolaan usaha emiten berdasarkan laporan keuangan atau laporan lainnya; dan
- e. Memberikan nasehat yang diperlukan emiten sehubungan dengan perjanjian perwaliamanatan.

Pada tahun yang berakhir 31 Desember 2019, Bank bertindak sebagai Wali Amanat atas 107 emisi obligasi, 177 emisi *Medium-Term Notes* dan 17 emisi sukuk sedangkan pada tahun yang berakhir 31 Desember 2018, Bank bertindak sebagai Wali Amanat atas 108 emisi obligasi, 155 emisi *Medium-Term Notes* dan 14 emisi sukuk. Jumlah nilai obligasi yang diterbitkan adalah sebesar Rp126.275.512 dan USD65.000 sampai dengan 31 Desember 2019 dan sebesar Rp127.970.513 dan USD120.000 sampai dengan 31 Desember 2018.

**41. KEGIATAN JASA KUSTODIAN**

Bank dapat bertindak sebagai Bank Kustodian berdasarkan surat izin dari Badan Pengawas Pasar Modal dan Lembaga Keuangan No. KEP-01/PM/Kstd/2001 tanggal 18 Januari 2001.

**40. TRUSTEESHIP ACTIVITIES**

*The Bank was granted with the license to conduct trusteeship activity from BAPEPAM-LK based on the decision letter No. 20/STTD-WA/PM/2000 dated August 2, 2000. The services provided by the Bank as a trustee are as follows:*

- a. *Represents the bondholders in any court and outside the court on any legal actions that are related to the bondholders' interest;*
- b. *Submits complete information concerning its qualification as Trustee in the prospectus;*
- c. *Reports directly to Financial Services Authority, Stock Exchange and to the bondholders, directly or through Stock Exchange when the issuer has not complied with the agreement or any condition that will be disadvantageous to the bondholders;*
- d. *Perform periodic monitoring or supervision on the development of the issuer's business based on financial reports or others reports; and*
- e. *Provides necessary advisory services to issuer in connection with the trusteeship agreement.*

*For the year ended December 31, 2019, the Bank acted as Trustee for 107 bonds issuance, 177 Medium-Term Notes Issuance and 17 sukuk Issuance while for the year ended December 31, 2018, the Bank acted as Trustee for 108 bonds issuance, 155 Medium-Term Notes Issuance and 14 sukuk. The total value of the bonds issued amounted to Rp126,275,512 and USD65,000 up to December 31, 2019 and Rp127,970,513 and USD120,000 up to December 31, 2018.*

**41. CUSTODIAN SERVICES ACTIVITIES**

*The Bank is allowed to act as Custodian Bank based on the license from the Capital Market Supervisory Agency and Financial Institution based on the letter No. KEP-01/PM/Kstd/2001 dated January 18, 2001.*

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**41. KEGIATAN JASA KUSTODIAN (lanjutan)**

Jasa-jasa kustodian yang diberikan Bank terdiri dari:

- Kustodian Umum meliputi:
  - *Safekeeping* (penyimpanan dan pengadministrasian efek-efek)
  - *Settlement & transaction handling* (penanganan dan penyelesaian transaksi penjualan/pembelian efek-efek)
  - *Corporate action* (pengurusan hak-hak nasabah sehubungan dengan kepemilikan efek-efek nasabah)
  - *Proxy* (mewakili nasabah dalam Rapat Umum Pemegang Saham berdasarkan surat kuasa)
  - Pelaporan
- Kustodian Reksa Dana meliputi:
  - *Unit Registry* (pencatatan dan pengadministrasian unit reksa dana)
  - *Fund Accounting* (penitipan kolektif, pengadministrasian portofolio reksa dana dan penghitungan Nilai Aset Bersih)
  - Pelaporan
  - Penyimpanan efek-efek lain sesuai peraturan yang berlaku

Pada tanggal 31 Desember 2019 dan 2018, nilai portofolio dalam administrasi kustodian Bank masing-masing sebesar Rp70.605.950 dan Rp65.489.439.

**42. PENGUKURAN NILAI WAJAR**

Tabel dibawah menyajikan perbandingan antara nilai tercatat dan nilai wajar dari semua aset dan liabilitas keuangan disajikan per kategori dari instrumen keuangan. Nilai wajar yang diungkapkan adalah berdasarkan informasi relevan yang tersedia pada tanggal 31 Desember 2019 dan 2018, dan tidak diperbaharui untuk mencerminkan perubahan dalam kondisi pasar yang telah terjadi setelah tanggal ini.

	31 Desember/December 31			
	2019		2018	
	Nilai tercatat/ Carrying value	Nilai wajar/ Fair value	Nilai tercatat/ Carrying value	Nilai wajar/ Fair value
Aset Keuangan				
Kas	1.123.163	1.123.163	998.453	998.453
Nilai wajar melalui laba rugi				
Efek-efek	524.088	524.088	175.754	175.754
Tagihan derivatif	74.969	74.969	106.182	106.182
	599.057	599.057	281.936	281.936

**41. CUSTODIAN SERVICES ACTIVITIES (continued)**

The custodian services provided by the Bank are as follows:

- General Custody encompasses:
  - *Safekeeping* (storage and administration of securities)
  - *Settlement & transaction handling* (handling and settlement of the transaction of sales/purchases of securities)
  - *Corporate action* (handling customer's rights in relation with the ownership of securities)
  - *Proxy* (as a customer representative at the General Meeting of Shareholders based on powers of attorney)
  - Reporting
- Mutual Fund Custody encompasses:
  - *Registry Unit* (registration and administration of mutual fund unit)
  - *Fund Accounting* (collective custody, mutual fund administration and portfolio Net Asset Value calculation)
  - Reporting
  - Storage of other securities in compliance with the prevailing regulations

As of December 31, 2019 and 2018, the value of the portfolio under administration of the Bank's custodian amounted to Rp70,605,950 and Rp65,489,439, respectively.

**42. FAIR VALUE MEASUREMENTS**

The table below summarizes the comparison between the carrying amounts and fair values of all financial assets and liabilities presented per category of financial instruments. The fair values disclosed are based on relevant information available as of December 31, 2019 and 2018, and not updated to reflect changes in market conditions which have occurred after this date.

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**42. PENGUKURAN NILAI WAJAR (lanjutan)**

Tabel berikut menyajikan perbandingan antara nilai tercatat dan nilai wajar dari semua aset dan liabilitas keuangan disajikan per kategori dari instrumen keuangan. Nilai wajar yang diungkapkan adalah berdasarkan informasi relevan yang tersedia pada tanggal 31 Desember 2019 dan 2018, dan tidak diperbaharui untuk mencerminkan perubahan dalam kondisi pasar yang telah terjadi setelah tanggal ini. (lanjutan)

**42. FAIR VALUE MEASUREMENTS (continued)**

The next table summarises the comparison between the carrying amounts and fair values of all financial assets and liabilities presented per category of financial instruments. The fair values disclosed are based on relevant information available as of December 31, 2019 and 2018, and not updated to reflect changes in market conditions which have occurred after this date. (continued)

	31 Desember/December 31			
	2019		2018	
	Nilai tercatat/ Carrying value	Nilai wajar/ Fair value	Nilai tercatat/ Carrying value	Nilai wajar/ Fair value
<b>Aset Keuangan (lanjutan)</b>				
Dimiliki hingga jatuh tempo				
Efek-efek	3.196.981	3.223.957	4.415.101	4.411.409
<b>Tersedia untuk dijual</b>				
Efek-efek	17.410.733	17.410.733	18.215.140	18.215.140
<b>Pinjaman dan piutang</b>				
Giro pada				
Bank Indonesia	4.258.626	4.258.626	3.857.831	3.857.831
Giro pada bank lain	299.624	299.624	285.137	285.137
Penempatan pada Bank Indonesia dan bank lain	8.036.685	8.036.685	2.889.675	2.889.675
Efek-efek yang dibeli dengan janji dijual kembali	3.961.541	3.961.541	2.002.987	2.002.987
Kredit yang diberikan	52.734.828	51.921.387	41.905.659	41.136.034
Tagihan akseptasi	687.759	687.759	702.418	702.416
Aset lain-lain - neto <sup>*)</sup>	1.574.599	1.574.599	826.929	826.929
	71.553.662	70.740.221	52.470.636	51.701.011
<b>Total</b>	<b>93.883.596</b>	<b>93.097.131</b>	<b>76.381.266</b>	<b>75.607.949</b>
<b>Liabilitas Keuangan</b>				
Nilai wajar melalui laba rugi				
Liabilitas derivatif	37.469	37.469	85.530	85.530
<b>Diukur pada biaya perolehan diamortisasi</b>				
Liabilitas segera	282.613	282.613	458.216	458.216
Simpanan nasabah				
Giro	5.508.409	5.508.409	6.718.204	6.718.204
Tabungan	12.504.312	12.504.312	11.799.080	11.799.080
Deposito berjangka	54.777.453	54.777.453	42.217.514	42.217.514
Simpanan dari bank lain				
Call money	4.963.180	4.963.180	1.824.420	1.824.420
Giro	94.387	94.387	428.294	428.294
Tabungan	172.912	172.912	150.775	150.775
Deposito berjangka	930.619	930.619	398.288	398.288
Utang akseptasi	687.759	687.759	702.418	702.418
Efek-efek yang dijual dengan janji dibeli kembali	3.934.495	3.934.495	4.589.369	4.589.369
Beban yang masih harus dibayar dan liabilitas lain-lain <sup>**)</sup>	869.644	869.644	225.766	225.766
	84.725.783	84.725.783	69.512.344	69.512.344
<b>Total</b>	<b>84.763.252</b>	<b>84.763.252</b>	<b>69.597.874</b>	<b>69.597.874</b>

\*) Aset lain-lain - neto terdiri dari bunga yang masih akan diterima, setoran jaminan, piutang sewa, tagihan penjualan surat berharga dan aset yang diblokir

\*\*) Beban yang masih harus dibayar dan liabilitas lain-lain terdiri dari utang bunga, kewajiban pembelian surat berharga dan setoran jaminan.

\*) Other assets - net consist of interest receivables, security deposits, rent receivables, sale of securities receivables and restricted assets

\*\*) Accrued expenses and other liabilities consist of interest payables, liabilities from purchase of securities and security deposits.

**Financial Assets (continued)**  
**Held-to-maturity**  
**Securities**  
**Available-for-sale**  
**Securities**  
**Loans and receivables**  
**Current accounts with**  
**Bank Indonesia**  
**Current accounts with**  
**other banks**  
**Placements with Bank**  
**Indonesia and other banks**  
**Securities purchased under**  
**agreement to resell**  
**Loans**  
**Acceptances receivable**  
**Other assets - net<sup>\*)</sup>**

**Total**

**Financial Liabilities**  
**Fair value through**  
**profit or loss**  
**Derivatives payable**

**Measured at**  
**amortized cost**  
**Obligations due immediately**  
**Deposits from customers**  
**Current accounts**  
**Savings deposits**  
**Time deposits**  
**Deposits from other banks**  
**Call money**  
**Current accounts**  
**Savings deposits**  
**Time deposits**  
**Acceptances payable**  
**Securities sold under**  
**repurchased agreements**

**Accrued expenses**  
**and other liabilities<sup>\*\*)</sup>**

**Total**

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**42. PENGUKURAN NILAI WAJAR (lanjutan)**

Berikut metode dan asumsi yang digunakan untuk perkiraan nilai wajar:

Nilai wajar aset dan liabilitas keuangan tertentu selain derivatif dan kredit yang diberikan mendekati nilai tercatat karena instrumen keuangan tersebut memiliki jangka waktu jatuh tempo yang singkat dan/atau suku bunganya sering ditinjau ulang.

Nilai wajar tagihan dan liabilitas derivatif dihitung berdasarkan metodologi yang dijelaskan dalam Catatan 2i dan 10.

Nilai wajar dari kredit yang diberikan dinilai menggunakan diskonto arus kas berdasarkan tingkat suku bunga pasar terkini.

Bank menggunakan hirarki berikut untuk menentukan dan mengungkapkan nilai wajar dari aset dan liabilitas:

- Level 1 : harga kuotasian (tanpa penyesuaian) di pasar aktif untuk aset atau liabilitas yang identik.
- Level 2 : input selain harga kuotasian yang termasuk dalam Level 1 yang dapat diobservasi untuk aset dan liabilitas baik secara langsung (misalnya harga) atau secara tidak langsung;
- Level 3 : input untuk aset dan liabilitas yang bukan berdasarkan data pasar yang dapat diobservasi (input yang tidak dapat diobservasi).

Tabel di bawah ini menunjukkan aset dan liabilitas yang diukur pada nilai wajar yang dikelompokkan berdasarkan hirarki nilai wajar:

**42. FAIR VALUE MEASUREMENTS (continued)**

The following methods and assumptions are used to estimate the fair value:

Fair values of certain financial assets and liabilities other than derivatives and loans are approximately the same with their carrying amounts due to the short-term maturities of these financial instruments and/or repriced frequently.

The fair value of derivative receivable and payable are calculated based on methodology as disclosed in Notes 2i and 10.

The fair value of loans are determined by discounting cash flows using current market interest rate.

The Bank adopts the following hierarchy for determining and disclosing the fair value of assets and liabilities:

- Level 1 : quoted (unadjusted) market prices in active market for identical assets or liabilities.
- Level 2 : inputs other than quoted prices included within Level 1 that are observable for the asset or liability either directly (example, price) or indirectly;
- Level 3 : inputs for the asset and liability that are not based on observable market data (unobservable inputs).

The table below show the assets and liabilities measured at fair value grouped according to the fair value hierarchy:

		31 Desember/December 31, 2019					
		Nilai wajar/Fair value					
	Nilai tercatat/ Carrying value	Tingkat/ Level 1	Tingkat/ Level 2	Tingkat/ Level 3			
<b>Aset yang diukur pada nilai wajar</b>						<b>Assets measured at fair value</b>	
Efek-efek yang diperdagangkan	524.088	524.088	-	-		Trading securities	
Tagihan derivatif	74.969	-	74.969	-		Derivative receivable	
Efek-efek tersedia untuk dijual	17.410.733	17.410.733	-	-		Available-for-sale securities	
<b>Total aset yang diukur pada nilai wajar</b>	<b>18.009.790</b>	<b>17.934.821</b>	<b>74.969</b>	<b>-</b>		<b>Total assets measured at fair value</b>	
<b>Aset yang nilai wajarnya diungkapkan</b>						<b>Assets for which fair value are disclosed</b>	
Kredit yang diberikan	52.734.828	-	51.605.746	315.641		Loans	
Agunan yang diambil alih	723.564	-	-	723.564		Foreclosed assets	
Aset tetap	5.705.161	-	-	5.705.161		Fixed Assets	
Efek-efek dimiliki hingga jatuh tempo	3.196.981	3.196.981	-	-		Held-to-maturity securities	
<b>Total aset yang nilai wajarnya diungkapkan</b>	<b>62.360.534</b>	<b>3.196.981</b>	<b>51.605.746</b>	<b>6.744.366</b>		<b>Total assets for which fair value are disclosed</b>	
<b>Liabilitas yang diukur pada nilai wajar</b>						<b>Liabilities measured at fair value</b>	
Liabilitas derivatif	37.469	-	37.469	-		Derivative payable	
<b>Total liabilitas yang diukur pada nilai wajar</b>	<b>37.469</b>	<b>-</b>	<b>37.469</b>	<b>-</b>		<b>Total liabilities measured at fair value</b>	



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**42. PENGUKURAN NILAI WAJAR (lanjutan)**

Tabel di bawah ini menunjukkan aset dan liabilitas yang diukur pada nilai wajar yang dikelompokkan berdasarkan hirarki nilai wajar: (lanjutan)

31 Desember/December 31, 2018				
	Nilai tercatat/ Carrying value	Nilai wajar/Fair value		
		Tingkat/ Level 1	Tingkat/ Level 2	Tingkat/ Level 3
<b>Aset yang diukur pada nilai wajar</b>				
Efek-efek yang diperdagangkan	175.754	175.754	-	-
Tagihan derivatif	106.182	-	106.182	-
Efek-efek tersedia untuk dijual	18.215.140	18.215.140	-	-
<b>Total aset yang diukur pada nilai wajar</b>	<b>18.497.076</b>	<b>18.390.894</b>	<b>106.182</b>	<b>-</b>
<b>Aset yang nilai wajarnya diungkapkan</b>				
Kredit yang diberikan	41.905.659	-	40.843.837	292.197
Agunan yang diambil alih	748.535	-	-	748.535
Aset tetap	5.839.477	-	-	5.839.477
Efek-efek dimiliki hingga jatuh tempo	4.415.101	4.411.409	-	-
<b>Total aset yang nilai wajarnya diungkapkan</b>	<b>52.908.772</b>	<b>4.411.409</b>	<b>40.843.837</b>	<b>6.880.209</b>
<b>Liabilitas yang diukur pada nilai wajar</b>				
Liabilitas derivatif	85.530	-	85.530	-
<b>Total liabilitas yang diukur pada nilai wajar</b>	<b>85.530</b>	<b>-</b>	<b>85.530</b>	<b>-</b>

Nilai wajar dari tanah dan bangunan dihitung dengan menggunakan pendekatan perbandingan pasar, pendekatan pendapatan, dan pendekatan biaya yang dihasilkan oleh aset.

Tidak terdapat perpindahan antar tingkat selama tahun berjalan.

**42. FAIR VALUE MEASUREMENTS (continued)**

The table below show the assets and liabilities measured at fair value grouped according to the fair value hierarchy: (continued)

**Assets measured at fair value**

Trading securities  
Derivatives receivable  
Securities available-for-sale

**Total assets measured at fair value**

**Assets for which fair value are disclosed**

Loans  
Foreclosed assets  
Fixed Assets  
Securities held-to maturity

**Total assets for which fair value are disclosed**

**Liabilities measured at fair value**

Derivatives payable

**Total liabilities measured at fair value**

Fair values of land and buildings are calculated using the comparable market approach, income approach and cost approach.

There were no transfer between level during the year.

**43. MANAJEMEN RISIKO KEUANGAN**

**a. Pendahuluan dan Gambaran Umum**

Bank mengimplementasikan kebijakan manajemen risiko sesuai dengan Peraturan Otoritas Jasa Keuangan Nomor 18/POJK.03/2016 dan Surat Edaran OJK Nomor 34/SEOJK/032016 tentang Penerapan Manajemen Risiko Bagi Bank Umum serta mengacu juga pada peraturan internal mengenai kebijakan manajemen risiko.

Bertolak dari ketentuan tersebut serta kebutuhan internal Bank, maka Bank telah melaksanakan manajemen risiko sesuai dengan cakupan aktivitasnya. Guna menyempurnakan pelaksanaan manajemen risiko, Bank selalu mengembangkan tools yang digunakan, mengevaluasi dan memperbaiki

**43. FINANCIAL RISK MANAGEMENT**

**a. Introduction and Overviews**

The Bank implements risk management policy in accordance with Indonesia Financial Services Authority No. 18/POJK.03/2016 and 34/SEOJK/032016 on "Application of Risk Management for Commercial Bank" and also refers to internal regulations regarding risk management policies.

Starting from this regulated policy as well as internal requirement, the Bank has implemented risk management in accordance with the scope of their activities. In order to enhance the implementation of risk management, the Bank always develops tools that are used, evaluate and correct any



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**43. MANAJEMEN RISIKO KEUANGAN (lanjutan)**

a. Pendahuluan dan Gambaran Umum (lanjutan)

setiap kelemahan pada proses, maupun terhadap pengembangan sumber daya manusia sebagai kunci implementasi tersebut. Hal ini penting dilakukan mengingat faktor risiko yang memiliki sifat dinamis mengikuti perkembangan praktek bisnis perbankan itu sendiri.

Upaya perbaikan implementasi manajemen risiko tersebut difokuskan pada lima hal utama, yaitu Identifikasi, Pengukuran, Pengawasan, Pengendalian, dan Pelaporan.

Bank memiliki eksposur terhadap risiko-risiko instrumen keuangan sebagai berikut:

- Risiko Kredit
- Risiko Pasar
- Risiko Likuiditas
- Risiko Operasional

b. Kerangka Manajemen Risiko

Manajemen risiko Bank dikendalikan oleh Direktorat Risiko dengan didukung oleh unit kerja dibawahnya. Ada 8 (delapan) Unit Kerja pendukung Direktorat Risiko, yaitu:

- *Operational Risk Management*
- *Credit Risk Management*
- *Market, Liquidity, & Integrated Risk Management*
- *National Credit Review, Restructure & Control*
- *National Credit Appraisal*
- *Credit Collection & Remedial*
- *Credit Asset Recovery*
- *Collection Strategy & Support*

Manajemen telah membentuk komite-komite yang membantu Dewan Komisaris dan Direksi dalam manajemen risiko, yaitu:

- Komite Pemantau Risiko
- Komite Audit
- Komite Remunerasi dan Nominasi
- Komite Manajemen Risiko
- Komite Produk
- Komite Kebijakan Perkreditan
- Komite Teknologi Informasi
- Komite Aset dan Liabilitas ("ALCO")
- Komite Sumber Daya Manusia
- Komite Manajemen Krisis

**43. FINANCIAL RISK MANAGEMENT (continued)**

a. *Introduction and Overviews (continued)*

*weakness in the process, and the development of human resources as the key to the implementation. It is important considering that risk factors inline with the the dynamic nature of the development on the banking business practice itself.*

*The effort of improving the implementation of risk management is focused on five main points, namely Identification, Measurement, Monitoring, Control, and Reporting.*

*The Bank has exposure to the following risks from financial instruments:*

- *Credit Risk*
- *Market Risk*
- *Liquidity Risk*
- *Operational Risk*

b. *Risk Management Framework*

*Risk management of the Bank is under the control of Risk Directorate. There are 8 (eight) Units under Risk Directorate:*

- *Operational Risk Management*
- *Credit Risk Management*
- *Market, Liquidity, & Integrated Risk Management*
- *National Credit Review, Restructure & Control*
- *National Credit Appraisal*
- *Credit Collection & Remedial*
- *Credit Asset Recovery*
- *Collection Strategy & Support*

*The management has established committees which are responsible to assist the Boards of Commissioners and Directors for managing the Bank's risk management, these are:*

- *Risk Oversight Committee*
- *Audit Committee*
- *Remuneration and Nomination Committee*
- *Risk Management Committee*
- *Product Committee*
- *Credit Policy Committee*
- *Information Technology Committee*
- *Asset and Liability Committee ("ALCO")*
- *Human Resources Committee*
- *Crisis Management Committee*

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**43. MANAJEMEN RISIKO KEUANGAN (lanjutan)**

**b. Kerangka Manajemen Risiko (lanjutan)**

Komite-komite ini bertanggungjawab untuk mengembangkan dan memantau kebijakan manajemen risiko Bank pada masing-masing area. Komite-komite tersebut melaporkan aktivitas mereka secara berkala kepada Dewan Komisaris dan Direksi.

Kebijakan manajemen risiko Bank dibentuk untuk mengidentifikasi dan menganalisa risiko-risiko yang dihadapi Bank, untuk menentukan batasan dan pengendalian risiko yang sesuai dan untuk mengawasi risiko yang sesuai dan kepatuhan terhadap batasan yang telah ditetapkan. Kebijakan dan sistem manajemen risiko dikaji secara berkala untuk mencerminkan perubahan pada kondisi pasar, produk dan jasa yang ditawarkan. Bank melalui pelatihan serta standar dan prosedur pengelolaan, berusaha untuk mengembangkan lingkungan pengendalian yang teratur dan konstruktif, dimana seluruh karyawan memahami peran dan tanggung jawab mereka.

Bank menerapkan pengelolaan risiko yang efektif, dimana praktek-praktek yang sehat melekat pada sistem utama dan proses bisnis yang ada di Bank yang memungkinkan pengelolaan manajemen risiko oleh masing-masing satuan bisnis karena pengelolaan risiko adalah tanggung jawab dari semua pegawai pada semua level di organisasi. Bank juga menerapkan budaya kesadaran yang kuat dan proaktif atas risiko, yang merupakan dasar untuk mencapai manajemen risiko yang konsisten dan efektif.

Unit Kerja Independen telah dibentuk untuk melakukan evaluasi, pemantauan dan pelaporan berbagai risiko secara independen. Unit kerja tersebut dirancang untuk berfungsi secara independen dari unit bisnis.

Unit Kerja *Operational Risk Management*, Unit Kerja *Credit Risk Management*, Unit Kerja *Market Liquidity & Integrated Risk Management*, Unit Kerja *National Credit Review, Restructure & Control*, Unit Kerja *National Credit Appraisal*, Unit Kerja *Compliance & Good Corporate Governance*, Unit Kerja *Banking Fraud*, Unit Kerja *Anti*

**43. FINANCIAL RISK MANAGEMENT (continued)**

**b. Risk Management Framework (continued)**

*These committees are responsible for developing and monitoring the Bank's risk management policy in their respective areas. All committees report regularly to the Boards of Commissioners and Directors.*

*The Bank's risk management policies are established to identify and analyze the risks faced by the Bank, to set appropriate risk limits and controls, and to monitor risks and adherence to limits. Risk management policies and systems are reviewed regularly to reflect changes in market conditions, products and services offered. The Bank, through its training and management standards and procedures, aims to develop a disciplined and constructive control environment, in which all employees understand their roles and obligations.*

*Effective risk management is adopted, hence, the sound practices are embedded in the Bank's core systems and business processes, thus allowing self-management of risk by respective business units, in which risk management is a responsibility of all employees at all levels in the organizational hierarchy. The Bank also adopts a strong and proactive risk awareness mindset, which is fundamental in attaining consistent and effective risk management.*

*Independent Working Units have been formed to facilitate independent evaluation, various risks monitoring and reporting. These divisions are designed to function independently of the business units.*

*Operational Risk Management Unit, Credit Risk Management Unit, Market Liquidity & Integrated Risk Management Unit, National Credit Review Restructure & Control Unit, National Credit Appraisal Unit, Compliance & Good Corporate Governance Unit, Banking Fraud Unit, Anti Money Laundering Unit, Corporate Legal Unit, Customer Experience & Customer Care Unit,*

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**43. MANAJEMEN RISIKO KEUANGAN (lanjutan)**

b. Kerangka Manajemen Risiko (lanjutan)

*Money Laundering*, Unit Kerja *Corporate Legal*, Unit Kerja *Customer Experience & Customer Care*, Unit Kerja *Operations Control* (sub unit *Network Operations Control* dan *Head Office Operations Control*) bertugas untuk melakukan identifikasi, mengkaji dan mengawasi semua risiko utama Bank sesuai dengan kebijakan dan prosedur manajemen risiko yang telah ditetapkan. Fungsi pengendalian risiko terletak pada Satuan Kerja Audit Internal.

Beberapa kebijakan internal yang terkait manajemen risiko yang ditinjau atau diterbitkan Bank sampai dengan 2019 antara lain sebagai berikut:

- Kebijakan Manajemen Risiko Strategik
- Kebijakan Manajemen Risiko Hukum
- Kebijakan Manajemen Risiko Reputasi
- Kebijakan Manajemen Risiko Kepatuhan
- Kebijakan Manajemen Risiko Kredit
- Kebijakan Manajemen Risiko Pasar
- Kebijakan Manajemen Risiko Likuiditas
- Kebijakan Manajemen Risiko Operasional
- Kebijakan Manajemen Risiko Terintegrasi
- Pedoman Kerja Laporan ATMR Kredit - *Standardized Approach*
- Manajemen Risiko Suku Bunga Pada *Banking Book* (*Interest Rate Risk In The Banking Book*)
- Pedoman Pengukuran Dan Pelaporan Risiko Suku Bunga Dalam *Banking Book* (*Interest Rate Risk In The Banking Book*)
- Perubahan Pertama Kebijakan Perhitungan BMPK untuk Transaksi Derivatif
- Komite Manajemen Risiko
- Komite Manajemen Risiko Terintegrasi
- Komite Kebijakan Perkreditan Bank Mega
- Kebijakan dan Prosedur Operasional *Control Self Assessment*
- Pedoman Perhitungan ATMR Risiko Operasional berdasarkan Pendekatan Indikator Dasar (PID)
- Kebijakan *Stress Test*
- Pedoman Kerja ATMR Pasar
- Pedoman penyusunan Profil Risiko
- Kebijakan Batas Maksimum Pemberian Kredit dan Penyediaan Dana Besar Bagi Bank Umum
- Ketentuan Penggunaan Batas Wewenang Memutus Kredit Pejabat Bank Mega
- Kewenangan Pejabat di Bidang Perkreditan

**43. FINANCIAL RISK MANAGEMENT (continued)**

b. Risk Management Framework (continued)

*Operations Control Unit* (*Network Operational Control & Head Office Operations Control Sub Unit*) are in charge of identifying, assessing and monitoring all of the Bank's main risks in accordance with well-defined risk management policies and procedures. Risk control functions are handled by Internal Audit.

Several internal risk management policies which have been released or reviewed up to 2019 are as follows:

- *Strategic Risk Management Policy*
- *Legal Risk Management Policy*
- *Reputational Risk Management Policy*
- *Compliance Risk Management Policy*
- *Credit Risk Management Policy*
- *Market Risk Management Policy*
- *Liquidity Risk Management Policy*
- *Operational Risk Management Policy*
- *Integrated Risk Management Policy*
- *Credit Risk Weighted Assets Calculation Guidelines - Standardized Approach*
- *Interest Rate Risk in Banking Book (IRRBB) Policy*
- *Guidelines for Measuring and Reporting Interest Rates in the Banking Book (Interest Rate Risk in the Banking Book)*
- *First Amendment of BMPK Calculation Policy for Derivative Transactions*
- *Risk Management Committee*
- *Integrated Risk Management Committee*
- *Credit Policy Committee of Bank Mega*
- *Policy and Operational Procedures for Control Self Assessment*
- *Guidelines of Operational Risk RWA calculation based on the Basic Indicator Approach (BIA)*
- *Guidelines of Stress Testing*
- *Guidelines of Market ATMR*
- *Guidelines for compilation of Risk Profile*
- *Maximum Lending Limit Policy and Provision of Large Fund for Commercial Bank*
- *Limit Authority on Credit Approval Usage Policy*
- *Authority of Credit Officers*

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b. Kerangka Manajemen Risiko (lanjutan)

Beberapa kebijakan internal yang terkait manajemen risiko yang ditinjau atau diterbitkan Bank sampai dengan 2019 antara lain sebagai berikut: (lanjutan)

- Kebijakan Kewajiban Penyediaan Modal Minimum (KPMM) sesuai Profil Risiko
- Kebijakan Manajemen Permodalan Terintegrasi
- Pedoman Penyusunan Profil Risiko Terintegrasi
- Kebijakan Rekonsiliasi Transaksi Intra-Grup Mega Corpora
- *Risk Statement, Risk Appetite, Risk Tolerance*, dan *Risk Culture* PT Bank Mega Tbk
- Kebijakan Pembentukan dan Tata Tertib *Risk Council* Kartu Kredit.
- Limit Pembiayaan Berdasarkan Sektor Ekonomi dan Mekanisme Pemantauan Sektor Ekonomi
- Pedoman Perhitungan Risiko Kredit Pada Transaksi Derivatif Dalam Rangka Perhitungan BMPK
- Kebijakan *Risk Limit* Bank Mega
- Kebijakan *Risk Limit Terintegrasi*
- Kebijakan Penggunaan *Scoring Process* Kartu Kredit
- Penetapan *Cut Off Behavior Scores* dalam *Kartu Kredit*
- Kebijakan *Risk Tolerance*, Wewenang Deviasi pada Proses Pemberian Kartu Kredit Bank Mega
- Ketentuan Persetujuan *Mega Cash Line*
- Kebijakan Persyaratan dan Proses Aplikasi *Mega Cash Line*
- Kebijakan Persyaratan dan Proses Aplikasi Kartu Kredit Konsumer
- Kebijakan Persyaratan dan Proses Aplikasi Kartu Kredit Bisnis
- Kebijakan Persetujuan Kartu Kredit Konsumer & Bisnis
- Kebijakan Persetujuan *Personal Loan* (*Mega Cash Line*)
- Kebijakan *Account Maintenance* Kartu Kredit
- Kebijakan Khusus *Account Maintenance* Kartu Kredit
- Kebijakan Pagu Kartu Kredit dan *Personal Loan* Karyawan Bank Mega
- Kebijakan Pemberian Kartu Kredit Bank Mega atas Dasar Jaminan Simpanan Tabungan dan/atau Deposito Berjangka

**43. FINANCIAL RISK MANAGEMENT (continued)**

b. Risk Management Framework (continued)

Several internal risk management policies which have been released or reviewed up to 2019 are as follows: (continued)

- *Minimum Capital Adequacy Ratio (CAR)* in accordance *Risk Profile Policy*
- *Integrated Capital Management Policy*
- *Guidelines for Compilation of Integrated Risk Profiles*
- *Mega Corpora Intra-Group Transaction Reconciliation Policy*
- *Risk Statement, Risk Appetite, Risk Tolerance*, and *Risk Culture* of PT Bank Mega Tbk.
- *Credit Card Risk Council Formation Policy and Code of Conduct*
- *Financing Limits based on Economic Sectors and Economic Sector Monitoring Mechanism*
- *Guidelines for Calculation of Credit Risk in Derivative Transactions in the Context of Calculation of the maximum lending limit*
- *Risk Limit Policy* of Bank Mega
- *Integrated Risk Limit Policy*
- *Credit Card Scoring Process Policy*
- *Determination of Cut Off Behavior Scores in Credit Cards*
- *Risk Tolerance Policy and Deviation Authority in The Process of Granting Bank Mega Credit Card*
- *Provisions for Mega Cash Line Approval*
- *Requirements and Processes for Mega Cash Line Applications Policy*
- *Requirements and Processes for Consumer Credit Card Applications Policy*
- *Requirements and Processes for Business Credit Card Applications Policy*
- *Consumer and Business Credit Card Approval Policy*
- *Personal Loan Approval Policy*
- *Credit Card Account Maintenance Policy*
- *Special Policy for Credit Card Account Maintenance*
- *Credit Card and Personal Loan Limit Policy for Bank Mega's Employee*
- *Credit Card Policy for Saving Account or/and Timed Deposit Collateral*



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**43. MANAJEMEN RISIKO KEUANGAN (lanjutan)**

b. Kerangka Manajemen Risiko (lanjutan)

Beberapa kebijakan internal yang terkait manajemen risiko yang ditinjau atau diterbitkan Bank sampai dengan 2019 antara lain sebagai berikut: (lanjutan)

- Kebijakan Penetapan *Cut Off Behaviour Score* Kartu Kredit
- Buku Pedoman Penurunan Nilai Kredit, serta perubahan-perubahannya
- Perubahan Pertama Buku Pedoman Penurunan Nilai Kredit
- Kebijakan Hapus Buku & Hapus Tagih Kredit
- Kebijakan Penyelamatan dan Penyelesaian Kredit Bermasalah
- Kebijakan Komite dan Restrukturisasi Kredit
- Mekanisme *Tools Trigger and Action* untuk *Risk Limit* Kredit
- Kebijakan Segmentasi Kredit
- Pedoman Program Anti Pencucian Uang (APU) Pencegahan Pendanaan Terorisme (PPT)
- Kebijakan Komite Produk dan Proses Penerbitan Produk atau Aktivitas Baru
- Pembentukan Tim Validasi Model dalam Satuan Kerja Manajemen Risiko
- Pedoman Kerja *Market, Liquidity & Integrated Risk Management* (MIRG)
- Pedoman Kerja *Operational Risk Management* (ORMG)
- Pedoman Kerja *Credit Risk Management* (CRMG)
- Ketentuan *Risk Control Self Assessment* (RCSA)
- Penunjukkan *Directorate Operational Risk Management* (DORM)
- Buku Kebijakan Perkreditan Bank Mega
- Kebijakan Penyusunan Rencana Darurat (*Contingency Plan*) dalam Kondisi Terburuk (*Worst Case Scenario*)
- *Business Continuity Management*
- Kebijakan Rencana Aksi (*Recovery Plan*)
- Pembentukan Tim Penyusun Dokumen Rencana Aksi (*Recovery Plan*)
- Kebijakan *Net Stable Funding Ratio* (NSFR)

Sebagian besar kebijakan tersebut merupakan hasil revidi dari kebijakan yang telah ada. Upaya revidi dilakukan untuk menyempurnakan kebijakan dikarenakan adanya perubahan dari peraturan Bank Indonesia & Otoritas Jasa Keuangan ("OJK").

**43. FINANCIAL RISK MANAGEMENT (continued)**

b. Risk Management Framework (continued)

Several internal risk management policies which have been released or reviewed up to 2019 are as follows: (continued)

- *Credit Card Behaviour Score Cut Off Policy*
- *Impairment of Credit Portfolio Guidelines*
- *First Amendment for Impairment of Credit Portfolio Guidelines*
- *Credit Policy on Write-Off & Hair Cut*
- *Recovery and Settlement of Non-Performing Loan Policy*
- *Credit Committee and Restructuring Policy*
- *Trigger and Action Tools Mechanisms for Credit Risk Limit*
- *Credit Segmentation Policy*
- *Anti Money Laundering and Counter-Terrorism Financing Program Guideline*
- *Product Committee and Process of Publishing New Products or Activities Policy*
- *Establishment of Model Validation Team in Risk Management Work Unit*
- *Guidelines of Market, Liquidity and Integrated Risk Management (MIRG)*
- *Operational Risk Management (ORMG) Guideline*
- *Guidelines of Credit Risk Management (CRMG)*
- *Risk Control Self Assessment (RCSA)*
- *Appointment of Directorate Operational Risk Management (DORM)*
- *Bank Mega Credit Policy*
- *Contingency Plan Forming in Worst Case Scenario Policy*
- *Business Continuity Management*
- *Recovery Plan Policy*
- *Establishment of Recovery Plan Document Drafting Team*
- *Net Stable Funding Ratio Policy*

Most of the policies are the result of reviewed version of the existing policies. The reviews are performed due to changes in Bank Indonesia & Financial Services Authority ("OJK") regulations.

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**43. MANAJEMEN RISIKO KEUANGAN (lanjutan)**

c. Risiko Kredit

Secara umum, pelaksanaan manajemen risiko selama tahun 2019 difokuskan pada hal-hal berikut:

- Peningkatan kesadaran dan kompetensi sumber daya manusia
- Pengembangan peran Satuan Kerja Manajemen Risiko (SKMR)
- Peningkatan intensitas pengendalian dan pengawasan indikator yang terkait dengan upaya perbaikan Profil Risiko Bank dalam PTKB

Prinsip yang diterapkan oleh Bank untuk menjalankan aktivitas manajemen risiko kredit didasarkan pada kebijakan risiko kredit yang mencakup persyaratan peraturan Bank Indonesia, Otoritas Jasa Keuangan dan kebijakan-kebijakan internal. Kebijakan internal direvisi secara berkala agar sejalan dengan perkembangan terkini peraturan, lingkungan bisnis dan perubahan-perubahan yang terjadi karena pertumbuhan bisnis Bank dan kondisi ekonomi global terutama rekomendasi Komite Basel.

Untuk kredit yang diberikan, Bank menggunakan agunan untuk meminimalkan risiko kredit. Berdasarkan klasifikasi, kredit Bank dapat dibedakan menjadi dua kelompok besar, yaitu:

1. *Secured loans*
2. *Unsecured loans*

Untuk *Secured loans*, Bank menetapkan jenis dan nilai agunan yang dijaminkan sesuai skema kredit. Jenis dari agunan terdiri dari:

- a. *Physical collateral*, antara lain tanah, bangunan dan BPKB kendaraan motor.
- b. *Cash collateral*, antara lain simpanan (tabungan, giro dan deposito berjangka, emas), *financial collateral* (surat berharga).
- c. Lainnya antara lain garansi dan lembaga penjamin.

Apabila terjadi *default* (gagal bayar), Bank akan menggunakan agunan tersebut sebagai pilihan terakhir untuk pemenuhan kewajiban *counterparty*.

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**43. FINANCIAL RISK MANAGEMENT (continued)**

c. Credit Risk

*In general, the implementation of risk management in 2019 was focused on:*

- *Increasing awareness and competencies of human resources*
- *Developing the roles of Risk Management unit*
- *Increase in the intensity of monitoring and control of indicators associated with efforts to improve Bank's Risk Profile in RBBR*

*The principle by which the Bank conducts their credit risk management activities is governed by credit risk policy that incorporates Bank Indonesia's regulatory requirements, Financial Services Authority as well as internal policies. Internal policies are revised periodically in accordance with changes in the regulatory requirements, business environment and changes resulting from the Bank's business growth and global economic condition especially the Basel Committee recommendations.*

*For the loans and receivables, Bank uses the collateral to minimize the credit risk. Loans and receivables in Bank are classified into two major category:*

1. *Secured loans*
2. *Unsecured loans*

*For secured loans, Bank determined the type and value of collateral according to the loan scheme. Types of collateral are as follows:*

- a. *Physical collateral, such as land, buildings and proof of vehicle ownership.*
- b. *Cash collateral, such as deposits (savings, current accounts, time deposit, gold) financial collateral (securities).*
- c. *Others, such as guarantees, government guarantees and guarantee institution.*

*In times of default, Bank will use the collateral as the last resort in recovering its investment.*



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**43. MANAJEMEN RISIKO KEUANGAN (lanjutan)**

c. Risiko Kredit (lanjutan)

*Unsecured loans* terdiri dari *fully unsecured loans* dan *partially secured loans* seperti kredit untuk karyawan golongan berpenghasilan tetap dan kredit konsumen lainnya. Dalam pembayaran kewajibannya, *partially secured loans* umumnya dilakukan melalui pemotongan penghasilan secara otomatis.

Dengan demikian, meskipun kredit tersebut termasuk dalam kategori *unsecured loans* namun tingkat risiko dari *partially secured loans* tidak sebesar nilai tercatat kredit. Sedangkan untuk *fully unsecured loans*, tingkat risiko adalah sebesar nilai tercatat kredit.

Manajemen risiko kredit difokuskan pada persiapan infrastruktur untuk mendukung strategi bisnis Bank, yang mencakup aspek-aspek berikut:

- Pengawasan aktif Dewan Komisaris dan Direksi
- Kecukupan kebijakan, prosedur, dan penetapan limit
- Kecukupan dan kualitas sumber daya manusia
- Kecukupan modal risiko kredit dengan *standardized approach*
- Pengukuran risiko kredit terhadap risiko inheren dan sistem pengendalian risiko berupa profil risiko kredit komposit
- Pengukuran tingkat risiko debitur dengan menggunakan rating dan *scoring*
- Pemantauan komposisi dan kondisi setiap debitur atau counterparty pada seluruh portfolio bank
- Pemantauan eksposur risiko kredit secara berkala dan terus menerus serta membuat laporan terkait perkembangan dan penyebab risiko kredit secara berkala ke Komite Manajemen Risiko dan Direksi
- Batas wewenang pemutusan kredit
- Sistem pengendalian internal yang menyeluruh

**43. FINANCIAL RISK MANAGEMENT (continued)**

c. Credit Risk (continued)

*Unsecured loans* consist of *fully unsecured loans* and *partially secured loans* such as loans for fixed income employees, and other consumer loans. In their obligations payment, *partially secured loans* are generally made through automatic payroll deduction.

Although it is included in the *unsecured loans* category, the risk level of *partially secured loans* is lower than the carrying value. As for *fully unsecured loan*, the risk level is equal to the carrying value.

Credit risk management focused on the preparation of infrastructures to support the Bank's strategic business, which covers the following aspects:

- Active supervision of the Board of Commissioners and Board of Directors
- The adequacy of policies, procedures and limits
- The adequacy and quality of human resources
- The adequacy of credit risk capital with a *standardized approach*
- Measurement of credit risk to inherent risk and the risk control system in the form of a composite credit risk profile
- Measurement of the risk level of debtors by using rating and *scoring*
- Monitoring the composition and condition of each debtor or counterparty in all bank portfolios
- Monitoring credit risk exposures regularly and making reports related to the development and causes of credit risk regularly to the Risk Management Committee and Directors
- Credit determination limits
- Comprehensive internal control system

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**43. MANAJEMEN RISIKO KEUANGAN (lanjutan)**

c. Risiko Kredit (lanjutan)

Di samping itu, Bank sudah menerapkan pengukuran risiko kredit Basel II dengan menggunakan pendekatan standar.

Bank telah menerapkan PSAK No. 50/55 dalam perhitungan Cadangan Kerugian Penurunan Nilai (CKPN). Metode penurunan nilai ini digunakan untuk menghitung CKPN fasilitas kredit yang terkait dengan *significant loan* dan *non-significant loan*. Minimum kriteria yang termasuk dalam kategori *significant loan* dan *non-significant loan* mengacu kepada Pedoman Penurunan Nilai Kredit Bank Mega.

Metodologi perhitungan CKPN dikelompokkan ke dalam 2 (dua) kategori: Kolektif dan Individual. Perhitungan CKPN Kolektif dihitung dengan menggunakan beberapa parameter, yaitu *Probability of Default* (PD), *Loss Given Default* (LGD), dan *Carrying Amount* (CA) sebagai proksi atas *Exposure at Default* (EAD). PD dihitung dengan 2 (dua) pendekatan statistik yaitu *Roll Rate Analysis* untuk segmen retail (Usaha Kecil, MOJF, Konsumer, Kartu Kredit) dan *Migration Analysis* untuk segmen Korporasi dan Komersial. Perhitungan PD dan LGD menggunakan data historis.

Perhitungan CKPN Individual dilakukan dengan mengacu kepada kebijakan akuntansi dan Pedoman Penurunan Nilai Kredit Bank Mega.

Bank juga melakukan pengukuran dan pelaporan secara periodik ke Otoritas Jasa Keuangan (OJK) dalam pengelolaan risiko kredit berdasarkan parameter risiko kredit pada Penilaian Tingkat Kesehatan Bank (PTKB) dengan menggunakan pendekatan risiko (*Risk-based Bank Rating/RBBR*) yang terdiri dari 2 bagian, yaitu:

**43. FINANCIAL RISK MANAGEMENT (continued)**

c. Credit Risk (continued)

Moreover, the Bank has implemented Basel II risk measurement using standardized approach.

Bank has implemented SFAS No. 50/55 in calculating Allowance for Impairment Losses (CKPN). This method of impairment is used to calculate CKPN for credit facility related to significant loan and non-significant loan. The minimum criteria included in the significant loan and non-significant loan category refers to the Guidelines for Bank Mega Credit Impairment.

Calculation method of allowance for impairment losses is categorized into 2 (two) categories: collective and individual. Collective impairment is calculated using certain parameters, such as: *Probability of Default* (PD), *Loss Given Default* (LGD) and *Carrying Amount* (CA) as a proxy on *Exposure at Default* (EAD). PD is calculated by 2 (two) statistical approaches: *Roll Rate Analysis* for retail segment (*Small Enterprises, MOJF, Consumer, Credit Card*) and *Migration Analysis* for Corporate and Commercial segments. PD and LGD are calculated using historical data.

Calculation of Individual CKPN is performed based on accounting policies as well as the Guidelines for Bank Mega Credit Impairment.

The Bank also measures and reports periodically to Financial Services Authority (OJK) in terms of credit risk management based on the credit risk parameters of Assessment of Bank Soundness Level (PTKB) using Risk-based Bank Rating (RBBR) which consist of 2 (two) categories:

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**43. MANAJEMEN RISIKO KEUANGAN (lanjutan)**

**43. FINANCIAL RISK MANAGEMENT (continued)**

c. Risiko Kredit (lanjutan)

c. Credit Risk (continued)

1. Risiko Inheren

1. Inherent Risks

- Komposisi portofolio aset dan tingkat konsentrasi kredit
- Kualitas penyediaan dana dan kecukupan pencadangan
- Strategi penyediaan dana dan sumber timbulnya penyediaan dana
- Faktor eksternal

- Asset portfolio compositions and level of credit concentration
- Funding procurement quality and provision adequacy
- Funding procurement strategy and resources
- External factors

2. Kualitas Penerapan Manajemen Risiko Kredit

2. Credit Risk Management Implementation Quality

- Tata kelola risiko kredit
- Kerangka manajemen risiko kredit
- Proses manajemen risiko kredit, sistem informasi, dan sumber daya manusia
- Sistem pengendalian risiko kredit

- Credit risk governance
- Credit risk management frameworks
- Credit risk management process, information system, and human resources
- Credit risk control system

(i) Eksposur Maksimum terhadap Risiko Kredit

(i) Maximum Exposure to Credit Risk

Untuk aset keuangan yang diakui pada laporan posisi keuangan, eksposur maksimum atas risiko kredit setara dengan nilai tercatatnya.

For financial assets recognized in the statement of financial position, the maximum exposure to credit risk is equivalent to its carrying value.

Dalam penerbitan bank garansi dan *letters of credit* yang tidak dapat dibatalkan, eksposur maksimum atas risiko kredit adalah nilai maksimum yang harus dibayarkan oleh Bank dalam hal timbul kewajiban atas penerbitan bank garansi dan *letters of credit* yang tidak dapat dibatalkan. Untuk komitmen kredit, eksposur maksimum atas risiko kredit adalah sebesar jumlah fasilitas yang belum ditarik dari fasilitas kredit yang telah disepakati (*committed*) yang diberikan kepada nasabah.

For 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 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 undrawn committed credit facilities granted to customers.

Tabel berikut menyajikan eksposur maksimum risiko kredit Bank atas instrumen keuangan pada laporan posisi keuangan dan rekening administratif tanpa memperhitungkan agunan kredit atau jaminan kredit lainnya.

The following table presents the Bank's maximum exposure to credit risk of its financial instruments on the statements of financial position and administrative accounts without taking into account of any collateral held or other credit enhancement.

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**43. MANAJEMEN RISIKO KEUANGAN (lanjutan)**

**43. FINANCIAL RISK MANAGEMENT (continued)**

c. Risiko Kredit (lanjutan)

c. Credit Risk (continued)

(i) Eksposur Maksimum terhadap Risiko Kredit (lanjutan)

(i) Maximum Exposure to Credit Risk (continued)

31 Desember/December 31			Description
Uraian	2019	2018	
<b>Posisi keuangan:</b>			<b>Financial position:</b>
Giro pada Bank Indonesia	4.258.626	3.857.831	Current accounts with Bank Indonesia
Giro pada bank lain	299.624	285.137	Current accounts with other banks
Penempatan pada Bank Indonesia dan bank lain	8.036.685	2.889.675	Placements with Bank Indonesia and other banks
Efek-efek	21.131.802	22.805.995	Securities
Efek-efek yang dibeli dengan janji dijual kembali	3.961.541	2.002.987	Securities purchased under agreement to resell
Tagihan derivatif	74.969	106.182	Derivative receivables
Kredit yang diberikan	53.015.303	42.252.702	Loans
Tagihan akseptasi	687.759	702.418	Acceptance receivable
Aset lain-lain *)	1.574.599	826.929	Other assets *)
<b>Rekening administratif:</b>			<b>Administrative accounts:</b>
Bank garansi	455.283	517.759	Bank guarantees
SKBDN	134.713	20.486	SKBDN
L/C tidak dapat dibatalkan yang masih berjalan	109.840	84.041	Outstanding irrevocable L/C issued
<b>Total</b>	<b>93.740.744</b>	<b>76.352.142</b>	<b>Total</b>

\*) Aset lain-lain - neto terdiri dari bunga yang masih akan diterima, setoran jaminan, piutang sewa, tagihan penjualan surat berharga dan aset yang diblokir

\*) Other assets - net consist of interest receivables, security deposits, rent receivables, sale of securities receivables and restricted assets

(ii) Analisis Risiko Konsentrasi Kredit

(ii) Concentration of Credit Risk Analysis

Tabel di bawah ini menunjukkan *net maximum exposure* (setelah memperhitungkan agunan) atas risiko kredit untuk efek-efek yang dibeli dengan janji dijual kembali pada tanggal 31 Desember 2019 dan 2018:

The table below shows the *net maximum exposure (after considering collateral)* to credit risk of securities purchased under agreement to resell as of December 31, 2019 and 2018:

	<b>Eksposur maksimum/ Maximum exposure</b>	<b>Agunan/ Collateral</b>	<b>Eksposur - neto/ Net exposure</b>	
<b>2019</b>				<b>2019</b>
Efek-efek yang dibeli dengan janji dijual kembali	3.961.541	3.965.310	-	Securities purchased under agreement to resell
<b>2018</b>				<b>2018</b>
Efek-efek yang dibeli dengan janji dijual kembali	2.002.987	2.004.326	-	Securities purchased under agreement to resell

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**43. MANAJEMEN RISIKO KEUANGAN (lanjutan)**

c. Risiko Kredit (lanjutan)

(ii) Analisis Risiko Konsentrasi Kredit (lanjutan)

Risiko konsentrasi kredit dapat terjadi bila sejumlah nasabah bergerak di bidang usaha yang sejenis, atau memiliki kegiatan usaha berada di dalam wilayah geografis yang sama, atau memiliki karakteristik yang serupa yang dapat menyebabkan kemampuan nasabah untuk memenuhi kewajiban atas perjanjian kredit sama-sama terpengaruh oleh perubahan ekonomi ataupun kondisi lainnya.

Bank mendorong adanya diversifikasi portofolio kreditnya pada berbagai wilayah geografis, industri dan produk kredit sebagai upaya untuk meminimalisasi risiko kredit. Bank sudah memiliki limit pembiayaan dan alat pengukuran limit pembiayaan berdasarkan sektor ekonomi untuk seluruh segmen kredit.

**43. FINANCIAL RISK MANAGEMENT (continued)**

c. Credit Risk (continued)

(ii) Concentration of Credit Risk Analysis (continued)

Concentrations of credit risk arise when a number of customers are engaged in similar business activities or activities within the same geographic region, or when they have similar characteristics that would cause their ability to meet contractual obligations to be similarly affected by changes in economic or other conditions.

The Bank encourages the diversification of its credit portfolio among a variety of geographical area, industries, and credit product in order to minimize the credit risk. The Bank already has a lending limit based on economic sectors for all credit segments.

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**43. MANAJEMEN RISIKO KEUANGAN (lanjutan)**

c. Risiko Kredit (lanjutan)

Konsentrasi risiko kredit berdasarkan jenis debitur:

31 Desember/December 31, 2019

	Giro pada Bank Indonesia dan bank lain/ Current accounts with Bank Indonesia and other banks	Penempatan pada Bank Indonesia dan bank lain/ Placements with Bank Indonesia and other banks	Efek-efek yang dibeli dengan janji dijual kembali/ Securities purchase under agreement to resell	Tagihan derivatif/ Derivative receivable	Tagihan akseptasi/ Acceptance receivable	Kredit yang diberikan/ Loans	Aset lain-lain *)/ Other assets *)	Komitmen dan kontinjensi/ Commitments and contingencies	Total
Korporasi	-	-	-	10.239	588.206	16.874.737	207.911	600.052	21.611.408
Pemerintah dan Bank Indonesia	4.258.626	3.727.243	-	-	-	9.065.569	341.808	-	30.556.004
Bank	299.624	4.309.442	3.961.541	64.640	-	2.304.828	828.329	-	16.406.979
Ritel	-	-	-	90	99.553	24.770.169	196.551	99.784	25.166.353
<b>Total</b>	<b>4.558.250</b>	<b>8.036.685</b>	<b>3.961.541</b>	<b>74.969</b>	<b>687.759</b>	<b>53.015.303</b>	<b>1.574.599</b>	<b>699.836</b>	<b>93.740.744</b>

\*) Aset lain-lain - neto terdiri dari bunga yang masih akan diterima, setoran jaminan, piutang sewa, tagihan penjualan surat berharga dan aset yang diblokir

\*) Other assets - net consist of interest receivables, security deposits, rent receivables, sale of securities receivables and restricted assets

**43. FINANCIAL RISK MANAGEMENT (continued)**

c. Credit Risk (continued)

Credit risk concentration by counterparties:



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**43. MANAJEMEN RISIKO KEUANGAN (lanjutan)**

**43. FINANCIAL RISK MANAGEMENT (continued)**

**c. Risiko Kredit (lanjutan)**

**c. Credit Risk (continued)**

Konsentrasi risiko kredit berdasarkan jenis debitur: (lanjutan)

Credit risk concentration by counterparties: (continued)

31 Desember/December 31, 2018

Giro pada Bank Indonesia dan bank lain/ Current accounts with Bank Indonesia and other banks	Penempatan pada Bank Indonesia dan bank lain/ Placements with Bank Indonesia and other banks	Efek-efek yang dibeli dengan janji dijual kembali/ Securities purchase under agreement to resell	Tagihan derivatif/ Derivative receivable	Tagihan akseptasi/ Acceptances receivable	Kredit yang diberikan/ Loans	Aset lain-lain *)/ Other assets *)	Komitmen dan kontingensi/ Commitments and contingencies	Total	Corporate Government and Bank Indonesia Banks Retail
Korporasi	-	-	-	-	15.427.802	156.127	523.413	21.954.243	
Pemerintah dan Bank Indonesia	3.857.831	149.951	13.032.124	-	3.036.540	421.929	-	20.498.375	
Bank Ritel	285.137	2.739.724	4.629.388	8.949	1.419.009	99.709	-	11.184.903	
	-	-	-	97.233	22.369.351	149.164	98.873	22.714.621	
<b>Total</b>	<b>4.142.968</b>	<b>2.889.675</b>	<b>22.805.995</b>	<b>106.182</b>	<b>42.252.702</b>	<b>826.929</b>	<b>622.286</b>	<b>76.352.142</b>	<b>Total</b>

\*) Aset lain-lain - neto terdiri dari bunga yang masih akan diterima, setoran jaminan, piutang sewa, tagihan penjualan surat berharga dan aset yang diblokir

\*)Other assets - net consist of interest receivables, security deposits, rent receivables, sale of securities receivables and restricted assets



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**43. MANAJEMEN RISIKO KEUANGAN (lanjutan)**

**43. FINANCIAL RISK MANAGEMENT (continued)**

c. Risiko Kredit (lanjutan)

c. Credit Risk (continued)

(iii) Informasi mengenai aset keuangan yang mengalami penurunan nilai dan tidak mengalami penurunan nilai

(iii) Information about impaired and not impaired financial assets

1. Efek-efek

1. Securities

31 Desember/December 31, 2019

	Tidak mengalami penurunan nilai/ Not Impaired	Mengalami penurunan nilai/ Impaired	Total	
Sertifikat Bank Indonesia	121.510	-	121.510	Certificates of Bank Indonesia
Obligasi korporasi Republik Indonesia	7.021.815	-	7.021.815	Corporate bonds
Obligasi Pemerintah Indonesia	160.063	-	160.063	Republic of Indonesia bonds
Negotiable Certificate of Deposit	12.880.053	-	12.880.053	Indonesia government bonds
Obligasi Ritel Indonesia	947.023	-	947.023	Negotiable Certificate of Deposit
Wesel SKDN	1.132	-	1.132	Indonesian Retail bonds
	206	-	206	SKBDN bills
<b>Total</b>	<b>21.131.802</b>	<b>-</b>	<b>21.131.802</b>	<b>Total</b>

31 Desember/December 31, 2018

	Tidak mengalami penurunan nilai/ Not Impaired	Mengalami penurunan nilai/ Impaired	Total	
Sertifikat Deposito Bank Indonesia	410.716	-	410.716	Deposits Certificates of Bank Indonesia
Obligasi korporasi Republik Indonesia	9.440.062	-	9.440.062	Corporate bonds
Obligasi Pemerintah Indonesia	273.076	-	273.076	Republic of Indonesia bonds
Negotiable Certificate of Deposit	12.339.057	-	12.339.057	Indonesia government bonds
Obligasi Ritel Indonesia	333.809	-	333.809	Negotiable Certificate of Deposit
	9.275	-	9.275	Indonesian Retail bonds
<b>Total</b>	<b>22.805.995</b>	<b>-</b>	<b>22.805.995</b>	<b>Total</b>

2. Kredit yang diberikan

2. Loans

Pada tanggal 31 Desember 2019 dan 2018, aset keuangan ini mengalami penurunan nilai secara individual maupun kolektif sesuai ketentuan dalam PSAK No. 55, Otoritas Jasa Keuangan dan Peraturan Bank Indonesia.

As of December 31, 2019 and 2018, these financial assets are impaired either individually or collectively in accordance with SFAS No. 55, Otoritas Jasa Keuangan and Bank Indonesia regulations.

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**43. MANAJEMEN RISIKO KEUANGAN (lanjutan)**

**43. FINANCIAL RISK MANAGEMENT (continued)**

c. Risiko Kredit (lanjutan)

c. Credit Risk (continued)

(iii) Informasi mengenai aset keuangan yang mengalami penurunan nilai dan tidak mengalami penurunan nilai (lanjutan)

(iii) Information about impaired and not impaired financial assets (continued)

2. Kredit yang diberikan (lanjutan)

2. Loans (continued)

Ikhtisar kredit yang diberikan pada tanggal 31 Desember 2019 dan 2018 adalah sebagai berikut:

Loans as of December 31, 2019 and 2018, are summarized as follows:

31 Desember/December 31, 2019					
Tidak mengalami penurunan nilai/ Not impaired	Mengalami penurunan nilai/ Impaired		Total		
	Individual/ Individual	Kolektif/ Collective			
Korporasi	25.096.592	191.273	652.441	25.940.306	Corporate
Komersial	5.927.754	95.960	9.761	6.033.475	Commercial
Usaha Kecil	169.951	-	5.634	175.585	Small Enterprises
Konsumsi	505.867	-	3.791	509.658	Consumer
Pembiayaan Bersama	12.285.074	79.503	115.140	12.479.717	Joint Financing
Kartu Kredit	7.732.488	-	151.566	7.884.054	Credit Card
<b>Total</b>	<b>51.717.726</b>	<b>366.736</b>	<b>938.333</b>	<b>53.022.795</b>	<b>Total</b>
Pendapatan bunga yang ditangguhkan	(7.205)	-	(287)	(7.492)	Unearned interest income
Cadangan kerugian penurunan nilai	(171.004)	(51.095)	(58.376)	(280.475)	Allowance for impairment losses
<b>Neto</b>	<b>51.539.517</b>	<b>315.641</b>	<b>879.670</b>	<b>52.734.828</b>	<b>Net</b>

31 Desember/December 31, 2018					
Tidak mengalami penurunan nilai/ Not impaired	Mengalami penurunan nilai/ Impaired		Total		
	Individual/ Individual	Kolektif/ Collective			
Korporasi	18.313.833	150.509	-	18.464.342	Corporate
Komersial	4.917.979	63.125	24.176	5.005.280	Commercial
Usaha Kecil	267.282	-	18.210	285.492	Small Enterprises
Konsumsi	625.719	9.434	5.315	640.468	Consumer
Pembiayaan Bersama	9.938.776	103.931	113.699	10.156.406	Joint Financing
Kartu Kredit	7.523.999	-	187.717	7.711.716	Credit Card
<b>Total</b>	<b>41.587.588</b>	<b>326.999</b>	<b>349.117</b>	<b>42.263.704</b>	<b>Total</b>
Pendapatan bunga yang ditangguhkan	(10.284)	-	(718)	(11.002)	Unearned interest income
Cadangan kerugian penurunan nilai	(206.751)	(34.626)	(105.666)	(347.043)	Allowance for impairment losses
<b>Neto</b>	<b>41.370.553</b>	<b>292.373</b>	<b>242.733</b>	<b>41.905.659</b>	<b>Net</b>

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**43. FINANCIAL RISK MANAGEMENT (continued)**

c. Risiko Kredit (lanjutan)

c. Credit Risk (continued)

(iii) Informasi mengenai aset keuangan yang mengalami penurunan nilai dan tidak mengalami penurunan nilai (lanjutan)

(iii) Information about impaired and not impaired financial assets (continued)

Mutasi cadangan kerugian penurunan nilai berdasarkan jenis kredit yang diberikan pada tanggal 31 Desember 2019 dan 2018:

Movement of allowance for impairment losses by type of loans as of December 31, 2019 and 2018:

Tahun yang Berakhir pada tanggal 31 Desember 2019/ Year Ended December 31, 2019									
	Korporasi/ Corporate	Komersial/ Commercial	Usaha Kecil/ Small Enterprises	Konsumsi/ Consumer	Pembiayaan Bersama Joint/ Financing	Kartu Kredit/ Credit Card	Total		
Saldo per 31 Desember 2018	58.363	41.003	3.303	7.046	38.348	198.980	347.043	Balance as of December 31, 2018	
Penambahan penyisihan selama tahun berjalan (Catatan 11)	57.029	14.231	(10.144)	(5.035)	24.985	92.154	173.220	Additional provision during the year (Note 11)	
Penerimaan kembali kredit yang telah dihapusbukukan	-	19.140	28.242	5.792	30	336.853	390.057	Recoveries of previously written-off loans	
Penghapusbukuan selama tahun berjalan	-	(34.015)	(20.423)	(5.781)	(36.353)	(532.593)	(629.165)	Write-off during the year	
Selisih penjabaran kurs	(677)	(1)	-	(2)	-	-	(680)	Foreign exchange differences	
Saldo per 31 Desember 2019	114.715	40.358	978	2.020	27.010	95.394	280.475	Balance as of December 31, 2019	
Cadangan kerugian penurunan nilai Individu	32.687	6.132	-	-	12.276	-	51.095	Allowance for impairment losses Individual	
Kolektif	82.028	34.226	978	2.020	14.734	95.394	229.380	Collective	
Total	114.715	40.358	978	2.020	27.010	95.394	280.475	Total	
Tahun yang Berakhir pada tanggal 31 Desember 2018/ Year Ended December 31, 2018									
	Korporasi/ Corporate	Komersial/ Commercial	Usaha Kecil/ Small Enterprises	Konsumsi/ Consumer	Pembiayaan Bersama Joint/ Financing	Kartu Kredit/ Credit Card	Total		
Saldo per 31 Desember 2017	70.655	32.725	6.299	10.234	17.277	336.881	474.071	Balance as of December 31, 2017	
Penambahan penyisihan selama tahun berjalan (Catatan 11)	13.728	4.883	(5.934)	111	41.442	315.990	370.220	Additional provision during the year (Note 11)	
Penerimaan kembali kredit yang telah dihapusbukukan	-	37.590	33.309	11.259	51	320.445	402.654	Recoveries of previously written-off loans	
Penghapusbukuan selama tahun berjalan	(26.888)	(33.730)	(30.371)	(15.049)	(20.422)	(774.336)	(900.796)	Write-off during the year	
Selisih penjabaran kurs	868	(465)	-	491	-	-	894	Foreign exchange differences	
Saldo per 31 Desember 2018	58.363	41.003	3.303	7.046	38.348	198.980	347.043	Balance as of December 31, 2018	
Cadangan kerugian penurunan nilai Individu	3.957	5.968	-	3.643	21.058	-	34.626	Allowance for impairment losses Individual	
Kolektif	54.406	35.035	3.303	3.403	17.290	198.980	312.417	Collective	
Total	58.363	41.003	3.303	7.046	38.348	198.980	347.043	Total	

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**43. MANAJEMEN RISIKO KEUANGAN (lanjutan)**

**43. FINANCIAL RISK MANAGEMENT (continued)**

c. Risiko Kredit (lanjutan)

c. Credit Risk (continued)

(iv) Tabel dibawah menunjukkan kualitas kredit per jenis aset keuangan yang belum jatuh tempo dan tidak mengalami penurunan nilai (sebelum pendapatan bunga yang ditangguhkan dan cadangan kerugian penurunan nilai):

(iv) The table below shows credit quality per class of financial assets that are neither past due nor impaired (gross of unearned interest income and allowance for impairment losses):

31 Desember/December 31, 2019						
	Belum jatuh tempo dan tidak mengalami penurunan nilai/ <i>neither past due nor impaired</i>	Tingkat tinggi/ <i>High Grade</i>	Tingkat standar/ <i>Standard grade</i>	Jatuh tempo dan tidak mengalami penurunan nilai/ <i>Past-due but not Impaired</i>	Mengalami penurunan nilai/ <i>Impaired</i>	Total
<b>Nilai wajar melalui laba rugi</b>						<b>Fair value through profit or loss</b>
Efek-efek	524.088	-	-	-	-	524.088
Tagihan derivatif	74.969	-	-	-	-	74.969
<b>Tersedia untuk dijual</b>						<b>Available-for-sale</b>
Efek-efek	17.410.733	-	-	-	-	17.410.733
<b>Dimiliki hingga jatuh tempo</b>						<b>Held-to-maturity</b>
Efek-efek	3.196.981	-	-	-	-	3.196.981
<b>Kredit yang diberikan dan piutang</b>						<b>Loans and receivables</b>
Giro pada Bank Indonesia	4.258.626	-	-	-	-	4.258.626
Giro pada bank lain	299.624	-	-	-	-	299.624
Penempatan pada Bank Indonesia dan bank lain	8.036.685	-	-	-	-	8.036.685
Efek-efek yang dibeli dengan janji dijual kembali	3.961.541	-	-	-	-	3.961.541
Kredit yang diberikan						
Korporasi	24.021.943	70.005	1.004.645	843.713	25.940.306	25.940.306
Komersil	5.538.582	97.699	291.473	105.721	6.033.475	6.033.475
Usaha Kecil	16.577	68.470	84.904	5.634	175.585	175.585
Konsumsi	405.159	75.875	24.832	3.792	509.658	509.658
Pembiayaan bersama	10.364.841	8.926	1.911.307	194.643	12.479.717	12.479.717
Kartu Kredit	7.489.853	-	242.635	151.566	7.884.054	7.884.054
Aset lain-lain*)	1.519.964	3.115	51.520	-	1.574.599	1.574.599
<b>Total</b>	<b>87.120.166</b>	<b>324.090</b>	<b>3.611.316</b>	<b>1.305.069</b>	<b>92.360.641</b>	<b>Total</b>

\*) Aset lain-lain - neto terdiri dari bunga yang masih akan diterima, setoran jaminan, piutang sewa, tagihan penjualan surat berharga dan aset yang diblokir

\*) Other assets - net consist of interest receivables, security deposits, rent receivables, sale of securities receivables and restricted assets

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**43. MANAJEMEN RISIKO KEUANGAN (lanjutan)**

**43. FINANCIAL RISK MANAGEMENT (continued)**

c. Risiko Kredit (lanjutan)

c. Credit Risk (continued)

(iv) Tabel dibawah menunjukkan kualitas kredit per jenis aset keuangan yang belum jatuh tempo dan tidak mengalami penurunan nilai (sebelum pendapatan bunga yang ditangguhkan dan cadangan kerugian penurunan nilai): (lanjutan)

(iv) The table below shows credit quality per class of financial assets that are neither past due nor impaired (gross of unearned interest income and allowance for impairment losses): (continued)

31 Desember/Desember 31, 2018

	Belum jatuh tempo dan tidak mengalami penurunan nilai/ <i>neither past due nor impaired</i>	Jatuh tempo dan tidak mengalami penurunan nilai/ <i>Past-due but not impaired</i>	Mengalami penurunan nilai/ <i>Impaired</i>	Total	
	Tingkat tinggi/ <i>High Grade</i>	Tingkat standar/ <i>Standard grade</i>			
Nilai wajar melalui laba rugi					Fair value through profit or loss
Efek-efek	175.754	-	-	175.754	Securities
Tagihan derivatif	106.182	-	-	106.182	Derivatives receivables
Tersedia untuk dijual					Available-for-sale
Efek-efek	18.215.140	-	-	18.215.140	Securities
Dimiliki hingga jatuh tempo					Held-to-maturity
Efek-efek	4.415.101	-	-	4.415.101	Securities
Kredit yang diberikan dan piutang					Loans and receivables
Giro pada Bank Indonesia	3.857.831	-	-	3.857.831	Current accounts with Bank Indonesia
Giro pada bank lain	285.137	-	-	285.137	Current accounts with other banks
Penempatan pada Bank Indonesia dan bank lain	2.889.675	-	-	2.889.675	Placements with Bank Indonesia and other banks
Efek-efek yang dibeli dengan janji dijual kembali	2.002.987	-	-	2.002.987	Securities purchased under agreement to resell
Kredit yang diberikan					Loans
Korporasi	16.664.952	715.622	933.259	18.464.342	Corporate
Komersil	4.565.504	229.262	123.213	5.005.280	Commercial
Usaha Kecil	29.863	105.069	132.350	285.492	Small Enterprises
Konsumsi	477.282	111.054	37.383	640.468	Consumer
Pembiayaan bersama	8.158.971	4.155	1.775.650	10.156.406	Joint Financing
Kartu Kredit	7.183.618	-	340.381	7.711.716	Credit Card
Aset lain-lain*)	746.114	8.401	72.414	826.929	Other assets*)
<b>Total</b>	<b>69.774.111</b>	<b>1.173.563</b>	<b>3.414.650</b>	<b>75.038.440</b>	<b>Total</b>

\*) Aset lain-lain - neto terdiri dari bunga yang masih akan diterima, setoran jaminan, piutang sewa, tagihan penjualan surat berharga dan aset yang diblokir

\*) Other assets - net consist of interest receivables, security deposits, rent receivables, sale of securities receivables and restricted assets

Kualitas kredit didefinisikan sebagai berikut:

The credit quality are defined as follows:

Tingkat tinggi

High grade

(a) Giro pada Bank Indonesia, giro pada bank lain, penempatan pada Bank Indonesia dan bank lain yaitu giro atau penempatan pada institusi Pemerintah, transaksi dengan bank yang memiliki reputasi baik dengan tingkat kemungkinan gagal bayar atas kewajiban yang rendah.

(a) Current accounts with Bank Indonesia, current accounts with other banks, placements with Bank Indonesia and other banks are current accounts or placements with the Government institution, transaction with reputable banks with low probability of insolvency.



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**43. MANAJEMEN RISIKO KEUANGAN (lanjutan)**

c. Risiko Kredit (lanjutan)

Kualitas kredit didefinisikan sebagai berikut: (lanjutan)

Tingkat tinggi (lanjutan)

- (b) Kredit yang diberikan, bunga yang masih akan diterima, dan tagihan kepada pihak ketiga yaitu debitur dengan riwayat pembayaran yang sangat baik dan tidak pernah menunggak sepanjang jangka waktu kredit; debitur dengan tingkat stabilitas dan keragaman yang tinggi memiliki akses setiap saat untuk memperoleh pendanaan dalam jumlah besar dari pasar terbuka; memiliki kemampuan membayar yang kuat dan rasio-rasio neraca yang konservatif.
- (c) Efek-efek yaitu efek-efek yang dikeluarkan oleh Pemerintah, efek-efek dan obligasi yang termasuk dalam *investment grade* dengan rating minimal BBB- (Pefindo) atau Baa3 (Moody's).

Tingkat standar

- (a) Giro pada Bank Indonesia, giro pada bank lain, penempatan pada Bank Indonesia dan bank lain yaitu giro atau penempatan pada bank lokal yang tidak terdaftar di bursa.
- (b) Kredit yang diberikan, bunga yang masih akan diterima, dan tagihan kepada pihak ketiga yaitu debitur dengan riwayat pembayaran yang baik dan tidak pernah menunggak 90 hari atau lebih; memiliki akses terbatas ke pasar modal atau ke pasar keuangan lainnya; tingkat pendapatan dan kinerja keseluruhan tidak stabil; memiliki kemampuan membayar yang cukup.
- (c) Efek-efek yaitu efek-efek yang dikeluarkan oleh Pemerintah, efek-efek dan obligasi dengan rating antara idBB+ sampai dengan idB (Pefindo) atau Ba1 sampai dengan B2 (Moody's).

**43. FINANCIAL RISK MANAGEMENT (continued)**

c. Credit Risk (continued)

The credit quality are defined as follows: (continued)

High grade (continued)

- (b) Loans, interest receivables and third party receivables are borrowers with very satisfactory track record of loan repayment and whose accounts did not turn past due during the term of the loan; borrowers with high degree of stability and diversity; has access to raise substantial amounts of funds through public market any time; very strong debt service capability and has conservative balance sheet ratios.
- (c) Securities are securities issued by Government, investment grade securities and bonds with a rating of at least BBB- (Pefindo) or Baa3 (Moody's).

Standard grade

- (a) Current accounts with Bank Indonesia, current accounts with other banks, placements with Bank Indonesia and other banks are current accounts or placements with the local banks not listed in the stock exchange.
- (b) Loans, interests receivables and third party receivables are borrowers who have an average track record of loan repayment and whose account did not turn past due for 90 days and over; has limited access to public capital markets or to alternative financial market; volatility of earnings and overall performance; debt service capability is adequate.
- (c) Securities are securities issued by Government, investment grade securities and bonds with a rating between idBB+ to idB (Pefindo) or Ba1 to B2 (Moody's).

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**43. MANAJEMEN RISIKO KEUANGAN (lanjutan)**

**43. FINANCIAL RISK MANAGEMENT (continued)**

c. Risiko Kredit (lanjutan)

c. Credit Risk (continued)

- (v) Analisis umur kredit yang jatuh tempo tetapi tidak mengalami penurunan nilai pada tanggal 31 Desember 2019 dan 2018 adalah sebagai berikut:

- (v) The aging analysis of past due but not impaired loans as of December 31, 2019 and 2018 are as follows:

31 Desember/December 31, 2019					
	Kurang dari 30 hari/ Less than 30 days	31 sampai 60 hari/ 31 to 60 days	61 sampai 90 hari/ 61 to 90 days	Total	
Korporasi	149.329	-	855.316	1.004.645	Corporate
Komersial	37.733	34.949	218.791	291.473	Commercial
Usaha Kecil	14.582	13.692	56.630	84.904	Small Enterprises
Konsumsi	6.259	7.146	11.427	24.832	Consumer
Pembiayaan bersama	215.607	493.344	1.202.356	1.911.307	Joint Financing
Kartu Kredit	242.635	-	-	242.635	Credit Card
<b>Total</b>	<b>666.145</b>	<b>549.131</b>	<b>2.344.520</b>	<b>3.559.796</b>	<b>Total</b>

31 Desember/December 31, 2018					
	Kurang dari 30 hari/ Less than 30 days	31 sampai 60 hari/ 31 to 60 days	61 sampai 90 hari/ 61 to 90 days	Total	
Korporasi	-	-	933.259	933.259	Corporate
Komersial	22.968	11.542	88.703	123.213	Commercial
Usaha Kecil	22.160	23.666	86.524	132.350	Small Enterprises
Konsumsi	11.929	8.806	16.648	37.383	Consumer
Pembiayaan bersama	283.199	399.902	1.092.549	1.775.650	Joint Financing
Kartu Kredit	340.381	-	-	340.381	Credit Card
<b>Total</b>	<b>680.637</b>	<b>443.916</b>	<b>2.217.683</b>	<b>3.342.236</b>	<b>Total</b>

Konsentrasi kredit yang diberikan berdasarkan jenis kredit dan sektor ekonomi diungkapkan pada Catatan 11, sedangkan konsentrasi kredit yang diberikan berdasarkan wilayah geografis diungkapkan pada Catatan 36.

The concentration of loans by type of loans and economic sector is disclosed in Note 11, while the concentration of loans by geographic region is disclosed in Note 36.

Dari tabel konsentrasi risiko kredit berdasarkan jenis debitur, konsentrasi risiko kredit naik terutama pada segmen korporasi dan pembiayaan lainnya, sementara itu konsentrasi kredit pada segmen ritel lainnya seperti kartu kredit, konsumen dan usaha kecil justru mengalami penurunan.

As shown in table credit risk concentration by counterparty, concentration of credit risk is increased specifically in corporate and joint financing, meanwhile risk concentration in other retail segment such as credit card, consumer and small enterprises are decreased.

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**43. MANAJEMEN RISIKO KEUANGAN (lanjutan)**

**43. FINANCIAL RISK MANAGEMENT (continued)**

d. Risiko Pasar

d. Market Risk

Risiko pasar adalah risiko perubahan harga pasar, seperti tingkat suku bunga, nilai tukar mata uang asing, dan *credit spreads* (tidak berhubungan dengan peringkat kredit pemberi kredit) akan mempengaruhi pendapatan Bank atau nilai instrumen keuangan yang dimiliki. Tujuan pengelolaan risiko pasar adalah untuk mengelola dan mengendalikan eksposur risiko pasar dalam batasan parameter yang dapat diterima dengan mengoptimalkan tingkat pengembalian.

*Market risk is the risk that changes in market prices, such as interest rates, foreign exchange rates and credit spreads (not relating to changes in the obligor's/issuer's credit standing) will affect the Bank's income or the value of its holdings of financial instruments. The objective of market risk management is to manage and control market risk exposures within acceptable parameters, while optimizing the return of risk.*

Dalam pengelolaan risiko, Bank menggunakan kertas kerja internal dan sistem dalam melakukan proses pengawasan pergerakan pasar. Dengan berbagai perangkat dan sistem tersebut, Bank dapat mengukur dan mengawasi sensitivitas risiko pasar untuk nilai tukar dan suku bunga, baik untuk portofolio *trading book* dan *banking book*, sehingga risiko yang mungkin muncul dapat dimitigasi dan tidak mempengaruhi permodalan Bank secara signifikan.

*In the control of risk, The Bank is using internal working papers, tools and systems to monitor market indicator movements. The tools and systems enable the Bank to identify, measure, and monitor sensitivity of market risks on exchange rates and interest rates, both for trading book and banking book portfolios. Hence, risks that might arise can be mitigated and does not significantly affect the Bank's capital.*

Pengukuran Risiko Pasar tersebut, meliputi: (1) Pengukuran Risiko Pasar nilai tukar pada *trading book* dan *banking book* melalui perhitungan Posisi Devisa Neto (PDN); (2) Pengukuran Risiko Pasar nilai tukar dan suku bunga pada *trading book* dihitung dengan perhitungan Kewajiban Penyediaan Modal Minimum (KPMM) menggunakan Metode Standar secara bulanan. Bank juga telah mengimplementasikan perhitungan risiko suku bunga spesifik yang dibobot berdasarkan kategori portofolio dan rating surat berharga; dan (3) Pengukuran Risiko Pasar suku bunga pada *banking book* dengan menggunakan Perhitungan IRRBB (*Interest Rate Risk In Banking Book*) yang sesuai dengan SEOJK No.12/SEOJK.03/2018 tentang Penerapan Manajemen Risiko dan Pengukuran Risiko Pendekatan Standar untuk Risiko Suku Bunga dalam *Banking Book* bagi Bank Umum. Risiko Suku Bunga dilihat berdasarkan perspektif yaitu *Economic Value* dan *Earnings* (NII).

*The Measurement of Market Risk includes: (1) Measurement of Market Risk on the exchange rate in the trading book and banking book through the calculation of the Net Open Position (NOP); (2) Measurement of Market Risk Exchange rates and interest rates in the trading book are calculated by calculating the Minimum Capital Requirement (KPMM) using the Standard Method on a monthly basis. The Bank has also implemented specific interest rate risk calculations which are weighted based on portfolio categories and securities ratings; and (3) Measurement of market interest rate risk in the banking book by using the IRRBB (Interest Rate Risk in Banking Book) calculation in accordance with SEOJK No.12/SEOJK.03/2018 concerning the Implementation of Risk Management and Risk Measurement in a Standard Approach to Interest Rate Risk in the Banking Book for Commercial Banks. Interest Rate Risk is seen based on the perspective of Economic Value, and Earnings (NII).*

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**43. MANAJEMEN RISIKO KEUANGAN (lanjutan)**

d. Risiko Pasar (lanjutan)

Kategori utama dari risiko pasar adalah:  
(lanjutan)

(i) Risiko nilai tukar (lanjutan)

Bank memiliki eksposur nilai tukar akibat adanya transaksi dalam mata uang asing dan volatilitas yang melekat pada opsi nilai tukar. Bank memonitor risiko konsentrasi yang terjadi untuk setiap nilai tukar mata uang asing sehubungan dengan penjabaran mata uang asing terhadap Rupiah.

Posisi Devisa Neto ("PDN") Bank dihitung berdasarkan Peraturan Bank Indonesia yang berlaku. Sesuai dengan peraturan, Bank harus memenuhi ketentuan PDN keseluruhan dan untuk laporan posisi keuangan setinggi-tingginya 20% dari jumlah modal. Secara internal Bank juga telah menerapkan ketentuan limit PDN (terkecuali DNDF) terhadap jumlah modal sebesar 10% untuk *risk appetite* dan 15% untuk *risk tolerance*.

Posisi Devisa Neto ("PDN") Bank dapat dilihat pada Catatan 39.

Bank telah memiliki Aplikasi Manajemen Risiko Pasar untuk mendukung proses Manajemen Risiko Pasar dalam rangka pengelolaan Risiko Pasar.

Proses pengendalian Risiko Pasar melalui penetapan dan kaji ulang limit Risiko Pasar dilakukan secara periodik. Limit-limit tersebut meliputi:

a. Limit Risiko Pasar pada *trading book*

- (i) Limit Nominal Transaksi
- (ii) Limit Nominal *Open Position*
- (iii) Limit *Counterparty*

**43. FINANCIAL RISK MANAGEMENT (continued)**

d. Market Risk (continued)

*The primary categories of market risk are:  
(continued)*

(i) Foreign exchange risk (continued)

*The Bank is exposed to foreign exchange currency risk through transactions in foreign currencies and implied volatilities on foreign exchange options. The Bank monitors any concentration risk in relation to any individual currency with regard to the translation of foreign currencies into Rupiah.*

*The Bank's net foreign exchange position ("NOP") was calculated based on Bank Indonesia's prevailing regulations. In accordance with the regulations, the Banks are required to maintain its aggregate and statements of financial position NOP at the maximum of 20% of its capital. Internally, the Bank has also applied a NOP (exclude DNDF) limit to the amount of capital of 10% for risk appetite and 15% for risk tolerance.*

*The Bank's Net Open Position ("NOP") can be seen in Note 39.*

*The Bank has Market Risk Management Application to support the implementation of Market Risk Management process in order to manage market risk.*

*Market Risk limit as a part of risk controlling process is set and reviewed periodically. The Market Risk limits are as follows:*

a. Market Risk limits on *trading book*

- (i) Transaction Nominal Limit
- (ii) Open Position Nominal Limit
- (iii) Counterparty Limit

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**43. MANAJEMEN RISIKO KEUANGAN (lanjutan)**

**43. FINANCIAL RISK MANAGEMENT (continued)**

d. Risiko Pasar (lanjutan)

d. Market Risk (continued)

(i) Risiko nilai tukar (lanjutan)

(i) Foreign exchange risk (continued)

Proses pengendalian Risiko Pasar melalui penetapan dan kaji ulang limit Risiko Pasar dilakukan secara periodik. Limit - limit tersebut meliputi: (lanjutan)

Market Risk limit as a part of risk controlling process is set and reviewed periodically. The Market Risk limits are as follows: (continued)

b. Limit Risiko Pasar Nilai Tukar

b. The Market Risk limits for exchange rate:

Limit Posisi Devisa Neto (PDN) exclude DNDF (Domestic Non deliverable Forward) terhadap modal sebesar 10% untuk risk appetite dan 15% untuk risk tolerance.

Net Open Position (PDN) exclude DNDF (Domestic Non deliverable Forward) Limit on capital of 10% for risk appetite and 15% for risk tolerance.

Sensitivitas risiko pasar digunakan untuk menunjukkan seberapa besar modal yang dibutuhkan untuk meng-cover potential loss risiko pasar yang mungkin terjadi. Analisa sensitivitas Risiko Pasar yang dilakukan untuk mengukur dan mengawasi nilai tukar dan suku bunga pada portofolio trading book. Sensitivitas risiko pasar mencakup:

Sensitivity of market risk is used to indicate how much capital needed to cover the potential loss of market risk that may occur. It is done to measure and monitor exchange rate and interest rate on trading book portfolio. It consists of:

Excess modal Bank

The Bank's excess capital

Perhitungan excess modal Bank dilakukan dengan menghitung modal bank secara total dan mengurangnya dengan 12,500% dari total ATMR (Kredit + Pasar + Operasional). Excess modal ini yang kemudian dibagi terhadap masing-masing risiko pasarnilai tukar dan suku bunga untuk melihat berapa besar kemampuan coverage modal Bank (diluar regulatory requirement) apabila terjadi kerugian sebesar risiko yang telah dihitung.

The calculation of the Bank's excess capital is conducted by calculating the Bank's total capital and reduce with 12.500% of the total risk weighted assets (RWA) (Credit + Market + Operational). The excess capital is then divided by the respective exchange market risk and interest rate risk to measure the Bank's capital-coverage-ability (exclude regulatory requirement) in case of loss of risk that has been calculated.

Tabel dibawah ini menunjukkan excess modal Bank (tidak diaudit):

The table below shows the Bank's excess capital (unaudited):

	Total Modal/ Total Capital	12,500%*Total ATMR/ 12,500%*Total RWA	Excess Modal/ Excess Capital
2019 - Desember	14.684.721	7.752.758	6.931.963

2019 - December



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**43. MANAJEMEN RISIKO KEUANGAN (lanjutan)**

d. Risiko Pasar (lanjutan)

(i) Risiko nilai tukar (lanjutan)

Sensitivitas Risiko Pasar Nilai Tukar

Sensitivitas risiko nilai tukar dihitung dengan menggunakan rasio excess modal Bank terhadap risiko nilai tukar melalui PDN Bank.

Tabel dibawah ini menunjukkan sensitivitas risiko pasar nilai tukar Bank (tidak diaudit):

	Excess Modal/ Excess Capital	PDN/ NOP	Sensitivitas Risiko Nilai Tukar/ Sensitivity of Market Risk in Exchange Rate
2019 - Desember	6.931.963	1.455.881	116.471

Simulasi penguatan dan pelemahan nilai tukar USD/IDR sebesar 100bps pada posisi 31 Desember 2019 adalah sebagai berikut (tidak diaudit):

Periode Akhir Bulan Desember 2019/ End of December 2019 Period			
Kurs USD/IDR			
Total PDN	13.882,50	13.882,50+100bps	13.882,50-100bps
Rupiah Indonesia IDR	1.455.881	1.466.369	1.445.395

(ii) Risiko Tingkat Suku Bunga

Kegiatan Bank berhubungan dengan risiko fluktuasi suku bunga dari aset dan liabilitas bersuku bunga karena jatuh tempo atau dinilai kembali (*reprice*) pada waktu yang berbeda dan jumlah yang berbeda. Untuk aset dan liabilitas dengan tingkat suku bunga mengambang, Bank juga terekspos pada risiko basis, yaitu perbedaan karakteristik *repricing* dari berbagai indeks tingkat suku bunga mengambang seperti tingkat suku bunga tabungan, tingkat suku bunga SBI, tingkat suku bunga LIBOR dan lainnya. Aktivitas pengelolaan risiko bertujuan untuk mengoptimalkan pendapatan bunga bersih, dengan memperhatikan tingkat suku bunga pasar dan strategi bisnis Bank.

**43. FINANCIAL RISK MANAGEMENT (continued)**

d. Market Risk (continued)

(i) Foreign exchange risk (continued)

Sensitivity of Market Risk in Interest Rate

Sensitivity of exchange rate risk is calculated using the bank's excess capital ratio against exchange rate risk through NOP Bank.

The table below shows the Bank's sensitivity of market risk in exchange rate (unaudited):

The simulation of strengthening and weakening USD/IDR exchange rate by 100bps at December 31, 2019 is as follows (unaudited):

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(ii) Interest Rate Risk

The Bank's operations are subject to the risk of interest rate fluctuations to the extent that interest-earning assets and interest-bearing liabilities matured or repriced at different times or in different amounts. In the case of floating rate assets and liabilities, the Bank is also exposed to basis risk, which is the difference in repricing characteristics of the various floating rate indices, such as the savings rate, SBI, LIBOR and different types of interest. Risk management activities are aimed at optimizing net interest income, taking into account market interest rate and the Bank's business strategies.



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**43. MANAJEMEN RISIKO KEUANGAN (lanjutan)**

**43. FINANCIAL RISK MANAGEMENT (continued)**

d. Risiko Pasar (lanjutan)

d. Market Risk (continued)

(ii) Risiko Tingkat Suku Bunga (lanjutan)

(ii) Interest Rate Risk (continued)

Sensitivitas Risiko Pasar Suku Bunga

Sensitivity of Market Risk in Interest Rate

Sensitivitas risiko suku bunga pada *trading book* yang dihitung dengan menggunakan rasio excess modal Bank terhadap risiko suku bunga (umum dan spesifik).

Sensitivity of interest rate risk in trading book is calculated using the Bank's excess capital ratio against interest rate risk (general and specific).

Tabel dibawah ini menunjukkan sensitivitas risiko pasar suku bunga Bank: (tidak diaudit)

The table below shows the Bank's sensitivity of market risk in interest rate: (unaudited)

Periode Akhir Bulan Desember 2019/  
End of Month December 2019 Period

	Excess Modal/ Excess Capital	Risiko Suku Bunga/ Interest Rate Risk	Sensitivitas Risiko Suku Bunga/ Sensitivity of Market Risk in Interest Rate	
2019 - Desember	6.931.963	19.705	352	2019 - December

Sensitivitas risiko suku bunga pada *banking book* menggunakan pendekatan IRRBB (*Interest Rate Risk in the Banking Book perspective*). IRRBB timbul akibat perubahan tingkat suku bunga yang berdampak pada perubahan nilai kini (*present value*) dan penetapan arus kas di masa yang akan datang (*timing of future cash flow*). Risiko ini mempengaruhi nilai ekonomis (*economic value*) dari aset, kewajiban, dan transaksi rekening administratif Bank, serta menyebabkan perubahan pada nilai pendapatan bunga bersih (*net interest income*). Oleh karena itu, Bank perlu melakukan identifikasi risiko secara akurat serta perhitungan dan pelaporan IRRBB kepada OJK sesuai dengan standar dan acuan yang diatur sehingga dapat melakukan tindak lanjut perbaikan yang sesuai.

Interest rate risk sensitivity in the banking book uses the IRRBB (*Interest Rate Risk in the Banking Book perspective*) approach. IRRBB arises due to changes in interest rates that have an impact on changes in present value and determination of future cash flows (*timing of future cash flow*). This risk affects the economic value of the assets, liabilities and administrative account transactions of the Bank, and causes changes in the value of net interest income. Therefore, the Bank needs to accurately identify risks and calculate and report IRRBB to OJK in accordance with the regulated standards and references so that they can carry out appropriate corrective actions.

Berdasarkan regulasi OJK tersebut, Bank menerapkan 6 (enam) jenis skenario shock suku bunga untuk perhitungan perubahan nilai ekonomis pada IRRBB, yaitu Parallel Up, Parallel Down, Steepener, Flatten, Short Rates Up, dan Short Rates Down. Sedangkan untuk perhitungan perubahan

Based on the OJK regulations, the Bank applies 6 (six) types of interest rate shock scenarios to calculate changes in economic values on IRRBB, namely Parallel Up, Parallel Down, Steepener, Flatten, Short Rates Up, and Short Rates Down. As for the calculation of changes in

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d. Risiko Pasar (lanjutan)

(ii) Risiko Tingkat Suku Bunga (lanjutan)

nilai pendapatan bunga bersih pada IRRBB menggunakan 2 (dua) skenario shock, yaitu Parallel Up dan Parallel Down. Pada masing-masing perhitungan, baik perubahan nilai ekonomis maupun perubahan nilai pendapatan bunga bersih, skenario yang digunakan sebagai nilai kerugian maksimum adalah skenario yang memberikan nilai tertinggi.

Eksposur IRRBB berdasarkan perspektif nilai ekonomis adalah 6,48% untuk posisi 31 Desember 2019, yang menunjukkan bahwa struktur aset dan liabilitas tidak sensitif terhadap perubahan suku bunga, tercermin dari perhitungan *Economic Value of Equity (EVE)* yang memiliki dampak minimal terhadap modal dan berada dibawah limit internal Bank sebesar 11%.

Tabel berikut ini menyajikan portofolio *banking book* pada nilai tercatatnya (sebelum cadangan kerugian penurunan nilai), yang dikategorikan berdasarkan mana yang lebih awal antara tanggal *repricing* atau tanggal jatuh tempo kontraktual:

**43. FINANCIAL RISK MANAGEMENT (continued)**

d. Market Risk (continued)

(ii) Interest Rate Risk (continued)

the value of net interest income on IRRBB uses 2 (two) shock scenarios, namely Parallel Up and Parallel Down. In each calculation, both changes in economic value and changes in the value of net interest income, the scenario used as the maximum loss value is the scenario that provides the highest value.

The IRRBB exposure based on economic value perspective is at 6.8% on December 31, 2019, which implies that the structure of assets and liabilities is not sensitive to the changes in interest rate, reflected in the calculation of Economic Value of Equity (EVE) which has minimal impact on the equity and is below the Bank's internal limit at 11%.

The table below summarizes the banking book portfolios at their carrying amounts (before allowance for impairment losses), categorized by the earlier of contractual repricing or maturity dates:

31 Desember/December 31, 2019							
	Total	Instrumen bunga variabel/ Floating rate instruments		Instrumen bunga tetap/Fixed rate instruments			
		Kurang dari 3 bulan/ Less than 3 months	3 bulan- 1 tahun/ 3 months- 1 year	Kurang dari 3 bulan/ Less than 3 months	3 bulan- 1 tahun/ 3 months- 1 year	1-2 tahun/ 1-2 years	Lebih dari 2 tahun/ More than 2 years
Penempatan pada Bank Indonesia dan bank lain	8.036.685	-	-	8.036.685	-	-	-
Efek-efek	17.410.733	-	-	1.881.368	2.102.057	2.619.777	10.807.531
Efek-efek yang dibeli dengan janji dijual kembali	3.961.541	-	-	3.961.541	-	-	-
Kredit yang diberikan	53.022.795	7.884.054	602.473	629.203	1.989.536	2.656.870	39.260.659
Aset lain-lain	989.046	-	-	989.046	-	-	-
<b>Total</b>	<b>83.420.800</b>	<b>7.884.054</b>	<b>602.473</b>	<b>15.497.843</b>	<b>4.091.593</b>	<b>5.276.647</b>	<b>50.068.190</b>
Simpanan dari nasabah	(72.790.174)	(18.012.721)	-	(51.601.080)	(3.176.373)	-	-
Simpanan dari bank lain	(6.161.098)	(267.299)	-	(5.877.299)	(16.500)	-	-
Efek-efek yang dijual dengan janji dibeli kembali	(3.934.495)	-	-	(3.934.495)	-	-	-
<b>Total</b>	<b>(82.885.767)</b>	<b>(18.280.020)</b>	<b>-</b>	<b>(61.412.874)</b>	<b>(3.192.873)</b>	<b>-</b>	<b>-</b>
<b>Neto</b>	<b>535.033</b>	<b>(10.395.966)</b>	<b>602.473</b>	<b>(45.915.031)</b>	<b>898.720</b>	<b>5.276.647</b>	<b>50.068.190</b>

Placements with Bank Indonesia and other banks  
Securities

Securities purchased under agreement to resell

Loans  
Other assets

Deposits from customers  
Deposits from other banks

Securities sold under repurchased agreement

Total

Net

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**43. MANAJEMEN RISIKO KEUANGAN (lanjutan)**

**43. FINANCIAL RISK MANAGEMENT (continued)**

d. Risiko Pasar (lanjutan)

d. Market Risk (continued)

(ii) Risiko Tingkat Suku Bunga (lanjutan)

(ii) Interest Rate Risk (continued)

31 Desember/December 31, 2018

	Total	Instrumen bunga variabel/ Floating rate instruments		Instrumen bunga tetap/Fixed rate instruments				
		Kurang dari 3 bulan/ Less than 3 months	3 bulan- 1 tahun/ 3 months- 1 year	Kurang dari 3 bulan/ Less than 3 months	3 bulan- 1 tahun/ 3 months- 1 year	1-2 tahun/ 1-2 years	Lebih dari 2 tahun/ More than 2 years	
Penempatan pada Bank Indonesia dan bank lain	2.889.675	-	-	2.289.675	600.000	-	-	Placements with Bank Indonesia and other banks
Efek-efek	18.215.140	-	-	561.413	994.638	4.592.029	12.067.060	Securities
Efek-efek yang dibeli dengan janji dijual kembali	2.002.987	-	-	2.002.987	-	-	-	Securities purchased under agreement to resell
Kredit yang diberikan	42.263.704	7.732.240	741.582	212.911	1.300.620	1.981.546	30.294.805	Loans
Aset lain-lain	202.374	-	-	202.374	-	-	-	Other assets
<b>Total</b>	<b>65.573.880</b>	<b>7.732.240</b>	<b>741.582</b>	<b>5.269.360</b>	<b>2.895.258</b>	<b>6.573.575</b>	<b>42.361.865</b>	<b>Total</b>
Simpanan dari nasabah	(60.734.798)	(18.517.284)	-	(40.545.413)	(1.672.101)	-	-	Deposits from customers
Simpanan dari bank lain	(2.801.777)	(579.069)	-	(2.213.458)	(9.250)	-	-	Deposits from other banks
Efek-efek yang dijual dengan janji dibeli kembali	(4.589.369)	-	-	(4.589.369)	-	-	-	Securities sold under repurchased agreement
<b>Total</b>	<b>(68.125.944)</b>	<b>(19.096.353)</b>	<b>-</b>	<b>(47.348.240)</b>	<b>(1.681.351)</b>	<b>-</b>	<b>-</b>	<b>Total</b>
<b>Neto</b>	<b>(2.552.064)</b>	<b>(11.364.113)</b>	<b>741.582</b>	<b>(42.078.880)</b>	<b>1.213.907</b>	<b>6.573.575</b>	<b>42.361.865</b>	<b>Net</b>

Tabel dibawah merupakan ikhtisar dari rata-rata suku bunga efektif untuk setiap instrumen keuangan:

The table below summarize the weighted average effective interest rates for each financial instrument:

**Tahun yang Berakhir pada tanggal**  
**31 Desember/Year ended**  
**December 31**

	2019	2018	
<b>Aset</b>			<b>Assets</b>
<b>Rupiah</b>			<b>Rupiah</b>
Penempatan pada Bank Indonesia dan bank lain	5,84%	6,06%	Placement with Bank Indonesia and other banks
Efek-efek			Securities
Obligasi Pemerintah	6,66%	6,36%	Government bonds
Obligasi korporasi	8,35%	8,39%	Corporate bonds
Sertifikat/sertifikat deposito Bank Indonesia	5,03%	5,05%	Deposit Certificate of Bank Indonesia
Kredit yang diberikan			Loans
Kredit Usaha Kecil	17,27%	17,10%	Small Enterprises loans
Kartu kredit	19,66%	19,81%	Credit card
Kredit lainnya	11,00%	10,57%	Other loans
<b>Mata uang asing</b>			<b>Foreign currencies</b>
Penempatan pada Bank Indonesia dan bank lain	2,21%	1,81%	Placement with Bank Indonesia and other banks
Efek-efek			Securities
Obligasi Pemerintah	3,96%	4,12%	Government bonds
Obligasi korporasi	7,46%	6,11%	Corporate bonds
Kredit yang diberikan	8,27%	9,09%	Loans

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**43. MANAJEMEN RISIKO KEUANGAN (lanjutan)**

**43. FINANCIAL RISK MANAGEMENT (continued)**

d. Risiko Pasar (lanjutan)

d. Market Risk (continued)

(ii) Risiko Tingkat Suku Bunga (lanjutan)

(ii) Interest Rate Risk (continued)

	Tahun yang Berakhir pada tanggal 31 Desember/Year ended December 31	
	2019	2018
<b>Liabilitas</b>		
Rupiah		
Simpanan dari nasabah		
Giro	2,73%	2,81%
Tabungan	2,04%	2,05%
Deposito berjangka	7,21%	6,45%
Simpanan dari bank lain		
Call money	5,82%	4,97%
Giro	5,65%	4,78%
Tabungan	3,61%	3,76%
Deposito berjangka	6,65%	6,20%
Mata uang asing		
Simpanan dari nasabah		
Giro	0,34%	0,30%
Tabungan	0,18%	0,23%
Deposito berjangka	2,13%	1,55%
Simpanan dari bank lain		
Call money	1,85%	1,97%

<b>Liabilities</b>	
Rupiah	
Deposits from customers	
Current accounts	
Saving deposits	
Time deposits	
Deposits from other banks	
Interbank call money	
Current accounts	
Saving deposits	
Time deposits	
Foreign currencies	
Deposits from customers	
Current account	
Saving deposits	
Time deposits	
Deposits from other banks	
Call money	

Pengelolaan dari risiko suku bunga terhadap *interest rate gap limits* dilengkapi dengan pemantauan sensitivitas terhadap aset dan liabilitas keuangan Bank. Sensitivitas diukur dengan menggunakan metode *Repricing*. Hasil dari perhitungan *repricing* ini menunjukkan bahwa aset dan liabilitas keuangan bank sensitif terhadap perubahan suku bunga.

The management of interest rate risk against *interest rate gap limits* is supplemented by monitoring the sensitivity of the Bank's financial assets and liabilities. Sensitivity is measured using *Repricing Method*. Calculation of *Repricing* demonstrated sensitivity between Bank's financial assets and liabilities toward interest rate changes.

e. Risiko Likuiditas

e. Liquidity Risk

Risiko likuiditas adalah risiko yang disebabkan oleh ketidakmampuan Bank dalam memenuhi kewajiban yang telah jatuh tempo dan menutup posisi di pasar. Risiko likuiditas merupakan risiko yang terpenting pada bank umum dan perlu dikelola secara berkesinambungan.

Liquidity risk is the risk caused by the Bank's inability to meet its obligation associated with financial liabilities at due date and cover position created from market. Liquidity risk is the most important risk for commercial bank and as such needs to be managed on an on-going basis.

Sebagai bagian dari manajemen risiko likuiditas, Bank telah menyusun alat ukur likuiditas berupa penyusunan Proyeksi Arus Kas dan Profil Jatuh Tempo untuk mengelola likuiditas bank secara harian.

As part of liquidity risk management, the Bank has developed liquidity measurement tools such as preparation of Cash Flow Projection and Maturity Profile to manage its daily liquidity.

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**43. MANAJEMEN RISIKO KEUANGAN (lanjutan)**

e. Risiko Likuiditas (lanjutan)

Selain itu, pengelolaan aset dan liabilitas Bank dilakukan melalui rapat ALCO yang dilaksanakan setiap 1 (satu) bulan sekali. Pembahasan difokuskan pada penyelarasan strategi jangka pendek dan jangka panjang Bank dengan kondisi perekonomian nasional, terutama penyesuaian kondisi likuiditas Bank.

Bank menyusun kebijakan pengelolaan risiko likuiditas yang memaparkan tanggung jawab, pengelolaan dan pendekatan strategis yang diambil untuk menjamin ketersediaan likuiditas yang cukup untuk memenuhi kewajiban bank secara kontraktual maupun yang disyaratkan oleh regulator.

Selain itu, dengan telah dikeluarkannya Peraturan Otoritas Jasa Keuangan No. 42/POJK.03/2015 tanggal 23 Desember 2015 tentang Kewajiban Pemenuhan Rasio Kecukupan Likuiditas (*Liquidity Coverage Ratio*) Bagi Bank Umum dan Peraturan Otoritas Jasa Keuangan No.32/POJK.03/2016 tentang Perubahan atas Peraturan Otoritas Jasa Keuangan No.6/POJK.03/2015 tentang Transparansi dan Publikasi Laporan Bank. Bank telah menyampaikan laporan LCR individual secara bulanan ke Otoritas Jasa Keuangan dan mempublikasikan laporan LCR triwulanan individual pada situs web Bank. LCR Bank (individual) selalu terjaga di atas batas minimum rasio LCR sesuai tahapan pemenuhan LCR. Berdasarkan perhitungan, LCR rata-rata harian pada tanggal 31 Desember 2019 dan 2018 masing-masing sebesar 163% dan 139%.

Adapun POJK Nomor 50/POJK.03/2017 tentang Kewajiban Pemenuhan Rasio Pendanaan Stabil Bersih (*Net Stable Funding Ratio*) Bagi Bank Umum, Bank menyampaikan laporan NSFR secara triwulanan (individual) ke Otoritas Jasa Keuangan dan mempublikasikan laporan NSFR triwulanan (individual) pada situs web Bank. Berdasarkan perhitungan, NSFR Bank pada tanggal 31 Desember 2019 dan 2018 masing-masing sebesar 114% dan 106%, berada diatas minimum NSFR yaitu 100%.

**43. FINANCIAL RISK MANAGEMENT (continued)**

e. *Liquidity Risk (continued)*

Moreover, monitoring over the Bank's assets and liabilities is addressed through ALCO meeting held once in every month. The meeting focuses on aligning short-term and long-term strategy of the Bank with national economic conditions, especially the adjustments to the Bank's liquidity conditions.

The Bank's liquidity management policy defines the responsibilities, management and strategic approach to be taken to ensure that sufficient liquidity is maintained to meet the Bank's contractual or regulatory obligations.

Furthermore, with the issuance of Regulation of the Financial Services Authority No.42/POJK.03/2015 dated December 23, 2015 concerning the Obligation of Liquidity Coverage Ratio for Commercial Banks and the Regulation of the Financial Services Authority No.32/POJK.03/2016 concerning Amendment to the Rules of the Financial Services Authority No.6/POJK.03/ 2015 on Transparency and Publication of Bank Reports. The Bank has submitted LCR (individual) reports on a monthly basis to the Financial Services Authority and publishes quarterly LCR reports (individual) on the Bank's website. Based on the calculation, the Bank's LCR (individually) is always maintained above the minimum LCR ratio according to the LCR compliance stage. Based on the calculation, average ratio LCR as December 31, 2019 and 2018 are of 163% and 139%, respectively.

The regulation of the Financial Services Authority No.50/POJK.03 / 2017 concerning the Obligation of Net Stable Funding Ratio for Commercial Banks, the Bank has submitted NSFR report on quarterly (individual) to Financial Services Authority and published NSFR report to Bank's website. Based on the calculation, the Bank's NSFR (individually) as of December 31, 2019 and 2018 are 114% and 106%, respectively which are above the minimum NSFR that is 100%.



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**43. MANAJEMEN RISIKO KEUANGAN (lanjutan)**

e. Risiko Likuiditas (lanjutan)

Eksposur terhadap risiko likuiditas

Bank bergantung pada simpanan dari nasabah dan simpanan dari bank lain sebagai sumber pendanaan utama yang memiliki masa jatuh tempo yang pendek dan sebagian besar dapat ditarik sewaktu-waktu. Pendanaan dengan jangka waktu yang pendek tersebut meningkatkan risiko likuiditas Bank, oleh karena itu, Bank secara aktif mengelola risiko tersebut dengan memberikan tingkat suku bunga yang bersaing dan secara terus-menerus memantau pergerakan pasar.

Pengelolaan risiko likuiditas mencakup antara lain pemeliharaan cadangan likuiditas yang optimal, penetapan strategi pendanaan serta memelihara akses pasar yang mencukupi. Likuiditas Bank saat ini diukur melalui posisi Aset Likuid Primer dan Aset Likuid Sekunder untuk memenuhi kebutuhan likuiditas, baik penarikan dana tidak terduga maupun ekspansi aset. Bank memelihara Aset Likuid Primer dalam bentuk kas, Giro Wajib Minimum (GWM) di Bank Indonesia, Penempatan di Bank Indonesia, efek-efek kategori tersedia untuk dijual atau diperdagangkan, dan seluruh efek-efek pemerintah kategori tersedia untuk dijual atau diperdagangkan yang memiliki sisa jatuh waktu kurang atau sama dengan 1 tahun.

Bank juga melakukan pengukuran dan pelaporan secara periodik ke Bank Indonesia mengenai pengelolaan risiko likuiditas mengacu kepada parameter risiko likuiditas dalam Penilaian Tingkat Kesehatan Bank (PTKB) dengan menggunakan pendekatan risiko (*Risk-based Bank Rating/RBBR*) yang terdiri dari 2 bagian, yaitu:

1. Risiko Inheren

Akses pada sumber-sumber pendanaan

2. Kualitas Penerapan Manajemen Risiko

a) Tata kelola risiko likuiditas

b) Kerangka manajemen risiko likuiditas

**43. FINANCIAL RISK MANAGEMENT (continued)**

e. Liquidity Risk (continued)

Exposure to liquidity risk

The Bank relies on deposits from customers and deposits from other banks as its primary sources of funding which generally have shorter maturities and a large proportion of them are repayable on demand. The short-term nature of these deposits increases the Bank's liquidity risk, therefore, the Bank actively manages this risk through maintaining competitive pricing and constant monitoring of market trends.

Liquidity risk management covers, among others, the maintenance of optimum liquidity reserve, determination of funding strategy and maintaining an adequate access to the market. The Bank's current liquidity is measured through its Primary and Secondary Liquid Assets to fulfill its liquidity needs in order to satisfy unexpected withdrawals or expansion of assets. The Bank maintains its primary liquid assets through cash, the minimum reserve requirements imposed by Bank Indonesia, placements with Bank Indonesia, securities classified as available-for-sale or trading, government securities classified as available-for-sale or trading which have remaining maturities of less than or equal to 1 year.

The Bank also conducts measurement and reporting to the Bank Indonesia periodically on liquidity risk management based on liquidity risk parameters Bank Soundness Assessment (BSA) using risk approach (Risk-based Bank Ratings/RBBR) which consists of 2 parts:

1. Inherent Risk

Access to funding resources

2. Risk Management Quality

a) Liquidity Risk governance

b) Liquidity Risk management framework



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**43. MANAJEMEN RISIKO KEUANGAN (lanjutan)**

e. Risiko Likuiditas (lanjutan)

Eksposur terhadap risiko likuiditas (lanjutan)

2. Kualitas Penerapan Manajemen Risiko (lanjutan)

- c) Proses manajemen risiko likuiditas, sistem informasi dan sumber daya manusia
- d) Sistem pengendalian risiko likuiditas

Salah satu pengukuran yang digunakan Bank untuk mengelola risiko likuiditas adalah melalui rasio dari perbandingan antara aset likuid dengan total simpanan dari nasabah. Pada akhir tahun 2019 dan 2018, rasio dari aset likuid dibandingkan dengan total simpanan dari nasabah yang dilaporkan masing-masing adalah sebesar 39,43% dan 48,47% seperti pada perhitungan di bawah ini:

	<b>31 Desember/December 31</b>		
	<b>2019</b>	<b>2018</b>	
Kas dan setara kas	13.851.444	7.841.812	Cash and cash equivalents
Efek-efek investasi selain yang diklasifikasikan sebagai kas dan setara kas	21.010.292	24.398.266	Securities, excluding items classified as cash and cash equivalents
Simpanan dari bank lain	(6.161.098)	(2.801.777)	Deposits from other banks
	<b>28.700.638</b>	<b>29.438.301</b>	
Simpanan dari nasabah	72.790.174	60.734.798	Deposits from customers
Rasio aset likuid terhadap simpanan dari nasabah	39,43%	48,47%	Ratio of liquid assets to deposits from customers

Analisis perbedaan jatuh tempo aset dan liabilitas keuangan

Tabel di bawah ini menyajikan analisis jatuh tempo nilai tercatat dari aset keuangan (sebelum pendapatan bunga yang ditangguhkan dan cadangan kerugian penurunan nilai) dan liabilitas keuangan Bank pada tanggal 31 Desember 2019 dan 2018, berdasarkan jangka waktu yang tersisa sampai tanggal jatuh tempo kontraktual:

**43. FINANCIAL RISK MANAGEMENT (continued)**

e. Liquidity Risk (continued)

Exposure to liquidity risk (continued)

2. Risk Management Quality (continued)

- c) Liquidity Risk management process, information systems and human resources
- d) Liquidity Risk control system

One key measurement used by the Bank for managing liquidity risk is the ratio of liquid assets to total funding from customers. As of the end of 2019 and 2018, the reported ratio of liquid assets to total funding from customers amounted to 39.43% and 48.47%, respectively as calculated below:

Maturity gap analysis of financial assets and liabilities

The table below shows an analysis of maturities of the carrying amount of financial assets (before unearned interest income and allowance for impairment losses) and financial liabilities of the Bank as of December 31, 2019 and 2018, based on remaining term to contractual maturity:

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**43. MANAJEMEN RISIKO KEUANGAN (lanjutan)**

**43. FINANCIAL RISK MANAGEMENT (continued)**

e. Risiko Likuiditas (lanjutan)

e. Liquidity Risk (continued)

31 Desember/December 31, 2019							
	Nilai tercatat/ Carrying Value	Tidak mempunyai tanggal jatuh tempo/No contractual maturity	Kurang dari 1 bulan/ Less than 1 month	1-3 bulan/ 1-3 months	<3-12 bulan/ <3-12 months	< 12-60 bulan/ < 12-60 months	Lebih dari 60 bulan/ More than 60 months
<b>ASET</b>							<b>ASSETS</b>
Kas	1.123.163	1.123.163	-	-	-	-	Cash
Giro pada Bank Indonesia	4.258.626	4.258.626	-	-	-	-	Current accounts with Bank Indonesia
Giro pada bank lain	299.624	299.624	-	-	-	-	Current accounts with other banks
Penempatan pada Bank Indonesia dan bank lain	8.036.685	-	8.036.685	-	-	-	Placements with Bank Indonesia and other banks
Efek-efek	21.131.802	-	72	1.794.799	3.089.456	12.312.259	Securities
Efek-efek yang dibeli dengan janji dijual kembali	3.961.541	-	3.961.541	-	-	-	Securities purchase under resell agreement
Tagihan derivatif	74.969	-	74.969	-	-	-	Derivative receivables
Kredit yang diberikan - bruto	53.022.795	-	8.098.104	2.619.202	10.645.778	16.133.284	Loans - gross
Tagihan akseptasi	687.759	-	334.448	60.852	292.459	-	Acceptance receivable
Aset lain-lain *)	1.574.599	131.947	1.442.652	-	-	-	Other assets *)
<b>Total</b>	<b>94.171.563</b>	<b>5.813.360</b>	<b>21.948.471</b>	<b>4.474.853</b>	<b>14.027.693</b>	<b>28.445.543</b>	<b>19.461.643</b>
<b>Liabilitas segera</b>	<b>(282.613)</b>	<b>-</b>	<b>(282.613)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>Obligations due immediately</b>
Simpanan dari nasabah	(72.790.174)	(17.465.543)	(37.291.709)	(14.342.585)	(3.306.524)	(297.409)	Deposits from customers
Simpanan dari bank lain	(6.161.098)	(267.299)	(5.852.249)	(25.050)	(16.500)	-	Deposits from other banks
Liabilitas derivatif	(37.469)	-	(37.469)	-	-	-	Derivative payable
Utang akseptasi	(687.759)	-	(334.448)	(60.852)	(292.459)	-	Acceptance payable
Efek-efek yang dijual dengan janji dibeli kembali	(3.934.495)	-	(3.934.495)	-	-	-	Securities sold under repurchased agreements
Beban yang masih harus dibayar dan liabilitas lain-lain**)	(869.644)	-	(869.644)	-	-	-	Accrued expenses and other liabilities**)
<b>Total</b>	<b>(84.763.252)</b>	<b>(17.732.842)</b>	<b>(48.602.627)</b>	<b>(14.428.487)</b>	<b>(3.615.483)</b>	<b>(297.409)</b>	<b>(86.404)</b>
<b>Neto</b>	<b>9.408.311</b>	<b>(11.919.482)</b>	<b>(26.654.156)</b>	<b>(9.953.634)</b>	<b>10.412.210</b>	<b>28.148.134</b>	<b>19.375.239</b>

\*) Aset lain-lain - neto terdiri dari bunga yang masih akan diterima, setoran jaminan, piutang sewa, tagihan penjualan surat berharga dan aset yang diblokir

\*\*) Beban yang masih harus dibayar dan liabilitas lain-lain terdiri dari utang bunga, liabilitas pembelian surat berharga dan setoran jaminan

\*) Other assets - net consist of interest receivables, security deposits, rent receivables, sale of securities receivables and restricted assets

\*\*) Accrued expenses and other liabilities consist of interest payable, liabilities from purchase of securities and security deposits

31 Desember/December 31, 2018							
	Nilai tercatat/ Carrying Value	Tidak mempunyai tanggal jatuh tempo/No contractual maturity	Kurang dari 1 bulan/ Less than 1 month	1-3 bulan/ 1-3 months	<3-12 bulan/ <3-12 months	< 12-60 bulan/ < 12-60 months	Lebih dari 60 bulan/ More than 60 months
<b>ASET</b>							<b>ASSETS</b>
Kas	998.453	998.453	-	-	-	-	Cash
Giro pada Bank Indonesia	3.857.831	3.857.831	-	-	-	-	Current accounts with Bank Indonesia
Giro pada bank lain	285.137	285.137	-	-	-	-	Current accounts with other banks
Penempatan pada Bank Indonesia dan bank lain	2.889.675	-	2.289.675	-	600.000	-	Placements with Bank Indonesia and other banks
Efek-efek	22.805.995	-	299.290	262.987	996.503	18.310.750	Securities
Efek-efek yang dibeli dengan janji dijual kembali	2.002.987	-	2.002.987	-	-	-	Securities purchase under resell agreement
Tagihan derivatif	106.182	-	106.182	-	-	-	Derivative receivables
Kredit yang diberikan - bruto	42.263.704	-	8.388.221	2.000.077	8.085.214	15.051.531	Loans - gross
Tagihan akseptasi	702.418	-	532.597	132.860	36.961	-	Acceptance receivable
Aset lain-lain *)	826.929	212.330	614.599	-	-	-	Other assets *)
<b>Total</b>	<b>76.739.311</b>	<b>5.353.751</b>	<b>14.233.551</b>	<b>2.395.924</b>	<b>9.718.678</b>	<b>33.362.281</b>	<b>11.675.126</b>

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**43. MANAJEMEN RISIKO KEUANGAN (lanjutan)**

**43. FINANCIAL RISK MANAGEMENT (continued)**

e. Risiko Likuiditas (lanjutan)

e. Liquidity Risk (continued)

31 Desember/December 31, 2018

	Nilai tercatat/ Carrying Value	Tidak mempunyai tanggal jatuh tempo/No contractual maturity	Kurang dari 1 bulan/ Less than 1 month	1-3 bulan/ 1-3 months	<3-12 bulan/ <3-12 months	< 12-60 bulan/ < 12-60 months	Lebih dari 60 bulan/ More than 60 months	
Liabilitas segera	(458.216)	-	(458.216)	-	-	-	-	Obligations due immediately
Simpanan dari nasabah	(60.734.798)	(17.981.908)	(32.079.333)	(8.505.902)	(1.770.914)	(302.913)	(93.828)	Deposits from customers
Simpanan dari bank lain	(2.801.777)	(579.069)	(2.187.208)	(26.250)	(9.250)	-	-	Deposits from other banks
Liabilitas derivatif	(85.530)	-	(85.530)	-	-	-	-	Derivative payable
Utang akseptasi	(702.418)	-	(532.597)	(132.860)	(36.961)	-	-	Acceptance payable
Efek-efek yang dijual dengan janji dibeli kembali	(4.589.369)	-	(4.589.369)	-	-	-	-	Securities sold under repurchased agreements
Beban yang masih harus dibayar dan liabilitas lain-lain**)	(255.766)	-	(255.766)	-	-	-	-	Accrued expenses and other liabilities**)
<b>Total</b>	<b>(69.627.874)</b>	<b>(18.560.977)</b>	<b>(40.188.019)</b>	<b>(8.665.012)</b>	<b>(1.817.125)</b>	<b>(302.913)</b>	<b>(93.828)</b>	<b>Total</b>
<b>Neto</b>	<b>7.111.437</b>	<b>(13.207.226)</b>	<b>(25.954.468)</b>	<b>(6.269.088)</b>	<b>7.901.553</b>	<b>33.059.368</b>	<b>11.581.298</b>	<b>Net</b>

\*) Aset lain-lain - neto terdiri dari bunga yang masih akan diterima, setoran jaminan, piutang sewa, tagihan penjualan surat berharga dan aset yang diblokir

\*) Other assets - net consist of interest receivables, security deposits, rent receivables, sale of securities receivables and restricted assets

\*\*) Beban yang masih harus dibayar dan liabilitas lain-lain terdiri dari utang bunga, liabilitas pembelian surat berharga dan setoran jaminan

\*\*) Accrued expenses and other liabilities consist of interest payable, liabilities from purchase of securities and security deposits

Tabel di bawah ini menunjukkan sisa jatuh tempo kontraktual dari liabilitas keuangan berdasarkan pada *undiscounted cash flows* (tidak diaudit).

The table below shows the remaining contractual maturities of financial liabilities based on *undiscounted cash flows* (unaudited).

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	Total	Tidak mempunyai tanggal jatuh tempo/No contractual maturity	Kurang dari 1 bulan/ less than 1 month	1-3 bulan/ 1-3 months	<3-12 bulan/ <3-12 months	< 12-60 bulan/ < 12-60 months	Lebih dari 60 bulan/ More than 60 months	
<b>LIABILITAS</b>								<b>LIABILITIES</b>
Liabilitas segera	282.613	-	282.613	-	-	-	-	Obligations due immediately
Simpanan dari nasabah	73.369.515	17.465.543	37.609.361	14.511.607	3.398.839	297.761	86.404	Deposits from customers
Simpanan dari bank lain	6.169.138	267.299	5.859.237	25.381	17.221	-	-	Deposits from other banks
Efek-efek yang dijual dengan janji dibeli kembali	3.934.495	-	3.934.495	-	-	-	-	Securities sold under repurchased agreements
Liabilitas derivatif	37.469	-	37.469	-	-	-	-	Derivatives payable
Utang akseptasi	687.759	-	334.448	60.852	292.459	-	-	Acceptance payable
Beban yang masih harus dibayar dan liabilitas lain-lain**)	660.508	-	660.508	-	-	-	-	Accrued expenses and other liabilities**)
<b>Total</b>	<b>85.141.497</b>	<b>17.732.842</b>	<b>48.718.131</b>	<b>14.597.840</b>	<b>3.708.519</b>	<b>297.761</b>	<b>86.404</b>	<b>Total</b>

\*\*) Beban yang masih harus dibayar dan liabilitas lain-lain terdiri dari liabilitas pembelian surat berharga dan setoran jaminan

\*\*) Accrued expenses and other liabilities consist of liabilities from purchase of securities and security deposits

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**43. MANAJEMEN RISIKO KEUANGAN (lanjutan)**

e. Risiko Likuiditas (lanjutan)

Analisis perbedaan jatuh tempo aset dan liabilitas keuangan (lanjutan)

31 Desember/December 31, 2018

	Total	Tidak mempunyai tanggal jatuh tempo/No contractual maturity	Kurang dari 1 bulan/less than 1 month	1-3 bulan/1-3 months	<3-12 bulan/<3-12 months	< 12-60 bulan/< 12-60 months	Lebih dari 60 bulan/More than 60 months	
<b>LIABILITAS</b>								<b>LIABILITIES</b>
Liabilitas segera	458.216	-	458.216	-	-	-	-	Obligations due immediately
Simpanan dari nasabah	61.141.946	17.981.908	32.336.290	8.606.931	1.819.705	303.284	93.828	Deposits from customers
Simpanan dari bank lain	2.806.137	579.069	2.190.870	26.620	9.578	-	-	Deposits from other banks
Efek-efek yang dijual dengan janji dibeli kembali	4.589.369	-	4.589.369	-	-	-	-	Securities sold under repurchased agreements
Liabilitas derivatif	85.530	-	85.530	-	-	-	-	Derivatives payable
Utang akseptansi	702.418	-	532.597	132.860	36.961	-	-	Acceptances payables
Beban yang masih harus dibayar dan liabilitas lain-lain**)	68.068	-	68.068	-	-	-	-	Accrued expenses and other liabilities**)
<b>Total</b>	<b>69.851.684</b>	<b>18.560.977</b>	<b>40.260.940</b>	<b>8.766.411</b>	<b>1.866.244</b>	<b>303.284</b>	<b>93.828</b>	<b>Total</b>

\*\*) Beban yang masih harus dibayar dan liabilitas lain-lain terdiri dari setoran jaminan

\*\*) Accrued expenses and other liabilities consist of security deposits

f. Risiko Operasional

Bank senantiasa menyempurnakan implementasi manajemen risiko operasional dengan meningkatkan kesadaran para pegawai terhadap risiko serta menyempurnakan kebijakan dan prosedur untuk operasional bank. Berbagai upaya ini ditujukan untuk memitigasi risiko inheren dan terus meningkatkan sistem pengendalian khususnya terhadap risiko operasional. Bank terus-menerus meningkatkan kesadaran risiko seluruh pegawainya melalui berbagai media termasuk *e-campaign*, buletin dan sosialisasi secara langsung.

Bank telah mengembangkan aplikasi *Operational Risk Online Test* (OPRIST) untuk menyelenggarakan tes *online* kepada pegawai kantor cabang. Tujuannya adalah untuk mengukur penguasaan dan pemahaman terhadap Kebijakan & Prosedur serta Pengetahuan Produk. OPRIST dilakukan secara rutin setahun 2 kali.

f. Operational Risk

The Bank constantly improves its operational risk management implementation by increasing employee's risk awareness and improving the policies and procedures for banking operations. These efforts are aimed to mitigate inherent risk as well as to improve control system particularly for the Bank's operational risks. Bank continuously increases risk awareness of its employees through various media including *e-campaign*, bulletins, and direct socialization.

Bank has developed an application called *Operational Risk Online Test* (OPRIST), to provide online test for branch's employees. Its purpose is to measure the employees' mastery and understanding towards the policy and procedure, and product knowledge. Bank regularly holds OPRIST, twice a year.

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**43. MANAJEMEN RISIKO KEUANGAN (lanjutan)**

f. Risiko Operasional (lanjutan)

OPRIST juga akan dilakukan secara tematik, yakni materi tes difokuskan ke proses-proses operasional di kantor cabang yang dianggap berisiko tinggi. Selain itu, Bank juga telah menyelenggarakan e-learning dengan modul *Operational Risk Management* sejak tahun 2018. *E-learning Operational Risk Management* tersebut diikuti oleh seluruh pegawai Bank.

Di sisi lain, untuk mengantisipasi risiko operasional sebagai dampak dari gangguan yang ekstrim, seperti kebakaran, bencana banjir, gempa bumi, Bank telah memiliki *Disaster Recovery Center* ("DRC") yang selalu dilakukan uji coba secara periodik untuk memastikan kesiapan DRC tersebut. Pengembangan DRC ini merupakan salah satu tindakan penting dalam rangka menjamin kesinambungan operasional Bank apabila terjadi gangguan infrastruktur pada *data center* di Kantor Pusat.

Untuk melengkapi hal-hal tersebut diatas, Bank telah menyusun Kebijakan *Business Continuity Management* (BCM) yang secara komprehensif menangani berbagai gangguan/bencana akibat perbuatan manusia dan/atau alam, misalkan kebakaran, gempa bumi, banjir, demonstrasi, dan lain-lain. Kebijakan ini disusun untuk menjamin kegiatan operasional bisnis dan sumber daya kritikal Bank tetap dapat berfungsi walaupun terjadi gangguan/bencana atau membangun resiliensi (ketahanan) dan kemampuan untuk memberi respon secara efektif terhadap suatu kondisi bencana guna melindungi kepentingan para *stakeholders*, reputasi dan nama baik Bank.

Bank telah mengimplementasikan *Risk Event Database* (RED) secara efektif, yakni alat yang digunakan untuk mencatat kejadian risiko operasional serta untuk mengelola *loss event & near miss* untuk perhatian manajemen. RED juga digunakan untuk keperluan persiapan perhitungan *Operational Risk Capital Charge* berdasarkan metode *Advanced Measurement Approach*. RED juga dikembangkan menjadi bagian dari pengembangan ORMS secara keseluruhan.

**43. FINANCIAL RISK MANAGEMENT (continued)**

f. Operational Risk (continued)

OPRIST will also be carried out thematically, i.e the exam materials are focused on high-risk operational processes in the branches. Thereafter, the Bank has conducted *Operational Risk Management e-learning* since 2018. All employees have to participate in the e-Learning.

On the other hand, to anticipate operational risk arising from extreme disruption, such as fire, flood, earthquake, the Bank has established a *Disaster Recovery Center* ("DRC"), which is periodically tested to ensure its readiness. The development of DRC is an important action to assure the continuity of the Bank's operations if the infrastructure of the data center at Head Office is disrupted.

To complete this activity, Bank has developed *Business Continuity Management Policy* which comprehensively address various disorders/ disasters by man and/or nature, e.g. fire, earthquake, flood, demonstrations, and others. This policy was developed to ensure that business operations and critical resource bank can still function despite the disruption / disaster or build resilience and the ability to respond effectively to a disaster situation in order to protect the interests of the stakeholders, reputation and the Bank's name.

The Bank has implemented *Risk Event Database* (RED) effectively. RED is a tool to maintain and record operational risk events as well as to manage any "loss events and near miss" for management attention. Furthermore, RED is used as preparation for assessment on *Operational Risk Capital Charge* according to *Advanced Measurement Approach* method. Furthermore, RED is used as preparation for assessment on *Operational Risk Capital Charge* according to *Advanced Measurement Approach* method.



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**43. MANAJEMEN RISIKO KEUANGAN (lanjutan)**

f. Risiko Operasional (lanjutan)

Bank mengembangkan *Operational Risk Management System* (ORMS) dalam rangka penyempurnaan *tools* yang telah ada. ORMS memiliki tiga modul yakni *Risk Control Self Assessment* (RCSA), *Risk Event Database* (RED) dan *Key Risk Indicator* (KRI)

RCSA digunakan untuk membantu *Risk owner* dalam melakukan proses manajemen risiko operasional yang mencakup identifikasi dan pengukuran risiko operasional secara prediktif. Sedangkan RED merupakan *tools* yang berfungsi sebagai *database* peristiwa risiko, yang digunakan untuk data pembelajaran Bank. Selanjutnya KRI adalah alat bantu yang memberikan informasi secara dini mengenai gejala maupun risiko yang trennya menunjukkan peningkatan.

Selanjutnya, Komite Produk yang dibentuk telah dioptimalkan fungsinya, yakni selain mengidentifikasi dan memitigasi risiko yang melekat pada produk dan aktivitas baru, juga melakukan evaluasi terhadap kinerja produk-produk yang telah diluncurkan.

Guna memudahkan langkah-langkah mitigasi risiko produk oleh unit-unit kerja yang terkait, Bank telah menyusun pedoman pengelolaan risiko untuk produk-produk tertentu, antara lain *bancassurance* dan reksa dana.

Bank juga melakukan pengukuran dan pelaporan secara periodik ke Bank Indonesia mengenai pengelolaan risiko operasional mengacu kepada parameter risiko operasional dalam Penilaian Tingkat Kesehatan Bank (PTKB) dengan menggunakan pendekatan risiko (*Risk-based Bank Rating/RBBR*) yang terdiri dari 2 bagian, yaitu:

1. Risiko Inheren

- Karakteristik dan kompleksitas operasional Bank
- Sumber Daya Manusia
- Teknologi Informasi
- *Fraud*
- Kejadian Eksternal

**43. FINANCIAL RISK MANAGEMENT (continued)**

f. Operational Risk (continued)

Bank developed *Operational Risk Management System* (ORMS) in order to perfect the existing *tools*. ORMS has three modules, namely *Risk Control Self Assessment* (RCSA), *Risk Event Database* (RED) and *Key Risk Indicator* (KRI).

RCSA is used to help *risk owner* to manage operational risks which include identifying and measuring operational risk predictively. While next is RED, a *risk events database*, which is used for Bank's learning data. Then there is KRI, a helping tool which gives earlier information regarding symptoms and risks which have inclining trend.

In addition, the Bank had optimized *Product Committee's* function to identify and mitigate risks which might be found in new products and services launched, and to evaluate performance of existing products.

In order to ease steps to mitigate product risks by related units, the Bank has developed risk management guidance for certain products, among others, *bancassurance* and mutual funds.

Bank also conducts measurement and reporting to the Bank Indonesia periodically on operational risk management based on operational risk parameters Bank Soundness Assessment (BSA) using risk approach (*Risk-based Bank Ratings/RBBR*) which consists of 2 parts:

1. Inherent Risk

- *Characteristic and complexity of Bank's operational*
- *Human Resources*
- *Information Technology*
- *Fraud*
- *External Event*



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**43. MANAJEMEN RISIKO KEUANGAN (lanjutan)**

f. Risiko Operasional (lanjutan)

2. Kualitas Penerapan Manajemen Risiko

- Pengawasan aktif komisaris dan direksi
- Kecukupan kebijakan
- Prosedur dan penetapan *limit*, kecukupan identifikasi, pengukuran, pemantauan dan sistem informasi manajemen operasional
- Sistem pengendalian intern yang komprehensif

**44. PEMENUHAN KETENTUAN BATAS MAKSIMUM PEMBERIAN KREDIT ("BMPK")**

Pada tanggal 31 Desember 2019 dan 2018, tidak terdapat pelanggaran BMPK oleh pihak terkait maupun tidak terkait.

Sesuai dengan peraturan yang berlaku, batas maksimum pemberian kredit kepada pihak tidak terkait harus tidak melebihi 20% dari modal Bank.

**43. FINANCIAL RISK MANAGEMENT (continued)**

f. Operational Risk (continued)

2. Risk Management Quality

- Active oversight of commissioners and directors
- Adequacy of policy
- Procedure and limit setting, adequacy of identification, measurement, monitoring and operational risk management information system
- Comprehensive internal control system

**44. COMPLIANCE WITH LEGAL LENDING LIMIT ("LLL") REQUIREMENT**

*As of December 31, 2019 and 2018, there was no breach of LLL to both related and non-related parties.*

*Under the prevailing regulation, the maximum lending limit to non-related parties should not exceed 20% of the Bank's capital.*

**45. MANAJEMEN MODAL DAN RASIO LIABILITAS PENYEDIAAN MODAL MINIMUM**

Tujuan manajemen permodalan Bank adalah untuk mempertahankan posisi modal yang kuat untuk mendukung pertumbuhan bisnis dan mempertahankan investor, deposan, pelanggan dan kepercayaan pasar. Dalam pengelolaan permodalan, Bank mempertimbangkan faktor-faktor seperti: pengembalian modal yang optimal pada pemegang saham, menjaga keseimbangan antara keuntungan yang lebih tinggi dengan *gearing ratio* serta keamanan yang diberikan oleh posisi modal yang sehat.

Sejak tahun 2007, Bank diwajibkan untuk memenuhi kerangka kerja Basel II dalam hal permodalan Bank dengan mengikuti *road map* implementasi Basel II di Indonesia yang dipimpin oleh Bank Indonesia.

Penerapan Bank atas risiko pasar, risiko kredit dan risiko operasional dalam permodalan adalah sebagai berikut:

**45. CAPITAL MANAGEMENT AND MINIMUM REQUIRED CAPITAL ADEQUACY RATIO (CAR)**

*The Bank's capital management objectives is to maintain a strong capital position to support business growth and to sustain investor, depositor, customer and market confidence. In managing its capital, the Bank considers factors such as: an optimal providing capital rate of return to shareholders and maintaining a balance between high return gearing ratio and safety provided by a sound capital position.*

*Starting 2007, the Bank is required to comply with Basel II framework in respect with regulatory capital following the Basel II implementation road map in Indonesia led by the Bank Indonesia.*

*Bank's implementation on market risk, credit risk and operational risk in capital is as follows:*

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**45. MANAJEMEN MODAL DAN RASIO LIABILITAS**  
**PENYEDIAAN MODAL MINIMUM (lanjutan)**

- a. Risiko pasar  
Sejak November 2007, Bank sudah menerapkan pendekatan standar untuk mengelola risiko pasar sesuai dengan Peraturan Bank Indonesia No. 9/13/PBI/2007 tanggal 1 November 2007 serta Surat Edaran Bank Indonesia No. 9/33/DPNP tanggal 18 Desember 2007 dan Surat Edaran Bank Indonesia No. 14/21/DPNP tanggal 18 Juli 2012.
- b. Risiko kredit  
Risiko kredit dihitung berdasarkan Surat Edaran Bank Indonesia No. 13/6/DPNP tanggal 18 Februari 2011 dimana perhitungan Aset Tertimbang Menurut Risiko (ATMR) risiko kredit menggunakan Pendekatan Standar yang efektif berlaku tanggal 2 Januari 2012.
- c. Risiko operasional  
Untuk pengelolaan risiko operasional Bank menerapkan pendekatan indikator dasar sesuai dengan Surat Edaran Bank Indonesia. Berdasarkan SE ini, beban modal untuk risiko operasional adalah sebesar 5%, 10% dan 15% dari rata-rata pendapatan kotor selama tiga tahun terakhir masing-masing efektif tanggal 1 Januari 2011, 1 Juli 2011 dan 1 Januari 2012.

Pada tahun 2012, Bank Indonesia melakukan revisi atas peraturan tersebut dan mengeluarkan Surat Edaran No. 14/37/DPNP tentang Kewajiban Penyediaan Modal Minimum sesuai dengan Profil Risiko dan Pemenuhan *Capital Adequacy Maintained Assets* (CEMA).

Bank wajib memiliki dan menerapkan proses perhitungan kecukupan modal secara internal atau *Internal Capital Adequacy Assessment Process* (ICAAP). Komponen ICAAP paling kurang mencakup:

- a. Pengawasan Aktif Dewan Komisaris dan Direksi
- b. Penilaian Kecukupan Modal
- c. Pemantauan dan Pelaporan
- d. Pengendalian Internal

**45. CAPITAL MANAGEMENT AND MINIMUM**  
**REQUIRED CAPITAL ADEQUACY RATIO (CAR)**  
**(continued)**

- a. Market risk  
Starting November 2007, the Bank had adopted standardized approach for market risk management according to Bank Indonesia Regulation No. 9/13/PBI/2007 dated November 1, 2007 as well as Bank Indonesia Circular Letter No. 9/33/DPNP dated December 18, 2007 and Bank Indonesia Circular Letter No. 14/21/DPNP dated July 18, 2012.
- b. Credit risk  
Credit risk calculated according to Bank Indonesia Circular Letter No. 13/6/DPNP dated February 18, 2011 where the calculation of Risk Weighted Average (RWA) of credit risk is using standard approach effective on January 2, 2012.
- c. Operational risk  
Operational risk management still uses basic indicator approach as per Bank Indonesia Circular Letter. Based on this Circular Letter, the capital charge for operational risk is at 5%, 10% and 15% of average gross income for the last three years which is effective on January 1, 2011, July 1, 2011 and January 1, 2012, respectively.

In 2012, Bank Indonesia revised such regulation and issued circular letter No. 14/37/DPNP regarding Capital Adequacy Ratio with Risk Profile and Capital Adequacy Maintained Assets (CEMA).

The Bank is obliged to have and apply the process of capital adequacy calculation internally or Internal Capital Adequacy Assessment Process (ICAAP). The ICAAP covers at a minimum:

- a. Active Supervision of Board of Commissioners and Board of Directors
- b. Capital Adequacy Assessment
- c. Monitoring and Reporting
- d. Internal control

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**45. MANAJEMEN MODAL DAN RASIO LIABILITAS**  
**PENYEDIAAN MODAL MINIMUM (lanjutan)**

**45. CAPITAL MANAGEMENT AND MINIMUM**  
**REQUIRED CAPITAL ADEQUACY RATIO (CAR)**  
**(continued)**

c. Risiko operasional (lanjutan)

Bank juga wajib menyediakan modal minimum sesuai dengan profil risiko, sebagai berikut:

- 8% dari ATMR untuk Bank dengan profil risiko peringkat 1;
- 9% s.d kurang dari 10% dari ATMR untuk Bank dengan profil risiko peringkat 2;
- 10% s.d kurang dari 11% dari ATMR untuk Bank dengan profil risiko peringkat 3;
- 11% s.d 14% dari ATMR untuk Bank dengan profil risiko peringkat 4 atau peringkat 5.

Bank Indonesia menganalisis modal dalam dua tingkatan:

- Modal *Tier 1* terdiri dari modal saham biasa, agio saham, saldo laba, dan kepentingan non-pengendali setelah dikurangi aset tak berwujud dan penyesuaian lainnya sehubungan dengan item yang termasuk dalam modal tetapi diperlakukan secara berbeda untuk kepentingan kecukupan modal.
- Modal *Tier 2* terdiri dari pinjaman subordinasi yang memenuhi syarat dan cadangan umum (maksimum 1,25%).

Pada tanggal 31 Desember 2019 dan 2018 rasio Kewajiban Penyediaan Modal Minimum (KPMM) Bank dihitung berdasarkan POJK No. 34/POJK.03/2016 tanggal 22 September 2016 dan 2015 disusun berdasarkan PBI No. 14/18/PBI/2012 tanggal 28 November 2012 dan No. 15/12/PBI/2013 tanggal 12 Desember 2013 dengan perhitungan sebagai berikut:

c. Operational risk (continued)

Bank also provides the minimum capital required according to the risk profile, as follows:

- 8% of the RWA for Bank with a risk profile rating of 1;
- 9% until less than 10% of the RWA for bank with a risk profile rating of 2;
- 10% until less than 11% of the RWA for bank with a risk profile rating of 3;
- 11% until 14% of RWA for bank with risk profile ratings of 4 or 5.

Bank Indonesia analyzed the capital into two tiers:

- Tier 1* capital consists of ordinary share capital, share premium, retained earnings, and non-controlling interest after deduction for intangible assets and other regulatory adjustments relating to items that are included in equity but are treated differently for capital adequacy purposes.
- Tier 2* capital consist of qualifying subordinated loans and general allowance (maximum of 1.25%).

As of December 31, 2019 and 2018, the Bank's Capital Adequacy Ratio (CAR) is computed in accordance with POJK No.34/POJK.03/2016 dated September 22, 2016 and 2015 as prepared in accordance to BI regulation No.14/18/PBI/2012 dated November 28, 2012 and BI regulation No. 15/12/PBI/2013 dated December 12, 2013, as follows:

	<b>31 Desember/December 31</b>		
	<b>2019</b>	<b>2018</b>	
<b>Bank</b>			<b>Bank</b>
Dengan memperhitungkan risiko kredit, resiko pasar dan risiko operasional			With credit risk, market risk and operational risk
- Aset Tertimbang Menurut Risiko	62.022.061	55.385.687	Risk Weighted Average -
- Jumlah modal	14.684.721	12.619.668	Total capital -
- Rasio Kewajiban Penyediaan Modal Minimum	23,68%	22,79%	Capital Adequacy Ratio -

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**45. MANAJEMEN MODAL DAN RASIO LIABILITAS**  
**PENYEDIAAN MODAL MINIMUM (lanjutan)**

Berdasarkan POJK No.34/POJK.03/2016 tanggal 22 September 2016 tentang Kewajiban Penyediaan Modal Minimum, Bank wajib membentuk tambahan modal sebagai penyangga (*buffer*), sebagai berikut:

- Capital Conservation Buffer* adalah tambahan modal yang berfungsi sebagai penyangga (*buffer*) apabila terjadi kerugian pada periode krisis;
- Countercyclical Buffer* adalah tambahan modal yang berfungsi untuk mengantisipasi kerugian apabila terjadi pertumbuhan kredit perbankan yang berlebihan sehingga berpotensi mengganggu stabilitas sistem keuangan;
- Capital Surcharge* untuk *Domestic Systemically Important Bank (D-SIB)* adalah tambahan modal yang berfungsi untuk mengurangi dampak negatif terhadap stabilitas sistem keuangan dan perekonomian apabila terjadi kegagalan Bank yang berdampak sistemik melalui peningkatan kemampuan Bank dalam menyerap kerugian.

Tambahan modal sebagai penyangga (*buffer*) yang wajib dibentuk oleh Bank adalah:

- Capital Conservation Buffer* sebesar 2,5% dari ATMR untuk Bank yang tergolong dalam Bank Umum Kegiatan Usaha BUKU 3 dan BUKU 4 yang pemenuhannya secara bertahap:
  - 0,625% dari ATMR mulai 1 Januari 2016
  - 1,25% dari ATMR mulai 1 Januari 2017
  - 1,875% dari ATMR mulai 1 Januari 2018
  - 2,5% dari ATMR mulai 1 Januari 2019
- Countercyclical Buffer* sebesar 0% (nol persen) sampai dengan 2,5% (dua koma lima persen) dari ATMR bagi seluruh Bank.
- Capital Surcharge* untuk *D-SIB* sebesar 1% (satu persen) sampai dengan 2,5% (dua koma lima persen) dari ATMR Bank yang berdampak sistemik.

Pemenuhan modal sebagai penyangga (*buffer*) harus dipenuhi dengan menggunakan komponen modal inti utama (*Common Equity Tier 1*).

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**45. CAPITAL MANAGEMENT AND MINIMUM**  
**REQUIRED CAPITAL ADEQUACY RATIO (CAR)**  
**(continued)**

Based on POJK No.34/POJK.03/2016 dated September 22, 2016 concerning Capital Adequacy Ratio, the Bank is required to establish additional capital as a buffer, as follows:

- Capital Conservation Buffer* is an additional capital which serves as a buffer in the event of a loss in the period of crisis;
- Countercyclical Buffer* is an additional capital which serves to anticipated losses in the event of excessive credit growth and thus potentially disrupt the stability of the financial system;
- Capital Surcharge* for *Domestic Systemically Important Banks (D-SIB)* is an additional capital which serves to reduce the negative impact on the stability of the financial system and economy in the event of Bank failure which has systemic effect through an increase in the Bank's ability to absorb losses.

Additional capital as a buffer which shall be established by the Bank are:

- Capital Conservation Buffer* amounting to 2.5% of RWA to the Bank classified to BUKU 3 and BUKU 4 whose fulfillment gradually:
  - 0.625% from RWA since January 1, 2016
  - 1.25% from RWA since January 1, 2017
  - 1.875% from RWA since January 1, 2018
  - 2.5% from RWA since January 1, 2019
- Countercyclical Buffer* in the amount of 0% (zero percent) up to 2.5% (two point five percent) from RWA for the whole Bank.
- Capital Surcharge* for *D-SIB* in the amount of 1% (one percent) to 2.5% (two point five percent) from RWA of Banks with systemic impact.

Fulfillment of capital as a buffer should be met by using components of common equity Tier 1.

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**45. MANAJEMEN MODAL DAN RASIO LIABILITAS  
 PENYEDIAAN MODAL MINIMUM (lanjutan)**

Berdasarkan PBI No. 17/22/PBI/2015 tanggal 23 Desember 2015 tentang Kewajiban Pembentukan *Countercyclical Buffer* (CCB) ditetapkan bahwa besaran CCB yang ditetapkan oleh Bank Indonesia untuk pertama kali, yaitu mulai 1 Januari 2016 adalah sebesar 0% dan berlaku untuk seluruh bank, baik bank umum konvensional dan bank umum syariah, termasuk kantor cabang dari bank yang berkedudukan di luar negeri.

Evaluasi terhadap besaran CCB akan dilakukan secara berkala, yaitu paling kurang 1 kali dalam 6 bulan. Dalam hal berdasarkan hasil evaluasi ditetapkan bahwa besaran CCB tidak berubah maka Bank Indonesia akan mengeluarkan pengumuman di *website* Bank Indonesia dan apabila ditetapkan ada perubahan, maka Bank Indonesia akan menerbitkan Surat Edaran mengenai perubahan tersebut.

Berdasarkan POJK No. 46/POJK.03/2015 tanggal 23 Desember 2015 tentang Penetapan *Systemically Important Bank* dan *Capital Surcharge*, ditetapkan bahwa Otoritas Jasa Keuangan berkoordinasi dengan Bank Indonesia akan menetapkan SIB dan *Capital Surcharge* untuk SIB. Bank yang ditetapkan sebagai SIB wajib membentuk *Capital Surcharge* untuk SIB.

Penetapan SIB dan *Capital Surcharge* untuk SIB dilakukan secara semesteran setiap tahun pada:

- a. Bulan Maret dengan menggunakan data pada bulan Desember tahun sebelumnya; dan
- b. Bulan September dengan menggunakan data posisi bulan Juni tahun sebelumnya.

Otoritas Jasa Keuangan menetapkan *Capital Surcharge* untuk SIB dalam 5 kelompok *bucket*:

- a. 1% dari ATMR bagi SIB yang digolongkan dalam kelompok *bucket* 1;
- b. 1,5% dari ATMR bagi SIB yang digolongkan dalam kelompok *bucket* 2;
- c. 2% dari ATMR bagi SIB yang digolongkan dalam kelompok *bucket* 3;
- d. 2,5% dari ATMR bagi SIB yang digolongkan dalam kelompok *bucket* 4;
- e. 3,5% dari ATMR bagi SIB yang digolongkan dalam kelompok *bucket* 5.

**45. CAPITAL MANAGEMENT AND MINIMUM  
 REQUIRED CAPITAL ADEQUACY RATIO (CAR)  
 (continued)**

Based on PBI No. 17/22/PBI/2015 dated December 23, 2015 concerning the Establishment of *Countercyclical Buffer Obligation* stipulated that the amount of CCB set by Bank Indonesia for the first time, starting January 1, 2016 amounted to 0% and applying to all banks, both conventional commercial bank and islamic banks, including branches of banks domiciled abroad.

The evaluation of the amount of CCB would be done regularly, i.e. at least 1 time within 6 months. In the case that based on the evaluation determined where the magnitude of the CCB does not change, then Bank Indonesia will issue an announcement on the website of Bank Indonesia and, if specified changes, then Bank Indonesia will issue a Circular Letter regarding such change.

According to POJK No. 46/POJK.03/2015 dated December 23, 2015 concerning the Stipulation of *Systemically Important Banks* and *Capital Surcharge*, the Financial Services Authority in coordination with Bank Indonesia will set SIB and *Capital Surcharge* for SIB. Banks are defined as SIB is required to establish *Capital Surcharge* for SIB.

Determination of SIB and *Capital Surcharge* for SIB conducted biannually on:

- a. March using data in December of the previous year; and
- b. September using data in June of the previous year.

Financial Services Authority establish *Capital Surcharge* for SIB in 5 groups of *bucket*:

- a. 1% from RWA for SIB, which classified as *bucket* 1;
- b. 1.5% from RWA for SIB, which classified as *bucket* 2;
- c. 2% from RWA for SIB, which classified as *bucket* 3;
- d. 2.5% from RWA for SIB, which classified as *bucket* 4;
- e. 3.5% from RWA for SIB, which classified as *bucket* 5.



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**45. MANAJEMEN MODAL DAN RASIO LIABILITAS**  
**PENYEDIAAN MODAL MINIMUM (lanjutan)**

Untuk pertama kali, OJK akan menetapkan SIB dalam 4 kelompok dimana pemenuhannya dilakukan secara bertahap:

1. SIB bagi kelompok (*bucket*) 1 sebesar:
  - a. 0,25% dari ATMR sejak tanggal 1 Januari 2016;
  - b. 0,5% dari ATMR sejak tanggal 1 Januari 2017;
  - c. 0,75% dari ATMR sejak tanggal 1 Januari 2018;
  - d. 1% dari ATMR sejak tanggal 1 Januari 2019;
2. SIB bagi kelompok (*bucket*) 2 sebesar:
  - a. 0,375% dari ATMR sejak tanggal 1 Januari 2016;
  - b. 0,75% dari ATMR sejak tanggal 1 Januari 2017;
  - c. 1,125% dari ATMR sejak tanggal 1 Januari 2018;
  - d. 1,5% dari ATMR sejak tanggal 1 Januari 2019.
3. SIB bagi kelompok (*bucket*) 3 sebesar:
  - a. 0,5% dari ATMR sejak tanggal 1 Januari 2016;
  - b. 1% dari ATMR sejak tanggal 1 Januari 2017;
  - c. 1,5% dari ATMR sejak tanggal 1 Januari 2018;
  - d. 2% dari ATMR sejak tanggal 1 Januari 2019.
4. SIB bagi kelompok (*bucket*) 4 sebesar:
  - a. 0,625% dari ATMR sejak tanggal 1 Januari 2016;
  - b. 1,25% dari ATMR sejak tanggal 1 Januari 2017;
  - c. 1,875% dari ATMR sejak tanggal 1 Januari 2018;
  - d. 2,5% dari ATMR sejak tanggal 1 Januari 2019.

**45. CAPITAL MANAGEMENT AND MINIMUM**  
**REQUIRED CAPITAL ADEQUACY RATIO (CAR)**  
**(continued)**

For the first time, the FSA will set the SIB into 4 groups where fulfillment is done gradually:

1. SIB for bucket 1 amounted to:
  - a. 0.25% from RWA since January 1, 2016;
  - b. 0.5% from RWA since January 1, 2017;
  - c. 0.75% from RWA since January 1, 2018;
  - d. 1% from RWA since January 1, 2019.
2. SIB for bucket 2 amounted to:
  - a. 0.375% from RWA since January 1, 2016;
  - b. 0.75% from RWA since January 1, 2017;
  - c. 1.125% from RWA since January 1, 2018;
  - d. 1.5% from RWA since January 1, 2019.
3. SIB for bucket 3 amounted to:
  - a. 0.5% from RWA since January 1, 2016;
  - b. 1% from RWA since January 1, 2017;
  - c. 1.5% from RWA since January 1, 2018;
  - d. 2% from RWA since January 1, 2019.
4. SIB for bucket 4 amounted to:
  - a. 0.625% from RWA since January 1, 2016;
  - b. 1.25% from RWA since January 1, 2017;
  - c. 1.875% from RWA since January 1, 2018;
  - d. 2.5% from RWA since January 1, 2019.



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**45. MANAJEMEN MODAL DAN RASIO LIABILITAS**  
**PENYEDIAAN MODAL MINIMUM (lanjutan)**

Manajemen menggunakan rasio permodalan dengan tujuan untuk memonitor jumlah modal dan rasio modal tersebut mengikuti standar industri untuk mengukur kecukupan modal. Pendekatan Bank Indonesia atas pengukuran tersebut terutama berdasarkan pengawasan atas hubungan kebutuhan sumber modal (diukur sebesar 8% atas aset tertimbang menurut risiko) terhadap ketersediaan sumber modal.

Bank telah memenuhi ketentuan Bank Indonesia yang berlaku tentang Kewajiban Penyediaan Modal Minimum dan Perhitungan Aset Tertimbang Menurut Risiko.

**45. CAPITAL MANAGEMENT AND MINIMUM**  
**REQUIRED CAPITAL ADEQUACY RATIO (CAR)**  
**(continued)**

Management uses regulatory capital ratios in order to monitor its capital base, and these capital ratios follow the industry standards for measuring capital adequacy. Bank Indonesia's approach to such measurement is primarily based on monitoring the relationship of the capital resources requirement (measured as 8% of risk-weighted assets) to available capital resources.

The Bank has fulfilled Bank Indonesia's regulation regarding Capital Adequacy Ratio and Calculation of Risk-Weighted Assets.

**46. TAMBAHAN INFORMASI ARUS KAS**

Aktivitas investasi dan pendanaan yang tidak mempengaruhi arus kas:

**46. SUPPLEMENTAL CASH FLOW INFORMATION**

Investing and financing activities not affecting cash flows:

	<b>31 Desember/December 31</b>		
	<b>2019</b>	<b>2018</b>	
Reklasifikasi aset dalam penyelesaian ke aset tetap (Catatan 13).	66.019	10.772	Reclassification of construction in progress to fixed assets (Note 13)

**47. PERNYATAAN STANDAR AKUNTANSI**  
**KEUANGAN YANG DIREVISI**

Standar dan amendemen standar berikut efektif untuk periode yang dimulai pada atau setelah tanggal 1 Januari 2020, dengan penerapan dini diperkenankan yaitu:

- PSAK 71 - "Instrumen Keuangan"

Seluruh aset keuangan yang diakui dalam ruang lingkup PSAK 71 disyaratkan untuk diukur selanjutnya pada biaya perolehan diamortisasi atau nilai wajar. Khususnya, investasi utang yang dikelola dalam model bisnis yang bertujuan untuk mendapatkan arus kas kontraktual, dan yang mempunyai arus kas kontraktual yang semata dari pembayaran pokok dan bunga dari jumlah pokok terutang yang umumnya diukur pada biaya perolehan diamortisasi pada akhir periode akuntansi berikutnya.

**47. REVISED STATEMENTS OF FINANCIAL ACCOUNTING STANDARDS**

Standards and amendments to standards effective for periods beginning on or after January 1, 2020, with early application permitted are as follows:

- PSAK 71 - "Financial Instruments"

All recognized financial assets that are within the scope of PSAK 71 are required to be subsequently measured at amortized cost or fair value. Specifically, debt investments that are held within a business model whose objective is to collect the contractual cash flows, and that have contractual cash flows that are solely payments of principal and interest on the principal outstanding are generally measured at amortized cost at the end of subsequent accounting periods.

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**47. PERNYATAAN STANDAR AKUNTANSI**  
**KEUANGAN YANG DIREVISI (lanjutan)**

- PSAK 71 - "Instrumen Keuangan" (lanjutan)

Sehubungan dengan penurunan nilai aset keuangan, PSAK 71 mensyaratkan model kerugian kredit ekspektasian, yang berbeda dengan model kerugian kredit sesuai dengan PSAK 55. Modul kerugian kredit ekspektasian mensyaratkan suatu entitas untuk menghitung kerugian kredit ekspektasian dan perubahan dalam kerugian kredit ekspektasian pada setiap tanggal pelaporan untuk mencerminkan perubahan risiko kredit sejak awal pengakuan. Dengan kata lain, terjadinya peristiwa kredit tidak diperlukan sebelum kerugian kredit diakui.

Persyaratan umum akuntansi lindung nilai yang baru mempertahankan tiga jenis mekanisme akuntansi lindung nilai yang saat ini tersedia berdasarkan PSAK 55. PSAK 71 memperkenalkan fleksibilitas yang lebih besar pada jenis transaksi memenuhi syarat akuntansi lindung nilai, secara khusus memperluas jenis instrumen yang memenuhi kualifikasi untuk instrumen lindung nilai dan jenis komponen risiko instrument non-keuangan memenuhi syarat akuntansi lindung nilai. Selain itu, uji efektivitas telah direvisi dan diganti dengan prinsip 'hubungan ekonomi'. Penilaian retrospektif terhadap efektivitas lindung nilai juga tidak diperlukan lagi. Persyaratan pengungkapan yang lebih luas atas aktivitas manajemen risiko entitas juga telah diperkenalkan.

Bank berencana untuk mengadopsi standar sesuai dengan tanggal efektif yang disyaratkan dan tidak akan melakukan penyajian kembali atas informasi komparatif. Selama tahun 2019, Bank telah melakukan analisis dampak secara komprehensif atas aspek PSAK 71. Analisis ini dilakukan berdasarkan informasi yang ada saat ini dan memungkinkan untuk berubah seiring dengan ketersediaan informasi yang wajar dan mendukung pada tahun 2020 dimana Bank melakukan adopsi atas standar ini.

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**47. REVISED STATEMENTS OF FINANCIAL**  
**ACCOUNTING STANDARDS (continued)**

- PSAK 71 - "Financial Instruments" (continued)

*In relation to the impairment of financial assets, PSAK 71 requires an expected credit loss model, as opposed to an incurred credit loss model under PSAK 55. The expected credit loss model requires an entity to account for expected credit losses and changes in those expected credit losses at each reporting date to reflect changes in credit risk since initial recognition. In other words, it is no longer necessary for a credit event to have occurred before credit losses are recognized.*

*The new general hedge accounting requirements retain the three types of hedge accounting mechanisms currently available in PSAK 55. Under PSAK 71, greater flexibility has been introduced to the types of transactions eligible for hedge accounting, specifically broadening the types of instruments that qualify for hedging instruments and the types of risk components of non-financial items that are eligible for hedge accounting. In addition, the effectiveness test has been overhauled and replaced with the principle of an 'economic relationship'. Retrospective assessment of hedge effectiveness is also no longer required. Enhance disclosure requirements about an entity's risk management activities have also been introduced.*

*The Bank plans to adopt the new standard on the required effective date and will not restate comparative information. During 2019, the Bank has performed a detailed impact assessment of the aspects of PSAK 71. This assessment is based on currently available information and may be subject to changes arising from further reasonable and supportable information being made available to the Bank in 2020 when the Bank will adopt PSAK 71.*

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**47. PERNYATAAN STANDAR AKUNTANSI**  
**KEUANGAN YANG DIREVISI (lanjutan)**

- PSAK 71 - "Instrumen Keuangan" (lanjutan)

Secara rinci, dampak dari penerapan PSAK 71 adalah sebagai berikut:

	Saldo Sebelum Penerapan PSAK 71/ <i>Balance Before Implementation of PSAK 71</i>	Dampak Penyesuaian PSAK 71/ <i>Adjustments Impact of PSAK 71</i>	Saldo Setelah Penerapan PSAK 71/ <i>Balance After Implementation of PSAK 71</i>
Aset			
Kredit yang diberikan	52.734.828	288.332	52.446.496
Efek-efek	21.131.802	1.608	21.130.194
Penempatan pada bank lain	4.309.442	18.590	4.290.852
Giro pada bank lain	299.624	880	298.744
Tagihan akseptasi	687.759	2.207	685.552
<b>Total Aset</b>	<b>79.163.455</b>	<b>311.617</b>	<b>78.851.838</b>
Liabilitas			
Estimasi kerugian atas komitmen dan kontijensi	-	1.404	1.404
<b>Total Liabilitas</b>	<b>-</b>	<b>1.404</b>	<b>1.404</b>

- Amandemen PSAK 71 - "Instrumen Keuangan":  
Fitur Percepatan Pelunasan dengan  
Kompensasi Negatif

Amendemen PSAK 71 mengamendemen paragraf PP4.1.11(b) dan PP4.1.12(b), dan menambahkan paragraf PP4.1.12A sehingga mengatur bahwa aset keuangan dengan fitur percepatan pelunasan yang dapat menghasilkan kompensasi negatif memenuhi kualifikasi sebagai arus kas kontraktual yang berasal semata dari pembayaran pokok dan bunga dari jumlah pokok terutang.

- PSAK 72 "Pendapatan dari Kontrak dengan Pelanggan"

PSAK 72 menetapkan satu model komprehensif untuk digunakan entitas dalam akuntansi untuk pendapatan yang timbul dari kontrak dengan pelanggan. Pada saat berlaku efektif, PSAK 72 akan menggantikan panduan pengakuan pendapatan saat ini termasuk PSAK 23 Pendapatan, PSAK 34 Kontrak Konstruksi dan interpretasi terkait.

**47. REVISED STATEMENTS OF FINANCIAL**  
**ACCOUNTING STANDARDS (continued)**

- PSAK 71 - "Financial Instruments" (continued)

In summary, the impact of PSAK 71 adoption is expected to be, as follows:

	Saldo Setelah Penerapan PSAK 71/ <i>Balance After Implementation of PSAK 71</i>
Assets	
Loans	52.446.496
Securities	21.130.194
Placement in other banks	4.290.852
Current account in other banks	298.744
Acceptance receivable	685.552
<b>Total Assets</b>	<b>78.851.838</b>
Liabilities	
Estimated loss from commitments and contingencies	1.404
<b>Total Liabilities</b>	<b>1.404</b>

- Amendments to PSAK 71 - "Financial Instruments":  
Prepayment Features with  
Negative Compensation

Amendments to PSAK 71 amend paragraphs PP4.1.11 (b) and PP4.1.12 (b), and add paragraph PP4.1.12A so that financial assets with accelerated repayment features that can produce negative compensation qualify as contractual cash flows that originate solely from payment of principal and interest from the principal amount owed.

- PSAK 72 "Revenue from Contracts with Customers"

PSAK 72 established a single comprehensive model for entities to use in accounting for revenue arising from contracts with customers. PSAK 72 will supersede the current revenue recognition guidance including PSAK 23. Revenue, PSAK 34 Construction Contracts and the related interpretations when it becomes effective.

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**47. PERNYATAAN STANDAR AKUNTANSI**  
**KEUANGAN YANG DIREVISI (lanjutan)**

- PSAK 72 "Pendapatan dari Kontrak dengan Pelanggan" (lanjutan)

Prinsip utama PSAK 72 adalah bahwa entitas harus mengakui pendapatan untuk menggambarkan pengalihan barang atau jasa yang dijanjikan kepada pelanggan dalam jumlah yang mencerminkan imbalan yang diperkirakan menjadi hak entitas dalam pertukaran dengan barang atau jasa tersebut. Secara khusus, Standar memperkenalkan pendekatan 5 langkah untuk pengakuan pendapatan:

- Langkah 1: Mengidentifikasi kontrak dengan pelanggan
- Langkah 2: Mengidentifikasi kewajiban pelaksanaan dalam kontrak
- Langkah 3: Menentukan harga transaksi
- Langkah 4: Mengalokasikan harga transaksi terhadap kewajiban pelaksanaan dalam kontrak
- Langkah 5: Mengakui pendapatan ketika (atau selama) entitas telah memenuhi kewajiban pelaksanaan

Berdasarkan PSAK 72, entitas mengakui pendapatan ketika (atau pada saat) kewajiban pelaksanaan terpenuhi, yaitu ketika pengendalian barang atau jasa yang mendasari kewajiban pelaksanaan tertentu dialihkan ke pelanggan.

Panduan preskriptif lebih jauh telah ditambahkan pada PSAK 72 untuk menangani skenario tertentu. Selanjutnya, pengungkapan yang luas disyaratkan oleh PSAK 72.

Berdasarkan kajian yang telah dilakukan, Bank berkeyakinan bahwa penerapan PSAK 72 ini tidak berdampak material pada jumlah yang dilaporkan dalam laporan keuangan Bank.

- PSAK 73 - "Sewa"

PSAK 73 memperkenalkan model komprehensif untuk mengidentifikasi pengaturan sewa dan perlakuan akuntansi baik untuk pesewa (*lessor*) dan penyewa (*lessee*). Pada saat berlaku efektif, PSAK 73 akan menggantikan pedoman sewa saat ini yaitu PSAK 30: Sewa dan interpretasi terkait.

**47. REVISED STATEMENTS OF FINANCIAL**  
**ACCOUNTING STANDARDS (continued)**

- PSAK 72 "Revenue from Contracts with Customers" (continued)

The core principle of PSAK 72 is that an entity should recognise revenue to depict the transfer or promised goods or services to customers in an amount that reflects the consideration to which the entity expects to be entitled in exchange for those goods or services. Specifically, the Standards introduces a 5-step approach to revenue recognition:

- Step 1: Identify the contract(s) with a customer
- Step 2: Identify the performance obligations in the contract
- Step 3: Determine the transaction price
- Step 4: Allocate the transaction price to the performance obligations in the contract
- Step 5: Recognise revenue when (or as) the entity satisfies a performance obligation

Under PSAK 72, an entity recognizes revenue when (or as) a performance obligation is satisfied, i.e. when 'control' of the goods or services underlying the particular performance obligation is transferred to the customer.

Far more prescriptive guidance has been added PSAK 72 to deal with specific scenarios. Furthermore, extensive disclosures are required by PSAK 72.

Based on the assessment performed, the Bank determined that the implementation of PSAK 72 has no material impact on the amount reported in the Bank's financial statements.

- PSAK 73 - "Leases"

PSAK 73 introduces a comprehensive model for the identification of lease arrangements and accounting treatments for both lessors and lessees. PSAK 73 will supersede the current lease guidance including PSAK 30 Leases and the related interpretations when it becomes effective.

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**47. PERNYATAAN STANDAR AKUNTANSI KEUANGAN YANG DIREVISI (lanjutan)**

• PSAK 73 - "Sewa" (lanjutan)

PSAK 73 membedakan kontrak sewa dan jasa berdasarkan apakah aset identifikasi dikendalikan oleh pelanggan. Perbedaan sewa operasi (*off balance sheet*) dan sewa pembiayaan (*on balance sheet*) dihapus untuk akuntansi penyewa, dan digantikan oleh model di mana aset hak-guna dan liabilitas terkait harus diakui untuk semua sewa oleh lessee (yaitu semua pada laporan posisi keuangan) kecuali untuk sewa jangka pendek dan sewa aset bernilai rendah.

Aset hak-guna awalnya diukur pada biaya perolehan dan kemudian diukur pada biaya perolehan (tunduk pada pengecualian tertentu) dikurangi akumulasi penyusutan dan akumulasi kerugian penurunan nilai, disesuaikan untuk setiap pengukuran kembali liabilitas sewa. Liabilitas sewa awalnya diukur pada nilai kini dari pembayaran sewa yang belum dibayarkan pada tanggal tersebut. Selanjutnya, liabilitas sewa disesuaikan antara lain dengan pembayaran bunga dan sewa, serta dampak modifikasi sewa.

Dengan demikian, klasifikasi arus kas juga akan terpengaruh sebagai pembayaran sewa operasi berdasarkan PSAK 30 disajikan sebagai arus kas operasi; sedangkan berdasarkan model PSAK 73, pembayaran sewa akan dibagi menjadi bagian pokok dan bagian bunga yang akan disajikan masing-masing sebagai arus kas pendanaan dan operasi.

Berbeda dengan akuntansi penyewa, PSAK 73 secara substansial meneruskan persyaratan akuntansi penyewa dalam PSAK 30, dan tetap mensyaratkan penyewa untuk mengklasifikasikan sewa baik sebagai sewa operasi atau sewa pembiayaan.

Berdasarkan kajian yang telah dilakukan, Bank berkeyakinan bahwa penerapan PSAK 73 ini tidak berdampak material pada jumlah yang dilaporkan dalam laporan keuangan Bank.

**47. REVISED STATEMENTS OF FINANCIAL ACCOUNTING STANDARDS (continued)**

• PSAK 73 - "Leases" (continued)

PSAK 73 distinguishes leases and service contracts on the basis of whether an identified asset is controlled by a customer. Distinctions of operating leases (*off balance sheet*) and finance leases (*on balance sheet*) are removed for lessee accounting, and is replaced by a model where a right-of-use asset and a corresponding liability have to be recognized for all leases by lessees (i.e. all on balance sheet) except for shortterm leases and leases of low value assets.

The right-of-use asset is initially measured at cost and subsequently measured at cost (subject to certain exceptions) less accumulated depreciation and impairment losses, adjusted for any remeasurement of the lease liability. The lease liability is initially measured at the present value of the lease payments that are not paid at that date. Subsequently, the lease liability is adjusted for interest and lease payment, as well as the impact of lease modifications, amongst others.

Furthermore, the classification of cash flows will also be affected as operating lease payments under PSAK 30 are presented as operating cash flows; whereas under the PSAK 73 model, the lease payments will be split into a principal and an interest portion which will be presented as financing and operating cash flows respectively.

In contrast to lessee accounting, PSAK 73 substantially carries forward the lessor accounting requirements in PSAK 30, and continues to require a lessor to classify a lease either as an operating lease or a finance lease.

Based on the assessment performed, the Bank determined that the implementation of PSAK 73 has no material impact on the amount reported in the Bank's financial statements.



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**47. PERNYATAAN STANDAR AKUNTANSI KEUANGAN YANG DIREVISI (lanjutan)**

- Amandemen PSAK 1 - "Penyajian Laporan Keuangan: Definisi Material" dan Amandemen PSAK 25 - "Kebijakan Akuntansi, Perubahan Estimasi Akuntansi dan Kesalahan: Definisi Material".

Definisi yang baru menyatakan bahwa "Informasi adalah material jika menghilangkan, salah saji atau mengaburkannya yang diyakini dapat diharapkan untuk mempengaruhi keputusan yang dibuat oleh pengguna utama laporan keuangan tujuan umum yang dibuat berdasarkan laporan keuangan tersebut, yang menyediakan informasi keuangan tentang entitas pelaporan tertentu".

Amandemen tersebut mengklarifikasi bahwa materialitas akan tergantung pada sifat atau besarnya informasi. Sebuah entitas perlu menilai apakah informasi tersebut, baik secara individu atau kombinasi dengan informasi lain, adalah material dalam konteks laporan keuangan. Salah saji informasi adalah material jika diyakini dapat diharapkan untuk mempengaruhi keputusan yang dibuat oleh pengguna utama.

Berdasarkan kajian yang telah dilakukan, Bank berkeyakinan bahwa penerapan amandemen PSAK 1 dan PSAK 25 ini tidak berdampak material pada jumlah yang dilaporkan dalam laporan keuangan Bank.

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**47. REVISED STATEMENTS OF FINANCIAL ACCOUNTING STANDARDS (continued)**

- Amendments to PSAK 1 - "Presentation of Financial Statements: Definition of Material" and Amendments to PSAK 25 - "Accounting Policies, Changes in Accounting Estimates and Errors: Definition of Material".

The new definition states that "Information is material if omitting, misstating or obscuring it could reasonably be expected to influence decisions that the primary users of general purpose financial statements make on the basis of those financial statements, which provide financial information about a specific reporting entity".

The amendments clarify that materiality will depend on the nature or magnitude of information. An entity will need to assess whether the information, either individually or in combination with other information, is material in the context of the financial statements. A misstatement of information is material if it could reasonably be expected to influence decisions made by the primary users.

Based on the assessment performed, the Bank determined that the implementation of the amendments of PSAK 1 and PSAK 25 have no material impact on the amount reported in the Bank's financial statements.





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